

# STRATEGY

## 2025–2029



Unlocking the growth and development potential of tech companies!

# Background to the strategy and its starting points

Tehnopol Science and Business Park, or officially SA Tallinna Teaduspark Tehnopol, is the largest in the Baltics and is a centre of attraction for technology companies, offering them the highest quality advice on founding and developing their business and entering export markets, and providing them with modern office space that is suitable for a wide range of uses.

Tehnopol is a financially independent foundation that focuses on long-term sustainable success both as a business and as a part of society. The sources of revenue of the science park are rental income from real estate, revenue from sales of services, grants for international and domestic projects, and other revenues from sponsoring and co-financing projects.

The strategy covers the years 2025–2029. It is updated every year in response to changes in the economic climate, and the plans for it are refreshed constantly and complemented with a five-year outlook. The strategy is designed to meet the expectations of the founders of Tehnopol and contribute to the innovation strategy of Estonian research and development activities known as the TAIE 2021–2035 development programme.



# TAIE 2021-2035

This strategy contributes to two directions within the TAIE 2021–2035 development programme:

**Knowledge transfer** – Estonia's future will be built on scientific and innovative solutions and on developing a science and technology-intensive ecosystem.

The aim of the TAIE knowledge transfer programme is for Estonia to have 500 scientific startups developing deep-tech solutions by 2030. Startup Estonia has set a target of having 40 science and technology-intensive startups participating in various accelerators each year. Tehnopol's target is that 50% of those companies should have been part of the science park's accelerators each year.

The work done at Tehnopol supports the target in the Startup Estonia action plan for developing a science and technology-intensive startup ecosystem of increasing the number of companies using deep-tech to 75 by 2030. Tehnopol's goal is for 30 of them to have had support from the programmes and projects of the science park.

**The business environment** – the business environment in Estonia encourages entrepreneurialism and the creation and growth of science-intensive companies, the production and export of products and services with high levels of value added, and investment in all the regions of Estonia.

The target of the TAIE business environment programme is to have 1600 companies in Estonia by 2027 that have been operating for three years and have average turnover of more than 200,000 euros in those three years. The work done at Tehnopol contributes to this because around 25% of the companies that have participated in the accelerators of the science park have average turnover over three years of more than 200,000 euros.



# The expectations of the founders

The founders of Tehnopol are the Estonian state, the city of Tallinn, and Tallinn University of Technology (TalTech).



**Their expectations for the core activities of the science park are:**

## Scientific and technological cooperation

- ▶ The services and other activities of Tehnopol help science and technology-based startups to start growing and existing firms to develop further, and those services are shaped by scientific development, the needs of companies, and the state of the market.
- ▶ Tehnopol helps society to develop and become more international in its areas of focus, creating and supporting a network that involves universities, including TalTech, scientific institutions, the public sector and businesses.

## Real estate development

- ▶ Tehnopol works with its founders and with private capital to develop the campus of the science park into a modern centre of attraction for technology companies. The park is planned following modern principles of using space and the needs of its target groups, with priority given to allowing space for testing innovations. A long-term real estate development programme has been produced to meet the expectations of the owners, and an action plan for rolling it out in stages.

## Development and use of venture capital tools

- ▶ Tehnopol is developing a model for amplifying investment to ensure investment for the startup companies that are in the early stages of the programme, and the financial capacity of Tehnopol in the long term.
- ▶ Tehnopol is making it possible for companies to access private and public capital and helping raise awareness about investment in deep-tech.



# The expectations of the founders

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## The expectations of the founders for supporting activities are:

### Finance

- ▶ Tehnopol provides incubation, business development and real estate services for companies, and funds them with project financing or by providing services on a commercial basis.
- ▶ It is not the goal of Tehnopol to maximise profits. Income earned from successful operation is reinvested as needed either in providing services to address market blockages or in increasing the value of real estate, and so in increasing the value and sustainability of assets. Where possible, Tehnopol funds its activities, including real estate development, with public funds and private capital.

