



# Kristian Åsberg

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Interim CEO of EU KIC consortium

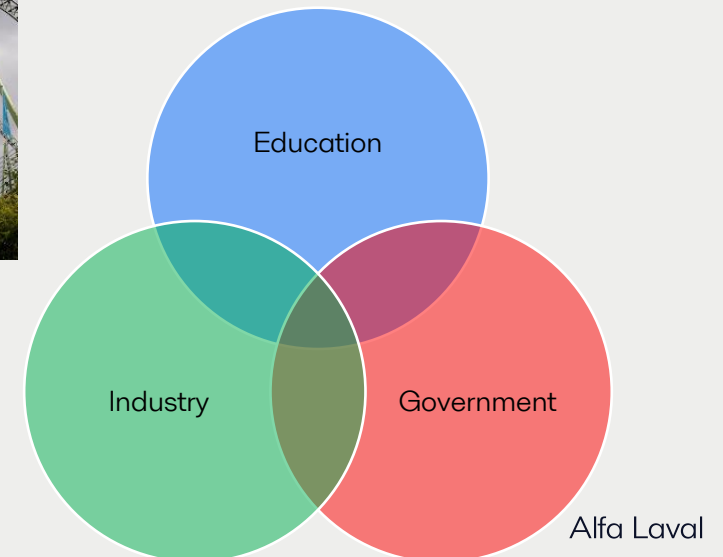
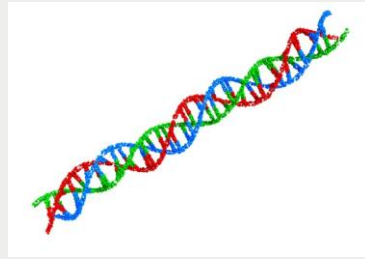


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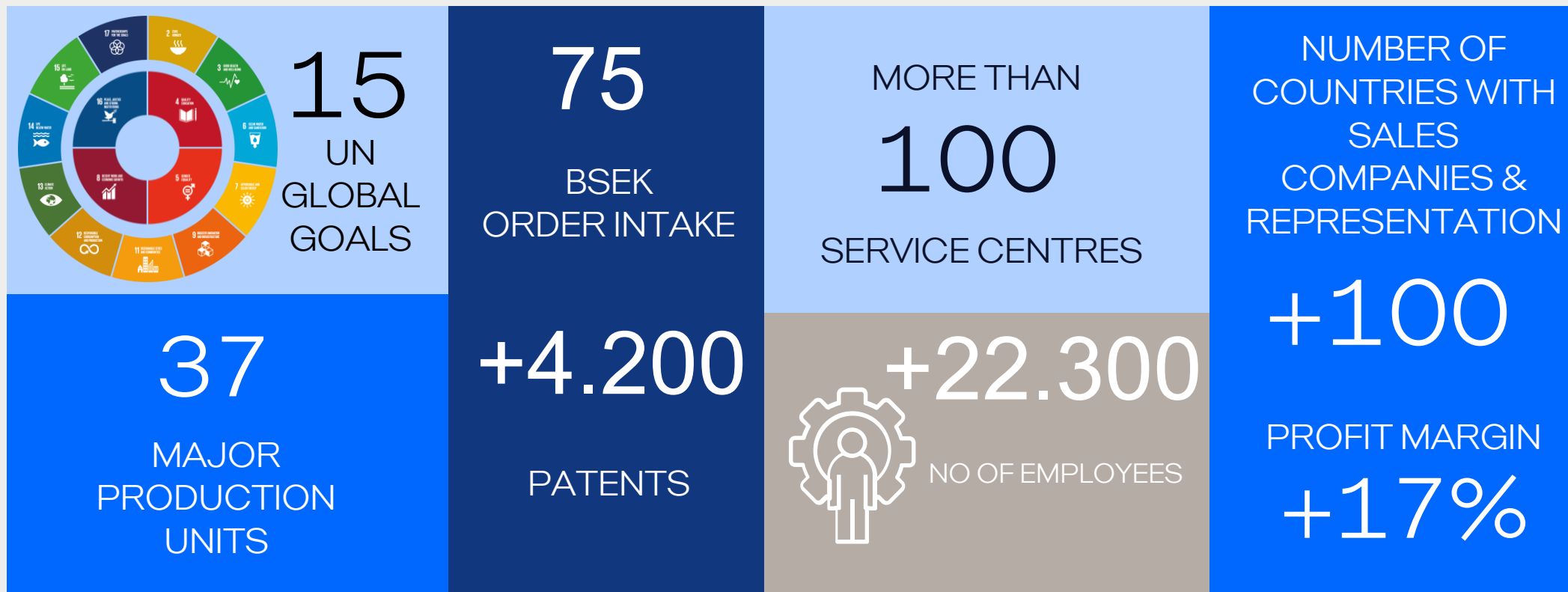


