

*Building
a successful Finland
for tomorrow*

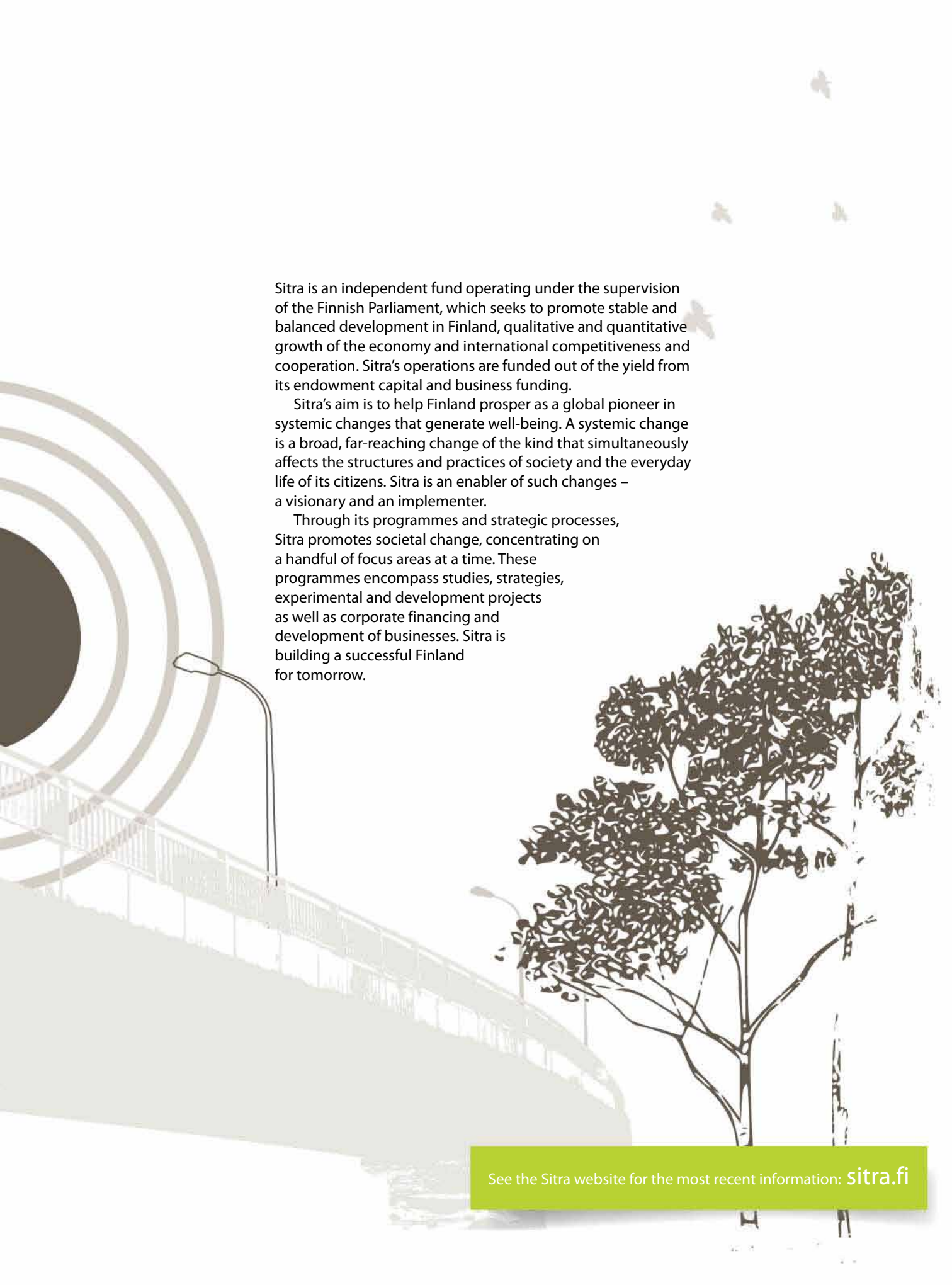


SITRA



SITRA IN A NUTSHELL

In 1967, Finland rewarded itself with a gift for the 50th anniversary of its independence: a fund was established with a mission to build for the future.



Sitra is an independent fund operating under the supervision of the Finnish Parliament, which seeks to promote stable and balanced development in Finland, qualitative and quantitative growth of the economy and international competitiveness and cooperation. Sitra's operations are funded out of the yield from its endowment capital and business funding.

