The background of the entire page is a repeating pattern of stylized human figures holding hands. Most figures are blue, but several are red. A teal-colored rectangular box is positioned in the upper left quadrant, containing the title and subtitle. A path of red dots starts from the left edge and winds across the page, ending near the bottom right, with red human figures placed at various points along this path.

Diaspora

A resource for Denmark

7 recommendations to strengthen the collaboration
between Denmark and the Danish diaspora



It's time
to unite



every Dane
abroad

Dear fellow Danes

You represent the more than 250,000 Danes who reside outside Denmark's borders and together constitute the Danish diaspora. Whether you ventured out into the world because of your career, for love or for your education, you are all just as different as your motives. Some of you have only just left Denmark, while others have been away for a number of years. But you all have at least one crucial thing in common: you all have an attachment to Denmark. An attachment that those of us who are still in Denmark can benefit from. And that is because, thanks to your fundamental understanding of Danish society and Danish values, you are better placed than anyone to be Denmark's extended arm around the world. You can help Danish companies and organisations to overcome the linguistic and cultural barriers and assess their strengths and weaknesses in emerging markets. You can share positive stories about Denmark and our positions of strength in your networks and make an international audience more familiar with Denmark as an attractive career destination. And you can provide invaluable experience, if you one day decide to return home.

Many of you already make a wide-ranging contribution, and even if Denmark does benefit from these contributions today, our so far unstructured and in many cases random collaboration has much greater potential. This is why Copenhagen Capacity, in partnership with the Ministry of Foreign Affairs of Denmark and Danes Worldwide, has set up a task force that has studied the potential of this collaboration and come up with some recommendations for Denmark's new diaspora initiative. Our main aim with these recommendations is to strengthen and systematise the collaboration, make it more strategic and not least make it easier to contribute to Danish business and Danish society for those of you who would like to lend a hand back in Denmark.

The Danish business community is currently facing a great many challenges. We have a skills shortage and our companies are working hard to find a foothold outside Denmark. We need to make use of every resource if we are to generate growth and progress in Denmark so that the unique Danish welfare state will maintain its strength. In light of this, you – the Danish diaspora – are an especially valuable resource for Danish society with your global networks, knowledge of local languages and unique overview of every corner of the globe, especially in areas about which we in Denmark have limited technical, commercial and cultural knowledge.

Your resources and skills are invaluable to Danish companies of all sizes and to other players such as our knowledge institutions. With your help, Denmark can be even stronger both now and in the future. Our hope is therefore that the task force's recommendations can be the launch pad for a strong and efficient collaboration between you out there in the world and us here in Denmark. If we are to succeed, it is of course essential for such collaboration to be mutually beneficial. Here in Denmark, we feel very strongly that this initiative will be instrumental in creating better conditions for you; we will use these recommendations to pave the way to making it easier for you to preserve your connection with Denmark.

It will require time and a lot of effort to build relationships and reap the benefits of this collaboration. Today we are taking a big step towards achieving this, and we hope that you will join us on this journey.

Looking forward to a valuable future collaboration,

Flemming Besenbacher
Chairman of the task force for Denmark's
collaboration with Danes abroad

“

The Danish diaspora is a fantastic resource for Denmark. It is our hope that many people will be inspired by the recommendations to explore the possibilities of collaboration. The time has come to bring the diaspora into play and unite the Danish nation across national borders

Flemming Besenbacher
Chairman of the task force

Indhold

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Preface

More than a quarter of a million Danes live outside Denmark. Add to them their children, descendants of Danes emigrated in previous generations and persons who feel a special connection to Denmark, e.g. from previous residence in Denmark or through marriage. They are Denmark's diaspora – the global term for a group of people originating from a particular nation scattered across the globe. Together, they are Denmark's extension in a globalised world where networks across borders play an increasingly important part. Good connections and close collaboration with the Danish diaspora represent an important asset for the continued value creation in the Danish society.

