



From Innovation Dialogues to Action Plans

Engaging with Industry and Public Authorities

Part 8 - POLAND - KRAKOW

**bgi**

These nine reports give the reader an overview about the status of the video, computer and mobile game industry in the Baltic Sea Region as a whole and nine of its hotspot regions. The main goal of these document is to provide several examples of how to approach framework changes for an emerging industry such as the game industry, taking different contexts into consideration.

Part 8 of 9 - Poland - Krakow

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those meetings were SWOT and TOWS matrixes and concrete plans for actions to be performed during the Baltic Game Industry project and beyond.

There were several joint topics/areas of interests that came out of those dialogue events.

For some countries (Denmark, Lithuania), the discussion quickly turned to cluster management or cluster creation. Although cluster development is a difficult concept to define, the idea would be to somehow formalise the cooperation between incubators/accelerators, educational institutions, private companies and public organisations. This would facilitate access to global and national support programmes and incentives for the video games and creative industry and its members. The cooperation in form of a cluster might also support the human resources development/mobilisation among enterprises, or among research systems and enterprises including the attraction of highly qualified human resources.

Other regions are planning to open a game hub or incubator to find the best and the brightest and equip them with entrepreneurial skills, such marketing, management, sales and last but not least game development. The partners from Estonia, Germany and Poland are planning to focus their efforts on building an infrastructure for innovation with game developers as a new instrument in support of the game industry. The idea would be to help indies or non-formal teams, but also young, innovative studios develop a mature approach to business.

Funding-related topics (funding, public support etc.) were discussed by several regions (Sweden, Finland, Germany): the lack of public support, obstacles in accessing information on support instruments targeted for games industry or just knowing which the current bottlenecks to raise the capital are.

Joint marketing efforts were raised by Germany, Finland, Sweden as one of the possible actions to perform as public-private co-operation. This is based on the assumption that improved marketing measures would attract new risk funding and foreign talent to the regions. With the lack of talents in most regions, improved recruiting and marketing actions are necessary to recruit not only local/national level talents, but foremost non-European and Eastern European talents to improve the regional industry's international business performance. Furthermore, if claimed to be important by the city officials, the game industry needs to be more visible in regions marketing statements.

Finally, education-related topics (all the partners). With the objective to increase number of highly qualified specialists for the game industry, the grassroots level of the industry will be tackled. Although global talent is more easily accessible today than ever before, local education and initiatives need to be introduced to allure those talents to the region in the first place. The sooner young industry talents are exposed to business-driven game development and education, the easier it will be to create solid business cases and find artistic vision. So, game education and informal education activities (youth clubs, hackathons etc.) play a crucial role in building local talents.

The above-described process initiated a continuous dialogue in the regions and countries. Although many of the detected areas for improvement require activities the impact of which will only become measurable in the long or medium term, we expect the dialogues to continue and form the gaming-hub of Europe.

Your Baltic Game Industry project team

POLAND - KRAKOW

WE



GAMEDEV



Source: Krakow Technological Park, Digital Dragons

Snapshot of the Situation

With almost 400 game enterprises and amongst them several large and successful companies, the Polish Game Industry marks the top of the BSR. At least 50 of the game enterprises are located in our focus region Malopolska (Lesser Poland), mainly in Krakow.

