

Big Lessons from Small Countries

Founder og CEO James Breiding, S8nations

#uofmoede

The untold
story behind
Switzerland's
success

SWISS MADE

R. James Breiding



R. JAMES BREIDING



TOO SMALL TO FAIL

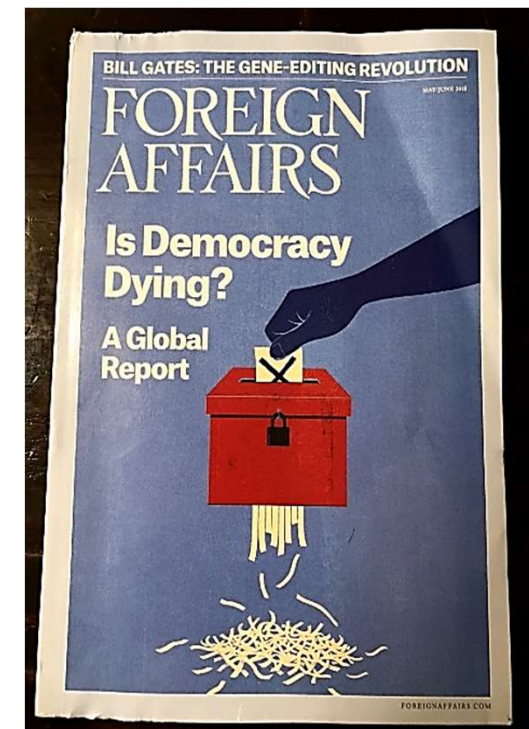
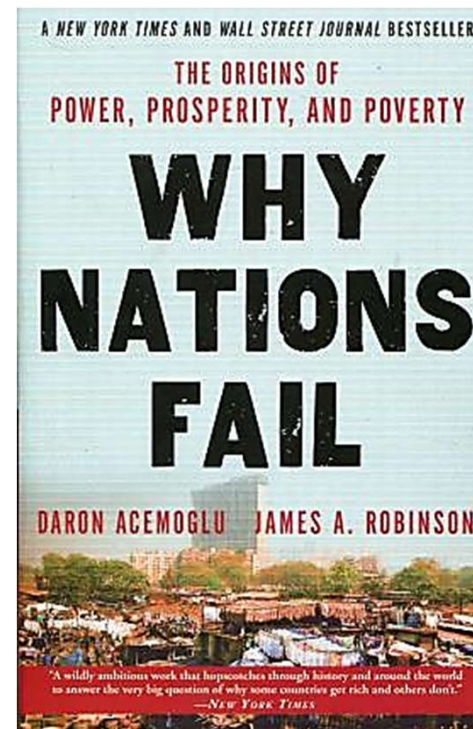
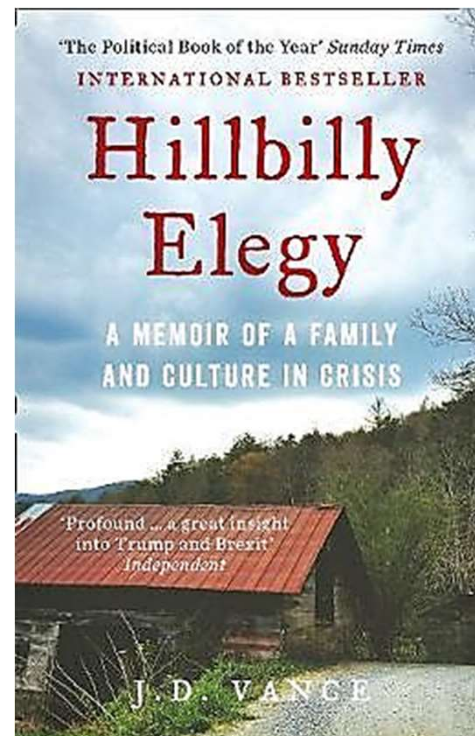
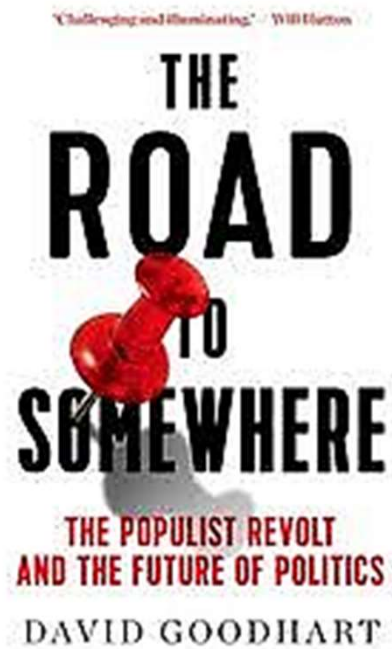
WHY SOME SMALL NATIONS OUTPERFORM
LARGER ONES AND HOW THEY ARE
RESHAPING THE WORLD



HARVARD
UNIVERSITY



Smart Nations. Big Impact.





2023

Top 10 Countries with the best quality of life

1. **NETHERLANDS**
2. **DENMARK**
3. **SWITZERLAND**
4. **LUXEMBOURG**
5. **FINLAND**
6. **ICELAND**
7. **AUSTRIA**
8. **OMAN**
9. **AUSTRALIA**
10. **NORWAY**

Source: NUMBEO Quality of life
index by country



Where the Grass is Greener

SOURCE:
WIKIMEDIA
COMMONS

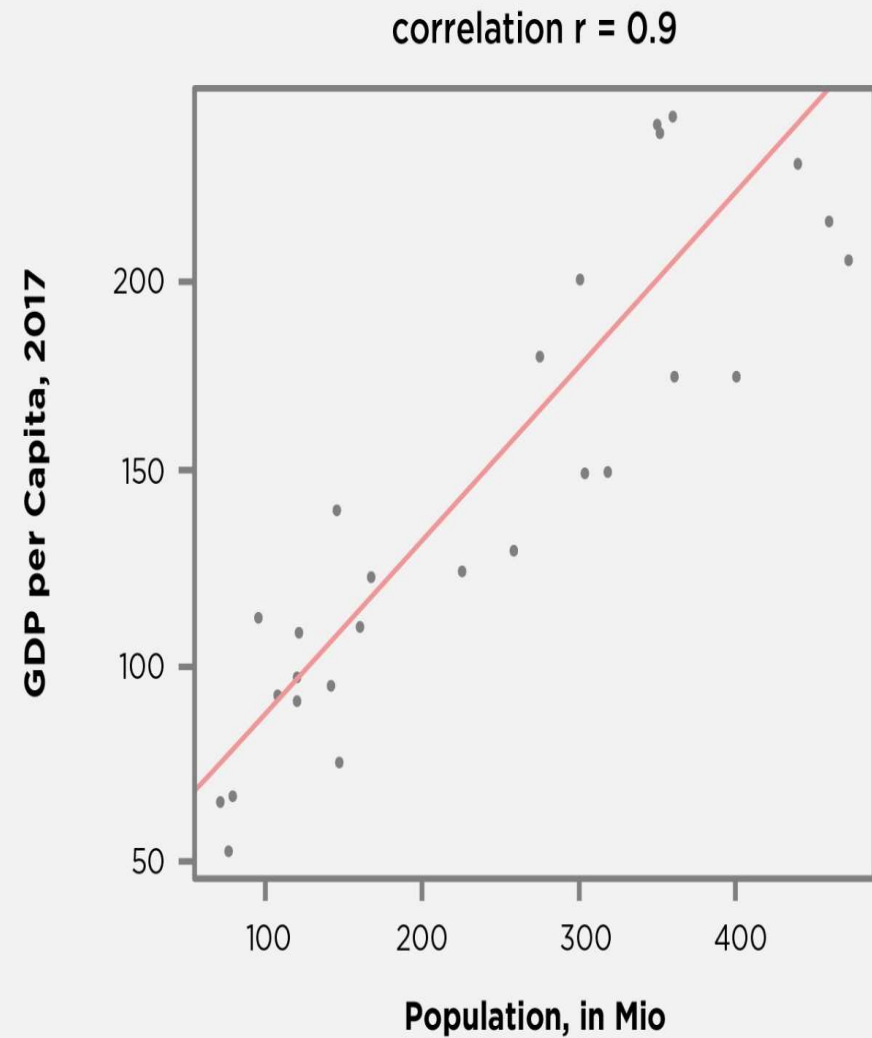
Big Things in Small Packages

- 9 of top 10 positions in the United Nations Human Development Index
- 9 of top 10 spots in IMD's most recent Global Competitiveness Report
- 5 best countries to live as a woman ("Glass Ceiling Index)
- 10 of top 10 in 'Happiness' rankings

