

A sea of possibilities

A strategy to position and profile the Øresund region in the Baltic Sea area

A Baltic Sea strategy for the Øresund region

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1. Introduction

1.1 Why do we need a Baltic Sea strategy for the Øresund region?

On 1st May 2004 the European Union was enlarged with ten new member states; Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia, Slovakia and the Czech Republic. The enlargement was a historic event that was celebrated in the entire Europe. For the Baltic Sea area the enlargement means that the Baltic Sea almost completely has become an inland waterway in the European Union and that the EU's closest neighbour in the area now is Russia.

Since the enlargement the Baltic Sea area has increased in importance in Europe. The area is large and has a relatively high economic growth and high level of human capital. The Baltic Sea area has a major potential for a positive development in Europe as well as globally. Investors and companies from other parts of the world, like China and the USA have become more and more interested in the development of the Baltic Sea area. Tourists and visitors are increasing as well. More and more people from the eastern part of the Baltic Sea area are starting to travel as tourists and more people from other parts of the world will visit the Baltic Sea area, which can be exemplified by the increasing cruise liner traffic in the Baltic Sea. The Baltic Sea area has become one of Europe's most competitive regions.

The overall goal of the Øresund region is to become Europe's most attractive and competitive region¹. One of many ways to reach this goal is to strengthen the cooperation of Øresund region in the Baltic Sea area.

In the expanding global development, the Øresund region will be challenged from different parts of the world. During the last few years, international competitiveness between regions has become more shrewd and obvious – not least from the strong and rapidly developing economies in Asia. If the Øresund region and the Baltic Sea area still are to be among the most competitive regions in Europe, it is essential that we join forces. Even though the Øresund region competes with other regions in the Baltic Sea area, there are also a number of areas where the Øresund region would gain from cooperating with other regions around the Baltic Sea in order to strengthen the joint international competitiveness.

Different public and private actors (authorities, universities, business and trade etc) in the Øresund region have a lot of experience and long-standing commitments in the Baltic Sea area. As the Øresund region is becoming more integrated it is natural to work for and profile the region as a united region also towards the surrounding world. When forces are joined, the Øresund region has economic strength, population density and communication and infrastructure possibilities, that through joint action results in a region that can work as one of the strongest growth regions in the Baltic Sea area. The Øresund region, together with other metropolitan regions, can play an important part and act as a growth dynamo and centre for the joint development in the Baltic Sea area.

The demand from public authorities and organisations, universities as well as business and trade, who have participated in the work with the strategy indicates that there is a need for *joint Øresund regional actions* in the Baltic Sea area that can ensure transparency, connection and continuity in the Baltic Sea work, internally as well as externally. That is why a joint Øresund regional Baltic Sea strategy is about mobilising, visualising and *exploiting the joint Øresund competence*. It is important to point out that the Baltic Sea strategy does not in any way compete or replace the strategies and daily Baltic Sea activities of the different organisations and actors. Instead, the strategy functions as an extension and complement to the before named, as the Øresund regional strength positions are further developed to a joint Øresund based Baltic Sea strategy for actions and positions in the Baltic Sea area.

Based on the above, the Øresund Committee decided at its meeting in December 2004 to start working on the profile of the Øresund region in the Baltic Sea area.

”The Øresund Committee strengthens cooperation with other actors on a joint strategy for profiling the Øresund region in the Baltic Sea area.”²

¹Objective 3 Territorial cooperation, Interreg Øresund-Kattegat-Skagerak, Programme proposal 7/12/2006, page.42 (Swedish)

1.2 Cooperation in the Baltic Sea area

Cooperation in the Baltic Sea area is not new. Back in the Bronze Age, there was active trade between inhabitants around the Baltic Sea.

In former times, water surfaces connected, while land areas were barriers. The coasts were the most important contact points for the population as products and people easily could be transported across water. This happened on the Baltic Sea, as well as on rivers and streams from the sea to and from the inland. The Swedish Vikings travelled deep in to Russia where they practised trade, and the town of Birka was one of the largest trading areas of Viking times. The Danish Vikings were more orientated to the south, but they also used the natural resources of the Baltic Sea area like wood and fish and traded for metals like iron, bronze and gold.

The Baltic Sea trade had a boom during the good state of the market in the midst of the Middle Ages. The foundation of Lübeck in the middle of the 12th century can be seen as a mile stone as the Hanseatic League started there. In Lübeck the valuable salt from Lüneburg was loaded on vessels. Also the economically important herring from Skanör on the Sound was boarded for transport to the south and to the east. In the 13th century, a whole new system of trading towns developed on the coasts of the Baltic Sea. The towns stretched like a string of pearls along the coast of the Finnish bay to Slesvig Holstein. The most important towns were Lübeck, Reval (the present Tallin), Riga, Königsberg (the present Kaliningrad), Danzig (the present Gdansk), Stettin (Szczecin) and Rostock. The Hanseatic League was a network organisation with a large amount of members in the Baltic Sea area and the North Sea area, in a bridge between Flanders and the Baltic countries. The towns were almost completely legally independent from the surrounding territory. Therefore, from an economic and trade perspective, the Baltic Sea area can during the late Middle Ages be considered as an archipelago system with harbour towns as islands for trade, craft and culture.³

The Hanseatic League lost its power when the modern states around the Baltic Sea were strengthened, during the 16th century. Denmark functioned as a regional superpower during the 16th century. That role was overtaken by Sweden. Sweden's heyday up to the 18th century was up-kept until Russia, the new actor in the region, conquered the Swedish army at the battle of Poltava. In 1703 Peter the Great founded St. Petersburg on land that had been Swedish territory. The foundation of St. Petersburg shows the importance of the Baltic Sea for the Russian empire of that time.

From the 18th century to World War II, Russia/the Soviet Union and Prussia/Germany were the dominating powers in the Baltic Sea area. Between 1945 and 1990, the Baltic Sea region was an empty border area with borders to NATO, the Warsaw Pact and the Nordic countries. After the fall of the iron curtain, cooperation started around the entire Baltic Sea area.

In the beginning, the cooperation between the western and the eastern parts of the Baltic Sea consisted of the western countries assisting with resources and knowledge in order to build up democratic systems. The entire infrastructure in a democracy (free elections, parliament, the distinction between the exercising and judging powers, protection of minorities etc) was to be introduced after a generation with a totalitarian Soviet system. Other cooperation areas like culture and environment were also developed, among other things, based on a wish to achieve an equal dialogue. Two good examples that can be named are the Baltic Sea University Programme and the Council of Baltic Sea States.

