

# NIHAK 2024



**NIHAK is a development organization that provides business and regional development services in the southern part of North Ostrobothnia.**

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Nivala-Haapajärvi region NIHAK ry 2025

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Images: Saraeleni, other images by NIHAK unless otherwise specified

# A period of changes requires strong networks

**W**e are living in a time marked by rapid changes and unpredictability. Companies' operating environment is constantly evolving, and success requires the ability to react and renew. Even in the midst of changes, the foundation is always the company's own vision: a clear understanding of where the company is going and what it is ready to do for growth and success.

Technological development has accelerated the clean transition and brought automation, digitalization, platform economy and artificial intelligence into companies' daily lives. Security has emerged as a new factor, growing into one of the key drivers of the economy. As the economy and politics become increasingly intertwined, the emphasis on national interests increases. However, many dependencies remain, and partnerships are sought for support in an uncertain world.

An increasing number of companies are operating internationally from the get-go. Success requires not only knowledge of the market, but also good cooperation networks. International networks bring new expertise, challenge you to look at your operations from a new perspective, and strengthen the company's ability to adapt to changes. Product development carried out in a customer-oriented manner with the help of networks is one of the best ways to improve competitiveness.

In the NIHAK area, there are currently major investments being planned, which may open up significant opportunities for local businesses. In clean transition projects, networking plays a particularly important role. Successful implementation of large projects requires deep trust between the parties. In a

joint project, the companies' business is tied together, and each party has to do their part in order for everyone to succeed.

In the future, industrial investments coming to the area will be increasingly interlinked. Integration of different energy sectors – sector integration – enables the balancing of production and consumption fluctuations. For example, hydrogen produced from wind and solar power and carbon dioxide recovered from a biogas plant can be used to produce synthetic fuel.

Wind turbines, solar parks, battery depots, biogas and hydrogen plants and bio-fuel refineries are each separate, large-scale investment projects. However, an individual project

being implemented is increasingly linked to the progress of other related projects. Successful implementation of all projects requires coordination: a regional situational overview, strong networks, and the active sharing of up-to-date information with all parties.

In this, NIHAK acts as an active network builder and partner, supporting both companies planning industrial investments in the region and local companies.

We look at the world through



**Toni Krankkala**  
CEO

opportunities, pave the way for new investments in the region, and help companies on the path to development and growth.

# Municipality-specific business services support the entrepreneur every step of the way



## Starting a business

Let's figure out the most suitable form of business for you and go through the permit issues. Let's work together on a business plan, profitability calculation and start-up grant application.



## Counselling on corporate subsidies and funding

A preliminary financing plan will be prepared for you and a suitable financing model will be found for you.



## From idea to product

NIHAK experts will help you with your business ideas starting from protecting the idea. Let's do a market survey, pilot and find suitable partners!



## Consulting for changes

Let's go over your business situation. You can also turn to us when your business is facing challenges such as financial difficulties or legal issues.



## Development of a business idea

The profitability of your idea is evaluated and the market area and your target groups are defined. Let's make sure your business plan is up to date



## Networking

Networks can bring new opportunities to the entrepreneur. You can get a useful tips and inspiration for your own business from other industries and entrepreneurs.



## Acquisitions / Change of ownership

Let's see together what kind of support you need for the acquisition process, whether you were selling or buying the company



## Business development

We can identify your company's development targets, or prioritize tasks if you have several development targets in mind.





## Project services

Projects take forward regionally significant development projects and support the vitality of municipalities. Best practices are introduced as part of business services to ensure lasting effects.



## Internationalization services

We help companies in internationalization by mapping capabilities, planning progress and finding suitable funding models. We offer expert assistance, the right contacts and support for the day-to-day tasks of international operations.



## Regional development services

We promote investments and make the business opportunities in the area visible. We connect investors and local businesses to maximize regional benefits.



## VAU!HAUS service

The free collaboration spaces support small entrepreneurs, remote workers and new businesses. In addition to working spaces, VAU!HAUS offers networking opportunities and promotes the well-being of solopreneurs.

Regional services

## Services for start-up entrepreneurs will be strengthened

The Nivala-Haapajärvi region NIHAK ry becoming a full member of Enterprise Agency in September 2024 marked a new step in supporting start-up entrepreneurs in NIHAK member municipalities. NIHAK has long been known for its high-quality business services that cover the entire life cycle of the company, from the development of a business idea to internationalization. In the fall of 2024, NIHAK joined Enterprise Agency. Membership supports NIHAK's goals to further strengthen the services for start-up entrepreneurs and to standardize its operations in accordance with the quality system. This step allows for more effective support for new entrepreneurs in the region.

The cooperation between NIHAK and the Enterprise Agencies offers start-up entrepreneurs many concrete benefits, starting from an extensive start-up guide that the new entrepreneur can gain access to. In addition, cooperation enables the utilization of a wider network of experts. This ensures that entrepreneurs receive support and counselling tailored to their needs.

Although the business services provided by NIHAK have already been of a high standard, cooperation with the Enterprise Agencies provides an opportunity for continuous development. Standardization of operations in accordance with the quality system ensures that the services remain up to date and respond to the changing needs of entrepreneurs.

### Businesses are the cornerstone of vitality

The emergence of new businesses is an important part of strengthening the vitality of the region. Businesses create jobs and increase economic activity, benefiting the whole community.

Entrepreneurship offers an opportunity to realize one's own dreams and to influence one's own well-being as well as that of the surrounding community. The collaboration between NIHAK and the Enterprise Agencies makes it even easier to become an entrepreneur by offering comprehensive support and advice.

Whether you are just considering entrepreneurship or already concretely planning to start a business, you should take advantage of the services available. Expert advice helps to avoid common pitfalls and increases the likelihood of business success.

### What is the Enterprise Agencies?

The Finnish Enterprise Agencies is a national joint organization consisting of 36 local and regional Enterprise Agencies. It aims to promote sustainable entrepreneurship by offering free and high-quality business advice. Around 200,000 new companies have been created through the network over a period of 35 years, creating an estimated 500,000 jobs.

**Read more:** [uusyrityskeskus.fi](https://uusyrityskeskus.fi)



# NIHAK's business service managers at your service!

In Haapajärvi, Kärsämäki, Nivala, Pyhäjärvi, Reisjärvi, Sievi and Oulainen

## MARIKA KUMPULA

Marika has diverse experience of working with SMEs and strong expertise especially in corporate financial planning and corporate financing. Her areas of expertise also include business development and development projects, as well as valuations and corporate arrangements.

"In the work of a business services manager, I am inspired by the varied tasks. I get to interact with a wide range of companies and people. No two companies are alike, so work is carried out differently on each occasion. In addition, I have a ringside seat to the region's business life and its development, while also being able to help build it."

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## LAURI JOUHKI

Lauri's special expertise includes the development of production and processes, quality standards, as well as e-commerce and platform sales. Lauri, who has also worked in Germany and run his own business, is particularly excited about being able to develop companies' processes, services and products.

"I am at my best when challenges are solved together. I am happy to encourage companies to adopt digital tools, and I have supported the ramp-up of enterprise resource planning, customer management and quality systems in several companies. Launching an online retailer club in our region in line with the Business Finland concept was also an interesting task."

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## MINNA KONTRO

Minna is particularly familiar with financial advice for start-ups and new companies, such as start-up grant applications and LEADER grants, as well as the preparation of financing applications for solopreneurs and micro-enterprises.

Additionally, she is responsible for developing the Enterprise Agencies at NIHAK and serves as the CRM manager and a member of the development team.

"I am inspired by the opportunity to be there for entrepreneurs on their path from the beginning and see dreams become concrete action. In personal consultation, I look for solutions suitable for everyone and open up opportunities for growth. Entrepreneurs' successes motivate and give meaning to my work. I also enjoy being able to act as a link between local, regional and national business service organizations and entrepreneurs."

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**Book an appointment  
for business advice  
when it is convenient for you:  
nihak.fi**



## HARRI JOKELA

Harri works with companies in Sievi and Reisjärvi, offering advice at different stages of entrepreneurship. In addition to basic consulting, he assists companies in various change and problem situations, as well as in changes and claims for corrections related to business subsidies.

"My work is very varied. For example, one working day can include both sparring related to a global business idea and working on an action plan related to the company's solvency issues. The most rewarding aspect is seeing that, as a result of our collaborative efforts, the company makes progress in developing its operations or resolving change and problem situations."

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## ARTO JUNNO

Arto has been working at NIHAK for twenty years on business development. As a business service manager, he has become well acquainted with companies in various regions. Arto has extensive expertise particularly in advising production companies, managing transitions, and handling changes in company ownership.

"In the work of a business service manager, every day is different, and the daily changing challenges are the best thing about the work. Meeting new customers is always just as inspiring. It is rewarding to follow the development of customer companies and be involved in the development process."

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# Collaboration is key to success

**Finnsvala Oy invests in growth and internationalization with the support of networks.**



**B**ased in Kärsämäki, Finnsvala Oy has had a productive year with various development projects. **Kimmo Aakko**, who is responsible for the company's marketing and export, says that the company has invested heavily in the future.

"We introduced an automatic cutting line in the fall, which makes it possible to increase production volumes. In addition, we have developed a quality management system and obtained environmental certification, while also introducing a new ERP system", Aakko lists.