250,000
Danes
live abroad

Most global Danes feel a special connection to and pride in Denmark. Many of them wish to Denmark to do well and use their love for Denmark as the driving force to contribute positively to the country's development. However, only 4 percent of them believe that we are good enough at making use of the resources they can make available to Denmark today, indicating the existence of a significant untapped potential. The diaspora makes up 5 percent of our total population, and with their roots all over the world they represent a much-needed cylinder in the Danish growth and development engine, a cylinder we can make perform even better.

This is exactly the reason why it is essential for Denmark to systematically work to reinforce our global fellow countrymen's ties to Denmark. The closer the collaboration between Denmark and the Danish diaspora, the more it will be able to contribute to increasing Denmark's global influence and enhance growth, knowledge and employment in Denmark, ensuring that the unique Danish welfare model will also be sustainable for the generations to come.

To succeed in this, a targeted and strategic Danish diaspora effort is required. Many other countries have succeeded, managing to create win-win collaboration that benefits both the diaspora and the native country. Now is the time for Denmark to focus on making use of this huge untapped potential represented by Danes living outside Denmark.

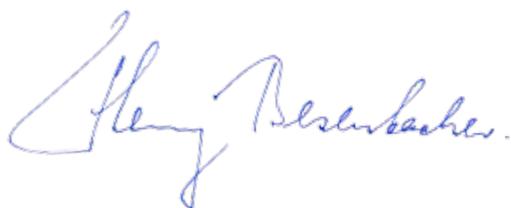
Among other things, the Danish diaspora can help reduce the extensive labour shortage by contributing to attracting foreign talent to Danish businesses or by promoting Denmark as a career destination, or they might even return to Denmark and find a job here themselves. With their help, we can also attract more investments and tourism as well as help our SMEs grow and export internationally by opening doors to the right contacts. Or they can promote Danish design and culture internationally. Finally, global Danes can spread the narrative of modern Denmark, our strengths and values to their local networks.

Against this background, Copenhagen Capacity joined forces with the Ministry of Foreign Affairs of Denmark and Danes Worldwide to set up a task force that has now looked into this potential. The task force has made a number of specific recommendations which together can represent Denmark's diaspora effort. The future effort will specify how to build value-creating collaboration between the Danish diaspora and Danish businesses, organisations and authorities with the object of providing the Danish business sector and Danish knowledge institutions with access to a new channel that can contribute to enhancing growth, knowledge and employment.

The Danish diaspora is a fantastic resource for Denmark. It is our hope that many people will be inspired by the recommendations to explore the possibilities of collaboration. The time has come to bring the diaspora into play and unite the Danish nation across national borders.

Happy reading!

Flemming Besenbacher, chairman of the task force



Vision

It is the task force's vision that strategic collaboration with the Danish diaspora will lead to renewed value-creating alliances where knowledge can systematically and easily be shared between the diaspora and domestic stakeholders to enhance Danish growth, knowledge and employment. At the same time, the vision includes strengthening our global fellow countrymen's ties to Denmark.



The task force recommends:

- 1.** Establishing a new association responsible for carrying Denmark's diaspora effort into effect
- 2.** Establishing a digital platform to support Denmark's diaspora effort
- 3.** Equipping the Danish diaspora to spread the narrative of modern Denmark internationally
- 4.** Engaging the Danish diaspora in increasing talent attraction to Denmark
- 5.** Helping Danish businesses access the diaspora's knowledge and networks to increase their growth, internationalisation and export potential
- 6.** Allocating new resources for activities with the Danish missions and organisations to support and strengthen the diaspora effort locally
- 7.** Reducing barriers experienced by the Danish diaspora in their connection to Denmark

in **2030**

Denmark will
need

19,000

employees with IT
competences

Introduction

Denmark is a small open economy fully integrated into and dependent on the global market and value chains. Our strong integration into the global markets continuously creates new opportunities for growth. It is in our common interest to create the best possible framework for our country and our businesses and organisations to realise their full growth potential. We can only succeed in that if we activate the Danish diaspora to a greater extent. Many analyses show that the Danish business sector desperately needs to attract international labour to secure growth in the future. In more specific terms, we will be 10,000 STEM candidates (Science, Technology, Engineering, Mathematics) short in 2025 . The need for employees with IT competencies is particularly critical as demand for IT competencies across industries will increase to 19,000 in 2030.

