



# LUXINNOVATION STRATEGY

2022-2025



**LUXINNOVATION**

#MakingInnovationHappen

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# EXECUTIVE SUMMARY

As Luxinnovation's 4<sup>th</sup> Performance Contract comes to its term by the end of 2021, and taking into account the vast challenges our companies and our economy are facing in light of digitalisation and climate change, we have embarked upon a strategic reframing effort to spell out clearly our mission, our vision and our strategic objectives and ensure alignment with the broader national, European and international strategies to develop a competitively sustainable and digital economy. This document shall form the basis of Luxinnovation's next Performance Contract to be concluded with our stakeholders for the period 2022 to 2025.

This strategic document lays out our mission, our vision (in the form of 4 strategic priorities), our values as well as the pillars upon which we are built. The document has set out 7 strategic goals that we seek to achieve by 2025 and it provides an overview of activities that we intend to carry out to achieve these goals. Finally, it gives an indication of the way we suggest

monitoring, through qualitative and quantitative indicators, whether the activities we carry out are allowing us to achieve our goals over the next 4 years.

In accordance with the legal basis provided by the Law on Research, Development, and Innovation of 5 June 2009, we have encapsulated **Luxinnovation's mission** along two dimensions:



## at a company level:

*"We empower companies to innovate today to be ready for tomorrow"*



## at the level of the economy as a whole:

*"We identify innovation opportunities and foster collaborative innovation projects that stimulate the development of a sustainable, competitive, and digital economy"*

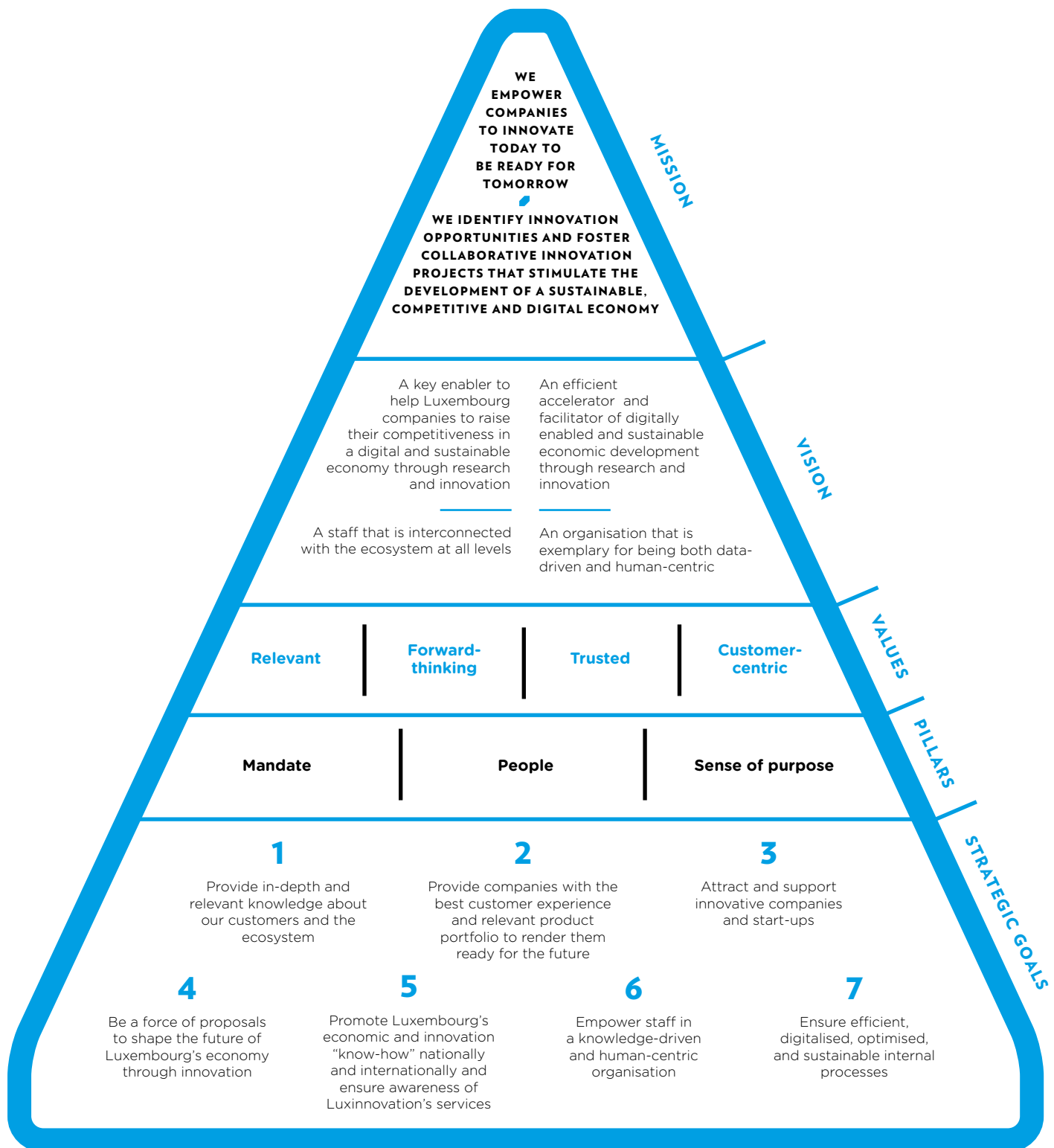
In line with our mission, we have laid out a **vision** for Luxinnovation in the form of **4 strategic priorities** that we seek to achieve **by 2025**. Whereas the first two priorities are geared at the ecosystem which we serve – both at company and at macro-economic level-, the second set of priorities addresses key challenges in the way our organisation should function to truly deserve the attribute of an agency that leads on the path to innovation within our country. The 4 priorities are defined as follows:

- **A key enabler to help Luxembourg companies to raise their competitiveness in a digital and sustainable economy through research and innovation**
- **An efficient accelerator and facilitator of digitally enabled and sustainable economic development through research and innovation**
- **An organisation that is exemplary for being both data-driven and human-centric**
- **A staff that is interconnected with the ecosystem at all levels**

To carry out our mission as Innovation Agency according to the 4 strategic priorities we have laid out, our strategy is structured towards 7 organisation-wide strategic goals, 5 of which are geared at the ecosystem, 2 of which address our internal modus operandi.

The **7 strategic goals**, that are interconnected and mutually reinforcing, are as follows:

- **Provide in-depth and relevant knowledge about our customers and the ecosystem**
- **Provide companies with the best customer experience and relevant product portfolio to render them ready for the future**
- **Attract and support innovative companies and start-ups**
- **Be a force of proposals to shape the future of Luxembourg's economy through innovation**
- **Promote Luxembourg's economic and innovation "know-how" nationally and internationally and ensure awareness of Luxinnovation's services**
- **Empower staff in a knowledge-driven and human-centric organisation**
- **Ensure efficient, digitalized, optimized and sustainable internal operations**



## SOME HIGHLIGHTS

Since our innovation promoting efforts revolve around the twin objectives of digital transformation and a competitively sustainable economy, with companies at the very core, the following new features deserve to be highlighted:

### 1. All digital initiatives shall be consolidated under one Digital Transformation department.

As digital and data technologies have developed exponentially over the past decade, we have witnessed how innovation projects within companies and across our economy are fed by and comprise increasingly vast and complex dimensions of digital know-how.

As Innovation Agency we have supported companies in their uptake of digital technologies and in developing digital solutions. We have also taken up digital-shaping initiatives such as the Luxembourg Digital innovation Hub, the Gaia-X regional hub and the HPC Competence centre. And we have provided supported to initiatives led by the Government such as Meluxina and the National Data exchange platform (NDXP).

As a facilitator and driver of innovation within an economy that is to become more sustainable and more data-driven, it is crucial that we firmly anchor Luxinnovation's role as an enabler of digital transformation through clearly identifiable and accessible in-house digital expertise and support.

Therefore, Luxinnovation will regroup all its activities relating to digital transformation within one Department that will comprise:

- the Digital Innovation Hub where the initial team has been increased in view of its growing impact and its future contribution to the EDIH network;
- all national and international digital-shaping initiatives led by or supported by Luxinnovation which involve external partners such as the HPC Competence Centre, Gaia-X, the NDXP and Meluxina;
- in-house digital and data expertise to support all departments within Luxinnovation that serve external customers requiring digital know-how (ie start-up advisors, cluster managers, RDI project advisors).

### 2. Bundle all cluster activities relating to the sustainable use and transformation of resources under a Sustainability Innovation Hub

Given the overall objective to render our economy and our companies more sustainable, as laid out in our strategy, in the Government's economic development and research strategies and in the European Green Deal, we have decided to bundle all cluster activities relating to the sustainable use and transformation

of resources across the many sectors of our economy (materials and manufacturing, wood, automobility, cleantech and creative industries) under one Sustainability Innovation Hub that ensures comprehensive and clear overview of all sustainability-related in-house expertise and across the ecosystem for the companies that are looking for guidance and support on becoming more sustainable through innovation.

The Sustainability Innovation Hub shall also ensure a better overview and streamlining of all sustainability-related projects emerging from the idea to flagship process. It shall identify any sustainability-related innovation gaps and opportunities (e-Holzhaft, deconstruction materials platform, study on shortage of building materials, etc.) and make recommendations that help the Government achieve its goal of a competitively sustainable economy.

### 3. Render our knowledge more broadly accessible through a Knowledge hub

To provide innovation support services to companies that meet their needs and address the gaps and opportunities in the ecosystem, it is essential to analyse and comprehend current and future trends, and gain a comprehensive overview of the composition of our own companies and sectors, and the innovation challenges and opportunities they face in a future sustainable and data-driven economy. This innovation knowledge that is being developed within Luxinnovation shall be rendered more accessible to external interested parties via a “Knowledge hub” that can be consulted via our internet platform. Sectors mappings, key technology mappings, key insights reports, market trends monitoring will thus become

more widely available and can help foster economic development within our ecosystem on the basis of in-depth analysis and knowledge.

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Through this strategy, we seek to structure our work in a manner that will increase the impact of Luxinnovation’s activities within the broader innovation ecosystem that is comprised of many actors with different roles, expertise, and responsibilities, that are all working towards the common objective of a sustainable and competitive economy that encompasses many thriving and innovative companies.

This goal can only be achieved through close and constant interaction and collaboration with our partners. Hence, the importance of our commitment to be interconnected at all levels and to channel our activities in a clear and structured way towards our common endeavour.



# PREAMBLE

## Why innovate ?

Innovation is not an end in itself. It's a means to ensure that our economy and our companies develop in a sustainable and competitive manner. It's through innovation that companies devise new products and services that meet the evolving needs and expectations of the market. Through innovation they can improve their processes and thrive in an increasingly challenging environment where they are exposed to constant change, that brings risks and opportunities. Innovation is key to achieve a sustainable and competitive economy.

Luxembourg's innovation agency was created in 1984 at the initiative of the Government in an effort to ensure that Luxembourg's economy would diversify and not depend merely upon the thriving financial sector at a time when the country's industrial backbone was facing tremendous challenges. Hence, the Agency's focus lay on stimulating and supporting innovation across key industries such as manufacturing and materials, automotive, information and communication technologies, clean tech, health tech and the space sector, and later also in areas such as the wood sector and the creative industries.

