

Stakeholder group	Key topics	Tools for interaction	Results 2019
Customers 1 500 customers Industry organisations	Technology solutions directly benefitting the business of customers Flexible procedures	Joint research projects Customer impact reviews Excellence Advisory Board	Annual Report 2019, pages 19-20
Owner Ministry of Employment and the Economy, Ministry of Finance, other ministries, Parliament, State Ownership Steering	The essential key objectives are agreed upon in the long-term performance agreement and revised in yearly basis. Contribution to Government Programme implementation and targets.	Performance management: VTT's opinions for Parliamentary Committees, Participation in Experts groups appointed by ministries, Representation Research and Innovation Council, Meetings and dialogue with decision-makers	Annual Report 2019, examples of research results pages 13-18, 20, 25-27 Annual Report 2019, strategy, innovation ecosystems pages 9-12
Financiers EU Business Finland Academy of Finland Other research financiers	Europe 2020 –strategy goals; sustainable development, societal challenges, renewal of industry, sustainable competitiveness. Internationalisation of business Finnish activities. Supporting and harvesting of excellent scientific base.	Dialog and consultation with European Commission and The Ministry of Employment and the Economy (Expert groups). Participation in programme level in different EU initiatives and partnerships. Dialog with national funding agencies e.g. Business Finland and Academy of Finland. Participation in national programmes.	VTT's role in Agenda-setting; active contribution to assessments and priority-setting processes for European research and innovation policies and programmes is on the grounds of the national mandate of VTT, its broad technology competence and long-term capability to act in various research networks and innovation communities. VTT role in aligning Finnish and EU level actions: Collaboration - we engage Finnish companies and other actors in European networks and value chains (ecosystem approach). Active follow-up of EU research and innovation policy, proactive participation in new collaboration and partnership structures, numerous programmes and funding instruments as well as funding rules and legal arrangements. VTT has received 17% of all H2020 funding to Finland (collaborative actions). Half of VTT's H2020 EU funding comes from Partnership instruments (cPPP instrument, JUs and JTIs, Partnerships based on Art. 185 e.g. EMPIR, and EIT KICs). Annual Report 2019, pages 22-23
International research community Universities and RTOs	Combining complementarities, World class competences in chosen fields of cooperation,	Joint research projects, Joint international research forums and organisations, Scientific publications,	Annual Report 2019, pages 22-23

	Key results of cooperation	Participation in the international research seminars Visiting researchers and professors Partnership cooperation	
Personnel 2083 employees (Parent company) Trade unions	Challenging and competence building work tasks, Competitive salary, Good working environment and support for working ability	Participating in yearly and strategy planning Representatives in boards Development discussions	Annual Report 2019, pages 6, 29-33
Local communities Network for local representatives Local cooperation partners and organisations	Research and innovation services available locally Improving of competitiveness and increasing jobs locally	Forums: MYR (Helsinki-Uusimaa, Pohjois-Pohjanmaa regional councils), Workshops and events with cities, local development agencies (e.g. Oulu Innovation Oy, Tamlink Oy)	Annual Report 2019, examples of research results pages 13-18, 20, 25-27
Media Press Internet Social media	Excellent research results that have general public interest Open, flexible and reliable communications cooperation VTT the primary top technology producer and information source for the media	Press conferences, Media Breakfasts, Seminars, Articles, VTT's experts interviews in broadcast (TV and radio), Suomi Areena etc., Facebook, Twitter, LinkedIn	The coverage of VTT in decision makers' media was on targeted level. The coverage topics in media is reported to VTT's Board and the Ministry of Employment and the Economy Interest in VTT's media events was high.
Subcontractors 300 research and service subcontractors 50 public procurements/year	Interactive and flexible cooperation procedure developed together on continuous basis Enough feedback and information	Regular steering group cooperation on strategic level Operative cooperation persons Information and feedback system	Continuous high level of customer satisfaction in certain services