



**Keynote by Thea Lyng Thomsen**

*March 2019*

*Driving a green transition in big bio clusters:  
the culture that we seek, and how global investments meets local  
ownership, knowledge and resources with an impact*

# Relations & Culture, GreenLab

## *Transition – Innovation - Impact*

Expertise in delivering innovative change and lasting impact.

Strong experience in building trust based business environments bridging the gaps between commercial, R&D and skills to accelerate the transition to a sustainable and circular economy.



### **My path**

- **GreenLab Skive**, [www.greenlab.dk](http://www.greenlab.dk)  
Continuously working with GreenLab Skive and the ecosystem in correlation to the business park both on a local and global scale.
- **Skive Municipality** [www.skive.dk](http://www.skive.dk)  
Working with the development of the business park GreenLab Skive.
- **Skive Business Center**, [www.skiveet.dk](http://www.skiveet.dk),  
Working with cluster development in a local perspective engaging local sme's and establishing a strong focus on circular economy, competitiveness and driving business opportunities.

### **My foundation**

- **Process consultant**  
Facilitating change processes, leading dynamic and unpredictable processes. Based on systemic theory and complexity thinking.
- **Master in comparative literature**, Aarhus University  
Analysing complexity and setting a context for the understanding. Developing abilities to nuance and work with ambiguity, to comprehend and negotiate new realities.