The western and eastern parts also had two different economic systems: the market economy and the planned economy. The eastern part therefore had to change to a market economy as quickly as possible and catch up with the west's major lead in economic development. Changing the economies from Soviet based planned economies to EU market economies has perhaps been the biggest challenge for both sides. This concerns everything from differences of living standards, salary differences, development possibilities and political stability. From the west there is specific concern of companies and industries moving, dumping of salaries as well as a general concern. At the same time both sides can win on sensible and

² From the ongoing development in the Øresund Region, action plan for the Øresund Committee 2005-2006. (Danish and Swedish)

³ Baltic Sea area – studies of interaction and barriers, Jan Henrik Nilsson (Swedish)

complementary solutions. The quickly increasing growth rates on the eastern side also create growing markets for the western side. It simply has to be a win-win for both sides, with the entire Baltic Sea area as a market even though there are initial problems.⁴

The world today has become "glocal", to use Zygmunt Baumanns expression: trade, economy, politics and security are integrated around the world (globalisation), at the same time people are becoming more orientated to local values and communities (localisation). Even companies are effected by this "glocalisation". While on the one hand there are major multinational companies like Coca-Cola, McDonalds, Novo, Astra Zeneca and Sony Ericsson, a new branch of small regionally based companies are on their way up. While consumption in the western world to a higher level is becoming less material (we don't buy products but the history behind them) the local/regional connection is becoming a more important ingredient in a global competitiveness.⁵ A clear example is the recent investment of building a show centre for Chinese companies in Kalmar.

If companies are to attract and keep qualified labour, it is therefore at the same time necessary to have a global brand and an image, that young people can identify themselves with - and to have a localisation in an attractive region, where these employees would like to live. A major part of the activities in the Øresund region play on these strings, creating an attractive region to live, and at the same time offer companies a tempting blend of well educated labour and a well functioning public sector. However, the Øresund region, is in many ways, too small a region. With only 3,6 million inhabitants (compared to London's 12 million, and Holland with 16 million on an area that is twice the size of Øresund region) the Øresund region scarcely has enough critical mass necessary, to become a growth centre for Northern Europe, by itself.⁶

To achieve sufficient mass, the Øresund region needs to enter into a strategic partnership with one or more of the neighbouring metropolitan areas. This could be about specialisation and division of labour and about developing the strength positions of the Øresund region. The strong focus on knowledge intensive parts of the economy are perhaps the most interesting aspects of the regional development in the Øresund region. By entering into strategic alliances with other metropolitan areas the possibility arises to create world-leading competence and exploiting complementarity. Together with other metropolitan areas, that in the same way, are too "small" in the Baltic Sea region, the Øresund region can become a Northern European growth hub. The Øresund region has economic strength, population density as well as infrastructure and communication possibilities, that through joint action result in the region working as one of the strongest growth regions in the Baltic Sea area.

Together with other metropolitan regions, the Øresund region can play an important role in the Baltic Sea area, that once again is beginning to resemble the Hanseatic system of network relations between towns and regions.

1. 3 Definitions and limits

The strategy was developed between 1st August 2005 and 31st December 2006. Due to the short time span, it was necessary to have clear priorities and definitions with the thematic areas of the strategy. There are some important areas that are not a direct part of the strategy, like health and medical service. Other important areas like the environment and protection of nature, public health, equality, security etc. have been partially integrated horizontally within the thematic areas of the strategy, i.e. within sustainable development, one of the strategy's horizontal work packages, that has saturated all thematic areas in the strategy. The strategy is a framework in itself which means that new areas, like health can be part of the objectives of the strategy in future.

In the spring of 2005, a pre-study was carried out to make priorities and limitations in the strategy. The pre-study analysed, through interviews and discussions with the member organisations of the Øresund Committee, other public authorities, universities and business and trade organisations as well as some Baltic Sea actors, which thematic areas that should be given priority in the first part of the Øresund regional Baltic Sea work. The pre-study resulted in the following priorities:

⁴ The Baltic Sea – a background analysis (Swedish)

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- **Logistics** – including infrastructure and accessibility
- **Research & development** – including innovation and education
- **Business and trade & tourism** – including trade and culture

These areas reflect to a large part on the strength and interest areas of the Øresund region and at the same time also correspond to the areas where the other regions have signalled a desire to develop cooperation relations with the Øresund region. Therefore, the chosen thematic areas have a strong potential for success.

The logistics area is functioning as a still more important growth factor in the Øresund region, especially related to Copenhagen Airport, which should be seen as a competitiveness parameter in a broad Baltic Sea perspective. Research and development is a strategic objective in a Baltic Sea perspective, not only for the Øresund region, but as a competitive advantage for the whole Baltic Sea area towards the still more differentiated international market. The importance of research and development is continuously stressed by among others Baltic Development Forum and Baltic Metropolises.

Business and trade as well as tourism are priorities due to the commercial interests and expanding export markets. Both Sweden and Denmark have Germany as their largest export market and at the same time a rapidly expanding export share in the new EU member countries around the Baltic Sea. The role of culture as attraction and motive for regional development is growing rapidly in the Baltic Sea area.

The strategy does not make any limitations and priorities between the different parts of the Baltic Sea area. Depending on the width in the thematic areas in the strategy, cooperation objectives and business possibilities should be operated by the possibilities that can be found in the different parts of the Baltic Sea area. The organisations that have participated in the preparation of the strategy and that will run some of the objectives have different priorities and target groups in the Baltic Sea area based on their own interests and needs. The strategy should be able to function as a complement to the own strategies of different organisations and therefore directed at the entire Baltic Sea area in order not to limit the priorities and strategies of different organisations.

The Baltic Sea area is in the strategy the same area as defined in the Interreg III B Baltic Sea programme: Denmark, Sweden, Finland, North-Western Russia, Kaliningrad, Estonia, Latvia, Lithuania, Poland and the seven most northern federal states of Germany as well as western parts of Belarus. Within this area about 100 million people are spread out in a rather large area.

1. 4 Method and process

The project was organised so that as many organisations as possible could participate in the process of developing the strategy. The overall responsibility for the project was handled by a Steering Committee consisting of the co-financing organisations of the project.

Four working groups, one for each respective thematic area (Work Packages) with a chairman per group was established and manned; **WP 1 Logistics** (Southeast Skåne cooperation committee SÖSK), **WP 2 Research and Development** (Øresund University/Øresund Science Region), **WP 3 Business and Trade** (County of Storstrøm) and **WP 4 Tourism and Culture** (County of Frederiksborg together with the Öresund Committee).

The chairmen of the Work Packages and the responsible for the horizontal areas of the strategy participated in a strategy group to ensure a continuous coherence between the different parts of the strategy. The Öresund Committee had a project secretariat, which functioned as a secretariat for all groups, as well as being responsible for the daily work.

