Making headway

Any city’s future will always depend on its economy. Sustainable economic development is based on a strong industrial sector combined with flexible and skilled services. This is precisely the structure to be found in Berlin, and it is currently being reinforced and improved for the future.

The Industrial Master Plan 2010 – 2020 was established in order to foster this development. It is intended to eliminate whatever impediments to economic growth may still exist, while building the city’s strengths. In this context, Berlin intends to promote the city’s growth industries, which are already developing successful products for the markets of tomorrow. Thus, the field of electric mobility is set to become a major factor of the city’s economy. The establishment of the eMO – Berlin Agency for Electromobility (www.emo-berlin.de) has laid the groundwork for this.

The objective is to achieve above-average growth in Berlin’s industry by 2020, both in terms of sales and of employment, and to build on the profound structural transformation the city’s economy underwent following the reunification of Germany. As a result of this massive realignment, the city has become a modern and high-performance center of industry. While the major players in the city are well-known, there are a number of Hidden Champions and global market leaders among the small and medium-sized companies who have located their production to Berlin.

The Master Plan has brought together an alliance of stakeholders in the economy, the unions, at the political level and in government administration, all of whom are committed to making Berlin’s industry the force driving growth in the labor market as well as innovations. The Industrial Master Plan 2010 – 2020 is more than another guideline for sustainable industrial policy. 34 projects, grouped under the guiding Master Plan principles, have been initiated to realize the strategic concept in four fields of action: Operating Environment, Innovation, Specialist Skills and Promoting Berlin. Their implementation is monitored and regular progress reports are published.

"Sei Berlin / Be Berlin"

The slogan promoting Berlin is intended as an encouragement to shape and develop our city in all of its many aspects.
Making headway

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### General Conditions

#### Project Fields

| A | Service orientation of administration and service partners
| B | Area management and marketing
| C | Financing and coaching for startups and SMEs
| D | Transparency in technology transfer
| E | Specific transfer projects

#### Objectives

| A1 | Use crossdepartmental networks to establish an interdisciplinary function
| B1 | Utilize and equip Tegel Airport as an industrial location of the future
| C1 | Analyze financing requirements and instruments to ensure sufficient supply of growth capital for Berlin-based SMEs and start-ups
| D1 | Develop a common internet platform for the transfer of knowledge and technology
| E1 | Intensify support for the plans of contractual research agreements and the expansion of strategic research partnerships

#### Key Projects

| A2 | Promote mutual understanding between businesses and the administration with industrial initiatives
| B2 | Use active area management policy to register and secure properties and areas
| C2 | Improve the availability of loan guarantees for SMEs and start-ups by initiating procedural changes and creating greater transparency
| D2 | Conduct a study on obstacles to the transfer of knowledge and technology
| E2 | Reinforce the transfer of knowledge and technology through personnel exchange and a greater emphasis on the inclusion of studies and dissertations, student projects and internships for transfer activities

| A3 | Sensitize administration staff to the concerns of the industrial sector through initial and advanced training with stronger focus on entrepreneurial matters
| B3 | Use active area management policy to retain and appropriate properties and areas
| C3 | Improve the supply of private capital for Berlin-based companies by increasing support for the venture capital sector
| D3 | Expand knowledge and technology transfer programs with individual innovation consultation
| E3 | Reinforce spin-offs as an instrument in the transfer of knowledge and technology

#### Projects

1. All organizations involved in business development alongside the administration.
2. The measures undertaken in the Innovations field of activity will be developed and implemented by the Transfer-Allianz (transfer alliance).
### Labor Force

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### Location Communication

| G1 | Strengthen scientific skills at Berlin’s schools through advanced programs and greater transparency | |
| G2 | Raise interest in the industrial sector through sponsorships and networks at academic preparatory schools (“Gymnasien”) | Page 10 |
| G3 | Raise interest in the industrial sector through teaching modules and practical projects at secondary schools (“Sekundarschulen”) | Page 10 |
| H1 | Acquire new personnel through the campaign “Karriere in der Berliner Industrie” (careers in Berlin’s industrial sector) | Page 11 |
| H2 | Increase the number of graduates in mathematics, computer science, natural sciences and engineering through the continued development of study programs and improved supervision | |
| H3 | Match students and graduates in mathematics, computer science, natural sciences and engineering to Berlin-based industrial enterprises through a sustainable career service center system | Page 11 |

### General Conditions

- Use crossdepartmental
- Promote mutual
- Properties and areas

### Labor Force

- It is our objective to improve the structures and general conditions for the transfer of technologies in the Berlin region.