# What is Helix?

- Three ear piercings
- Name of a female gladiator
- The DNA spiral in biology
- A ride at Liseberg
- A model for building clusters of excellence in innovation and knowledge as well as attraction for talents and places



# Alfa Laval @ a glance



Figures from 2024

# Triple Helix landscape

What has happened since this game was hot?

What does the landscape look like?



What do we want it to look like





# BARCELONA ECOSYSTEM EXAMPLE



**BALEARIA**



Building a focused excellence clusters in the thematic fields Water, Marine and Maritime.

Collaboration or competition in Europe?





# Analyse models, data, governance and workshops

Used for Triple Helix analyse with two perspectives, **short** term until 2027 and **long** term until 2035

## Analyse models:

- SWOT
- Force field analyse
- 3 – box (Need, Challenge & Innovation)
- 7S framework

## Business intelligence and data collection:

- Gartner, WEF, Bersin, SCB, Regionerna, Industrirådet, Teknikföretagen, Teknikcollege, TechSweden, Kairos Future, Ungdomsbarometern, Tillväxtanalys, SKR, RISE, Svenskt Näringsliv, FIRS, Almega, STEM strategy, Draghi EU report etc..

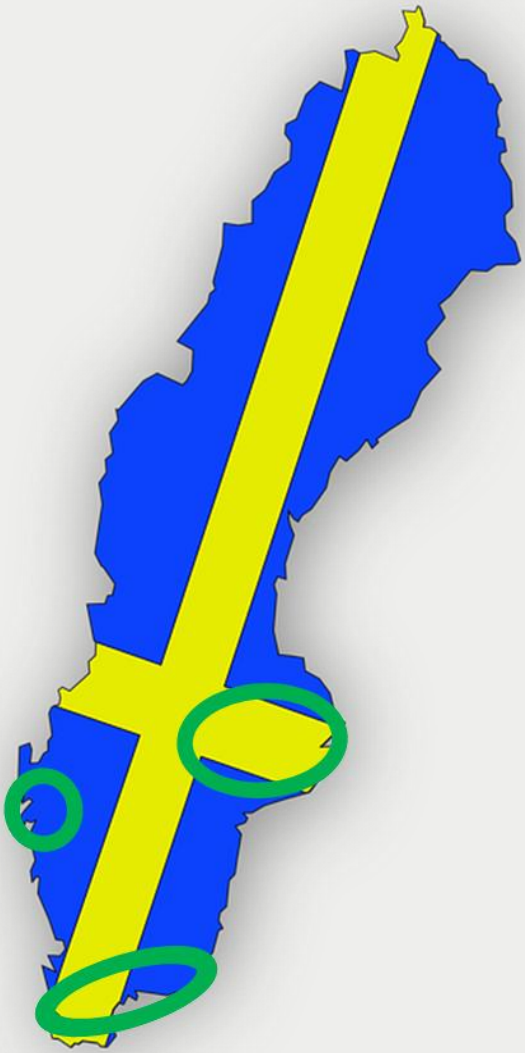
## Governance, workshops & sense making tools

- Company and site councils
- National and local competence councils
- External and internal workshops, benchmarks and conference regarding lifelong learning, education, industry and government collaboration.
- Strategic capability leaders' feedback and input
- Mindmaps for an overview of the landscape
- Action and stakeholder mapping
- Design thinking principles



# Triple Helix challenges

For Alfa Laval and Sweden to stand strong in a world characterized by fierce competition and rapid technological changes, we need to build on our strengths and develop new capabilities and clusters of excellence.



