

Business development strategy
for North Jutland 2007 - 2010

Growth and Balance



NORTH DENMARK REGION
GROWTHFORUM

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Preface



North Jutland is already well on the way, having a number of companies, research and educational establishments and talented employees whose commitment and many ideas form the foundation for the future growth in North Jutland. These will be needed in order to turn the business development strategy into action. It is the organisations, businesses, authorities etc. of North Jutland which by their specific initiatives and participation will help realise the ambitions in the strategy, and a successful co-operation right from the local to the regional, national and international levels is a precondition for achieving results.

Growthforum looks forward to the co-operation on continued development of North Jutland during the coming years.

Kind Regards
Ulla Astman

Chairman of Growthforum Nordjylland

At Growthforum Nordjylland, we are working towards making North Jutland a good place to live, work and do business also in the future. We are doing this by working together to create a good framework for growth and employment in the region.

This business development strategy has come about through a co-operation between Growthforum Nordjylland and stake holders from the whole region and it contains those elements we consider necessary to strengthen the region. It is a question outwardly of co-operation – and competition- with the world around us, and inwardly where we need to be good at making use of our strengths and opportunities and to create a cohesive region – all the way from Skagen to Hobro and from Agger to Østerby Havn.

Growthforum Nordjylland

As part of the local government reform North Denmark Region has established a growth forum for the whole region. It is here that business, research and educational establishments, public authorities and actors in the labour market are brought together in an effective partnership to strengthen business development.

One of Growthforum's main objectives is to devise a long-term strategy for business development in the region. The Strategy for North Jutland is presented in this booklet. The strategy is based upon North Jutland's strengths and weaknesses, and what can drive development in the future.

The business development strategy is also the framework for one of Growthforum's other main objectives, which is to recommend to Regionsrådet (the Regional Council) which business development activities the Region should co-finance, and to recommend to the government how the EU Social and Regional Development Funds should be deployed. In this area, Growthforum will also act on its own initiative to devise new business development activities within the framework of the strategy.

Finally, Growthforum will continually monitor regional and local conditions for growth to provide the region with a good and factual basis on which to develop new strategies and initiatives.

Photographers:

Lars Horn and Michael Bo Rasmussen, Baghuset:

Page 3, 8, 10, 13, 14, 17, and 18

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Fotovision - Thorning & Halskov I/S: Page 9 and 10

Peter Ehlers, AM Production: Page 12

Region Nordjylland: Page 6 and 7

Print:

Prinfo, Aalborg

Layout:

Pernille Fjeldgaard, Realisten Grafisk

Copies:

2.000

The Business Development Strategy is co-financed by

The European Social Fund

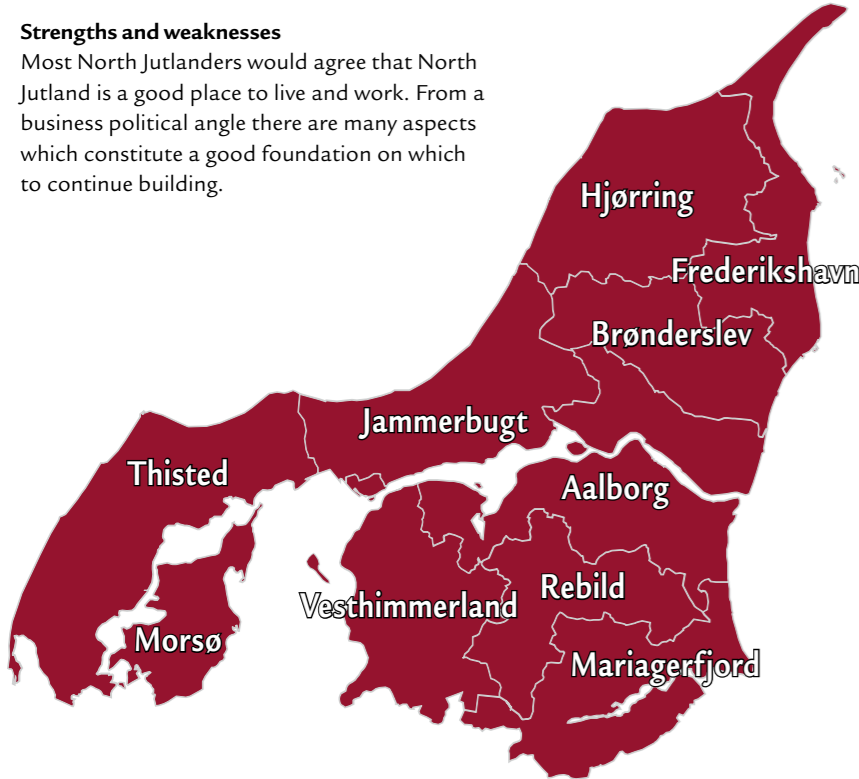


Starting Point for North Jutland

It is important to have a realistic view of North Jutland's strengths and weaknesses in order to know what needs to be done to promote growth and employment in the region. This has been the basis for business politics adopted by Growthforum for the region of North Jutland.

