



**DENMARK BRIDGE**

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A map showing the geographical connection between Silicon Valley in the United States and Scandinavia. A red dotted line, labeled 'DenmarkBridge', stretches from the San Francisco area across the Atlantic Ocean to Sweden. Along this line, there are four circular markers: a red one in Silicon Valley, a teal one in Mexico, a red one in Sweden, and a teal one in Finland. In the bottom left, there are two icons: a red circle with a black factory icon labeled 'Companies' and a teal circle with a black money bag icon labeled 'Investors'.

# DenmarkBridge

**A non-profit business network** establishing unique connections and access to knowledge, technology innovations, and venture capital in Silicon Valley for Danish companies and entrepreneurs

Companies

Investors



# Members of DenmarkBridge

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A.P. Møller-Maersk, Danske Bank, LEGO, Novo Nordisk, the Confederation of Danish Industry and The Danish Growth Fund founded DenmarkBridge in **2016**.



VEKSTFONDEN



BECH-BRUUN



PensionDanmark



KROMANN  
REUMERT

Demant



FÆRCH  
FONDEN





# Board of Directors



**Christian Motzfeldt**  
**Chairman**  
 CEO of the Danish  
 Growth Fund



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**Board member**  
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 Former Director for Microsoft  
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**Lars Dalgaard**  
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 Founder, LUV Ventures. Former  
 partner at A16Z



**Carl Erik Kjaersgaard**  
**Board member**  
 CEO, Blackwood Seven



**Christian Tang-Jespersen**  
**Board member**  
 Investor and Advisor, 8299 A/S



# Royal Patron



HRH Crown Prince Frederik of  
Denmark is the patron of  
DenmarkBridge

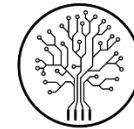


# The strategy is based on a close collaboration with investors

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Some of the best venture funds in Silicon Valley. They each screen more than 2.000 companies/year and have front row seats to the innovation economy:

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ROOT/VENTURES





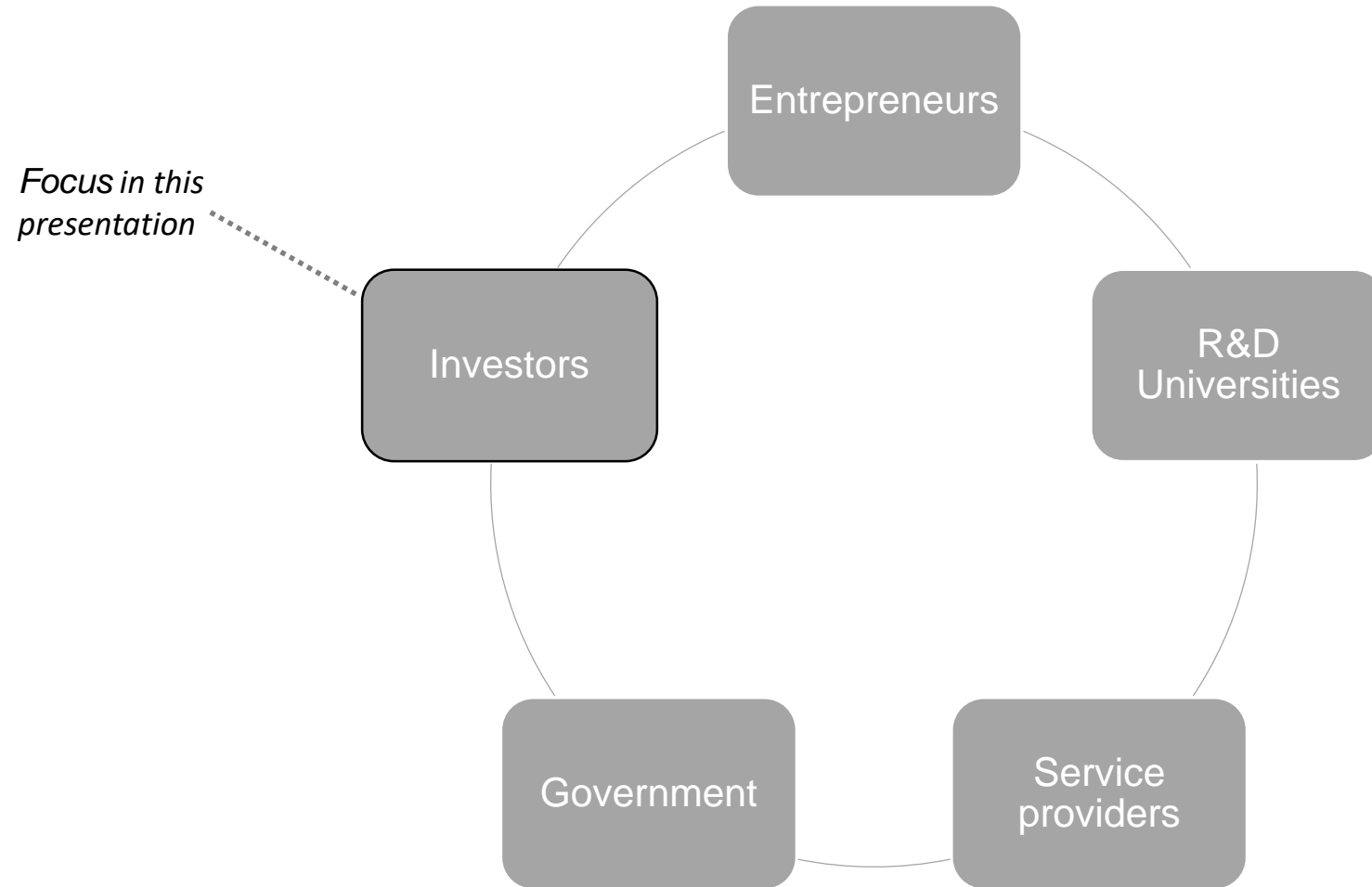


# The Innovation Economy



# The five pillars of the innovation economy

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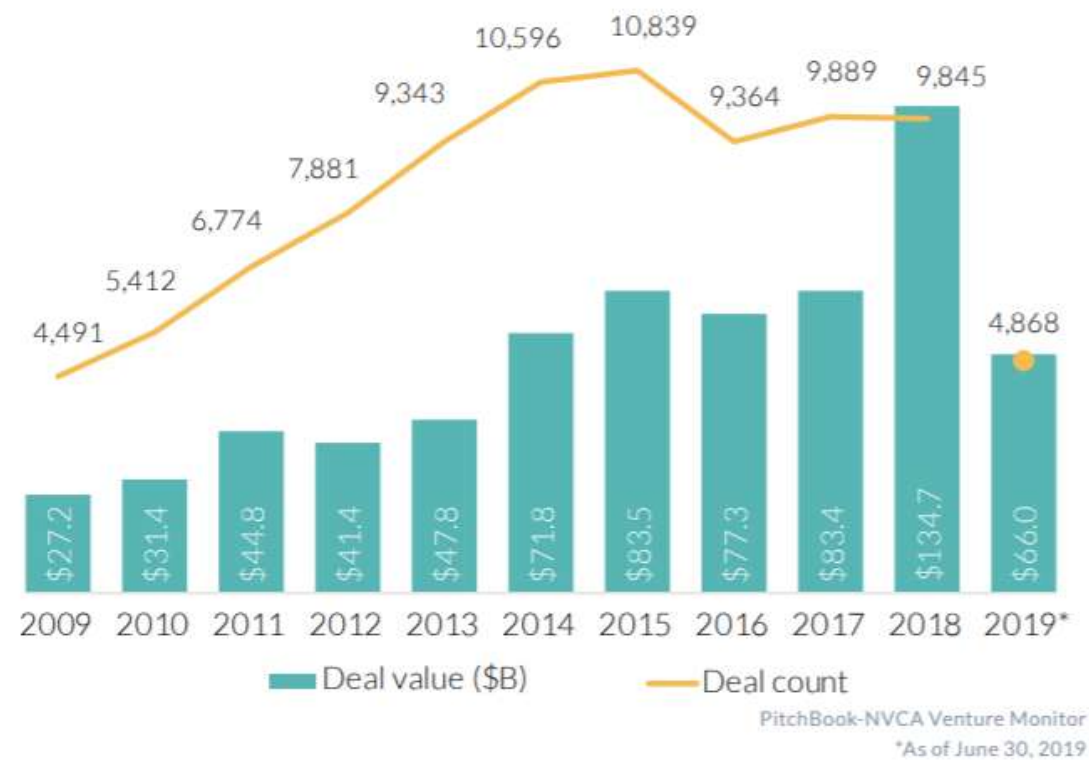