### Risk appetite

- ▶ Tehnopol accepts higher risks than the market standard for its activities and services, as it provides real estate, incubation and business development services to science and technology-based startups and growth or scale-up companies.
- ▶ Tehnopol manages its risks to ensure its economic activities remain transparent and to preserve its assets and the survival of the foundation.

### Governance

- ▶ Tehnopol bases its activities and organisational development on modern management practice and the principles of sustainability.
- ▶ Tehnopol is innovative, professional, efficient and open to cooperation in its core activities.

### Endowment fund

- ▶ Tehnopol preserves its endowment by using the funds available to it in a targeted, effective and efficient manner.



## Vision

Tehnopol is a place for technology companies to grow in an environment where no ambition is thought to be too high.



## Mission

We support world-changing innovation and technological entrepreneurship.



## Values

### INSPIRING

We believe that the right words at the right time, inspiring acts, and an encouraging environment magnify and release the potential of businesses. We are exactly as powerful as we believe we are!

### INNOVATIVE

We believe that an innovative approach creates new value and quality in the pursuit of goals. We look for ways to see and do our own work more efficiently, innovatively and sustainably!

### OPEN TO COOPERATION

We believe that by joining forces, we can go further and shape the Estonian business environment more effectively. Collaboration is at the heart of our efforts to achieve common goals.



# Strategic goals and metrics

## The strategic goals of Tehnopol:

The goal of Tehnopol is to develop world-changing innovation and technological enterprise by giving businesses in the initial and growth phases:

- ▶ **a highly tailored development programme** to accelerate growth at science and technology-based companies, with a focus on creating breakthrough solutions for the market;
- ▶ **expanded opportunities for raising financing**, including through the creation and management of early-stage venture capital funds together with partners from the public and private sectors;
- ▶ **wider access to global markets**, expanding international cooperation networks and programmes for entering target markets to distribute science-intensive solutions more broadly;
- ▶ **a physical and virtual environment** that supports innovation and brings together scientific institutions, businesses and support services in an entire ecosystem.

**Tehnopol's ambition** is that by the end of the strategy horizon, one of the clients of the science park will have achieved unicorn status, and Tehnopol will have become the most attractive centre of development for world-changing science and technology-based companies in the Baltic and Nordic regions.

Indicator	Baseline 2024	Target 2029
Number of science and technology-based companies participating in Tehnopol's programmes:	1300	1750
▶ of which, the number that meet the Startup Estonia definition of a deep-tech startup	46	145
▶ of which, the number that meet the Startup Estonia definition of a deep-tech scale-up	18	48
Cumulative funding received by Tehnopol from the European Union funds for supporting science and technology-based companies	28 M€	43 M€
Cumulative private and public capital intermediated by Tehnopol for supporting science and technology-based companies	94 M€	324 M€
▶ of which private capital	56 M€	195 M€
Number of startups that have attended the Tehnopol Startup Incubator accelerator and have turnover of more than €600,000 in three years	N/A*	100
Cumulative value of the Tehnopol Ventures Fund portfolio and the Tehnopol fund investments	800 000 €	6 000 000 €
Total rental floorspace of the Tehnopol campus	22 500 m2	26 000 m2
▶ of which space for science and technology-based companies	75%	77%
EBITA (financial leverage)	54 000 €	1 000 000 €

\* baseline figure to be added at the end of 2025



# Target and stakeholder groups

The main target group for Tehnopol is:

- ▶ rapidly developing science and technology-based companies in various stages of growth.

The secondary target group is:

- ▶ large corporations and institutions that are interested in innovation and development, and in working with startups from the Tehnopol network.

The stakeholder groups for Tehnopol are:

- ▶ the founders of the science park;
- ▶ local and international universities and scientific development institutions;
- ▶ the network of international science and business contacts;
- ▶ business support organisations, notably the Estonian Business and Innovation Agency (EIS), which includes Startup Estonia, the business support units of local governments, Sparkup Tartu Science Park, Estonian Research Council (ETAG), EstBAN and other investor associations, members of the International Association of Science Parks (IASP), the Enterprise Europe Network (EEN), and international organisations in specific sectors like EIT Health.