Strengths and weaknesses

Most North Jutlanders would agree that North Jutland is a good place to live and work. From a business political angle there are many aspects which constitute a good foundation on which to continue building.



The businesses in North Jutland have high productivity, which with the burgeoning change towards more advanced and technological production methods gives a promising potential for growth. Analyses show that the region affords particularly good conditions for globally orientated companies and the region has won market share in areas such as ICT, foodstuffs, wood and furniture together with building materials. These are areas where the region is already strong but where we need to be even better in order to cope with competition in the future.

Businesses in North Jutland are also good at innovation. This is an ability which is constantly being challenged by global competition. A better framework can also be made for innovation in North Jutland as there are many opportunities for collaboration between businesses and research and educational establishments in the region which have not yet been exploited.

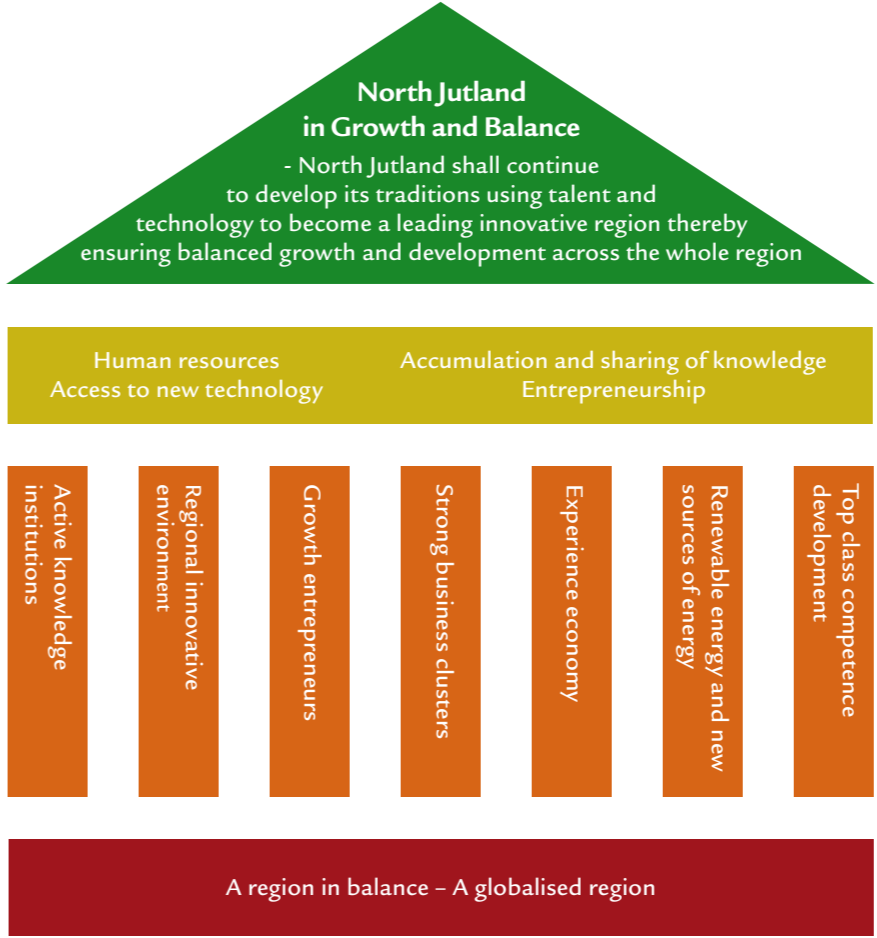
There is also a need to raise the educational levels of the population in North Jutland. Fortunately the region has many good opportunities for education and training. Both the region's business orientated courses and Aalborg University offer high levels of education, but there is a potential to further develop the links between educational establishments and businesses. At the same time North Jutland can become better at retaining those people who have been educated in North Jutland, primarily by creating good job opportunities for new graduates and by being an attractive region to settle in – or perhaps even to start up a new business enterprise. In fact North Jutland already has a good environment for entrepreneurs, but only a few companies grow large with time.

Differences within the region

Of course challenges and opportunities vary greatly, depending on whether one is in Nykøbing Mors, Skagen, Aalborg or yet another place in North Jutland. It will be a very special challenge to make the region's peripheral areas and main centres work together so the various areas' strengths and development potentials are best exploited.

Over the coming years Growthforum has the task of monitoring developments in all these areas across the region – both in comparison to other regions and internally within the region. Based on current knowledge about the development of the region, Growthforum will continuously evaluate and adjust the course set by the business development strategy.