Under the brand name Svala of Finland, Finnsvala manufactures high-quality base layers and undergarments. Its manufacturing partner network primarily consists of Finnish operators and sub-contractors, with whom the company has maintained a long-standing collaboration. Finnish colleague companies also form an important network.

"The textile industry in Finland is small, so we keep in close contact. We want to do everything we can to keep the Finnish textile industry alive and growing in the future. The good reputation of Finnish products helps all operators", Aakko states.

Local networks are important to Finnsvala, and cooperation with NIHAK has been close since the beginning. NIHAK has provided valuable support in development projects and has been involved in paving the way for international fairs.

The growth of e-commerce has been strong, and Finnsvala Oy has invested in its development. The online retailer club launched by NIHAK last year has proven to be useful.

"The club has provided valuable information to support development. Even though the participants are from different industries, the principles of e-commerce are the same. It is helpful to hear how others have solved their own challenges. The process also helped us find a new expert partner", Aakko says.

Finnsvala is also involved in NIHAK's Rekry+ recruitment project and its steering group, in addition to which the Vocational Education Centre JEDU is a key partner in recruitment and internship matters. The company's dealer network is continuously evolving and expanding into new countries – most recently South Korea and Argentina. There are sales through e-commerce in individual countries around the world, and social media influencers play a major role in reaching target groups.

For domestic business, the location in Kärsämäki is central. The factory outlet located along Route 4 has served a growing number of customers for six years already.

In a small town, collaboration between entrepreneurs is the key to success. Aakko notes that active participation in projects is also a way to contribute to the vitality and the development of the region.

"We strive to act in such a way that everyone's opportunities improve. Here, no one can solve things completely alone, and working together is important."



# Building a network of experts

## Baby Balance Oy offers baby massage lessons for care professionals and parents of babies.

**R**eeta Ylikoski from Nivala and **Merja Vendell** from Laihia work as wellness entrepreneurs in their respective home municipalities. Together, they have for years developed the Baby Balance® method of baby massage and related training, as well as creating a nationwide network of professionals. The training activities started in 2019, and during the coronavirus pandemic, the entrepreneurs began to move their baby massage training online. At the same time, a joint venture, Balance Care Oy, was born. Through their own online store, the entrepreneurs are able to sell their expertise on a national level.

Although some of the teaching can be conducted online, in-person instruction remains central, as massage techniques are always taught hands-on. The training is designed for healthcare professionals, and participants are required to hold a degree in health care or naturopathy.

"For many, training has also been the first step in starting their own business", Ylikoski says.

Currently, the company has four instructors, and courses are held in several different municipalities. To date, 22 carers have completed the full scope of their training and graduated as a Baby Balance® carers. The trainings have created a network where experts in the massage method can be found almost everywhere in Finland.

Entrepreneurs are constantly developing their service. As a new venture, the entrepreneurs have launched an online course for parents, which is also available in English



and Swedish. The declining birth rate presents challenges for the industry, but there is still demand for expertise in baby massage.

"Professionals need tools to achieve better treatment results. At the same time, an increasing number of parents want to learn massage techniques themselves, as they have seen their benefits", says Ylikoski.

NIHAK has supported the entrepreneurs in different phases. The company has utilized NIHAK's services for establishing an online store, procuring purchasing services, and preparing support applications, among other things. Balance Care Oy has also been involved in NIHAK's internationalization project, in which the expansion of services abroad was surveyed.

"NIHAK's business services have been of great benefit to us. They possess expertise and extensive collaboration networks, and through NIHAK's projects, we have found several partners", Ylikoski says.

# Turning rough ideas into polished diamonds

**VAU!START+ provides support and coaching for developing, testing, and commercializing a business idea.**



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**D**eveloping a new idea into a sustainable business requires time and work, expert support, as well as financing. Many entrepreneurs and people planning to start a business need help, especially in overcoming the initial challenges. This need is addressed by the regional business incubator VAU!START+, launched by NIHAK. Traditionally, business incubators are located in large urban areas. NIHAK's start up expert **Timo Liimatainen** states that the incubator model was specifically designed for the needs of the southern part of Northern Ostrobothnia.

"The people in the area have plenty of ideas, and the range of topics is wide. Expertise and practical innovations can be found in different fields from well-being and ICT services to the machinery and metal industry. Here, the challenge is often about taking the idea forward, and the incubator addresses that need", Liimatainen says.

VAU!START+ is working closely with municipal business services. Through the Project according to manager **Markku Laatikainen**, the incubator complements traditional corporate consulting by providing more in-depth and longer-term assistance.

"We dig up the region's business ideas and innovations and help entrepreneurs develop them into commercial success stories", says Laatikainen.

Entrepreneurs are offered both free workshops and incubator programs, the content of which is tailored to the needs of the participants. Programs can be applied for by both active companies

and those still in the conceptual stage.

In addition, the incubator is launching an exchange program for start ups where entrepreneurs can test their wings abroad. A regional private equity fund is also under planning, intended especially for early stage companies.

Students can also take advantage of the services of the incubator. The idea competition arranged with JEDU last fall produced a number of concrete business ideas from both students and staff. The incubator encourages people to bring forward their ideas, even more flamboyant ones. As the work progresses, new perspectives are often found, and the brightest diamonds are found by testing, experimenting, and pruning.

"The idea does not need to be ready for implementation right from the start. We assist in further developing it and provide realistic feedback based on calculations, which is always valuable to the entrepreneur", Laatikainen states.

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## VAU!START+

**Objective:** Discover innovative companies and new ideas in the region and provide them with diverse support to achieve success.

**Duration:** 01/2024–12/2025

**Lead developer:** Nivala-Haapajärven seutu  
NIHAK ry

**Co-developers:** JEDU, Ylivieska city, Kalajokinen city, Haapavesi-Siikalatva region joint municipal authority

**Budget:** €1,230,800 of which NIHAK's share is 492,800 euros

[www.nihak.fi/nihakin\\_hankkeet/vaustart](http://www.nihak.fi/nihakin_hankkeet/vaustart)



Kristiina Markkula and textile and fashion industry students Nella Arvola and Helmi Vähätiitto have cooperated while taking the first steps in entrepreneurship.

# Together towards entrepreneurship

**JEDU students and staff are competing to develop new innovations.**

The daily operations of educational institutions continuously generate new ideas and solutions, some of which can evolve into a business. The multifaceted expertise of the Vocational Education Centre JEDU was highlighted in the idea competition organized by the VAU!START incubator for students and staff in the fall of 2024. The competition provided an opportunity to develop and test ideas with the support of experts.

The winner of the staff series was the innovation developed by **Kristiina Markkula**, which is related to assistive devices that make living at home easier. Markkula serves teacher in preparatory education for programs leading to an upper secondary qualification (TUVA), but she has extensive experience in health-care. She notes that the best ideas often arise from everyday experiences and observations.

"The emergence of creative ideas requires distance, as the everyday work

is often so intense that there is no room for creating ideas."

After the competition, Markkula continued to cooperate with the incubator and received valuable feedback from experts to develop her business idea. In the process, she decided to start a company that is now in the startup phase.

Markkula notes that the incubator has not only encouraged her to take the idea forward, but it has also provided concrete support and a realistic perspective on entrepreneurship.

"I've experienced that with a business idea you don't have to be alone. When an idea is broken down and articulated together with others, it becomes clearer and more tangible."

Help has been available in many directions. Markkula has collaborated with young entrepreneurs and Leader has supported the development of prototypes. NIHAK's training for new entrepreneurs has also provided useful

information as well as new contacts and collaboration opportunities.

Markkula attaches particular importance to the support of her employer and colleagues. There is a lot of know-how at JEDU, and many teachers also have first-hand experience of entrepreneurship.

Entrepreneurship requires different skills from teaching. Although Markkula had no previous experience in entrepreneurship, she decided to boldly go out and try something new.

"If we want to encourage young entrepreneurship, we ourselves have to dare to try and take risks."

