

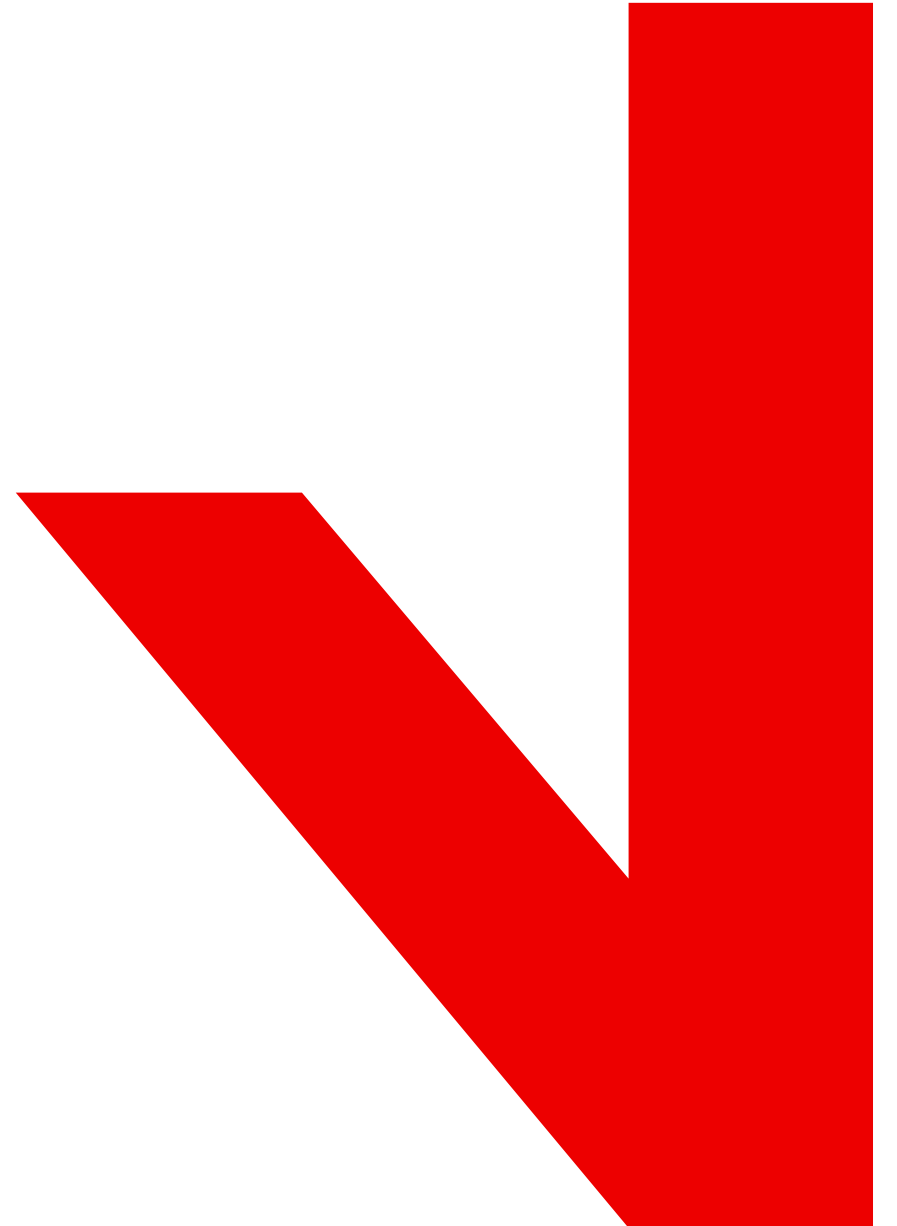
Our innovation framework and perspectives

Øyvind E. Haga

Manager Team Growth and Internationalization

Oslo, October 16 2025

Innovation Norway



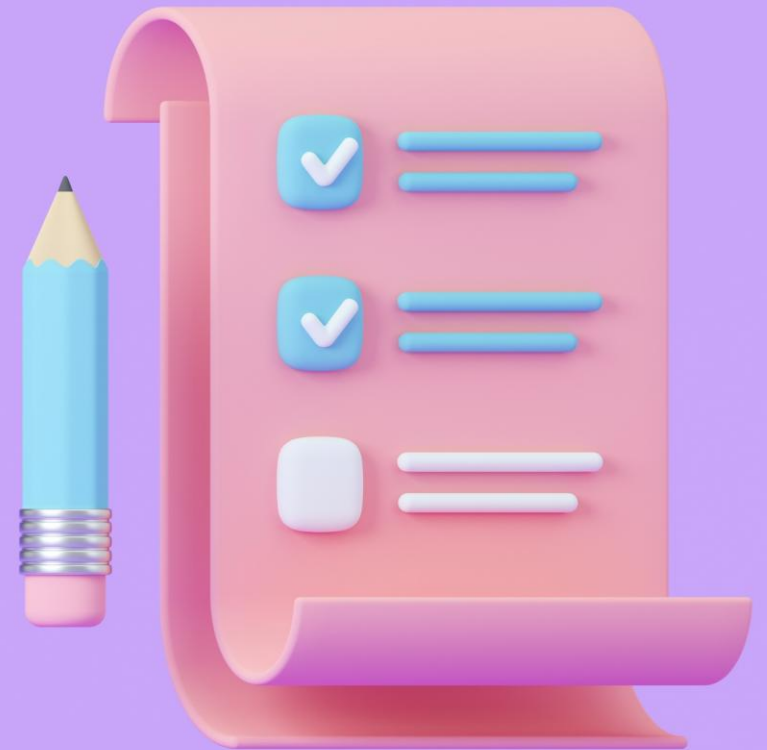
Topics

- 1 About Innovation Norway
- 2 Our innovation framework
- 3 Experiences from our customer work

