



ACCESS MEDICON VALLEY

A COMMUNICATIONS AND
MARKETING STRATEGY
FOR MEDICON VALLEY

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IMMUNE
REGULATION



STRUCTURAL
BIOLOGY



SYSTEMS
BIOLOGY



DRUG
DELIVERY

① INTRODUCTION

Don't try to be everyman. Don't pretend you're a member of every community you visit. Don't try to be citizens of some artificial globalized community. Go deeper into your own tradition. Call more upon the geography of your own past. Be distinct and credible. People will come.

New York Times columnist David Brooks wrote these words after attending a Bruce Springsteen concert in Spain where he was thoroughly amazed by the Spanish crowd's huge enthusiasm for Bruce Springsteen. He puts it down to the fact that Springsteen sticks to singing about his roots – highways, closed down factories and New Jersey. Herein lies his uniqueness, credibility, and ultimately his enormous appeal. Brooks calls it the “power of particularity”.

The idea of developing a communications and marketing strategy for Medicon Valley arose because the cluster's “power of particularity” has been unknown – or at least unclear – to stakeholders both in and outside Medicon Valley. Questions such as “What makes Medicon Valley unique?”, “What are the three main reasons that talent should move here?” or “Why should a foreign company invest here?” kept coming up and there was no uniform way of answering these questions. For years, terms such as “world-class” and “world-leading” have been utilized to describe Medicon Valley. While these buzzwords may be accurate by some parameters, they say very little about Medicon Valley and its “power of particularity” and they certainly do not make the cluster stand out from the many other life science clusters around the world that also claim to be “world-leading” or “world-class”.

Boiling the essence of a complex life science cluster consisting of three regions, two countries, hundreds of businesses and dozens of research institutions, down to a couple of key messages, a visual identity and a tagline that stands out from the crowd turned out to be much easier said than done. Unlike product branding where a single entity controls the product and the marketing of it, places consist of many stakeholders, who are difficult to control. The Medicon Valley brand is no exception.

Nevertheless, by zooming in on what Medicon Valley exactly has to offer, we hope that the cluster's “power of particularity” will be much more visible and clear-cut to both regional/national and international audiences. Having a single communications platform to steer communications about Medicon Valley in a similar direction and emphasize what the cluster has to offer is both highly desirable and achievable.

Desirable, because in a global marketplace with more than 250 other life science clusters, improved communication about Medicon Valley can help public and private organizations in Medicon Valley attract the most vital raw materials in the field of life science: talent, business and investments. In our globalized world, Medicon Valley must be known and acknowledged as an attractive location. If not, we will simply be driven out of the market.

Achievable, because through conversations with more than 30 key stakeholders, it is obvious that Medicon Valley has some distinctive features, which in combination create an attractive place to work, research, study, live and do business.



② PURPOSE AND GOALS

The purpose of this strategy is to ensure that life science talents and professionals as well as key opinion-makers are aware of and acknowledge Medicon Valley's "power of particularity" as an attractive location for studying, working, doing business and living.

The ambition is to make communications about Medicon Valley much more specific and content-based. The strategy is based on thorough analysis and dialogue with more than 30 key stakeholders in- and outside Medicon Valley, as well as on four identified strongholds in the region, the so called Medicon Valley Beacons. These beacons will act as regional landmarks on the global life science map with the aim to make Medicon Valley an even more attractive destination for talent, business and capital.

Our hope is that the strategy's content will be adopted by key stakeholders and serve as a basis for a stronger Medicon Valley brand in the future. Realizing this strategy will require a coordinated effort, a clear division of labor and the provision of the financial means from the central actors in the region, namely Medicon Valley Alliance, Invest in Skåne, Copenhagen Capacity, and to some extent Invest in Denmark and Business Sweden with the support of key stakeholders such as the regional governments, large companies and academic institutions that have an interest in preserving the Medicon Valley life science cluster.

It is important to keep in mind that a stronger Medicon Valley brand will not happen overnight. There are no quick fixes, and patience is the key. It takes a lot of time and a lot of repetition for any message to cement itself into the minds of people. It requires continuity and consistency by every involved stakeholder, and it requires that everyone commits and does not stray away from the joint strategy and key messages. But if we succeed, the reward will be worth waiting for.

With the overall purpose in mind and based on the key challenges addressed in chapter 4, it is relevant to outline the specific goals. As the key challenges are divided into two – regional/national level and international level – the following goals are also divided into two in order to reflect the nature of the challenges.

