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# 1. General information

**Project:** Policies to promote the internationalisation of SMEs for more competitive regional ecosystems in border areas of the EU

**Partner organisation:** Klaipeda ID (KID), Klaipeda city municipality (KCM)

**Other partner organisations involved:** Klaipeda University (KU); Klaipeda science and technology park (KSTP); Baltic Tech Park (BTP).

**Region:** Klaipeda

**NUTS2 region:** LT023

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## 2. Background

### INTER VENTURES project

INTER VENTURES aims to help SMEs located along national borders to internationalise their activities. This will spur growth and make EU cross-border regions more competitive. The present Action Plan is prepared within the frame of INTER VENTURES project.

### Executive Summary

There is a great potential for developing digital innovations in creative industries, blue economy, and even traditional businesses. Digital innovations by nature are highly scalable and can be introduced to global market independently where such innovation was created. In addition, scalable businesses are very attractive for international investors (usually series A and later investment rounds in startups are led by international venture capital funds and angel investor syndicates).

Successful acceleration of digital innovations would significantly contribute to main objectives of the Klaipeda's SMEs' internationalization:

- *more new and innovative companies in Klaipeda region*
- *increase in export of Lithuanian origin products and services from Klaipeda region*
- *additional direct and indirect foreign investment*
- *more talents (employees) from abroad*
- *more accommodated tourists*

The targeted policy instrument, **Klaipeda economic development strategy "Klaipeda 2030"** requires developing a program and accelerator to promote the application of creative industries skills in production. However, funding is needed not only for preparation of the program but for an additional employee who will manage the program: promote it, enroll participants, assure the quality of the program, prepare reports, help with finding international partners, etc. Estimated costs for preparation of the program are implementation first year pilot activities ca 40,000-70,000 EUR, plus at least 23,500 EUR per year for employee salary.

Besides, Klaipeda region is relatively small, and many accelerators and pre-accelerators have already emerged. Such as, for example

- Blue biotechnologies accelerator was established within the framework of the international project ALLIANCE + by Klaipeda Science Technology Park (KSTP), and
- Baltic Tech Park (BTP) secured BTP financial aid for construction of *Baltic Digital Innovation Center* and is developing a private accelerator, as well as investment fund for early-stage startups.

In addition, there are three virtual pre-acceleration programs launched nation-wide in 2020. SMEs from Klaipeda region can participate in all of them:

- Startup Guide pre-accelerator by Startup Lithuania is free for all
- Tech-HUB pre-accelerator by MITA (Agency for Science, Innovation and Technology)
- Pre-accelerator for startups in energy industry by Ministry of Energy of the Republic of Lithuania

According to most experts, building yet another physical accelerator would be premature in terms of innovation capacity of the region and would increase competition among current accelerators.

At the same time, virtual pre-accelerators provide limited services because they do not provide the necessary environment (premises, live contacts, etc.) or it is difficult for Klaipeda business to use the open workspaces of some virtual accelerators in Vilnius. Therefore, we suggest supplementing Klaipeda business ecosystem with the new physical pre-accelerator under a regional pilot program for SMEs with specialization in creative industries. This would ensure higher quality of the acceleration process entering the preparatory phase.

Based on the above considerations, the necessary tasks to reach the suggested change have been defined as follows:

- Technical specification/pilot program for pre-acceleration service should be prepared to ensure the highest possible value for creative industry startups. Current accelerators already have great capabilities but none of them is specially designed for creative industry (CI) startups. According to KEDS 2030 the program should be tailored for startups in creative industries, blue economy tourism, and digital innovations related to industry digitalization
- Rules of startup selection for the program must be developed to ensure that pre-acceleration program is granted to the most capable CI subjects with the highest potential
- Program continuity must be foreseen – what would be the next possible steps of the SME after graduation of the program

In addition to the suggested changes related to the acceleration of SMEs in creative industries, this action plan also aims to improve and encourage the cooperation among the companies, the university, and the local government in Klaipeda. Therefore, BTP (Baltic Tech Park) and a Consortium of higher education institution are assigned to identify and collect bottom-up initiatives from local foreign businesses that could be implemented in Klaipeda region.

