Stockholm, Sweden

BACKGROUND INFORMATION	
PROJECT TITLE	Strengthening Stockholm's ICT Cluster – Kista Science City Project (Förstärkning av Stockholms ICT-kluster – Kista Science City Project)
Duration of project	1.04.2010 – 31.12.2011, 21 months
Member State	Sweden Stockholm City and Stockholm region
Geographic size	Stockholm metropolitan area has 2.1 million inhabitants (about 22% of Sweden's population), and covers around 6 500 square km.
Funding	The project ran from April 2009 to 31 December 2011. Funded by the Swedish Agency for Economic and Regional Growth – Tillväxtverket. The Kista Science City (KSC) project had a budget of €1 400 000, of which ERDF funded €570 000, Kista Science City €790 000 and Interactive Institute €60 000.
Operational Programme	European Regional Development Fund of Sweden
Managing Authority	Swedish Agency for Economic and Regional Growth – Tillväxtverket
Cohesion Policy Objective	Regional Competitiveness and Employment
Main reason for highlighting this case	The project is an interesting example of revitalising ICT industries with broad Triple Helix cooperation, networking of companies and cross-pollination of ICT and audiovisual industries, in order to establish new products and markets.
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1. PROJECT DESCRIPTION	
Overall objective / goals	The primary target group was ICT SMEs within the KSC region and audiovisual companies in the Stockholm region, and the key idea was to promote company-to-company peer learning, supported by facilitation, expert input and networking. • Provide resources for strengthening contacts between companies in KSC and thus create a common ICT cluster identity • Identify and clarify common interest areas which will increase competitiveness and growth possibilities within KSC • Strengthen growth and profitability of enterprises within KSC and other ICT companies in the Stockholm region • Facilitate cooperation between ICT companies and companies within the audiovisual branch in order to create successful multimedia companies • Create cooperation between the academia, research institutes and ICT companies, especially with connections to new media.

Description of activities	The project was run by Kista Science City via three networks, which were provided with: - overall project leadership and coordination - resources for networking - facilitation of meetings - process leaders The three networks, which constituted the sub-projects, were: **(1) CEO network (*VD-nätverk*)** The primary goal of the CEO network was to provide a forum where CEOs support CEOs. The core of the network was a series of workshops (half a day 4-5 times per year) for the CEOs. The CEOs were chosen via meetings and interviews of the CEOs, run by a chosen process leader. **(2) Expert network** A network of experts in different functions in companies profiting from contacts with colleagues from other companies. Examples of such areas are personnel and HR, finances, funding, marketing and technical questions such as ICT. The core of the network was a series of workshops, with visits from special state-of-the-art 'subject gurus', plus participation in selected events, as deemed fruitful in the various networks. A group of companies was identified as being interested in this kind of a network through preliminary studies. **(3) Cross-pollination network** This was a network for cooperation between the ICT and audiovisual industries, with the aim of arriving at new developments and products in the multimedia business. The networking was concrete cross-pollination between the ICT and audiovisual sectors in order to create growth and business development. The strategy was to focus on companies with ICT-based tools, distribution techniques and service development. Project selection was performed via a mapping of company registers, analysis of different groups, and conducting interviews. It was important to build the networks from company needs. In the first selection the companies were divided into three groups: start-ups and small companies (< 10 employees), medium-sized companies (10 – 250), and big companies (>250). The primary target companies were those whose growth was dependent on cooperation, data and participation from the public sector, universities and research institutes. Selection was based on the assessment of the benefit for the company's growth and internationalisation. **(1) Executive network (CEO peer learning network)** The CEO network was driven by dialogue, exchange of experiences, problem-solving and building of skills in a forum where CEOs support CEOs. For CEOs it is often fruitful to be able to discuss problem-solving with others in similar situations outside one's own company. The solutions discussed can have implications for the whole Stockholm ICT cluster. SMEs in the ICT sector are often confronted with new questions. Plans were made to have 50 SMEs participating, with also a special eye on women's and immigrants' participation. These groups are underrepresented in CEO positions in the ICT companies in Kista. This is why the CEO network was complemented with individual contacts with 50 SMEs. The network bumped into the time-constraints of CEOs' priorities, especially those of SMEs. The meetings were highly appreciated, but had to compete with other priorities. These experiences prompted KSC

to withhold from establishing new networks of this kind, and instead invest even more in demand-driven networks and networks which contribute to the growth of the ICT cluster, like the Expert network.

