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A Search for Leadership

- *A visualization of future leadership of the Øresund Region*

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Dear Reader,

This thesis is a result of hard work, joy and endless discussions. It has been a process and a great learning experience that once again teaches us that things never end up the way you expect them to.

This thesis would have been impossible to accomplish without support and input from our respondents and tutor. We wish to thank our tutor Leif Edvinsson for support and useful comments during this process. We also want to thank all our respondents for their time, comments and indispensable knowledge.

Enjoy,

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Abstract

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Key Words: Øresund Region, Regional Development, Triple Helix, Integration, Bi-national Leadership

Purpose: The purpose of this thesis is to gain knowledge and visualize significant issues that a future leadership of the Øresund Region should take into consideration in order to promote regional development.

Background: In 2000 Copenhagen in Denmark and Malmö in Sweden got connected by the 18km long Øresund Bridge. The bridge's explicit purpose was not only to physically connect Denmark and Sweden but also to support the development of the cross-border region, the Øresund Region. The Øresund Region contains many knowledge intense organizations, entities and inhabitants holding a lot of knowledge. Today these actors work in different directions without any coordination, a leadership might be needed.

Methodology: We have used an inductive approach aiming to draw conclusions from empirical information. Through empirical studies, and acknowledged theories, we have tried to visualize and present the potential and future leadership of Øresund Region.

Theoretical Perspective: There is much written on the areas of leadership and regions. According to this our theoretical perspective has its starting point in four different areas: Leadership, Regional Growth, Regional Integration and Knowledge Creation.

Conclusion: We have through our empirical studies and theoretical framework identified the most important issues that a future leadership of the Øresund Region should focus on. The main focus should be on: over bridging national barriers, create a political priority on a national level, create and communicate shared regional visions, open communication, create an Øresund identity and to find glocal heroes.

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1. Introduction

This chapter will provide the reader with an introduction to this thesis work and a brief overview of the Øresund Region. Further, the problem discussion and purpose gives the reader an insight in the objective and purpose of this thesis.

1.1 Øresund Region in Brief

In year 2000 the Danish capital Copenhagen and the Swedish city Malmö were connected by the 18km long Øresund Bridge. The construction of this particular bridge was not only to physically connect Denmark and Sweden but also to support the development of the cross-border region, the Øresund Region. This link decreased existing cultural, economic, administrative, institutional and technical barriers between Denmark and Sweden. Not only does the bridge benefit Sweden and Denmark, it also connects and brings entire Scandinavia closer to Europe. (Øresundbridge Consortium, 2009)

Today, the Øresund Region holds a major part of the human capital of Scandinavia with a great number of educated citizens and knowledge-intense organizations. The region holds large clusters within, for example, biotechnology, pharmaceuticals and health and cooperation's between universities, authorities and business exists in the region. (Øresund Committee, 2009)

To us, master students at Lund University, the importance and relevance of the Øresund Region has increased and students looking for a job don't see the national border as a barrier anymore. The Øresund Region is more popular than ever (Malmö Stad, 2009). Professors at Lund University speak about the Øresund Region in a positive manner and there is plenty of curiosity about the region's sustainability, development and expansion.

Geographically, the Øresund Region consists of Scania in Sweden and Zealand (Sjælland) Lolland, Falster Møn and Bornholm in Denmark. The total area is 21 203 km² and there are 3.7 million people living in the region, most of them on the Danish side. The two parts are linked together by the 18 km long Øresund Bridge. (Tendens Øresund, 2008)

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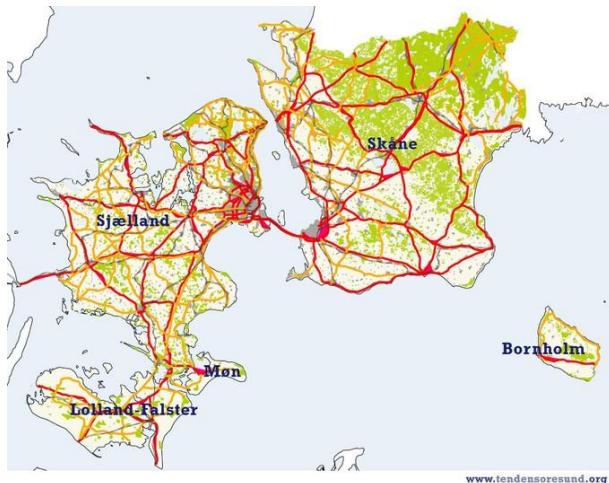


Figure 1: Map of the Øresund Region (Tendens Øresund, 2008)

1.1.1 Just a bridge?

The 1 of July 2000 the bridge between Sweden and Denmark was inaugurated. Before, the strait was seen as a barrier for the collaboration between the two different countries. Today everything seems to be possible. Citizens can apply for jobs in the entire region, companies extend their markets and students can easily enrol for universities in both countries. Every year millions of people travel between Sweden and Denmark and everyday more than 19 000 commuters cross the bridge on their way to work or university. (Øresundbridge Consortium, 2009)

The purpose of building the bridge was not only to promote commuting and travelling. One of the main reasons was to create a strong cross-national region with Copenhagen and Malmö in the centre. The bridge symbolizes the beginning of a region that started off as a project that encountered scepticism to a region with vast development and that now is acknowledged by more people. Figure 2 shows the change in the regional population's belief in the region. (Øresundbridge Consortium, 2009)

The regional population's belief in the region

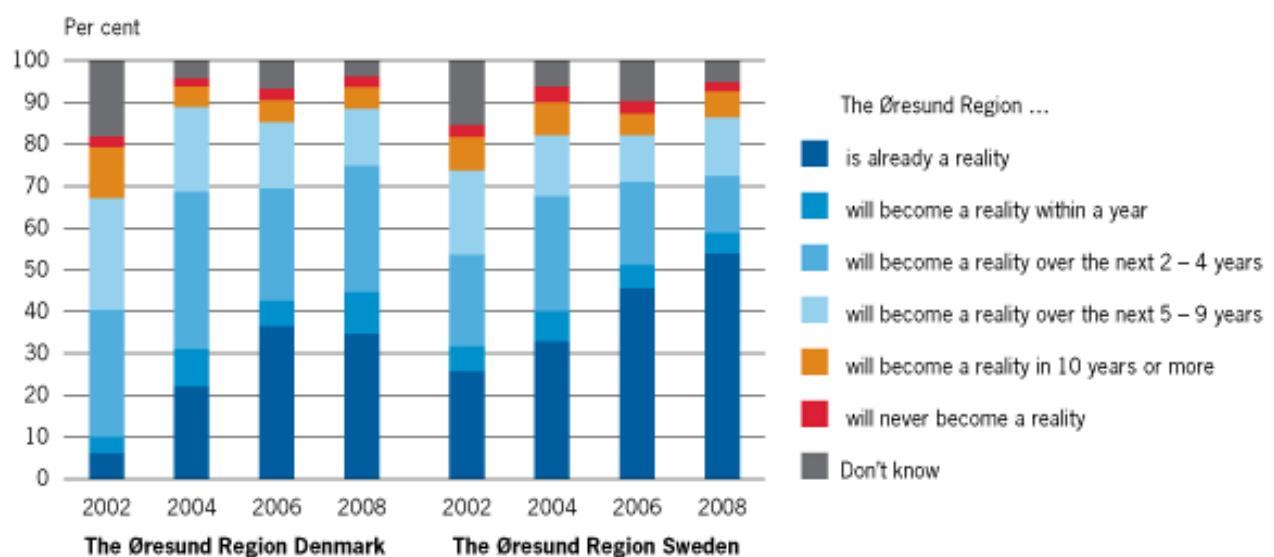


Figure 2: The regional population's belief in the region (Øresundbridge Consortium, 2009, p 2.)

Building a fixed link between Sweden and Denmark supported the creation of a regional vision with perception of the Øresund Region as a geographical, cultural and economic entity - a strong and acknowledged European region. (Øresundbridge Consortium, 2009)

1.1.2 Organizations in Øresund Region

The region consists of two national systems, Swedish and Danish. The result of this is that the Swedish side comes under the Swedish government's laws and regulation, and the Danish side comes under the Danish government's laws and regulation. Decisions that concern the Øresund Region are taken in consideration of both Sweden and Denmark (Øresund Committee, 2009). Even though there is no official regional leadership there are some organizations which purpose is to promote the development of the Øresund Region. In addition to these organizations there are cross-national collaborations within academia and industry, but to this moment no coordinating and governing body such as a formal regional leadership.

Most of these organizations aim to increase mobility and/or decrease barriers, increase development and integration in the Øresund Region. As each of them has own agendas, thus a similar strategic goal there is not room in this thesis for a closer presentation of each and every one of them. The most acknowledged organizations will be briefly described in chapter 4. We perceive that these organizations and collaborations contribute to the development of the Øresund Region today, and such have a stake in the future development.

1.2 Problem Discussion

When discussing the Øresund Region as a whole or as an emerging region, the questions about development and who's responsible for it could occur. The simple answer could be that each and every citizen that works, lives or have any interests in the area are responsible for contributing to such a development. This would of course be an ideal state, but who is setting the agenda, who's responsible for overbuilding potential barriers and in what direction should we, citizens of the Øresund Region go?

One could claim that this is a political responsibility, that political leaders, elected by the people should run our errands. It seems like the ideas of political parties and own agendas, nor least the importance of getting re-elected retaining a powerful position or maintaining a successful career, is more important to many politicians. This could be interpreted as critique towards a political system. The fact that the region consists of two countries also gives reasons not to focus on a political leadership in the Øresund Region.

This implies that there must be others than the elected to take on the task to lead, to take initiatives and promote regional development. These people do somehow stand out from the crowd and pursues different kinds of actions, because it is in line with their beliefs or interests. Meanwhile the influence on the Øresund Region of such actions is limited. We assume, in line with acknowledged theory, that there have to be a synthesis of actors or powers that move towards an overall shared vision.

The national state, represented by elected politicians, does not drive the development of the Øresund Region themselves. The industry and academia contribute with several key factors such as knowledge, attracting business and skilled labour that in turn will contribute to development and growth of the Øresund Region.

There are several implications of this reasoning. In what direction should the Øresund Region develop and who is responsible? This thesis aims to address the implications of how the Øresund Region can be led to promote the future development of the region. To be able to fulfil the purpose of the thesis we have constructed research questions that have to be answered.

Our research questions can be divided into two time categories, the one that describe the current situation, and the ones that interpret the future potential implications of the situation described. We will answer these questions, guided by our aim and in order to fulfil our purpose.

The first category of questions includes:

- What main actors are influencing the development of the Øresund Region today?
- How are these actors organized?
- In what direction do these actors want the Øresund Region to develop?

The second category of questions includes:

- What are the implications of the contemporary leadership of the Øresund Region?
- How would a different leadership change the development of Øresund Region?

1.3 Purpose

The purpose of this thesis is to gain knowledge and visualize significant issues that a future leadership of the Øresund Region should take into consideration in order to promote regional development.

1.4 Delimitations

The purpose of this thesis is not to present and visualise the one true solution on how a possible leadership of Øresund Region should develop. We are well aware that such a solution is probably not possible to find. The fact that our time working on this thesis has been strictly limited to ten weeks also affects the depth and the extent of the same. With more time this thesis could have reached a deeper understanding and put light on more variables that would affect the coordination of the Øresund Region.

In our gathering of empirical information we have mainly used a Swedish network; it has included Danish participants, but still chosen from a Swedish perspective. We are aware that this Swedish perspective might have influenced the results. If we had more time for research a greater Danish perspective would be desirable.

1.6 Disposition

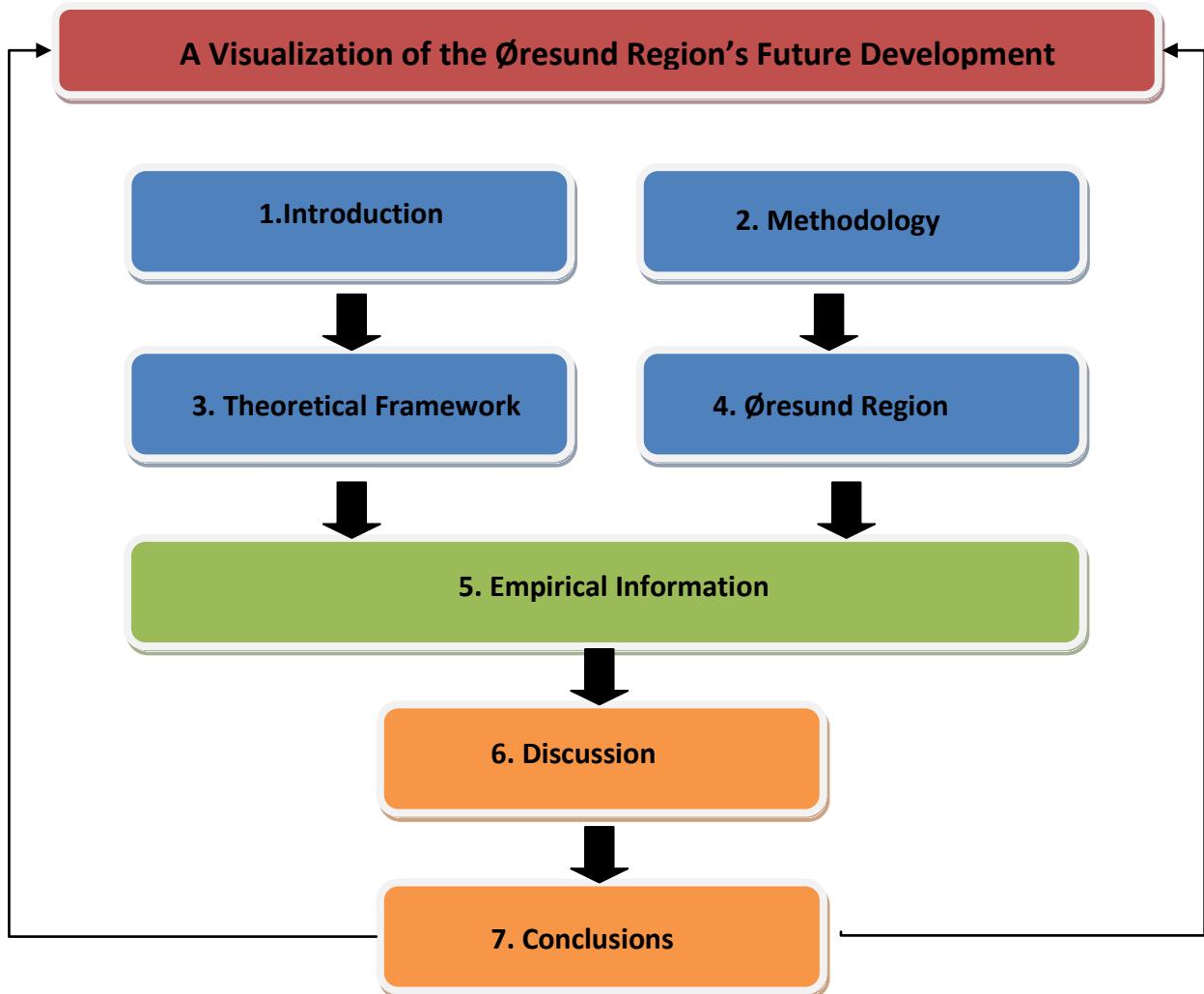


Figure 3: Disposition of this thesis

The introduction (chapter 1) will give the reader a background of the phenomenon discussed in this thesis, the purpose and the thesis delimitations will also be presented. Methodology (chapter 2) will describe how our research has been conducted. Chapter 3 will describe this thesis theoretical framework from a leadership, regional development, regional integration, regional growth and a cultural point of view. Further, in chapter 4 the reader will get an overview of the Øresund Region and its organizations and actors. In chapter 5, we will present empirical information collected from experts of the region. In chapter 6, empirical information will be discussed in accordance to our theoretical framework to end up in a conclusion (chapter 7) where our purpose will be answered and visualized.

