



Nordic  
Innovation

# Laying the Foundation for a Nordic and Baltic AI Center



## **Project Organization**

Project leader	<b>Lindholmen Science Park AB</b>	
Contact person	<b>Mikael Ljungblom</b> Director of Public Policy & International Relations	
Project partners	<b>Lindholmen Science Park AB</b> <b>IKT-Norge</b> <b>AI Finland</b>	<b>Sweden</b> <b>Norway</b> <b>Finland</b>

# Foreword

**This report presents the outcomes of a collaborative Nordic-Baltic effort to lay the groundwork for a joint AI Center focused on applied AI adoption.**

In 2023, we brought together a group of 23 experts in the Nordic Ethical AI Expert Group to put forward recommendations on how to overcome main barriers and harness AI's potential responsibly in the Nordics. One of the recommendations was to establish a '*Nordic Centre for Responsible AI*' – supporting Nordic businesses in developing and adopting AI responsibly, and creating a Nordic hub for ethical AI innovation.

With a dense concentration of tech companies, a highly skilled population, and a strong tradition of collaboration, our region punches well above its weight. Collectively, the Nordic region is the world's 11th largest economy. Yet, to remain competitive and ensure our democracies and values in the age of intelligent technologies, we must act fast and decisively. This preparatory project for a Nordic-Baltic AI Center is a bold but necessary step toward realizing our shared Nordic vision in AI: to become global leaders in digitalization, ethical AI, and responsible data use.

This proposed center could serve as a catalyst for all five recommendations put forward by the Nordic Ethical AI Expert Group: providing public policy support and supporting and implementing a joint Nordic strategy, building data infrastructure in our own languages, developing AI competencies across society, and enhancing transparency around the sustainability of AI.

Building on over 100 stakeholder meetings, the consortium's extensive experience, and recommendations from the Nordic Ethical AI Expert Group, this preparatory project aims to:

- Propose a clearly defined scope for a center as well as mission, objectives, effect, governance, management, activities, and a financial model and budget to launch the center.
- Establish a strong consortium across a minimum of three countries including the most relevant national actors for driving AI adoption.
- Investigate funding possibilities (in addition to potential funding allocated by Nordic Innovation/Nordic Council of Ministers for a center).

We are proud to publish this presentation of the consortium's results during the last couple of months and we invite policymakers, industry leaders, researchers, and citizens to join us on this journey.

*Oslo 1st of April, 2025*

**Sindre Bornstein**  
Managing Director  
Nordic Innovation

# Disclaimer and About

## Disclaimer

This publication is a part of the AI and Data program by Nordic Innovation, authored by AI Sweden, AI Finland, IKT Norway and Digital Dogme, the project consortium. The project consortium is responsible for the report's content.

These are the opinions and writings of the project consortium. Plans are under development, and this is a milestone deliverable, but with input from stakeholders and continuing discussions, suggestions and plans are preliminary and subject to change.

## About AI Finland

AI Finland is the only business network in Finland dedicated solely to accelerating AI adoption and development across society. With a truly cross-sectoral approach, AI Finland brings together nearly 200 paying members, from large, listed corporations to SMEs, startups, and public organizations. It fosters collaboration by enabling companies to share insights, co-innovate, and develop AI-driven competitive advantages while also addressing AI competence building and regulation. Actively working with academia and third-sector organizations, AI Finland serves as the natural hub connecting Finland's broader AI ecosystem.

## About AI Sweden

AI Sweden is the Swedish national center for applied AI with the mission to accelerate the use of AI for the benefit of Swedish society, competitiveness, and for everyone living in Sweden. AI Sweden started in 2019 and has over 160 partners representing the private and public sectors, academia, and research institutes. It is represented in about 8 cities, has gained significant experience, and has established a rich set of programs, labs, and tools. AI Sweden is the key ecosystem actor for driving AI adoption in Sweden and has around 90 employees.

## About Digital Dogme

Digital Dogme brings a unique combination of strategic networking, policy expertise, capacity building, and international outreach, making it a strong and relevant partner for the Nordic-Baltic AI consortium – both in its establishment phase and in the tasks ahead. It has a strong anchoring in the Danish business and AI ecosystem, including a solid network of leading Danish companies – all of which have a strategic interest in AI – and acts as a bridge between businesses, educational institutions, and the public sector. Digital Dogme also has experience in capacity building and AI competency development. It has a proven ability to unite stakeholders across the AI ecosystem in a strategic and ambitious alliance to advance digital competencies, ensuring the AI platform supports both businesses

AI FINLAND



Digital  
Dogme

and the public sector with knowledge and training. As a network-driven organization, Digital Dogme can quickly adapt to changing needs and play a coordinating role in a larger Nordic-Baltic collaboration.

## **IKT Norge**

### **About IKT Norway**

IKT-Norge is the leading industry association for the Norwegian technology sector, bringing together key players driving digital transformation and AI adoption. Its deep engagement with both policymakers and businesses ensures that AI development aligns with national priorities and industry needs. With a proven track record in international collaborations, IKT-Norge plays a key role in connecting stakeholders, facilitating joint initiatives, and ensuring effective knowledge-sharing. Its extensive network of companies – ranging from startups to industry leaders uniquely positions the organization to facilitate AI adoption across sectors. With strong experience in digital policy, competence-building, and cross-sector initiatives, IKT-Norge is a key driver in accelerating AI innovation and competitiveness.



### **About Nordic Innovation**

Nordic Innovation is an organization under the Nordic Council of Ministers. Nordic Innovation aims to make the Nordics a pioneering region for sustainable growth and works to promote entrepreneurship, innovation and competitiveness in Nordic business.

# Executive Summary

**Larger Nordic and Baltic companies and public organizations do not always find the partners they need nationally and at the same time lack a platform for structuring and running collaborations at the Nordic-Baltic level. This is one example where a Nordic-Baltic AI center can play a key role in creating these collaborations.**

The preparatory project described in this document has the objective of laying a solid foundation for the establishment of a Nordic-Baltic center for AI adoption, including recommendations on governance, structure, organization, and funding, as well as a commitment from relevant organizations in each country to both be part of the establishment and allocate funding for the center. The results have, to a large extent, been based on AI Sweden's extensive experience and knowledge from six years of leading AI adoption across sectors in a broad partnership in Sweden.

In Sweden and Finland, dedicated actors driving AI adoption nationally are already in place. In Norway and Denmark, relevant actors are in existence (including the consortium members), but the work in creating national responses to the challenge of driving AI adoption in the respective countries is underway and has been catalyzed through the work of the preparatory project.

Throughout consortium discussions and stakeholder meetings across the Nordic and Baltic region, several strategic cornerstones emerged and gave key insights in forming the center's design:

1. National anchoring of adoption efforts: A Nordic-Baltic AI Center focused on adoption cannot and should not aim to reach every stakeholder directly. Given the region's scale and diversity, national actors and ecosystems must lead implementation, with the Center playing a supporting and coordinating role.
2. A new, independent, but complementary entity: to be effective, the center must operate as an independent platform that strengthens national capacities while enabling knowledge sharing and alignment across countries. Given the variation in national AI ecosystems, flexibility and complementarity are essential.
3. Strengthening regional collaboration among ambitious actors: the center can provide added value by facilitating collaboration across sectors and borders – particularly for organizations with strong ambitions, such as large companies, capital cities, and national health stakeholders – who benefit from a broader Nordic-Baltic network and joint initiatives.
4. Contributing to shared political agendas: the center can create a structured platform for collaboration, knowledge exchange, and strategic dialogue between key public and private actors and policymakers across the Nordic-Baltic region. By convening diverse stakeholders, the center can support the development of shared regional perspectives on AI and

contribute to greater alignment on strategic policy issues. Drawing on extensive, data-driven insights into AI adoption and best practices from across the region, the center can inform joint efforts and help translate real-world challenges into potential opportunities.