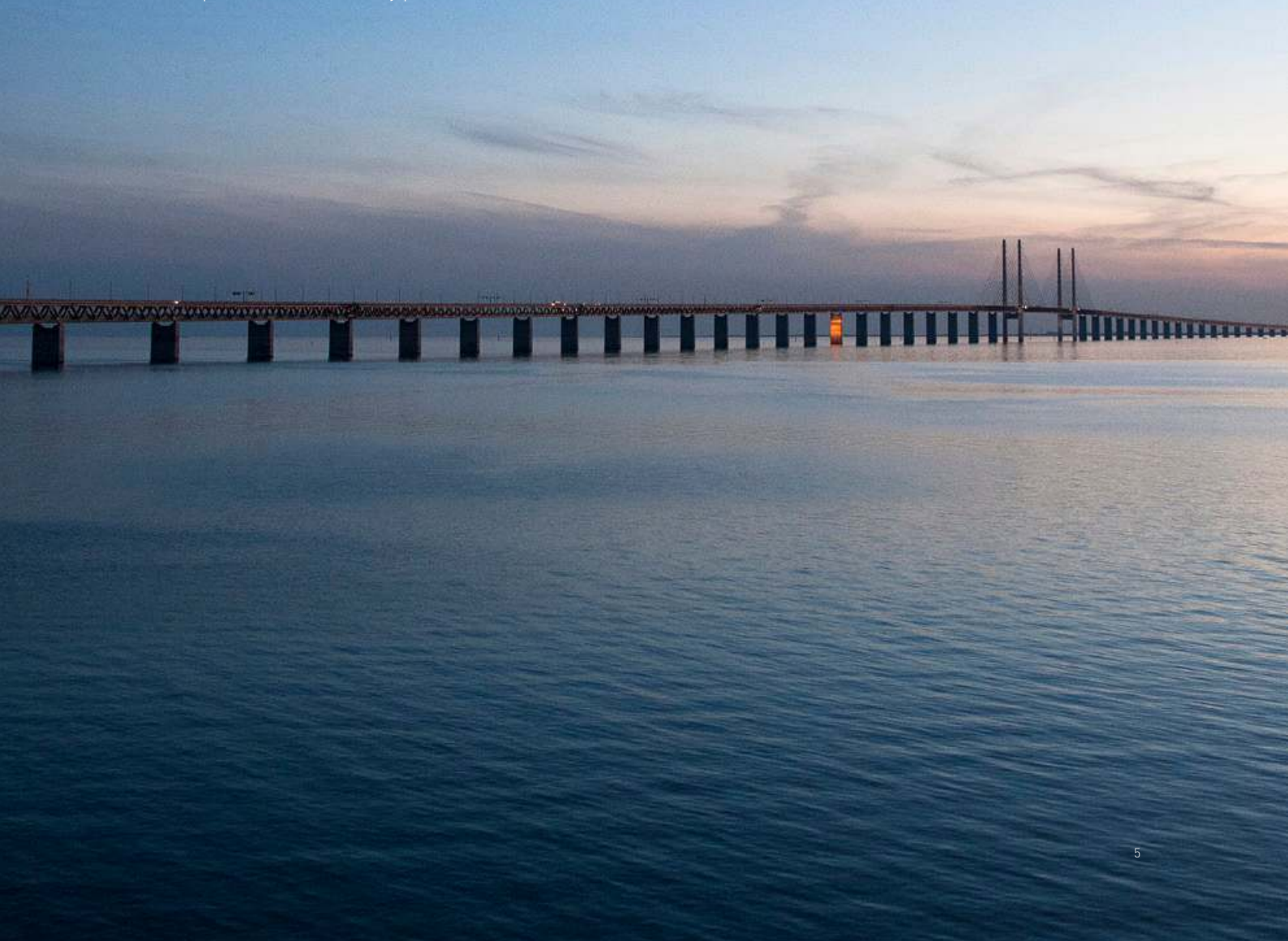


These beacons will act as regional landmarks on the global life science map with the aim to make Medicon Valley an even more attractive destination for talent, business and capital



Regional/national level	International level
1. Ensure public commitment to Medicon Valley from regional stakeholders	5. Raise awareness and highlight Medicon Valley's power of particularity in terms of access to an excellent life science ecosystem and the Scandinavian way of life.
2. Ensure qualified information about Medicon Valley and its challenges	6. Ensure positive press coverage of Medicon Valley in relevant media
3. Highlight specific challenges for attracting talent, foreign investment and businesses and suggest solutions to these	7. Facilitate online access to relevant and qualified information about Medicon Valley
4. Initiate discussions to align agendas and priorities of key stakeholders and related brands	

In order to track the progress towards achieving the goals, evaluation measures should be established with specific measurable key performance indicators.





③ THE IMPORTANCE OF HIGHLIGHTING MEDICON VALLEY'S “POWER OF PARTICULARITY”

Medicon Valley is the name of a life science cluster in the geographical area covering the island of Zealand in eastern Denmark and Skåne in the southern part of Sweden. Life science can be defined as the study of living organisms (including microorganisms, plants, animals and human beings), but when describing a life science cluster, life science is perceived in a broader context. It includes the pharmaceutical, biotechnological and medical technology industries, as well as the academic institutions conducting research within life sciences as well as hospitals that treat patients in the clinic and do research.



Talents are driven by the freedom to decide for themselves, the possibility to excel and meaningful work that serves a higher purpose



The life science sector plays an important role in the Danish and Swedish economies. Pharmaceuticals accounted for 11.4 %⁴ of all Danish exports in 2013 and 7.7 %⁵ of all Swedish exports in 2012. The vast majority of Danish life science is located in the greater Copenhagen area and, as such, in Medicon Valley, while there are a handful of life science clusters in Sweden. 16 % of Swedish life science employees are based in Skåne, making it the third-largest life science cluster after Stockholm/Uppsala/

Södermanland and Västra Götaland/Halland⁶. In 2012, Medicon Valley's life science industry employed approximately 37,000 people (30,000 employees on the Danish side and about 7,000 employees on the Swedish side)⁷. In addition, several thousand more are employed in the healthcare sector and at the academic institutions located in Medicon Valley. It is therefore in the national and regional interest to sustain the life science industry and jobs here in the region.

However, prognoses point to the fact that there will be a shortage of highly skilled people in the future. For instance, Novo Nordisk announced in June 2014 that the firm expects to hire 6,000 new employees in Denmark over the next eight years. Novo Nordisk's Executive Vice President and Chief Science Officer Mads Krogsgaard Thomsen said, "With the expectation of creating 6,000 new jobs in Denmark over the coming years, it will be crucial for Novo Nordisk that Denmark educates world-class graduates but also focuses far more intently on attracting international talent".⁸

Attracting and retaining talent has become a hot topic among policy-makers and business in developed countries over the past 20 years as it has become clear that their key to economic growth lies within the knowledge-based sectors such as life science. Unable to compete with developing countries on manufacturing costs, developed countries must focus on innovation; and innovation requires highly skilled employees. McKinsey dubbed it "The war for talent" in a 1997 landmark article.





It is important to define what a talent is and what drives them in order to create an efficient and targeted communication and marketing strategy. The Harvard Business Review article “21st century talent spotting – why potential now trumps brains, experience, and competencies” describes talent as people who possess potential. The article describes the future need for talent: “Geopolitics, business, industries, and jobs are changing so rapidly that we can’t predict the competencies needed to succeed even a few years out. It is therefore imperative to identify and develop people with the highest potential. Look for those who have a strong motivation to excel in the pursuit of challenging goals, along with the humility to put the group ahead of the individual needs; an insatiable curiosity that propels them to explore new ideas and avenues; keen insight that allows them to see connections where others don’t; a strong engagement with their work and the people around them; and the determination to overcome setbacks and obstacles.”⁹ According to the article, not every highly educated person possesses these qualities, and thus not all highly educated people are talents. Talents are driven by the freedom to decide for themselves, the possibility to excel and meaningful work that serves a higher purpose. They are not necessarily driven by economic incentives. Therefore, the ambition must be to attract life science talents that possess the above-mentioned qualities to Medicon Valley.

Thus, one way of attracting these talents is by having research environments of high international class where the talents are able to excel and develop. People do not move to Boston because of Boston as such; they move to Boston because MIT and Harvard are located there and because of the strong reputations that these academic institutions and specific research environments have. In our region, the centers based on large donations from the Novo Nordisk Foundation (e.g. the Novo Nordisk Foundation Center for Biosustainability and the Novo

Nordisk Foundation Center for Protein Research) have been successful in attracting highly recognized scientific leaders to our region. By attracting such capacities, other will follow. Talent attracts talent. Creating strong research environments of high



Creating strong research environments of high international class is the vision of the Medicon Valley Beacons



international class is the vision of the Medicon Valley Beacons. The ambition of the Medicon Valley Beacons is to develop, expand and brand selected research environments that build on Swedish-Danish synergies between existing strongholds in both the private and public sector, span the entire life science value chain from early research to commercialization, and address future demands and medical needs. Four Beacons – systems biology, structural biology, immune regulation and drug delivery – are under development. The individual Beacons focus on areas where there is considerable potential for synergies in Medicon Valley for creating research environments of high international class (for more information, please see Appendix 1).

In Denmark, there is a general realization that it is important to address talent attraction. On a regional scale, Copenhagen Capacity is involved in two projects – Talent Attraction Denmark and Copenhagen Talent Bridge – that address the issue of talent attraction. A strategy was drafted in the first half of 2014 and activities within the strategy are starting up. The Danish government has also launched a strategy, “Denmark – an attractive

place for education”, which focuses on attracting and retaining international talent. Furthermore, the Consortium for Global Talent was initiated in 2010 on behalf of numerous large Danish and international companies based in Denmark with the purpose of attracting and retaining skilled global professionals in Denmark. In Sweden, no formal talent strategy on a regional or national level has been developed yet.