### 3. Baseline situation

#### Policies and strategies targeted to internationalization of SMEs

Main strategies and laws regulating the internationalization of SMEs in Klaipeda region:

- *Klaipeda 2030: Economic Development Strategy and Plan of Implementation Actions* (<https://www.klaipeda.lt/lt/klaipeda2030>). This is the main strategic document related to economic development of Klaipeda region, including the internationalization of SMEs. The document is prepared and constantly adjusted so that specific KPI meanings are achieved till 2030. Klaipeda 2030 is the main policy instrument targeted in the Action Plan
- *Klaipeda city strategic plan*
- *Klaipeda University Vision and Guidelines for 2019 – 2024*
- *Klaipeda State University of Applied Science Integrated Development Strategy for 2011 – 2021*
- *Law on Small and Medium-Size Business Development* (1998-11-24, No. VIII-935)
- *Law on Foreign Capital Investments in the Republic of Lithuania* (1995-06-13, No. I-938)
- *Law of the Republic of Lithuania Amending the Law on Import, Transit and Export Control of Strategic Goods and Technologies* (2002-07-05, No. IX-1051)
- *Law on Regional Development of the Republic of Lithuania* (2000-07-20, No. VIII-1889)

The Lithuanian multi-fund Operational Programme brought together several key EU investment funds aimed at helping Lithuania's economic development. It reflects the goals of the Europe 2020 strategy with a clear emphasis on boosting research and innovation, SME competitiveness, the shift to a low-carbon economy, the promotion of human capital, especially of young people, and the fight against poverty.

- *Total OP budget:* 7,887,798,523 EUR
- *Total EU contribution:* 6,709,396,130 EUR

Priorities of the Operational Programme for EU Structural Funds Investments for 2014-2020 that relate directly or partly to the SME internationalization:

- 7.92% (546,703 EUR) are allocated to support SMEs' competitiveness and innovation
- 10.86% (735,586 EUR) are dedicated to promoting sustainable and quality employment and supporting labour mobility
- 10.18% (683,628 EUR) are planned to be used for research and innovation

- 2.24% (110,459 EUR) are aimed at improving the Lithuanian business environment by reducing the administrative burden for businesses and improving the quality and efficiency of public services in general.

Cohesion policy investments in 2021-2027 for Lithuania should be 6,239,000 EUR in case the European Parliament and the Council will give final approval for instruments related to Cohesion Policy for the period of 2021-2027. Commission priorities for 2021-2027 Cohesion Policy funding in Lithuania are as follows:

- R&I capacities and uptake of advanced technologies
- Growth and competitiveness of SMEs
- Digitisation
- Skills for smart specialization and entrepreneurship
- Digital connectivity

## Instruments and tools for internationalization

Lithuanian business support agency (LVPA) is developing a new program for 2021-2027 that must be confirmed till the end of 2021. Previous support programs by the LVPA that served for SMEs' internationalization were as follows:

- *INNOCONNECT* promoted international partnerships and networking by seeking opportunities to establish contacts with international partners and to participate in international EU research, experimental development, and innovation initiatives
- *Smart FDI* supported foreign direct investment in R&D activities, R&D infrastructure of an existing or new existing enterprise, activities related to the implementation of process and organizational innovations
- *Expo Certificate LT* provided funding for the certification activities of the companies' products, which are planned to be exported to foreign countries, including tests, research, and expert consultations
- *New Opportunities LT* supported the participation of companies in international exhibitions, business missions, and fairs
- *Eco-Innovation LT* aimed to encourage SMEs to adopt technological eco-innovations to reduce the negative effects of climate change and the greenhouse effect
- *Design LT* encouraged companies to invest in product (service) design solutions to increase the attractiveness of the company's products or services, as well as the demand and productivity of the company