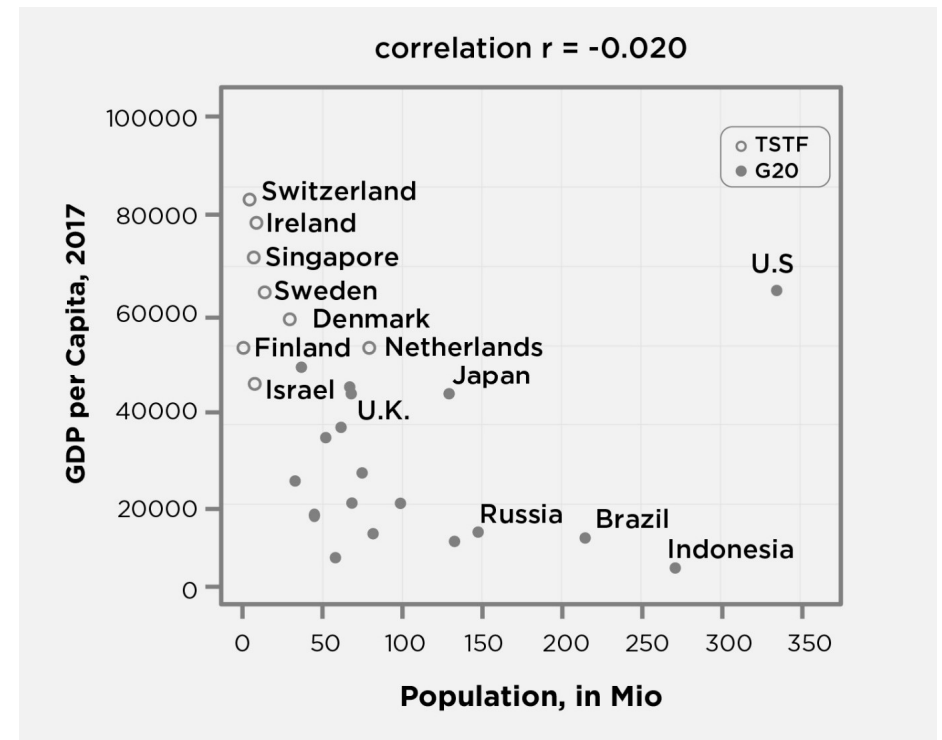
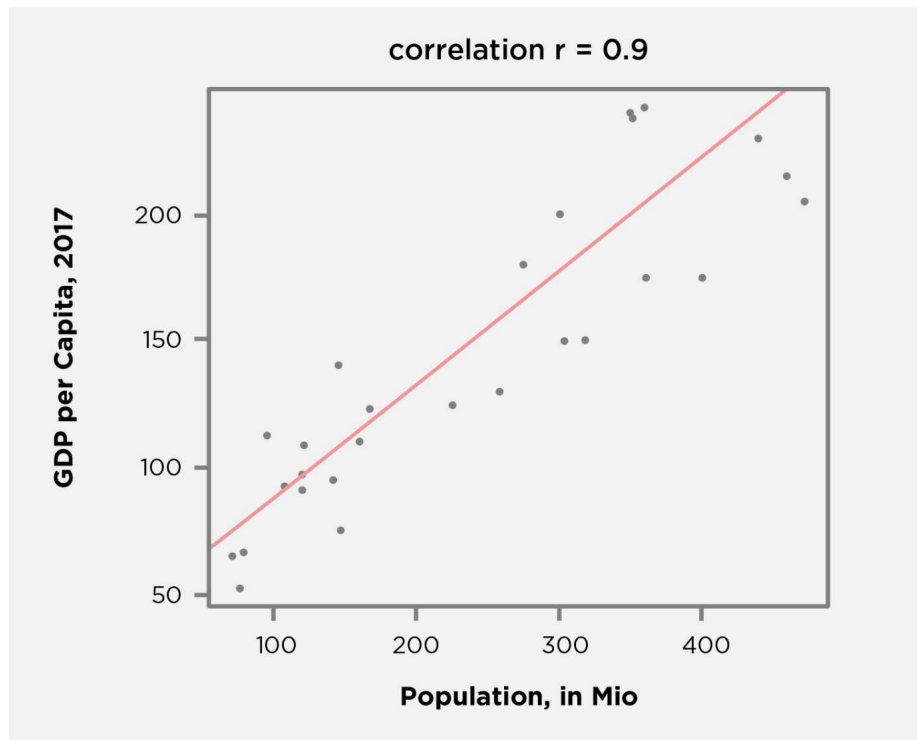
Countries with less than 25 million people



