

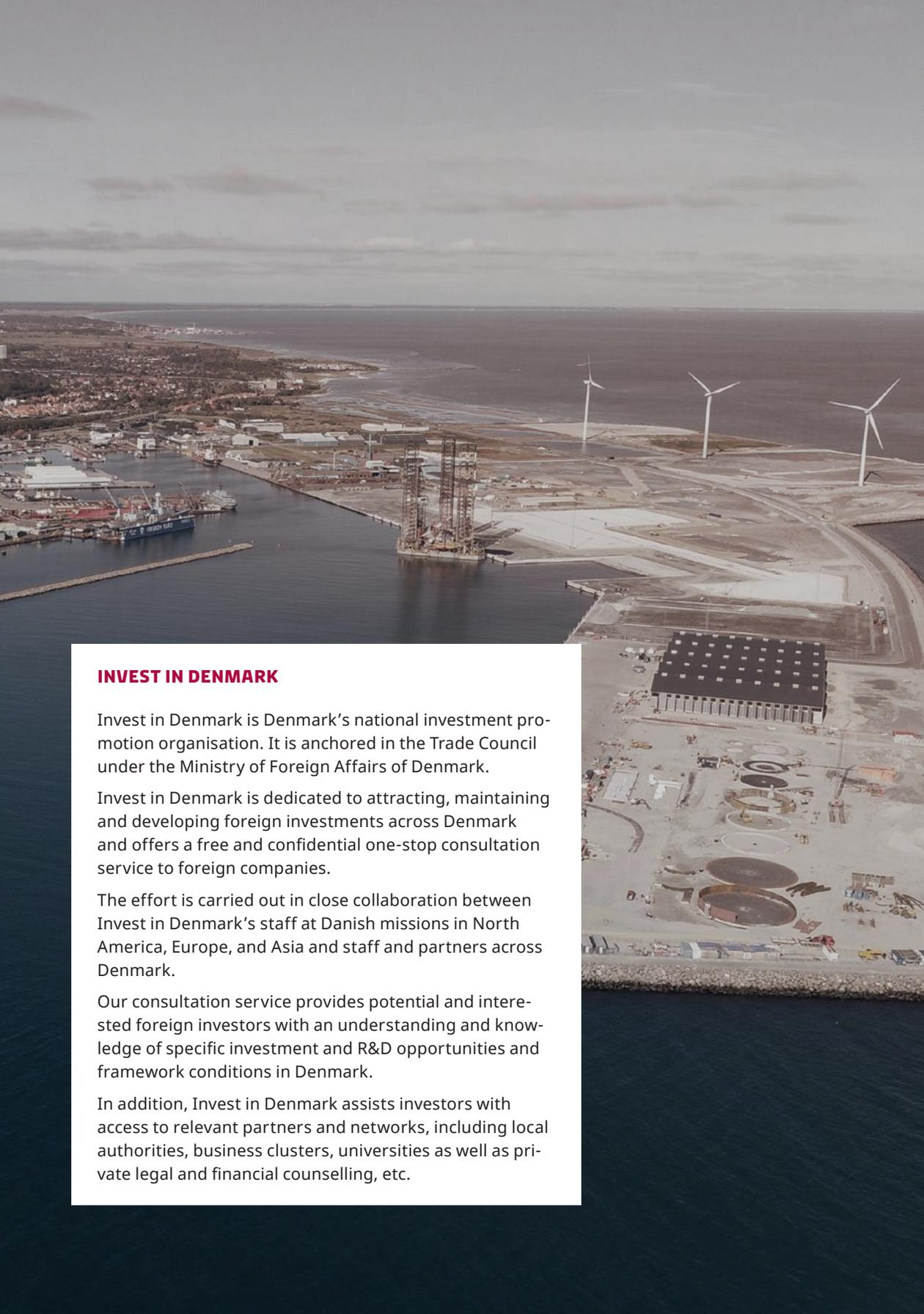


**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Invest in Denmark

STRATEGY FOR ATTRACTING FOREIGN INVESTMENTS 2020-2023

Attracting sustainable investments across Denmark





INVEST IN DENMARK

Invest in Denmark is Denmark's national investment promotion organisation. It is anchored in the Trade Council under the Ministry of Foreign Affairs of Denmark.

Invest in Denmark is dedicated to attracting, maintaining and developing foreign investments across Denmark and offers a free and confidential one-stop consultation service to foreign companies.

The effort is carried out in close collaboration between Invest in Denmark's staff at Danish missions in North America, Europe, and Asia and staff and partners across Denmark.

Our consultation service provides potential and interested foreign investors with an understanding and knowledge of specific investment and R&D opportunities and framework conditions in Denmark.

In addition, Invest in Denmark assists investors with access to relevant partners and networks, including local authorities, business clusters, universities as well as private legal and financial counselling, etc.

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FOREWORD

Denmark is a small nation. But Denmark has a lot to offer to the world.

We are among the most competitive and innovative countries in the world. We are among the greenest countries in the world. And we are among the most equal countries in the world, with a well-developed welfare system that supports all members of society.

This is an excellent basis for attracting foreign investments.

In Denmark, the public sector goes hand in hand with a strong business sector. We have worked closely with the private sector to create good business and research environments that are highly innovative. We have developed sustainable solutions to a number of challenges faced by society, including in energy and environment, health, food, and use of digital technologies.

But Denmark also very much needs constant interaction with the rest of the world. We need foreign companies to continue to look towards Denmark when they invest in development, in production, and in the future. For us, it is about gaining access to new knowledge, new technology, and new competencies to benefit employment, growth and green transition throughout Denmark.

The new strategy for attracting foreign investments contributes to the Danish government's ambition of pursuing an active business policy. We wish to attract foreign technology and knowledge-intensive investments to Denmark. We wish to attract investment projects that support all the things we already do well and that create jobs across Denmark. Naturally, respecting Danish salary and working conditions.

Finally, the strategy focuses strongly on attracting investments that contribute to our very high ambition with regard to green solutions. The strategy contributes to Denmark's green foreign policy. We will strengthen our focus on investment projects that contribute to solving our – and the global – climate challenges and contribute to achieving the 17 UN Sustainable Development Goals.

The national investment promotion effort is anchored in Invest in Denmark under the Ministry of Foreign Affairs of Denmark. Invest in Denmark attracts knowledge, technology, capital, and jobs to Denmark in collaboration with partners in the public and private sectors. It has generated great value and resulted in more than 15,000 jobs in Denmark over the past 10 years.

Maintaining a strong and locally rooted investment promotion effort is crucial. It is still crucial that public and private players – municipalities, cluster organisations, universities, marketing consortia and non-governmental advisors etc. – play an active part. This is the best way to ensure that sustainable, foreign investments contribute to maintaining Denmark's position as one of the world's greenest and most equal countries.

Investments in Denmark are investments in a sustainable future that makes Denmark stronger. Such investments make Denmark a showcase for solutions that inspire the rest of the world.

