

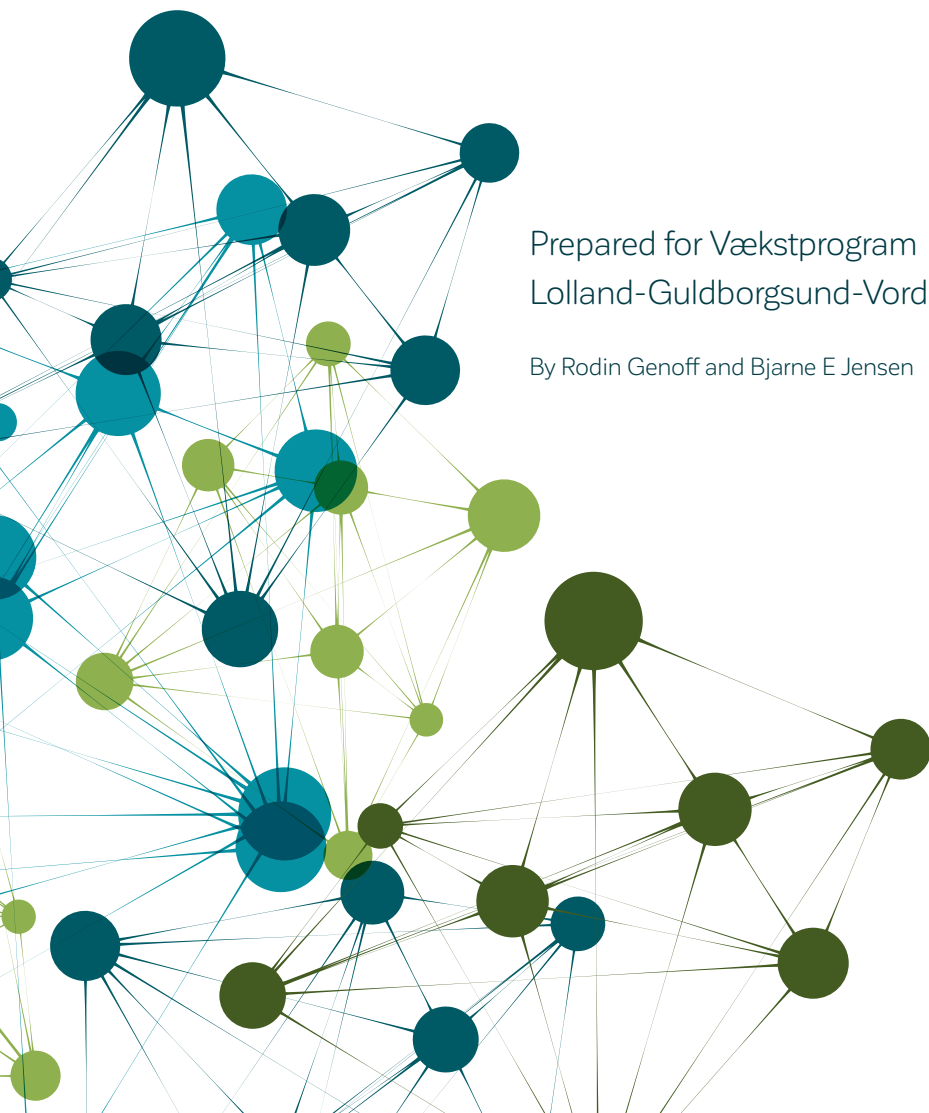
# MANUFACTURING THE FUTURE

## STAGE 1 PROJECT REPORT

NOVEMBER 2018

Prepared for Vækstprogram  
Lolland-Guldborgsund-Vordingborg

By Rodin Genoff and Bjarne E Jensen





MANUFACTURING THE FUTURE

# Foreword

Susanne Kruse Sørensen, director Vordingborg Erhverv  
and Mikkel Wesselhoff, director Business Lolland-Falster

Times are looking bright for Lolland, Guldborgsund and Vordingborg. Trends are improving for us at the moment, prospects are looking better than in previous years, and with major infrastructure investment going into the region we have good reasons to be optimistic.

But this is not a time for complacency. On the contrary, this is the time to catch the wind and built upon the possibilities now available to us. We have to ensure companies within this region benefit from those possibilities, and we must use the current up-turn to build our joint capabilities. This is the time for us to step up.

Since 2017 the three municipalities and two business councils have worked together, backed financially by Region Zealand and the Ministry for Industry, Business and Financial Affairs, to develop a range of initiatives to further boost the region's potential. These initiatives focus particularly on addressing the key challenges facing the companies: shortage of labour and access to finance.

*Manufacturing the Future* is an industry leading initiative aimed at enabling companies to maximise their business opportunities. This programme, initiated in September 2017, is managed by Business Vordingborg and Business Lolland-Falster in close collaboration with the international business consultant Rodin Genoff. He is internationally recognized for his innovative work in developing strategic networks and clusters, and has won awards for contributing to turning around companies and regions for a better future.

The particular aim of *Manufacturing the Future* was to develop new business collaborations and to assist companies, particularly small and medium-sized, in setting new targets and providing them a caring push in the right direction.

The approach is innovative and challenging, but the results have been encouraging - as confirmed by this external evaluation finalised in October 2018:

“It is the evaluators’ assessment that *Manufacturing the Future* has created outstanding positive results for the local companies and, in several cases, has created increased collaboration and international outlook. MtF has achieved the two primary targets – create new collaborations and satisfied participants.”

We look forward to continuing to develop *Manufacturing the Future* and thus ensure the best possible conditions for our local companies.

This publication is a documentation of the process so far. It is also a celebration of some of the participating companies, how they work and how they push their own boundaries through *Manufacturing the Future*. And, finally, it is an open invitation for other companies to join in.

If Lolland-Guldborgsund-Vordingborg can harness the advantages, the disadvantages will diminish. We have every potential to do so, and the companies participating in *Manufacturing the Future* are showing how.



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# MANUFACTURING THE FUTURE

## INTRODUCTION



## Manufacturing Opportunity

*Manufacturing the Future* kicked off at Hardi International which, at first glance, looked like any other 1950s Danish industrial facility that had been given a facelift.

But it was its sheer size that gave it away. Over the past three decades Hardi International has become one of the world's leading agricultural equipment manufacturers, exporting from Europe to the mid-west in the United States, and even becoming a household name in many Australian farms.

It was here that around 200 local, community, political and business leaders gathered to celebrate the launch of *Manufacturing the Future*, an initiative under the Vækstprogram Lolland-Guldborgsund-Vordingborg.

The region's three proud Mayors were flanked by Denmark's Industry Minister who paid homage to a hard working region contributing to Danish prosperity, just as Hardi International has done and continues to do globally.

So began an ambitious program of galvanizing the cooperative spirit of local companies to unleash their creative and innovative potential through the *Manufacturing the Future* program. This provides a structured framework to encourage greater collaboration between local SMEs, and to get companies to step in time to the beat of new national and international business opportunities.

A remarkable 12 months followed. In the words of Morten Matras, founder and CEO of software start-up company Lead Doubler: “*Manufacturing the Future* opened my company's eyes to new ways of thinking and developing our business strategies. We've been energised to step up and realise our ambitions and vision of what the future could look like.”

## Jante's law

Copenhagen is one of the world's most liveable and innovative design capitals - and it's not afraid to let the world know.

Yet drive 90 minutes south of Denmark's capital and we enter another world. This is one where Jante's Law rules: don't stick your head up, and don't think you're better than anyone else – because you're not! And it's worn as a local badge of honour!