### Objectives

- It is our objective to notably improve the mathematics and sciences skills of Berlin’s school pupils by 2020 and to support an industrial orientation in the choice of professions and advanced studies.

### Project Fields

- In-house vocational and advanced training in SMEs

### Objectives and projects in the fields of Activity

- Industrial Master Plan 2010 – 2020

### Marketing Berlin as an industrial business location

- It is our objective to notably improve the regional, national and international perception of Berlin as a sustainable, state-of-the-art, clean industrial city in the eyes of industrial enterprises, investors and the population at large by 2020.

### Targeted industrial relocations

- It is our objective to (re-) locate industrial enterprises to Berlin, in particular companies with growth potential, in order to also fill “gaps” in regional value chains.
A first interim report

This brochure highlights the progress made by a number of projects in the course of the first year. All 15 reported projects were gotten off to a prompt start by their managers and teams. They can be taken as a representative sample of the entire range of ventures pursued under the Master Plan. The sequence in which they are reported on in this brochure does not indicate any qualitative ranking or rating, since their wide-ranging objectives and different terms prohibit any across-the-board comparisons.

The achievements that these projects have made are proof that the Industrial Master Plan 2010 – 2020 is already showing tangible results. It is on this basis that the political level, government administrations, the economy and unions will be able to develop new concepts, take action and cooperate with each other.

The projects presented in the overview

Pages 6/7  Field of action: General Conditions
  A1  Industrial policy as an inter-departmental task
  B1  Tegel to be launched as a site for research and industry
  B2  New sites for industry and commerce

Pages 8/9  Field of action: Innovations
  D1  Shared internet platform
  D2  Identify impediments
  E1  Increase collaborative research projects with SMEs as part of the “Transfer BONUS” scheme
  E2  Guide for interns and companies completed
  F1  “Institut für angewandte Forschung” up and running

Pages 10/11  Field of action: Labor Force
  G2/G3  Enhance specialized skills, recruit experts
  H1  Inspire students to enter a career in industry
  H3  The Career Center: a new kind of placement agency

Pages 12/13  Field of action: Location Communication
  J2  Marketing a high potential
  K1  Complete regional value-added chains
  K2  Business portal for Berlin
Industrial policy as an inter-departmental task

This flagship project was initiated with the objective of ensuring that industrial policy is implemented in Berlin across departments, while improving the interface mechanisms in place within authorities and their service partners. The project focuses on the Senate level of Berlin’s administration. The first step was to launch a steering committee on “Industrial Policy” reporting to the Governing Mayor of Berlin.

The aim pursued by this project is one of the long-term tasks that the Industrial Master Plan has set itself. Changing the general mindset is one of the steps along the path chosen, but it must be taken while respecting the responsibilities and competences allocated to the various departments and complying with statutory requirements. Moreover, a large number of stakeholders will need to undergo change, in a variety of aspects, if general service mentality is to be achieved. This will require tenacity and lots of persuasion, in short: staying power. But we have plenty of that.

Tegel to be launched as a site for research and industry

Berlin will not be any larger in mid-2012, but Berliners will definitely have more space. The closure of airport operations at Tegel will mean that approximately 250,000 residents will be rid of noise pollution. The city will regain an area of 460 hectares waiting to become an urban landscape.

Since 2009, various scenarios have been created regarding the subsequent use to which the airport site is to be put. In several workshops, they were continuously developed further and were presented to the public at various conferences dealing with the site and its future. As a first result, the zoning plan (Flächennutzungsplan) will be modified while taking account the demands of landscape protection, traffic and the city’s micro-climate. In the core area surrounding the terminal building, approximately 200 hectares will serve the planned research center and industrial park for future looking technologies, and will thus further enhance Berlin’s attractiveness as a location for industry and research.

Field of action: General Conditions

The government administrations of Berlin and their partner agencies will become even better service providers. Industrial sites will be made available in line with demand and clients’ needs, and the processes applying in this regard will be made more transparent. The information database available to enterprises is being expanded.

A1 Industrial policy as an inter-departmental task

“The intention is to make the airport site one large research center and industrial park for future technologies, and an area tied in closely with the landscape and natural spaces surrounding it. We believe developing industrial and commercial areas along with high-quality natural spaces offers particular opportunities to the respective site and will give it a unique identity.”