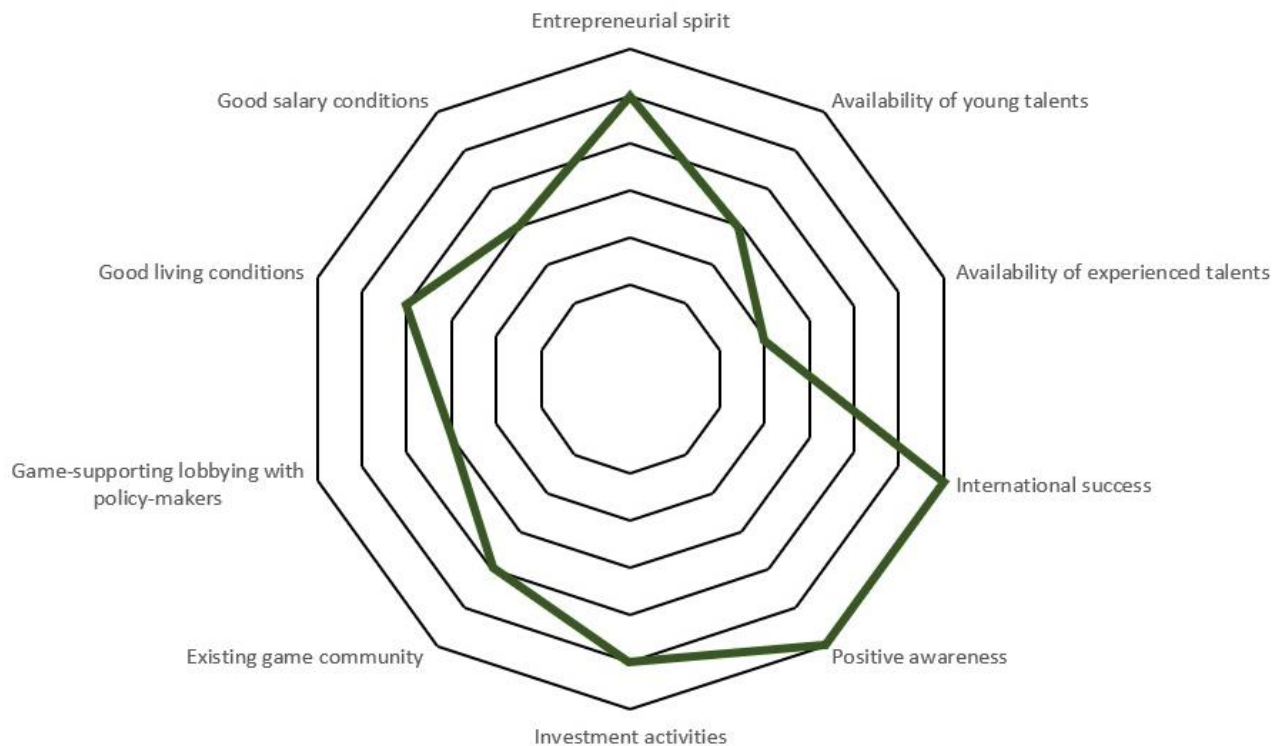
The Video games industry in Poland is currently experiencing a fast growth. It is commonly acknowledged that the global success of The Witcher series gave the national industry a boost. Currently, games produced in Poland, both from the AAA and indie categories, are highly appreciated by players from around the world (Darkwood, Ruiner, Dying Light, This War of Mine, Frostpunk). Another successful part of the industry are mobile games developers. And although it is very young business, it is emerging extremely fast. Even now there are many success stories of Polish mobile games (i.e. Real Boxing, Timberman, This War of Mine, Space Pioneer, Let's Fish, Sky Force 2014) and next success cases are in the making.

The general economic and social climate towards creating games is positive. The Polish government considers game industry to be one of the possible competitive national strengths and an important driving force for general technological and R&D progress. It is the reason behind a number of grant schemes (such as GameINN sectoral program for co-financing) and initiatives aimed at subsidising game studios whose work does not only serve creating purely entertaining content but also brings innovation.

In Poland you can find several dozen technology/business incubators for start-ups, but only few have a dedicated offer to game industry: Digital Dragons Incubator (new tool of Krakow Technology Park), ARP Games, Google Campus. The unique offer of Krakow Technology Park for game industry includes: greatest conference B2B in CEE for gamedev, greatest in Poland series of workshops for gamedevs-beginners, greatest in Poland part of Global Jam, incubator dedicated to gamedev studios, annual research of polish games market and gamers. There isn't much development programmes for beginners in this business.