2. Methodology

In this chapter we will present the scientific approach used in this thesis. Further we will assess the methodology used in the gathering and analysis of theories and empirical material. This chapter also aims to contribute to the reader's picture of how this thesis emerged.

2.1 Choice of Methodology

This thesis aim to visualize a potential future leadership of Øresund Region and by that, hopefully, contributes to the regions development. This aim is explorative to its character and points to give deeper and more comprehensive picture of the implications of regional leadership. According to Ruane (2005) explorative research tends to use narrow selections of respondents and deep-interviews or observations as method for data collection. This in order to gain a deeper insight within the study area. The results will be presented in a narrative manner. We find this suitable and in line with our purpose, to visualize the main issues of regional leadership, in order to provide accessible knowledge to the reader.

As this thesis aims to shed light on a complex question the knowledge of the authors would rather be sufficient nor legit enough to draw any conclusions from. Therefore, we have gathered information from external sources, primary and secondary. We have tried to understand and analyze these with the help of theory. The use of methodological rules can contribute to the validity of conclusions by following generally accepted standards for scientific research. Examples of this could be the ability to determine what people, phenomenon and events to focus on (selection), how causality could be interpreted and determined (internal validity). Further there is a set of rules for determining if we can generalize from our research (external validity). (Ruane, 2005)

In the gathering of information for this thesis we have been selective on what sources to use and we have been dealing with a narrow topic. Therefore external validity can be perceived as low. On the other hand, the respondents contributing to this thesis are all expected to be specialists in subjects related to our topic. This implies that the internal validity can be perceived as high. Although we have to bear in mind that these people are leaders or representatives of organizations and corporations. There is a risk that respondents have own agendas that will inflect the answers during interviews in order to give another picture of the topics discussed. This risk is difficult to manage and will therefore constitute a considerable part of the uncertainty regarding the internal validity.

Writing this thesis we do not aim to present a final solution for the leadership issues in the Øresund Region. Hovi & Rasch (1996) discusses the implications of trying to give predictions

in social science research. They claim that the norm within social science research is not to give recommendations of the future but to explain and visualize it.

There is much written on the areas of leadership and regions. We will map and elucidate surrounding areas of theory in order to define and delimit some of the concepts used in this thesis. Therefore the starting point will be in theory and the use of theory and others work will be a considerable part of our thesis work. When combining empirical observations with theory, two common approaches could be used. According to Ghauri & Grönhaug (2005) the deductive approach includes gathering of facts, often of quantitative character, in order to confirm or reject a hypothesis based on relationships among variables. On the other side, the inductive approach aims to draw conclusions from empirical observations, such as interviews, in order to contribute to theory building. The inductive approach is therefore applicable in this thesis as we aim to visualize and explain the situation from a certain perspective.

We will present the empirical information in summarized form in chapter 5, Empirical Information. The information will be presented anonymously, but all respondents will be introduced in appendix. This is done in order not to unintentionally reveal any personal opinions or viewpoints that could damage the respondent or the respondent's organization if misunderstood or misinterpreted.

2.2 Collection of data

There are two main types of data, primary and secondary. Significant for the primary data is that it's collected by the researchers for a specific purpose. Secondary data is collected by someone else in another purpose. Therefore the use of secondary data contains a certain amount of uncertainty. It's difficult to be sure that the data does not contain errors, have been collected in an insufficient way or have been compromised. Further, the interpretation of data, collected for another purpose might give a misleading picture of the object studied. (Christensen, Engdahl, Grääs & Haglund, 2001) In this thesis secondary data have been used primarily in order to get an updated view of the issues discussed in periodical papers, articles and electronic sources such as various organizations homage. Primary data were collected by interviews which were conducted until we realized some theoretical saturation. Interviews were conducted in personal meetings and by phone. All interviews were recorded and transcribed in order to retain as much information as possible from these interviews. We used an interview guide in order to maintain the structure, but follow up questions were asked to clarify and retrieve as much information as possible. According to Christensen et al. (2001) interviews conducted in this manner could be described as semi-structured.

In this thesis the authors have taken ethics into consideration when conducting, and presenting our empirical information. In every interview situation we have asked if the respondent approves recording. Further we have discussed how and where the content are to be published in order to make totally clear to the respondent in what context the information will be used. All interviews have been on a voluntary basis and the selection of respondents has to some extent been limited by this criterion. It's our estimate that the information in the discussions is not of a certain sensitive or secret character. Neither do we believe that we have intruded in any of the respondents personal concerns. This is in accordance to the American Sociological Association's Code of Conduct in Ruane (2005). We are aware of the influence that the recording, the situations and places interviews were conducted in could have affected the respondents. Meanwhile, as most of the respondents are professionals that currently are, or recently have been, working in a leading role we perceive our influence on interview situations as minor.

2.3 Selection

The selection of respondents for this study has been by access and our preferences to a high extent. This implies that the selection is not viable to represent the population of the Øresund Region, neither is this the purpose. Rather could the selection be described as hand-picked leaders and representatives from political, independent and governmental organizations, which actively participate in the development of the region. As several of the respondents are managers or politicians their time is limited. We have contacted and accessed several of these persons by using external networks such as our tutor's Leif Edvinsson.

This type of selection could be described as a strategic selection where the researchers choose the respondents for different reasons. This type of selection, or heterogeneous assortment, is common when aiming for depth rather than width in research. (Christensen et al., 2001) This method of selection has been chosen as we strive for understanding and insight rather than measurements. Further, this selection gives us reasonable conditions to compare and analyze the differences and similarities of respondents.

To facilitate the understanding for our reader the interviewees will be mentioned by name and positioned in what sector they work in. A more detailed presentation can be found in appendix. Following representatives, presented in accordance with Triple Helix that will be described in 3.3 have been interviewed:

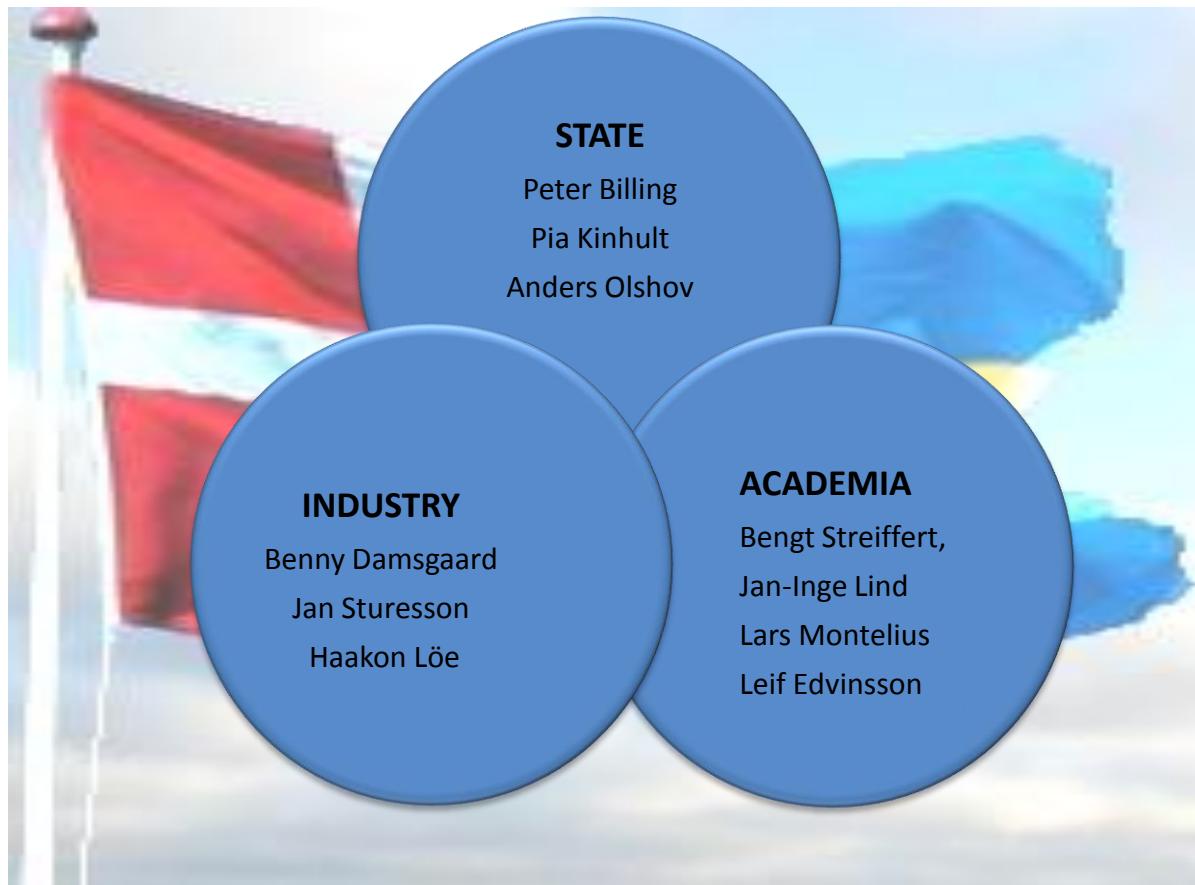


Figure 4: Overview of our interviewees and in what sector they work in

2.4 Pre-understanding

It's appropriate to be aware of the fact that we are all coloured by prejudices, pre-understandings and many other things, such as political views, ones and others experiences and opinions on a topic. In a research context this might influence neither the process nor least the outcome of the project. This is even more significant when conducting qualitative research. Steven Yearly (2005) describes this phenomenon with the example of an experimenter whom accepts the existence of gravity waves. Every positive observation will be treated as evidence that confirms the theory, while every negative observation will be treated as an indication that the measurement equipment is insufficiently sensitive. Further the author stresses the importance of the fact that the research community agrees on the existence of gravity waves.

The implications of this in our thesis are concluded to the following. Our own beliefs, experiences and opinions of leadership in the Øresund Region and other related topics will to some extent influence the process and outcome of this thesis. To exemplify, in what way is the outcome of the study affected by the fact that the authors are Swedish natives and business students? In interview situations and while analyzing and interpreting empirical information we have tried to keep an open mind in order not to inflect the information with our own unintended opinions etc.

Pre-understanding also applies to the respondents. The interview guide intended to state questions in an open, non-leading, manner. Any failure to do so will probably affect the respondent in his or hers way of arguing and answering the question. The respondents themselves might have agendas others than contributing to this thesis. The characters of respondents are that they all are leaders in one way or another for organizations, collaborations and corporations. It is assumable that either one of them could have interests in providing information that are in favour for themselves, rather than giving the fair picture of the current situation.

This thesis tries to interpret and identify the implications of regional leadership in the Øresund Region. The conclusions we have drawn are our interpretations of questions in a complex situation. The conclusions are affected by our pre-understanding, and many other things, which make it difficult to give a completely objective answer to this question. Meanwhile we are aware that there is no true reality, and rather that how others and we perceive and interpret what is around us that construct an individual's reality.

3. Theoretical Framework

In this chapter we will present the theoretical framework that will be used to analyse our empirical information. This framework will constitute the theoretical approach towards the researched area and contribute to our understanding of it. First we will define the concepts of the study, then we will introduce theories and others research which contributes to our purpose.

3.1 Selection of Theories

There is plenty of research in the field of leadership and regional development. The choice of theory for providing this framework has not been obvious. We have tried to construct a framework of theory that covers the main areas of research. These areas are regional development, leadership, regional growth and integration. To these areas we have added different concepts of unselfish behaviour and generative relationships.

Regional development can be analyzed through theories that identify main actors and what is affecting them. To get this overview and to identify what is influencing the actor's behaviour is necessary to be able to visualize how to develop a region. In order to gain this understanding we have been studied theories called Triple Helix and Penta Helix

The use of theories about Regional Growth and Regional Integration was of course according to the purpose of this thesis. How the region succeeds to grow and integrate will probably have a great impact on what way and how successful its future development will be.

The Øresund Region is known as a knowledge intense region and therefore the use of theories about knowledge creation and generative relations. The regions vision is also to maintain their reputation of being knowledge intense why this aspect of the region should not be forgotten.

The fact that the region consists of two different nationalities makes the cultural aspect important. Despite the fact that Sweden and Denmark are geographically close there are cultural differences. When majority of our interviewees where made we realized that there is a power issue, as a result of for example the two nationalities. To gain a deeper understanding of this we choose to add and study a theory about selfishness. We believe that these concepts could help us look at the development of a region from another angle and that a new approach could contribute to the development of the region further.

The disposition of our Theoretical Framework can be visualized with following figure:

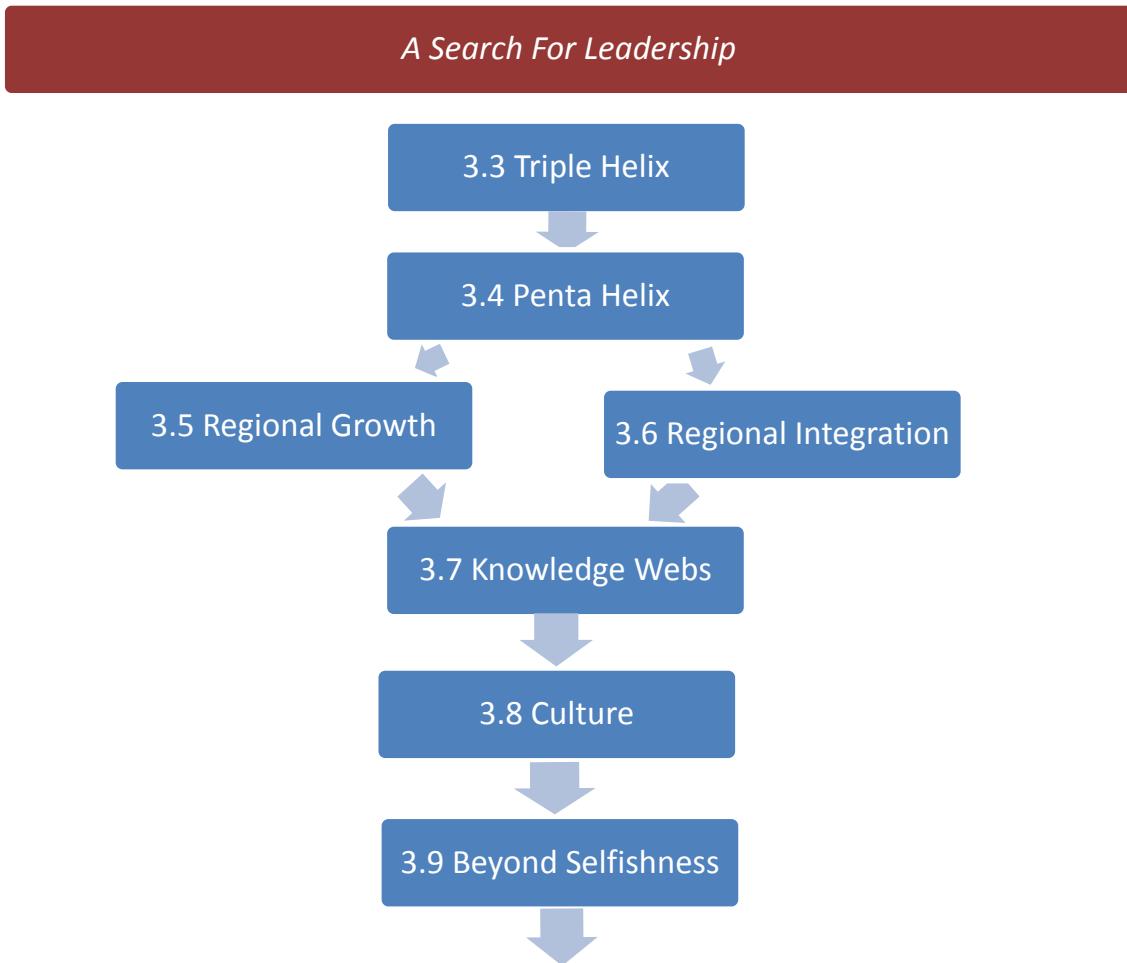


Figure 5: Disposition of Theoretical Framework

3.2 Concepts of the study

There are plentiful of terminology and concepts used in this thesis. While writing this, the sole most time-consuming discussion within the group have been regarding if a region is managed, led or governed, or all of them. We have decided to take our starting-point from a leadership perspective, based on the following definitions and discussion.