Today Luxembourg ranks relatively well in the international innovation scoreboards. According to the 2021 European Innovation Scoreboard, the country came 7<sup>th</sup> and thus ranks among the EU's top 10 innovation leaders.

According to the STATEC, Luxembourg's national institute of statistics and economic studies<sup>1</sup>, one in two companies in Luxembourg innovate by introducing "a new or improved product or process that differs significantly from the unit's previous products or processes"<sup>2</sup>. This is very encouraging. Yet Research and Development expenditure by the private sector in Luxembourg lie at 0,60% of GDP in 2019<sup>3</sup>, almost at the same level of public R&D expenditures (0,59%) and thus below the target of 2/3 of R&D to be performed by private companies set out for 2020.

Although this figure may not appropriately reflect the level of innovation across industry given the weight of the financial sector within Luxembourg's economy in comparison to other sectors, as Innovation Agency we need to address the hurdles companies are facing to embrace innovation and strive continuously to improve their readiness and capability to venture down the path of innovation, develop and integrate new solutions that meet the needs of the transforming markets, increase their resilience through digital transformation, reduce their carbon footprint and contribute themselves to the sustainable development goals that Luxembourg as a country has the responsibility to achieve.

1. Statec, La performance de R&D et d'innovation dans les entreprises, mars 2021

2. Definition from the "Oslo Manual 2018", OECD Guidelines for collecting, reporting and using data on innovation.

3. STATEC preliminary estimations

## Innovation and digital transformation to ensure a sustainable recovery from the crisis

The necessity for continuous innovation within our economy and by companies has been rendered even more apparent through the Covid crisis that we are only gradually emerging from. Innovation has been paramount in dealing with both the effects of the pandemic on our health and on society as a whole, and in finding ways to eradicate the virus. As laid out in a recently published European Commission policy brief, “research and innovation are critical levers to ensure a sustainable and inclusive recovery”, a recovery that needs to accelerate the social, environmental, and economic transitions that our planet desperately requires. Digital technologies in the areas of energy, circular construction, smart mobility, sustainable food production, etc. are required to facilitate the shift towards a circular and low-carbon economy.

The pandemic that hit us all in 2020 has made us rethink many ways of doing things. As an innovation agency, Luxinnovation has not only sought to provide companies with the right tools to fully embrace the new business opportunities that change brings to them, but also to better identify and highlight the opportunities new global market trends can offer our economy and to help ensure that Luxembourg remains a European frontrunner of the digital economy of the future<sup>4</sup>.

The crisis has raised awareness of the vulnerability of our supply chains. Consumers and citizens have also increased their expectations

tremendously for more sustainable products and services. Investors are increasingly taking environmental, social and governance considerations into account when making investment decisions. This certainly poses a challenge to companies, who need not only to increase their resilience by diversifying their supply chains but also need to provide their clients with products and services that meet higher social and environmental standards and meet ESG expectations of sustainable finance investors. Digital technologies offer the solutions that will allow us to turn these challenges into real opportunities, both for our companies and for the economy. Those companies that live up to this challenge and embrace digital technologies and even adapt their business model can be at the forefront of a future digital, data-driven, and sustainable economy. As Innovation Agency we seek to identify the opportunities that change provides and help our companies on this challenging yet potentially highly rewarding transformative journey.

There's another vital dimension that we need to embed deeply within our effort to help companies and the economy to become more sustainable through innovation and digital transformation. We need to look beyond the technologies that provide solutions to our problems. We need to incorporate the human dimension in our thinking and our actions. As the world becomes more and more digital and machines provide us with solutions, the role of

<sup>4</sup> Post Covid-19 Market Trends, Luxinnovation, July 2020.

human is even more crucial to unlock the full potential of innovation and secure a sustainable future. It is the human interaction that stimulates us, the sense of contributing to something greater that gives meaning to what we do. A human-centric approach is what empowers individuals and teams to design products and services that address the core needs of those who encounter a problem. As

Innovation Agency, we need to be fully aware of this dimension and ensure it remains deeply ingrained within our organisation and in our relationships with our customers and partners.



## The broader strategic context

Our mission is carried out within a broader strategic context, both at international, European and at national level. It's the alignment with these strategies that allows our actions to carry real weight and contribute effectively to the broader strategic goals of the European Union, the Luxembourg Government, and their key stakeholders.

Thus we draw upon **the European Digital Strategy, the EU Strategy on Data, the European Industrial Strategy and the SME Strategy** for a sustainable and **digital Europe** to develop and carry out our activities in the area of digital transformation. We are guided by the Sustainable Development Goals listed in the UN's 2030 Agenda for Sustainable Development, as well as by the European Green Deal (European Commission, 2019) to help our companies and

our economy to operate and develop in a more sustainable way and shift towards a circular and low-carbon model of economic growth through innovation and digitalisation.

At a national level, we direct our activities towards the goals laid down in the Government's strategies that are geared at the twin goals of a competitively sustainable and data-driven economy as spelt out in the Government's **Ons Wirtschaft vu muer Strategy**<sup>5</sup>, the **Data-driven Innovation Strategy**<sup>6</sup> and its **National Research & Innovation Strategy**<sup>7</sup>. We also draw upon the Government's **Artificial Intelligence Strategy**<sup>8</sup> and its **Circular Economy Strategy**<sup>9</sup>, which are both aligned with the EU's respective strategic objectives in these areas.



5. Feuille de route pour une économie compétitive et durable 2025, Ministère de l'Économie, 2021.

6. The Data-Driven Innovation Strategy for the development of a trusted and sustainable economy in Luxembourg, Ministry of Economy, 2019.

7. Ministère de la Recherche, December 2019.

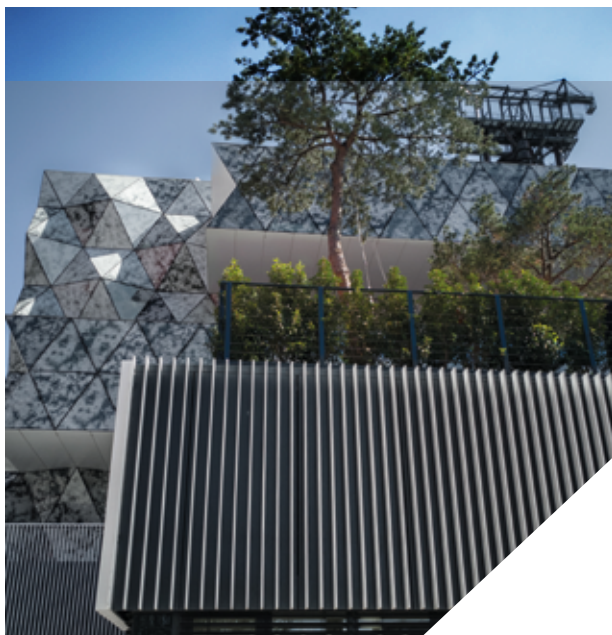
8. Digital Luxembourg, May 2019.

9. Ministère et de l'Aménagement du territoire, Ministère de l'Environnement, du Climat et du Développement Durable, Ministère de l'Économie, February 2021.

We are also guided by the Government's objectives of protecting the environment and reaching the Climate Goals of 2050. Thus we have integrated the **National integrated Climate and Energy Plan**, the **3<sup>rd</sup> Plan National pour un Développement Durable** and the **Strategy Null Offall Lëtzebuerg**<sup>10</sup> into our thinking and our activities.

We also work hand in hand with the Luxembourg Chamber of Commerce, the Luxembourg Chamber of Crafts

and the Federation of Industry. Alongside the Ministries of Economy and Research, they constitute the shareholder group of Luxinnovation. They have their own objectives and strategies to support the companies that are the members of their respective organisations. Our role is to address the innovation and digital transformation challenges their member companies face, thus supporting these private sector representative organisations achieve the goals they have set themselves <sup>11</sup>.



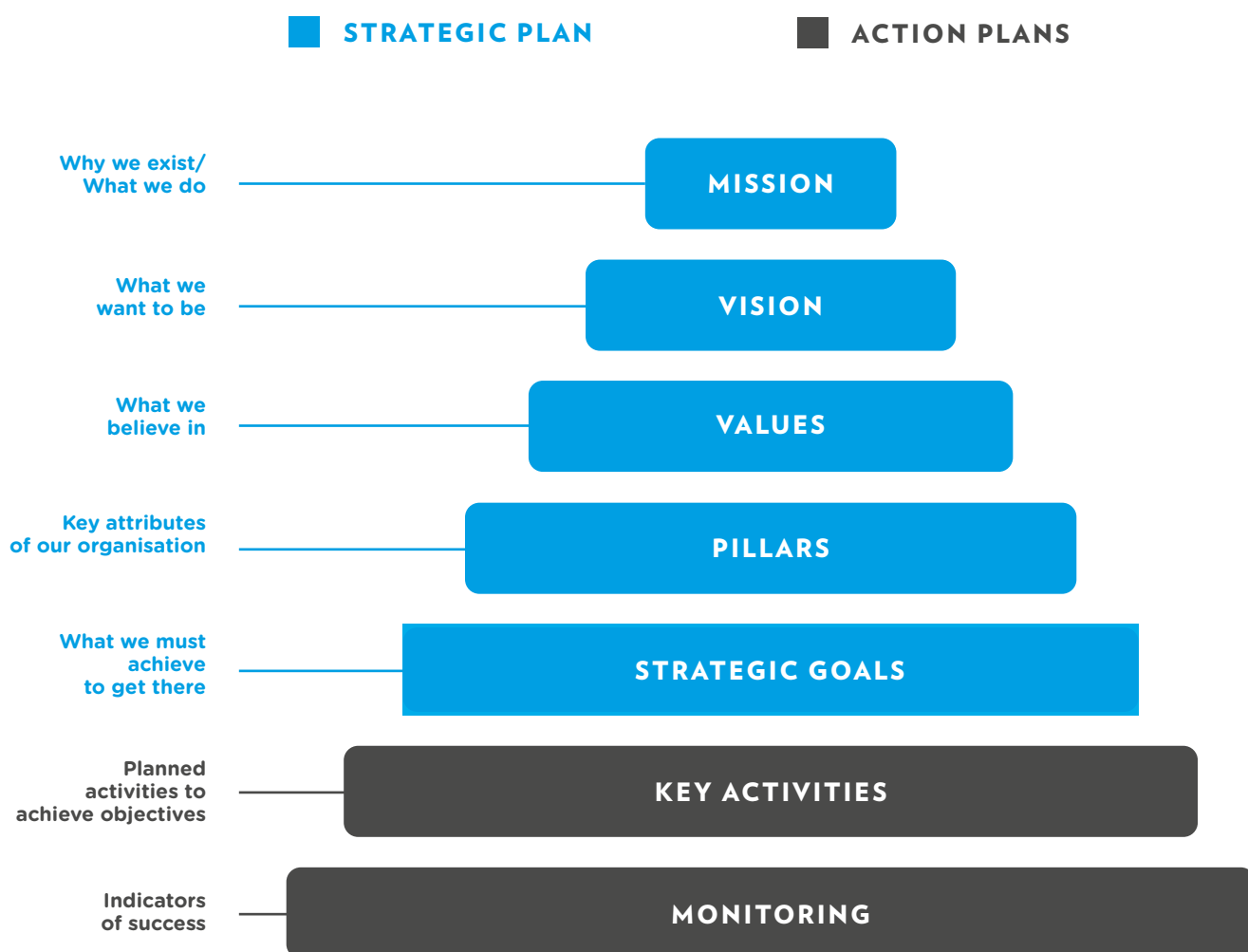
<sup>10</sup> Ministère de l'Environnement, du Climat et du Développement Durable, Juillet 2020.