- *Experiment LT* encouraged companies to invest in research and/or experimental development (R&D) for the development of innovative products, services, or processes
- *Digital Innovation Centres* encouraged companies to invest in digital innovation by providing industry with up-to-date information, expertise, infrastructure, and technology to test digital innovations with their products, processes, or business models. Thus, enabling companies to carry out research, development and innovation activities, increased access to technology and equipment. One of such centres is being constructed in Klaipeda (funding confirmed)
- *Industry Digitization LT* encouraged SMEs to provide technological audits to help them assess the potential and prospects of digitization of production processes

## SMEs barriers and drivers regarding internationalisation support

Barriers to SME internationalization in the region based on the Regional Situation Analysis:

- As Klaipeda is geographically distant from Vilnius (>300 km) and Kaunas (>200 km) dipoles, there exists a stereotype that Klaipeda is a province, a port, an industrial region. This stereotype makes it hard to attract foreign investment and talents to the region
- Innovation loop of people-ideas-funding. Low quality of innovation-based SME projects in the region. Stakeholders confirmed that roughly 70% of innovation-based SME projects that apply for support are very low quality, unrealistic, and without a market potential
- Lack of soft facilitation / coordination in support activities. The support programs are broken down into smaller programs, initiatives, and projects. The budget is reduced, therefore it's difficult to achieve significant and tangible results in each of those programs, initiatives, and projects
- Lack of building capacities: significant share of SMEs has language and communication confidence barrier, are unfamiliar with legal base of foreign markets, have too many stereotypes about foreign markets, and have not found their competitive advantage as well as unique selling proposition before trying to engage in export activities
- Lack of SMEs' initiative to take a chance and benefit from support measures.
- Gap between science, business, and self-government
- Bureaucratic mind-set is still very strong at the national level

Drivers for SME internationalization based on the Regional Situation Analysis:

- Getting more clients/customers is the main driver (81.2-85.3%) for internationalization in SMEs. Export is the main internationalization activity for most SMEs (90.4-91.8%)



- Klaipeda region would become more attractive for foreign investors and would have more capacity for innovation if the region had a larger talent base. Klaipeda ID and Klaipeda University are working on this priority direction
- Digital Innovation Centres' program is confirmed, one of such centres (Baltic Maritime Digital Innovation Hub) will be established in Klaipeda (5.47 mil. EUR investment confirmed). SMEs should be able to get EUR 60,000 vouchers for buying services from Baltic Maritime Digital Innovation Hub and related stakeholders. This might be a solid boost for SME internationalization based on digital innovations
- Baltic Tech Park created the investment fund (supervised by Lithuanian bank) that consolidates funds from private investors and focusses on investing in real estate and start-up projects
- Klaipeda could have strong positions internationally in maritime and transport, industry automation and digitalization, ship building, offshore energy. These sectors should be among those that policy makers will focus on.

## 4. Policy context

### Overview

#### The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

#### Name of the Policy Instrument:

Klaipeda 2030: Economic Development Strategy and Plan of Implementation Actions (KEDS 2030)

#### KEDS 2030 aims for:

- 100 new direct foreign investment projects till 2030
- 1.5 billion EUR direct foreign investment till 2030
- 200% increase in export of Lithuanian origin products and services from Klaipeda region
- 400,000 accommodated tourists per year (250,013 in 2019)
- 75% employees work in innovative companies
- 2,000 new companies in Klaipeda region (6,622 in 2020)
- Klaipeda higher education institution among the top 500 in the world

### **Body responsible for addressed policy:**

- Klaipeda City Municipality (KCM)
- Klaipeda ID (KID)
- Klaipeda University (KU)
- Klaipeda Chamber of Commerce, Industry and Crafts
- Klaipeda Science and Technology Park (KSTP)
- Baltic Tech Park (BTP)
- Klaipeda Free Economic Zone
- Klaipeda Port Authority

