



## Ballerup Innovation Strategy

In 2011 Ballerup Municipality decided to invoke on a journey down the path of innovation.

Both in Denmark and the rest of Europe we need to ensure continued growth in order to support our welfare.

This puts focus on our ability to ensure innovative products, services and innovative and entrepreneurial employees and students. But how do we support Innovation and entrepreneurial mindset?

Given the challenges faced by municipalities today, with so many new users among the younger generations, our activities and operations involve ever-greater complexity and consequently paradoxes.

Anders Agger, CEO at Ballerup Municipality says, *"Through innovation, we find new ways for future welfare in Ballerup. We have decided to make innovation our constructive alternative to just focusing on efficiency and degradation of service in a time where our welfare is under pressure, both economically and demographically"*.

This innovation strategy establishes the overall framework for work with innovation, including guiding principles and specific initiatives to support the work with innovation across the entire municipality.

### What does Ballerup mean by Innovation

Innovation makes it possible to develop and re-think both effect and quality. Ballerup consider it to be innovation if we have created added value in terms of both efficiency and quality. We focus on innovative inputs, ideas that can lead to a more efficient use of resources.

### An innovative Culture

In order to work with innovation it is important to ensure the right framework and support but more important is to ensure the development of an innovative culture characterized by risk-taking and curiosity and involvement of our citizens and users.

### 3 Principles for an innovative culture in Ballerup

The principles mark the direction for our behaviour, priorities and actions:

#### 1 - Focus on communities and diversity:

- Involve citizens and local businesses - bring their resources into play
- We work across disciplines
- We use each other asses the task from different perspectives
- We are focused on staying an attractive workplace

#### 2 - Focus on user needs and resources:

- We regard users as a resource with unique insight into their own needs
- We are curious about the experience our users' have with our services
- We involve users in order to challenge "the usual way of doing things" and to qualify the solution of the task

#### 3 - We take action:

- We ask the innovative question "What if ..?"
- We are inspired and implement good ideas from others
- We test ideas using rapid prototyping
- We dare to make mistakes and take risks - at all levels: (Politicians, managers, executives and staff)
- We only focus on the activities that add value

### Establishment of an Innovation Committee

All political committees deal with innovation in Ballerup. Moreover, the politicians have





established an innovation committee consisting of political representatives from the other committees to ensure political support, legitimacy and room for radical and interdisciplinary innovation. The Finance Committee will follow the development and actions of this interdisciplinary innovation committee.

The Innovation Committee is established under the Finance Committee, which is responsible for the overall tasks and planning of the services provided by the municipality.

The Innovation Committee will create concrete proposals and ideas, which can be included in the other committees and City Council discussion making:

- Interdisciplinary innovation projects
- Prepare innovative committee seminars
- Create thematic meetings on innovation

The work of the Committee has just begun and we are excited to see where this journey will take our citizens and Ballerup Municipality.

Christina Teik Christensen  
Project Manager in Ballerup

### INNOHUBS Study Visit

In 2011, INNOHUBS partner cities, jointly with key experts and stakeholders, have been involved in 6 study visits to share and study 40 good practices considered key sources for the generic Innovation Hub model with the aim to discuss and prepare exchange/transfer scenarios to define a model of Innovation Hub adaptable to each partner Edge City, as well as the steps to be taken for its implementation.

All the study visits count with the involvement of the local and, even, regional stakeholders.

### Nacka and Stockholm (Sweden) on 9th to 13th May

- [Innovation Stockholm](#) is a specialized innovation consulting department in the public financed organization ALMI. The target group receives free services to support them in all phases of innovation development, from problem verification to market introduction.
- The [KREO program "from idea to innovative business concept"](#) is a series of seven 3-hour workshops that focus on seven topics: sharpen your business idea, trendspotting, vision, target groups, revenue models, pitch your business idea, and sales presentation. Workshops are interactive and use group exercises and feedback to ensure continuous testing and improvement of ideas.