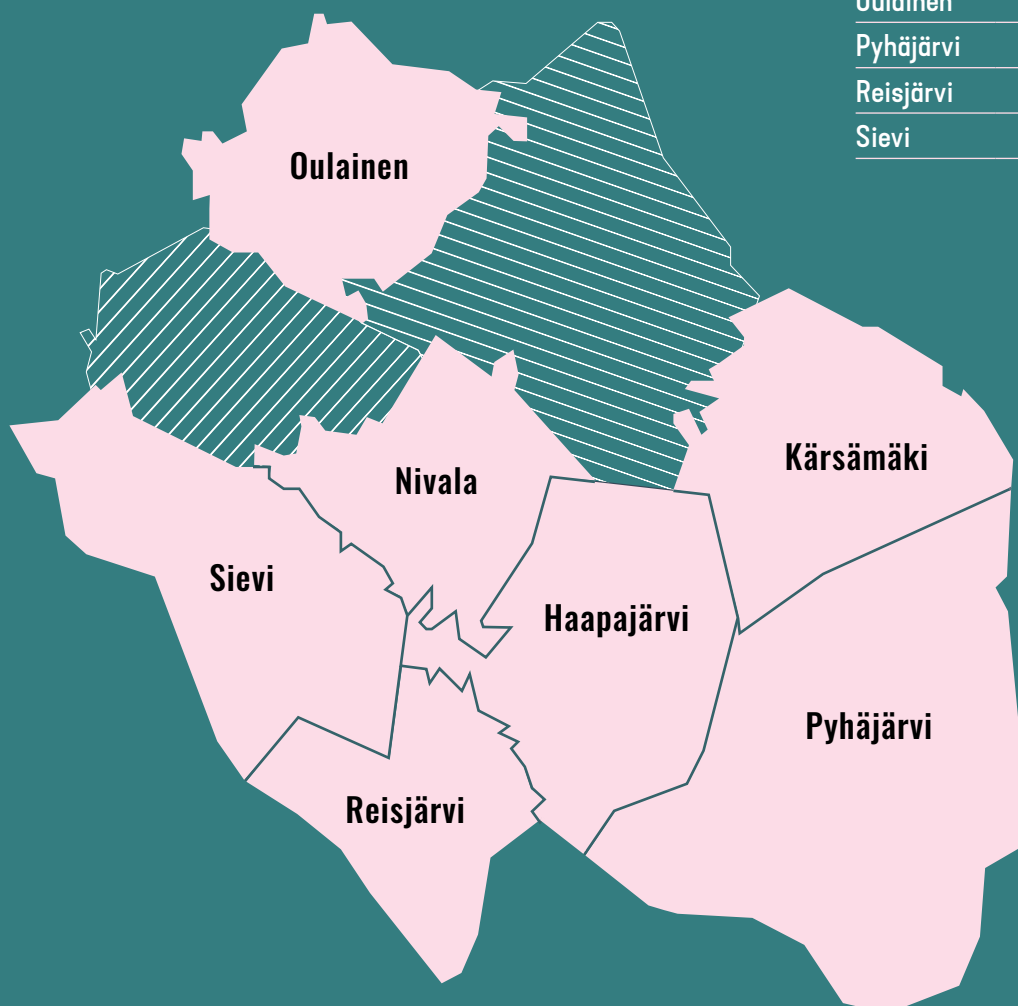
The basics of entrepreneurship are part of the studies, and Markkula has also visited local companies with her students. She appreciates the encouraging attitude of entrepreneurs in the area.

Encounters have been inspiring and educational. Entrepreneurs have welcomed young people well and encouraged them to learn and get an education. It gives hope and prospects for the future.

# NIHAK'S OPERATING REGION 2024

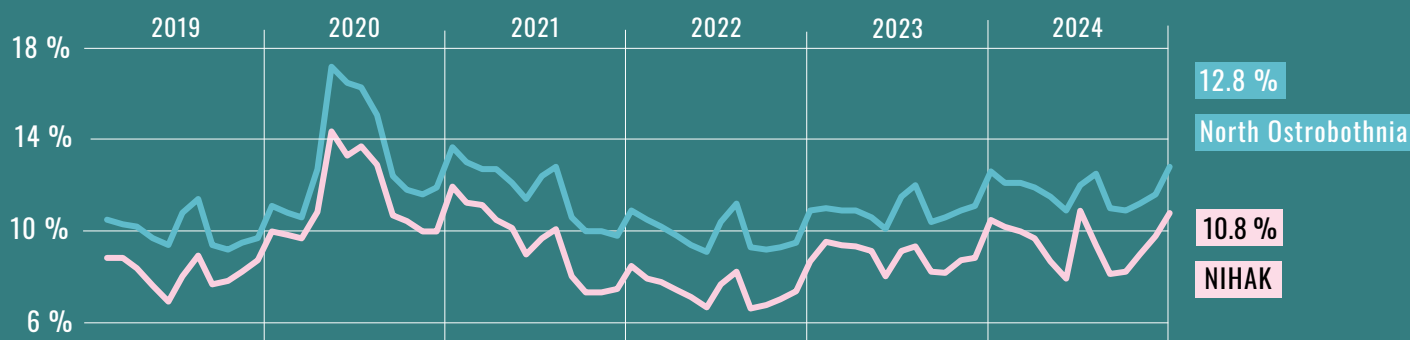
A total of 38,019 inhabitants

Haapajärvi	6,491 residents
Kärsämäki	2,371 residents
Nivala	10,380 residents
Oulainen	6,916 residents
Pyhäjärvi	4,709 residents
Reisjärvi	2,558 residents
Sievi	4,594 residents



## UNEMPLOYMENT RATE 2019–2024

Source: Employment review of the Ministry of Economic Affairs and Employment/Northern Ostrobothnia Centre for Economic Development, Transport and the Environment December 2024





**3,734**  
COMPANIES  
IN THE REGION

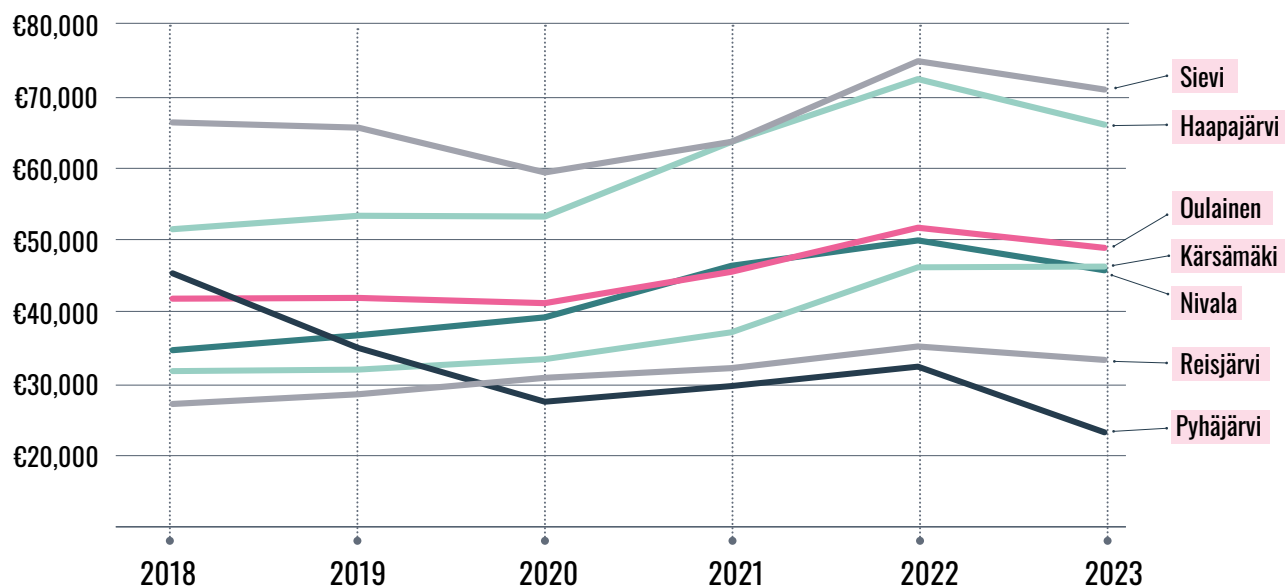
**212**  
NEW COMPANIES

**193**  
COMPANIES THAT  
RECEIVED SUPPORT

**€3,084,174**  
AMOUNT OF AID GRANTED

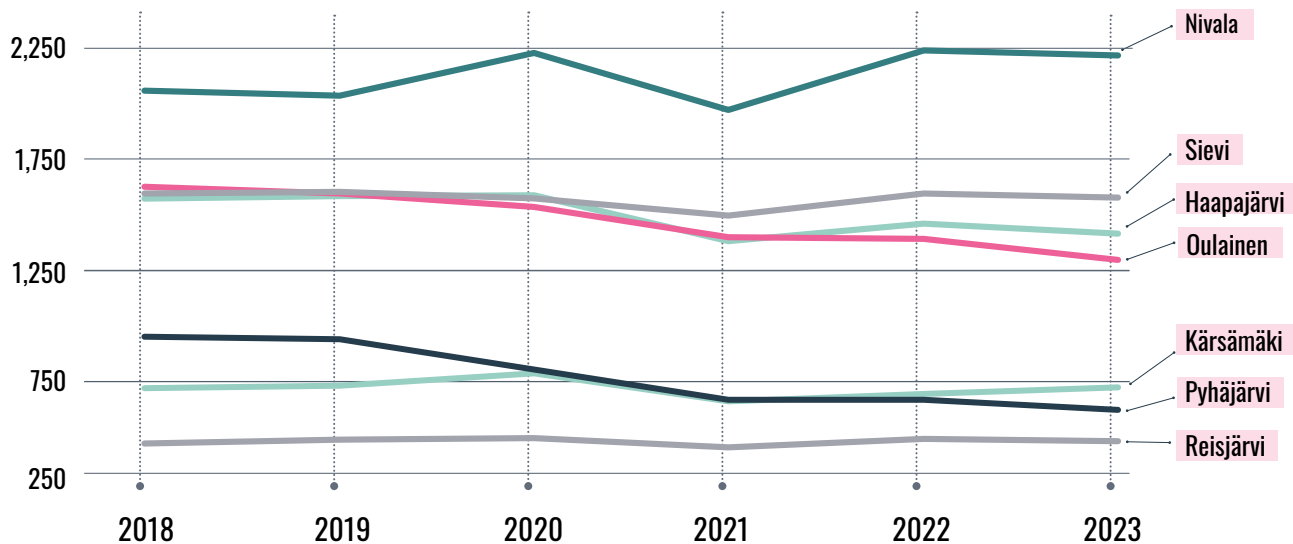
## TURNOVER OF COMPANIES' BRANCHES PER CAPITA 2018–2023

Regional business statistics include all types of companies. Source: Statistics Finland



## NUMBER OF EMPLOYEES AT COMPANIES' BRANCHES 2018–2023

Regional business statistics include all types of companies. Source: Statistics Finland



# Successful recruiting boosts growth



**As a company grows, the need for skilled labor grows with it. NIHAK's Rekry+ recruitment project provided support for recruitment, as CoPaint Oy from Nivala expanded its operations and needed more employees.**

**B**ased in Nivala, CoPaint Oy offers pre-treatment and surface treatment services for various industrial sectors. Founded in 2019, the company has gradually increased its customer base and expanded its operations. In November 2023, CoPaint moved to larger premises in the Nivala Industrial Village, and its need for labor increased.