# The focus areas of Tehnopol and its services



Tehnopol builds its work around four strategic verticals and seven essential services. Each service and each focus area has separate strategic goals, performance indicators and coordinated goals. Separating out the targets like this means that new points of cooperation and synergy can be found between different departments and cross-sales of services can be increased, giving added value to the clients in the target groups and supporting science and technology-based companies at different stages of growth.

### The services provided by Tehnopol are:

- ▶ prototyping;
- ▶ accelerators, with the initial, main, special and continuation programmes;
- ▶ the Tehnopol Ventures Fund;
- ▶ consultation for scale-up companies;
- ▶ consultation for large corporations;
- ▶ international consulting;
- ▶ real estate rental.

The Head of the Tehnopol Startup Incubator is responsible for prototyping, the accelerator and the Tehnopol Ventures Fund. The Business Service Manager is responsible for advising scale-up companies and large corporations and developing international consultation services. The Head of Real Estate is responsible for managing and developing the real estate rental service.

### The focus areas are:

- ▶ Health technologies;
- ▶ Dual-use and defence technologies;
- ▶ Artificial intelligence (AI);
- ▶ Digital technologies in all areas of life, such as the smart city, the circular economy, film and multimedia, and cyber security.

Tehnopol centres all the focus areas around bringing science and technology companies to the market and supporting them in their growth. The new strategy horizon will see all the focus areas put additional efforts into developing the action plan for the deep-tech startup ecosystem in Estonia, working more with universities and joining or launching shared projects that will make it possible to achieve the targets.

The Tehnopol focus areas run across the different services. The focus areas are overseen by the Head of HealthTech, the Head of Dual-use and Defence Technologies, Head of AI, and the Head of Digital Technologies. They develop their areas and make them more international by taking an active part

in international networks and finding opportunities for new cooperation projects.

Providing services and developing the focus areas is heavily dependent on project-based funding in the Tehnopol model. Tehnopol joins and launches international cooperation projects, using the European Union framework programmes above all, but also Estonian domestic funds. The criteria for

### Tehnopol to launch or join a project are:

- ▶ the project must directly support the development of a Tehnopol focus area and allow key services to be provided to science and technology-based companies;
- ▶ the project is profitable or has a substantial indirect benefit for the Estonian economy and is in line with ESG principles;
- ▶ the project allows new services to be launched that will deliver large additional value to science and technology-based companies.



# Prototyping



Tehnopool helps the creation of prototypes of technological ideas in Estonia through the Prototron Fund, which was set up in cooperation with TalTech and Swedbank. Prototron is Estonia's first fund for prototypes of smart ideas and runs two cohorts a year, with each receiving around 200 applications to participate. The fund offers foundational training to 40 of the teams that qualify, while the 20 best can also attend a mentor day and the top 10 are given training in pitching and can present at a demo day. Funding of 35,000 euros is given to three or four companies each season.

## Strategic goals:

- ▶ to make Prototron more influential in promoting startups in Estonia using private and public sources of funding;
- ▶ to increase the international reach of Prototron and so promote Estonian startups;
- ▶ to support the strategic ambitions of new businesses.





# Acceleration



Tehnopol supports early-stage technology-agnostic startup companies with a 6+6-month accelerator programme of professional support for entering the market and raising first-round investment. There are two cohorts a year, and each receives some 150 applications to join the accelerator. A maximum of 10 companies can join the programme and entry to the programme is in exchange for a 2% equity stake. There are also special accelerators for the focus areas that use project-based funding.