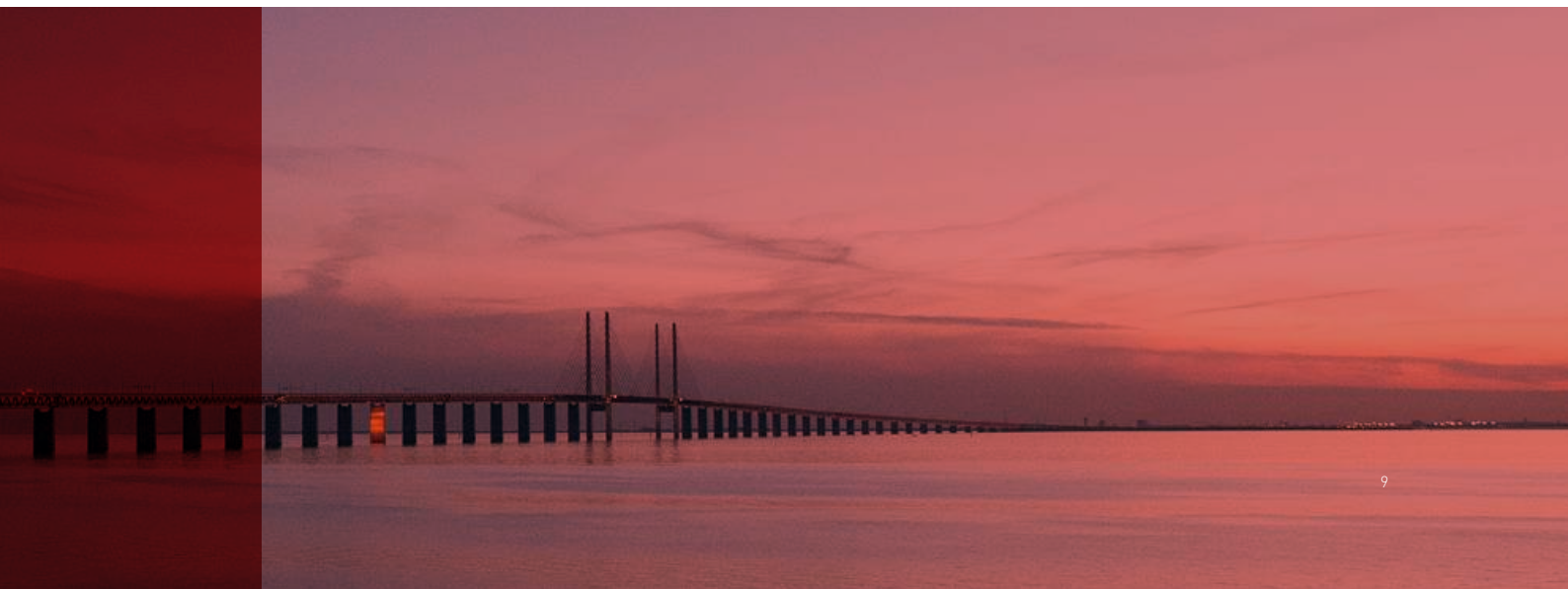
Attracting life science talent and creating research environments of high international class in Medicon Valley will be essential for ensuring the future of the cluster. However, a well-developed cluster also has to have a flourishing and strong local life science industry with a good mixture of large companies and SMEs. If such an industry exists, it will inevitably improve the region’s attractiveness and ensure that international stakeholders regard Medicon Valley as an attractive location for placing foreign direct investments, engaging in strategic alliances, and locating global R&D activities.

Medicon Valley has a strong life science industry that dates back a century. Today, the pharmaceutical companies Novo Nordisk A/S, LEO Pharma A/S and H. Lundbeck A/S are key drivers in the industry along with several successful smaller innovative biotechnology and medical technology companies. As mentioned earlier in this section, the industry

accounts for many jobs in the region and for significant shares of the Danish and Swedish exports. To sustain this industry, local companies need international capital and/or collaboration partners to be able to bring their innovation to market, as this is extremely costly and time consuming within life science. The number of local investors and companies with the necessary economic weight are limited and therefore an influx of foreign direct investments, venture capital and qualified collaboration partners from outside the region is crucial for continued growth. Thus, to sustain this strong position and to ensure that the smaller companies survive, it is important that international VC-funds and companies actually know Medicon Valley and that they consider Medicon Valley as an attractive cluster. In turn, having a strong private sector in Medicon Valley will reinforce the cluster’s attractiveness towards international talent, as it will lead to exiting job opportunities for talents, thereby making the region an attractive location for developing one’s career.

It is a positive circle and a key driver for economic growth and job creation in our region. However, in order to reap the benefits, it is crucial to highlight Medicon Valley’s “power of particularity” in a coordinated communication and marketing effort – both on a regional/national and on an international level.

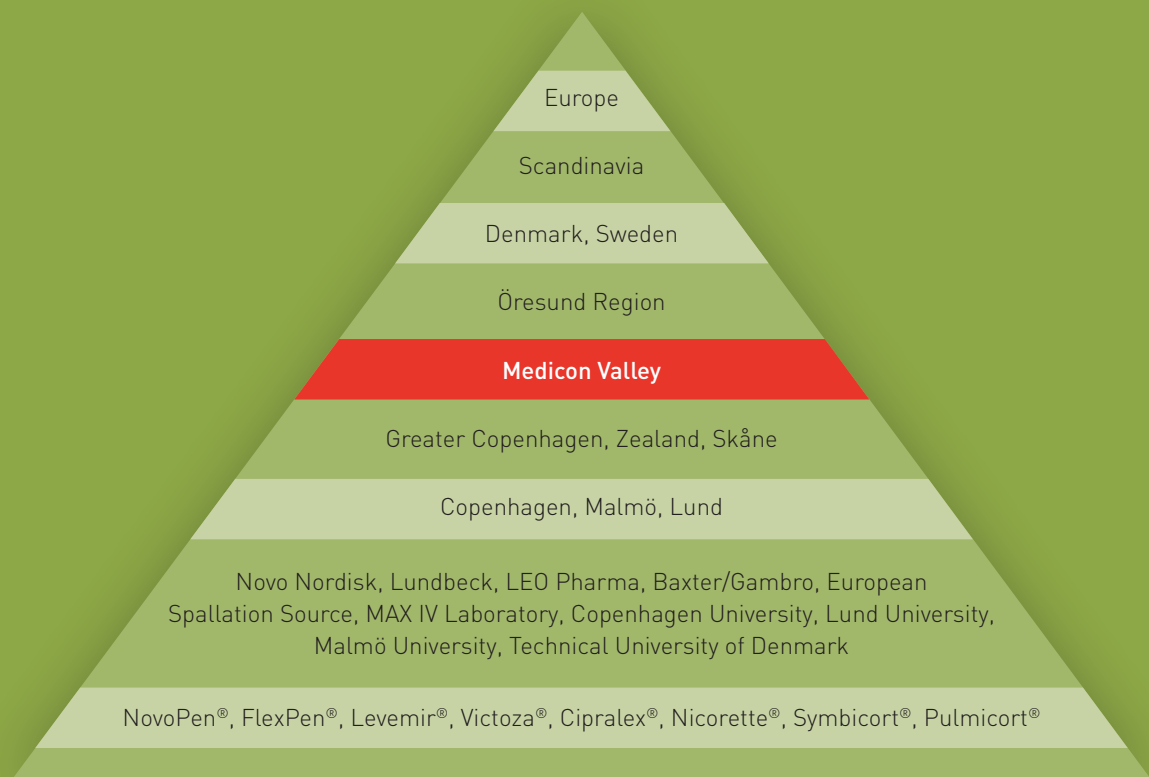
Photo: News Øresund – Johan Wessman.