### **Influence of the partner organization over the targeted Policy Instrument**

KID is a non-profit city development agency founded by Klaipeda Municipality. Its mission is to support both international and local businesses by providing information and on the ground advice. Key tasks and functions of KCM Economic Development Group:

- coordinate the implementation of Klaipeda city economic development strategy in accordance with the approved strategic directions
- organizes and coordinates the implementation of KEDS 2030
- organizes the work of KEDS 2030 councils and groups
- initiates and coordinates measures together with KEDS 2030 partners
- coordinates marketing and communication of KEPS 2030
- initiates and organizes events of various formats related to KEDS 2030 strategic directions and city presentation
- in accordance with the competence of the group, assists the structural subdivisions and subordinate institutions of the Municipality to develop international cooperation in the strategic directions of KEDS 2030
- in accordance with KEDS 2030, prepares and implements complex measures in accordance with the economic specialization of Klaipeda region and in cooperation with **relevant** associated structures, business enterprises, scientific institutions and other interested institutions and groups.

## Issue addressed

### **Evaluation of the current operation of the policy, functioning of the policy**

KEDS 2030 is a product of co-operation between the Klaipeda City Municipality and strategic partners. Strategic partners concentrated on a coherent vision towards economical specialization of the city, targeting on new FDI, strengthening high value-added industries and growing labour pool. In their vision the city is focused on the blue growth and becoming a global-level city of blue economy and fast solutions.

The seven KEDS 2030 partners communicate regularly through the Steering Group and the Economic Development Council. In general, KEDS 2030 is functioning properly, and responsible partners are implementing the measures. However, there is no open data platform for public update with KEDS 2030 implementation status.

The strategy is currently going through some updating - project measures and actions are being evaluated to update them (changing the wording, owner of the measure, adding or removing indicators or combining several measures), as changes have naturally taken place during the three years of the strategy.

At the same time, because of Inter Ventures project activities such as the findings on Regional Situation Analysis, more attention is paid to the internationalization of SMEs. Also, as the result of Inter Ventures project, more attention is paid to high quality acceleration of digital innovations. Digital sector is by nature highly scalable and can be introduced to global market independently. In addition, scalable businesses are very attractive for international investors (usually series A and later investment rounds in start-ups are led by international venture capital funds and angel investor syndicates). Summing up, this is a great possibility for Klaipeda SMEs' internationalization, and it would significantly contribute to the main objectives of KEDS 2030.

### **Problem(s) with the Policy Instrument, problems to be targeted**

Policy instrument requires developing a program and accelerator to promote the application of creative industries' skills in production. This task should be implemented by KID in 2019-2024. Surveys on 2019-2020 conducted by KID how Klaipeda Creative industries (CI) sector customise to industry showed a very weak use and applicability of such CI services in industry and traditional business.

Funding is needed not only for preparation of new CI pre-accelerator program focused on digital innovation and blue economy and tourism orders, but for an additional employee who will manage the program: promote it, enrol participants, assure the quality of the program, prepare reports, help with finding international partners, etc.

Klaipeda region is relatively small, and many accelerators and pre-accelerators already emerged such as, for example:

- Blue biotechnologies accelerator was established within the framework of the international project ALLIANCE + by KSTP
- BTP secured BTP financial aid for construction of Baltic Digital Innovation Centre (project No. 01.2.1-LVPA-K-857-01-0003). Project should be fully implemented till 17.05.2023 but SMEs will receive actual services during the implementation period as well. BTP is developing a private accelerator as an add-on and already established investment fund for early-stage start-ups.