## Strategic goals:

- ▶ to ensure that the startup companies that go through the accelerator are viable;
- ▶ to run at least one special programme in the accelerator for each focus area, in which startups can participate in exchange for an equity stake;
- ▶ to work with researchers from TalTech as their preferred partner in creating and developing spin-off companies and giving support for deep-tech startup enterprises;
- ▶ to cover the running costs of the main accelerator from the revenues earned from realising the Tehnopol Ventures options by 2029.



# Tehnopol Ventures Fund



Tehnopol is setting up the Tehnopol Ventures Fund in 2025 as a pre-seed venture capital fund for startup companies that have gone through the accelerator of the science park. The fund will amplify the growth and development of startup companies and make the accelerator more competitive. This will help maintain the sustainability of the services provided. The science park will invest 6-10% of the volume of the fund.

## Strategic goals:

- ▶ to find a manager and operating model for the trust fund in 2025 and lay all the necessary legal foundations;
- ▶ to use the venture capital fund to make the Tehnopol accelerator more attractive and viable, and so raise the quality of the flow of startups;
- ▶ to magnify the success of startups in the focus areas of deep-tech, dual-use technology, AI, cyber security, and healthtech;
- ▶ to raise 30-50% of the volume of the fund from SmartCap.





# Advising scale-up companies



Tehnopol offers personalised services to support scale-up companies that have annual turnover of 100,000 euros or that have attracted pre-seed private or public investment, and that work with technology in the focus areas. The services provided to the companies depend on their capacity and come in three phases, which are participation in membership of the vertical community of science and technology-based companies through basic services; consulting about growth through premium events and 1-1 mentoring or project participation; or a sprint for growth to achieve the ambitions of the company.

## Strategic goals:

- ▶ to have 50% of Estonian deep-tech scale-up companies in the Tehnopol focus areas growing with support from Tehnopol;
- ▶ to create 200 million euros of value of new export turnover through growth services;
- ▶ to raise 200 million euros of private and public capital for investment in expanding scale-up companies.



# Advising large corporations



Tehnopol helps to grow the research and development capacity and investment of large organisations in Estonia. Services are provided to the organisations in three stages, which are the basic events of the innovation leaders club; premium events and 1-1 mentoring through innovation strategy consulting; and innovation sprint strategy rollout for achieving the ambitions of large organisations.

## Strategic goals:

- ▶ to become the biggest organisation in Estonia bringing together large companies, with more than 40 large innovative Estonian organisations as members;
- ▶ to increase the investment in research and development of members of the community from 3% of turnover in 2024 to 4% in 2029;
- ▶ to raise the number of large Estonian organisations using Tehnopol's premium services from four in 2024 to 10 in 2029;
- ▶ to raise the number of innovation sprints by large organisations from two in 2024 to four in 2029;
- ▶ to increase the direct revenue received from clients to 150,000 euros in 2025 and 320,000 euros in 2029.





# International consulting

Tehnopol advises government and public sector support organisations on their programmes to promote innovation and business in Europe and in third countries, by providing the skills of the science park in consulting services and so developing sales of services at an international level.

## Strategic goals:

- ▶ to serve one or two consultation contracts a year with direct revenues of 100,000 euros a year;
- ▶ to carry out one consultation-focused, publicly funded project of 200,000 euros a year.





# Commercial real estate



Tehnopol provides rental services for commercial real estate with flexible conditions for science and technology-based companies at different stages of development, and the services are both commercially profitable and also sustainable. The commercial real estate development and improvement of the physical environment is done in line with the principles of green real estate development and environmentally friendly innovation that are described in the Tehnopol ESG principles. Tehnopol's portfolio of property to rent contains 22,500 m<sup>2</sup> of property, 75% of which is occupied by companies from the target group.