- [Stockholm School of Entrepreneurship](#) is an internationally recognized academic facility in the area of innovation and entrepreneurship. The school utilizes the exciting and diverse academic environments of its member institutions (Karolinska Institute, KTH, SSE, Stockholm University and Konstfack), gathering their innovative and entrepreneurial competencies all under one roof in a joint education program.
- The visit included [the Hub](#) in order to experience the place, learn about its concept





and talk to some of the Hub members: with British Council about the [Future City Game](#) and with a social entrepreneur about his online portal and community [World Favor](#).

- [Next Step](#) project for stimulating innovation among employees in Nacka Municipality

Other local initiatives in Nacka:

- [Career Galleria](#) offers a wide range of tools for young adults between 16 and 24 years old and gives them an opportunity to carve out a good life and a possible future.
- [Young influence](#) on holidays 24 high school students get an educational program about how to work with creative idea-processes to develop a vision of the Nacka Municipality
- [Under its own power](#) is a method for schools, recreation and youth centers to strengthen and inspire young people to take advantage of their opportunities and realize their ideas.
- [Business Minds](#) is an entrepreneurial practice with an approach based on the idea that none is born an entrepreneur, but entrepreneurship based on a creative model can be acquired
- [Young Business Creatives](#) is a public gymnasium for entrepreneurs, creators and academics with a very innovative and creative approach to teaching and stimulating entrepreneurship.

#### Ballerup and Copenhagen (Denmark) on 6th to 10th June

- The [Danish Design Center](#) has created a tool, called ODIN, to help better welfare solutions through a design-driven approach. Municipalities and companies

can use this guide in the development process.

- The [Danish Foundation of Entrepreneurship](#). The objective of the Fund for Entrepreneurship -Young Enterprise is to ensure that more students on all levels of education in Denmark are introduced to and participate in entrepreneurship education, including that entrepreneurship is an integral part of our education system



- [Connect Denmark](#) is an independent, private non-profit organization. An association which, through its network of companies, business people and research and innovation communities provide free advice and coaching to entrepreneurs and small businesses with high growth potential.
- [Vaeksthus Greater Copenhagen](#) identifies the business' need for development and offers targeted counseling on the next steps of development with the aim to realize the growth business plan.
- [WOFIE: Workshop for Innovation and Entrepreneurship](#) is a 4 day workshop which is offered to all Aalborg University master and ph.d. students. WOFIE was created as a tool to provide all master students at Aalborg University with training in innovation and entrepreneurship, and to create a large workshop and yearly cultural event setting a focus on entrepreneurship.





- **Venture cup event.** The organization works to inspire and motivate entrepreneurship among students, and to turn academic knowledge into viable high-growth businesses. The organization focus on entrepreneurship as a practical discipline and the participants are exposed to a great network of experienced entrepreneurs and business people, who provide valuable advice on a volunteer basis.

#### Loures and Lisbon (Portugal) on 27th June to 1st July

- **ISCTE** is a small university that based its activity in the reconciliation of modern teaching techniques and creative, making links with companies as it is crucial to invest in education, and acquire skills and expertise, to ensure highest level of education, consistent with local needs, regional and national innovation and research and development to optimal route for companies to become more innovative and competitive. ISCTE cooperates with the Municipality of Loures in the INNOHUBS the project to identify and share best practices to support the promotion of entrepreneurship small and medium enterprises. the institution's involvement in this project is due to two factors, which fall in strategic areas of ISCTE action: first, because it is an innovative project, and second because it promotes the internationalization



- Centre for Research and Support for Entrepreneurship and Family Business studies (**AUDAX-IUL**), supports and promotes entrepreneurial spirit, systematic innovation and self-sustainable employment, as well as intervenes among potential individual entrepreneurs or in family businesses with innovative capacity and strong growth.
- **LISPOLIS** - the Technology Pole in Lisbon, a non profit organization, founded with the aim of creating conditions favourable to the success of companies operating in this pole.
- Agency for Investment and External Commerce of Portugal (**AICEP**) helps promote the development of a more competitive business environment companies in order to contribute to the globalization of the Portuguese economy and is a key partner and facilitator in supporting the organization of missions to the enterprise PALOP, as well as promoting competitive synergies have created the county of Loures across borders. .
- The company's engineering laboratory Labelec, situated in the parish of Sacavém, Loures County, has the **FABLAB**, a digital prototyping lab open to the entire community where anyone can feed the imagination and with their own hands, to materialize a concept or invention.