<sup>11</sup> Fedil, Luxembourg's Industry Strategy, 2021. Chamber of Commerce, CC2025 - Strategy for 2025, 06/2019.

## Our strategic path

As Luxinnovation's 4<sup>th</sup> Performance Contract comes to its term by the end of 2021, we have embarked upon a strategic reframing effort involving all staff of Luxinnovation to lay out clearly and resolutely our vision and mission, our strategic goals as well as an overview of the activities we consider relevant to achieve our goals and our vision. This strategic document forms the basis of the next Performance Contract that will cover the period 2022-2025.

This strategic document focuses on our mission, our vision, our values as well as the pillars upon which we are built and that are the glue that holds our organisation together. The document lays out 7 strategic goals that we seek to achieve by 2025 and provides an overview of activities that we intend to carry out to achieve these goals. Finally, it gives an indication of the way we suggest monitoring, through qualitative and quantitative indicators, whether the activities we carry out are allowing us to achieve our goals.







# MISSION, VISION & STRATEGIC PRIORITIES, PILLARS AND CORE VALUE

## MISSION

Luxinnovation has its legal basis in the Law on Research, Development, and Innovation of 5 June 2009. This legal document spells out that Luxinnovation should promote RDI in Luxembourg by:

- informing and raising awareness around innovation and Luxembourg's innovation ecosystem nationally and internationally
- advising and aiding companies of all sizes, creators of innovative companies and RTOs, helping them structure their innovation projects and gain access to knowledge, finance, technology, equipment, infrastructure, networks, markets, and business opportunities through a coherent portfolio of services, both at national and international level
- stimulating collaboration, consultation and networking at national, interregional, and international levels and fostering public-private innovation partnerships
- foster innovation policy by advising national and European authorities on innovation and interacting with innovation agencies on an international level

Upon this basis, we have encapsulated Luxinnovation's mission along two dimensions:

### ■ at a company level/at the micro-economic level:

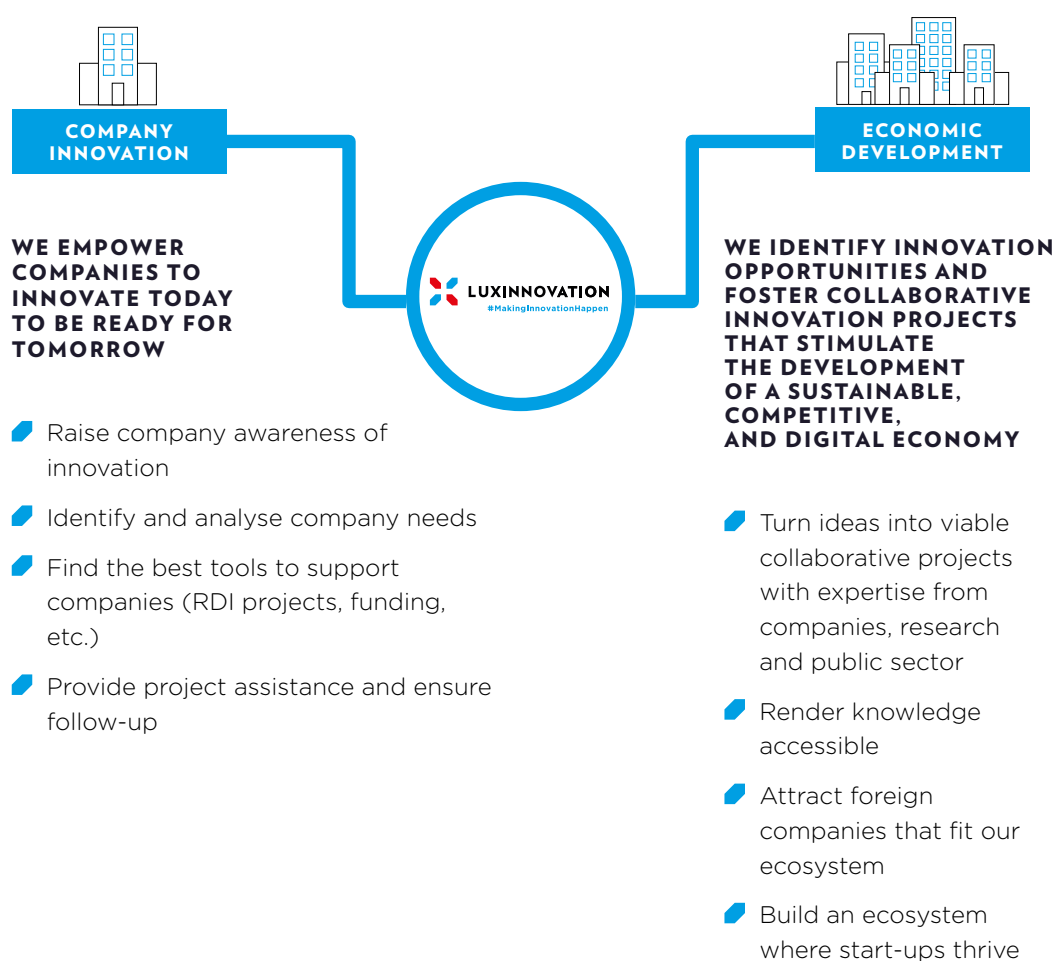
*"We empower companies to innovate today to be ready for tomorrow"*

### ■ at the level of the economy as a whole/at a macro-economic level:

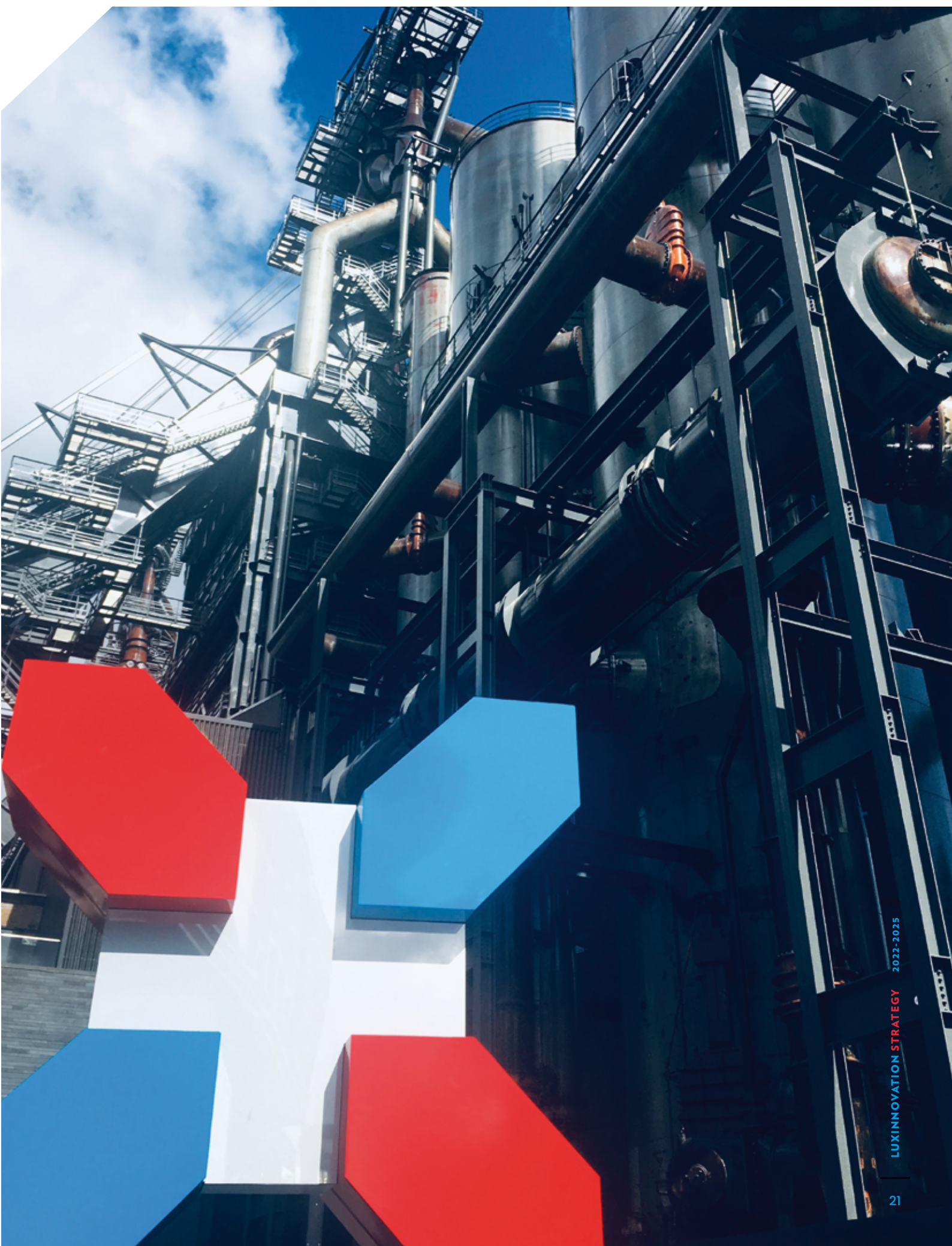
*"We identify innovation opportunities and foster collaborative innovation projects that stimulate the development of a sustainable, competitive, and digital economy"*

The services we provide are applied across these two dimensions that are intrinsically linked:

1. At the level of individual companies, regardless of their size, stage of maturity or economic sector<sup>12</sup>, we encourage and support them along their path of innovation by providing access to knowledge, funding, infrastructure, and networks.
2. At a systemic level, considering the multiple dimensions that affect economic growth and innovation in general, and the factors that are particular to Luxembourg, we gather knowledge and foster collaborative innovative projects that benefit the economy as a whole in line with the Government's twin goals of a competitively sustainable and data-driven economy.



<sup>12</sup> Given that the Innovation Agency was created in 1984 by the Government in an effort to ensure that its economy would diversify and not become uniquely dependent upon the thriving financial sector at a time when its industrial backbone was losing ground as the traditional and key pillar of the economy, the Agency's focus has been upon the non-financial sectors of the economy (from the manufacturing industry and materials to information and communication technologies, automotive, clean tech, health tech, wood sector and creative industries, and serving also the needs of the logistics and space sectors). However, as technologies evolve and innovation across all sectors revolves much around data, there is potential for more exchange of expertise and experience across all sectors of the economy relating to digital transformation and data.



## VISION 2025 OF LUXINNOVATION IN THE FORM OF 4 STRATEGIC PRIORITIES

In line with our mission, we have laid out a vision for Luxinnovation in the form of 4 strategic priorities that we seek to achieve by 2025.

Whereas the first two priorities are geared at the ecosystem which we serve – both at company and at macro-economic level-, the second set of priorities addresses key challenges in the way our organisation should function to truly deserve the attribute of an agency that leads on the path to innovation within our country.

