

FINAL PRESENTATION

# Paving the path for tomorrow's research top talents in Denmark\*

\*Exploring the barriers and potentials for attracting and retaining  
talent in Danish STEM research



**Thomas Bjørnholm**, Director of Science

VILLUM FONDEN



## Preface

Exceptional research is about finding original answers to more general wonder. As a foundation, one must also wonder, constantly, in order to make the most of our funds. This lies in the ethical obligation of being a non-profit foundation. Therefore, in the early summer of 2018, we went on a grand tour among the principals of the Danish universities. Our curiosity was directed towards understanding the structural factors and barriers that prohibit us from creating a sublime research environment in Denmark.

The consensus was clear – there are good conditions for research in Denmark, but we fall short on *gender diversity*, *interdisciplinarity* and in *attracting and retaining top talents*. Thus, there is great potential if we can contribute to breaking down barriers in these areas.

We hired the strategic innovation agency **IS IT A BIRD** in the autumn of 2018 to get a deeper understanding in one of these challenge areas. With a particular focus on attracting and retaining international top talent, they have given the researchers a voice through their exploratory approach, and ensured that we didn't just reproduce our own preconceptions. They have now unfolded the barriers, giving us the knowledge and means to use our funds with the intent of influencing the Danish research ecosystem, placing Denmark on the map for absolute top talents.

The following report unfolds the research done by IS IT A BIRD.

We hope to have sparked your curiosity.

Enjoy the read.

## 1. Research Approach

*In order to paint a comprehensive picture of potential barriers in the Danish research environment IS IT A BIRD has combined the forces of ethnographic research and design thinking in a two-sided approach:*

### Understanding the researcher:

We have embedded ourselves alongside individual top talents by using participant observations and ethnographic interviews. With this, we got a holistic understanding of the daily life of a researcher. Additionally, roundtable conversations mapped out the common and individual barriers for choosing a career in Danish research.

### Understanding external influencers:

Additional to this, we have also looked into the contextual surroundings of the research environment. We have interviewed experts, visited European universities, facilitated workshops with university administration and conducted desk research on best practice examples in the field.

From these approaches, we uncovered the needs and experienced barriers across different levels that influence the path of a top talent towards being attracted and retained in the Danish research context.

## 2. Barriers

*Based on the conducted fieldwork, the analysed insights illustrated 5 key areas where barriers stand in the way for attracting and retaining top talent in Denmark.*

Overall, the Danish **research environment** is not seen as a top destination for young talent or professors at the pinnacle of their careers. It simply isn't top of mind and researchers have their own preconceived ideas of the country's system and what it is like to live and do research in Denmark.

The career ladder of a researcher is uncertain in a random way, and top talents need to acquire skills on their **professional journey** to the top, all while having to juggle a social and private life. Additionally, the uncertainty of maintaining a **financial foundation** makes it hard to sustain themselves.

Top talents who do set out to start a career in Denmark characterises the process as exhausting. With ever changing immigration rules, isolated Danes and an odd Danish culture, the **Danish society** makes it difficult for top talents and their families to completely settle down.

**Family life** is a key factor for top talents and they need to be sure of their well-being before deciding on their career path.

## 3. Solution Concepts

*We used the last part of the project to solve the problems right, by bridging VILLUM FONDEN's strategy with our insights of understanding the right problems that top talents experience.*

The result is 7 actionable concepts that align with VILLUM FONDEN's strategic purpose, ready to be picked up and implemented when the time is right.

The development of these concepts have both been suggested by researchers themselves but a multitude of concept ideas was also generated after a co-creation workshop with deans and heads of departments.

The concepts are split into two different categories:

- The first 4 concepts cover **basic factors** that need to be addressed in order to attract top talents in the first place
- The last 3 concepts are seen as **additional empowerment** to a career in the Danish research, but will not change the minds of top talents

The developed concepts will serve as valuable tools for VILLUM FONDEN in their efforts to attract and retain top talent in Danish research. Additionally, the concepts will be central in creating a dialogue between the foundation and universities in diminishing the discovered barriers the Danish research environment.

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- 3 Solution concepts that breaks the barriers**  
Development of concrete calls to action for VILLUM FONDEN

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# The ethnographic approach & scope

A deep dive into the reality  
of the top talents

## THE BIG PICTURE

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The Danish STEM-research environment is highly cited and attracts a large number of international applicants for grants.  
However, reports state that there is an unfulfilled potential for Denmark to attract and retain the absolute top talent in this research context.

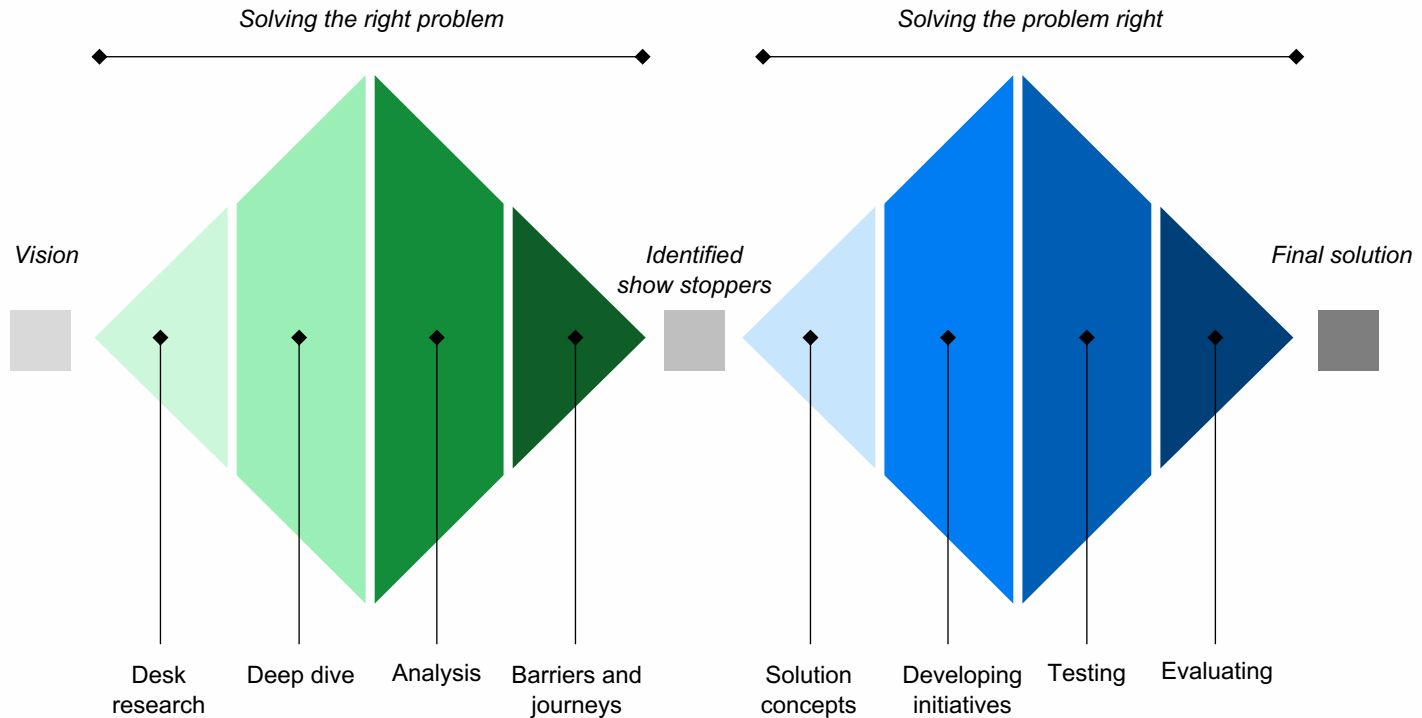
## KEY QUESTION

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What are the real barriers that keep top talent from a career in the Danish research context? And where should VILLUM FONDEN play a role in breaking them down?

## RESEARCH APPROACH

# Exploring the barriers and potentials by combining the forces of ethnographic research and design thinking





THE ETHNOGRAPHIC APPROACH

# Taking the users seriously, but not literally

This approach adds **thick data to big data**. It is a deep dive into the everyday lives of people, providing answers to *why* people act, think, feel and say what they do.

With this approach, the open-ended format of the ethnographic interview has allowed us to get a **contextual understanding** of what defines top talents choices in their career.

By being **genuinely curious** about their perspectives, we have gained a thorough understanding of how the world looks through their eyes.

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Anthropological knowledge is based on the researcher **sharing time and space** with the people he or she wants to understand, establishing relationships with them and thereby **experiencing life from their perspective**.

The anthropologist follows people, **reflects upon what is being told**, returns with new questions and adjusts the insights accordingly. The method is **open, flexible and grasps the unexpected**.