Strategy House - explanation



To the left is a visualisation of Growthforum's strategy. The vision is the roof of the strategy. There are then four common drivers of growth: human resources, accumulation and sharing of knowledge, access to new technology and entrepreneurship. The four drivers of growth are documented as crucial factors for development, for example, in studies undertaken by OECD. Based on the growth drivers, Growthforum has selected seven target areas – the supporting columns. At the bottom is the foundation for the strategy: A region in balance – A globalised region.

This booklet is put together in the same way: the booklet is split up into chapters corresponding to the house. It is always possible to relate to the part of the strategy described, by looking in the mini version of the house at the top of each page where the relevant part is highlighted.

On the last page of the booklet there is an account of how Growthforum specifically will work to turn the strategy into action.



Vision

Growthforum will work based on the vision:

North Jutland in Growth and Balance

North Jutland shall continue to develop its traditions using talent and technology to become a leading innovative region thereby ensuring balanced growth and development across the whole region.

Innovation

North Jutland must be able to ensure renewal and innovation in all appropriate areas. North Jutland cannot compete on price and efficiency alone, but must compete even more on knowledge, inventiveness and creativity. We must continually create new products, business models and new markets. In this process it is important that the business community, the educational establishments and the authorities have a good and trusting working relationship.

Tradition

Today North Jutland has strengths and skills in the traditional areas of for example food, wood and furniture, iron and steel and tourism. They will contribute significantly to the region's future business successes. But in order for this to happen, it is important that the different sectors continue to work on the change towards the global knowledge based economy.

In addition to continued development of traditional industries, focus should also be directed towards the new growth

industries which have good conditions for growth in North Jutland, such as ICT and health technology. In many cases the new industries can also be combined with the traditional industries, thereby creating new opportunities for growth.

Technology

The word technology not only covers "technique", but also new knowledge in the broad sense, e.g. knowledge about market conditions, logistics, creating new business, user-driven innovation and development opportunities. North Jutland already has strong research institutions which focus on innovation and which today work together with a large cross-section of businesses. This innovative partnership must now be expanded in order to reach an even greater cross-section of the business community.

Talent

Knowledge, inventiveness and creativity require talented people with drive and ability for new thinking. Therefore education and training will be some of the key words in the future. Similarly, retention of skills will also be very important. In fact North Jutland already educates many highly skilled people. Unfortunately some are also lost to other regions as there are often better opportunities elsewhere. The North Jutland businesses and institutions therefore need to be better at using and developing skills both amongst employees and managers. Everybody should support those talented people which can create the growth businesses of the future.

A balanced region

Growth and development in North Jutland should of course

cover the whole region. There should be balance in North Jutland from north to south and east to west. Peripheral areas have some special challenges, but they are currently coping well because there are many highly skilled businesses to build on. Peripheral areas in North Jutland should be considered an actively integrated part on an equal footing with the rest of the region. Growthforum will therefore not establish a separate fund for these areas, but instead integrate their development in all the relevant activities, for example through bridging activities that can ensure growth and development both at the centre and the periphery.

Strategic Framework



According to several international studies, the four so-called growth drivers, human resources, accumulation and sharing of knowledge, access to new technology and entrepreneurship, are of great importance for a region's innovation and growth in the global knowledge economy. It is therefore necessary for North Jutland to make large investments in the development of these four areas. Growthforum will actively participate in this investment.

The essence of the four growth drivers is briefly described below:

Human resources: The employees of the future should increasingly be able to identify and analyse the challenges facing businesses, develop new solutions and take initiative and responsibility.

Growthforum will therefore consider it a main objective, to work for a good correlation between the courses available and the businesses in the region. Here it is also important that the region's educational establishments work together internally to ensure broad and well founded education and training which is of use to the business community.

Accumulation and sharing of knowledge: North Jutland must be assured the latest knowledge in all relevant areas. Growthforum will thus work towards strong regional knowledge environments and to attract development funding to the region. Thereafter it is at least as important that the knowledge is disseminated. Growthforum will therefore work towards a more effective infrastructure for increased and better sharing of knowledge and co-operation between the businesses and knowledge institutions.

Access to new technology: Use of new technology is very important for running a business. For example information and communication technology (ICT) can result in more efficient work processes, increased productivity and development of new products. North Jutland businesses are already frequent users of ICT. This is still, however, a great unused potential which Growthforum wishes to exploit in the various industries in North Jutland, for example in the areas of construction, food and energy systems.

Entrepreneurship: It is of great importance for productivity, prosperity and employment in the region, that new businesses are constantly being established and that a large proportion of these are innovation and growth orientated. Growthforum will therefore work towards development of an effective infrastructure and good environment for starting businesses, and to make sure that entrepreneurs with growth potential receive help and support in order to realise their potential.

Areas of Focus

Based on the four drivers for growth, Growthforum has selected seven areas of focus which are of special relevance to the development of the region in order to make the initiative more effective. However it is important to remember that it is not a definitive list. Growthforum is willing to adopt other opportunities and projects provided that they are relevant. The strategy will therefore be modified in the course of time in co-operation with Growthforum's partners. The seven areas of focus selected by Growthforum are described in the following pages.