Fortunately, we are keeping up quite well in many areas when it comes to offering good conditions to talents , but we are facing a challenge when it comes to creating awareness of the attractive opportunities of pursuing a career and living in Denmark.

Furthermore, limited access to knowledge about foreign markets, languages and culture is an impediment to growth, especially for small businesses. Therefore, there is a potential in helping even more businesses overcome these barriers. This applies in relation to the businesses' export possibilities, but also in relation to their possibilities of positioning themselves in international value chains that can be essential for their access to production input. In addition, Denmark's performance is only average on a European scale if we look at the share of innovative businesses. Especially the small businesses are lagging behind.

The Danish diaspora represents a valuable source of knowledge about local markets internationally, their cultures etc. And they can share the good narratives of Denmark in their international networks with high credibility and authenticity, so that we can attract more investments and more qualified labour and talent to Denmark. Finally, increased knowledge-sharing can contribute to Danish businesses' innovation.

So, to ensure that Denmark will be a winner nation in the future as well – and be able to attract talent, knowledge and investments – it is essential that as many people as possible know about the Danish strengths and what Denmark represents.

For instance, trust, equality and innovation were regarded as central Danish values in the so-called Denmark Canon to which more than a quarter of a million Danes contributed in 2016. A more strategic approach to collaboration with our global fellow countrymen will enable them to a greater extent to contribute their specific resources and networks, be they senior executives, self-employed traders, artists, athletes, scientists, students, accompanying partners or senior citizens.



By creating a greater connection between Denmark and the diaspora, we can strengthen Denmark's reputation abroad

A more strategic approach to the collaboration with our global fellow countrymen will allow them to contribute their unique resources and networks to a greater extent.

There is evidence suggesting that conditions are ripe for developing this collaboration. In 2016, eight in ten Danes abroad responded that they want to do more for Denmark. This was the conclusion reached by Danes Worldwide and Copenhagen Goodwill Ambassadors, consisting of approx. 60 business people abroad, when they questioned 1,000 Danes living abroad.



8
out of
10

Danes abroad
want to do more
for Denmark

But we cannot take for granted that our diaspora wants to invest in Denmark, recommend Denmark to their networks abroad or help launch Danish businesses into the world. For that to happen requires a joint effort. An effort that reinforces the ties and strengthens the commitment between Denmark and the diaspora, so that we can strengthen Denmark's reputation and standing abroad together across the borders.

It is of great value to Denmark and the Danish business sector when Danes travel abroad and obtain employment with businesses and organisations. This way, they obtain unique knowledge, competencies and networks, for their own benefit as well as for Denmark's. This also applies to Danish scientists who attend university in other countries to improve their skills. They all contribute to making Denmark richer as a nation. Unfortunately, they and their descendants often experience barriers when they wish to return. It is therefore essential for the collaboration that the perception of as well as the way we talk about the Danish diaspora are lifted into a global age and that the official Denmark endeavours to reduce the barriers experienced by many expatriate Danes abroad in their connection to Denmark.

With the recommendations of the task force, we now have the foundation for strategic collaboration between Denmark and the Danish diaspora. What we need now is to invest in developing the relations with the Danish diaspora and for Danish businesses, organisations and politicians to unite around the vision devised and the recommendations made. If we succeed, the way has been cleared for a substantial contribution to a richer and more competitive Denmark in a globalised world.

A Danish diaspora effort could initially focus on the countries that have a particular export and/or other business potential from a Danish point of view. Also, the effort should initially be directed at important Danish core strengths within life science, medico, food and ingredients, green energy and environmental engineering, digitisation, Blue Denmark, trade and logistics as well as the creative sectors such as design and architecture, film, music and gaming. This way, it is possible to build a solid foundation for the long-term ambition of facilitating close collaboration with the Danish diaspora on a worldwide basis.