A very strong consortium consisting of Digital Dogme, IKT Norway, AI Finland and AI Sweden has been formed. The selection of these actors was based on their respective positions and relevance in the different national ecosystems, as well as their willingness and ambition to contribute towards the goals of the project.

The AI Center shall operate as a decentralized organization across the region, leveraging the strengths of a decentralized workforce to maximize flexibility and relevance. Staff shall be embedded in projects across the Nordic-Baltic countries, collaborating closely with national actors and stakeholders to implement the AI Center's strategic objectives effectively. The consortium members have therefore agreed that the structure of the AI Center should consist of national hubs incorporated at the consortium members' (or other national actors that might be relevant over time) and at a new central entity that is to be established.

The functions provided by the center must be critical for all Nordic and Baltic countries and be crucial for the business community across sectors. The recommended overall direction and focus for the AI Center's first three years of operation should include three main areas:

1. Strengthening national actors' (including the consortium members) capabilities to build national ecosystems and strongly drive AI adoption across sectors.
2. Provide significant Public Policy support and coordination that contributes to necessary national strategy, leadership and foresight for the Region to stay competitive, as well as becoming better as a region at shaping the EU agenda on relevant topics.
3. Establish, fund, and facilitate collaboration among (primarily) large private and public organizations across the region, such as large corporations, larger cities, and large hospitals, with a focus on collaboratively solving important business and societal challenges.

The success of the center depends on the ability of the national entities to utilize the center's resources and drive adoption in the broad national ecosystems.

For the initial years of operation, the ambition is to reach direct funding of EUR 5 million in cash per year and, in the longer term, build a project portfolio worth approximately EUR 50 million per year. We believe that a minimum allocation of 2 FTE for the AI center at each national entity is one key threshold, and minimum 5 FTE in the central entity another. That would correspond to initial funding of approximately EUR 2,5 million as an indicative critical level.



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# Project Activities

## Overall Objective and Approach

The preparatory project described in this document was performed with a firm objective to lay a solid foundation for the establishment of a Nordic-Baltic center for AI adoption, including recommendations on governance, structure, organization and funding, as well as a commitment from relevant organizations in each country to both be part of the establishment and allocate funding for the center.

It is important to understand this objective and not mistake the preparatory project for a report on the overall interest in the possible existence of a future Nordic-Baltic center for AI. Although that's not the focus of the project or this report, we can easily conclude that the interest is very strong.

Furthermore, the preparatory project and its results have, to a large extent, been based on AI Sweden's extensive experience and knowledge from six years of leading AI adoption across sectors in a broad partnership in Sweden. AI Sweden started in 2019 with approximately 3 FTEs and 40 partners and today has close to 100 employees and over 160 partners. Hence, the Preparatory project could put its focus on governance, structure, organization, and funding, rather than trying to understand what AI adoption really requires, as would have been the case in a scenario without the participation (or existence) of an organization such as AI Sweden.

However, investigating and creating a new organization relevant for the entire Nordic-Baltic region is, in many ways, also unexplored territory, and expertise about the different ecosystems across the region is crucial. Before the preparatory project was approved, AI Sweden conducted a scanning exercise, searching for organizations that have an important role in their ecosystems, that are focused on AI for value creation, and that would understand the needs and opportunities of AI adoption for, primarily, companies and public organizations. This also meant that, while playing important roles in the ecosystem in terms of competence transfer, the academic organizations focusing on basic research were not the best fit for the work of this consortium.

During this exercise, AI Sweden identified IKT Norway and AI Finland as natural project partners, being relevant in all of the above aspects. At a slightly later stage, thanks to the relevance and shared ambitions, as well as already ongoing work on the Nordic-Baltic level, Digital Dogme from Denmark joined the preparation project in practice.

Digital Dogme joined and contributed to the preparation project on equal terms with the other partners, though they did not receive any funding from the preparatory project. All their activities, staff hours, expenditures, and resources referenced in this report were entirely financed by Digital Dogme's own funds.

Throughout consortium discussions and stakeholder meetings across the Nordic and Baltic region, several strategic cornerstones emerged and gave key insights in forming the Center's design:

1. National anchoring of adoption efforts: A Nordic-Baltic AI Center focused on adoption cannot and should not aim to reach every stakeholder directly. Given the region's scale and diversity, national actors and ecosystems must lead implementation, with the Center playing a supporting and coordinating role.
2. A new, independent, but complementary entity: to be effective, the center must operate as an independent platform that strengthens national capacities while enabling knowledge sharing and alignment across countries. Given the variation in national AI ecosystems, flexibility and complementarity are essential.
3. Strengthening regional collaboration among ambitious actors: the center can provide added value by facilitating collaboration across sectors and borders – particularly for organizations with strong ambitions, such as large companies, capital cities, and national health stakeholders – who benefit from a broader Nordic-Baltic network and joint initiatives.
4. Contributing to shared political agendas: the center can create a structured platform for collaboration, knowledge exchange, and strategic dialogue between key public and private actors and policymakers across the Nordic-Baltic region. By convening diverse stakeholders, the center can support the development of shared regional perspectives on AI and contribute to greater alignment on strategic policy issues. Drawing on extensive, data-driven insights into AI adoption and best practices from across the region, the center can inform joint efforts and help translate real-world challenges into potential opportunities.

# Preparatory Project Goal: Center Mission

Preparatory  
Project Goal →

**Clearly defined mission, objectives, effect, governance, management, activities, financial model, and budget of the center for the first years.**

In summary, the preparatory project has reached its goal. Recommendations have been made for the mission, effects, governance structure, management, initial activities, financial model, and budget. Certain objectives have been defined. Further work related to this goal is ongoing and will be completed before the center is established.

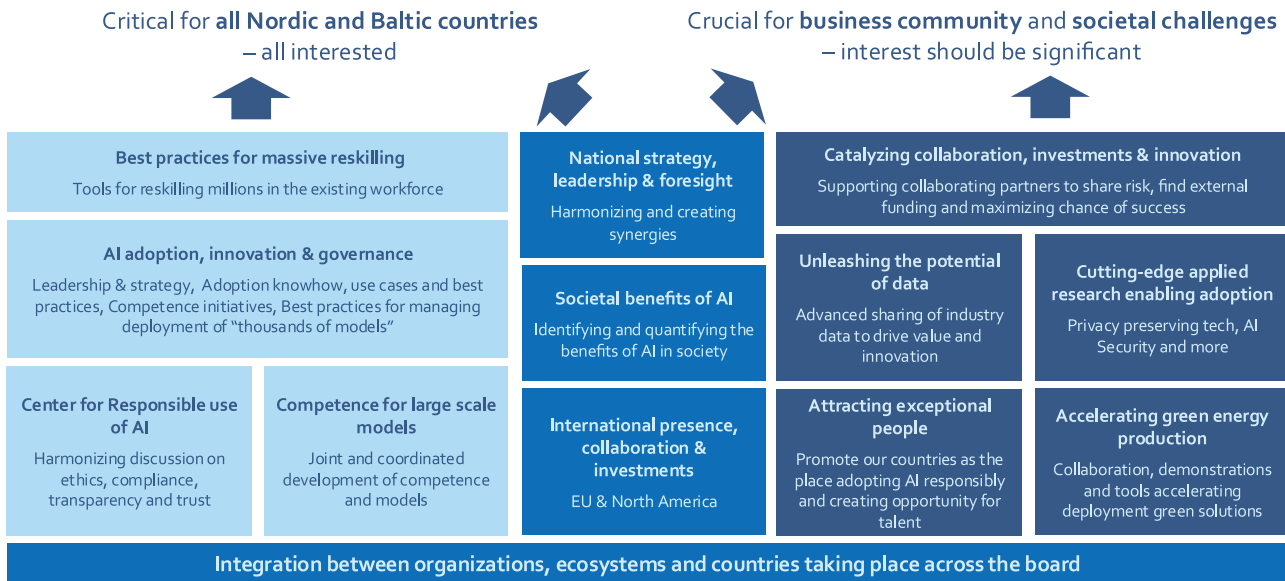
A draft of an extensive concept covering mission, effects, direction, and ambition was developed early during the Preparatory project. The concept was based on the recommendations from the Nordic Ethical AI Expert Group composed by Nordic Innovation, a report on European competitiveness (Mario Draghi), the Global AI index, AI Sweden's extensive experience from driving adoption of AI in Sweden, discussions, and recommendations from the High-Level Forum on AI with the Nordic-Baltic Ministers for Digitalization, and ongoing initiatives in Denmark, Norway, and Finland.

