

## **Appendix 1: Funding Institutions and Programs**

ARENA is a national Norwegian program that supports long-term development of successful regional industry clusters with the purpose of stimulating increased innovation based on cooperation among firms, R&D, universities and public actors. Clusters accepted by the program receive funding and services from the program for three years, and the funding may be prolonged for one or two years. ARENA is financed by Innovation Norway, SIVA (The Industrial Development Corporation of Norway) and the Research Council of Norway (RCN).

VRI is the Norwegian Research Council's main support mechanism for research and innovation in Norway's regions. The primary goal for VRI is to encourage innovation, knowledge development, and added value through regional cooperation and a strengthened research and development effort within and for the regions. VRI is an acronym for measures for regional research and development (R&D) and innovation. It is a 10-year program from 2007-2017. It is divided in three phases, phase 1 (2007-2010), phase 2 (2011-2013) and phase 3 (2014-2017). New applications are required for each phase. VRI is financed by the Research Council of Norway and the regional county administration.

Each Norwegian region has a partnership for economic growth and innovation, generally consisting of the actor responsible for economic development in the county administration, and the regional representatives of the labor market parties, often other actors as well, such as representatives of research and education. Each partnership is responsible for developing an overall plan for economic development in its region, and VRI is among the measures that can be brought to bear on the challenges appearing in this context.

Although VRI is a national program, it is structured into one VRI region in each county, with the regional partnership as the board, and a regional manager.

## **Appendix 2: Letter from Innovation Norway**

Dear network manager Karl Hansen

### **Comments on your bi-annual report and notice of meeting<sup>1</sup>**

Thank you for the bi-annual report from Arena Smart-house dated June 23<sup>rd</sup> 2009, containing 1) Report of results, 2) Overview of changes in the project and 3) A plan for the next activity year.

Innovation Norway assesses the results from the last business year as very weak according to your major objective (p 1.0). The results according to the partial objectives (p 1.1) of the required own risk hours from the firms shows only 46% fulfilment and the number of innovation projects is still zero. The results according to the partial objectives on recruiting participants and starting developing a joint strategy seem, however, somewhat better. We also think that your evaluation of the further development of the results and your self-assessment (p 1.2.) of the project is too optimistic. Furthermore, we think that the changes you suggest in the project (p 2) are interesting, but the progress plan is too slow, and the plan for the activity next year (p 3) is too superficial and needs to be written in more detail.

We want to express our increased worries about the project. Because of this situation we consider to withdraw the funding from the Arena program from January 1<sup>st</sup> 2010. We hereby call you and the chairman of the board to a meeting in order to explain the situation at our premises in Oslo at 1000 on August 31<sup>st</sup>.

Kind regards,

Jonas Brown

Program manager, ARENA

Innovation Norway  
Pb. 448, Sentrum  
Akersgata 13  
0104 Oslo

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<sup>1</sup> This letter is fictional

### **Appendix 3: E-mail from VRI Norfjord**

**From:** Harald Andre Svensson

**Sent:** July 21<sup>st</sup> 2009 14:41

**To:** Karl Hansen

**Subject:** Follow up from bi-annual VRI report to the RCN of 1<sup>st</sup> June 2009<sup>2</sup>

Dear Karl,

Many thanks for yesterdays' phone conversation about your report, and for all the effort you invest to develop Smart-house further. I am glad to hear that the first foresight workshop is accomplished and that all the 16 firm representatives participated.

I look forward to your reply – before September 1<sup>st</sup> – on:

- Your plans on how to increase the hours of self-investment from the network participants
- Which other VRI methods you plan to use during the next half-year (in addition to Foresight), and where and when you plan to use them.

Kind regards,

Harald Andre Svensson  
Manager of VRI Norfjord

### **Appendix 4: Summary of the Regional Foresight Method**

Regional foresight is a tailored, participant-based process to promote understanding of future challenges. The process can be used to generate support for a regional agenda for R&D and innovation.<sup>3</sup>

The paramount objective of this support mechanism is to strengthen the region's preparedness for the future, including enabling the universities and research institutes to play a part in regional innovation. The objectives pertaining to the different processes will vary, but all the processes should aim to strengthen the quality of the regional cooperation and the regional innovation system, and contribute to consensus on the main development tasks.<sup>4</sup>

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<sup>2</sup> This e-mail is fictional

<sup>3</sup> [http://www.forskningsradet.no/prognett-vri/Programme\\_Description/1224529235302](http://www.forskningsradet.no/prognett-vri/Programme_Description/1224529235302) Downloaded November 20th 2012

<sup>4</sup> <http://www.forskningsradet.no/prognett-vri/Dialogmetoder/1253953597902> Downloaded November 20th 2012

## ***How to use foresight***

Regional foresight covers a series of process oriented methods and techniques, i.e. scenario analyses, brainstorming, consensus conferences, strategy-workshops and Delphi-surveys.

Professional facilitators should assist the organization and implementation of the processes, and it may prove fruitful to involve international actors with foresight experience.