Myth 1 :
Bigger Doesn't
Mean Better

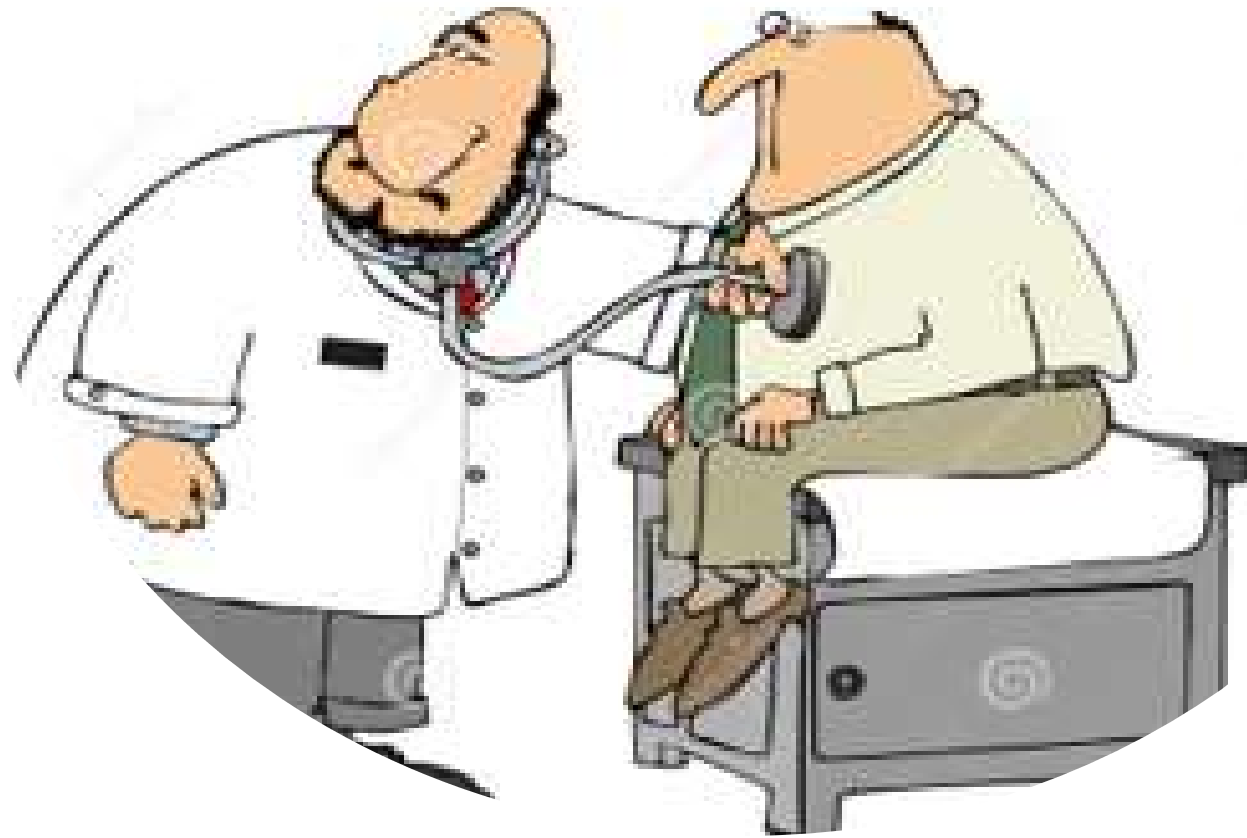


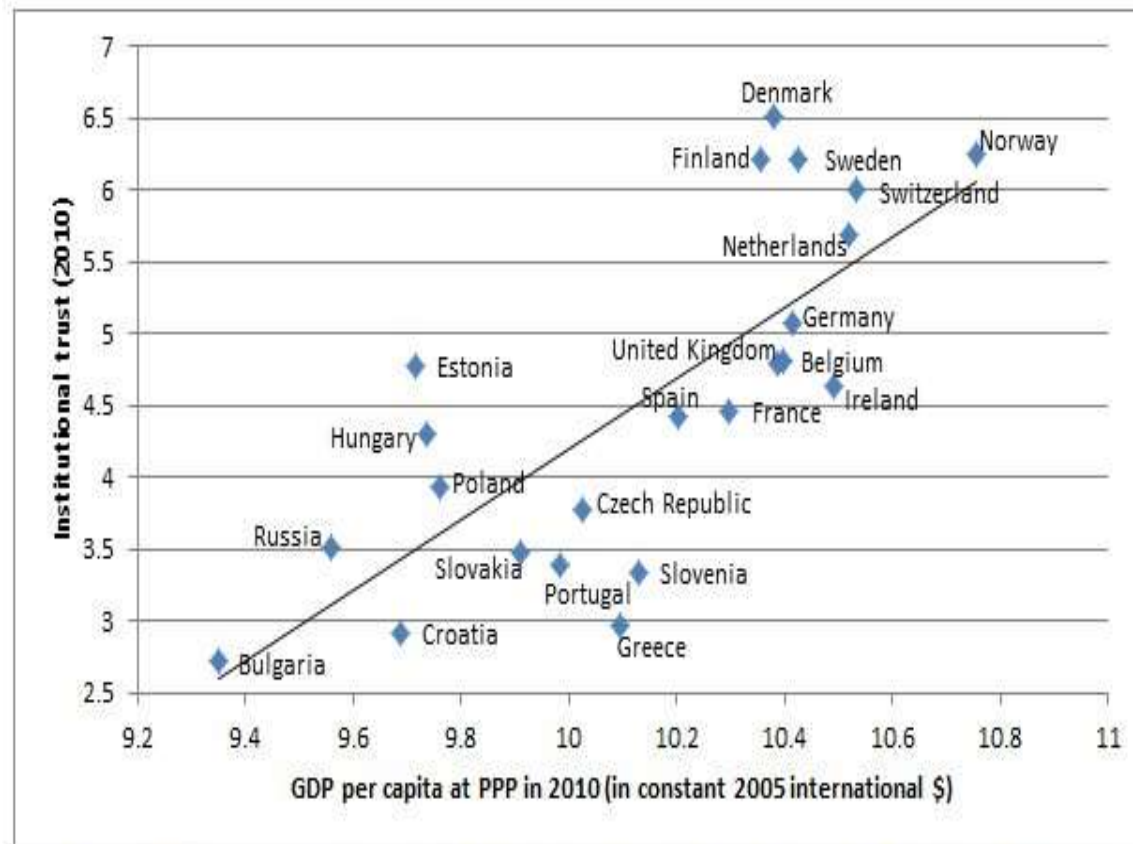
Bigger Doesn't Mean Better



Diagnosing a Nation's Health – e.g.

- Disposable Income
- PISA scores
- Gini Coefficients
- Co2 emissions
- Patent filings per capita
- Debt as % of GDP
- Trust in Government
- Social cohesion
- Happiness





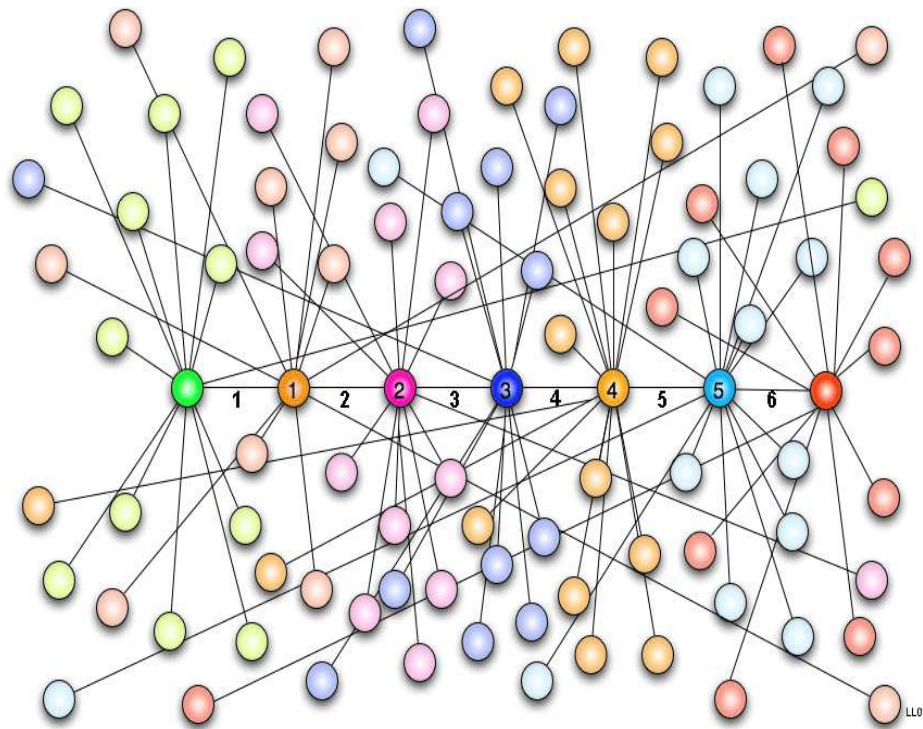
Source: Authors' calculation from European Social Survey 2010 and World Bank data.

TRUST MATTERS
Institutional trust and GDP per capita

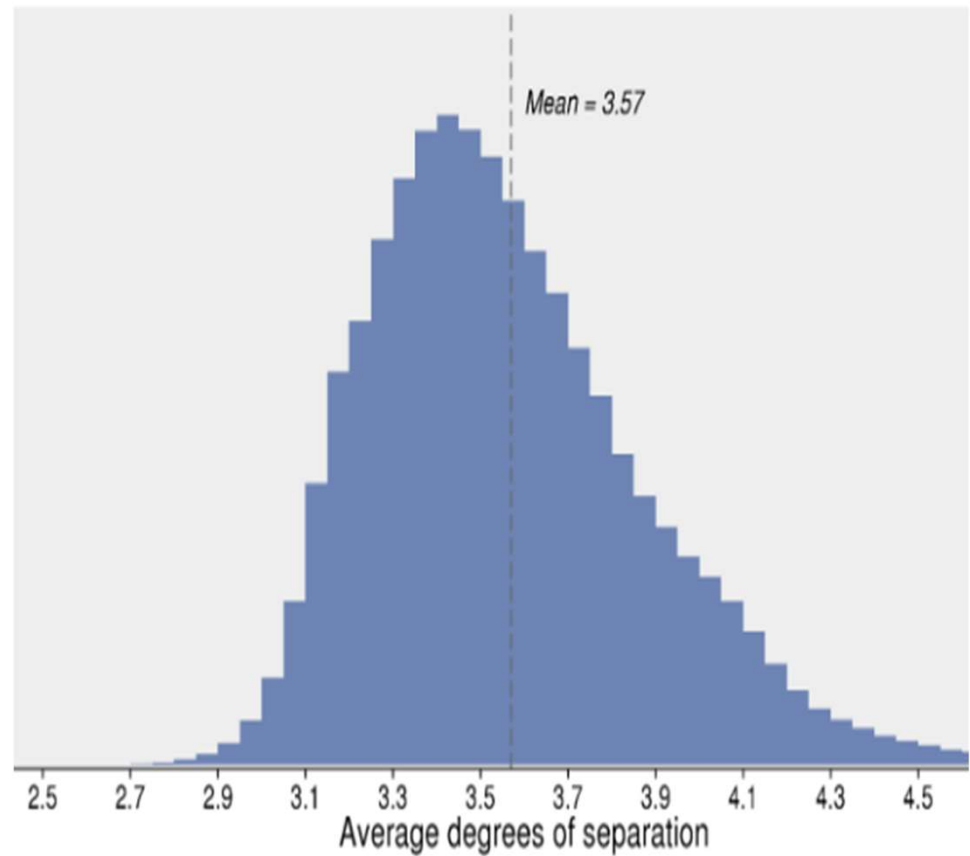
The “1,5 Club”:

Shorter Degrees of Separation

(= *more trust; less fake news*)



S8 Nations



The need for more «Long-termism»

(‘Marshmallow’ Test)