Not least, AI Sweden's extensive partnership with industry and large public organizations and, thereby, deep understanding of what it takes to systematically generate sustainable value using AI ensured the draft concept's high relevance.

The draft concept was then presented and discussed in many of the hundreds of meetings and interactions with stakeholders. In general, the concept was well received and will guide the center's initial activities once it is established and active.

Based on the concept, the recommended overall direction and focus for the AI Center's first three years of operation should include three main areas, as illustrated in the picture below:

1. Strengthening national actors' (including the consortium members) capabilities to build national ecosystems and strongly drive AI adoption across sectors
2. Provide significant public policy support and coordination that contributes to necessary national strategy, leadership and foresight for the Nordic-Baltic region to stay competitive, as well as becoming better as a region at shaping the EU agenda on relevant topics
3. Establish, fund, and facilitate collaboration among (primarily) large private and public organizations across the region, such as large corporations, larger cities, and large hospitals, with a focus on collaboratively solving important business and societal challenges.



A few important decisions were made during the preparatory project:

- Focus shall be on adopting AI and, to some extent, applied research driving adoption. The center should not focus on fundamental academic research but ought to collaborate with universities throughout the future project portfolio.
- Engagement of the broad ecosystem of hundreds of companies, municipalities, and government agencies should take place primarily on a national level. Therefore, keep partnership models on national levels and not replicate them on regional levels.
- According to identified needs and potential, the focus for building a project portfolio shall primarily include and be done together with large organizations, both private and public.
- Regarding governance, the recommended structure was defined to have an equal influence and base funding commitment per country.

## Key external activities with main focus of defining scope

Activity	Effect
Initiating and developing a white paper with 21 recommendations for the Nordic-Baltic collaboration, including the recommendation to establish a Nordic Center for Applied AI	Creating a collective AI vision for the Nordic and Baltic region and fostering cross regional-collaboration and knowledge sharing
Initiating and planning meetings to follow up on recommendations from the High-Level Forum on AI with the Nordic-Baltic Ministers for Digitalization in Stockholm	Creating support and knowledge-sharing on the recommendations and the establishment of a Nordic-Baltic center on applied AI
Initiative and production of an article on the necessity of Nordic-Baltic collaboration signed by five Nordic Ministers	Published in leading newspapers such as <i>Dagens Industri</i> , <i>Finans</i> , <i>Helsingin Sanomat</i> , <i>Digi.no</i> , and <i>Morgunblaðið</i>

*Key external activities with main focus of defining scope // continued*

In person presentation at Implements Public AI thought leader-event for leaders in the Danish public sector in Copenhagen	Approximately 60-70 representatives participated in the event around the adoption in the public sector
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In-person discussion with parts of the Danish ecosystem about the potential of a Nordic-Baltic AI Center	Alignment on national needs and opportunities with an AI Center
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In person discussion in Helsinki with parts of the Finnish ecosystem about the potential of a Nordic-Baltic AI center	Alignment on national needs and opportunities with an AI Center
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Two days in-person meeting with parts of the Norwegian Ecosystem	Alignment on national needs and opportunities with an AI Center
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Fireside chat at Danish ambassador's residence in Stockholm about responsible AI use and Nordic cooperation in the public sector, arranged by the Danish Embassy in Sweden in collaboration with Digital Dogme and Netcompany	Expanding visibility, engagement and thought leadership
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# Preparatory Project Goal: Consortium

Preparatory  
Project Goal →

**A strong consortium across a minimum of three countries including the most relevant national actors for driving AI adoption and other aspects that might become relevant in that context during the preparation.**

A very strong consortium consisting of Digital Dogme, IKT Norway, AI Finland and AI Sweden has been formed. The selection of these actors has been based on their respective positions and relevance in the different national ecosystems, as well as their willingness and ambition to contribute towards the goals of the project.

AI Finland is the only business network in Finland dedicated solely to accelerating AI adoption and development across society. With a truly cross-sectoral approach, AI Finland brings together nearly 200 paying members, from large, listed corporations to SMEs, startups, and public organizations. It fosters collaboration by enabling companies to share insights, co-innovate, and develop AI-driven competitive advantages while also addressing AI competence building and regulation. Actively working with academia and third-sector organizations, AI Finland serves as the natural hub connecting Finland's broader AI ecosystem.

IKT-Norge is the leading industry association for the Norwegian technology sector, bringing together key players driving digital transformation and AI adoption. Its deep engagement with both policymakers and businesses ensures that AI development aligns with national priorities and industry needs. With a proven track record in international collaborations, IKT-Norge plays a key role in connecting stakeholders, facilitating joint initiatives, and ensuring effective knowledge-sharing. Its extensive network of companies—ranging from startups to industry leaders uniquely positions the organization to facilitate AI adoption across sectors. With strong experience in digital policy, competence-building, and cross-sector initiatives, IKT-Norge is a key driver in accelerating AI innovation and competitiveness.

Digital Dogme brings a unique combination of strategic networking, policy expertise, capacity building, and international outreach, making it a strong and relevant partner for the Nordic-Baltic AI consortium – both in its establishment phase and in the tasks ahead. It has a strong anchoring in the Danish business and AI ecosystem, including a solid network of leading Danish companies – all of which have a strategic interest in AI – and acts as a bridge between businesses, educational institutions, and the public sector. Digital Dogme also has experience in capacity building and AI competency development. It has a proven ability to unite stakeholders across the AI ecosystem in a strategic and ambitious alliance to advance digital competencies, ensuring the AI platform supports both businesses and the public sector with knowledge and training. As a network-driven organization, Digital Dogme can quickly adapt to changing needs and play a coordinating role in a larger Nordic-Baltic collaboration.

AI Sweden is the Swedish national center for applied AI with the mission to accelerate the use of AI for the benefit of Swedish society, competitiveness, and for everyone living in Sweden. AI Sweden started in 2019 and has over 160 partners representing the private and public sectors, academia, and research institutes. It is represented in about 8 cities, has gained significant experience, and has established a rich set of programs, labs, and tools. AI Sweden is the key ecosystem actor for driving AI adoption in Sweden and has around 90 employees.



These four ecosystem actors have made significant progress in several dimensions.

1. There is general alignment in the consortium on the structure, sought-for effects, governance and general functioning of the proposed center. An extensive amount of resources has been devoted to making this happen.
2. In Sweden and Finland, dedicated actors driving AI adoption nationally are already in place. In Norway and Denmark, relevant actors are in existence (including the consortium members) but the work in creating national responses to the challenge of driving AI adoption in the respective countries are under creation and have been catalyzed through the work of the preparatory project.

