

# Practical Management Perspectives on The Entrepreneurial Discovery Process (EDP) & Prioritisation

Tommy Henriksen, Strategic development consultant  
North Denmark Region



REGIONAL DEVELOPMENT

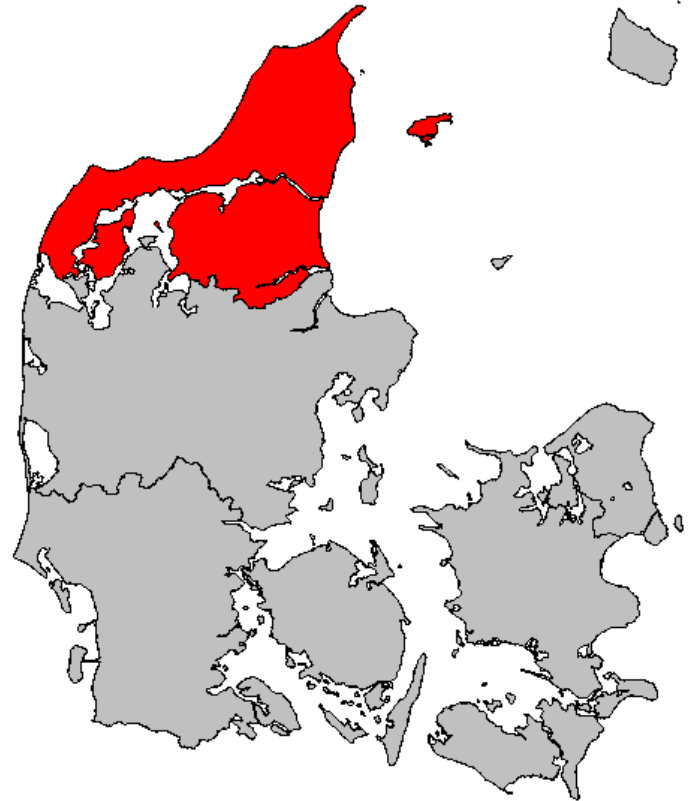
# Content of the presentation

1. Overview of the North Denmark Region (NDR)
2. Introduction to our current Regional Innovation Strategy and how it interacts with the National Innovation Strategy
3. Entrepreneurial Discovery Processes (EDP) and Prioritisation
4. Example of EDP in NDR

# 1. The North Denmark Region

## ***Characteristics:***

- Small
- Peripheral
- Innovative
- Collaborative
- Dual business structure:
  - 1) Majority of our SME's are practice-based innovators
  - 2) A few SME's are research-intensive innovators



## 2. Our Regional Innovation Strategy

- Evidence-based (based on analytics)
- Co-created with stakeholders ( a shared vision)
- A few prioritised areas:

### Selected and prioritised areas

- Tourism and Experience economies
- Health and life science
- Construction Industry
- ICT
- Energy
- Intelligent Transport (including logistics)
- Food
- The Maritime sector

- A strong focus on developing the competences of our labour force – developing the firm's innovation capacity

## 2. Regional Innovation Strategy vs. The National innovation strategy

- Many of the same prioritised areas (coherent strategies)
- Both focus on addressing fundamental societal challenges (demand driven)
- Strategies emphasize and support different types of innovations (practice-based vs. Science and Technology Innovation)

### 3. Entrepreneurial Discovery process (EDP) and Prioritisation

My Definition of EDP:

*“about designing a process, that enables key entrepreneurial stakeholders (firms, individual entrepreneurs, the public sector, universities and cluster organizations ) to identify possibilities that may propel the region’s growth and development.”*

*“It is not only a process that takes place in the designing phase of a regional innovation strategy, but something that happens continuously when implementing the strategy”*

## 4. EDP and Prioritisation – continued

### Enablers seen from management perspective:

- ✓ Having a solid evidence-based foundation and few selected priorities and a shared vision among stakeholders
- ✓ Having appropriate ***decision-making mechanisms*** in place that makes prioritisation possible
- ✓ Using appropriate ***tools*** when implementing the strategy

## NDR's experiences with prioritising

### ***Main challenge in NDR:***

A collaborative region with a strong consensus based decision-making culture – no problem when designing the strategy, but a problem when distributing funds (implementing).

### ***Solution in NDR:***

Setting up a committee of professionals from regional stakeholders, who on a case-by-case basis select which projects should be funded (appropriate decision-making mechanism).