We perceive regional leadership as a crucial part of regional development. As far as we are concerned, regional development is also subject for research to a larger extent than regional leadership. As one of the main visions of the Øresund committee is to integrate and develop the region, regional development is of vital concern when scrutinizing the future leadership and its implications for the Øresund Region.

There are as many definitions of leadership as there is leadership and management book authors. Some theorists even claim that the use of leadership as a scientific construct is limited or even artificial as it has many meanings in different contexts and to different people (Alvesson & Sveningsson, 2003).

After extensive discussions within the group we decided for a wide, yet accepted, definition of leadership. This definition allows us to apply and approach the conception "*leadership*" in a number of ways and settings. We are well aware that leadership itself has as many aspects and dimensions as definitions. Most of the literature regarding leadership and management is aiming at organizations. As this is a thesis about regional development we will not further discuss the concept more than to give a shallow overview.

In this thesis leadership is defined as;

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. (Yukl, G., 2006: p. 8)

There are several types of leadership, which some of, are depending on the context. However we have identified two main characters of leadership that we find of relevance for this thesis. Yukl (2006) describes transformational or inspirational leadership in distinction to transactional leadership. Transactional leadership is based on exchange between performance and reward. The more you work the higher incentive will you receive. The transactional theory is based on the mechanisms of people's self-interest. Transformational leadership can be described as the opposite. Transformational leadership appeals to the morals and values of the followers with the use of causes, visions and culture. It tries to mobilize the followers and create energy in order to achieve changes. (Yukl, 2006)

3.3 Triple Helix

When Henry Etzkowitz (2002) describes the “Triple Helix” he refers to the relationship between State, Industry and Academia. The idea of seeing these three institutions as a Triple Helix arises from the transformation of the society. The structure of our society has developed from having strong boundaries between the different institutions with a controlling state to being an open, flexible and overlapping system. The third part of figure 6 visualizes the modern way of how institutes collaborate.

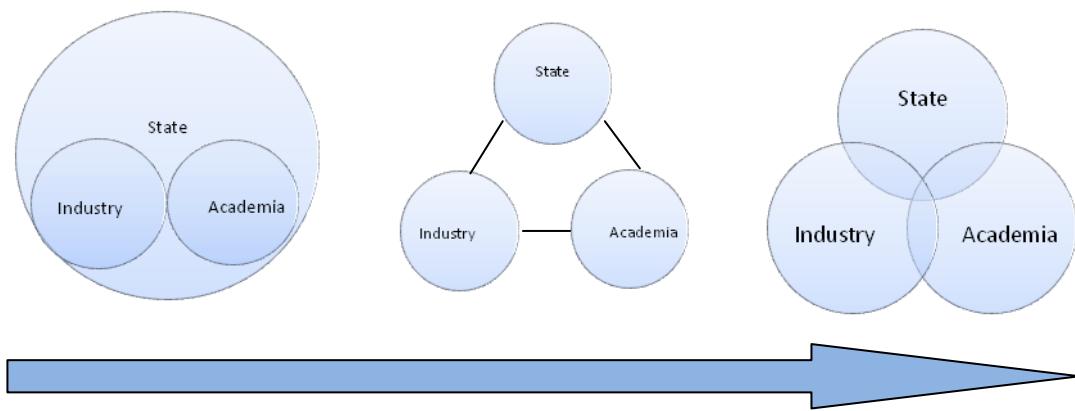


Figure 6: The transformation of society according to state-industry-academia relationship

The Triple Helix can be seen from three different aspects where the first one is the internal transformation that considers where and how companies starts to collaborate and for example take part in strategic alliances. The second aspect is how the helices can influence each other, for example restrictions from the state affecting the industry. The third aspect is the creation of the overlap and collaboration between the three helices to create a network that develops and support innovation. There is no specific order in what these three aspects have to occur, but a fully functional Triple Helix will compromise all three dimensions. (Etzkowitz, 2002)

3.3.1 Regional view

When considering the Triple Helix on a regional level, overlapping of the institutions (the third part in figure 6) can be analyzed through knowledge, consensus and innovation space. (Etzkowitz, 2002)

Etzkowitz (2002) describes the concept of *knowledge space* using the decentralization of Mexico City. Mexico City decided to decentralize research institutions from Mexico City to a region where there were no actual potential for research. In order to create a new region, a knowledge space, different actors have to collaborate to improve local conditions for innovation by for example concentrating related activities.

Just allocating related activities in the same region doesn't transform the region into a useful source. To be able to use the knowledge space there is a need for a *consensus space*. The consensus space means that people with different perspectives and from different organizations work with the same ideas and strategies. The ideas are created within and between all sectors in the Triple Helix. (Etzkowitz, 2002)

The third stage is the *innovation space* where the region should try to realize the strategies set up in the consensus space. To achieve common goals within different field and areas, as for example knowledge, business and technical sector are of great importance. (Etzkowitz, 2002)

Entovation International [EI] (n.d.) describes how a region can develop through another concept: Knowledge Innovation. Knowledge innovation identifies the fact that creation, exchange and evolution of knowledge will contribute to the success of enterprise, the vitality of a national economy and the advancement of society. EI (n.d.) extend the concept further by calling it a Knowledge Innovation Zone [KIZ]. A KIZ can be seen as for example a geographic region where knowledge flows from where it is created to where it is needed and can be used for developing opportunities. EI (n.d.) describes Three Laws of Knowledge Dynamics that have emerged for managing value within a KIZ:

- 1. Knowledge** multiplies when shared.
- 2. Innovation** value is created when knowledge moves from origin to highest need.
- 3. Collaboration** for mutual leverage provides optimal utilization of tangible and intangible resources.

3.4 Penta Helix

PricewaterhouseCoopers [PwC] (2005) develops the Triple Helix into a Penta Helix when dividing the industry into one private and one public sector according to their different goals and meanings. Citizens also become a more important part of the region.

The development of Penta Helix considers the need that rapidly changing regions has for a structure that supports innovation, new processes and the ability to influence people's attitudes. The region has to be able to analyze the current situation, create regional visions but also being able to implement the vision. (PwC, 2005)

PwC writes:

The first concern is strategic position, where are we right now? The next consideration is destination, where are we going? What are our visions or dreams for the city? Finally there is route and speed: how quickly and by which path will we reach our destination? (p.14)

To fulfil these steps leaders have to act in consideration to both global perspectives and regional visions. Penta Helix includes different sectors and shows how they should develop with, among other things, an open dialogue and supporting roles and attitudes. Penta Helix, developed by PwC (2005), can be visualized with following figure:

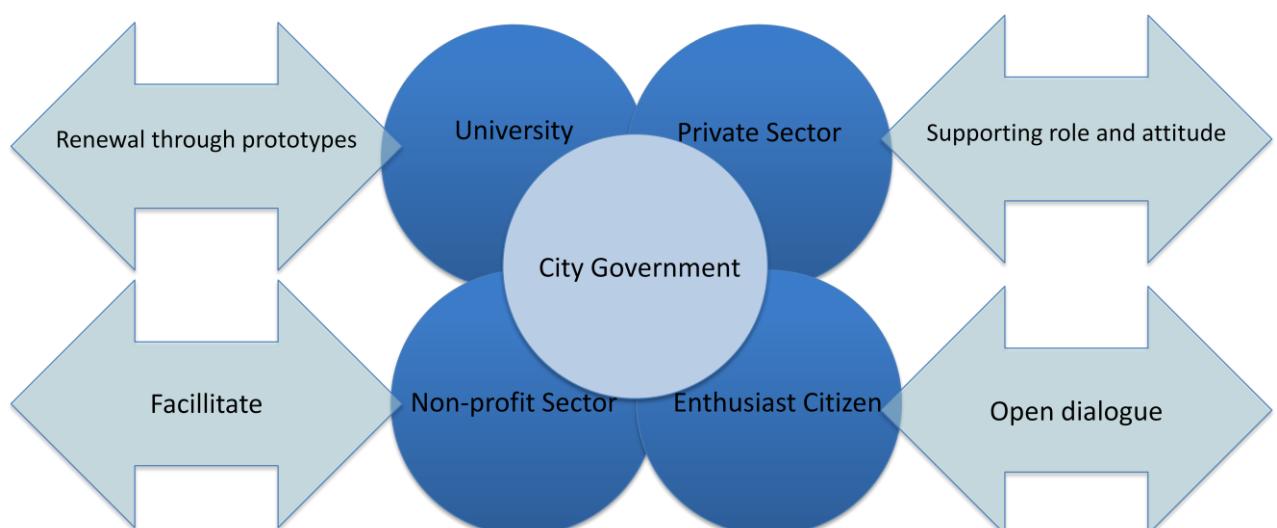


Figure 7: Values and attitudes underpinning successful relationships (PwC, 2005, p. 17)

3.5 Regional growth

Jan-Inge Lind (2002) claims in his report on regional development that regions develop on initiative on its actors, such as organizations, firms and associations. Lind (2002) draws parallels to Schumpeter's theories (1950) on the importance of innovations for the capacity of growth in a region. What is referred to here is the market actor's ability to survive and develop as the environment evolves. A regions ability to retain competencies among firm managers, politicians and other organizations will be crucial to be competitive in the long run.

Lind (2002) focuses on regional growth cultures, a synthesis for approaching the capacity of growth potential for the region. Further, the author states four aspects that together can explain patterns of growth or growth strategies. Likewise these could be used when studying future growth possibilities. The four aspects are;

1. Regional visions and values
2. Regional clusters of competence
3. Inter-organizational co-operation clusters
4. Structural changes and growth potential.

Meanwhile, this can also be perceived as an integrated holistic approach, the analysis does not matter if no actions are taken as a result of it or if the right competencies are not available in the region.

Lind claims that in order to lead and develop a region these aspects can be used as a theoretical approach, or measures of how regional leadership contribute to regional growth capacity. The four aspects serve as focus areas which have to be developed in order to gain regional advantages. It's likely to assume that synergies between these four occur when all developed "in pace" with each other.

3.6 Integrating a region and the barriers for integration

Christian Matthiessen (2004) writes in an article on the integration effects from the Øresund link that he has identified 5 phases in the development process in order to integrate a region:

1. Vision and analyses must be conducted
2. Large-scale investment decisions and their realization
3. General shift in attitude, from negative to positive
4. Identification of and neutralization of barriers to integration
5. Regional integration

Seen from the perspective of the Øresund Region, the region is still struggling on phase 3. The barriers have however been identified but it takes much more time and effort to reduce and eliminate them. Even though the physical barrier of travelling between the two countries has been reduced by the bridge and tunnel there is still a traffic toll that is seen as a high barrier. Model calculation shows that the traffic will increase by 4 times if the tolls are reduced by 50 %. Further, the difference in language is not seen as a barrier within the Scandinavian region even though it can appear hard initially and the differences in cultures are also not seen as a greater barrier. However, the legal systems is seen a great barrier, a barrier hard to concur in the short perspective. (Matthiessen, 2004)

3.7 Knowledge Webs

According to Enero & Malm (2003) an environment whether it consists of governments, universities or companies can be defined as a knowledge landscape. The knowledge landscape consists of peaks and valleys that are constantly moving according to your own and other actor's activities. A peak can be described as a period for when example a company has a competitive advantage and the valleys can be described as the process to find new peaks. The height between peaks and valley can be interpreted as the way to measure how different species or organizations adjust to the environment. When climbing knowledge landscape, and in order to find a new peak to climb, navigation is essential.

Particularly in a fast moving and complex environment. In order to navigate in a knowledge landscape a company should align with other firms into what they describe as a knowledge web. (Enero & Malm, 2003)

To understand how knowledge webs can be used as a competitive advantage managers have to understand the concept of generative relations. A generative relation should be seen as a relation that develops knowledge. Competences can often be found externally why the knowledge webs, where companies collaborate, can be very useful. Nevertheless, in order to use those knowledge webs as a competitive advantage the relations within have to be generative. (Enero & Malm, 2003)

3.7.1 Generative Relations

A generative relation is characterized by a balance of novelty and confirmation, shared visions and complementary between competences. A *balance of novelty and confirmation* refers to that relations should consist of equally new and already existing knowledge. With this balance the different parts of the knowledge webs would most likely get the most out of the relationship. When discussing *shared visions*, in this context, the focus is on exporting visions outside the own company. The phenomenon of exporting visions can be seen as a step towards a mapmaking of the knowledge landscape. It's not sufficient that visions are shared only within the company; sharing visions across organizational borders are of great importance. One way to share visions is if a company has an idea and succeeds to convince other companies that if they join them in developing the idea they would receive benefits. Thus, to make the relationships within the knowledge webs generative companies have to work together towards one common goal to fulfil the shared vision. The last step to create generative relations is to find *complementary between competences*. This step clarify the importance of actors need to be complementary, to actually gain benefits from joining the collaboration. The mapmaking actor has to receive benefits from exporting their vision and the complementary actor has to gain benefits from importing the vision. (Enero & Malm, 2003)

To manage these knowledge webs managers have to realize that three parts (balance of novelty and confirmation, shared visions and complementary between competences) are important in order to support and strive towards generative relations. When managing a knowledge web focus should not be on the web itself rather on how to create and maintain useful generative relations. (Enero & Malm, 2003)

3.8 Culture

According to a report from the Swedish Trade Council [STC] (2007) on culture and behaviour Swedes and Danes have many similarities. Yet there are some deeply rooted differences to overcome in order to achieve a complete integration. Except from the obvious differences such as state, legal system and currency, there are other, more soft differences to consider. Although Sweden and Denmark are located close to each other there is a common misunderstanding in the extent of cultural similarities.

According to the STC (2007) Swedes are often seen as formal, stiff, complex and inefficient while Danes seems to be more straightforward and informal. Swedes tend to be more introvert and show fewer emotions; hence they are often harder to read and understand. Danes have an authoritarian leader style where the leader has the only say. Swedes have a collective way of making decisions, hence the perception of slow processes.