Jante's Law may be a great way to make people feel more equal by keeping them under the radar and out of the media spotlight, but it's no use when it comes to promoting a region that has world class companies and is about to be transformed through some of northern Europe's largest infrastructure projects.

The new Storstrøm Bridge is set to dramatically speed connectivity between the region and Copenhagen. Commercially and demographically it will integrate Copenhagen and Lolland-Guldborgsund-Vordingborg more closely as professionals and life stylers choose the fast commute back and forth into the capital city for work and play.

Meanwhile, the Femern Tunnel connecting Denmark and Germany, due for completion in 2025 at a cost of 52 billion kroner, will generate thousands of construction jobs. It will boost new regional investment and business opportunities as Denmark's economy integrates even more closely with that of Germany, Europe's largest economy and technology powerhouse.

No wonder new schools and hospitals are being planned on the back of this rapid transit corridor between Copenhagen and Germany.

## Owning the change, manufacturing an authentic narrative

Many of Lolland-Guldborgsund-Vordingborg's companies to whom we have spoken realise that hard work creates the brand. But, as some have warned, if the region doesn't exploit these new opportunities and become noticed nationally and internationally in the fast-paced world

of the 24/7 economy, there is a real danger the region will be left behind and remain Copenhagen's overlooked southern cousin.

## What a challenge!

Yet, as we've found out, the folks of Lolland-Guldborgsund-Vordingborg enjoy nothing better than stepping up to such an historic challenge.

Community, business, and local political leaders now recognise that together they must forge a new narrative: of how the region sees itself and how it wants to be seen by investors and talent in search of new opportunities and lifestyles – and ultimately by the media and national political leaders.

*Manufacturing the Future* is contributing to this process through successful and innovative work with local companies. The *Manufacturing the Future* project team has been especially conscious of positioning these companies in the marketplace in a manner that supports an authentic and genuine narrative, one that's owned and inspired by the businesses we're working with.

## Manufacturing opportunity

We are pleased to report that the *Manufacturing the Future* team has succeeded in achieving some notable results with the companies with whom we've collaborated. Together we have “manufactured” new business partnerships and opportunities leading into innovative spaces such as:

- Industrial design
- Preserving local heritage
- Co-location opportunities
- Business strategy
- Data mining
- Environmental solutions
- Start-ups

## What you'll find in this report

In the next section of the report we summarise some of the key results of local companies' participation in the *Manufacturing the Future* project and the types of collaborations and business opportunities generated thus far.

The subsequent section on Making the Change details the 10 step winning collaborations process that has supported our companies in developing strategic new business partnerships and “making the change”.

We then share with you several case studies on companies that have made the change, with a discussion of how the *Manufacturing the Future* project supported them. CEOs of these local SMEs explain in their own words how this project has helped them to realise their company's aims and objectives and, in some cases, even long-held business dreams.

The next section focuses on regional governance and what it takes to develop more effective regional business strategies that can unlock the potential of a region's talent and the national and international aspirations of local businesses.

We then turn to exploring insights arising from the *Manufacturing the Future* initiative that we hope can build on the *Manufacturing the Future*'s successes, learnings and challenges.



Photo courtesy of Frederiksdal Kirsebærvin.



Our final task in this report, which we undertake with great pleasure, it is to introduce to you members of the *Manufacturing the Future* project team, who've done such an outstanding job of getting local SMEs involved, motivated and over the line. We thank you.

Lolland-Guldborgsund-Vordingborg has much to be optimistic about, as you will learn first-hand from the companies themselves as they share their experiences with us.

"We certainly recommend the *Manufacturing the Future* program to other local SMEs," says Thomas Hovmand, Managing Director, JO Safety, one of Denmark's leading safety signage design and production companies.

So please read on....

**Rodin Genoff and Bjarne E Jensen**

# MANUFACTURING THE FUTURE

## SELECTED PROJECT RESULTS

In the following chapter we summarise selected results arising from the *Manufacturing the Future* project.

These results include, for example, the creation of a new women's business network and support for two of our companies in establishing a framework for spinning off a new start-up business.

For a detailed description of the results arising from this project please see pages 31 to 48 for a more detailed overview of several company case studies.

# Manufacturing the Results

## Dansk Interiør Design: Furniture design and manufacturing company

Creation of a new collaboration and design platform to be developed and launched in 2019.

## East Logistics: Transport and logistics company

Formation of a new regional women's business network comprising around 20 company CEOs and Directors.

## ProNelli: Painting supplies production, sales and distribution

Strengthening of strategic partnerships with suppliers and customers to support the release of a new paint range for domestic and Scandinavian markets in 2019.

## Frederiksdal Kirsebærvin: Cherry wine innovator and producer

Development of a multi-collaboration platform to support synergistic marketing, branding and sales in the opening up of new markets in South East Asia.

## A. Schillers Maskinfabrik A/S: Maintenance, engineering and fabrication company

Agreement has been reached to cooperate with local stakeholders and sub-suppliers on how to optimise the company's industrial and property assets.

### Lead Doubler: Software and innovative start-up company

Creation of a new start-up ecosystem to be announced in the spring of 2019.

### Oceaim: Employee rehabilitation company focussing on worker stress and leadership coaching

Oceaim is collaborating with the *Manufacturing the Future* team to explore how to partner with key experts to develop a data optimisation project aimed at improving customer services and accelerating client rehabilitation.

### Isle of Møn Gin: Innovative gin producer

Creation of a unique business model and company narrative that will spin off a new business start-up, with a launch planned for the first half of 2019.

### JO Safety: Design and production of safety signs

Unlocking a co-creation process with major industry stakeholders aimed at advancing innovations in Denmark's safety signage industry.

### Kartek: Engineering, design, production and distribution of industrial fasteners

Business planning support leading to the company accelerating implementation of its business strategy, including establishment of a new office, hiring new sales staff and formalising collaboration with strategic partners, as described on the company's new website.





# MANUFACTURING THE FUTURE

HOW WE DID IT



# Winning Collaborations

## Opportunity

Opportunity. What a powerful word. One filled with such promise and optimism, especially when, out of the blue, an opportunity reveals itself in all its glory

“What a great opportunity”. We’ve all been there. We’ve all said it. That triumphant moment of the explosive potential that great opportunities create. In that instant you can feel it in your bones.

But! Then comes the voice of reason. What’s the risk? What if it goes wrong? Then the brutal reality hits us: it’s not in our strategic plan!

Yet this is the very thing that excites you the most, gets your heart to skip a beat.

*Manufacturing the Future* suspends judgement, suspends for a moment reference to a company’s strategic plan.

Instead we invite openness and curiosity - and, for a time, invite you to explore some great opportunities and dare to dream of a new future.

So let’s start with the big picture.



Photo courtesy of Isle of Møn Gin.

## Why openness defines the new economy

Disruption drives the new economy. And it is speed, agility and flexibility that power the new economy's operating system.

But it is openness to new ideas and new ways of thinking that determines whether you'll thrive or dive in the new economy.

As Hooper and Genoff (2016) describe in their book on the new economy, old economy power is held like a currency or gold, "once gained, it is jealously guarded". New economy power operates differently: "It is open, participatory and peer-driven."

As former senior Google executive Jonathan Rosenberg concludes: "Open systems win." For Rosenberg, it's not about technology platforms but the mindset. Business as usual and complacency "is the hallmark of any closed system" (Hooper and Genoff, 2016).

In the new economy, having a closed mindset is not an option.

*Manufacturing the Future* sets as one of its primary goals an engagement process with SMEs to open them up to a realm of new ideas, possibilities and opportunities.

