Strategy and Grant Making Policy

A Strong Business Sector – A Strong Denmark

Updated 2026

The Danish Industry Foundation's mission is to promote the competitiveness of Danish businesses.

Competitiveness as a concept should be interpreted broadly.
The foundation is particularly concerned with strengthening companies' ability
to add value and create employment, thereby benefitting Denmark as a whole.

A COMPETITIVE BUSINESS SECTOR

We work to strengthen knowledge, competencies, and innovation in Danish businesses.

MAXIMUM IMPACT

We follow eight guiding impact principles which, when applied, ensure that projects create maximum effect on the competitiveness of Danish businesses.

COMPETITIVENESS THEMES

The Danish Industry Foundation has identified four themes that are critical to the competitiveness of Danish businesses.

VALUE CREATION

Our work with projects, evaluation and communication

CONTENT

A Competitive Business Sector

The target group covers all Danish companies. Particular focus is placed on SMEs and entrepreneurs with the potential to create growth and jobs. Across all of the Danish Industry Foundation's areas of activity, we work to strengthen knowledge, competencies, and innovation in Danish businesses.

KNOWLEDGE

Knowledge is a fundamental driver of growth. We work to create and apply new knowledge in Danish businesses.

COMPETENCIES

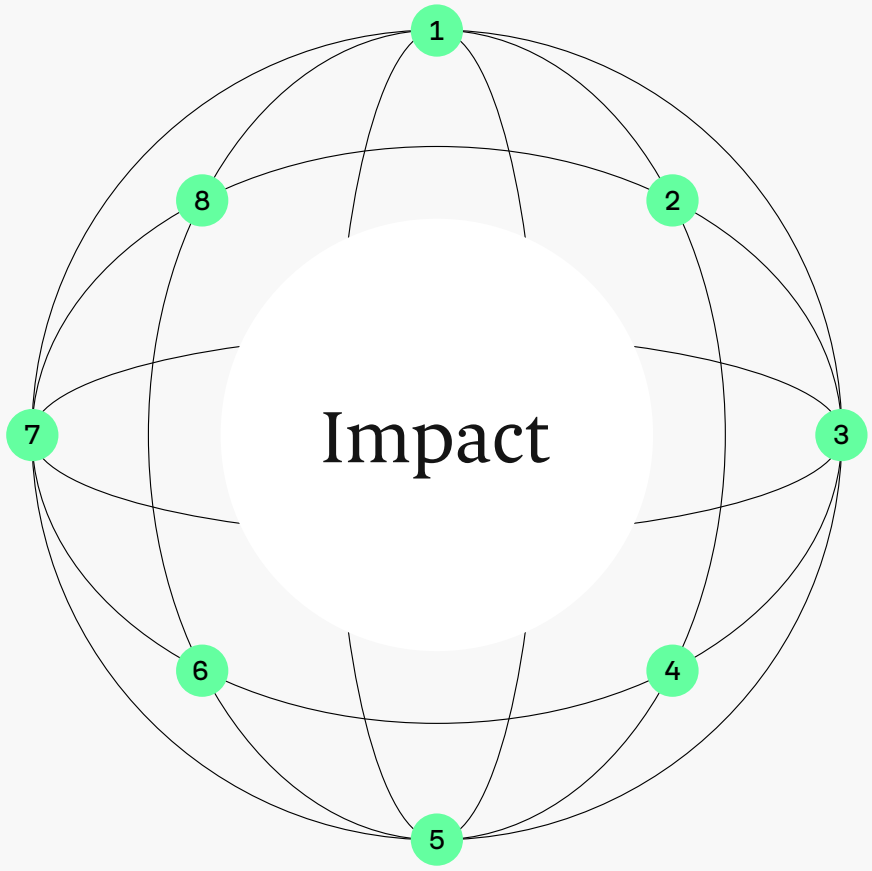
Competencies are a prerequisite for driving and developing growth. We work to ensure that companies have access to employees with the necessary knowledge and competencies to create growth within the individual company.

INNOVATION

Innovation is a driver of new thinking. Innovation provides access to new markets. We work to strengthen the innovative capacity of SMEs and entrepreneurs.