- **Educational providers, research and innovation perspectives:**

First movers, collaborations and risk-takers are needed to create excellence centres. Supply exists but not according to our needs. Accelerate innovation capability through concentrated excellence centers. Funding is crucial to support existing RTOs, universities and innovation initiatives.

- **Local, national and global war for talent:**

Some talent competitors are expanding and are aggressively recruiting, looking for the same candidates within e.g engineering, project and product management, agile leaders, IT specialist, field service engineer, value selling, system expert and automation.

- **Industry attractiveness and resource scarcity:**

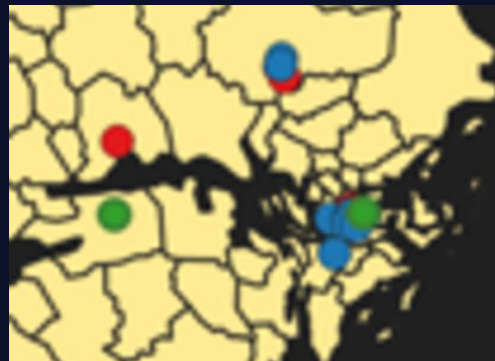
Sourcing of talent with a limited and decreasing supply and at the same time manage growth. Recruitment costs and time is increasing which may lead to loss of competitiveness and need of moving infrastructure.

- **Lifelong learning challenges:**

High costs for us and uncertainty in supply and quality due to low coordination internally and with educational providers. Difficulty to get an overview due to limited workforce planning and local options which can lead to dependency on consultants. Limited capability may lead to loss of competence and key resources.



# Alfa Laval Greater Stockholm Ecosystem





# ALFA LAVAL ECOSYSTEM IN GREATER COPENHAGEN



LUND  
UNIVERSITY



**Anne L'Huillie**, Nobel  
Price in Physics in 2023



Söborg

Landskrona

Lund  
Staffanstorp

Ronneby



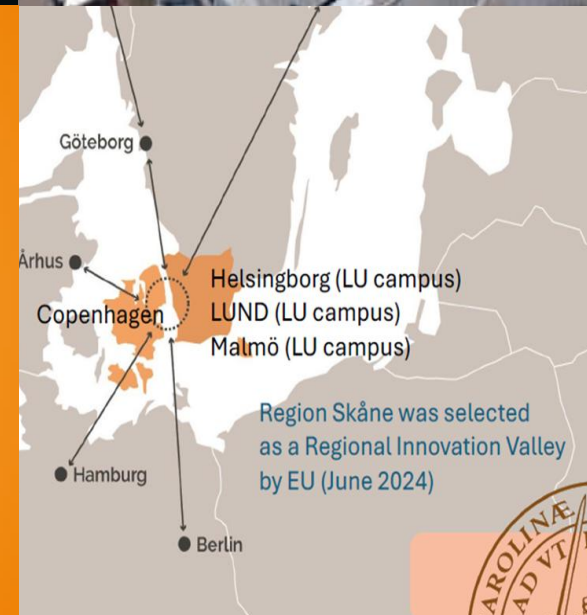
**Outstanding  
brightness X-rays  
6,5 billions SEK  
investment**