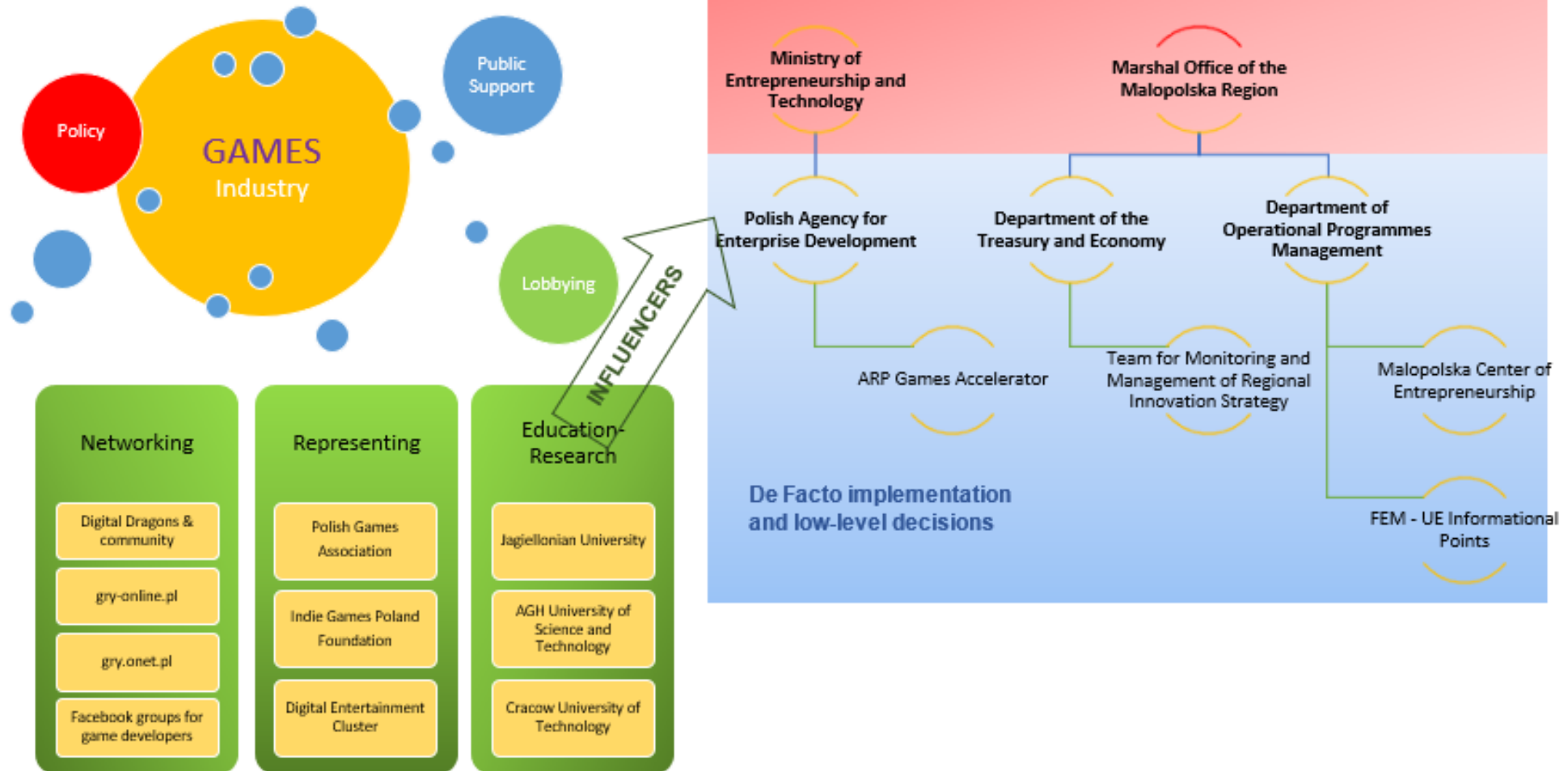
Polish gamedev perfectly understand global trends and build or rebuild business models to achieve as much business goals as it possible. The situation is better for the largest game companies, but the rest of the community – SME – have some challenges especially on the field of human resources, lack senior developers and so on. The young game start-ups face the worst challenges. They have strong skills in game development, but very little business skills and entrepreneurship savvy. The educational system does not keep up with the required training for skilled employees. Even though there is a number of specialised courses at universities, part of them tend to be run by specialists without work experience.