Sitra's aim is to help Finland prosper as a global pioneer in systemic changes that generate well-being. A systemic change is a broad, far-reaching change of the kind that simultaneously affects the structures and practices of society and the everyday life of its citizens. Sitra is an enabler of such changes – a visionary and an implementer.

Through its programmes and strategic processes, Sitra promotes societal change, concentrating on a handful of focus areas at a time. These programmes encompass studies, strategies, experimental and development projects as well as corporate financing and development of businesses. Sitra is building a successful Finland for tomorrow.

See the Sitra website for the most recent information: sitra.fi

Sitra is an enabler of broad societal changes –
a visionary and an implementer.



Finland's future success depends on deep, broad-ranging changes that enhance the well-being of the people. In today's society, it is essential to influence many issues simultaneously to enable the larger entity to function. Through a variety of means, Sitra focuses on accelerating systemic changes advancing both the well-being of its people and a sustainable society.

**FORESIGHT ACTIVITIES HELP
PREPARE FOR THE FUTURE**

**STRATEGY PROCESSES AIM AT
SHARED COMMITMENT**


**EXPERIMENTAL PROJECTS BLAZE
A TRAIL FOR REFORMS**

ACCELERATING NEW GROWTH AREAS

Facts about Finland

- Parliamentary democracy, member of the European Union
- Population 5.3 million
- Official languages: Finnish and Swedish
- Currency: euro (EUR)
- Religion: 82.4% Lutheran and about 1.1% Orthodox
- Major cities: Helsinki (564,000), Espoo (235,000), Tampere (206,000), Vantaa (189,000), Turku (175,000), Oulu (130,000)
- The Helsinki Metropolitan Area has a population of about 1.5 million
- Finland ranked sixth in the 2009-2010 Global Competitiveness Index published by the Geneva-based World Economic Forum
- Major exports: The electrotechnical industry accounts for about 24.7% of exports, metal products, machinery and transport equipment account for about 33.7%, while wood and paper products account for about 20.2%. The fourth biggest export sector is the chemical industry.
- Innovation actors:
 - Academy of Finland
 - Finpro
 - Ministry of Employment and the Economy
 - Ministry of Education
 - Sitra, the Finnish Innovation Fund
 - Tekes - the Finnish Funding Agency for Technology and Innovation





Expertise and innovation are increasingly important competitive factors for Finland. Finnish innovation is based on solid expertise, cross-sectoral innovation policy and on strengthening of our international presence. Finnish innovation actors share the goal of translating the creativity of individuals and communities into international success stories. For this purpose, we cooperate with progressive organizations regardless of whether they are public, private or non-profit.





1967

Finland's Parliament ratifies the by-laws of the Finnish National Fund for Research and Development (subsequently the Finnish Innovation Fund), set up to celebrate the 50th anniversary of Finland's independence, at a special session on 5 December 1967. The Bank of Finland transfers an endowment capital of FIM 100 million to the Fund.

1968

The Fund begins operations and adopts the name 'Sitra', an acronym of its original name in Finnish. The Fund has at its disposal the yield from the endowment capital, FIM 7 million. For a short while, Sitra is the largest R&D funding provider in Finland. Initially, more than half of the funding is granted to universities, research institutions and research groups.

1969

Futurology – the study of anticipating future research and technological developments – is introduced into the Sitra programme.

SOCIETAL OPINION LEADER AND BUSINESS DEVELOPER

From the start, there have been two sides to Sitra's activities: Sitra has been simultaneously a business financier and developer as well as a societal opinion leader.

Combining these tasks is an innovation in itself. Influencing society breaks ground for sustainable new businesses, while new sustainable businesses improve the nation's competitiveness and the well-being of its people.

Sitra focuses its efforts wherever it sees that it can best help Finland to succeed.

1970

The Data-Sitra project is launched. With funding from the Bank of Finland, Sitra acquires a Univac 1108 supercomputer from the USA for the use of Finnish universities.

1972

Sitra begins to grant funding for product development in the service of industry.

1974

As a result of the oil crisis, the Fund focuses on energy projects.



FORESIGHT ACTIVITIES HELP PREPARE FOR THE FUTURE

Foresight means responsible preparation for changes in the economy and society. We are simultaneously preparing for various visions of the future and the innovations spawned by new technologies. In some cases, preparation means persistently making changes and sometimes the courage to jump into the stream of change.

