

World Eye Reports

# Denmark

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## Trust binds one of the world's most progressive economies

Last December, world leaders gathered in Denmark for the U.N. Climate Change Conference (COP15) to establish a comprehensive global agreement aimed at drastically reducing greenhouse gas emissions. Although no politically binding agreement was reached in the capital Copenhagen, the meeting highlighted Denmark's pioneering efforts and commitment to protect the world's environment. And the country was clearly an appropriate host of the momentous event. Denmark has been at the forefront of the environmental movement. In the 1970s, it was one of the first countries that set out a detailed plan to cut carbon dioxide emissions and develop energy-efficient solutions. Since then, the country has lowered greenhouse gas emissions by nearly 20 percent and environmental awareness is at an all-time high, an achievement that could not be reached if its citizens and the government did not have faith in each other. "Trust is the glue that holds the Danish economy and society together," says Japanese Ambassador to Denmark Seiichi Kondo. In Copenhagen, most tourists are overwhelmed by the amount of bicycles on the road and very impressed at the safe and comprehensive bike pathway system.

Meanwhile, the business community has stepped up efforts to become more energy efficient and even helps others cut their greenhouse gas emissions. "Wind is by far the most developed and cost-effective form of energy. We want to have 10 to 12 percent of the world's energy come from wind by the year 2020," says Ditlev Engel, the CEO and president of Vestas, a wind power solutions company. Another company making strides in the field is NORDEN, one of the world's leaders in shipping whose modern fleet brings vast amounts of raw material from continent to continent every day. "The Danes are some of the most trusting people in the world. That is a great competitive advantage as it ensures knowledge sharing and limited resource consumption in controls and monitoring. Many researchers believe that trust is 'the missing link' in explaining Denmark's high competitiveness," says NORDEN CEO and President Carsten Mortensen. Known worldwide for its forward-thinking culture, Denmark has implemented progressive programs that will navigate the country through the world's worst recession in 40 years. Its labor policies, including a strong focus on generating employment, should also help the economy recover quicker than many other countries. ♦

## CPH: gateway to Northern Europe

One of the world's first private airports, Copenhagen Airport opened in 1925 and nearly 85 years since then, has remained among the most up-to-date and largest air hubs in Europe and the globe. "At the moment, we are very much open to daily connections to Shanghai and Hong Kong. These two cities are hot spots for Danish and Chinese collaboration," says Copenhagen Airport CEO Brian Petersen, who considers Japan a dynamic market as well. "Although we already have daily flights to Narita Airport, we are in negotiations to accommodate new routes to Tokyo's Haneda Airport. Haneda Airport is very much like Copenhagen Airport. It is within 20 minutes of the city center and has the speed and reliability of a second tier airport, just like ours," he points out. Copenhagen Airport also provides daily flights to Beijing, Bangkok and Singapore. "We built one of the first modern terminals in 1939, which can still be seen today. Today, we use this for our VIP guests, such as heads of state and royal family members. As early as 1958, we were the largest airport in Northern Europe and we still hold that position today," says Petersen. Copenhagen Airport's success comes largely from SAS, the multinational carrier of Denmark, Sweden and Norway and the airport's largest customer. "SAS chose early on to use Copenhagen as its hub. They have been transferring Swedes, Norwegians, Germans and, over the last 15 years, Eastern Europeans through Copenhagen to the rest of the world. SAS's choice to use Copenhagen has contributed greatly to our success," Petersen says. Last year, the airport accommodated more than 21.5 million passengers and that number is expected to rise over the coming years with the completion of a new dedicated pier this year. In previous years, sev-



Copenhagen Airport CEO Brian Petersen

eral infrastructure projects had contributed to higher passenger traffic. Following the opening of the Oresund Bridge, which links Copenhagen to Malmö in Sweden, only 30 km apart, in 2000, the Danish government recently began construction of a bridge that will link Denmark and northern Germany via high-speed trains. It also plans to improve direct rail links between Jutland in northwest Denmark to Copenhagen. And in Sweden, there are plans to develop two separate high-speed rail links between Copenhagen and Göteborg and Malmö. "At the moment, we have 4 million people in our catchment area. Soon, we will have 6 million people in our catchment area, which is more people than Denmark has citizens. Copenhagen Airport is now and will continue to be the gateway to Northern Europe," Petersen notes. ♦ www.cph.dk

