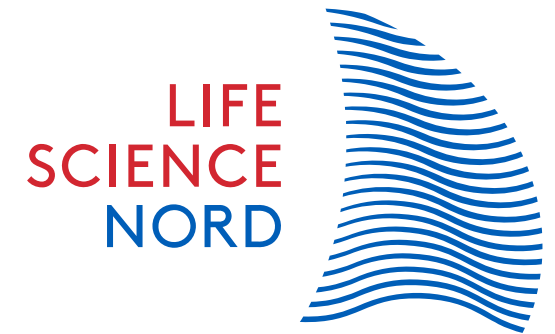


LSN 2030

Strategy update for the cluster
Life Science Nord

2025



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00

FOREWORD

LIFE
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FOREWORD

Ladies and Gentlemen,

together, we want to bring the regional innovative strength of the northern German life sciences industry to the global stage. This Strategy 2030 of Life Science Nord (LSN) therefore sets a clear course for growth, collaboration and excellence. In an intensive, systematic process together with many of our members, we have developed a roadmap that positions our cluster even more visibly as a leading life sciences network, not only in Germany but throughout Europe.

For over 20 years, LSN has been synonymous with a strong alliance of business, science, politics and successful cluster management. The dynamism and innovative strength of our region are recognized far beyond its borders - and the potential for further growth is enormous. The past few years have shown that we can set the course for even stronger, forward-looking development. We want to make consistent use of this opportunity.

Growth also brings certain challenges: from regulatory requirements and the shortage of skilled staff to the rapid development of AI technologies. We see challenges not as obstacles, but as opportunities: our Strategy 2030 is designed to translate these topics into targeted growth impulses for our members and the entire cluster region.

The success of our Strategy 2030 is based on a strong partnership between business, science and politics. The federal states of Schleswig-Holstein and Hamburg have been actively involved in the LSN development process for more than 20 years and will continue to play a central role. Life Science Nord membership association, with its approx. 300 members from the worlds of industry, science and politics, will also play a key role in shaping this path.

[Continue on the next page](#)



FOREWORD

LSN is not an isolated stakeholder but part of a powerful cluster landscape. We want to further strengthen networking with other clusters in the future, to explore synergies and drive sustainable innovation.

With this "LSN Strategy 2030", we have created the framework for a successful future. Now it's time to take action - together! Let's seize the opportunities, drive innovation and further strengthen our region as a leading life sciences location.

We look forward to this journey - with you, towards an innovative and healthy future!



Senator for Economics
and Innovation of the
Free and Hanseatic City
of Hamburg
Dr. Melanie Leonhard



Minister for Economic
Affairs, Transport, Labor,
Technology and Tourism
Schleswig-Holstein
Claus Ruhe Madsen



Chairwoman of the Board of Directors of LSN e. V.
Prof. Dr. Heike Wachenhausen

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01

LIFE SCIENCE NORD - THE CLUSTER

LIFE SCIENCE NORD THE CLUSTER (I)

The Life Science Nord cluster (LSN for short) extends across two federal states (Free and Hanseatic City of Hamburg and Schleswig-Holstein) and has encompassed a total of four key areas of the life sciences for more than 20 years:

Biotechnology, pharmaceuticals, medical technology and, most recently, digital health (since 2024)

The LSN cluster includes around **600 stakeholders from industry** (from start-ups to scale-ups, mature SMEs, large SMEs and family businesses to corporate group companies) as well as eight universities, two university hospitals, fourteen renowned research institutions and a number of unique large-scale research facilities (DESY, XFEL). The combination of science and business, i.e. research and application in industry, is therefore a core component of the LSN DNA.

LSN has been audited as a cluster for many years and certified with the coveted Gold Label for Cluster Management Excellence.



LIFE SCIENCE NORD THE CLUSTER (II)

LSN consists of a membership association, LSN e.V. (managed by a 10-member honorary board of directors and a managing director), which has a total of around **300 member organizations**, and the LSN Management GmbH (LSN M) with its team of currently around 20 employees.

Together, LSN e.V. and LSN M organize a variety of events and formats such as:

- Working groups on key topics (e.g. regulatory affairs, organizational development & personnel, internationalization, patient data, sales, etc.),
- Trade fairs and congresses (national and international),
- Innovation/research projects and partnerships (national and international),
- Topic-specific networking events and information events
- Communication platforms (newsletter, website, social media, etc.)



LIFE SCIENCE NORD OUR LSN DNA

Our LSN DNA describes the central characteristics that make up LSN. It establishes the framework for the cluster's work and anchors the cluster's guiding principles.

These guiding principles also apply when updating the LSN strategy. They were developed in connection with the interim analysis of the LSN Strategy 2022/2023. Both the values, the guiding principles and the mission remain valid. Our LSN Strategy 2030 can be regarded as a continuation, an aligned, consistent further development and specification of the Strategy 2024.