It has been the task of the WP groups to prepare goals for how the Øresund region can position itself in the Baltic Sea area. The participants in the WP groups have contributed with knowledge and points of view from priorities and strategies from their own respective organisations. The groups consisted of about 10-20 people from municipalities, regions, universities and institutions of higher education, business and trade organisations, harbours, airports, cultural institutions, tourism organisations etc. This method resulted in a process of developing a strategy marked by points of view, competence and experience from these different

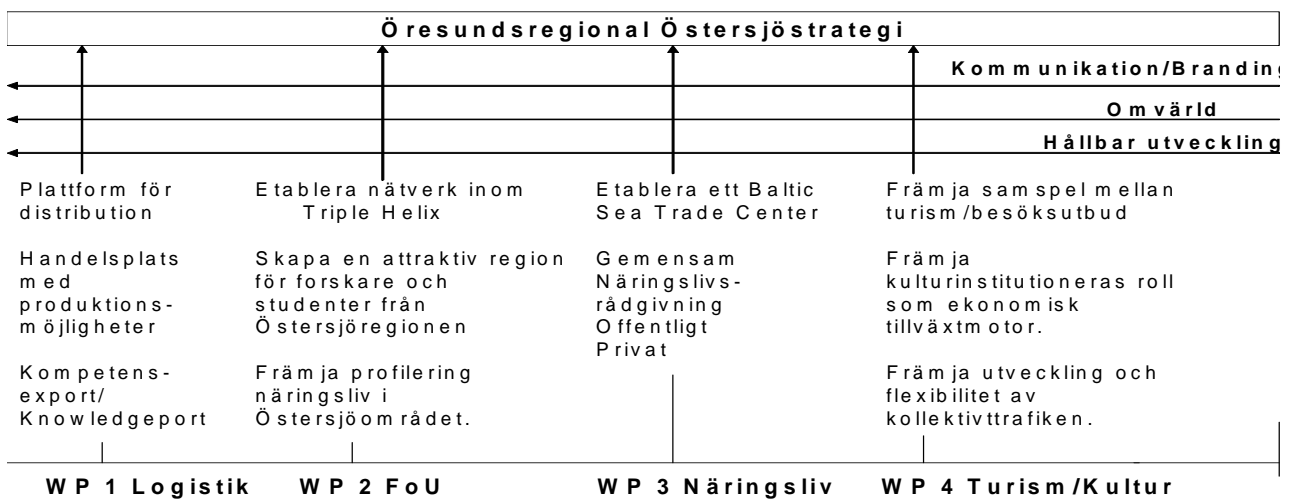
organisations while preparing the strategy. At the same time, this process resulted in possibilities for a continuous broad anchoring of the strategy. The goals and objectives were concluded on 15th April 2006 in a part strategy per group.

Parallel to this process, the project has worked with three horizontal areas, important for the strategy in full; the outside perspective, sustainable development and communication/branding.

With the strategy, it should be possible to evaluate the possibilities for cooperation and development given by the different initiatives and cooperation running in the Baltic Sea area, i.e. Baltic Development Forum, Baltic Sea States Subregional Co-operation and initiatives like the Baltic Sea Initiative etc. Problems related to how the Øresund region can contribute to this cooperation and how they can contribute to the development in the Øresund region have been prepared in the strategy.

The strategy is saturated by sustainable development and in the process of developing the strategy, SYNAPS has been used, which is a tool prepared by Region Skåne, which gives the possibility to judge synergy effects and conflicts of goal within and between the four main areas of the project.

The strategy is to be communicated both internally in the Øresund region and externally in the Baltic Sea area, e.g. within the frame of the existing communication plan for the Øresund region operated by Øresund Network Ltd.



Communication/branding
Surrounding world
Sustainable development

Distribution platform Create triple helix networks Establishing a Baltic Sea Trade Center
Promote interaction between tourism/visiting facilities

Trading place with production possibilities Creating an attractive region for scientists and students from the Baltic Sea region Joint business and trade counselling Public private Promote the role of cultural institutions as economic growth dynamos

Competence export/knowledge port Promote the profiling of business and trade in the Baltic Sea area Promote development and flexibility of public transport

WP1 Logistics WP2 Research and development WP3 Business and trade WP4
Tourism and culture

The process is illustrated above. The part strategies and the horizontal work areas have hereafter been put together into the overall goals for the position and the profile of the Øresund region in the Baltic Sea area – A joint strategy – A range of possibilities.

2. A joint strategy – a range of possibilities!

2. 1 The goal of the strategy

The goal of the Baltic Sea strategy for the Øresund region can be divided in two. On the one hand, the strategy is to position and profile the Øresund region as a centre for sustainable economic development in the Baltic Sea area, and on the other hand the strategy is to contribute to increasing growth and competitiveness through increasing cooperation around the Baltic Sea, so-called *co-opetition*.

There are many good possibilities and reasons for the Øresund region carrying out the goal of the strategy.

The geographical position makes the Øresund region a centre in a Northern European – Southern European perspective and also in a Western European – Eastern European perspective. With Copenhagen airport, Kastrup, there are direct connections to about 130 global destinations and thereby high accessibility to and from the Øresund region. It is a challenge for the Øresund region to exploit this position between EU's old and new member states as well as the relationship with Russia in order to be a hub for knowledge, transport of people and goods as well as business and trade in the Baltic Sea area.

Several large global companies have already exploited the geographical position and high accessibility of the Øresund region. It is an interesting region for centralised distribution establishments. Toyota, SONY, L'Oréal, Royal Scandinavia, BASF, Levi's, Bosch, Acerinox and Top Toy are some examples of companies that have chosen to locate their Northern-European distribution centre in the Øresund region. "New" and growing markets in the Baltic Sea area in the vicinity of the Øresund region are a factor that could lead to even more centralised distribution establishments in the region in the future. There are good possibilities of using the Øresund region as entrance to a test market for launching new products. Sweden and Denmark are strong consumers, trend sensitive and flexible markets for launching products. New products can be tailor-made in the Øresund region to fit markets in Northern Europe and around the Baltic Sea area.

This can give positive effects for small and medium-sized enterprises within several different branches. They will be able to increase their economic growth and generate higher profits by increasing business and trade in the Baltic Sea area. The tourist industry in Øresund region (also retailing, service companies etc) will gain by more people from the Baltic Sea area discovering the joint supply of knowledge and experience in the Øresund region and consequently travelling to the region; business travel, tourism, students, study visits etc.