Tjørnhøj - Thomsen. Ind i verden. 2003



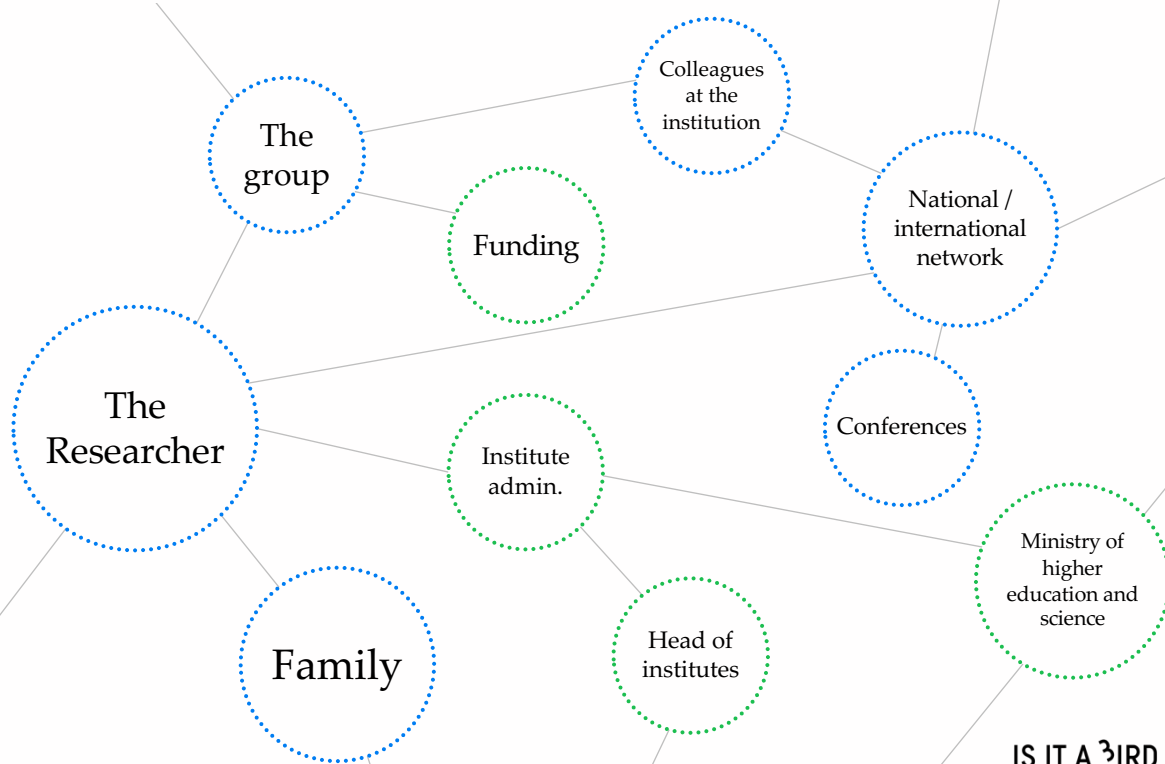
## RESEARCH SCOPE

# We have explored the landscape of the Danish research context to understand where VILLUM FONDEN could play a role in breaking barriers down

**Our point of departure has been the lived experience of individual researchers.**

From this, we have uncovered needs and experienced barriers across all the levels that influence the talents' paths towards becoming top talents: the individual, social, cultural and structural level.

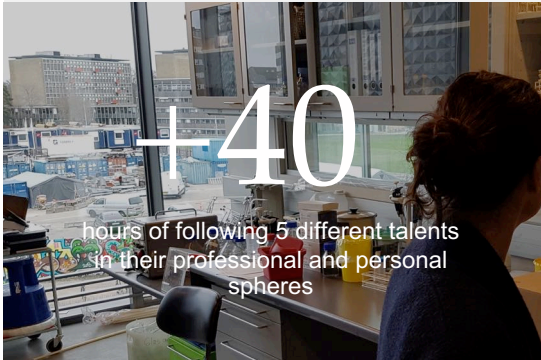
By anchoring our approach in the lived experience among researchers **we have been able to explore the ecosystem** to uncover gatekeepers and showstoppers for the research top talents of tomorrow.



# We have engaged with top talents over time and in depth to understand their everyday life

## PARTICIPANT OBSERVATIONS

The core ethnographic method that allows us to gain a deep understanding of peoples lived experience, by spending time with them.



- **2 talents** in DK - from SDU & KU
- **2 talents** who left DK - from TU Wien & Charles University Prague
- **1 talent** who turned down a grant - from KU

## ETHNOGRAPHIC INTERVIEWS

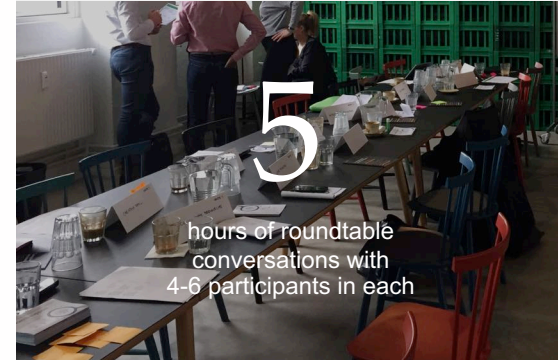
Semi-structured and exploratory interviews, that allows a broader sample of respondents while still ensuring the deep level of insights.



- **1 elite researcher** - from DTU
- **5 top talents** - from DTU, KU & RUC

## ROUNDTABLE CONVERSATIONS

A method that get top talents to meet up and discuss their experienced personal and professional barriers.



- **1 session with female top talents** - from SDU & KU
- **1 session with talents across genders** - from DTU, KU, SDU & AAU

# We have added contextual knowledge to better understand the perspectives of the top talents

## EXPERT INTERVIEWS



interviews with external influencers

- Influencer at the ministry of higher education and science
- Influencer at the mobility office from the University of Copenhagen

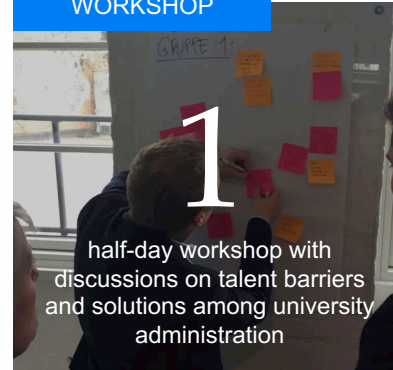
## BEST PRACTICE VISITS



visits to universities where we met with local specialists with inside knowledge on recruitment strategies

- Visit to Leiden University with 5 specialist interviews and a faculty tour
- Visit to EPFL with 7 specialist interviews and 1 faculty tour

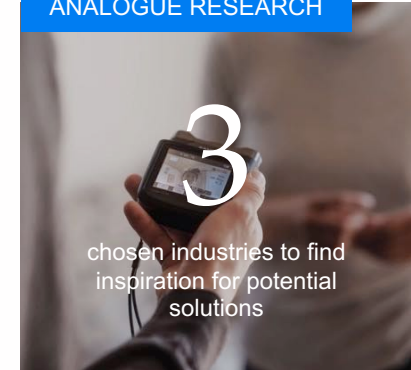
## WORKSHOP



half-day workshop with discussions on talent barriers and solutions among university administration

- Participants from administration and international offices around different Danish universities

## ANALOGUE RESEARCH



chosen industries to find inspiration for potential solutions

- Industries: start-ups, talent attraction, Swedish research context & classical music
- Methods: desk research & interviews

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# Barriers and potential showstoppers

Understanding what defines top talents'  
choices in their everyday life

# 5 areas where barriers stand in the way for top talents in the Danish research context

THE DANISH SOCIETY



THE PROFESSIONAL JOURNEY



THE FINANCIAL FOUNDATION



THE RESEARCH ENVIRONMENT



THE FAMILY LIFE



BARRIER AREA: DANISH SOCIETY

International talents do not know much about Denmark and no one welcomes them once they get here



IS IT A BIRD

BARRIER AREA: DANISH SOCIETY

*“You feel so lonely. It took 1,5 years before someone asked me out for a coffee”*

Male researcher, 61, US

**Denmark is not on my map and the stories I hear concern racism and high taxes**

When Denmark finally gets on the researcher's map they base assumptions on bad stories of racism and high taxes. In addition to this, researchers do not see the qualities of Denmark immediately, but only after staying in the country for a while.

**Once I get here, the Danish rules and regulations turn out to be a moving target**

Even though non-EU researchers might have come to Denmark due to a recommendation, they still live under the uncertainty of misunderstanding the ever-changing landscape of immigration rules and regulations.

**When I try to establish a life here, it is difficult to get a social life up and running**

Danes do not seem to be open for including newcomers in their social network. Due to this, there is a lack of space where newcomers can build trust between social networks and/or colleagues.

ENTERING THE RED CARPET

**I need** an especially warm welcome as a research top talent to even consider a career in an unknown, non-prestigious setting like Denmark

CONFRONTING CLOSED CIRCLES

**But** I cannot see the qualities of life that would make it worth investing the time and effort it requires to become a researcher in Denmark

HOW MIGHT WE...

Give international top talents a warm welcome in Denmark, so they can imagine a life here, within and beyond their academic aspirations?



BARRIER AREA: PROFESSIONAL JOURNEY

The journey of a rising top talent is uncertain in a random way, and it is hard to prepare for the unknown obstacles waiting ahead



# The capabilities that drive top talent into research are anchored in the dream of answering **big questions...**

## ARTISTIC BRAIN

The dream of the free researcher who can pursue even the wildest ideas.

Data work that allows you to be a nerd, but also to think outside the box and break new grounds.

*It is a game of curiosity...This & this & this could be interesting and this is also the challenge we face as researchers. Because each new answer or discussion creates new ideas or questions to explore...*

Female top talent, 38, Portugal

## AMBITION

Has the desire to climb the academic ladder with motivation, determination and an internal drive.

Do what it takes to be successful with the necessary skills and effort.

*"It is important to me, to be doing something exceptional. Something incredibly exceptional. This must be the ultimate achievement for us humans – breaking new ground"*

Male top talent, 45, Denmark

## NOMAD

Being part of the international research network and with a global mindset.

Has a willingness to go outside the comfort zone in order to follow new opportunities around the world.