## How openness, trust and collaboration turn ordinary SMEs into successful ones

Openness turbocharges collaboration - that special quality that enables companies working side-by-side to realise common business objectives and to flourish.

Collaboration between companies can, however, take many different forms. One of the most common forms of collaboration is between SMEs that have worked together over a long period of time. They've developed a special bond that we call a strategic partnership.

At times one can find such strategic partnerships sharing staff and bidding for new contracts. Some even co-locate to optimise synergies that exist between them. Here you find high levels of trust and sharing

of information from production processes and technology to markets and customers.

You can't put a monetary figure on such trust.

"Because we've worked hard to establish strong levels of trust between ourselves and our clients, this is the major reason we can move strategically to take the next big step with them," says Thomas Hovmand, founder and Managing Director, JO Safety, one of Denmark's most innovative safety signage companies.

Trust is what contributes to SMEs thriving. Strong levels of trust in business also reduce transaction costs and increase the speed with which SMEs can respond to rapidly changing market conditions – whether scaling up for growth or diversifying into new markets if existing ones go cold.

As Rachel Botsman, a world-renowned expert on trust and corporate adviser to some of the world's largest companies, explains in her latest best-selling book *Who Can You Trust* (2017), trust is "an almost magical economic elixir, the glue that keeps society together and the economy ticking over."

Let's now turn to another form of collaboration: joint ventures.

As we detail in the *Winning Collaborations Guide*, joint venture agreements can be legally binding. For example, they document the specific relationships and types of activities that will be undertaken between partnering companies.

Straddling strategic partnerships and joint ventures one finds a spectrum of different types and levels of collaboration existing between companies. Each of these is unique and forged from its own business logic and the level of trust and openness existing between collaborating CEOs and their staff.

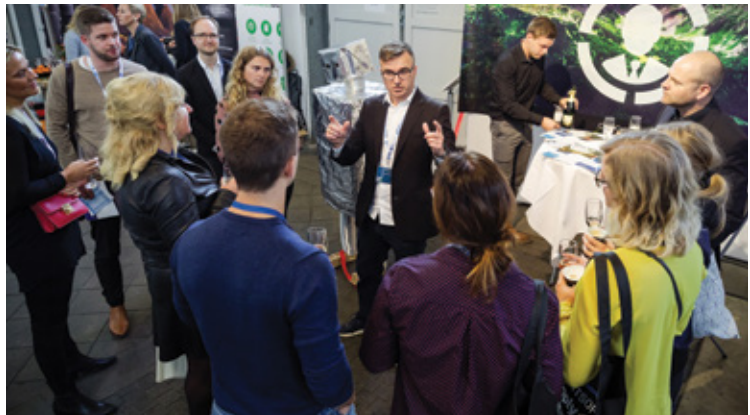
## 10 step winning collaborations process

In the *Manufacturing the Future* project we have undertaken several one-on-one meetings with SMEs. These company meetings follow a structured 10 step business collaboration process (as summarised at the end of this section). The aim – to activate new business opportunities.

Each company participating in the project received a copy of the *Winning Collaborations Guide*, a 32-page document prepared by Rodin Genoff & Associates. It explores the 10 step process, the benefits of companies collaborating together, the costs and risks of collaborating, and how to partner with companies with whom they do business in order to realise new commercial opportunities and win new contracts.

The guide also provides diagnostic tools to enable company CEOs to identify why they should or shouldn't collaborate, and under what conditions. Practical collaboration maps are provided to help the company find the right collaborative fit.

Finally the guide supplies companies with practical tools to support them with strategic planning, developing a “dream with a deadline”, and a detailed understanding of the evolution process companies go through when they undertake business collaborations, and how they change over time. All with the aim of winning contracts. Let's see how.



Launch of LeadDoublér's CrewGetter recruitment software platform in Copenhagen.  
Photo courtesy of LeadDoublér.



## Passionate SMEs – getting started, getting louder

Step inside an SME and you'll be amazed at just how passionate they are about what they do and the customers they serve.

Don't be fooled by their quiet demeanour on your first meeting.

"Especially here in Lolland-Guldborgsund-Vordingborg, where companies like to keep their heads down!" Natacha Koch, East Logistics chief operating officer, says in a matter-of-fact sort of way.

Yet once you get to know the companies and invite them to open up about their hopes and aspirations, things suddenly start getting a bit louder.

The volume goes up and before you know it they're sharing their company exploits with you. The remarkable thing you quickly discover about most of these companies is that, in one way or another, they make an important contribution to their local industry. In some cases, this even extends to Denmark's global export efforts.

Such SMEs are born of hard work on the back of ingenuity and entrepreneurship. Over time, and it does take time, they ultimately earn the trust of their customers to get the job done.

Getting to know the company CEO is where the 10 step Winning Collaboration process kicks in. This usually includes a tour of the company and getting to better understand the CEO's aspirations, vision, and operating environment.

"Like all first meetings I wasn't sure what to expect. I thought it would be the usual meet and greet," recalls Per Hektoft, owner of ProNelli, a leading boutique paint production and distribution company.

"After the initial formalities we dived in and our discussion covered so much ground: business conditions, market trends, circular economy, companies we are collaborating with and technical information about our production and research and development.

“It was so positive to explore the big picture because on a day-to-day basis we’re stuck inside the business and don’t get the chance to work on the business,” Per says.

We then zero in on one or two business opportunities the company is really passionate about, but can’t realise on its own without collaborating with others. This naturally leads into the second meeting, where these business opportunities and potential collaborations are enthusiastically interrogated and put to the test. And some to the sword!

## Ideation

During the early stages of the meeting process we also undertake what is known as ideation. This is a fancy term to describe the creation of novel ideas at the heart of developing new business opportunities.

It includes, for example, the possibilities that come with the freedom of blue sky thinking; exploring new opportunities that emerge from a walk around the shop floor and mapping the company’s business connections; and being clear on what a “blue ocean” opportunity is, where you can get ahead of the competition compared with the “red ocean” market place of intense competition and shrinking profit margins.

Then, bit by bit, what was a blank canvas is rapidly filled in with exciting new collaborative possibilities opening up before us and energetically seized on.

“We were quite surprised at just how quickly a completely new business direction opened for us,” says Sara Skaaning, co-founder, Isle of Møn Gin. “And it’s something that we’re so passionate about,” Uffe Skaaning, Sara’s husband and company co-founder, adds with enthusiasm.

## Dream with a deadline

Once we've settled on an opportunity we then often work backwards from a self-imposed deadline to achieve the company's ambition.

Sometimes this could be as ambitious as launching a new product or services at a national event or trade fair.

Alternatively, it could be opening up their production facility and inviting local community and business leaders and, of course, their customers to the launch of the new concept or product. Or working synergistically to break into new global markets.

"Let's do it," Harold Krabbe, founder and CEO of Frederiksdal Kirsebærvin, one of the world's leading cherry wine innovators and producers, and his Sales & Marketing Manager Inge Fisker, impatiently exclaim.

What follows in the next round of meetings is the step-by-step process of supporting companies as they activate new dreams with a deadline.

*Manufacturing the Future* is delivering a number of such dreams with deadlines, and guiding the companies through this process is the *Manufacturing the Future* team.

## Our project team – Orchestrating the future

Experts in the field of talent creation, innovation and business network development in complex ecosystems are beginning to speak about the role of "orchestrators". These are individuals who orchestrate the connections that enable these ecosystems to thrive. (If you want to find out more orchestrators, a good place to start is by reading the book by Kleindorfer and Wind, *The Network Challenge*.)