The recommendations

Recommendation 1



Establishing a new association Diaspora Danmark responsible for carrying Denmark's diaspora effort into effect

Today, a number of networks organise collaboration between members of the Danish diaspora. The networks make an important contribution with regard to supporting social and cultural ties locally. However, no organisation exists today to connect them with our Danish diaspora on a larger scale, focussing on Danish businesses' and organisations' business and knowledge stakeholders. This means that the valuable competencies and resources of the Danish diaspora are not fully brought into play, and Denmark misses out on the potential of the Danish diaspora contributing to enhanced knowledge, growth and employment.

The task force recommends that an association called Diaspora Danmark be established, such association to ensure that the recommendations of the task force are rooted in the right target groups and strengthen Denmark's diaspora effort. The association must be a one-point-of-entry that drives existing and new business-oriented Danish diaspora efforts and facilitates direct collaboration between the Danish diaspora, the business sector, knowledge organisations, political levels and other existing and future players working for and with the diaspora. The association must be supported by a small but effective secretariat that physically could be placed with a host organisation which, in addition to making office facilities available, is also able to provide access to IT infrastructure, finance functions as well as communication and marketing services. The association will be responsible for procuring the financing for the secretariat and for the priority areas recommended below.

Recommendation 2



Establishing a digital platform to support Denmark's diaspora effort

A comprehensive view of the diaspora's knowledge and competencies does not exist today. Therefore, it is quite a challenge for the Danish players to find the information and resources they need in their internationalisation.

Similarly, obtaining an overview of the most important narratives of modern Denmark – narratives which it is in Denmark's clear interest to have spread to the rest of the world – is a time-consuming task to fit into a busy schedule. The information is available, but today it is spread on many different websites and not adapted to the diaspora as a target group or a channel. Finally, no platform exists today that allows Danish players, in an easy and unbureaucratic way, to reach out to the parts of the diaspora that are willing to help with e.g. local knowledge.

Overall, this means that Danish businesses miss out on international opportunities with which our global fellow countrymen have specifically expressed their willingness to help.

The task force recommends that a digital platform be established to catalyse collaboration between domestic stakeholders and the Danish diaspora. The platform must facilitate matching individual parties and make it easy for them to start a dialogue and collaboration. It must also provide the diaspora with access to updated knowledge about Denmark. The platform should retrieve and link to relevant content from other websites, including information about Denmark, branding material, jobs and legislative matters. Use of the platform must be attractive, intuitive and motivating, so that the diaspora, including also existing diaspora networks, will want to use the platform. The new association will be responsible for building, running and developing the platform.



Diaspora
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Groups

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- Microsoft trainee program in Asia
- Danish developers abroad
- Denmark and green energy
- Startups in Denmark

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SYBO

January 29 at 13:35

We need help with delegation visit in Vietnam.

We're looking for someone who can help us facilitate meetings with gaming companies in Vietnam during our visit. We're also looking for someone who can help us plan the infrastructural part of the trip.

When: September 2019
Contact: info@SYBO.com

🗨️ Contribute
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State of Green

January 28 at 11:30

+ Follow

42% of Denmark's electrical consumption was produced by wind energy in 2018

Learn more about Denmark's green energy potential www.stateofgreen.com

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Head of Business Development, Members & Communication, GreenCompany Denmark

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What can I help with:

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris pretium, sem et mollis pharetra, dui leo accumsan ante, et faucibus tellus massa et neque. In...

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Skills

Sales	Business development
Communication	Project Management
Green energy	Management

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12 contributions made

SYBO

We need help with delegation visit in Vietnam.

Vestas

Engineer Aarhus, Denmark, System Lead Plant Infrastructure.

Vestas

Engineer Aarhus, Denmark, New Lead Developer

[See all](#)

Appreciations

State of Green

January 28 2019

helped with delegation visit in Vietnam.

