JYVÄSKYLÄ

Accelerating Industrial Renewal

Project report

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FOREWORD

Ambitions run high - as they should. As a representative of the City of Jyväskylä, Business Jyväskylä has undertaken to help establish, develop, and coordinate an ecosystem for industrial renewal, one of the two ecosystem spearheads identified in the ecosystem agreement between the City of Jyväskylä and the Finnish state. The stakes are high as the shift towards digital and sustainable manufacturing is imminent whether we wish it or not. The ones to embrace the change and to make the most of the new opportunities are the ones who will persevere and succeed.

Focusing on the *impact* of Business Jyväskylä's ecosystem work, in 2021 Business Jyväskylä contracted Synocus with the aim of:

> *1) engaging potential industrial "key actors" in Jyväskylä's regional industrial ecosystem; and*
> *2) charting the interests and needs of the key actors for the evolving ecosystem.*

The report presented summarizes the project and its findings. It also proposes a way forward.

The project has been rewarding by virtue of extending horizons, exposing new potential areas of co-operation, and sparking genuine discussions and ambitions. Personally, I propose the project achieved more than the project team initially set out for. And yet, the project and the present report do not mark the end of the effort, but the start of a further push for collaboration, innovation, and concrete action. Much of the work is yet ahead of us, but it seems obvious that *complacency* certainly is *not* an issue we face.

This project was funded through the Regional Council of Central Finland.

Timo Harju
Project Manager
Business Jyväskylä

EXECUTIVE SUMMARY

Jyväskylä – Accelerating Industrial Renewal

The manufacturing industry is the cornerstone of Central Finland. Its leading industrial enterprises (forest, energy, paper, timber, and technology industries) generate significant export income, and the manufacturing industry has the potential to leverage upon the opportunities created by digitalization and the needs to address climate change.

The City of Jyväskylä has formed an ecosystem agreement with the Ministry of Economic Affairs and Employment (MEE) for the period 2021-2027 with the ambition to identify development spearheads that will support innovations and export growth. The foundation of these activities will be the strength of Jyväskylä as a centre of education and research. The objective of the ecosystem agreement is to intensify cooperation within networks, strengthen key competences and increase effectiveness of RDI activities. Industrial renewal is the unifying theme when Jyväskylä looks for new ways to bring industrial actors together around ambitious initiatives that will support the competitiveness of the manufacturing sector in Central Finland.

Historically, the strong industrial players in Central Finland have been able to drive innovation and growth by focusing on their own core competences and building company-specific networks to support their development. However, the impact of digitalization and decarbonization has changed the competitive logic. Platform companies have proven that a new type of collaboration is needed to speed up learning and integrate the complementary capabilities of ecosystem partners. To enable Central Finland to engage in this new type of collaboration Business Jyväskylä initiated, in August 2021, a project with the ambition to mobilize the leading industrial companies in the region to establish a joint agenda for the ecosystem development activities supported by the agreement between the City of Jyväskylä and the MEE.

Through an intensive dialogue between Business Jyväskylä and the leading industrial companies in the region, facilitated by Synocus, the ambition has been to create an agenda for action through which Jyväskylä and Central Finland can better utilize its strong historical foundation to meet the industrial challenges of the 2020s. The agenda presented in the report is the outcome of this dialogue. The message is clear. The industrial sector in Central Finland is prepared to make its contribution to increase the attractiveness of the region and become a national and international centre of expertise in some carefully selected competence areas. The companies are also prepared to step up their support in driving the regional agenda, so that both individual companies and the region collectively benefit from the broader industrial transformation taking place. This report presents the outline for the acceleration of industrial renewal in Central Finland.

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1 DRIVING MANUFACTURING EXCELLENCE IN CENTRAL FINLAND

BACKGROUND

Jyväskylä and Central Finland have a strong industrial tradition, which is largely unnoticed in the Finnish manufacturing sector. This is due in large part to the nature of the leading manufacturing companies in the area, which are product champions in their own market niches. The deep industrial knowledge, based on which the present manufacturing industry in Central Finland is built, derives from the pioneering work on building paper machines at the Rautpohja works.