In Denmark, this has resulted in increased strategic dialogue between key stakeholders, leading to a more coordinated approach to AI upskilling and AI adoption. New partnerships and knowledge-sharing across industries, civil society, and public institutions have also been catalyzed, ensuring broader anchoring of AI competencies and solutions. In addition, several concrete policy initiatives are being executed by Danish policymakers. Digital Dogme is committed to ensuring that Denmark is represented as a coordinated and unified player in the collaboration and has taken the lead in facilitating this effort, bringing together key stakeholders across the public and private sectors to ensure a structured and strategic Danish contribution to the Nordic-Baltic level.

IKT-Norway has mapped out the Norwegian AI ecosystem and what a national AI initiative could look like. Discussions have been held with a number of stakeholders from both the public and private sectors, as well as academia. From these stakeholder discussions, a critical gap in AI governance expertise has been identified, which a Norwegian AI initiative can address. The dialogue is continuing with the intention of forming a cooperation related to a Norwegian AI initiative. An important inspiration in this preparatory phase is the existing centers in Sweden, and particularly Finland.

3. The consortium members have all been heavily engaged in outreach activities towards the relevant target groups, verifying relevance and interests in the respective ecosystems.

## Key external activities with main focus to build consortium

Activity	Effect
<p>Hundreds of meetings and interactions with stakeholders, see attached list</p>	<p>Mapping of potential benefits, expectations, needs, and activities of a Nordic/Baltic AI Center.</p> <p>Stakeholders in very broad target groups have been addressed and involved, such as:</p> <ul style="list-style-type: none"> <li>• National politicians, not least ministers engaged in the Nordic Council of Ministers</li> <li>• Representatives for national government offices</li> <li>• Leaders of the office of the Nordic Council of Ministers</li> <li>• Representatives of Nordic-Baltic large corporation</li> <li>• Representatives of capital cities</li> <li>• Representatives of healthcare</li> <li>• Representatives of government agencies</li> <li>• Representatives of global tech companies</li> </ul>
<p>Based on meetings with stakeholders, identifying potential areas of collaboration</p>	<p>According to initial discussion with stakeholders, there is significant interest in collaboration or coordination of existing collaboration on a Nordic-Baltic level. Especially at organizations that don't have any direct peer in their country, such as capitals, data protection authorities, tax agencies and similar, there seems to be a need/wish for collaboration on a regional level.</p> <p>In addition, stakeholders representing specific sectors or domains express interest, for instance:</p> <ul style="list-style-type: none"> <li>• Energy</li> <li>• Healthcare</li> <li>• Datacenter solutions</li> <li>• AI security</li> <li>• Talent attraction</li> </ul>
<p>Initiating, planning, and hosting Nordic and Baltic High-Level Forum on AI readiness at Christiansborg in Copenhagen</p>	<p>Bringing together 150 business leaders and ministers from all of the Nordic &amp; Baltic countries to discuss AI readiness- and the collective AI vision of the Nordic and Baltic region</p>
<p>Two-day in-person Consortium meeting in Copenhagen hosted by Digital Dogme</p>	<p>Alignment on governance, structure and principles for the center</p>

Key external activities with main focus to build consortium // continued

Initiating and planning a joint panel discussion at Digital Dogme Annual Conference 2024 - Denmark's Digital Capabilities, Copenhagen	Visibility, engagement, and joint commitment in relation to the Nordic-Baltic cooperation and the establishment of the Nordic Center
Two days in-person meeting with parts of the Norwegian Ecosystem	Alignment with the needs and expectations of the Norwegian ecosystem. Acknowledgment of relevance for an AI Center and clear expression of the necessity for a neutral cross-Nordic-Baltic cooperation platform. Also, clear support for setting up a national structure focused on AI adoption
In person discussion in Helsinki with parts of the Finnish ecosystem about the potential of a Nordic-Baltic AI center	Alignment with the needs and expectations of the Finnish ecosystem. Clear acknowledgement of the necessity of focusing on the adoption of AI
In person meeting and follow up online with Head of the Digital Taskforce for Artificial Intelligence in Denmark	Discussion on how to drive adoption and generate value in the public sector, especially regions and municipalities, according to the similarities and differences in how Denmark and Sweden are governed. Discussions about collaboration are ongoing
Meetings with key industry actors, including Astra Zeneca, Vestas, AB Volvo, IKEA, Saab, Visma, Sandvik, and Wärtsilä	Discussion on what role an AI Center could play for them and the relevance of different industry segments. High potential for many industries

# Preparatory Project Goal: Funding

Preparatory  
Project Goal →

**National or partner funding matching the possible funding allocated by Nordic Innovation.**

For the initial years of operation, the ambition is to reach a significant amount of direct funding, capable of sustaining the center's more permanent operations that are not suitable to place in temporary projects.

For this purpose, several potential funding sources have been engaged:

- Different ministerial constellations of the Nordic Council of Ministers are highly relevant in this regard and significant progress has been made. The cooperation ministers have set aside 5 million DKK in a preliminary decision pending a formal application. The digitalization ministers have set aside 3 million DKK in a similar decision. A dialogue is ongoing with another ministerial constellation.
- Participating organizations from each country have preliminarily agreed to fund a minimum of 1 FTE and necessary office/meeting facilities per year, corresponding to approximately SEK 10 million (approximately SEK 2 million per country)
- Discussions are initiated and are entering a defining phase with several globally oriented companies.
- First steps have been taken to engage philanthropists and foundations as a potential funding source.

In total, the preparation project is expected to result in direct funding of approximately EUR 2,5 million per year. We would consider this to be a very good result and sufficient for moving forward with the creation of the center. In this context, the specific financing from the Nordic Council of Ministers can be expected to come with a strong assignment and clear sought-for effects, which will be a good basis for securing the neutrality of the AI Center's activities. The long-term ambition is for the center to have direct funding of approximately EUR 5 million per year.

In the longer term, the ambition is to build a project portfolio of significantly larger scale than the direct funding, reaching approximately EUR 50 million per year. This task will be one of the key responsibilities of the Board and the Director that are to be appointed as outlined in the proposal section. The following are expected to be included as potential funders or contributors:

- The European Union
- Nordic Innovation
- National funding agencies
- Larger private and public organizations across the Nordic-Baltic region

## Key external activities with main focus of funding

Activity	Effect
Participation in meeting with the Nordic-Baltic ministers for digitalization (MR-Digital) in Stockholm	Deepening the alignment among the Nordic and Baltic ministers of Digitalization and support for a Nordic-Baltic AI Center
In person meeting with DigDir, Norwegian authority for digitalization	Clear confirmation of potential of a structured collaboration across the Nordic-Baltics
In person discussion with Secretary General of the Nordic Council of ministers and staff	Confirmation of the cross-sector effects of adopting AI across the Nordic-Baltic region, and of the issue having a societal impact transcending only technology
In person discussion with Nordic Committee of Senior Officials for Business Policies (EK-N)	Alignment and support for the potential and necessity of a Nordic-Baltic Center as well as AI being a key issue across sectors
In person meeting with the Minister of Digitalization in Denmark	Strengthened engagement and understanding, fostering commitment to the establishment of a Nordic-Baltic Center for Applied AI
Several meetings with globally oriented large companies	Discussions on financing are entering into a defining phase

# Nordic-Baltic AI Center Recommendations

After extensive discussions and dialogues, these are the general recommendations of the consortium. Pending final consortium discussions and external dialogues with, e.g., funders, changes might still be made to these.