[See all](#)

Contribution areas

Technology	Vietnam
Asia	Entrepreneurship
Green energy	Travelling

[See all](#)

Groups

SYBO in Vietnam	Microsoft trainee program in Asia
Danish developers abroad	Denmark and green energy
Startups in Denmark	

[See all](#)

Headline 1

- About Diaspora
- Team
- Careers
- Press
- Advertise with us

Headline 2

- Career in Denmark
- Team
- Careers
- Press
- Advertise with us

Headline 3

- About Diaspora
- Team
- Careers
- Press
- Terms & Conditions

17 Danish diaspora

Recommendation 3



Equipping the Danish diaspora to spread the narrative of modern Denmark internationally

Denmark is a "Small Great Nation" and Denmark excels internationally within a great number of core strengths, e.g. within sectors such as life science, medico, food and ingredients, green energy and environmental engineering, digitisation, Blue Denmark, trade and logistics as well as the creative sectors such as design and architecture, film, music and gaming. But in order to strengthen the general branding of Denmark globally, one coherent and value-based core narrative of modern Denmark is required. The narrative must be based on a few Danish core values that are deeply rooted in Danish culture and history. The core narrative must contribute to establishing stronger and more value-creating ties between the diaspora and Denmark, while at the same time increasing interest in Denmark internationally. Targeted information must also be provided to the Danish diaspora about the above-mentioned strengths.

The task force recommends that a general core narrative of Denmark be developed, based on a few intuitive Danish core values that are deeply rooted in Danish culture and history. The core narrative must as far as possible be timeless and remain true despite waves of social change and movements in political debates and opinions. It must highlight what unites us Danes and it must provide the modern credible image of Denmark we want to present to other countries.

The task force has interviewed a number of Danes living abroad and they considered i.e. trust, equality and innovation to be Danish core values. These values are also represented in the Denmark Canon, to whose development more than a quarter of a million Danes contributed in 2016, and are thus possible candidates for core values for the core narrative.

It is important that the core narrative works well with existing sub-narratives from e.g. State of Green, Denmark.dk, VisitDenmark, Food Nation Denmark and Healthcare Denmark. We recommend that promotion material and tools concerning Denmark be developed which are targeted at the Danish diaspora and made available to them to spread the narrative of modern Denmark.

A city street at night, likely in New York City, with snow on the ground and buildings in the background. The street is wet and reflective, with cars and a bus visible. The Empire State Building is prominent in the distance. The scene is illuminated by streetlights and building lights, creating a warm, urban atmosphere.

“

Our diaspora can help spread the modern narrative of Denmark – it will be a great boon for our international reputation and ability to attract international investments

Anders Dons
Nordic CEO, Deloitte

Recommendation 4



Engaging the Danish diaspora in increasing talent attraction to Denmark

In a world where access to talent with specific competencies is essential for the continued growth and success of the Danish business sector, we need to be able to attract and retain foreign specialists.

This is especially relevant when it comes to talent with competencies within STEM (Science, Technology, Engineering, Mathematics) as we have a huge shortage of engineers, IT and life-science experts, but it also applies on a broader scale in relation to e.g. skilled labour. Denmark offers good conditions for international talents and scores high on various lists ranking attractive destinations for talents. Unfortunately, the best international talents are more or less unaware of this fact.

The task force recommends strengthening the Danish diaspora's knowledge of and possibilities of promoting Denmark as an attractive career destination as well as of sharing specific job postings in their local networks. The digital platform will be useful for disseminating knowledge about career opportunities in Denmark. In addition, existing Danish missions, Danish embassies and Denmark's innovation centres in knowledge-intensive areas can contribute to disseminating knowledge to the diaspora at their local destinations. Engaging current and previous Danish students who have completed part or all of their education abroad will also be useful.

In addition, we recommend encouraging the Danish diaspora and their descendants to study, take jobs or establish new businesses in Denmark. This can e.g. be done through targeted campaigns and a visiting programme that motivates children and descendants to live in Denmark as students or trainees or to find a job in Denmark. We also recommend establishing a corps of ambassadors targeted at descendants of Danes with the purpose of promoting career opportunities in Denmark in their local networks and also be offered concrete jobs in Denmark.