In 1944, Finland had to diminish it arms production, and the artillery works unit in Rautpohja was replaced with paper machine manufacturing. Valmet delivered its first paper machine in 1953 and became a paper machine supplier of international importance in the mid-1960s, when it delivered several machines to the world's leading paper industry countries. Initially there were several Finnish producers of paper machines, which, through gradual consolidation, resulted in Valmet becoming the sole Finnish producer of paper machines.

Paper machines are customized products requiring advanced manufacturing competence. The underlying fibre-process understanding has unified leading Finnish paper and carton manufacturers and Valmet when continuously perfecting the broad area of expertise relating to paper and board manufacturing. Today, paper machines are highly automated products, which also require close collaboration between manufacturing and digital experts.

This paper manufacturing capability development path has, over the years, resulted in a multitude of spinoffs that have benefited from the expertise generated through the pioneering work of Rautpohja. A similar trajectory can be found in tractor manufacturing.

The first Valmet tractors were manufactured in Jyväskylä in 1951. The prototypes and first ten tractors were the result of cooperation between the artillery and rifle plants, after which, tractor production was consolidated within the rifle plant in Tourula. The first tractors used parts of cannon barrels for their subframe. In 1969, the tractor factory moved from Jyväskylä to Suolahti. Initially, only the assembly plant moved from Jyväskylä to Suolahti. The transmission plant followed soon after, then service and spare parts, and, eventually, marketing and engineering joined them in the mid-2000s. The present Valtra operations subsequently shares its history with Valmet to a great extent.

The manufacturing expertise has also enabled a multitude of other manufacturing expertise areas to evolve. The most notable of these relates to windmill technology, where DB Santasalo and Moventas are examples of companies that are world leaders in their own market segments.

The key industries served by the manufacturing industry in Central Finland are all characterized by three common factors: they are affected by decarbonization, they all invest vigorously in digitalization and automation, and they increasingly seek new types of collaboration to cope with the uncertainty and changes in front of them. These change drivers have also been considered by Finnish manufacturing more broadly, and Business Finland has, for example, granted the MEX Finland association growth engine status to support industrial collaboration addressing these change drivers.

Business Jyväskylä has recognized these factors as important considerations when shaping its own ecosystem program for industrial renewal. The instructions to Synocus when engaging the leading industrial companies in Central Finland in the agenda setting dialogue were therefore to deal with these change drivers, and map how the companies address these factors. The discussions covered the following issues:

- ***Industrial collaboration****; what competence areas are such where Jyväskylä can offer something unique for your company that should be even more emphasized? What concrete actions should be taken to improve this development?*
- ***Digitalization****; in which areas can development in the Jyväskylä region support the development efforts of your company in respect of digitalization? Are there key actors that we should discuss with?*
- ***Sustainability****; in which way could Jyväskylä and its leading actors support the ambitions of your company in the area of sustainability, and how could Business Jyväskylä further strengthen such development?*
- *How can the* ***Business Jyväskylä*** *investigation* ***support*** *the objectives of your company in Industrial Renewal?*

The dialogue with the companies rapidly evolved into very concrete discussions related to specific development objectives of each participating company. By sharing their own ambitions with Business Jyväskylä, the companies recognized that the allocation of recovery funds to Central Finland, as part of the efforts to recover from the impact of Covid-19, offers a real opportunity to engage in a new form of public-private collaboration guiding industrial renewal in the region.

During September-November Synocus carried out a number of in-depth discussions with executives from the leading companies in the region. In addition, weekly planning meetings took place between Business Jyväskylä and Synocus. The first steering meeting was organized on November 1st, and the closing workshop took place on December 9th at the Kuokkalan kartano Manor in Jyväskylä (see Appendix for the project activities).

This project report presents the main findings from the interviews and the meetings and outlines how the collaboration could continue following this first project phase's conclusion in December.