*"I am not deeply rooted anywhere and I think it is necessary in academia to change the environment a couple of times, because you start working with different people with new ideas."*

Male top talent who left Denmark, 39, Czech Republic



# ... but **additional capabilities** need to be mastered, in order to become a research top talent

## COMMANDER

Understands the game of academia, which conversations to engage in, and which not to prioritise in order to make oneself visible the right places. Stands at the forefront of the group and feels comfortable with helping them in the right direction.

*"You generate your own luck. I have been in the right places at the right time. It is something you learn, by diffusion or mentorship and personality. Where you put yourself in the right positions".*

Female top talent, 38, Australia

## ADMINISTRATOR

Keeps an overview no matter the number of tasks there are to juggle.

Guiding 'employees' and are comfortable with having their future in your hands.

*"I don't do any research anymore, I spend all my time on management. I have a big group, so it is my own fault. Basically, I meet with people and give either physical answers or answers via email."*

Male top talent, 48, Great Britain

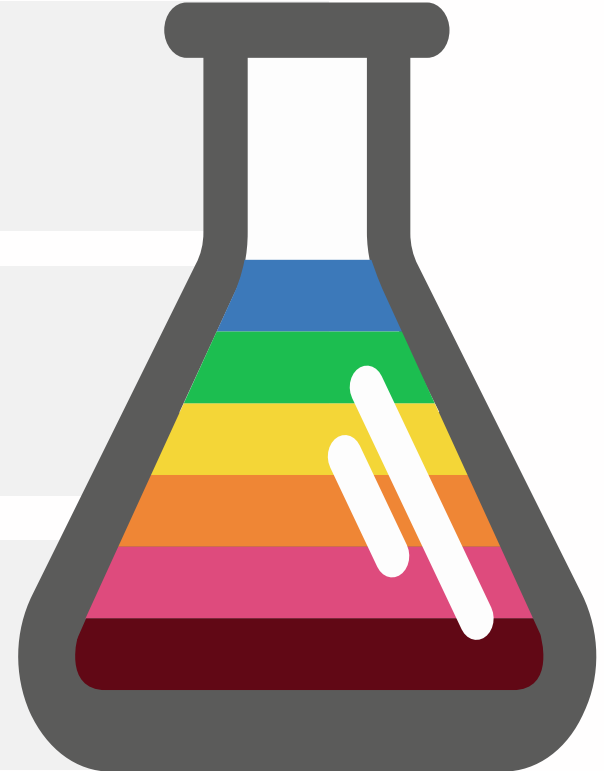
## SALES

Communicate with others and make them invest in the research ideas.

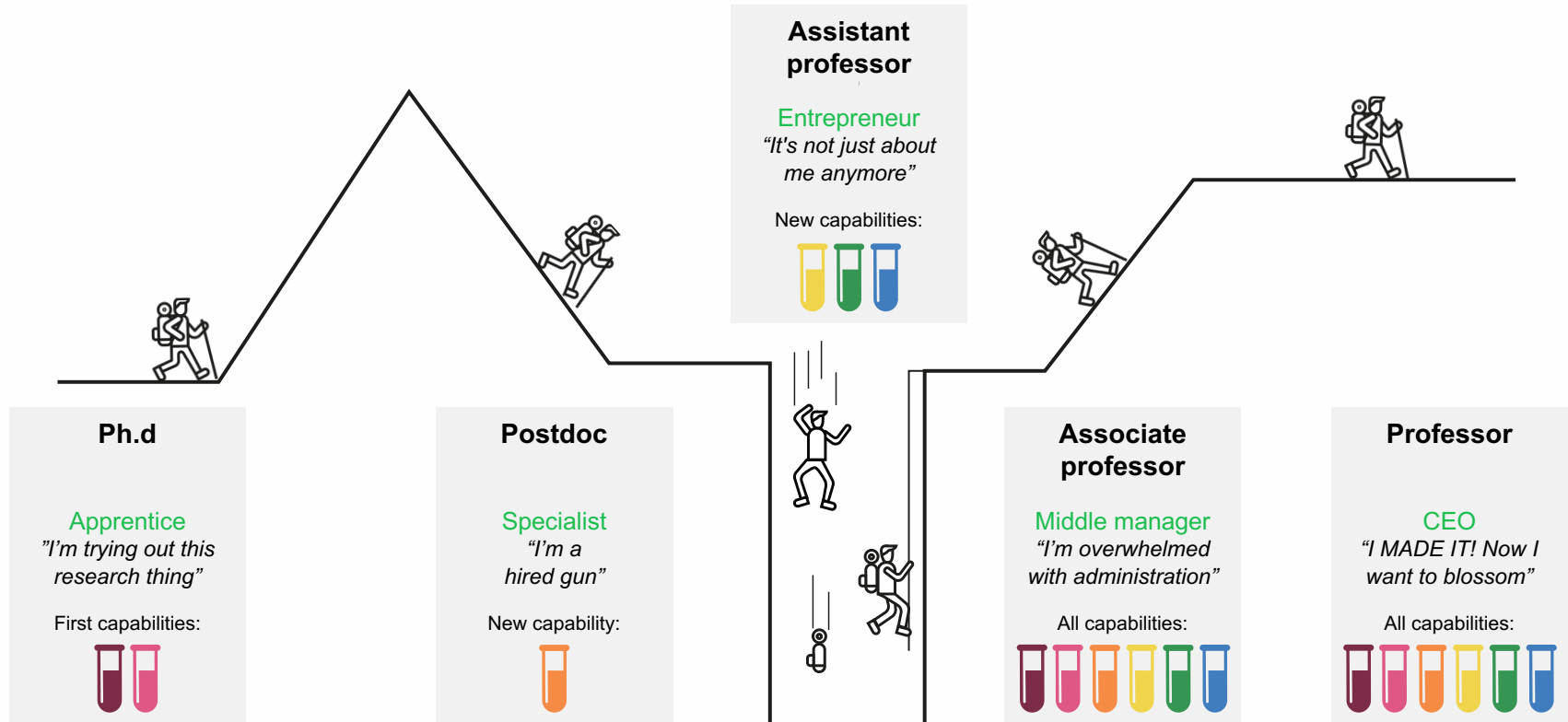
Understand the politics of different actors within and outside academia, e.g. funding and industry.

*"A lot of my job is to communicate. I would not be able to raise money if I was not able to sell ideas to people who are not experts in my field. I have to communicate so that others are hooked on my ideas"*

Female top talent, 33, Denmark



# The journey of a research top talent is paved with hills and clefts and no clear routes for guidance



BARRIER AREA: PROFESSIONAL JOURNEY (PH.D & POSTDOC)

*"Things just rolled unto my plate. I was in the elevator one day and this guy I knew was like "Hey, what are you doing in a few months, I've been given a position in Arizona, do you want to work for me?" I had no plans, so that's what I did."*

Male top talent, 48, Great Britain

**My career starts by coincidence and in a very protected environment**

Top talents are poked by professors offering them to come join their team. While being a part of larger projects, the researchers are relatively protected. Their tasks focus on being brainy and seek answer the big questions, while still knowing that there will always be one to guide you in the right direction.

**I need to be internationally mobile, in order to move up the academic ladder**

It is expected of top talents to have a global mindset and be an active part of the international research network. To achieve this researchers feel it is best to have an independent personal life and not think about establishing a family, even though it would have few consequences of being away on leave in these phases.

**2-year job horizon makes me feel uncertain about my future in academia**

Ph.d. or postdoc jobs are characterized by short time limits and with a low degree of ownership. They are given 2 years to be brainy and focus on their research, but also feel that it is necessary to think about their next step already from the beginning.

BARRIER AREA: PROFESSIONAL JOURNEY (ASSISTANT PROFESSOR)

*"You now have your own money, you become independent. And then you realize how reality is and how things work. In the beginning that is a big chock."*

Female top talent, 38, Portugal

**I do not feel comfortable with the new responsibilities**

This phase is one of the biggest turning points in a top talent's career, but it is followed by new responsibilities and a fair amount of uncertainty. Top talents are thrown into what resembles starting up a company and do not feel prepared on the new responsibilities of large budgets and other peoples' careers.

**The new job position requires skills that I do not persist**

Top talents feel a big pressure from the dependency, where they need sales and communication skills, alongside their ability to create ideas for others in order to ensure grants. The challenge is not only to achieve the skills, but to juggle one's new role with increased work load and management responsibility.

**I do not know who to seek advice from as a young female researchers**

When being a young female top talent, you are moving from your safe position in a senior researchers team, to build your own. Here, numerous questions and dilemmas arise and female researchers miss a go-to person to ask for advice on e.g. family-related matters.

BARRIER AREA: PROFESSIONAL JOURNEY (ASSOCIATE PROFESSOR)

*“There’s no job description. No one tells you what to do. You can write a book chapter or read someone else’s paper, but then you don’t feel that you get your own work done”.*

Female researcher, 38, Germany

**The administrative part of my job is not something I am trained with**

A significant portion of a top talent’s time is taken up by administrative work. They undertake many tasks in which they feel like amateurs and for which they are not trained. This puts pressure on them and challenges their professional identity as knowledgeable experts.

**I lack a job description that outlines what is expected of me**

Even though top talents have taken the decision of climbing the academic ladder, they miss a description of what the next step is and what is expected of them to achieve it. Instead they shoot with scattering hooks and hope that it will be enough to get a permanent job position.

**I doubt if I have what it takes to go all the way**

Young top talents have to prove themselves to more senior researchers. This is a matter of testing their determination of being serious. Only by making visible sacrifices, like leaving one’s family for a period, can the top talent show their commitment and a bond of long-term trust can be built.