Finally, an effort must be made to maintain ties to international talents that have left Denmark in order to motivate them to promote Denmark as a career destination in their networks or return to work in Denmark themselves.



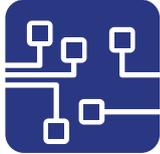
“

Our diaspora is a strong channel for international labour, both through their networks or due to them taking jobs in Denmark themselves

Thomas Bustrup

COO/Deputy Director General
Confederation of Danish Industry

Recommendation 5



Helping Danish businesses access the diaspora's knowledge and networks to increase their growth, internationalisation and export potential

Only 5-6 percent of Danish businesses engage in export and many businesses face challenges with regard to expanding internationally because they do not sufficiently possess the necessary competencies and resources. Looking at the number of innovative businesses, Denmark is only doing average compared with other European countries, particularly SMEs are lagging behind.

The Danish diaspora has valuable knowledge of international markets and international networks which can be very useful for Danish businesses and organisations. Knowledge-sharing can contribute to value-creation for both parties.

Therefore, it is essential to reduce barriers to knowledge-sharing. Today, access to knowledge and networks can be facilitated through Danish innovation centres and embassies – subject to a charge and tailored to match the individual business' needs. But there is no system today that in a wider sense enables Danish businesses and other players directly and free of charge to establish access to the knowledge and networks of specific persons in the Danish diaspora.

The task force recommends that the association Diaspora Danmark initiate a targeted effort to create an overview of the Danish diaspora's specific access to knowledge and networks on the digital platform. This way, the platform can, via a digital matching solution, support companies and organisations in reaching out to relevant individuals in the Danish diaspora with a view to enlisting their assistance in obtaining access to concrete knowledge and specific networks that can contribute to increased export and internationalisation, particularly with SMEs.

In this regard, we recommend that well-known and influential members of the diaspora be engaged in contributing to activities in areas where they can make a difference for Denmark as well as inspire other players in the diaspora and in Denmark to contribute to the effort.

Only

5-6%

of Danish companies export.

The diaspora can help raise this proportion through their international knowledge and network.



“

The Danish diaspora represents a huge untapped resource for Denmark. The diaspora can play an important role in increasing and attracting investments, companies and specialists to Denmark and help small and medium-sized enterprises expand and export internationally

Brian Mikkelsen

CEO, The Danish Chamber of Commerce

Recommendation 6



Allocating new resources for activities with the Danish missions and organisations to support and strengthen the diaspora effort locally

Strengthened collaboration between the Danish diaspora and Denmark requires strong local roots. Denmark already has contact to a large section of the Danish diaspora through the activities of the embassies, the consulates and the innovation centres. The Danish missions are, however, not represented at all destinations and often lack sufficient resources to engage the Danish diaspora in a broad sense.

At some destinations, a strong local diaspora effort is shouldered most exemplary through other channels, e.g. the Danish chambers of commerce and the seamen's churches. Unfortunately, several of the relevant destinations lack the organisational rooting and financial resources to facilitate ambitious collaboration between the local diaspora and Danish business players.

The task force recommends that additional resources be allocated to local Danish players abroad. e.g. embassies, consulates, innovation centres, chambers of commerce, seamen's churches etc. to promote Denmark's collaboration with the diaspora. The task force recommends the use of an activity-based financing model to financially support the local players best suited to perform the task. This way, the enhanced diaspora effort will not be at the expense of already existing activities but instead complement and strengthen them. Therefore, the effort should for each relevant destination involve considerations as to which projects make most sense in the short and long term in the local context and which relevant players to involve in the diaspora work.

Recommendation 7



Reducing barriers experienced by fellow Danish countrymen abroad in their connection to Denmark

Danish businesses' internationalisation and presence in a globalised world are essential for growth in Denmark and thus for a continued well-functioning welfare society. It is of great value to Denmark and the Danish business sector when Danes travel and get jobs with businesses and organisations abroad as this is a way for them to obtain unique knowledge, competencies and networks. This also applies to the Danish scientists who attend foreign universities to improve their skills or to obtain employment as a researcher.