ACCELERATING INDUSTRIAL RENEWAL

The heritage of the manufacturing industry in Central Finland is one of deep technological expertise combined with innovatively solving customers' problems. This tradition has shaped corporate cultures which, due to the specificity of the product characteristics, are engineering-driven and relatively inward looking.

Decarbonization and digitalization in combination with a significant increase in the availability of public funding for RDI investments present the manufacturing sector with a new business landscape. Suddenly the incentives for cross-organizational collaboration have radically improved. How to use these new opportunities is, however, not unproblematic. Decades of technological focus (and supremacy) and carefully guarded corporate secrecies must now be combined with more openness in respect of innovation and industrial collaboration. How this will play out must be decided case by case, but the regional dimension will become more important again, as the new opportunities will be connected to political agendas which aim to promote regional attractiveness and growth.

Business Jyväskylä can be the catalyst for a new form of collaboration that engages the leading companies, the universities and research institutions and public innovation support functions to speed up industrial renewal in the region. Accelerating industrial renewal is the main theme around which Business Jyväskylä intends to support the formation of a new RDI centre to become the platform for industrial collaboration in the region.

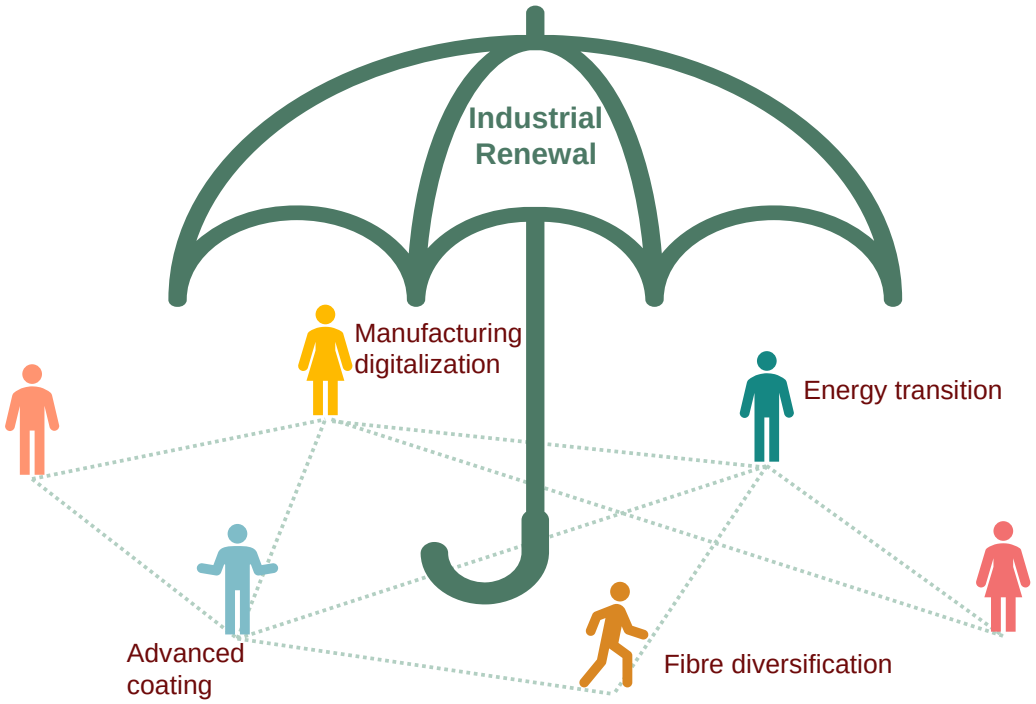
The idea of establishing a regional RDI centre originated in the research community and was publicly launched during the Rally Finland event in October 2021. The dialogue with leading industrial companies in the region has aimed to identify possible spearhead competence areas that could be supported by the new RDI centre. The working assumption is that engaging the industry strongly in the definition of the content and formation of the RDI centre will increase the benefits to the research and education partners, as the companies' engagement will also improve the possibilities to find relevant research projects that can be supported by industry. Students engaged in industry-sponsored research activities will also improve their possibilities to later be employed by industry.