A business and trade sector increasing its ambitions to act on new markets around the Baltic Sea area needs labour to handle a still more global world and to find new markets. At the same time the experience industry, including public cultural institutions, needs labour that has the education to work with visitors from the Baltic Sea area. The labour force should have access to education and knowledge that is necessary. For this to function, it is necessary for the communication systems internally in the Øresund region to strengthen their capacity to offer flexible and quick solutions for a larger flow of goods and people. This cooperation in the Øresund region can contribute to the region's joint critical mass increasing and to the Øresund region positioning itself and working as one of the major growth dynamos in the Baltic Sea area.

It is therefore a challenge to continuously promote the strengthening and development of this cooperation on a long term perspective in the Øresund region. This requires a strong cooperation between public authorities, universities as well as business and trade and joint strategic goals to strive for.

2. 2 The goal to position and profile the Øresund region in the Baltic Sea area

The strategy takes on a general perspective for the position of the Øresund region as one of the growth dynamos in the Baltic Sea area, which is clearly reflected in the goals. It is a strategy for trade, for increased attractiveness for visitors, investment, students and scientists as well as for handling of goods and distribution. The goals of the strategy function both as goals to strive to achieve within a 5-20 year period and as a perspective that already can be used in positioning and profiling the region today.

The strategy's three overall goals for the position and profile of the Øresund region in the Baltic Sea area:

The Øresund region should be a centre for knowledge, innovation and creativity

The goals are to strive for a further developed and broadened knowledge region, spanning from goals of becoming the leading knowledge centre in the Baltic Sea area with specialist education to creating good conditions for new rapidly expanding companies developing within creative industries like design, IT, culture, multimedia and tourism. It is also about further developing systems for SMEs in the Øresund region to use research results and knowledge within the universities in order to take market shares in the Baltic Sea area. Furthermore, it is about working for the universities of the Øresund region to deepen cooperation with universities around the Baltic Sea to simplify student exchange. Here, further development of networks in the Baltic Sea area for technology transfer and cluster cooperation is an important ingredient.

The Øresund region should be a trading place

The goals are to strive for the Øresund region becoming a trading place in the Baltic Sea area. Through a constant development of the Øresund region's accessibility, the Øresund region can function as a trading place that attracts business and trade to establish activity, distribution centres and head offices in the region. The trading place is to function as a hub for companies, especially SMEs, when promoting business development from the Øresund region to markets in the Baltic Sea area and vice versa. Good cooperation between research/education and commercialisation contributes to companies located in or locating to the trading place, being able to recruit and further educate staff that can deal with a still more globalized world. It is important to visualise the joint cultural facilities in the Øresund region to further strengthen the attractiveness of the trading place. Together, this can lead to the Øresund region becoming a place in the Baltic Sea area which simmers of life and trade.

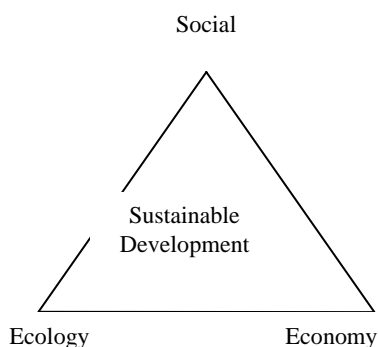
To be able to implement these two goals, the Øresund region has to be an:

Attractive region for people and companies

This goal influences almost all local and regional development. In the Øresund region there are several different development strategies and projects, which within different geographical and thematic areas, work to achieve this goal. Within the Baltic Sea strategy, education, culture and tourism play important roles as motives for regional development and attractiveness in the Baltic Sea area. There are many and different possibilities and experiences in the Øresund region, that are geographically close to each other. This large joint supply has to be visualised for visitors from the Baltic Sea area.

2.3 Synergy effects and conflicts of goal

The strategy is to promote sustainable development. That is why, the process tool SYNAPS (System Analytical Process Tool for Sector integration) developed by Region Skåne was used to integrate the ecological dimension as well as visualise the synergy effects and conflicts of goal between economic, social and ecological development within and between the overall goals of the strategy. SYNAPS is a tool that can visualise how environmental problems can become a resource in the work of organisations or companies, which results in increasing competitiveness and a sustainable development.



SYNAPS has in the strategy been matched to Swedish and Danish national and regional strategies for sustainable development, the Lisbon-strategy and other international operative documents that deal with the ecological, social and economic dimensions of sustainable development.

The tool concretises the priority goal areas for sustainable development, internationally, nationally, regionally and locally and is therefore adaptable to these different levels as well as to the conditions for different sectors to contribute to a sustainable development of society.

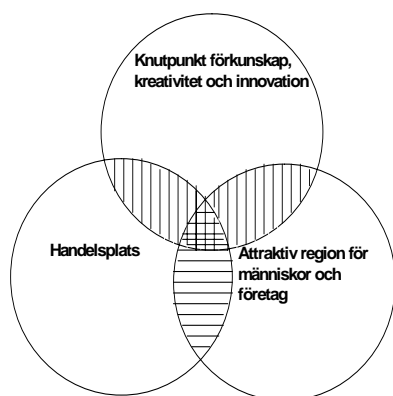
The synergy effects between the three overall goals for the position of the Øresund region in the Baltic Sea area are prominent. Here, the most obvious effects are mentioned while they are described more in depth in the objective proposals of the strategy. The interface in the figure below illustrates the synergy effects and conflicts of goal between the overall goals of the strategy.

SYNAPS synergies and conflicts of goal

A centre for knowledge, innovation and creativity (i figuren)

A trading centre (i figuren)

An attractive region for people and companies (i figuren)



A centre for knowledge, innovation and creativity is based on initiatives within education and research but also on research being commercialised and educated staff being accessible for companies in the Øresund region. This is also a precondition for the Øresund region becoming a trading centre. A trading centre should be able to offer companies well-educated and competent staff as well as a good interaction between universities and research so that research results when commercialised to products (both goods and service) can be sold in the Baltic Sea area.

Accessibility to and from the Øresund region as well as within the Øresund region is important to achieve the goals of being a centre for knowledge, innovation and creativity as well as becoming a trade centre. It should be simple to transport people and goods to and from the Øresund region.

This in itself will contribute to the Øresund region becoming an attractive region for people and companies. The attractiveness will increase through increasing accessibility, a well-educated population, possibilities for further education, promotion of trade for small and medium-sized enterprises as well as a visible culture and experience supply for the entire Øresund region. In short, the strategy's overall goals are strongly dependent on each other.

Despite clear synergy effects between the goals of the strategy, there are also clear conflicts between them as well as within the respective goals.