BARRIER AREA: PROFESSIONAL JOURNEY (PROFESSOR)

*"My time is too valuable for me to be doing all these administrative assignments [...] I use several hours on something that would only take half the time for people who are trained in it. I should not use my time on that."*

Male, 34, Germany, Roundtable Across Gender

**I now have job security, but feel that the system works against me**

Top talents start their careers as passionate specialists, but fell forced into a more administrative role as they get more and more independent. This threatens the valued freedom and creativity - which they chose with this career over the prospect of getting rich in the industry.

**I did not sign up for administrative assignments**

More senior top talents are expected to enhance both the skills of the extremely specialized thinker, as well as the extrovert sales(wo)man and efficient manager with a sense managing people, funds, and internal politics. Balancing this is extremely challenging and shifting career to industry is tempting.

**My group is fully established and I think of new challenges elsewhere**

At this point, top talents have become high-level group leaders, who facilitate their research vision through their own team and as they do not feel as needed anymore, they seek out new challenges elsewhere. They feel that their career in academia is secured and that they have alternative ways to go, if their work condition should degrade.



POWERING THE ACADEMIC DRIVERS

**I need** to focus on the artistic brain and ambitions that drove me into academia in the first place to thrive as a researcher

ACQUIRING NECESSARY NEW SKILLS

**But** the demands for acquiring new skills threatens to steal attention from my original scientific aspirations

HOW MIGHT WE...

Assist the top talents in acquiring the necessary skills without compromising their strive for scientific excellence?

BARRIER AREA: FINANCIAL FOUNDATION

The lack of financial security resembles the reality of a freelancer with multiple employers and obligations



## BARRIER AREA: FINANCIAL FOUNDATION

*“We are competing over the same grants. We get together, but always with the undercurrent, which makes it difficult to maintain friendship, knowing that in 5 years your success might be at the expense of mine”.*

Female top talent, 38, Australia

### **I am stressed because I constantly feel the lack of financial stability**

The existing financial foundation forces researchers to always be one step ahead instead of focusing on developing science. Within this, researchers lack the flexibility to use their finances on unforeseen new ideas or developing talents.

### **I doubt whether I can sell my ideas and manage my funds**

For young researchers the new disciplines of sales(wo)manship and administrative work are not taught in their early career. The visible talents are the ones who can sell their ideas. Acquiring these skills can seem exhausting to a degree that makes it appealing to change career tracks.

### **Compared to friends in the industry, I do not feel like a ‘privileged scientist’**

The narrative of the researcher being free to create is threatened by the heavy focus on the insecurity and short term horizons created by the project based economy. In comparison to a career in the industry, there might be more freedom to create, but the tradeoff can be hard to see.

## NEED, FRICTION AND POTENTIAL: FINANCIAL FOUNDATION

### YEARNING FOR THE FREEDOM TO CREATE

**I need** a level of financial stability and continuity to thrive as a researcher and keep a focus on answering the big questions

### FACING THE BURDEN OF INSECURITY

**But** the instability of my financial foundation is exhausting me and steals attention from my strive for scientific excellence.

### HOW MIGHT WE...

Enhance continuity within the insecure world of academia, so research talents are not scared off to the industry or international universities?

BARRIER AREA: RESEARCH ENVIRONMENT

International talents  
are not attracted  
by the Danish  
universities and  
their Danish peers  
do not promote  
them either



## BARRIER AREA: RESEARCH ENVIRONMENT

*“I met with the dean, who showed me around for half a day, then he showed me my office and said good luck. So it was a tough couple of years”*

Female top talent, 35, Denmark

### **I need to talk with the right people, and Danes are not in the conversation**

Researchers are used to moving around the world and are drawn to places where they find top talents within their field. Regardless of Danish research being well-cited, there are no Danes on the global scene to attract new talents.

### **The equal structure of Danish research makes me feel less appreciated**

International researchers feel they have to sacrifice their ego for the equality of the Danish research environment. When they then sacrifice their individual advantage, they feel demotivated when their new colleagues do not seem to aspire to be the best within their field.

### **I promote the work for my own group, not the university**

Once the researcher's group has been established, they hope to find a loyal partner in the university, who will help them in their strive to be a top talent. But instead, they feel an administrative burden and spend their time on everything else than the research itself.

STRIVING FOR COMPETITIVE EDGE

**I need** to stand out as excellent, and I seek out the environments where I can strive to become a research top talent.

CONTRIBUTING TO COLLABORATIONS

**But** I cannot see how the Danish equal structure benefits my personal ambitions, and I do not see a lot of Danes out there who have made it big through collaboration.

HOW MIGHT WE...

Promote the culture of equal structure in the Danish research environment that enables empowerment?

Make Danish researchers more visible internationally?

BARRIER AREA: FAMILY LIFE

Both the dreams  
and reality of family  
life is challenged  
by the high  
requirements of a  
career in academia





## BARRIER AREA: FAMILY LIFE

*“If you are single, it is okay to not have a permanent position. But once you have kids, you have to rethink this [...] I might have wanted an academic career, but I just go to the industry to have more security.”*

Male researcher, 40, Germany

### **I need to be available 24/7 in order to stay relevant in the research conversations**

It is difficult to balance the ambition of pursuing an academic career while also making family dreams come true. It is especially hard for young top talents to imagine it possible to go on parental leave, without letting their group down and while staying part of the conversation.

### **When it is not just about me, I am tempted by the stability offered by the industry**

Researchers who have a family want to settle for a longer period to establish an everyday life for their kids. Due to this, they seek permanent job positions, so they are not forced to seek new jobs every second year.

### **I will reconsider my career choice if I do not see a future for my family or significant other**

Researchers need to be sure that their spouses are able to establish their own everyday life. With this in mind, it is important to them, that others acknowledge that it is not only about them and their research, but also their significant others.

ASPIRING TO MORE THAN SCIENCE

**I need** my family to approve of my career choices, and I will not follow my professional aspirations at the expense of their well-being.






ASPIRING TO BE THE BEST SCIENTIST

**But** I cannot be solely responsible for their well-being while striving for excellence, so I will go where I can get the needed support

HOW MIGHT WE...

Support the researchers in their strive for excellence by helping their families where and when they need support?

# Across levels, Denmark can improve and fulfill the potentials for attracting and retaining the top talents

	Needs	Frictions	How might we...
	<b>Entering the red carpet</b>	<b>Confronting closed circles</b>	Give international top talents a warm welcome in Denmark so they can imagine a life here, beyond their academic opportunities?
	<b>Powering the academic drivers</b>	<b>Acquiring necessary new skills</b>	Assist the top talents in acquiring the necessary skills without compromising their strive for scientific excellence?
	<b>Yearning for the freedom to create</b>	<b>Facing the burden of insecurity</b>	Enhance continuity within the insecure world of academia so top talents are not scared off to other industries or international universities?
	<b>Striving for competitive edge</b>	<b>Contributing to collaborations</b>	Promote the culture of equal structure in the Danish research environment that enables empowerment? Make Danish researchers more visible internationally?
	<b>Aspiring to more than science</b>	<b>Aspiring to be the best scientist</b>	Support the researchers in their strive for excellence by helping their families where and when they need support?

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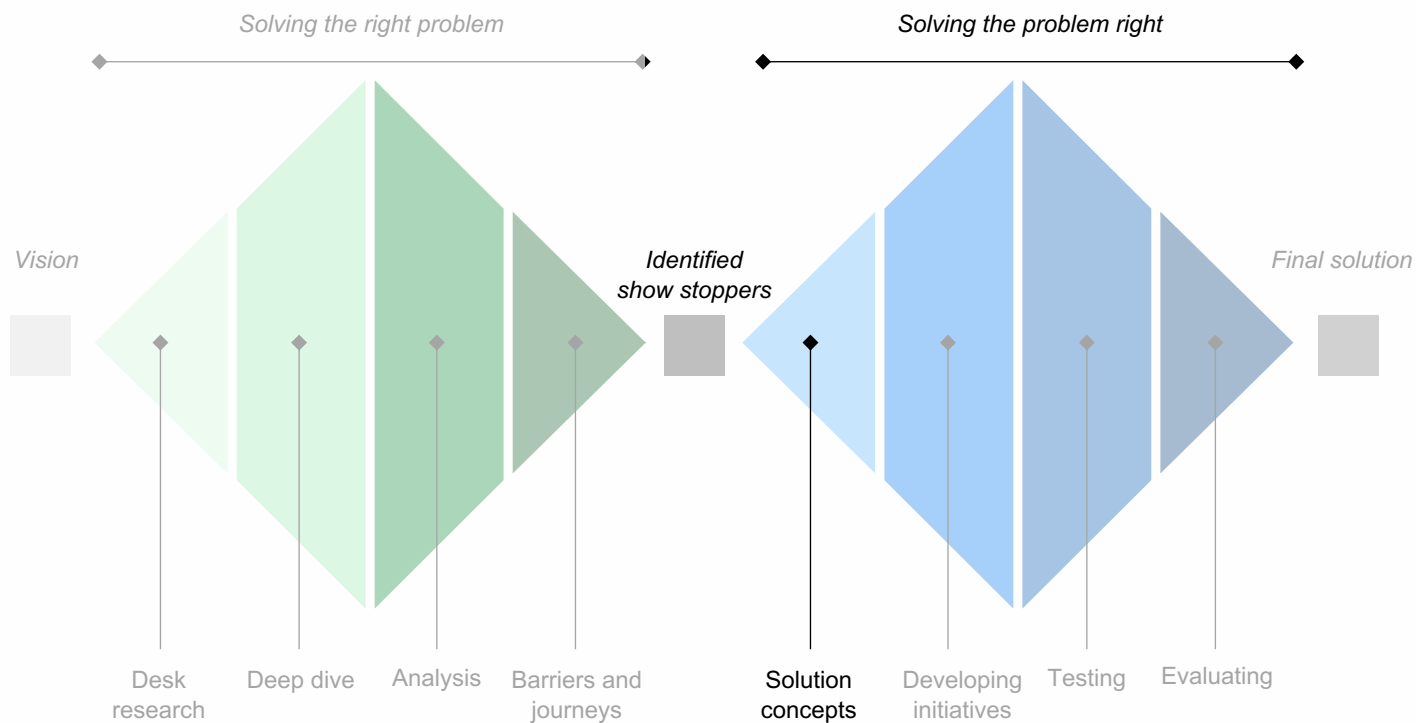
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# Solution concepts that breaks the barriers

