



LUXINNOVATION STRATEGY

2022-2025

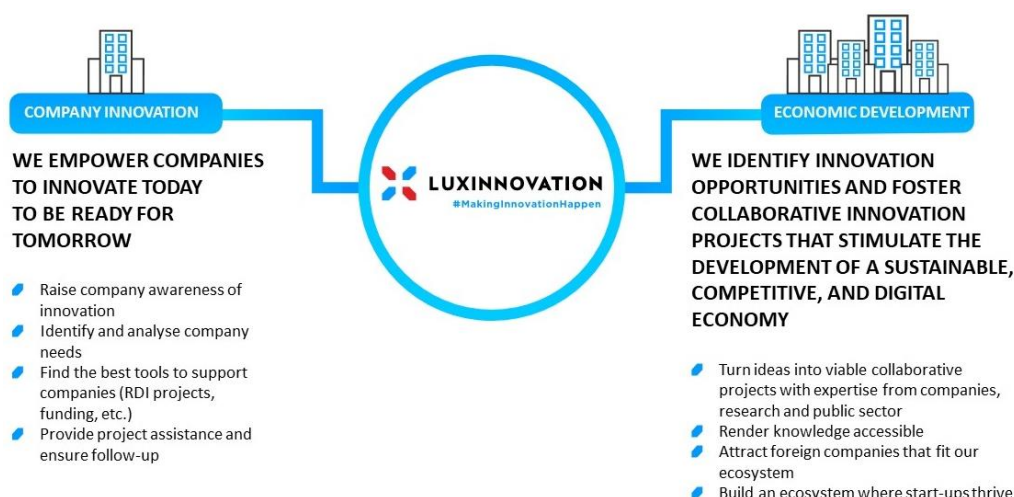
DIGEST

LUXINNOVATION STRATEGY 2022-2025

As Luxinnovation's 4th 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

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:

1. *at a company level: "We empower companies to innovate today to be ready for tomorrow"*
2. *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"*



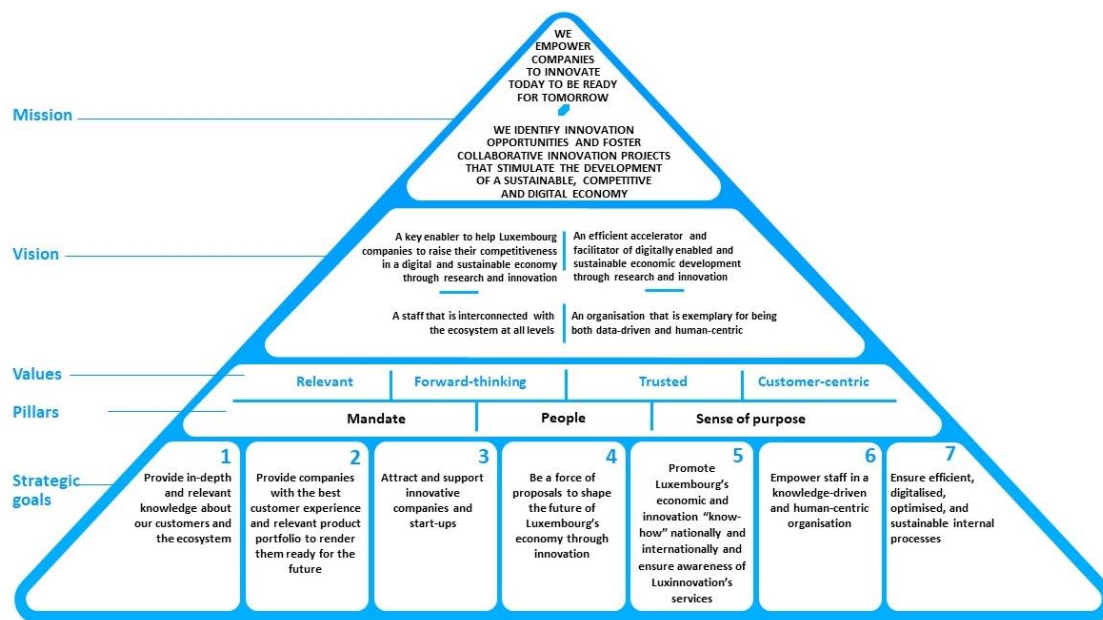
In line with our mission, we have laid out a vision for Luxinnovation in the form of 4 strategic priorities that we seek to achieve by 2025. Whereas the first two priorities are geared at the ecosystem which we serve – both at company and at macro-economic level-, the second set of priorities addresses 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:

1. A key enabler to help Luxembourg companies to raise their competitiveness in a digital and sustainable economy through research and innovation
2. An efficient accelerator and facilitator of digitally enabled and sustainable economic development through research and innovation
3. An organisation that is exemplary for being both data-driven and human-centric
4. 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:

1. Provide in-depth and relevant knowledge about our customers and the ecosystem
2. Provide companies with the best customer experience and relevant product portfolio to render them ready for the future
3. Attract and support innovative companies and start-ups
4. Be a force of proposals to shape the future of Luxembourg's economy through innovation
5. Promote Luxembourg's economic and innovation "know-how" nationally and internationally and ensure awareness of Luxinnovation's services
6. Empower staff in a knowledge-driven and human-centric organisation
7. 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.

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 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 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 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**

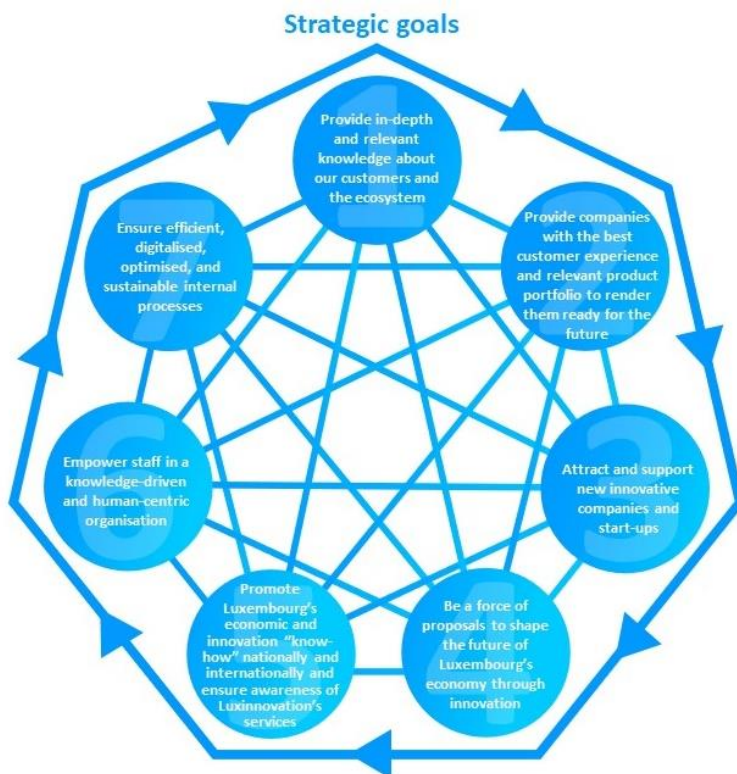
To provide innovation support services to companies that meet their needs and address the gaps and opportunities in the ecosystem, it is essential to analyse and comprehend current and future trends, and gain a comprehensive overview of the composition of our own companies and sectors, and the innovation 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.

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.

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.



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