# 2018 was a banner year

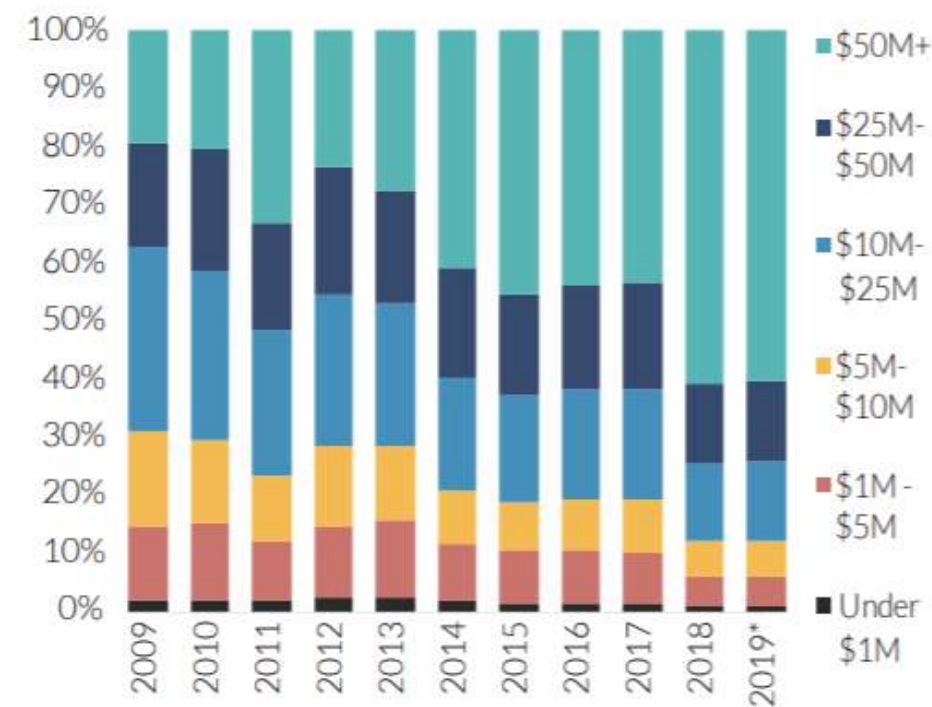
## VC investment retains momentum from 2018

US VC deal activity



## Large deals dominate VC investment totals

US VC deals (\$) by size



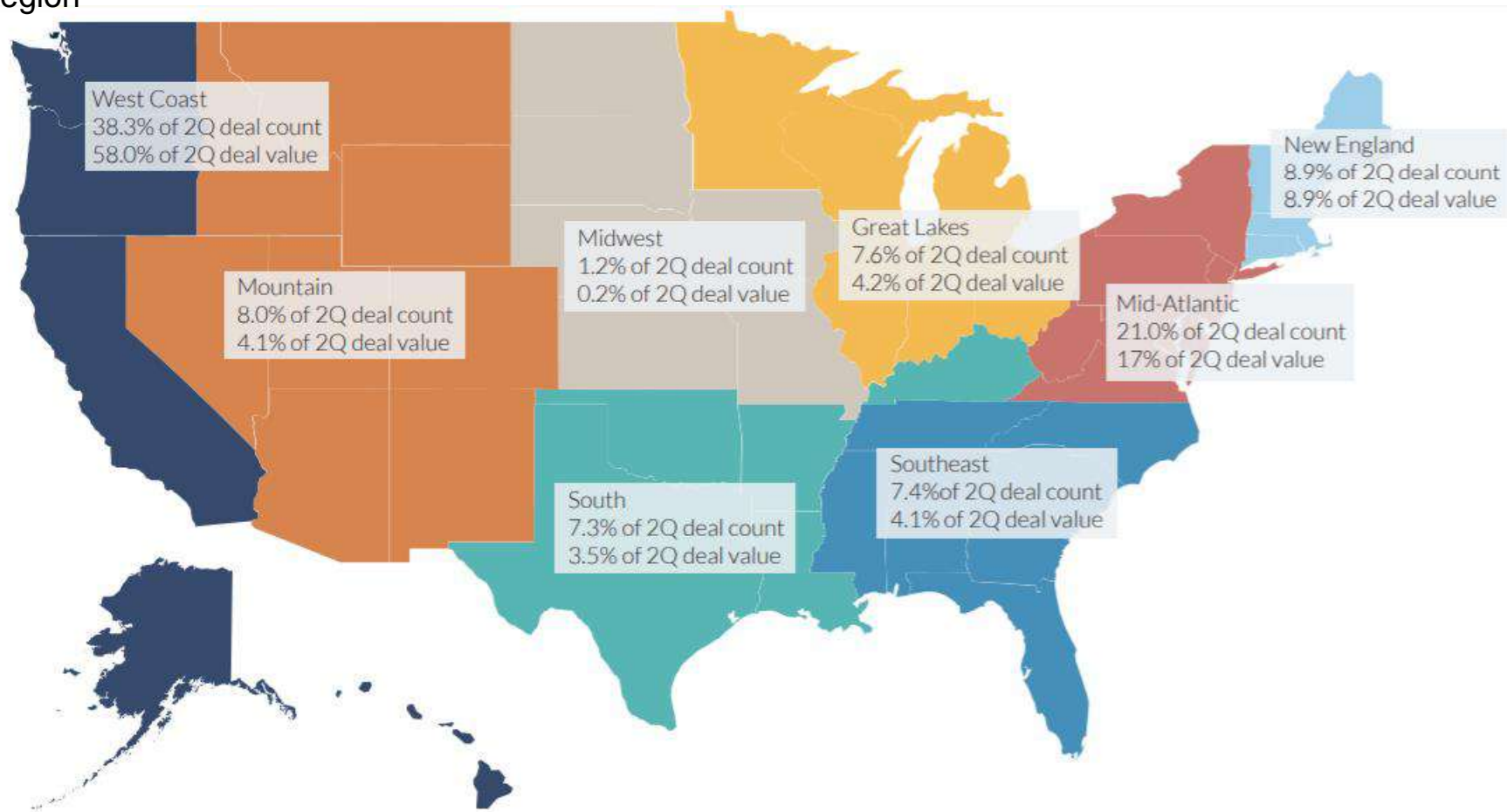
Source: Pitchbook, NVCA Venture Monitor Q2, 2019.

DK: USD 600M venture investments in 2018 (Source: VF)



# West coast again comprises more than half of all VC invested

## US VC deals by region



PitchBook-NVCA Venture Monitor  
\*As of June 30, 2019



# The primary investors

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Investors (list not exhaustive)

<b>Venture funds</b>	US Venture funds raised more than \$55B in 2018* More than 600 seed funds in US**
Corporate venture units	More than 1.000 corporate investors in Silicon Valley***
Angels	Super angels like Peter Thiel and Jeff Bezos
Accelerators	Y Combinator, Alchemist etc.
Sovereign Wealth Funds	Temesek

\*National Venture Capital Association & Pitchbook

\*\*Michael Kim, founder of Cedana Capital

\*\*\*DLA Piper



# The job of a venture capitalist

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Finding and investing in the best startups



Helping the startups



Exiting the company (typically after 5-7 years)

