



# Transnational learning, why and how?

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# LEARNING TRANSNATIONAL LEARNING

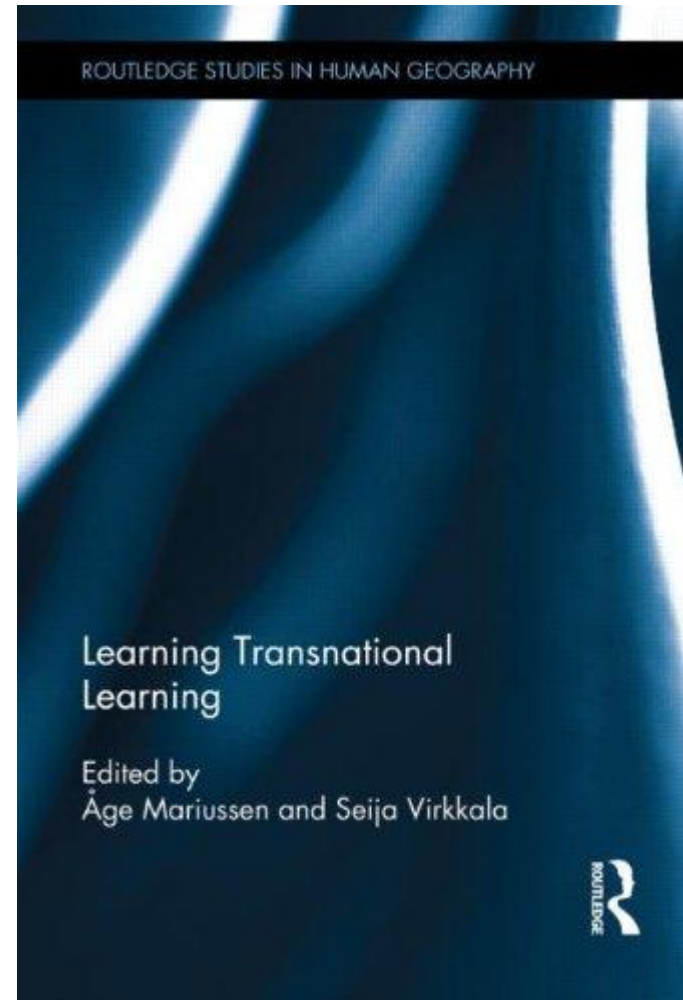
## 5 Methodologies and methods of transnational learning

*Åge Mariussen and Seija Virkkala*

## 7 Discovering the process perspective

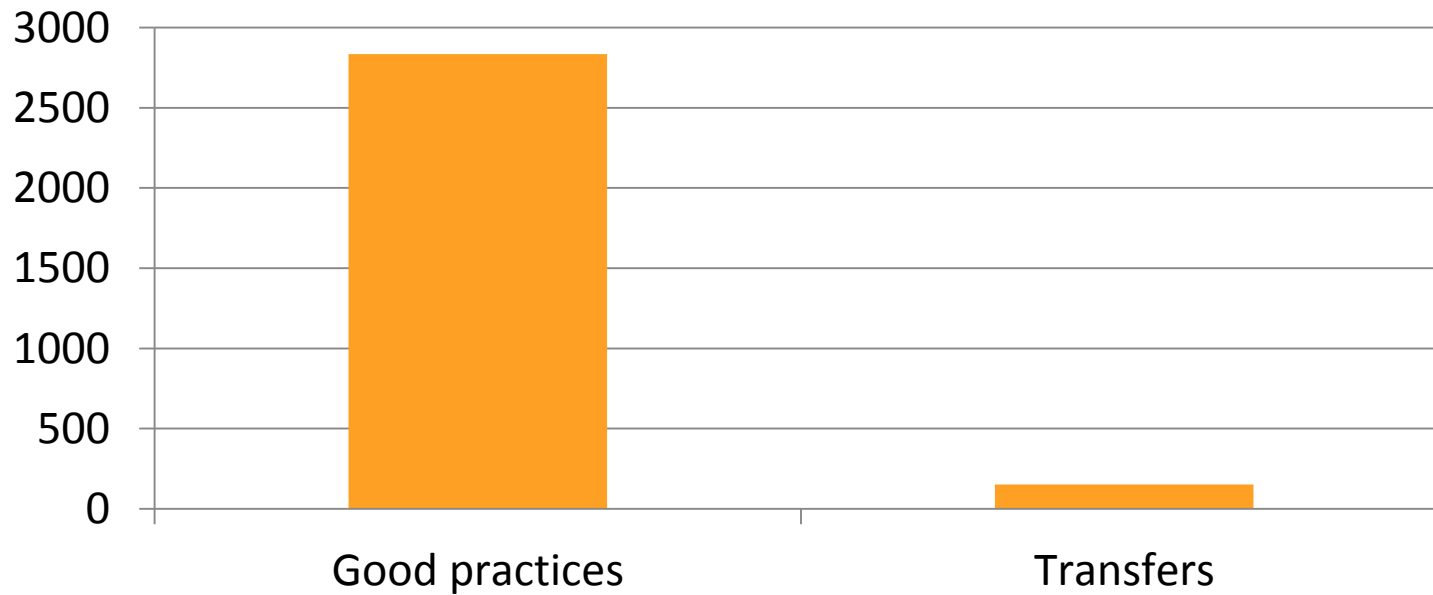
Unfolding the potential of  
transnational learning in INTERREG