#### Pernik and Sofia (Bulgaria) on 13th to 15th September

- European Polytechnic University: what about innovation in education
- Pernik Chamber of Commerce: how to support woman entrepreneurship in Pernik, dealing with the project "Center for Women Entrepreneurship".
- Business Incubator: how to support starting company and new ideas





- Executive Agency for SME Development which is the managing authority of the Operational Programme "Development of the competitiveness of Bulgarian economy" 2001 – 2013".

**Getafe and Madrid (Spain)  
on 17th -21st October**

- [Leganes Tecnológico](#), a Science, Technology and Business Park created to boost research as a fundamental factor in the generation of knowledge and to create a favourable climate for business.
- The [Knowledge Foundation Madri+D](#) presented Madri+d as a network of scientific, university and entrepreneurial institutions to give coherence, coordinate and foster cooperation amongst all stakeholders dealing with science and technology in the Region and the initiative [BAN Madri+d](#) established as a meeting point for private investors seeking for new investment opportunities.
- [Madrid Network](#) is a tool developed by the Regional Government to promote the knowledge economy, strengthening innovation and the added value of products and services. The Network comprises more than 750 players in the region's economy.
- The [enterprises incubator of Carabanchel](#) is the largest of the network of Incubators of Madrid Emprende, promoted by the City Council of Madrid. It is addressed to self-

employed workers, professionals, micro-enterprises, cooperatives working in the implementation of a business project and Social Economy companies who wants to receive direct services.

- The [program for encouraging an entrepreneurial spirit](#) develop by Getafe Iniciativas is addressed to students of high school, professional training centres and University. It has two different activities: seminars about entrepreneurship and conferences "Present your Project". The presentation was delivered by students from the Ingran Training Centre that has already taken part in this program.



- [REDINT](#), a network of 9 centres of free access to Internet in Getafe, which offers free access, training, support and advice in the use of TICs. This network is managed by GISA. One of them is specialized in training SMEs and entrepreneurs.
- [Innovative workshops for companies](#) about different issues related to innovation. They have a workshop format, involving a maximum of 15 SMEs in the municipality of Getafe. They have the presentation of an expert in the issue and have a practical approach. They are developed by GISA.
- The [Madrid Chamber of Commerce](#) delivered a presentation of the different programmes implemented in Getafe area dealing with innovation.



- Industrial areas of Getafe. It is worth to mention [TecnoGetafe](#), a Science and Technology Park aimed at technologically advanced and, especially, innovative businesses. It is also important [Los Olivos](#), an industrial area promoted by the Getafe municipality and developed by GISA.

**North Down and Belfast (United Kingdom)  
on 8th to 10th November**

- [Advantage NI](#) is an award-winning project management company, specialising in economic development programmes for young people that has designed and delivered enterprise awareness and training programmes on behalf of public, private and voluntary organisations, nationally and internationally.
- [SIGNAL](#) Centre of Business Excellence (owned by North Down Borough Council) is a purpose-built business venue in the main commercial area of North Down. It houses Council's economic development department and offers world-class meeting rooms and conference facilities to local businesses and organisations



- [Focused Partnership](#) is a Northern Irish consultancy that is authorised to use La Salle Matrix Thinking methodology in Europe that can be applied to creativity, innovation and finding business opportunities. There is a workshop called [Innovate Now](#) that give participants an insight into a structured system that can be used in all sectors at any stage for

anything, be it product (new or old), process, service or opportunity

- [Blick Shared Studios](#) is a social enterprise whose directors are drawn from established creative businesses.
- [Belfast City Council](#) – creative industries support programme
- [South Eastern Regional College \(SERC\)](#) – enriching the curriculum. The team took part in an Enterprise Masterclass, which is one of SERC's initiatives to promote enterprise – what it describes as “enriching the learner's experience”. Two local entrepreneurs shared their experiences in starting a new business and encouraged the students to develop enterprising behaviour.
- [Fingerprint Learning Ltd](#) – the EntreBraineur research project