Understanding the customer and market

Positioning

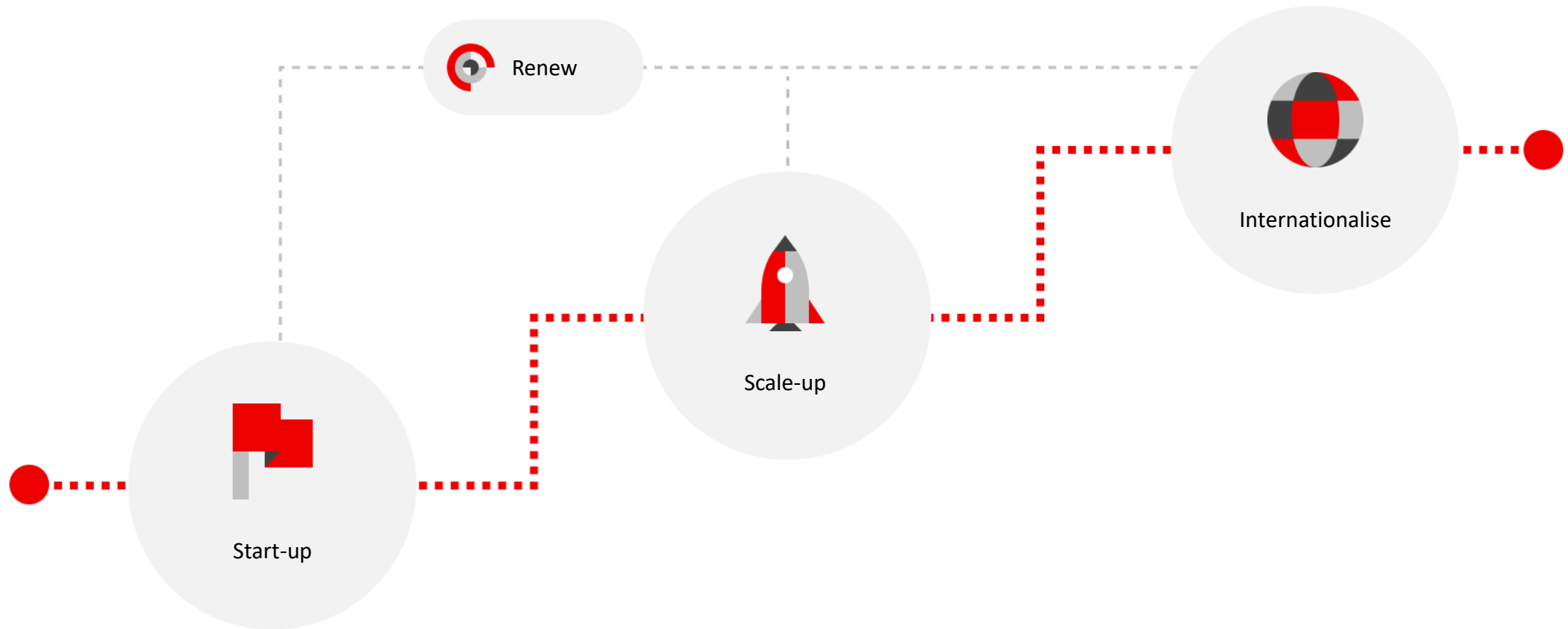
Building both technology and business



Short about Innovation Norway

Innovation Norway is the state's and county municipalities' instrument for realising value-creating business development throughout the country