# Core Directives and Operational Guidelines

## Purpose

The overall purpose of the AI Center is to drive AI adoption and development across the region by fostering collaboration between governments, organizations, and companies, providing expertise, supporting policy development, attracting international talent, and strengthening national AI ecosystems and promoting a unified Nordic-Baltic identity in the field of AI.

The AI Center will act cross-sectorally and for the entire region, including national governments, ecosystems, and ambitious companies and organizations. By bringing together strategic leadership, as well as technical and organizational expertise, under one roof and helping to build stronger structures in each country, the AI Center will be able to offer capabilities in demand by multiple sectors and actors.

## Vision and Desired Position

A highly ambitious and world-class center, significantly contributing to the Nordic and Baltic countries integrating and solving societal and business challenges for the benefit of prosperous societies.

## Mission

By engaging and supporting key national organizations, countries, businesses, and other stakeholders, accelerate innovation, adoption, and responsible use of AI, increase cross-country collaboration and integration, as well as attractiveness for international talent and investments.

## A Strong Nordic-Baltic Identity:

A strong identity for the AI Center will be critical and the center shall establish a clear and unified identity that will ensure visibility, cohesion, and influence of the center across the region and internationally. This shall include building strong communication, PR and visibility efforts of the AI Center's work and achievements through, e.g., a professional website, publications, media outreach, and key events.

This identity will ensure the center's visibility, cohesion, and influence across the region and internationally.

Key initiatives to build this identity include:

- A central communication platform: a professional website showcasing projects, publications, and success stories, along with consistent branding to emphasize the Nordic-Baltic scope and values.
- A flagship event: the Annual Nordic-Baltic AI High-Level Forum, gathering national partners, policymakers, and industry leaders to strengthen collaboration, showcase results, and set strategic priorities.

# Funding Ambition and Critical Levels

**For the initial years of operation, the ambition is to reach direct funding of a minimum of EUR 5 million in cash per year and, in the longer term, build a project portfolio worth approximately EUR 50 million per year. This shall be one of the key responsibilities of the Board and the Director.**

Several funding sources should be relevant, including the Nordic Council of Ministers, the European Union, private national funders, global tech companies, large Nordic and Baltic companies, and philanthropists or foundations.

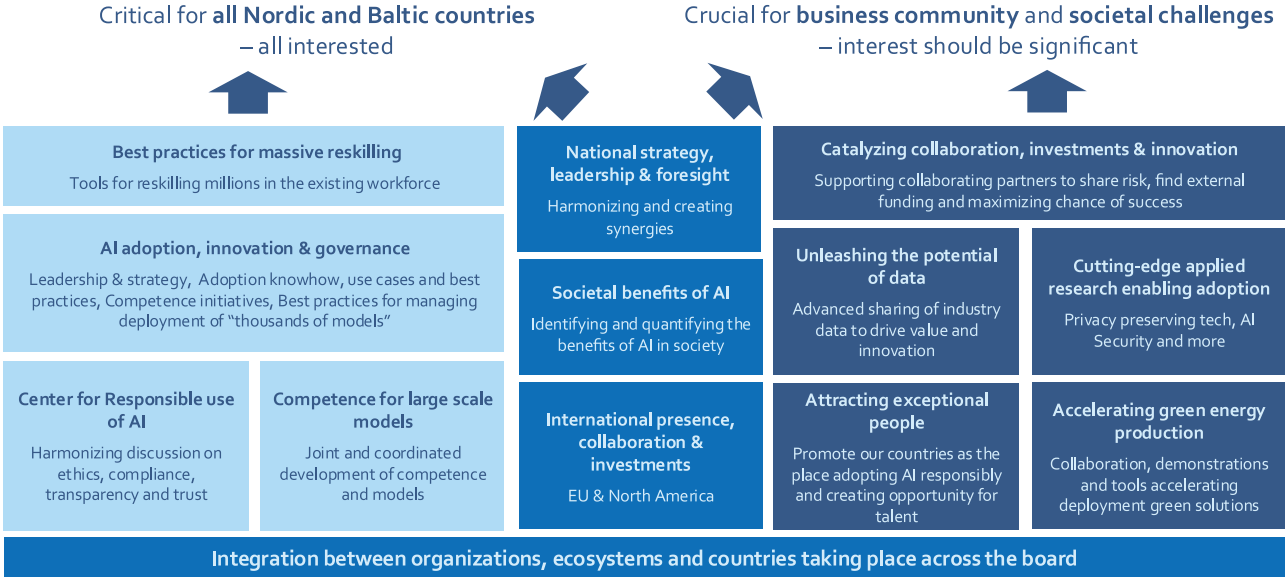
The funding level is associated with some risks. Although we expect the AI center to grow rapidly during the first years of operations (not least related to the development of a project portfolio), it is essential to start with enough capacity to interact with a broad range of stakeholders and quickly get a number of profile projects going. The decentralized structure (both organizationally and geographically) also requires critical mass in each country as well as a whole.

The ambition of EUR 5 million above is therefore highly relevant, although we believe that the critical level is lower. To be more precise, we believe that a minimum allocation of 2 FTE for the AI center at each national entity is one key threshold and a minimum of 5 FTE in the central entity is another. That would correspond to initial funding of approximately EUR 2,5 million as an indicative critical level.

Another risk is the funding beyond the initially committed period of 3 years. The funding at that stage will primarily be a function of relevance, i.e., if the AI Center still generates value and addresses important needs there should be funding available. As a reference, AI Sweden's funding has grown approximately 8-fold (or +700%) over six years, and we believe that all Nordic and Baltic governments and many stakeholders in the respective countries will continue to see benefits of regional collaboration in 2028 and beyond.

# Center Functions

The functions provided by the center must be critical for all Nordic and Baltic countries and be crucial for the business community across sectors. The figure shows a tentative functional division of the center. Each function can be implemented at the central entity or in the national nodes depending on available resources and competences.



Tentative functional areas

## Support and Benefits for the National Level

The success of the center depends on the ability of the national entities to utilize the center’s resources and drive adoption in the broad national ecosystems. Looking at the main three areas above, we see the following high-level supporting activities. Note that many of the activities will be carried out by the central entity as described in the section “Structure and Governance”.

## Focus area

Strengthening national actors' (including the consortium members') capabilities to build national ecosystems and strongly drive AI adoption across sectors

(Left side above)

## Supporting activities to the national level

The center will primarily coordinate, package, and communicate knowledge and best practices

Strategically, the center will strengthen the national entities by focusing on synergy, national specialization, and distributed capacity building

The national entities will specialize in areas of national strength and strategic importance to tailor AI adoption activities for specific national needs and challenges. From this the center will synthesize best practice solutions to be used to improve national practices. Similarly, the center will improve the national training programs for AI professionals, researchers, and policymakers by developing best practices

The center will also identify challenges not addressed by the national entities and identify areas for improvement to support and harmonize learning, adaptation on a Nordic-Baltic level. The base for this will be analysis of trends, challenges, and opportunities related to AI development across the region

The center will support national talent acquisition and retention through research grants, training programs and specific information campaigns to attract talent to the Nordic-Baltics. Also, the center will share best practices with the national entities

The center will strengthen industrial engagement and ecosystem development by establishing relationships with and connecting organizations that will benefit from Nordic-Baltic cooperation

The center will establish formal mechanisms for knowledge sharing between the center and national entities (e.g., joint research projects, workshops, conferences)

Analysis and monitoring will serve as a core task of the center focusing on tracking the adoption and impact of AI initiatives across the Nordic and Baltic countries

The national entities will perform all work nationally

Provide significant Public Policy support and coordination that contributes to necessary national strategy, leadership and foresight for the Region to stay competitive, as well as becoming better as a region at shaping the EU agenda on relevant topics

(Middle above)

The center will provide a platform for significant public policy support and coordination that contributes to national strategy, leadership, and foresight for the Nordic and Baltic countries. The center will facilitate the involvement of relevant stakeholders (using the existing national expert networks) throughout the region in preparatory work for policy development.

