

KEY INSIGHTS 2022

SHADES OF  
INNOVATION



AARHUS SYMPOSIUM  
FOCUS

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ARRIVAL AND CHECK-IN | 14:45

WELCOME TO AARHUS SYMPOSIUM FOCUS 2022 | 16:10

FRAMING INNOVATION WITH MADS LUNDBY HANSEN AND LARS FREDERIKSEN | 16:25

MFT ENERGY AWARD | 16:55

THE ART OF INNOVATION WITH PEDER TUBORGH AND JASMINA PLESS | 17:00

BREAK WITH REFRESHMENTS | 17:30

SHADES OF INNOVATION WITH ALL FOUR DEBATERS | 18:00

A BITE TO EAT AND NETWORKING | 19:00



# SHADES OF INNOVATION

## THE THEME OF AARHUS SYMPOSIUM FOCUS 2022

Throughout the history of time, humanity has created and, by doing so, reshaped, impacted, and improved society several times. Innovation has been key in shaping the world we know. Charles Darwin shared the same conviction as he quoted: *"It is not the strongest of the species that survives, nor the most intelligent; it is the one most adaptable to change."* Innovation is not only key in uncertain

times; it is a benefactor in the evolution of society. Therefore, to keep the vitality of the Danish culture high, we must nurture the innovative spirit that Denmark possesses.

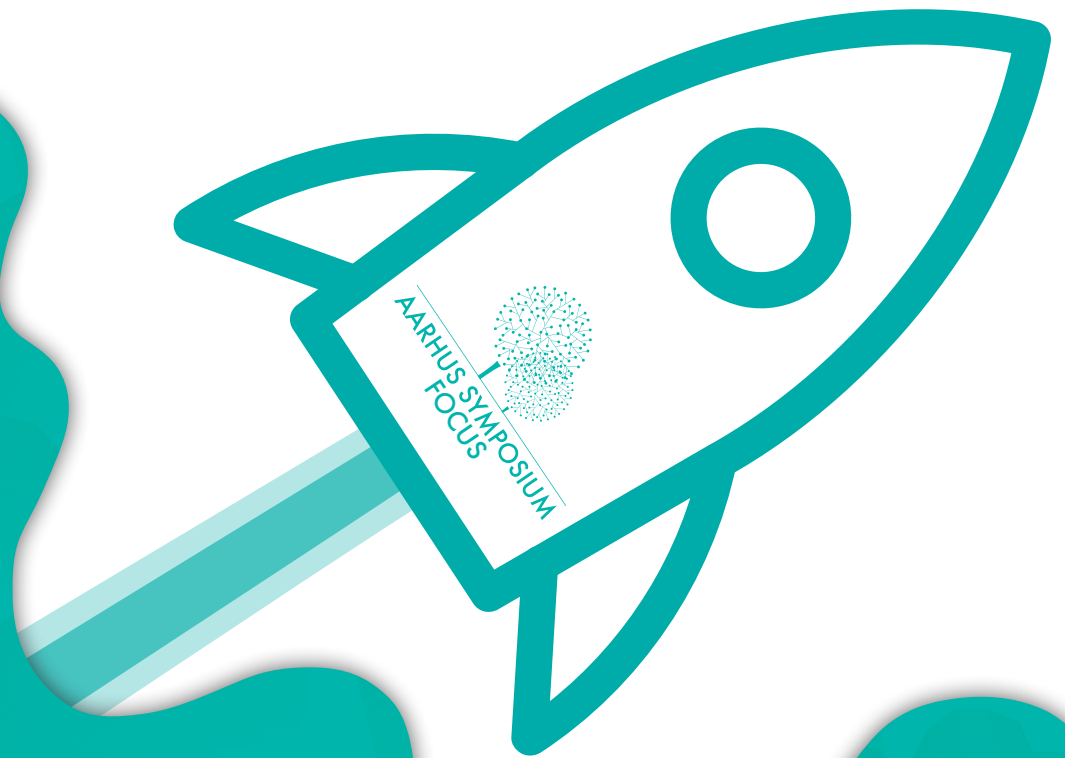
Innovation is essential for the competitiveness of firms and the development of communities to improve life quality for individuals and the generations to come. The organ, which we call society, must guard itself against existing and upcoming challenges by rethinking structures. Otherwise, natural shocks will put pressure on people, businesses, and society.