This definition applies to the *Manufacturing the Future* project team and its business consultants, who include Claus Madelung and Mads Stærk from Business Lolland-Falster, and Jens Damgaard and Mikkel Lundemann Rasmussen from Business Vordingborg.

Each of them in their day-to-day activities has to deal simultaneously with companies on everything from navigating global markets to supporting companies with lean manufacturing programs, business strategy, and even industrial property advice!

And all this while connecting strategic partners, competencies, government agencies, and educational institutions and organisations like the Danish Design Centre. Even national agencies tasked with developing fire safety standards are in the mix.

The sheer diversity of these connections is breath-taking as we encouraged CEOs to look across industry and deep within their own business ecosystems and use what we call “peripheral vision” to find new solutions.

Together with these CEOs, the *Manufacturing the Future* team has supported local companies in Lolland-Guldborgsund-Vordingborg to orchestrate their future.

We now invite you to sit back and enjoy reading the next section. Here we present a number of company case studies involving some of the innovative new collaborations and business outcomes achieved through this project.

## Useful references

Some of the great references we’ve introduced to the companies we’ve cooperated with:

- Kim Chan and Renee Mauborgne, *Blue Ocean Strategy*, (Harvard Business School Press, 2005).
- Rachel Botsman, *Who Can you Trust? How technology brought us together and why it could drive us apart*, (Penguin, 2017).
- Larry Downes and Paul Nunes, *Big Bang Disruption, Business Survival in the Age of Constant Innovation*, Penguin, 2014
- Narelle Hooper and Rodin Genoff, *New Women, New Men, New Economy*, (Federation Press, 2016).
- Jacques Horovitz, *Dream with a Deadline. Turning Strategy into Action*, (Prentice Hall, 2007).
- Luma Institute *Innovating for People*, (Luma Institute, 2012).
- Robert Verganti, *Design Driven Innovation*, (Harvard Business School Press, 2009).





# 10 Steps to New Business Collaborations

1

## THE BIG PICTURE

Break open the company's vision and big picture in an open and expansive environment. Develop a "dream with a deadline".

2

## IDENTIFY NEW BUSINESS OPPORTUNITIES

Scan industry trends and business cycles. Work out how to win new contracts by collaborating with other companies.

3

## DETERMINE READINESS

Identify potential business partners and opportunities. Determine whether to go alone, outsource, acquire or collaborate.

4

## SELECT BUSINESS PARTNERS

Determine if there is a strategic, commercial, business and values fit with companies you're seeking to collaborate with.

5

## CUSTOMER'S CUSTOMER

Understand the markets and business environment of your customer's customer to inform your collaboration strategy.

6

## GOVERNMENT AND BUSINESS CONNECTIONS

Research government and university industry programs. Understand how they can support you to win new contracts.

7

## CREATING NEW COLLABORATIONS

Work out if the chemistry is right; trust is present; and all parties agree on the collaboration's strategic intent.

8

## SIGNING OFF NEW COLLABORATIONS

Formulate business; financial; marketing plans. Implement as a group.

9

## PROMOTING YOUR COLLABORATION

Formulate a communications and social media strategy. Make connections to the media and those in the know!

10

## TAKE OFF

Formulate a plan to launch the new collaboration. Invite media, customers and stakeholders. Go out and win new contracts.



# MANUFACTURING THE FUTURE

## COMPANY CASE STUDIES



## A. Schillers Maskinfabrik A/S

### Engineering a new transition

#### Handed down between generations

Schillers has been in family hands for two generations, and is being handed over to a third. Allan Schmidt, Schillers Managing Director, is transitioning the company to his son Jacob Schmidt, who is driving the company's marketing and sales.

But in the world of Industry 4.0 - machine-to-machine, and machine-to-human interface – such transitions from the traditional to new isn't easy. No wonder Jacob has enrolled his company in Business Lolland-Falster's new robotics program.

Schillers is under no illusion that these are challenging times for a traditional engineering company, and it's not just technology it's worried about.

"Some of Denmark's largest building and construction projects on our doorstep," Allan warns. "Big companies, with their ability to pay higher wages will end up enticing local workers to leave local companies. And this will really hit our bottom line if we can't get the workers to fill our contracts."

#### Optimistically cautious

Yet Schillers remains cautiously optimistic.

"Companies with strong competencies and the ability to deliver will continue to be competitive," Allan explains. "Schillers production and engineering problem-solving skills make us well placed to execute complex maintenance and refurbishment work for industries from sugar production to maritime and shipping. And you can't beat local expertise and knowledge."

## In the spirit of openness

The *Manufacturing the Future* project team quickly discovered how open the company was to new ideas. With Schillers there is certainly more than meets the eye. Jacob has spent several years working in Copenhagen's corporate sector. This is giving Schillers insights and experiences few other local engineering companies have.

## Manufacturing the Future

It was in this spirit of openness that the project explored Schillers' diverse industrial ecosystem.

In collaboration with Allan and Jacob, we invested considerable time into formulating a joint venture with one of Schillers' partnering companies. Agreement is still being worked out between the companies. "This has been a great learning process," Jacob reflects.

Despite slow progress, Schillers is persevering. They recognise that they need to keep pushing the boundaries if they're to successfully make the transition to a third generation engineering company.

Meantime, agreement has been reached to cooperate with local stakeholders and sub-suppliers on how to optimise the company's industrial and property assets. "The *Manufacturing the Future* project has given us a nudge, and we recommend other companies get involved in this valuable project," Jacob says.



# Dansk Interiør Design

## Designing the future

### It's all in the design

Walk into a designer showroom. What's on display here at Dansk Interiør Design are kitchen and bathroom products manufactured in Corian, the world's leading designer plastic.

Showing us around is Lars Olsen, founder and CEO of Dansk Interiør Design, located in the regional township of Sakskøbing. Neatly arranged as part of the display are designer books and fashionable upmarket design and home magazines like *Louis Home*, *Rum – Interior Design*, *Livsstil* and *Bo Bedre*.

Also prominently on show is the *Corian Chair*, designed by world-renowned Danish industrial designer Poul Christiansen, first displayed at Stockholm's International Furniture Fair. And yes, it was manufactured at Dansk Interiør Design.

### Design excellence and craftsmanship go hand in hand

From the showroom we walk into the company's production facility. It's bathed in natural light streaming through large skylights. Classic Danish timber floors and the humming of a state of the art Swiss 5 axis CNC machine tells you you're somewhere special. As we continue our walk around the facility, Lars explains to me that Dansk Interiør Design's products feature in upmarket apartments, passenger ferries and even trains.

Lars confesses that living up to the exacting standards of Danish craft traditions known the world over isn't easy. We then went on to discuss his love of technology: "I was trained as a mechanic and I'm absolutely passionate about technology and getting our production system just right." He prides himself on the collaborative relationships he has with his customers, especially property development companies, architects and industrial designers.

“Close collaborations means architects can push the design side because they know what my company is able to deliver on the production side,” he explains.

## Manufacturing the Future

During our second meeting we explored the company’s business ecosystem. After morning coffee we dived back into the production space – the plant and equipment, the configuration of workbenches designed to optimise workflow, and the need for hand finishing for niche products. Together they told a story of ingenuity, passion and close collaboration with customers.

It was here that the penny dropped for an innovative new project. Agreement was reached on a plan of action and the allocation of resources needed to make it happen.

The new project would leverage the company’s ability to deliver on design excellence and deepen its collaborative reach in a manner it had never imagined possible.

“*Manufacturing the Future* has been such a great help to my company,” Lars says. “For a small company it’s going to be a big step to take. But we’ll get there, bit by bit over the next year or so.”



Dansk Interiør Design production space. Photo courtesy of Rodin Genoff.