Active Knowledge Institutions

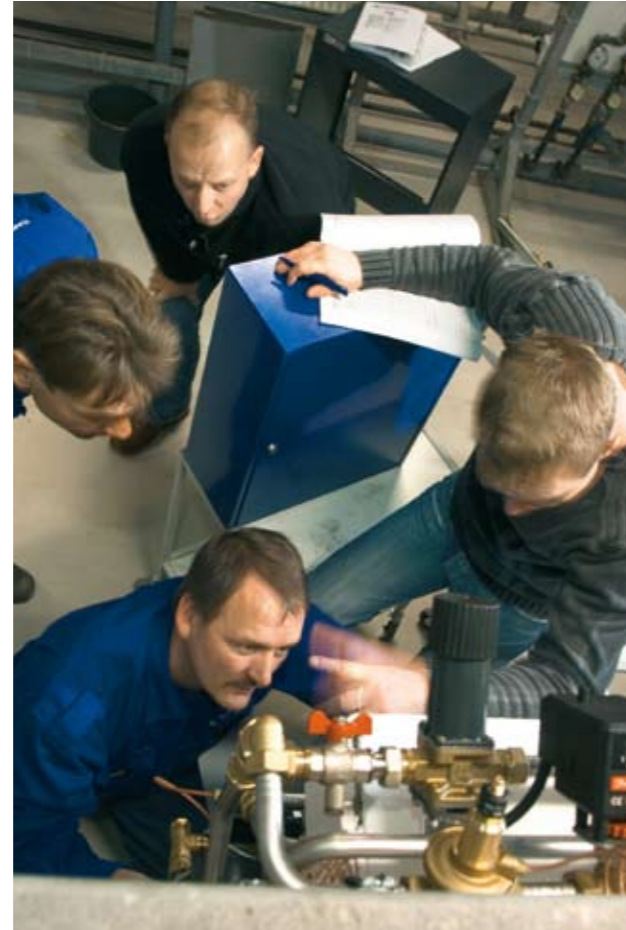
Aim:

Growthforum will actively contribute to the development of the interplay between high level knowledge institutions and business partners, both in depth (with existing business partners) and in breadth (with new target groups of business partners), in an involved and mutually binding collaboration.

Institutions with high-level knowledge will become increasingly important as the driving force behind regional growth. North Jutland is well on the way: for example the university already has several research centres of international calibre and there are already numerous good examples of a well developed interplay between the business community and educational establishments in the region. It is a start. North Jutland can and must develop significantly in collaboration with knowledge institutions and the business community. It is intended to be a broad initiative aimed at all institutions, both within and without the region which can supply qualified knowledge, education and innovation to businesses.

Growthforum wishes to focus in particular on four areas:

Co-operation in research and development: Businesses in the future will very much need to be able to exploit knowledge institutions' research for commercial purposes. It is therefore important to establish centres which work with applied research and development in technologies and opportunities which can be of advantage to businesses in North Jutland.



Improved regional knowledge service: Businesses in North Jutland should be aware of their opportunities. This could be achieved, for example, by increasing availability of professional consultancy by more direct information about the services already available and by increased co-operation between knowledge providers. It is in any case important that the knowledge on offer is targeted at the region's positions of strength and potential.

Entrepreneurship: Entrepreneurs are a regional driving force, particularly for new growth sectors. They should therefore be assisted and supported. This could be, for example, by offering more and better courses for future entrepreneurs, by improving conditions for ripening of ideas or by giving researchers, businesses and students better opportunities for developing and ripening new business concepts together.

Improved in-service and further education at a high level: New knowledge should be spread so that as many people as possible can benefit. This can be achieved by tailoring courses, diplomas or master degrees to current and future employees and managers in businesses in North Jutland. Dialog and co-operation are key words in order to achieve results. It is not only the educational institutions which need to be active by offering courses and consultancy. Businesses must also actively participate in the initiative by helping to prioritise the areas where there is a need for increased knowledge and sharing of knowledge.



Regional innovative environment

Aim:

Growthforum will build up a world class knowledge environment based on innovation and ensure that knowhow is shared and further developed amongst businesses in North Jutland through consultancy and collaborative projects etc.

Innovation is a broad concept. It ranges from development of new ideas to use of new technology whilst also including the rethinking of ideas and using them in completely new contexts. It is about businesses making money from their new and unusual ideas. Growthforum has the job of helping to create the stimuli for both the traditional and the new growth sectors of business to rejuvenate themselves and to be willing to take part in new collaborative projects with other businesses and/or knowledge institutions. Growthforum therefore wishes to promote a regional innovative environment, where businesses in the region can seek advice about their individual needs. North Jutland currently already has well established institutions which can offer qualified consultancy, but it is important to expand this environment, preferably also to include international collaborative partners.