**Most powerful  
neutron source 30  
billions SEK  
investment**

Lund  
Innovation  
District

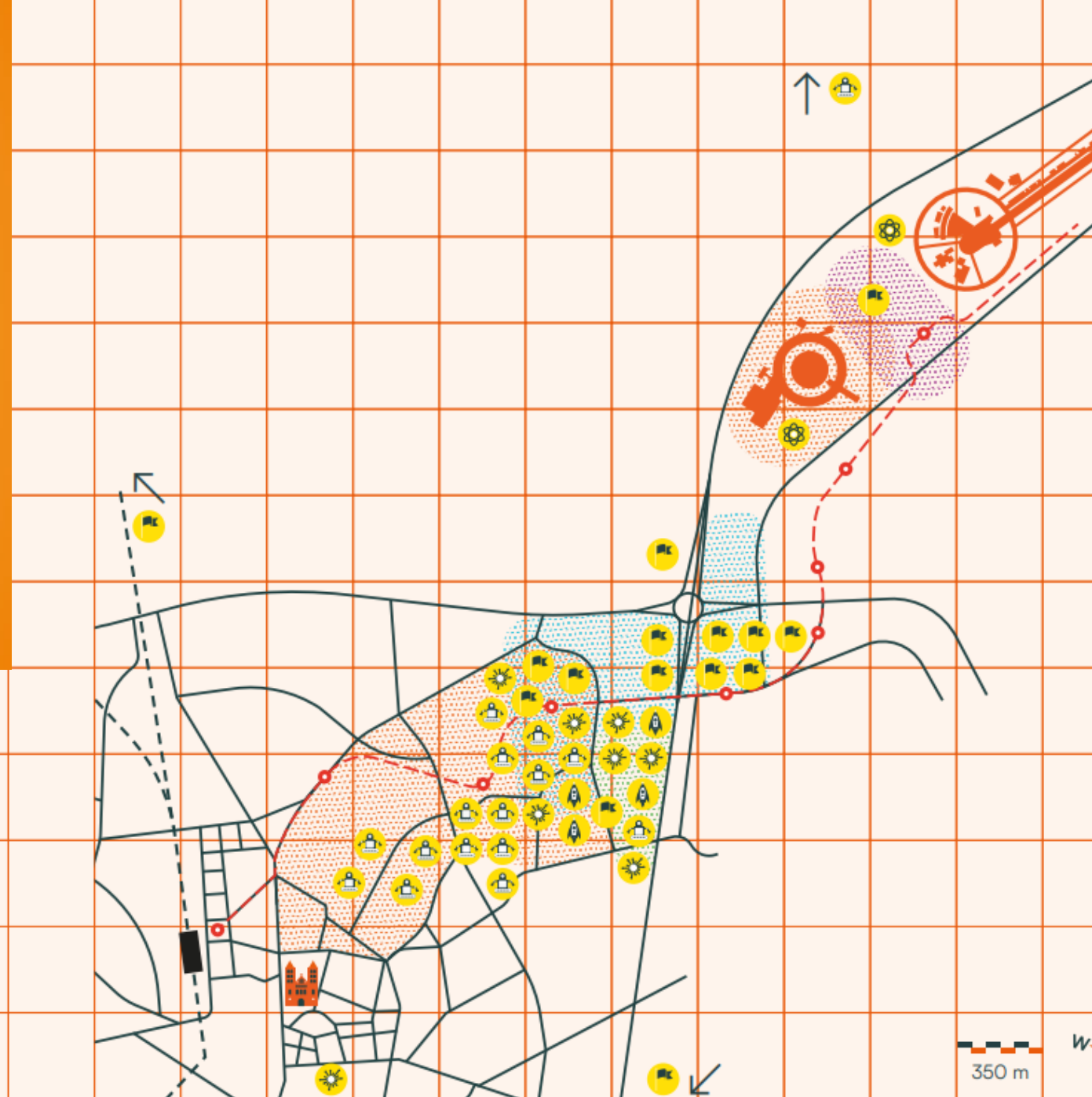
**Global impact within  
walking distance**