## Strategic goals:

- ▶ to maintain the sustainability of the property through maintenance of the buildings and by extending their usable lives, keeping the EBITDA level of the real estate at least at 750,000 euros a year;
- ▶ to add 4500 m<sup>2</sup> of new rental space to the real estate portfolio, including special-purpose and innovative spaces that meet the needs of science and technology-based companies and diversify the property on offer, and to reinvest in real estate development for this purpose at least 25–50% of the profit earned from real estate, increasing year by year;
- ▶ to increase the rental income from real estate to 3.9 million euros by 2029;
- ▶ to increase the number of science and technology-based companies that are long-term clients on the campus by 15% by 2029;
- ▶ to make a long-term development plan for the Tehnopol campus covering 10-15 years and allowing for the capacity of Tehnopol, in order to ensure the development of the campus and the sustainability and environmentally friendly development of existing real estate. A five-year action plan will be based on the long-term plan.

# Health technologies



Tehnopol is developing the largest health technology ecosystem in the Baltics and promoting a neutral and sustainable community based on healthcare skills. Companies can get advice on exporting, raising capital, social development projects, initial piloting, and policy-making. The Tehnopol science park, alongside other European leaders, is a key partner for European Union external funding projects in healthcare.

## Strategic goals:

- ▶ to maintain a position as market leader and contribute to the development of the ecosystem, promoting cooperation between the public and private sectors and growth in healthcare;
- ▶ to create a network of leaders in clinical innovation from public and private hospitals, practices and clinics, to serve as an incubator and the first stop for startups looking for opportunities to collaborate, and to promote growth in the community;
- ▶ to provide support to improve the reliability of solutions developed in Estonia and attract foreign investment to Estonia;
- ▶ to build opportunities by 2029 for strategic partnership with countries that are leaders in the field including Finland, Sweden, Norway, Denmark, Germany, the USA, the UK, Canada and Singapore, and so support exports, cooperation and foreign investment, including from EU funds;
- ▶ to advance cooperation in research and development between the best scientific institutes in Estonia and to test and pilot solutions.



# Dual-use and defence technologies



Tehnopol is a powerful centre of competence that helps deep-tech startups in the civilian sector to grow using a dual-use business strategy that can prove the military use of their products and help them enter the defence market. The science park advises defence companies on exporting, raising investment, and setting up joint development projects.

## Strategic goals:

- ▶ to find and support technologies developed in the civilian sector that can be adapted to meet critical challenges in defence and security;
- ▶ to work with researchers from TalTech and with the testing centre to create a strong platform for developing and testing technology and a flow of startups working with it;
- ▶ to set up a deep-tech development programme that can support the emergence, growth and development of startups working on dual-use and defence technology;
- ▶ to help up to 20 startups working on dual-use and defence technology to develop each year through the NATO DIANA programme;
- ▶ to contribute to national defence and security and promote cooperation with the other NATO DIANA business incubators and with other organisations in the Nordic and Baltic countries that support enterprises in dual-use and defence technology.



# Artificial intelligence (AI)



Tehnopol supports the use of AI by companies in all the stages of development from startups through scale-ups to large corporations. The science park is the main partner in Estonia promoting AI in enterprise. The support from Tehnopol is intended to bring innovative products and services using AI to the market and help companies develop their processes and use AI to become more effective and competitive. Various innovation services using AI are offered to Estonian companies in cooperation with the AI & Robotics Estonia hub (AIRE).

## Strategic goals:

- ▶ to be the main development partner and promoter of international relations for AI in Estonia, and the contact point for international projects. To collect and distribute the additional resources needed by companies, including knowledge and support for developing products and processes using AI;
- ▶ to become the centre of competence for applied AI in Estonia, and support the introduction of artificial intelligence in the private sector in Estonia by providing a platform for cooperation and innovation;
- ▶ to help companies in the AI network with the latest trends in development, knowledge breakthroughs, strategic funding, testing opportunities, and contacts;
- ▶ to enhance the AI skills of the other focus areas at Tehnopol.



# Digital technologies for every area of life



Tehnopol supports the introduction of innovative digital solutions in areas that the science park considers strategically important. The focus during the strategy horizon is on the smart city, the circular economy, film and multimedia, and cyber security. Tehnopol advises companies on introducing digital solutions at every stage of development, helping them bring new products and services to market or develop innovative technologies to become more competitive. Its experience and knowledge makes Tehnopol a strong partner that can help create synergy between different parties.