*Ability to solve slow-unfolding but
critical problems*









climate
debt
pensions
inequality
ownership



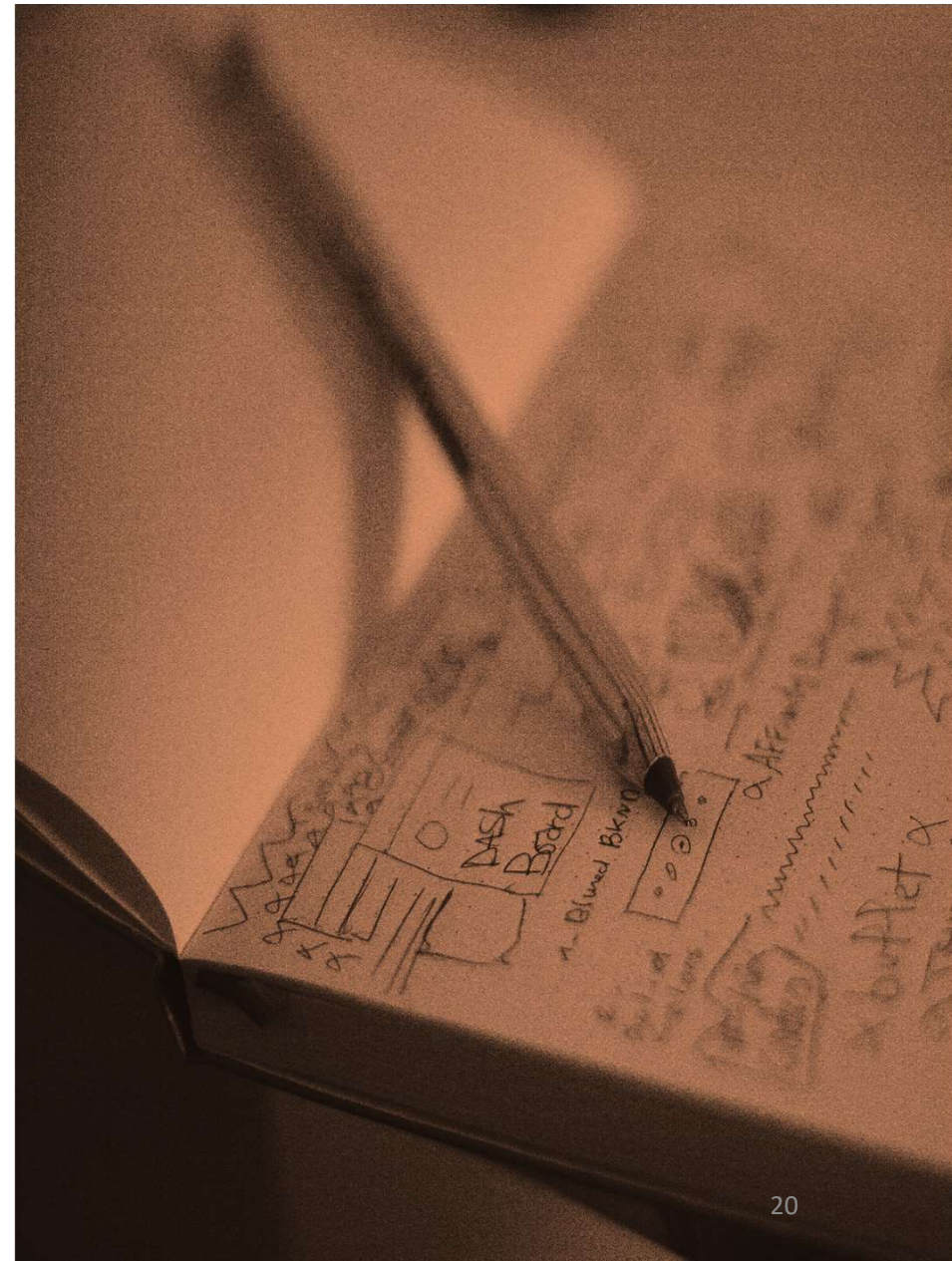
Modesty Helps



S8 Nations – Laboratories "Arriving at the Future First"

- | | | |
|---|----------------|---------------------------|
|  | 1. Denmark | RENEWABLE ENERGY |
|  | 2. Finland | PRIMARY EDUCATION |
|  | 3. Holland | AGRICULTURE TECH/PENSIONS |
|  | 4. Ireland | CITIZENS ASSEMBLIES |
|  | 5. Israel | STARTUP ECOSYSTEM |
|  | 6. Singapore | COST-EFFICIENT HEALTHCARE |
|  | 7. Sweden | GENDER EQUALITY, UNICORNS |
|  | 8. Switzerland | DENSITY OF LEADING MNC |

S8



Mercer's Quality of Living Ranking 2019

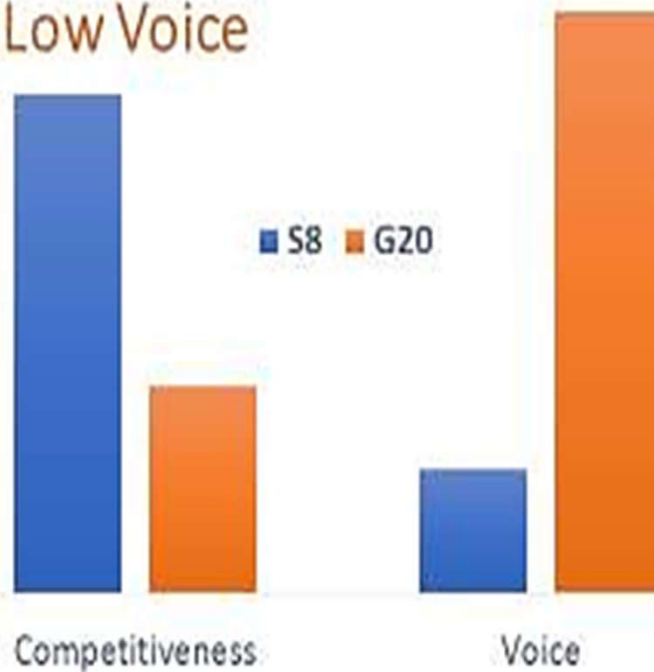
	City	Country
1	Vienna	 Austria
2	Zürich	 Switzerland
3	Vancouver	 Canada
3	Munich	 Germany
3	Auckland	 New Zealand
6	Düsseldorf	 Germany
7	Frankfurt	 Germany
8	Copenhagen	 Denmark
9	Geneva	 Switzerland
10	Basel	 Switzerland
11	Sydney	 Australia
11	Amsterdam	 Netherlands
13	Berlin	 Germany
14	Bern	 Switzerland
15	Wellington	 New Zealand

16	Toronto	 Canada
17	Melbourne	 Australia
18	Luxembourg	 Luxembourg
19	Ottawa	 Canada
19	Hamburg	 Germany
21	Perth	 Australia
21	Montréal	 Canada
23	Nuremberg	 Germany
23	Stockholm	 Sweden
25	Oslo	 Norway
25	Singapore	 Singapore
27	Stuttgart	 Germany
28	Brussels	 Belgium
29	Adelaide	 Australia
30	Canberra	 Australia
31	Helsinki	 Finland
32	Calgary	 Canada
33	Dublin	 Ireland
34	San Francisco	 United States