# Lund Innovation District

## Global impact within walking distance





# Collaboration with universities and higher education

## Existing collaboration:

- Kungliga Tekniska Högskolan
- Handelshögskolan
- Mälardalen University
- Lunds University
- Blekinge Tekniska Högskolan
- Campus Flemingsberg

## Collaboration to build on:

- Karolinska Institutet
- Malmö University
- Linné University
- Chalmers Tekniska Högskolan
- IITEE







LUND  
UNIVERSITY



## Focused resources and governance:

- Alfa Laval CEO Vice Chairman at Lund University
- Strategic partnership with internal promotion and coordination
- EDULAB for lifelong learning
- Deputy Inspector TLTH
- Collaboration with all faculties, multiple sections, business committees and sponsorship of equipment in the labs
- Research and co location centers like MAX IV, ESS, Scandinavian Science Village, LOOP, Vattenhallen etc..
- PhD and master courses +100 detailed and prioritized activities





# Mandate and C-level support

Our CEO, Tom Erixon, has issued a compelling call to action with a clear **purpose and mandate** to increase our **collaboration** with triple helix partners.

Our prioritized **strategic capability** areas to enhance innovation and know-how are; energy transformation, sustainability, pharma, digitalization and life long learning.

This strategic initiative is also a critical step to drive our people strategy, **upskilling** and **reskilling** agenda with a new sustainable model.

## Alfa Laval och Lunds universitet stärker strategiskt partnerskap för att driva innovation och dela kunskap



TOR, OKT 30, 2025 09:00 CET

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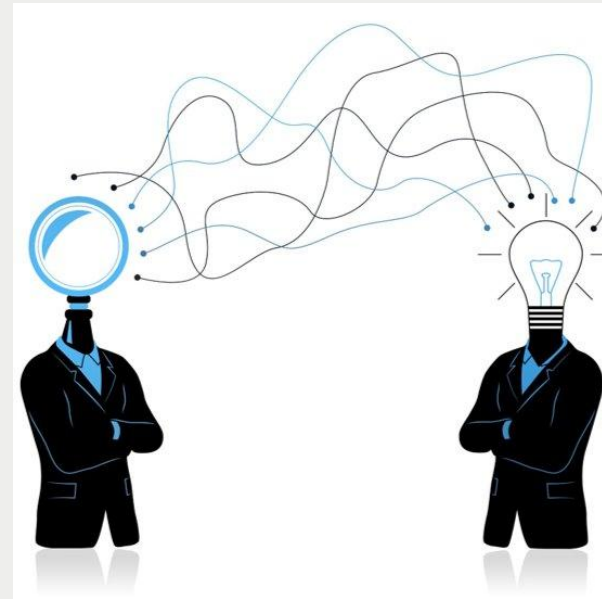
# Challenges & Lessons Learned

## Challenges & potential pitfalls:

- Proximity and logistics: Is a thing for building relationships.
- Operational Pace Differences: Industry seeks rapid results; academia works on longer timelines.
- Conflicting Incentives: Balancing academic publication goals with commercial confidentiality.
- Administrative Complexities: Governance, prioritization, and resource allocation hurdles.

## Lessons learned & solutions:

- Aligning expectations and having a business mindset: Define clear and bold goals, timelines, and success metrics early for creating an innovation culture.
- Culture & Governance: Create transparent decision-making and fair resource allocation and secure mandates from the top.
- Strategic approach and low hanging fruits: Think big, start small and escalate fast to build trust, momentum and demonstrate feasibility.