The innovation initiative will take its starting point in the individual businesses which are ready to expand. Growthforum will establish qualified consultancy groups and centres which can highlight the individual businesses' potential and devise a strategy and plan of action for development in the businesses. Based on these analyses, the businesses have the opportunity



to apply for additional consultancy, training, funding or whatever might be relevant.

It is important to ensure direct contact to the businesses as well as to existing knowledge centres in the region. It will

therefore be obvious that the innovation projects should be a collaboration between businesses, the local authority business services, the region's new "væksthus" (entrepreneurial support service), the university and other knowledge and educational establishments.



Growth entrepreneurs

Aim:

Growthforum will improve access to highly specialised consultancy for entrepreneurs, especially through professionally based networks of specialists and improved access to skills and venture capital.

North Jutland does very well at entrepreneur motivation, rates of establishing and survival of new businesses. However, all too few businesses grow large and global.

Growthforum will therefore help to establish a network of professional consultancy so that businesses all over the region can have access to highly specialist advice regardless of which stage of growth they are in. It is also important that the consultancy is unbureaucratic and easily accessible.

The network should be based on the areas where North Jutland has its strengths, but in order to ensure a sufficiently broad and specialised consultancy it is important to involve consultants from the rest of the country and from abroad.

It should be stressed that the target group for the network can be all businesses, both new and old, which are hoping for new growth, for example in conjunction with new management or a generation changeover.

Another part of the initiative is improved access to venture capital. Growthforum will work towards the establishing of

an investment company targeted at businesses with a growth orientated business plan. Growthforum cannot itself however put money into investment companies. The investment

company's funding should be invested as qualified venture capital on a commercial basis.



Strong clusters

Aim:

Growthforum will improve businesses' ability to collaborate in business clusters and commercial networks, and thereby encourage more businesses to collaborate on innovation and business creation in an ambitious and long-term perspective.

A cluster is a group of related businesses, authorities or knowledge institutions which have a close and genuine collaboration on innovation and creation of business. There are currently clusters in several different business areas in North Jutland, but there are too few examples of ambitious and specific collaboration.

Growthforum wishes to strengthen the clusters and thus ensure the growth and employment of the future. The businesses in North Jutland are also themselves interested in more collaboration whilst at the same time having said that it should have a strong business focus and should be visible on the bottom line.

Growthforum has examined five existing clusters, their scope for development and their requirements. These are briefly described below. It is important to make it clear that Growthforum would be more than happy to support the development of new clusters in other business areas where the quality of the concept, long-term business perspective and mutually binding collaboration are to be found.

Food: North Jutland has the necessary raw materials, the skills and the knowledge to create a leading international food industry cluster. The path is laid out by the large food industry businesses, whilst smaller businesses are developing and refining special taste experiences of North Jutland.

In order for the cluster to be a success it is necessary for the industry to collaborate closely with research and educational establishments, to join relevant commercial networks and to attract specialists.

Construction: Businesses in North Jutland today successfully export a number of building materials to the European and global markets, but this has happened without much collaboration. Companies are generally agreed that if success is to continue and they are to compete in the global competition, then a visionary collaboration with research and educational establishments will be required.

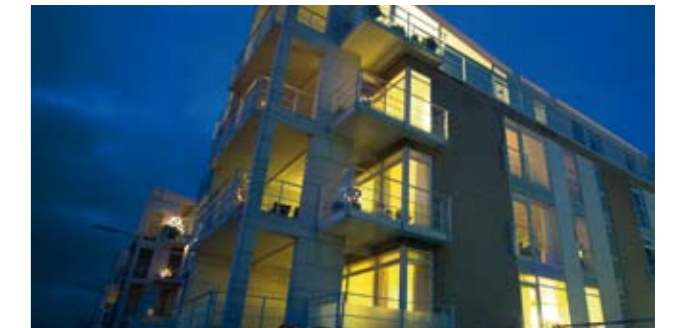
Maritime cluster: The closing of several large shipyards in North Jutland has been a challenge to the maritime sector. Meanwhile skills in the sector remain abundant in North Jutland, and a number of small and medium-sized businesses are beginning to flourish again. Growthforum wishes to support and increase the positive development within the cluster. However, collaboration should not be limited to North Jutland, but should have a significant involvement of maritime businesses and clusters from the whole of Scandinavia.

ICT: The ICT cluster in North Jutland is already well established and Growthforum hopes for this to continue so there should be

continued focus on the accumulation of knowledge, improved collaboration between businesses and knowledge and research establishments together with focus on development of niches.

Other points of focus are to attract and retain highly educated employees and to expand the co-operation with the other clusters in the region and thereby spread and combine ICT innovation with other sectors.

Health: Today North Jutland has a burgeoning cluster within health technology and bio-medico sectors. Growthforum wishes to strengthen and further develop this cluster. Collaboration within the cluster should be increased and more new companies should be established. At the same time Growthforum will work towards establishing a good working relationship between companies and competent public authorities and institutions which can take joint responsibility for research and development, for example by making the region into a test region for new products and services.