The strongest conflicts of goal are related to accessibility within and outside of the Øresund region where people and goods are transported on the same infrastructure and thereby can compete with each other on space. The conflicts of goal between the use of land for distribution investments can be in conflict with the use of land for houses and recreational areas. An increasing traffic with planes as well as vessels on the Baltic Sea to and from trading areas result in environmental pollution, which is in conflict with peoples needs of a clean environment as well as tourism and recreation. A centre for knowledge, innovation and creativity can attract talented researchers and students from the eastern part of the Baltic Sea to the Øresund region but thereby also contribute to the level of competence and development possibilities and innovation decreasing in their respective native countries (brain drain).

A sustainable Øresund regional Baltic Sea strategy has to visualise these conflicts of goal so that initiatives to reduce them can be approved in good time. An example of this could be research initiatives developing environmentally friendly fuel that can contribute to increased transport to and from the Øresund region, but at the same time giving a lesser strain on the environment. This knowledge and these products can then be sold to other parts of the Baltic Sea area and thereby contribute to a better environment, economic growth and in the long term to improving the quality of peoples lives.

Thus, the strategy has drawn attention to, visualised and proposed a compensating measure as initiative. The strategy proposes more compensating measures within and between the different areas where the aim should be to find relevant solutions rather than total solutions. In this way, the strategy can contribute to a sustainable development.

2.4 The goal to contribute to increasing growth and competitiveness in the Baltic Sea area

The Øresund region will gain by contributing in networks and cooperation around the Baltic Sea. The critical mass will increase and thereby, the Øresund region can participate in the same league as other metropolitan regions in the Baltic Sea area. As this to a certain extent is in competition with other metropolitan areas it is important to be responsive to the notion of competition and cooperation – so-called co-opetition.

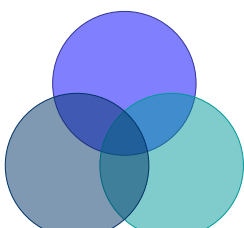
With the Øresund region participating in cooperation around the Baltic Sea within logistics, research and development, business and trade as well as tourism and culture and working for the entire Baltic Sea area being strengthened globally, focus on Europe's development can move to the north. If the Baltic Sea area is considered to be an interesting region for investment, research, business and trade, tourism as well as for students, the Øresund region, as a centre, hub and gateway to the Baltic Sea area, will gain.

The goal can therefore be expressed as follows:

The Øresund region should strive to establish cooperation around the Baltic Sea in a triple helix form

The strategy is based on the Øresund region striving to establish strategic partnerships with other metropolitan areas, strong on competence, in the Baltic Sea, that in their own way can offer knowledge that can be used to a future lift in the Øresund region. This can either be done by creating new contacts or by further developing existing cooperation.

Public authorities



The strategy can be a frame and inspiration in the work with developing contacts around the Baltic Sea area and at the same time give a quick and effective admission to relevant partners in public authorities, universities as well as business and trade for different organisations. The Øresund region should, within the frame of this strategy, always base its work on the Triple Helix model.

Universities

Today, there already exist different cooperation fora that one way or another work with the development of the Baltic Sea area. One example is the state cooperation organ Council of Baltic Sea States (CBSS), which under the Swedish presidency has listed a range of concrete challenges for the Baltic Sea area as batons. The task to divide and monitor the batons has been given to SIDA Baltic Sea Unit. As a proposal, the Øresund region should be able to take up and realize the batons that deal with entrepreneurship and business and trade as well as improving possibilities for small and medium-sized enterprises to build networks and expand regionally. Both proposals are well in line with the goals of a Baltic Sea Trade Center, as appears below.

The Øresund region has also been invited to participate in the network Baltic Sea Initiative, which during 2006 worked with cluster development, market driven innovation, research cooperation, breaking down trade barriers and branding the Baltic Sea area. In this perspective, the Øresund region can offer contacts and in certain cases contribute concretely to the working areas of the BSI-network. Not least, a fully developed Baltic Sea Trade Center with contact points around the Baltic Sea and a well developed Baltic Sea Venture Fund for new innovation companies and research cooperation can contribute to lift the entire Baltic Sea area. As BSI is run as a voluntary network cooperation, there are good possibilities for the Øresund region to have a strong influence on development in the Baltic Sea area.

During the project period, two study trips were carried out in the Baltic Sea area, to Hamburg and to St. Petersburg.

The City of Hamburg and the metropolitan region of Hamburg are very much interested in a closer cooperation with the Øresund region through concrete activities within the labour market area, tourism, culture as well as research/education. There is also a certain interest for a closer business and trade cooperation and development of contact points to the Baltic Sea Trade Center but these will be based on private organisations rather than on the City of Hamburg. The goals of the contacts between Hamburg and the Øresund region on the short term are experience and information exchange but already on the middle long term about joint initiatives to the surrounding world within tourism and the cultural area, which will benefit the entire Baltic Sea area.

In 2006 a letter of intent was signed at Turning Torso in Malmö, outside of the frame of the project, but with different partners from the project, which indicates a large and renewed interest in the cooperation⁷. In the secretariat of the senate of Hamburg, a person has been employed with the main responsibility of taking care of contacts to the Øresund region and Denmark.

Contacts with the City of St Petersburg are more difficult to interpret for the time being, while independent and partly private partners are very much interested in cooperating with the Øresund region. The most concrete cooperation area is the visualisation of the Øresund region on the cultural scene in St. Petersburg. The Danish Cultural Institute, together with the Swedish General Consulate, has shown great interest of profiling the Øresund region on the cultural scene in St. Petersburg.

The trip to St. Petersburg also stimulated the idea of a Baltic Sea Trade Center having an important function as it is difficult for small and medium-sized enterprises from the Øresund region to gain access to the Russian market alone without background knowledge. The logistics area can also be connected to the BSTC, as St. Petersburg has a gigantic harbour in the Baltic Sea and has the ambition to develop into a logistical hub for Russia.

Many other regions/towns in the Baltic Sea area have been identified as important cooperation partners, which together with the Øresund region can strengthen the Baltic Sea areas international competitiveness.

⁷ Region Skåne, Region Hovedstaden, Region Sjælland, Hamburg and Schleswig-Holstein

The Stockholm/Mälardal region considers strategic dialogue to give an added value in relation to the southern Baltic Sea area and the Øresund region and that such a dialogue can make both complementarity and exchange of knowledge possible. The local and regional public actors in the Stockholm/Mälardal region are thereby interested to promote continuous cooperation relations with the Øresund region and can complete the existing relations today between universities and business and trade. The Stockholm/Mälardal region and the Øresund region have a very good possibility of functioning together as growth dynamos for the development for the entire Baltic Sea area.