However, many members of the diaspora experience a lot of prejudice and administrative barriers with regard to being expatriate Danes, which is a challenge for their continued connection to Denmark. These things affect their desire to contribute actively to a positive development in Denmark. Therefore, it is essential to have these matters investigated so that prejudice can be broken down and the barriers experienced by many expatriate Danes in their connection to Denmark reduced.

The task force recommends that the Danish government and parliament acknowledge the importance of the Danish diaspora for Denmark's internationalisation and development – including referring to long-term stays abroad and experience living abroad in positive terms for the individual as well as for Denmark. The task force also recommends looking into what significant barriers that exist today in relation to the Danish diaspora's connection to Denmark and that the Danish government and parliament make an effort to reduce these barriers. This will enhance the diaspora's motivation to contribute and collaborate with Denmark. This way, the Danish government and parliament will contribute to uniting the Danish nation across national borders.



*There is great potential in strengthening the
Therefore, Denmark should invest*

Katia K. Ø
CEO, H



*the collaboration with the Danish diaspora.
olve the resource they represent.*

stergaard
loresta

The Danish diaspora task force

Copenhagen Capacity, Danes Worldwide and the Ministry of Foreign Affairs of Denmark set up a task force in August 2018 with the task of making recommendations for how Denmark can strengthen collaboration with our diaspora. The task force consisted of 20 people from the private and public sector, all holding relevant knowledge about the Danish diaspora and their resources. The task force's aim has been to devise a vision for renewed strong collaboration between Denmark and the Danish diaspora and to prepare specific recommendations for how Denmark can best engage, motivate and involve its diaspora with the aim of obtaining a positive development in Denmark. This report is the result of our work.

During the period August 2018 to January 2019, the task force has held five meetings and a number of working group meetings in four areas (branding, talent attraction, knowledge & networks and organisation & financing). The process has included regular use of a sounding board consisting of 16 Danes living abroad and we have also engaged in a dialogue with a number of relevant stakeholders and experts, including the Copenhagen Goodwill Ambassadors. Their valuable input has informed our work and has both strengthened and enriched the report. The task force thanks everyone for their contributions.



The Danish Diaspora

More than 250.000 Danish people live outside of Denmark - they are the Danish diaspora. **98%** of them hold Danish citizenship and **20.000** returns to Denmark every year. The majority of the Danish diaspora are between **18-59** years old and working, primarily residing in the **EU** and the **U.S.**



BUSINESSPEOPLE



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STUDENTS



SPOUSES



RETIREEES

Members



**Chairman of the task force
Flemming Besebacher**
Chairman
Carlsberg Group and
The Carlsberg Foundation



Anders Bjarklev
President
Technical University
of Denmark



Charlotte Mark,
Managing Director
Microsoft Development Center



Helle Bay
Group Senior Vice President
Vestas



Jens Kramer Mikkelsen,
Director of Urban Development,
NREP/
Chairman, Copenhagen
Goodwill Ambassadors



Jens Kvorning
Head of International
Department
The Danish Federation of
Small and Medium Sized
Enterprises