Experience Economy

Aim:

North Jutland will become the primary seaside holiday destination for North Europeans, both for main vacations and for short breaks. Growthforum will promote the strengths and development potential in the North Jutland experience economy by strengthening innovation, human resources, education, development and research.

The North Jutland experience economy consists of tourism as a more traditional business sector together with a number of new experience areas, such as computer games, film, digital art, wellness and quality foods. Growthforum wishes to strengthen both types of experience industries, both in themselves but also particularly by increasing co-operation and sharing of knowledge between them. The two forms can often be used to encourage each other; for example seaside holiday as the basis for digital art and food, or computer gaming and internet as a basis for a seaside holiday. In this way the holiday season can

also be extended to the whole year, thereby creating a more stable sector which is not nearly as dependent on the summer weather.

During recent years there has been a marked increase in the experience economy in North Jutland. It is thus a growth sector with great future potential if the cluster succeeds in exploiting its opportunities.

North Jutland already has a number of network organisations within tourism and within the experience economy there is already a regional cluster organisation. It is established at Aalborg University which is currently home to the country's largest research group in the field. It is important that the research and knowledge to be found at the university be combined with the skills found in the networks so that this partnership can produce greater innovation, growth and employment. It is equally important to develop employee skills in the sector whilst creating space for and nurturing the creative ideas.

Growthforum would like a strategy that makes use of the strengths in the sector where the focus is on few, but meaningful areas, target groups and markets. Growthforum will nominate beacons in North Jutland in the categories: attractions, events and businesses. The regional efforts should have local roots, whilst still being coordinated with country-wide initiatives. In many cases the experience sector will benefit peripheral areas as many of the natural and cultural treasures in the region are to be found along the coasts of North Jutland.



Renewable energy and new sources of energy

Aim:

Growthforum will develop contacts and co-operation between research environments, businesses and the public authorities and through this formulate a common strategy for the future action in the field.

Interest in new sources of energy and new technologies has increased significantly over the last few years. This development is particularly driven by the need to ensure supplies, global climatic change and the opportunity for future business development as a result of new technologies. Denmark has had great success within the area of windmills and there is also the opportunity to repeat the success in other areas.

North Jutland is already strong in a number of areas within the field of renewable energy, for example qualified research environments based at Aalborg University, projects based on fuel cell technology, agricultural production for use in biomass energy, good opportunities for siting windmills, offshore windmills and wave energy, together with a host of different local initiatives which can form the basis for development.



Growthforum wishes to start from and develop the existing positions of strength which have already been built up in North Jutland, and thereby create a flexible framework for the strategy, but with specific aims for the development.

It is important that North Jutland does not just concentrate on one energy technology, but researches and establishes demonstration projects using several of the new technologies. Innovation and development should be focused on the opportunities for a commercial breakthrough – ideally similar to the breakthrough and success with windmill technology. The research and work in the cluster in North Jutland should be in collaboration with knowledge environments and industrial partners in the rest of the country and internationally in order to ensure that valuable knowledge is accumulated.

The strategy should also be used to create new, high technology, sustainable workplaces in the region. Many of these will naturally come to be established in the peripheral areas where several companies working with energy are already established.



Top class competence development

Aim:

Growthforum will work towards strengthening the role of educational establishments as training and qualification partners for the business community, promote a culture for skill development in companies and implement initiatives to retain a qualified workforce which matches business requirements.

Denmark and North Jutland will live from knowledge, and therefore it must be world class. It makes demands for skill development in the entire organisation; the North Jutland business community should be ready to modernise and adopt change and development in the knowledge society.

Growthforum and businesses will investigate which skills will be required in the future in a globalised and changeable world, and make available the necessary resources so that educational establishments and businesses together can make it happen.

The aim is to develop further and to professionalise the role of the business orientated educational establishments as qualification and innovation partners for the business community. We will create a good overview of what is on offer, where to find it and what we are short of. Skill development will be aimed at both leadership and organisational development as well as vocational training and further education for all groups of employees. It is therefore necessary to involve a broad range of both public and private providers of training.

Development should be tailored to the individual businesses, so that their precise requirements are met, thereby creating the best conditions for development and growth opportunities. Skill development should be considered a natural part of the business strategy.

North Jutland is already experiencing difficulties in recruiting and retaining employees with the appropriate skills. It is therefore important that we create attractive workplaces which can attract the right employees and managers. For this we should create the best possible environment for the business community.



Common aims and principles

In order for the strategy to be successful the region must be joined together, both internally and in relation to the outside world. When realising the business development strategy, Growthforum will be mindful of two particular principles which are common to both strategy and areas of initiative.

A region in balance

Growthforum wishes to develop the peripheral areas of the region, so that the areas are alive, have thriving businesses and are sustainable local communities. For this, local commitment is crucial and it is natural that local authorities and the local stake holders play a central role.