Last summer, the company recruited one more employee, and the completion of powder coating plant increased the need for new employees even further. In finding a new employee, CoPaint utilized the services of NIHAK's Rekry+ project. It received concrete help for preparing a job advertisement, among other things.

Often the challenge in recruiting is to reach the right employee.

The job advert must arouse interest among suitable candidates, but also exclude those who do not meet the requirements. Here, NIHAK's assistance has been extremely beneficial, says CEO **Joni Niemi-Korpi**.

The recruitment process was successful, and in the end, the company hired two new employees: one from Ukraine and the other from China. Both had the skills and strengths appropriate for tasks that supported the company's operations.

CoPaint Oy invests in long-term employment relationships. The company has several established customers with a variety of different products. This means that an employee has a lot to learn.

Onboarding a new employee can be a journey that spans several years.

"When succeeds and the orientation is done with care, we get committed employees who want to do their best for the company", Niemi-Korpi says.

The arrival of new employees has also brought fresh perspectives to the everyday work environment. It has been necessary to consider things more broadly, and accepted truths have been put to the test.

The company communicates in Finnish and English. According to Niemi-Korpi, it is essential to structure the work instructions in a way that they are understood consistently.

Workplace policies need to be made visible, and sometimes it is a good idea to remind people of how we work. Once employees have adopted the practices, we can rely on them to be long-term team members.

CoPaint Oy has made use of NIHAK's services in the past in, for example, business consulting, preparation of grant applications and implementation of the ERP system.

"NIHAK provides assistance in all situations, and their service has been very encouraging", Niemi-Korpi sums up.

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## NIHAK Rekry+

**Objective:** development of recruitment skills at companies.

**Duration:** 09/2023–08/2025

**Lead developer:** NIHAK Budget: €387,134

**Contact persons:**

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# Anticipation and sustainability go hand in hand

**Raijan Fysiopiste received tools from sustainability coaching that help develop the company in a changing operating environment.**

One of the goals of the VATUPASSI project's sustainability coaching is to improve the capabilities of companies, so that they can anticipate changes related to sustainability and develop their operations in a sustainable way.

For the Nivala-based physiotherapy entrepreneur **Raija Eskola**, the coaching came at the right time, as the wellbeing services county reform has significantly changed the operating environment for small companies.

"The visions developed during the coaching process help us prepare in case the requirements for service providers become stricter in the future. When you prepare for the changes in advance, things do not take you by surprise", Eskola says.

Raijan Fysiopiste, which celebrated its 10th anniversary last year, specializes in neurological rehabilitation and currently employs four physiotherapists.

Following the regional wellbeing reform, the company has expanded its services to cover various areas of physiotherapy.

The responsibility training helped Eskola identify and articulate the company's key responsibility themes and gain a deeper understanding of the broad scope of responsibility.

"Social responsibility is becoming increasingly important, and data security as well as patient safety are key areas of responsibility for us. We also need to pay attention to staff well-being when working closely with people", Eskola explains.

Financial responsibility is also crucial



for the company's operations: profitability, effectiveness, and proper pricing ensure the long-term vitality of the business.

According to Eskola, the responsibility plan developed during the training serves as an excellent tool for business development. It provides clear guidelines and makes it easier to see what areas are worth investing in. The training also led to new initiatives in marketing.

"As a result of the training, we embraced social media platforms, and we also received guidance on that through NIHAK. Social media is becoming increasingly important, especially now that the share of self-paying customers is continuously growing", says Eskola.

She describes the responsibility training as a well-executed program that offered both expert guidance and time to reflect and work on relevant issues.

"The trainers brought enthusiasm and joy to the sessions. We were encouraged to examine things from multiple perspectives and to appropriately challenge our own practices."

Eskola has previously participated in training organized by NIHAK and has found them beneficial.

"I want to keep my business evolving and up to date – preferably one step ahead rather than behind. NIHAK has been an excellent partner in this, as their services are well targeted to the needs of entrepreneurs. It's also valuable that small business owners are appreciated and supported in such a concrete way."

## VATUPASSI – Sustainable future

Objective: to support, develop, and enhance companies' sustainability expertise

Period of operation: 10/2023–3/2026

Lead developer: University of Oulu, Kerttu Saalasti Institute

Co-developers: NIHAK ry, City of Kalajoki and City of Ylivieska

Contact:

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# A partnership as a guarantee of success



## **Regional cooperation accelerates the development of the hydrogen network**

The focus of the planning of the national hydrogen network is both taking into account regional needs and utilizing strengths. NIHAK has shown us that it is the most excellent example of a regional partner for the development of the hydrogen economy. The hydrogen industry brings a lot of new business to Finland and through cooperation with a regional actor, we can ensure that nation-level decision-making takes into account the potential of the regions.

**Olli Sipilä, CEO, Gasgrid**

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## **Supporting business growth and internationalization**

Finnvera's mission is to enable the start, growth, and internationalization of companies and to strengthen the competitiveness of exports through loans, guarantees, and export financing solutions. A significant portion of Finland's exports is conducted through large exporting companies, while many smaller firms supply their products to the global market as part of the products of these major exporters. In terms of diversification of the export structure, it is important to also strengthen the ability of SMEs to export their solutions directly to international customers.

The basis for international growth and economic renewal is often built in small companies, whose growth conditions must be ensured. Finnvera's goal is to complement the financial market so that companies of all sizes have opportunities for growth and internationalization from a financial perspective. As a regional player, NIHAK is an important link to local businesses. NIHAK's active and professional approach ensures that companies seeking funding are well prepared and able to utilize the funding effectively.

**Juuso Heinilä, CEO, Finnvera**

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## **Collaboration brings vitality to North Ostrobothnia**

The Council of Oulu Region and NIHAK have worked well together for a long time to promote the region's vitality. From the perspective of the council, NIHAK is a proactive and solution-oriented actor with the ability to develop projects that genuinely benefit entrepreneurs and the entire region. Cross-border cooperation, both regionally, nationally and internationally, is the key to the success of the entire North Ostrobothnia.

**Jussi Rämetsä, Regional Director, The Council of Oulu Region**



# NUMBER OF COMPANIES 2024

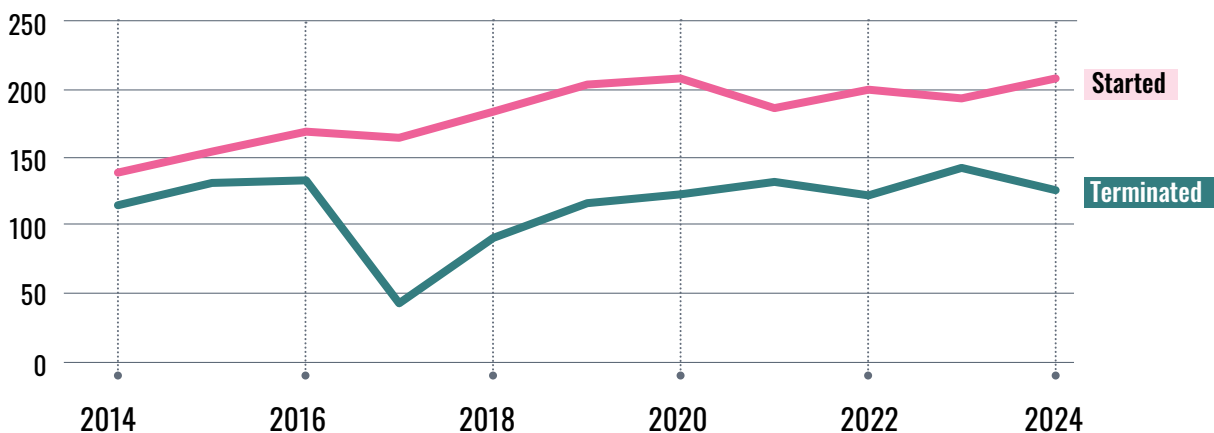
The Finnish Patent and Registration Office's Virre information service, as of January 21, 2025

Company forms: general partnership, limited partnership, cooperative, limited company, public limited company, sole proprietorship

	HAAPAJÄRVI	KÄRSÄMÄKI	NIVALA	OULAINEN	PYHÄJÄRVI	REISJÄRVI	SIEVI	TOTAL
Companies in the register	675	331	900	590	502	273	463	<b>3,734</b>
New registered companies	37	14	58	34	24	15	30	<b>212</b>
Companies that have ceased trading	29	12	27	19	16	7	15	<b>125</b>
<b>Net change</b>	<b>+8</b>	<b>+2</b>	<b>+31</b>	<b>+15</b>	<b>+8</b>	<b>+10*</b>	<b>+15</b>	<b>+87</b>

\* Includes two established companies that do not appear in the information service.