# My key beliefs

**Culture eats  
strategy for  
breakfast**

**Business secures  
viability**

**The situation calls  
for action**

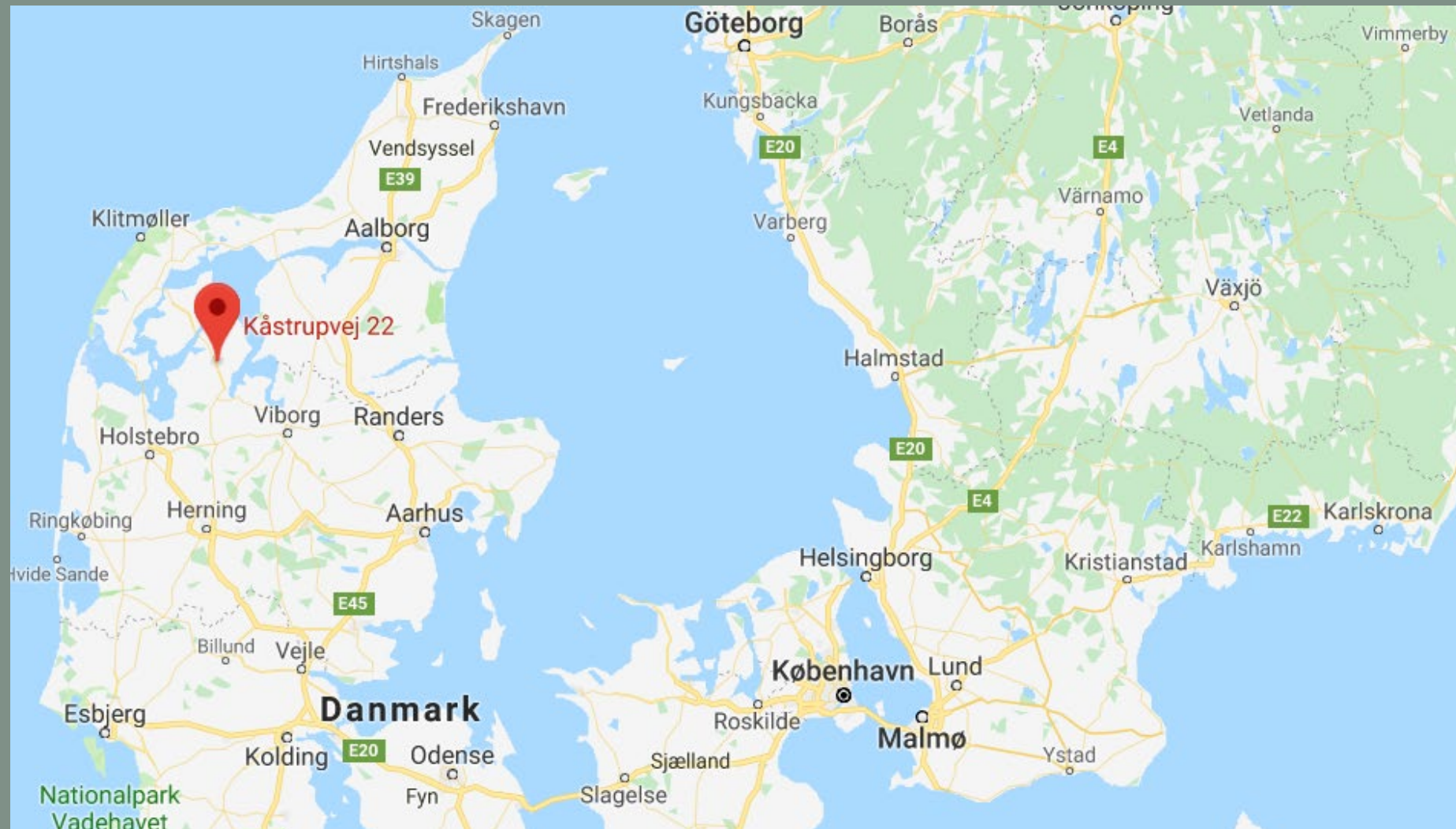
**It takes a human**



**GreenLab**  
skive



# GreenLab



# GreenLab

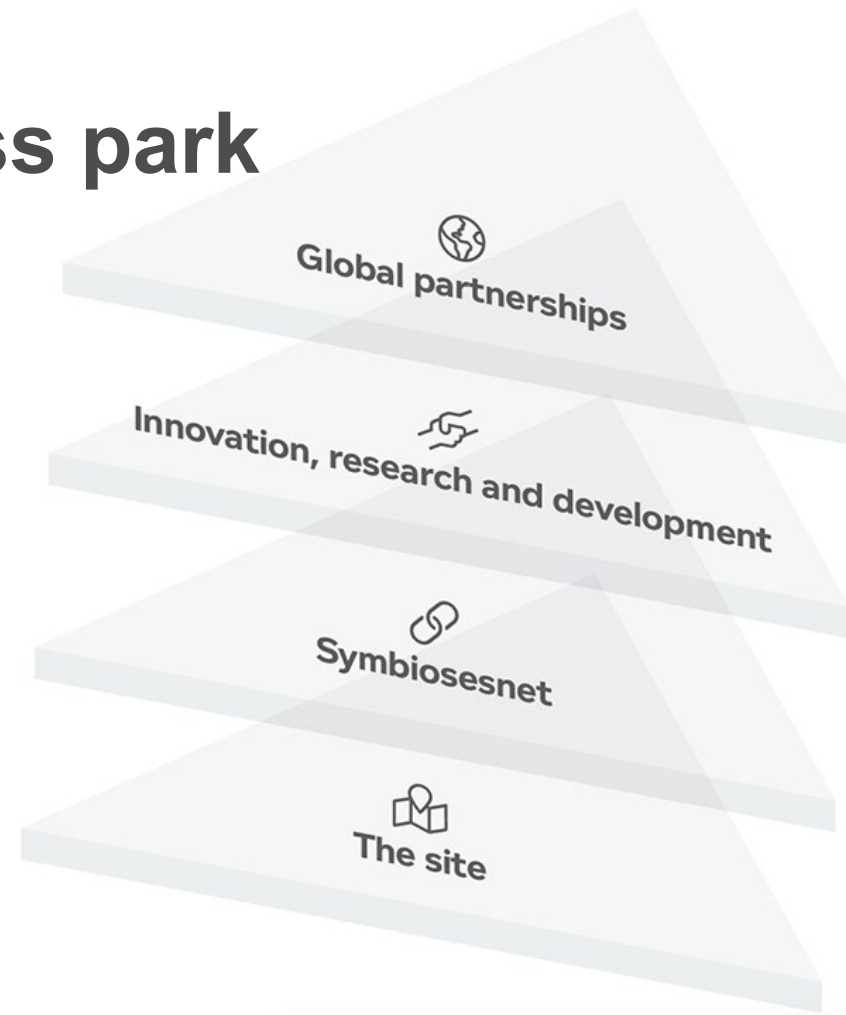
## - a unique green business park

GreenLab Skive is a unique park for businesses working actively with integrated renewable energy, energy storage and resource efficiency.

GreenLab Skive is located at the nexus of the national gas and electricity infrastructure. The business park utilizes this location to establish a symbiotic network of grids that connects companies in the business park both as a consumer and supplier of locally produced renewable energy and resources.