The underlying assumptions on how to speed up industrial renewal in Central Finland can thus be summarized as follows:

- *The manufacturing sector is facing a universal need to increase cross-organizational collaboration due to decarbonization and digitalization.*
- *The ambition of the Finnish government to increase the RDI share of GDP from 2,8% in 2019 to 4,0% in 2030 will see a growing portion of public funding going to collaborative regional innovation initiatives.*
- *Jyväskylä provides an attractive research and education platform to the region and its companies, but more specific targeting of focus areas is needed through intensified collaboration with industry.*
- *Business Jyväskylä can catalyse the needed industrial renewal by deepening public-private collaboration when defining, launching, and managing the new RDI centre.*

2 DEEPENING INDUSTRIAL COLLABORATION

Based on the discussions carried out with the leading industrial companies in the region, four themes have been identified as spearheads to be supported by the industrial renewal in Central Finland and Jyväskylä as illustrated in the following figure:



The selection of spearheads was based on two criteria. Firstly, the spearhead must represent a broader competence area that provides added value to several leading industrial actors in the area. Secondly, one or several industrial actors must be prepared to take co-ownership in guiding how the competence area should be nurtured in the context of regional collaboration supported by the new RDI Centre.

The umbrella symbolizes that the role of Business Jyväskylä is to provide shelter for each spearhead to support the evolving regional collaboration in gradually finding a viable way of working.

For each of the four spearheads the action plan is based on three pillars:

- *Regional advantage.*
- *Market potential.*
- *Industrial engagement.*

The spearheads will be presented in the following.

MANUFACTURING DIGITALIZATION

Regional advantage

The paper industry is characterized by a high degree of automation. This has provided the machine building and paper technology related companies in Central Finland with an opportunity to be at the forefront of the digitalization of manufacturing. To secure continued knowledge exchange between industry and research, companies like Valmet, Valtra, DB Santasalo, Moventas, Tana, and others work together with the faculty of Information Technology at the University of Jyväskylä. The faculty has a good track record in data systems, scientific computing and data analysis, cyber-security, wellbeing, games, and learning. With 2,800-degree students, the faculty has a significant knowledge pool that could support industrial renewal more actively. Relevant competence areas include 3D-technologies, man-machine interface technologies, simulation, and IoT. In addition, the pulp and paper industry provides the region with in-depth expertise in complex process control technologies and related analytics.

Market potential

Collaboration between industry and research on digitalization can support Jyväskylä-region-based units of multinational companies in their efforts to strengthen Jyväskylä in their corporations by leveraging upon regional collaboration relating to digitalization. The potential added value of the new RDI centre should be further evaluated in relation to this advantage. The plans include an IoT-related service centre that serves DB Santasalo's customers globally from Jyväskylä. Another possibility is commercializing global offerings by using 3D-modelling and 3D-printing, combined with existing engineering and manufacturing capabilities in Jyväskylä. The idea is under evaluation by both DB Santasalo and Valmet.

Industrial engagement

There is a strong commitment among the manufacturing companies engaged in the Industrial Renewal process to further support development relating to manufacturing digitalization.

ADVANCED COATING

Regional advantage

As the world leader in paper machines, Valmet Rautpohja has contributed to a diverse innovation cluster engaging companies and researchers when adapting coated materials to market changes. Valmet continues to extend its knowledge development efforts well beyond Jyväskylä, but the main paper machine manufacturing site remains in Jyväskylä.

The present development in coating technology encourages the replacement of plastics with different forms of biomaterials. This creates opportunities for different forms of new coating solutions that the strong

collaboration between Valmet and Metsä can bring forward with support from their innovation partners in the Jyväskylä region.