**Hence, our vision is to firmly anchor the agency's role within the country as an essential and leading enabler of innovation by being:**

1. A key enabler to help Luxembourg companies to raise their competitiveness in a digital and sustainable economy through research and innovation

Regardless of the size or maturity of a company, we believe our support can help it achieve success in its business and become an outstanding example of innovative, sustainable, and future-proof business that generates value, provides cutting-edge products and services, and satisfies its customers. We believe any company can become a true champion in its field through innovation.

2. An efficient accelerator and facilitator of **digitally enabled and sustainable economic development** through research and innovation

We aim to support the Government in reaching its twin goals of a competitively sustainable and digitally driven economy not only by supporting companies individually on their digital transformation and sustainability path, but also by identifying the innovation challenges and opportunities for our economic sectors, generating relevant ideas, and turning them into reality in collaboration with the key stakeholders.

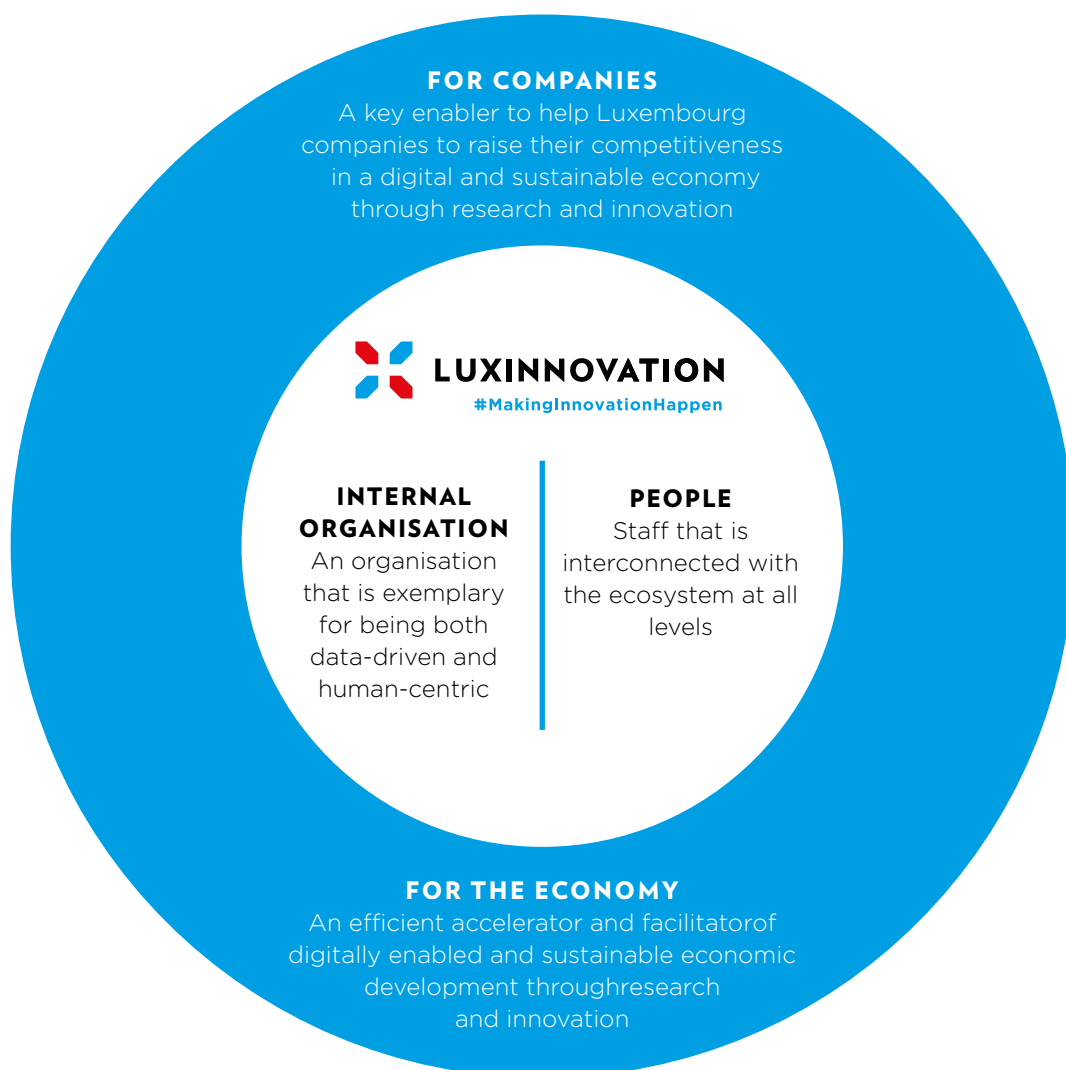
3. An organisation that is exemplary for being both **data-driven** and **human-centric**

As innovation agency we should lead by example and ensure that our own internal processes make the best use possible of digital technologies that render our work more efficient, relevant, and satisfying, whilst ensuring that the human dimension constantly guides us in our actions and decisions, be it amongst ourselves as well as with our partners and clients.

4. A staff that is **interconnected** with the ecosystem **at all levels**

As enabler of innovation within a rich and diverse ecosystem, comprising companies, research organisations, public administrations, policy-makers, business federations and professional chambers, European and international

institutions, Embassies and LTIOs, each and every one of us needs to proactively engage with the people within these organisations, seek common ground and areas of interest, and unite our forces to make best use of the resources at our disposal to foster sustainable economic growth through innovation.



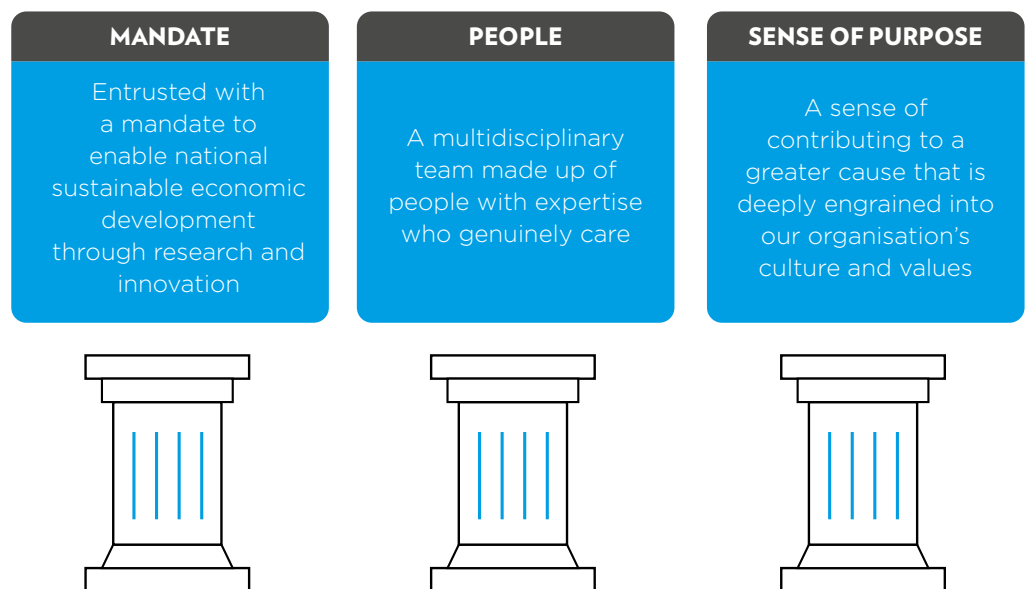
## PILLARS

There are certain key attributes of our organisation without which we could not exist. They are the pillars upon which we are built. If one of the elements was missing, we would cease to exist.

First of all, the fact that we have been **entrusted** by the Government and by key private sector business organisations **with a mandate** to enable sustainable economic development and diversification through research and innovation is what gives us a clear prerogative to carry out our mission to drive innovation.

Secondly, the **people** who form the organisation, who make up a multidisciplinary team of individuals who contribute their expertise and their genuine care to the goals of the innovation agency are the driving force and the soul of the agency.

Finally, the **sense of purpose** that the innovation agency and each member of its staff has in the work we carry it out is what generates new ideas and solutions, brings out the best in each and every one of us and allows the agency to lead down the path of innovation in our country.



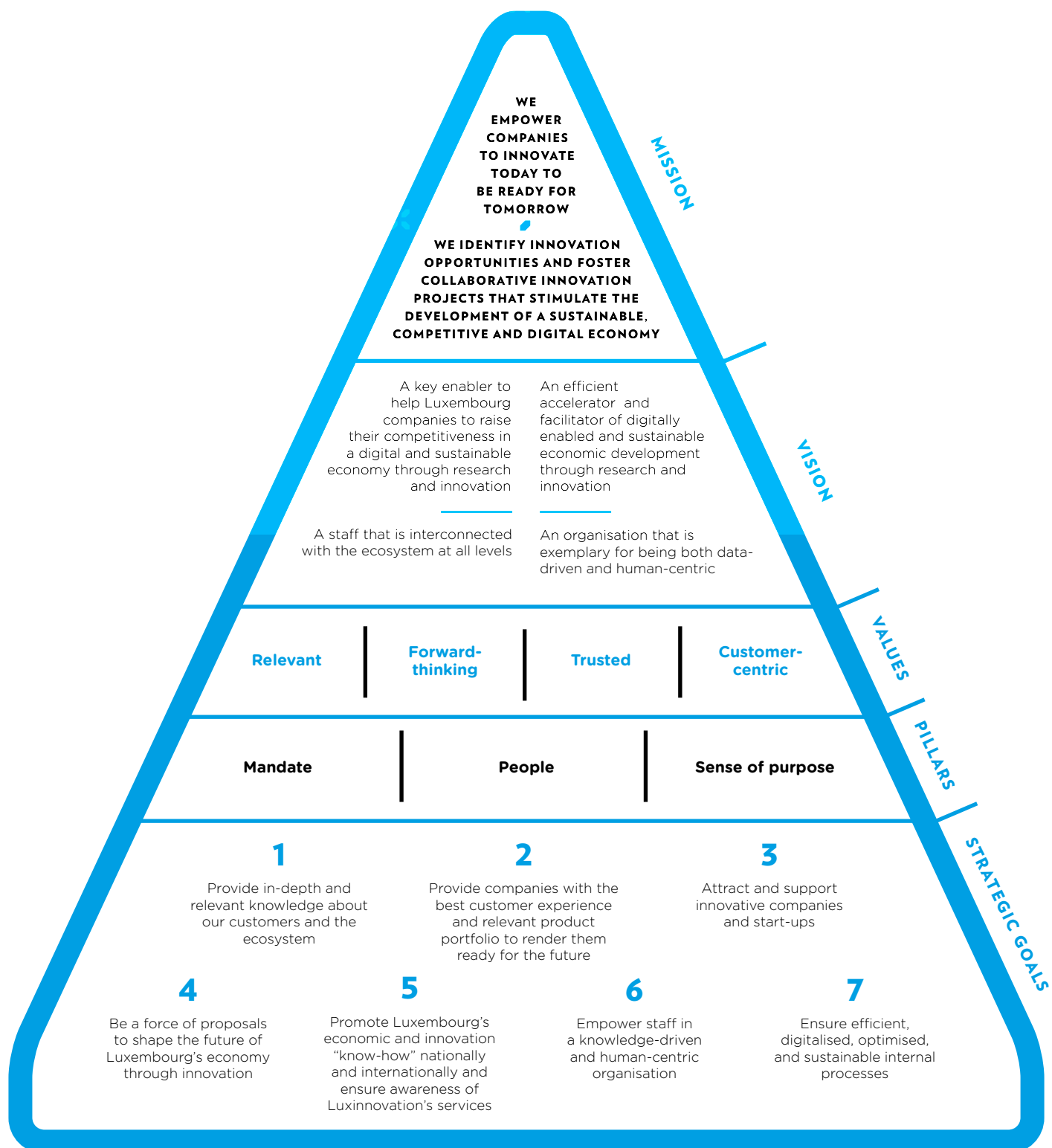
## CORE VALUES

We believe it is essential to spell out our core organisational values. They are our DNA, the beliefs, principles, characteristics, and philosophy that drive the way we behave and give us guidance in choices we make. They need to reflect who we truly are and how we fundamentally believe we should behave consistently throughout our organisation.