*Verena Hachmann*



# Learning by sharing

## INTEREG V C



# Transnational learning through INTERREG??

- \* The paradox of project learning...
  - \* Fast learning inside INTERREG projects, but..
  - \* They tend to remain isolated from the mainstream of regional policy making and not transmitted to participating regional and organizations
  - \* Accordingly, limited local organizational learning
- \* Pilot projects which are not followed up..
- \* Short term preassures for results..



*Why?*  
*How can we adapt better to  
changes in the global market? (S3)*

# The Nordic crisis 1987 - 1994

- \* Industrial production moved to low cost countries
- \* Irresponsible financial policies, housing bubble, bank crisis
- \* Negative foreign trade balances
- \* Budget deficits (8-10%)
- \* Soaring interest rates
- \* Rapidly rising unemployment (17% in 1994 in Finland)
- \* Falling GDP, depression



# The solution: Nordic quadruple helix co-evolution

## Denmark: flexicurity

- \* New compromise between deregulation of labor markets and continued social security
- \* Labor market education supporting high performance work organizations in firms
- \* Proactive educational and innovation policies.

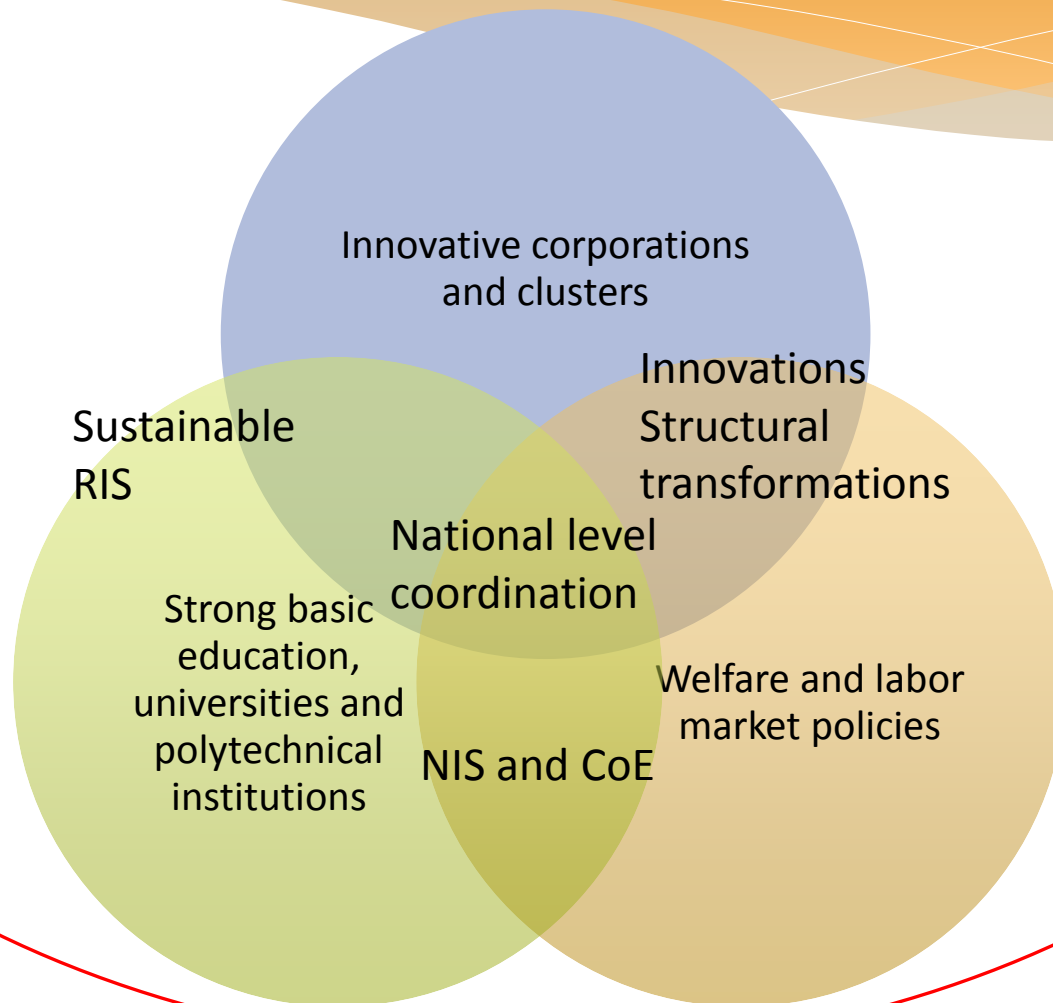
## Finland: high tech

- \* Co-evolution between strong polytechnical education, universities and work organizations in firms
- \* 1986: National strategy to go high tech
- \* 1990: OECD NIS policies
- \* 1990-2001 The NOKIA success story