④ ANALYSIS OF THE CURRENT SITUATION

When considering that Medicon Valley needs to highlight its “power of particularity” as an attractive life science cluster for international life science talents, professionals, investors and businesses, there are some key challenges concerning the communication and branding of Medicon Valley, which must be addressed. In identifying these key

communication challenges, it is useful to understand Medicon Valley’ Place Brand Architecture¹⁰. It provides an overview of the geographies and some of the organization and product brands, which exist within the context of Medicon Valley and pose challenges when communicating about Medicon Valley.



Medicon Valley’s Place Brand Architecture

When communicating about Medicon Valley, there is mileage in employing some of the strong place brands surrounding the cluster. However, having these surrounding brands also poses challenges

in terms of a clear and concise communication regarding the brand. This poses challenges both on a regional/national level as well as on an international level.

4.1 Regional/national level

There are a number of other cluster brands and place brands, which share the same geography as Medicon Valley, or parts of it. Some of the brands are illustrated in Appendix 2. While only a few of them relate directly to life science, the communication about these brands contributes to the perceptions of the region. There are benefits of being surrounded by other cluster and place brands, as they depict a dynamic, business-minded region with several flourishing sectors. On the other hand, the many brand names have created a certain confusion about what the different brands represent and how they relate to each other. Of course, Medicon Valley needs its own identity within this space, but in the future, it is important that the messages in this strategy about Medicon Valley resonate with the messages other cluster and place brands send out.

Other stakeholders in the region are realizing that having a streamlined and focused communication about the region is important in order to create awareness of the region internationally. One of the most recent initiatives is driven by the Danish part of Medicon Valley. The overall vision is to brand the entire Capital Region of Denmark (Region Hovedstaden) and Region Zealand (Region Sjælland) under one brand name – “Copenhagen”¹¹. The idea of branding 46 municipalities and two regions under the “Copenhagen” brand is part of a new branding and growth initiative, which is intended to create growth and jobs in the Eastern part of Denmark. It is in recognition of the fact that only a joint effort can strengthen the region in the competition with e.g. Stockholm, Hamburg and Berlin. The different elements of the initiative, e.g. a joint visitor’s service center for foreign delegations and a joint investor portal, must contribute to attracting international investments, create growth and jobs, and thus strengthen the entire region and Denmark on the international arena. The hope is that Skåne will

commit to taking part in this initiative in the future, but this is uncertain at the moment. It could result in beneficial effects for Skåne by being in close vicinity to a strong brand, as it will most likely draw attention to the entire Öresund region. The impact on the Medicon Valley brand cannot be predicted at this time, but there is a chance that the increased focus and joint effort will strengthen the awareness of Medicon Valley as a brand under the “Copenhagen” umbrella.

Aside from the cluster and place brands, there is another big challenge, which is related to the many different regional and national actors that communicate about Medicon Valley. These include businesses, media, inward investment agencies, academia, investors and other organizations. Until now, there has been no proper coordination between these stakeholders, nor do any joint key messages/communication platforms exist. There are a number of different websites and many different organizations in the cluster, which creates confusion – both on a regional/national level and on an international level. For example, some stakeholders refer to themselves as “clusters”, which is inaccurate as no organization in the region itself can be considered as a “cluster”.

It is therefore no surprise that this has created confusion among stakeholders and communication about Medicon Valley has gone in many different directions since the life science sector in the Öresund region was named Medicon Valley in 1997. Interviews with more than 30 representatives¹² from Medicon Valley and an online survey¹³ show that even within the region, there are many different views on what Medicon Valley is. Some associate it with the entire life science ecosystem (universities, science parks, big pharma, biotech, medtech, the healthcare sector and CROs) while others only associate it with biotech and pharmaceutical companies.

The perception of Medicon Valley among regional and national stakeholders also varies greatly; some





regard Medicon Valley as a success while others view it negatively, primarily because they connect the term with last decade's biotech bubble, the closing of AstraZeneca and the difficulties that biotech firms face when it comes to raising capital. This is likely fuelled by headlines in the media, where Medicon Valley is often used in a negative context. In news with a positive context, Medicon Valley is rarely mentioned. Most recently, a Danish biotech company, Santaris Pharma, was purchased by the global pharmaceutical company Roche. Roche plans to maintain the staff in the region and move forward in Denmark with the name "Roche Innovation Center Copenhagen". Roche hopes to gain access to the Danish cancer research environment, which according to Roche is among the top 3 in the world.¹⁴

The same is the case in Skåne, when Baxter acquired Gambro in 2013, but has decided to maintain the activities and the competences that are available in Lund. Unfortunately, there was no mention of the excellent ecosystem in Medicon Valley, which makes it attractive for such international companies to maintain activities in the region.

The usage of the Medicon Valley brand by firms and organizations within the cluster also differs greatly – some firms consistently tell customers, partners and other stakeholders that they are based in Medicon Valley and refer to it in their marketing material, while others never mention Medicon Valley and do not consider it as an advantage to use the brand in their communication.

4.2 International level

Aside from the challenges on a regional/national level with the many brands and many organizations, there are also challenges on an international level, which need to be addressed. There are approximately 250 life science clusters around the world. Looking at the competition from international clusters, there are a few things to consider:

1 Top ranked clusters worldwide, e.g. Boston/Cambridge and the Bay area, are very difficult to compete with, when it comes to attracting talent, investments, international collaboration partners etc., as the "power of particularity" of these clusters is extremely strong and deeply rooted truly world-class research environments, global companies and innovative SMEs.

2 Medicon Valley is a relatively unknown cluster on an international scale, which makes it hard to compete with top European clusters in attracting talent, investments, international collaboration partners etc.

Given the nature of the first challenge, it seems futile to develop a communication and marketing strategy that aims at branding Medicon Valley as a cluster, which is comparable with such world-leading clusters, each of which have their specific "power of particularity".

It is more relevant to address the second challenge. It is interesting to look at the top European clusters, which Medicon Valley competes with more directly in attracting international talent and business. What "power of particularity" do these clusters have?