Maximum Impact

We are committed to ensuring that all our activities and project grants achieve the greatest possible impact and reach. We follow eight guiding impact principles which, when applied, ensure that projects create maximum effect on the competitiveness of Danish businesses. The principles serve as a guiding framework for our dialogue with new and existing initiatives. The overarching and central principle is competitiveness. The remaining principles reflect factors that are essential to achieving maximum impact from an initiative.



01 **COMPETITIVENESS**
Promote the competitiveness of Danish businesses for the benefit of Denmark by strengthening knowledge, competencies, and innovation.

02 **CATALYTIC**
Co-create solutions and foster synergy, dialogue, collaboration, and partnerships across projects and stakeholders. Build ownership and a fair, transparent, and trust-based environment, and leverage each other's knowledge, experience, and competencies.

03 **DIVERSITY**
Activate all talent. Create value by making room for different perspectives and ideas.

04 **SUSTAINABILITY**
Address global challenges. Enable companies to realise business potential in solutions that are economically, socially, ethically, environmentally, and climate sustainable and aligned with the UN Sustainable Development Goals.

05 **PROACTIVE**
Understand and stay ahead of developments. Maintain relevance through continuous adaptation. Be willing to take calculated risks.

06 **AMBITIOUS**
Set high ambitions, think new and globally. Leverage strengths and identify solutions that benefit many.

07 **BUSINESS RELEVANT**
Understand companies' opportunities and challenges. Support companies in realising opportunities and creating business-near change. Address constraints and fulfil needs.

08 **APPLIED**
Ensure that results and knowledge are applied by SMEs and entrepreneurs.

Competitiveness themes

The Danish Industry Foundation has identified four themes that are critical to the competitiveness of Danish businesses. Within each theme, we work to realise a specific mission.

Danish companies must be leading in:

- sustainable production
- cybersecurity
- the application of new technologies
- ensuring an international mindset across all levels of business.

SUSTAINABLE PRODUCTION

Within the area of sustainable production, the Danish Industry Foundation has a particular focus on:

- To create and disseminate new knowledge, enabling manufacturing companies to minimise their climate and resource footprint while strengthening their business.
- To ensure the availability of the necessary competencies to accelerate the green transition.
- To strengthen innovation and entrepreneurship in support of more sustainable production.

Sustainable Production

The Danish Industry Foundation's vision is that Denmark is a global leader in sustainable and resilient production.

Tge Danish Industry Foundation's mission is to make sustainable and resilient production a competitive parameter for Danish business.

Industrial production emits toxic substances and greenhouse gases, generates waste, and consumes large amounts of energy and resources. In addition to placing pressure on nature and the climate, this makes industry vulnerable in a world where security of supply and business conditions are affected by geopolitics and resource scarcity.

Companies must address these challenges through development, innovation, and strong partnerships. There is significant competitive potential to be gained, as customers increasingly place demands on the environmental and climate impact of products. Talents will gravitate towards companies that prioritise sustainability. And companies that deliver solutions to the world's climate and environmental challenges will gain access to large growth markets.

Unfortunately, too few companies in the Danish production sector work strategically and commercially with the green transition. Making products, processes, and business models more circular, more climate-friendly, and more resilient requires knowledge, innovation, and competencies. If companies succeed, they can increase value creation while reducing costs and risks.

Many Danish entrepreneurs want to contribute to the green transition. These include companies that give end-of-life products new life in new products, as well as entrepreneurs who develop new energy and environmental technologies and the greener production companies of the future. However, many of these companies struggle to bridge the gap between a strong idea and the market that must adopt the solutions. The development of green entrepreneurs must therefore be supported, so they are given the best possible conditions to make a difference for the climate, nature, and competitiveness.

CYBERSECURITY

Within the area of cybersecurity, the Danish Industry Foundation has a particular focus on:

- To create competitive companies through increased resilience.
- To increase companies' access to relevant competencies within cybersecurity.
- To strengthen innovation and entrepreneurship within cybersecurity.

Cybersecurity

The Danish Industry Foundation's vision is that Danish companies are leaders in developing and applying responsible and secure digital solutions.

The Danish Industry Foundation's mission is to make cybersecurity a competitive parameter for Danish business.

