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FOUNDATION OF THE DANISH LIGHTHOUSE LIFE SCIENCE

- Building Blocks of the Danish Lighthouse Model: Structures, Roles, and Processes

Nordic Wellbeing Academy

Nordic Healthcare Group

Danish Life Science Cluster

Lundbeck

novo nordisk

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BUILDING BLOCKS OF THE DANISH LIGHTHOUSE MODEL: STRUCTURES, ROLES AND PROCESSES

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Additional information and the report is available at www.erhvervsfyrtaarnlifescience.dk

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EXECUTIVE SUMMARY

FOUNDATION OF THE DANISH LIGHTHOUSE LIFE SCIENCE

Denmark's life science sector serves as a cornerstone of economic growth, driving innovation and societal impact through a unique collaboration between public and private entities. The sector is focused not just on financial success, but on creating long-lasting improvements in health and well-being, addressing critical global challenges like aging populations, chronic diseases, and sustainability. Through breakthroughs in biotechnology, pharmaceuticals, and medical technology, Denmark positions itself as a leader in developing solutions that enhance quality of life both nationally and internationally.

A key strength of this sector lies in the collaboration between public institutions, private companies, and research organizations. Built on trust and shared goals, this collaborative approach ensures that new technologies and treatments are efficiently brought to market. However, there remains a need for deeper engagement in user-centered approaches and the development of new business models that support investments and procurement, ensuring that these innovative solutions are scalable and sustainable.

Building a Lighthouse Life Science Model

To replicate Denmark's successful Lighthouse model, several key elements are required:

1. Public-Private Partnerships (PPP): Strong partnerships that foster collaboration across sectors, integrating expertise from government, private industry, and research institutions.

2. Inclusive Financing Models: Blended public and private funding models that enable both large corporations and smaller enterprises to benefit, alongside clear fund allocation guidelines to sustain innovation.

3. Organizational Support:
Centralized structures to reduce administrative burdens, paired with competence development to ensure long-term value creation.

4. Strategic Long-Term Partnerships:
Partnerships that are resilient, capable of tackling complex societal challenges, and focused on continuous learning and capacity building.

Trust and Relationships
Trust is at the core of successful partnerships. It fosters an environment of open communication, risk-sharing, and collaboration. Confidence in each other's abilities—competency trust—is crucial for openness and cooperation, helping to develop innovative solutions and ensuring effective partnerships. Strong relationships across sectors drive collaboration, create opportunities for knowledge sharing, and are essential for delivering value-driven solutions.

Moving Forward with Impact
Key to Denmark's approach is the KPI model, designed to track the success of both economic and social systems. It measures progress based on contributions to human and environmental well-being, rather than traditional economic growth alone. With this model in place, Denmark's Lighthouse Life Science aims to promote national scaling, global exports, and growth, while positioning Denmark as an international leader in life science.

By focusing on inclusive financing, long-term partnerships, and a foundation of trust, the Danish life science sector continues to provide a model for driving economic growth and societal transformation, with lessons that can be applied globally.

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FOUNDATION OF THE DANISH LIGHTHOUSE LIFE SCIENCE

INTRODUCTION

FOUNDATION OF THE DANISH LIGHTHOUSE LIFE SCIENCE

Denmark's life science sector is a driving force for economic growth, innovation, and societal transformation. At the core of this sector is the unique collaboration between public and private entities, working together not only for economic success but also to achieve long-lasting improvements in health and well-being. By fostering partnerships and emphasizing innovation, Denmark is positioned to drive meaningful change both nationally and internationally.

Innovation in Denmark's life science sector is not just about financial success. It's focused on making significant contributions to health through breakthroughs in biotechnology, pharmaceuticals, and medical technology. The sector addresses critical global challenges, including aging populations, chronic diseases, and sustainability. Denmark's life science industry is about developing solutions that improve quality of life and benefit society as a whole.

The collaboration between public institutions, private companies, and research organizations is central to this industry's success. Built on trust, this partnership encourages stakeholders to share resources and expertise to create a brighter future. This collaborative approach ensures that new technologies and treatments are not only developed but are efficiently brought to market and implemented on a large scale.

While Denmark's life science cluster has already achieved many milestones, there is still a need to focus on implementation and scaling. The sector must engage more deeply in user-centered approaches and develop new business models to support investments and procurement, ensuring that innovative solutions are both scalable and sustainable.

CREATING A LIGHTHOUSE LIFE SCIENCE ELSEWHERE

For any country to build a successful lighthouse model like Denmark's, several key elements must be in place. First, strong public-private partnerships are essential to foster collaboration across sectors, integrating expertise from government, private companies, and research institutions. Trust between stakeholders, built through transparency and shared goals, provides the foundation for effective collaboration.