With this in mind, we have defined our values in common as follows:

1. We attach great importance to **relevance**. In a world of increasing complexity, our work addresses issues and challenges that are relevant to the companies and the economy we serve. Relevance is what also fosters efficiency in decision-making and in operations.
2. As innovation agency, **we are forward-thinking**. In a rapidly changing world, where new trends affect our economy and our businesses, we draw attention to the challenges and opportunities ahead and provoke strategic reorientation to ensure our economy and businesses thrive.
3. We value **trust**. Companies entrust us with their sensitive information and ideas and can rely confidently on our discretion. When we engage with a company or with our partners, we are fully committed to the task ahead and we keep our word. We don't make promises that we can't keep
4. We place the customer, the company we serve at the core of our organisation. Being **customer-centric** means that we can place ourselves in the shoes of the company we are supporting, fully comprehending their need to generate value and to turn their ideas into reality. Whilst helping them identify the obstacles, we provide a path forward and guide towards solutions.





# LUXINNOVATION'S STRATEGIC GOALS FOR 2025

To carry out our mission as Innovation Agency according to the strategic priorities we have laid out, our strategy is structured according to 7

organisation-wide strategic goals, 5 of which are geared at the ecosystem, 2 of which address our internal modus operandi.

## STRATEGIC GOAL 1

### PROVIDE IN-DEPTH AND RELEVANT KNOWLEDGE ABOUT OUR CUSTOMERS AND THE ECOSYSTEM

#### Overview

- Collect, consolidate and analyse information on current and potential LXI customers (companies or RTOs)
- Map, analyse and monitor relevant ecosystems (national and international)
- Identify and anticipate relevant innovation challenges and opportunities in a future digital, data-driven and sustainable economy
- Ensure that significant knowledge, insights and recommendations are made available and rendered accessible to internal & external customers

### Why is this important?

It is essential to know well the company you are supporting and fully comprehend the ecosystem in which they operate to be able to provide **relevant support**. We can only **increase the impact** of our actions towards our customers (micro-level) and the economy (macro-level) if we can ensure that our actions are well targeted by addressing the needs of the customer and by comprehending the current and future trends, including technologies, that affect them and the economy as a whole.

To earn **credibility and trust** from our customers (both companies and RTOs) and our partners (Ministries, chambers, federations, RTOs), it is also important to demonstrate that we know them well, individually and as a community, that we fully grasp their needs and opportunities, and that we have a comprehensive understanding of the market and environment in which they operate.

Impact, relevance, and trust are essential to firmly **anchor Luxinnovation's strategic positioning** within the innovation ecosystem as **a useful knowledge provider** for the sustainable development of companies and our economy as a whole.



## Key actions

### ONGOING ACTIONS

- Sector mappings such as wood sector value chain mapping, the health technologies private sector mapping, the creative industries sector, start-up ecosystem mapping, the manufacturing industries mapping; constantly monitor the evolution of these ecosystems.
- Key technology mappings such as the Luxembourg cybersecurity sector ecosystem, the mapping of HPC potential users.
- Key insight reports such as the Luxembourg cybersecurity key insights report emerging from the mappings.
- Market trends monitoring: Post-covid market trends, Digitalisation of health market trends, Industry 4.0 Tech trends, HPC market trends.
- Country reports, in particular with a view of gaining a better understanding of countries and regions with a strong positioning in certain sectors and technologies that could be of interest to Luxembourg with the aim of attracting companies or establishing international partnerships.
- Prospection lists of companies in different regions of the world worth attracting to Luxembourg.
- In-depth analysis of companies with whom we consider entering a relationship with.
- Through comprehensive data capture by all staff provide real-time reporting dashboards thus contributing to the overview of the evolution of companies.

### NEW ACTIONS

- Render our knowledge accessible by setting up a “Knowledge hub” that can be consulted by internal and external interested parties according to different levels of granularity via our internet platform.
- Carry out market and tech watch activities, also through access to external databases, in areas such as European cloud, sectors of interest, technologies of interest such as energy efficiency and low-carbon technologies, and key players, which can help companies and feed into recommendations we can provide policymakers to better foster innovation and sustainable economic development
- Carry out supply chain mapping to enable companies to diversify procurement
- Improve the integration of data gained from our own organisation's data and business analytics into sectoral mappings and market trend reports (comprehensive data capture).
- Assess Luxinnovation's market position by gaining a full picture of companies within our ecosystem that could benefit from our services with detailed segmentation to allow better targeting and improve the impact of our services and benchmark our products against other innovation agencies.
- Contribute to reflections on possible adaptations of the means and instruments existing within the Luxembourg innovation ecosystem to promote and support innovation, benchmark them with other

## STRATEGIC GOAL 1 - 2

innovation ecosystems worldwide, in particular with European innovation agencies via the European network of innovation agencies (Taftie) (ie business model innovation proposal).

- Carry out in-depth analysis of the enablers and hurdles of innovation within a company and an ecosystem by applying insightful innovation gap analysis tools.

## STRATEGIC GOAL 2

### **PROVIDE COMPANIES WITH THE BEST CUSTOMER EXPERIENCE AND RELEVANT PRODUCT PORTFOLIO TO RENDER THEM READY FOR THE FUTURE**

#### Overview

- Offer and continuously improve a portfolio of products and services that meet the innovation needs of companies in a digital, data-driven, sustainable economy taking duly into account the different categories of companies, their respective needs, and the market trends
- Accelerate the adoption of digital technologies by existing companies and industry to enhance sustainability, efficiency, and competitiveness
- Help companies to unlock business opportunities generated by more sustainable and circular products, services, and processes
- Encourage and support companies along the path of business model innovation to allow them to seize the opportunities that new technologies and a constantly evolving environment offers them
- Ensure a positive customer journey experience for companies and research actors through the quality and efficiency of our support services

## Why is this important?

To reach the twin goals of an economy that is competitively sustainable and data-driven, it is essential to accelerate the development and adoption of digital technologies by companies that will help them function in a more sustainable and efficient manner. It is also important to encourage them along the path of innovation so that they remain competitive by meeting the needs and expectations of the market in which they operate and the consumers they serve.

Yet to ensure that companies invest the necessary energy and time to innovate, increase their digital maturity, operate in a sustainable manner, and thus improve their resilience and remain competitive, it is essential for us to render this process as fluid and efficient as possible for them. This requires a fully customer-centric approach that places the company at the very heart of our thinking and acting.

Not only must the portfolio of products that we offer (access to RDI funding, Fit 4programmes, start-up support programmes, soft-landing platforms, networking events, thematic workshops and seminars, ...) meet the needs and expectations of our target audience. The manner which we accompany them, the support service we provide, must also be flawless.

### Key actions

#### ONGOING ACTIONS

- Support all types of companies with their innovation projects by giving them relevant and timely advice on national and European funding opportunities, by connecting them with pertinent technical and scientific expertise, and helping them structure their projects so that they have the greatest chance of success.
- Respond to the evolving needs of companies to become more sustainable and digital by ensuring that the sectoral and technical expertise provided by Luxinnovation's cluster managers, digitalisation and funding advisors is accessible and comprehensible to the companies that are most exposed to wide-ranging transformations and innovation opportunities in their environment and markets such as in the construction sector, in food production, retail, etc. ; guide these companies towards tangible solutions that meet their needs.
- Start-up support that meets the needs and opportunities of start-ups in coaching, funding, access to markets, know-how and networking, both at national and international level (link to SG3).
- Strengthen the reach of the Digital Innovation Hub towards Luxembourg industry the ICT providers, further improve the matching between demand and offer regarding digital transformation.
- Engage with interested companies and research actors regarding opportunities the Gaia-x initiative could offer them, notably by providing coherent, relevant, and timely information.
- Constant review of portfolio of products and services to ensure that they meet the needs of companies in a changing environment, such as the review of the Fit 4programmes that shall make sure the offer is clear and relevant, the consultants duly qualified, the application process seamless and the interaction with key partners fully integrated.
- Thematic and cross-sectoral cluster workshops and events that address key innovation topics of interest to the companies, that identify barriers and opportunities, that stimulate thinking and exchange of ideas, that bring companies together with experts, policymakers, scientists, and other entrepreneurs to network and to collaborate.
- Carry out fully-fledged 360 degrees innovation analysis of companies, according to their needs, challenge them and help them devise appropriate action plans and ensure follow-up through the life cycle of the company; provide added value at their respective stages of maturity; involve internal multi-disciplinary teams according to company needs aligned with competencies and capacity / guide them towards appropriate external know-how.

## STRATEGIC GOAL 2

### NEW ACTIONS

- Consolidate all digital initiatives under one Digital Transformation department which will enhance and embed firmly within Luxinnovation the digital technology know-how required to help companies at different levels of maturity adopt digital technologies that are relevant to them and that will render their production processes and service offerings more sustainable, efficient, and competitive.
- Set up a “Sustainability Innovation Hub” within Luxinnovation that provides a comprehensive overview of all sustainability-related in-house expertise and across the ecosystem to ensure that the most relevant and efficient innovation support becomes visible and can be provided to companies.
- Support all types of companies not only with their innovation projects, but also with their environmental projects, and foremost advice on environmental funding opportunities
- Promote business model innovation and develop a toolbox to raise awareness, give access to training and facilitate funding.
- Redefine the end-to-end customer journey: clarify and define processes, roles, and responsibilities within Luxinnovation based on customer-company personae analysis; ensure smooth interaction and hand-over between people, departments, and systems within Luxinnovation and with the Ministry and other organisations involved in the customer journey.



## STRATEGIC GOAL 3

### ATTRACT AND SUPPORT INNOVATIVE COMPANIES AND START-UPS

#### Overview

- **Attract innovative and high-value added businesses from abroad that fit into Luxembourg's ecosystem and help it reach its twin goals of becoming a competitively sustainable and data-driven economy**
- **Facilitate the creation and development of innovative start-ups in Luxembourg**

#### Why is this important?

As Innovation Agency, Luxinnovation has a key role to play in the emergence of new innovative businesses in Luxembourg which will strengthen and diversify our economy in line with the Government's Strategy for a competitively sustainable and data-driven economy. This means attracting to Luxembourg and nurturing companies and start-ups that are key enablers for a digital-enabled transition of key sectors of the economy, as well as companies that bring high added value.