This support and corresponding activities will always be based on the mission and vision of the AI Center, as described under Nordic-Baltic AI Center recommendations. This means that there will be no undue influence from funders and partners where standpoints diverge from the vision and mission of the AI Center

The national entities will facilitate by providing expertise, guidance, networking opportunities and access to national governments together with insights of the national needs and governmental ambitions

The center will identify regulatory, policy, and political challenges and opportunities that the Nordic-Baltic countries and their ecosystems face

It will engage in activities that support a common and innovation-friendly interpretation of EU legislation and, in this aspect, also contribute to a harmonized interpretation across the region. This could significantly lower the threshold for companies and organizations to be compliant, allowing them to focus on creating value instead

It will also engage in activities that can strengthen a proactive approach in the region's assertion of influence on an EU level. This includes conducting foresight exercises and developing policy proposals supporting the prosperity of the region and in line with the AI Center's vision and mission

Establish, fund, and facilitate collaboration among (primarily) large private and public organizations across the Region, such as large corporations, larger cities, and large hospitals, with focus on collaboratively solving important business and societal challenges

(Right side above)

The center will attract funding, initiate and drive a portfolio of pan-Nordic-Baltic innovation and research projects to address both business and societal challenges with a clear Nordic-Baltic benefit. The national entities as well as stakeholders in the ecosystem can both initiate projects and be part of the projects

The center will facilitate and fund distributed research, innovation and development projects, where the national entities take certain responsibilities

The center will build capacity to initiate and coordinate very large high-impact projects with stakeholders spread across the region. The national entities will be main partners in the execution of such projects. Complex, interdisciplinary projects that require pooled resources and expertise can also be initiated and coordinated by the center

The center aims at establishing common data platforms and protocols and ensuring harmonized best practices for data security and ethical compliance.

The center will disseminate project results to policymakers, researchers, industry and the public within the region. This will provide a showcase for Nordic innovation that highlights the Nordic-Baltic countries' strengths in AI research and innovation.

All three areas above will involve a broad range of stakeholders in the ecosystem. Not least in the project portfolio, where a substantial part of the undertakings will be performed by companies, public organizations and academia.

# Governance and Organization

The proposed structure aims to address the following key focus areas in the governance of the center:

- The AI Center must be governed with a focus on regional anchoring, leveraging national strengths to initiate and scale strategic projects, foster collaboration, and promote knowledge sharing across all Nordic and Baltic countries.
- The AI Center must operate as an independent legal entity with clear structures for collaboration with its national partners, who play a central role in the center's work.
- The AI Center must ensure a structure for how projects and initiatives are implemented effectively, with an understanding of how responsibilities are allocated within the organization.
- The AI Center's primary focus is promoting the applicability, implementation, and development of AI in Nordic and Baltic businesses and public organizations, and its governance structure should reflect this priority.
- Private and public funds allocated to the AI Center's operations and projects must be distributed in a way that supports activities both within the AI Center's central entity and national partners. Similarly, funds raised for relevant activities in national partners must support the AI Center's shared strategic objectives.

## Direction and Target Groups

Direction and target groups might be subject to changes over time according to decisions by the Board and in accordance with future funding agreements.

## Partnership Models on Regional vs. National Level

The success of the AI center completely relies on its ability to generate value from collaboration and engagement across countries, companies, and organizations. This is the case within the center itself, i.e., among the consortium partners and in all external activities and projects.

We believe that engagement and collaboration come from formal commitments, as demonstrated by both AI Sweden and AI Finland in their respective partnership models and a vast number of partners. During the Preparatory project, it became clear that the broad adoption of AI within the national ecosystems also must be driven on a national level. This requires resources and funding, and it's therefore natural that the broad partnerships are primarily managed nationally. This also minimizes potential "cannibalism" of the national level at the regional level.

Instead, the AI center on a regional level can focus on activities and projects with partners representing large companies and organizations that either lack peers on a national level or would strongly benefit from collaboration on a regional level. Such partners are not generally required to fund the AI Center's operations, and the funding for the center can instead come from specific funding organizations, whether private, public, or philanthropic. Once we can communicate that the AI center will be a reality, we believe there will be significant interest among relevant actors in contributing.



## Structure and Governance

The AI Center shall operate as a decentralized organization across the region, leveraging the strengths of a decentralized workforce to maximize flexibility and relevance. Staff shall be embedded in projects across the Nordic-Baltic countries, collaborating closely with national actors and stakeholders to implement the AI Center's strategic objectives effectively.

The consortium members have therefore agreed that the structure of the AI Center should consist of national hubs incorporated at the consortium members (or other national actors that might be relevant over time) and a new central entity that is to be established ("the Central entity").

The functions of the entire AI Center are described in the section Functions and the central entity should focus on synergy, strategic oversight, and efficiency. The central entity fosters synergy by coordinating activities and ensuring alignment across national organizations. It provides a central point for strategic decision-making and ensures that the center's activities are aligned with its overall goals. The Central entity reduces duplication of effort and promotes standardization across the center. It enhances the center's international visibility and credibility.

The Central entity will provide typical core strategic, management and coordination, and support functions such as:

### Management and Coordination →

Ensure Nordic-Baltic adoption of AI and integration of ecosystems, policies, and solutions. As described in the section Director and staff, the AI center is led by a director with specific management responsibilities in the areas of leadership, funding, quality, strategy, and collaboration.

Generally, the leadership team will clarify, define, communicate, and follow up goals in line with the objectives and strategic directions as part of the core strategy function (below). As the AI field is very dynamic, the center must be able to adapt to changing circumstances and adjust its goals and strategies as needed. Also, the team monitors and evaluates the overall performance and impact of the center. When deviations from the plan are identified, corrective actions will be initiated.

In the daily operations, the management team will have close contact with the national entities to ensure national collaboration and secure the center's decentralized way of operation.

The leadership team will also be responsible for creating a culture of engagement and a shared vision to motivate and commit people to the center's objectives.

The functional division of the center is given in section Functions and the leadership team will have a significant role to ensure that the operation of the main functional areas of AI adoption, policy support and common projects will be executed as described in the section.

### Core Strategy →

Developing and maintaining the overarching AI adoption and innovation strategy for the entire AI Center. Defining key priorities and thematic areas that align with Nordic-Baltic strengths and global challenges. Setting common policy frameworks for data sharing, intellectual property, and ethical conduct.

**International Partnerships** →

Building and managing strategic partnerships with international institutions, funding agencies, and industry partners that complete the national partnerships. Representing the Nordic-Baltic Center in international forums and initiatives. Facilitating international collaboration and knowledge exchange.

**Collaboration projects** →

Managing project funding for collaborative projects and strategic initiatives. Seeking and securing external funding from international sources. Coordinating the funding efforts of the national organizations. Providing project management for projects that include multiple countries. Creating unified project management tools.

**Dissemination** →

Developing and implementing a unified communication strategy to promote the center's activities and achievements. Managing the center's website, social media, and other communication channels. Organizing high-level events, conferences, and workshops. Ensuring that research results are effectively disseminated to policymakers, industry, and the public.