Market potential

The material handling know-how related to fibre technology and coating solutions is of general interest in a multitude of industries that are facing new requirements on their materials. In packaging, the drive and need to remove plastics offers opportunities to use biomaterials. Wood fibres and nanotechnology, complemented by new coating solutions, provide one alternative when replacing plastics. This competence area is now more relevant than ever with the circular economy increasingly seeking innovative ways to reduce the use of plastics. The Jyväskylä region's contribution to this type of development must be discussed in more detail with Valmet, Metsä, and Spinnova.

Another sector with demand for new types of coating solutions is the rapidly growing battery industry.

Industrial engagement

Valmet, as a leading supplier for the pulp and paper industry, needs valuable ideas and solutions and can provide the scale-up to global utilization for new solutions. Correspondingly, Valmet encourages research and other actors from different industries in Central Finland to contribute to the development of plastic replacement materials and other innovative coating solutions.

FIBRE DRIVERSIFICATION

Regional advantage

The potential of fibre diversification is spearheaded by e.g. Spinnova and Metsä. Metsä has a program named ExpandFibre. Spinnova and Suzano are establishing the first commercial-scale SPINNOVA® production plant in Jyväskylä at a total investment cost estimated to be EUR 50 million. Spinnova's sustainable fibre, produced from wood and waste without any harmful chemicals, will be available to global textile brands in 2023. Spinnova will also establish an industrial-scale, in-house yarn spinning facility in Jyväskylä that will be operational by the end of 2022. This will accelerate Spinnova's commercial textile development, enhance brand collaborations, and strengthen Spinnova's market entry. The spinning facility will enable faster trials and smaller test batches than before. This will significantly improve the textile R&D with the wood-based SPINNOVA®fibre and is also a valuable investment in future R&D with alternative, waste raw materials. The work by Metsä and Spinnova represents a continuation for the tradition of industrial collaboration on fibre and paper technology started by Valmet in the 1950s and later strongly supported by VTT.

Market potential

New opportunities in fibre demand investments and collaborations. The yarn spinning unit of Spinnova will enable testing of the conversion of various waste streams such as leather and agricultural waste into textile fibre. This is also expected to increase interest among textile customers to engage in the development work relating to fibres with minimal environmental impact. The value of the textile fibre market was estimated at EUR 194 billion as of 2020 and is expected to grow to approximately EUR 244 billion by 2030. Making this market and fibre-innovations more environmentally friendly presents a significant opportunity for the companies involved in this development in Central Finland, such as Spinnova, Metsä, Valmet, Elomatic, and others.

Industrial engagement

Spinnova, Metsä, and their partners strongly support the development.

ENERGY TRANSITION

Regional advantage

The Jyväskylä City Strategy will be updated shortly. It is expected that the energy transition will have a central role in the updated strategy. This will provide the context wherein the manufacturing sector can also benefit from the efforts of the city and the region when the companies themselves increasingly emphasize decarbonization in their own strategies.

Market potential

The decision by the present government to phase out the use of peat as an energy source as part of the government's emissions-cutting plan impacts Central Finland. The transition of peat companies to new businesses is expected to be partly funded by the EU's Just Transition Mechanism (JTM). This element of the energy transition should be further evaluated. In addition, digital solutions (especially with consideration to Jyväskylä's regional strength in the ICT sector) create significant potential for improving energy efficiency and for establishing new solutions for the circular economy. Regional strengths need to be exploited more strategically and systematically. One opportunity lies in the development of new, more energy efficient products for process industries in order to enable process industry manufacturing plants to lower their CO_2 emissions.