# The Finnish 4H



# A good Finnish practice of sustainable innovation

# Kokkola – Jakobstad

- \* Metal
- \* Boat-building
- \* Chemicals

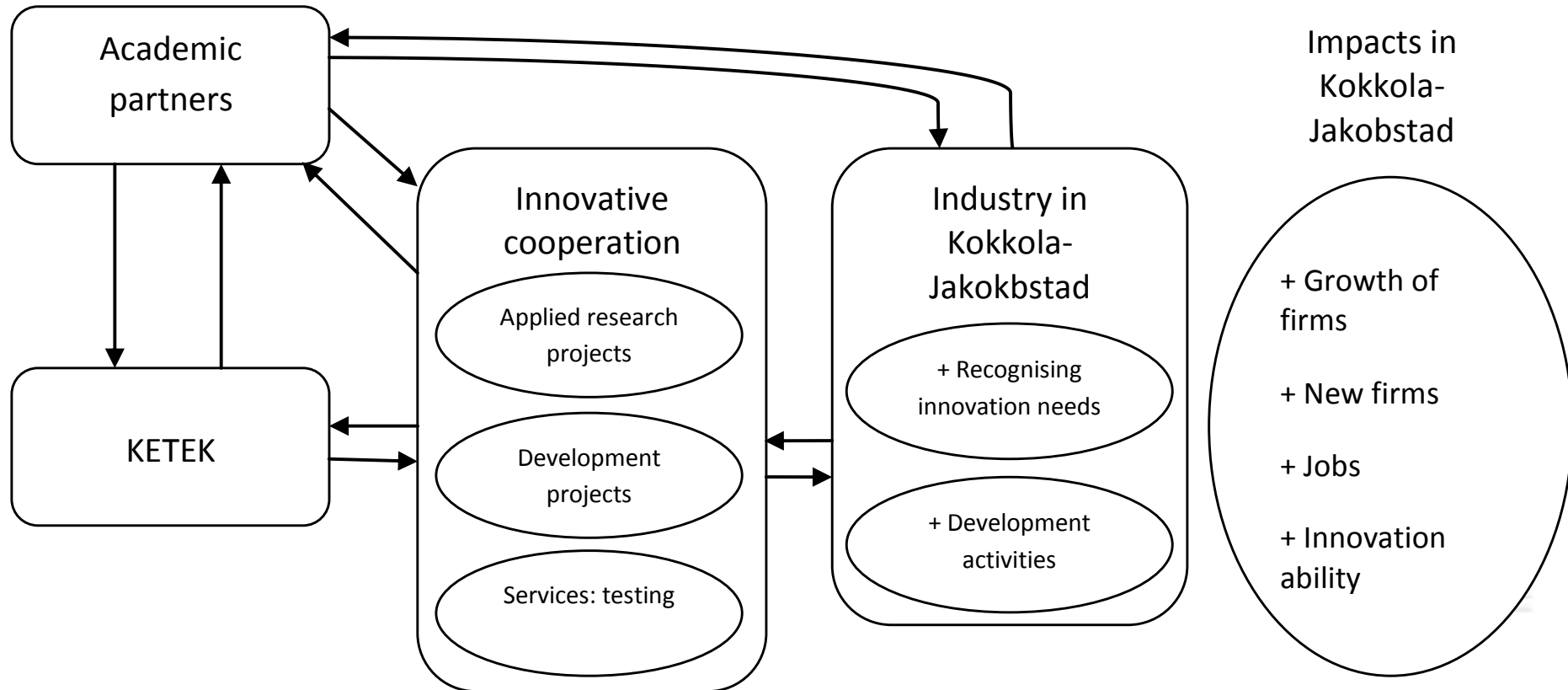


# KETEK

- \* Chemicals, composites, laser
- \* Materials/Nano/Chemistry
- \* Marine/Product development
- \* Mechanics/Engineering
- \* Process/Energi/Environment



# KETEK Kokkola-Jakobstad



# A Norwegian unsustainable success



# Learning from KETEK in Norway

## Glomfjord Industripark (oktober 2010)

### Yara Norge Glomfjord

Etableringsår: 2004 (Sst. Hydro Agri)  
Produserer: mineralgjødsel  
Arealst: om lag 180

### BIS Production Partner

Etableringsår: 2008 (Sst. HPP)  
Produserer: vedlikeholdstjenester, prosjekt og engineering  
Arealst: om lag 80

### Si Pro

Etableringsår: 2005  
Produserer: bearbejdet retningsleder silikon for REC Wafer  
Arealst: om lag 30

### Terje Halsan AS

Etableringsår: 1998  
Produserer: grunnarbeid, transport, riving, trykking og ulike typer anleggsgarbeid  
Arealst: 15-20