Second, inclusive financing models are necessary to sustain innovation. These models should blend public and private funding, enabling both large corporations and smaller enterprises to contribute to and benefit from the partnership. Additionally, clear guidelines for fund allocation help reduce financial bottlenecks, ensuring that projects continue without interruptions.

Organizational support is equally important. Centralized structures that reduce administrative burdens and facilitate communication between partners can streamline processes, promoting efficiency and engagement. This must be paired with competence development to ensure that all stakeholders have the skills needed to drive long-term value creation.

Lastly, a country must prioritize long-term strategic partnerships that are resilient enough to tackle complex societal challenges. These partnerships should focus on continuous learning, capacity building, and addressing multifaceted issues such as health inequality. By ensuring that these elements are in place, any country can lay the groundwork for a sustainable and impactful lighthouse model that benefits both the economy and society.



Strategic Long-Term Partnerships

Long-term partnerships are critical to tackling complex challenges like social inequality in health. Evaluations of Lighthouse Life Science highlight that addressing these issues requires continuous learning and capacity building within partnerships. Sustainable solutions depend on effective collaboration, financing models, organizational support, and a strong foundation of trust and communication.

Financing Models for Sustainability

One of the biggest challenges facing strategic partnerships is financing. Inclusive financing models that blend public and private funds are essential to ensure the participation of both small and large organizations. Clear guidelines on fund allocation are necessary to address liquidity challenges and guarantee the continuity of projects, covering administrative and operational costs so that all parties can fully contribute and benefit.

Organizational Support and Competence Development

Organizational support is key to effective partnerships. Establishing a central partnership center can streamline administrative tasks and communication, reducing the burden on participants and promoting motivation. Competence development is equally important, ensuring long-term value creation.

Trust and Relationships

Trust is the cornerstone of successful partnerships. It fosters an environment of open communication, risk-sharing, and collaboration. Competency trust—confidence in each other's abilities—is crucial for openness and cooperation, helping to develop innovative solutions. Strong relationships across sectors drive collaboration, create opportunities for knowledge sharing, and are essential for effective, value-driven solutions.

Motivation and Commitment

Maintaining motivation and commitment is vital to partnership success. A shared narrative helps partners understand their roles and contributions, fostering active engagement. Continuous adaptation and alignment of expectations ensure that solutions reflect the complexity of the real world. Collaboration thrives when partners understand and respect each other's different goals and incentives.

User-Centered Processes

Involving users in development processes ensures that solutions are relevant and address real needs. A participatory process, which reflects the complexity of the problem and incorporates diverse perspectives, is essential for creating effective solutions.

Facilitation of Knowledge and Roles

Clear roles and responsibilities, strong relationships, and the utilization of resources are necessary for synergies and innovative solutions. A focus on cultural and organizational adaptation is essential to remove barriers to collaboration.

Communication and Dissemination

Effective communication is key to ensuring transparency and engagement. Regular updates and transparent decision-making processes ensure that all parties have insight into and influence on the direction of the project. Both internal and external communication of the partnership's goals and results are essential for visibility and support.
Formulating a Clear Narrative

A shared narrative is essential to align efforts within the partnership. It requires time for dialogue around common goals and values, strengthening collaboration, and fostering ownership of the partnership's objectives.

Strategic partnerships are critical for addressing complex societal challenges. Inclusive financing models, organizational support, trust, motivation, and effective communication are necessary for these partnerships to develop innovative and sustainable solutions. The LLS experiences highlight that partnerships require a flexible approach, clear goals, and a strong shared vision.

KPIs to Showcase Impact

Creating a KPI model is crucial for measuring the impact of partnerships and this model should support a holistic perspective and systematic data collection to track progress across projects and the whole model. Future projects should focus on

building evidence through systematic knowledge gathering that supports national strategies and political priorities, addressing challenges such as mental health through prevention, early detection, and treatment.

The development of a KPI model that measures the success of both economic and social systems based on their contribution to human and environmental well-being is a key step forward. Lighthouse Life Science is uniquely positioned across various ministries, with the vision of improving health and well-being while promoting economic growth, national scaling, and global exports. A more holistic, methodical evaluation design based on uniform KPIs will strengthen Denmark's growth and facilitate learning within a global community in life science.



DANISH LIGHTHOUSE CASE:

APPROACH TO TRANSFORMATIVE INNOVATION AND PARTNERSHIPS

There are several strategic considerations related to the governance and collaboration choices behind the Life Science Lighthouse. These considerations are familiar to those who have worked in multi-stakeholder collaborative networks and are also well-documented in various management and social science research papers. In the following section, we highlight some of the central strategic considerations found in the literature. For the construct of governance, these considerations include:

• The **Network governance approach** (Klijn & Koppenjan, 2016): Network governance is crucial for OPI partnerships as it fosters collaboration across diverse stakeholders. By building and managing relationships, this approach ensures that various perspectives and resources are integrated, enhancing the collective ability to innovate and solve complex public issues and "wicked problems."