Lia Leffland
Head of Academy
The Danish Academy of
Technical Sciences



Martin Marcussen
Professor
University of Copenhagen



Thomas Bustrup
COO/Deputy Director
General
Confederation of
Danish Industry



Tiny Maerschalk
Advisor, Development
and Networks
Business Network Aarhus



Anders Dons
Nordic CEO,
Deloitte



Brian Mikkelsen
CEO
The Danish Chamber
of Commerce



Finn Mortensen
Executive Director
State of Green



Jan Laustsen
Director, Trade &
Market Relations
Danish Agriculture & Food



Jan Neiiendam
Appointed Deputy
Director General
Danish Producers' Association



Katia K. Østergaard
CEO,
Horesta



Mathias Gredal Nørvig
CEO,
SYBO



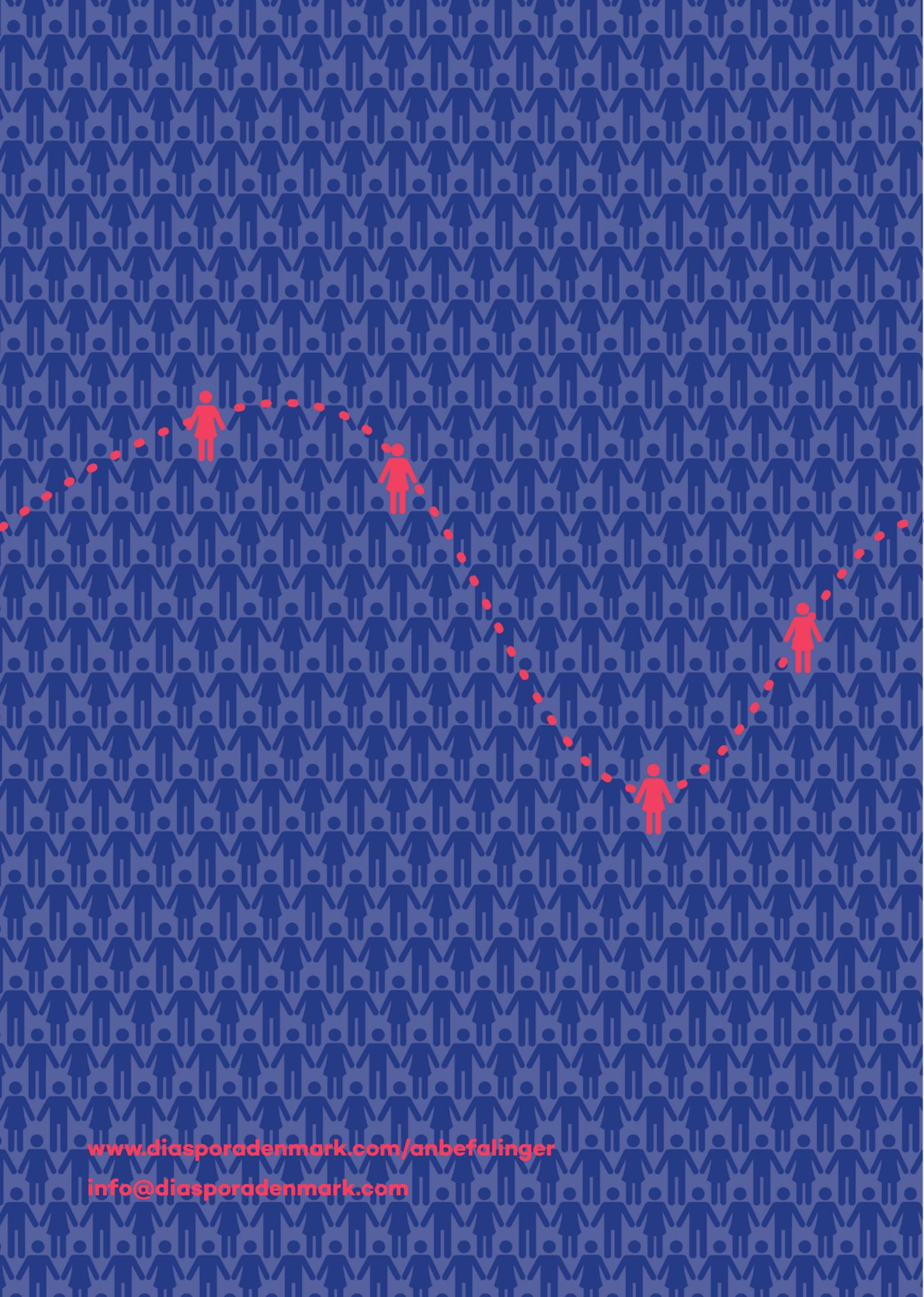
Laura Auken
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