# East Logistics

## Creating a women's business network

### Company on the move

Any company that doubles the number of its staff in just two years must be thriving. Welcome to East Logistics, one of Denmark's leading niche transport companies specialising in logistics throughout Eastern Europe. With offices in Germany and headquarters in Nykøbing, East Logistics is making its mark as a company quite literally on the move.

"Specialising in time sensitive freight means we're very focussed on detail," says East Logistics CEO Jan Koch. "Once we get a new commercial customer they usually stay with us. In our industry, you live or die by how reliable you are."

### Leading women

Claus Madelung, Business Development Manager, introduced Rodin Genoff to Jan and East Logistics' Chief Operating Officer Natacha Koch. We held our first meeting at Business Lolland-Falster's start-up offices located on Nykøbing's picturesque waterfront re-development.

Claus explained how Natacha was part of Business Lolland-Falster's *Growth Train* program. As the meeting proceeded, our attention turned to Natacha as East Logistics' heir apparent and inevitably then focussed on the leadership challenges facing businesswomen in senior management roles. What could be more inspiring?

### Manufacturing the Future

Natacha exudes a quiet confidence. She's the type of person who chooses her words carefully. It's not that we're speaking in English, rather she's precise and doesn't have time to waste. As the company's chief operating officer she also juggles a young family while managing the company.



Subsequent meetings between Jan and Natacha and the project team were direct and economical. Both Jan and Natacha agreed it would be useful for East Logistics to facilitate the establishment of a women's business network in the region, especially as the region was poorly represented by private sector women working in senior management positions. With a date set, May 7, 2018, for the inaugural meeting of the women's business network, Claus and Natacha worked on connecting local businesswomen and inviting them to the event.

Held at Business Lolland-Falster's start-up offices, it was fittingly launched with the pop of champagne corks. Around 20 women attended and they quickly agreed to meet again. Within a month the next meeting was hosted by East Logistics at its Nykøbing office.

"*Manufacturing the Future* has been an exciting process to help develop East Logistics and myself as a person," Natacha says.

"We had a productive meeting and agreed to develop the group's aims and objectives, which I've now prepared for the network. This includes meeting once a month and rotating the meetings so we get to visit each other's work places.

"The main thing is that we learn from each other. It's also important that we choose a topic in advance to discuss in depth."



On the left of photo: Natacha Koch, Chief Operating Officer, East Logistics at the launch of the Women's Business Network. Photo courtesy of Rodin Genoff.

# Frederiksdal Kirsebærvin

## Michelin standard

### Industry disruptors

Their wine is sought after by Michelin star chefs, gracing the dining tables of some of the world's best restaurants. But this is no ordinary wine. It's cherry wine.

Welcome to Frederiksdal Kirsebærvin, wine innovators, creators and successful wine exporters. Not to mention palate disruptors!

Founders include estate owner Harald Krabbe, chef Jan Friis-Mikkelsen and journalist Morten Brink Iwersen, who can readily be described as true visionaries. Taking Denmark's unique stevnsbær cherries and creating a breakthrough wine is an extraordinary feat. Especially when you consider how Frederiksdal Kirsebærvin has creatively and innovatively integrated ancient, traditional and contemporary wine making techniques with novel approaches they have researched, developed and commercialised. But, to find out more, it's best you visit the winery in person. You won't be disappointed.

### Heritage custodians

There's more to Frederiksdal Kirsebærvin than meets the eye. First, they're restoring a heritage estate: "It dates back to 1305, with the main building being built in 1756," explains Harald.

Second, he plans to leave the land where they farm crops and grow cherries in better condition than they had inherited it. "I'm passionate about biodynamic farming and draw much of my inspiration from German philosopher and naturalist Rudolf Steiner," Harald says. This is why he's passionate about the circular economy and believes that modern farming is striking the right balance between science and nature.

## Extra-ordinary commitment

Let's now take a moment to reflect on the winery's broader, extraordinary contribution: local economy, jobs and exports.

The environment - best practice farming. Heritage - restoring historic buildings for future generations to enjoy, not to mention the boost to local tourism. Purpose - giving back and creating a public good. These are just some of the values that define and make Frederiksdal Kirsebærvin what it is today.

## Manufacturing the Future

Our meetings with Harald and his team at the winery have been a series of revelations. Aiming high in our collaboration with the winery was not just an option, it was the only option! The process includes putting the winery's extensive global connections to work, from the world of publishing and hipster microbrewery types to agronomists and universities. And then to link them into "brand Denmark" and its global diaspora of innovative companies.

The project team is now collaborating with the winery to develop a multi-collaboration platform to support synergistic marketing, branding and sales in the opening up of new markets in South East Asia. "The *Manufacturing the Future* project has turned out to be quite ambitious," says Inge Fisker, the winery's Sales & Marketing Manager. "We are hoping it can be translated into some very innovative and new commercial opportunities." Watch this space.



Photos courtesy of Frederiksdal Kirsebærvin.

# Isle of Møn Gin

## Building strong communities

### Values-driven business

Isle of Møn is renowned for its extraordinary natural beauty, medieval gardens and breath-taking chalk cliffs. It's no wonder UNESCO designated Møn as Denmark's first biosphere reserve. Only a 90-minute drive from Copenhagen, it's easy to understand why this small island has attracted its share of hipsters, self-employed and those with a passion for organic farming.

Sara, an artist, and Uffe Skaaning, a former corporate graphic designer, are the founders of Isle of Møn Gin and are among those attracted to Møn's natural environment.

### Foraging and building social capital

Foraging is when you venture into nature and collect wild seasonal produce such as mushrooms, wild flowers or berries. And this is exactly what Sara and Uffe have done. Except they have taken it to a completely new level, bringing the community with them to produce gin and an assortment of natural healthy drinks.

Throughout the summer and into fall, Sara and Uffe used social media and local word of mouth to bring volunteers together into foraging groups of 20 or so. Once the group has assembled, Sara and Uffe give them a lecture on the environment. Then comes the hard work - picking the berries. Followed by the reward - a gin tasting! The forager's hard work is rewarded with a bottle of gin distilled using the very juniper berries they have picked. There's plenty left for Sara and Uffe to sell at leading wine shops around Denmark.

What's so fascinating is how Sara and Uffe have succeeded in building the social capital of the community through shared values and purposeful and collaborative work.

## Manufacturing the Future

The project team wasn't sure what would come from our collaboration with Sara and Uffe. Our first meeting can only be described as inspirational. We quickly discovered that Sara and Uffe's foraging approach was galvanizing the community into something bigger than itself, and in the process creating social, cultural and financial value.

"We are passionate about bringing people together, especially families with their kids, where they can forage and learn about nature," Uffe says. "This is at the heart of our values and philosophy." It is around these values that Sara and Uffe have built a vibrant and community-engaged business.

Over the next two meetings the project team explored the company's diverse ecosystem of commercial, community, environmental, educational, artistic and personal connections.

"We are really grateful for the support we have received through the *Manufacturing the Future* project," Sara says. "It is helping us to open our eyes to the potential we've created locally and where we can take it into the future."

The project team is supporting Sara and Uffe in creating a unique business model that will spin off a new business start-up, with a launch planned for the first half of 2019.



Left to right, Rodin Genoff, Sara and Uffe Skaaning, Isle of Møn Gin and Jens Damgaard, Business Service Manager, Vordingborg Erhverv.

# JO Safety

## Safety by design

### Disruption

Disruption is a word all too familiar to JO Safety, one of Denmark's leading safety signage companies. (The chances are you would have seen one of their safety signs in schools and hospitals.)