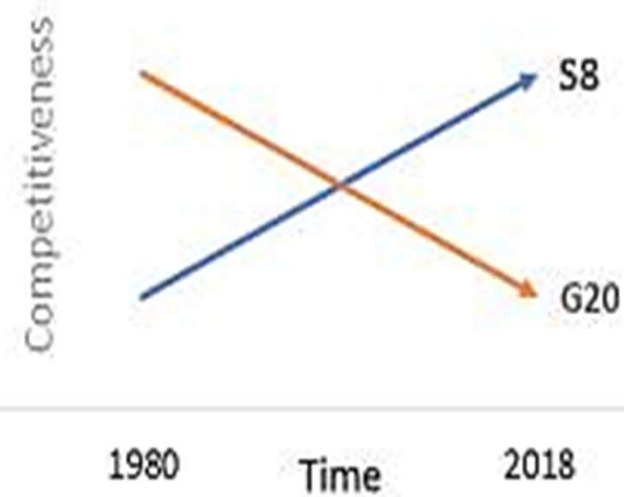
Small Nations are Better Places to Live

More competitive, less voice

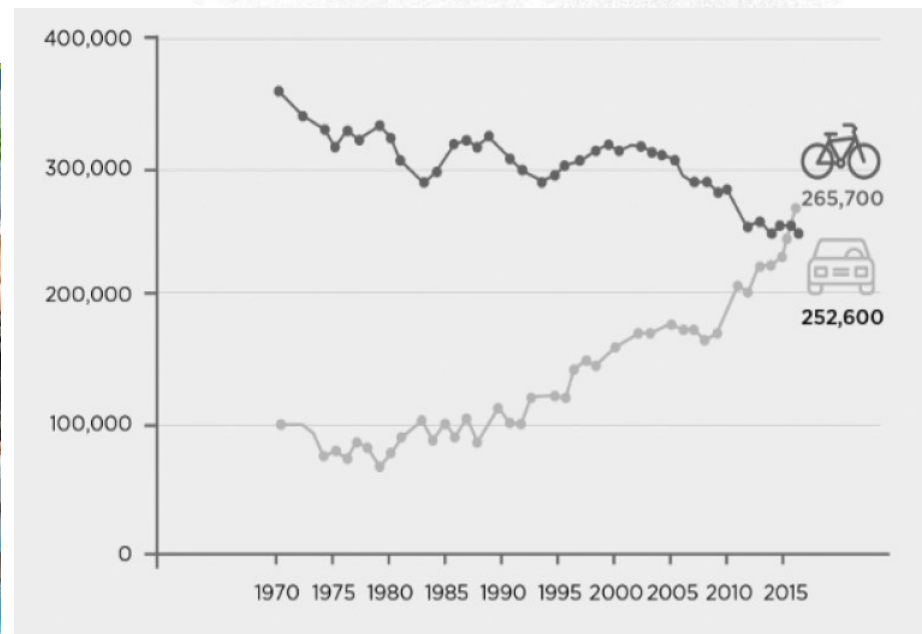
High Performance.
Yet, Low Voice



Trajectory

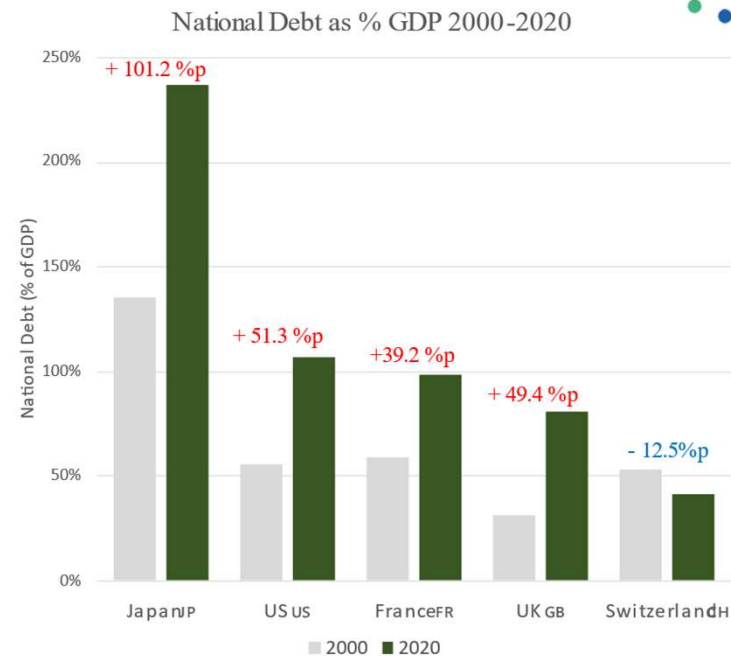


“Copenhagen-isation” – replacing cars with bikes



Swiss “Debt Brake”

Swiss
Referendum
limits
Parliament’s
ability to impose
debt on future
generations
(2002)

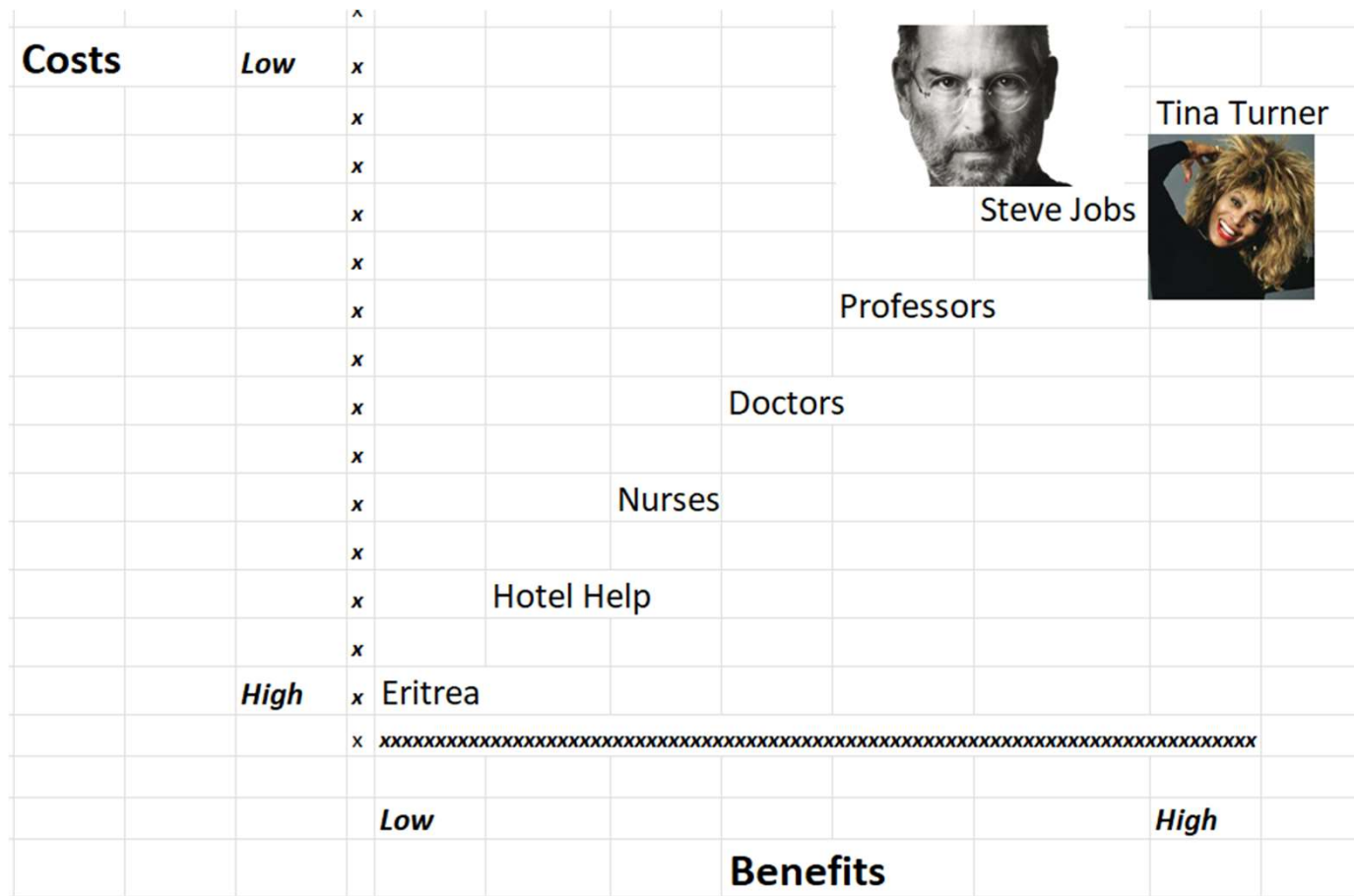


Israel – renting out its R+D Capability

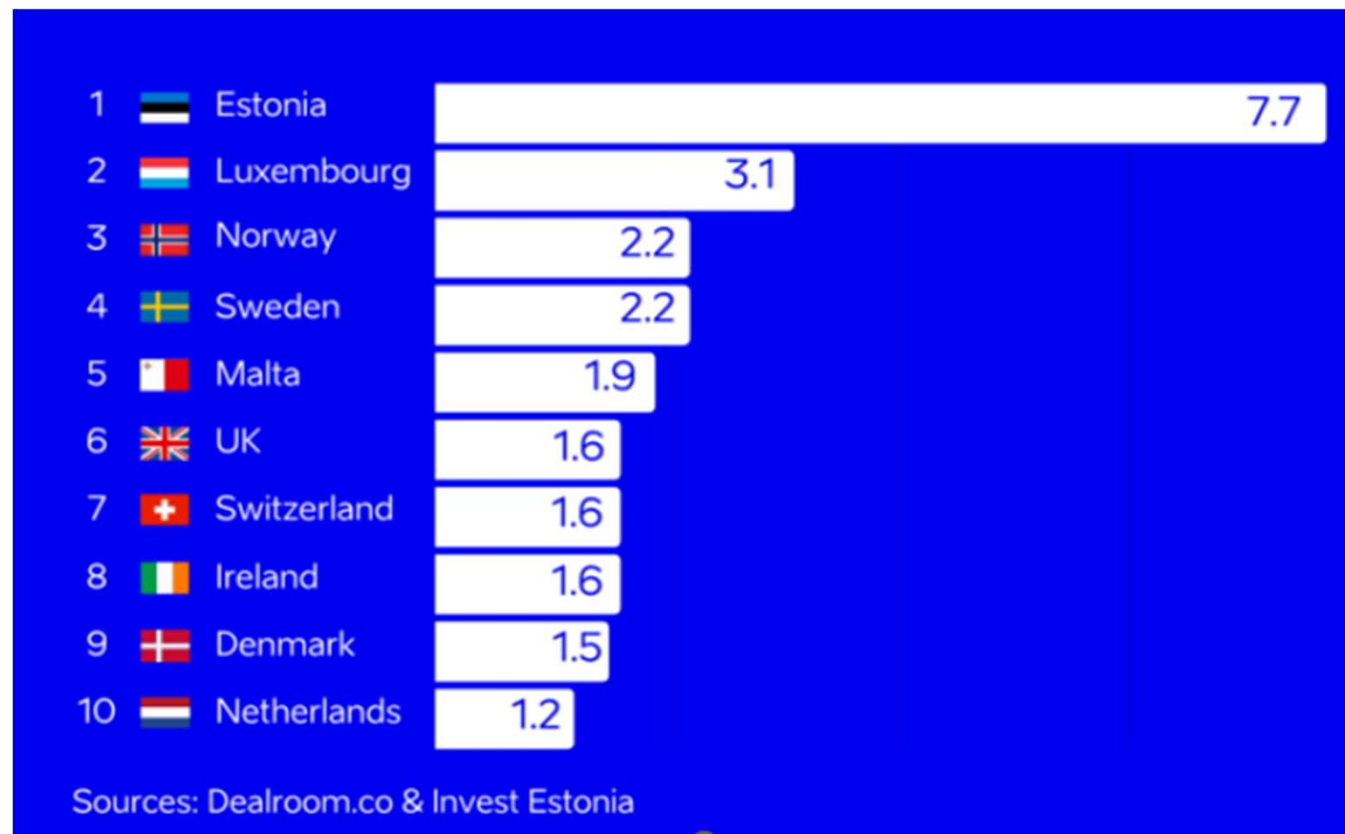


Immigration

Different Categories of Cost Benefit Calculus














DK not great at creating valuable, new companies (co's with value > E1 billion per capita ("Unicorns"))