Polish game industry has the most important advantages: extremely high level of creativity, high level of specific skills (in development, game design, graphic design, music, 3D modelling, storytelling), global ambitions, success stories and/or hunger of success, and last but not least: own funds.



The greatest needs of all gamedev companies are: searching for new employees and talent development especially in the case of start-ups. Moreover young, very often informal teams need to raise their level of business knowledge. This challenge (and main activities in action plan) was identified by the help of [State of the Polish Video Game Industry 2017 – Report 2017](#) (regular researches made by KTP), 4 innovation dialogues (meetings with 150 experts, stakeholders, shareholders), and own KTP's know-how.

Communication Map



Chosen Approach for the Dialogues

There were 4 innovation dialogues in a few formats: great and small meetings, meetings only with gamedev and only with policy makers and mixed both, meetings with discussions and with workshops and with negotiations. This approach based on the statement that there are many good ways to find the best ways. In Krakow Technology Park we believe in a customer-driven innovations and co-creation approach: we have invited all of stakeholders to dialogues and discussion on how to better support and how to fast grow the Polish game industry. There were many points of view that helped us understand issues of all stakeholders.

SWOT Analysis

Strengths:

- S1. Strong, open and active gamedev community, enthusiasm
- S2. A few local/regional events on a high level
- S3. Many indie games developers and SMEs
- S4. Highly qualified specialists – juniors and seniors
- S5. A few success stories
- S6. Companies think global
- S7. Krakow – very good location for life and work
- S8. Polish GameDev and Gamers Research
- S9. International event – Digital Dragons
- S10. Programme of development for young talents – Digital Dragons Academy

Opportunities:

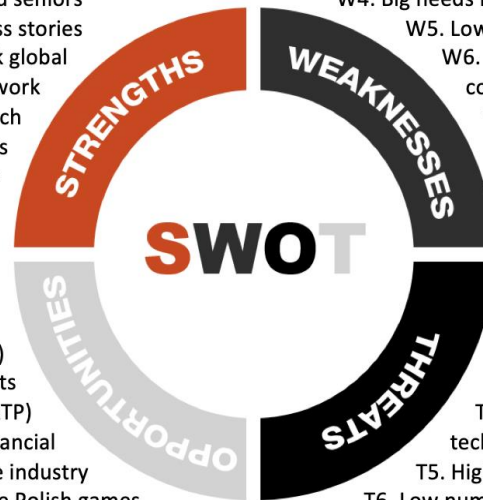
- O1. A few funding tools (Game INN Programme, O2. Programmes of Ministry of Culture and Heritage, Creative Europe)
- O3. Public Aid (De Minimis) available in EU projects and/or through a few institutions (e.g. KTP)
- O4. Few investors and VCs (based on EU financial resources) ready to invest in game industry
- O5. Success story of the Polish games
- O6. Fast growing fame of game industry
- O7. Polish game market (7th in the Europe)
- O8. Fast growing value of market and companies
- O9. Discussion about tax relief for games with Polish/European context
- O10. High number of universities, students and alumni
- O11. One of the 7 Regional Smart Specializations is „Creative Industries” (and among others: video games)
- O12. UE projects that co-financing participation in international, business events
- O13. KrakJam – greatest part of Global Jam in Poland

Weaknesses:

- W1. No AAA company in Malopolska (only part of CD Projekt RED)
- W2. Not-so-good higher education
- W3. Looking for (only) experienced workers
- W4. Big needs for new talents
- W5. Low number of mentors
- W6. Low level of cooperation between universities and companies
- W7. Two most important organization's representing gamedev – HQs in the capital of Poland
- W8. Lack of serious games

Threats:

- T1. Complicated tax regulations
- T2. High taxes
- T3. Low level of informal learning for new specialists
- T4. Companies don't trust VR/AR technologies
- T5. Higher salaries in another IT branches
- T6. Low number of investors ready to support game industry in a long term perspective (people don't understand a way of game development)
- T7. Public rules/regulations for non-European workers
- T8. Market consolidation – global trends
- T9. Lack of standards/official good practices in polish game industry
- T10. Outdated formula of the Digital Entertainment Cluster (regional game industry cluster)
- T11. Not enough number of animators, graphic designers and game designers



Topics Identified



The Innovation Dialogue

“Can games have a real impact on the development of social innovations in the region?”

June 7th, 2018

Venue: Centre for the Documentation of the Art of Tadeusz Kantor "Cricoteka"

Discussion panel with Q&A

15 attendees (open meeting with 5 experts): stakeholders and experts from the games community and regional authorities.

"How to recruit specialists in gamedev?"

December 14th, 2018

"How to recruit specialists in gamedev?"

Venue: Krakow Technology Park (conference hall)

Discussion panel with Q&A

95 attendees (open meeting with 5 experts): experts of the game industry, regional authorities, young specialists in game industry



1) "Can games have a real impact on the development of social innovations in the region?"

Main issues: Can games have a real impact on the development of social innovations? What support instruments does Malopolska offer? Do studies prepare graduates for market realities? What does the industry really need? Short description of incubation and acceleration programmes in KTP.



2) "How to recruit specialists in gamedev?"

Main issues: HR – what exactly video game studios need? How universities create new specialists for gamedev? How other educational organisations can support gamedev? What and how public authorities really support development of new specialists? What are the possibilities and the role of incubators and business support institutions? Game developers are not only kind of specialist; what about game designers, sound specialists, graphic designers and others?

"Incubation of game start-ups in Malopolska Region – why, how, what?"

February 15th, 2019

Venue: Krakow Technology Park (showroom)

Discussion and workshop

28 attendees (upon invitation): experts of the game industry, regional authorities, investors, Digital Dragons Incubator mentors

"Best ways for action plan"

March 19th-21st, 2019

Venue: Krakow Technology Park (conference room)

Marshal Office of the Malopolska Region

A few work-meetings

10 attendees (upon invitation): experts of the game industry, regional authorities, Digital Dragons Incubator team, Digital Dragons conference team



3) "Incubation of game start-ups in Malopolska Region – why, how, what?"

Main issues: Incubator as a tool for policy-makers? What is the added value of the incubator for game start-ups? What are the main challenges of incubation programmes? Incubation of mobile vs. PC/console games studios or another approach? What topics/issues should be included in programme? What kind of methods of learning should/could be used in incubator to increase effectiveness of development? What kind of game start-ups should be support?



4) "Best ways for action plan"

Main issues: many challenges, many important things – which are most important? Wishes vs. possibilities vs. ambitions? How to cooperate in the future? Krakow Technology Park and KTP Digital Dragons Incubator as regional policy making tool? Work on strategy for Region will start soon – maybe there will be a space for higher level of support for game industry in Malopolska Region.

Outcomes and Next Steps

1) "Can games have a real impact on the development of social innovations in the region?"

Discussants pointed to the need to promote serious games solutions as tools for creating social innovations. In addition, there was talk of the need for entrepreneurship education, facilitation of applying for research and development support, as well as the need to create an atmosphere and cooperation tools within the industry itself that would encourage more private sector investment in the industry. In conclusion, participants agreed that it is very important to fully use the Małopolska's potential to develop cooperation within the game industry in the region.

2) "How to recruit specialists in gamedev?"