Development of concrete calls to action  
for VILLUM FONDEN

We have developed concepts that bridge the researchers' needs with the strategic ambitions of VILLUM FONDEN



# The concepts are co-created with the identified barriers as foundation and brought to life with inspiring examples

## Co-creation workshop

- 1 half-day workshop with focus on generating ideas for concepts
- Participants: Head and deans of departments around Denmark and key stakeholders from VILLUM FONDEN

**CONCEPT 1 of 7**

### Giving international top talents a taste of Denmark

*For international top talents, Denmark has a reputation of being isolated and the Danish values are not visible. They need to feel a willingness, if they are to invest in Denmark.*

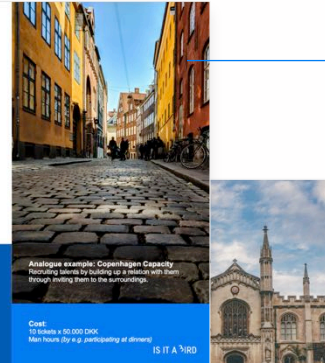
Villum Fonden offers universities the possibility of applying for monetary tickets that can be used to support their recruitment processes. These tickets give financial support to arrange activities with top talents and make them conscious about the possibilities in Denmark. Examples of activities are pre-visits with payed flight and hotel, tours around the city, dinner with the University and Villum Fonden, or inspiration day where a handful of talents are invited all once.

**Benefit:** These tickets allow universities to act outside their usual recruitment frame and ensures that they are able to give potential talents a taste of what Denmark can offer.

BARRIERS ADDRESSED		STAKEHOLDERS & ROLES	
<ul style="list-style-type: none"> <li>Entering the net-catch</li> <li>Confronting closed circles</li> </ul>	<ul style="list-style-type: none"> <li>Adopting to meet their science</li> <li>Aspiring to be the best scientist</li> </ul>	<p><b>Villum Fonden:</b> Need to make guidelines on how the money have to be spend and to figure out how much they want to be included do they need to be available for dinners or conferences?</p> <p><b>International offices:</b> Need to commit on using the money for inviting talents who might not choose to work there anyway.</p>	<p><b>Analogue example: Copenhagen Capacity</b> Recruiting talents by having a 3-rotation with them through inviting them to the surroundings.</p> <p><b>Cost:</b> 10 tickets x 50.000 DKK Max hours (by e.g. participating at dinner) IS IT A 3IRD</p>

## Analogue research

- 3 chosen industries that matches top talent’s barriers: Start-ups, women in tech and recruitment
- A thorough desk research supported short interviews



## Fieldwork among researchers

- Participant observations and ethnographic interviews with researchers
- Roundtable discussions

...begin where the relationship between the top talents, the university and the private fund is strengthened.

BARRIERS ADDRESSED		STAKEHOLDERS & ROLES	
<ul style="list-style-type: none"> <li>Powering the academic drivers</li> <li>Acquiring necessary skills</li> </ul>	<ul style="list-style-type: none"> <li>Yearning for the freedom to create</li> <li>Facing the burden of insecurity</li> </ul>	<p><b>Villum Fonden:</b> Start the dialogue with universities and align on expectations to meet to top talents.</p> <p><b>Head of universities:</b> Engage in the dialogue and commit to set up new positions that have a stable and long-term perspective.</p>	<p><b>Best practice example: EPFL</b> Reserve 3-600 positions for researchers, who have potential to pursue a professor career. The candidates are put to the test and get their performance evaluated for promotion.</p> <p><b>Cost:</b> 10-200 DKK (existing costs from earmarked positions for women in research) IS IT A 3IRD</p>

## Best practice

- Visits to 2 European universities, who are successful in attracting top talents
- Participant observations out with top talents, interview with rectors and a grand campus round tours

## CONCEPT SECTIONS

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1

First section of concepts are very **basic factors** that need to be addressed in order to even attract top talents to Denmark in the first place

2

Second section of concepts do not change the minds of top talents, but are seen as **additional empowerment** to a career in the Danish research

## CONCEPT OVERVIEW

# Four concepts addresses the basic factors that must be in place in order to attract new top talents

Our research among top talents has shown a clear picture of what barriers are essential to address, when it comes to attracting and retaining international top talent. These go across three levels: putting Denmark on the map, minimizing the uncertainty when choosing an academic career and make sure that the researchers family thrive.

Due to this, we have gathered the following 4 concepts under the title '*basic factors*', as we must address them if we are to be successful in our mission of attracting and retaining top talents.

**CONCEPT 1/1**  
Retaining top talents in the university career path

A lack of financial stability and a clear academic career path creates uncertainty and risks that talents in transition need to consider to leave or to join a new institution.

Vilum Fonden will have to open up a dialogue with universities in order to be more forthcoming around a full career commitment to top talents, with a joint commitment to promote mobility in similar career situations. Vilum Fonden's grants will give a more stable financial foundation for top talents to move through the academic career path. This is supported by the newly launched recruitment grant for women.

**Benefits:** This concept speaks well into the strategy that Vilum Fonden have already design where the experiences between the top talents, the university and the private fund is strengthened.

**Barriers to address:** Researcher's mobility, Academic mobility.

**Strategies to address:** Financial support, Academic support.

**When Fonden:** Start the dialogue with universities and grant an appointment to meet in the future.

**Head of operations:** Engage in the dialogue and control it and set up guidelines for how a grant will be used and how to ensure that it is used for the intended purpose.

**Cost:** 100 million DKK, including grants from established funders and Vilum Fonden.

**EPFL**

1. Retaining the academic career

**CONCEPT 1/2**  
Support top talents in establishing solid roots through a three level family package

Family plays a deciding factor when top talents choose their work destination and they are likely to sacrifice their academic dreams if it affects the well-being of their family.

Vilum Fonden will offer family packages when universities can apply for financial support. This will allow universities to set stability stipends and salaries, which otherwise tends to be in different situations. By offering a three package that includes a job opportunity in Denmark, family assistance, childcare support and financial inclusion. Vilum Fonden will not only support international talents when they settle in Denmark, but also talents going on e.g. maternity leave.

**Benefits:** Helps top talents with a number of logistical problems that arise when they for example decide to have children or come to Denmark with an international spouse.

**Barriers to address:** Family stability, Financial stability.

**Strategies to address:** Family support, Financial support.

**When Fonden:** Needs to figure out how the three packages should be organized, and how to ensure that the support is used for the intended purpose.

**Head of operations:** Engage in the dialogue and control it and set up guidelines for how a grant will be used and how to ensure that it is used for the intended purpose.

**Cost:** 100 million DKK.

2. Family packages to establish roots

**CONCEPT 1/3**  
Giving international top talents a taste of Denmark

For international top talents, Denmark has a reputation of being isolated and the Danish culture can be tricky. They need to feel a sense of belonging. They are to connect to Denmark.

Vilum Fonden offers universities the possibility of applying for monetary funds that can be used to support their recruitment processes. These talents give financial support to arrange activities with top talents and make them experience the Danish culture. This responsibility can be shared between the university and Vilum Fonden, or inspiration day where a handful of talents are invited to the university.

**Benefits:** These talents allow universities to sell outside their usual recruitment frame and ensure that they are able to give potential talents a taste of what Denmark can offer.

**Barriers to address:** Cultural integration, Social integration.

**Strategies to address:** Cultural support, Social support.

**When Fonden:** Needs to make guidelines on how to ensure that the grant is used for the intended purpose and to ensure that the support is used for the intended purpose.

**Head of operations:** Engage in the dialogue and control it and set up guidelines for how a grant will be used and how to ensure that it is used for the intended purpose.

**Cost:** 100 million DKK, including grants from established funders and Vilum Fonden.

3. A taste of Denmark

**CONCEPT 1/4**  
Promoting story-tellers of the Danish research context

Top talents lack knowledge of what the Danish research environment is like, which means that universities miss out on top talents who never visit our country, but go elsewhere.

Vilum Fonden has a big resource in people who are more than willing to help out. There is a potential in our local, national and international top talents as active influencers to promote an image of the Danish research environment. This responsibility can be shared between the university and Vilum Fonden, or inspiration day where a handful of talents are invited to the university.

**Benefits:** Inspire top talents to venture out in the world and tell the authentic stories that can inspire others top talents to follow a similar journey in Danish research.

**Barriers to address:** Communication, Networking.

**Strategies to address:** Communication support, Networking support.

**When Fonden:** Needs to make guidelines on how to ensure that the grant is used for the intended purpose and to ensure that the support is used for the intended purpose.

**Head of operations:** Engage in the dialogue and control it and set up guidelines for how a grant will be used and how to ensure that it is used for the intended purpose.