As anyone acquainted with the printing industry knows, advances in technology and digitalisation have upended this industry and squeezed margins. In this ultra-competitive environment, the ability to innovate, automate and optimise opportunities arising from digitalisation is the difference between winners and losers. And how you collaborate with end users and put your business ecosystem to work is what gives that winning edge.

### Seeing the writing on the wall

Operating in a traditional industry, JO Safety found that innovating isn't easy. First you need the ideas, second the plan, third the money and fourth the right people. The problem is, as JO Safety found out, you need all four simultaneously. This means winning new customers to increase cash flow, because innovating means investing. And this costs.

"We saw the writing on the wall," jokes Thomas Hovmand, JO Safety's Managing Director, at the first meeting he had with the project team. But then, as he explains: "That's why, as a printing company, we chose to focus on safety signage, a niche market, committing considerable resources to developing our strategy and employing expertise in production, design, marketing and business management."

JO Safety has also become expert in interpreting national and international safety standards. They are utilizing this knowledge to support their customers in conforming to exacting regulations and, in the process, keep their staff safe. "Our customers see us as a trusted pair of hands," Thomas adds.

## Intelligent and profitable collaborations

JO Safety has made considerable investment in digitising its design and printing platform and is now taking the next step towards investing in robotics and automation. But what makes it stand out is the effort it has put into developing long-term collaborative relationships with key stakeholders such as DBI (Danish Fire Safety Institute).

This enables JO Safety to better understand the regulatory environment and thus deliver superior outcomes for its customers, including those working in dangerous and hazardous conditions such as the offshore energy sector.

## Manufacturing the Future

“The *Manufacturing the Future* program came along at the right time,” says JO Safety Sales Executive, Mark Ansbjerg. “We had started exploring new ways of working, including co-creation models. The problem was that we were having trouble applying them to our company.”

It took a few meetings but the project team finally got there. We were able to unpack JO Safety’s business ecosystem and develop a road map to support the company’s aim of improving the safety of its customer’s staff. The project team is currently collaborating with JO Safety to undertake a co-creation process with industry stakeholders, aimed at advancing innovations in Denmark’s safety signage industry.



Photo courtesy of JO Safety.

# LeadDoubler

## Taking the lead in creativity

### Local disruptor

“Look around you ... everywhere you see a customer in pain, there’s opportunity. Everywhere you see inefficiency, there’s potential opportunity. Everywhere you see someone with a job description that can be described by an algorithm, there’s potential opportunity,” says Matt Barrie, CEO of Australian Stock Exchange listed company, Freelancer, which connects 15 million companies and freelancers worldwide.\*

This is where Morten Matras, founder and Managing Director of LeadDoubler, comes in, spearheading a company focussed on taking away customer pain.

Most recently, LeadDoubler launched a new interactive software platform, aptly called CrewGetter, at Copenhagen’s annual recruitment expo in October 2018. Cutting out the “middleman”, CrewGetter’s interactive platform enables employers to fast track the recruitment process, cutting it from weeks to a matter of days.

Starting out as a fledgling start-up company specialising in interactive content, LeadDoubler now has customers in Europe, the US and Australia, and it is making its mark as a Danish industry disruptor.

### Passionate innovator, creator, educator

“I get inspired by new ideas and the creative and technical process of problem solving,” says Morten. “My company had developed some quite innovative interactive software platforms.”

Morten believes that interactive content is the perfect way to create engaging experiences: “It’s also a great way to educate potential customers as it allows them to dive in, interact and have fun,” he says.



## Manufacturing the Future

The *Manufacturing the Future* project's collaboration with LeadDoubler has been unique. By chance Rodin Genoff found himself talking to Morten at the launch of *Manufacturing the Future* in September 2017. Initially sceptical of how a start-up software company could get involved in the project, it didn't take long for Rodin to figure out that Morten's company was providing services to local SMEs that could double their marketing leads. It could also link in with the Vækstprogram's focus on talent attraction.

It was Morten's start-up and commercial acumen that provided the company's entry point into *Manufacturing the Future*. "This project has enabled me to reflect on what I do best as a CEO," Morten says. "I need to remember just how important the creative process is to me in establishing new digital projects and start-up platforms.

"The *Manufacturing the Future* project team has enabled me to review my company's strategic partnerships and develop a new business model that can leverage LeadDoubler's commercial and creative expertise." In collaboration with *Manufacturing the Future*, LeadDoubler will announce the creation of a new start-up ecosystem in the spring of 2019.

\*Source: Narelle Hooper and Rodin Genoff's book (2016) on the new economy.



Photo courtesy of LeadDoubler.

# ProNelli

## Painting the future

### Get a grip - ergonomic paintbrushes

ProNelli, sounds Italian, is Italian! Located in one of the many innovation precincts in Northern Italy, ProNelli designs and manufactures sustainable high tech paint brushes. It's all about quality and delivering a superior paint finish, especially for professional painters. Naturally design and product excellence is absolutely at the heart of most things Danish. "This is what attracted me," explains Per A. Hektoft, owner of ProNelli Scandinavia.

"Innovation drives us. Our durable paint brushes are fitted with the latest generation of micro-fibre brush hairs that release paint easily, don't clump and you don't lose brush hairs in the painting process.

"The paint brush handles are also ergonomically designed to improve the experience of painting and reduce painter fatigue," Per says, adding that ProNelli brushes can be purchased from selected stores around Denmark, Sweden and Norway.

### Environmental dividend

Much has been achieved over the past decade to reduce the impact of paint products on the environment, from better recycling of disused paint tins to reducing harmful chemicals once found in most paints. ProNelli is also doing its bit to reduce the company's carbon footprint and deliver an environmental dividend. "We've sourced the paint handle from recycled timber, making our paint brushes one of the sustainable on the market," Per says.

"We even source gloves made from bamboo for our customers," Per adds with great pride and contagious enthusiasm.

Per says this is especially important in the Danish market, where consumers are driving demand for greener products.

## Manufacturing the Future

Although having met Per on only three occasions, the project team has achieved detailed discussions on taking ProNelli on a circular economy path. This has led us to a review of ProNelli's paint brush specifications such as inputs, types of materials and their ability to be re-cycled or, better still, re-used.

Internal discussions have been undertaken with suppliers and connections made with other Danish companies to support ProNelli's quest for greater sustainability and circular economy solutions. This is particularly important as ProNelli sets its market ambition on expanding even deeper into Scandinavia.

"Through the *Manufacturing the Future* project I've been inspired about new possibilities and ways of working," Per says. "Especially our potential for collaboration with other companies, whether suppliers or customers.

"We also want to explore the potential to partner with companies that share my values around research and development, sustainability and passion for innovation. Through this project we are strengthening our strategic partnerships with suppliers and customers to support the release of a new paint range for domestic and Scandinavian markets in 2019."



Photo courtesy of ProNelli.





# MANUFACTURING THE FUTURE

## GETTING GOVERNANCE RIGHT



# Regional Advantages, Collaborative Futures

## Getting governance right

“Change is inevitable. Now more than ever we need the value that a creative bureaucracy can bring. There are no ‘off the shelf’ solutions. Wicked problems are proliferating; these are problems we must address even though we do not know the precise answer or road map. This calls for foresight and the ability to relax into uncertainty or ambiguity as we invent the future.” (*The Creative Bureaucracy and its radical common sense*, Charles Landry and Margie Caust, 2017).