Foresight is not forecasting, but rather sounding out what is to come, studying the phenomena of our era and systematically gathering new information. There is also a need for joint consideration of what the new era and its phenomena will bring, and what the societal and economic impact will be.

STRATEGY PROCESSES AIM AT SHARED COMMITMENT

We use strategic processes to find out what is possible to do jointly and which goals we are all ready to work toward. No one has an exclusive right to that which is shared, but it requires everyone to do his or her part.

In order to advance the economic competitiveness that is essential for well-being and to ensure the sustainable development of society, we need cooperation across borders, courage to change and take action.

1976

Funding for the electrical and electronics industries exceeds funding for the engineering and metal industries.

1978

Sitra takes responsibility for annual courses in financial management aimed at the top national political leaders. The courses continue until 2005.

1980

The combination DNA project funded by Sitra becomes the first genetic research project in Finland.



VISIONARY AND IMPLEMENTER

The task of Sitra is to accelerate changes that will enable us to respond to worldwide challenges.

These are:

- population ageing
- climate change
- globalisation
- technological advancement and
- competition for skilled labour.

Sometimes change means questioning generally-accepted truths. Sitra does not simply look into the future: it addresses the challenges of tomorrow today. It is not enough to see – we must also act. At the moment, Sitra programmes are focusing on improving the capacity for change in Finnish municipal services, the mechanical engineering industry, the energy industry and public administration, as well as on advancing the viability of rural areas.

1981

A Sitra-commissioned report entitled 'Finland's Economy in 2010' includes a number of predictions including electric cars.

1986

Sitra acquaints itself with venture capital investment in the USA.

1987

Business funding is oriented towards commercialization of technology and the building of national and international networks. Sitra undertakes to develop the venture capital market; its tools include direct capital investment in technology start-up companies.



STARTER AND RELINQUISHER

Sitra actively launches various projects in cooperation with our partners. When a project is off to a good start, it hands them off when an appropriate body is found to carry them forward.

A reformer must know how to relinquish even important ventures in time, making room for new players and handing over responsibility to others, whether they are new or experienced actors. From the start, Sitra's operations have been project-centred, which inherently suggests launching new ventures and moving them forward.

1989

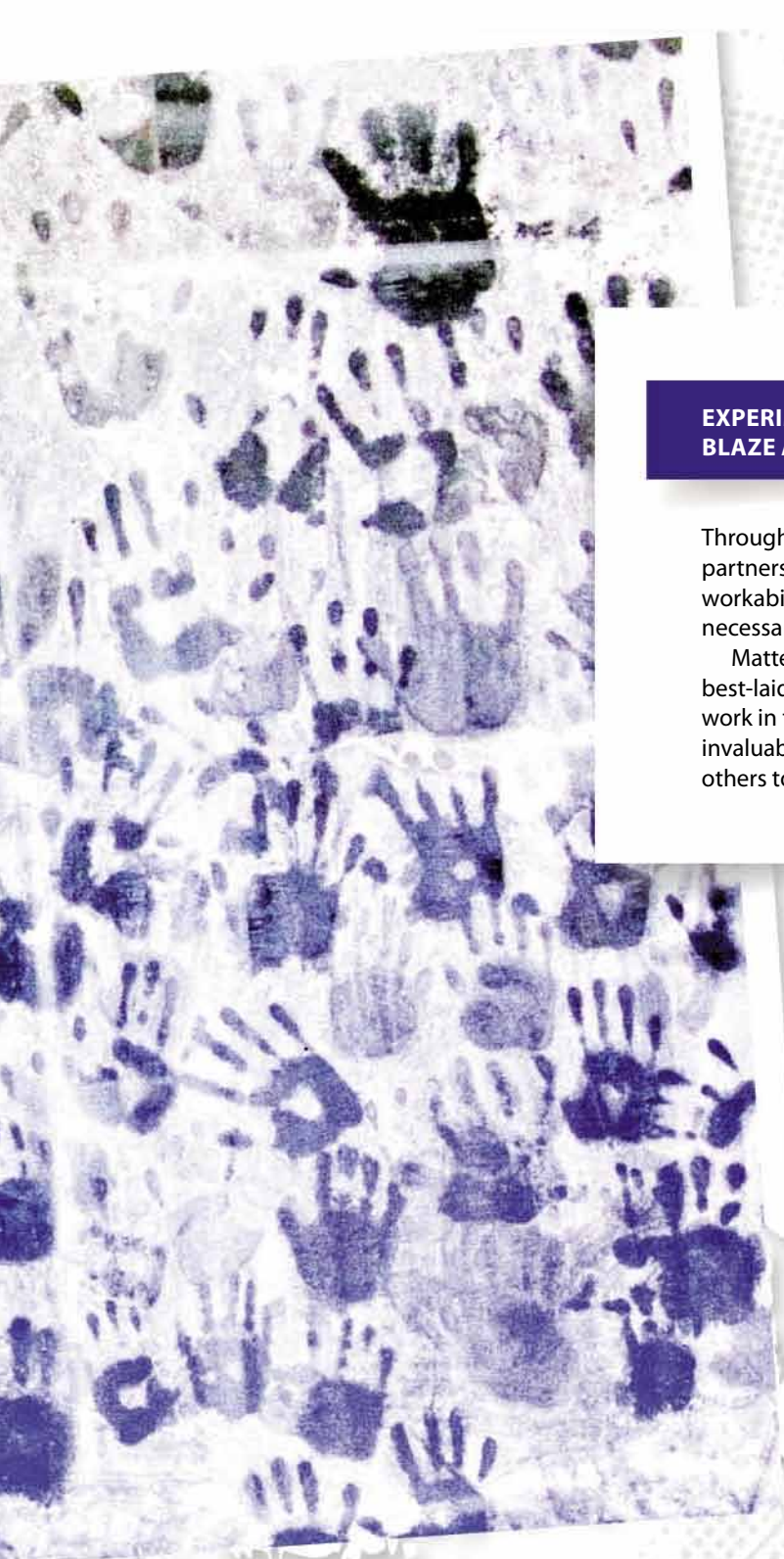
Sitra takes part in starting up Neuromag Corporation, which commercializes neuroscience technology. The technology was developed in the low temperature laboratory of Helsinki University of Technology together with VTT Technical Research Centre of Finland. This technology is now recognized worldwide in the field of neuroscience.