\*Fundraising is obviously also an important task of the venture capitalist



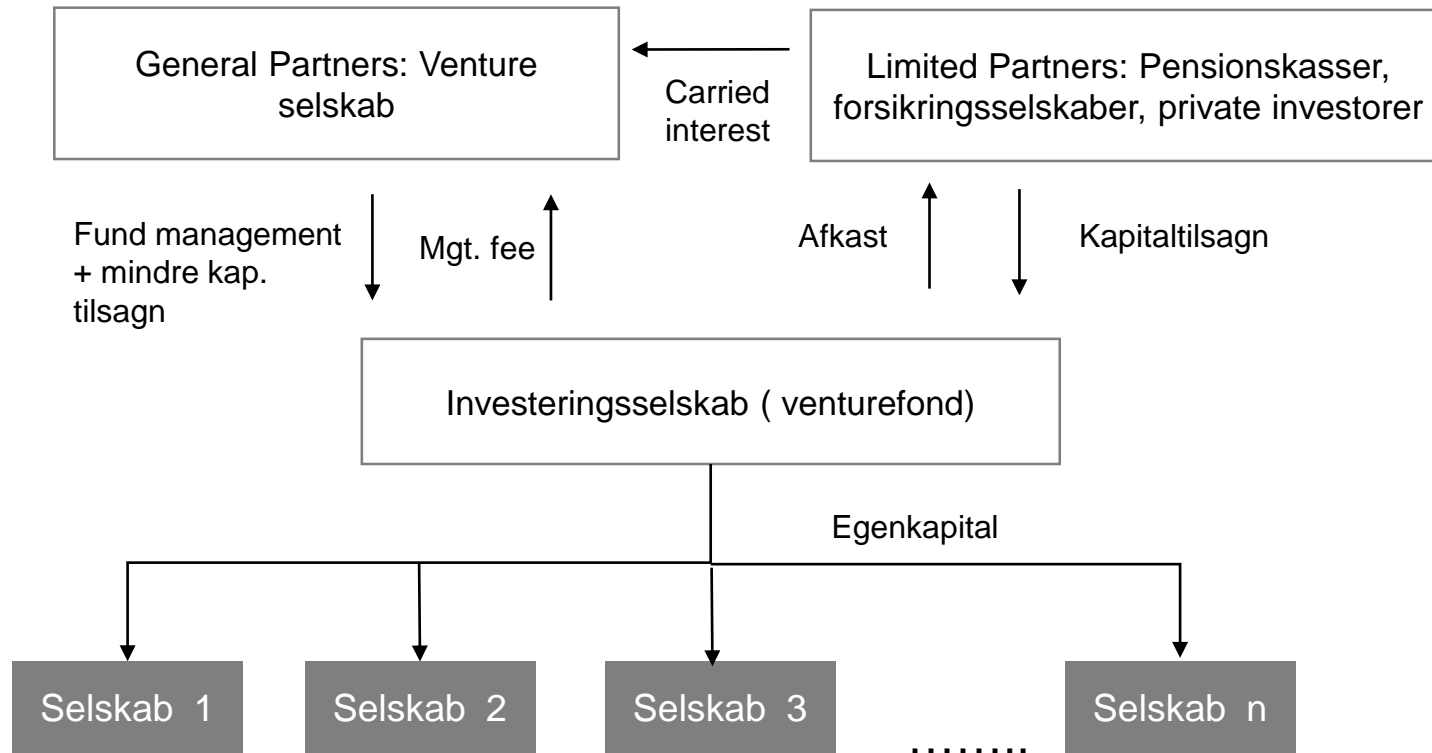
# Companies funded by venture capital

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# Venture fund setup



**Venture kapitalister** (general partners) rejser penge fra en eller flere institutionelle investorer (limited partners), som investeres i flere selskaber gennem et investeringsselskab.

For denne service modtager venture kapitalisterne en mgt. fee på typisk 2 pct. af den samlede fondstørrelse.

Udover mgt. fee modtager venture kapitalisterne **carried interest**. De vil typisk modtage 20 pct. af fortjenesten på fonden



# Example of a venture fund: Innovation Endeavors



Innovation Endeavors invests in visionary founders, transformational technology and emergent ecosystems for a new world. The fund was founded by Eric Schmidt (the former executive chairman and CEO at Google), and the fund has invested in some of the most successful startups out of Silicon Valley including Uber.

## Selected team members



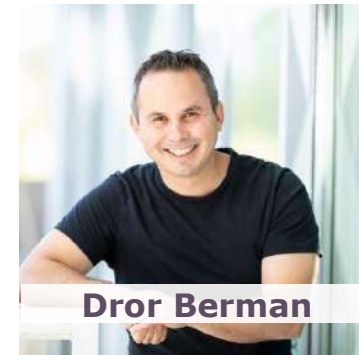
**Eric Schmidt**

Former CEO at Google



**Scott Brady**

Co-founded three publicly-traded companies



**Dror Berman**

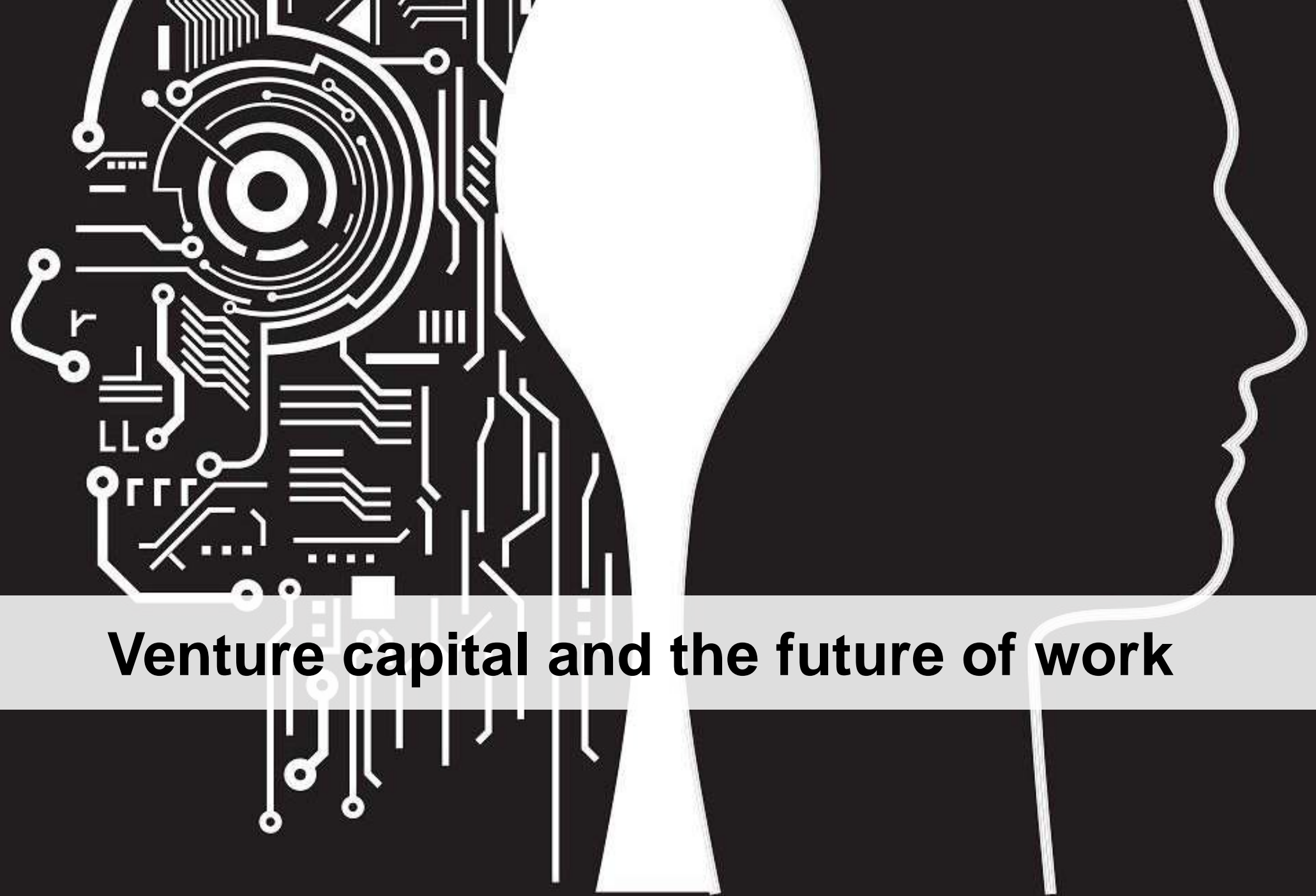
Previously worked at NICE and the Elite special forces unit of the Israeli Defense Force



**Sara Holman**

Helped several Fortune 500 companies with their Innovation Strategy





# **Venture capital and the future of work**



# Some of the most common jobs in America

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Cashier



Employment, USA:

3.300.000

Food preparation



2.600.000

Warehouse workers



1.200.000

Trucking and delivery



3.500.000

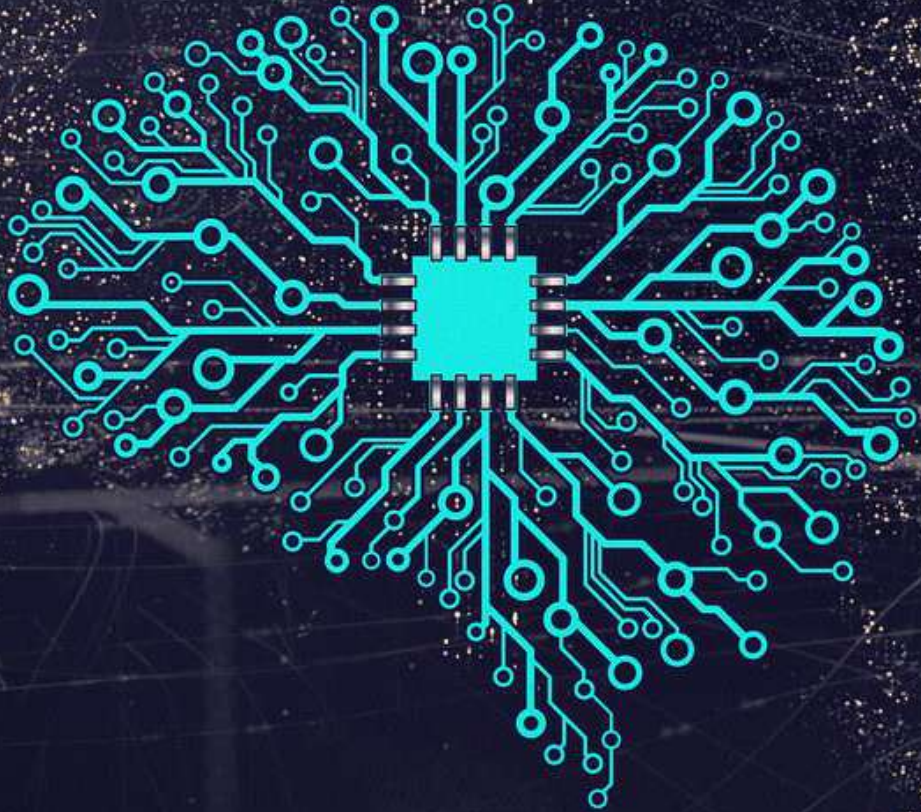
Farmers



3.200.000

**Common denominator:** Repeatable task-based jobs (to some extend)





Repeatable task-based jobs are likely to be the first to be automated.

**AI** excels at pattern recognition, performing sequenced tasks faster and with higher accuracy than human workers.



# Many jobs are up for grabs

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Cashier



Employment, USA:

3.300.000

Food preparation



2.600.000

Warehouse workers



1.200.000

Trucking and  
delivery services



3.500.000

Farmers



3.200.000

Just a snapshot of companies disrupting the sectors  
(all backed by venture funds)

grabango™

simbe



M MOMENTUM  
MACHINES



STARSHIP

Gatik





Plenty





# Commonsense Robotics





# Momentum Machines





amazon go





Gatik.ai





Startship







Thank you



## Rasmus Holst

Am too old to be real start-upper and with two teenage kids

Have been part of selling business' worth 1bn USD through my career

Have managed teams in 11 countries and lived in Denmark, Luxembourg and USA



**Right now on an adventure with Wire**





## Wire - The most secure collaboration platform

Collaboration suite featuring messenger, voice, video, conference calls and file sharing based on end to end encryption available on cloud, private cloud and on premise



*We chose Wire to develop a self-hosted, secure collaboration and communication platform primarily because it offers the most secure end-to-end-encryption on the market without compromising user experience.*

**Yannick de Kerhor, CDIO EY**



**The next generation collaboration - from the founders of Skype**







**Her er en sur mand - han er dansk**





Der er superhelte overalt





Der er altid kamp om pladserne





Rivaler gør dig bedre ...



... men start som svanen





... DISRUPT - vælg din modstander

NETFLIX



Altid bedst af 7 kampe







**Husk at give tilbage**



Verdensmestre - altid

D R E A M

BIG







**Her er den sure mand glad - en superhelt**





onelogin

wire™



.... et lille skub og vi kan godt være svaner



Skab miljøet for superhelte

Husk at få dem til at give tilbage

Verdensmestre - altid



Og ja .... selvfølgelig bliver Wire større end Skype og Slack



# LinkedIn Company Overview





## Our Vision

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Create economic opportunity  
for every member of the  
global workforce.



## Our Mission

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Connect the world's professionals  
to make them more productive  
and successful.



# LinkedIn's Global Footprint





# LinkedIn Membership

645 members worldwide

**163M** members in the US

**48M** members in China

**201M** members in Europe,  
Middle East and Africa

**92M** members in Latin America

**170M** members in Asia Pacific



# Connect to Opportunity

MEMBERS

Advance  
My Career



CUSTOMERS

Work  
Smarter





# Connect to Opportunity

MEMBERS

## Advance My Career

Get the  
right job

Build meaningful  
relationships

Stay well-  
informed

Establish and manage my reputation  
Research and contact people  
Keep tabs on my activity



Aaron Pagan

Account Manager, *Purple Communications*





# Connect to Opportunity

CUSTOMERS

## Work Smarter

Hire

Learn

Market

Sell

Premium & Commerce



**Chrissy Running**

Technical Recruiting Manager, *Netflix*





# Culture

Transformation

Integrity

Collaboration

Humor

Results





The principles that  
guide our day-to-  
day decisions

# Values

Members first

Relationships matter

Be open, honest, and constructive

Demand excellence

Take intelligent risks

Act like a owner



# Economic Graph Overview





## Our Vision

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Create economic opportunity  
for every member of the  
global workforce.