## CHANGE IN THE NUMBER OF COMPANIES 2014–2024 Source: Statistics Finland



## BUSINESS SUBSIDIES GRANTED IN 2024

Sources: ELY CENTER/ERDF/EMR \*, BUSINESS FINLAND \*, LEADER ACTIVITY GROUP \*\*\*, START LEADER

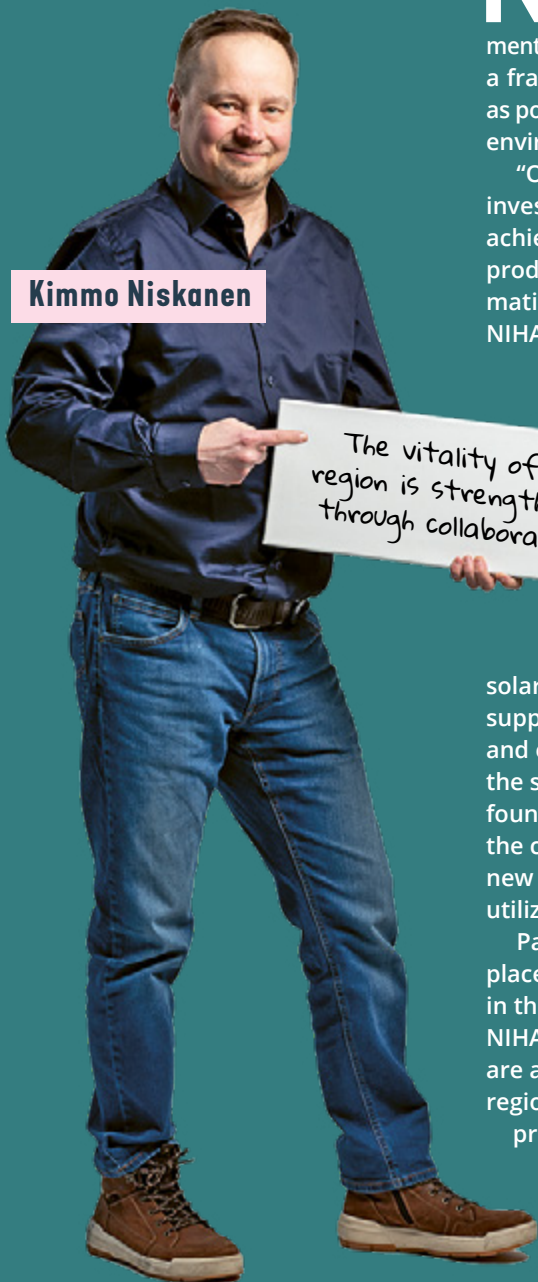
\* Does not include operating environment grants awarded to municipalities or municipal/supra-municipal development companies. \*\*\* Keskipiste-Leader ry & Rieska-Leader ry

Haapajärvi	€458,969 / 31 pcs
Kärsämäki	€485,945 / 16 pcs
Nivala	€1,652,831 / 65 pcs
Oulainen	€113,712 / 25 pcs
Pyhäjärvi	€101,645 / 22 pcs
Reisjärvi	€150,403 / 17 pcs
Sievi	€120,669 / 17 pcs

# The NIHAK region is at the forefront of the clean transition

As a regional developer, NIHAK's mission is to pave the way for investments. The work carried out manifests as significant projects that promote a clean transition and strengthen the vitality of the region.

**Kimmo Niskanen**



**N**IHAK has long worked together with municipalities in a determined way to promote investments in their areas. The goal is to create a framework that is as well-prepared as possible and an attractive operating environment for new participants.

"Our task is to pave the way for investments. A good result can be achieved by promoting dialogue and producing up-to-date factual information to support decision-making", NIHAK Regional Development Director **Kimmo Niskanen** says.

The area has significantly increased its biogas production and renewable energy generation, including wind and solar power. These investments have supported the regional economy and employed local businesses. At the same time, they have laid the foundation for the next phase of the clean transition, which will bring new technologies and industries that utilize them.

Particularly high expectations are placed on the hydrogen economy, in the development of which NIHAK has been active. The results are already starting to show: the region's first hydrogen production project has been announced.

"Southern North Ostrobothnia is one of the

most favorable regions in Finland and the whole of Europe in terms of the development of the hydrogen economy. We have strong renewable energy production, efficient electricity transmission connections, and plenty of room for new production plants", Niskanen sums up.

NIHAK has also been a pioneer in designing hydrogen infrastructure. It is the first in Finland to carry out a preliminary study of the regional hydrogen and power line network in cooperation with Gasgrid, Fingrid, and municipalities, grid companies and actors preparing hydrogen production projects in the region.


At the beginning of 2024, NIHAK issued a statement highlighting the region's strong will to build a hydrogen network. In addition, in June 2023 NIHAK published the first location report of regional hydrogen production in Finland.

In addition, NIHAK has mapped the current and planned biogas plants, biorefineries and district heating plants in the area, that produce biogenic carbon dioxide, which can be utilized with hydrogen in the manufacture of fuels, for example.

"We are now in the pole position to take charge of energy-intensive industrial investments. The development of hydrogen infrastructure creates an opportunity for an entirely new industrial landscape to emerge in the area", says Niskanen.

# NIHAK's Regional Development Team at the service of the region

NIHAK's regional development team has strong expertise and diverse experience. Regional development services support the development work of municipalities and the entire region.



**Tuomas Sarjanoja**

## KIMMO NISKANEN

### Regional Development Manager

Kimmo's task is to help municipalities create opportunities for new investments and actively seek industrial investments in the region, especially in the clean transition. He has special expertise in the development of municipal investments, excellent networks and strong industry knowledge, especially in the energy sector.

"In my work, I am inspired by the successes and concrete results in the form of companies' investment decisions. I want to see that the work done together with municipalities bears fruit and that the vitality of the region is strengthened by cooperation."

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**Reetta Nummelin**

## REETTA NUMMELIN

### project manager

At NIHAK, Reetta works as a housing and construction expert, helping municipalities develop their housing stock and meet demand and needs. New housing projects are planned in collaboration and related plans and material packages are implemented for municipalities to utilize.

"I am motivated by satisfied clients, in this case, municipalities. I want municipalities to benefit from the work I have done for them, for example, so that some co-designed residential property begins to materialize. Another important motivator is that I get to utilize my extensive expertise in the field of housing and construction."

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**Sami Kesti**

## TUOMAS SARJANOJA

### project specialist

Tuomas works with companies in the NIHAK region to improve their ability to get involved in the implementation of investments. This work is done, for example, by forming work consortia, developing quality and environmental systems, improving visibility by means of communication, and by specifying strategies.

"Companies are particularly interested in future energy projects, which also motivates me in my work. Companies seeking growth have a good opportunity to increase their turnover and expand their production competence base."

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## SAMI KESTI

### biogas expert

Sami's work as a biogas specialist at NIHAK focuses on the development of biogas production and use. Together with the municipalities in the region, he works to promote biogas projects and plans biogas use opportunities in our region.


Sami has extensive experience in process manufacturing, mechanical engineering, agriculture, and entrepreneurship. This provides a solid foundation for working on biogas projects.

"It is rewarding to see concrete measures, the success of which I have been able to influence through my own work."

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# Housing in a key role

**Municipal cooperation seeks sustainable and attractive housing solutions in three regions.**



## New directions in housing at the regional boundaries

**Objective:** Development of sustainable and economically viable housing solutions that strengthen the vitality of the regions and attract new residents.

**Duration:** 9/2024–10/2026

**Lead developer:** Municipality of Pihtipudas

**Co-developer:** NIHAK and Savogrow

**Budget:** €736,490 of which NIHAK's share is €240,760

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Issues related to housing are crucial for rural municipalities striving to maintain their appeal. Residents need to have suitable forms of housing available to meet their needs, and these are also essential to attract newcomers and skilled workforce.

Many municipalities have a need for a housing stock that is better suited to today's needs. The challenges are the cost of investments in relation to the market value and the availability of financing. At the same time, new uses are needed for vacant public properties.

New solutions are needed for new production, repair projects, and the development of financing models. These challenges are being addressed in collaboration with the municipalities as part of the "New directions in housing at the regional boundaries" project.

A total of 20 municipalities from North Ostrobothnia, North Savo and Central Finland are involved in the project, which operates across regional borders. NIHAK region's project manager **Reetta Nummelin** highlights the importance of collaboration.

"Individual municipalities do not have sufficient resources to solve these issues on their own. Wider cooperation brings new perspectives and enables the utilization of experts. Finding solutions is supported when municipalities in a similar situation are involved."

In the project's workshops, municipalities' housing policy strategies are reviewed, funding issues are addressed together with financial sector and housing market experts, and concrete plans are drawn up to improve the comfort of residential areas.

The aim is to create sustainable and economically viable solutions that strengthen the vitality of the regions and make them attractive to new residents. The results of the workshops will be compiled into the Housing Guide, which provides municipalities with tools for development work.

In addition to municipal officials and experts, the workshops also involve local actors, such as educational institutions, businesses, and village associations. One of the pilot sites can be found in Reisjärvi, where the municipality is involved in the development of new housing. The planned site would offer apartments for both permanent housing and short-term needs, for example, for employees of companies.

"The active role of municipalities is crucial in order to promote housing construction and attract new residents. Launching projects also requires sufficient interest and commitment", Nummelin says.