The Helsinki region is interesting for the Øresund region within several areas. One of the areas of direct interest for the Øresund region with Helsinki as strategic alliance partner in the Baltic Sea area is within cooperation between the innovation and technology transfer environments. Both metropolitan areas have great experience within the area and Helsinki especially is internationally acknowledged for its excellent innovation environments. Helsinki is also a strategically important alliance partner for the Øresund region for cooperation between cross-border metropolitan areas in the Baltic Sea area. This could be done by creating a network within the frame of the Baltic Sea Initiative, run by the Nordic Council of ministers within the cooperation Baltic Development Forum.

Berlin is an interesting strategic alliance partner for the Øresund region within the areas of business and trade, culture and research and development. Berlin has good experience and competence within the areas and has succeeded in forming sustainable cooperation networks between different types of cultural institutions and organisations, private business and trade organisations/companies as well as higher education and research and development. Within this interface, creative industries and environments are developed where culture is used to promote creative product development for goods and service. The University of Berlin runs an education and courses within the area. This is very interesting for the Øresund region and especially for the Øresund regional Baltic Sea strategy which has made a mental note of developing this area in the Øresund region to strengthen attractiveness and the position in the Baltic Sea area.

Besides the above named towns/regions there is a range of interesting regions in the Baltic Sea area from a joint Øresund perspective. Several organisations have cooperation with Kaliningrad, Pommerania with Gdansk and Western Pommerania with Szczecin in Poland as well as regions in Estonia, Latvia and Lithuania.

It is the goal of the strategy to make it easier for the different organisations in the Øresund region which cooperate with these areas to exploit competitiveness, competence and possibilities of the entire Øresund region. The strategy is a framework that functions under a continuously changing process. The most important task of the strategy is therefore, to be able to offer a joint Øresund regional force for cooperation with other parts of the Baltic Sea area – a dance floor. In this way, the Øresund region can strengthen its role as a centre within the Baltic Sea area and thereby also function as a gateway and runway to the Baltic Sea area from other parts of the world.

2. 5 Communication of the overall goals

The profiling of the Øresund region's Baltic Sea strategy is based on the existing brand Øresund. To stress this in relation to the Baltic Sea area, a number of important ingredients are necessary; the content of the brand – what it stands for (content), realistic possibilities to fulfil what is promised in the contents (capability), communication of the brand (communication) and culture – in which context the brands should function (culture).

<p>Contents</p> <ul style="list-style-type: none"> -High accessibility -14 universities -Life Science, Environment, IT, Logistics, Nanotechnology, Food, Design -Competent SMEs in many different branches -World class culture -Border region 	<p>Communication</p> <p>How we signal our contents, possibilities and how our culture saturates our initiatives</p> <ul style="list-style-type: none"> -Through existing marketing and communication initiatives, i.e. Øresund Network IMO II
<p>Capability</p> <ul style="list-style-type: none"> -Partnership between business and trade, universities and public authorities towards the Baltic Sea -Logistic hub -Øresund University/Øresund Science Region -Baltic Sea Trade Center -Culture/Business and trade, tourism platform 	<p>Culture</p> <ul style="list-style-type: none"> -Joint, individually and crossborder -Carefulness, innovation, democracy, environment -Sustainable development, flexibility, trade <p>Outgoing</p>

The content in the Øresund brand is sometimes summarised as *The Human Capital of Scandinavia and Two Countries One Region*. The concept builds on the given conditions we have in the Øresund region with high accessibility to and from the region, the 14 universities and Øresund Science Region, the broad branch range of small and medium-sized enterprises and the large supply of culture and experience opportunities in the Øresund region.

The possibility to use these joint conditions strategically and in a focused manner is our *capability*. This has to be done through long-term and sustainable networks that can move development forward, both within different thematic areas as well as cross-sectorally between the thematic areas.

Our culture is marked by the joint values we have in Scandinavia with carefulness, innovation, sustainable development, flexibility, democracy and trade. At the same time, there is the meeting between the Danish and Swedish culture. *Communication* is about how these messages are signalled out through brand profiling, marketing, information etc. This communication should be put forward through the existing channels like Øresund Network, Copenhagen Capacity, Wonderful Copenhagen, Position Skåne, companies marketing, municipal tourism organisations, IMO (International Marketing Øresund) but also through all activities involved in the working groups. Communication on the Øresund brand should be supported by concrete examples that show the strengths and possibilities in the joint strategy.

The Øresund regional Baltic Sea strategy has been developed in a network of organisations and actors, and communication on its goals should be based on a bottom up perspective. Each initiative is accordingly a part of something larger to achieve the overall goals.

What needs to be done?

The contents are already there. The possibility/capacity can be developed through strong sustainable networks that move the development towards the Baltic Sea area forwards within the areas of logistics, research and development, business and trade and tourism/culture. These networks have to be connected to each other in order to take care of the overall perspective and the synergy effects between the areas. Some of these Øresund regional networks already exist through the Øresund University, Øresund Logistics and Øresund Science region.

Proposals for networks within culture and tourism (culture/business and trade platform) as well as within business and trade (Baltic Sea Trade Center) are a part of the strategy. Culture in the Øresund region is marked by an expressed will to jointly face the surrounding world.

The Øresund region has to fulfil all four parts of the brand to position itself in the Baltic Sea area. Therefore, the overall goals of the strategy can be used by anyone in the Øresund region, individually or by the Øresund region as a whole. However, it would be desirable if this were to happen within the frame for the joint brand Øresund.

3. The strategy's objective proposals

3.1 Objectives and time aspects

The strategy builds on four part strategies from the WP groups for logistics, research and development, business and trade as well as tourism/culture. Respective part strategies have included proposals for concrete objectives to achieve the goals within the part strategies. Below, the objectives have been grouped under the overall goals. In part, they overlap each other, which confirms the synergies between the goals. The compensative objectives for the conflicts of goal are proposed after the objectives under each goal. One part of these objectives is long term, i.e. infrastructure development, Tech-Transfer, with a time perspective of 5 - 20 years. Another part of the objectives of the strategy can be carried out immediately.

The objectives can be carried out by many different organisations and actors.

The Øresund region is to be a centre for knowledge, innovation and creativity.