Foresight is action-oriented, and the processes should be designed in a way that makes it easy to implement the results quickly by the involved parties. The ideal for the European concept of foresight is to create a continuous dialogue concerning the challenges of the future. This may be achieved through benchmarking, self-assessment, and tailor-made future programs. Hence, foresight-processes can be carried out, in various scales and participation, at important milestones in the program.<sup>5</sup>

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Video introducing VRI:

[http://www.forskningsradet.no/prognnett-vri/Programme\\_Description/1224529235302](http://www.forskningsradet.no/prognnett-vri/Programme_Description/1224529235302)

## **Appendix 5: Summary of the Network IGP Method**

Network IGP (Gausdal, 2013<sup>6</sup>) is inspired by literature on dialogue conferences. It is deduced from network reflection (Gausdal, 2008<sup>7</sup>) and developed by the first author. IGP is an acronym for Individual, Group and Plenary reflections. Network IGP holds a combination of individual and collective reflection on a given topic, problem or question. Divided into inter-organizational groups of 3-6, the participants start out with a short preparing process. This process includes saying what their names are, which firm/organization they represent and sharing some safe personal information, for instance how many years they have been working in their firm, where they live, their favourite leisure activity or their plans for the next holidays. The roles of group manager and secretary are then assigned among the group members by using a random technique, for instance the persons that travelled the longest and the shortest way in their last holiday. Then the process continues with individual reflection in a given time, for instance three minutes, on a given topic, problem or question. A group reflection ensues, time-controlled, for instance 30 minutes. The group reflection starts with talking rounds, where the participants share their ideas and suggestions from their individual reflection one by one with limited talking time (1-2 minutes) for each person on each round. During the talking rounds, nobody interrupts each other. The participants are allowed to ask clarifying questions, but not to contradict others. The collective group reflections proceed with normal discussion, group reflections, perhaps prioritizing of answers, and finally the group answer to the given topic, problem or question is arrived at. The group is given a definite time to meet in a plenary session for presenting their result. The plenary reflection consists of short presentations, for instance two minutes, of the answers to the given topic, problem or question from each group. These presentations may be followed up by a plenary prioritizing and/or discussion.

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<sup>5</sup> <http://www.forskningsradet.no/prognnett-vri/Dialogmetoder/1253953597902> Downloaded November 20th 2012

All the downloads are translated by the authors

<sup>6</sup> Gausdal, A. H. 2013. Methods for developing Innovative SME Networks. *Journal of the Knowledge Economy*, 25(1): 15–38.

<sup>7</sup> Gausdal, A. H. 2008. Developing regional communities of practice by network reflection: the case of the Norwegian electronics industry. *Entrepreneurship and Regional Development*, 20(3): 209-235.

A Network IGP process may have different length. The choice of length of the total process and of the different phases depends, among other factors, on the aim of the process, the complexity of the topic, problem or question, the use of technological facilities and the time available. It may last from 10 minutes to a whole day. The phases of Network IGP, their content and length are presented in table 1.

**Table 1: The phases and content of Network IGP**

Phase	Content	Duration	Managed by
Preparing process	Presentation of formal and personal information	2-5 min	The group manager
Individual reflection	Individual reflection on a given topic, problem or question	1-10 min	The group manager
Group reflection	Talking rounds, sharing individual ideas. Discussing and finding joint answer(s)	From 5 min	The group manager
Plenary reflection	Sharing group answers (Plenary discussion)	5-30 min	The process facilitator

## Appendix 6: Karl's CV

Karl Hansen (Karl.Hansen@email.no)  Smart-house, Norberg
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### Curriculum Vitae<sup>8</sup>

#### **General information**

**Name:** Karl Hansen

**Born:** May 3<sup>rd</sup> 1962

**Position:** Network Manager Smart-house

**Languages:** Norwegian, English, and German

#### **Training**

2007 Master of Knowledge and Innovation Management at Trondheim Business School (TBS), Norway

1987 Master of ICT engineering, Oslo University College, Norway

#### **Work experience**

2008 → Network manager Smart-house

2004-2008 IT controller, Sensor development AS

2001-2004 Marketing manager, ICT Technique AS

1999-2001 External relations manager, The Norwegian Computer Society

1995-1999 "Din Konsulent" – my own consultancy practice, Oslo, Norway

1987-1995 ICT engineer, Vestfold Industries Ltd, Sandefjord, Norway

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<sup>8</sup> This CV is fictional

July 23<sup>rd</sup> 2009  
Karl Hansen

### **Informative Links**

The ARENA program:

<http://www.arenaclusters.no/the-arena-programme/>

The VRI program:

<http://www.forskningsradet.no/servlet/Satellite?c=Page&pagename=vri%2FHovedsidemal&cid=1224529235249&langvariant=en>

The FINT network on trust research:

<http://www.fintweb.org/>

Anne and Ety, thanks so much for your quick replies. Anne, do you have a link to a personal homepage? I have found:

<http://www.hbv.no/om-hbv-kontakt-oss-ansatte/anne-haugen-gausdal-article29872-6688.html>