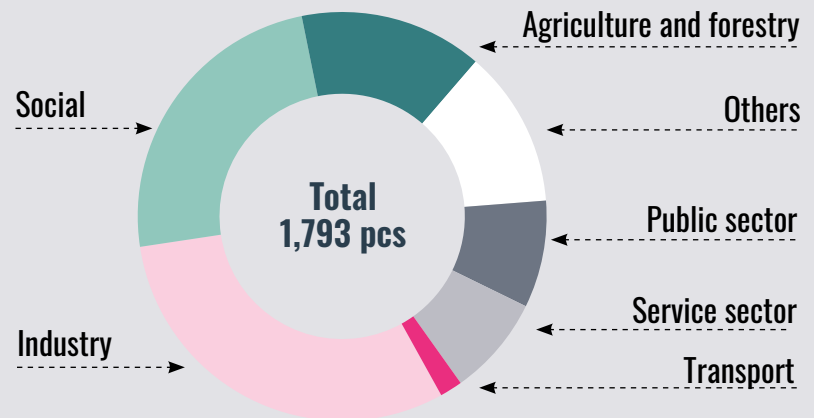


## Top10 most searched job titles

1. Lumberjack
2. Production worker
3. Practical nurse
4. Sheet metal manufacturing professional
5. Personal assistant
6. Installer
7. Teacher
8. Welder
9. Nurse
10. Assembler

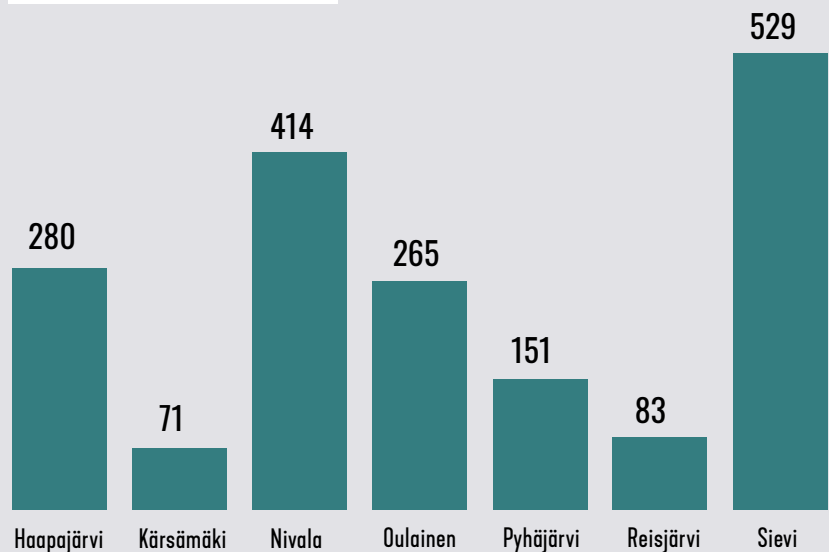
## Open jobs Source: Työmarkkinatori

### BY INDUSTRY



Throughout the region, there were a total of **1,793** open job positions in 2024.

### BY MUNICIPALITY



# NIHAK helps navigate new markets

**As economic cycles change and global markets fluctuate, it takes courage to look for new business opportunities. NIHAK helps businesses in the region network and create competitive solutions for a changing world.**

Companies' operating environment in the last few years has been in constant change. Economic slump, geopolitical tensions, and changes in international trade relations have brought with them both challenges and new opportunities. In the midst of turbulence, companies need to renew their strategies and actively seize new market opportunities.

"When the world around us changes, it also means opportunities for companies. It is essential to identify the requirements related to the new markets", says **Ari Alakangas**, Head of Internationalization Services at NIHAK. In response to the needs of businesses, NIHAK launched a new project in the summer of 2024 to support SMEs in the region in finding new markets. The opening of new paths is also reflected in the name of the project, Dr. Livingstone – New Business in a Turbulent World. The project gathers business networks and creates partnerships so that companies in the region can jointly offer larger service packages to international markets. In practice, it involves scenario development, networking events, participation in fairs, and the utilization of expert services. NIHAK and the region of Raase work side by side, which provides a broader regional base for corporate collaboration.

For example, the reconstruction of Ukraine requires long-term work and creation of networks from companies involved. NIHAK prepares an

overall picture of the situation and preliminary estimates, after which the building of the consortium and identification of partners will start. The groundwork has already been ongoing for several years.

"We have been ahead of schedule by two to three years in terms of both the reconstruction of Ukraine and the defense industry. Now these themes are very topical", Alakangas says.

NIHAK's internationalization services have long supported companies in the region in the mapping of new markets, network building, and business development.

As with expeditions in the past, the mapping of new market areas requires the building of understanding, as well as time and resources.

"NIHAK's role is to serve as a catalyst for businesses and a driver of change. We walk alongside the companies and help find the right networks and opportunities", Alakangas summarizes.



## **Dr. Livingstone – New business in turbulent world**

**Objective:** Supporting the internationalization of companies in new emerging markets and recognizing their capabilities to identify business opportunities.

**Duration:** 06/2024–06/2026

**Budget:** 390,853 euros

**Lead developer:** NIHAK, in collaboration with Raase Region Development

**Funded by:** Ely Centre for Northern Ostrobothnia / Business Environment Support

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# International talent as enablers of growth

## Henri Kneckt, Managing Director, Mecaplan Oy:

"Our company employs several experts with foreign backgrounds. Everyone has come through the normal recruitment process, and they work at our company's offices elsewhere in Finland. International employees bring with them, above all, their own expertise, but at the same time also new perspectives on the company's operations. The most visible effect in everyday life has been the increase of English as a working language.

We have supported our employees moving to Finland in practical matters, such as questions related to labor law and collective agreements. In addition, we have advocated studying the Finnish language, as language skills facilitate integration and long-term settling.

In my opinion, international recruitment is an opportunity for the company, as it expands the candidate potential and brings valuable know-how. However, it is important that the organization has the capacity to onboard and support employees, and that sufficient language skills can be found in the work community."



## Jyrki Nissilä, Senior Adviser, Ministry for Foreign Affairs:

"The Ministry for Foreign Affairs' main tool for helping Finnish companies is the foreign network, which includes almost 90 embassies and consulates-general around the world. The Ministry of Foreign Affairs informs and advises companies on the situation in the target country, opens doors, and offers prestigious services. The Ministry also helps companies in Finland, for example, by sharing information about market opportunities, sanctions, and the regulatory environment. Recently, companies have been particularly interested in geopolitical issues

Finland has clear country-image strengths in attracting experts: equality, low hierarchies, everyday functionality, family services, proximity to nature, and work-life balance. The biggest challenge for Finland's country image is the lack of awareness: according to studies, about one in three respondents do not know anything about Finland. To improve the situation, embassies work by organizing visits, discussions, concerts, art exhibitions, and various business events.

In my opinion, however, the most important thing is that it is really easy and good to come to Finland, that it is interesting and an experience to be here, and that Finland is thought of when choices are made."



## Antti-Jussi Vahteala, Mayor of Sievi Municipality:

"There are a lot of employees with foreign background in Sievi compared to the size of the municipality. The municipality's task is to facilitate their settling here. We offer support in everyday matters and, for example, in permit matters. This work is carried out by, for example, the municipal integration coordinator, the employment services of the area, and the project worker. In addition, we work closely with other authorities and municipalities in the region.

The advantage of moving here is that the services are easily accessible. Access has been made as convenient as possible through a one-stop-shop approach. A safe and peaceful living environment is also an important attraction. For many migrants, silence can be new and even exciting. On the other hand, the climate often requires getting used to, but that is something we cannot influence. But in the case of practical problems, the principle is that we seek a solution and further develop our operations."



# Back to Work highlighted northern growth stories



The Back to Work event gathered entrepreneurs together for the third time in the fall season. The main focus was on Northern Finnish companies and their stories.

**N**IHAK's Think Big award this year went to Konesilta Oy's CEO **Ville Kyllönen** from Kärsämäki. The company's strategy has been open-minded growth and internationalization. This work has been done among other things by developing leadership and by giving employees responsibility.

According to Kyllönen, it is important to work together, share responsibility, and give permission to try out things – and sometimes fail. He also expressed gratitude for the services provided by NIHAK, which the company has actively utilized along the way.