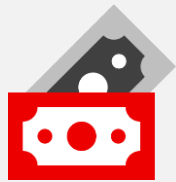
We follow the customers step by step



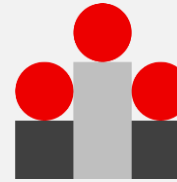
Competence



Capital

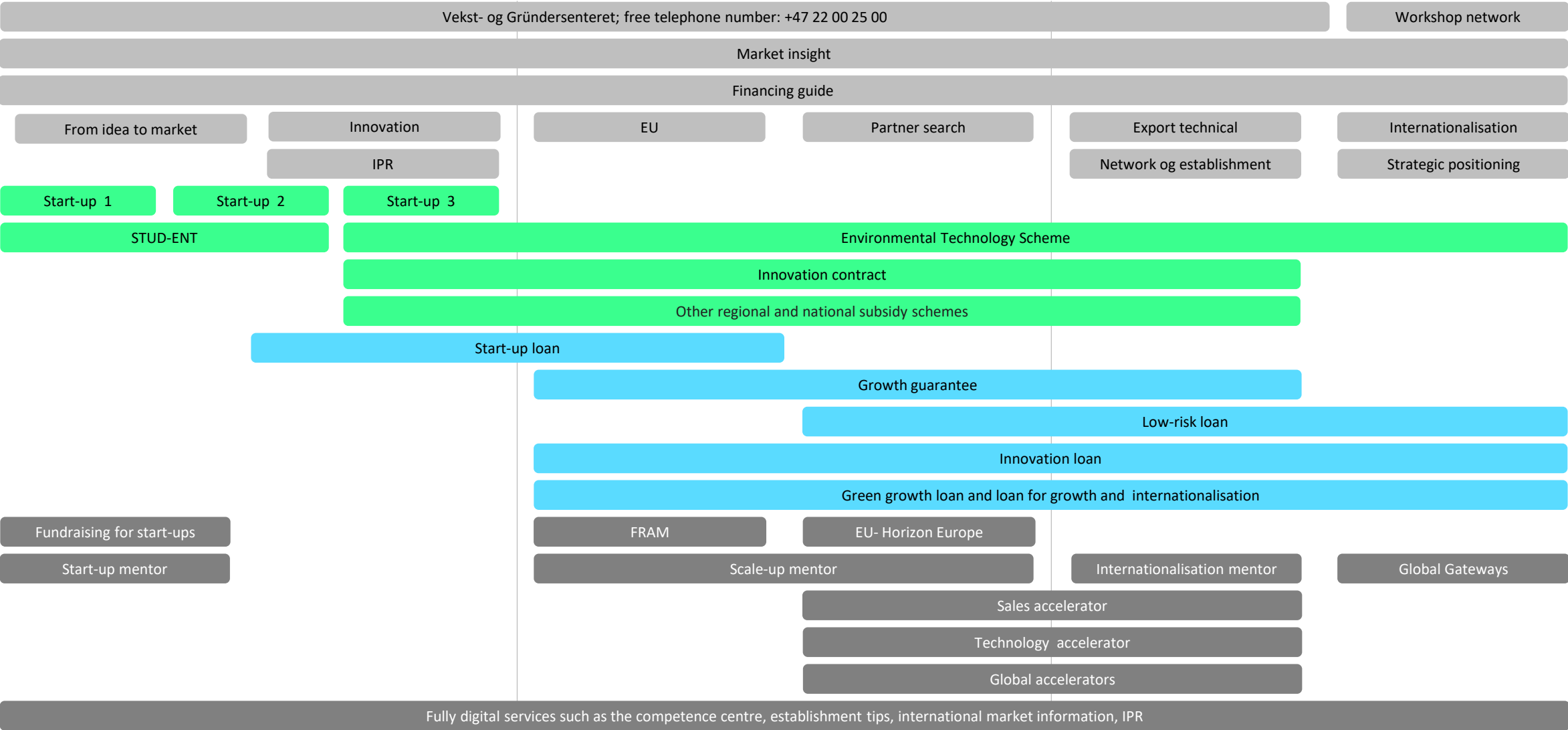


Network



Our services

■ Counselling ■ Grants ■ Loan ■ Competence programmes



Start-up

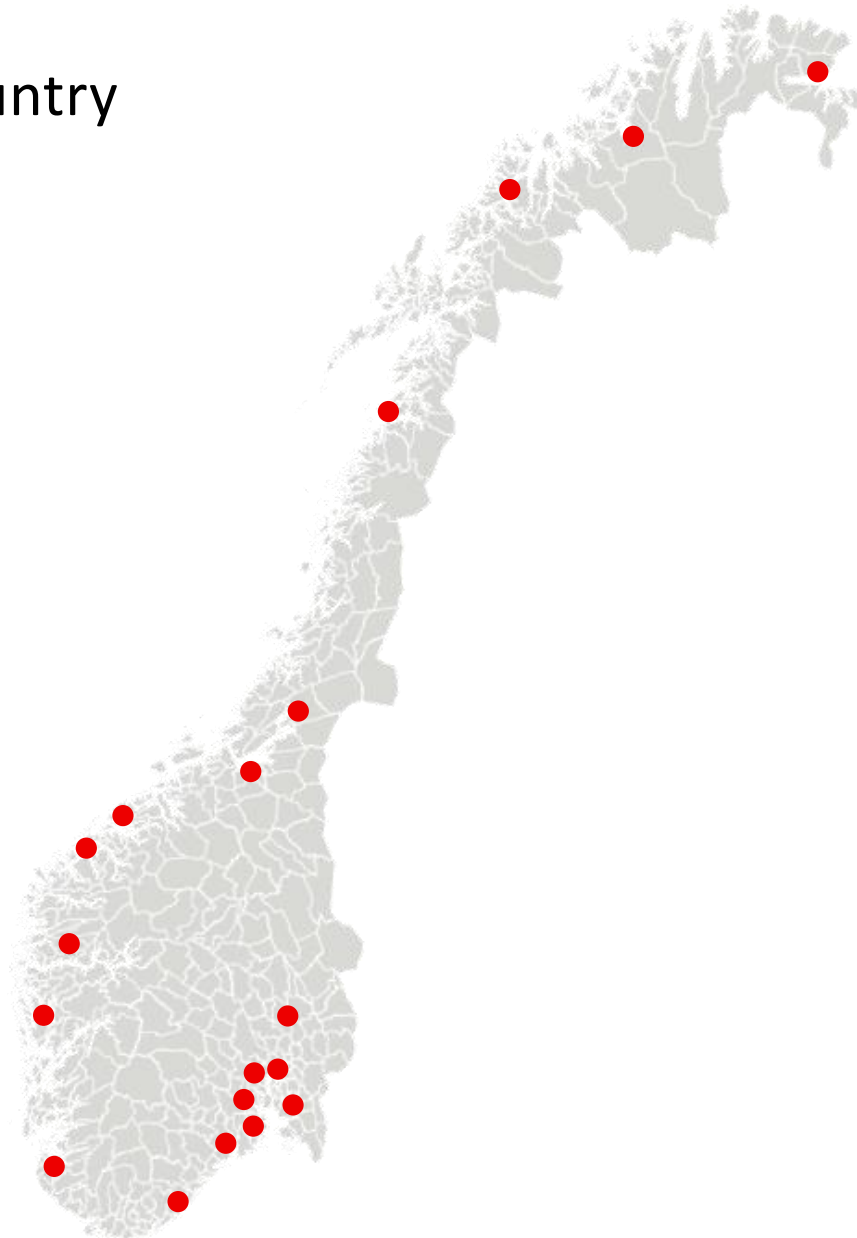


Scale-up



Internationalise

We have offices throughout the country



Agder - Grimstad
Innlandet - Brumunddal
Møre og Romsdal - Molde
Møre og Romsdal - Ålesund
Nordland - Bodø
Oslo Viken – Drammen
Oslo Viken - Oslo
Oslo Viken - Sarpsborg
Rogaland - Stavanger
Troms og Finnmark - Alta
Troms og Finnmark - Tromsø
Troms og Finnmark - Vadsø
Trøndelag - Steinkjer
Trøndelag - Trondheim
Vekst- og gründercenteret - Førde
Vestfold og Telemark - Porsgrunn
Vestland - Bergen
Vestland - Sogndal

Physically present across large parts of the world



- Belgium
- Brazil
- Bulgaria
- Canada
- Denmark
- United Arab Emirates
- France
- Greece
- India
- Italy
- Japan
- Kenya
- China - Beijing
- China - Shanghai
- Croatia
- Romania
- Singapore
- Spain
- Great Britain
- Sweden
- South Korea
- Germany - Hamburg
- Germany - Munich
- USA - Houston
- USA - New York
- USA - San Francisco
- USA – Washington, DC
- Vietnam