This strengthens jobs, growth, and green transition across Denmark.





SUMMARY

The purpose of this strategy is to prioritise and focus the overall national investment promotion efforts to attract, maintain, and develop the most future-oriented and value-creating foreign investments across Denmark.

In addition, the strategy has the purpose of ensuring an effective division of labour amongst Danish players working to attract foreign investments to Denmark. It is our aim that the strategy will strengthen our ability to attract investments that do not just fall from the sky, but which require a dedicated effort.

WITH THIS STRATEGY FOR ATTRACTING FOREIGN INVESTMENTS, WE WILL PARTICULARLY WORK TO:

- *Increase productivity and innovation in the Danish business sector*
- *Support and accelerate the green transition*
- *Promote growth and development across Denmark*

WE WILL ACHIEVE THESE AMBITIONS THROUGH THREE GENERAL STRATEGIC EFFORTS:

Strategic effort #1: The national investment promotion effort will prioritise attracting technology and knowledge-intensive investments based on a number of focus areas where Denmark has a particularly strong basis for attracting foreign investments and where they will be of significant value to Denmark.

Strategic effort #2: The national investment promotion effort will prioritise attracting investments that contribute to developing and promoting solutions in Denmark that can strengthen the green transition nationally as well as globally.

In order to support this strategic effort, Invest in Denmark will strengthen the marketing of green investment opportunities in Denmark and develop a tool to assist in the identification and prioritisation of green investment projects.

Strategic effort #3: The national investment promotion effort will prioritise attracting investments across Denmark.

In Jutland and Funen, Invest in Denmark will strengthen the successful model of placing project managers in selected clusters, knowledge environments, and business hubs. Over the past years, this model has contributed to more investment in Denmark west of the Great Belt. In Eastern Denmark (the Cap-



ital Region of Denmark and Region Zealand), Invest in Denmark will further develop its collaboration with Copenhagen Capacity and ensure optimum benefit of the government-financed effort within the framework of the national strategy for attracting foreign investments.

To achieve the strategic priorities, it is vital that the national investment promotion effort ensures good collaboration and a clear division of roles at local, national and international levels. All links in the chain must be connected with one another and strengthen each other – from the municipal efforts to Invest in Denmark’s global efforts through the international presence and network of the Ministry of Foreign Affairs of Denmark.

Therefore, Invest in Denmark will organise a number of workshops with partners to develop the Danish marketing to foreign investors. On the website www.investindk.com, Invest in Denmark will provide partners in Denmark with access to material and analysis tools that can be used in the effort to attract foreign investments. Finally, Invest in Denmark will regularly discuss the investment promotion effort with the Danish Executive Board for Business Development and Growth and invite key partners to participate in annual roundtable meetings in the six Danish business hubs in order to seize new opportunities and ensure a continued strong and relevant investment promotion effort.

INTRODUCTION

International companies that invest and create jobs in Denmark provide new knowledge, new technology, new competencies, and a global network. They thus contribute to increasing Denmark's growth, productivity, competitiveness, exports, and innovation.

Alone, Denmark is not a large market. But we offer a gateway to the EU Single Market, ease of doing business, political stability as well as innovative environments and competencies, knowledge, and technology that are in demand at a global scale. However, Denmark is in fierce competition with, particularly, the other countries in Northern Europe when it comes to attracting investments¹. Therefore, attracting foreign investments requires a targeted and coherent Danish effort.

The Danish Business Promotion Act from December 2018 transfers responsibility for the highly specialised business promotion efforts, such as investment promotion, to the national level in order to ensure increased coherence, avoid overlap, and strengthen the effect of the publicly financed business efforts in Denmark.

However, the Business Promotion Act does not alter the fact that local rooting of the investment promotion effort remains essential. Public sector and private-sector players, such as municipalities, cluster organisations, universities, marketing consortia and non-governmental advisors provide important contributions in the effort to attract foreign companies to Denmark.

The purpose of this strategy for attracting foreign investments is to prioritise and focus the effort, strengthen the ability to identify and promote internationally competitive investment opportunities and on that basis attract, maintain, and develop the most future-oriented and value-creating foreign investments across Denmark.

In addition, the strategy also has the purpose of ensuring an effective division of labour amongst the Danish players that work to attract foreign investments. This way, we strengthen the development of Danish investment opportunities and ensure a professional service and quick processing of cases.

1 Investors interviewed for Invest in Denmark in connection with setting up business in Denmark in 2018 listed the following countries as alternative destinations: Sweden (23%), Norway (19%), Germany (15%), Holland (10%), the United Kingdom (8%) and Finland (6%).

The strategy has been developed based on a number of consultations and roundtable meetings held across the country, including participation from municipalities, cluster organisations, universities, business hubs, business and trade organisations, trade unions, the Culture, Business and Planning Committee of Local Government Denmark, the Danish Executive Board for Business Development and Growth and ministries.

The strategy period is the same as for the Danish Executive Board for Business Development and Growth's strategy for decentralised business promotion and, in line with this strategy, it seeks to support growth and development drivers across Denmark. At the same time, the strategy focuses on Danish strongholds and the clusters of the future, which play a key part in Invest in Denmark's work with marketing investment opportunities in Denmark.



A woman in a white lab coat is working in a laboratory, looking down at a tray of small plants. In the foreground, a microscope is visible, with its lens and objective lenses in focus. The background is slightly blurred, showing more of the laboratory environment.

”It pays off. Foreign companies that set up business in Denmark simply generate jobs for the Danes. These are often highly productive jobs with good pay for the employees, which in turn increases the tax base and strengthen public finances in Denmark. So it is a huge advantage that foreign companies want to set up in Denmark.”

*Erik Bjørsted, Chief Economist,
the Economic Council of the
Labour Movement*

FOREIGN INVESTMENTS STRENGTHEN THE DANISH ECONOMY

Foreign companies contribute significantly to the Danish economy and development – regardless of whether they place their investments in a provincial town or in the capital.

Approximately 3 percent of companies in Denmark are foreign owned. Yet these companies represent more than 20 percent of the employment in the Danish private sector, or more than 300,000 jobs.

Foreign owned companies account for 24 percent of total revenue in the Danish private sector². Over the past three years, revenue generated by companies with Danish ownership has grown by 6 percent, while revenue in foreign owned companies grew by 16 percent. As for employment, the number of employees grew by 3.5 percent in companies with Danish ownership, while the number of employees in foreign owned companies grew by 7.3 percent.

Labour productivity in companies in Denmark with foreign ownership is significantly higher than in comparable Danish owned companies³. This is partly due to foreign owned companies having access to advanced technology, competencies and capital from their international organisations, enabling them to produce more efficiently and invest more in innovation activities.