Our LSN DNA was reviewed internally at the beginning of the strategy process, but also with stakeholders from the network, and was found to be "still absolutely relevant and up-to-date". Accordingly, the strategic themes and goals defined in this LSN Strategy 2030 are very much based on the guiding principles set out in the DNA. In the same way, our strategic guiding principles (see chapter 4) are reflected in LSN's actions and values.

OUR Mission

HUB

We are the central point of contact, a mouthpiece and door opener.

PROMOTING INNOVATION

We support innovators, smooth the paths to success and accompany you to your destination.

GENERATING IMPACT

We make the attractiveness of the cluster visible, to generate a global magnetic effect.

LOCATION STRENGTHENING

because we are passionate about the life sciences sector.

CREATING A PLATFORM

We create spaces and places for people and information – digitally and in person.

CLUSTER DEVELOPMENT

We help to increase the competitiveness of the cluster in the long term.

OUR Actions

NETWORKING

We ensure the right encounters can take place between ideas and people and create resilient networks.

INSPIRING

We take up relevant topics and information, process them and communicate them in our community to the right target group.

KNOWLEDGE TRANSFER

We work to expand expertise and make it available to the cluster.

OPEN

We open regional doors and develop international access.

NEEDS-BASED FOCUS

We align our trade routes to meet the needs of as many cluster stakeholders as possible.

TRUST

Building and maintaining trust is the foundation of our successful cluster work.

OUR Values

TOGETHER

We base our work with the clusters on flat hierarchies, an open culture of discussion and a lively team spirit.

ETHICAL

We act fairly, considerately and respectfully with each other – in the team and with all stakeholders in the cluster.

DEPENDABLE

We take responsibility for our tasks and goals – we all work together for ourselves and for the cluster.

COOPERATIVE

Our many years of experience make us a reliable advocate and neutral sparring partner for our stakeholders.

FOCUSED

We believe in clear goals, in order to set priorities and focus our decisions.



02

CURRENT INDUSTRY DEVELOPMENTS

CURRENT INDUSTRY DEVELOPMENTS & CHALLENGES

In its function as a network, LSN operates primarily in the biotechnology, pharmaceutical, medical technology and digital health sectors. LSN's activities therefore focus on the interests and needs of these sectors. It is of central importance for the LSN M team to be informed about the situation in the companies, both with regard to technological developments and macroeconomic challenges.

With regard to the overall economic situation, there are challenges common to all sectors. On the one hand, the **shortage of skilled labor** affects all sectors now and will continue to do so in the future. According to a survey by the DIHK, 59% of the medical technology companies surveyed stated that they are struggling to find qualified skilled workers. In terms of STEM graduates, the figure is as high as 62% of medical technology companies. In the pharmaceutical industry, as many as 73% of companies complain about a shortage of STEM graduates. The shortage of skilled labor is also directly linked to a future loss of innovative strength and competitiveness. Almost 40% of pharmaceutical and medical technology companies are concerned about their competitiveness owing to the shortage of skilled labor.

In the medical technology sector, around a quarter of companies also expect a

decline in capital investment owing to a lack of specialists and labor.¹ The rapidly growing biotechnology sector is also affected by this shortage. The industry saw employment growth of around 11% in 2023, particularly in the healthcare sector.² The increased expenditure on research and development in the sector also suggests that there is a particular need for qualified personnel.³

Another key challenge facing the sectors, which has become even more acute in recent years, is the **regulatory landscape** in Germany and Europe. The implementation of the EU Medical Device Regulation (MDR) and the In Vitro Diagnostics Regulation (IVDR) presents companies with considerable **bureaucratic hurdles**. The EU AI Act and the upcoming EU Biotech Act regulation create further uncertainty. The regulations are increasingly forcing companies to take considerable risks in order to drive innovation. Small, medium-sized and young companies are particularly hard hit. But research institutions and clinics are also struggling with extensive documentation obligations, which considerably restricts the transfer of knowledge and technology.⁴

¹ German Chamber of Industry and Commerce (DIHK), 2023: DIHK report on skilled workers 2023/2024. Berlin. [DIHK-Fachkräftereport_2023](#)

² BIOCUM Interrelations GmbH, 2024: The German biotechnology sector in 2024. https://biotechnologie.de/statistics_articles/39-vorab-deutsche-biotechnologie-branche-waechst-gegen-den-trend

³ BIOCUM Interrelations GmbH, 2023: Biotech sector remains at a high level. [Biotech-Branche weiter auf hohem Niveau](#)

⁴ VDE Association for Electrical, Electronic & Information Technologies, 2024: The EU Medical Device Regulation (MDR): What is changing? [The EU Medical Device Regulation \(MDR\): Was ändert sich?](#)

CURRENT INDUSTRY DEVELOPMENTS & CHALLENGES

Complex and time-consuming approval procedures delay the market launch of innovative products. In contrast to the USA, processes in Germany and Europe are much slower, which weakens competitiveness.⁵

Artificial intelligence (AI) plays a key role in the further development of all sectors. In pharmaceuticals, for example, AI is revolutionizing processes by efficiently analyzing large biological and genetic data sets, identifying and validating potential drug targets and making the screening of drug candidates more precise and faster. This can save costs and reduce time expenditure.⁶ In the field of medical technology, AI is changing not only production processes but also the area of application. In diagnostics, AI helps with the early detection of diseases, e.g. in imaging. But AI systems can also advance personalized methods in treatment and prevention and positively influence the course of diseases. The opportunities offered by AI are therefore manifold. However, there are currently still **regulatory hurdles to the use of AI**.