Our innovation framework

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

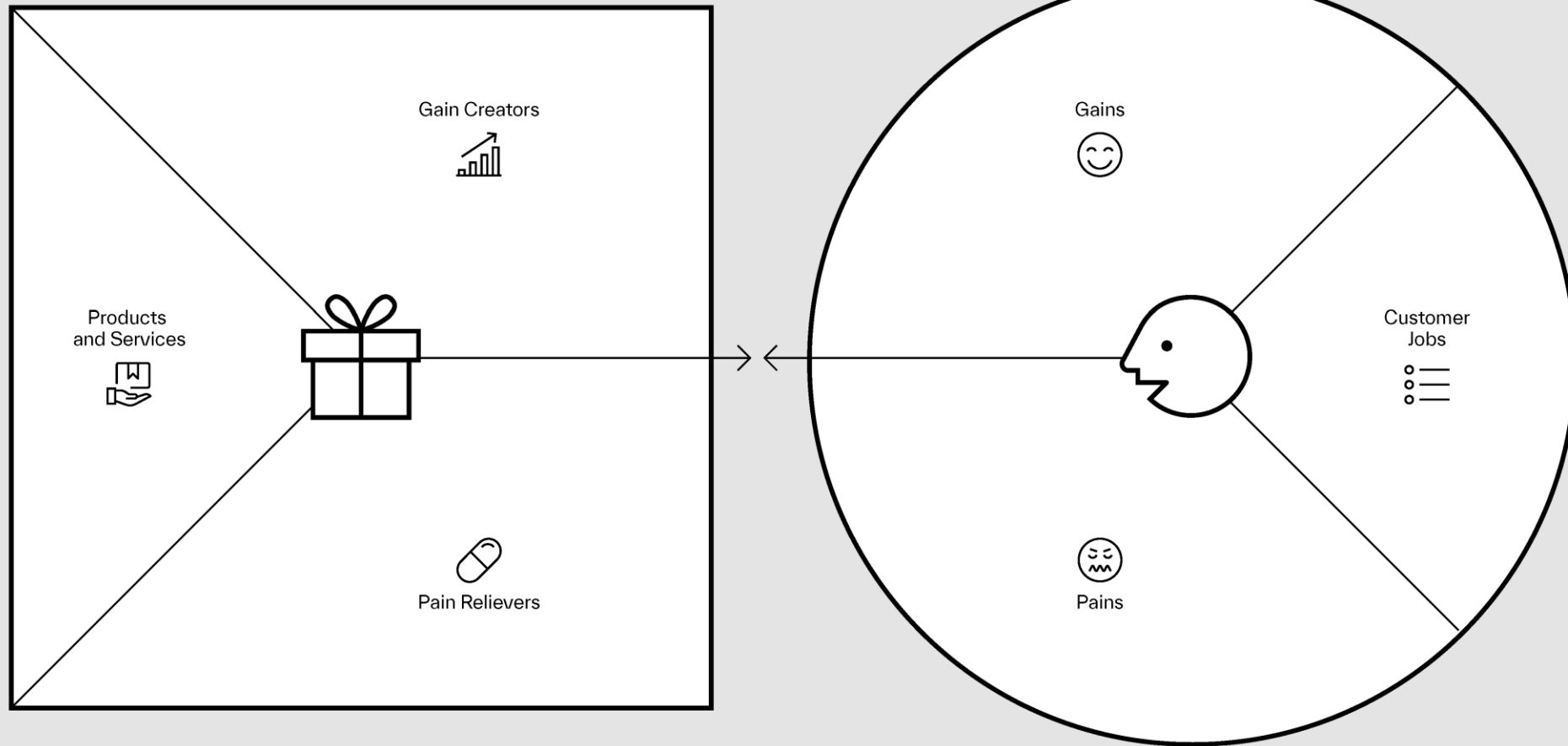
Key Partnerships 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 
	Key Resources 		Channels 	
Cost Structure 			Revenue Streams 	



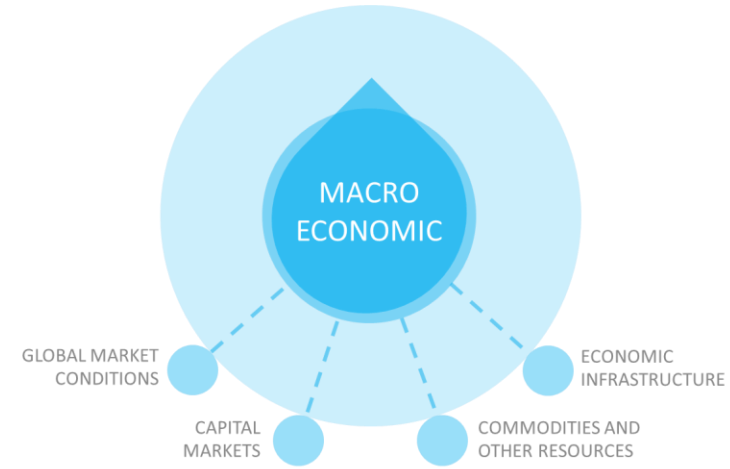
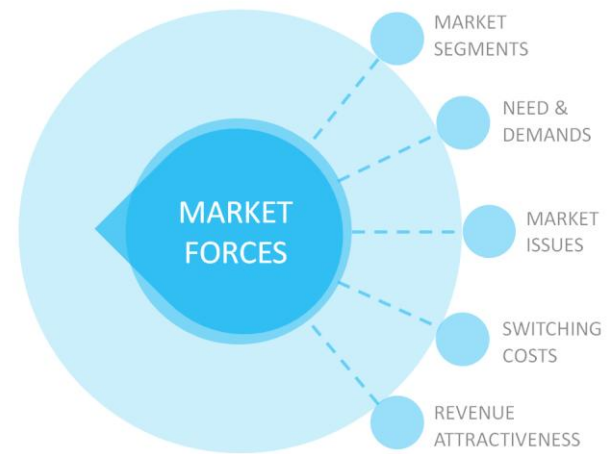
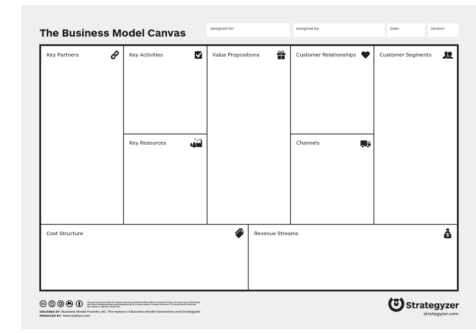
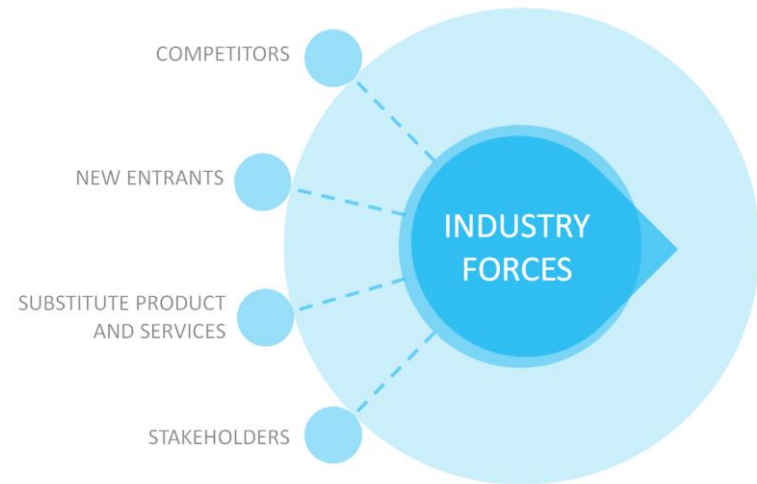
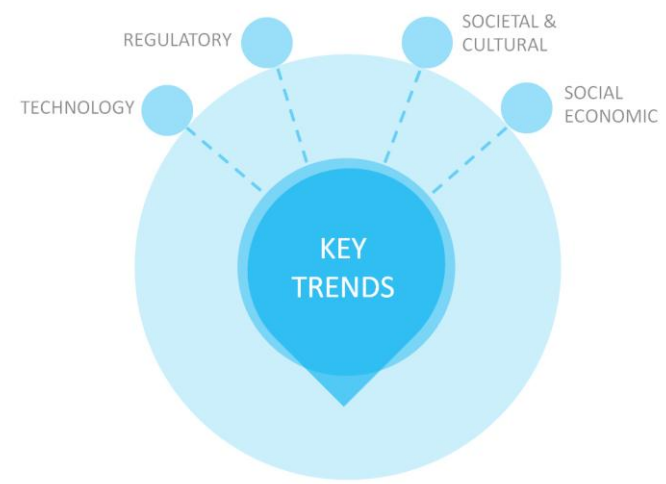
The Value Proposition Canvas