Foreign investments also support the tax base in Denmark and the rest of the Danish business sector through spillover effects in the form of knowledge transfer and increased competition⁴. Thus, the economic footprint of foreign companies on the Danish economy is big: They contribute to increasing Denmark's growth, productivity, competitiveness, exports and innovation.

However, not all foreign investments represent the same value for Denmark – some are more important than others. Over the past years, awareness has increased that certain types of foreign investments may act as catalysts supporting social developments in a particular direction. Several countries make a targeted effort to attract investments in sectors that require strengthening or development, such as investments in the health sector, infrastructure, energy supply, or to support the digitisation of society.

2 StatBank Denmark 2019, Statistikbanken.dk (IFATSF1).

3 Danish Ministry of Economic and Business Affairs (2011): "International companies in Denmark". Økonomisk Tema nr. 11. and Copenhagen Capacity (2017): "Foreign companies in Greater Copenhagen".

4 OECD (2017): "The World in Europe, global FDI flows towards Europe".

STRATEGIC PRIORITIES

With this strategy for attracting foreign investments, we particularly aim to support the basis for:

- **Increasing productivity and innovation in the Danish business sector** by focusing on technology and knowledge-intensive investments that develop the Danish strengths and thus support our competitiveness.
- **Supporting and accelerating the green transition** in Denmark and globally by rendering Denmark's green competencies even more visible for foreign investors and by targeting the effort at companies and projects capable of contributing to the green transition.
- **Promoting growth and development across Denmark** through local rooting of the investment promotion effort across Denmark.

TECHNOLOGY AND KNOWLEDGE-INTENSIVE INVESTMENTS

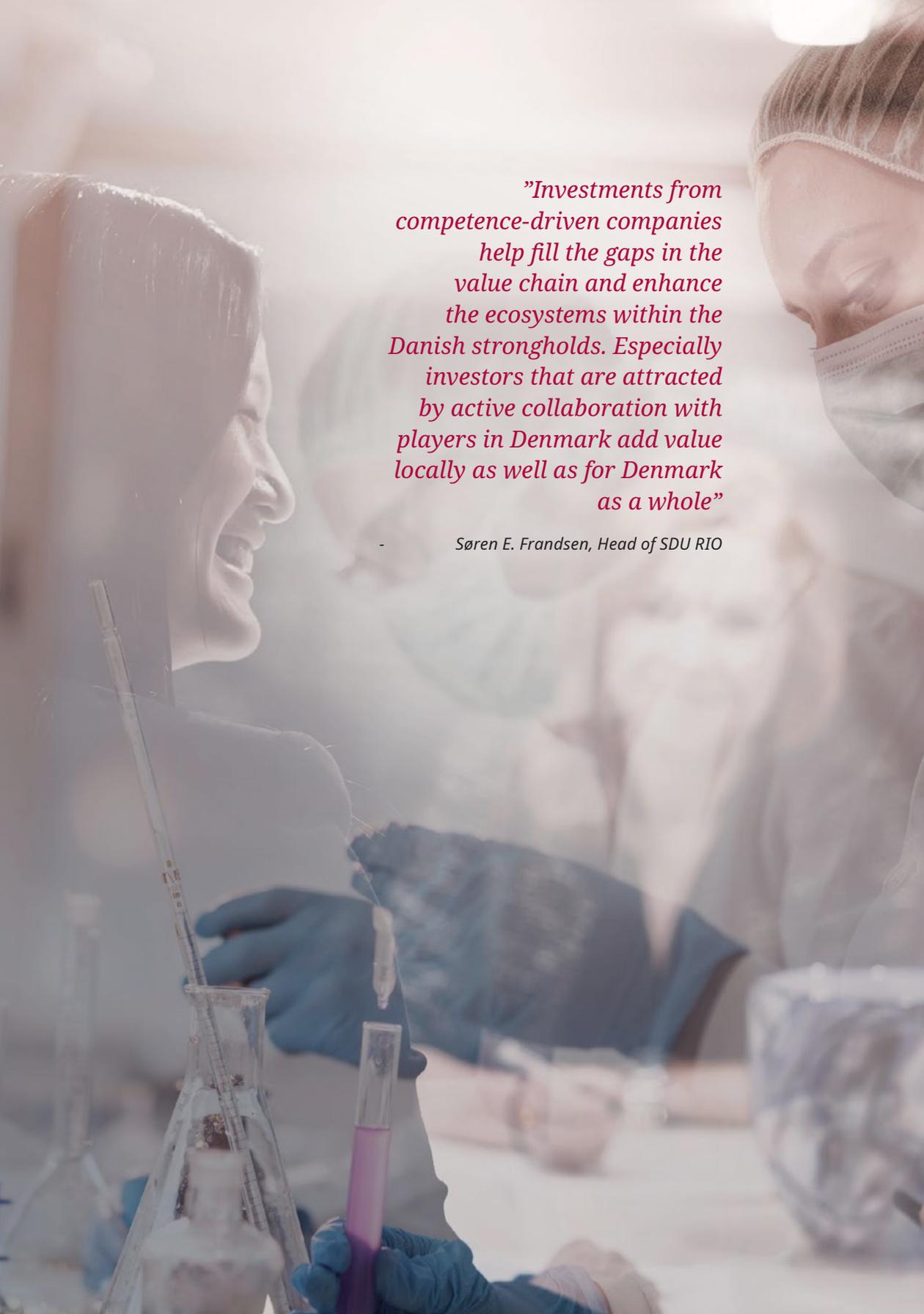
The strategy will focus especially on attracting, maintaining and developing technology and knowledge-intensive investments. This type of investment has the largest spillover effect on the Danish economy and strengthens Denmark's competitiveness. They bring new knowledge, technology and competencies to Denmark and enhance our core competencies and strengthen Danish business clusters.

In other words, the overall public effort will prioritise the long-term, future-oriented investments that contribute to ensuring that the technologies and solutions of the future are developed and used in Denmark and can be exported globally.

The national investment promotion effort will thus increase focus on attracting high-quality projects. High-quality projects are projects that are found to be particularly beneficial to Denmark, measured in terms of whether or not the investment is knowledge-intensive⁵, the size of the investment and job creation as well as whether it is in one of the national focus areas.

The national focus areas for the investment promotion effort are areas where foreign investments can contribute to the development of the Danish ecosystems and where Denmark can offer special core competencies and is able to compete on a global scale. In short, areas where Denmark is believed to be among the very best in the world.

5 Assessed based on whether the investment focuses on R&D activities or strategic partnerships with universities or similar institutions.

A photograph of a laboratory environment. In the foreground, a woman with dark hair is smiling and looking towards the right. She is wearing a white lab coat and blue gloves. She is holding a test tube with a pink liquid. In the background, another person in a white lab coat and a surgical mask is working with a pipette. The scene is brightly lit, and the overall atmosphere is professional and collaborative.