# The Economic Graph





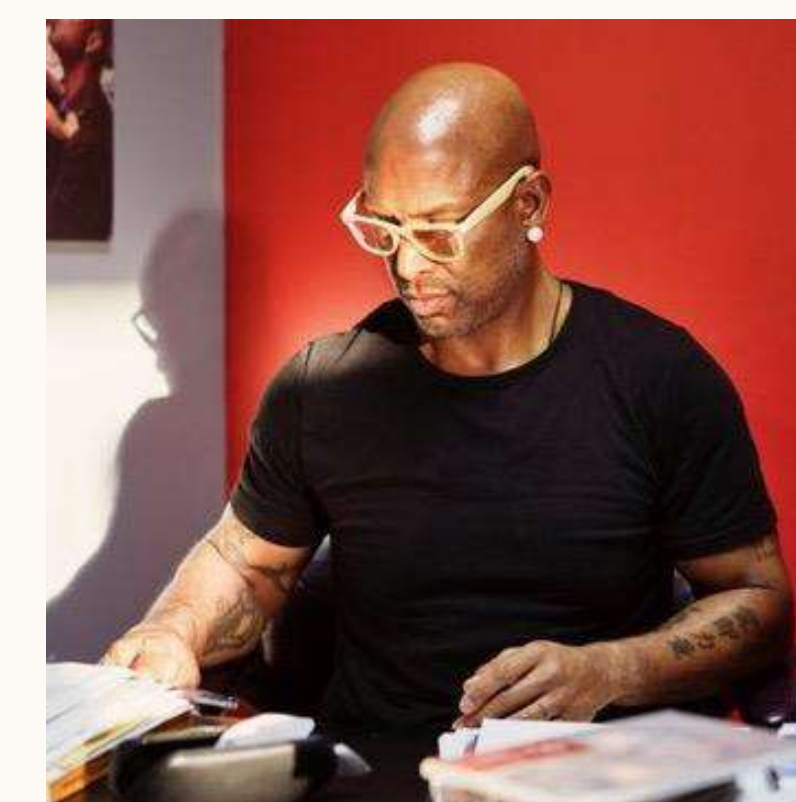
# The Economic Graph





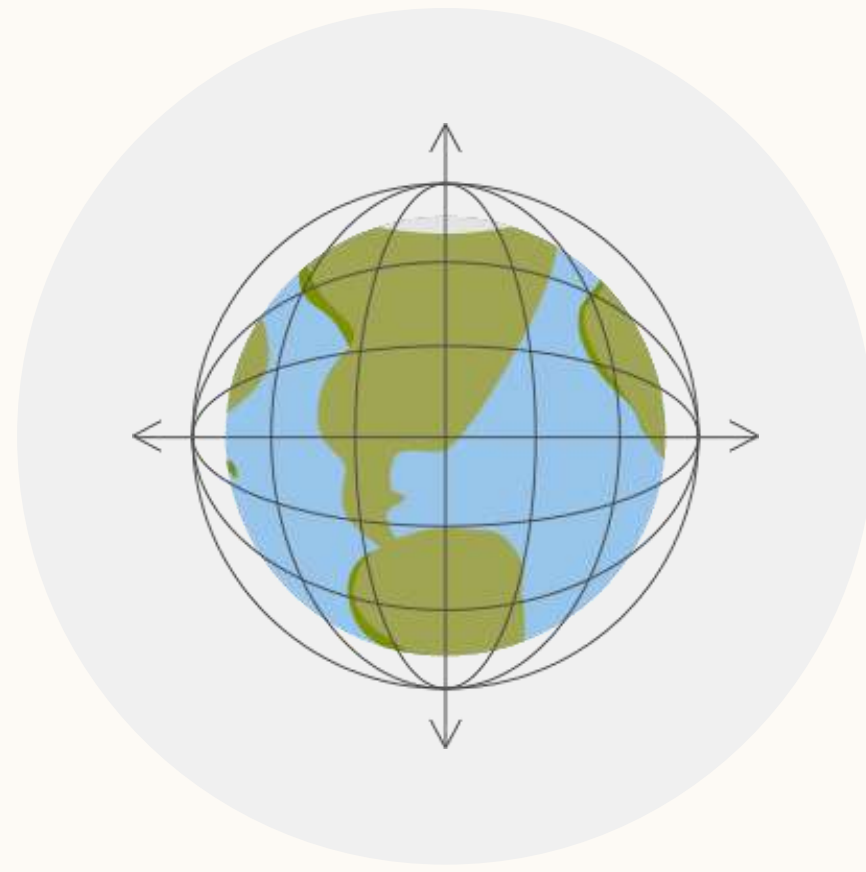
# Economic Graph Team Mission:

Transition the global  
workforce to the skills and  
jobs of tomorrow





# Advantages of LinkedIn Data



## Global

Compare hundreds  
of countries  
and cities



## Granular

Breakdown by  
location, industry,  
function, etc.



## Real-Time

Members  
constantly update  
their profiles



## Historical

Monitor data – like  
migration patterns –  
over time





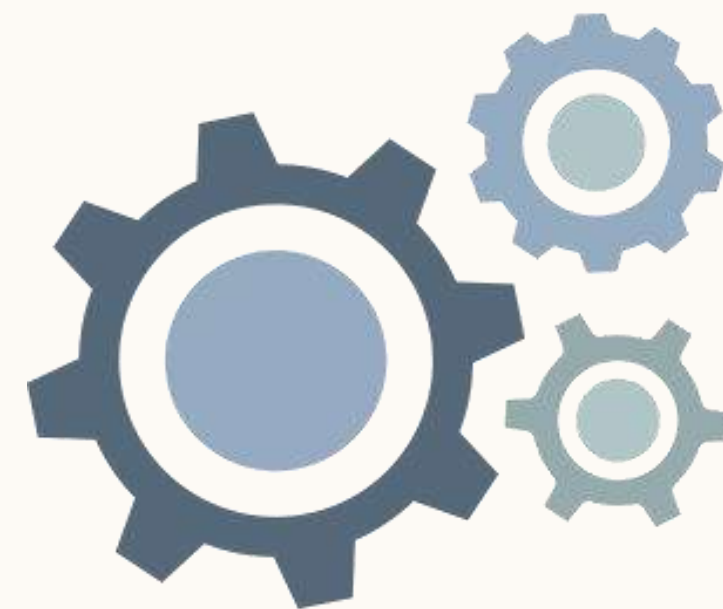
# Future of Work

We are a leading voice on key public policy priorities



## Career Pathing

Help policy makers drive workforce career preparedness and progression



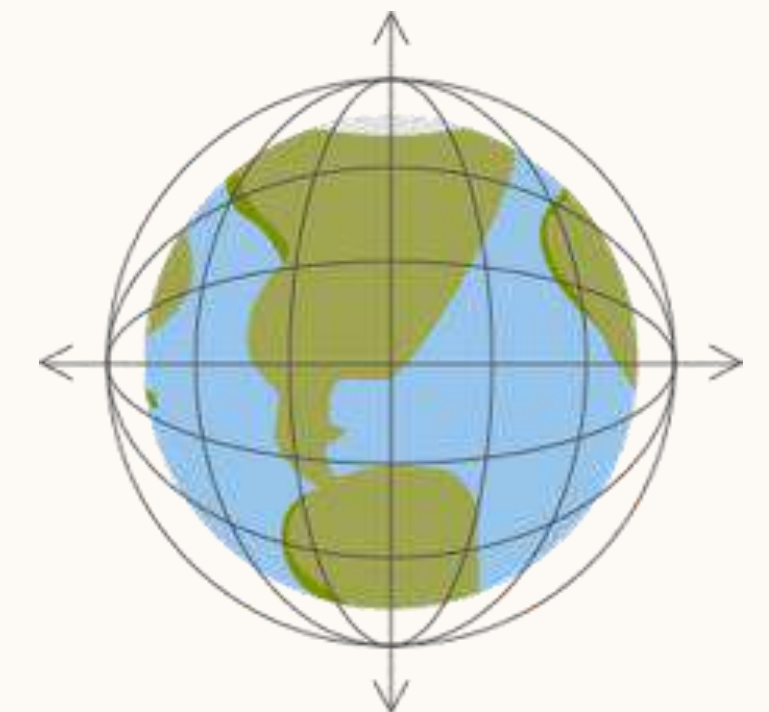
## AI, Automation, & Emerging Tech

Help economies take advantage of new tech opportunities.



## Entrepreneurship

Provide countries intelligence about their entrepreneurial ecosystems.



## Global Economic Integration

Help govs connect talent and knowledge to economic growth.





# Applications and Partners







(gentle music)





# Studying the Global Gender Gap

*“Based on collaboration with LinkedIn, we find that only 22% of AI professionals globally are female, compared to 78% who are male. This accounts for a gender gap of 72%, which has remained constant over the last years and does not at present indicate a positive future trend.”*

