The Industrial Policy Network:
Berlin is a location for industry and business with considerable potential. The city has long reestablished itself among the fast-growing industrial hubs of Germany. In addition to market leaders with a global reputation, Berlin is home to a wide range of traditional and innovative small to mid-sized enterprises (SMEs), including a number of “hidden champions” that are unique on the global market. What stands out is the uninterrupted growth that Berlin’s industrial sector has been recording in the key industries of the future: energy, life sciences, as well as information and communication technologies. The concentration of companies active in the fields of photonics and microsystems technology as well as clean technologies is unusually high. Berlin also aims to become a leader in environmentally friendly automotive engineering and transportation technology; the city is an official “Electromobility Showcase.”

Berlin is investing in the “industries of the future,” which have already become important drivers of growth. The city has everything it needs to take on a leading role in these promising, emerging fields: Berlin is a center for creative minds and has an excellent research landscape, which means it has the “Three T’s” working in its favor: Talent, Technology and Tolerance. More and more companies take their cues from the “creative class” when choosing a location: They seek broadly educated people with wide-ranging knowledge, a cosmopolitan attitude, openness to innovation and an environment in which talent can realize its full potential. Beyond factors such as the existing infrastructure and available subsidies, these considerations play an increasingly important role in companies’ decisions about where to do business. In the high-tech field, however, the critical factor is bridging the gap between scientific research and industry. The “Industrial Master Plan Berlin 2010-2020” was created two years ago to facilitate productive interplay between these two sectors. Sponsored by a broad coalition of businesses, research institutions, policymakers, administrators and unions, it is a bundle of measures: improving the operating environment for the growth of industry in Berlin (“General Conditions”), fostering innovation (“Innovations”), training and attracting qualified experts (“Labor Force”) and effectively marketing Berlin as a location for business (“Location Communication”).

“Sei Berlin / Be Berlin”
We have set ambitious goals for industry, the engine that powers Berlin.

The Industrial Master Plan is being implemented under the supervision of the Senate Department for Economics, Technology and Research together with the Industrial Policy Network.

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Industries City Berlin

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## General Conditions

### Project Fields

**A** Service orientation of administration and service partners

- It is our objective to notably improve the service orientation of administration and service partners toward industrial enterprises and investors by 2020.

**B** Area management and marketing

- It is our objective to provide Berlin with developed, interconnected high quality industrial areas that are available at short notice by 2020 in accordance with demand, and to publicize and simplify the occupation of such areas.

**C** Financing and coaching for startups and SMEs

- It is our objective to improve the information basis of Berlin's industrial enterprises as well as their access to individually designed financing and funding instruments by 2020.

### Objectives

- It is our objective to bundle and expand the range of services available in technology transfer, particularly for SMEs.

### Key Projects

- **A1** Use crossdepartmental networks to establish industrial policy as 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 and cooperative research agreements and the expansion of strategic research

### Projects

- **A2** Promote mutual understanding between businesses and the administration with industrial initiatives
- **A3** Sensitize administration staff to the concerns of the industrial sector through initial and advanced training with stronger focus on entrepreneurial matters
- **B2** Use active area management policy to register and secure properties and areas
- **B3** Use active area management policy to retain and appropriate properties and areas
- **C2** Improve the availability of loan guarantees for SMEs and start-ups by initiating procedural changes and creating greater transparency
- **C3** Improve the supply of private capital for Berlin-based companies by increasing support for the venture capital sector
- **D2** Conduct a study on obstacles to the transfer of knowledge and technology
- **D3** Expand knowledge and technology transfer programs with individual innovation consultation
- **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
- **E3** Reinforce spin-offs as an instrument in the transfer of knowledge and technology

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

F1 Designate scientific measures for intensifying transfer
F2 Expand the range of tasks of the TSB Technology Foundation Berlin as a one-stop agency for transfer activities
F3 Link technology transfer with business services (Berlin Partner)
F4 Berlin Innovation Panel

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")
G3 Raise interest in the industrial sector through teaching modules and practical projects at secondary schools ("Sekundarschulen")

H1 Acquire new personnel through the campaign "Karriere in der Berliner Industrie" (careers in Berlin’s industrial sector)
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

I1 Improve the prospects for women in industrial SMEs through personnel strategies that feature a life-phase orientation
I2 Improve the general conditions for in-house vocational and advanced training
I3 Prevent skilled labor shortages by sensitizing SMEs to the benefits of vocational and advanced training, for example for unskilled and semi-skilled workers

J1 Involve political leaders in attracting entrepreneurs and investors to Berlin as an industrial business location
J2 Improve marketing of Berlin as an industrial business location by means of an image campaign within the framework of "be Berlin"
J3 Use a PR strategy to emphasize Berlin's strengths as an industrial business location

K1 Link regional value chains through the targeted (re-)location of key enterprises
K2 Make investment-related information more accessible by expanding the "Business Location Center"
K3 Position Berlin as an industrial business location at national and international convention and trade fair appearances
Outcomes

The Industrial Master Plan Berlin 2010 – 2020 is under way! This strategy’s success is much more visible and measurable today than it was in 2011, when the first interim report was published just a year after the initiative was launched. Since then, two of the projects introduced in 2011 have been completed. In a number of other projects, major milestones have been reached thanks to the commitment of all project participants.