Value Proposition:

Customer Segment:



Business Model Environment

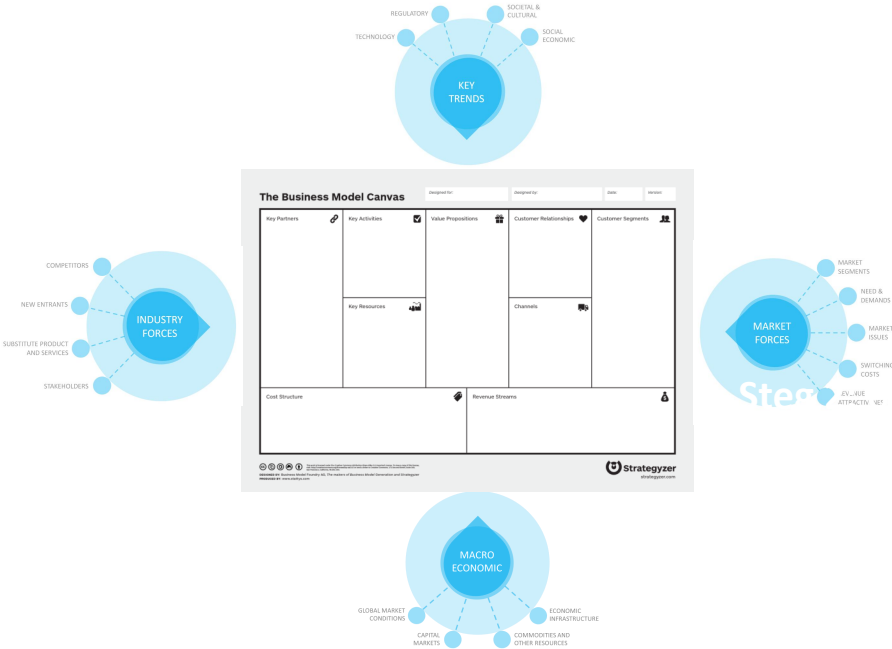
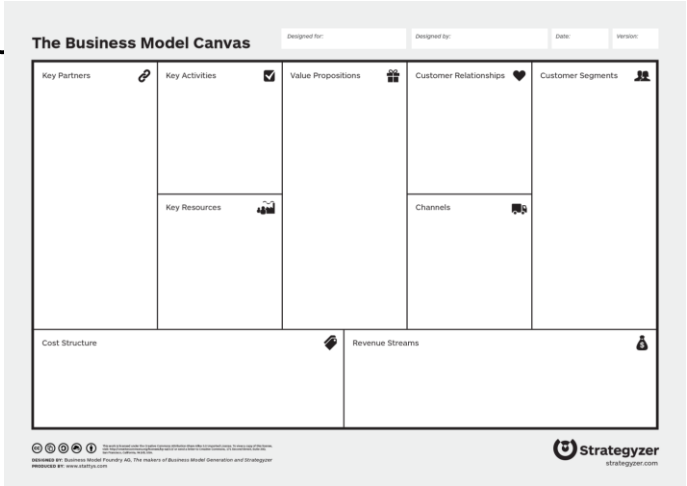


Entering new markets



New market – needs for adjustments?

Present business model



Experiences from our customer work

Customer insight



A typical Norwegian tech geek inventor with just another world class product!

How to reduce the perceived risk?



Customers/users often love the products...

«Almost there!!» 😊



... but as soon as you start talking about ordering ...



You have to make it «safe» for the customers to buy from you

Understanding the problem you are solving

- Is it a known problem?
- Is it a problem that might be expensive?
- Is it a dangerous problem?
- Are there environmental or sustainability issues?
- Have your customers actively sought for a solution to the problem?



Meeting “all” criteria

- **Absolute requirements**

Function, legal, specs etc

- **Informal requirements**

Customer preferences, earlier experiences, doing as everyone else etc.

- **Surrounding requirements**

Competitors, constellations, partners and cooperations, framework agreements etc.

- **Invisible requirements**

Personal preferences, culture, social connections etc.

Good product
+
Meeting all criterias
=
success

Positioning

The perception of Norway 2024

How is Norway doing in ranking brand recognition, nation branding and competitiveness?