The approach to risk-taking does also differ between the countries. Swedes tends to be more risk adverse compared to Danes whom are to take on risk more easily. Danes often perceive the Swedish way of handling risk as a threat to future development due to the complex environment that needs faster decisions. Risk management and decision-making are clearly related to leadership and leadership styles. When it comes to a regional leadership the characteristics of leaders could be perceived as important elements as leaders often are role models for others. (STC, 2007)

3.9 Beyond Selfishness

In the review named *Beyond Selfishness* by Mintzberg, Simons & Basu (2002) the authors discusses how selfishness has taken hold of our society. Mintzberg et al. writes:

Greed has been raised to some sort of high calling; corporations have been urged to ignore broader social responsibilities in favour of narrow shareholder value; chief executives have been regarded as if they alone create economic performance. Meanwhile, concern for the disadvantaged — simple, old-fashioned generosity — has somehow been lost. (p. 67)

Mintzberg et al. (2002) identifies five different wedges that have decreased enterprise's, the society's and corporation's social responsibility. In this thesis the wedge of disconnection, also mentioned as Heroic Leadership, is the most relevant. Hence the relevance of the wedge of disconnection this will be described more detailed than the other four.

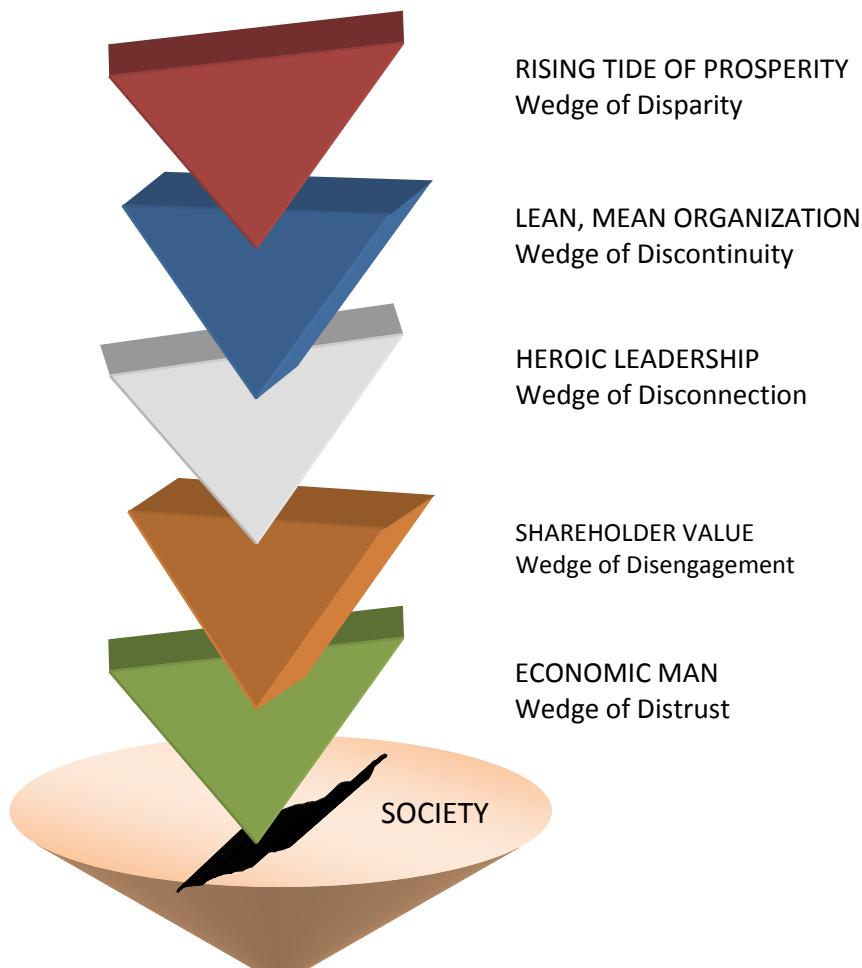


Figure 8: A Syndrome of Selfishness (Mintzberg et al. 2002, p. 68).

3.9.1 Economic Man

All human beings can be seen as economic men that are obsessed with their own self-interests. The economic man is never satisfied and is always planning and calculating how to maximize personal gain. The fact that human beings are economic men creates the wedge of distrust between individual wants and social needs. Personal gains benefits on behalf of social responsibility.

3.9.2 Shareholder Value

Corporations used to exist to serve the society. They were not only economic entities but also used to contribute to the society. Today, shareholder's interests and benefits are priority. The importance of satisfying other groups of stakeholders has been eliminated. The wedge of shareholder value creates disengagement between those who create the economic performance and those who receive the benefits.

3.9.3 Heroic Leadership

For a long time shareholders have taken a passive role in organizations. Managers have been in control and have been manipulating shareholders for their own purposes. The passive shareholders have gained benefits by rewarding managers for performances of the enterprises. Bonuses and options have bought the managers and satisfied the shareholders. The disproportional rewards for managers put them in a situation where it seems like they, and only them, are responsible for the entire business. The heroic images of the managers give them the credit for the enterprise's performance and managers seem to always be in a win-win situation. The value of their options rises if the stock goes up and they get bailed out with parachutes if the value decreases.

Heroic leadership drives a wedge of disconnection between leaders sitting on top and everyone else. How does the heroic leadership differ from an engaged leadership? The engaged leadership is often more quite, connected and engaged. Mintzberg et al. (2002) writes;

It's about teamwork and taking the long-term perspective, building an organization slowly, carefully and collectively (p. 71)

Heroic Management	Engaging Management
Managers are important people, quite apart from others who develop products and deliver services. The higher "up" these managers go, the more important they become. At the "top," the chief executive is the corporation.	Managers are important to the extent that they help other people be important. An organization is an interacting network, not a vertical hierarchy. Effective leaders work throughout; they do not sit on top.
Strategy — clear, deliberate and bold — emanates from the chief who takes the dramatic steps that drive up share price. Everyone else "implements." Implementation is the problem, because although the chief embraces change, most others resist it. That is why outsiders — consultants and new managers — must be favoured over insiders.	Strategies, often initially modest and even obscure, emerge as the people who develop the products and deliver the services solve little problems that merge into new initiatives. Implementation cannot be separated from formulation. Healthy change requires a respect for the old alongside recognition of the new.
To manage is to make decisions and allocate resources — including "human" resources. Managing means analyzing, often calculating. Rewards for increasing the share price go largely to the leader, the risk taker (who pays no penalty for drops in share price).	To manage is to bring out the energy that exists naturally within people. Managing thus means inspiring and engaging. Rewards for making the company a better place go to everyone, and they are significantly psychic.

Figure 9: Two Ways to Manage (Mintzberg et al. 2002, p. 71)

3.9.4 Lean, Mean Organization

The lean and mean organization refers to those organizations that try to offer everything; lower costs, higher productivity, more flexible structure, empowered workers and happier customers. Even though this seems to be a win-win situation this might not be the entire truth. Managers will get burned out, workers will be dissatisfied, the quality will decrease and all this dissatisfaction will not help productivity in the long run. Long-term profit and long-term goals are no longer important and all invested money need to give immediate profitable return. Those lean and mean organizations result in a wedge of discontinuity between the present and future.

3.9.5 Rising Tide of Prosperity

The win-win situation that has reached beyond the lean and mean organizations is also affecting the entire society. The metaphor of a tide lifting boats can be used; all boats will rise in the tide of prosperity, both boats of winners and losers. Society wants to believe that the economic win-win situation will take care of the social part of society. But, once again, this is just half of the truth. Prosperity combines economic development with social generosity, the different parts have to work together to rise. The wedge of disparity has been driven between the people that gain from economic development and the number of people that disadvantage.

4. Øresund Region

This chapter aim to give the reader an understanding of organizations and actors in the Øresund Region. Actors from state, industry and academia will be described to give the reader an overview of the entire region.

4.1 An overview

In order to facilitate the reading and the understanding of the Øresund Region we have presented the empirical information according to the Triple Helix model described in section 3.3. All different parts, state-industry-academia, are of great importance for the regional development. Every actor described wants to contribute to developing the region in their own way, but all of them strive towards an increased integration and development. This chapter will present the main actors, with who they work and how they contribute to Øresund Region. Following figure only shows actors/organizations that will be described in this thesis, thus figure 10 is not presenting all actors/organizations in Øresund Region.

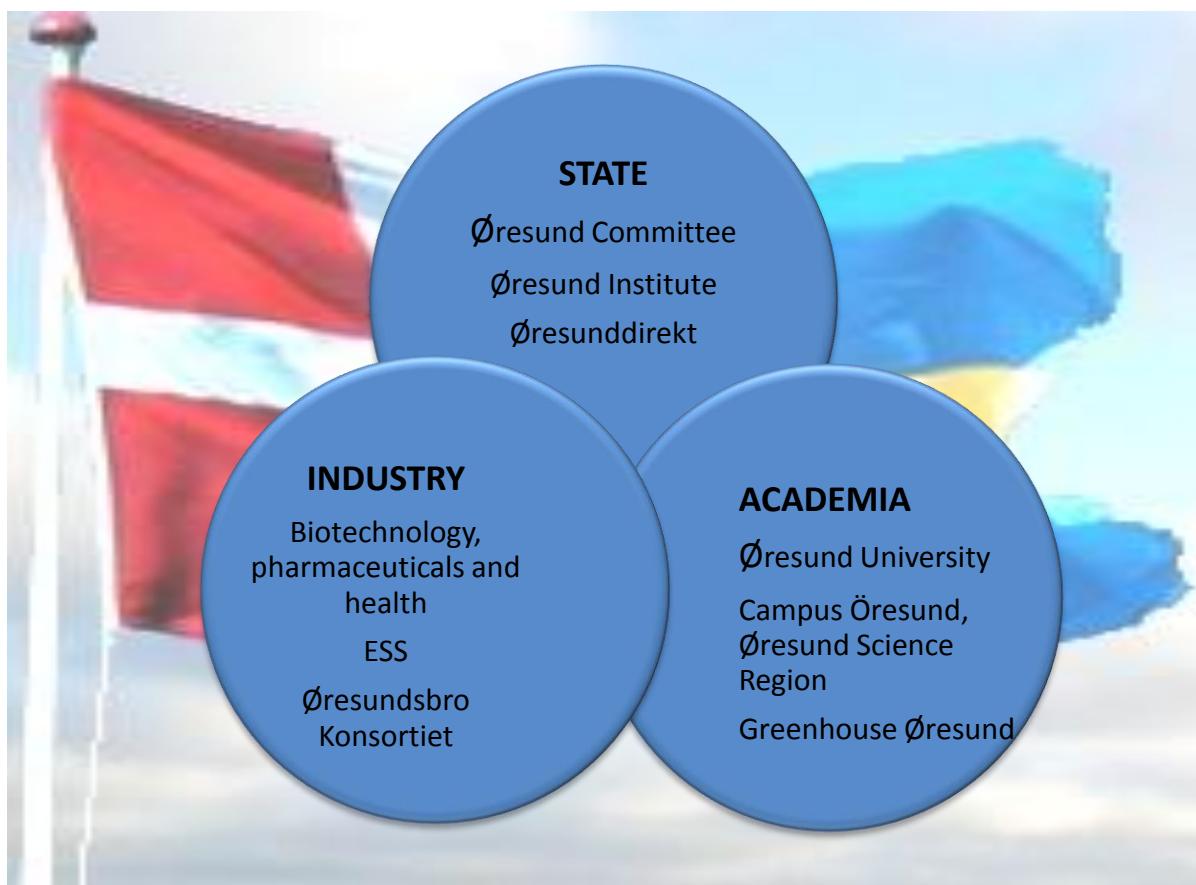


Figure 10: Øresund Region presented according to Triple Helix

4.2 State

There are a committee, institute and different associations working for the development of Øresund Region. Not all of them are political and can be directly tied to the term State. Still we choose to describe them in this context according to their purposes of supporting development and integration of Øresund Region.

4.2.1 Øresund Committee

Since 1993 the Øresund Committee has been an important political force in the regional development. The committee is a voluntary cooperation between 18 Swedish politicians and 18 Danish politicians that focus on what's best, not for the two countries, but for Øresund as a region. In 2009 and 2010 the Øresund Committee's focus was on four different parts:

1. Encourage a debate and open discussion that results in creating a strategy of the region's future development
2. Support the labour market in Øresund
3. Strengthen the accessibility and develop the infrastructure in the region
4. Develop the integration within the region by supporting for example cultural initiatives from citizens

The Øresund Committee gets most of its financial capital from their twelve partners.
(Øresund Committee, 2009)

Swedish Partners	Danish Partners
Helsingborgs Stad	Bornholms Regionskommune
Landskrona kommun	Frederiksberg Kommune
Lunds kommun	Kommunekontaktrådene
Malmö stad	Hovedstaden Sjælland
Region Skåne	Københavns Kommune
	Region Hovedstaden
	Region Sjælland

4.2.2 The Øresund Institute

Øresund Institute [ØI] is a non-profit and independent institution whose purpose is to encourage and support the integration of the Øresund Region. This is done through analysis and finding facts that improve the cross-border debate regarding actual problems and questions.

ØI attempts to create a base for public and political decisions but also to stimulate the debate and integration in the region. ØI work to connect universities in the region with the

industry. Another important task is to inform about problems and how to develop the region. In order to do this ØI distribute their own magazine, books and carry out presentations for companies and politicians. To establish contact with the academia and to guarantee high quality ØI has tied a Council of Science to its activities. The institute is financed by membership fees and members influence the institute through ØI's highest decision making authority, the General Assembly. Members are public authorities, organisations, universities and corporations that pay a fee between 1000 – 6000 EUR per year. (Øresund Institute, n.d.)

4.2.3 Øresunndirekt

Øresunndirekt is a website that provides public service information from Swedish and Danish authorities. The purpose is to help the citizens in Denmark to understand the Swedish society and vice versa. This information can be very useful when applying for jobs in order to understand for example administrative procedures and rules. Øresunndirekt opened the same day as the Øresund Bridge (1th of July 2000) and is under continuously development and expansion. The website is sponsored by regional authority in Copenhagen and in Scania. (Øresunndirekt, n.d.)

4.2.4 Region Skåne

In south of Sweden lies the province Scania (Skåne). The province is governed by a county council called Region Skåne and the county is the highest political body in the region elected by the people living in Scania. Region Skåne is responsible for health care and developing the area. So Region Skåne is Scania's overall political organization looking after its citizens and their interests. (Region Skåne, 2009a)

To develop in and with the Øresund Region is important for Region Skåne. Already in their vision statement they mention the importance of the Øresund Region. They are organizing forums to discuss how to decrease barriers between Sweden and Denmark and they aim for an improved integration. (Region Skåne, 2009b)

4.2.5 Region Zealand

In southeast of Denmark lies a region called Zealand (Sjaelland). Region Zealand is one of the main regions in the Øresund Region they plays a central role in the network of partners who work for a dynamic and coordinated development of the region within for example business, public transport and education. Region Zealand is overseen by The Regional Council that consists of elected politicians. (Region Zealand n.d.a) In the development plan of Region Zealand information about the Øresund Region can be found which indicates that even the Danish side aims for collaboration over the strait. (Region Zealand n.d.b)

4.3 Academia

The Øresund Region has been called the Human Capital of Scandinavia, this according to the regions large recruitment base with many of Europe's best educated citizens (Øresund Committee, 2009). To increase and maintain the regional human capital, institutions within the academia has started to collaborate and created Øresund University.