## Strategic goals:

- ▶ to integrate companies offering digital solutions into an ecosystem with the most important organisations from the private and public sectors to steer the direction of development;
- ▶ to be a strategic partner and developer for digital solutions, helping bring new technology to the market and encouraging collaboration;
- ▶ to bring together various experts in strategic development trends in digital solutions from Estonia and from abroad;
- ▶ to develop new strategic partnerships and apply for external funding from within the EU and more widely.



# The key capacities and conditions needed for Tehnopol to achieve its ambitions

Executing the Tehnopol strategy for 2025–2029 will need dedicated employees, a good network for cooperation, and a strong brand within Estonia and internationally.



# People and the organisation

It is a strategic goal of the science park to build an independent and capable team that is directed and inspired by the leadership of Tehnopol. The aim is to design a good working environment where people remain highly committed and feel that they are valued.

The organisation needs to be adaptable, efficient and flexible to cope with the changing external environment. The main points of focus during the strategy horizon are consequently developing talent, promoting an organisational culture built on values, and ongoing improvement and shaping of a management culture in line with ESG principles.

The principle behind retaining and hiring staff is that the people working at the science park have appropriate attitudes and ways of thinking, are independent, follow the values of the organisation, and want to grow and develop together with Tehnopol. Tehnopol supports its people in their development and makes it possible for them to work with various international projects.

Although it is small, Tehnopol has a large influence, as each employee can do meaningful

work that supports innovation and world-changing technologies. All of the team members without exception are brand ambassadors for Tehnopol.

Successful management gives the organisation confidence that every employee has clearly defined targets, they are monitored and supported by the management, and their results are recognised and rewarded.

Tehnopol brings the heads of departments and the representatives of focus areas into the management as this allows a broader base for solutions and allows talent to be part of management decisions and gain experience of management. Transparent and responsible standards of management are applied through agreed processes, modern tools and practices, and ethical principles of equality.

Tehnopol employed 42 people at the start of 2025, but by the end of 2029 the number of staff could rise to 55. It is important for Tehnopol to maintain its reputation as an attractive employer throughout the strategy horizon in order to attract new talent.



# Cooperation through networks

Tehnopol is a small organisation with a large client portfolio and large impact, and so achieving its targets is critically dependent on cooperation in various networks and with partners in Estonia and abroad. Tehnopol bases its choice of partners on the principles of equality, ethics and social impact that are set out in its ESG principles. The main strategic networks for Tehnopol are:

- ▶ the skills network: an international network of mentors for the focus areas that brings together top practitioners who can support knowledge-based companies in every phase of their development;
- ▶ the network shaping the Estonian business environment: leaders of local enterprise policy and support organisations that work together to grow and support science-intensive companies working in technology, and that include TalTech, the University of Tartu, the Tartu Science Park, EIS, the Estonian Ministry of Economic Affairs and Communication, the Ministry of Education and Research, Startup Estonia, ETAG, EstBAN, EstVCA and private accelerators;
- ▶ the international network: international partners like IASP, EEN, EIT, EDIH that help provide high-quality support services for companies in the focus areas and develop new models for cooperation, projects and programmes to support companies in their ambitions to grow.

There were more than 150 mentors working in the Tehnopol mentor network at the end of 2024, of whom around 80% are leading practitioners from Estonia. Keeping and recognising professional mentors is an important part of the Tehnopol ecosystem. More attention will need to be focused during the strategy horizon on expanding the international mentor network to support the science park in its ambitions to grow.

As a member of the network shaping the Estonian business environment, Tehnopol maintains a constant dialogue with other members and works systematically with providers of similar services or services that can add further value, and leads or supports new initiatives, programmes and services promoting enterprise for science-based companies.

Tehnopol is developing its network of partners for international cooperation to give additional value to companies by improving access to export markets and capital. It is also creating international networks that can launch new programmes and projects for accessing public capital and giving companies additional value and opportunities for growth.