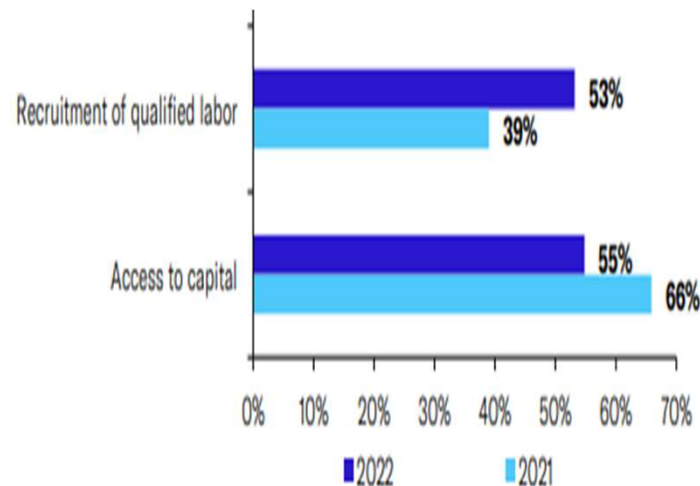


Those they do, tend to leave !

Figure 2 **Danish tech unicorns founded after 2000**

	Company		Startup year	Headquarter
	Just Eat	Moved	2001	UK
	Zendesk	Moved	2001	USA
	SteelSeries	Moved	2001	USA
	Unity	Moved	2005	USA
	Ascendis Pharma		2006	DK
	Sitecore	Moved	2007	USA
	Trustpilot		2007	DK
	Tradecraft	Moved	2010	USA
	Chainalysis	Moved	2014	USA
	Lunar		2015	DK
	Pleo		2015	DK

Reason: Lack of Access to Talent and Capital



- Denmark has one of the world's highest capital gains tax rates at 42% - even compared to the Scandinavian countries Sweden (30%) and Norway (32%) \$

**Average age of most
valuable companies**

US 36

DK 103

'Naked Produce' – New Zealand ditches plastic packaging

Before



After





SCIENTIFIC
AMERICAN

MEDICINE | OPINION

A Better Way to Pay for Health Care

Fee-for-service models, such as that of the U.S., and single-payer models, such as those of the U.K. and Canada, both have significant flaws—but Singapore may have found a workable compromise

By James Breiding on June 16, 2021



Germany



Taiwan



New Zealand



Iceland



Finland



Norway



Denmark

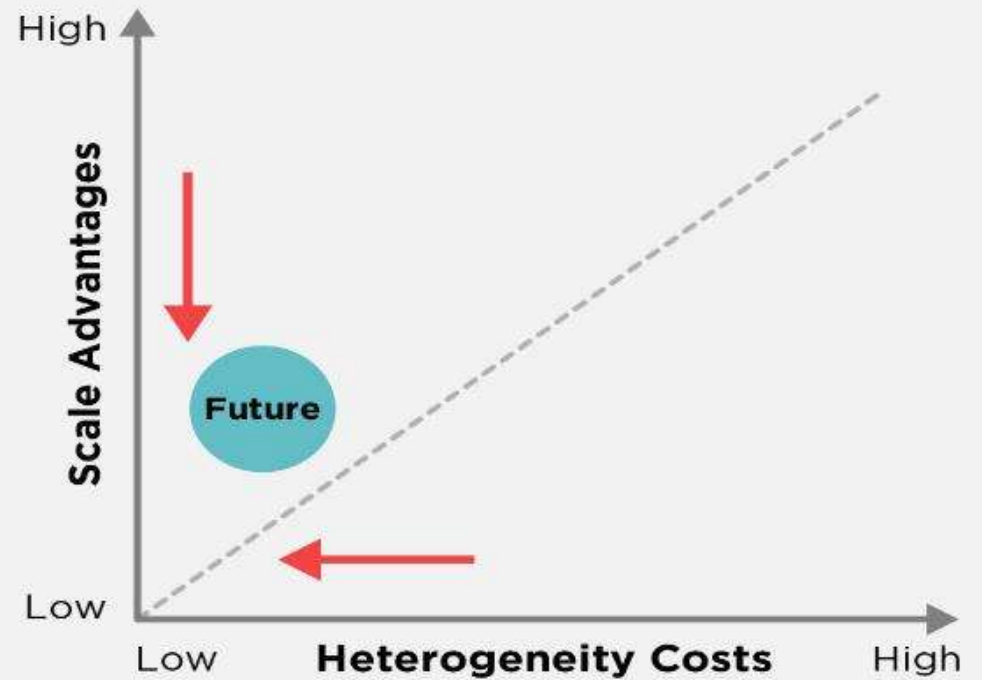
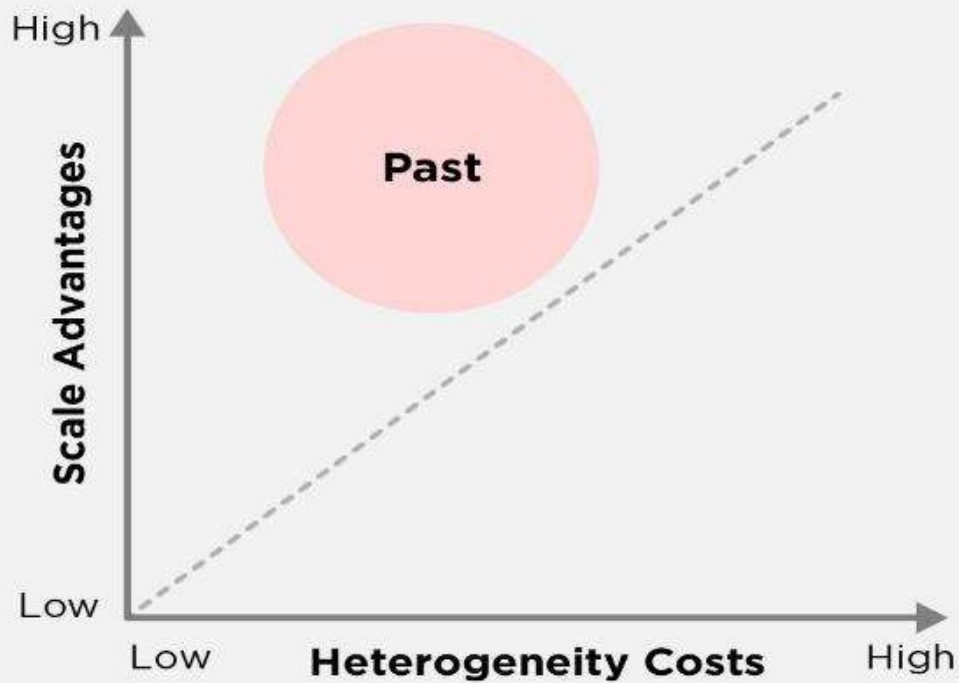
Best at
Dealing with
Covid 19 =
Small Nations
+ Female
(mainly
young) Heads
of State

The future of nations?



What will nation states look like in the future?

Changing dynamics of state formation



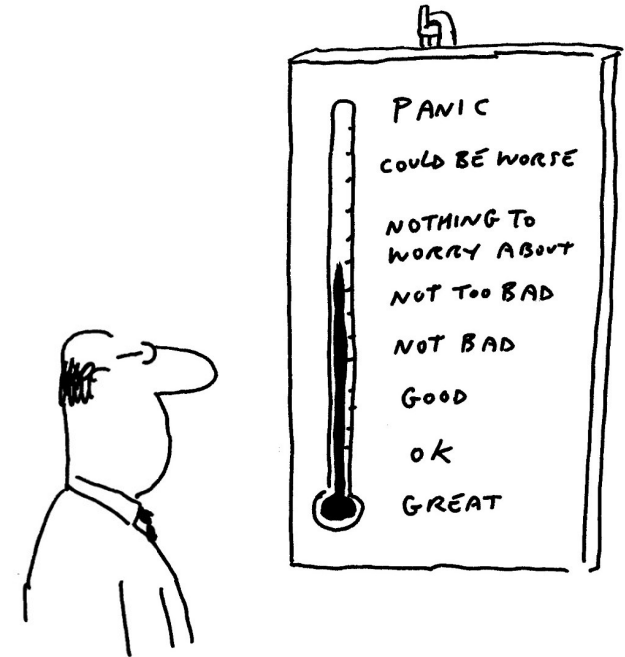
Source: Alesina and Spolaore, 2005 R.J. Breiding 2019



Examples of “right sizing” *Denmark*,
Great Britain

Our tomorrows will be very different to our yesterdays.