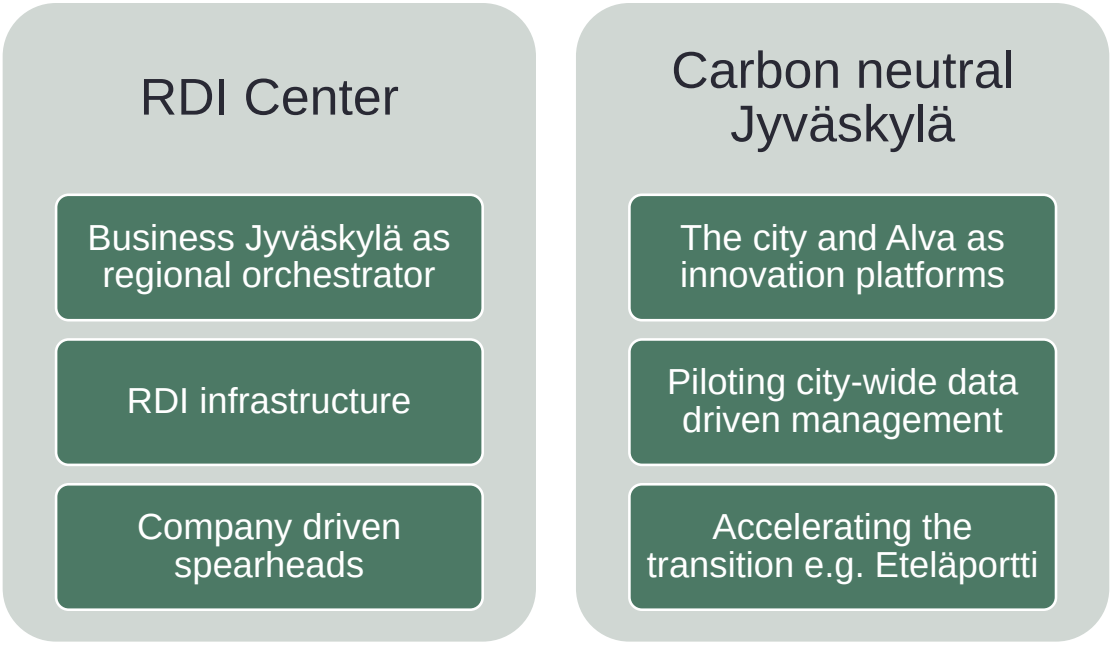
Industrial engagement

RDI initiatives are to be mapped and planned for execution. The city of Jyväskylä seeks to take an active role in facilitating, accelerating, and deepening carbon neutrality development (for example in the Eteläportti industry park). The City of Jyväskylä and Alva will create an innovation environment (including a city-level data platform) to enable a demonstrably more carbon neutral operating environment for industry.

3 AN AGENDA FOR ACTION

The main contribution of the Accelerating Industrial Renewal pre-study has been the engagement of the leading industrial companies and the key public sector representatives in a dialogue on bringing the industrial sector forward in Central Finland. The pre-study has confirmed that decarbonization and digitalization, combined with the public sector support for sustainable innovation, create incentives for a stronger public-private collaboration when accelerating industrial renewal in Central Finland.

As stated by Anne Sandelin, Director of Business Development and Employment Services at City of Jyväskylä, in the workshop December 9th, 2021: the work has provided the foundation for a new type of public-private partnership, for which the workshop represents the kick-off. Business Jyväskylä will support this partnership by taking the role of regional orchestrator as described in the following figure:



The revitalization of the industrial sector in Central Finland will be framed by two external factors: the establishing of an industry supported RDI centre and the ambitions by the City of Jyväskylä to be carbon neutral by 2030. These efforts will be supported by public funding. One of the main benefits of the public-private industrial partnership is it will secure that both the privately and publicly allocated funding generate the best possible outcomes for all parties involved.

Today, the public sector is responsible for 53% of the RDI investments in the Jyväskylä region. The present level of annual investments is about Euro 250 million. The ambition is for RDI investments to represent a 4,0% share of GDP by 2030. This means increasing annual RDI investments by Euro 100 million per year. Most of this increase must come from the private sector. The role of public sector support is to make such private investments attractive.