Report to be found at www.businessnorway.com



From the report

Norway has a strong brand internationally

#3

Sustainability

#1

Democracy

#5

Life quality

#1

Freedom
of press

#4

aid

#2

Peace and security

#12

Norway retained its position in the Nation Brands Index, out of 50 countries

Source: Anholt Nation Brands Index 2024

#3

Norway was ranked 3rd in Governance in the Nation Brands Index, out of 50 countries

Source: Anholt Nation Brands Index 2024

↓6

Norway's ranking in Germany dropped six places in the Nation Brands Index

Source: Anholt Nation Brands Index 2024

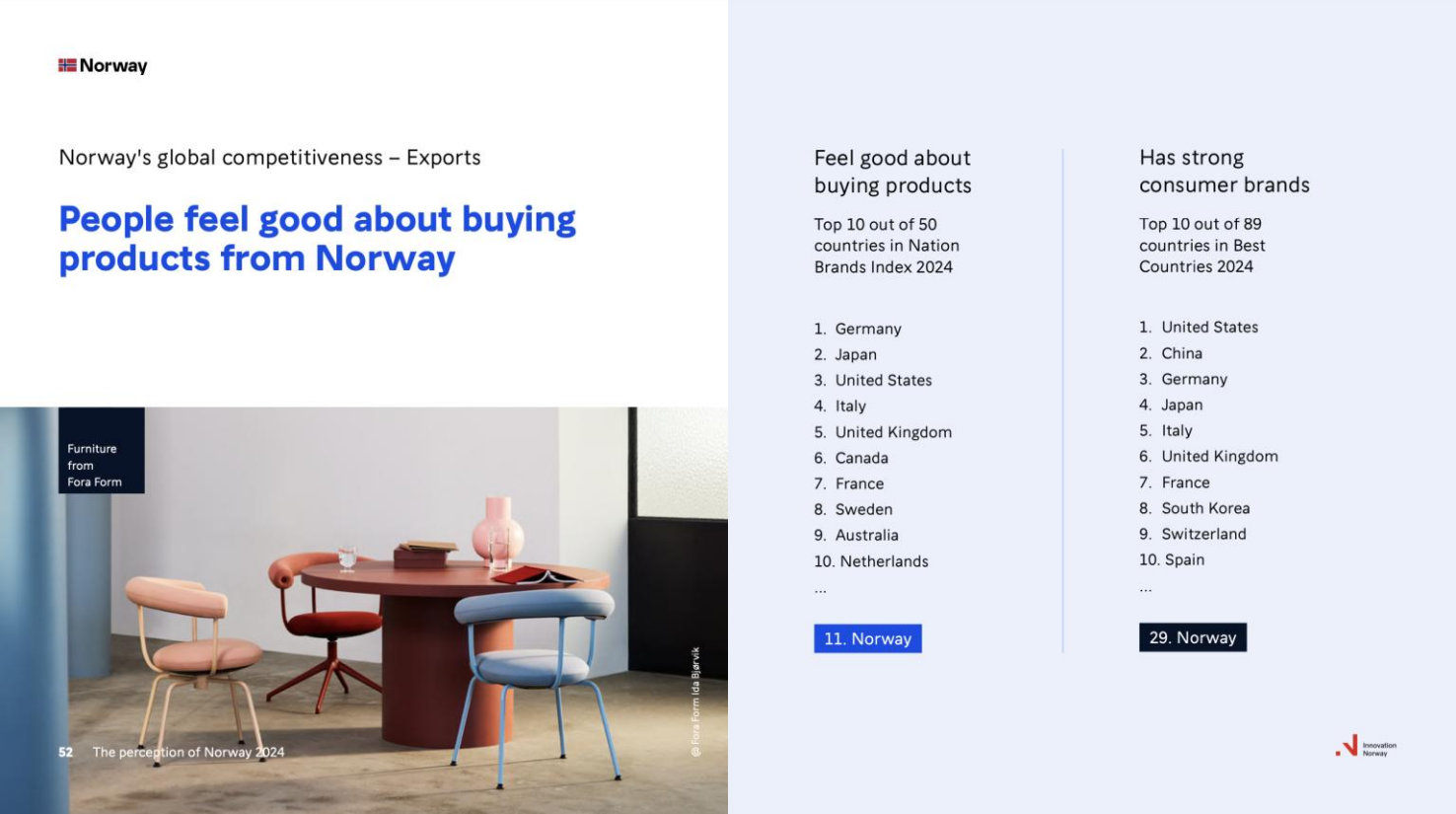
↑23

Norway's ranking in China climbed 23 places in the Nation Brands Index

Source: Anholt Nation Brands Index 2024

Examples from the report

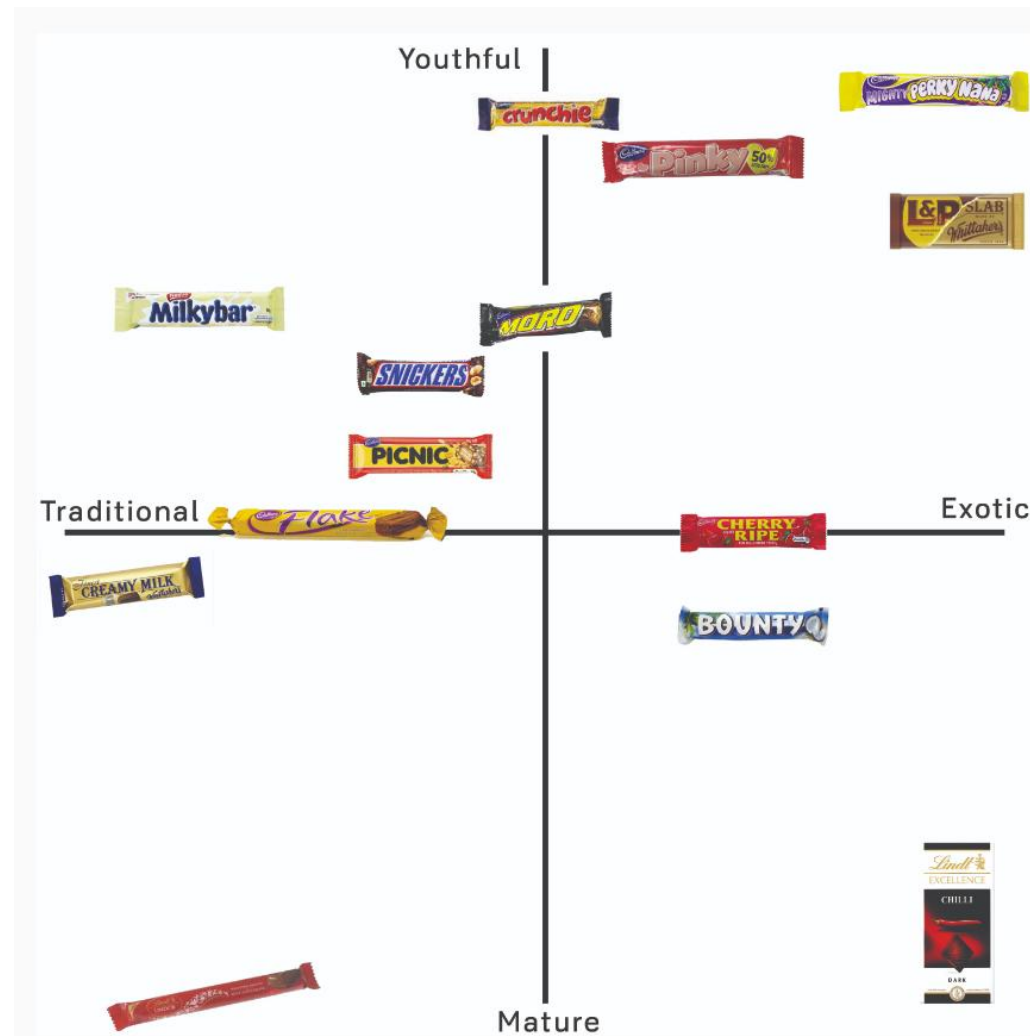
Norways global competitiveness



The market is already full of suppliers and products

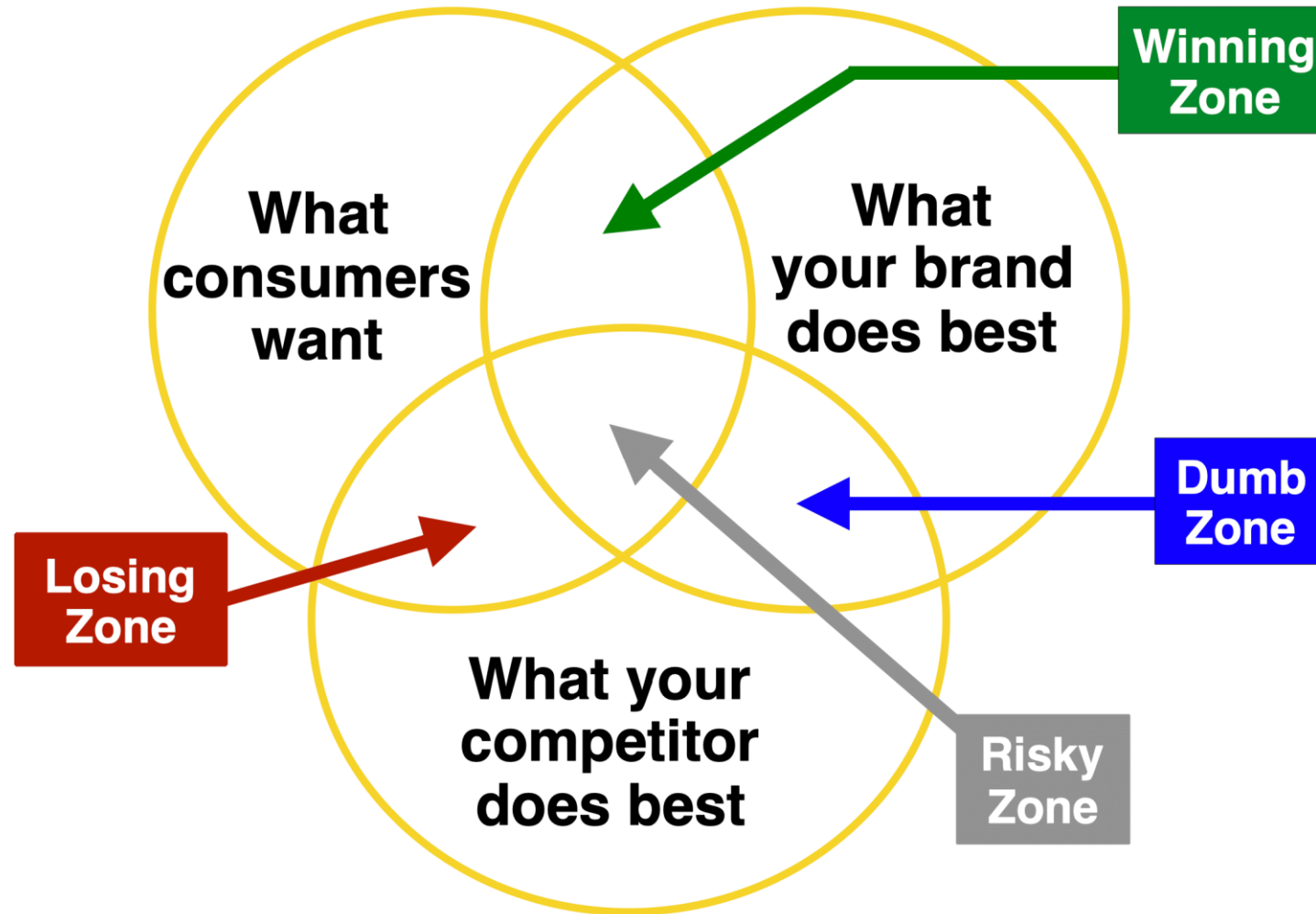


What does the market look like?