During the project two well functioning CEO networks were run. Quarterly network meetings were held according to plan. The members were chosen by the process leader through a mapping of companies in a similar situation, but not in direct competition with each other. The final approval was made through interviews with the company leaders.

The process was run on the basis of a process model: selection → connecting → problem definition → redefinitions and deeper under-standing → problem solving. The process model worked well. The common subjects were decided together with the companies and the process leader. Examples of subjects handled were: marketing to big customers, software for company accounting, prognosis, goal-setting, mergers and acquisitions, how to get early commitment from customers, dealing with administrative challenges in growth, leadership, personnel, export markets and international growth. Between the network meetings the project leader has followed up on the questions and answers, and circulated information on and invitations to events arranged by KSC. According to need, external experts have also participated.

According to a questionnaire to the CEO network participants, the most important aspects of the network were: (1) exchange of experiences; (2) contacts; (3) development of leadership; (4) specific local questions. The exchange of experiences was regarded as the most important, with the possibility of taking up questions one would or could not internally, and with the help of coordination, coaching and facilitation. The contacts with the 50 SMEs led to tighter contacts.

(2) Expert networks

Expert networks were driven by different themes, and all of them were supported by a process leader, with real knowledge and experience on the subject. The possibility to have contacts with experts from different fields has been fruitful for synergies and business development.

Kista Intelligent Transport System (ITS) Network (one of the expert networks)

The ITS network deepens knowledge and cooperation between ICT and mobile infrastructure, within ITS. The goal is to increase the cooperation of technical disciplines and increase the growth of ITS.

In order to make progress SMEs, bigger companies, research institutes and public authorities, including the City of Stockholm and the Swedish Transport Administration, were involved from the very beginning of the project. The Stockholm region with Kista is particularly well suited for the development and testing of ITS services. There is a clear need in the capital city area, which is continually expanding, for innovative solutions for mobility and transport, and the expert network takes its cues from this. The meetings and the process have been led by an experienced process leader, with a deep knowledge of the subject.

During the project the ITS expert network has achieved the result of signing a memorandum of understanding with the Transport Authority on having the cooperation of companies in KSC as the starting-point of developing ITS into a new Swedish export product. It has profiled KSC as the knowledge node for such development in this sector (for example via meetings and an ITS conference in 2011). The network has promoted business models and the participation of different actors to take up the issues of traffic and commuting to work, created a

cooperation group for ITS test sites in Sweden, and contributed in establishing the Viktoria Institute in Kista, which focuses on automotive and transport informatics.

Women's ITS network – KITS

Reaching women became one of the goals in the project. A network of women with the same goals as in the ITS expert network, lead by an informed and experienced leader, was set up, evoked a lot of interest, and started expanding. There have been about 60 participants at about six meeting per year. In addition to the meetings, to which a subject specialist is invited, study visits, and also a visit to an international ITS conference in Vienna, have been conducted. The participants have covered their own costs. The network has continued under VINNOVA, Sweden's Innovation Agency.

Network for marketing and communication (one of the expert networks)

The network contributes to KSC as a cluster, and holds 4-6 meeting per year. A mapping of attitudes on marketing was conducted in 2010, in order to be informed about the right marketing investments, to attract the right companies and actors to Kista, and to strengthen the cluster. On this basis a new marketing platform was established in Kista.