The symbiosesnet is designed and implemented as a fully integrated infrastructure for electricity, gas, fuel, thermal and data distribution. The integrated infrastructure enables a full scale symbiotic industrial network between the entities in GreenLab.

This allows for the optimization of energy, resource and information transfer on site. This enables an efficient and more economical transfer between demand and supply as well as user and producer.

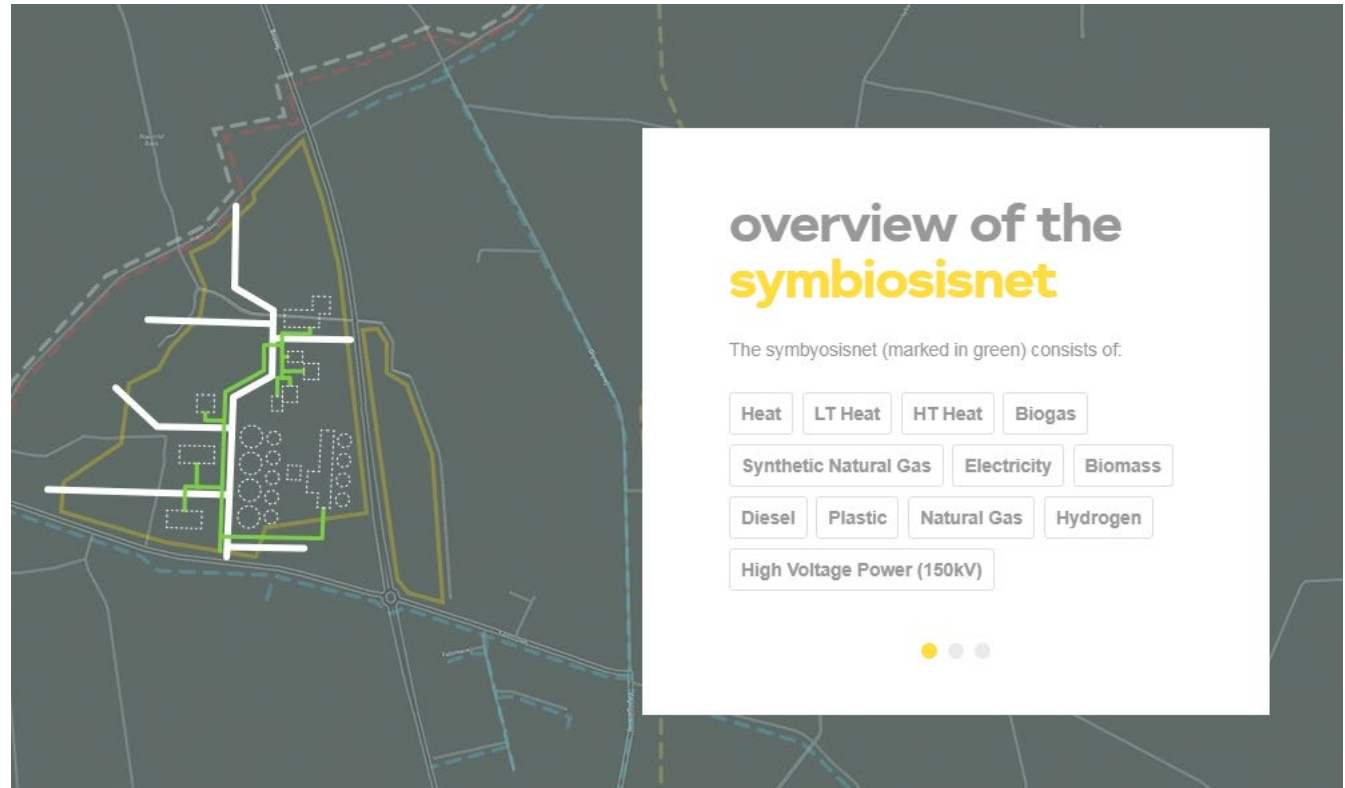


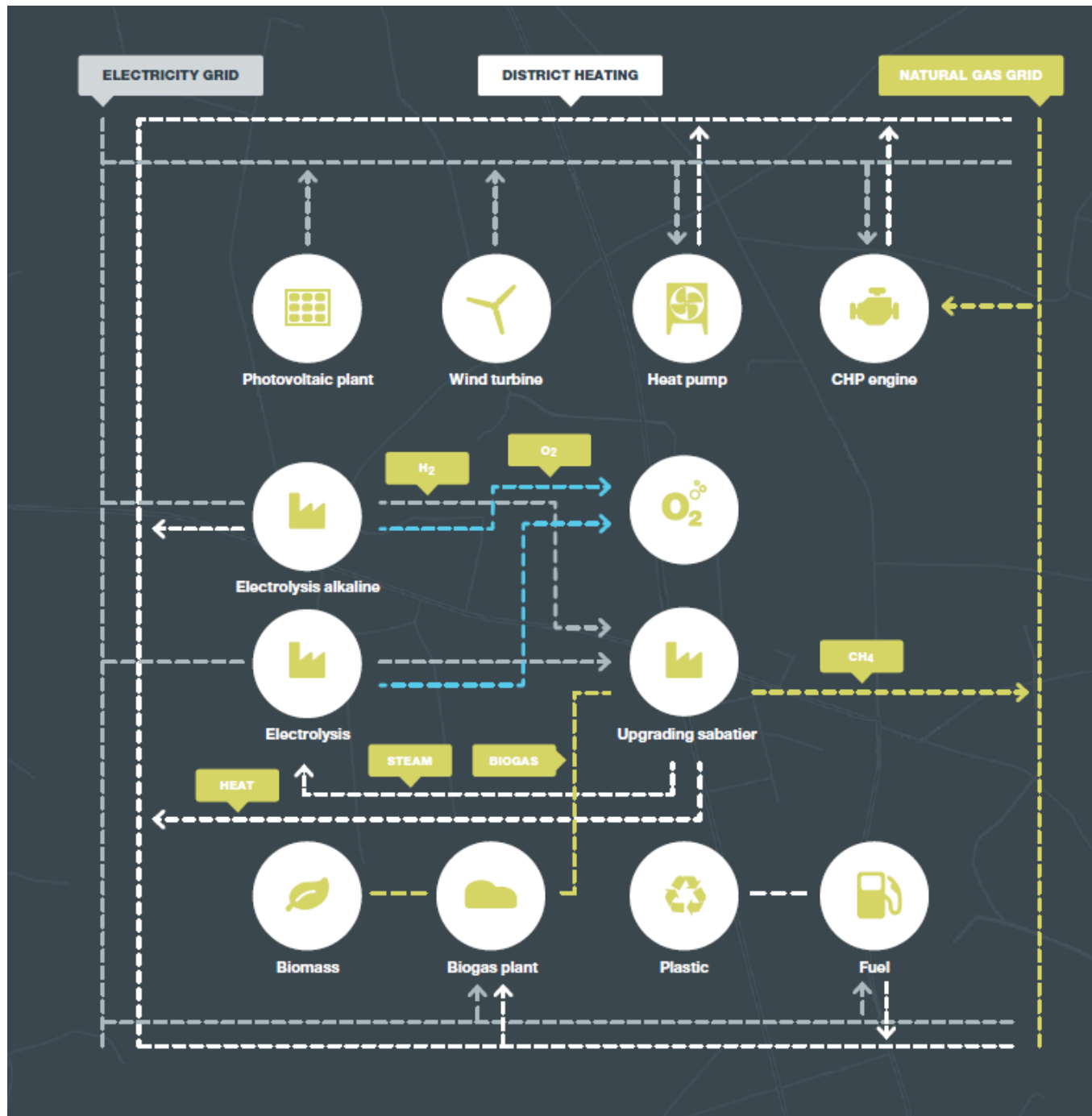
# Symbiosenet

- A total area of 60 ha.  
Equals 85 football fields

Present at the area:

- 40 bar gas grid
  - 4 bar distribution net
  - 150 kV grid
  - Raw biogas
  - Landfill gas
  - Planned central heating
  - Oxygen, Hydrogen, CO2
- 
- Symbiosenet  
Development of an internal grid for the exchange of surplus currents and energy-streams between the entities.