Current crises signify the vulnerability and exposedness of companies, causing some of them to shut down while other firms adapt, restructure, and innovate to keep their business running. Crises are like adrenaline for innovation: however, waiting for a crisis is not a sustainable

innovation strategy. This increases the importance of an ongoing debate about innovation to be prepared for uncertain times.

According to the Global Innovation Index 2021, Denmark is a strong and innovative nation taking the reward as the 9th most innovative economy in 2021. To keep the innovation blossoming, Denmark must foster a persistent, innovative system. This begs the question; how should society be wired for innovation to thrive and what are the pros and cons of the Danish community?

At Aarhus Symposium Focus 2022, we invite you to join the discussion of Denmark as an innovative nation. We seek to discuss the role of the state, companies, and Danes in constructing the best innovative framework in Denmark. What shades of innovation must Denmark pursue?



# INFOGRAPHICS



Denmark has been among the **top 10** countries investing in research and development, using approximately **3% of its GDP** since 2009.



The educational system is designed to promote creativity, and analytical and critical thinking.

## DENMARK AS AN INNOVATIVE COUNTRY

According to the Global Innovation Index 2021, Denmark has consistently been among the top 10 most innovative countries in the past several years, ranking number 9 in 2021.



According to the Digital Economy and Society Index (DESI), Denmark is the **second most digital country in the EU** as of 2022. As a frontrunner for digitalization, Denmark keeps improving and creating digital solutions.



According to the Patent Index 2021, Denmark had the **third most applied patents per inhabitant**.



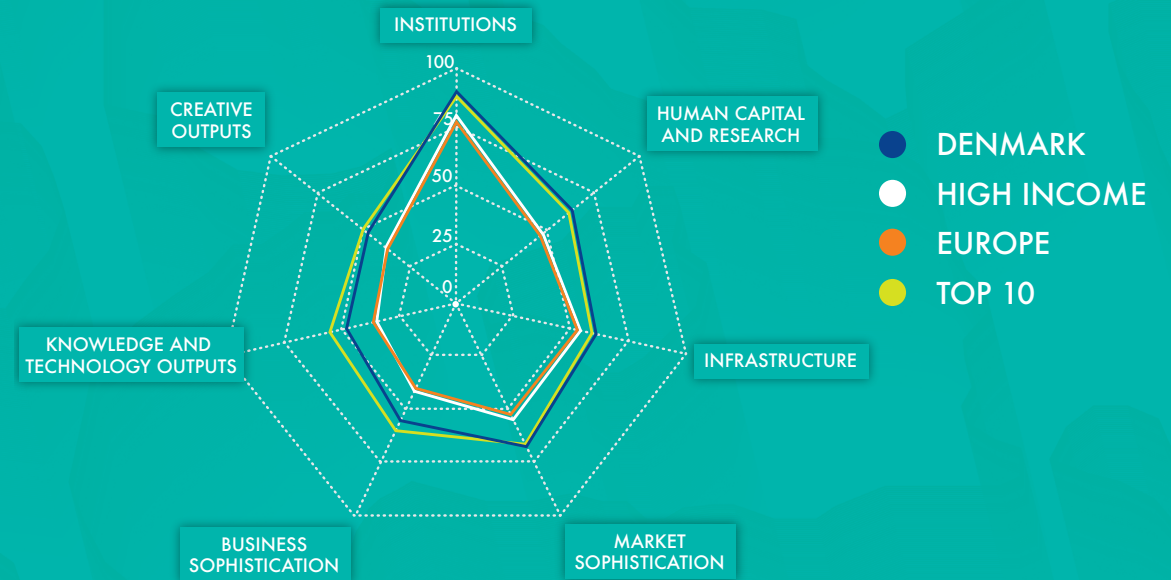
In 2021, Denmark was ranked as the country with the best institutions in the world by having formal, legally binding constraints such as rules, laws, and constitutions, but also good norms of behavior, conventions, and business ethics.



Last year, Denmark ranked number 1 in the 2020 environmental performance index, making it the **greenest country in the world**, and placing Denmark at the forefront of the development and use of renewable energy.