1991

The Development Programme for National Strategy is launched to create a shared vision for senior leaders in various sectors concerning how to cope with the recession and strengthen Finland's competitiveness. Those organizing the training include the Prime Minister's Office, the Government Development Centre and the Finnish Institute for Management.

1992

Sitra is Finland's largest single venture capital investor, both in terms of number of businesses invested in and the total amount of investment.



EXPERIMENTAL PROJECTS BLAZE A TRAIL FOR REFORMS

Through experimental projects, Sitra and its partners seek new operational models, evaluate the workability of reforms and draw conclusions about necessary measures.

Matters are rarely resolved on paper – even the best-laid plans usually need tweaking before they work in the real world. Practical experiences provide invaluable data. Experimental projects can inspire others to take action.

1995

The Finland Scenarios project outlines five alternative scenarios for the future.

1996

Strategy reform focuses venture capital investment on technology start-up companies and strengthens research, training and innovation.

1998

Sitra undertakes the development of regional venture capital investment. The National Information Society Strategy is revised. The 'Learning Upper Karelia' information society project and the 'Seniori 2000' project exploring home services for the elderly are launched.



ACCELERATING NEW GROWTH AREAS

Sitra extends its facilitation of systemic changes to various business sectors. In this changing world economy, the traditional sector-oriented way of thinking is no longer sufficient. Sometimes new sectors seem to sprout up by themselves, but efforts can also be made to accelerate their creation. The disappearance of jobs in old industries forces a search for change.

Business development and market analysis must be carried out with foresight. Sitra's investment activities advance the launch of new types of businesses and thus the creation of new growth sectors in Finland.

At the same time, technology development offers opportunities for new ideas. Businesses cannot survive without good ideas – yet these are not enough in and of themselves.

To the companies that it finances, Sitra also brings people with long experience in the sector, market perspective and know-how in executive board operations. Thus ideas can take flight.

2000

The Finland 2015 programme, exploring global challenges and responses to them, is launched.

2002

International evaluations indicate that Sitra has taken the correct actions in appropriate ways. They identify Sitra's main challenge as finding strategies to continue its success.

2004

Sitra moves to programme-based operations. The first programme areas include innovation, health care, the environment, food and nutrition, as well as Russia and India.