### eBOX

**Energinet.dk** owns the gas transmission grid and the 400kV electricity transmission grid and is the co-owner of the international connections between Denmark and the Nordic countries and Germany. As the owner of the overall infrastructure, Energinet.dk maintains the security of supply and ensures the smooth operation of the market for electricity and gas. [www.energinet.dk](http://www.energinet.dk)

Present in the ports of Japan since 1876, **Dampskibsselskabet NORDEN** remains a world leader in dry cargo and tanker shipping. It has achieved its leading position by providing reliable and flexible service to every industry in every corner of the globe. Read more about NORDEN below. [www.ds-norden.com](http://www.ds-norden.com)

The **Danish Shipowners Association** is the figurehead for Danish shipowners when dealing with the government and international organizations. Furthermore, the association concludes agreements with the seafarers' unions. [www.danishshipping.com](http://www.danishshipping.com)

## A beacon for responsible shipping

For more than 130 years, trade between Japan and Denmark has been synonymous with Dampskibsselskabet NORDEN, a Danish industry icon whose history in the Asian nation has been as extensive as it has been unique. NORDEN's success in Japan, and Asia in general, stems from its four core values: reliability, flexibility, empathy and ambition. "Our endless drive to maintain our reputation is what differentiates us from most competitors. Japan has an honest business philosophy. Therefore, I feel our Japanese clients recognize and respect our company's values," says President and CEO Carsten Mortensen. Due to the financial crisis, all sectors of the shipping industry were severely affected in 2009 but the dry bulk sector recovered slightly from a steep decline the previous year when the Baltic Dry Index, which tracks worldwide international shipping prices of various dry bulk cargo, dropped to a nine-year low. But NORDEN defied the trend and increased income as the company lowered fleet costs and benefited from the long-term employment of its fleet. So in 2008, NORDEN posted a record result and in 2009 is projected to earn close to \$160 million. "We witnessed promising trends in the global economic situation toward the end of 2009 and hope that this upward movement continues. The shipping industry is not out of the hard times just yet, but we can see the light at the end of the tunnel in some segments," says Mortensen. China and India will help propel NORDEN to sustainable profitability. "Demand for dry bulk goods in China and India, such as iron ore and steel, remain high and will help us keep our heads above water until the markets even out," Mortensen says. Meanwhile, NORDEN has taken measures to become more energy efficient and lower greenhouse gas emissions. Shipping, which today accounts for 90 percent of world trade but only 2.7 percent of carbon dioxide emissions, remains the most environmentally friendly mode of transportation. "In 2008 and 2009, NORDEN was able to reduce CO2 emissions by 2.4 percent and 3.3 percent respectively, surpassing our annual goal of 2 percent. Rather than make promises for 2020, we thought it was much more reliable to actually prove tangible results today. We do recognize that we still pollute and this is why we have spent time, money and effort to lower our ecological footprint," Mortensen points out. ♦ www.ds-norden.com



Dampskibsselskabet NORDEN President and CEO Carsten Mortensen

## A Danish specialist sticks to its roots

Although founded 69 years ago, Haldor Topsøe has not veered from its original mission to provide customers with chemical catalysts, catalytic reactions and technologies. By continuously adopting the latest advances in fundamental science and investing heavily in research and development, the company has remained the undisputed leader in this highly specialized industry. "We have kept our values since the very beginning. We will continue to be a world leader as we make a difference in the world and help humanity along the way," says Dr. J.R. Rostrup-Nielsen, the director of special projects. Still fully owned by its founder, Dr. Haldor Topsøe, the Danish company boasts a huge portfolio of unique products and processes, such as flue gas cleaning, gas synthesis, sulfur management, hydrogen production and gasification-based technologies. Through one of its patented technologies, Topsøe is able to produce substitute natural gas (SNG) from carbonaceous feedstocks such as coal, petroleum coke and biomass, which results in efficient heat recovery and consequently improves the efficiency of a plant. "Haldor Topsøe wants to have a scientific profile. We stay in touch with our clients every step of the way - from the design process to the manufacturing itself and right down to after startup troubleshooting. We take great pride in our catalysis technology. We have reduced the yearly CO2 leakage dramatically