It is important to facilitate the creation and the development of innovative start-ups in Luxembourg because start-ups are important innovation vectors, and a comprehensive start-up ecosystem is essential to stimulate innovative business ventures and to explore new business opportunities for existing companies in Luxembourg.

For start-ups to increase their chances of survival and their potential to create an impact on the economy in terms of added value and employment, it is important to support them in a manner that corresponds to the different stages of their development (from early-stage to scale-up) and to the specific technology and regulatory environment that they operate in. Their needs vary depending upon whether they are a health tech, cybersecurity, fintech, or other type of start-up.

Attracting new innovative businesses from abroad to Luxembourg is not only important to complement the existing ecosystem with capabilities and technologies that are lacking, but it is also a means of capitalizing on the extensive investment made by successive governments in infrastructure, research, and innovation

to provide an environment in which business can thrive and sustain the economic growth that the country requires to maintain a high standard of living.

Since Luxembourg offers opportunities to companies that either provide the technologies that are required to fill the gap within its economy that is seeking to become more data-driven and sustainable (i.e. companies offering services related to HPC, companies providing technologies that offer solutions to reduce carbon emissions...) and/or that encounter in Luxembourg the ideal test bed and environment for developing and rolling out their innovative business, it is important to focus the prospection activities on these areas of great potential.

- Develop a powerful narrative on Luxembourg's economy with the support of key stakeholders from Government, industry and research who bring in their experience, views and ideas and will share the same story across their multiple audiences across the world.
- Provide "hard facts" about Luxembourg's economy, social and tax environment to help our international business developers, LTIOs and Embassies answer precise requests from foreign investors.

## Key actions

### ONGOING ACTIONS

- Target foreign companies across different regions of the world for whom Luxembourg has a relevant value proposition; work closely with the Ministry, LTIOs and Embassies to seek out the appropriate companies and attract them; support them on their journey to Luxembourg by connecting them to the most suitable partners, expertise, innovation infrastructure and key decision-makers in Luxembourg; work closely with the House of Entrepreneurship in helping companies incorporate; address any hurdles in the system proactively.



## STRATEGIC GOAL 3

### NEW ACTIONS

- Reinforce Luxembourg's Value Proposition for companies from abroad within their specific sectoral environment (a combination of relevant funding opportunities, scientific expertise, infrastructure, regulatory environment, talent pool, and testing environment and market within their specific sectoral field) stressing the digital and sustainable angles and promoting the Luxembourg initiatives (DIH, HPC, Gaia-x, ...).
- Connect Luxembourg companies with innovative companies from abroad that provide solutions of interest to their development.
- Build on the presence of large multinational groups in Luxembourg to attract new businesses that could benefit from the market and innovation opportunities these groups may offer.
- Clarify the positioning of the Fit 4 Start programmes towards start-ups according to their development stage (early-stage to scale-up) and according to the Government's priority sectors for sustainable and data-driven economic development.
- Support the Ministry in designing and implementing a pre-revenue/early-stage funding instrument to kick-start new small innovative start-ups in Luxembourg.
- Support the Ministry in stimulating open innovation by facilitating collaboration between start-ups and large corporations.
- Increase the impact of the most promising Start-ups by designing and deploying key account management services and facilitating private fund raising and thus helping them meet the requirements for "Jeunes Entreprises Innovantes" funding.



## STRATEGIC GOAL 4

# BE A FORCE OF PROPOSALS TO SHAPE THE FUTURE OF LUXEMBOURG'S ECONOMY THROUGH INNOVATION

### Overview

- **Seek out and engage proactively in emerging European and international innovation initiatives that have the potential of providing Luxembourg's economy and companies with opportunities to become more data-driven, digital, and competitively sustainable, such as the European Digital Innovation Hubs, the HPC National Competence Centre, Gaia-x and further innovation initiatives arising under the EU's Green Deal**
- **Support the Government and our key stakeholders in assessing the innovation opportunities and obstacles (evolving technologies and markets, new funding opportunities, changing regulatory environment, new policies ...) for the Luxembourg economy and research ecosystem, and make concrete, tangible, and relevant proposals to key stakeholders**

### Why is this important?

Luxembourg's economy and its companies are faced with constant change that they need to embrace not only to survive and remain competitive in an increasingly disruptive and challenging environment, but also because the economy and its companies bear a responsibility to contribute to achieving the sustainable development goals set out by the UN. Since innovation provides the means to embrace these changes and seize opportunities, we need to anticipate

the changes, identify the opportunities, stimulate the exchange of ideas between companies, scientists, and policymakers, tackle the hurdles and facilitate the development and uptake by companies and the ecosystem at large of new technologies that will make our economy fit for the future.

Luxinnovation has the responsibility to translate the complexity of the challenges our economy and our companies are facing into concrete, tangible and relevant proposals that

## STRATEGIC GOAL 4

can allow our country and companies to move forward in a confident manner. This is important so that our country and our companies do not lag behind as others elsewhere in Europe and the world move forward.

### Key actions

#### ONGOING ACTIONS

- Actively engage in digital and data future-shaping initiatives and entities such as the Digital Innovation Hub, the National Competence Centre in High Performance Computing , Gaia-X and the National Data Exchange Platform given their potential to companies for whom these initiatives, platforms and infrastructures can be key enablers in their innovation journey.
- Take part in national, European and international innovation networks on a multilateral and bilateral level (Research Luxembourg, Taftie, Horizon Europe committees, other European and international innovation agencies, ...) to stimulate collaboration and exchange of expertise, experience and ideas.
- Support the University of Luxembourg and the RTOS to find the most suitable funding opportunities within the European RDI funding programme, identify partners and consortia and advise on project and budget structuring.
- Organise cross-sectoral innovation events geared at the twin objectives of digitalisation and sustainable development to create awareness, showcase use cases and best practices, and stimulate collaborative initiatives such as the “Smart Manufacturing Week”, the “Circular by Design Challenge”, the DIH Talks, etc.
- Generate ideas and turn them into concrete innovation projects that address the challenges and opportunities relevant to local actors in a sustainable and data-driven economy such as the project linking demand and offer in circular construction; setting up a timber trade platform (e-Holzhaft); exploring the potential of chemical plastics recycling in Luxembourg and the Greater Region (plastics loop project); exploring the possibility of a drone technologies regulatory test-bed; exploring how construction and manufacturing companies can reduce energy consumption and thus reduce their carbon footprint; exploring the possibility of decentralized hydrogen production cells in connection with potential end users of hydrogen; a project of a digital and physical storage platform for recycled components from demolished building,...
- Engage in the Gaia-x initiative at European level and coordinate Luxembourg involvement among Luxembourg interested parties, both public and private; Manage the Luxembourg Gaia-x regional hub.

### NEW ACTIONS

- Provide the Board as well as other key stakeholders in Government and the private sector with in-depth analysis and recommendations on innovation trends and opportunities and the means to address them within our ecosystem; attribute resources when relevant for Luxembourg's economy and its companies and when this involvement is in line with our vision and mission.
- On the basis of innovation gap analysis and benchmarking, make recommendations for improvement of the innovation promotion instruments and methods existing and applied in Luxembourg.
- Ensure that our in-house digital technology expertise feeds the recommendations to shape our innovation ecosystem.
- Ensure a comprehensive overview and streamlining of all sustainability-related projects and expertise within Luxinnovation and among its partners to identify the innovation gaps and opportunities and make recommendations that help the Government achieve its goal of a competitively sustainable economy through innovation.
- Explore opportunities provided by the European innovation procurement policy framework; identify needs for innovative solutions within the public sector with circular, sustainable and energy efficient requirements that could be met by the development of innovative solutions by Luxembourg companies and research actors and by companies we can attract from abroad; make full use of the innovation promotion opportunities that the European innovation procurement framework provides; clarify procedures and devise ways to encourage the public sector to resort to innovation procurement to meet their needs.
- Qualify the Luxembourg Digital Innovation Hub as European Digital Innovation Hub and thus firmly anchor Luxembourg's digital innovation hub within the network of EDIHs across Europe, leverage on the European-wide expertise in digital technologies relevant to industry thus gained and position and promote Luxembourg's research and innovation know-how across Europe and its specific competences in HPC, cybersecurity and artificial intelligence.
- Take an active and leading role in the Gaia-x Hub Luxembourg to secure the Luxembourg innovation needs and contribution in shaping the future European data infrastructure.
- When not in leadership role, ensure our qualified involvement in all digital future shaping initiatives like National Data Exchange Platform to ensure a coherent approach in digital initiatives that have an innovation angle.
- Actively engage in the future Health Tech campus and the Gezondheidsdesch innovation working group.

## STRATEGIC GOAL 5

### PROMOTE LUXEMBOURG'S ECONOMIC AND INNOVATION "KNOW-HOW" NATIONALLY AND INTERNATIONALLY AND ENSURE AWARENESS OF LUXINNOVATION'S SERVICES

#### Overview

- Develop coherent content (narratives) to raise awareness and render clear and explicit the added value of Luxembourg's economy and Luxinnovation's services for different types of national and international target audiences
- Increase our target audiences by better identifying, accessing, and facilitating interaction with the targets
- Strengthen national and international web, event, and media presence by ensuring a multichannel communication strategy
- Provide marketing and communication advice and support to the Luxinnovation teams and to the Luxembourg economic and innovation promotion actors at home and abroad

## Why is this important?

Luxinnovation offers a wide range of innovation support services to many different types of companies – start-ups as well as mature firms, SMEs as well as large multinational groups, smaller crafts companies as well as high-tech ventures, companies that are based in Luxembourg and companies that we seek to attract to Luxembourg. In accordance with the Luxembourg economic promotion strategy of the Trade and Investment Board, Luxinnovation is also in charge of building a strong image for Luxembourg's economy as a smart location for high-performance business and industry.

Communication is key to reach the right target audience at the right time and to maximize our impact at national and international levels.

Due to the variety of targets and messages, we need to ensure that we formulate the messages skilfully in a manner that captures the attention of the audience and that we make the best possible use of digital communication tools and channels to guarantee that we reach and engage efficiently and in a timely manner with the different types of companies and audiences that we target.

## Key actions

### ONGOING ACTIONS

- Ensure that the way we communicate to encourage companies to venture down the path of innovation and resort to our services is understandable, relevant, and attractive to them.
- Develop a convincing and authentic brand for Luxembourg's economy as a smart location for innovative and high-performance business and industry by drawing upon the experience and views of key influencers from Luxembourg industry, research, and government.
- Deploy a multi-channel communication and content strategy covering social media, events, press, specialised publication, websites, and digital platforms and comprising coherent narratives adapted to different types of target audience and sectors at national and international levels.
- Engage proactively with national media to ensure that media obtains an accurate view of the innovation-support services Luxinnovation offers to companies and to the economy and that this is properly conveyed through media.
- Support our international network of LTIOs and embassies in their promotional efforts by providing relevant content, digital marketing and online prospection tools and advice on how to optimise communication activities.