- Create and further develop the triple helix network in the Baltic Sea area, with the Øresund region as originator and dynamo – within environment, IT, logistics, entrepreneurship, design and food. A clear example of a network within a network is Scan Balt within the Life Science area.
- Establish cooperation between universities around the Baltic Sea area within a broad range of education where knowledge about the cultures and languages of the Baltic Sea area become a strength for students that have just completed their studies and business and trade. Examples of education are economics, logistics, civics, engineering and technology, tourism, culture– and art.
- Further develop and strengthen Tech transfer cooperation in the Baltic Sea area. An example is the concluded project Baltic Sea Knowledge Region which can be further developed with more partners.
- Develop the concept of Venture Cups and host a Venture Cup Final in the Øresund region for the Baltic Sea area, which focuses on the possibilities of small and medium-sized enterprises being established within the strength positions and creative industries of the Øresund region (cooperation between culture and business and trade).
- Create a virtual knowledge portal and search function for research, universities and institutions of higher education in the Øresund region. A comparative example is the already established Øresund Study Gateway.
- Establish an Øresund regional experience database that can be used by all the tourism organisations in the Øresund region in order to be able to visualise the joint facilities of the Øresund region in the Baltic Sea area. Proactive cooperation between culture, tourism, business and trade, research and development as well as logistics is needed.

The objectives should result in attracting more students and scientists to Øresund region, which however, can result in problems for the Baltic Sea area with a brain-drain for the eastern side and a brain-gain for the western part of the Baltic Sea. By working with strategic partnerships, this can be compensated through students and scientists working from different places in the Baltic Sea area within highly qualified networks.

Innovation systems, tech-transfer etc. aims at further developing growth branches in the Øresund region through strengthened networks in the Baltic Sea area. Growth branches however, do not create many jobs in relation to their high costs. The Baltic Sea Trade Center is here a compensative objective that opposes this by transferring knowledge and research results to small and medium sized enterprises that can sell these goods and services. Examples are development of grass seeds for golf courses in the Baltic Sea area, which is a growing industry in the eastern part of the Baltic Sea. Initiatives that develop experience in the Øresund region for tourists from the Baltic Sea area create jobs within many different branches.

The Øresund region is to become a trading centre

- Strengthen the possibilities of small and medium-sized enterprises to take market shares in the Baltic Sea area by developing a contact point for business and trade promoting organisations in the Øresund region – a Baltic Sea Trade Center.
- Strengthen the cooperation between logistics actors, so that the Øresund region can deal with distribution, processing and repacking of many different types of goods and products as well as creating a coherent visibility that shows the position of the Øresund region as a hub for logistics in the Baltic Sea area as well as a Gateway to the Baltic Sea area for the rest of the world.
- Work for strengthening accessibility of the Øresund region for people and goods through joint lobbying towards the Danish and Swedish governments, shipping companies, discount airlines, train companies etc.
- Develop cooperation between university faculties and SME's, so that SME's realize the usefulness of employing academics with Baltic Sea knowledge to promote business. A start could be to establish a trainee exchange financed by business and trade.
- Launching the Øresund region as a test market for launching new products and innovation solutions.

An increasing amount of distribution centres will result in more jobs, also for people that are not well-educated, which will compensate for the initiatives based on knowledge, in the strategy. This will also improve the possibility of young people getting jobs. A centralisation of distribution centres can result in decreasing transport in the Baltic Sea area on a whole. As people and goods share the same infrastructure, initiatives for dividing these two parts have to be prepared.

A Baltic Sea Trade Center can offer small and medium-sized enterprises from the Øresund region a network for business in the Baltic Sea area. At the same time, a Baltic Sea Trade Center can be used to attract companies that are interested in locating themselves in the Baltic Sea area, to locate themselves in the Øresund region as a first base. Good logistics to and within the Øresund region together with a good accessibility to knowledge and education will also strengthen this possibility.

Logistics and distribution have a certain tradition for being male dominated sectors. It is an important objective to inform about the occupation possibilities within logistics, i.e. within education material so that women can be attracted to the occupation area. Increasing transport is negative for the environment. Initiatives to compensate are to further promote intermodality, to operate research within renewable energy sources as well as cooperating with projects that work with increasing security at sea, i.e. Baltic Master. To promote the role of the Øresund region as a trading place, it is also important to improve and expand railroad infrastructure on Zealand in Denmark for quicker and more environmental forms of transport.

The Øresund region is to be an attractive region for people and companies

- Develop the cooperation between the cultural sector and the tourism sector that will decrease the rift between them and promote cooperation. It is important that the Øresund region is considered to be an attractive arena for both tourism and culture in the Baltic Sea area.
- Establish cooperation between tourism and culture and with universities etc in order to create relevant education/courses for the needs of tourists from Baltic Sea area.
- Develop nature and culture values as sustainable attractions for people to be able to live in a good environment.
- Create conditions for jobs for different education levels, i.e. through making attractive jobs within logistics and tourism.

- Create conditions for cooperation between universities, tourism, culture as well as business and trade concerning the development of new education and products that catch the unique values and history in the Øresund region.
- Promote public transport in the Øresund region to becoming more adaptable/flexible to give visitors the possibility to visit different attractions in the Øresund region by public transport.

These initiatives can by themselves promote a good environment. Culture does not consume natural assets. Different people in the Øresund region can choose to have their holidays in the Øresund region when there is an overview over the complete experience range and if culture is given an increasing visibility and role. This however, builds on promoting and rewarding public transport in the Øresund region, so that people choose to use trains and busses in stead of their own cars. This can also influence consumption through people to a higher level consuming experience in stead of "things". In the work, it is important to decrease the gap between culture and tourism, so that the Øresund region can be considered as an attractive region for a range of different experiences, compared to London where people go without really knowing what they are going to do there when booking a ticket – the point being that there always is something to do.

3. 2 An Øresund regional partnership for the strategic process

The strategy was prepared by public authorities, business and trade and universities in the Øresund region, and therefore builds on knowledge, experience, mentality and culture from these different organisations, which has been an important asset for the development of the strategy.

Based on this, the Øresund Baltic Sea strategy proposes a broad partnership between business and trade, public authorities and universities in the Øresund region, focusing on the Baltic Sea area. The surrounding world is constantly changing and initiatives to achieve the goals of the strategy have to continuously react to these changes. This can be brought about in a broad partnership for the Øresund region in the Baltic Sea area and cooperation between different organisations in the Øresund region would be simplified. The most important responsibility and tasks of the partnership is to unify and promote the strategic process of positioning and profiling the Øresund region in the Baltic Sea area.

3. 3 Trampolines for achieving strategy's overall goals and initiating implementation of initiatives

The initiatives of the strategy can and have to be implemented by many different organisations in the Øresund region. The strength of the Øresund region is the competent and strong organisations. Many of these organisations have participated, one way or another, in the shaping of the strategy in the WP groups. All four part strategies have identified the described initiatives that need to be implemented so that the Øresund region can achieve the overall goals.

The initiatives need to be implemented by the following target groups together in the network; harbours, airports, municipalities and the authorities responsible for planning, logistics operators within business and trade, universities and institutions of higher education, innovation and research parks (i.e. Ideon, Symbion etc), the platforms within Øresund Science Region, small and medium-sized enterprises, public and private business and trade promoting organisations, cultural institutions, tourism destinations, public transport organisations, shipping companies, airlines etc.