## THE SEVEN GII PILLAR SCORES FOR DENMARK

The Global Innovation Index (GII) measures innovation based on how well a country can transform resources into products. The resources are by GII defined as a country's institutions, human capital and research, infrastructure, market sophistication, and business sophistication. The products are defined as knowledge and technology outputs and creative outputs.



## INNOVATION INPUT TO OUTPUT PERFORMANCE



The chart shows the relationship between innovation inputs and innovation outputs. Economies above the line effectively translate costly innovation investments into more and higher-quality outputs.



# MADS LUNDBY HANSEN



CHIEF ECONOMIST,  
CEPOS



SESSION  
FRAMING INNOVATION

# LARS FREDERIKSEN



PROFESSOR OF INNOVATION,  
ENTREPRENEURSHIP AND STRATEGY,  
AARHUS UNIVERSITY



SESSION  
FRAMING INNOVATION

1996  
MSC IN  
ECONOMICS,  
UNIVERSITY OF  
COPENHAGEN

1996 – 1998  
ECONOMIST,  
INTERNATIONAL  
DEPARTMENT,  
MINISTRY OF  
ECONOMIC AFFAIRS  
OF DENMARK

1998 – 2001  
ECONOMIST, TAX  
DEPARTMENT,  
MINISTRY OF  
FINANCE OF  
DENMARK

2001 – 2005  
CHIEF ECONOMIST,  
VENSTRE

2005 – TODAY  
CHIEF ECONOMIST  
AND VICE PRESIDENT,  
CEPOS

2001 – 2007  
PHD STUDENT  
AT DEPARTMENT  
OF INDUSTRIAL  
ECONOMICS  
AND STRATEGY,  
COPENHAGEN  
BUSINESS SCHOOL

2006 – 2010  
ASSISTANT PROFESSOR,  
INNOVATION &  
ENTREPRENEURSHIP  
GROUP, IMPERIAL  
COLLEGE BUSINESS  
SCHOOL, IMPERIAL  
COLLEGE LONDON

2010 – 2011  
VISITING RESEARCH  
FELLOW, INNOVATION  
MANAGEMENT GROUP,  
DEPT. OF BUSINESS  
ADMINISTRATION,  
BUSINESS AND SOCIAL  
SCIENCES, AARHUS  
UNIVERSITY

2012 – 2016  
PROFESSOR, HEAD  
OF THE INNOVATION  
MANAGEMENT  
GROUP, DEPT. OF  
MANAGEMENT,  
BUSINESS AND SOCIAL  
SCIENCES, AARHUS  
UNIVERSIT

2016 – TODAY  
FULL PROFESSOR,  
DIRECTOR OF  
RESEARCH AND  
DEPUTY HEAD OF  
DEPARTMENT AT DEPT.  
OF MANAGEMENT,  
BUSINESS AND SOCIAL  
SCIENCES, AARHUS  
UNIVERSITY

## DID YOU KNOW?

### MADS LUNDBY HANSEN...

- Spends a part of his spare time by cycling the Danish roads, and watches football, where he supports the English club, Liverpool F.C.
- Has since 2017 been a member of the Danish Economic Council, which primary objective is to provide independent analysis and policy advice to Danish policy makers
- Was the most quoted expert in the Danish media in 2021 according to Infomedia

### CEPOS...

- Is an independent, liberal, free-market think tank based in Copenhagen, Denmark. CEPOS is an abbreviation of "Center for Political Studies"
- Seeks to influence the political debate by providing knowledge about the structures of society through analyses and research as well as by preparing concrete policy proposals
- Goal is for citizens, society, and the market to increasingly take on more tasks from the tax-financed and politically controlled public institutions

### LARS FREDERIKSEN...

- Has studied innovation processes and outcomes by digital platforms and online communities for 20 years. He pioneered research on user innovation focused on mechanisms such as motivation, ability, and social networks
- Publishes his research in international peer-reviewed top journals, including Academy of Management Journal, Organization Science, Journal of Product Innovation Management, etc.
- With two friends, he built a web-scraper tool for his research back in 2003 to understand better how platform participants communicate and support each other for innovation