### Sic Processing

Etableringsår: 2008 (fabrikk innviet 2010)  
Skal produserer: ny og reproduert slurry (sagevæske) for REC Wafer  
Arealst: om lag 60

### Marine Harvest

Etableringsår: 1986 (som Mowé)  
Produserer: laksemott  
Arealst: 17-18

### Meløy Næringsutvikling (MNU)

Etableringsår: 1992  
Produserer: investering, etableringsveiledning og prosjektfølg  
Arealst: 3-4

### Meløy BedriftsService (MBS)

Etableringsår: 2000  
Produserer: kaffinedrift, administrasjon av lærlinger, kurs, beregning, reiseplan, post- og varetransport og andre tjenester primært for Glomfjord Industripark  
Arealst: 20-25

### Scan Crucible

Etableringsår: 2006  
Produserer: digre (krukker) av keramisk Si-solideindustrien  
Arealst: 10-15

### REC Wafer Norway, Glomfjord Multi

Etableringsår: 1996 (som ScanWafer)  
Produserer: multikrystallinske wafere for solcelleindustrien  
Arealst: 200-210

### REC Wafer Norway, Glomfjord Mono

Etableringsår: 2004 (som SiTech)  
Produserer: monokrystallinske wafere for solcelleindustrien  
Arealst: 200-210