”Investments from competence-driven companies help fill the gaps in the value chain and enhance the ecosystems within the Danish strongholds. Especially investors that are attracted by active collaboration with players in Denmark add value locally as well as for Denmark as a whole”

- *Søren E. Frandsen, Head of SDU RIO*

The areas in which Denmark is most competitive will develop over time. This is something Invest in Denmark regularly evaluates. But as a basis, the national investment promotion effort in the period 2020-2023 will continue to focus on attracting foreign investments and companies in the general focus areas in the box below.

The focus areas are part of the business and technology areas that have been designated as national strengths as described in the Danish Executive Board for Business Development and Growth's strategy for decentralised business promotion 2020-2023. The investment promotion effort will therefore also include a strong focus on ensuring close interaction with the future national cluster organisations, which will be an important driver of innovation through collaboration between companies and with universities and investors.

Invest in Denmark will develop knowledge, competencies and marketing material within the general focus areas on an ongoing basis. Marketing material highlights advantages for foreign investors of investing in Denmark, such as access to Danish knowledge and competencies, ecosystems or financing of

INVEST IN DENMARK'S FOCUS AREAS

Invest in Denmark focuses on a number of areas that match Danish business and research strengths and hold a substantial potential for attracting foreign investments.

In practice, this means that Denmark must be among the very best internationally within a particular area, and that Danish companies and knowledge environments

must be competitive when it comes to attracting investments.

In actual practice, investments often cut across focus areas, such as green technologies and digital technologies.

Generally, Invest in Denmark's focus areas are *:

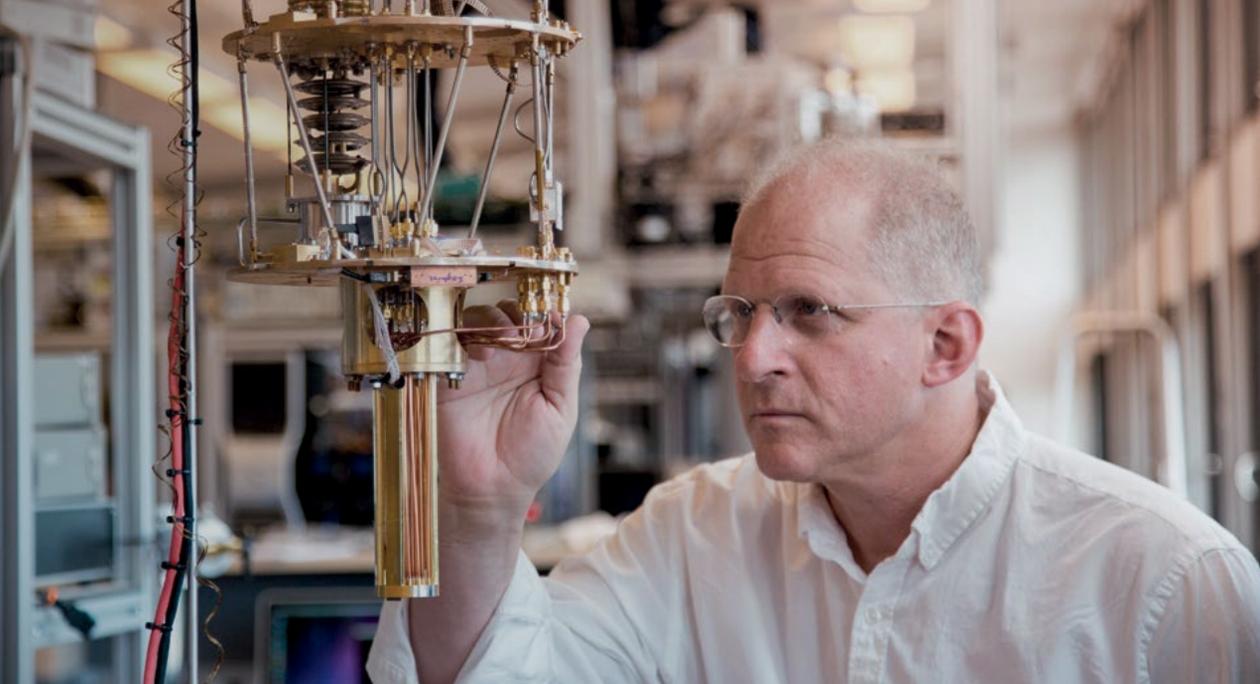
GREEN TECHNOLOGIES: Energy and environmental technologies such as wind, biogas, energy efficiency and power-to-X, etc.

DIGITAL TECHNOLOGIES: Robot technology, artificial intelligence, quantum technology, smart city solutions, software development, etc.

LIFE SCIENCES: Pharma, biotech, medtech, e-health, etc.

FOOD: Food technology, ingredients, etc.

*Design is included as a horizontal element in the focus areas.



development and demonstration projects. Denmark does not offer any financial incentives or advantages that are not also available to Danish companies.

As technology evolves and new business models become prevalent, new Danish strengths emerge, providing opportunities to attract new investments to Denmark. Therefore, investment opportunities and sales material will be developed on an ongoing basis within other areas as well in collaboration with cluster organisations and tested in meetings with foreign companies. This includes such emerging areas as automated manufacturing and risk capital.

Advances in technology also mean that focus will increasingly be on the fact that certain types of foreign investments involve potential security risks, such as certain foreign investments in critical infrastructure. A national investment screening scheme is expected to be introduced during the strategy period. Invest in Denmark will adapt national investment promotion efforts accordingly.

Strategic effort #1: *The national investment promotion effort will especially prioritise attracting technology and knowledge-intensive investments based on a number of focus areas where Denmark has a particularly strong basis for attracting foreign investments and where they will be of significant value to Denmark.*

Specific action: *Invest in Denmark will strengthen its focus on high-quality projects. Out of Invest in Denmark's annual target for total number of investment projects, minimum half of the projects must be high-quality projects.*

Other investment cases and aftercare

The strategic prioritisation does not prevent the national investment promotion effort from pursuing other investment opportunities that may arise in the contact with foreign companies or partners in Denmark. The decisive criterion for engagement in specific projects is an overall assessment of whether the investment is expected to create significant value to Denmark. The greater the value for Denmark, the greater the effort in relation to the individual investment opportunity.

As a basis, the staff of Invest in Denmark will not have specialised competencies in fields that are outside the focus areas. But they will be able, for instance, to provide consultation on general framework conditions in Denmark and on setting up business in Denmark.

Finally, the national investment promotion effort will maintain focus on the aftercare services that are targeted at foreign owned companies that have already set up business in Denmark.

The purpose of aftercare is to make sure that foreign owned companies maintain activities and jobs in Denmark and develop their business opportunities. A company that is already established in Denmark will likely be more inclined to add additional activities to their Danish operation instead of setting up business abroad.

INITIATIVES AIMED AT COMPANIES UNDER THREAT TO CLOSE

In case a company that is important to the local community is at risk of closing, municipalities may join forces with Invest in Denmark – and in Eastern Denmark with Copenhagen Capacity – and make a joint effort to maintain an existing foreign investment in order to preserve the jobs in the area.