In addition, there are three pre-acceleration programs launched national wide in 2020. SMEs from Klaipeda region can participate in all of them:

- Start-up Guide pre-accelerator by Start-up Lithuania is free for all. It provides essential knowledge for early-stage start-ups. The content is accessible online. Few live events take place every year
- Tech-HUB pre-accelerator by MITA (Agency for Science, Innovation and Technology). This is an intensive 3-months length program with live workshops and one-on-one mentoring
- Pre-accelerator for start-ups in energy industry by Ministry of Energy of the Republic of Lithuania. It is a self-study online platform specially tailored to start-ups with energy sector solutions

According to most experts, building yet another accelerator would be premature in terms of innovation capacity of the region and would increase competition among current accelerators. But none of these accelerators is specialized to help start-ups in creative industries.

### Indicator(s) measuring the success of policy influencing

<b>Self-defined indicator</b>	<ul style="list-style-type: none"> <li>• Successful graduates of the pre-acceleration programs (a successful graduate is a KI start-up that achieved specific KPI, which will be determined during action in the prepared pilot program)</li> </ul>
<b>Target value of the indicator</b>	<ul style="list-style-type: none"> <li>• At least 5 successful start-ups in creative industries or blue economy till the end 2023</li> </ul>

### Description of the situation after the Policy Instrument is targeted

During the period of the Inter Ventures project, few key events happened related to the actions planned in KEDS 2030:

- Blue biotechnologies accelerator was established within the framework of the international project ALLIANCE+ by KSTP
- BTP secured financial aid for construction of Baltic Digital Innovation Centre and attracted 5.47 mil. EURO for construction of Baltic Digital Innovation Centre

- Three pre-acceleration programs were launched national wide in 2020. SMEs from Klaipeda region can apply for all of them

There is a great potential for creating digital innovations in creative industries, blue economy, and traditional business digitalization. This potential should be exploited for Klaipeda SMEs' internationalization and taken into KEDS 2030. Therefore, we suggest adjusting acceleration program (which is already foreseen in KEDS 2030) to get the most benefit.

Digital innovations by nature are highly scalable and can be introduced to global market independently. In addition, scalable businesses are very attractive for international investors (usually series A and later investment rounds in start-ups are led by international venture capital funds and angel investor syndicates). Summing up, this is a great possibility for Klaipeda SMEs' internationalization, and we want to implement it through one of the KEDS 2030 measures.

The outcome of this Action Plan can be measured by the number of accelerated start-ups, successful graduates of the program, attracted local and foreign investments, number of new jobs established (including the attraction of international talents), new digital innovations created and increased revenue (including export sales). Successful acceleration of digital innovations in the above-mentioned sectors will significantly contribute to the main objectives of Klaipeda SMEs' internationalization and key performance indicators of KEDS 2030.

## 5. Details of the Action envisaged

### Action title:

**Pre-acceleration services for start-ups in creative industries, blue economy, and industry digitalization**

### Nature of the action:

There is a great potential for creating digital innovations in creative industries, blue economy, and industry digitalization. Digital innovations by nature are highly scalable and can be introduced to global market independently. Yet, there is no specific accelerator for such start-ups in Klaipeda region.

Instead of creating yet another accelerator in the ecosystem with already five accelerators and virtual pre-accelerators available we suggest starting providing physical pre-acceleration service at the same time establishing close cooperation with existing accelerators. This would ensure higher quality of the acceleration process and higher value for innovative companies.

KID should prepare technical specification and program for pre-acceleration service to ensure the highest possible value for creative industry start-ups. Current accelerators already have great

capabilities but none of them is specially designed for creative industry start-ups. According to KEDS 2030 the program should be tailored for start-ups in creative industries, and blue economy tourism.

KID should define rules of start-up selection for the pre-accelerator pilot program to ensure that new program is granted to the most capable start-ups with highest potential for internationalisation. In this way, the ecosystem of Klaipeda innovative and creative SMEs will be supplemented with the missing part between already existing CI (Creative industries) incubator and the existing accelerators.