Kista Socials network (one of the expert networks)

This network has been about connecting physical and digital conversations via a creative platform. The network was started in 2011, and four meetings, attracting especially young actors, were held in 2011.

Young Professionals (one of the expert networks)

The network promotes the cooperation of the young generations in the ICT sector. The participants are young persons working in the ICT industry, with a focus on know-how and leadership. In the project, 20 network activities have been held, with about 20 participants in each. Contributing specialists have participated in the meetings.

(3) Cross-pollination network

Development within the ICT sector and multimedia has more and more been influenced by soft factors. During the proposal period for the project, a need was identified, where graphics, design, sound, music, video and film, and the rapid development of the web have become more and important in order to create new products, including ICT products. Knowledge of these subjects has become more and more interwoven with the traditional ICT areas. Likewise, the development of the multimedia sector has become dependent on ICT-based tools.

The conclusion was to set up cross-pollination between the ICT and audiovisual sectors in order to create growth and business development. The strategy was to focus on companies with ICT-based tools, distribution techniques and service development. In order to get this established, a few concrete projects of cooperation between ICT and multimedia needed to be established within Kista. In the beginning there were no clear problem statements, points of departure, markets or customers. Different companies with different know-how were brought together to create new business and growth in new markets.

A starting point for cross-pollination was a former business network in Kista called Kista Mobile and Broadband Showcase. It had had a strong focus on mobile services and broadband applications. With the new interest and focus, the network was renamed Kista Mobile and Multimedia Network (KMMN).

	The other starting point was to use two initiatives, which lent themselves well as testbeds for cross-pollination. These concrete projects were DAC (Digital Art Center) and the Acreo testbed. Acreo was a research project on broadband development, IPTV (internet protocol television) and video on demand.
	The Acreo testbed network (cross-pollination network)
	The network has brought together companies in design, architecture, construction, energy, city planning and other fields in order to promote sustainable future cities, the Internet of Things, grassroots activities, Living Labs Global, and crowdsourcing.
	The Digital Art Center (DAC) network (cross-pollination network)
	DAC has developed into a public interactive venue for companies, educational institutions and research organisations. It is a digital centre for young people, entrepreneurs, students, researchers and all creative people, with the primary goal of promoting business development. It has developed into a meeting place of companies, the ICT sector and competence building. In 2014 a new public enterprise will be established. Since May 2010, in the pilot and demo versions of DAC, seminars, workshops, and speed-dating have been arranged, not yet open to the public. The development so far has evoked very strong interest, and seems to point to considerable dynamic possibilities in bringing actors and ideas in ICT and multimedia together.
	Kista Mobile & Multimedia Network (KMMN) (cross-pollination network)
	Kista Mobile & Multimedia Network is run as a non-profit venture by Kista Science City AB in order to boost concrete business benefits in the mobile and broadband industries, and it has supported business development in the project. KMMN is a commercial network and an independent meeting place for people and businesses in mobile services and broadband applications. It has arranged seminars, workshops and major events together with more than 70 established partners. All of these have had business benefit as a concrete goal, resulting in new contacts and business deals. Kista Mobile & Multimedia Showcase offers a platform for businesses and individuals. The network offers a meeting place for entrepreneurs, researchers, corporate management and decision-makers, mainly from SMEs in mobile services and broadband applications.
Recipients	The recipient was Kista Science City AB, which is 100% owned by Electrum Foundation, which is 100% funded by the City of Stockholm.
Mainstreaming of gender equality and non discrimination	The project has had gender equality, and promotion of integration and diversity key criteria, and has made extra efforts to promote women's participation in ICT and audiovisual networks and industries, which are traditionally male-dominated
Intended outputs and results	The objective of the project was to develop and strengthen KSC by stimulating cooperation between information and communication technology companies, with a special focus on connecting ICT with the audiovisual sector. The primary target group has been smaller ICT companies in KSC, but larger companies have also been involved in the project.
	The project consists of three networks run as sub-projects, which were intended to be sustained on a long-term basis:
	- An Executive network of SME CEOs, involving executive-to-executive

	dialogue, problem solving and knowledge development through meetings, workshops, coaching and expert support;
	- Expertise networks in different thematic fields in order to develop exchange and interdisciplinary knowledge among expert colleagues via meetings and workshops and special expert input;
	- A cross-pollination network between the ICT sector and the audiovisual sector, in order to initiate business development and growth in multimedia markets.
	As quantitative goals, altogether nine networks were to be established, attracting 75 participants from 50 companies and 20 new employees.