• **Social capital and infrastructure**

(Nan Lin,1999): Building social capital through weak ties is vital for expanding the reach and effectiveness of OPI partnerships. These connections bring new ideas and resources from outside the immediate network, fostering creativity and innovation that can be harnessed within the partnership.**Political stakeholder management and compromise** (Sørensen & Torfing, 2008): Effective stakeholder management is essential for maintaining balance within OPI partnerships. By managing political interests and ensuring compromises, this approach aligns diverse goals, fostering a cooperative environment where joint innovation efforts can thrive.

These governance approaches influence the choice of methods for specific activities and projects. Given the mission to find new and innovative solutions to current "wicked problems"—challenges that require as-yet-unknown approaches—the organization must maintain a high level of agility and support multi-modal interactions. These needs have also been described in previous studies:

- **Loosely coupled organizations** (Weick, 1976): Loosely coupled organizations provide the flexibility needed for OPI partnerships to innovate. By allowing independent units to experiment, this approach supports the integration of diverse innovations, strengthening the overall partnership and its capacity to respond to challenges.
- **Iterative approach to innovation** (Ansell & Gash, 2008): The iterative approach supports the adaptability and resilience of OPI partnerships. By emphasizing continuous learning and experimentation, allows partnerships to evolve, ensuring that innovation is responsive to changing needs and contexts. This ongoing engagement strengthens trust and flexibility within the partnership, enabling it to better withstand and adapt to challenges.
- **Handling complexity through relationships** (Stacey, 2007): Managing complexity through relationships is key to the success of OPI partnerships. By focusing on the dynamic and emergent nature of relationships, this approach enables partnerships to navigate uncertainty and drive innovation in non-linear, adaptive ways.

In preparing to build the Lighthouse Life Science, there were also two fundamental observations about the evolution of innovative practices and how organizations can support this process.



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1. Change in the transformative character of innovations

Initially, innovation was technology-driven, focusing on developing and refining new technologies with engineers and developers at the core. Success was measured by the technological breakthroughs themselves, often without much regard for market demand or social impact.

As markets evolved, innovation became market driven. Companies shifted their focus to the market potential of technologies—how they met customer needs, could be commercialized, and generated profit. Understanding consumer behavior, market trends, and competition became essential.

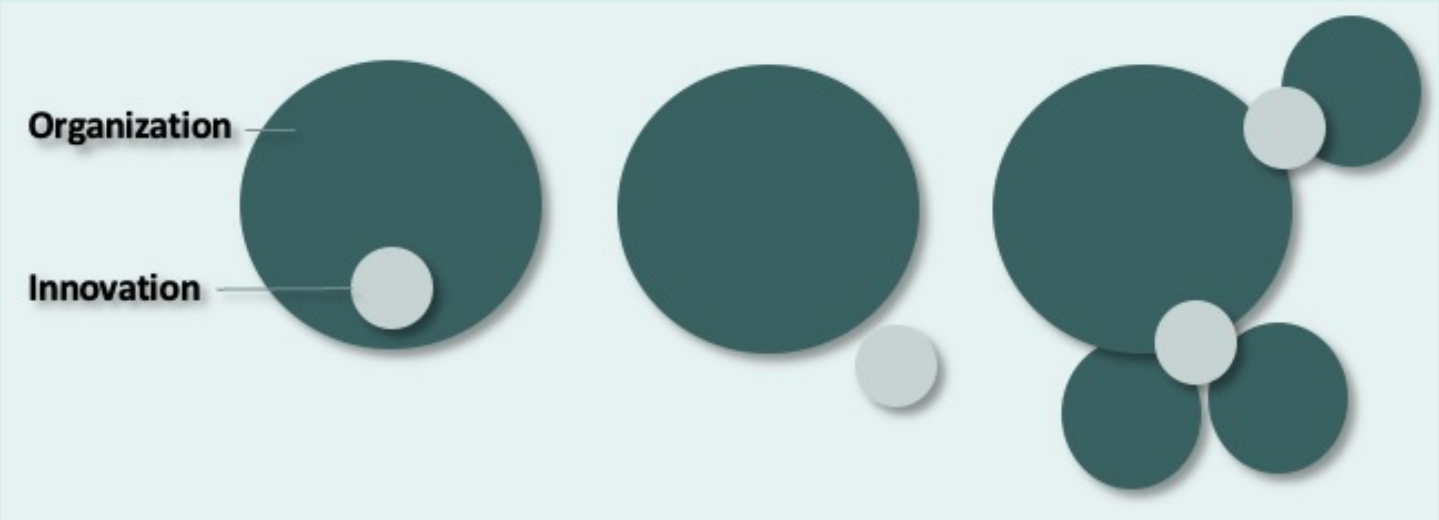
Today, innovation is increasingly socially driven. It emphasizes collaboration and addressing societal needs. Innovations are co-created with stakeholders—customers, partners, and even competitors—focusing on solutions that tackle social challenges, foster community involvement, and contribute to the common good.