⁵ German Association of Research-Based Pharmaceutical Companies (vfa), 2025: Innovation gap between the EU and the USA: Effects on patient care in Germany. [EU vs. USA: Innovation gap with consequences for patient care](#)

⁶ EY GmbH & Co KG, 2024: How can artificial intelligence become the key to opening new doors for the German biotech industry? [AI: Future of the biotech sector in Germany 2024 | EY - Germany](#)

The legal framework has so far only been established in a patchy manner, meaning that the use of the technology is still associated with a high level of risk for many companies.⁷

Robotics and automation bring further challenges. The life sciences sector in northern Germany is facing further **macroeconomic structural challenges**, which have become even more acute in recent years. Rising energy prices, high personnel costs and increasing bureaucracy, including through sustainability issues such as ESG reporting, CSRD reporting, etc., are putting a strain on the industry. The BVMed Autumn Survey 2024 shows, for example, that Germany as a medical technology location is considered less and less attractive in international comparison, which is leading to declining revenue expectations and investments.⁸

Among other things, the increasing uncertainty surrounding the framework conditions is also causing industry to either postpone upcoming investment decisions or even relocate them abroad. This is a clear mandate for policymakers from a large number of discussions with LSN stakeholders.

⁷ Elektronik Praxis Online, 2024: The most important trends in medical technology for 2024. [Future of the medical technology market 2024: Drivers, trends and challenges](#)

⁸ German Medical Technology Association (BVMed) 2024: Results of the BVMed Autumn Survey 2024. <https://www.bvmed.de/branche/lage/ergebnisse-der-bvmed-herbstumfrage-2024>