STOCKHOLM/UPPSALA	Strong research environments
	Strong reputation and well-known; linked to Karolinska Institute and the Nobel Prize
	Branded as “The Capital of Scandinavia”
BIOVALLEY	Big pharma headquarters are located in this region
	Excellent framework conditions
	Numerous venture capitalists
LONDON/CAMBRIDGE/ OXFORD	Top-ranked universities with excellent research environments
	High degree of innovation and many spinouts are created
MUNICH	Large companies located in the area, excellent career opportunities
	High standard of living
PARIS	Big pharma presence
	Attractive city to live in

The European clusters mentioned in the table are strong brands that are highly successful in attracting life science talents, businesses and investments. However, Medicon Valley can certainly compete on many of the abovementioned parameters, but somehow there is a lack of awareness about Medicon Valley on an international level. In interviews with key stakeholders, the general notion is that Medicon Valley has all the building blocks for being a top contender in the European competition,

but that the potential has yet to be realized. This is undoubtedly linked to the challenges mentioned earlier concerning unclear communication about the Medicon Valley brand. If this communication is strengthened and streamlined with strong key messages about the clusters’ “power of particularity”, there is no doubt it will have a positive impact on the international level, resulting in a much bigger international awareness.



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4.3 Key challenges

Based on the challenges outlined above, the key communications challenges for Medicon Valley are twofold:

Regional/national level	International level
1. Lack of a clear and streamlined communication about Medicon Valley	1. Strong competition from European clusters
2. Many other cluster and place brands on a regional/national level that Medicon Valley directly or indirectly compete with	2. Weak brand awareness/recognition
3. Negative perception of the brand	





⑤ KEY MESSAGES

The key messages are developed based on input from more than 30 stakeholders in- and outside of Medicon Valley – supported with analyses of the cluster’s competitive advantages – and the key messages emphasize the “power of particularity” that Medicon Valley offers.

The key messages, the elevator pitch and the proof points are constructed in a way that allows companies and organizations to introduce Medicon Valley briefly before moving on to their own organization’s messages. Each message can be backed up by a number of proof points from the list.

Clearly some messages will resonate more with some target groups than others. The key messages

and the accompanying suggestion for tools and channels make it possible to tailor communications to different audiences.

In the future, when regional and international key opinion makers, stakeholders and decision makers think of Medicon Valley and its “power of particularity”, they should think “ACCESS”. The Medicon Valley cluster provides access to a rich life science ecosystem in which there is access to a strong life science industry and research environment, the Scandinavian life style, an open-minded and culturally accessible society and infrastructure that provides you with easy access to the region, Europe and the rest of the world.

ACCESS	<p>A life science ecosystem with a strong track-record and visions for the future</p> <p>The life science ecosystem is deeply rooted in Medicon Valley. The vital contribution that life science makes to the economy is well-known; policy-makers, private foundations and other key players ensure that Medicon Valley stays ahead of the curve e.g. by creating MAX IV Laboratory, the European Spallation Source, building national biobanks and developing the Medicon Valley Beacons. Furthermore, there are excellent career opportunities and the local talent pool.</p>
	<p>The Scandinavian way of life</p> <p>In Medicon Valley, you are never far from nature or big city life and you actually get to enjoy it due to the excellent work-life balance that is part of our DNA. You will also access the benefits of the Scandinavian welfare system, which includes free healthcare. Medicon Valley is family friendly and offers a safe and clean environment. In 2014, Copenhagen was named the most livable city in the world for the third time by Monocle magazine.</p>
	<p>An open-minded society</p> <p>The majority of Danes and Swedes speak English and most of them are open-minded towards foreign cultures. The hierarchy in workplaces tends to be very flat, giving employees full access to management and providing employees with the opportunity to voice their opinions. There is also access to authorities and politicians, who have a long tradition of actively engaging with stakeholders.</p>
	<p>Easy to get around and to travel abroad</p> <p>Medicon Valley is well-connected to the rest of the world by air. Copenhagen Airport has 151 international departures a day and is easy to access by rail and metro. Public transport within and between the cities in Medicon Valley is excellent. In the cities, biking is the preferred mode of transport.</p>

The elevator pitch about Medicon Valley is based on the above key messages. It is intended as a pitch,

which can be used when giving a short presentation in person about the region or in written materials.







ACCESS MEDICON VALLEY

The Danish-Swedish life science cluster Medicon Valley is all about access. Access to a vibrant life science community and access to the Scandinavian way of life. Medicon Valley has an enormous talent pool, high-class universities, state-of-the art research infrastructure such as MAX IV Laboratory and the European Spallation Source (ESS), which are under construction, and a mix of pharmaceutical companies with a long history such as Novo Nordisk and young, innovative biotech companies. But Medicon Valley gives access to much more than life

science. In Medicon Valley, you do not have to choose between sea, countryside or big city. You have access to them all and have a high quality of life. You will experience the Scandinavian work-life balance and in the lab or office, you will become part of the flat Scandinavian working culture, where decision-makers are accessible and eager to hear your ideas. Medicon Valley gives you easy access to the rest of the world via Copenhagen Airport, the largest airport in Scandinavia.

The list below is a list of proof points, which can be used to support the key messages about Medicon Valley. It is by no means an exhaustive list. The list can be developed and should be updated on a

regular basis. However, it will serve as a good basis for backing up the key messages and the elevator pitch depending on the context and audience.



Medicon Valley gives access to a life science industry with a successful track record of scientific innovation and commercialization





KEY MESSAGES	PROOF POINTS
<p>Medicon Valley gives access to a life science industry with a successful track record of scientific innovation and commercialization.</p>	<p>LEO Pharma (1909) (dermatology)</p> <p>Pharmacia (1911) (sold to Pfizer and dissolved) (biopharmaceuticals)</p> <p>Astra (1913) (merged with Zeneca in 1999) (cardiovascular and respiratory diseases)</p> <p>H. Lundbeck (1915) (neurological diseases)</p> <p>Ferrosan (1920) (parts of the company acquired by Pfizer in 2011) (consumer healthcare products)</p> <p>Novo Nordisk (1923) (diabetes)</p> <p>ALK-Abello (1923) (allergies)</p> <p>Ferring (1950) (reproductive health and urology)</p> <p>Coloplast (1954) (ostomy care, urology and continence care, as well as wound and skin care)</p> <p>Gambro (1964) (acquired by Baxter in 2013) (dialysis equipment)</p> <p>A handful of current blockbuster drugs (incl. Levemir®, NovoLog® and Victoza®) have been developed in Medicon Valley</p> <p>A number of pioneering drug delivery systems are invented in Medicon Valley (e.g. the inhaler, insulin pen)</p>
<p>Medicon Valley continues to be a breeding ground for new innovative SMEs.</p>	<p>Camurus (1991) (drug delivery systems)</p> <p>Bavarian Nordic (1994) (cancer immunotherapies and vaccines for infectious diseases)</p> <p>BiolInvent (1997) (antibody drugs, cancer)</p> <p>Active Biotech (1998) (autoimmune/inflammatory diseases and cancer)</p> <p>Zealand Pharma (1998) (peptide medicines)</p> <p>Symphogen (2000) (recombinant antibody mixtures)</p> <p>Santaris (2003) (acquired by Roche in 2014) (RNA-targeted therapies)</p>
<p>Medicon Valley is a forward-looking cluster, where scientists and business have access to a research infrastructure of high international class.</p>	<p>MAX IV Laboratory, the brightest X-ray source in the world, will open in 2016</p> <p>European Spallation Source (ESS), the world's most powerful neutron source, will open in 2019</p> <p>Private foundations such as the Novo Nordisk Foundation and Wallenberg Foundation support research with large donations (e.g. NNF centers and MAX IV)</p> <p>The Medicon Valley Beacons based on regional strongholds are under development (see Appendix 1 for more information)</p> <p>Biobanks and health registries are among the most elaborate in the world, and are, in combination with unique social security numbers, an excellent basis for conducting research</p> <p>Spending on R&D is in the area of USD 11 billion with Skåne providing 24 % (approx. a quarter of the R&D expenditures stems from government sources)</p>
<p>Medicon Valley gives access to some of Europe's leading life science universities.</p>	<p>Copenhagen University came 42nd and Lund University came 67th in the 2013-2014 Times Higher Education World University Rankings' Life Sciences table</p> <p>In 2010 more than 1,600 Life Science patent applications were filed from the Medicon Valley area. That is more than 400 per million capita</p>