2. Being A Model for Transformative Partnerships

We aim to transform partnerships rather than control them by predicting market trends. This requires acknowledging that not everyone possesses the necessary skills, and some may need support. While there is a risk of losing some knowledge in the process, the potential to reach a larger market outweighs this risk.

Building on Denmark's experience with the Life Science Lighthouse, it's clear that creating a model like this requires thoughtful planning, collaboration, and the right infrastructure. Transitioning from an established system of governance and innovation to a fully realized Lighthouse model involves several key steps that any country or organization is likely to follow.



Innovation should occur at the edges of a company or organization. This approach necessitates a network that exists outside the organization but maintains a strong, essential relationship with it. Gateways or entry points into this network are crucial, as they are founded on trust.

Now, we turn to the essential elements needed to build a Lighthouse - a framework that can support impactful partnerships, drive innovation, and produce sustainable outcomes on a national and global scale.

HOW TO BUILD A LIGHTHOUSE?

Based on the foundational considerations described above and the experiences of the Danish Lighthouse Case, there are five distinct phases to be aware of. While many would, of course, like to see change as quickly as possible, the path to building an effective Lighthouse might seem slow or require a very intricate network.

Collaboration between public and private entities, based on trust, ensures faster decision-making and seamless project management. This trust is built through transparency, communication, and shared goals. The industry's strategic framework includes three phases:

1. Assembly Phase

- The first step is to create a joint platform and appoint a neutral facilitator who ensures balance and fairness in the partnership.
- We focus on mapping and attracting committed stakeholders, ensuring broad representation to reflect the diversity of the partnership.

2. Build-Up Phase

- Establishing common goals and building a strategic framework for pilot projects and funding.
- We emphasize partnership building and developing the necessary competence within the network to move forward.
- Creating a strategic platform for project selection, management, and growth.

3. Trust Building Phase
Relational Strategies:

- Clearly articulate common goals and engage stakeholders in meetings, seminars, and workshops.
- Strengthen relationships through network activities that foster collaboration and trust.

Tactical Strategies:

- Build a common vision and select focus areas such as mental health or healthy weight.
- Test projects quickly to demonstrate concrete results and added value.
- Implement a framework to measure success and secure long-term financing.

Trusting Relationships:

- It is essential to establish transparent and frequent communication throughout the partnership. This ensures alignment and fosters clarity among all stakeholders.
- Create a joint operational framework for collective action, along with a safe learning environment that encourages innovation and experimentation.
- Partners should be able to see tangible benefits and experiences of added value that arise from collaboration, strengthening long-term trust.



RECOMMENDATIONS

1. Attracting public and private funding (e.g. EU-REACT) to Lighthouse Life Science. Get appointed by The Danish Business Authority (EST) as Danish Life Science Cluster. Getting major players on board such as Novo Nordisk and making sure that the agenda for growth activities is an open an joint platform with a broad representation.
2. Appoint a neutral facilitator and attract committed stakeholders to ensure broad representation. Make sure that every partner enters with a contributing and a growth mindset shifting focus from what they gain to what they contribute. Every partner has onboarding meetings to ensure a collaborative network approach.
3. Invest time and energy in relationships, building on shared values while acknowledging that the individual value of each partner must be part of the design. Foster relationships through network activities, ensuring that the role of hosting meetings rotates among partners, and that partners contribute resources from their own organizations.
4. Appoint focus areas (e.g. healthy weight, mental health, equality in health). Attract and select projects for piloting funding / fast track projects. Ensure that the partnership quickly tests projects and obtains concrete results to learn from and experience added value. This also entails creating a framework for gathering evidence.
5. Transparent and frequent communication is key to maintaining alignment and clarity throughout the partnership, much like the Growth Platform, which emphasizes ongoing guidance to support growth. Transparent communication fosters a collaborative environment where information flows freely, helping to build trust among stakeholders.



The sector delivers short-term results through pilot projects and scaling innovative solutions for long-term growth. Health improvements and enhanced economic well-being are key outcomes.

4.1 Short Term Results

- Focus on achieving results through pilot projects supported by a growth platform. This involves securing hard funding or investments to ensure pilot projects are scalable.
- Share the findings with private funds and public actors, leveraging the methodologies and results to recommend actionable steps for broader implementation.

4.2 Long-Term Results and Scaling

- Use the results and methodologies from pilot projects to scale solutions nationally and internationally. This paves the way for new business opportunities and long-term growth.
- The collaboration creates opportunities for business growth, based on the impact and scalability of the projects.