Maria Krautzberger, Permanent Secretary for Transport and Urban Development in Berlin

B1 Tegel to be launched as a site for research and industry

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460 hectares of urban and open space
The inner-city Tegel airport is set to be shut down in mid-2012. This means that its site will be ready for development as a research and technology center from that time onwards, thus further enhancing the role of Berlin as a location for industry and research.

In parallel, a site profile has been established combining the future commercial and industrial areas with a land use strategy. This has defined the key themes such as “Discovering the world of new energies”, “New approaches to mobility”, “Reinventing Materials” and “Creating space for experimentation”. The marketing concept that will underpin the structure given to the sponsor authority responsible for the center, which is to be established in 2011:

The following measures will be taken subsequently:
- Establishment of professional management,
- Determination of the costs and funding structure and
- Feasibility studies on the terminal’s potential use as an institution of higher learning.

In short – things are looking good for the people of Berlin and the companies locating to the city!

B2 New sites for industry and commerce

Berlin has a huge reserve of land available for commercial development – 4,450 hectares. Various instruments under urban planning law allow these areas to be zoned and developed. When the Urban Development Plan for Commercial Uses (STEP Gewerbe) and the Development Concept for Production Sites were merged in 2010, the new zoning scheme was termed the Urban Development Plan for Industrial and Commercial Uses (STEP Industrie und Gewerbe). This zoning plan is the major instrument ensuring that industry and commerce have the sites they need in Berlin; it is the foundation on which the city’s policy in terms of real estate allocation rests. The STEP zoning plan has identified the various types of real estate available in terms of their quality, juxtaposing them with the existing and anticipated demand regarding size and quality. According to the zoning plan, Berlin currently has a total of 1,168 hectares available that can be zoned for commercial or industrial use. Of these, 420 hectares are ready for immediate zoning, since the areas surrounding Tegel and Tempelhof airports are special cases.

Of the total area available for commercial development, approximately 3,000 hectares are situated in 40 locations zoned under the Development Concept for Production Sites. The Urban Development Plan for Industrial and Commercial Uses provides the details of these sites, summarizing their location, usage structure, infrastructure, planning and zoning law and general profile of the area.
Field of action: Innovations

Existing initiatives serving to boost the transfer of technology will be merged and expanded, while new instruments will be developed and implemented. The framework serving technology transfer will be improved.

“The Transfer BONUS’ scheme has enabled us to analyze highly complex flow processes in our products. The results are directly incorporated into our product development and we have seen a sustainable increase in sales.”

Felix Elbing, Managing Director of CryoSnow GmbH, referring to his company’s cooperation with the Institute of Fluid Mechanics at Technische Universität Berlin

D1 Shared internet platform

The “Transfer-Allianz”, a Berlin network of innovative companies, has created the shared information platform www.transfer-allianz.de. This enables small and medium-sized companies in the city to find ways of cooperating with Berlin’s numerous institutions of higher learning and research institutes. They thus gain access to the wide range of services offered by the economy, research and political level in Berlin. The partners for developing project ideas and forming a cooperation project are just a click of the mouse away!

D2 Identify impediments

Especially smaller companies in Berlin find it difficult to fully benefit from the innovative potential available at the many scientific institutions of the city. This has meant that where statistics on the market launch of new products are concerned, Berlin lags behind other cities. The formation of the Transfer-Allianz along with the development the Industrial Master Plan 2010 – 2020 were the impetus to identify the impediments preventing an efficient transfer of knowledge and technology. Now that they have been established, the specific measures to overcome these barriers are to be developed. For this purpose, a survey was taken of Berlin companies to determine which factors, in their view, make collaborating with scientific institutions difficult. In parallel, the other corporate projects were studied and documented in order to identify the reasons causing these difficulties. The corresponding study on impediments preventing the transfer of knowledge and technology was written in 2010 and published in January of 2011.

E1 Increase collaborative research projects with SMEs under the “Transfer BONUS” scheme

The many special incentives and tools available to encourage research cooperation do not always take sufficient account of the special needs of small and medium enterprises. This is why the "Transfer BONUS" program was started as a pilot initiative at the end of 2009. Under this scheme, joint projects pursued by scholars and innovative SMEs can be subsidized, without long application phases and with close consideration of the practical needs of such projects. The program has met
with success, and no small one at that: by the end of 2010, Berlin’s SMEs had filed 165 applications regarding projects they intended to pursue with partners in research. Of these, 133 were approved. Due to this success, the program has been extended; since January 1st, 2011, the grants have been increased (to up to € 15,000). “Transfer BONUS” is a program run by the Technology Coaching Center GmbH (TCC), a subsidiary of IBB Investitionsbank Berlin, which in turn is acting on behalf of the Senate Department for Economics, Technology and Women’s Issues. TSB Innovationsagentur Berlin GmbH, a company providing consultancy services in the field of knowledge and technology transfer, is involved in this program and provides complementary services for applicants, for example by putting them in touch with potential partners.