Haldor Topsøe is among the world's leading suppliers of catalysts and technologies. by process improvements that we continue to make," says Rostrup-Nielsen. Catering to the world's top companies in the oil, chemical and energy sectors, Topsøe has also worked closely with the leading Japanese companies, including Mitsubishi Heavy Industries. "The technical collaboration with the Japanese has been sensational since the beginning. They have always had a great sense of detail. Our trust and respect have always been very strong with the Japanese," he says. ♦ www.haldortopsøe.com

## From hoki beginnings to European leader

Established in 1990 by Jens Peter Klausen in New Zealand before moving its global headquarters to Denmark in 1993, J.P. Klausen & Co. A/S has since grown to become one of the largest seafood suppliers in Europe thanks to a rare product and prudent partnerships. Early on, Klausen included hoki (a type of hake found mainly off the waters of New Zealand and Australia) in his product line. It was a fish rarely used in the industry at the time and virtually unheard of outside those two countries, but hoki proved an immediate success and remains a top-seller to this day. In 2000, Japan-based Nippon Suisan, or Nissui, one of the world's largest fishing companies and distributors of fish and shellfish, was looking to expand its market and had heard of J.P. Klausen and its success. And having just acquired 50 percent of Sealord, a partner of J.P. Klausen and the Southern Hemisphere's largest fishing company, Nippon Suisan proposed an alliance with J.P. Klausen. "We have two sides of the business - one is the retail side that is spread out among our various vendors all over Europe and the other is the industrial side, run here in Denmark," says Klausen, who is pleased with the pace of his company's growth. "The Nippon Suisan/Sealord partnership was done at such an early stage in the company's history that it radically changed my daily life. I was on my own and then very quickly, I had a global corporation behind me. I started the company in 1990, when I lived in New Zealand. I didn't have a business plan. It has been a progression. We were making the right choices at the right times and finding the right business partners. A business plan was formulating itself while these valuable partnerships were being sealed," he re-



calls. "This also enabled our entry into Nissui's 'Global Links' strategy and we haven't looked back since," he adds. Global Links refers to mutual connections between procurement, production, processing and marketing capabilities by the companies of the Nippon Suisan Group. "The standard by which J.P. Klausen holds itself is that each and every company that we have partnered with holds an identity within our organization. We take great pride in this fact," he says. Today, J.P. Klausen sources its seafood products from around the world and delivers to an expanding customer base across the Middle East, Europe, Asia and Africa. Clearly, J.P. Klausen looks set to take on this century's coming challenges wherever they may lead. ♦ www.jpklausen.com

## Danish innovation and Japanese knowhow: an ideal partnership

When Dr. Kirsten Drejer hands you her business card in her office in Lyngby just outside Copenhagen, you'll find it has her name written in Japanese as well. Drejer, who comes from a scientific research background and used to head diabetes discovery at Novo Nordisk, is biotech company Symphogen's CEO and an ardent Japanophile. "Our experience of working with Japanese companies is very positive," says Drejer, whose company has also received significant investment from Takeda Research Investment, the San Francisco-based venture arm of Takeda Pharmaceutical Co. Ltd. "It's based on trust and is such a smooth collaboration," she says. Drejer speaks from experience. Symphogen's work with Meiji Seika Kaisha, Ltd., dates back to 2002, when Drejer went to Tokyo to do a biotech presentation on antibody research. A seasoned presenter, she generated much interest among the audience, which included executives from Meiji. Seven years later, the two companies are linked in a strong relationship that may eventually produce a blockbuster. In 2008, the partnership between Symphogen and Meiji reached a key milestone - work on their drug Sym006 successfully concluded its discovery phase. When finished, they are confident about having created an effective new fighter against an infectious disease-causing bacteria that has wrecked many lives. Drejer hopes the development is just one of many in a long-term future of partnership by Symphogen with international - and particularly Japanese - companies in the biotech and pharmaceutical sectors. "What makes Symphogen unique is we can combine more than one antibody in the final product. It allows us to have a more effective approach to infectious diseases and a different approach to oncology, leading to superior antibody therapeutics," she explains. Symphogen is now actively