2. POLITICAL AND STRATEGIC CONTEXT

National and regional framework for implementing ERDF-funded urban development projects	The role of the EU funder of the project, the Swedish Agency for Economic and Regional Growth (Tillväxtverket), is to strengthen regional development and facilitate enterprise and entrepreneur-ship throughout Sweden. The vision of the agency is 'Sweden, a model for sustainable growth across enterprises and regions'. The agency has around 350 employees in 11 offices around the country.
	There are two Structural Funds in Sweden:
	• European Regional Development Fund (ERDF)
	• European Social Fund (ESF)
	For the new programming period 2007-2013, Sweden has received about 15 billion SEK in structural funding. About 13 billion SEK will finance measures within the objective 'Regional Competitiveness and Employment' and about 2 billion SEK will finance measures within the objective 'Territorial Cooperation'. All structural funds demand national public co-funding. The sum varies but in most cases it is equal to the sum allocated from the Structural Funds.
The planning context	Kista Science City (KSC), situated North of Sweden's capital Stockholm, is a business and innovation district for Information and Communication Technology (ICT), especially research and development in the mobile telecom sector.
	Kista is a district of Stockholm Municipality. Its eastern part is dominated by commercial ventures, mostly ICT, and is therefore referred to as Sweden's Silicon Valley.
	The beginnings of Kista Science City (KSC) are in the 1970s. Ericsson and IBM started work in Kista, and other companies followed suit: Hewlett-Packard, Sun, Intel, Apple, Microsoft, Bosch, Philips, Nokia, Yokogawa, Huawei and others. Research and higher education in ICT moved to Electrum, which became a new centre for ICT research and education in Sweden. Today there are about 23 000 employees in over 1 000 ICT companies in KSC, and 6 800 students in ICT-related studies.
	One of the drivers of KSC is the proximity of companies and expertise in the cluster. The interaction between companies, research, academia and the public sector provides opportunities for companies to create, develop and grow businesses.
	The vision for Kista Science City is shared by five municipalities around the core business area and has resulted in a collective image of how a city of the future should look and function. This means united efforts directed at developing the business sector, at higher education and ventures relating to housing, local transport and infrastructure. KSC aims to be is a city of science – a place where education, housing, research, culture, nature and both newly launched and world-leading companies