“Companies are not the only ones to compete; nowadays it is increasingly cities and places competing to be the best location for people and companies to thrive. And the stakes are high: It is about attracting and maintaining jobs and citizens. If your place does not succeed, you lose tax revenue and hence welfare. Active local growth policy is no longer nice to have; it is need to have – a question of survival.” (Translated from *Lokal ledelse – lokal vækst*, Eskild Hansen and Bjarne E Jensen, 2018).

These two observations from leading thinkers and policy makers sum up the daunting but exciting task facing us collectively. Strategic and operational alignment between the public and private sectors, and between government agencies, is mission critical if we are to activate “open systems” that enable business and local communities to thrive in the new economy.

Politically and practically this means the creation of a responsive governance architecture that replaces “business as usual” with an open, adaptive and learning operating system.

But this is easier said than done.

## Governance - and why we have to get it right in Lolland-Guldborgsund-Vordingborg

Governance is to do with all the processes of interaction and decision-making among stakeholders in a collective system. These processes involve formal institutions such as local government agencies, educational institutions, as well as private companies, associations and even less formal groups and individuals.

But it's not just about who is there to govern and address problems and realise new opportunities. It is about HOW.

Governance is the manner in which rules, norms and actions are structured, sustained and followed-up. In other words, governance is about how we work together. The "culture of collaboration," if you like.

Cities such as Herning and Aalborg typically outperform comparable places. This is in part because of their strong governance culture. They are also prime examples of creative bureaucracy at its very best.

Over the past decade, Charles Landry, an international authority on the use of imagination and creativity in urban change, has introduced the novel concept of creative bureaucracy to governments and public agencies around the world. He's used the concept and the intellectual tension between "creative" and "bureaucracy" to symbolise a much needed change in how public entities approach their task of governing, undertaking innovative projects and marshalling resources to do what had once seemed impossible.

Not surprisingly the concept and approach of creative bureaucracy has gained considerable political traction in the face of our great contemporary challenges: climate change, ageing population, greater inequality, fewer resources to respond to the growing need for care services. And as business continues to globalise and talent becomes increasingly nomadic, no region can take a thriving business community, jobs and tax revenue for granted.

These challenges are well known to Lolland, Guldborgsund and Vordingborg's community, business and political leaders.

Consequently, they're placing greater store on how to achieve better community and business results with existing resources and harnessing local advantages and human capital.

Cities such as Copenhagen, Berlin and Hamburg have global competitive advantages due to the sheer concentration of talent, government agencies and business headquarters. They're like magnets attracting people from diverse professional and cultural backgrounds that create dense social and business networks. It's in environments such as these that individuals can get easily acquainted, whether planned or by chance, where ideas get bounced around and transformative connections are made.

No wonder they host so many flourishing start-ups and market trendsetters who push the boundaries of convention and technology.

In such cities a lot happens even if governance structures – what we do together and how - are not particularly efficient.

But imagine the possibilities if governance worked a whole lot better!

In Lolland-Guldborgsund-Vordingborg, by contrast, governance is extremely important - precisely because so much more is at stake. This is why Lolland-Guldborgsund-Vordingborg has stepped up to make sure that the region works together more effectively.

Fortunately, this region has some great advantages of its own. There is strong local pride and sense of belonging. And, compared to the bigger cities, there are fewer competing agendas and stakeholders – plus the obvious advantages of liveability, amenity, housing affordability and the lower costs doing business.

## Embracing openness

A key part of the solution lies in creating open environments of trust and highly collaborative behaviour.

In successful businesses you find highly cooperative multi-disciplinary teams. Similarly, in successful government you'll discover inter-sectoral



policy programs addressing complex problems such as urban planning or climate change.

Smart business and government realise that the creation of open dynamic and responsive architectures are mission critical – both for business investment and building strong and participative communities to shape their destinies. They go hand in hand.

And Lolland-Guldborgsund-Vordingborg is embracing this spirit of openness.

So let's see what this looks like.

### Smaller, faster – and pushing the boundaries

Lolland-Guldborgsund-Vordingborg has taken bold new steps through their joint growth program to optimise regional synergies. Say this quickly and you could easily miss just how profound and important this actually is.

What this means is that Lolland-Guldborgsund-Vordingborg has embraced the complex governance objective of fostering greater strategic and operational alignment between the public and private sectors.

This a boundary shifting program. It acknowledges the complexity of how infrastructure investment, and keeping and attracting talent and new investment are so intertwined that they must be dealt with simultaneously and in a multidisciplinary manner.

In this regard, Lolland-Guldborgsund-Vordingborg has a major competitive advantage: it's small, making decision-making and implementation fast. With everyone being so closely connected in some way, the only way should be up!

So let's take a closer look..

## Participative leadership

In the new economy the heroic expert or leader on their own doesn't have the collective capabilities or indeed knowledge required to navigate change and optimise long-term opportunity.

The first task is to work seamlessly across agencies and boundaries. The objective is transformational change. To achieve that we need to pull in the right resources and skills when needed – wherever they are.

We cannot expect that every small part of the region has all the skills and connections needed. In *Manufacturing the Future* we work across the three municipalities, across Business Lolland-Falster and Business Vordingborg, trying to pull in the right skills from external stakeholders, agencies and companies when needed. It's essentially about setting the right team for the specific task.

The second task is to link up with stakeholders elsewhere: Copenhagen Capacity, Invest in Denmark, Danish Design Centre, Danish Food Cluster, Scale-up Denmark and the like. All these skills and resources are available to our local companies, but are not easily visible. And unfortunately far too many companies, especially our SMEs, don't even know of their existence.

Whether these resources are in Nykøbing, Copenhagen, Frederikshavn, Hamburg or elsewhere is irrelevant; it is about linking up the companies within this broader ecosystem. We need to - collectively - understand that the 'local ecosystem' is much larger than the local area.

This is a challenge to many companies who are often more comfortable working with partners with whom they are already acquainted.

These are complex issues. Hence, to shine a light on such concerns, Landry and Caust (2017) invite us to ask questions such as these:

“What are the mechanisms used to help us see the bigger patterns and themes inside and outside the organization? Are the resulting conversations rich or curtailed? Are people protective of their ideas

or resources or do they share? What happens after meetings? Is the value of the connector's role noticed and valued? Are they rewarded? Who gets to be part of the conversation? Is it more open than closed?"

As Landry and Caust (2017) discuss in their *Creative Bureaucracy* book, the answers are as surprising as they are, at times, obvious. The important thing, though, is that Lolland-Guldborgsund-Vordingborg is creating the space to have this conversation.

## A region stepping up and becoming a role model

Speed, agility and flexibility are the new economy's operating system.

We need to advance this as a mindset throughout the region and create an activist culture across agencies, both public and private, with a strong sense of acting quickly on new opportunities as they present themselves.

*Growth Train*, *Bioeconomic Focus*, *Renewable Energy Lolland and Manufacturing the Future* are all programs initiated by Lolland-Guldborgsund-Vordingborg in late 2017. Each aims to mobilise locally as well as involving national and international stakeholders.

This region has a strong ambition to find a way forward.

Despite its lack of universities and the advantages that come with being a big city, Lolland-Guldborgsund-Vordingborg is intent on realising the potential it has. With its sharp focus on creating a strong ecosystem for start-ups, and getting the very best out of the local companies, resources and talent, the region is creating its own unique pathway to future prosperity.

No doubt, in the future, Lolland-Guldborgsund-Vordingborg will become an inspiration to other regions around Denmark as it leads the way in finding new solutions and reinvents itself.