THE INDUSTRY-SUPPORTED RDI CENTER

The RDI Centre will catalyse the new public-private industrial innovation partnership in the Jyväskylä region. The combined industrial output of the region is today about Euro 2,5 billion, of which the 55 biggest companies represent the main part. The Accelerating Industrial Renewal pre-study has engaged the largest companies in discussions on strengthening regional collaboration. These discussions have revealed that the RDI Centre is a useful catalyst to concretize both the content and the process for the emergent, more intensified collaboration. This implies that the first visible result of the collaboration will be the agreement on what would be the best possible way to establish the new RDI Centre.

Three factors influence how the RDI Centre should be institutionalized.

Firstly, the RDI Centre should build on the four spearheads identified in this report. To what extent the private interests will invest in the spearheads should be worked out during 2022. This defines to what extent respective spearheads should be integrated into the RDI Centre, and to what extent it will be promoted more directly by the private sector.

Secondly, the RDI Centre should leverage upon the general funding opportunities provided by public agencies, both in respect of research and infrastructure investments. This means that the next round of discussions must enlarge the group of discussants to actively engage thematic expertise also from the research sector, such as the University of Jyväskylä, Jyväskylä University of Applied Sciences, and VTT.

Thirdly, the process should be guided by gradually strengthening the common understanding among the participating organizations about the external temporal contingencies that must be respected for the RDI Centre to succeed. Two perspectives are particularly noteworthy.

As the ambition is to radically increase the private sector RDI investment in the region, the public sector must flexibly respond to collaboration opportunities emerging through the demands of the companies. A good precedent has already been established in the form of how the ELY Centre for Central Finland and Spinnova were able to match private and public funding when establishing the new yarn spinning facility in Jyväskylä. Many of the companies participating in the pre-study have indicated that they have investment opportunities in the pipeline, the realization of which are dependent on the degree to which public funding will be available. These opportunities may also represent competition between sites, whereby internationally operating companies will choose whether Jyväskylä will be the location of the investment, or whether it will be located outside Finland.

The increased public funding available for RDI activities and RDI infrastructures will become available through different types of competitive bidding rounds. This means that, in some cases, there will be a need to adapt to timetables established by the public sector to secure certain types of specialized funding.

PUBLIC FUNDING OPPORTUNTIES

There are three types of funding that can support the industrial renewal of the Jyväskylä region: EU-level funding, national funding, and regional funding. Regional authorities have received a recommendation in their discussions with national and EU-level colleagues to actively seek larger projects with a significant contribution to the transformation of the region.

One area that has emerged as a candidate for a more concentrated effort of the region to increase its global attractiveness is fibre diversification.

Metsä already works with Fortum in a Business Finland sponsored Leading Company (Veturi) program called ExpandFibre to accelerate the development of sustainable bioproducts. It focuses on upgrading pulp fibres, hemicellulose, and lignin from renewable and sustainable sources of straw and northern wood into new bioproducts. Its ambition is to meet the growing demands for sustainable textile fibres and other added value biomaterials. Spinnova in turn will invest in its first production plant which will go live in 2023.

Metsä and Spinnova embody the diversification potential of the fibre technology expertise that exists in the region. As both Metsä and Spinnova have ambitious development plans, the regional authorities should engage deeply with these companies to clarify the conditions upon which the Jyväskylä region could support the expansions of these companies, and leverage upon their strengths to benefit the region more broadly. Both companies are also sizeable enough to be of interest when larger-scale EU investment funds are considered.

Regarding national-level innovation funding, the two leading funding agencies are Business Finland and Academy of Finland. The topics identified as spearheads for the RDI centre are all relevant themes for funding from both these agencies. What is needed here is a more profound anchoring of the commitment in regional industrial innovation strategy among the leading companies. This should be the basis when prioritizing what type of joint innovation portfolio to promote collectively towards these agencies. The coordination of this falls naturally to Business Jyväskylä in the context of the ecosystem agreement between Jyväskylä the Ministry of Economic Affairs and Employment.

The new seven-year cycle for regional funding will start in the beginning of 2022 with the call for proposals for the structural funds from the European Regional Development Fund (ERDF) and the European Social Fund (ESF). This funding is under detailed-level discussions among the engaged parties and will provide additional funding already in 2022 for both regional innovation authorities and research institutions.