### AARHUS UNIVERSITY...

- Was established in 1928 and has since developed into a major Danish university with a solid international reputation across the entire research spectrum
- Covers an area of approximately 580,000 square metres (net), which corresponds to around 80 football fields
- Ranks among the top 150 universities of over 17,000 universities worldwide and is among the top 25 universities in the EU

## DID YOU KNOW?



# PEDER TUBORGH

CEO,  
ARLA FOODS



SESSION  
THE ART OF INNOVATION



# JASMINA PLESS

HEAD OF ENTREPRENEURSHIP,  
DANISH CHAMBER OF COMMERCE  
(DANSK ERHVERV)



SESSION  
THE ART OF INNOVATION



1985 - 1987

MSC IN  
ECONOMICS  
AND BUSINESS  
ADMINISTRATION,  
ODENSE  
UNIVERSITY

1990 - 1994

MARKETING  
MANAGER,  
DANYA FOODS LTD  
(MD FOODS SAUDI  
ARABIA)

1994 - 1998

MARKETING  
DIRECTOR,  
MD FOODS

2000 - 2002

DIVISIONAL  
DIRECTOR,  
ARLA FOODS

2002 - 2005

GROUP EXECUTIVE  
DIRECTOR,  
ARLA FOODS

2005 - TODAY

CEO,  
ARLA FOODS

2013 - 2016

MSC IN  
INTERNATIONAL  
BUSINESS AND  
POLITICS,  
COPENHAGEN  
BUSINESS SCHOOL

2016 - 2016

CONSULTANT,  
COPENHAGEN  
FINTECH

2016 - 2018

HEAD OF SECTION,  
DEPARTMENT OF  
GROWTH CAPITAL  
AND FINANCIAL  
SECTOR REGULATION,  
MINISTRY OF  
BUSINESS, DENMARK

2018 - 2021

SENIOR  
CONSULTANT,  
DANISH CHAMBER  
OF COMMERCE

2021 - TODAY

HEAD OF  
ENTREPRENEURSHIP,  
DANISH CHAMBER  
OF COMMERCE

## DID YOU KNOW?

## DID YOU KNOW?

### PEDER TUBORGH...

- Was the chairman of the Board of the Danish jewellery company, Pandora, from 2014 to 2020. During this period the revenue doubled, and the business became one of the world's most well-known jewellery brand
- Has developed Arla from a Scandinavian organisation to a global dairy company
- Became the youngest CEO in the Arla's history at the age of 42 after being employed in various positions within the company

### ARLA FOODS...

- Is a global business that provides dairy products and ingredients based on milk supplied by farmers in Northern Europe
- Was founded in 2000 when MD Foods merged with the Swedish company Arla. Since then, Arla has grown to become the fifth-largest dairy company in the world
- Is a cooperative owned by 9,000 dairy farmers based in seven countries: Sweden, Denmark, the UK, Germany, Belgium, Luxemburg, and the Netherlands

### JASMINA PLESS...

- Political expert on startup-policy and development of entrepreneurship with in-depth knowledge on access to finance, female entrepreneurship, ecosystem development, fintech regulation, sustainable business models, and collaboration between startups and corporates
- Has been an election observer since 2013 for the Ministry of Foreign Affairs of Denmark
- Is an ambassador for Nordic Female Founders which supports female entrepreneurs in Denmark by creating a platform for women to connect and share experiences

### DANISH CHAMBER OF COMMERCE...

- Is the business network for Trade, IT, Industry, and Service in Denmark. It is one of the largest business organisations in Denmark with more than 18,000 member companies and offices in Copenhagen, Aarhus, Brussels, and New York
- Strives for the best framework conditions for companies to manage their business, and to make Denmark a world leading hub for start-ups
- Help companies with legal counsel and to get political influence