Discussants pointed to the need to increase number of specialists in game industry: game designers, sound specialists, graphic designers and others. Main responsibility they bear – universities, but they have many internal own problems with programmes, teachers, structures, students' skills, funding, cooperation with other organisations/companies. On the other hand – greatest gamedev companies sometimes have no time to support education, because they need specialist ASAP. SME are much open for cooperation but sometimes they are not

seemed as a partner. There are a few challenges for private educational organisations to build new wave of Polish gamedev resources. There is great competition between two options of career development: #1 gamedev or #2 IT/ICT; very often this first option means same work, sometimes more interesting than in option no. 2, but with lower budgets and salaries. All of stakeholders could find a few UE programmes dedicated to skills development (students, employees, people wanting to retrain); UE Informational Units in Malopolska can help. Another way to build team is recruiting of foreign talents; this option was able to the largest companies so far (SMEs needs support).

3) “Incubation of game start-ups in Malopolska Region – why, how, what?”

Start-ups, including game start-ups, are highly qualified teams – usually they have really unique knowledge and know-how. In case of game industry young studios have great skill of programming, creativity, work flow. But very often they have very low level of business skills. Sometimes it's a first step to business fall. Malopolska Region needs innovative businesses, creative people, success stories with games. So, the main goal for incubator is to build strong business skills of incubated companies, and secondly: build platform to share knowledge and know-how. Malopolska needs game incubator but not only for young companies, but especially for non-formal groups of game developers (mainly – student teams), because the specific of this industry is: not launch own LLC before your game will be almost ready to release. During workshop attendees co-created (Design Thinking and Living Lab approach) two frameworks for high effective incubation: with topics/issues and methods of development.

4) “Best ways for action plan”

Game industry is small but important industry for Malopolska Region. Young and mature gamedev studios have many challenges influenced on their growth. KTP and Malopolska have limited amount of resources so can support only the most important issues. First things – first; KTP and Digital Dragons Incubator as a policy maker tool, should strengthen position of Incubator (business model, funding, offer, programmes and so on), as a first step to increase number of game studios, and increase number of talents for game industry in Malopolska Region. Both partners – KTP and Malopolska Region will be looking for as much synergies as it possible. Action plan will be presented to the Malopolska Council of Innovation (advisory body) with goal to build wide partnership for actions. Work on strategy for Region will start soon – maybe there will be a space for higher level of support for game industry in Malopolska Region.

TOWS Analysis

S/O USE STRENGTH TO MAXIMISE OPPORTUNITIES

- Build a network of universities/faculties that prepare specialists for gamedev
- Practice/intern in game industry for students and young alumni
- Internationalisation of game industry
- Activities for international talent acquisition
- Higher position of game industry in future politics of Malopolska Region (e.g. EU funds, strategies, promotion/communication, talent development)
- More information about gamedev in official communication channels
- To do: analysis – is it possible to create an École 42? (if yes – scenario of development)

S/T USE STRENGTH TO MINIMISE THREATS

- Create e-learning resources and/or verified repository of knowledge for game industry specialists (business, monetisation, trends, design, tools overview and so on)
- Activities for headhunting e.g. in Ukraine, Belarus + consulting for companies
- Networking with east of Europe: campaign for foreign talents
- Create community of mentors and experts for support game start-ups



W/O MINIMISE WEAKNESSES BY USING OPPORTUNITIES

- Stabilise KTP's Digital Dragons Incubator (business model, finances, staff, infrastructure and so on), maybe with acceleration services too
- Increase cooperation between academia and business (KTP as a hub) to increase quality of learning
- EU funds and VC – how to use it to acceleration companies – consulting, information
- Motivation for universities and students to building gamedev competences
- HR support for students and young alumni: how to prepare and how to start journey to game dev (as a specialist or as an entrepreneur)

TOWS

W/T MINIMISE WEAKNESSES AND AVOID THREATS

- New formula for the Digital Entertainment Cluster (regional game industry cluster) – Digital Dragons based
- Soft influence for local and regional policy-makers, through the official contacts and network of KTP
- “Evangelisation”, emphasise game industry potential – communication channels of KTP
- Create alliance of companies ready to support universities, high schools, NGOs in learning new specialists for gamedev
- Manual for companies – foreign talent recruitment

The Action Plan

Steps towards an Action Plan

The Polish game industry is one of the youngest in the Europe but has been growing extremely fast. Moreover, Polish gamedevs are not only strongly seeking success but – very often – get a taste of this success. The potential for development in this part of the national economy is impressive. The national and regional framework for supporting gamedev is varied: grants for beginners, grants for R&D, loans, participation in international fairs and so on. They are offers to foster and develop the strengths of the game industry. But the more important challenges are not easy to deal with: complicated tax regulations, high taxes, low skills of postgraduate, low level of cooperation between universities and game companies. Despite these difficulties the Polish game industry is striving. Yet, there are improvement that KTP and policy makers can undertake. And those are the main considerations take into account for an Action Plan.

