



INVEST IN DENMARK (IDK) - EMNCs in practice by Lars Hummelmoose



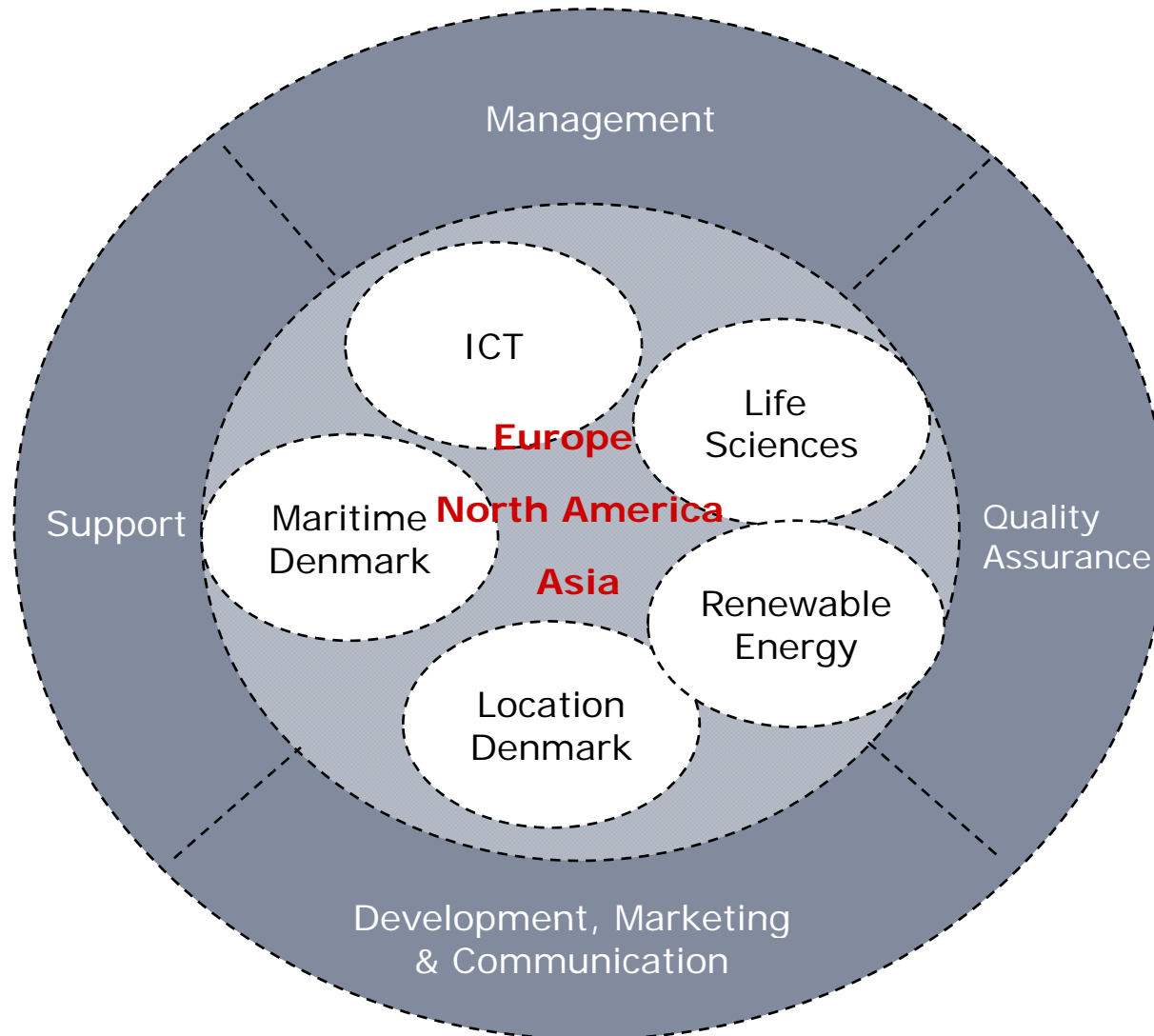
MISSION

To strengthen Danish competitiveness by

- creating new jobs in Denmark with a special focus on knowledge-intensive investments
- give the Danish business and research environment access to foreign strategic partners



INVEST IN DENMARK - ORGANIZATION



INVEST IN DENMARK

MINISTRY OF FOREIGN AFFAIRS OF DENMARK





BUSINESS SERVICES

- Information and analysis
- Contact potential partners, official authorities, etc.
- Arrange fact-finding missions
- Practical aid when setting up business
- After sales services
- Free of charge and with full confidentiality



IDK Experiences from China and India

Companies are setting up in Denmark for two reasons:

- Market access (used to be the set-up)
 - European/regional HQ

and/or

- Access to competences (more common today)
 - R&D / Innovation

"Denmark is the world's leading Wind Energy hub. We could have placed our global headquarter anywhere in the world, but Denmark is the obvious choice when it comes to Wind Energy. The Danish competencies within this field are unsurpassed and by locating here, we have direct access to an abundance of world-class know-how."

Per Hornung Pedersen, CEO, Suzlon A/S (Denmark)



Step 1: SUZLON - GLOBAL HQ Sales

- Highly educated employees within wind energy
- Europe's most flexible labor market
- Denmark's recognized position on the global wind energy market
- Easy access to world-class know-how within wind energy
- Dynamic business environment with a minimum of "red tape"

Step 2: SUZLON – R&D unit and expansion???



Tata Consultancy Services (TCS)

- Step 1: TCS regional HQ
- Step 2: TCS competences??
 - Global Competency Center for E-Governance?
 - Global Academic alliances ?



Other Cases NN – new trends 2008

- Maritime sector – acquisition of a Danish company (China)
 - To get access to competences that they can market global
- Industrial textiles – acquisition of a Danish company (India)
 - Establish a global development organization, where the Danish part plays a central role in the set-up
- Wind energy – Greenfield establishment of global R&D in DK (China)
 - To get access to competences that they can market global



Final thoughts

- More Fortune 500 EMNCs
 - (2003 = 31; 2008 = 70)
- EMNCs have enormous home markets
- High investments in R&D
- Companies from the western world are trying to copy the EMNCs and learn how to market in low price countries
- Do EMNCs need to set-up R&D/Innovation/ in DK?
- Crossovers



Contact Info

Lars Hummelose

Larhum@investindk.com

Mobile: +45 2526 7665

www.investindk.com