# QUESTIONS FOR THE DEBATERS



1



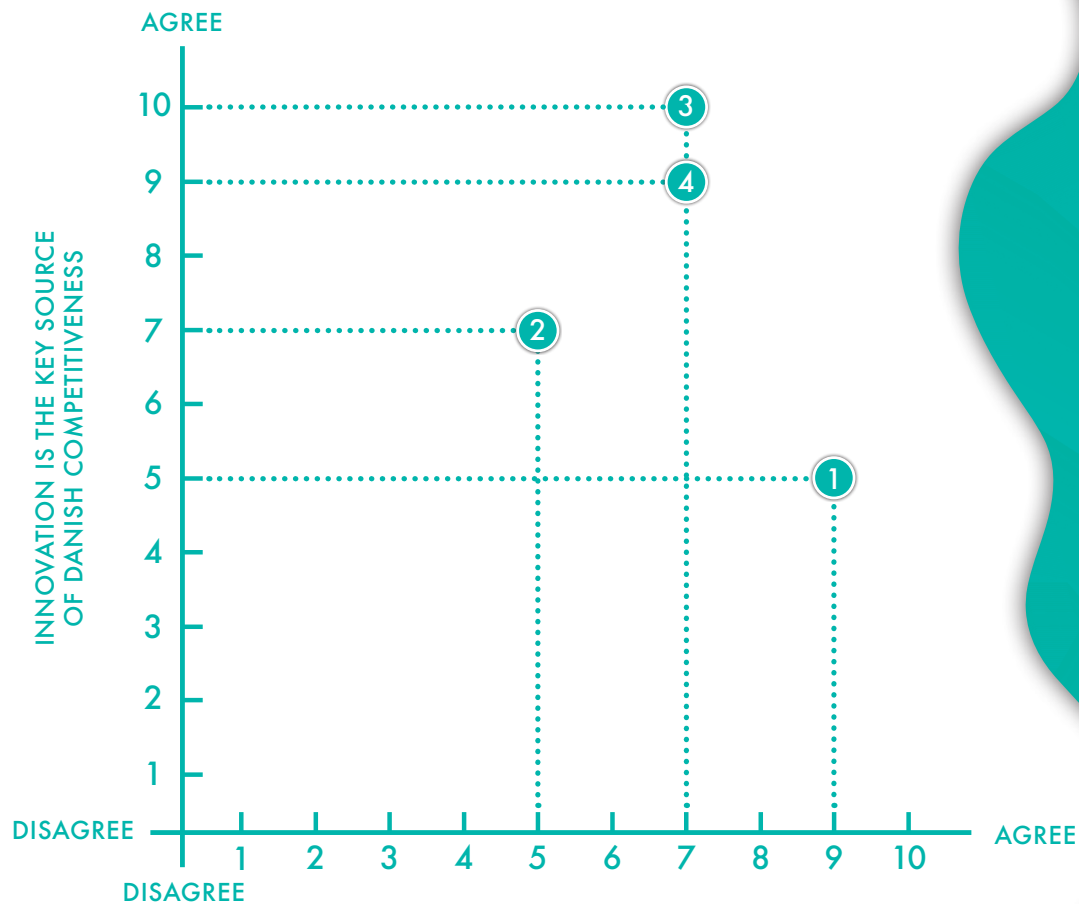
2



3



4



THE MARKET ITSELF WILL LEAD TO EFFICIENT INNOVATION, AS TO WHY REGULATORS SHOULD LIBERALIZE MARKETS

## WHAT ARE THE PROS AND CONS OF THE DANISH COMMUNITY REGARDING INNOVATION?



MADS LUNDBY HANSEN

The pros includes relatively little regulation, a high degree of Economic Freedom, a relatively flexible and unregulated labour market, a well-educated workforce, a high level of trust, low corruption, good protection of private property, and easy market access for Danish firms in the EU. The cons includes high taxes, the fourth highest capital gains tax in OECD, a top marginal tax rate of 67 % when including consumption taxes, and a big welfare state which claims a big part of the workforce (30 %).



PEDER TUBORGH

The pros include; Easy access to soft funding, many local scientific fortresses aligned to strong Danish business positions ensuring knowledge hubs and competent candidates, willingness at a single ministerial level to select priority areas, strong cluster organizations, close dialogue between stakeholders from different sectors, and strong private research funds. The cons may refer to the lack of political prioritization of a Danish innovation strategy, incoherent innovation ecosystem and lack of coordination between ministries, not an optimal exchange of knowledge between academia and business, lack of connection between the Danish innovation ecosystem and the global ditto, and access to private research funds exceeds public funding several folds skewing academic profiles and education.