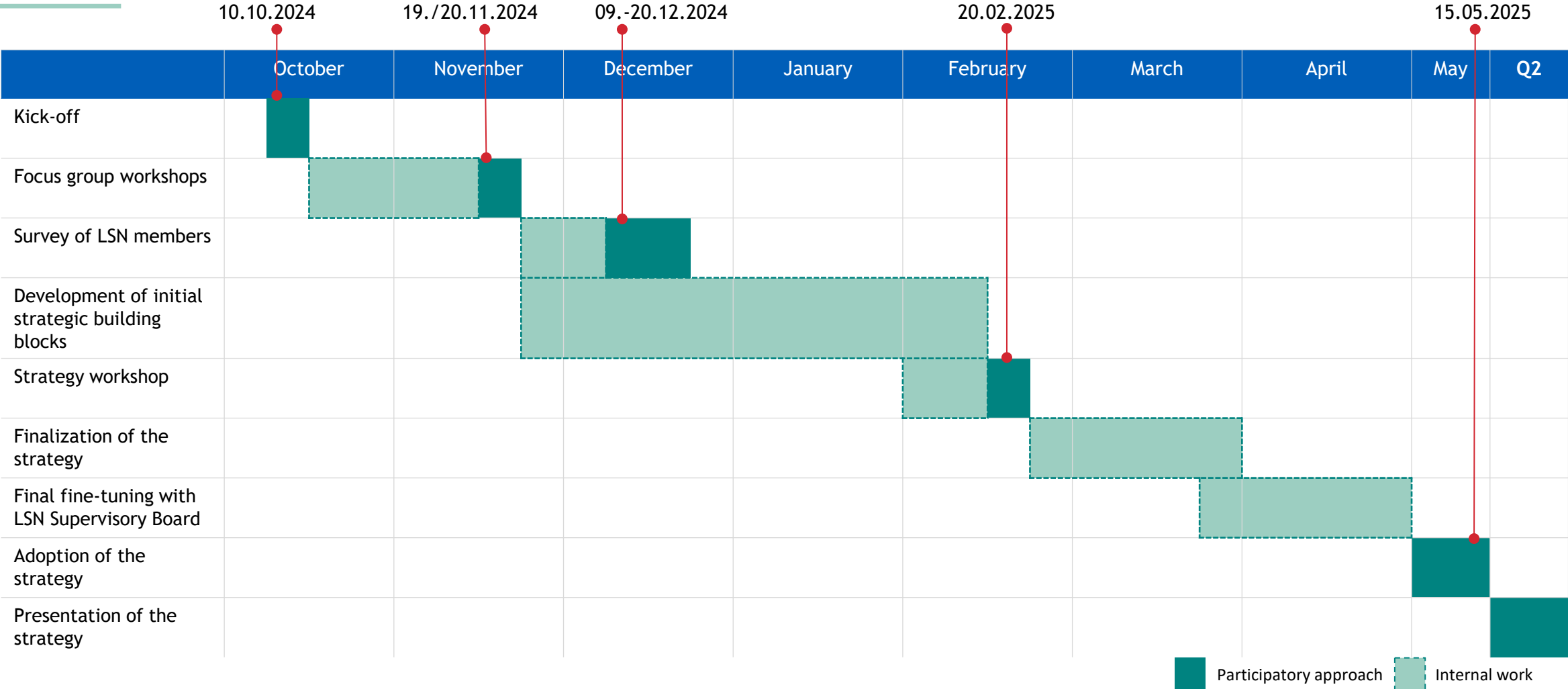


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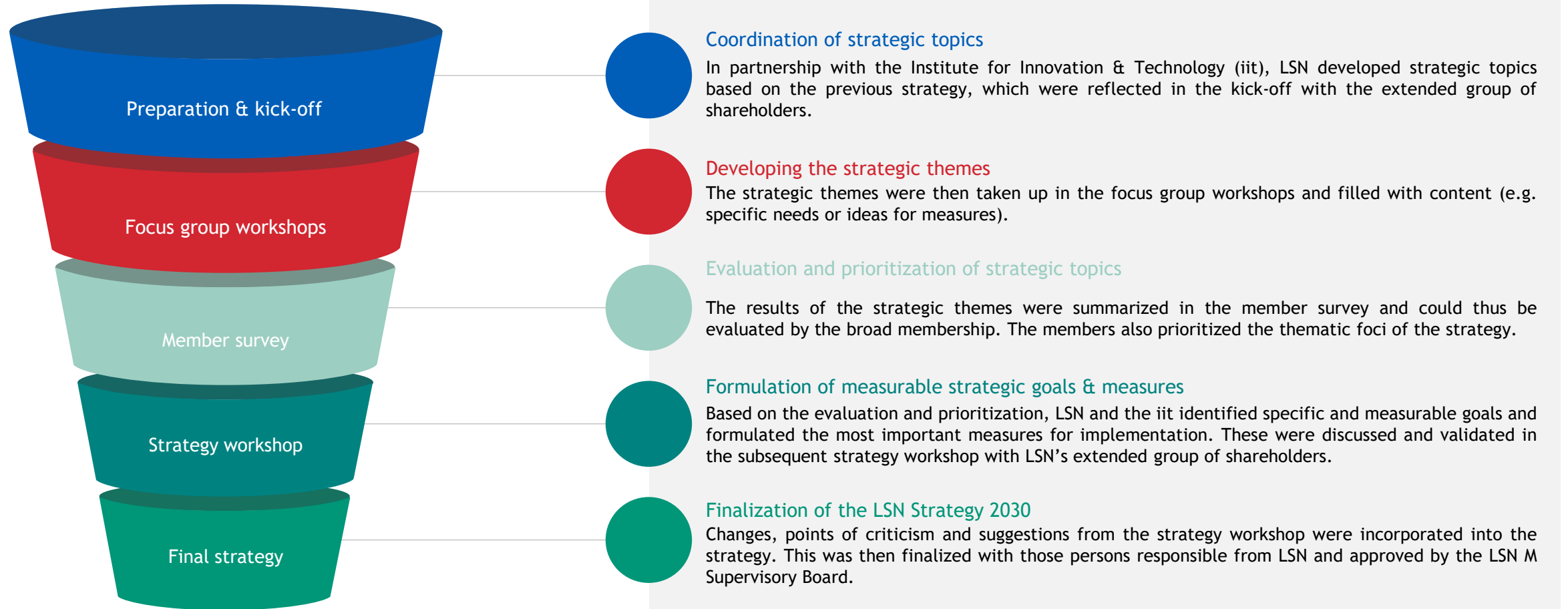
APPROACH TO THE FURTHER DEVELOPMENT OF THE STRATEGY

APPROACH

THE PROCESS OF FURTHER DEVELOPING THE STRATEGY



APPROACH STRATEGY DEVELOPMENT



APPROACH

FOCUS GROUP WORKSHOPS

Based on the strategic themes identified at the start of the process, three **focus group workshops** were held in November 2024 with a selection of cluster stakeholders. These included the shareholders, representatives of the Board of Directors and members. Two of the focus group workshops were dedicated to the further development of the strategic themes, while the third workshop was dedicated to embedding the "LSN 2030" strategy in the overall political orientation of the two federal states of the Free and Hanseatic City of Hamburg and Schleswig-Holstein.

The aim of the first two workshops was to work together with the stakeholders to identify opportunities and needs in the respective strategic themes in order to be able to derive goals and measures as a further step. Several strategic themes were addressed in each of the workshops, with the strategic theme of "visibility" being integrated as an overarching element in all workshops. The methodology was based on the "World Café" method. The participants were therefore able to switch between the strategic themes in independent rounds and continue working on the respective work statuses. This ensured that all participants were able to express their views on all strategic topics.

The following **key questions** were addressed for each strategic theme:

- What specific opportunities are associated with these themes from your perspective?
- What are the specific needs and what does it take to realize this theme and the associated opportunities?
- Which of these require active help from LSN M?
- What can concrete measures/services look like depending on requirements?