Growthforum's business development strategy applies to the whole region and there are no special funds for peripheral areas. Growthforum will, however, prioritise start up of projects that benefit both the centre and the periphery and in several areas will give the peripheral areas special priority. In addition, Growthforum will monitor on a year to year basis, the development between the central and peripheral areas.

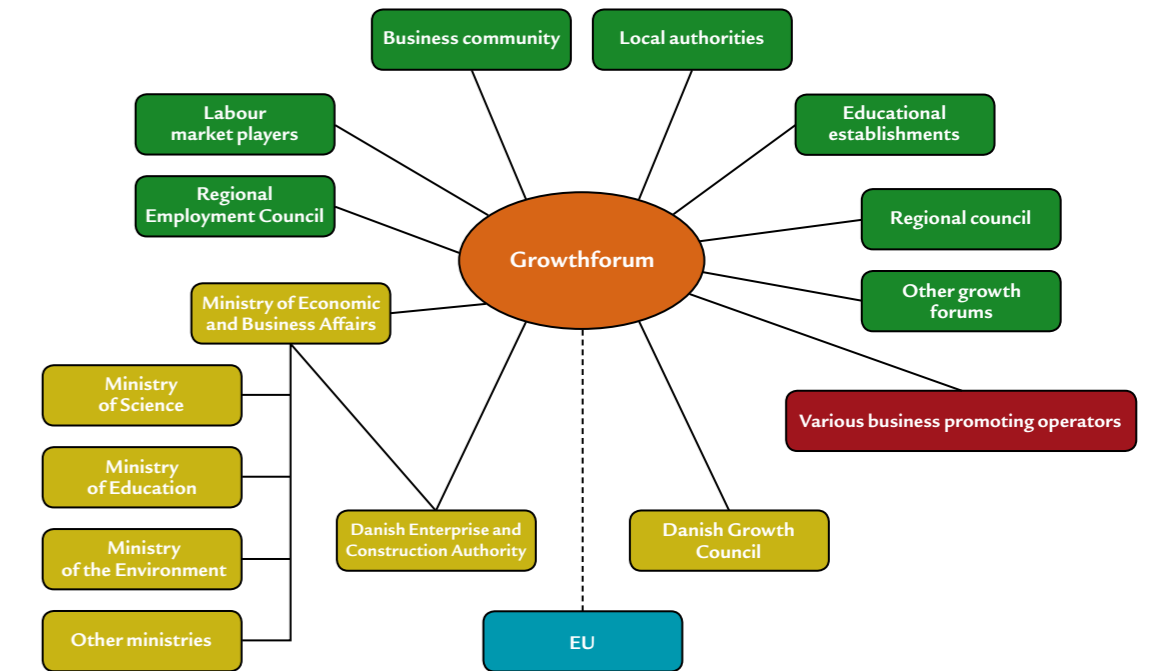
A region with a global outlook

Growthforum also wishes to ensure a clear common focus on globalisation in order to future proof businesses and knowledge institutions in the region. They need to be at the leading edge of the latest international trends if they are to be able to handle the global competition and division of labour. To be more precise this will be achieved by developing cross border innovative projects, formation of clusters, co-operation between business and knowledge centres.

Coherence and co-operation

This means that Growthforum's business development strategy will work together with a number of other initiatives at international, national, regional and local levels. Here in particular the interplay with the Rural Development Programme at the local level, the Globalisation Strategy at the national level, and Interreg at the international level, will be in focus.

An open and active co-operation is a prerequisite for achieving results for North Jutland, and Growthforum will have a running dialogue with a broad group of representatives from the region's authorities and organisations and where necessary with governmental agencies.



From strategy to action

Ideas, skills, decision making abilities and financial resources are all necessary in order to convert strategy into action. Thus many different players from the local, regional and state level will be in regular dialogue and work together. Growthforum will make skills and resources available which can help realise the ambitions in the strategy.

From idea to application

A precondition for the success of the strategy is the realisation of good specific projects supported by Growthforum. Growthforum works with two general project types in relation to application and funding: external projects and internal projects. Both involve significant partnership-based activity.

External projects will make up the vast majority of the applications. Growthforum will invite proposals for development projects through advertised application rounds, so that everybody has the opportunity to put forward good ideas. Initially project ideas are invited, which Growthforum will discuss and then short list. As there typically will be large and complex ideas, Growthforum will offer feedback on the project concept, for example on how it fits in with the strategy and other initiatives and about organisational and financial aspects. The project applicant will hereafter undertake possible analyses and investigations and transform the project concept into an application. In this way there is already a constructive and forward thinking co-operation set up from the outset.