	interact in order to develop.
	An important aspect of the attractiveness of the area is injecting servicing and supporting businesses. KSC wants to be a real place to live. The largest business sector in the area, both by number of companies and number of employees, is service, retail and trade. The most frequented shopping mall in Sweden, Kista Galleria, is a central magnet for a huge geographical hinterland. Kistamässan, an international fair and congress centre, opened in 2009 and in November 2011 a four-star hotel opened more than 200 rooms for overnight guests.
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	The first waves of ICT development in the Kista district of Stockholm were successful, with Ericsson establishing its headquarters and key industries and research there in the 1970s, and a host of successful ICT companies, and others following suit, eventually formed the basis of Kista Science City (KSC). But according to a SWOT analysis made by KSC, in preparing for the *Strengthening Stockholm's ICT Cluster* project, there was untapped potential, and also shortcomings, in KSC's development. Enterprises in the cluster could communicate, network and cross-pollinate more, and KSC had not invested in this enough. The first waves of ICT, very much technology-driven, were showing symptoms of faltering, and losing momentum. The rapidly developing web, audiovisual and creative industries remained too disconnected from ICT, and were poorly represented in the companies of KSC.
	The *Strengthening Stockholm's ICT Cluster* project set out to remedy these shortcomings. A networking project, partly funded by the ERDF via Tillväxtverket, the Swedish Agency for Economic and Regional Growth, was established, and it ran from 2009 until the end of 2011.
	The most important component in ICT enterprise development was identified as company-to-company communication. Companies learn from each other, in multiple ways. KSC provides an environment of proximity for such contacts, and it was realised that there is considerable untapped potential in this.
	Earlier experiences in KSC had shown that in order to build an open atmosphere in enterprise networks, they need to be relatively small, only comprising up to about 10 participants, and the companies must not be direct competitors.
	Before the establishment of the ERDF-funded networks, network development in KSC had been rather limited, and resulted in only a few temporary networks. In KSC there are 500 companies in the ICT branch alone, and with the existing resources, KSC was able to reach only a fraction of these.
	It was considered important to build the networks according to company needs, size, growth phase etc. For this purpose, a selection and preparation process was established. The focus was on SME companies that wanted to grow and become international.
	Needs assessment and analysis
	In preparing the proposal, KSC conducted a SWOT analysis to identify its strengths, weaknesses and possibilities, and one of the weaknesses identified was the absence of the audiovisual sector from KSC and weak links between ICT and media actors.
	New cooperation of these actors and branches was deemed to have considerable growth potential, and as the greater Stockholm area dominates the audiovisual branch in Sweden, it was natural to choose

	this topic for the cross-pollination network of KSC.
	Selection by managing authority
	In the selection, the following criteria were emphasised:
	- Equality: the ICT and audiovisual industries are dominated by men, so the project needed to promote contacts with women to the networks;
	- Environment: the project promotes telecommuting;
	- Integration and diversity: the multi-cultural environment in Kista provides possibilities for integration and diversity.
	Risk assessment
	In the risk analysis for the proposal the following risks were identified:
	- The cohesive power of the establishing networks is too weak. In order to avoid this, clear principles and leadership must be established;
	- Difficulties in recruiting companies and individuals to the project. Although there is interest in participating in the networks, a selection process is needed to get relevant problems and actors;
	- The resources are too small to achieve the project's goals. It takes time and process leadership in order to establish stable networks;
	- Bad timing for participants in terms of the economic cycle. The ICT industries have a basic demand, even in worse economic times, and also provide new solutions;
	- The Swedish ICT sector is not able to establish itself in the global market. Investing in the audiovisual sector is one important aspect of gaining new markets.
	Sustainability and transferability
	The sustainability of the established networks has turned out to be satisfactory. Only one of the networks, the Executive Network (SME CEO network) was discontinued, not through lack of interest, but the lack of time of the CEOs facing pressing market-driven priorities. The other networks have continued to operate, and have attracted increasing participation.
	Giving due consideration to local circumstances, the key ideas implemented in the project – setting up peer-learning networks for CEOs and experts – should be relatively easy to transfer, whereas the cross-pollination of ICT with audiovisual industries is probably much more complex, since it calls for concrete product development, and is thus quite highly dependent on the particular circumstances.
	EU added value
	The Kista Science City representatives considered the ERDF funding very important and timely in enabling the project, in order to establish the networks, which turned out to be a success.
	Involvement of other EU funds
	No other EU funds are involved.
3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM	A steering group reporting to the Electrum Foundation was set up, with representatives from: NUTEK, Electrum Foundation, STING Ltd (Stockholm Innovation and Growth Ltd, a sister organisation to Electrum), Kista Science City Ltd and Stockholm University. A broader reference group, comprising KSC, Kista enterprises, Campus Kista and others was also established.
	Project leadership and coordination was provided by the project