KEY MESSAGES	PROOF POINTS
Medicon Valley has a well-educated local talent pool.	The region has more than 6,000 Ph.D.-students within Science, Engineering and Medicine and approximately 1,700 new Ph.D. graduates every year
	More than 40,000 undergraduate- and graduate students
	Medicon Valley offers the opportunity to take a Ph.D. as a Public/Private partnership, performing the scientific work in an industrial setting
Medicon Valley is a highly innovative cluster.	Sweden 1 st and Denmark 2 nd on the 2014 EU Innovation Scoreboard ¹⁵
	Sweden 3 rd and Denmark 8 th in the 2014 Global Innovation Index
	Malmö and Copenhagen are ranked 4 th and 14 th on Forbes' list of the 15 most inventive cities ¹⁶
	More than 100 medical products are under development
Medicon Valley offers access to the Scandinavian way of life with a high standard of living, an excellent work-life balance and a rich cultural environment.	Benefits of the Scandinavian welfare model incl. healthcare, childcare etc.
	Copenhagen named the number one city in Monocle's annual Quality of Life Survey in 2008, 2013 and 2014
	Denmark and Sweden were in the top 5 of the World Happiness Report 2013
	Denmark and Sweden place 3 rd and 4 th in the Global Talent Attractiveness Index 2013 ¹⁷
	Lund scored a third place in Fokus magazine's annual ranking of Sweden's 290 municipalities based on where life quality is best
NOMA was named the world's best restaurant in 2010, 2011, 2012 & 2014	
Medicon Valley is a very open, safe and accessible society.	Denmark and Sweden are in the top 3 of the Corruption Perceptions Index 2013, meaning that they are the least corrupt countries in the world
	Low power distance in the workplace in both Sweden and Denmark
	Denmark and Sweden have very happy scientists (No. 1 and no. 3, respectively, in a Nature survey among more than 10000 scientists in 16 countries)
	Danish and Swedish politicians are very accessible, e.g. Folkemødet and Almedalen and via public hearings
	Strong culture of engaging with stakeholders during the legislative/regulatory process through public hearings etc.
Low bureaucracy	
Medicon Valley has the largest airport in Scandinavia and provides access to the rest of the world.	Copenhagen Airport was rated "Best Airport in Northern Europe" in 2011, 2012 & 2014
	It is the largest airport in Scandinavia and the best gateway of Northern Europe
	It is the No. 1 airport in Scandinavia measured not only in the total number of passengers, but also in international traffic, direct long-distance routes and the total number of destinations served (www.cph.dk)
Public transport in Medicon Valley makes it easy and hassle-free to access the cities and countryside.	Public transport is extremely well-developed in Medicon Valley; Malmö, Lund and Copenhagen are connected by rail and road
	Within the cities, there is excellent public transport
	The cities are very bike and pedestrian friendly
	Copenhagen was voted the most walkable city in 2013 and 2012 by Walk21
	Malmö and Lund were named "The Year's Best Cycling Communities" in 2012 by Sweden's National Bicycle Association.





⑥ TARGET GROUPS

This strategy covers a whole range of target groups, which are outlined below. As with the goals, the target groups are also divided into regional/national target groups and international target groups. Although the target groups are defined below, the various groups are still rather larger. At a later stage when specific activities are carried out, it will be useful to

divide the target groups into sub-segments based on e.g. geography to target the communications and marketing efforts even more. Furthermore, the groups are divided into primary and secondary target groups to illustrate that there are additional target groups to keep in mind, but who will not be specifically addressed in this strategy.

Regional/national level	International level
Primary target groups:	Primary target groups:
Regional/national politicians	Life science Ph.D.s/postdocs
University/faculty leadership	Scientific leaders (top scientists)
Local life science companies (biotech, medtech, pharma), top management	Life science companies looking for strategic alliances and/or establishment opportunities
Organizations promoting Medicon Valley, Oresund, the three regions, DEN and SWE	Investors (VC funds)
News and prof. media editors and public opinion influencers	News and prof. media editors and public opinion influencers
	"Medicon Valley Supporters"
Secondary target groups:	Secondary target groups:
Life science students	Under-graduate and graduate life science students
Investors (seed money, VC funds)	Management/leadership capacities
	Politicians
	Life science cluster organizations

⑦ TOOLBOX

The following section outlines a number of channels and tools for the future communication in order to contribute to the fulfillment of the goals mentioned in chapter 2. All stakeholders who are communicating about Medicon Valley in different contexts can use the tools as a supplement to their own organizations' materials.

7.1 Channels

The following table outlines suggestions for channels, which can be used to reach different target groups and thereby fulfill the goals of the strategy. The table contains suggestions for activities, which can be adjusted along the way.