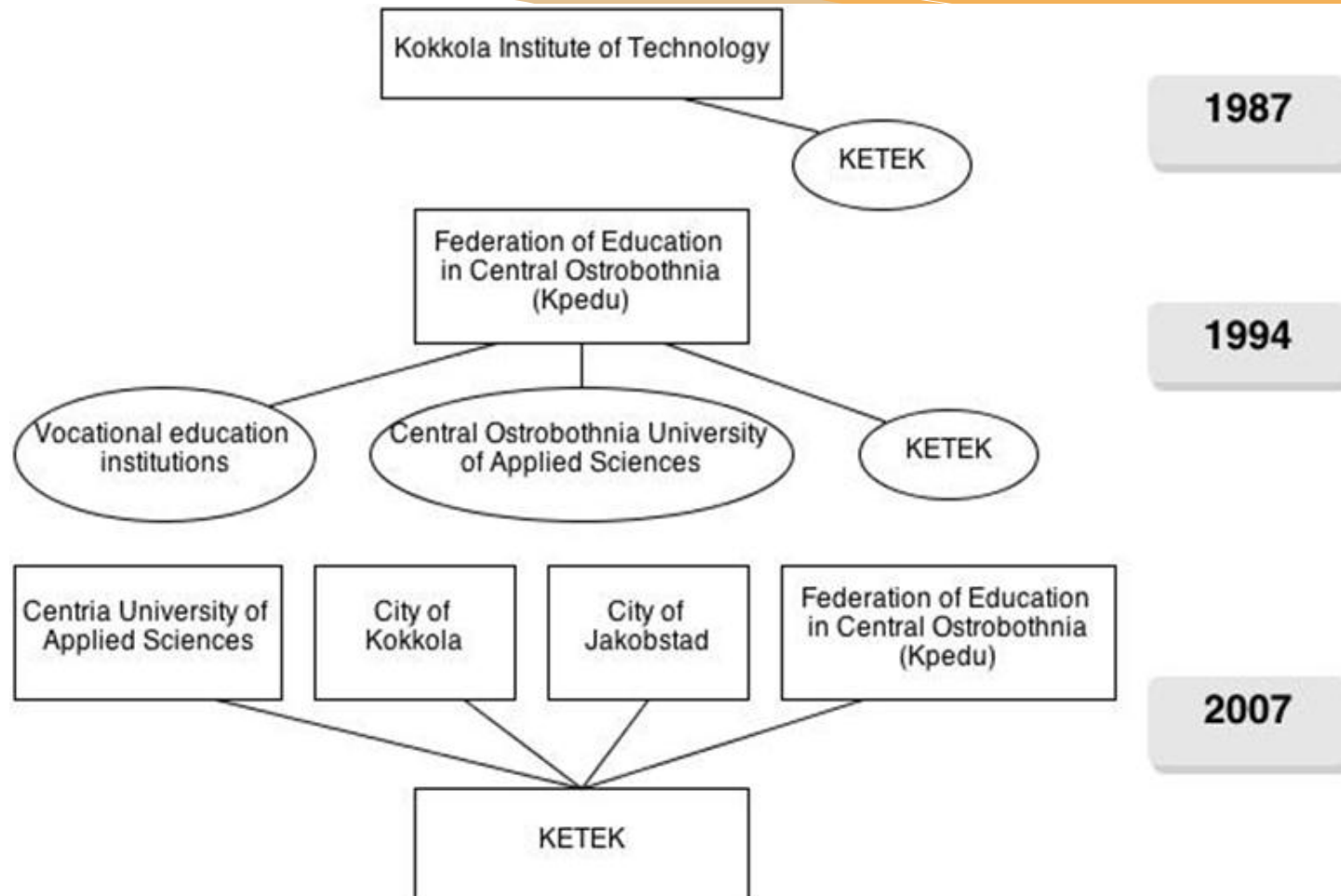
### Andre aktører:

Invis bygging og engineering, Eicon (engineering og prosjektfølg), Miras (vedlikeholdstjenester, ISS (renhold, Kvalit), penhold, Meløy BedriftsService, MNU Meløy Turfaktorisering (Service for reiselystreisende), Meløy, delf av "Porten til Sørlandet" på Hordaland i Hordalandregionen (kommunehuset), MNU Meløy Elengård (seer og lever ut over 5.000 kvadrater industrihus), Meløyfjord Meløy (informasjonstjenester, foto, badeindustri)

# Learning from Finland in Norway



# Learning history: KETEK development



# Basic steps..

- \* Comparing performance through benchmarking
- \* Analyse the system producing weak performances
- \* Identify root causes of different performance levels
- \* Search for, and select new solutions
- \* Translation – find new solutions
- \* Implementation