# A commercial community

# Our partners



Brintbranchen



FRONTMATEC





Business  
s

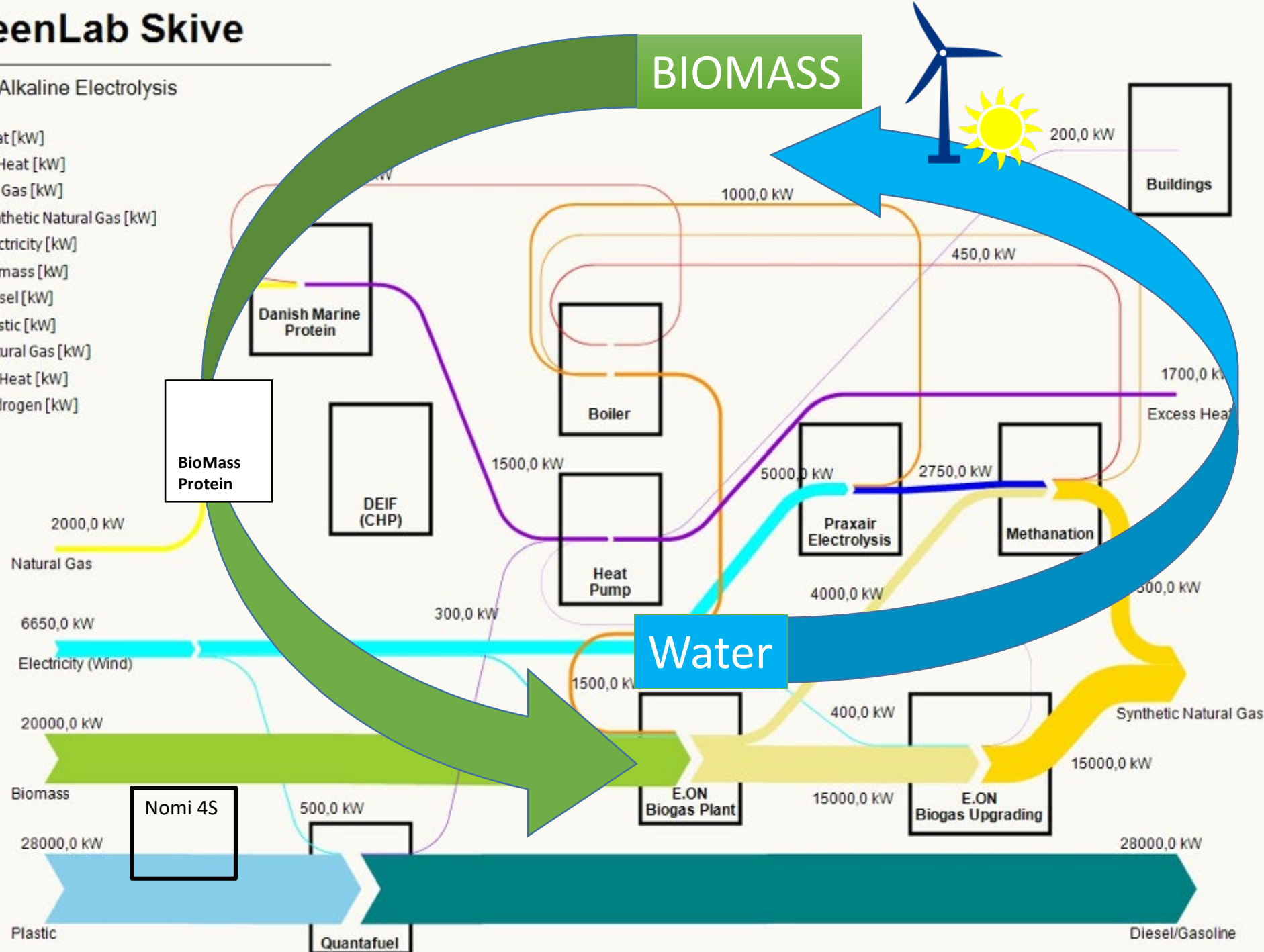
Skills

R&D

# GreenLab Skive

5 MW Alkaline Electrolysis

- Heat [kW]
- LT Heat [kW]
- Bio Gas [kW]
- Synthetic Natural Gas [kW]
- Electricity [kW]
- Biomass [kW]
- Diesel [kW]
- Plastic [kW]
- Natural Gas [kW]
- HT Heat [kW]
- Hydrogen [kW]



M  
A  
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# Danish Marine Protein

How global investments meet  
local ownership, knowledge and  
resources





# The GreenLab Principles

- Positive community effect  
*local growth, global view, trust*
- Competitive Advantage  
*attract resourceful partners*
- Symbiosis to synergy  
*paradigm shift prognosis to products*
- Mutual incentives  
*long term engagement*
- Sustainable  
*accelerate the circular economy*
- Continuous learning and development  
*R&D to commercial*
- Global frontrunner  
*show it, don't tell it*