## STRATEGIC GOAL 5

- Ensure our own staff is duly advised, coached, and trained to optimise the promotion of our services and innovation success stories and enhance the impact of key messages on innovation to be disseminated and promoted.
- Keep driving the platform StartupLuxembourg.com to ensure national and international awareness of Luxembourg's start-up ecosystem and its multiple facets.
- Centralise and work with user data to maximise engagement on our websites, personalise the user experience and provide platform visitors with programmes, content and actions tailored to their specific needs.
- Carry out surveys and collect feedback from our customers and prospects to better understand their needs and user experience.
- Identify companies at home and abroad that are not yet aware of our services nor of the benefits the Luxembourg economy could offer them, and reach out to them.
- Promote Luxembourg's innovation ecosystem as a lighthouse and testbed in the fields of HPC, AI and cybersecurity in Europe by leveraging on the qualification of the L-DIH as a European Digital Innovation Hub.
- Expand and optimise the reach of our messages through intensified media presence (articles, advertorials, interviews, media breakfasts, etc.), search engine optimisation (SEO) of our web platform, active social media monitoring and enhanced sharing of content by Luxinnovation employees (brand advocacy).

### NEW ACTIONS

- Provide testimonials of companies that have successfully addressed the innovation challenges of the future by recognizing the trends in their sector and coming up with innovative services and products; showcase how they got supported by the Luxembourg ecosystem and Luxinnovation.
- Roll out and carry forth systematically and coherently the brand of Luxembourg's economy devised with the support of key influencers from industry, research, and government.
- Set up a centralised and unified digital communication and marketing platform that consolidates our websites and content management and enables the sharing of content across all our business streams, reflects the Luxinnovation ecosystem in a uniform way through its design and layout and allows us to follow and manage our user data.

## STRATEGIC GOAL 6

### EMPOWER STAFF IN A KNOWLEDGE-DRIVEN AND HUMAN-CENTRIC ORGANISATION

#### Overview

- Cultivate an environment of creativity and knowledge-sharing at all levels to ensure that the very best ideas and project emanate from the innovation agency by ensuring all staff have a sense of purpose in their work
- Ensure that Luxinnovation is an attractive place to work to foster staff retention and talent attraction
- Ensure skills acquisition and development according to the multidimensional needs of the employee and the organisation
- Ensure staff grow and leverage their networks, encourage them to reach out to the ecosystem and become involved where there is a link to our mission of promoting innovation

#### Why is this important?

It is essential to ensure that people have a sense of purpose in the work they carry out in order to harness their creativity and cultivate an environment where knowledge is generated, shared and magnified. As innovation agency, we need to nurture the skills, the motivation, the expertise, and the values of our staff so as ensure that the very best ideas and projects emanate from our national innovation agency in collaboration with our partners in the best interest of a sustainable, digital, and data-driven economic development.

Providing a work environment where people are listened to, where they can contribute with their ideas and

knowledge, where they are respected and appreciated, where they are given the means to develop and carry out their tasks confidently is also essential to ensure staff retention and talent attraction. This is all the more important in an environment where the competition for talents with specific profiles (digital, data, scientific, technological, industry-related) is fierce and the skills are hard to find.

Fostering a natural and confident interaction with our partners by everyone within our organisation not only brings new ideas and knowledge to Luxinnovation, but also gives our partners satisfaction and stimulation,

## STRATEGIC GOAL 6

which will increase their willingness to engage and collaborate with us, thus creating synergies within our ecosystem and rendering it more efficient and stronger.

Drawing on the lessons learnt from remote working during the covid crisis, we should seek to achieve a dynamic, hybrid and inclusive work environment that has both remote and in-person work and thus prepare ourselves for the nature of work in the future that will be more digitized and include human-machine collaboration. As an organisation that encourages companies to embrace change, we should set an example.



## Key actions

### ONGOING ACTIONS

- Ensure the management team exercises true leadership by ensuring a collaborative, open-minded, inclusive, and trusted way of working together within Luxinnovation and with our external partners and leads by example.
- Ensure that staff dispose of the capacity and competences required to carry out the services that meet the needs of the companies; Nurture talent development and promotion through tailor-made assessments, coaching and training, briefings on key innovation topics of interest to staff (HPC, innovation trends, new technologies, ...), performance evaluations adapted to the new hybrid work environment.
- Stimulate collaboration throughout our ecosystem by reaching out to other organisations to organise joint events, engaging with them to exchange experience, and by inviting speakers from other organisations to present themselves.
- Ensure Luxinnovation remains an attractive place to work by providing a productive, pleasant, stimulating, interactive, inclusive, and healthy work environment; Run a small task force comprised 5-7 staff members representing different types of functions to devise a hybrid, dynamic and inclusive work environment that has both remote and in-person work based on the experience gained during the Covid crisis, taking into account existing legal and fiscal constraints.
- Make a conscious effort to stimulate equity, diversity, cohesion & inclusion by ensuring diversity in our panels, video testimonials and use of language.
- Improve talent attraction and recruitment by tailor-made hunting and employer branding and foster early-stage talent-spotting and development by offering student jobs and internships at Luxinnovation.



- Foster internal communication and interaction by regular and engaging staff meetings, refreshing internal newsletters, inclusive team-building exercises, interactive work and dialogue spaces and by devoting time for convivial moments.

## NEW ACTIONS

- Create strategic cross-functional and thematic task forces involving a mix of staff to address strategic challenges and opportunities that Luxinnovation and the innovation ecosystem faces.
- Develop partnerships with universities and educational institutions to nurture and source future talents.
- Develop an HR back-up policy to ensure business continuity in case of staff departure

## STRATEGIC GOAL 7

### ENSURE EFFICIENT, DIGITALISED, OPTIMISED, AND SUSTAINABLE INTERNAL OPERATIONS

#### Overview

- Empower staff and the organisation through better access and use of our own data - become a data-driven organisation
- Match the digital tools with the work we carry out; render work more efficient and enjoyable with digital tools whilst avoiding tech exhaustion
- Clarify and spell out clearly the workflows, roles, and responsibilities between departments and with external stakeholders
- Secure and monitor the financing of Luxinnovation in accordance with its needs and the missions it is expected to carry out
- Ensure our operations are run in accordance with sustainable principles
- Ensure legal compliance of our internal processes





## Why is this important?

We not only need to ensure that we obtain the financial means to enable us to carry out our mission adequately, but we need to guarantee that the funds entrusted to us are spent in a responsible and transparent manner whilst ensuring we are able to respond to evolving needs. This requires clear and well-thought through budgetary planning and an efficient flexible and sustainable running of operations.

New digital technologies provide us with the means and the tools to better obtain relevant data, channel and use it in a manner that allows us to take better decisions and discover new opportunities. As an innovation agency that encourages companies to embrace new technologies and explore new business models with the data at their disposal, we ourselves need to question the way we use and process the information and data within our reach. We should seek ourselves to apply the technologies that provide us with the opportunity to leverage our combined knowledge in the interest of a sustainable and data-driven economy.

To ensure the best possible use of technologies in our decision processes, we need clarity about what we seek to achieve and how we work together to reach these goals. Workflows, roles, and responsibilities need to be spelt out clearly. Hence, the importance of clarifying and stream-lining our internal processes and the flows of interaction with external stakeholders, to which the digital tools can be applied.

## Key actions

### ONGOING ACTIONS

- Deploy the Strategic Digital Roadmap comprising digital and data-driven business systems that support the multiple functions of Luxinnovation (finance, customer relationships, project management tools, internet platforms, human resources) while ensuring proper change management and a matching of the digital tools with the type of work we carry out, thus avoiding tech exhaustion.
- Secure and monitor the financing of LXI in accordance with its needs and the missions it is expected to carry out; ensure transparent reporting.
- Explore and secure complementary external funding (new EU-funded projects, new regionally funded initiatives, projects with national stakeholders, ...) in accordance with our missions and legal remit.

### NEW ACTIONS

- Ensure our digital tools are connected to those of our external partners with whom our work processes are linked.
- Encourage and support staff in the handling and processing data to improve their knowledge of their clients and prospects as well as their sectors and thus help them provide more efficient and value-added support.
- Develop and render accessible dashboards on the activities carried out by Luxinnovation with key indicators.
- Establish a roadmap of actions to ensure that our organisation functions in a sustainable and socially responsible manner.



# MONITORING

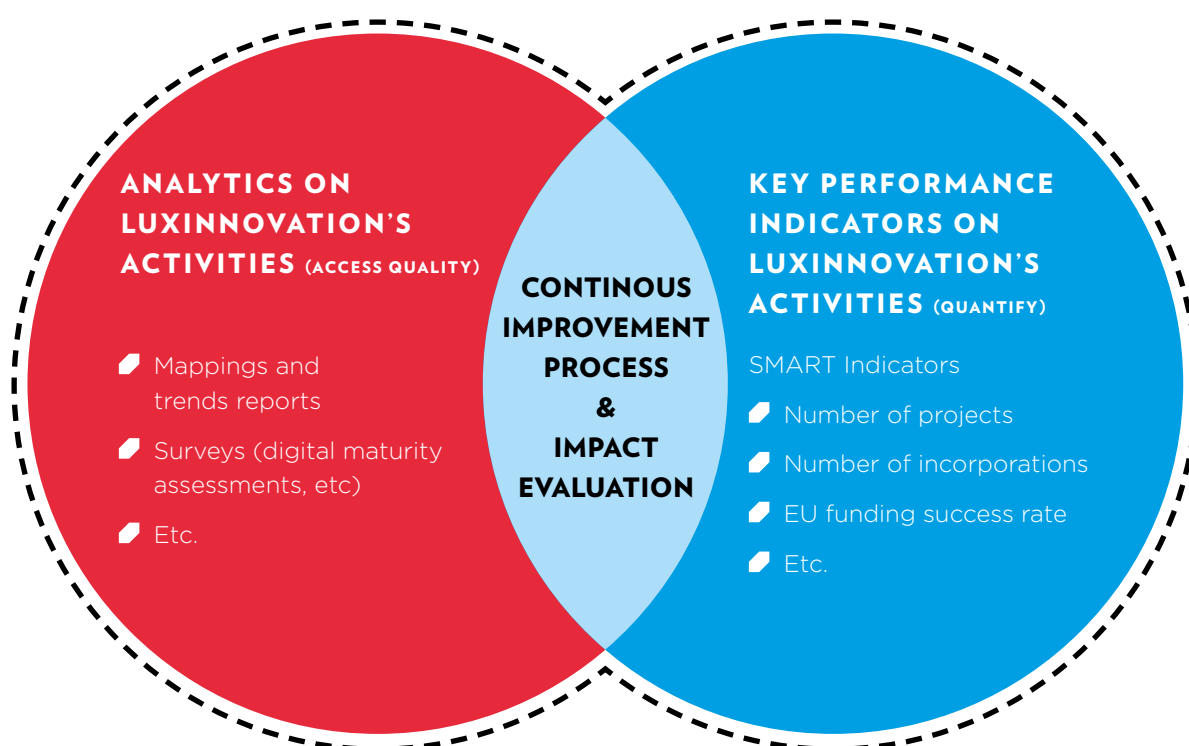
To monitor progress towards our 7 strategic goals and assess whether the activities carried out are allowing us to achieve the goals we set out, we have devised a monitoring system comprising both quantitative and qualitative milestones and indicators.

On the one hand, qualitative assessments, such as mappings or surveys, will enable us to understand the impact of our actions over the years and the needs of the ecosystems.

On the other hand, quantitative Indicators on Luxinnovation's activities will enable us to understand the evolution in the use of our services and products over the time.