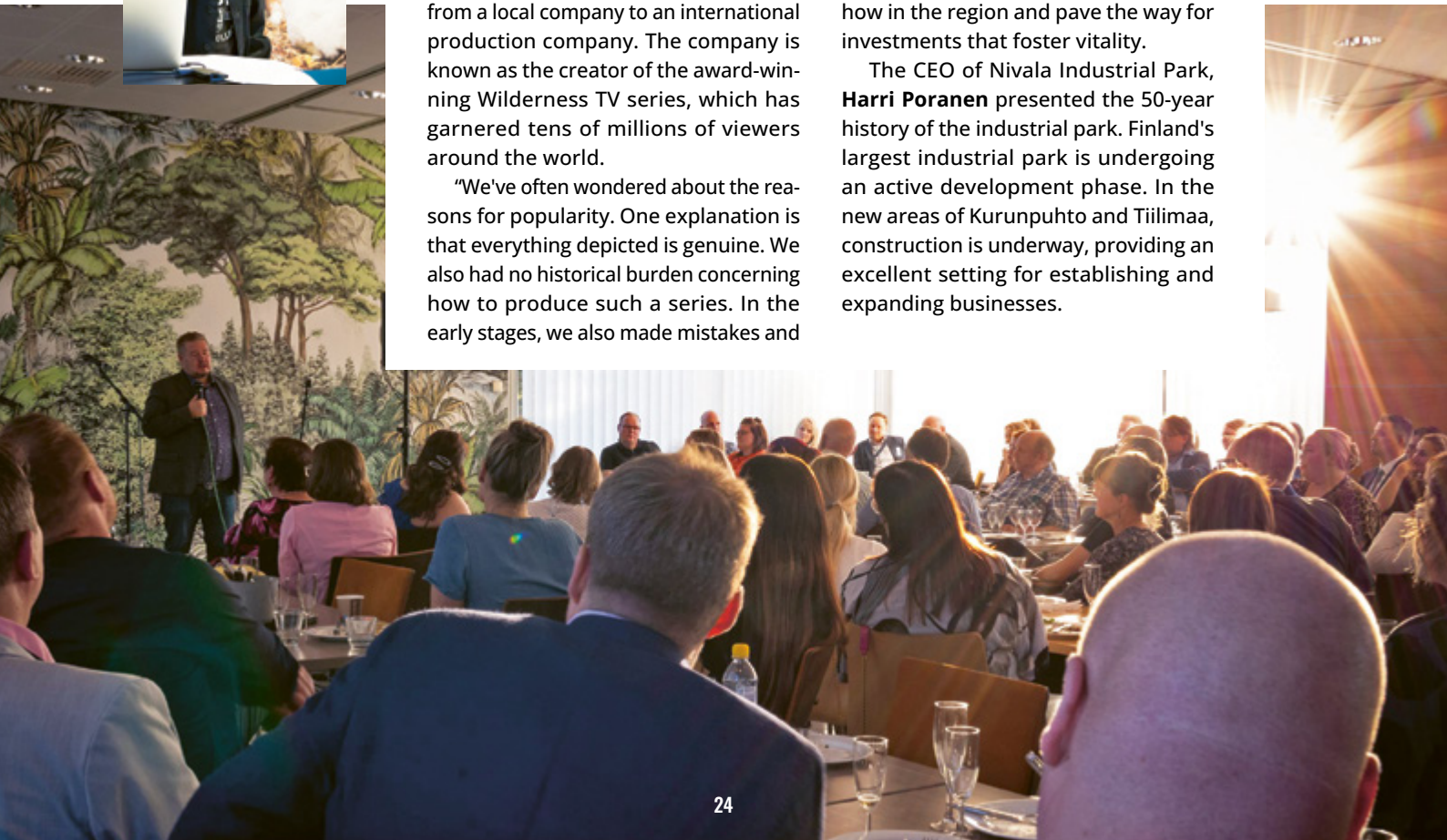
The scriptwriter, producer and director **Teemu Hostikka** told how Oulu-based NTRNZ Media Oy grew from a local company to an international production company. The company is known as the creator of the award-winning Wilderness TV series, which has garnered tens of millions of viewers around the world.

"We've often wondered about the reasons for popularity. One explanation is that everything depicted is genuine. We also had no historical burden concerning how to produce such a series. In the early stages, we also made mistakes and

underestimated the resources available to us", says Hostikka. Entrepreneurial speeches also included Reisjärvi-based BBS-Bioactive Bone Substitutes Plc's story. The company has developed new generation medical products for the treatment of bone damage. However, the long-term development work concluded with a bankruptcy application in early 2025.

NIHAK's CEO, **Toni Krankkala**, introduced the day's theme by emphasizing the importance of forging one's own path: success should not be pursued by following a well-trodden road, but by venturing where no path currently exists. Krankkala reminded that active project operations generate new know-how in the region and pave the way for investments that foster vitality.

The CEO of Nivala Industrial Park, **Harri Poranen** presented the 50-year history of the industrial park. Finland's largest industrial park is undergoing an active development phase. In the new areas of Kurunpuhto and Tiilimaa, construction is underway, providing an excellent setting for establishing and expanding businesses.





MEMBERSHIP FEE / RESIDENT

**16,12 €**

PROJECTS IN PROGRESS

**17**

OPERATION FINANCING

**2,3M€**

EMPLOYEES

**21**

## FINANCIAL INFORMATION

NIHAK is a non-profit charitable association. The funding of NIHAK's operations consists of membership fees paid by member municipalities for regional development, regional business services and separately invoiced fees for the provision of municipality-specific business services. The total volume of financing of the association's activities in 2024 was €2.3 M, of which membership fee income accounted for €0.7 M.

The Association's financial year January 1 – December 31, 2024 result was a surplus of 126,257.33 euros. The balance sheet total of the association was €1,130,352.65 and its equity was 462,139.09 euros.

The aim is to cover the costs of development projects produced by regional development services primarily through public project funding provided by the EU, which is supplemented by the regional association's own contributions. An important part of regional development activities are development projects that can make significant use of the 'leverage' effect of self-funding for the benefit of the region. Throughout 2024, there were 17 projects ongoing. The total funding for this project portfolio amounted to €11.7 million, of which NIHAK's own project activities accounted for a total of €3.5 million. Financing paid to proj-

ect activities (without self-financing) during 2024 was a total of €1M, of which the share of funding from donors was €940,612. Municipal matching funding for regional development collected with membership fees is channeled through the regional government, to which funding proposals can be submitted in a continuous application process.

In 2024, the membership fee was €16.12 per resident from the municipalities in the region. The regional government met nine times in 2024. At the end of 2024, NIHAK had 21 employees.

## MEMBERS OF THE REGIONAL BOARD

### Full members

Esko Peltoniemi, Haapajärvi  
Jonna Tamminen, deputy chair, Haapajärvi  
Juho Jukkola, Kärsämäki  
Esko Ristinen, Kärsämäki  
Päivi Karikumpu, Nivala  
Jarmo Vuolteenaho, Nivala  
Sari Huuskonen, Reisjärvi  
Matias Ojalehto, Reisjärvi  
Rami Rauhala, Sievi  
Antti-Jussi Vahteala, Chairman, Sievi

### Alternates

Teija Myllylä, Haapajärvi  
Mauri Tenkula, Haapajärvi  
Pekka Anttila, Kärsämäki  
Mika Autio, Kärsämäki  
Hannu Tölli, Nivala  
Jarmo Pihlajaniemi, Nivala  
Arto Vähäsöyrinki, Reisjärvi  
Sanna-Mari Vesanen, Reisjärvi  
Terhi Kangas, Sievi  
Merja Haavisto, Sievi

# DEVELOPMENT THAT SUPPORTS GROWTH AND INVESTMENTS

**T**he year 2024 was a time of active development in the NIHAK area. The demand for consulting services increased in all municipalities. A record number of 2,807 service contacts took place in NIHAK's business services, which is 28% more than in the previous year. Business Services supported entrepreneurs in particular with business start-ups, business development, and financing arrangements. Companies in the region are investing significantly in the development and expansion of their operations. Several companies applied for funding from the Ely Centre, Business Finland and Leader action groups, and these grants enabled, among other things, the purchase of new machinery and equipment and the renewal of the business. Promoting internationalization and networking opportunities also came up as important areas for development.

During the year, NIHAK organized numerous events that provided entrepreneurs with up-to-date information and opportunities for networking. For example, at morning coffee events, entrepreneurs met to discuss various themes, such as funding opportunities, shareholder agreements, and employee engagement. One of the biggest efforts of the year was the Yritysmarkkinat event organized in the spring to bring together people planning to buy or sell a business. The number of changes of ownership is growing in the region and in the future, NIHAK will invest more and more in developing the know-how of companies for preparing for changes of ownership and ensuring business continuity.

## **Project activities accelerated the development of companies and the vitality of the region**

In 2024, project activities played a significant role in the development of the region's business sector and business support. NIHAK had a total of 17 ongoing projects through which 785 different activities were implemented.

The focus areas of project activities were particularly related to the development of companies' competence, internationalization, improvement of the availability of labor, and sustainable growth. Workshops were organized for companies, where they received concrete tools for expanding their business operations and utilization of digitalization. Many companies made use of the expertise assistance provided through projects, for example, in finding financing solutions, improving production efficiency, and implementing new technology.

The challenges in the availability of labor were addressed by supporting companies in recruiting skilled labor, as well as by strengthening the cooperation between companies and educational institutions. In addition, companies were assisted in finding international recruitment opportunities and in developing the long-term availability of labor.

In regional development, special emphasis was placed on attracting investments and creating new business opportunities. NIHAK actively promoted renewable energy production investments in the region in cooperation with companies and our clientele. Opportunities for local companies to participate in these future renewable

energy projects were supported and building new partnerships was promoted through concrete measures such as participation in industry fairs and events.

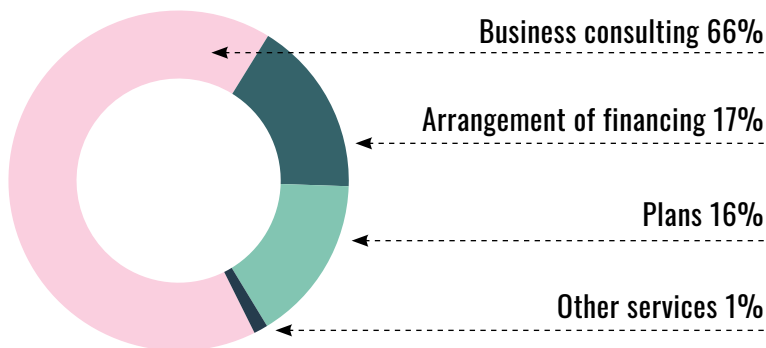
## **A review of the future**

The year 2024 showed that companies in the area of operation of NIHAK are growth-oriented and ready to develop their business. Large numbers of new companies will continue to be established, and financial advice will continue to play an important role in supporting business development. Close cooperation between the municipalities in the region has made it possible for NIHAK to provide high-quality business and regional development services.