Often decisions to close down activities in Denmark are made in departments outside Denmark. In such case, local players may obtain assistance in their dialogue with the management in Denmark as well as with the relevant decision-makers abroad, such as through presentation of the business case for maintaining activities in Denmark.

Alternatively, the collaboration may pursue the objective of attracting a new foreign investor.



Continuous dialogue with foreign investors is also important in order to receive feedback on the framework conditions in Denmark with a view to improvements that may encourage further foreign investments while also being useful to Danish companies.

Municipalities and cluster organisations play an important part in maintaining contact with established foreign owned companies as they often are most familiar with the companies' activities – and any opportunities or challenges for the individual company.

GREEN INVESTMENTS

Invest in Denmark will support and accelerate the green transition both in Denmark and abroad.

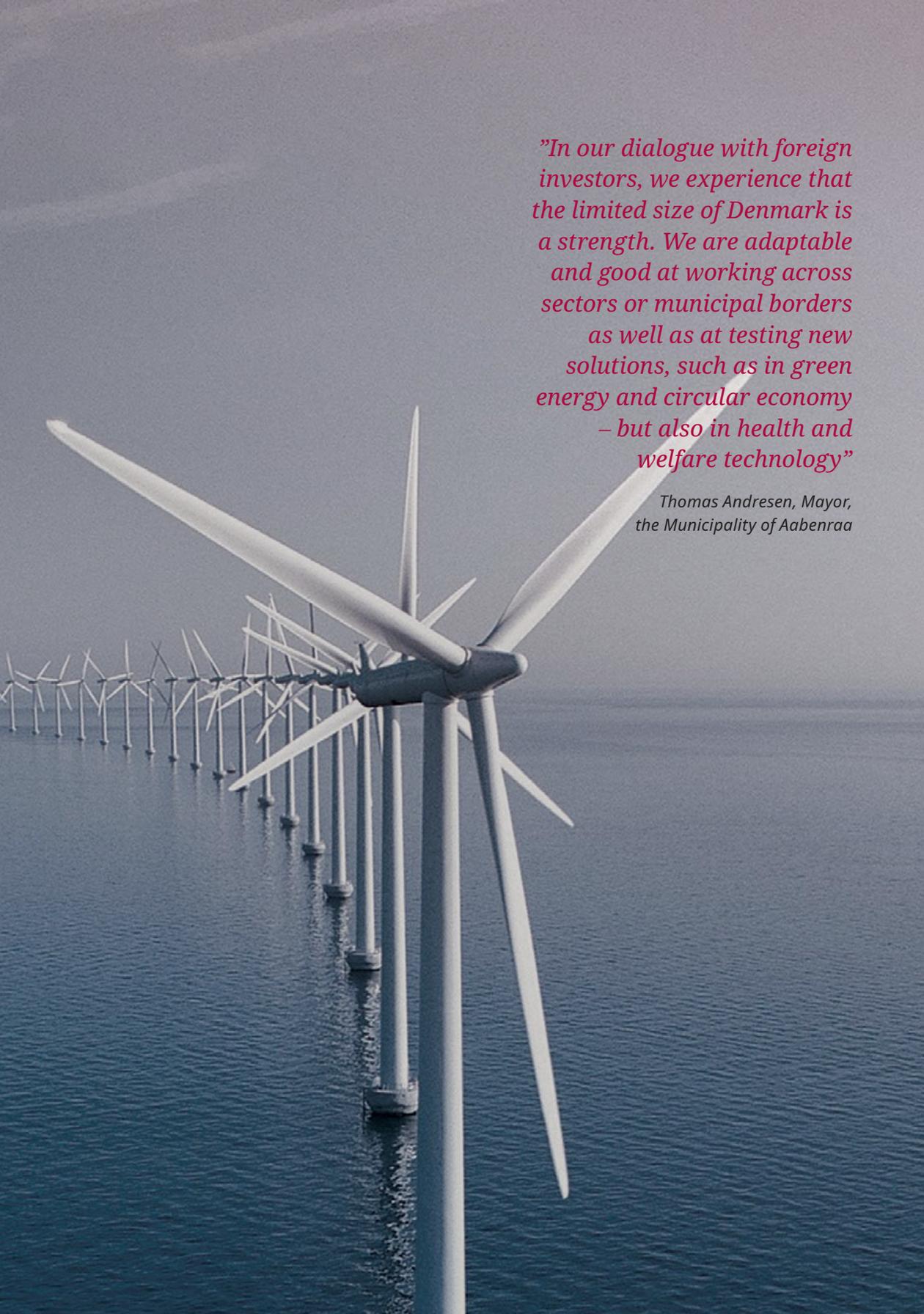
Foreign knowledge and investments can contribute to achieving the national target of a 70-percent reduction of greenhouse gasses by 2030. To achieve this target we need new technology, innovative solutions and foreign capital, such as within sustainable production, greater energy efficiency or transport.

Sustainability is also a competition parameter. Green solutions are a significant Danish strength, and Denmark's ambitious objectives offer good opportunities of attracting foreign investments. By attracting green investments to Denmark, we can contribute to ensuring that the green solutions of the future are developed and used in Denmark – and exported on a global scale.

An increasing number of international companies wish to strengthen their green profile and become more climate neutral and sustainable. Higher expectations from consumers, employees and authorities mean that companies' competitive situation is increasingly determined by their handling of the green transition and their contribution to the climate goals of the Paris Agreement and the UN 2030 Agenda for Sustainable Development. This encourages companies to invest in the world's top green countries.

This is one of the reasons Apple, Google and Facebook have invested billions in the construction of data centres in Denmark. The companies have also invested in subsidy-free green power generation or new solutions within the use of excess heating in the district-heating system. Going forward, the Danish green profile will be able to strengthen the attraction of foreign investments in other sectors as well, such as textiles and life sciences.

At the same time, increased government financing of green research and green development and demonstration programmes in Denmark leads to a strengthening of Danish knowledge and competencies in the green area. Access to financing of development and demonstration can also be used in the marketing of Denmark to foreign companies.



”In our dialogue with foreign investors, we experience that the limited size of Denmark is a strength. We are adaptable and good at working across sectors or municipal borders as well as at testing new solutions, such as in green energy and circular economy – but also in health and welfare technology”

*Thomas Andresen, Mayor,
the Municipality of Aabenraa*

The Danish government has also established The Danish Green Investment Fund with a capacity of DKK 25 billion to strengthen the entire ecosystem for green risk capital in Denmark, which may also contribute to attracting both foreign companies and foreign capital.

In addition, it is a particular Danish strength that Danish authorities at local, national, and international levels take part in development and testing of new solutions.

Against this background, the national investment promotion effort will work closely together with Denmark's green diplomacy and the Danish embassies designated as climate front posts to strengthen the effort to attract green investments.