The MVA Ambassadors are valuable assets in branding Medicon Valley in their clusters



CHANNEL	DESCRIPTION	PURPOSE
PRESS/MEDIA	<p>Drive targeted press and media activities both on a national and on an international level.</p> <p>In professional journals, it would be useful to have pieces on e.g. specific research environments/centers in Medicon Valley.</p>	<p>The media can be used to highlight success stories, new analysis results, specific suggestions for improvements in framework conditions etc.</p> <p>By being in professional journals, it will be possible to showcase what the region has to offer.</p> <p>It will contribute to the fulfillment of goal 1, 2, 5, 6.</p>
PUBLIC AFFAIRS	<p>Drive a targeted public affairs effort to influence target groups on a regional/national level by highlighting challenges with creating and sustaining an attractive life science cluster, suggest focus areas and concrete suggestions for initiatives.</p>	<p>Using public affairs activities will be very useful in engaging regional/national target groups.</p> <p>It will contribute to the fulfillment of goal 1, 2, 3.</p>



CHANNEL	DESCRIPTION	PURPOSE
SOCIAL MEDIA	<p>LinkedIn – for life science professionals looking to expand their network and stay updated. Having a Medicon Valley group/“company” profile which is continuously updated</p> <p>Twitter – participate in the public debate about framework conditions for attracting talent, business, investments etc. to influence and engage regional/national target groups as well as international key opinion leaders.</p> <p>Facebook – using this platform to start a Medicon Valley group to engage younger target groups, primarily discussing the life style and possibilities in Medicon Valley.</p> <p>Instagram – this channel will be very good in depicting the “Scandinavian way of life”, the cultural aspect etc. towards international target groups, especially the younger target groups.</p> <p>Wikipedia – searching for general information on Wikipedia is very common and thus having an updated page with reliable content is important.</p>	<p>Intensifying the activity on social media in a streamlined and coordinated manner will undoubtedly strengthen the awareness of Medicon Valley, its “power of particularity”, its challenges etc. to our specific target audiences in a much more efficient way than what is currently being done.</p> <p>It will contribute to the fulfillment of goal 1, 3, 5, 6, 7</p>
MVA AMBASSADORS	<p>The MVA Ambassadors are present on the US East and West coast and in Japan. The MVA Ambassadors can be Medicon Valley’s extended arms in these clusters, which are life science hotspots. In their respective clusters there are vast talent pools and world-leading companies and investors looking for new opportunities (e.g. present Medicon Valley at appropriate events and fairs) as well as politicians and government officials looking for inspiration on cluster development (e.g. facilitate visits from the Japanese Foreign Minister in early 2014).</p>	<p>The MVA Ambassadors are valuable assets in branding Medicon Valley in their clusters. They have a physical presence, which also makes it cost-efficient to let them represent the entire Medicon Valley ecosystem at selected occasions.</p> <p>It will contribute to the fulfillment of goal 5, 6, 7.</p>
INBOUND DELEGATION VISITS	<p>Organizing and receiving international delegations – both political delegations coming to the region to learn about cluster development as well as business delegations looking for business opportunities.</p>	<p>The new “Copenhagen” initiative in the Danish part of Medicon Valley suggests a joint visitor’s service center for foreign delegations. It would be beneficial to coordinate with this service in the future to ensure that Medicon Valley is presented to all relevant incoming delegations.</p> <p>It will contribute to the fulfillment of goal 1, 5.</p>





CHANNEL	DESCRIPTION	PURPOSE
<p>FAIRS / CONFERENCES (CAREER FAIRS / INDUSTRY FAIRS / SCIENTIFIC CONFERENCES.)</p>	<p>Being present at selected career fairs in life science hotspots where our international target groups participate, e.g. MIT European Career Fair, BIO Career fair etc. In some cases, it could also make sense to be present at local Medicon Valley career fairs to brand the cluster towards the life science students (e.g. "Karrieredagene" (DK), "CareerDays" (SE), "Science Skills Karriärmässa" (SE)).</p> <p>Being present at selected industry fairs where our international target groups participate, e.g. BIO, BIO Europe, BIO Japan.</p> <p>Be present at selected scientific conferences (e.g. in line with the research fields of the Medicon Valley Beacons). It would be ideal to have joint promotions representing Medicon Valley in collaboration with relevant Medicon Valley companies and other stakeholders.</p>	<p>Increasing the presence of Medicon Valley on selected fairs will strengthen the awareness of the region. The presence should be done in a coordinated and professional manner, which will enable Medicon Valley to compete for attention among some of the region's biggest European competitors.</p> <p>It will contribute to the fulfillment of goal 5.</p>
<p>EVENTS</p>	<p>Use MVA events and other existing meeting platforms to raise specific issues/challenges, create dialogue as well as promote the Medicon Valley brand.</p>	<p>Regional/national events are excellent opportunities for reaching our regional/national target groups.</p> <p>It will contribute to the fulfillment of goal 1, 2, 3, 4.</p>
<p>MEDICON VALLEY WEBSITE</p>	<p>A one-point-of-entry platform for Medicon Valley with a directory to the different organizations in Medicon Valley and the relevant websites that contains information on all the different aspects about Medicon Valley. The website should address the needs for information from different target groups on an international level.</p> <p>The existing website www.mediconvalley.com, which is owned and operated by Invest in Skåne and Copenhagen Capacity, presents an obvious opportunity for creating a single online information source about Medicon Valley. A process should be established for paving the way towards a single online home for the life science cluster Medicon Valley.</p>	<p>Having a single entry platform for Medicon Valley, which is updated and contains a directory to all necessary information, will be an efficient channel to reach international target groups.</p> <p>It will contribute to the fulfillment of goal 5 and 7.</p>
<p>OFFLINE AND ONLINE ADS</p>	<p>Printed/online ads promoting Medicon Valley using the new key messages and proof points.</p>	<p>Depending on the target groups, it could be ads in e.g. Nature Jobs, Pharmaceutical Executives or other relevant professional journals. For other target groups, online banner ads on selected websites (e.g. international job websites) might be more appropriate.</p> <p>It will contribute to the fulfillment of goal 1, 5, 6.</p>





CHANNEL	DESCRIPTION	PURPOSE
MEDICON VALLEY "SUPPORTERS"	Create a network of Medicon Valley "Supporters", who can act as spokespersons for Medicon Valley. It should both be international students/young professionals as well as experienced individuals who have been staying in Medicon Valley for a period and can act as supporters and thus promote the region informally when they have left Medicon Valley for a new destination. It could also be MVA members that use the "supporting Medicon Valley"-badge on their materials and use the Medicon Valley brand in their communication – both online, in printed materials and in presentations.	This is much in line with the Goodwill ambassadors (CopCap), and it is likely that this existing network can be extended. It will contribute to the fulfillment of goal 1, 3, 4, 5, 6.
1:1 MEETINGS	Meeting specific representatives from the identified target groups in 1:1 setting.	All Medicon Valley stakeholders frequently meet our target groups in various settings and in these meetings it is naturally important to push the key messages. It will contribute to the fulfillment of goal 1, 3, 4, 5, 6.

7.2 Communication material

In order to use the key messages to achieve the goals of this strategy, there are a number of materials and resources, which could be developed.



Increasing the presence of Medicon Valley on selected fairs will strengthen the awareness of the region



MATERIAL	DESCRIPTION	PURPOSE
MEDICON VALLEY VISUAL IDENTITY	Develop a visual identity for Medicon Valley, including a Medicon Valley logo.	With a shared visual identity for Medicon Valley, it is possible to rebrand Medicon Valley in a consistent, streamlined and professional manner. It will contribute to the fulfillment of goal 4, 5, 7.