Furthermore, KID must ensure the continuity of the pre-accelerator program including next possible steps for graduates of the program. One possible step in the future may be currently operating accelerators (by KMTP and BTP) in Klaipeda adjusted to meet specific needs of start-ups in creative industries, blue economy tourism, and industry digitalization. Successful acceleration of digital innovations in above mentioned sectors would significantly contribute to main objectives of Klaipeda SMEs internationalization.

## Linkage between the Action and the Policy Change:

The suggested action will contribute to the improvement and implementation of KEDS 2030 in terms of supporting internationalization. We suggest changing strategic focus of acceleration program that was defined in KEDS 2030.

KEDS 2030 has foreseen the objective of developing a program and accelerator to promote the application of creative industries' skills in production. We suggest using acceleration program as a strategic instrument not only to support SMEs in blue economy, creative industries, and digital innovation, but also as a viable tool for SME internationalization. Successful acceleration of digital innovations in the above-mentioned sectors would significantly contribute to the main objectives of Klaipeda SMEs' internationalization.

KEDS 2030 has foreseen that this acceleration program should be implemented by KID. However, Klaipeda region is relatively small, and few accelerators and pre-accelerators already emerged: blue biotechnologies accelerator was established within the framework of the international project "ALLIANCE+" by KSTP; BTP secured financial aid for construction of Baltic Digital Innovation Centre. In addition, three pre-acceleration programs were launched national wide in 2020 and SMEs from Klaipeda region can participate in all of them.

Considering these changed circumstances, we suggest changing not only the accelerator program in KEDS 2030, but also its implementation mechanism: instead of creating yet another accelerator in the ecosystem with already five existing accelerators/ pre-accelerators, we suggest buying acceleration service from already operating accelerators. This would ensure higher quality of the acceleration process and higher value for innovative companies.

## Good practice(s)

### Interregional exchange of experience

We found two relevant Good Practices that can be transferred into our actions:

The first is the “Baranya County Industrial Development Programme”. The Lithuanian partners encountered similar problems as the LP (PANNON EGTC from Hungary), i.e., the high rate of brain drain and less attractive environment for the investors. Therefore, the Hungarian partner has adapted a bottom-up initiative – a cooperation chain – as well as the knowledge transfer between the local institutions that will help them to develop the regional innovation ecosystem. The main aim is to achieve cooperation among the companies, the university, and the local government in Klaipeda. Following the Hungarian good practice, BTP and Consortium of higher education organizations are assigned to identify and collect bottom-up initiatives from local foreign businesses that could be implemented in Klaipeda region.

KID would like to establish a business development programme within KEDS. For this idea, they gained inspiration from the Spanish project partner’s “CAST” Project that supports the creation, the business development and the scaling-up of companies. Currently, Klaipeda ID operates incubators in creative industry. The creative industry is weak in the region; therefore, they are looking for new measures for creative industry and business. The main elements of the Spanish GP, such as the accelerator programme, can be adaptable also in the Klaipeda region. Only the transnational character of the GP cannot be transferred to Klaipeda.

### Transferred elements

*Consortium* of higher education organisations and KCM will be founded according to KEDS 2030. Consortium should aim to achieve a cooperation among the companies, the university, and the local government in Klaipeda using the bottom-up initiative approach like “**Baranya County Industrial Development Programme**”. Multiple higher education and scientific research institutions united under consortium could attract more bottom-up initiatives from local and maybe even foreign businesses. These initiatives, after technical evaluation, could be recommended for the acceleration program if the initial business case and technical viability is confirmed.

The “Baranya County Industrial Development Programme” is already being applied at some level by BTP. The company is performing digitalization audits in local companies and suggests possible improvements and digital innovations based on audit results indicating specific needs.

KEDS 2030 required developing a program and accelerator to promote the application of creative industries skills in production. This task should be implemented by KID in 2019-2024. KID is inspired by “**CAST**” Project that supports the creation, the business development and the scaling-up of companies.