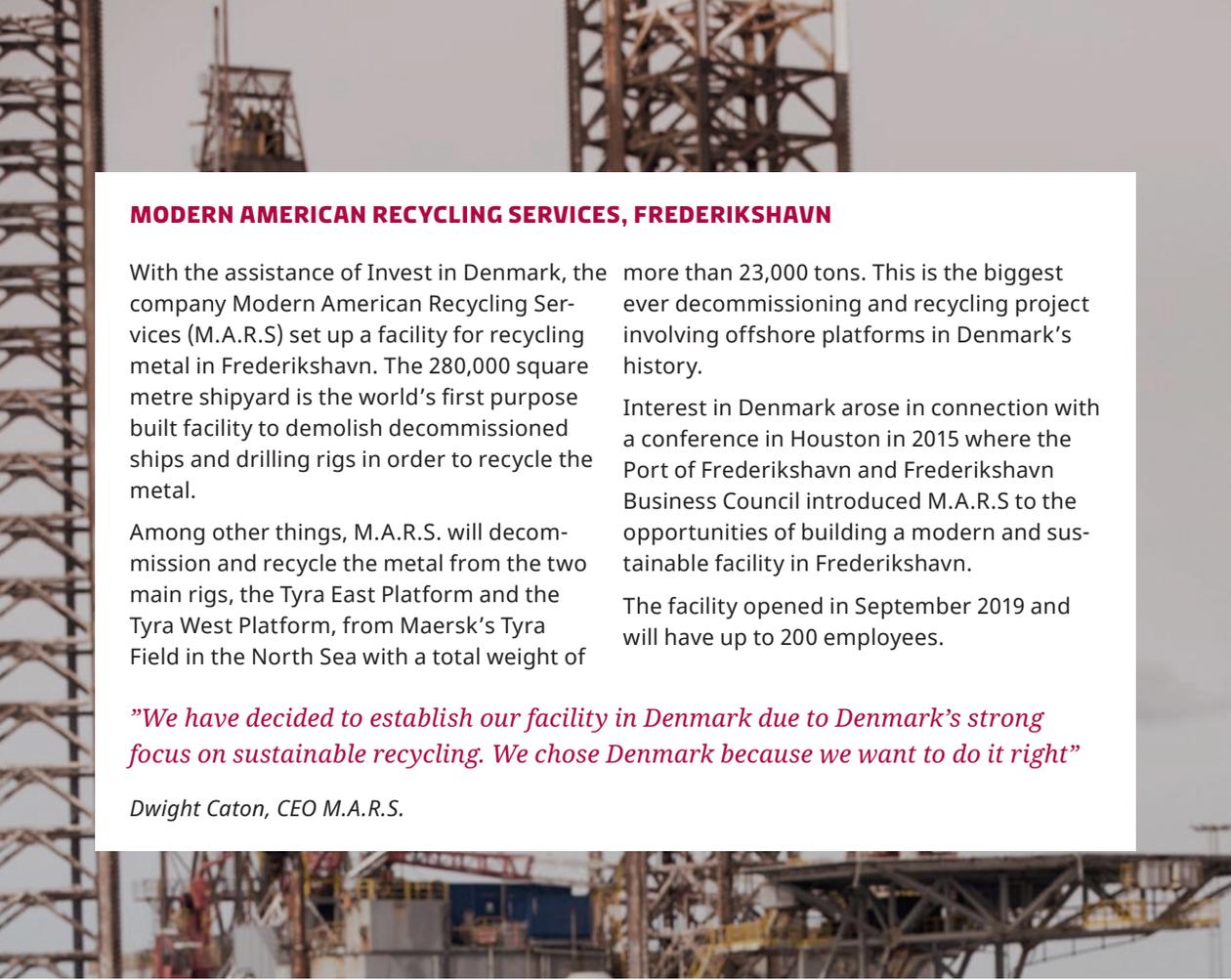
Invest in Denmark will take steps to set up a number of workshops with municipalities, cluster organisations, universities, marketing consortia, Vaekst-fonden (the Danish state's investment fund), government-approved research and technology organisations (RTOs) and other key players. The workshops will focus on how we can strengthen the marketing of green investment opportunities in Denmark; see also the section on development of investment opportunities.

Climate and sustainability will constitute important horizontal elements in the investment promotion effort in all areas. For that purpose, Invest in Denmark will develop a tool for identification and prioritisation of projects and relevant companies across focus areas with a potential for contributing and a desire to contribute to the green transition in Denmark and globally. This could be companies developing and using sustainable production methods or materials, for example companies working with recycling or food processing.

This way, the national investment promotion effort will contribute to ensuring that foreign investments lead to green jobs in Denmark.

Strategic effort #2: *The national investment promotion effort will prioritise attracting investments that contribute to developing and promoting solutions in Denmark that can strengthen the green transition nationally as well as globally.*

Specific action: *Invest in Denmark will strengthen the marketing of green investment opportunities in Denmark and develop tools for identification and prioritisation of green investment projects.*



MODERN AMERICAN RECYCLING SERVICES, FREDERIKSHAVN

With the assistance of Invest in Denmark, the company Modern American Recycling Services (M.A.R.S) set up a facility for recycling metal in Frederikshavn. The 280,000 square metre shipyard is the world's first purpose built facility to demolish decommissioned ships and drilling rigs in order to recycle the metal.

Among other things, M.A.R.S. will decommission and recycle the metal from the two main rigs, the Tyra East Platform and the Tyra West Platform, from Maersk's Tyra Field in the North Sea with a total weight of

more than 23,000 tons. This is the biggest ever decommissioning and recycling project involving offshore platforms in Denmark's history.

Interest in Denmark arose in connection with a conference in Houston in 2015 where the Port of Frederikshavn and Frederikshavn Business Council introduced M.A.R.S to the opportunities of building a modern and sustainable facility in Frederikshavn.

The facility opened in September 2019 and will have up to 200 employees.

"We have decided to establish our facility in Denmark due to Denmark's strong focus on sustainable recycling. We chose Denmark because we want to do it right"

Dwight Caton, CEO M.A.R.S.

ATTRACTING INVESTMENTS ACROSS DENMARK

Attracting investments *across* Denmark is a key priority in the overall Danish investment promotion effort.

Foreign investment where Invest in Denmark assisted the investors was previously concentrated in the Copenhagen region. Over the past 10 years, we have, in collaboration with municipalities, regions and other players, succeeded in creating better balance in the publicly financed attraction of foreign investments to Denmark.

In the period 2009-2018, Invest in Denmark helped attract foreign investments that, within the first year of the investment, are estimated to have created more than 15,000 jobs across Denmark⁶. Of these jobs, slightly more than half were created in Jutland and Funen.

6 The number does not include multiplier effects of the investments.

The positive development is the result of a dedicated national effort to promote investments in all regions of Denmark. The effort has focussed on obtaining the best possible knowledge of internationally competitive strengths and investment opportunities in all parts of Denmark, thus enabling Invest in Denmark to present the business opportunities to foreign investors in the best possible way.