**Knowledge management** →

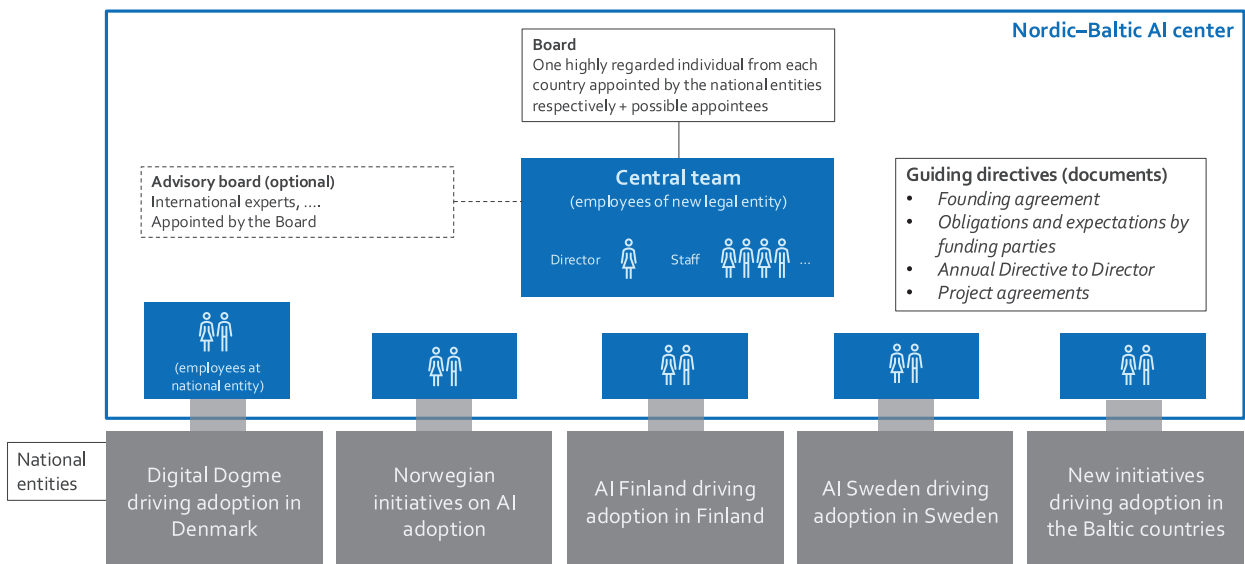
Developing and maintaining a central data repository and knowledge platform. Facilitating data sharing and interoperability across national entities. Developing and implementing data security and privacy policies. Creating a central place where knowledge of previous research projects is stored and made available.

**Legal and compliance** →

Ensuring compliance with relevant national and international laws and regulations. Managing legal agreements and contracts with partners and collaborators. Providing legal support and guidance to national organizations.

**Financial management** →

Managing the central budget and financial reporting. Creating unified financial reporting.



Visualization for understanding and reference only.

Subject to the evaluation of legal, administrative, and tax-related aspects, the consortium has decided that the central entity is to be placed in Sweden, and when formally established, such entity should adhere to the center agreement and undertake the responsibilities allocated to the Central entity as outlined in the center agreement.

Among other reasons for choosing Sweden is the overall experience, legal expertise and resource base of AI Sweden required to set up the central entity in the given time frame.

It is important to note that the center will have a distributed organization, with personnel located in each partner country being a significant part of the overall AI Center's organization.

The consortium members may agree on including additional national actors in the AI Center. Such national actors should then adhere to the center's agreement.

This approach ensures:

- Proximity to local contexts and stakeholders, enhancing relevance and impact through localized engagement.
- Flexibility in resource allocation to support projects and initiatives across the region dynamically.
- Reduced dependence on centralized infrastructure, keeping costs lean while fostering seamless cross-border collaboration.

## **Board Composition and Directive**

The AI Center is governed by an independent board ("the Board") of business leaders appointed by the partner consortium behind the center and possible appointees that the Board appoints from time to time.

### **The Board shall be composed as follows:**

- Each consortium member appoints one senior and well-recognized business leader to the Board, i.e., the Board will have one board member per country.
- Decisions shall be taken in consensus as far as possible and by a majority of all (not only present) board members when voting is required. Each board member shall have one vote each. In case of an even vote among the board members, the chairperson shall decide.
- Rotating annual chairmanship to promote balance between the countries. The consortium members have agreed that the Director and the chairperson shall not both be from the country where the central entity is physically located.
- Four yearly meetings (virtual and physical) – the country of the chairperson will also host that year's physical board meetings.

### **The Board has the following responsibilities:**

- The appointed board members are expected to act as strong ambassadors of the AI Center, strengthening its position both nationally and internationally.
- Work towards the funding ambition described above.
- Appointment of a Director who reports to the board.
- Approval of updates to the direction, overarching strategy, and high-level annual budgets.
- Once a year, the board consults with the consortium members on the anchoring and implementation of the AI Center's objectives.
- The Board may consult with relevant groups of leading business, education, and organizational leaders and political leaders and may establish advisory boards when relevant.
- The Board shall issue their directive to the Director annually.

The Board of the AI Center will have substantial influence over the center's strategy and development. The national entities that initially will constitute the center, i.e., AI Sweden, AI Finland, IKT Norway, Digital Dogme and the participating parties from Iceland and the Baltics, have agreed to each be able to demonstrate that their appointment of Board members has relevant support in their respective adoption focused ecosystem, i.e., the private and public sectors.

Further, should a country's adoption-focused ecosystem collectively wish to change the participating national entity, the agreement for the AI center will allow for that. With this, we believe that each national entity is expected to ensure national support and that each country's ecosystem has reasonable chances to influence its participation.

### **Director and Staff**

The AI Center shall be led by a Director appointed by the board. The Director appoints other members of the staff according to the Direction and the funding of the center.

The Director and the Central entity staff will be physically based at the location of the central entity to ensure central leadership and effective coordination.

The recruitment of both the Director and the staff shall be made across the region and within reasonable measures and budgets, allow for relocation to the physical location of the Central entity.

### **Responsibilities of the Director**

- The funding and quality of the daily operations of the AI Center, including agreeing on distribution of tasks and responsibilities across the team incorporated at the consortium members according to relevant funding and timelines.
- Ensure the implementation of the AI Center's objectives through activities, projects, initiatives, and partnerships across and within the countries in collaboration with the consortium members and other national actors and stakeholders.
- Maximize regional collaboration and deliver the highest possible impact,

building on existing national strengths and scalable projects and fostering collaboration and knowledge sharing across the Region.

- Operate with the objective of achieving the overarching strategic objectives set by the Board.
- Conduct ongoing monitoring and data-driven analysis of trends, challenges, and opportunities related to AI development across the region.
- Building the communication, PR and visibility efforts of the AI Center's work and achievements through a professional website, publications, media outreach, and key events.

## **Consortium Members' Responsibilities and Obligations**

To ensure the effective implementation of the AI Center's strategic objectives and maintain strong national engagement, the consortium members play a central role in the AI Center's decentralized structure.

For clarity, each consortium member remains independent, and any responsibilities or obligations outlined in the center agreement shall only apply within the scope of the AI Center.

### **Consortium members' responsibilities**

The consortium members serve as national operational hubs, representing the countries' needs and opportunities as well as maintaining dialogue with relevant national stakeholders, and facilitating collaboration and ensuring alignment between national and regional activities.

Within the allocated funding and its commitment to activities related to the AI Center, the consortium members are responsible for implementing and driving projects and initiatives according with the AI Center's way of working and strategic objectives, as well as contributing to the AI Center with knowledge, methods, and best practices for adoption in individual countries, which can be disseminated through the AI Center.

The consortium members are encouraged to maintain relations and collaborations with any relevant actors, both in their own country and in neighboring countries, to ensure continuous communication about national interests and needs, and thereby strengthen the anchoring of the Nordic-Baltic collaboration in each country.