Applications for smaller, external projects, (for example analyses and pre-projects) with a budget of between Dkr 100,000 and Dkr 500,000 will, in contrast to the big projects,

The 10 first steps

In order to kick start the process, together with a number of other partners Growthforum has begun by developing 10 prioritised initiatives which later will lead to specific projects:

- **Knowledge and innovation in businesses:** co-operation on the strengthening of innovative activities within the businesses of the region.
- **Centre for Innovation:** The establishing of an internationally orientated research and innovation centre which will work in close co-operation with the regional and national business community and help to systematise and prepare the innovation processes of businesses.
- **Increase the number of growth entrepreneurs in North Denmark Region:** Co-operate on a model for advising of possible growth entrepreneurs.
- **Development of beacons as unifying entities within the food sector:** Co-operation on identifying possible beacons and development of beacons so that they can eventually have a unifying function for businesses.
- **Smart City North Jutland:** Collaboration within the construction cluster on a full scale trial with development of new smart and intelligent housing concepts and dynamic building materials combined with intelligent controls.
- **ICT cluster:** Strengthening of the framework conditions for ICT businesses and start up of projects which will support further the development of the strong position of the cluster.
- **Health cluster:** The establishing of a strong cluster organisation for the region's burgeoning industrial cluster within health technology and bio/medico.
- **Experience economy and tourism:** information and marketing of experiences together with development of new experience products and services, for example by establishing a creative cluster based on the region's strengths and potential for interactive digital experiences.
- **Renewable energy of the future:** Co-operation on developing the region's strengths within the field of renewable energy.
- **Future skills:** Analysis of the future skill requirements and how the labour force can become better qualified, together with development of a framework programme focused on strategic and technical skill development.

be received on an on-going basis and a decision reached by written hearing within Growthforum. Applications with a budget of less than Dkr 100,000 will not be considered. With the second type of project, internal projects, the initiative will usually originate from Growthforum itself, or from

Growthforum's co-operative partners outside the region (other Growthforums, government or EU). These would generally be larger strategic ventures which have relevance for a broad range of partners. As internal projects are not found through external advertising, Growthforum will only use this method

when it is considered absolutely necessary. Later in the process it is important that internal projects become firmly rooted in a well respected and highly skilled external co-operative partner which can take the formal responsibility for completing the project as Growthforum cannot assume responsibility for running projects.

General selection criteria for project applications

Growthforum will prioritise and assess applications according to the following criteria:

- At least 90% of the funds available for allocation by Growthforum will be prioritised for projects covering one or more of the target areas in Growthforum's business development strategy.
- Growthforum can, however, elect to use up to 10% of the funds more freely, for projects which seek new directions in business development, or which promote the image of the region in a new or strategic way.
- Projects specifically targeted at peripheral areas will receive special priority.
- Economic support should be of crucial significance to the realisation of the project.
- There should be a genuine demand for the project amongst its target group.
- Projects should cover additional activities
- Support cannot be granted for ordinary routine activities
- Support must not result in unfair competition.
- Projects should be innovative
- A well documented plan of action should be available.
- Projects promoting equal opportunities for men and women and an inclusive labour market will be prioritised.



- Projects contributing to better environmental standards will be prioritised.

Support will be given to authorities and knowledge institutions which develop framework conditions which benefit the region's business, tourism and skill development. Businesses which work together in a network with knowledge institutions or with other businesses will also be supported. Private individual businesses are not eligible for direct financial support, with the exception of businesses on Læsø.

Support will as a rule make up 50% of the expenses which are eligible for grants.

Sources of finance

Growthforum has the right of allocation for two types of funding: Growthforum can make a recommendation to the Regional Council to use regional business development funds allocated in the Regional Council budget (approx. Dkr 56m annually), and Growthforum can make a recommendation to the government to use the EU Social Fund and Regional Development Fund financing, also known as the "Regional competitiveness and employment objective". (approx. Dkr 122m annually).

In addition there are a number of other sources of finance which can help finance activities but which should be applied for elsewhere locally, nationally or internationally.

Additional information

For more detailed information on procedures, selection criteria, grant-eligible expenses, etc., please refer to Growthforum's website www.vaekstforum.rn.dk and the Growthforum secretariat at North Denmark Region.

Members of Growthforum



Ulla Astman
Chair of the Exec. Com.
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North Denmark Region



Anny Winther
Member of the Exec. Com.
Mayor of
Rebild Kommune



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Member of the Exec. Com.
Rector of Aalborg
University



Peter Finnerup
Member of the Exec. Com.
Director in Oticon A/S



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Member of the Regional
Council
North Denmark Region



Ole B. Sørensen
Member of the Regional
Council
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Mayor of Thisted
Kommune



Erik Sørensen
Mayor of Frederikshavn
Kommune



Hans Chr. Maarup
Mayor of Mariagerfjord
Kommune



Mogens Gade
Mayor of Jammerbugt
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Morsø Kommune



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Karen Melson
Director
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Kathrine M. Jensen
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Erling Henningsen
Managing Director
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Knud Kristensen
Member of the
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