# Desired state – what is needed to get there

## 1. Strong Leadership & Bold Shared Vision

- Clear, ambitious goals aligning the ecosystem
- Leadership driving radical collaboration across the landscape
- Shared values, ways of working and partnership

## 2. Focused, Inclusive Innovation Ecosystem

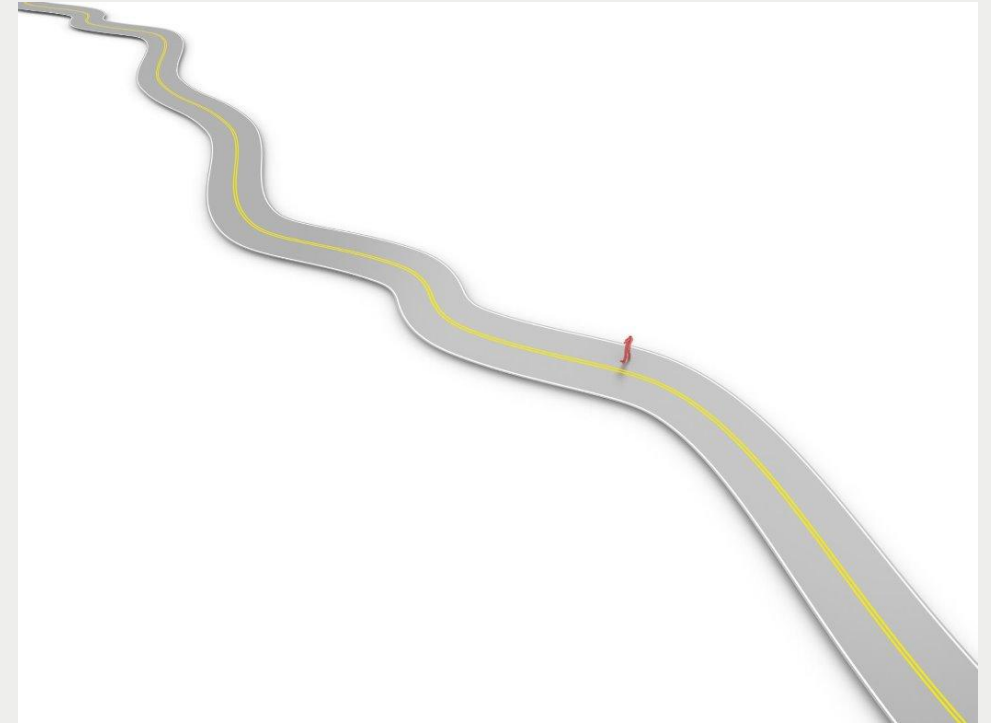
- Organize and finance clusters attracting public/private capital
- Bottom-up processes with business orientation and global reach

## 3. Beyond today's Technology and Strategic outreach

- Innovation processes, entrepreneurship, product development
- Market expertise and relationships with global actors for scalability

## 4. Focus on High-Impact Fields

- Areas with greatest economic, technical, and social impact
- Entrepreneurial education and focus on STEM



# Desired state – what is needed to get there

## 5. Talent & Trust Building

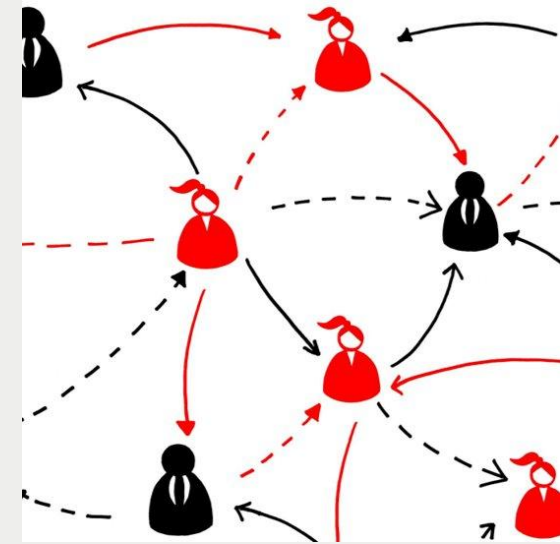
- Talent pipelines and development programs
- Long-term PhD sponsorships, internships, joint research programs
- Build networks in networks with entrepreneurial talent

## 6. Strategic Research Collaboration and Infrastructure

- Strategic cross-faculty partnerships and planning in focused fields
- Examples: Alfa Laval + Lund University + MAX IV
- Align research with industrial needs for breakthroughs

## 7. Triple Helix Synergies demands resources and facilitations

- Collaboration among industry, academia, and society is not given
- Find your ambassadors who can drive the change





# Outcomes and why this matter

## Innovation clusters & sustainability

Impact cross-disciplinary collaboration, business growth and active sustainability engagement, and access to advanced infrastructure drive precise, energy-efficient solutions and global emission reduction.