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APPROACH MEMBER SURVEY

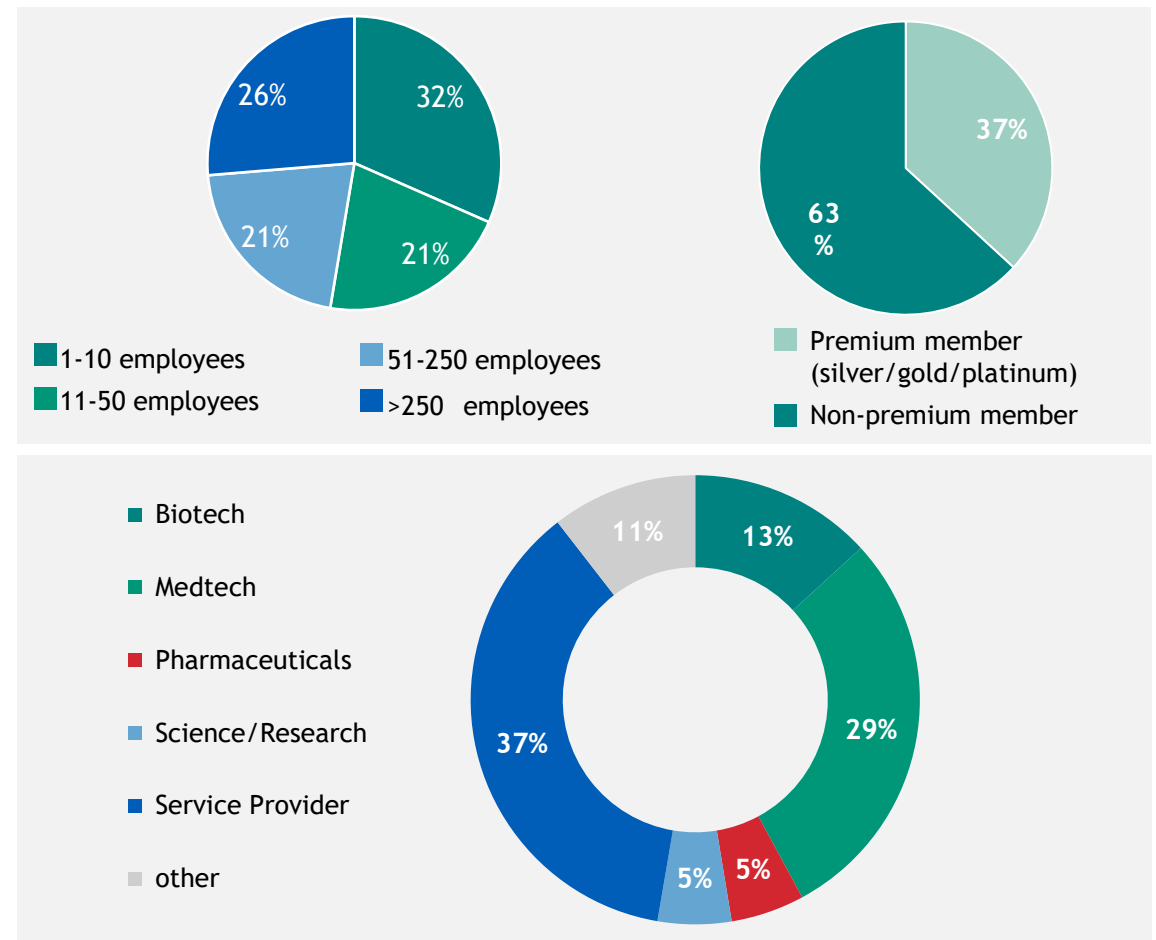
An online survey was used to involve the entire membership in the strategy development process in addition to the participants in the focus group workshops. The main content of the survey was the results of the focus group workshops. Structurally, the questions were oriented along the strategic themes, allowing respondents to express their interests and needs to LSN.

Overall, the response rate of just under 20% was satisfactory. A good distribution of members and a breakdown by sector and company size was achieved, which also reflects the overall structures of LSN.

A key insight gained from the survey was the prioritization of strategic themes. Respondents were asked to rank the themes from position 1 (highest priority) to position 7 (lowest priority) according to their importance for the respondent(s).

In principle, the member survey confirmed the key findings of the workshops. The prioritization of strategic themes from the perspective of the members surveyed was important for the further development of the strategy

1. "Increase visibility"
2. "Strengthening innovative power" and
3. "Expanding content-related skills"



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APPROACH STRATEGY WORKSHOP

In the strategy workshop, the strategic guiding principles, target formulations and measures were discussed, sharpened and modified with the extended group of shareholders, who were also involved in the strategy process during the kick-off. An advanced draft of the LSN Strategy 2030 was sent to the participants in advance of the event.

The participants were then able to contribute their comments and impressions during the meeting. After a general assessment and prioritization, the four strategic building blocks - strategic guiding principles, goals, measures and KPIs - were then critically examined in respective working blocks.