- Climate –no Plan 'B'
- De-Globalisation
- 100-year lives (Health Care / Pensions)
- Reproduction rates = Immigration
- Information Discovery ("fake news")
- Money doesn't cost (yield) anything



The
Economist



Alamy/Getty Images

Leaders

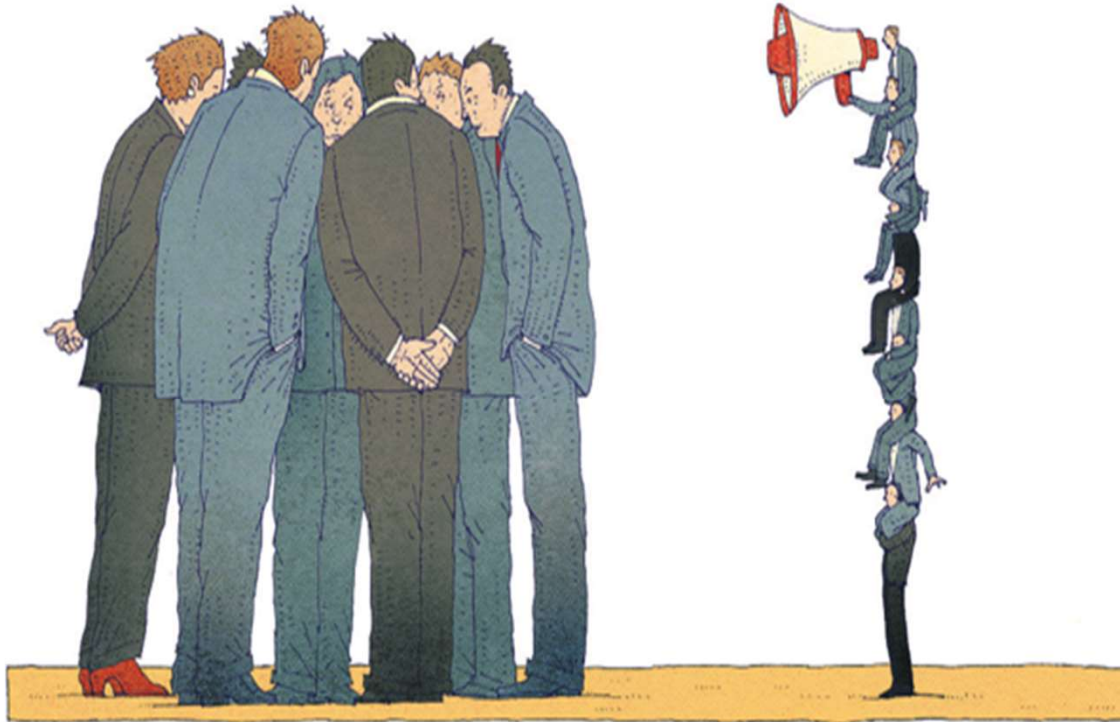
Jun 18th 2020 edition >

Geopolitics

The new world disorder

If America pulls back from global institutions, other powers must step forward

The Future of Nations | James Breiding



"An idea whose
time has come"

Prof Steven Pinker –
Harvard



Excellence not size



*“Leading (and learning)
by Example”*



Common Problems
require Shared Solutions



Experiment !



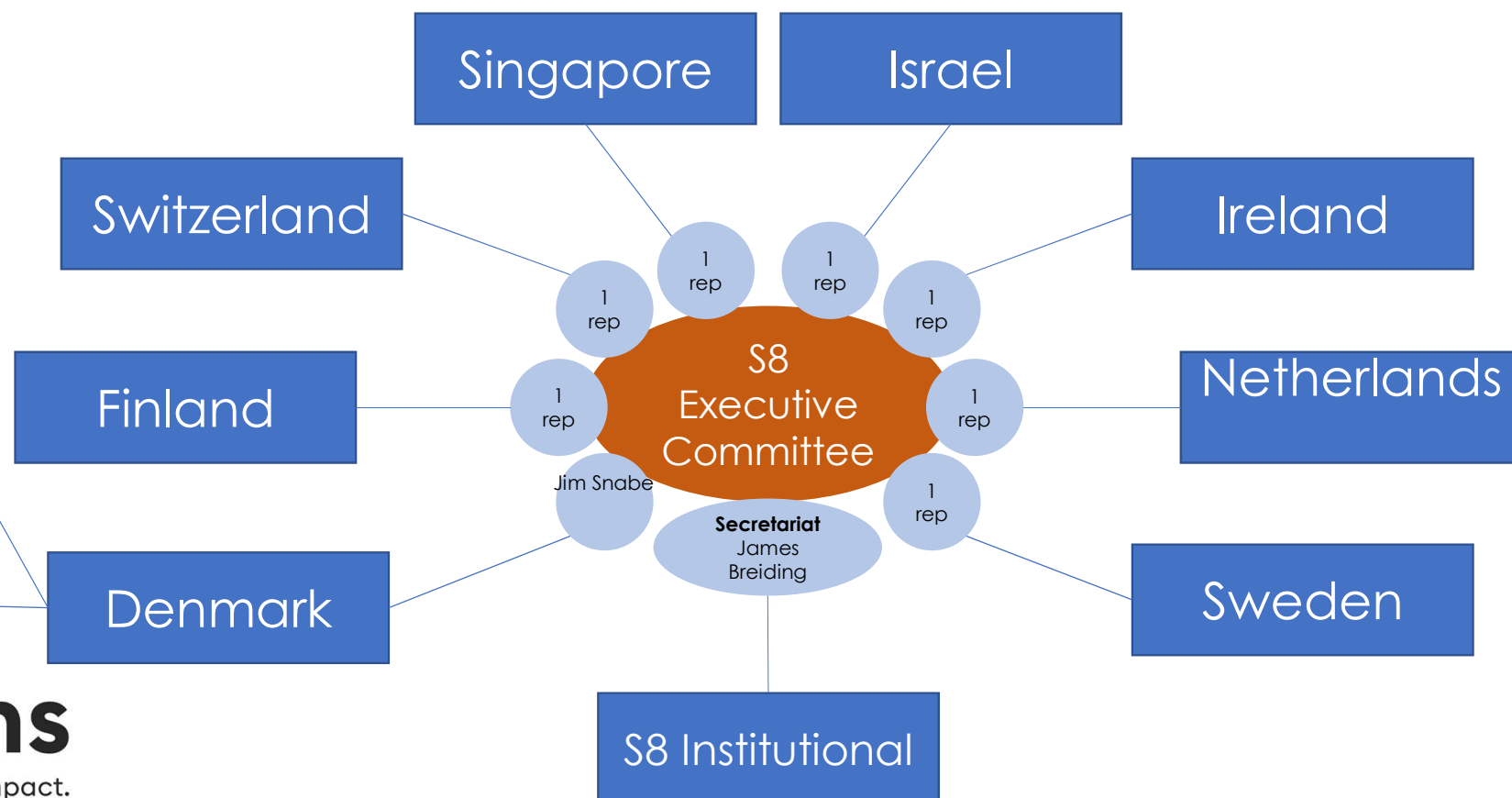
Arrive at Future First



Organization

Example: S8 Denmark

Jim Snabe (lead)
 Eva Berneke, KMD
 Ulrik Knudsen, OECD
 Torben Möger Pedersen,
 Pension Denmark CBS
 Mads Nipper, Grundfos
 Henrik Poulsen, Orsted
 Lene Skole,
 Lundbeckfonden
 K. Villumsen, Coloplast



S8 Danish Delegation



Jim Hagemann Sørensen –
Chairman,
AP Møller Maersk



Lars Kolind –
Chairman,
World Scout Foundation



Tine Møntani –
Former CEO,
Bang & Olufsen



Eva Børnike –
CEO,
KMD



Lena Skole –
CEO,
Lundbeckfonden



Henrik Poulsen –
CEO,
Orsted



Mads Nipper –
CEO,
Grundfos



Kristian Villumsen –
CEO,
Celleglast



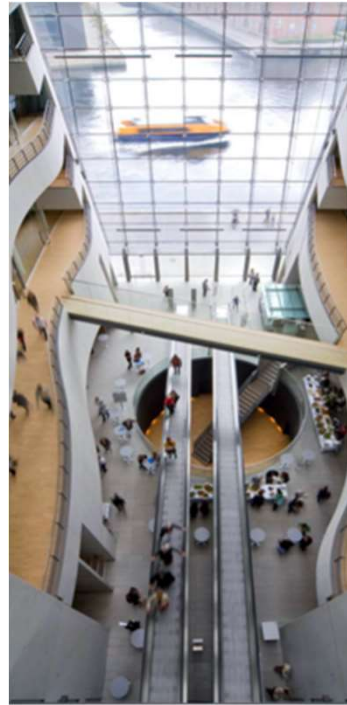
Uffe Vestergaard Knudsen –
Deputy Secretary-General, OECD &
Former Secretary of State, Foreign
Ministry



Michael Møller –
Former Director-General,
UN Geneva

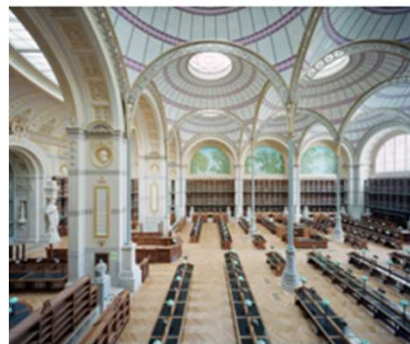


Torben Møgel Pedersen –
CEO, PensionsDanmark



S8 COMES TO LIFE IN COPENHAGEN

Too Small to Fail
March 2020 Copenhagen



Realdania

Israel's Phenomenal Success with Vaccination: How did they do it?