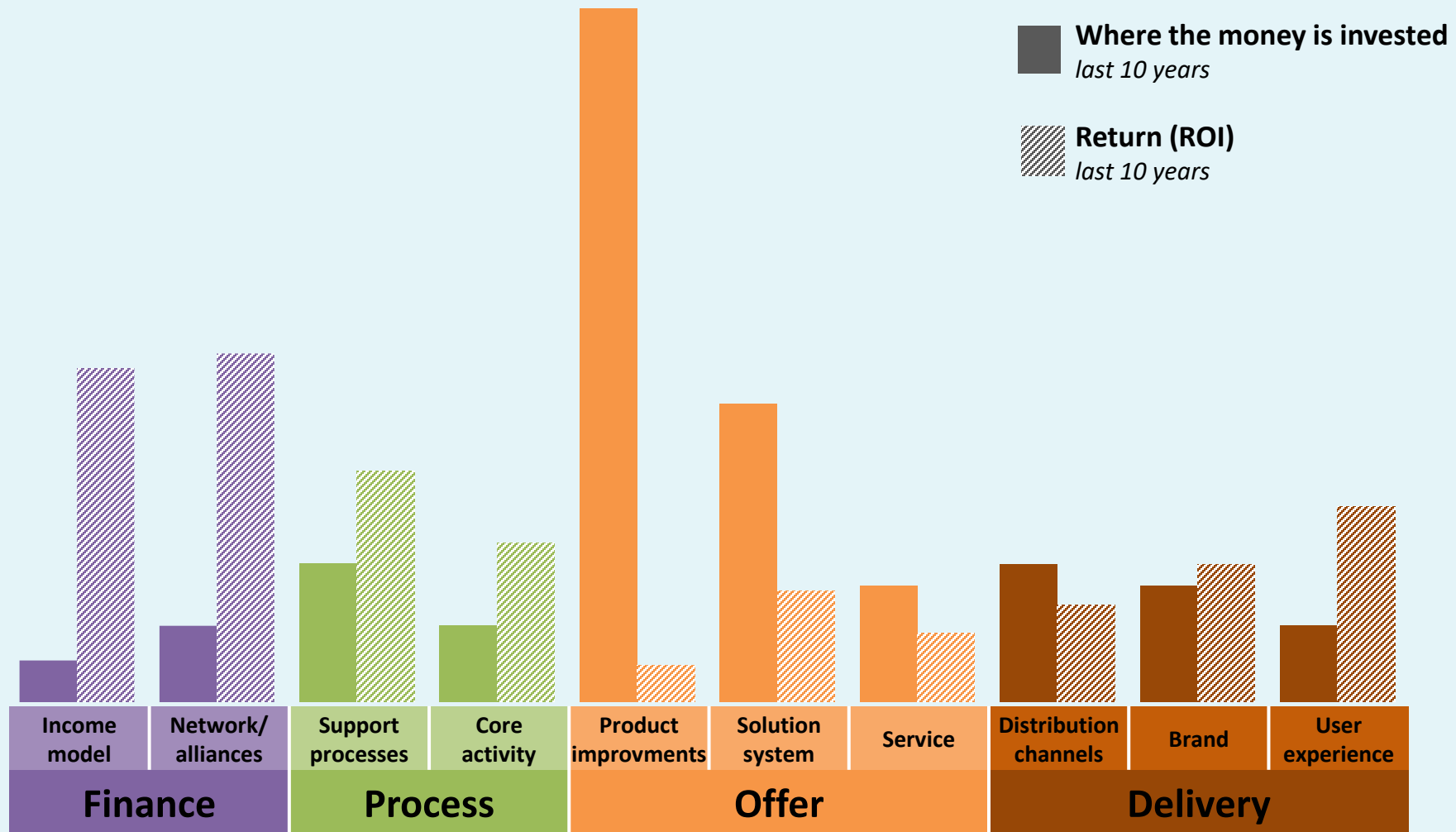


Switch — Eden Kleiman

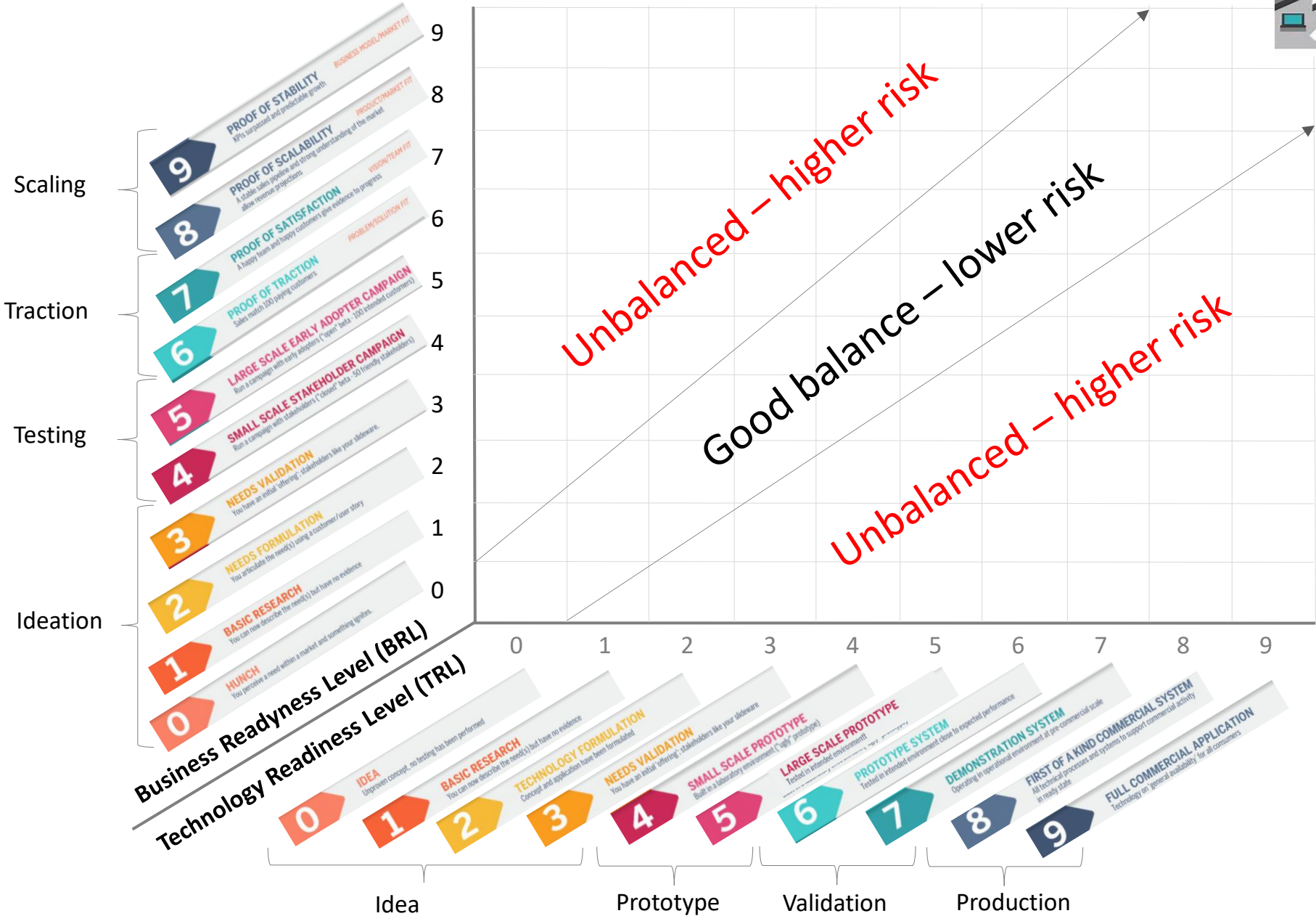
Positioning – what part of the market is of greatest interest to us?



Building both technology and business



EU's TRL / BRL map



Thank you for your attention!



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