5. Implementation with Impact

- Implement changes that contribute to improvements in health, well-being, and economic growth. This will be driven by large-scale results and partnerships.
- Results should be disseminated through national strategies and frameworks, ensuring broad implementation across sectors.
- Focus on measuring ESG benefits (Environmental, Social, Governance) derived from specific projects, as key indicators of long-term impact.

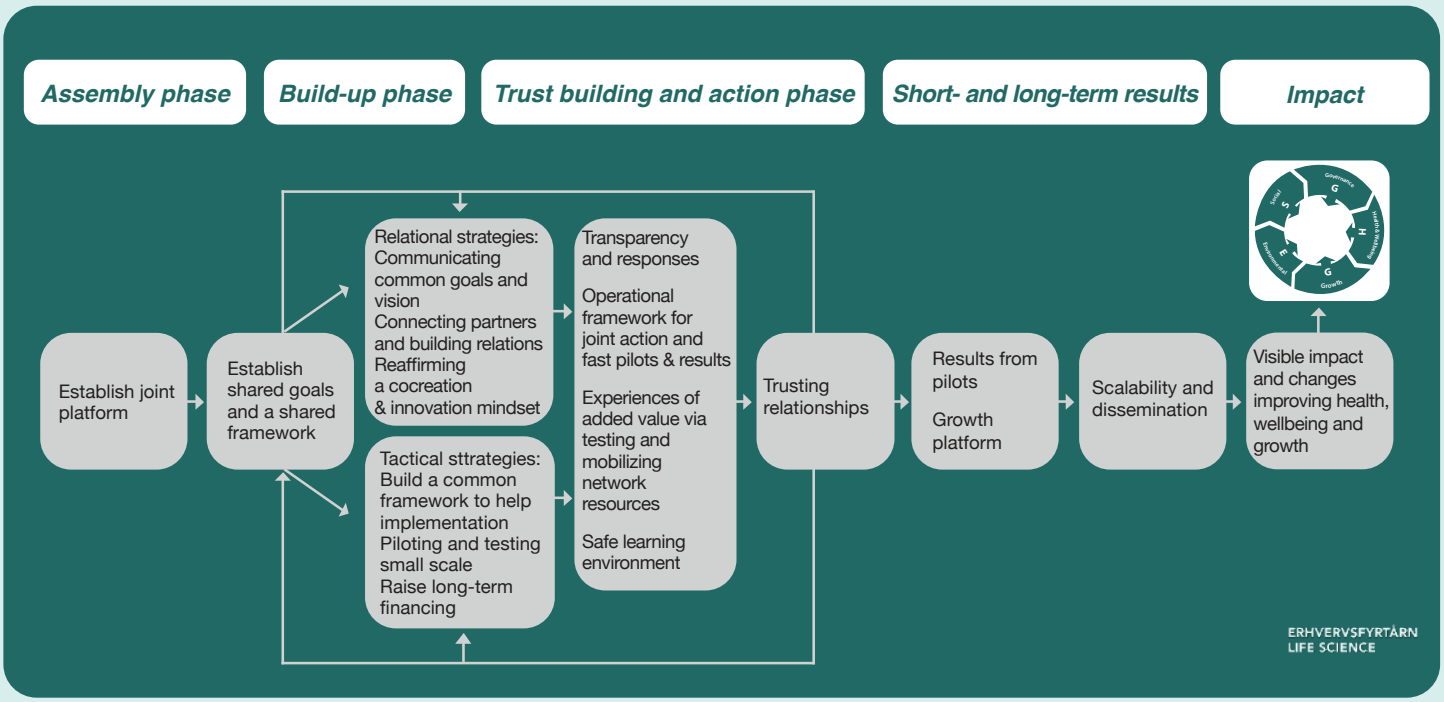
RECOMMENDATIONS

1. Learning from pilot projects and focus on qualification of existing pilot projects, allows the partnership to adjust strategies based on evidence, ensuring continuous improvement. Engaging in discussions about scalability is crucial for maximizing impact, reflecting the emphasis on national and international scaling to ensure projects contribute to broader goals.

2. Securing hard funding and investments, akin to the backstage elements like governance, recruitment, matchmaking events, is essential for expanding successful pilot projects. By leveraging results and methodologies, stakeholders can attract both pwublic and private investments, driving continued growth within the network without going rigidly through every phase (proof of need, concept, business and scale).

The process can be described in this Theory of Change for the LLS and is illustrated in the figure below:

THEORY OF CHANGE FOR NORDIC LIGHTHOUSE MODEL



Future Impact KPIs

These activities and initiatives of course have a direct impact on health outcomes and growth possibilities, and there is also an interplay and impact with the Environmental, Social, and Governance issues of the wider society.

However, these effects are not only affected by the Lighthouse Life Science and the interplays, hence, require an expanded mapping and broader KPI's to be better understood and assessed.

WHO ARE THE DANISH PARTNERS?