Based on the excellent results achieved over the past years, Invest in Denmark will strengthen the local rooting through the project managers placed in Jutland and Funen.

Each project manager possesses specialised competence within the strategic focus areas and will engage with local companies, municipalities, cluster organisations, universities, and other key partners to develop and attract investments to Jutland and Funen.

THE NATIONAL ROOTING OF INVEST IN DENMARK (AT 1 JANUARY 2020)



In Eastern Denmark, the effort is implemented in collaboration with Copenhagen Capacity, which is also present in a number of knowledge environments. A funding agreement and performance contract have been concluded between Invest in Denmark and Copenhagen Capacity to regulate the conditions concerning the government grant to Copenhagen Capacity's investment promotion effort.

This also means that Copenhagen Capacity's investment promotion effort is organised within the framework of the national strategy for attracting foreign investments.

Strategic effort #3: *The national investment promotion effort will prioritise attracting investments across Denmark.*

Specific action: *Invest in Denmark will strengthen the local rooting through the project managers in selected cluster organisations, knowledge environments or business hubs in Jutland and Funen.*

Specific action: *Through performance and collaboration agreements with Copenhagen Capacity, Invest in Denmark ensures close coordination and collaboration on the effort in Eastern Denmark.*

COPENHAGEN CAPACITY

Copenhagen Capacity works to turn the Greater Copenhagen region into a magnet for international growth and development. Copenhagen Capacity's effort to attract investments to Greater Copenhagen is underpinned by the organisation's other activities within branding and marketing as well as attraction of talent.

Copenhagen Capacity's investment managers have ongoing contact with the 46 municipalities in Greater Copenhagen, and they are locally rooted in knowledge environments in the Greater Copenhagen area with staff attached to i.a. Bloxhub, COBIS, Copenhagen Fintech Hub, DTU Lyngby and DTU Risø.

Among other things, the collaboration between Invest in Denmark and Copenhagen Capacity means that Copenhagen Capacity does not have staff abroad and that the marketing of the investment opportunities in Greater Copenhagen through digital campaigns as well as participation in selected conferences and fairs abroad is coordinated with Invest in Denmark.

COLLABORATION AND DIVISION OF ROLES

Good collaborative relations and a clear division of roles between the local, national and international levels are key to delivering on the strategic priorities.

Relevant investment opportunities across Denmark must be communicated professionally and coordinated to potential foreign investors. At the same time, dialogue between potential foreign investors and relevant Danish municipalities, cluster organisations, universities etc. must be supported effectively.

In this connection, the existence of an effective local “reception apparatus” is crucial to ensuring that foreign investors are received and treated professionally and efficiently. This is important in connection with environmental approvals, building permits, local development plans, access to labour etc. But it is also important in connection with access to day-care institutions, schools, recreational activities etc. for foreign employees and their families.

COLLABORATION ON ATTRACTING FOREIGN INVESTMENTS⁷



7 The figure is a simplified illustration of the collaboration interfaces in the investment promotion work. In practice there are more collaboration interfaces, e.g. in the form of regional staff / Copenhagen Capacity’s direct contact to foreign investors in connection with i.a. the aftercare effort.

But it is also important when Invest in Denmark includes trade unions or non-governmental advisors in the dialogue with foreign investors to ensure that they are familiar with Danish salary and working conditions – or to make sure that they have access to relevant legal and financial counselling.

Overall, this means that an important part of the work with attracting foreign investments takes place in the municipal administrations, in the cluster organisations and in collaboration with universities, trade unions and non-governmental advisors.

As illustrated in the figure on the previous page, the public investment promotion effort is organised to be able to act on all three levels.

INTERNATIONAL MARKETING AND INVESTOR DIALOGUE

Attracting foreign investments often requires a long-term permanent presence on relevant markets and staff with in-depth market knowledge, strong local networks, cultural understanding, and sector competencies.

In the new business promotion system, responsibility for the international marketing of investment opportunities in Denmark and the dialogue with potential investors lies with Invest in Denmark. This means that Invest in Denmark is responsible for ensuring a coordinated and effective Danish marketing of investment opportunities internationally.

Danish marketing is targeted at foreign companies through a national web platform, digital campaigns and particularly through investment promotion staff at Danish embassies and consulates general in North America, Europe and Asia.

The Danish embassies and consulates general, including the Danish embassies designated as climate front posts, provide an ideal platform for building and maintaining investor networks and identifying potential new investors. In addition, Danish ambassadors can play an active part in opening doors to foreign companies on a high level.

Invest in Denmark's work as part of the overall international effort of the Ministry of Foreign Affairs of Denmark also means that the national investment promotion effort taps into knowledge and insights into international developments, such as trade policy negotiations or Brexit, to adapt and optimise the effort.

In a number of markets, Danish investment staff work alongside the Danish innovation centres, thus enhancing the opportunity of attracting innovative or research-intensive investments.



DANISH-FRENCH ROUNDTABLE

Finally, the international presence within the framework of the Ministry of Foreign Affairs of Denmark means that the establishment of parallel structures abroad is avoided.

INVEST IN DENMARK'S GLOBAL PRESENCE (AT 1 JANUARY 2020).



The marketing effort and the dialogue must be carried out as efficiently as possible viewed from an overall Danish perspective. The marketing material must reflect actual strengths and competitive investment opportunities in an international perspective.

In case municipalities or other players wish to market investment opportunities abroad, this is still possible if coordinated with Invest in Denmark or Copenhagen Capacity (in Eastern Denmark). This way the risk that several players reach out to the same companies with presentation of potentially competing investment opportunities is reduced. Similarly, a uniform and professional dialogue with foreign companies is ensured.

COLLABORATION AND DIALOGUE LOCALLY IN DENMARK

Development of investment opportunities

The identification of investment opportunities in Denmark that can be used in the presentations to potential foreign investors is an essential part of the investment promotion effort.

This work takes place in close collaboration between Invest in Denmark (especially the project managers in Jutland and Funen), Copenhagen Capacity (in Eastern Denmark) and partners in municipalities, cluster organisations, universities, and marketing consortia. These partners often have the most knowledge about special technological and business strengths, new investment opportunities and the activities of companies that have already established a presence in Denmark.

In the development of investment opportunities, it will most often also be important to involve Invest in Denmark's international investment managers on the relevant markets as they will be able to ensure that the specific investment opportunities are adapted to the international demand.

In order to strengthen the development of investment opportunities in Denmark, Invest in Denmark will organise sector-specific workshops in collaboration with municipalities, cluster organisations, universities, market consortia, Vaekstfonden, RTOs and other key players. The purpose of these workshops is to ensure that Invest in Denmark and Danish partners are aware of new investment opportunities across Denmark, and that the Danish investment opportunities presented to foreign investors are updated and on-target.