Symphogen CEO Dr. Kirsten Drejer looking for more partners for its other pipeline products, among them a treatment for ITP, a blood disease with no apparent causes. This is now in advanced Phase II clinical trials. "We're looking for a strong partner in Japan for that. We also have an interesting product candidate for RSV. RSV is a virus that causes mild respiratory problems in adults but also severe pulmonary diseases in young children," explains Drejer. The company is expanding internationally as it recently opened an office in New Jersey for its chief business officer. As for Japan, Symphogen hopes to open an office if the company gets more Japanese investors and partners on board and Drejer has her sights now even more firmly fixed toward that direction. ♦ www.symphogen.com

## Stelton seeks entry into Japan

In a country well-known around the world for being at the forefront for modernist design, the 50-year-old lifestyle brand Stelton further strengthens its reputation with the launch of a line by top British designer Paul Smith this spring. Established in 1960, with the original purpose of creating a line of tableware, Stelton has since become a leader in the field of design as it enlists a growing list of designers known for their creative and innovative ideas. Recently, Stelton has emerged as the fastest-growing design brand in Europe and is now poised to enter the Japanese market. "Stelton has tripled its sales over the last five years and its focus has been Europe. But we have always known that the Scandinavian, minimalist taste is to the liking of the Japanese consumer and we see a strategic opening of opportunity with the launch of our coming spring collection," says CEO Michael Ring. "We have the right products, the right retail concepts and the right marketing. The only thing we need is the right Japanese distribution. I know that is a challenge but with the right strategic partner in Japan, it should be possible," he adds. Currently, Stelton offers five different design lines with products from more than 20 top designers. Ring and his team have rein-



vented ideas that have captured the admiration of design-conscious customers for many years as they constantly produce new designs and use new materials. Following a strict and original design ethic, Stelton will continue to impress consumers around the world. ♦ www.stelton.com

## From Denmark, Pro-face presides over its Northern Europe business

As a worldwide leader in HMI (human-machine interface) with over 100 different products, Japanese-owned Pro-face, part of Osaka-based Digital Electronics Corp., makes and distributes among the most reliable and user-friendly touch screen display panels in the automation industry, allowing its customers to boost their businesses. Established in 2002, company subsidiary Pro-face Scandinavia was the headquarters for the offices in Norway, Sweden and Finland. To reflect the recent expansion of its distributor network to Russia and to the Baltic states of Latvia, Estonia and Lithuania, the company moved to the ancient city of Roskilde, Denmark, and changed its name to Pro-face Northern Europe. "Opening our Russian office has by far been our biggest milestone. With so many outdated factories across the country, we saw a chance to really corner what we saw as an open market," says General Manager Klaus Boje. Based on market research, Pro-face Northern Europe understood that their equipment would have to undergo rigorous testing under extreme climatic conditions if its products were to operate effectively in Russia. "We never had to test our equipment at such low temperatures. In Denmark, it gets uncomfortable in winter. But in Siberia, it is unbearable, testing both humans and machines. We have done extensive testing of our products at extremely low temperatures," Boje says. "To be frank, I was well aware of the quality and reliability of our products for a long time. But the success of those cold-weather tests surprised us all," he adds. Securing around 22 percent market share in Denmark, Pro-face is determined to further increase its business across a growing Northern Europe market. ♦ www.pro-face.dk



Pro-face Northern Europe General Manager Klaus Boje