*The implications of this finding are wide-ranging and require urgent action.”*



Figure 8A: Trends in AI skills by gender and year: rate of adoption

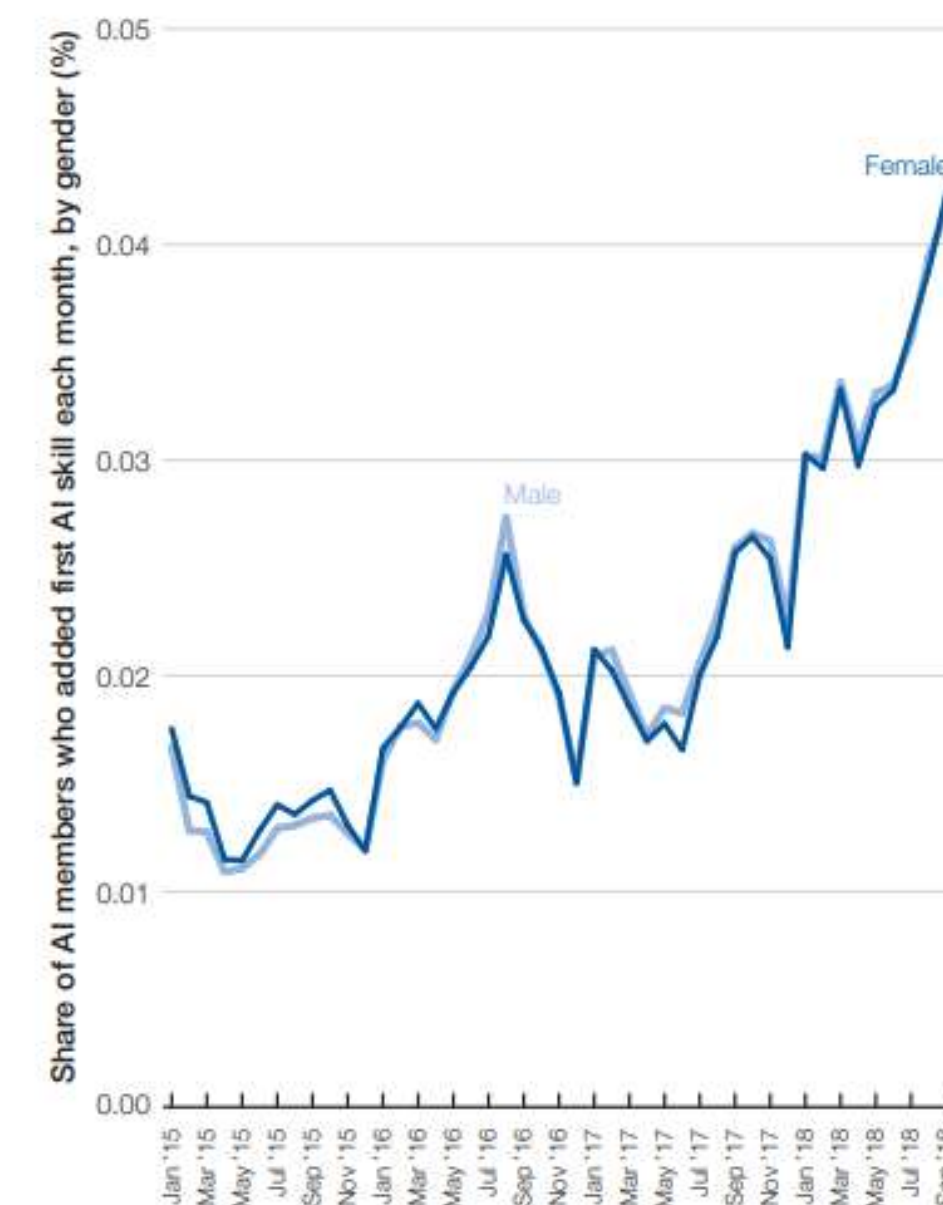
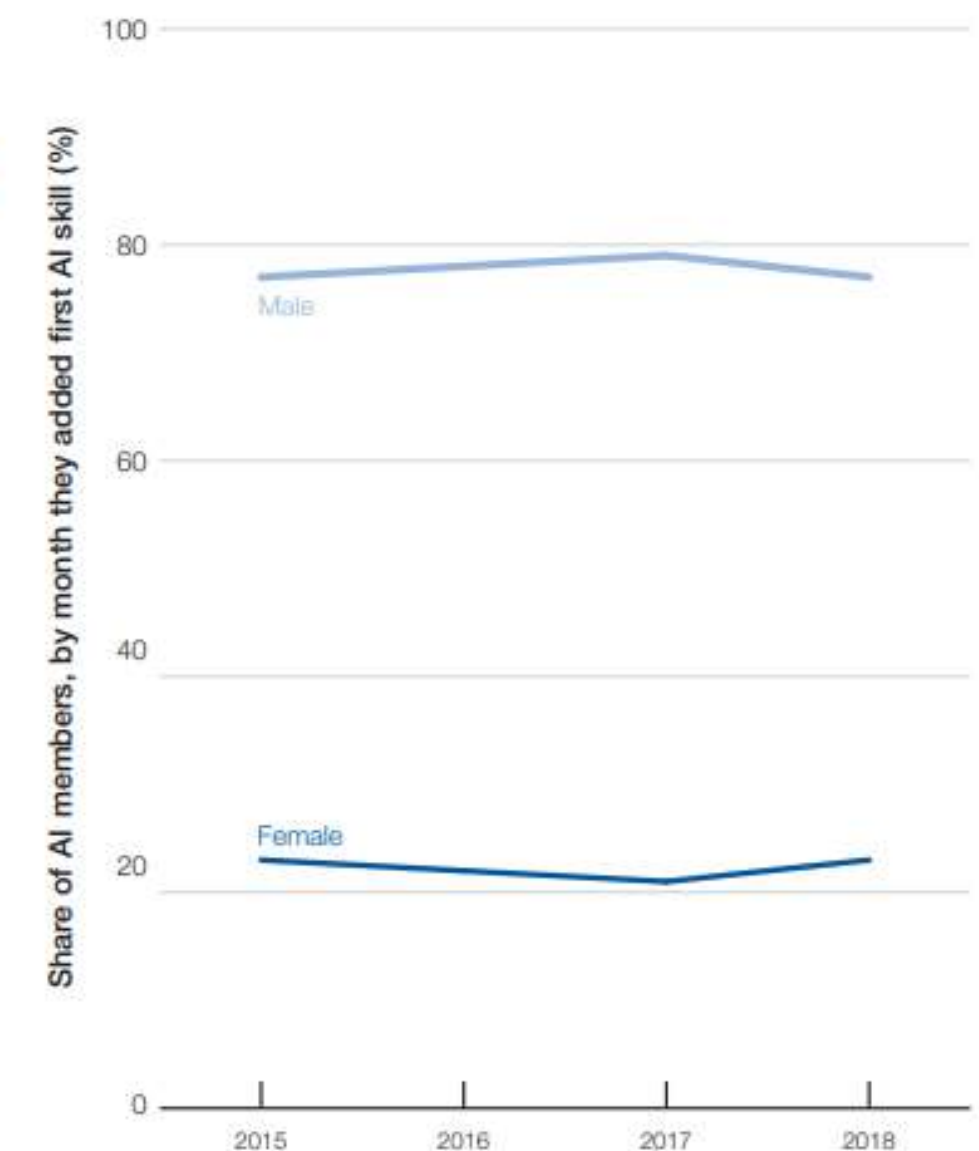


Figure 8B: Trends in AI skills by gender and year: share of adoption



Source: LinkedIn.

Note: Adoption trends show how this pool of AI talent has grown over time, based on when members first indicated having an AI skill. To generate these trends, we first looked at the total number of members with AI skills and segmented this group by gender. We then identified the date when each member added the first AI skill to their profile and calculated this as a proportion of all members, by month, for each segment.