The Recovery and Resiliency Funding offers funding opportunities for RDI Innovation Infrastructures. Euro 25 million national funding is available for up to ten initiatives supporting sustainable development and digitalization. The Just Transition Fund (JTF) will also have a dedicated budget for Central Finland. The JTF details will be clarified in the beginning of 2022.

NEXT STEPS

The leading industrial companies in Central Finland have voiced a strong interest in supporting stronger public-private industrial collaboration. This has provided the basis for the recommendations of this pre study. By engaging the leading companies in a fruitful public-private innovation partnership the foundation has been laid to expand the collaboration to also include the SME sector and the research community more strongly.

In the workshop of December 9th, 2021, it was agreed to organize the next workshop in January 2022 with the specific objective of discussing the findings of the pre-study and agreeing how the here presented ideas can also engage SMEs and researchers. This workshop will decide how to continue the community building efforts that were initiated through the pre-study. Through joint decision-making, the collaborative orchestration efforts should be continued with the ambition to start the first concrete projects towards operationalizing the RDI Centre and leveraging the decarbonization efforts of Jyväskylä and Alva during the first half of 2022.

CONCLUSIONS

The Accelerating Industrial Renewal pre-study's first objective was to engage senior executives from the leading companies in the Jyväskylä region in a dialogue on jointly revitalizing public-private collaboration. This objective was achieved, and the workshop arranged on December 9th, 2021 in the Koukkalan kartano Manor confirmed that the participating companies and their leadership are prepared to continue the dialogue about how to bring this ambition forward.

The second objective of the pre-study was to preliminary identify the focus areas when the Jyväskylä region seeks public funding to speed up the revitalization of public-private industrial collaboration. The pre-study was able to provide some preliminary indications about potential spearheads, which are reported in Section 2 of this report.

The outcome of the discussions is that the companies engaged in the pre-study represent a strong nucleus around which further discussions should be organized with the ambition of gradually agreeing upon the key investments that will manifest the new direction of the Jyväskylä region as a leading actor in industrial renewal. The enthusiasm exhibited by the participants in the pre-study suggests that there are good opportunities for the Jyväskylä region to genuinely make a transition in respect of how it engages the private and public sectors around common goals and action plans to contribute to the common good of the region and its companies. Business Jyväskylä will play a key role here in gently guiding the continuation of the promising start of a new type of public-private partnership that the pre-study has initiated.

15.12.2021 Business Jyväskylä & Synocus Group

APPENDIX

PROJECT ACTIVITIES

Steering group meetings: 1.11.2021, 25.11.2021, 3.12.2021, 9.12.2021.

Joint workshop: 9.12.2021 in Kuokkalan kartano Manor

Interviews:

Company	Contact person	Date of interview
Valmet	Jyrki Huovila	16.9.
DB Santasalo	Pekka Leskinen	7.10.
Valtra	Jari Rautjärvi	19.10.
Spinnova	Juha Salmela	25.10.
Elomatic	Timo Pirinen	26.10.
Metsä	Aki Saarinen	2.11.
Alva	Tuomo Kantola	17.11.
Tana	Kari Liuska	19.11.
Landis+Gyr	Sami Kurunsaari	26.11.
Moventas	Jyrki Virtanen	29.11.

In addition to the activities directly related to the project, the project group participated in complementary activities related to Industrial Renewal for communication and information gathering purposes (e.g. research workshops, regional council meeting, subcontracting fair, Rally event).

Based on the activities, an intermediate report of the project results was delivered to the Steering Group at the end of October and a first outline of the final report in mid-November for feedback.

The project execution has been handled through weekly project meetings by the project team consisting of Timo Harju (chairman), Nelli Eerikäinen, and Johanna Hentunen from Business Jyväskylä, and Niklas Koski, Patrik Laxell, and Johan Wallin from Synocus Group.