Particular priority was given to the level of specific measures, the goals and associated outcomes and impacts, as well as the KPIs for measuring the achievement of strategic objectives. Finally, agreement was also reached on the other chapters and aspects of the Strategy 2030.

The strategy workshop led to a further validated version of the strategy. Subsequently, all additional content and sharpened formulations of all participants were addressed, and the strategy paper was finalized in close coordination with the client.

Following the strategy workshop, the revised draft was sent to the

shareholders so that the three shareholders could then vote on a corresponding foreword to this strategy document.

The joint final result is this strategy paper for the LSN Strategy 2030, which would then be submitted to the Supervisory Board of Life Science Nord Management GmbH for approval as a final step.

APPROACH

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND RISKS (SWOT)

A SWOT analysis was carried out as a supplementary element in the further development of the LSN Strategy 2030. Key elements were developed in an internal process by LSN M. The key points of the SWOT were then supplemented and validated by the participants during the workshops.

The key findings of the SWOT analysis were then incorporated into the development of the strategic goals and the measures identified. This ensured that the LSN Strategy 2030 makes use of the opportunities that arise but also takes into account measures that specifically address the identified risks.

Strengths	Weaknesses
<ul style="list-style-type: none">• Broad thematic positioning of the stakeholder landscape (biotech/medtech/pharma/digital health/research)• Solid membership base with many larger and very successful companies, including a strong SME sector• Strong, long-term political support in HH and SH from industry and science departments• Broad-based teams at LSN e.V. (incl. board) and LSN M GmbH with extensive experience• Experienced and professional cluster management with a high level of acceptance among members• Strong expertise in the areas of infection & hygiene, personalized medicine and start-up support• Very strong research landscape in HH and SH, including unique R&D infrastructure• Good international orientation with successful partnerships• Awarded the Cluster Excellence Label "Gold" for many years	<ul style="list-style-type: none">• Heterogeneous stakeholder landscape with different needs• No significant financial reserves for LSN ("hand to mouth" every year)• Public + cluster-internal perception of LSN's work partly sold "below value", unclear brand promise• Users/client groups from the health economy not always sufficiently represented; lack of formats for users/ client groups from health research in HH and SH• Lack of focus on really important areas of expertise for the future• No geographical prioritization on the topic of "internationalization"• "What's in it for me" vs. "Giving back to the community" mentality - unclear added value depending on member size• Biotechnology and medical technology stakeholders feel equally under-represented (inadequate integration of these stakeholder groups with their different requirements)

APPROACH

ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND RISKS (SWOT)

Opportunities

- LSN can develop into a leading life science hub in Germany thanks to its high level of expertise, innovative capacity and increased visibility. Through targeted positioning and increased visibility
- The 2030 strategy process offers the opportunity to successfully exploit the resulting opportunities with SMART goals and a clear (re)orientation
- Through intelligent partnering, significant synergy effects can be achieved between stakeholders in biotech, pharma, medtech and digital health from business and science
- New collaborative dynamics between science/research and start-ups/industry (value through tech transfer)
- Cross-border collaboration across the two federal states leverages further synergies between HH and SH
- Optimizing the local & regional framework conditions (incl. start-up ecosystem) can sustainably increase the economic and innovative capacity of life science players in northern Germany
- The healthcare industry has the potential to develop into an important future industry for (northern) Germany
- Targeted networking with strong Scandinavian (or other North Sea and Baltic Sea) life science clusters offers additional opportunities to increase the competitiveness and innovative capacity of the cluster stakeholders
- Fehmarn Belt Link / Hanseatic Belt brings SH and DK closer together
- As a major research facility, DESY offers the opportunity for numerous international research collaborations

Risks

- The current transformation processes in commerce, society and the life sciences industry as well as deteriorating framework conditions are resulting in continually new challenges that can affect the life sciences location (e.g. regulation, shortage of skilled workers, AI, ESG reporting, bureaucracy, cost pressure, etc.)
- Limited or almost non-existent access to funding hinders the rapid scale-up of start-ups and other beacons of hope
- Ongoing budget consolidation and increasing cost pressure in the public sector represent a significant risk for cluster stakeholders from industry and science
- Failure to adequately address the different needs of the various stakeholder groups in the cluster can have a negative impact on the agility and professional breadth of LSN
- Too little visibility or positioning at national and international level can lead to a negative development of important success factors for the location

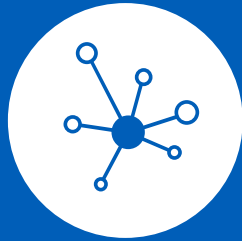


04

STRATEGIC GUIDING PRINCIPLES

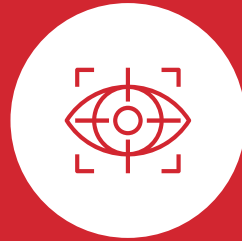
NIP strategy

STRATEGIC GUIDING PRINCIPLES NIP STRATEGY (I)



Networking

The cluster promotes networking between members and strives to actively revitalize and continuously expand the network.