LARS FREDERIKSEN

The pros include, among other things; a flexible labor market, general trust in society (e.g., individuals, firms, and institutions), well-functioning education and research sector, good public-private relationships, a quick adaption of organizational design and business models in organizations, strong digital competencies. In addition, the cons may refer to rather non-transparent legislation (e.g., tax issues), a less developed market for venture capital, etc.



JASMINA PLESS

Denmark is blessed with free education; hence a well-educated population that culturally have been encouraged to think creatively and critically also when it comes to building companies. However, in the long run successful companies seek elsewhere. 60 % of unicorns founded in Denmark after 2000 have left Denmark. To change that trend, we need to make it easier for startups to recruit talent and create tax incentives for creating and investing in startups.

## HOW CAN DANISH BUSINESSES REMAIN RELEVANT ON THE GLOBAL INNOVATIVE SCENE?



MADS LUNDBY HANSEN

I am not in a position to tell what firms should do to be competitive and relevant, but I can tell what the politicians should do if they want to promote growth and innovation. It is important to have incentives for talents to flourish, to reduce marginal tax rates on labour, to reduce the corporate tax, to reduce the capital gains tax, and to remove regulation by legalizing big supermarkets, legalizing Uber etc.



PEDER TUBORGH

Maintain production in the country (innovation grows out of needs, challenges, possibilities and market in-/foresight), support innovation-driven talents at the educational institutions, support start-ups, and support and drive research and innovation. Furthermore, connect science with business both locally and globally effectively. Also, ensure that all parties in the triangle - business/academia/authorities - play on the same level and are committed towards a Danish innovation plan, providing coworkers with a sense of purpose, community, and being cared for and ensuring constant development of the inherent knowledge pool.



LARS FREDERIKSEN

The constant pressure to conform to strong regulation (for example, green, agro), better integration of education and research with practice (e.g., business, gov., NGOs, etc.), not become too narrowly focused on start-ups but rather entrepreneurial approaches and attitudes also in existing businesses, keeping a global perspective and involvement in international relations.



JASMINA PLESS

Denmark needs to strengthen the connectiveness to ecosystems internationally. Denmark will never be the next Silicon Valley, but by strengthening the links to foreign ecosystems, talent, investors and research, Denmark can stay relevant by linking all the right tools for success hence being a hub for innovation of the future.



# PRESENTING THE MODERATOR

## ULRIK HAAGERUP



CEO & FOUNDER,  
CONSTRUCTIVE INSTITUTE

“Attending Aarhus Symposium is an injection of hope in the future. This student-initiated mega event is well thought out, highly energetic, and so planned in every detail that we older people walk away thinking: “They will take over. Thank God!”



1994 - 2002  
EDITOR-IN-CHIEF,  
JYLLANDS-POSTEN

2002 - 2007  
EDITOR-IN-CHIEF,  
NORDJYSKE MEDIER

2007 - 2017  
HEAD OF NEWS,  
DANMARKS RADIO

2017 - TODAY  
CEO & FOUNDER,  
CONSTRUCTIVE  
INSTITUTE

### DID YOU KNOW?

#### ULRIK HAAGERUP...

- Was awarded the finest Danish journalism prize, The Cavling Award, in 1990 along with two colleagues for uncovering a series of over-indebtedness cases involving several Danish mortgage institutions
- Is the author of “A Good Idea - Did You Get It?” (2005) and “Constructive News” (2014)
- Was bestowed the Order of the Dannebrog in 2012 for his extensive work in journalism and media

#### CONSTRUCTIVE INSTITUTE...

- Was founded in 2012 and works in close collaboration with Aarhus University
- Focuses on constructive journalism by emphasising the importance of accurate and balanced reporting in response to increasing sensationalism
- Helps journalists apply constructive reporting by providing access to a best practices portal, a fellowship programme, training curricula, and initiating academic research

# JOIN THE DISCUSSION

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3 USE THE EVENT CODE: #ASFOCUS2022



LEADERS OF TODAY CONNECTING WITH LEADERS OF TOMORROW

OCTOBER 31, 2022

[WWW.AARHUS-SYMPOSIUM.ORG](http://WWW.AARHUS-SYMPOSIUM.ORG)