**Cost:** 100 million DKK, including grants from established funders and Vilum Fonden.

3. Storytelling ambassadors



# Retaining top talents in the university career path

*A lack of financial stability and a clear academic career path creates uncertainty and risks top talents to abandon universities to start a career in the private sector.*

IIAB suggests that VILLUM FONDEN will open up a dialogue with universities in order to be more synchronized around a full career commitment to top talents. With a joint commitment to tenure tracks or similar career positions VILLUM FONDEN's grants will give a more stable financial foundation for top talents to move through the academic career path. This is supported by the newly launched earmarked grant for women.

**Benefit:** This concept speaks well into the strategy that VILLUM FONDEN have already begun where the dialogue between the top talents, the university and the private fund is strengthened.



## BARRIERS ADDRESSED



Powering the academic drivers

Acquiring necessary skills



Yearning for the freedom to create

Facing the burden of insecurity

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Start the dialogue with universities and align on expectations to invest in top talents.

**Head of universities:** Engage in the dialogue and commit to set up new positions that have a stable and long-term perspective.

## Best practice example:

### EPFL

Tenure track positions for researchers, who have potential to pursue a professor career. The candidates are put to the test and get their performance evaluated for promotion.

# Support top talents in establishing solid roots through a three level family package

*Family plays a deciding factor when top talents choose their work destination and they are willing to sacrifice their academic dreams if it affects the well-being of their family.*

IIAB suggests that VILLUM FONDEN will offer family packages where universities can apply for financial support. This will allow universities to act outside statutory authorities, which otherwise binds them in different situations. By offering family packages that includes three vital components as *a warm welcome, in-home support and spouse inclusion*, VILLUM FONDEN will not only support international talents when they settle in Denmark, but also talents going on e.g. maternity leave.

**Benefit:** Helps top talents with a number of logistical problems that arise when they for example decide to have children or come to Denmark with an international spouse.

## BARRIERS ADDRESSED



Aspiring to more than science

Aspiring to be the best scientist



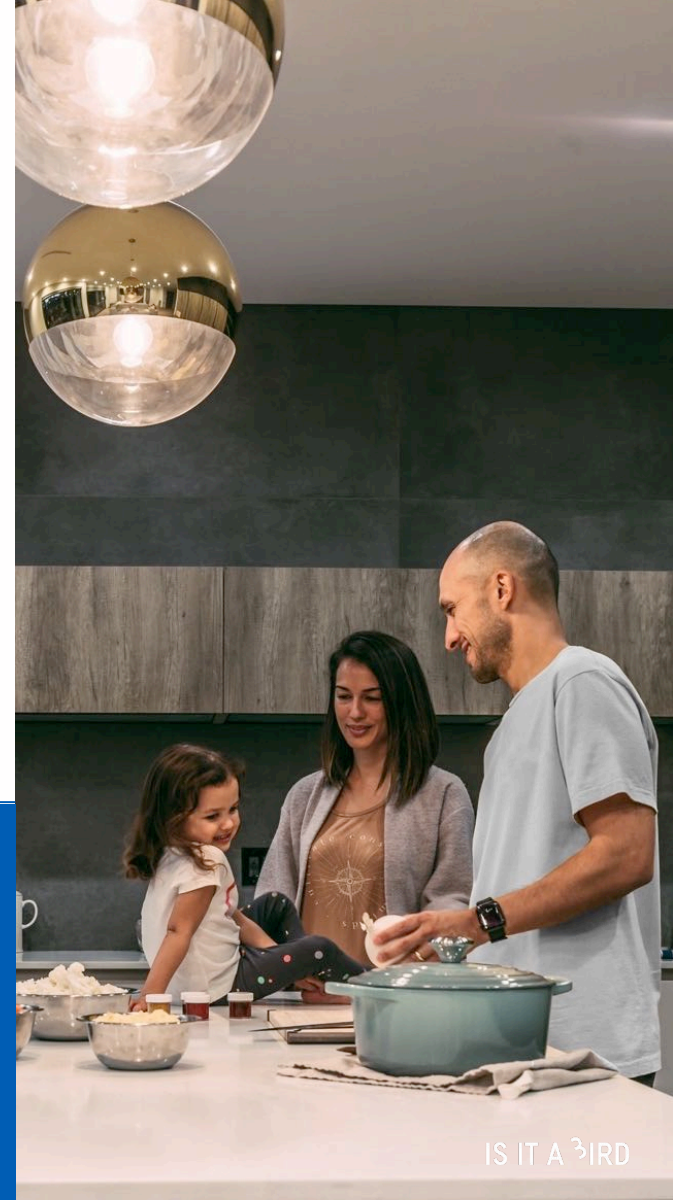
Powering the academic drivers

Acquiring necessary skills

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Needs to figure out how the family packages should be managed. Do researchers apply directly for refund or is it the universities who have the responsibility?

**International offices:** Need to commit on integrating international families through events or pairing them up with Danish families.



# Support top talents in establishing solid roots through a **three level** family package

## 1 A warm welcome

Support international families when they first arrive in Denmark and have to establish an everyday life.



- Assist with apartment hunting
- Help with relocation costs
- Help with insurance
- Finding daycare or school for kids
- Introduction to the Danish culture

## 2 In-home support

Help top talents in situations where they wither need to take care of their family or need to focus on their research.



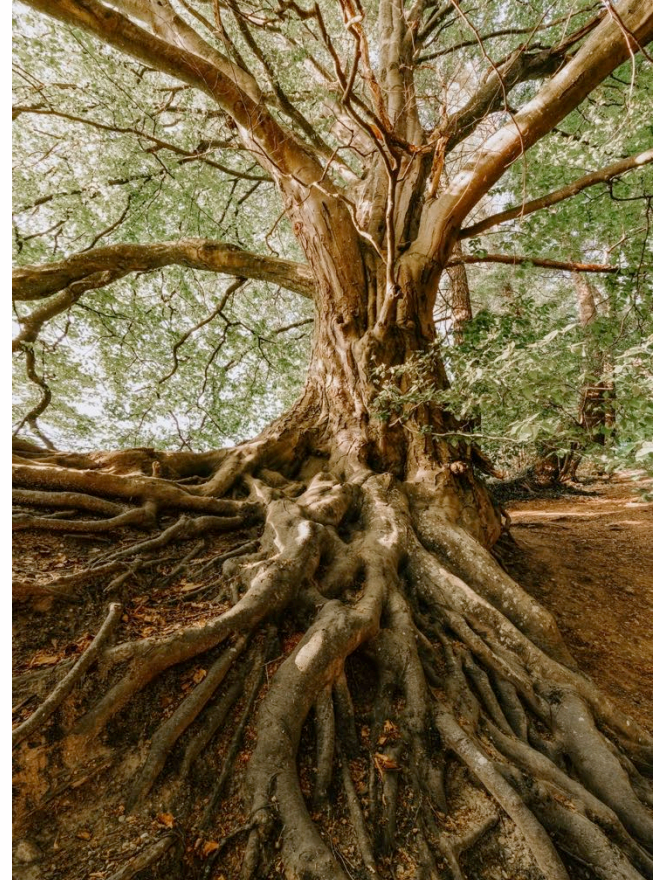
- Hire an au pair
- Fly in grandparents for a short period
- Hire a post doc substitute for parental leaves

## 3 Spouse inclusion

Help international spouses become used to Danish living and get into the Danish work environment.



- Pay the equivalent of one year's salary
- Help with job placement
- Establish a spouse network
- Introduction to Danish work culture



### INSPIRATION / BEST PRACTICE

#### 1. Housing Denmark

A housing agency with focus on international students and expat clients. They offer different types of packages that include supervision, legal support and maintenance of housing.

#### 2. Leiden University

Payed an international spouse's salary for a year, so he could focus on establishing an everyday life in for their family in Netherlands, before having to apply for a job.

#### 3. EPFL University

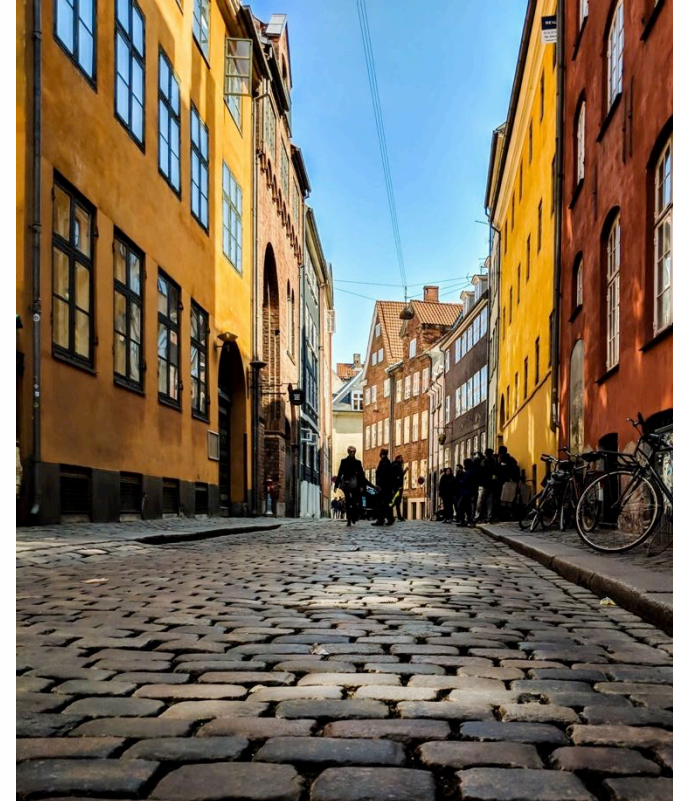
Prioritizes their use of money on flying in grandparents, when researchers need to attend conferences around the world. They also have a kinder garden on campus taking care of children from the age of 3 months old.