Together, these two indicators will help us to evaluate our impact and to improve our process, services, and products.

## Monitoring system @Luxinnovation



## Monitoring of SG1

To monitor and assess whether and how our activities are moving us towards the goal of **providing in-depth and relevant knowledge about our customers and the ecosystem**, we shall keep track of the number of reports, mappings and prospection lists we have produced, in accordance with quantitative objectives we shall give ourselves, and we shall assess the extent to which they are appreciated.

For instance, we shall keep track of the number of sector mappings and insight reports produced over the next 4 years and the number of companies that we serve that are covered in the mappings. We will also monitor the number of surveys we carry out on topics of interest with key partners, such as the digital needs survey the DIH is carrying out with the FEDIL. The number of insight reports on current and future trends impacting the ecosystems in which our customers and partners operate (i.e., Market watch bulletins on EU initiatives, technological developments, etc.) will be a key indicator of our market watch activity. Ultimately, we aim at measuring how our knowledge is used by tracking the amount of traffic on the “Knowledge hub” that aims to render more accessible the knowledge and analyses we have gathered and produced.

In addition, we shall regularly analyse and assess the relevance of this work by evaluating to what extent the reports we draft and the mappings we carry out truly address the areas of interest and needs of the customers we serve, the companies as well as our stakeholders.

## Monitoring of SG2

To monitor and assess whether and how our activities are moving us towards the goal of **providing companies with the best customer experience and relevant product portfolio to render them ready for the future**, we shall continue to track the use of innovation funding programs through different key performance indicators. For example, the number of RDI applications at national and European level, the amount of funding and the thematic distribution of these projects will be evaluated yearly. The success rate of European funding applications will also be monitored over the next 4 years and compared to other countries.

The Fit 4 programs (Fit 4 Digital, Fit 4 Innovation, Fit 4 Resilience, ...) will also be monitored in a manner that allows us to understand the use of these portfolio products by assessing specific criteria (ex: number of Business Model Innovation projects).

To identify gaps between the needs of the innovation ecosystem and the services provided by the agency, we shall carry out surveys with companies and use platforms such as the DIH to gain these insights.

## Monitoring of SG3

To monitor and assess whether and how our activities are moving us towards the goal of **attracting and supporting innovative companies and start-ups, we shall monitor the evolution of the start-up** ecosystem through the start-up mapping that provides quantitative and qualitative information on the composition and growth of start-ups in Luxembourg. In addition, we shall keep track of the successful funding applications submitted by start-ups. Ultimately, we will evaluate Luxembourg start-up's ecosystem by specific surveys to understand the needs of start-ups and whether the support we give them meets their needs.

Our impact in terms of international prospection will be assessed through the number of prospects generated by the Trade and Invest activities over the four coming years. Feedback loops from the LTIOs, the Ministry and the House of Entrepreneurship as well as within Luxinnovation will be carried out to improve our understanding of the efficiency and relevance of our prospection methods. We shall closely monitor the transformation rate of these prospects into concrete investment projects for Luxembourg.

Finally, we shall assess to what extent our [Startluxembourg.com](https://startluxembourg.com) and our Trade & Invest web platforms have allowed us to generate prospects and opportunities so that we can determine whether the platforms reach their objective of responding to the needs of the start-up community and foreign companies looking for information and support to carry out their activities in Luxembourg.

## Monitoring of SG4

To monitor and assess whether and how our activities are moving us towards the goal of **being a force of proposal to shape the future of Luxembourg's economy through innovation**, we shall regularly assess the progress and results of initiatives like Gaia-X and the E-DIH, that Luxinnovation has become involved in, by defining milestones.

The relevance and the number of flagships projects emerging from the cluster ideation process will be carefully monitored and reviewed to ensure that they contribute to reaching the Government's twin goals of a sustainable and digital economy.

Since we aim to produce analysis and recommendations to the Government and our key stakeholders on the innovation ecosystem in the form of white papers, we shall ensure that we assess whether the proposals put forth resonate with the decisionmakers and bear fruit.

## Monitoring of SG5

To monitor and assess whether and how our activities are moving us towards the goal of **promoting Luxembourg's economic and innovation "know-how" nationally and internationally and ensuring awareness of Luxinnovation's services**, we shall monitor all centralized marketing & communication actions and indicators thanks to a unified digital platform which is due to be implemented by the end of 2023.

In addition to our standard operational metrics (ie. amount of traffic, number of clicks and followers, ...), we shall monitor 4 qualitative types of indicators to assess the impact and performance of the marketing & communication activities, in particular the campaigns, both nationally and internationally:

- visibility
- engagement
- conversion of contacts into prospects
- retention, loyalty, and satisfaction of the customers

This data, combined with feedback from our partners (Ministry, LTIOs, Embassies, Chamber of Commerce, Trade and Investment members, etc), will help us understand the types of profiles visiting our websites and engaging with our ecosystem, the demographics, and interests of our core groups of audience and the way they become involved in our events and engage in our communication initiatives. We will a test & learn approach to keep adapting and evolving our actions according to our audience.

## Monitoring of SG6

To monitor and assess whether and how our activities are moving us towards the goal of **empowering staff in a knowledge-driven and human-centric organisation**, we shall resort to surveys that allow us to gauge staff involvement and satisfaction on issues such as company culture, a learning-driven organisation, access to training, career evolution, work time and well-being at work, the right to disconnect, internal communication and information sharing, adequacy of digital tools, and diversity.

In addition, we shall gather and track quantitative data related to human resources such as internal mobility metrics, employee retention rate, number of internships offered and partnerships with educational institutions, etc.

We shall also track the attractiveness of Luxinnovation as an employer through indicators such number and relevance of applications, number of spontaneous applications, visits on our website jobs applications page, ...



## Monitoring of SG7

To monitor and assess whether and how our activities are moving us towards the goal of **ensuring efficient, digitalised, optimised, and sustainable internal operations**, we shall carry out quarterly monitoring of Luxinnovation's financial situation (costs and revenues) to provide full and regular oversight of our financial situation to management and our board and allow action to be taken rapidly to adapt spending or secure funds in case of unforeseen circumstances.

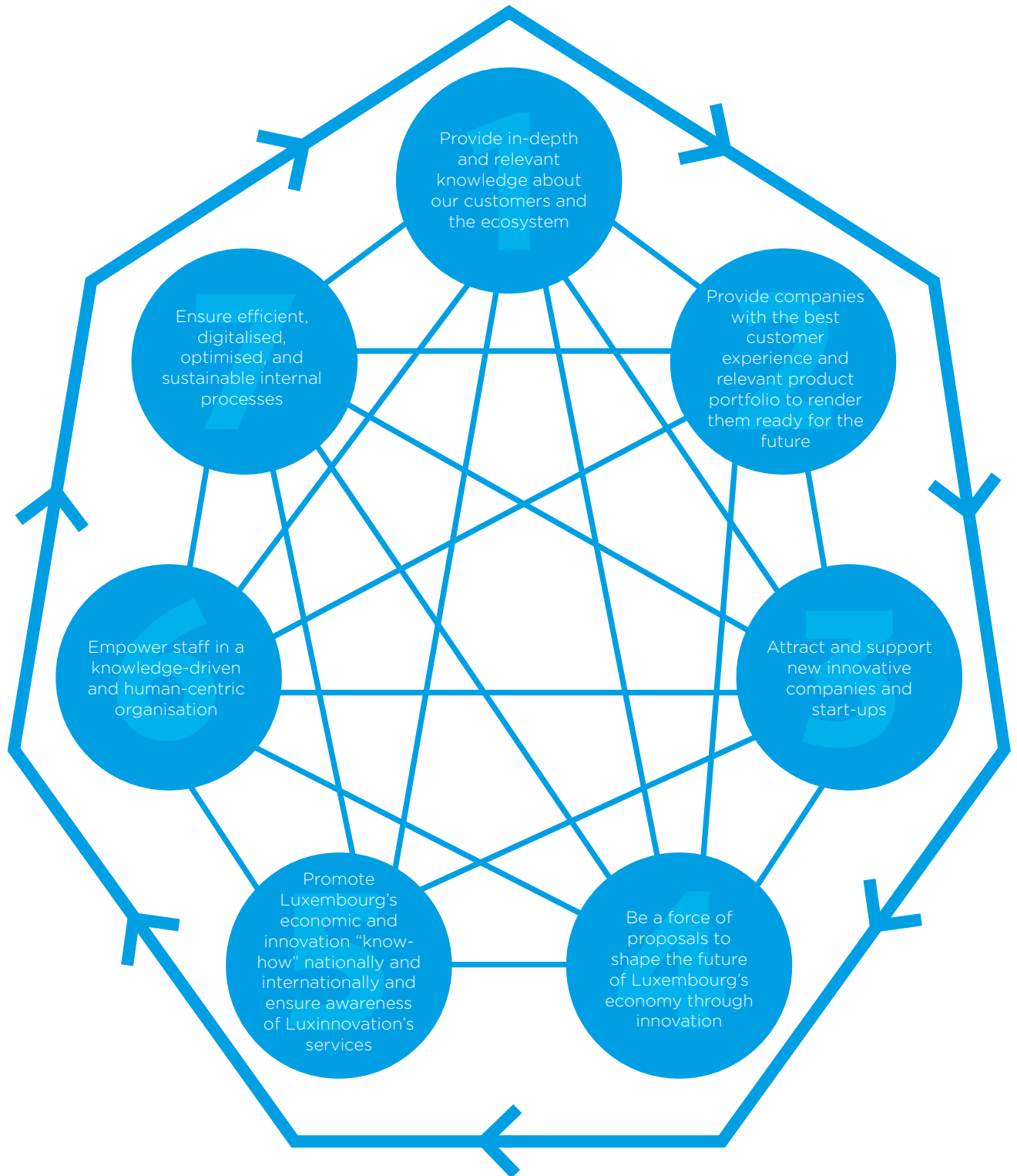
Thanks to the implementation of the new digital roadmap and tools, we provide dashboards that not only help staff gather useful information for their work but also ensure a transparent and up to date monitoring of Luxinnovation's activities.

Indicators will be set to measure our capacity to be more efficient on internal processes (reduce the time spent on administrative tasks) such as monitoring the time rate spent by employees on core processes and non-administrative tasks (front office)

To function as a data-driven organisation, we shall verify and monitor that the data gathered and entered into our system is complete, coherent, accurate and up to date and compliant, and that decisions are based on this data.



## STRATEGIC GOALS



# CONCLUSION

Luxinnovation's strategy for the next four years revolves around seven interconnected and mutually reinforcing strategic goals. The path towards these goals is a self-improving cycle that will allow us to continuously enhance our understanding, services, support, proposals, relevance, and efficiency, thus enabling companies to innovate to become more competitive, sustainable, and digital, and contribute to a digital and sustainable economy.

Through this strategy, we seek to structure our work in a manner that will increase the impact of Luxinnovation's activities within the broader innovation ecosystem that is comprised of many actors with different roles, expertise, and responsibilities, that are all working towards the common objective of a sustainable and competitive economy that encompasses many thriving and innovative companies. This goal can only be achieved through close and constant interaction and collaboration with our partners. Hence, the importance of our commitment to be interconnected at all levels and to channel our activities in a clear and structured way towards our common endeavour.