As mentioned above, the partnership requires strong personal relationships and regular 1:1 meetings throughout the build-up phase, along with continuous re-negotiations and reaffirmation of the commitment to the long-term goals and vision. These efforts are crucial in maintaining engagement and active participation from all partners, advancing specific projects, and driving overall success.

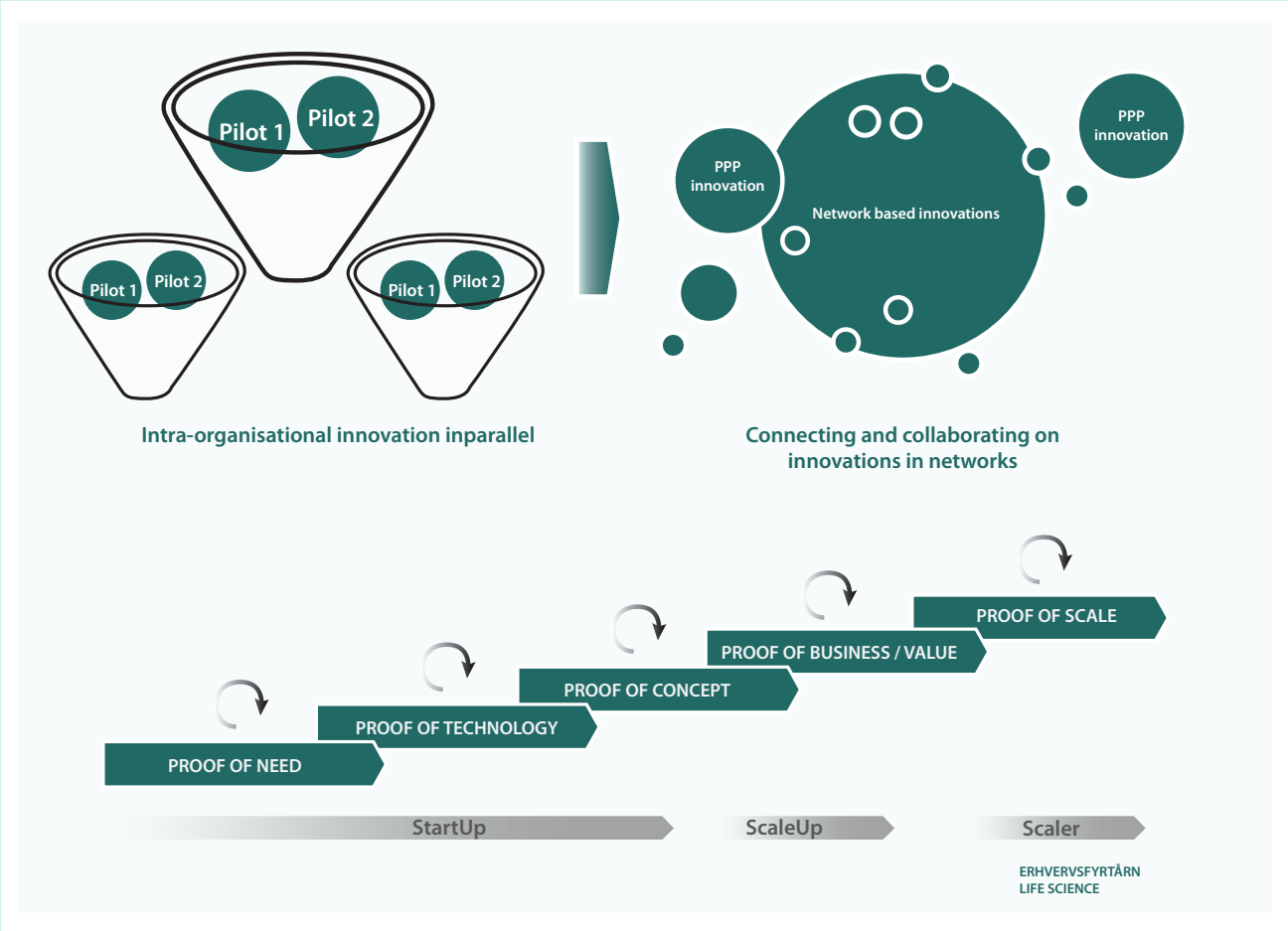
In addition to these foundational efforts, it is essential that partners actively utilize the resources within their own organizations. By integrating innovations and methodologies into their internal processes and networks, partners can create more effective pathways for the dissemination of innovations. This approach not only strengthens the partnership but also leverages the unique capabilities and expertise of each organization, thereby enhancing the overall impact and reach of the collaboration.

Partners play a vital role in the network, even if they do not have concrete pilot projects currently in development. Their contributions, whether in the form of emerging ideas or early-stage concepts, are invaluable to the collective innovation process.

A central point is that the network is not limited to intra-organizational projects. Instead, it fosters an environment where a project initiated within one organization can be piloted and refined by others. This collaborative approach allows the network to harness the innovation potential of multiple stakeholders, ensuring that ideas can evolve and gain momentum across the partnership.