KTP's Action Plan concentrates on three areas/challenges: 1) Establishing the incubator for game start-ups, 2) Fostering HR development, 3) Training new specialists. The final format of KTP's action plan relies on the cooperation of several partners and stakeholders and is based on 4 meetings with 150 experts/stakeholders, researches and own KTP's know-how.

Action Plan was approved by the team from the Marshal Office of the Malopolska Region and will be presented during the next session of Malopolska Council of Innovation (advisory body). The Council will recommend this document to the Marshal of Malopolska Region, and final result will be an official letter of support (estimated on May 2019).

Nevertheless, the first activities start as of 1 April 2019. Most of activities will be accomplished by October 2020, while some parts will be continued beyond the project lifetime, and/or will be carried out in synergy with other KTP projects.

Summary of the Action Plan

Action 1

Establishing the incubator for game start-ups

Objective: The main objective for this action is to build a unique, practical, highest quality platform for support young game studios. Not only for LLC companies but for non-formal teams also. It should increase number of young, innovative studios with mature approach to business.

Activities:

- Establishing the incubator (Established incubator for start-ups will be the new instrument in support of the game industry; tested details like venue, logistic, team, mentors, funds, storytelling, programme details, and so on in the pilot version that KTP will launch as prototype" or "MVP" during the project lifetime (a Digital Dragons Incubator) [04.2019 - 10.2020].
- Running a mentoring and assistance programme (a specialised offer for young gamedev teams. The final format is under discussion and will be result of two batches of BGI incubation. Possible scenarios: constant offer of KTP, or a few weeks per year, or a mix of both) [02.2020 - 10.2020].

- A physical infrastructure for incubator and game start-ups [09.2019 - 10.2020].
- Made-up business model with a few various ways of development (Main challenge is “how it should work”. KTP will prepare a reliable business model for incubator, with a few variables for further development beyond the project. It will be a professional business model canvas) [04.2019 - 10.2020]
- Finding funds for an incubator [09.2019 - 10.2020]

Resources:

- Incubator manager
- 2 incubation specialists
- Team of mentors and consultants (10-30 persons) representing leading Polish game industry
- Occasionally: fundraising specialists
- Money will be necessary to pay for the incubator space, the events, the workforce and other costs involved. Part of budget could be based on KTP own budget, but the incubator should bring some revenue
- Partners: Marshal Office of the Malopolska Region, universities from Malopolska, Indie Games Poland Foundation, experienced gamedev companies

Action 2

Support for HR development

Objective: The objective of this action is to increase number of highly qualified specialists for game industry. Sometimes, people decide after several years as an employee to start their own business. More specialists = more gamedev studios in long term.

Activities:

- Refined and enlarged “HR Zone” on Digital Dragons conference and during the KrakJam hackathon (KTP would like to build an “HR Zone” as a gate to the gamedev world. The main idea is to engage both HR specialists from game enterprises and students, young alumni or other enthusiasts of gamedev, and match both of them) [04.2019-05.2020]
- Workshops and consulting for students who want to start a career in gamedev and other people who want to add expertise to their existing career (That will be a regular offer of KTP especially during events. KTP will support young talents by career counselling. KTP would like to teach them i.e. how to prepare a CV or portfolio, what paths of development the game industry has to offer, how to build skills and so on) [09.2019-10.2020]
- Cooperation with universities from East Europe – foreign talents will be invited to the Digital Dragons conference (KTP will prepare a special offer for students from beyond the eastern border of Poland and invite them to attend in Digital Dragons conference) [01.2020-05.2020]
- To create an informal network with East European partners such as universities, HR agencies, NGOs, companies (Participation by KTPs personnel in events on Belarus, Ukraine and in Russia; building new networks) [09.2019-10.2020]