4.3.1 Øresund University

The Øresund University [ØU] is collaboration between 11 of the Swedish and Danish universities and colleges in the region. ØU's purpose is to support education, research and networking within the region. ØU consists of more than 150 000 students and 14 000 researches with a good international reputation. The university is built up by three major parts: Campus Øresund, Øresund Science Region and Greenhouse Øresund. (Øresund University, 2008b)

4.3.1.1 Campus Øresund

Campus Øresund holds all the activities for students in the region. Campus Øresund goes from Kristianstad in Sweden to Roskilde in Denmark. The purpose of Campus Øresund is to give the students accessibility to everything they need for their studies. Boundaries between universities are supposed to decrease and Campus Øresund works with developing cross-institutional collaborations, researcher should know each other, principals should know each other and everyone should feel that they are a part of the same university, Øresund University. (Interviewee F)

One part of Campus Øresund is Entrepreneurship Academy. Entrepreneurship Academy develops opportunities to start up companies and help fulfilling ambitions of expanding regional knowledge. They want to become an international recognized academy in entrepreneurship with creating strong collaborations between institutions and supports students whom wants to start a new business. (ØU, n.d.a) One of the channels used in contacting students are Social Media. Entrepreneurship Academy is the only organization in Øresund Region that official use Social Media. (Interviewee F)

4.3.1.2 Øresund Science Region

Øresund Science Region [ØSR] can be seen as a facilitator of clusters. ØSR is owned by Øresund University and focus on the four following sectors: ICT (Information and Communication Technologies), Logistics, Food and Environment. (Øresund Science Region [ØSR], 2008) At the moment a fifth theme, material science is under development (Interviewee F). ØSR believes that the creation and transfer of new knowledge to new societies is a competitive factor for a region. To support this ØSR initiates new projects,

create collaborations and coordinates activates within the clusters. (ØU, 2008a) ØSR can be seen as a major supporter of unique double Triple Helix collaboration where the Swedish and Danish sides collaborate over borders in private sector, public sector and university. (Interviewee F)

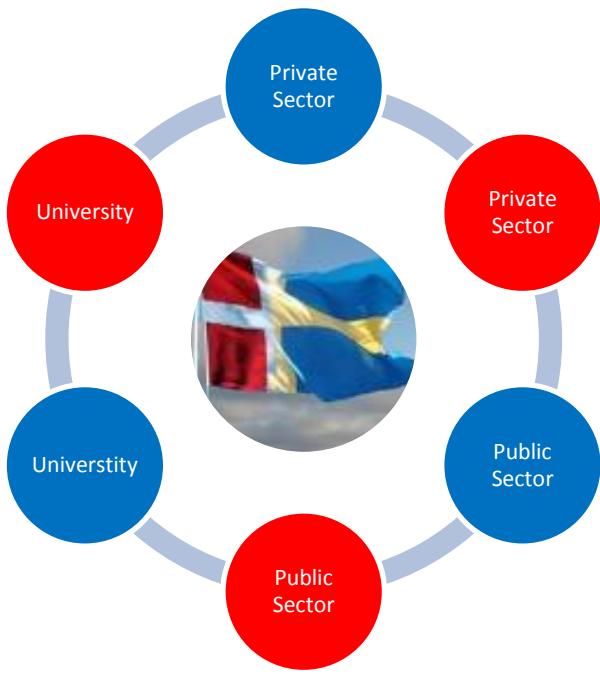


Figure 11: Illustration of the double Triple Helix between the Swedish and the Danish collaboration over the borders of private sector, public sector and university (ØSR, 2008, p 6).

4.3.1.3 Greenhouse Øresund

The third part of ØU is Greenhouse Øresund where new ideas are built up and realized. If anyone at ØU has an idea they want to develop they can contact Greenhouse Øresund for support. The projects finance comes from the regional fund.

The latest project is called Øresund Material Innovation Community that started with the purpose of developing the new fifth theme. Greenhouse Øresund wants to create knowledge innovation communities that would work as a worldwide support for example research or education. (ØU, n.d.b)

4.4 Industry

Biotechnology, pharmaceuticals and health; ICT; food; tourism, culture and recreation; transport; building construction; and business and financial services are the key industries in Øresund Region. The region can be considered as a great success, it runs third behind London and Paris in biotechnological and medical research. (Garlick, Kresl & Vaessen, 2006)

Demographics indicate that there will be a continued need for import of labour to Sjælland. The population is ageing and the present level of immigration will not be sufficient to supply Sjælland with the adequate amount, or quality, of labour. This could be a driver for increased commuting and supply of Swedish labour into Denmark and the Copenhagen area. (Region Skåne, 2007)

4.4.1 Øresundbridge Consortium

The Øresundbridge Consortium is a Danish-Swedish company whose responsibility is to own and operate the Øresund Bridge. The loans on the bridge must be repaid after 30 years and are mainly paid back from revenues from motor traffic. The Øresundbridge Consortium also wants to contribute to the political vision behind building a bridge across Øresund – to increase the integration of the region. The vision of the Øresundbridge Consortium can be summarized in that they not only want to build a physical bridge, they also want to contribute to creating economically, culturally and spiritually bridges. (Øresundbridge Consortium, n.d.)

4.4.2 ESS- European Spallation Source

A lot of our interviewed respondents talked about European Spallation Source (ESS) as an important project for the Øresund Region. Interviewee E describes the importance of the ESS project as:

"The potentials are great and it is crucial to open people's eyes so that they see these possibilities. It's very important for development that we get more competitive co-operation as ESS deploys in the region. So the region thinks about itself as a place where new knowledge is generated and stops thinking about itself as an area where some knowledge is generated but has to go somewhere else in the world to compete."

ESS is a planned multi-scientific research centre that will be based on a neutron source. It will be a centre where materials (polymers, pharmaceuticals, membranes, molecules etc.) can be studied in order to understand how they work and are built up. The hope is that ESS will create new opportunities to researchers from all over Europe. ESS is also a great example of how social media can be used in sharing information and keeping the debate

updated. There are several links to blogs and twitter streams connected to the project showed on the website. (European Spallation Source Scandinavia [ESSS], n.d.)

4.4.3 Medicon Valley

Another great example of how the industrial sector in the Øresund Region has succeeded is Medicon Valley. Medicon Valley is one of Europe's strongest life science clusters that spans over the Øresund Region. Biotechnology is one of the regions focus areas and many of the region's universities have a strong history in biological and medical research. In the mid 1990s public authorities and the life science industry and Copenhagen and southern Sweden agreed to focus even more on the biotech in Øresund Region and to make it the most attractive bioregion in Europe. And since 1997 the region has been branded as Medicon Valley and today Medicon Valley is one of the strongest life science regions in Europe. (Medicon Valley, n.d.)

5. Empirical information

In this chapter we will present the empirical information that we gathered for our study. We aim to be straightforward and present relevant information in a living and narrative manner. The structure of the presentation will be in accordance with the interviews and our interview guide.

5.1 Is there a leadership today in the Øresund Region and on what level lays such leadership?

Today the Øresund Region is divided into three parts. Scania is one part and it has relatively good leadership. The Danish side however is divided into two parts, which has made the leadership in the Øresund Region more difficult. None of the Danish regions has a mandate that can speak for the Danish side of the strait, which according to Interviewee C is the main reason behind the lack of leadership. The Øresund Committee, which is a council with both Danish and Swedish politicians, could have a much better role in leading the Øresund Region today if not for the divided Danish region. (Interviewee C)

The largest problem of why the Øresund Region is not being led today is because the paradox of the Danish capital and the Swedish province. If both sides of the strait both had been capitals or provinces we would have a much stronger governed region according to interviewee F.

The Øresund University is a co-operation between 11 universities in the Øresund Region. The point of the cooperation is to integrate all activities surrounding studies and research, all in order to learn from each other. This is one way of leading the region, a way that hopefully gathers some of us to work in the same direction. (Interviewee F)

"This is a way of leading the region and it is important that we exist, but it is however not a political leadership" (Interviewee F)

The Øresund Region is according to interviewee B just a happening; it is not being led in any way today, it is a self-organized region. Interviewee B agrees with interviewee F that the Øresund University has an important role in the development of the Øresund Region. Interviewee B draws similarities between the Aalto University in Finland and the Øresund University and point out the importance of the Aalto University in the Helsinki Region. (Interviewee B)

Interviewee D thinks the way of leading a region like the Øresund Region with high political barriers is to meet in informal ways and suggests the concept of Dan Olofssons, the famous entrepreneur and founder of Sigma, ranch in South Africa. In a place like this politicians can

meet and talk informally in order to integrate on a lower level. It is the first step in the integration process. (Interviewee D)

The leadership today is somewhat fragmented and that is clearly a start, but there is a national border crossing the region and with two political systems, two medias, two currencies and two law systems which makes an integration very hard. (Interviewee G & E)

"It is hard to believe that we will be one country, so this barrier has to be conquered and that is likely done by a leadership, but that is nothing we have today". (Interviewee G)

The region is being led to a very small extent today. Discussions on how a leadership can be handled are currently being held, but how is still too early to say. The region need a strong leadership, both politically and private. It is important that we understand that a region like this, with two nations is very hard to govern and that's why a leadership is necessary. (Interviewee H)

The leadership on the Swedish side lies both in the regional level and in the municipal level, but a national leadership for the region is not very visual today. Stockholm only recognizes Øresund Region in very few specific cases. On the Danish side the leadership is on all three levels and they have started to understand that Copenhagen can compete with other larger cities. The private sector is not led in any way today and many companies don't recognize the other side of the strait as a potential market, but this is predicted to change when the economic turmoil is over and the unemployment will turn. (Interviewee C)

"We have three regions within the Øresund Region and they all have their own leadership." (Interviewee F)

The leadership is much stronger within the political sector in the Øresund Region. There are leaders in every sector but political leaders are those whom the people often rely on and hence it is important to establish that kind of leadership in the region. The leadership today is unfortunately divided into the national borders and organizations like the Øresund Committee are not very influent. But it is this kind of leadership the region needs. (Interviewee E)

5.2 What need of leadership, and how important is it for the Øresund Region

"There is always a need for a leadership, whenever, wherever you are." (Interviewee C)

The importance of a leadership is huge if the region should be seen as one, otherwise we will only have non-connected components. Interviewee B draw parallels with "quantum physics", which means that for example, if you want to heat food in the micro wave the

particles need to be moving close to each other and in the same direction in order to get it warm. If the particles are going in different direction there will be no heat and that is the same for the Øresund Region. This type of leadership is called “quant leadership”. (Interviewee B)

The needs for a leader that can create visions and communicate these visions to the people are the kind of leaders we need in this region. The leader should be a face that will make other people work for the same goal and in the same direction, similar to “quant leadership” as interviewee B drew parallels to. The Swedish leadership has been good thru Ilmar Repalu but there have been no such leader on the Danish side. (Interviewee G)

The historical aspects that the Øresund Region is based on have been forgotten when people are talking about leadership. Our cultures are based on them and it's important that the cross border leaders should be aware of them. A leader of the region is important in order to reach the synergies that come with the integration. (Interviewee E)

All of the respondents claimed that leadership is essential for development. This also applies to bi-national regions. Hence will the how and why questions linked to this answer be of greater interest. Most of the respondents gave different reasons and suggested various implications for the leadership of a bi-national region. Most answers where formulated in terms such as, -I believe, or It's assumable that leadership is of importance.

One of the respondents focused on the importance that the leadership function is neither Danish nor Swedish but "Øresundish". The polarities between the nations could create antagonism and is a potential source of conflicts. In order to take common steps forward the organization responsible for the regional development need to be neutral or have some kind of national autonomy.

"The two regions need one leader. A leader that doesn't promote neither of the sides, but the one region. It's difficult to designate one country to lead in a bi-national region. Rather it's preferable to have someone else to take on the lead." (Interviewee F)

"Only well established Øresund-organizations with "Øresundian" ownership will have legitimacy to pursue questions that regard the Øresund Region, that is my personal viewpoint." (Interviewee F)

Other respondents describe the limitations with national organizations driving change in a cross-border region. The respondent emphasizes the importance of visions and commitment to lead and initiate change.

"It's good that someone are thinking about these [leadership] issues. National organizations don't. Cross-border organizations does have this mindset, the leadership plays its role when these organizations have a vision to change something. But changing a system is a slow

business, incredibly slow to be honest. Therefore we need people that really are on fire and have visions to take on change." (Interviewee G)

"By my measures, leadership is an absolute key factor for the development of a region." (Interviewee H)

5.3 How can leadership of the Øresund Region be designed?

5.3.1 Thoughts from the respondents

The questions of how a leadership structure should be designed in the Øresund Region are complex. The respondents have approached this question in various ways. Some in a pragmatic manner pointing out the key difficulties or issues of their viewpoint. Others have approached in a more philosophic way.

One example of a philosophic answer I given by interviewee B whom compares the role of regional leadership to a convoy where the convoy leader is responsible for the speed, direction and keeping the convoy together. If the leader goes too fast he will lose parts of the convoy.

"Good leaders are convoy leaders, ensuring that the convoy is intact. Convoy leaders go forward, it could be perceived as a form of social/informal leadership." (Interviewee B)

Some of the respondents have pointed out the flaws of the current system. By identifying these, a more sufficient leadership design could take place. One example of this is the lack of commitment from the elected, formal, leaders. The Mayor of Copenhagen or the head of Region Scania could be examples of such leaders. If they don't have, and share their vision of how the region should develop they will most likely never develop further within this area. These formal leaders must take on a clear lead and a formal strategy in order to initiate change.

"Some of these persons should take on a clear lead, have a shared strategy and a discussion on the forms of the work, how we can share connections to the local businesses so that we learn more about each other. There is a great lack of knowledge today. [...] We can show clearer leadership and motivate our efforts more if we integrate more. Then the benefits also will be clearer." (Interviewee C)

"The political side of the society have had a strong and clear voice and simultaneously the private sector has had a strong and clear voice. I guess that is what has been driving the

development. The dialogue between sectors gives developments on both sides." (Interviewee C)

The same respondent claims that the Øresund Committee theoretically could have done the job. The main drawback is that the political representation is indirectly elected. This implies that the persons are not elected for their commitment to the Øresund Region but for various other positions such as health care or education. There are openings throughout the EU legislation that facilitates forms for cooperation. These rules could enable bodies and organizations with formal power which could be a good model for the Øresund Committee.

Another respondent (E) says he see the bi-national organizations of today as first step, but also see the need for developing these structures further.

"I think there should be some kind of a regional cross border body that is based on the political structures in the two countries but still have one agenda and can make recommendations in fields of educations, business infrastructure and so on. I think we should have the shape of a body that integrate across the regional political structures on both sides." (Interviewee E)

While a third respondent don't see the political leadership as the main issue.

"Vision, mobilization and communication are key concepts when leading trough change. I think that is more important than governing the administrative barriers." (Interviewee D)

5.3.2 Self-organizing

Another feasible structure could be self-organizing. This phenomenon could be described by processes that are more or less self initiated on grass-root level, when the need occur, the people affected take to action. Self-organizing can also be perceived as clusters of competencies.

"Organization is not of interest here. Rather, a process that develops the region needs to emerge. It's the results that matters, not the organization. But in order to reach results, we need leaders to enable arenas for actors to meet, actors that can initiate processes." (Interviewee F)

"What leaders can do is enable co-operation and support the structures. The leaders control the arena and invite others to play on it. As soon as it's sustainable leaders should back off." (Interviewee F)

The interviewee means that in order to attain self-organizing there must be a facilitator or top management that canalizes and initiates processes.