# Giving international top talents a taste of Denmark and Danish university

*For international top talents, Denmark has a reputation of being isolated and the Danish values are not visible. Top talents need to feel a willingness, if they are to invest in Denmark.*

IIAB suggests that VILLUM FONDEN offers universities the possibility of applying for monetary tickets that can be used to support their recruitment processes. These tickets give financial support to arrange activities with top talents and make them conscious about the possibilities in Denmark. Examples of activities are pre-visits with payed flight and hotel, tours around the city, dinner with the university and VILLUM FONDEN, or inspiration day where a handful of talents are invited at once.

**Benefit:** These tickets allow universities to act outside their usual recruitment frame. Through this, they will not only be able to give potential top talents a taste of Denmark, but also promote their research culture and what potentials this environment enables.



## BARRIERS ADDRESSED



Entering the red carpet

Confronting closed circles



Aspiring to more than science

Aspiring to be the best scientist

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Need to make guidelines on how the money have to be spend and to figure out how much they want to be included: do they want to be available for dinners or conferences?

**International offices and institutes:** Need to commit on using the money for inviting talents who might not chose to work there anyway.

## Analogue example:

### Copenhagen Capacity

Recruiting talents by building up a relation with them through inviting them to the surroundings.

# Promoting story-tellers of the Danish research context

*Top talents lack knowledge of what the Danish research environment is like, which means that universities miss out on top talents who never seek out Denmark, but go elsewhere.*

IIAB suggests that VILLUM FONDEN uses the potential in both national and international top talents as active influencers to promote an image of the Danish research environment. Grantees are a big resource, who are more than willing to help out. This responsibility can be communicated clearly from the beginning when they receive a grant and can be supported with communication material, e.g. Best Practice catalogue, on how they best promote their 'brand' and the Danish image.

**Benefit:** Inspire top talents to venture out in the world and tell the authentic stories that can inspire others top talents to follow a similar journey in Danish research.

## BARRIERS ADDRESSED



Striving for competitive edge

Contributing to collaborations



Entering the red carpet

Confronting closed circles

## STAKEHOLDERS & ROLES

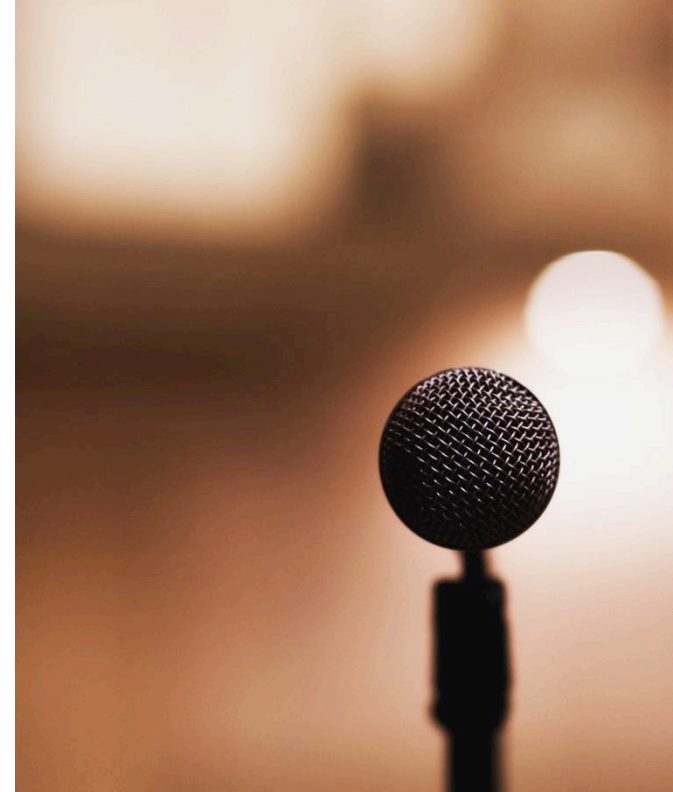
**VILLUM FONDEN:** Review current communication material to highlight the criteria of being a story-teller. Develop a Best Practice catalogues, or pixi-book, that illustrate good examples of how to promotion their research and Denmark. Make it easily digestible.

**Villum grantees:** Need to commit on being the ones spreading the word.

## Analogue example:

### InnoWomen

Through presentations, events and in general being available for other women, 8 females act as ambassadors and visible role models for potential female applicants.



## CONCEPT SECTIONS

1

First section of concepts are **basic factors that need to be addressed** in order to even attract top talents to Denmark in the first place

2

Second section of concepts do not change the minds of top talents, but are seen as **additional empowerment** to a career in the Danish research

## CONCEPT OVERVIEW

# Three concepts harness the opportunity of adding extra benefits, making a career in Denmark more appealing

In addition to the basic factors, our research among top talents has also shown a range of barriers that are not as vital to overcome as the basic factors. On the other hand, they might be the tipping point when top talents make the final career decisions of choosing a career in Denmark or not.

We have identified three concepts in the section of 'additional empowerment'. These concepts can be executed within the exiting frame of VILLUM FONDENS grants and through a close dialogue and co-creation with the universities.

**CONCEPT 5-1**

**Assist top talents in acquiring the necessary skills**

The talents do not feel prepared on how to juggle one's new role as an assistant professor with increased work load and management responsibility.

Villum Fonden already has initiatives today that meet some of these wishes, but not all related to the changes from assistant professor. Besides existing educational initiatives that support project management, teaching, mentorship or guidance of being experienced top tier top talents in the role of full, for example that is already launched in a coaching course, which grants can then pay from their own budget.

**Benefit:** Help top talents to acquire the skills needed for a smoother transition, so they can focus on what they really want - to answer the big questions.

**BUSINESS ACCESSIBLE**

- Planning the address/line
- Helping to create a business plan

**STRATEGICAL & NOTES**

**Villum Fonden:** Communicating the benefit of a coaching course to grant holders and how to use the funding to support the implementation of the course.

**Analysis example:** Financial Plan: A coaching course with an experienced professor and a coach can be used for training and quality.

**Cost:** The coaching course is a fee-based service and of limited capacity. It is not possible to offer it to all grant holders.

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5. Acquiring new skills

**CONCEPT 6-1**

**Advancing the academic career path through knowledge sharing in a Villum network**

University around practical questions, self-study around skills and career path advice and top talents and how they are able to find answers.

Villum Fonden facilitates a network among that grants where they are able to share relevant to top talents. A Villum Fellowship can both use shape during a one day event, but can also be arranged throughout an entire platform where grants can share knowledge. This will be an extra benefit in the existing program.

**Benefit:** Allow grants to see each other as a resource in a larger community, where they can get answers to their own questions.

**BUSINESS ACCESSIBLE**

- Planning the address/line
- Helping to create a business plan

**STRATEGICAL & NOTES**

**Villum Fonden:** Invest in the development of a network of top talents and how they are able to find answers.

**Analysis example:** Financial Plan: A coaching course with an experienced professor and a coach can be used for training and quality.

**Cost:** The coaching course is a fee-based service and of limited capacity. It is not possible to offer it to all grant holders.

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6. A knowledge sharing platform

**CONCEPT 7-1**

**Highlight the potentials of flexibility in Villum grants**

Top talents consistently feel insecure as their work fully depend on external funding, which in their eyes is generally not sustainable financially and flexibly.

Villum Fonden's current grants do meet the need of flexibility, but this benefit needs to be more pronounced for top talents. Villum Fonden could use communication related to their grants, clarifying that top talents can use their grants as they wish - whether for salaries, living expenses, administrative help or expanding the period. This can be illustrated in the form of a job book that grants receive when they are awarded a new grant.

**Benefit:** By focusing on a clear communication, Villum Fonden alleviates the existing issues surrounding research talents, giving them more freedom and flexibility.

**BUSINESS ACCESSIBLE**

- Planning the address/line
- Helping to create a business plan

**STRATEGICAL & NOTES**

**Villum Fonden:** Focus on communication to make grants more flexible and how to use the funding to support the implementation of the course.

**Analysis example:** Financial Plan: A coaching course with an experienced professor and a coach can be used for training and quality.

**Cost:** The coaching course is a fee-based service and of limited capacity. It is not possible to offer it to all grant holders.