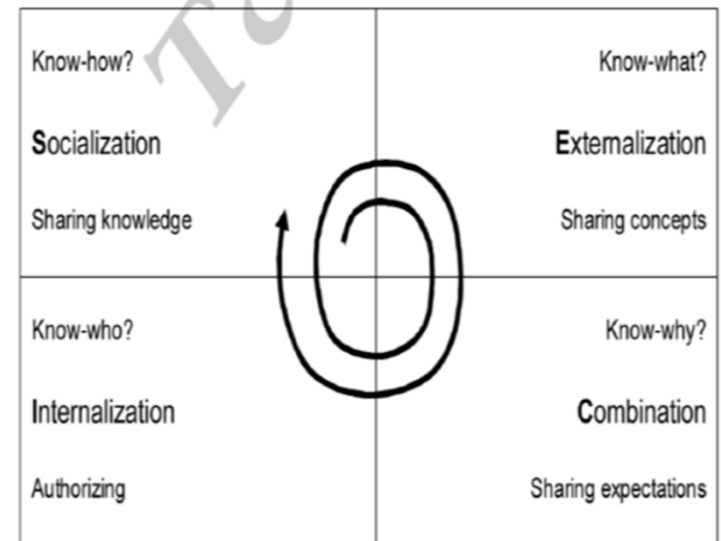


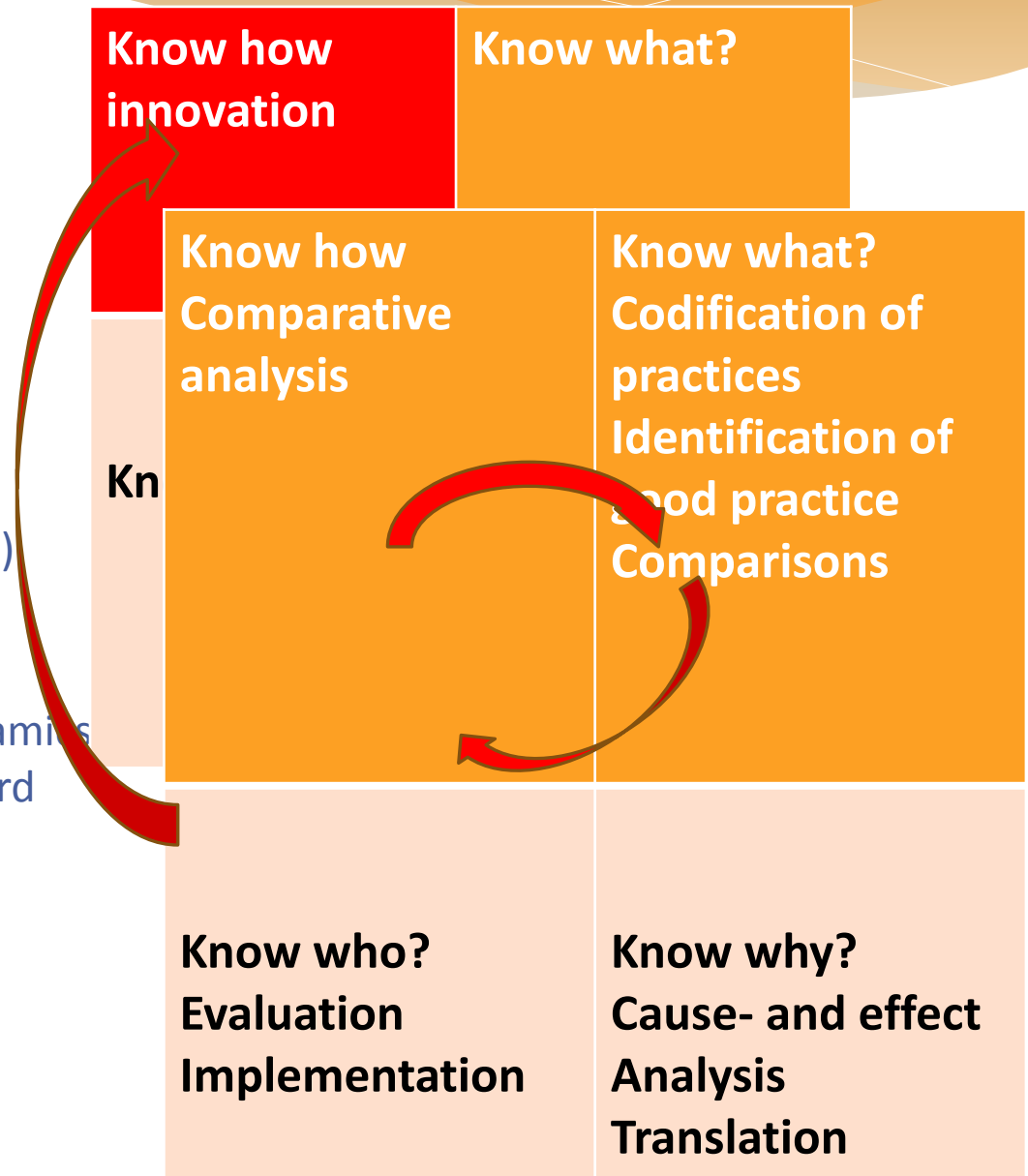
Figure 1.2 Knowledge system and SECI model.