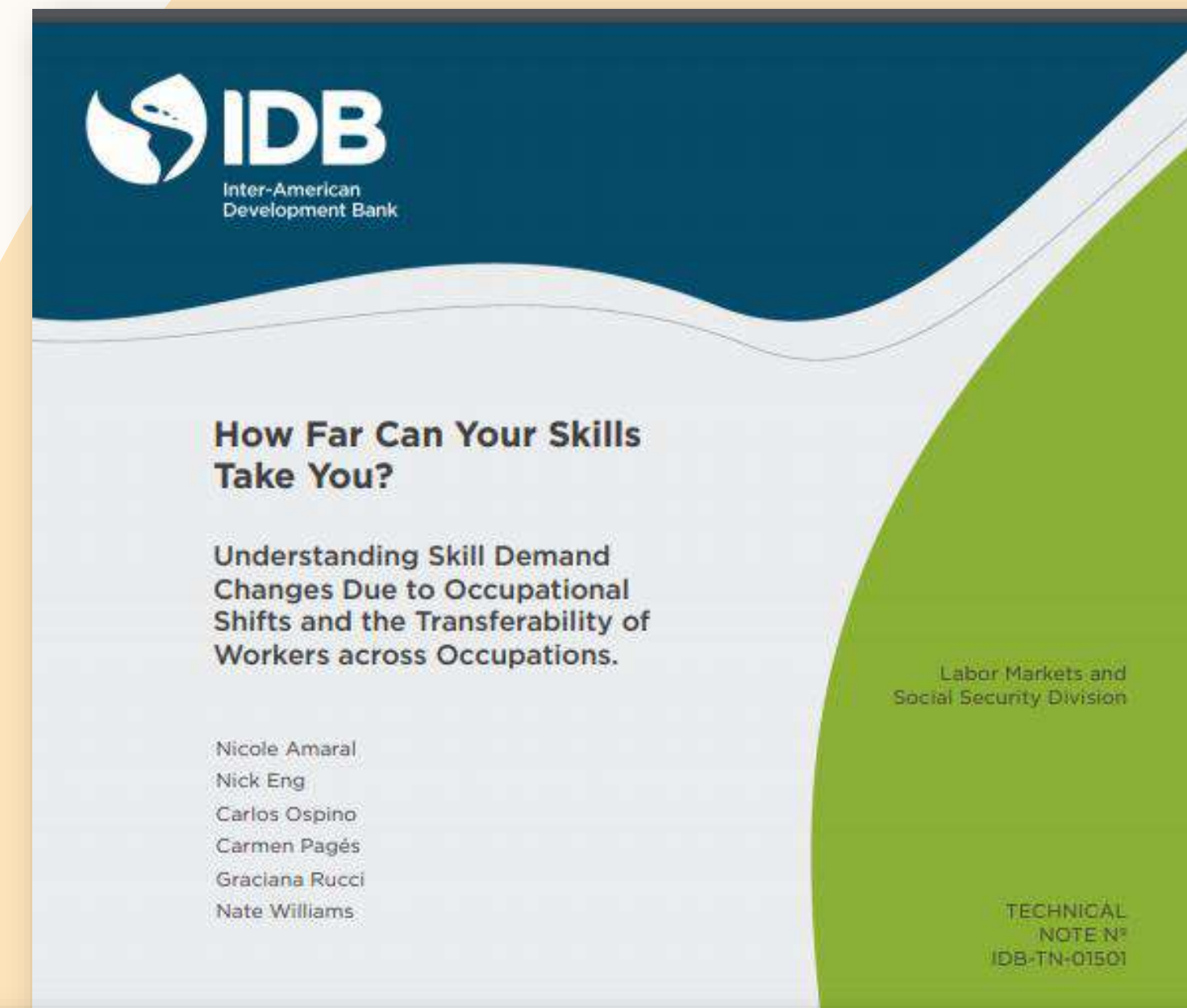




# Understanding Skill Transferability

*“Understanding the transferability of skills is one of the most promising areas of analysis available through LinkedIn data.*

*Throughout history, the development and expansion of new tasks and occupations have helped to outweigh job losses caused by waves of automation. However, this expansion can be slowed—and transitions be more costly--if recent graduates and/or workers who lost their jobs due to automation do not have the required skills to perform these new tasks or occupations.”*



Argentina: Emerging Occupations	Rank
Software Developer	1
Legal Administrative Professional	2
Social Media Specialist	3
Owner / Founder	4
Creative Designer	5
Journalist	6
Consultant	7
Food Service Professional	8
Business Strategist	9
Architect	10

Argentina: Declining Occupations	Rank
Administrative Employee	1
Information Technology Support Specialist	2
Customer Service Specialist	3
Accountant	4
Information Technology Consultant	5
Military Officer	6
Information Technology System Administrator	7
Retail Salesperson	8
Research Analyst	9
Corporate Finance Specialist	10

Note: These tables rank the top 10 most emerging and declining occupations in Argentina according to the analysis of hiring rates for each occupation between 2007-2018 using LinkedIn's data for that country.

From	To	Ranking	Correlation
Administrative Employee	Salesperson	1	0.42
Contract Administrator	Legal Administrative Professional	2	0.25
Compliance Specialist	Legal Administrative Professional	3	0.45
Information Technology Support Specialist	Database Developer	4	0.52
Customer Service Specialist	Logistics Specialist	5	0.95
Photographer	Social Media Specialist	6	0.20
Information Technology Consultant	Technology Manager	7	0.81
Accountant	Accounts Receivable Clerk	8	0.82
Information Technology System Administrator	Technology Manager	9	0.93
Retail Salesperson	Product Manager	10	0.67





# Connecting Networks and Trade Flows

*“The most important information network is the one between people where professional networks enable the operation of GVCs.”*

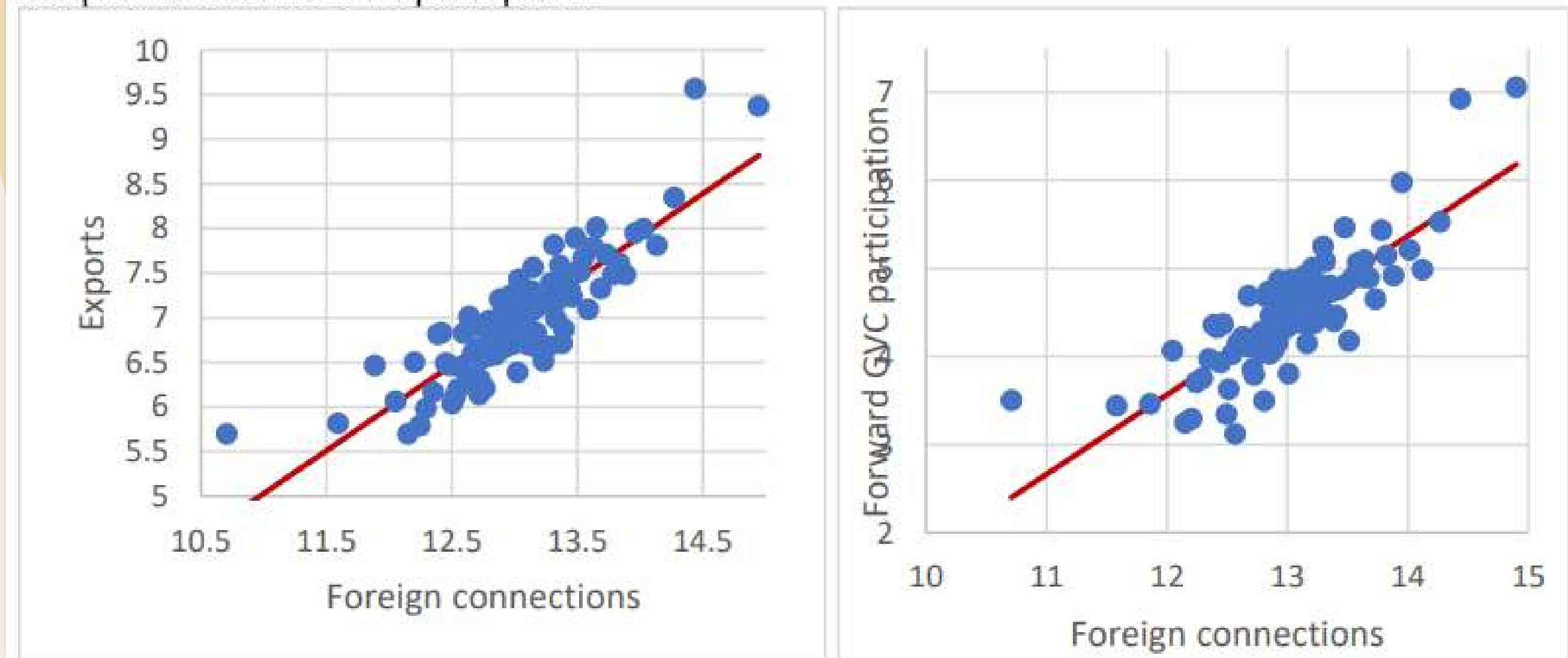
*Analysis of the LinkedIn data reveal that exports (box figure 1a) and both forward and backward global value participation (box figures 1b and 1c) respectively are strongly correlated with the number of foreign connections people on LinkedIn.*

*Though causality is more difficult to establish, these patterns suggest that professional networks are complementary to the expansion of global value chains.”*



**Box figure 1 Exports and GVC participation vs online foreign connections**

a Exports b Backward GVC participation








# Future Work – Interactive Insights

- *Our intent is to make insights and research widely available as a resource for the policy community.*
- *Our first effort, a beta site developed with the World Bank, is an example of the type of insights we will begin to develop and share.*

Welcome to our beta site [Click Here for Feedback](#)

Industry Jobs and Skills Trends [HOME](#) [EXPLORE THE DATA](#) [ABOUT](#) [FAQ](#)  [LinkedIn](#)

DIGITAL DATA FOR DEVELOPMENT

**EXPLORE THE DATA**  
For skills and employment trends by country and by sector over time

**METHODOLOGY**  
Learn more about the methodology behind the metrics

**BLOGS**  
On latest news & country stories

**ABOUT**  
The Collaboration

The World Bank Group and LinkedIn share a commitment to helping workers around the world access opportunities that make good use of their talents and skills. The two organizations have come together to identify new ways that data from LinkedIn can help inform policymakers who seek to boost employment and grow their economies.

This site offers data and automated visuals of industries where LinkedIn data is comprehensive enough to provide an emerging picture. The data complements a wealth of official sources and can offer a more real-time view in some areas particularly for new, rapidly changing digital and technology industries.