E2 Guide for interns and companies completed

In addition to the many instances in which Berlin’s universities and business collaborate, transferring knowledge, technology and, last but not least, members of staff, the intention is to further intensify this cooperation and to expand the network to also include the federal Land of Brandenburg. This task will consist primarily of improving contacts between institutions of higher learning, enterprises and university students who are writing research papers or master’s theses, or who are looking for an internship. This includes, inter alia, assistance in looking for and preparing preliminary research on topics for such papers/theses within a company, as well as training innovation assistants in SMEs in an ongoing professional training program to become innovation officers.

The first major steps have already been taken in this regard. A comprehensive guide provides practical advice to companies and interns, agreement templates and checklists. The Berlin Chamber of Commerce and Industry (IHK) has expanded its internet platform to include information relevant to employers recruiting academically trained specialists.

F1 „Institute for Applied Research“ (“Institut für angewandte Forschung”) up and running

It’s all there: Berlin has the innovative small and medium-sized businesses as well as a science and research landscape with numerous universities of applied sciences and universities. Bringing the two together is the task the ‘Institute for Applied Research’ has set itself. It was established as a registered association with the purpose of serving as the point of contact for enterprises and other sources of funding who are interested in pursuing collaborative research projects. The Institute is now fully functional.
Field of action: Labor Force

The average high school student’s mathematics and science competence are being improved. Companies are given easier access to skilled technicians. A qualification offensive tackles the shortage of technical experts.

Enhance specialized skills, recruit technical experts

The future always begins in the present. The shortage of skilled workers in business and industry in Germany is intensifying and is also affecting Berlin. Companies need a well-trained workforce, while students need practical experience in order to understand their perspectives. This means that professional development must start early and be “experience-based”.

The structural reform of schools in Berlin combined primary, intermediate secondary and comprehensive schools into what are called “integrated secondary schools”, while also introducing the principle of “dual learning” at secondary schools to provide students with hands-on professional orientation tailored to their needs. At present, a supplementary course on careers and study development is being prepared, which will be offered at secondary schools from the 2011/12 academic year onwards.

This is where the Industrial Master Plan projects tie in. Targeted cooperation projects will be established by schools and Berlin’s corporate citizens in order to inform students about working and pursuing a career in industry. The idea is to pique the interest of students attending advanced academic courses at a secondary school, to inform them about industrial enterprises and the professions that they might pursue in industry, and to enhance their understanding of industrial and economic issues. The agency “Partner:Schule-Wirtschaft” (P:S-W, Partnership of Schools and Business) has already been working together with companies in Berlin to provide ongoing professional training to teachers to enable them to develop learning modules geared to practical application and practical projects.

The “Association of Mathematics and Science Excellence Center at Schools” (“Verein mathematisch-naturwissenschaftlicher Excellence-Center an Schulen”, “Verein MINT-EC”) has already been pursuing similar objectives at some of the city’s secondary schools. This initiative has made it its goal to motivate more young talent to study mathematics, information technology, natural sciences or technology: the so-called “MINT subjects”. On this basis, the Master Plan project team is working to foster a continual cooperation of the secondary schools with universities and industry enterprises, and is encouraging schools to create the corresponding curriculum.

“Any advanced academic course at a secondary school will need to include vocational and economic subjects; this is just as important to the students graduating there as it is to the companies training apprentices. Because this is the basis on which the future professionals with specialized skills will be recruited. ‘UnternehmensNetzwerk Motzener Straße’ works closely with secondary schools from the surrounding area. The experience we have gained informs our work in the Master Plan projects.”

Rainer G. Jahn, Member of the Board, UnternehmensNetzwerk Motzener Straße e.V.
H1  Inspire students to enter a career in industry

Identifying and binding potential skilled workers must continue in higher education. The objective of the Master Plan project is to make Berlin’s industry better known to the city’s students. In many instances, the job opportunities that are available at small and medium-sized, very innovative and international companies are often little known.