"There must be a top management that invites others to play, that provides the playground. It's possible to have a self-organization in the Øresund Region. Suppose that there is 100 millions of Swedish Kronor available in the region for development and that people had to apply to get a part of the money. They send in applications and such and there is a group of experts picking the ones with most potential. Then you will have some kind of self-assembly initiating development processes. If there is a lot of money and everyone could do whatever they like with it there will be no process, no canalization of thoughts. In the best case you will have a number of good projects, but totally without synergies between them." (Interviewee F)

Meanwhile the same interviewee claims that it has to exist a certain measure of self-assembly in order for a leadership to function.

"That is the real leadership challenge; to provide the outer framework that makes the self-assembly process functioning and sustainable. Because you will never be able to structure it yourself. A group can't have the control over an entire region and you can't make the group so big that it could, then you will just fragment the power and you end up with a board. Just like it's today." (Interviewee F)

Another respondent says we will have to accept a fragmented leadership as long as there are two different national political systems. In the long run, a possible way of development could be harmonizing rules and institute cross-border authorities such as financial inspections or postal authority.

"I don't think we will see any unified leadership in the Øresund Region as long as there are two political systems. It will just render as collaboration. Possibly will regional enterprises and businesses have a cross-national leadership." (Interviewee G)

"I don't think it's realistic with an Øresund Parliament or anything like that within 50 years from now. A feasible development is strong collaborations between the head of states." (Interviewee G)

"I would like to see strong regions on each side. Two equal regions, strong on each side could have a great collaboration." (Interviewee G)

5.3.3 Local Heroes

One form of initiating such self-assembly processes are by starting on a smaller scale and local level. Local leaders or local heroes could play a role in these cases. In this section we will present the interviewees opinions on local leaders.

"When it comes to the Øresund Region, I believe that there are local leaders, but I'm doubtful if there are any regional leaders." (Interviewee B)

The same respondent discusses the leadership form. As the federal structure of the leadership today has its drawbacks and maybe are more sufficient for more social regions. Meanwhile, the alternative for leadership, such as a "corporate model" is not suitable for a political region.

"Political leadership is something else than social [samhälls] leadership and corporate leadership." (Interviewee B)

"Most likely this is a question about being humble to the fact that it's not a corporate leadership that is needed, this is a question about social leadership. It could be supported by clear visions and pictures of the future but also by social processes. These processes must attract people to the region, and the people must move together. The processes could be compared to a jamming orchestra where the bass-player lays the basic chord keeping the rhythm." (Interviewee B)

Another respondent defines local heroes as individuals that are recognized for their role in a regional development perspective.

"They can be politicians, business leaders or consultants, they can be anyone, but they do have the ability to break through the information noise. They reach trough! [...] What recognized individuals do we have in this region. People that have opinions about all sorts of things and are heard. People that are active in the local, regional and global debate, on a Glocal level." (Interviewee H)

The same respondent emphasises the storytelling ability of these heroes. This can be interpreted as storytelling is what helps the heroes to breach trough the information noise. It could also be perceived as the story told, gives the heroes their meaning and role in the region. The term gossip management could be applied here in order to create a buzz on Scania and the Øresund Region.

"The story of Scania does not tell itself. In practice the stories have to be living and personal, hence the importance of persons, leaders. The ability of the leadership is totally decisive on these matters." (Interviewee H)

Interviewee H further discusses the importance of the mindset of local heroes, and the mindset of leaders in general. Leaders that have visions and abilities to see beyond their geographic area and there are of interest. The interviewee emphasizes those leaders that can see above, or beyond their enterprises or political positions have potential of being such local leaders. The mindset of achieving more than expected and the drive to change the society and environment is also of importance.

Another respondent suggest that a vision driven "mobilizing leadership" is preferable.

"When it comes to the development of the Øresund Region it's all very much about using the individuals that want to do something in the benefit for the region. Less governance and more, what to call it; a mobilizing leadership. ... We need precursors and good examples in order to mobilize the power of the Øresund Region. Powers that won't let themselves be governed outside the own organization but can be mobilized or led by a vision or though. Like the idea of Malmö becoming a city of knowledge rather than a city of industrial production." (Interviewee D)

"The interplay between Malmö and Copenhagen must develop into something that both benefit from." (Interviewee D)

5.3.4 Interaction

Interviewee H describes the interaction between sectors as the emergence of leadership. When venture capitalists interact with researchers there is potential of output. The interface between different sectors in society is important for development.

"In the interface of the different sectors, state, not for profit organizations, private sectors and so further, that's where I believe leadership emerge." (Interviewee H)

"The region Scania, the municipalities, enterprises and corporations must gather and discusses what they want the Øresund Region to be in the future." (Interviewee D)

The interviewee says that one of the reasons for the ESS to be built in the Øresund Region is that local heroes have told the story about the region on all levels. These levels stretch from the local universities to government officials in various countries.

"[...] without this guy no ESS. What did he do? Well he has been on all levels. Local, regional, national and international levels talking direct with the head of state in some countries. He has told the story of the ESS and the Øresund Region. He is a true local hero." (Interviewee H)

The same respondent suggests that leadership also should be seen. The number of spectacular buildings, meeting points for people and landmarks connotes interesting future and development. This also applies to infrastructure. If people can move, with low friction and high frequency there is likely that more interactions between people will occur. This effect is very clear with the Øresund Bridge. The density of people, or human capital, does also add to the equation. The interactions will increase as the density and frequency increases and as the friction decreases. This way of looking at a region could be helpful for developing a future leadership says interviewee H.

Another respondent claim that the formal structures are of less importance while the interactions themselves are the main thing. The respondent also emphasizes the importance of individuals as leaders.

"The more you meet the more you will be able to think in similar ways. It takes arenas and it takes meetings. Which these are is situation specific I guess. The formal structures are of less importance. If there is shit load of committees it will be bureaucratization, then we will lose it. The important thing is to find the inspired individuals." (Interviewee D)

Meanwhile the respondent also says it's never individuals alone that achieve something.

"It's never one individual herself in a region that builds something, it's a system of individuals that interplay with other individuals in some kind of leading role. (Interviewee D)

5.3.5 Characteristics for Regional Leaders

"The characteristics for leaders are that they go first in the line. If someone goes first, there are others that can follow. If no one goes first there is no one to follow. But going in the first line is not enough; in order to be followed you need legitimacy." (Interviewee H)

Respondent H claims that there are three key factors that determine the success of regional leadership. They should give energy to others, we should be affected by what they say and do and finally, they have to create meaning. What they say and do is meaningful to others, in their enterprises and in the municipalities but also, preferably on a Glocal level.

"A leader never walks through a room, or a region, without being noticed." (Interviewee H)

The same respondent says that every one of these local leaders must deal with the "Law of Jante". As this is deeply rooted in the people of Sweden it is considerable that people that have visions and take action in accordance are not restrained by the "Law of Jante".

Further, the interviewee describes how leaders are driven by visions, living by passion and have a clear and communicated mission in the region. The interviewee later also draws parallels to entrepreneurs.

"The real tough leaders like Indira Gandhi that have the passion to die for their causes and what they believe in. We need leaders like that in the Øresund Region. And a mission that is bigger than the leader itself. We need that in the regional leadership." (Interviewee H)

"Another local hero is Ilmar Reepalu, the political leader of Malmö. He gave an introduction speech at a big conference in Malmö once, the Swedish Prime minister was there. The speech was 15 minutes long, not until the 14th minute did he mention Malmö. Instead he talked about the region with Copenhagen and Lund. He understood early that Malmö itself is not of interest to the world, but the region, containing Malmö, with everything that's going on here, the culture, and the dynamics of a bi-national region could possibly be something that is noticed on the global arena." (Interviewee H)

Another respondent (D) says that the main characteristic for local leaders is that they look beyond their territory. They like to co-operate and approve of the idea of helping others in order to develop self.

5.4 What platforms or arenas can be used?

To know in advance what these meeting places are or how they will emerge is impossible to say. To find a place that is formalized and has its roots in democratic forms is necessary for a political leadership. A form where all citizens of the Øresund Region choose political leaders for different tasks covering the whole region is a dream scenario. (Interviewee C)

"Internet will be, no doubt, a tool that will be used more and more by leaders in order to reach out to the citizens. How important is hard to say, but one thing is certain, it will most definitely not look like we think today". (Interviewee C)

"Internet and social media are really powerful tools that are to a less extent used today. Øresund Entrepreneur Academy uses social media to reach out to their students and it has shown to be working better than expected". (Interviewee F)

Good arenas for leaders to meet are informal places, like Dan Olofssons, the famous entrepreneur and founder of sigma, ranch in South Africa, but it could also be birthday parties or informal events like that. The important thing is that leaders not only see to their own organization but the whole region. Social media like Facebook and Twitter are of course channels that are good, but also other media is important. (Interviewee D)

"Social media and all other media are very important in order to integrate the region. The problem today is that there are no border-crossing media and that is one main barrier to overcome. Schools are other arenas where children in small ages can learn the other language in the other part of the region." (Interviewee G)

Media and networking is very high on the agenda today and is necessary for a successful leadership. But the next step is to find arenas between the different sectors and tries to find informal grounds in order to increase collaboration. There is very little collaboration today but a thing like ESS could be one step further where actors are forced to meet and collaborate. (Interviewee H)

"I think we should use the regions and major cities as platforms. The political structure in the region and the major cities should be used as an integrated platform". (Interviewee E)

5.5 What barriers does a possible regional leadership have to conquer?

If developing a leadership over Øresund Region and to develop the region further some important barriers have to be conquered. The region consists of two countries, different cultures and languages, one capital, one national region, and a lack of regional identification. Following chapter will, from transcript of our interviews, try to describe what key figures in the region consider to be the major barriers that a possible regional leadership has to overcome.

5.5.1 Two countries – two systems

One of the biggest and most obvious challenges is the fact that the Øresund Region consists of two different countries, Sweden and Denmark. There are two different systems and the lack of understanding and knowledge about the two different systems obstructs a regional leadership. (Interviewee C)

“...there is a major challenge to have a region with two countries and two nations. Everyone in the region have different opinions, positive or negative depending on whom you talk to. The integration of the two countries is crucial to develop the Øresund Region.” (Interviewee C)

“The fact that the Øresund Region is rarely pointed out and discussed on a national level is considered as a major problem. Politicians talk about Sweden, Denmark and Europe but never about Øresund. To make politicians see and think Øresund is crucial for the development and future of the region.” (Interviewee F).

A regional leadership has to work to decrease the inconvenience of two different labour legislation and social insurance systems. Denmark's social insurance differs from all the other systems in EU; if Sweden for example would create a regional collaboration with Germany those problems wouldn't be as significant. For developing the region these administrative barriers have to decrease to make it easier for people living in Øresund Region. (Interviewee C)

The slow improvement of the compatibility of Denmark's and Sweden's different systems has a lot to do with the lack of interest from a national level. The regional development has to move from just being on a regional level to a national level where decisions actually can be made. Governments in Sweden and Denmark have not yet realized what a great asset the region could be and therefore questions and decisions regarding the region have low priority. It is difficult for the governments to see what and how they would gain anything from supporting the region. (Interviewee D)

"We want to provide the Swedish and the Danish governments with an understanding that if both countries provide capital for the region everyone will gain. It is impossible to in detail find out which country that benefits more or less... that is not important. The most important is the result for Øresund Region." (Interviewee F)

5.5.2 Mobility Migration

To increase the regional integration a convenient and well-functioning infrastructure is necessary. Mobility is already a crucial factor and will probably become more important with a smaller world with flexible people (Interviewee B). The Øresund Bridge is a great example of how mobility can be supported, but we can't be content with that, there is always room for improvement. Hopefully inhabitants in the region will start to commute even more which would increase the importance of access to infrastructure. (Interviewee G)

5.5.3 Balance of Power

Several respondents claimed that there is an unbalanced power and attention situation in the Øresund Region. We will discuss these issues more thoroughly here.

5.5.3.1 One-sided love

In the early start of Øresund Region the general view was that Swedish Scania was the only part that would actually gain anything from the region. Today, the view seems to differ.

"When the bridge was initiated ten years ago the love was one-sided, Scania was interested in Zealand but not the other way around. There has been a change; today both sides of the strait realize that we need each other and that we all would benefit from a deeper integration. Today, people understand that if we use the way Sweden and Denmark supplement each other this region will be one of a kind" (Interviewee C)

5.5.3.2 Copenhagen versus Scania

There will always be an uneven balance of power within the Øresund Region. This comes from the fact that Copenhagen is the capital of Denmark and Scania is just a region Sweden. Copenhagen will always see Øresund Region from a capitals point of view that includes everything from capital resources to political influence. (Interviewee G)

"I think that in Denmark Copenhagen is a very important entity. And many Copenhageners are used to think about the capital as it's enough on itself. But especially the younger generation is aware if you want to succeed in the global world you have to look for more strength than you have in Copenhagen alone." (Interviewee E)

5.5.3.3 Sharing the power

It might be the Scandinavian culture, or it might just be the greed of human, but it always seems to be difficult to realize that someone might actually be better than you at something. From a regional perspective, this phenomenon can be described through the example of a regular business. Executives and CEO's should always make sure that their company hires the most talented employees without being scared that their talent will make themselves look worse. A good leader should be brave enough to hire the most talented people, a great leader doesn't have the need to be best at everything and he/she puts the well-being of the business first. This humble way of acting should be the same for a regional leader; the regional development has to come first. It's important to create an environment where people and companies can develop and support each other, not only think about own personal gains. This might sound like a matter of course but unfortunately that's not the reality and the issue becomes even clearer when embracing two countries. (Interviewee F)

5.5.4 Identity, Culture and Language

It is not enough that political and different regional organs want to develop the Øresund Region; they have to persuade the people living there. Of course, free movement of people is of great importance but it's not only about moving people and capital. There must be a will and people living in the region have to consider themselves as inhabitants of, not only their own countries, but also inhabitants Øresund Region.

"It's not only about the free movement of people; it is also about the movement and change of people's mindsets" (Interviewee C)

Regarding that Sweden and Denmark is just thirty minutes away from each other the relevance and issues according two different cultures can be difficult to understand. One challenge is the languages, Swedish and Danish. The languages are similar in many ways and back in the days when people in Scania all could watch Danish television and vice versa the languages barrier was milder. Today, the language is a growing problem. The new generation chooses not to learn the language on the opposite side of the strait and just rely on English. Language becomes a barrier in work situations and actually in all situations where a lot of talking and writing is required (Interviewee C).

"The new generation speaks English fluently, which is a good thing. But still, in our everyday life Swedish and Danish are the languages in use. The language issue is a problem that no one actually talks about, people feel embarrassed not to understand." (Interviewee C)

To develop the Øresund Region further, the language barrier has to be conquered and one of the ways to conquer it could be to let the children in the Øresund Region learn both Swedish and Danish in school, a controversial but interesting thought. (Interviewee H)

Identity is important for inhabitants when choosing where to live and work. The importance of a national identity has decreased and was much stronger twenty years ago, today the world is more open and the borders have opened up. The lack of identity doesn't always have to be something bad, it can be something interesting. The challenge is to find methods that support integration and the use of different cultures and nationalities. (Interviewee G). Even if nationalities differences could be useful lack of regional identity could be seen as a main barrier.