An increasing number of companies – regardless of size – are facing growing demands for high levels of security and responsible data management from customers, suppliers, and partners alike. A value chain is only as strong as its weakest link. If companies can demonstrate to customers and consumers that they have robust cybersecurity practices in place, both internally and in their products and services, they can turn this into a competitive advantage. In this way, cybersecurity is not only about protecting one's own business against threats from cyber criminals – it also represents a growth and market opportunity.

Continuous innovation in cybersecurity is essential if Denmark is to maintain its digital leadership and secure a share of the global growth rates in this field. There is therefore a need to strengthen the Danish cybersecurity industry. Cyber entrepreneurs must be supported so they are given the best possible conditions to scale and contribute innovative cybersecurity solutions in Denmark.

NEW TECHNOLOGIES

Within the area of new technologies, the Danish Industry Foundation has a particular focus on:

To strengthen companies' knowledge of and competencies within new technologies, and to enhance their understanding of how business potential can be realised.

To strengthen companies' ability to innovate based on the responsible use of new technologies.

To develop world-leading tech ecosystems in Denmark, supported by strong partnerships, capital, and talent.

New Technologies

The Danish Industry Foundation's vision is that Danish companies are among the world's leaders in the responsible development and use of new technologies.

The Danish Industry Foundation's mission is to enable Danish companies to strengthen their business by applying advanced technologies.

Advanced technologies such as artificial intelligence, quantum technology, materials technology, and new production technologies are fundamentally transforming the way we do business. For Danish companies, the question is no longer whether these technologies should be adopted, but how they can be applied wisely, efficiently, and responsibly.

New technologies are a critical driver of productivity gains and competitiveness. They enable the automation of processes, intelligent use of data, and the creation of entirely new business models. At the same time, technologies are key to developing solutions to some of society's greatest challenges – from the green transition and resource scarcity to cybersecurity, defence, and health. It is at the intersection of business innovation and societal challenges that the most groundbreaking solutions emerge.

Realising this potential requires companies to invest in understanding and leveraging the strategic importance of technologies across production, services, and business operations.

Denmark has a particular strength: a strong tradition of ethics, trust, and sustainability. This must be actively leveraged as a competitive parameter. When Danish companies lead the way in applying advanced technologies responsibly, we can both strengthen productivity and help address global challenges.

INTERNATIO-NALISATION

Internationalisation

Within the area of internationalisation, the Danish Industry Foundation has a particular focus on:

To contribute to dynamic knowledge and competency exchange between Danish comanies and international knowledge environments and partners.

To strengthen the conditions for Danish SMEs and entrepreneurs to increase growth through exports.

To work towards ensuring that Danish companies have the necessary managerial capabilities to operate with an international orientation.

The Danish Industry Foundation's vision is that Danish companies increase their global market shares.

The Danish Industry Foundation's mission is to strengthen Danish companies' international profile and their managerial and strategic capabilities to engage with international partners.

The competitiveness of Danish companies increasingly depends on their ability to transform global challenges into market opportunities. The climate crisis, geopolitical tensions, and technological shifts create uncertainty – but at the same time open new growth pathways for companies that can combine innovative capacity with an international outlook and organisational resilience.

To realise this potential, Danish companies must think both offensively and defensively. They must enter new markets, position Danish solutions where global needs are greatest, and build strong partnerships across borders. At the same time, they must develop the managerial and organisational resilience required to navigate supply chain disruptions, technological breakthroughs, and security-related challenges.

Insight into and control of strong value chains is a key competitive parameter. Companies must understand and optimise the entire value chain – both upstream towards suppliers and downstream towards customers and end users. This requires strategic resource management, sustainable processes, and a high level of cybersecurity across all stages.

Companies that master these capabilities are better positioned in times of crisis, respond more quickly to change, and can deliver more value-creating solutions globally.

Diversity and a broad talent base are essential to developing an international mindset. Diversity of perspectives strengthens decision-making and the ability to identify new opportunities. Companies' ability to form alliances with value chain partners and international knowledge environments is likewise a source of both innovation and growth.

The Danish Industry Foundation's Value Creation

The Danish Industry Foundation is an engaged philanthropic foundation. We actively work to realise our mission of strengthening the competitiveness of Danish businesses. We assume leadership in major societal transformation processes for the benefit of individual companies and the Danish business sector as a whole.