# MANUFACTURING THE FUTURE

## PROJECT REFLECTIONS



# Project Reflections

## 1. Micro-multinationals

Politicians and the media have a strong tendency to focus on large companies and start-ups. What appears to be forgotten are the many jobs and exports concentrated in some of the smaller and medium-sized companies that have been around for decades, companies that have successfully transformed themselves and are now technological leaders, creating jobs and exporting around the globe. We could call them "micro multinationals" and companies such as Vikima Seed outside Holeby and Palle Knudsens Kunststoffabrik in Præstø are good examples.

From a Danish government policy perspective, we need to demonstrate the importance that these companies make to Danish exports and, in turn, Denmark's current account. We also need to generate case studies of SMEs making the transition to micro-multinationals and taking the learning and insights from this process to formulate specific policies and programs to support them.

## 2. Create a new narrative for the region – let's do it

'Grounded' and 'modest' are two qualities in the culture of this region where people do not waste superlatives or brag about themselves. It is in many ways admirable. Unfortunately, it also serves to cover up the truth about the many people and companies doing an extraordinary job, developing cutting edge technologies for a global market.

We have to get these examples out in the open, put people on a pedestal and admire the people who take chances and stand out. Only if we do that better can we see one another more clearly, collaborate better - and recognise the true qualities we have. After all, how do we convince our children and friends that there are great jobs here if we are too modest to talk about them?



### 3. Continue to develop *Manufacturing the Future* methodology

The evaluation of *Manufacturing the Future* encourages us to develop this approach further. With all participating companies supporting the initiative, this evaluation has assessed that the program provides a welcome and dynamic new approach to dialogue and development. Hence, it was recommended to develop a *Manufacturing the Future* Stage 2. This will result in further results at the company level while also building a stronger local fabric to work across boundaries to gain stronger muscles and fast-track companies.

As Jens Damgaard, head of business service, Vordingborg Erhverv, observes: “This is a great program and I am learning a lot. We have been able to move the companies in a different direction than they had thought about themselves. This is very important and shows what we can potentially do in the future.”

### 4. Open-end programs

The outcomes emphasise the need for open-ended programs. This relates to each region's unique industrial and social dynamic and way of doing business. Therefore, programs need to be tailored locally and open enough to encourage participation and engagement around each company's practical requirements.

This can't be provided top-down and we can't expect general programs invented elsewhere to work as a silver bullet for regional economic development. Openness and flexibility in the approach to company dialogue supports the movement towards a more dynamic business community. This recommendation is reinforced by feedback provided by some the *Manufacturing the Future's* project team.

Mads Stærk, Business Development Manager, Business Lolland-Falster, said: “The approach in *Manufacturing the Future* is much more holistic and open ended than what we normally do. We are able to pay attention to the individual company and it's potential. This is what makes this program interesting for the future.”



## 5. Local leadership for local strongholds

The evaluation of *Manufacturing the Future* indicates that while building connections across and beyond this region is important, the local anchor is vital. For many companies it is the trust they build with local stakeholders – whether it is their local business organisation or others – that is crucial.

It is interesting how, in an increasingly globalised world, local connections are such an important stepping-stone for companies. Only the local ecosystem can build long lasting relations and a sense of mutual trust and motivation. So, while we continue to think globally, we have to realise that the local ecosystem that includes companies, authorities, organisations and education is vital.

## 6. Renewable energy and circular economy - walk the talk

This is a region that prides itself on being green and clean and has for decades been at the forefront in exploring sources sustainable for energy. This is a good position to have in a time when the world at large needs to be more conscientious about resources and environment and where green solutions are in high demand.

But we have to also walk the talk. For instance, what is the point in talking sustainability while using imported water in plastic containers? We have to walk the talk. To be best, we need to spread the word and demonstrate our ambitions in our daily actions. It matters!



# MANUFACTURING THE FUTURE

PARTICIPATING COMPANIES



## Manufacturing the Future companies

The following companies have participated in the *Manufacturing the Future* project, participating in a first round meeting and one or more structured sessions.

A. Schillers Maskinfabrik A/S

Dansk Interiør Design

East Logistics

Frederiksdal Kirsebærvin

Isle of Møn Gin

JO Safety

Kartek Aps

Krinak A/S

Lead Doubler

Oceiam

Palle Knudsens Kunststoffabrik

ProNelli

Vikima Seed

Økoladen



# MANUFACTURING THE FUTURE

PROJECT TEAM



# Manufacturing the Future Project Team

## Business Lolland-Falster



Claus Madelung, Business Development Manager, Business Lolland-Falster



Mads Stærk, Business Director Industries, Business Lolland-Falster



Mikkel Wesselhoff, CEO, Business Lolland-Falster

## Vordingborg Erhverv



Jens Damgaard, Business Service Manager, Vordingborg Erhverv



Susanne Kruse Sørensen, CEO, Vordingborg Erhverv

## Program Coordination



Mikkel Lundemann Rasmussen, Program Coordinator, Vækstprogram Lolland-Guldborgsund-Vordingborg



# Manufacturing the Future Project Team

## Project Team and Report Authors



### Rodin Genoff, Lead Project Consultant and Managing Director, Rodin Genoff & Associates (Australia and Singapore)

Rodin is an internationally recognised cluster expert. His cluster results include creating global joint ventures and smart collaborations that lead to new employment, investment and business opportunities. His company's business collaboration framework was funded 50 million Danish Kroner as Denmark looks to invest in a sustainable legacy. Author of several books including his latest sell-out book *New Women, New Men, New Economy*, launched at the Sydney Opera House in 2015. Results of his work have been widely reported in the financial press, from Denmark to Australia. In 2013 he was included in the ABC Carbon (Singapore) list of the world's top 100 sustainability leaders.



### Bjarne E Jensen, Project Facilitator

Bjarne is one of Scandinavia's leading experts on regional development and clusters. In the past he was head of analysis at Oxford Research and for 10 years Managing Director for REG LAB, Denmark's leading think tank and network for regional economic development. He has initiated and mobilised the *Manufacturing the Future* program. He is an executive advisor and inspirator to leaders, and he is co-writer of the new book *Lokal ledelse – lokal vækst* which was recently published by Gyldendal Business.

Photo on page 06: Isle of Møn, courtesy of Rodin Genoff; photo on page 08 courtesy of Frederiksdal Kirsebærvn; photo on page 10 courtesy of Frederiksdal Kirsebærvn; photos on pages 18, 48, 61 and 64 courtesy of Guldsborgsund Kommune; photo on page 28 courtesy of Isle of Møn Gin; photo on page 30 courtesy of Frederiksdal Kirsebærvn; photo on page 56: Nykøbing in Spring, courtesy of Rodin Genoff.



# MANUFACTURING THE FUTURE

## STAGE 1 PROJECT REPORT

NOVEMBER 2018

This report is part of a journey...an ongoing journey for a group of companies with whom we've worked over the past year. Together we've explored and developed possible new trajectories for these companies and their CEOs as business leaders. Some of this great work you'll find as case studies in our report and we invite you to engage with them and be inspired - as we have been.

It's also part of a journey for a group of committed people from Business Vordingborg and Business Lolland-Falster, who have joined forces to work with the companies in new ways in a project that has turned out to be both innovative and productive.

More importantly, this is part of a journey for the entire region of Lolland, Guldborgsund and Vordingborg, a journey that will enable us to become stronger and bolder, more open and more collaborative.

This is just the beginning of the journey. Please join us.

### ACKNOWLEDGEMENTS

Special thanks to the project and management teams at Business Vordingborg and Business Lolland-Falster for their unwavering support and commitment in making *Manufacturing the Future* such a success. A big thank you is also extended to Nigel Hopkins for his editorial support in finalising this report, and Siobhán Costigan, whose design work has brought this report to life.

Rodin Genoff and Bjarne E Jensen