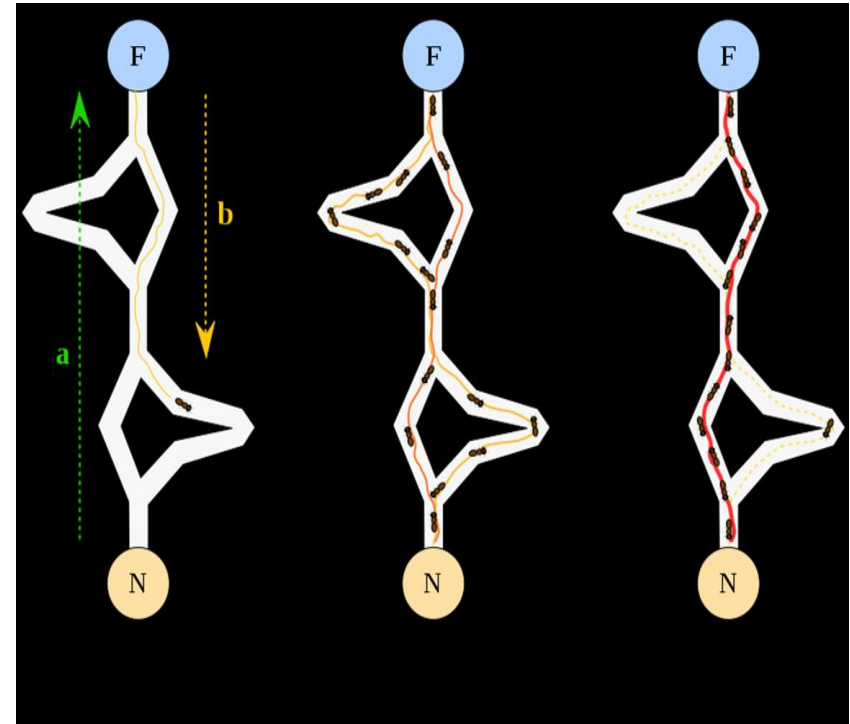


# The BA-SECI approach to innovation

Nonaka and Takeuchi (1996)  
The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation, Oxford: Oxford University Press.



# ANT HILL theory of entrepreneurial discovery



What?	Why?	Who?	How?
Flexicurity	Structural change, knowledge diffusion and learning in firms, markets and individuals	Unions, labour market regulations and politicians	Labor market agreements and national welfare policies
High performance work organizations	Increased global market competitiveness	Primary and polytechnical education, universities, labor market education and policies	Regional cross sector coordination
Local innovation centres	Modernisation and innovation through diffusion and exploitation of science based knowledge through local institutions	Cooperation between polytechnical educational institutions, firms, and universities.	Cross-sectoral institutional innovations
Universities with "third mission"	Universities supporting regional development	Cooperation between universities, firms and public institutions on education and R&D.	University policy indicators measuring "regional excellence" and connectivity

# The Nordic crisis led to experimentalism

Institutional lock-in → Experimentalism

- \* "We know how to do things right"
- \* "We do not have problems"
- \* National elites as selection mechanisms
- \* Stable actor networks
- \* Institutional lock-in

- \* We have a problem, "Let us try something new and see how it works"
- \* Look for solutions beyond existing institutional barriers
- \* Support emergent trends
- \* Learning by monitoring others
- \* Learning through networking and knowledge conversion



# The Danish 4H