February 8, 2021



Prof. Arnon Afek
Associate Director General of
Sheba Medical Center (Israel's
leading hospital)
Former Director General,
Israel's Ministry of Health



Prof. Ran Balicer
Director of Innovation and
Health Policy Planning for Clalit -
Israel's largest healthcare
organization (HMO)
Advisor to the WHO
Public Health Professor at
Israel's Ben-Gurion University



Bob Drake
Chairman of the European
Committee of the Weizmann
Institute of Science
Vice Chairman of the
Executive Board of the
Weizmann Institute of
Science



Prof. Roee Ozeri
Vice President for
Resource Development
and Public Affairs,
Weizmann Institute



Dr. Dorit Nitzan
Regional Emergency
Director, WHO Europe



Prof. Clemens Fuest
President of the ifo Institute



Dr. Rizan Sakhnini
Deputy district physician and
the Northern district
Pediatrician, Maccabi
Healthcare Services

WEBINAR

AVOIDING A CRISIS: THE FUTURE OF PENSION MANAGEMENT

JANUARY 27TH 2021 – 14:00 – 16:00 CET

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 **S8nations**

In association with
 **MERCER**  **CFA Institute**

Speakers



Torben Pedersen

CEO PensionDanmark



Keith Ambachtsheer

President KPA Advisory



Eloy Lindeijer

Former CIM PGGM



Claudia Kruse

Global Responsible
Investment APG



Sir Ronald Cohen

Global Steering Group for
Impact Investment

On Education

1. Deglobalization has shifted the contest from **labor arbitrage abroad** to attracting the **best talent at home**.
2. **Quality of the education system cannot exceed the quality of the teachers** (Professors)
3. Mindset of **getting a (any) degree and finding a job** to **inspiring** students to **go out to do something more enterprising and fulfilling**.
4. **Cost of innovation INCREASING while incidence of DISCOVERY DECREASING**
5. **Challenges too big to solve alone – quickly enough (“time bomb”):**
 - University working better with industry + government (not working well)
 - Nations need to collaborate – *“shared solutions to common problems”*

Cost of innovation **INCREASING** while incidence of **DISCOVERY** DECREASING

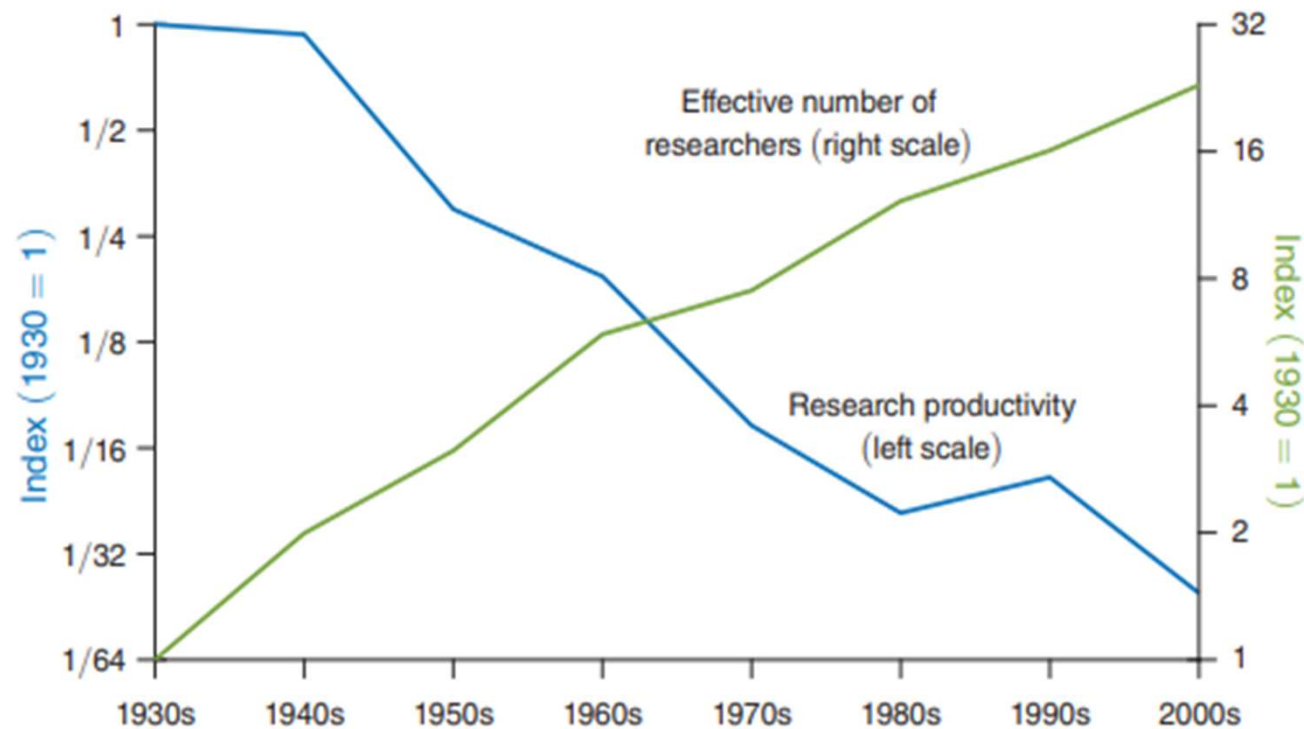


FIGURE 2. AGGREGATE EVIDENCE ON RESEARCH PRODUCTIVITY

How mothers in Israel changed their mindset

1980

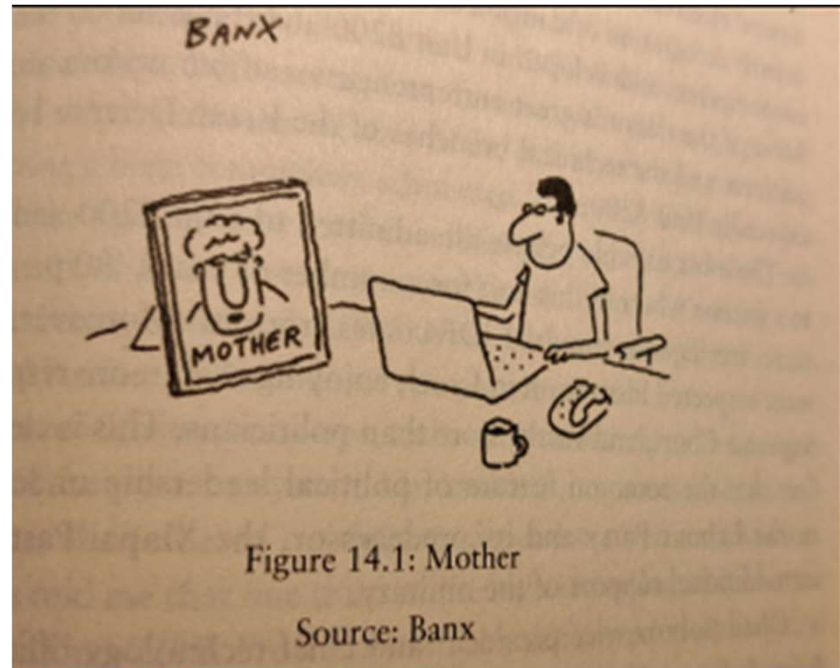
encouraging their **sons** to become :

- Doctors
- Lawyers
- Professors
- Fighter Pilots in Israeli Defence Forces

2023

Encouraging their **sons and daughters** to become:

- founders of start-ups
- UNIT 8200 (STEM studies)





*We must dare to see our lives
in a wholly different light.*

How do they do it elsewhere?

*What can we learn from
other societies?*

*Are we engaged and doing
our best?*

Reimagining the World

All Big Things Start Small

Thank you !



jbreiding@s8nations.org