COMPETITIVENESS AND WELL-BEING

Economic competitiveness and people's well-being are often seen as opposites or mutually exclusive goals. A smoothly running economy and society are what underlie human well-being. Sitra acts responsibly with regard to individuals, companies, society at large and the environment. According to Sitra's vision, Finland's continued competitiveness and the well-being of Finns will require broad and profound changes. Sitra helps identify these changes and enable them.

Finland is a small country. High technological expertise, well integrated society, a superior educational quality and agility in decision-making are its advantages in a changing world. We have all the potential we need to prosper.

2007

Sitra turns 40. To honour the anniversary, the Health Library developed by Sitra and The Finnish Medical Society Duodecim (terveyskirjasto.fi) is opened to the public.

2008

The ongoing themes defined for Sitra operations are citizens' empowerment, user-oriented information and communications technology solutions, as well as increasing cooperation between the public sector, the private sector and the civil society.

2009

The National Resource Strategy for Finland, the first of its kind, is published following strategic planning coordinated by Sitra.

PROGRAMMES ARE LINKED TO SITRA'S TARGETS

MUNICIPAL PROGRAMME (2009–2013)

Municipalities form the backbone of our welfare society. Therefore the model for producing municipal services must be changed to meet the challenges of population ageing, regional differentiation and labour shortages.

At the same time we are improving service productivity and revising the structure of service production. This ensures that residents will receive better services, greater opportunity to influence them and more choice, all at the same cost.

LANDMARKS PROGRAMME (2010–2014)

The objective of the five-year Landmarks Programme is to increase the well-being obtained by Finns from a renewing countryside and to strengthen the significance of the countryside when developing commercial and social operational models aimed at sustainable development. The programme provides and disseminates impartial information to support social decision-making, while developing and testing new operational models and accelerating new business activity.

COMPREHENSIVE WELL-BEING AS A GOAL

A vibrant Finland needs both competitiveness and well-being. Future competitiveness will not be built in the old ways, nor will well-being be measured by the same metrics as in the past. People's sense of well-being is an important target of our activities.

GROWTH PROGRAMME FOR THE MECHANICAL INDUSTRY (2008–2011)

The Finnish mechanical industry will continue to succeed internationally in the future. However this will require the companies in the sector to grow, internationalise and develop new operational models. The Growth Programme for the Mechanical Industry is advancing these goals by investing, producing new information and creating networks of domestic and international actors in the field.

ENERGY PROGRAMME (2008–2012)

Energy saving poses a major challenge for companies, the public sector and consumers. Sitra's Energy Programme seeks to promote the rapid transformation of Finland into an energy-efficient society and to encourage energy saving.

The programme focuses on improving the energy efficiency of the built environment and creating sustainable energy production solutions for various sectors and lifestyles.

FINLAND AS AN INTERNATIONAL MODEL OF A SUSTAINABLE SOCIETY

Sustainable solutions are being sought for the challenges facing social development. Challenges emerge as the division of labour between the public and private sectors, as well as public administration and traditional sectors, are developed. Successful new service models, human-based solutions and new growth sectors will be of interest internationally.

PUBLIC LEADERSHIP AND MANAGEMENT PROGRAMME (2010–2013)

The aim of the Public Leadership and Management Programme is to reform public administration so that it better meets the public's need for well-being, advances the sustainable development of society.

The four-year programme's goal is to increase the public's choices and opportunities to have an impact, to develop multiple producer models that improve productivity and spawn new businesses. We also want to strengthen cooperation and decision-making over the borders dividing various sectors of public administration and to create effective, human-driven public administration by improving its leadership.

DEVELOPMENT PROGRAMMES

Sitra has the agility to launch short-term development programmes as needed. These programmes can quickly tackle various challenges, seeking solutions and opportunities. Recent development programmes include the Wellsprings of Finnish Vitality programme, which seeks paths to Finland's future vitality, and Helsinki Design Lab, which aims to find solutions to social challenges through design.

SEE THE SITRA WEBSITE FOR THE MOST RECENT INFORMATION

Thank you for your interest in Sitra. Would you like to know more? Our website sitra.fi/en features in-depth and updated information including:

- news and bulletins

- blogs and statements

- seminars

- programmes

- publications

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Sitra, the Finnish Innovation Fund

Finland's competitiveness and the well-being of its people depend on deep, broad-ranging changes. Sitra engages in foresight activities and advances these changes in cooperation with other actors. Through programmes and strategic processes, Sitra grasps the challenges that are most crucial for Finland. Sitra is an independent public foundation with a mission to build a successful Finland for tomorrow.



SITRA

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