# EDP and Prioritisation – continued

## NDR's experiences with prioritising

### *Another solution*

- Strategic partnership agreements with the most important regional stakeholders

### *A proposed solution from external expert*

- Delegation of operational responsibility for implementing the strategy to the university, business associations and clusters

# *EDP – building on the ashes of a former mobile phone industry*



**1970's:**  
Ship yard industry and  
maritime communication  
Establishment of Aalborg University



**1980' s and 1990's:**  
Mobile phone industry  
Wireless solutions  
"The golden era"

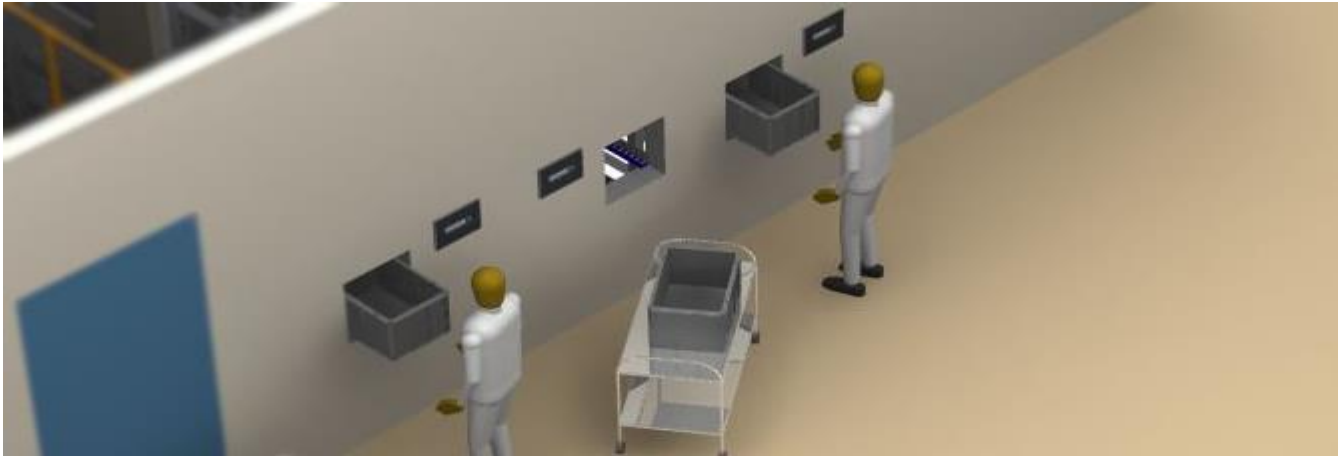


**2008 and onwards:**  
Crisis in the mobile phone industry

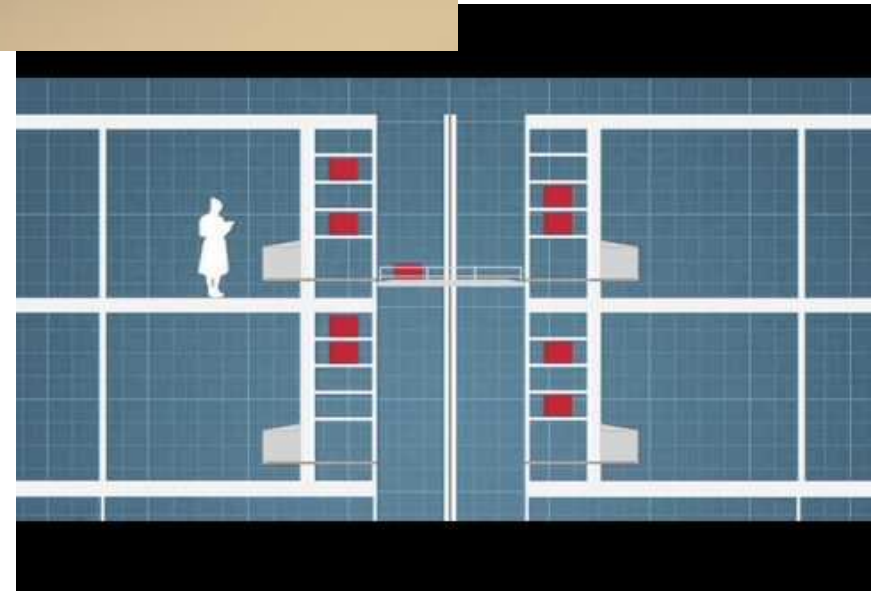


**2008 and onwards:**  
Building an ICT Cluster in North  
Denmark  
Creating the basis for diversification

# EDP in practice – The Intelligent Hospital Logistics project (IHL)



A distributed and intelligent storage system



# Questions?