"The main barrier is that people are used to think nationally. Still in the EU, people reflect and think nationally. Especially in the Copenhagen area, you think as a Dane and then you think globally. You don't think in terms of the Øresund Region at all, and here we have a very difficult task in telling people and making them see what's just before them." (Interviewee E)

5.6. How will the Øresund Region develop over the next ten years?

To prophesy the future is never easy. The first ten years of the Øresund Region was filled with surprises and the development was quicker and expected. Next ten years will hopefully be just as substantial. (Interviewee G) Some of the major prophesy will be briefly described below.

5.6.1 International recognition

Common desires among interviewed key figures are that the Øresund Region will be recognized in an international perspective. Everyone should be acquainted with the region and the movements within the region and in and out from the region will hopefully increase. (Interviewee D, E and F).

"I would love the region to develop to a world famous region, a Zlatan Ibrahimovic, which everyone recognizes and realizes is the best in the world" (Interviewee D)

Hopefully Øresund Region has attracted talented persons that want to work in and spread the word about the region; the ball has to start rolling. (Interviewee D). Even if a lot of interviewees want to see the region grow in an international perspective there are still some doubts.

There might be reasons to start from a European perspective instead of the entire world. If the Øresund Region can create and support the development of Scandinavia that would be a great start.

"The development could start from Scandinavia and then hopefully, step by step, the Øresund Region will become a new Silicon Valley" (Interviewee F)

5.6.2 Business, Innovation and Knowledge

If the region succeeds to develop businesses, innovation and knowledge companies want to establish here. A regional leadership could promote all the talents we have in Scandinavia to attract more talents to come here. (Interviewee F)

"We have to become better in innovation, and we are already pretty good in creating knowledge. So we should develop those skills to make enterprises move and establish in the region." (Interviewee F)

If this succeeds the region will be crammed with companies and people, we would have a natural innovative environment. People would go from universities to different companies and the labour market would be flexible and flourishing. (Interviewee F) We have to create the resources and give companies and people the assets they need to develop and survive. (Interviewee C)

Unfortunately it is difficult to create the future we want to and it is always hard to prophesy what will be next. For that reason, critical moments as big companies like Ericsson choosing to establish or leave the region can be crucial (Interviewee D).

5.7 A Summary of the Empirical Information

5.7.1 Is there a leadership today in the Øresund Region and on what level lays such leadership?

- Three parts, makes it difficult for example Øresund Committee to influence
- There are leaders in every sector but political leaders are those who the people often rely on, ØU is a great example
- It's a self-organized region.
- There is a national border crossing the region and with two political systems, two medias, two currencies and two law systems which makes an integration very hard.
- The leadership on the Swedish side lies in both in the regional level and in the municipal level, but there are no national leadership for the region.
- On the Danish side the leadership is on all three levels, local, regional and national.

5.7.2 What need of leadership, and how important is it for the Øresund Region

- There is always a need for a leadership, when ever, where ever you are
- The importance of a leadership is huge if the region should be seen as one, otherwise we will only have non-connected components
- The need for a leader that can create visions and communicate these visions to the people. The leader should be a face that will make other people work for the same goal and in the same direction.
- A leader of the region is important in order to reach the synergies that come with the integration.
- The two regions need one leader. A leader that doesn't promote neither of the sides, but the one region. It's difficult to designate one country to lead in a bi-national region.

5.7.3 How can leadership of the Øresund Region be designed?

- Good leaders are convoy leaders, ensuring that the convoy is intact.
- Leaders have to share their vision of how the region should develop.
- Øresund Committee could have done the job. The main drawback is that the political representation is indirectly elected.
- "I think there should be some kind of a regional cross border body that is based on the political structures in the two countries but still have one agenda..."
- Vision, mobilization and communication are key concepts when leading through change.
- Organization is not of interest here. Rather, a process that develops the region needs to emerge.
- We need leaders to enable arenas for actors to meet, actors that can initiate processes
- I don't think we will see any unified leadership in the Øresund Region as long as there are two political systems. It will just render as a collaboration
- I would like to see strong regions on each side. Two equal regions, strong on each side could have a great collaboration
- They can be politicians, business leaders or consultants, they can be anyone, but they do have the ability to break through the information noise
- Less governance and more, what to call it; a mobilizing leadership
- The more you meet the more you will be able to think in similar ways. It takes arenas and it takes meetings
- The characteristics for leaders are that they go first in the line. If someone goes first, there are others that can follow. But going in the first line is not enough, in order to be followed you need legitimacy

- Local leaders must look beyond their territory

5.7.4 What platforms or arenas can be used?

- Internet will be, no doubt, a tool that will be used more and more by leaders in order to reach out to the citizens.
- Good arenas for leaders to meet are informal places
- Social media like Facebook and Twitter
- Networking

5.7.5 What barriers does a possible regional leadership have to conquer?

- There is a major challenge to have a region with two countries and two nations, two different labour legislation and social insurance systems.
- Øresund Region is rarely discussed on a national level
- Increase the regional integration a convenient and well-functioning infrastructure is necessary
- Copenhagen is the capital of Denmark and Scania is just a region Sweden.
- One challenge is the languages, Swedish and Danish
- The main barrier is that people are used to think nationally, create a Øresund identity

5.7.6 How will the Øresund Region develop over the next ten years?

- Recognized in an international perspective
- Attracted talented persons that want to work in and spread the word about the region
- Businesses, innovation and knowledge companies want to establish here. Create a natural innovative environment

6. Discussion

This chapter will contain a discussion of theoretical approaches, empirical findings and our own opinions. We aim to provide the reader with a deep and inspiring discussion that invites the reader to contemplation and thoughts about leadership and the development of the Øresund Region.

6.1 Introduction

Most of the respondents agree on the fact that leadership is necessary in the Øresund Region. We agree, there is a need for leadership in the region in order to connect all the components of the region. If there's a lack of leadership, the different components will be floating around with no specific common goal or target. One of the respondents draws a parallel to quantum physics that explains, or at least somewhat gives us, a picture of how it should work in order to reach a common goal in the region and reach the synergies that comes aligned with that. However, the question of how we get all the components to move in the same direction still remains. One answer is of course leadership, but then the next question arises: what kind of leadership does it take to make it the best possible?

6.2 How is the leadership of the Øresund Region today?

The leadership of today in the Øresund Region is fragmented. One of the main reasons for this is the divide of political power into regions; region Scania on the Swedish side and region Hovedstaden and region Zealand in Denmark. In order for these regions to interact we can apply the ideas of generative relations. If there is enough exchange in between these regions eventually a push for increased integration will occur. This push can also be perceived as a shared vision, where there is a mutual intention to over bridge barriers and create one homogenous region.

As no one of the Danish regions have mandate to speak for the Danish side themselves collaboration between them is necessary in order to agree on something with the Swedish side. In order to create consensus between the three regions the concept of consensus space could be applied. The ideas and concepts to gather around can be created in two ways. First by need in the region, if enterprises have a hard way of getting resources or staff there is a need to collaborate with the neighbouring regions.

Second, by a leadership, identifying these needs before they occur and therefore can maintain a superior competitiveness and efficiency than in the first scenario.

This leadership could be of different character. A political leadership will have to be on national level in order to provide the regions with framework laws and regulations. The main implication of this is that Scania is a remote region in Sweden, where the political power is concentrated to Stockholm. Meanwhile in Denmark, the Copenhagen area is the centre for attention, nor is least politically and hence Øresund peripheral to both countries on a national level.

One good example of how to overcome these problems and to boost the integration in the Øresund Region is the Øresund University. The Øresund University consist of 11 higher educational institutions from all three regions that collaborate with shared visions and common goals. The organizational structure of the Øresund University with one director and all participants represented in the University board. This gives a bi-national organization, with one director, where we haven't encountered any signs of problems related to the different regions, political mandate or rivalry. The Øresund University can therefore be a good role model for integration of a region. Furthermore, the Øresund University work according to the Triple Helix model. The implications of this could be that the Øresund University is a driver and a good example for integration and development in the region.

This itself can be perceived as leadership. The Øresund University has used common areas and similarities (such as education, research and specific academic disciplines) in order to form a structure that bridges the difficulties of different organizations and nationalities. We believe that this is a very good example for the region and that there is a good chance of halo-effects. Not least can the structure and processes be copied and leveraged from in other fields or businesses across the strait. We believe that this concept can be used in many other areas such as when knowledge intensive businesses gather on order to complement and collaborate with development of new technique.

6.3 What barriers does a possible regional leadership have to conquer?

6.3.1 Administrative and Institutional Barriers

The two main parts of Øresund Region are Denmark and Sweden, two different countries with two different cultures, regulations, laws and systems. When discussing regional development theories describing Triple Helix and Penta Helix can be used.

The region has not yet developed in order to the Penta Helix model but hopefully the future will bring the region in that direction. However, the relationship between State, Academia and an Industry exists.

Organizations and key figures in the region have started to realize that to develop the region the State-Academia-Industry relationship, described in Triple Helix, has to improve and develop to make the region grow. The knowledge space is already there with favourable conditions for businesses to grow and develop. The Øresund Region has made an effort to reach the consensus space and by working towards a common state, industry and academia consensus with ideas and strategies will be reached. Today, this is about to happen but as a lot of respondents agree on there are a great need for improvement and developing of strategies and regional work methods. When/if this is reached the innovation space will be reached and collaborations such as ESS will give further support to developing the region. To be able to reach consensus space, and eventually innovation space, we reckon that a regional leadership could be useful. The leadership should aim to coordinate the different organizations, companies and people living in the region. A regional leadership might not be the only way to reach regional development, but it could be a successful starting point.

Penta Helix enlarges Triple Helix with the important input that to make a rapidly changing region grow there are an inevitable need for shared visions and ability to implement these visions. Private sector, university, government, citizen and non-profit associations have to work together towards one common goal to achieve regional growth and development. This identifies and once again put the light on one important shortcoming of the Øresund Region, the absence of official regional values or visions. There is a vision saying that the Øresund Region should become Europe's most attractive and most competitive region, but who makes sure it happens and who communicates that to the citizens? Once again some sort of regional leadership could facilitate the integration process.

The importance of regional visions and values get support from several different theories. Lind's theory about regional growth mentions four aspects that explain growth in a region.

1. *Regional visions and values:* there are visions for Øresund Region, but are they communicated to whom it concerns in the region? Are people, organizations and politicians aware of them or are they just written down on a piece of paper?
2. *Regional clusters of competences:* Øresund Region consists of several clusters within different fields. The region is considered as a knowledge hotspot gathering a lot of competence and human capital.
3. *Inter-organizational co-operation clusters:* projects as ESS and collaborations over the national borders and between different companies are of great importance for regional growth. ESS is a great example of how the region tries to develop and work together towards a successful regional future.
4. *Structural changes and growth potential:* actors in the region have to see the potential of where, when and how to grow. They have to, based on common values and visions, strive towards common goals. To be able to do this the administrative barriers in the region has to

decrease and the two different nations have to start supporting the development of Øresund Region.

To make the Øresund Region grow these four steps should be fulfilled. The most conventional way to fulfil those steps would be to create a formal leadership that told the region and its inhabitants what to do. But would that be just good? Is there another side of the picture? The fact of having a leadership might also result in the lack of spontaneous contribution and influence to the regions development. People, companies and organizations might only focus on what they are official meant to focus on which could result in a lack of thinking outside the box that would contribute even more to developing Øresund Region.

6.3.1.1 Capital vs. Province

Another barrier that several of the respondents discuss is the paradox of the Swedish province Scania versus the Danish capital. As the political leadership in both cases descend from the capital the political leadership tends to focus on that area, which for Denmark's part of the Øresund Region is one step towards integration. However, the Swedish political leadership on national level is focused in Stockholm. If the Øresund Region is not recognized as an important region by politicians on national level, the more difficult will it be to overcome the main barriers.

In order for Scania and the Øresund Region to be more recognized by Stockholm we believe, in accordance to some of the respondents, that a "heroic leadership" can put Scania and the Øresund Region on the national map and become more interesting and attractive on the national level. The heroic leader must act outside his own territory and must work for the best of the region. But that is not sufficient enough. A heroic leader must get legitimacy from the citizens and to be seen and heard in different contexts, as well inside as outside the Øresund Region. The region clearly has potential, but without charismatic leaders putting the Øresund Region on the agenda in Stockholm the region will not come to its full potential.

6.3.2 Cultural Barriers

To create useful regional values and visions the region has to become more integrated. The region has to move from being a theoretical region with two countries and two nations where only relatively few people and organizations actually see themselves as a part of the Øresund Region to actually creating and being a region that people acknowledge and see themselves being a part of.

"It's not only about the free movement of people; it is also about the movement and change of people's mindsets." (Interviewee C)

To create this integrated region where people would have one identity and see the differences in culture and language as something interesting and positive there are several things that have to be worked through. The integration process can be described through five phases: visions and analyses, investment decisions and realization, shift in attitude, neutralization of barriers and last but not least regional integration. This theory identify, ones again, the importance of regional visions and identity.

The fact that Øresund Region consists of two different countries and cultures makes the balance of power even more actual and interesting. According to a lot of our respondents that are highly involved in the region and works with its development the balance of power should be an issue with high priority. The general idea has historically been that Denmark is the strong and more powerful part and that Scania and Sweden has more to gain for the region. This might have been the reality ten years ago, but today, both sides seem to have realized what the benefits of the region could be. The fact that Copenhagen is a capital and Scania is a region also contributes to the issues of power.

According to Mintzberg, greed is influencing today's society more than ever. Companies, CEO's and almost everyone can be seen as selfish that just care about themselves and are obsessed with their own interests and success. This greed and strive towards individual benefits and interests are affecting the region. Interviewee F says that leaders in the region are struggling with putting themselves aside and focus on what is best for the region. This behaviour will create disconnection, distrust and slowly destroy the region. One way to fix it would be by going from a heroic leadership towards an engaging leadership that supports the regions development.

No matter what theories the development of the region is interpreted through it all end up in the same conclusion. To be able to develop further and grow as a region there has to be realistic values, visions and goals that are communicated to the entire region. The region has to create one identity.

Over the last decade several barriers for exchange between Denmark and Sweden have been mounted down. Many of these barriers are mental and perceived transaction costs. We think that the mental distance is shrinking and that younger generations have the ability to apprehend the Øresund Region as a whole rather than two national concerns. This in combination with an expected increased exchange in terms of trade, commuting and the ESS deployment in the region will increase integration even more. From a leadership perspective these processes, aiming at further integration, could be perceived as self-organized once initiated. By this we mean that once the decision of deploying ESS on each side of the strait there is an implicit effect of increased travelling in the region.

6.4 What platforms/arenas should be used?

As with many other things, it's impossible to know how the future would look like, and hence we can only speculate on what different kinds of arenas that can be used for a future leadership. However, we can see trends that lead us to different conclusions on this subject.

Internet will take a larger part for leaders to reach out to citizens, compared to today. However, how big part and in what way is harder to say. In accordance to some of the respondents we believe that social media, such as Facebook, Twitter and LinkedIn, will be a part of the platforms for communication in the future. This relatively new way of communicate has already now reached a great impact on younger generations and will eventually reach higher in age. To communicate this way will be useful for every type of leader, it's fast and it reaches a greater mass of people with more perfection than any other media can do.

