VTT's value chain

Downstream Upstream Own processes **Products Benefits for** VTT's own activities **Distribution** Supply chain and services stakeholders Research, innovation and development **Human capital** Scientific knowledge National and international **VTT's customers** activities in scientific and commercial projects Unique expertise, faster and distribution in virtual and Technological innovations more scalable RDI projects, physical channels **Funding** Iterative knowledge production and technologial · Incubator, piloting and new business opportunities innovations in national and international virtual testing services Scientific and popular publishing and on-site collaboration: **Broader society** Practical tools Research infrastructure, Sustainable renewal of • Customer, partner and customer, partner and ecosystem encounters equipment and materials industry, spin-offs and new ecosystem encounters seminars and events national and international Participation and General office material and growth companies, increase in In-house support services presentations in seminars, **ICT** procurement talent and number of experts conferences and other Commercial Operations A sustainable world events Office and laboratory spaces, Finance and Business Support Sustainable solutions to the heating, electricity and water Strategy world's biggest challenges and building maintenance Human Resources • Other in-house support services Other outsourced support services

Management of actual and potential negative impacts

(GHG emissions, working conditions, research ethics, data security)