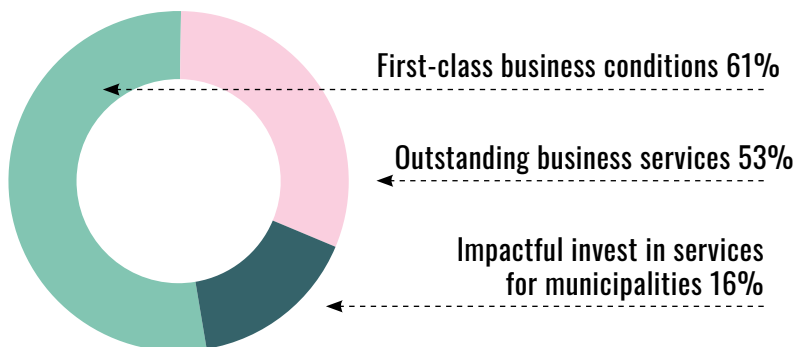
Companies increasingly need tailor-made advice on ownership change, internationalization, and business development. NIHAK responds to this need by further developing services, ensuring the best conditions for companies to grow and thrive both locally and internationally.

## MEASURES 2024 (change from 2023)

### Business Services Total 2,022 (+39%)

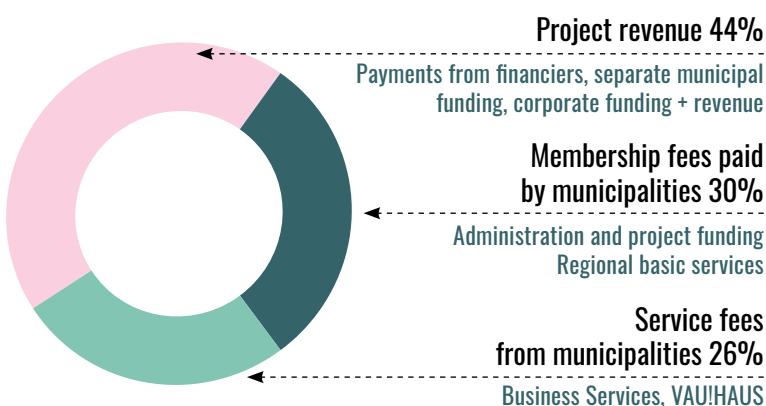


### Total number of project services 785 (+6%)



## VOLUME OF OPERATIONS 2024

Total €2,277,150



## EVENTS

### 103 events

in municipalities in the area of operation total



Largest events

- Match&Rekry
- Back to work
- Yritysmarkkinat in Central Ostrobothnia

### 24 trainings

Themes e.g.:

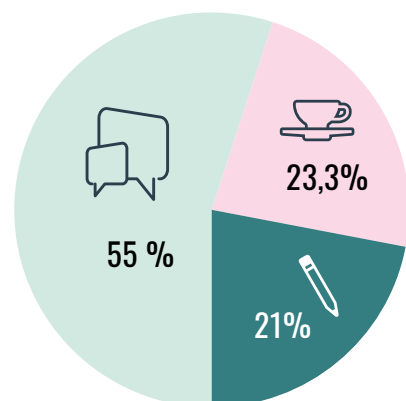
- sustainability
- taxation and legislation
- brand building
- Management of customer accounts
- pricing



### 24 entrepreneurs' morning coffee sessions

Themes:

- business subsidies
- employee engagement and rewards
- utilization of artificial intelligence
- matters related to the shareholder agreement



NIHAK also participated in several trade fair events with entrepreneurs in Finland and abroad.

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# NIHAK AS THE LEAD OR CO-DEVELOPER

## 1 Strong service production

The development of the Company Group Project focuses on strengthening the business strategies, competence renewal and service production of the future regional social and health care model of four social and health care sector companies, considering the change requirements and new opportunities.

## 2 New services The Company

Group Project focuses on the joint business development of seven companies participating in the welfare, the social and health care sector, the renewal of services and the development of entrepreneurs' skills.

## 3 NIHAK GREEN DEAL

The maximum benefits for the growth and development of the region's business activities will be sought from the region's large investment demand generated by the green transition.

## 4 REKRY+

Companies' recruitment skills are developed, micro and medium-sized companies are supported in recruitment. Hidden job opportunities are made visible and comprehensive solutions to the local companies' challenges of skilled labor availability are identified.

## 5 Fast track

NIHAK acts as a municipal partner in the invest in activities by actively seeking investments for the region and by helping municipalities create the prerequisites for new investments. In the Fast Track project, an Invest In strategy that crosses regional borders is created and implemented. Business excellence ecosystems are identified and supported, data is produced for investors, and a fast track process for investments is developed.

## 6 TO KNOW

Skills needs in fast-changing work life are met quickly from the point of view of quality and digitalization using train-

ing, guidance, counselling, and expert services.

## 7 KASVA

A collaborative project involving business service providers, entrepreneurs, researchers, and innovation stakeholders, aimed at promoting the sustainable growth, renewal, development, and adaptability of companies in the region, as well as improving the vitality and retention capacity of the regions.

## 8 VATUPASSI

Aims to enhance companies' ability to identify and understand sustainability as a broad theme that is key to achieving positive societal impact, competitive advantage, and financial performance. Companies' sustainability expertise is developed to better adapt to changes in the operating environment.

## 9 SmartPilot

Aims to identify applications for non-occupied systems to meet the needs of agriculture, forestry, and industry in the North Ostrobothnia region

## 10 Dr Livingstone – New business in turbulent world

The export opportunities of companies in new target markets and their ability to identify business opportunities in them will be strengthened. The know-how of new target markets is deepened and business alliances and networks are built to enable companies to better respond to the opportunities in new growth areas.

## 11 Scaling the business on a digital platform

Development of the group project involves scaling the business of four companies to international markets using digital platforms.

## 12 VAU!START+

Incubator services for the area will be produced. The goal is to find innovative companies in the region as well as new

ideas and provide them with versatile support to achieve success. A regional financing model (fund) that supports early stage financing of companies will be developed.

## 13 UUP0 – Renewable energy education infrastructure

Investments in JEDU learning environments: Solar energy systems, grid construction, and emergency response training.

## 14 Digitalized test environments for robotic work machines, vehicles, and drones (Networked Robotics Test Beds)

Pyhäjärvi Callio's investments: High-capacity transformer and generator, Electrical (main) distribution board, UPS system with batteries, charging equipment, trunk cabling, and charging cables.

## 15 BIOTUTO – Working together to boost recycled nutrients and local bioenergy production

The goal is to promote biogas investments in the region, as well as the use of biogas in the region, in transport and in industry through various measures. Farm-specific projects, projects between farms, and industrial-scale projects.

## 16 Creative Triangle

The area's cultural and tourism service providers' livelihood opportunities will be supported. Collaboration among the arts and culture sector, program and event services, and tourism services will be developed. Ways to extend the season and to increase cooperation across municipal boundaries will be explored.

## 17 New Trends in Housing

Rural living across municipalities is developed in cooperation between the three regions. Municipalities are helped to develop housing solutions in their area and solutions are sought to the financing challenges that have arisen in rural areas.

Project name	2022	2023	2024	2025	2026	Role	Strategy	Budget	NIHAK budget
1 Strong service production						Lead developer	First-class business conditions	€34,150	€34,150
2 New services						Lead developer	First-class business conditions	€33,865	€33,865
3 NIHAK GREEN DEAL						Lead developer	Impactful Invest in -services for municipalities	€448,203	€448,203
4 NIHAK REKRY+ Regional partnerships						Lead developer	Superior business services	€387,134	€387,134
5 Fast track – The future Development of excellence ecosystems						Lead developer	Impactful Invest in -services for municipalities	€428,931	€428,931
6 OSATA – Skills needs in changing working life						Lead developer	First-class business conditions	€518,392	€262,302
7 KASVA – Sustainable growth for micro and small businesses						Co-developer	Superior business services	€1,974,712	€182,678
8 VATUPASSI – Sustainable future						Co-developer	First-class business conditions	€840,800	€189,000
9 SmartPilot – Pilot projects related to non-occupied systems						Co-developer	First-class business conditions	€687,459	€249,593
10 Dr Livingstone – New business in turbulent world						Lead developer	Superior business services	€279,181	€279,181
11 Scaling business on a digital platform						Lead developer	Superior business services	€50,000	€50,000
12 VAU/START+						Lead developer	Superior business services	€1,234,305	€492,800
13 UUPO – Renewable energy education infrastructure						Funded by	Impactful Invest in -services for municipalities	€2,272,172	- €
14 Digitalized test environments for robotic machines, vehicles, and drones						Funded by	Impactful Invest in -services for municipalities	€200,000	- €
15 BIOTUTO – Working together to boost recycled nutrients						Co-developer	Impactful Invest in -services for municipalities	€995,160	€195,426
16 Creative Triangle						Co-developer	First-class business conditions	€599,368	€81,343
17 New directions in housing						Co-developer	Impactful Invest in -services for municipalities	€736,493	€240,761
<b>Total project budget</b>								<b>€11,720,326</b>	<b>€3,555,367</b>

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