## Stakeholders involved

In terms of digital innovation, KCM takes responsibility to improve Klaipeda's open data platform, ensuring a user-friendly interface and compliance with open data provision standards. KCM also facilitates access to public services and documents relevant to investors and talents in English: develop bilingual document templates, provide services, and accept documents completed in English.

According to KEDS 2030, KID is responsible for developing an ecosystem which is favourable to SMEs. KID should become a full-fledged partner of self-government, business enterprises and investors, coordinating the areas of promoting entrepreneurship, SME competitiveness and integration into international value chains. KID is also responsible for creating an integrated investor attraction and service program:

- To turn Klaipeda ID into a centre of multifunctional services for investors, providing one-stop-shop services for investors, covering the entire investment cycle. Responsible body: KCM
- To form motivational packages for attracting investments which would be created considering the needs of the investing company. Indicator: 4 value propositions per year. Responsible body: KID
- Structure and distribute information on the Klaipeda city's investment environment and investment projects through appropriate channels. This would include information on existing ecosystems, competencies, manpower, investor services and incentive packages.

BTP aims to develop Baltic Maritime DIH – a digital innovation support platform that helps companies, institutions, and organisations in the region of Klaipeda to create added value through digital technology, better business, and production processes. Baltic Maritime DIH functions as a one-stop-shop service to digitalize businesses in the Klaipeda region, and it enables the participants of the digital ecosystem to resolve challenges by focusing on businesses.

KSTP (Klaipeda Science and Technology Park) belongs to an international consortium INforM (Innovation Framework for Challenge Oriented Intelligent Manufacturing), which is developing a cross-sectoral integrated digital innovation support system for mechatronics and mechanical engineering SMEs to support in the digital transformation process. KSTP also established a blue biotechnologies accelerator within the framework of the international project "ALLIANCE +".

<b>Cost of the action:</b>	Agreement between Klaipeda municipality and KID has foreseen to 100,000 EUR per year within 2 years (2022 and 2023) for creative industries' related pre-accelerator services as defined in KEDS 2030.
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## Action steps and activities

<b>Action steps</b> (what will be done)	<b>Responsibility</b> (Who will do it – reference to the stakeholder involvement)	<b>Timeline</b> (start and end dates)	<b>Estimated                      cost of the                      action step</b>
Implementation of KEDS 2030 is coordinated by KCM: Project Implementation Group meets once in a month; Economic Development Council meets once in a quarter; Marketing Council meets once in a quarter	KCM	Regularly till 2030	No data
As there is only a closed platform for partners to share information about KEDS implementation - to create an open access to information about KEDS implementation reports	KCM	Till 2021.12.31	
Ensure access to public services and documents relevant to investors, accelerators, and talents in English	KCM	Continually till 2030	
Create a working group responsible for defining the method and form of start-up pre-acceleration process	KCM, KID	2021.09.01	
Define the pilot model of pre-acceleration support and further steps	KCM, KID	2021.09.01 - 09.30	
Define technical specification and create the program for pre-acceleration service to creative industry start-ups	KID	2021.10.30 - 12.31	
Announce the public tender for pre-acceleration services	KID	2022.01.02 – 02.31	
Develops / Announces calls and selects start-ups ideas to pre-acceleration program	KID	2022.01.02 – 2023.12.31	

Provide one-stop-shop services for investors, covering the entire investment cycle	KID	Regularly till 2030	
Form motivational packages for attracting investments, which would be created considering the needs of the investing company	KID	Constantly case-by-case till 2030	
Structuring and distribution of information on the city's investment environment and investment projects	KID	till 2030	
Identify and collect bottom-up initiatives from local foreign businesses that could be implemented in Klaipeda	BTP, Consortium	Constantly till 2030	
Finalize the development of digital innovation centre (Baltic Maritime DIH) and private accelerator	BTP	2023.05.17	
Publicly introduce start-up funding possibility and open application procedure	BTP	till 2022.07.01	
Ensure continuity of blue biotechnologies accelerator after the international project finalization	KSTP	till 2030	