Informing

The cluster is a central source of information on new developments, trends and technologies in the life science industries.



Positioning

The cluster positions the life science location HH/SH as well as itself in an international and national context.

Strategic guiding principles of the LSN

The LSN network acts in accordance with the above principles. All measures implemented by LSN M and LSN e.V. are based on these principles and contribute to them. This will ensure that LSN remains true to its core tasks as a network and retains a clear strategic focus.

STRATEGIC GUIDING PRINCIPLES NIP STRATEGY (II)

How do the strategic guiding principles help?

The 1/3 rule

The strategic guiding principles of the NIP strategy are as specific as possible in order to emphasize the unique selling points identified in the strategy process. And they are as open as necessary to remain flexible and adaptable in a dynamic environment. The 1/3 rule states that at least one and a maximum of three of the strategic guiding principles should apply to all LSN measures in order to be considered strategically aligned. Above all, this ensures the focus that was repeatedly called for during the participatory process.

Specifically, the NIP measures have the following functions and added value:

- ✓ **Orientation**
in the planning and implementation of measures to remain true to the brand essence and strengthen it
- ✓ **Decision support**
in dealing with new projects and opportunities that may appear attractive but run the risk of distracting from the core competencies or the desired focus
- ✓ **Argumentation basis**
for countermeasures in the event of imminent deviation from course or in case of disagreements

05

THEMES - GOALS - MEASURES

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LSN 2030

STRATEGIC THEMES + GOALS

The strategic themes were used to identify requirements and derive measures when developing the strategy.

The goals were then derived from the results of the participation formats. All target formulations refer to the desired state in 2030 once the target has been achieved.

INCREASING THE VISIBILITY OF LSN

LSN is one of the most visible German and European life science clusters in the relevant sectors.

STRENGTHENING INNOVATIVE POWER

LSN has increased the dynamics of innovation and the transfer between science and industry, as well as start-ups in the biotech, pharma, medtech and digital health sectors.

EXPANDING LIFE SCIENCE REGION

LSN has expanded its position in order to strengthen the HH/SH region in the life sciences sector and thereby increase the economic footprint of the sectors as a whole.

PROMOTING COMPETENCIES IN THE CLUSTER

LSN has further developed its technical and organizational expertise in such a way that future life science themes can be identified and served even faster.

FOCUSING INTERNATIONALIZATION

LSN has initiated new economic and scientific collaborations with and for its members in the key regions of (northern) Europe and the USA and has deepened and expanded existing cooperative relationships.

ADVANCING ORGANIZATIONAL DEVELOPMENT OF LSN

LSN has the personnel and financial resources to ensure that services with a focus on networking, informing, and positioning (NIP) can continue to be provided professionally for its members.

STRATEGIC THEME

INCREASING THE VISIBILITY OF LSN

Goal LSN is one of the most visible German and European clusters in the relevant sectors.

Strategic guiding principles	Selected strategic measures
Networking	✓ Identification, networking and communication with cluster-relevant stakeholders at organizational and personal levels
Informing	✓ Inform outsiders about USPs and "innovation outputs" in the cluster, as well as about LSN M's offers and activities ✓ Prepare cluster-relevant content for specific target groups
Positioning	✓ Development and implementation of a communication strategy (including the identification of USPs) that is applied to all online and offline formats. ✓ Specialists as an explicit component of visibility, combined with the positioning of LSN at regional educational locations ✓ Development of a concept for an "LSN lighthouse event"

STRATEGIC THEME

STRENGTHENING INNOVATIVE POWER

Goal LSN has driven the dynamics of innovation and transfer between science and industry, as well as start-ups. In the biotech, pharma, medtech and digital health sectors.

Strategic guiding principles	Selected strategic measures
Networking	✓ Active and increased involvement of innovation drivers and strategically important institutions in the HH and SH region in the work of LSN
Informing	✓ LSN as a contact point for innovation, collaboration, and innovation promotion
Positioning	✓ Strategic alignment of life science objectives with science and politics and further development of knowledge and technology transfer at the location. Initial focus areas include infection and hygiene, as well as personalized medicine, but also data- and AI-based topics

STRATEGIC THEME

EXPANDING LIFE SCIENCES REGION

Goal LSN has expanded its position in order to strengthen the HH/SH region in the life sciences sector and thereby increase the economic footprint of the sectors as a whole.

Strategic guiding principles	Selected strategic measures
Networking	✓ Collaboration with all regional stakeholders on expansion and growth at strategically important locations
Informing	✓ Support for life science-related growth activities, both nationally and internationally in the region
Positioning	✓ Enlargement of the LSN network and expansion of cluster potential

STRATEGIC THEME

PROMOTING COMPETENCIES IN THE CLUSTER

Goal LSN has further developed its technical and organizational expertise in such a way that future life science themes can be identified and served even faster.