The responsibilities of the consortium members regarding specific projects and initiatives are not covered by the center agreement and will be agreed on separately.

### **Consortium members' obligations**

Allocate the amount of resources per year (e.g. a level of FTE and associated administration and office space) according to the agreement among the consortium members and with funding agencies.

Allow the AI Center, in its communication and after each Party's approval and in accordance with each Party's guidelines, to use the Party's logo, trademarks, basic information and high-level results from utilization of resources from the AI Center in communication directly related to the AI Center including website, newsletter, etc.

Ensure that its employees and team members (including third parties) who are actively involved in activities of the AI Center, are made aware of and work in the spirit of the guidelines outlined at [www.ai.se/en/guidelines](http://www.ai.se/en/guidelines) (Example only, a dedicated version needs to be developed for the center agreement).

# Target Groups of the AI Center

## National AI actors and ecosystems →

The Nordic-Baltic ecosystems are all relatively small and have reached different levels of structure. For the AI Center to maximize its value, it is important that there are national AI actors who can benefit from the resources and knowledge disseminated and created in a Nordic-Baltic center, but who can also contribute to the center to strengthen the whole. By helping to build these actors and working closely with them, knowledge can be more easily disseminated in the ecosystems, actors can find partners more easily, project consortiums can be formed more easily, and the region can become stronger as a whole. National strengths can have a Nordic-Baltic impact.

## Larger Nordic companies and public organizations →

Larger Nordic-Baltic companies and public organizations do not always find the partners they need nationally, but at the same time, lack a platform for structuring and running collaborations at the Nordic-Baltic level. For public actors, there are sometimes no peers at all nationally, for example, in the Nordic-Baltic capitals. In these contexts, a Nordic-Baltic AI center can play a key role in creating these collaborations. In addition, the center should dedicate itself to spearheading a number of initiatives with the most ambitious actors in areas such as advanced data sharing and innovation, energy system modeling, or privacy-preserving technology.

## National governments and authorities →

The center should act as a platform for dialogue and shared foresight among national governments and authorities. In a rapidly evolving AI and geopolitical landscape, strategic coordination will be key. The center can contribute by facilitating structured foresight activities, enabling knowledge sharing between public actors, and supporting the development of joint positions and approaches — always in alignment with national agendas and political processes.

## EU-bodies →

The need to push the EU's development in the right direction is also central. This is where the Nordic-Baltic region would make great strides. The AI center should build a clear capacity to develop policy proposals that would benefit the region's development and competitiveness. In addition, the region has a major task in adapting to new EU legislation, which potentially poses uncertainty for companies and organizations that want to push their own use and development of AI, thus hampering the region's competitiveness. Through structured cooperation on the transposition and application of new legislation with relevant companies, organizations, and authorities, the region can both help make the interpretation of the legislation as easy to understand as possible and also make it easier for companies and organizations to comply with the terms of the law.

## International actors and talent →

A coordinated Nordic-Baltic region will be an even more relevant actor for other leading major countries and can also have more power to act in international collaborations and with other major ecosystems. A center should contribute to this work and can be an executive actor to initiate ecosystem collaborations or contribute with expertise in relation to other collaborative actors. The center should also actively work to attract and facilitate international top talent to come to the Nordic-Baltic region both in practice and marketing, positioning the Nordic-Baltic region as a leading region for advanced AI application and use. But also, with policy proposals to make it easier for talent to come to and settle in the region.

## Potential Start-up Activities First Year

Focus area	Prioritized activities 2025–2026
<p>Strengthening national actors' (including the consortium members') capabilities to build national ecosystems and strongly drive AI adoption across sectors</p> <p>(Left side above)</p>	<p>Contribute to the establishment of national entities with critical mass to drive adoption nationally</p> <p>Develop methodology and mechanisms for massive up- and reskilling of the national workforce</p>
<p>Provide significant Public Policy support and coordination that contributes to necessary national strategy, leadership and foresight for the Region to stay competitive, as well as becoming better as a region at shaping the EU agenda on relevant topics</p> <p>(Middle above)</p>	<p>Invite and coordinate the national entities responsible for implementing AI Act</p> <p>Harmonize the understanding and interpretation of relevant regulations, including GDPR and export control</p>

<p>Establish, fund and facilitate collaboration among (primarily) large private and public organizations across the Region, such as large corporations, larger cities and large hospitals, with focus on collaboratively solving important business and societal challenges</p> <p>(Right side above)</p>	<p>An important action for the center is to early on establish a few high-profile projects of importance for the region in sectors and domains. Complementary to any ongoing initiatives</p> <p>Preferably the initial projects could be aligned with key focus areas of Nordic Innovation, i.e., green and innovative solutions, digital solutions, use of data and data sharing, and strengthened cooperation on improved access to financing and internationalization</p> <p>During the preparatory project, a number of relevant areas for projects have surfaced</p> <ul style="list-style-type: none"><li>• Green energy solutions, including faster deployment of solar, wind and batteries, as well as innovative optimization solutions. Interested anchor companies are for instance Volvo Group and Vestas</li><li>• Collaborations between the Nordic and Baltic capital cities regarding international talent attraction and investments. Anchor partners could include the City of Oslo and the Stockholm Chamber of Commerce</li><li>• Development and use of digital assistants in both private and public sectors, according to a white paper by a Danish consortium of partners</li><li>• Coordination of various initiatives on Large Language Models to scale the benefits of ongoing EU projects. Existing consortiums already consist of partners from Denmark, Finland, Iceland, Norway and Sweden</li><li>• Advanced data sharing of proprietary data between project partners for spurring innovation and business development. The anchor partner could be AstraZeneca</li><li>• Regional collaboration on healthcare, including sharing solutions and international collaboration. Confirmed interest from both Denmark and Sweden</li></ul>
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# Long-Term Impacts

The AI Center will actively work to promote the following long-term effects (3–5 years) in the participating countries. Activities and efforts leading to these effects will be developed continuously by the center.

- Cooperation between major companies and organizations, including the public sector, in the Nordic and Baltic countries is natural and strong
- AI is widely used across all sectors in the Nordic-Baltic countries, creating significant and sustainable value for both the private and public sectors
- The Nordic-Baltic region is shaping the agenda for what goals and visions the EU should pursue and how to realize them
- Each Nordic-Baltic country has the ability to make strategic informed decisions individually and jointly based on a shared foresight capability, including a solid understanding of the impact of AI on society
- Nordic-Baltic countries, ecosystems, and actors are more integrated and more accustomed to working together across the Nordic-Baltic region
- National ecosystems are better organized and have access to relevant resources, knowledge, and top international talent
- The Nordic-Baltic region is internationally perceived as an attractive and innovative region where advanced AI application is taking place.

# Learnings

**When embarking on a journey to prepare for something completely new to be created there are many possible ends where you could start. A key lesson learned in this project was that all the time spent aligning within the project consortium was instrumental in laying the foundation for all future development. Working across a geography spanning a number of countries is a vast task requiring strong foundations in terms of direction and ways of working while also requiring actors with strong connections to the different ecosystems.**

Another key lesson was a confirmation that on the ground mobilization to create the right prerequisites for being able to build a center was foundational. Not least demonstrated by the developments seen nationally in creating relevant adoption-focused initiatives in both Denmark and Norway.

Furthermore, the importance of stakeholder engagement cannot be overstated. Hundreds of meetings and interactions with stakeholders, including national politicians, government representatives, industry leaders, and global tech companies, provided invaluable insights into potential benefits, expectations, needs, and activities of a Nordic-Baltic AI Center. This extensive mapping and engagement process helped in identifying potential areas of collaboration and ensuring that the center's focus aligned with the needs of the region.