# Strengthening the Tehnopol brand

To achieve its strategic targets, Tehnopol must be preferred by its target group as a partner for supporting commercial ambitions in Estonia and internationally.

The main goals of marketing and communications during the strategy horizon are to maintain awareness of Tehnopol and its products and brands, create agreed connections between brands, and ensure that commercial goals are achieved with a sufficient flow of high-quality science and technology-based companies with the right profile. It is equally important to support the wish of clients in the focus areas to move from the services that support one stage of the company to the services for the next, and to encourage them to choose the Tehnopol campus as the physical base for their company.

Clients have an important role to play in creating communication. Channels with a large following are an important communication platform for startup technology companies, while successful alumni or those with an exciting path of development can play an important role in Tehnopol's marketing communications.

The biggest challenge for marketing during the strategy horizon is to position Tehnopol as a physical hub for technology companies and as a leading expert in the field that can offer high-quality international consulting services and has a network of international experts in the focus areas.

Well-designed and effective marketing is used to increase the visibility and reach of Tehnopol, with modern marketing and automation tools that can increase the number of high-quality followers with the right profile in the communication channels of the science park, and apply the principles of integrated marketing communication.

A substantial part of all of the marketing and communications work goes on communication

around projects, and so services and focus areas are both deliberately boosted through that work to present opportunities and advantages for supporting development to companies within the target groups and to other sectoral stakeholders.

The success of Tehnopol's work can be measured primarily through the success of the companies that take part in the various programmes run by the science park. For this reason, there is deliberate investment in creating and maintaining Tehnopol's position in the focus areas and across its services.



# The DNA of Tehnopol's success



Tehnopol is helped in achieving its ambitions and goals by its wide-range of strengths and skills that have evolved through years of constant work and development across the organisation. These key factors are deeply embedded within the DNA of the organisation and make a solid platform for successfully executing the strategy. They are:

- ▶ the Tehnopol brand, which is known in the Estonian market as a leader in innovation and in the startup community;
- ▶ a powerful accelerator programme and the capacity to set up high-quality special accelerators for cyber security, AI or dual-use technology;
- ▶ a broad ranging and strong network of mentors, some of them foreign, and a network of investors that believe in the companies that have attended the Tehnopol accelerator;
- ▶ close international partnerships and the capacity for cooperation with various Estonian and international organisations;
- ▶ the ability to launch and carry through international projects;
- ▶ the largest community of innovative large companies, with a structured form for interaction;
- ▶ flexible solutions for commercial real estate clients, including competitive rental conditions and prices that allow startups and other companies to adapt to their changing needs;
- ▶ real estate properties in good condition that ensure a stable cash flow;
- ▶ an independent and capable team who believe in the potential of Tehnopol.

Photo: Mailis Vahenurm



# Summary

The Tehnopol strategy presents the events, targets and activities planned for 2025–2029 to support the science park in achieving its ambitions. The strategy sets out a clear framework of activities for how Tehnopol as the largest science park in the Baltics and a centre of attraction for technology companies can use its activities to develop and support innovation and world-changing technology enterprise in Estonia and internationally.

Tehnopol's vision is to prove itself as a place for technology companies to grow in an environment where no ambition is thought to be too high. The strategy is built on the expectations of the founders of Tehnopol and contributes to the innovation strategy of Estonian research and development activities known as the TAIE 2021–2035 development programme.

The strategy focuses on achieving its goals through the internal services and focus areas of the science park, which work in synergy to create strong differentiation and a competitive advantage in the market and offer greater added value to customers from the target group across growth phases. Being able to offer coherent and comprehensive services and cross sell proactively makes Tehnopol an organisation that is seen to be influential in promoting enterprise in Estonia.

The main target groups of the organisation are science and technology-based startup and scale-up companies that operate in the focus areas of the science park. Those focus areas in the strategy horizon are healthtech, dual-use and defence technology, artificial intelligence (AI), and digital solutions in every area of life, including the smart city, the circular economy, film and multimedia, and cyber security.