- To prepare a manual for game companies about foreign talent hiring (a highly precise manual, shared as a PDF on the Internet, with methods, tools, formal issues, partners, good practices and so on. That manual will be prepared as a practical tool for SMEs) [06.2019-06.2020]

Resources:

- Incubator manager
- Digital Dragons conference producer team
- External experts (issue: talents migration)
- HR specialists from leading game enterprises
- Excellent copywriter
- Some funds for external experts
- Funds for networking and a special offer by the DD conference for East European students
- Partners: Marshal Office of the Malopolska Region, universities from Malopolska, Indie Games Poland Foundation, gamedev companies, Malopolska Provincial Office in Krakow, HR agencies, polish embassies/consulates

Action 3

New specialists – training

Objective: The objective of the action is to enlarge scale of the trainings, number of participants and their skills

Activities:

- Enlarging the range of Digital Dragons Academy (Digital Dragons Academy is a great tool for talent development, networking, sharing of knowledge, and – in the case of companies – recruitment. This tool is complementary with other offers under Digital Dragons brand like a conference, incubator and this DD ecosystem works very nice. KTP would like to increase the impact of DDA, and number of attendees) [09.2019-10.2020]
- Provide a verified knowledge base for newcomers to the game industry (There are many e-learning resources and tools for the game industry, but it is hard to find the best of them, especially when you start your game development journey. KTP would like to prepare a map of the best resources for a few profiles: game developer, game designer, 2D artist, 3D artist, QA and so on. The final version will be something like an e-learning course.) [04.2019-02.2020]
- Carry out an analysis: is it possible to establish in Krakow modern training centre for game dev? (Inspiration for this idea is the “Ecole 42” or “42 Silicon Valley” – training centres, with a problem-based-learning approach, with trainers from companies and several hundred hours of own job, with experienced mentors; the second inspiration are Polish programming schools, with distance-learning or bootcamp-based learning; KTP will analyse this centres: business models, learning methods, efficiency, mentors profile, finances, and so on) [09.2019-06.2020]

Resources:

- Coordinator and producers of the Digital Dragons Academy
- Mentors of the Digital Dragons Academy
- Trainer with e-learning experience
- Digital Dragons Incubator team
- Price of e-learning platform or another software solution,
- Resources for international meetings with staff of Ecole 42 or another top-of-the-tops training centre
- Partners: Marshal Office of the Malopolska Region, universities, Navoica.pl, Indie Games Poland Foundation, gamedev companies, researchers/info brokers

Dwight Eisenhower said: "Planning is everything, the plan is nothing". KTP is going to analyse the Action Plan every six months regarding assumptions, performance, and impact. If necessary, adaptations and alterations will be made.

The current version is available on: http://www.kpt.krakow.pl/wp-content/uploads/2019/09/ktp_ap-ver-ost.pdf

THE PROJECT

The project 'Baltic Game Industry' (BGI) aims to foster the game industry in the Baltic Sea region - turning an ambitious game developer scene into a competitive and attractive business sector with sound innovation potential and thus making the region a game hotspot with worldwide competitiveness.

The partnership works together on framework condition improvements, on making business support services fit for the special needs of game start-ups and finally on new business opportunities for game developers in other industry sectors, such as health care. The core element is the installation of durable game incubators, programmes and schemes for game start-ups across the region.

BGI effectively combines policy and business development. Tailor-made game business support fosters a durable economic growth of this innovative industry in the whole region. The introduction of VR technologies in non-game industries contributes to boosting innovation beyond games. The common branding of the Baltic Sea region as game innovation hotspot will attract international clients, investors, creative entrepreneurs and qualified workforce.

Read more at www.baltic-games.eu

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