Strategic guiding principles	Selected strategic measures
Networking	✓ Embed LSN in relevant specialist target groups and leverage potential together with LSN stakeholders
Informing	✓ Establish LSN as a neutral broker and source of information on current trending themes (e.g. AI, quantum computing, robotics, etc.) in the life sciences
Positioning	✓ Establish LSN in the defined focus areas, based on collaboration projects and suitable innovation ecosystems

STRATEGIC THEME FOCUSING INTERNATIONALIZATION

Goal LSN has initiated new economic and scientific collaborations with and for its members in the key regions of (northern) Europe and the USA and has deepened and expanded existing collaborative relationships.

Strategic guiding principles	Selected strategic measures
Networking	<ul style="list-style-type: none">✓ Targeted contact and partnerships with stakeholders in Europe, especially Northern Europe / Scandinavia and the North and Baltic Sea region✓ Further intensification and maintenance of existing relationships, especially in the USA and Japan
Informing	<ul style="list-style-type: none">✓ Utilization of the content from the strategic theme area "Increase visibility" in accordance with the communication strategy to present the cluster to international partner organizations
Positioning	<ul style="list-style-type: none">✓ Continuous review and, if necessary, adjustment of the target regions and their relevance for the cluster

STRATEGIC THEME

ADVANCING LSN'S ORGANIZATIONAL DEVELOPMENT

Goal LSN has the personnel and financial resources to ensure that services with a focus on networking, informing, and positioning (NIP) can continue to be provided professionally for members.

Strategic guiding principles	Selected strategic measures
Networking	✓ Intensify individual collaborations with members and stakeholders in order to make efficient use of financial/personal resources
Informing	✓ Prepare and communicate added value and results for members with regards to the LSN's thematic priorities in an appealing way
Positioning	✓ Regular review of LSN's strategic building blocks in terms of staffing and funding and the use of resources

STRATEGIC MEASURES A LIVING PROCESS

In order to increase the level of detail of the strategy and to specify its implementation, detailed planned measures are assigned to the identified goals and strategic measures.

As strategy implementation progresses, the measures are repeatedly put to the test. If the periodically conducted internal strategy review reveals the need to change or adjust the list of measures, if activities no longer correspond to the strategic guiding principles or if there is simply no longer a need for a specific measure, these are adjusted. Accordingly, this component of the LSN Strategy 2030 is seen as a living process that can constantly change and adapt to changing framework conditions in the course of strategy implementation.

LSN should always develop all of its activities and measures to complement and proactively support other relevant stakeholders (e.g. WTSH, chambers of commerce, etc.).





06

MONITORING AND CONTROL

MONITORING AND CONTROL INTRODUCTION

OUTCOMES:

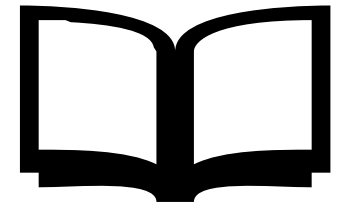
Outcomes are measurable results of actions with an actual benefit for the target group. Example: The number of successful research applications. While the output only measures the number of applications, the outcome goes further. The number of funded applications represents a clear and concrete benefit for the target group.

IMPACT:

Impact is understood to mean a positive, long-term effect that is derived directly or indirectly from outcomes but is less easy to trace back to the specific actions of individual stakeholders. In addition, impact tends to occur in the medium and long term. Example: when funded research applications result in successfully marketed products, we can speak of an impact for the target group. This effect is then no longer in the hands of the applicant, so it is not possible to directly influence an impact.








SUCCESS STORIES:

Success stories describe a pragmatic and vivid solution for making difficult-to-measure impact visible and thus reaching different target groups at the same time in order to understand the success or meaningfulness of previous actions. In the present context, a success story always includes the corresponding contribution of LSN. You can also divide a success story into three parts: description of the problem/challenge; the solution and how it was achieved and then LSN's contribution to finding the solution.



MONITORING AND CONTROL

KPI STRUCTURE - AT THE LEVEL OF THE GOALS OF STRATEGY 2030

	INCREASING THE VISIBILITY OF LSN	STRENGTHENING INNOVATIVE POWER	EXPANDING LIFE SCIENCE REGION	PROMOTING COMPETENCIES IN THE CLUSTER	FOCUSING INTERNATIONALIZATION	ADVANCING ORGANIZATIONAL DEVELOPMENT OF LSN
	KPI:	KPI:	KPI:	KPI:	KPI:	KPI:
Outcome	Increased visibility of the measures of LSN M for the members	New innovation projects acquired for LSN 	Number of LSN members increased	Relevant topics addressed and underpinned with measures 	New/expanded partnerships in the fields of science and business 	Increase in total income of LSN M
		LSN M Support and participation in spin-offs and relocations into LSN region	Number of premium members increased	New services offered by LSN M and utilized by members 	New international projects in focus regions 	Increase in the share of total income that does not derive from institutional funding
Impact	Establish LSN in the top group of all relevant, comparable regional life science clusters in social media	New products / processes / technologies resulting from projects supported by LSN M 	Positive developments shown in the context of the economic footprint	Satisfaction of LSN members improved	Creation of a strong and active partnership network in northern Europe 	

IMPRINT

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