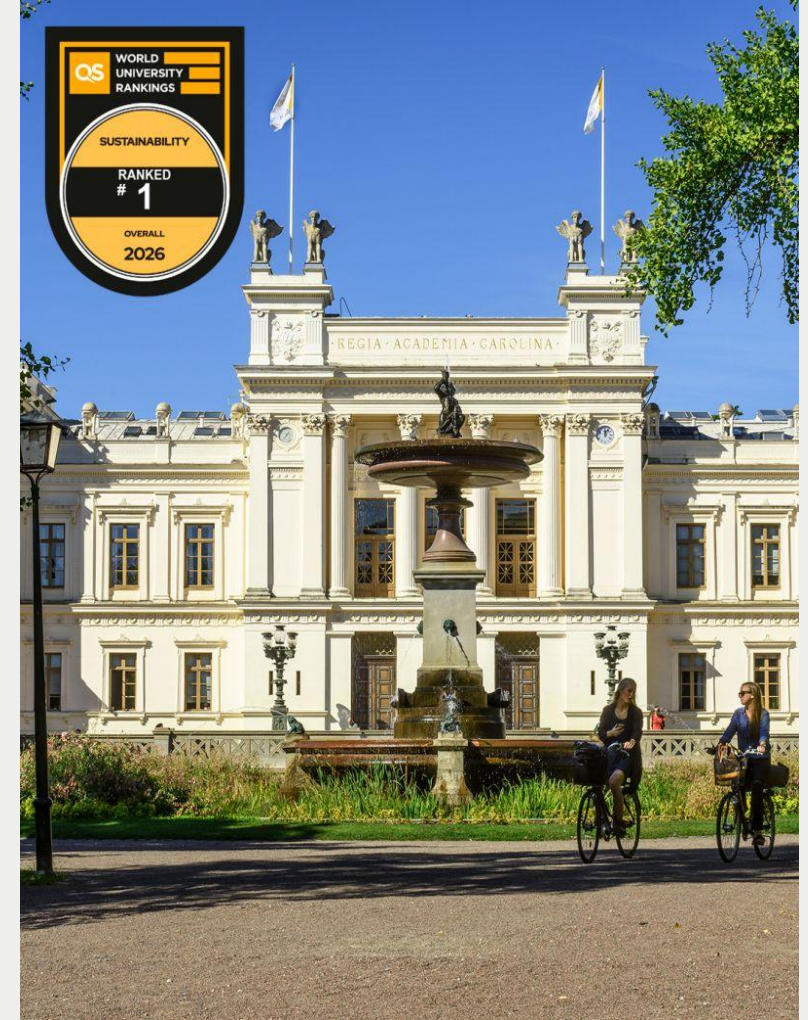
## Economic growth and competitiveness

Clusters enhance global competitiveness and drive sustainable economic growth by attracting skilled talent. Building innovation ecosystems ensures long-term resilience and leadership in technology and sustainability.

## Measurable outcomes

ROI is demonstrated through new product and application concepts, patented technologies, and material innovations such as advanced heat exchangers that improve durability and energy efficiency.

Collaborative environments foster entrepreneurial success and drive job creation within Sweden's innovation landscape. These efforts lead to meaningful work, commercialization of sustainable products, increased revenues, and position Sweden as a leading innovation nation.





# Your builds & questions?

Please connect with me, Kristian Åsberg via LinkedIn