The data shared in the first phase of this collaboration focuses on 100+ countries with at least 100,000 LinkedIn members each, distributed across 148 industries and 50,000 skills categories. In the near term, it will help World Bank Group teams and government partners pinpoint ways that developing countries could stimulate growth and expand opportunity, especially as disruptive technologies reshape the economic landscape. As LinkedIn's membership and digital platforms continue to grow in developing countries, this collaboration will assess the possibility to expand the sectors and countries covered in the next annual update.

This site offers downloadable data, visualizations, and an expanding body of insights and joint research from the World Bank Group and LinkedIn. The data is being made accessible as a public good, though it will be most useful for policy analysts, economists, and researchers.

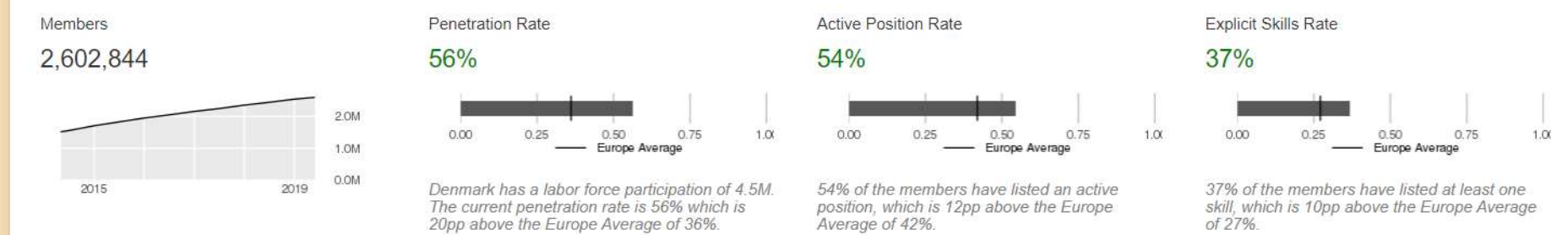




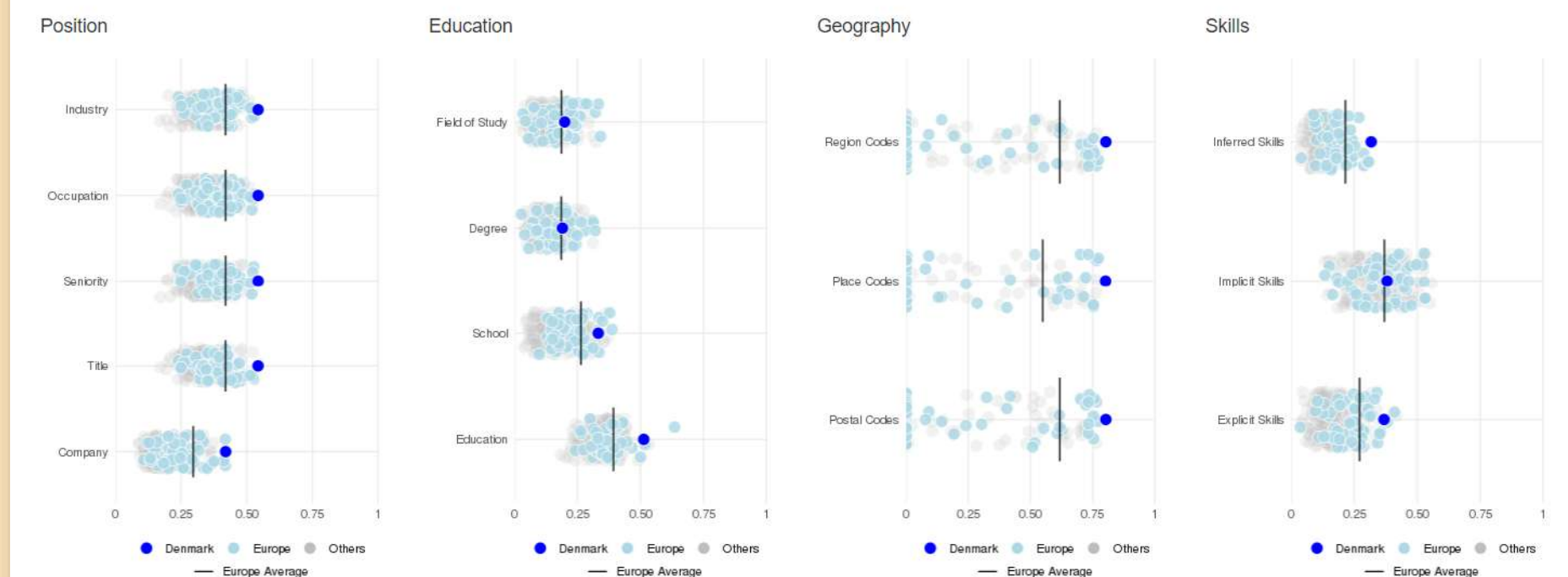
# Future Work – Country Metrics

- *Internal dashboarding to understand availability, representation of data v. a country's own economic indicators.*
- *Intended to shorten initial analysis and point out any obvious economic trends.*

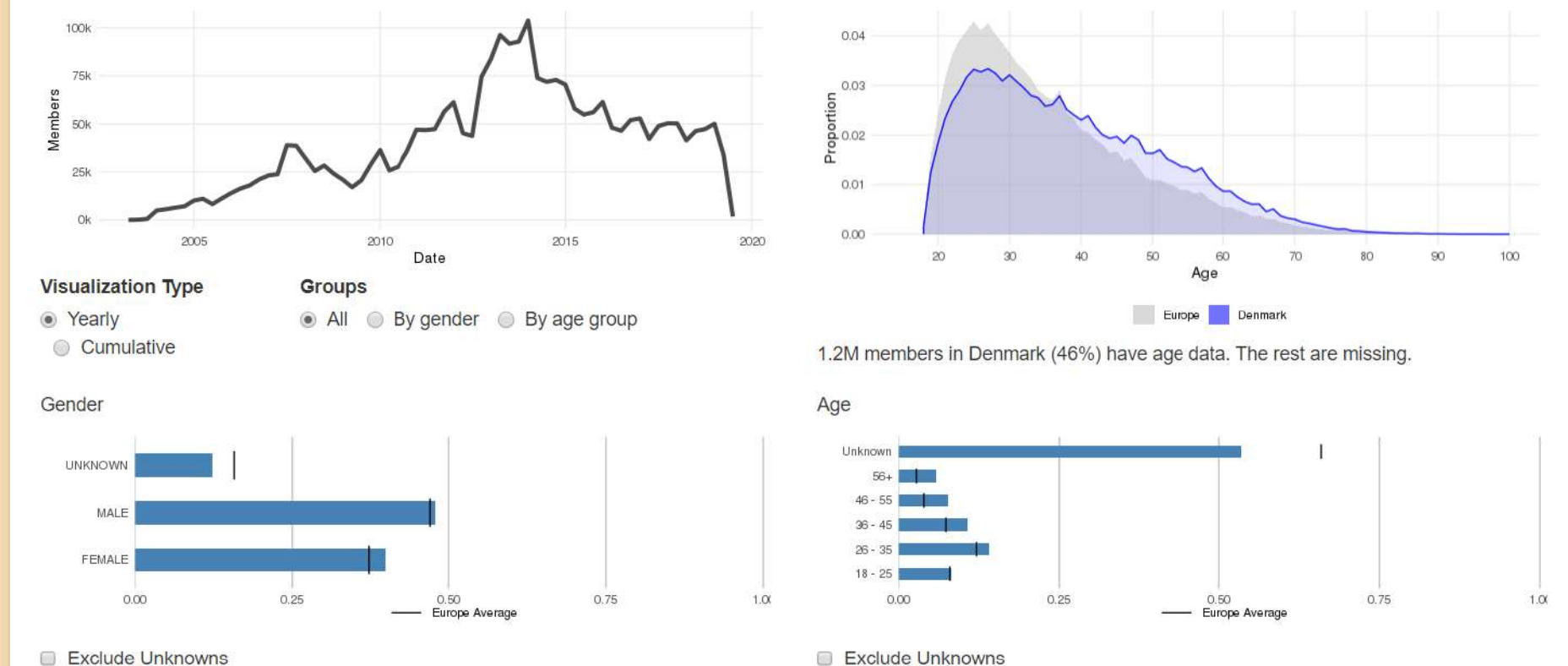
## Overview



## Standardized Data Coverage



## Member Characteristics



## Migration





# Discussion