	coordinator, project leader, financial and budget rapporteur, plus from time to time experts providing input on different questions and themes in the networks. The project group consisted altogether of 8-10 persons at different times.
	About halfway into the project, the project leadership was taken over by the CEO of both Electrum and Kista Science City Ltd, in order to strengthen steering and commitment to the project, which had proven to be seminal.
	KSC provided the networks with overall project leadership and coordination - networking resources - facilitation of meetings and meeting places - process leaders
	Monitoring was based on indicators and time-lines of numbers of participants (persons and companies), numbers of new networks and companies etc. An outside evaluation was conducted (results not available for this template).
3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT	Strategic governance rests with the city of Stockholm. Practical governance was provided by Electrum Foundation **Electrum Foundation** The Electrum Foundation was founded in 1986 to pursue strategies that ensure continued growth in Kista Science City and a healthy collaboration between research, academia, the City of Stockholm and the business community. The Electrum Foundation is active in higher ICT education, global growth and innovation, and its board comprises the mayor of the City of Stockholm, Stockholm Business Region, leading representatives from Ericsson (chair), Swedish ICT Research, IBM, the Royal Institute of Technology (KTH) and Stockholm University. The Electrum Foundation is responsible for developing a growth model in accordance with the Triple Helix principle – The Kista Model. The Electrum Foundation's work is supported by five strategy councils: - A Living City - Higher Education, Skills Provision and Entrepreneurship - Infrastructure for Growth - Marketing and Strategic Business Recruitment - Innovation, New Growth Businesses and Global Expansion which act as think-tanks, containing a cross-section of stakeholders of Kista Science City. Their mission is to work out strategies, objectives and activities within the framework for each focus area, which contribute to the concretisation and realisation of the common Kista Science City vision. To guarantee that objectives are achieved, two operational non-profit subsidiary limited companies have been formed, Kista Science City AB and STING AB. **Kista Science City AB** Kista Science City AB works to encourage cooperation between academia, research, and municipal and private activities in the area by strengthening and developing Kista Science City's various networks. Kista Science City AB is the operational tool for parties in the cluster to implement and realise the vision of the future. Kista Science City AB's organisation creates alliances, maintains processes and networks, and initiates and supports projects – individually or with one or more parties

	in development areas of strategic importance for the stakeholders.
	Kista Science City AB is active in creating a close collaboration between the business community, university/research and public sector players. The aim of these networks is to strengthen stakeholder growth, to make research organisations more attractive, and to promote the development and the expansion of the area.
	Stockholm Innovation & Growth (STING)
	The STING AB business incubator helps entrepreneurs to build international growth companies faster. By offering support for business development, financing and networking, the right conditions for growth of start-ups are aimed at. With the support of industrially experienced business coaches, STING contributes to the growth and competitiveness of new Swedish technology companies and the generation new export revenues to the Greater Stockholm region. The venture capital fund STING Capital and the investment network STING Business Angels offer early stage financing. STING evaluates 140-180 projects/companies per year, mainly within the ICT and Multimedia, MedTech and Cleantech sectors. Only about 10-15 companies are adopted through a selection process. STING started its operations in 2002 and has to date contributed to almost 80 Swedish technology company successes.
	Academia
	Campus Kista is home to around 8 700 students and 270 active PhD students from both KTH (School for Information and Communication) and Stockholm University. The research encompasses information technology in a broad sense – hardware, software, future Internet and human use of technology.
	Research
	Kista Science City has the highest concentration of information technology researchers in northern Europe.
	More than 1 000 researchers, in unique collaborations with industry and the public sector, work on research and development in the universities, in research centres, and in institutes such as Acreo, SICS, Interactive Institute, Viktoria Institute, Mobile Life VINN Excellence Centre and EIT ICT Labs Stockholm Node, and in the Electrum Laboratory you will also find a Nanotech laboratory and Wireless@KTH.
	Commercial research
	The more than 1 000 ICT companies at Kista Science City conduct research and development involving everything from mobile consumer products to the next generation of communication systems, future Internet and software. Kista Science City is the Ericsson's headquarters, with researchers from the Ericsson Labs, Ericsson ConsumerLab, Ericsson BusinessLab and Ericsson Research.
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
4.1 INNOVATION 4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES	The Kista Science City ERDF project has a very rich and complex environment in the 'Silicon Valley' of Sweden, and this provides a strong backdrop for innovation. Some of the major success stories of Swedish industry, especially in ICT, have been created there.
	The first waves of ICT development, in the 1970s, in the Kista district of Stockholm were successful, with Ericsson establishing its headquarters and key industries and research there, and a host of successful ICT companies, and others, following suit. But ICT industries have had to restructure several times, and now it was time for it again. The KSC