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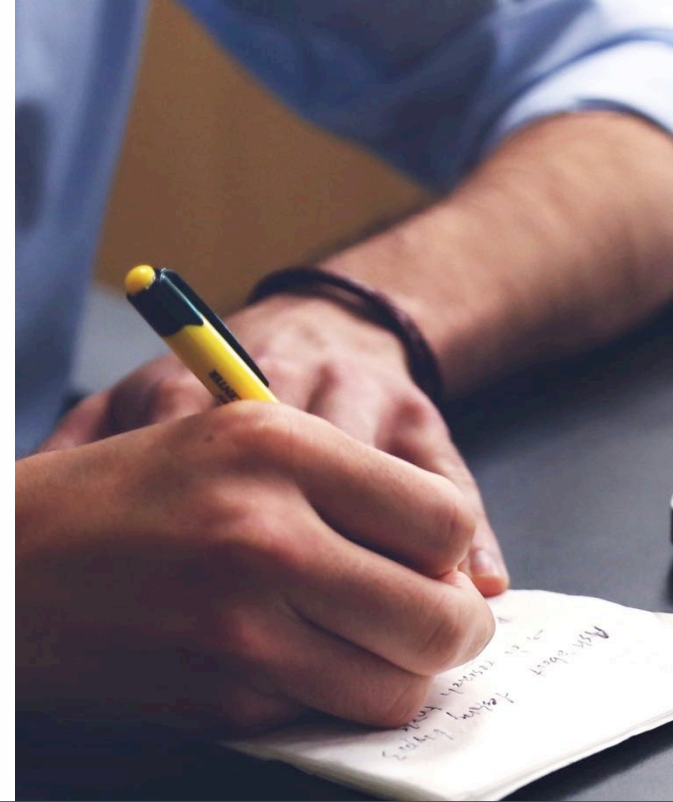
7. Highlight the flexible grants

# Assist top talents in acquiring the necessary skills

*Top talents do not feel prepared on how to juggle one's new role as an assistant professor with increased work load and management responsibility.*

IIAB suggests that VILLUM FONDEN continue with the existing initiatives today that meet some of these worries, but also keep in mind that these do not support the big challenges that appear from postdoc to assistant professor. Besides existing initiatives additional courses that support project management, coaching, mentorship or guidance of hiring administrative help can help top talents in their lack of skills. An example that is already launched is a coaching course, which grantees can then pay from their own budget.

**Benefit:** Help top talents to acquire the skills needed for a smoother transition, so they can focus on what they really want – to answer the big questions.



## BARRIERS ADDRESSED



Powering the academic drivers

Acquiring necessary skills



Yearning for the freedom to create

Facing the burden of insecurity

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Communicating the benefit of existing initiatives more clear. Evaluate the need for new initiatives to support the professional journey of top talents.

## Analogue example:

### Founders House

A co-working space where start-ups help each other and share ideas. They recommend accelerator programs where start ups can apply for funding and sparring.



CONCEPT 6 of 7

# Advancing the academic career path through knowledge sharing in a Villum network

*Uncertainty around practical questions, self-doubt around skills and career path arises and top talents don't know who or where to find answers.*

IIAB suggests that VILLUM FONDEN facilitates a network among their grantees where they are able to share knowledge and experiences across existing programs. A Villum Fellowship can both take shape during an one-day event, but can also be arranged mentorships or an online platform where grantees can share knowledge. This will be an extra benefit in the existing programs.

**Benefit:** Allow grantees to see each other as a resource in a larger community, where they can get answers to their many questions.



## BARRIERS ADDRESSED



Powering the academic drivers

Acquiring necessary skills



Striving for competitive edge

Contributing to collaborations

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Need to find out how a Villum network can look like with the suggested initiatives in mind.

**Experienced Villum grantees:** Commitment to answer the questions that top talents might have, as they are experienced in the field.

## Analogue example:

### Women in tech

An initiative that arrange meet-ups, exhibit at various fairs and hold events to keeps the debate going on diversity and few women in tech.

# Highlight the potentials of flexibility in VILLUM FONDEN grants

*Top talents constantly feel insecure as their work fully depend on external funding, which in their eyes in general lack possibilities of continuity and flexibility.*

IIAB finds that VILLUM FONDEN's current grants do meet the need of flexibility, but this benefit needs to be more transparent for top talents. We therefore suggest that VILLUM FONDEN creates new communication material for their grants, clarifying that top talents can use their grants in a flexible way – whether for sabbaticals, hiring students, administrative help or expanding the period. This can be visualized in the form of a pixi book that grantees receive when they are awarded a new grant.

**Benefit:** By focusing on a clear communication, VILLUM FONDEN alleviates the existing worries surrounding top talents, giving them more freedom and flexibility.



## BARRIERS ADDRESSED



Powering the academic drivers

Acquiring necessary skills



Yearning for the freedom to create

Facing the burden of insecurity

## STAKEHOLDERS & ROLES

**VILLUM FONDEN:** Review current communication material to better highlight flexibility of grants. Develop a pixie-book for grantees.

**University secretariat:** Support researchers in understanding their grants or commit to hand out the pixi book for potential top talents.

## FULL CONCEPT OVERVIEW

# Seven concepts with the opportunity to attract, sustain and develop top talents in Denmark

### SECTION 1: BASIC FACTORS

1

**CONCEPT 1.0.1**  
**Retaining top talents in the university career path**

A lack of career stability and a clear academic career path creates uncertainty and risks for talents to obtain universities to start a career in the private sector.

Villum Fonden will have to come up with strategies on how to attract and retain top talents in the university career path. This will require a clear career path for talents, with a clear commitment to develop them as future leaders. Villem Fonden will also have to ensure that the university career path is attractive and offers a clear path to a career in the private sector.

**Benefits:** This concept speaks well into the strategy that Villem Fonden has already begun where the relationship between the top talents, the university and the private sector is emphasized.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden ensure that the university career path is attractive and offers a clear path to a career in the private sector?

1. Retaining the academic career

**CONCEPT 1.0.2**  
**Support top talents in establishing solid roots through a three level family package**

Family plays a decisive factor when the talents choose their work distribution and they are willing to sacrifice their academic careers if they do not have the support of their family.

Villum Fonden will offer family packages where universities can apply for financial support. This will allow universities to offer financial packages, which can be used to support talents in different situations. Villem Fonden will also offer a family package that includes 3 different components: a support package, a support package and a support package. Villem Fonden will not only support educational talents when they settle in Denmark, but also support talents in other countries.

**Benefits:** This helps top talents with a number of logistical problems that arise when they for example decide to have children or move to Denmark with an international spouse.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden support top talents in establishing solid roots through a three level family package?

2. Family packages to establish roots

**CONCEPT 1.0.3**  
**Giving international top talents a taste of Denmark**

For international top talents, Denmark has a reputation of being isolated and the Danish culture is not visible. They need to try and experience it if they are to invest in Denmark.

Villum Fonden offers opportunities for international talents to experience Danish culture through a variety of activities. These include giving financial support to arrange activities with talents and make them comfortable about the possibilities in Denmark. Villem Fonden will also offer a family package that includes 3 different components: a support package, a support package and a support package. Villem Fonden will not only support educational talents when they settle in Denmark, but also support talents in other countries.

**Benefits:** This helps talents also understand and not only their usual recruitment frame and ensures that they are able to gain a better understanding of the Danish culture.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden give international top talents a taste of Denmark?

3. A taste of Denmark

**CONCEPT 2.0.1**  
**Promoting story-tellers of the Danish research context**

The talents lack knowledge of what the Danish research environment is like, which means that universities risk losing out on top talents who never seek out Denmark, but go elsewhere.

Villum Fonden has a big resource in grants, which are often more willing to take on. There is a potential in using both national and international top talents as ambassadors to promote the image of the Danish research environment. This responsibility can be communicated clearly from the beginning when they receive a grant and can be supported with communication material, e.g. Best Practice campaigns, on how they have promoted their brand and the Danish grants.

**Benefits:** Helping top talents to establish a good and well-known and well-advised stories that can inspire other top talents to follow a similar journey in Danish research.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden promote story-tellers of the Danish research context?

3. Storytelling ambassadors

### SECTION 2: ADDITIONAL EMPOWERMENT

2

**CONCEPT 2.0.2**  
**Assist top talents in acquiring the necessary skills**

Top talents do not feel prepared or have to learn a new role as an assistant professor will increase work load and management responsibility.

Villum Fonden already has initiatives that help them gain the necessary skills, but not all support top talents from outside to acquire the necessary skills. Villem Fonden will offer additional courses that support talent management, coaching, mentoring or guidance of being responsible for top talents in their field of work. An example of this is already provided in a coaching course, which grants can then pay for them from their own budget.

**Benefits:** Help top talents to acquire the skills needed for a smoother transition, so they can focus on what they really want to do in their top talents.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden assist top talents in acquiring the necessary skills?

5. Acquiring new skills

**CONCEPT 2.0.3**  
**Advancing the academic career path through knowledge sharing in a Villium network**

University around practical questions, self-should around skills and career path advice and for talents and those who are in their careers.

Villum Fonden facilitates a network among the talents where they can both learn from each other and share their own experiences. Villem Fonden will also offer a family package that includes 3 different components: a support package, a support package and a support package. Villem Fonden will not only support educational talents when they settle in Denmark, but also support talents in other countries.

**Benefits:** Help talents to see each other as a resource in a larger community, where they can get answers to their many questions.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden advance the academic career path through knowledge sharing in a Villium network?

6. A knowledge sharing platform

**CONCEPT 2.0.4**  
**Highlight the potentials of flexibility in Villium grants**

Top talents consider their income as their work fully depend on external funding, which in their eyes is general and possibilities of flexibility and flexibility.

Villum Fonden's current grants do not meet the need of flexibility, but this benefit needs to be more transparent to top talents. Villem Fonden needs more communication material for their grants, clarifying that top talents can use their grants as they wish - whether for additional travel, accommodation, or research in their own field. This can be communicated clearly from the beginning when they receive a grant and can be supported with communication material, e.g. Best Practice campaigns, on how they have promoted their brand and the Danish grants.

**Benefits:** By focusing on a clear communication, Villem Fonden advances the existing network surrounding research talents, giving them more freedom and flexibility.

BUSINESS ADDRESSSES	STAKEHOLDERS & ROLES
• Villem Fonden • The University • The Private Sector	• Villem Fonden • The University • The Private Sector

**Task:** How can Villem Fonden highlight the potentials of flexibility in Villium grants?

7. Highlight the flexible grants



Treat your top talents  
like rockstars.

Old ways won't open new doors.