**2018:** Groundbreaking

**2019:** 4 sites operational

**2020:** Full operations

**2021:** Expansion

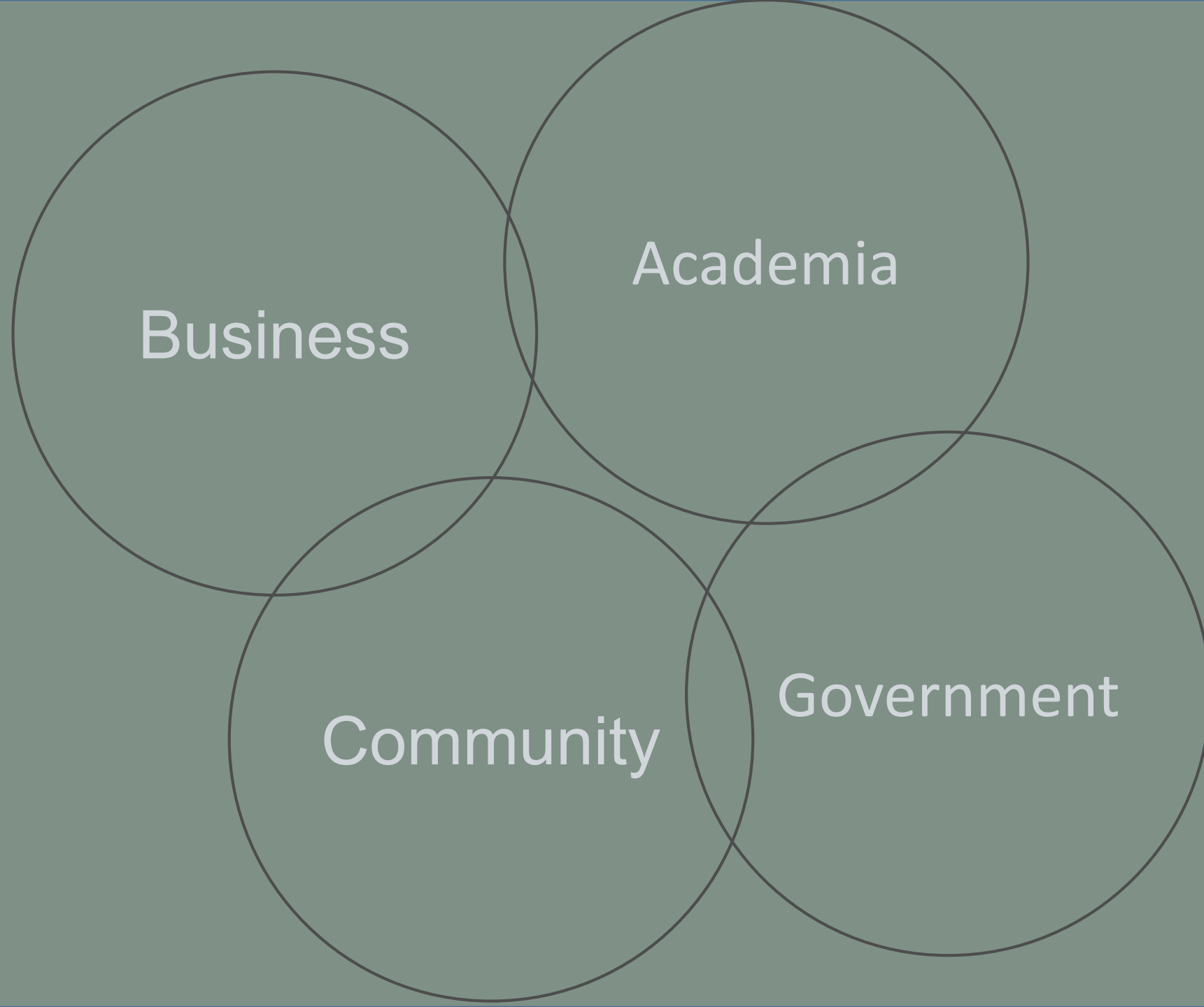
# GreenLab Skive today



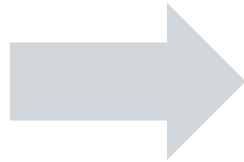
How do we drive the *transition*?

# From vision to construction





**Trust based culture  
vs  
contractual culture**



**a dialog  
between  
global investments and local  
ownership, knowledge, resources**



The culture that we seek



*It takes a human*



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