MATERIAL	DESCRIPTION	PURPOSE
MEDICON VALLEY SLIDE PRESENTATION	<p>A slide presentation covering the many aspects of Medicon Valley and allows the stakeholders to pick and choose what they need.</p> <p>A set of slides have the clear benefits of being cheap to develop and update. Moreover, they are easy for firms and organizations to incorporate in their presentations.</p>	<p>With a shared set of slides about Medicon Valley, it is possible to rebrand Medicon Valley in a consistent, streamlined and professional manner.</p> <p>It will contribute to the fulfillment of goal 1, 2, 3, 4, 5, 6, 7.</p>
MEDICON VALLEY FACTSHEET	<p>A short factsheet with both quantitative and qualitative facts about Medicon Valley, which gives recipients a brief overview of the cluster.</p>	<p>Highly useful for spreading information and facts about Medicon Valley to our target groups to initiate dialogue.</p> <p>It will contribute to the fulfillment of goal 1, 2, 3, 4, 5, 6, 7.</p>
MEDICON VALLEY BROCHURE	<p>A brochure with in-depth information about the cluster, its strongholds, its rich history, key messages etc.</p>	<p>Highly useful for spreading information and facts about Medicon Valley to our target groups to initiate dialogue.</p> <p>It will contribute to the fulfillment of goal 1, 2, 3, 4, 5, 6, 7.</p>
MEDICON VALLEY POSTERS / ROLL-UPS	<p>Posters and roll-ups with Medicon Valley logo and key messages.</p>	<p>With shared posters/roll-ups, all stakeholders can have Medicon Valley-posters and Medicon Valley roll-ups in their offices and at fairs etc. to ensure a consistent, streamlined and professional communication of Medicon Valley.</p> <p>It will contribute to the fulfillment of goal 5.</p>
MEDICON VALLEY VIDEO	<p>A Medicon Valley video with interviews, images and facts about Medicon Valley's "power of particularity".</p>	<p>That can be embedded in Power Point presentations, on monitors at career/industry fairs or on various websites promoting Medicon Valley.</p> <p>It will contribute to the fulfillment of goal 5, 7.</p>
MEDICON VALLEY CATALOG OF SUCCESSFUL CASE STORIES	<p>A catalog of success stories and testimonials about living, working, studying and doing business in Medicon Valley. It could both be in video format or in short written stories with quotes.</p> <p>Much material is already available on a national/regional level, which could be integrated into a Medicon Valley catalogue, e.g. Talent Attraction Denmark Toolbox (www.talent-attractiondenmark.dk), Moving to Southern Sweden (www.movingtosouthernsweden.com), Invest in Denmark (www.investindk.com/Business-cases), Work in Denmark (www.workindenmark.dk), and Consortium for Global Talent (www.consortiumforglobaltalent.dk).</p>	<p>Having case stories on hand would make it easy for all stakeholders to engage in a dialogue with their specific target groups.</p> <p>It will contribute to the fulfillment of goal 1, 2, 5, 6, 7</p>

⑧ APPENDICES

8.1 Appendix 1

For Medicon Valley to be a serious contender in the highly competitive global life science race, the cluster as a whole needs to strengthen its ability to attract a constant stream of talent and capital. The “Medicon Valley Beacons” aim to achieve this by showcasing the region’s scientific strongholds and acting as regional landmarks on the global life science map.

The objective is to develop, expand and brand selected research environments that build on Swedish-Danish synergies between existing strongholds – in both the private and public sector – and which span the entire life science value chain from early research all the way to commercialization, in order to drive economic growth and job creation in the region.

Four Beacons – systems biology, structural biology, immune regulation and drug delivery – have been selected following an extensive evaluation of existing life science strongholds in the region based on analysis and input from regional stakeholders and an analysis by Boston Consulting Group. Each Beacon is characterized by being highly cross-disciplinary, building on existing regional strongholds and addressing future demands and medical needs. The individual Beacons focus on areas where there are considerable potential for synergies in Medicon Valley for creating world-leading research environments.

For more information on the project in general and the specific Medicon Valley Beacons, please visit: www.mva.org/Beacons.



IMMUNE
REGULATION



STRUCTURAL
BIOLOGY



SYSTEMS
BIOLOGY



DRUG
DELIVERY



8.2 Appendix 2

8.2.1 Place brands



8.2.2 Cluster brands



8.2.3 Related organizations







Photo: News Øresund – Johan Wessman.

9 NOTES

- ¹ Medicon Valley Alliance (MVA) is a non-profit membership organization in the Danish-Swedish life science cluster Medicon Valley. MVA has 250 members, who together employ approx. 140,000 people, represents the region's triple helix and includes universities, hospitals, human life science business, regional governments and service providers.
- ² Invest in Skåne (IIS) is the official regional business promotion agency for southern Sweden. IIS is part of the marketing organization called Business Region Skåne, which is owned by the regional council – Region Skåne – and the municipalities of Skåne.
- ³ David Brooks, The New York Times, article: The Power of Particular. Published June 25, 2012.
<http://nyti.ms/1o8CeRK>
- ⁴ <http://bit.ly/1z6BX6r>
- ⁵ The Swedish figure includes medtech. "Global trends with local effects", Vinnova 2014, p. 6
- ⁶ "Global trends with local effects", Vinnova 2014, p. 8
- ⁷ Statistics Denmark; Statistics Sweden
- ⁸ <http://bit.ly/1w5ji7i>
- ⁹ Fernández-Aráoz: "21st century talent spotting – Why potential now trumps brains, experience, and competencies". Harvard Business Review, June 2014, p. 56.
- ¹⁰ Cluster Branding and Marketing – a Handbook on Cluster Brand Management, Version 1, December 2012, p. 52.
- ¹¹ "Copenhagen udfordrer Europas metropoler", Capital Region of Denmark, August 13, 2014.
<http://bit.ly/1tm8ZNu>
- ¹² Interviews with one or more representatives from the following organizations were conducted between Jan-May 2014: Active Biotech AB, Almirall ApS, Beijing Genomics Institute Europe, Bioglad AB, Camurus AB, COBIS, Copenhagen Capacity, Copenhagen University, H. Lundbeck A/S, MedWatch, Nordic Drugs AB, Novo Nordisk A/S, Øresundsinstuttet, SARomics AB, Scion DTU, Sunstone Capital, Technical University of Denmark.
- ¹³ In November 2013, MVA and Invest in Skåne did an online survey with 14 representatives from the following organizations in Denmark and Sweden: Lund LSI, Region Sjælland, Copenhagen Capacity, Invest in DK, Medeon AB, Rigshospitalet, Lund University, AstraZeneca, Region Hovedstaden, Business Sweden, COBIS, BioPeople, Medicon Village AB and The Danish Association of the Pharmaceutical Industry (Lif).
¹⁴ <http://bit.ly/1o8Cnol>
¹⁵ <http://bit.ly/1aD0tRc>
¹⁶ <http://onforb.es/1jfl12m>
- ¹⁷ The Global Talent Competitiveness Index 2013





MEDICON VALLEY
BEACONS

The Medicon Valley Beacons is an initiative to create a handful of world-class research environments, known as Beacons, in the Danish-Swedish life science cluster, Medicon Valley.
The Medicon Valley Beacons cover the following areas: Immune regulation – Structural biology – Systems biology – Drug delivery – Independent living