The strategy also covers the key capacities of the science park and how they can

develop during the strategy horizon, giving a strong foundation and clear advantage in executing strategic activities. The great strength of the science park is its capable and dedicated team, and it stands out for its good reputation in innovation and as a leader of the startup community, its multifaceted skills across many areas, its good experience of initiating international projects, and its wide-ranging network of international partners and cooperation.

The results of the strategy are assessed using metrics agreed across the whole organisation, and there are separate targets and metrics for the focus areas and the internal services that support the whole of Tehnopol in achieving its goals.

The Tehnopol strategy is a live document that needs to be constantly reviewed with an annual update to keep it in line with the changing external environment. The strategy is the basis for the everyday work of all of the employees of the science park, and it helps them to work with focus and clarity towards achieving the ambitions of Tehnopol. All of the heads of departments and focus areas at the science park, the Executive Board and the Supervisory Board contributed to producing the strategy.

# APPENDIX 1 - ESG PRINCIPLES

Tehnopol operates responsibly and sustainably to have a positive impact on society, the environment, and the business and economic climate in Estonia. In choosing our partners we prefer to work with technology-based companies that share the same values and whose products and services can help achieve the global Sustainable Development Goals (SDG).

## 1. Social impact: equality and transparency

Tehnopol supports innovation and enterprise, and values equality, inclusion and transparency. The science park is an environment where every client, cooperation partner and employee feels themselves equally valued.

- ▶ Equal opportunities: The personnel policy is based on the principles of inclusion and equal treatment. We offer opportunities and challenges to everyone, regardless of their background, faith, gender or other characteristics.
- ▶ Ethical partnerships: We only work with companies and organisations that follow the principles of ethical and responsible business.
- ▶ Social impact: We contribute to projects and initiatives that promote sustainable innovation and create positive value for local communities and society as a whole.

## 2. Environmental impact: environmental neutrality and innovation

The environmental policy of Tehnopol is built around climate neutrality and focuses on reducing the ecological footprint by using resources efficiently and responsibly.

- ▶ Climate neutrality: Best practice is applied in everyday work and the principle of do no harm is followed to make activities environmentally sustainable.
- ▶ Green real estate development: Real estate projects are developed and the physical environment is improved by using modern, environmentally sustainable, and energy efficient solutions.
- ▶ Applying environmentally sustainable innovation: Technology and solutions are preferred where possible that help achieve the global green transition and climate neutrality.

## 3. Governance standards at Tehnopol: transparency and responsibility

Tehnopol applies governance standards based on transparency, responsibility and best international practice to ensure high quality outcomes for the organisation and its partnership relations.

- ▶ Transparency and honesty: All decisions, activities and processes are agreed, documented and monitored. This gives confidence to owners, clients, partners and employees.

- ▶ Responsible governance: Management methods meet standards for ethical, equal and sustainable governance and maintain a balance between social and environmental impacts.
- ▶ Modern tools: Data-based decision-making, effective resource use and innovative governance solutions are used to give the maximum possible value to clients.

## 4. Sustainability: financial stability and growth

Tehnopol is focused on achieving long-term financial and environmental sustainability to ensure support for the development of science and technology-based companies in Estonia.

- ▶ Sustainable business model: The operating model of Tehnopol is financially stable and responsible. This means it can offer long-term support to technology companies and so is not dependent on decisions about public funding.
- ▶ Smart investment: Investment is directed to projects and initiatives that can add long-term value for Tehnopol and its clients. New services and investment opportunities that support a technology-based business environment are identified to underpin the stability of the operating model.
- ▶ Support focusing on innovation: Companies are given support that helps them develop innovative solutions and so ensures they can sustainably achieve their targets for growth. Successful companies add value to the Estonian economy and help make it sustainable.





Unlocking the growth and  
development potential of  
tech companies!