One of our respondents suggest that one way for leaders to meet could be informal places like Dan Olofssons, the famous entrepreneur and founder of sigma, ranch in South Africa. This way of meeting is of course good and we think that this can facilitate some good thoughts and goals between leaders. However, we think that it can be too costly to send leaders to camping trips and such, regardless of where they are, but the thought of meeting informally is good and it can be done at birthday parties or other places where the actual agenda of the meeting is not the Øresund Region. It is important that both formal and informal leaders have some way of communication so that they work in same directions and with the same goal.

6.5 How could leadership of the Øresund Region be designed?

The leadership compared to a convoy leader have its implications. In order to be a convoy leader there must be a convoy. Furthermore the convoy leader must have the legitimacy of the convoy. This legitimacy must be earned through respect and hard work. We perceive convoy leaders as social leaders which is in line what we assumed the respondent minting the concept meant. Meanwhile, convoy leaders could likewise lead by fear or by incentives in order to get the convoy to move forward. In perspective to this a local hero could be perceived as a social leader, caring more about the movement than the direction. One of our respondents calls this a mobilizing leadership, with the cause or a vision as a leading star that mobilizes and aligns the masses.

This type of leadership could be leveraged even more when acting in a network with some kind of co-ordination. We think that a network of charismatic leaders whom is co-ordinated for a greater cause could have a great impact in a limited geographic area such as the Øresund Region. On the other hand, if visions and causes to develop the region are the main incentive the ideas of how these should be pursued might differ from leader to leader. There is a risk of conflicts and discrepancies in the approach to these visions and causes. This might result in a struggle of power and influence. In the worst case will these leaders point their attention towards each other, i.e. overcome the other leaders might be more important than the aim to develop the region. A total disagreement between Sweden and Denmark in a common question could in worst case lead to a dispute or open political conflict. We perceive that this risk will be present in all leader situations, and particularly when pursuing a transformational personal leadership, or heroic leadership. This implies that whenever a person stands out from the crowd having a controversial solution or opinion there will be a counter reaction. This could lead to that focus moves away from the supposed target, such as developing the region further. Likewise it could be the starting-point of a discussion giving birth to new ideas and concepts for further development. This implies that potential conflicts are both constructive and destructive for the development of a region.

In this study we encountered two main types of opinions about the future leadership of the Øresund Region. The first category believed in an empowered cross boarder body that could build on the existing political structures. The other category doesn't expect the political leadership to initiate development. Rather they rely on local leaders and other initiatives such as from the private sector and the academia.

In order for a political organization to be perceived as leading and contributing to the development of the Øresund Region there are some criterions that have to be fulfilled. We have identified these through discussion with the starting point in the empirical information.

1. Vision. There have to be a clear and communicated vision. The vision has to be shared and accepted by citizens in the whole Øresund Region. Furthermore we believe that such a vision will have to be part of something greater than the Øresund Region itself. Like a future integration and increased co-operation with the northern part of Germany.

2. Legitimate leadership. The people involved in the leadership of the Øresund Region needs the legitimacy of the followers, almost irrespective of regime. How to gain the legitimacy of people is a complex and biased question. We believe that bi-national elections to the Øresund body are a contributor to legitimacy. Another suggestion is a third country national as a head of the region. Increased, mutual, understanding of culture, traditions and attention in media are drivers that would decrease the mental barriers and hence increase the understanding for the politicians of the contrary side.

Elected leaders, committed to develop the Øresund Region are suitable for this as a professional task to be conducted daily, nine-to-five.

3. Mandate. It's vital that such a body have the mandate to make decisions and to implement changes. This will require a change in the juridical systems of both Sweden and Denmark. We also think that directly elected representatives will be more suitable in a system where some of the national power is moving out of the Riksdagen and Folketinget.

4. Coherence in national ambitions. The national interests in the Øresund Region must be mutual, both in terms of benefits and ambitions. There must be a balance between the nations in their efforts and ambitions for the region. If there is unbalance in the drive for development or if there is no mutual benefits the risk is that the legitimacy and support for the common leadership body gets depleted. On the contrary, if there is a good balance between nations in their ambitions and efforts for the development of the Øresund Region we foresee good chances of this as a successful leadership model.

The political leadership of the Øresund Region plays an important role. We believe that the Øresund committee lack mandate and in some terms also legitimacy in order to become an influential actor in the development of the Øresund Region. The role of the committee today is limited to a forum for approaching each other and to initiate collaborations. This and the fact that there are substantial system changes to be conducted before a new, influential and bi-national body can take on the leadership of the Øresund Region.

Meanwhile, the contemporary political structure can be interpreted as an important signal for what we call the local leadership. The local leadership comes in form of local heroes, people from universities and businesses and even politicians. The common denominator is that all of them have the ability to look beyond their territory and the wants to change the world around them. These local heroes are in contradiction to the political leaders, will take on the task on all days and around the clock. Their motives could be of different nature but they somewhat share the passion for the Øresund Region. These are the person that see the potential and seizes the opportunities. What differs them from most people is that they dare to take a step into the unknown and exploits the possibilities. We perceive these persons as the driving force of a region, the ones that take on the initiatives and communicate the visions of the Øresund Region of tomorrow. This kind of leadership has similarities with transformational leadership and it tends as these individuals to some extent are "natural" leaders whom people follow.

We believe that there's a need of local heroes and local leaders in the Øresund Region. These people tend to make things happen and have the ability to mobilize and align others in order to achieve changes. They speak up and break through the noise of medias and mass communication of today; most important they reach to people in a way that engages them. Local heroes act unselfish and scarify themselves for the best of the region.

Thus, as one respondent pointed out it's not one local hero that does it. The most powerful and influential local heroes are the ones that act on all levels, from local to global, hence the expression "glocal hero". The changes comes when interrelated local heroes act in networks, they meet and exchange ideas. To some extent the ideas and visions of these local heroes does align and some kind of coherence in the greater vision for the Øresund Region could develop. Informal grounds and platforms are of importance for these networks to work efficiently.

One respondent emphasizes storytelling as one tool that the local hero uses. We agree on this. But the use of storytelling is not exclusive for local heroes. It's used in marketing, by politicians and in many different contexts. Hence can it not be perceived a significant trait for local heroes. Meanwhile storytelling has proven to be a successful and efficient tool. According to one respondent when negotiating the ESS deployment or branding Malmö as a city of knowledge.

A network of local heroes could initiate processes and communicate visions with an impact that would make PR agencies shiver. This mobilizing power accurate transformed into constructive processes could initiate followers to do things themselves, driven by the vision and with tool and/or guidance from local heroes. This could be perceived as self-organizing. Self-organization will be beneficial for the development of the Øresund Region. Meanwhile, we believe, in line with some respondents that self-organizing will occur on a low level unless there is a top management pointing out a strategic direction. This management could be constituted by local heroes that take the first step and put thoughts and needs into words. As soon as the local hero constitutes a goal and people strive for the same, a self-organizing process is initiated. In accordance to the same respondents we do not believe that a self-organizing phenomenon just occurs. There have to be something that activates the process.

Another crucial factor when it comes to the future leadership of the Øresund Region is the interactions between different networks of local heroes as well as the different sectors. The Triple Helix is a good example of such interactions. The interactions between different sectors such as businesses and academia often results in new and existing settings and sometimes in new enterprises and innovations. When crossing specialists that are passionate and committed in their respective field and have the ability to be visionary about the future for the region we believe interesting things could happen. Some respondents claim that the emergence of leadership comes from such interactions. We interpret this as leading through innovation, growth and in the long run, development. Hence do we perceive this as one of the cornerstones of the future leadership in the Øresund Region. The Øresund University acts as a good example here as it's venture to interact with businesses and specialize in future areas of research.

One could also look at interactions on a national level. As the interactions between Sweden and Denmark increases and expands into new forums we expect existing collaborations to rub off into new ones. These could be cross-border job fairs, collaborations between high-schools and other public institutions. The shared ownership of the Swedish and Danish post is a good example and could act as a good role model for other institutions where synergies can be found. The shared ownership in the post is more on a national level. Although we foresees that good regional synergies can be achieved in the Øresund Region.

6.6 How will the Øresund Region develop over the next ten years?

6.6.1 International Recognition

When giving our respondents the opportunity to describe how they think Øresund Region will develop in the next ten years almost all of them hesitates for a while before they start talking about an international recognized region. They want Øresund Region to be a famous international region that everyone around the world acknowledges. To make this come true talented persons should be attracted to the region so they, as Øresund ambassadors, can spread the word about the region. To find these persons and to give the region an international reputation we suggest working on further integration. According to theory about regional integration there are some steps that have to be fulfilled. Today Øresund Region has come half way; they are struggling with the change to turn negative attitudes into positive. Once again there is a lack of identity and positive attitudes towards Øresund within the region. To become an international recognized region, Øresund Region has to start working for getting acknowledged among its own citizens. After creating positive attitudes, barriers described in 5.5, has to get neutralized.

One step to create regional visions and values could be striving towards development according to Penta Helix. All five different sectors (city government, private sector, non-profit associations, enthusiastic citizen and university) have to be tied together with support and open dialogues. To give support and to push for an open dialogue a leadership could be helpful. This would help citizens to have a person to identify to, someone that they think stands up for what Øresund Region means to them and how they want the region to grow. To get this connection we believe that, even if the region might not need one specific person as a leader, there are of great importance to have charismatic persons in the region that inhabitants and companies can rely and identify with. To find these persons and after finding them we believe that social media could be one of the new channels to communicate with parties concerned. This could be a new way to communicate with the inhabitants and find out what they expect from a regional leader.

Fulfilling their expectations would hopefully help to create visions appealing to the people living in the region. To create an identity among the inhabitants would be the first step before striving towards international recognition.

6.6.2 Business, Innovation and Knowledge

Another main desire from our respondents is that the region should become an attractive place for people, companies and organization to establish in. To do this, theory about knowledge, consensus and innovation space could, once again, be used but there is another important view to bring out. The Øresund Region is a knowledge intense region and to develop knowledge and the way to create knowledge is playing a crucial part. To support knowledge creation Øresund Region could be seen as a knowledge web. State, academia and industry all together creates a knowledge web with peaks and valleys that constantly moves according to all actors activities. To make this landscape successful for all parts relationships between the parties have to be generative. A generative relationship consists of balance of novelty and confirmation, shared visions and complementary between competences. When marketing the region and when communicate values and goals the region (maybe a leader) has to consider what sort of collaborators would be preferable and most useful in the region. It's not only about that companies and enterprises have to match it's also about people living here. Once again there is a need for a shared regional vision. To find those matched parties an open communication is required. In a lot of existing theories and a great majority of our respondents think that this sort of development needs support from a leadership.

Seeing the Øresund Region as a KIZ could be another aspect. In a KIZ there are Laws of Knowledge Dynamics that would be useful for Øresund Region to consider when developing further. Knowledge multiplies when shared so create generative relations to support knowledge creation would be even better. The more knowledge that is created the more will it multiply and expand. Complementary competences also support the second law that is the movement of innovation, from origin to highest need. Ideas and created knowledge and innovation should be used where it's most needed, the region have to work as one entity. So aiming for generative relations, that might be easier to use in and practice, could support the laws of a KIZ and make the region even more dynamic.

7. Conclusions

In this chapter we will summarize and present the conclusions that we have drawn from the discussion of empirical findings and theoretical concepts in earlier chapters. We will also give suggestions for further research on the topic.

We can clearly see, in accordance with some of the correspondences, that leadership is one critical factor. However, what kind of leadership and why are still the key questions?

The leadership of the Øresund Region is today fragmented. The political leadership is fragmented mainly because of the border that divides the region into two nations. The implications of this are barriers like two currencies, two languages, two medias, two legal systems etc. Copenhagen as a capital and Scania as remote region implies different national priorities respectively.

These barriers are perceived as the most important for a continually development of the Øresund Region. We have found that these barriers can be over-built if the right political priority is given the issue on national level. Yet, the organizational concept of the Øresund University has overcome these barriers within the area of academia, without a national priority.

Cultural barriers are more complex, but we believe that these can be neutralized by a shared vision. If there is a common goal within the region the cultural differences will be less of a barrier. To be able to develop and grow as a region there has to be realistic values, visions and goals that are communicated to the entire region. The region has to create one identity. However, the differences are shrinking as the young generations are getting more and more integrated and see the regions as a whole.

Informal meeting places are and will be important for leaders in order for leaders to meet and exchange ideas and visions under relaxed circumstances. Internet will be a tool of which leaders can meet and exchange ideas and communicate with followers.

We have found that there are two potential designs of a future leadership for the Øresund Region. The leadership can either be built on a political cross border structure or it could be by local leaders from the academia or the private sector. The important thing, regardless of design, is that the leaders has legitimacy and are seen as "heroes" glocally, both locally in the region but also globally, in order to make the region more attractive in the world.

When "glocal heroes" interact and meet within their networks new visions and goals are created. It is also within these informal meetings leaders from different sectors have the ability to meet and discuss without a designated purpose: this is where the magic happens.



Figure 12: A visualization of what issues a future leadership of Øresund Region should focus on to support regional development

7.1 Suggestions for further research

During our journey we have come across many interesting facts and phenomenon. It has been a true struggle to keep on track and not fall into any surrounding areas or related questions. We would just give a few recommendations to others that would like to take up the theme on regional development and leadership in the Øresund Region. We would encourage others to scrutinize this area mainly by two reasons. First, we in our hearts have been attached to the Øresund Region and the enormous potential in the area. From time to time we have started to see things around us with different eyes. Secondly, during our thesis work we have experienced great encouragement and support from others when we have told them about our work and our questions. It seems like most people have an opinion and want a say about the Øresund Region. We choose to interpret this as the Øresund Region and our work is important.

Important for the development for the region and the people that live in it. We do not claim great academic success or great discoveries but we sincerely hope that this thesis could be an eye-opener.

There are some questions that we leave unanswered and such could be a good start for others to start exploring new possibilities within the area of the Øresund Region and leadership. Such questions include whether there is a contradiction between different leadership types, political vs. the glocal heroes for example. Another interesting issue will be the effects and impacts in the Øresund Region of the ESS deployment. We wish anyone that would like to take on the challenge to search for leadership in the Øresund Region the best of luck.

8. References

In this chapter you will find all our sources of theories, facts and figures. The interviewees will be briefly presented in appendix.

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9. Appendix

This chapter will give the reader a short presentation of our interviewees and the Interview Guide that has been used.

9.1 Interviewees

Anders Olshov, CEO of Øresund Institute, 20 November 2009

Bengt Streiffert, former Director of Øresund University, 11 December 2009

Benny Damsgaard, Senior Advisor at Confederation of Danish Industries, 15 December 2009

Haakan Löe, Executive Director at Ramboll, 16 December 2009

Jan-Inge Lind, Researcher at Lund University, 1 December 2009

Jan Sturesson, Global Government Leader at PricewaterhouseCoopers, 18 November 2009

Lars Montelius, Executive Director at Øresund University, 18 November 2009

Leif Edvinsson, Professor at Lund University, 9 December 2009

Peter Billing, Senior Consultant Regional Development Bornholm, 6 January 2010

Pia Kinhult, Politician Region Skåne, 3 December 2009

9.2 Interview Guide

What is your role in the development of the Øresund Region?

How do you perceive the leadership of the Øresund Region today?

What is critical in order to attain a successful leadership in the Øresund Region?

Is leadership important in the Øresund Region? Why/Why not?

If yes, how could the Øresund Region be led?

What need is there for leadership in the Øresund Region?

What platforms could be used?

What does the Øresund Region look like in 10 years from now?

What is critical in order to get there?