Specific action: *Invest in Denmark will take steps to set up a number of sector-specific workshops to ensure awareness of new investment opportunities across Denmark and to develop Danish marketing to foreign investors.*

Collaboration on projects

According to the Danish Business Promotion Act, the municipalities' investment promotion efforts will be conducted in collaboration with Invest in Denmark or Copenhagen Capacity (in Eastern Denmark). Therefore, good mutual knowledge and a close, ongoing dialogue between local and national players are prerequisites for efficient collaboration and for succeeding in attracting foreign investors.

The regional project managers' presence across Denmark will play an important part in supporting this knowledge and dialogue.

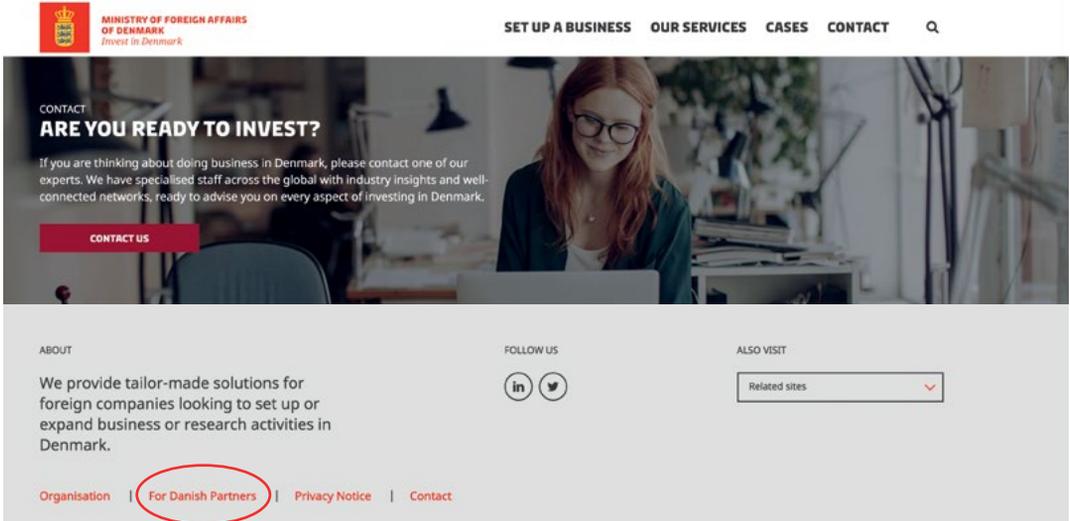
To support the collaboration and dialogue – and support, particularly, municipalities' effort to attract foreign investments – Invest in Denmark will be dedicating part of the website www.investindk.com to material for partners in Denmark. The page "**For Danish Partners**" will include material on framework conditions in Denmark, analyses, marketing material, factsheets, participation in international events, and advice for municipalities, cluster organisations, and other players on investment efforts.



”A continuous and structured dialogue between Invest in Denmark’s staff and municipalities, cluster organisations and knowledge institutions is key to ensuring an effective and coherent effort. Dialogue, dialogue, dialogue”

*Dorte Stigaard, Director of Innovation,
Aalborg University*

In addition, an easily accessible tool will be developed for the page, which can support partners' assessment of whether they have a business strength or an investment opportunity that has the potential of attracting foreign investments.



Collaboration on specific projects will vary on a case-by-case basis and will usually be determined by specific investment projects. Irrespective of the type of collaboration, Invest in Denmark's advisors are ready to discuss and provide feedback on specific investment opportunities.

Specific action: Via the website www.investindk.com, Invest in Denmark will provide partners in Denmark with access to material on framework conditions, analyses, marketing material, factsheets, participation in international events and good advice for municipalities, cluster organisations and other players with regard to investment efforts.

Specific action: Invest in Denmark will develop an easily accessible analysis tool for partners, which they can use in their assessment of whether they have a business strength or an investment opportunity that has the potential of attracting foreign investments.

NATIONAL COLLABORATION

The coordination of efforts across markets and dialogue and collaboration with other ministries are primarily handled by Invest in Denmark's staff in Copenhagen.

Danish partners and foreign companies will thus be able to provide input concerning framework conditions and environments for the investors, which can be used in the Ministry of Foreign Affairs' ongoing dialogue with other relevant ministries on the development of attractive framework conditions.

Furthermore, Invest in Denmark interviews foreign companies and analyses their satisfaction with a number of framework conditions when setting up business in Denmark. A new initiative will be introduced under which Invest in Denmark will systematically follow up with foreign companies within two years after their setting up business in Denmark in order to support the development of foreign investments and attractive framework conditions in Denmark.

Specific action: *Invest in Denmark will follow up with foreign companies within two years after their setting up business in Denmark in order to strengthen the development of foreign investments and attractive framework conditions in Denmark.*

ONGOING DIALOGUE ABOUT EFFORT

To ensure that the investment promotion effort in practice is implemented in a way that allows for any changes in the business policy landscape and any new investment opportunities, Invest in Denmark will take the initiative for ongoing discussions of the investment promotion effort with the Danish Executive Board for Business Development and Growth.

In addition, drawing on successful experience from roundtable meetings all over Denmark in connection with the development of this strategy, annual consultations will be held in the six business hubs in which partners in the investment promotion effort will be invited to participate. In connection with these consultations, Invest in Denmark will provide information about the work with attracting foreign investments based on Invest in Denmark's annual report and invite proposals for adaptations of the effort. The plan is to hold the first series of roundtable meetings in the first quarter of 2021.

Specific action: *Invest in Denmark will take the initiative for ongoing discussions on the investment promotion effort with the Danish Executive Board for Business Development and Growth. In addition, Invest in Denmark will invite key partners for annual roundtable meetings in the six business hubs in order to seize new opportunities and ensure a strong and relevant investment promotion effort.*



CONFIDENTIALITY

Confidentiality and trust is key in attracting foreign investments to Denmark.

Invest in Denmark's and Copenhagen Capacity's ability to help other players in Denmark to attract investments is dependent on that all parties have confidence in the integrity of the consultation services provided and in the protection of the confidentiality of specific investment projects.

In situations where Invest in Denmark and Copenhagen Capacity are involved to provide consultation services and support in an existing dialogue between a municipality and a foreign company, Invest in Denmark and Copenhagen Capacity will be dedicated to contribute to a successful investment.

The municipality will thus not be competing with other municipalities.

If the investor makes critical demands on the investment which the municipality cannot fulfil and this makes the investor contemplate placing the investment abroad instead, Invest in Denmark and Copenhagen Capacity may, after consultation with the municipality, introduce other locations in order to ensure that the investment is attracted to Denmark.

Invest in Denmark and Copenhagen Capacity will communicate in an honest and transparent way – with the necessary respect for confidentiality – in cases where more players, having a dialogue with the same foreign investor independently of each other, involve Invest in Denmark and Copenhagen Capacity.

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