Measured in terms of sustainable production, cybersecurity, international outlook, and the ability to apply new technologies, Danish companies must be among the world's leading performers. Within each competitiveness theme, we work to realise our vision by bringing together relevant stakeholders and enabling them to create change collectively.

As philanthropists, we focus on supporting initiatives where others do not. At the same time, we seek to ensure that the knowledge developed is made available to all and thereby becomes a shared benefit for many. We work proactively to disseminate the knowledge and results generated by projects to our target audience, enabling positive change across the Danish business sector.

We set agendas. We prioritise communication and dissemination to ensure that our target audience gains access to the knowledge and competencies that have been developed, as well as to knowledge and competencies that can be applied in Danish businesses and thereby contributing to strengthening the competitiveness of individual companies.

Our ambition is to help empower all stakeholders and unlock the synergy that emerges when everyone aligns strategically in the same direction. This ambition also includes bringing international knowledge to Denmark.

The financial grant-making framework of Danish Industry Foundation is determined annually by the Board. The Board decides which projects and programmes are awarded funding and ensures that activities are planned, managed, and carried out responsibly in accordance with applicable legislation and the Foundation's charter.

We are an open organisation that actively seeks inspiration and ideas from a wide range of sources. We engage in dialogue with applicants and collaborate with them to develop the best possible projects. Sometimes, the idea for a strong project originates externally; at other times, we take the initiative to bring stakeholders together around the realisation of a project idea. At all times, we seek to contribute insight and experience in order to create the best possible projects.

Evaluation

At the Danish Industry Foundation, we use evaluation as a means to strengthen goal attainment and impact. Our impact principles provide a natural framework for evaluation before, during, and after an activity has been awarded funding.

We create impact through change. We work in partnerships to drive transformation in companies and systems and to achieve shared learning.

We place strong emphasis on evaluation based on a learning-oriented approach. A prerequisite for knowledge sharing is understanding what works and what does not. This requires all involved stakeholders to generate insights into results and causal relationships throughout the project lifecycle.

All grant recipients are required to develop an evaluation strategy outlining how they will document and assess the project's short- and long-term impact. Grant recipients are provided with a range of tools to support the development of an evaluation strategy, and we also collaborate with professional evaluators who can assist with the evaluation process.

Evaluation and goal attainment are also used as a means of monitoring progress in relation to finances, milestones, and deliverables. This helps ensure that an initiative remains relevant to its target audience as the world evolves.

Communication

We work purposefully to ensure that project owners communicate their results and experiences from the project. Our aim is to ensure that the knowledge and tools generated by projects are disseminated and put into use within the Danish business sector.

We work to embed knowledge and results among relevant stakeholders for the benefit of future learning.

Regardless of whether a project's core hypothesis ultimately proves valid or not, we require projects to maintain a continuous and creative focus on dissemination and communication.

The knowledge generated by our projects only realises its full potential if it is communicated to the right audiences, through the right channels, and on the appropriate scale. We therefore set high standards for both our own communication efforts and those of individual projects.

All grant recipients are required to submit a detailed plan outlining how they will approach their communication efforts and which key messages they will communicate. We actively engage with projects and provide sparring and advisory support on communication plans.

1898

For more than 100 years, the Danish Industry Foundation's activities have been centred on promoting business development and, thereby, strengthening competitiveness. When industrialisation gained momentum and became more widespread around the turn of the 20th century, access to capital for the establishment of buildings and production facilities was one of the greatest barriers to growth and development.

As a result, enterprising business leaders established "Kreditforeningen for Industrielle Ejendomme" (a credit association for industrial properties) in 1898. This created opportunities for mortgage financing of properties and operating assets, thereby providing the necessary capital for Danish business, and particularly the industrial sector.

In 2009, the Danish Industry Foundation decided to sell its mortgage lending business to Nykredit. This created a capital base which, through traditional asset management, has grown significantly and now forms the foundation of the Foundation's current philanthropic activities.

The Danish Industry Foundation is one of the largest private business-promoting foundations in Denmark, with annual grant allocations of DKK 250 million. Building on this foundation, we now look towards 2030, where our focus on sustainable production, cybersecurity, internationalisation, and the application of new technologies will help maintain Denmark's position as one of the world's most competitive nations.

2030

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