Paradoxically, the amount of actors and networks is also a weakness for the work of the Øresund region in the Baltic Sea area. Without a coordinating point for the network it will be difficult to coordinate processes, to work operatively with activities based on the Baltic Sea area and thereby by achieving the overall goals of the strategy. The strategy therefore proposes, based on the four part strategies developed in the WP groups, that **four trampolines** for achieving the goals of the strategy are established and promoted, that are to function as coordinating forces for the sustainable networks that need to be established for the target groups and secure that competence and operative initiatives can be implemented.

Two new trampolines are proposed:

- **Develop and establish a Baltic Sea Trade Center as a knowledge and experience hub for the development of trade for small and medium-sized enterprises in the Baltic Sea area.**

The Baltic Sea Trade Center is proposed to function as a centre between existing private and public business and trade promoting organisations as well as universities and institutions of higher education in the Øresund region. The Baltic Sea Trade Center should be able to run networks by offering meeting facilities, transfer of knowledge, contacts with similar centres around the Baltic Sea, matchmaking etc. The Baltic Sea Trade Center should however, not coordinate existing initiatives or deal with business and trade politics etc. An analysis was carried out on the need of such a centre in the project. The results of 250 interviewed companies (half Danish, half Swedish) showed that almost all were positive to a Baltic Sea Trade Center being established.

- ***Develop and establish a platform for cooperation between cultural institutions, business and trade in the Øresund region.***

The goal of this platform is to visualise the entire experience range of the Øresund region in the Baltic Sea area as well as bringing about creative cooperation and development processes between culture and business and trade, including tourism. A thematic conference was carried out during the project and gathered cultural institutions from the entire Øresund region. At the same time, a number of asked companies on both sides of the Sound had a very positive view of such a platform being established.

The trampolines below already exist in the Øresund region. They already run some of the initiatives that are proposed to be promoted in the strategy and function as coordinating networks for triple-helix organisations.

- ***Promoting and strengthening cooperation between logistics actors.***

The strategy is based on harbours and airports in the Øresund region and will on the long term also include infrastructure authorities. As a hub in the Baltic Sea area, the Øresund region should also be able to offer a range of different possibilities for the distribution of goods within the Baltic Sea area. By creating this cooperation, the Øresund region will visualise the entire supply of logistics facilities. Within this area there are already established networks, i.e. Øresund Logistics.

- ***Further develop and strengthen existing cooperation within education, research and innovation between the Øresund region and partners in the Baltic Sea area.***

There is already an existing infrastructure with the Øresund University and Øresund Science Region, which focuses on creating cooperation between public authorities, universities and business and trade. There are already existing platforms, networks and competence for initiating and running the strategy's initiatives in the future. Through the Baltic Sea Virtual Campus and Baltic Sea Knowledge Region there are already strong networks that can be strengthened and further developed. ØU/ØSR will probably initiate and implement a Baltic Sea Venture Cup

Establishing and promoting these trampolines, with a goal of running operative Øresund regional initiatives in the Baltic Sea area, is based completely on own interests from the organisations that have participated in the strategy work. Certain initiatives will be implemented by existing organisations as part of their normal work, while other initiatives will require that a number of organisations in the Øresund region together create a network to implement the initiatives. In order to be able to establish a Baltic Sea Trade Center and a platform for cooperation between cultural institutions and business and trade in the Øresund region, relevant organisations have to initiate a start. This could perhaps be done with support from the coming Objective 3 programme for cross-border cooperation that will start in 2007. The same can be mentioned for the already existing networks – funds are needed to finance the initiatives proposed in the strategy.

3. 4 Conclusion

The overall goals of the strategy can be achieved by many different organisations in the Øresund region working together towards the Baltic Sea area in a triple-helix form and by strengthening the internal cooperation in the Øresund region. The strategy gives a platform for the implementation of the work and a network of organisations in the Øresund region.

4. We took part in developing the strategy

Many different organisations participated in the process of developing this strategy. The organisations contributed in different ways in the concrete work. Some contributed with necessary points of view in isolated cases, while others contributed continuously in the working groups. Below is a list of all organisations that one way or another have contributed in preparing the strategy.

Financing partners/Steering Committee:

Regional Municipality of Bornholm
The County of Frederiksborg
The Town of Helsingborg
Skåne Association of Local Authorities
The County of Copenhagen
City of Malmö
Region Skåne
The County of Roskilde
The County of Storstrøm
Sotheastern Skånes cooperation committee (SÖSK)
The County of West Zealand
The Öresund Committee
Øresund University /Øresund Science Region
Greater Copenhagen Authority
The City of Copenhagen

Cooperating partners:

Campus Helsingborg
Copenhagen Business School
Copenhagen Malmö Port CMP
Confederation of Danish Industries
Euro Info Centre Storstrøm
EVU (Business centre for establishment, growth and development)
The museum of Foteviken
Federation of Private Enterprises
The harbour of Helsingborg
C4 Hillerød
Kristianstad University
Municipality of Kristianstad
Copenhagen Airport
University of Copenhagen
The faculty of engineering, Lund University
Lund University
Mærsk, Nedloyd
Musik i Syd
Position Skåne
Region Blekinge
Roskilde Business Development Council
Roskilde Erhverv (Business in Roskilde)
Roskilde University
ScanBalt
Municipality of Simrishamn
The Chamber of Commerce and Industry of Southern Sweden
Zealand Business Centre
Municipality of Vellinge
Wonderful Copenhagen
Øresund Logistics
Øresund Network
Østdansk Turism (Tourism East Denmark)

5. Annex and reports

The strategy consists of several annexes that are the basis for the main report. The annexes give a more detailed description of measures, thematic areas, background etc. The annexes are a part of the strategy and can be downloaded from www.oresundskomiteen.dk/ostersjo . However, they are in Danish or Swedish.

- The Baltic Sea – a background analysis
- Part strategy WP 1 Logistics
- Part strategy WP 2 Research and Development
- Part strategy WP 3 Business and Trade
- Part strategy WP 4 Tourism and Culture

Reports (in Danish or Swedish)

- Overview of international information and regional development strategies in the southern and eastern part of the Baltic Sea region.
- WP 2 Research and Development: An analysis of the possibilities and potentials of research in seed growing for golf courses and leisure areas in the Baltic Sea region.
- WP 3 Business and Trade: Baltic Sea Trade Center – A need analysis
- WP 4 Culture and Tourism: Report on the mapping of cultural facilities in the Øresund region

Description of the organisation

Material from conferences, Video interviews, Power Point presentations etc