Growth platform

By effectively utilizing the insights and strategies developed, entrepreneurs can secure both public and private investments, enabling continuous growth within the network. This approach allows small and mid-sized companies to progress without rigidly adhering to every step in the process (proof of need, concept, business, and scale). Instead, they can tailor their journey to meet their specific needs, accelerating their development and leading to long-term impacts.



These long-term impacts manifest in three major areas:

1. Dissemination and scaling of healthcare solutions: Expanding the market for the uptake of new solutions within public health and welfare services is critical. By developing a strengthened collaboration model for public-private partnerships (PPP), these solutions can be scaled efficiently, benefiting the broader healthcare system.

2. Business growth: The innovation-driven network stimulates the creation of new companies, increases revenue and competitiveness, and generates more jobs. This leads to enhanced exports and growth in international markets, fostering global business development.

3. Marketing Denmark as a showcase: Greater global recognition of Denmark and the Lighthouse Life Science partnership is achieved by increasing collaborations between Danish life science companies, startups, knowledge organizations, and public and international partners. This raises the profile of Danish innovation, attracting both talent and investors to the country.

In summary, these initiatives not only drive business growth but also position Denmark as a global leader in life science innovation, with far-reaching benefits for both the public health sector and the economy.

However, this does not fully describe the interrelationship between the PPP and the needs and capabilities of life science stakeholders in contributing to sustainable change and achieving SDGs. The Danish Life Science Cluster has therefore built a new KPI Model to capture the effects of trust and transformation on ESGH factors (see Report 3).

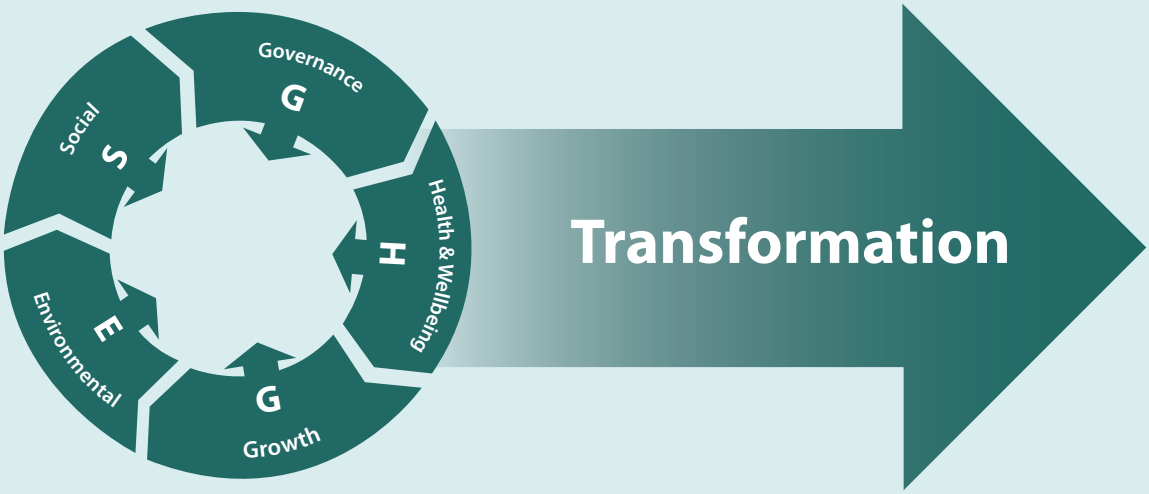
ANALYSIS OF THE IMPLICATIONS OF THE FUTURE-FIT KPI MODEL

PROCESS AND VISUALIZATION

The Danish Life Science Cluster has led the work of the Lighthouse Life Science - and has worked hard to deliver on outcomes, operations, structure, research, and reporting. The evaluations of the previous work - presented in the Report of Pilot Projects Evaluation - are mentioned above with one of the key recommendations about the creation of a KPI Model able to capture these multiple impacts and outcomes of the PPP in a more accurate and detailed manner than before.