	actors had the courage to challenge traditional concepts of ICT, and start to connect it to new branches, especially the audiovisual field, and creative industries. This has served to launch a lot of networking and product and business development, and the ERDF project has played a catalysing role in this. The topic and the environment are challenging, fluid and complex, and there are no guarantees of success. But the networks have, for the most part, been able to negotiate these challenges through close cooperation, openness and dialogue.
	Leadership was strengthened about halfway into the project by the CEO of Electrum and Kista Science City Ltd taking the reins.
4.3. THEMATIC FOCUS	Europe 2020 smart growth
5. FUNDING	
	Funded by the Swedish Agency for Economic and Regional Growth – Tillväxtverket. The Kista Science City (KSC) project had a budget of €1 400 000, of which ERDF funds €570 000, Kista Science City €790 000 and Interactive Institute €60 000.
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	The project has been financially sustainable.
6.2. TRANSFERABILITY	With due consideration given to local circumstances, the key ideas implemented in the project – setting up peer-learning networks for CEOs and experts – should be relatively easily transferable, whereas cross-pollination of ICT with audiovisual industries is probably much more complex, since it calls for concrete product development, and is thus quite highly dependent on the particular circumstances.
6.3 ISSUES AND PROBLEMS	There were no major problems in the project, but some readjustments were made to strengthen management and commitment, by appointing the CEO of Electrum Foundation and Kista Science City Ltd as project leader about halfway through the project cycle.
6.4 PROJECT OUTPUTS & RESULTS	The strategy to develop the ICT cluster in Kista, with multimedia-based cooperation between ICT and audiovisual companies, was conducted as planned, and the idea of cross-pollination turned out to be successful. KSC has been able to establish itself within the creative industries connected to ICT, and this has also taken place within ITS (intelligent transport systems). Within the cross-pollination several concrete projects have been run. These include Ocean Search and the Digital Art Centre. Business development has happened in the cross-pollination networks of DAC, KMMN, and the Kista ITS expert network.
	The quantitative goals were fulfilled and exceeded. Altogether 10 networks were established (the goal was nine). There were 150 participants in the networks (target 75). Participants came from 110 companies (target 50). Altogether 338 individual companies have participated in the project, with around 500 participants. The increase in new employees was not reached (20 vs. 8), but there is an expectation to reach it in the future.
	The networks proved to be highly seminal and sustainable. All cross-pollination networks have continued their work, some with modifications. The expert networks (ITS, Young Entrepreneurs, KITS, Market Development and Kista Socials have continued their work. The only network that has not continued, despite attempts to continue, is the CEO

	network, not for lack of interest and enthusiasm, but because of the realities of the CEOs' time priorities.
7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED	
	(1) Strong strategic and long-term commitment by the City of Stockholm and the Stockholm region to innovation, competitiveness and Triple Helix cooperation (public sector–academia–business)
	(2) Strong development of the ICT sector in the Kista region and density of companies and actors
	(3) Willingness to take a new and critical look at future development drivers of the ICT industries, and launch new cross-pollination with networks
	(4) Establishing close contacts with and between SMT companies
	(5) Strong commitment of project leadership, coordination and process management.
8. FURTHER INFORMATION	
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