The project team is currently developing various programs serving to intensify the contact and exchange between students and companies. One possible approach might be to organize a “Long Night of Industry” in Berlin. In analogy to the popular, extended open-door evenings organized once a year by museums and scientific institutes, Berlin companies would welcome university students, graduates, school pupils and any others visitors to their plants and offices to present themselves as prospective employers, in the interests of enthusing them about the various professions and career opportunities in industry.

H3  The Career Center: a new kind of placement agency

This career service, available at universities throughout Germany to support students transitioning from academic studies to employment, has become a fixture in the academic landscape. Career Centers prepare students for employment by teaching them additional, career-enhancing skills while also acting as agents organizing internships and practical topics for term papers and theses. In some cases, they will also facilitate the placement of graduates in the labor market.

All of the institutions of higher learning in Berlin-Brandenburg have career service centers. Their communications are coordinated centrally by the “Career Service” association.
Field of Action: Location
Communication

Germany’s capital is being marketed internationally as a modern and clean City for Industry that is ready for the future. Berlin is making every effort to attract industrial enterprises to the city.

J2 Marketing a high potential

Berlin is more than just an attractive tourist destination and a hub of creativity. Berlin’s economy is characterized by an imaginative, innovative and knowledge-based corporate landscape. Modern, high-performing firms with a venerable tradition, major corporations and a multitude of start-ups and medium-sized enterprises trading in know-how and innovation make up the industrial diversity of Berlin, especially in cutting-edge technologies.

The “be Berlin” campaign marketing the German capital offers the appropriate platform and the right framework to make Berlin better known as the location for sunrise industries. For 2010 and 2011, the focus of the campaign “Berlin as an industrial city” will be on “Berlin – the place to be for future industries”.

Meanwhile, 15 industrial enterprises of Berlin have become a part of the campaign “Berlin – the place to be for future industries”, and their messages are being distributed widely through various channels, using modern advertising means. Since 2011, the campaign has also been available online (www.sei.berlin.de/ich-bin-ein-berliner).

K1 Complete regional value-added chains

The geographical proximity of suppliers, producers and customers is a fundamental pre-requisite for a strong, resilient industrial base to develop. A sectoral structural analysis was performed, initially only for energy technology, with 40 energy technology companies in Berlin being surveyed. A second phase will follow in which foreign companies will be interviewed. Once the surveys have been analyzed, the relevance of regional value-added chains for companies’ decision to locate in Berlin will become clearer. Accordingly, the results of the survey will help the city’s agencies work more closely with companies interested in locating in Berlin.

In the end, it will be easier to identify the aspects that industrial corporations are focused on and to thus concentrate on attracting key companies.

“This is where the future is being made — in Berlin. Our industry has reinvented itself. Products made in Berlin are innovative and internationally competitive. Our campaign ‘ich bin ein berliner.’ is intended to remind people of these facts.”

René Gurka, Managing Director of Berlin Partner GmbH
K2 Business portal for Berlin

Investments will be made where they are most likely to be worthwhile. This means that comprehensive information needs to be made available on what Berlin has to offer as a location for business and industry. This task falls to the “Business Location Center” (BLC – www.businesslocationcenter.de), a well-established agency in the city. This agency runs a business portal providing information on the real estate and properties available in Berlin, a 3D city model and an economic atlas providing facts and figures on Berlin as a location for business as well as the data on the availability of commercial spaces or sites, research institutions, and public transport connections. The information is continually updated.

The database has been expanded most recently in the following fields:

- Additional information for foreign specialists and executives, including a recruitment site
- More information provided to companies already established in Berlin
- Information relevant to corporations also accessible via the city portal www.berlin.de/business
- Integration of the Urban Development Plan for Industrial and Commercial Uses (SIEP Industrie und Gewerbe) into the GIS applications of the BLC
- Inclusion of the ‘Förderfinder’ program run by Investitionsbank Berlin to allow easy research for an appropriate subsidy program

It is planned to create an interface to other job portals online that are relevant for Berlin. Furthermore, the city portal berlin.de is to provide foreign-language information about business and the economy in Berlin, as well as information relevant to companies interested in locating here.

Live innovation, shape the future – the campaign “ich bin ein berliner” gives tangible form to this vision in Berlin.
The Industrial Master Plan will be implemented under the supervision of the Senate Department for Economics, Technology and Women’s Issues together with the Industrial Policy Network.

Your contact:

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The Industrial Policy Network:

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