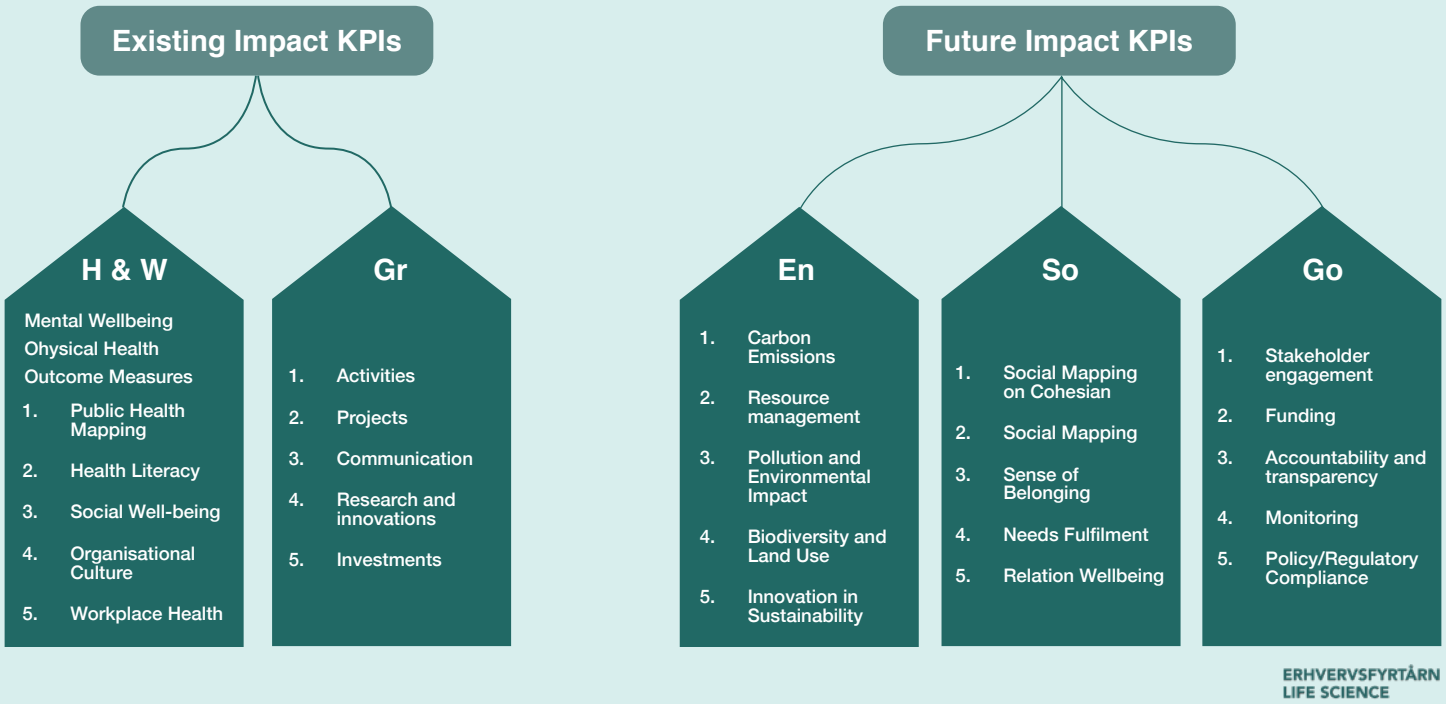
This work is presented in the Report "A New KPI Model for Collaboration and Change". The work on the KPI Model is the result of a collaboration with EUREGHA, Engage Nova Scotia, Global Health Literacy Academy, and Prescient as Domain experts, while Novo Nordisk, Lundbeck, Nordic Healthcare Group, and Nordic Wellbeing Academy have worked to build the overall framework of the KPI Model and provide the data for this report, based on the new KPI Model. In the development of the KPI Model, the team has had conversations with Copenhagen University, Novo Nordisk Foundation, Technical University of Norway, Copenhagen Capital Region, Steno Diabetes Center Zealand, and Joint Action - and draw upon a great experience of other PPPs and researchers from the worldwide community of change-makers, transformation thinkers, and dedicated life science stakeholders.

KPI MODEL



The KPI Model builds upon the Theory of Change for our PPP, existing principles and legislation about contemporary business reporting, and the overall goals set out from the beginning of the LLS. In short, it gathers data into five Domains; Environment, Social, Governance, Health & Wellbeing, and Growth - and for all five Domains, it uses the data to explore how a PPP improve their ability to collaborate in a trust-based learning environment to transform society, mindsets, business models or local collaboration frameworks towards better outcomes for a sustainable future.

EXISTING FUTURE KPI DOMAINS



In this report, we draw upon the work done in developing the KPI Model and will do our best to present the existing baseline data that have been gathered for two of these domains.

As explained in the section below about data sources, the data in this report are gathered from a multitude of sources, as this is the first collection of its kind in our PPP.

We are aware that we have a huge task ahead of us in strengthening data gathering mechanisms to build the data sets for the Future Impact KPIs and in working to expand our understanding of the best situations to extract data, the best situations to push for change, and the best tools to enable both capabilities.

We recognize that the data does not represent our reality – It is a valuable attempt at describing reality. So, we also need to act with humility as we go forward, acknowledging that we may not have captured all the data we should, have and that we could have misinterpreted the data that we have. But we are dedicated to a better understanding of our performance, a better and wider understanding of our impact ourselves and our stakeholders, and a better path towards delivering impact. For this, we hope others will join us in using and exploring the data and the data tool and remain open to both questions and discussions about needed paths forward.

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