This brochure takes stock and presents the progress made in 12 of the 34 projects making up the initiative and reflects the Industrial Master Plan’s broad approach.

The Projects Highlighted in this Brochure

Pages 6/7  Field of action: General Conditions
A3  The City: A Partner for Business
B1  Tegel: Laboratory for the “City of the Future”
C1  There is No Lack of Financing

Pages 8/9  Field of action: Innovations
D3  Cooperation Service for Innovation
E2  Universities – Wellspring of Innovation
E3  Awakening the Entrepreneurial Spirit

Pages 10/11  Field of action: Labor Force
G1  Berlin Makes a MINT
H1  Generating Enthusiasm for Industry:
    The Long Night of Industry
I1  Creating Attractive Jobs and Workplaces

Pages 12/13  Field of action: Location Communication
J1  Boosting Confidence:
    Working Together to Build the Industrial City
J2  Berlin is Our Future
K3  Accessing New Markets
The administrative offices in Berlin and their partners will become even better service providers. Industrial sites will be made available in line with demand and clients’ needs, and the related processes will be made more transparent. The amount of information available to enterprises is being expanded.

**A3 The City: A Partner for Business**

An efficient, user-friendly administration that supports economic initiatives is a prerequisite for becoming an industrial city of the future. Accordingly, one goal of the Industrial Master Plan for Berlin is to increase awareness within the administration of the industry’s concerns and to establish industrial policy as an interdepartmental task. Three projects have been devised in this context. While the first two sought to improve communications and integration between the departments, service partners and industry, Project A3 focuses on training and professional development. A service and business-oriented approach was established not only as an important factor in recruiting personnel, but also as a key element of vocational training and professional development programs. Administrative departments, business institutes and companies have cooperated closely to make this possible.

**Berlin Industrial Internship**

The Industrial Policy Network agreed on a simple pilot project to complement this approach: Employees from the administration join businesses as interns to experience the work done in the industry firsthand. Through fall 2012, employees in the city’s economic department will complete short internships with industrial companies in Berlin, gaining insight into how the private sector functions and a new perspective on the work done by the administrative offices. At the same time, they will help businesses deepen their understanding of the tasks performed by official offices, specifically highlighting the economic department’s role as an intermediary.

**B1 Tegel: Laboratory for the “City of the Future”**

The inner-city airport Berlin-Tegel will close once the future Berlin Brandenburg Airport (BER) in Schönefeld begins operations. A research and industrial park is planned for 210 hectares of the 460-hectare area. As a flagship project, it will bring industrial and research institutions from the field of urban technologies together at one single site. Since September 2011, Tegel Projekt GmbH has provided professional project management for the city in developing the site. In June 2011, the Berlin Senate adopted a marketing concept that targets the site to businesses and research areas. A strategic building master plan will be created in summer 2012 as the legal framework for a binding development plan (a prerequisite for investment projects) for the future-oriented site as a mixture of both campus and innovative companies.
The Beuth University of Applied Sciences (Beuth-Hochschule für Technik Berlin) will move to the new “Research and Industrial Park for Technologies of the Future” as the first scientific institution. Its “Urban Technologies” programs are a perfect match for the project’s guiding principle.

Partners from industry will join Beuth to complement its programs focused on “Urban Technologies.” The cooperation between industry and partners in research and education provides chances for new synergies and can contribute to the creation of jobs for skilled workers as well as revenue for the state of Berlin.

### C1 There is No Lack of Financing

Establishing a new manufacturing enterprise or expanding an existing one is very capital-intensive. The availability of financing is therefore a key necessity for the expansion of the city’s industrial base. The Master Plan aims to identify the actual need for outside financing and consultation in this regard, primarily among industrial businesses and start-ups, in order to optimize the available offerings accordingly.

Surveys by IBB and Creditreform, which are now being updated on a regular basis, showed that SMEs in Berlin overwhelmingly rely on their own capital when making investments. Only half of the respondents stated that loans and other forms of outside financing were important for the development of their businesses. Significantly more companies described the current conditions for obtaining capital as “good” or “excellent” than last year. There is some room to optimize, primarily where information about available products is concerned.

In order to allay reservations about debt financing and to present the existing offerings in greater detail, IBB has expanded its Internet presence with a “Subsidy Finder” and information sheets for each subsidy program. IBB has also refined its services to better match demand. IBB’s Mezzanine Fund from “Berlin Capital” and its new “Berlin Innovative Credit” program are available to help SMEs in Berlin strengthen the asset side of their balance sheet and to facilitate investment in Berlin enterprises by loan guarantees. In this way, the objectives of the Industrial Master Plan are being implemented incrementally. Information sessions on equity investments are planned for fall 2012 in cooperation with the German Private Equity and Venture Capital Association (Bundesverband der Kapitalbeteiligungsgesellschaften – BVK).
Cooperation Service for Innovation

Openness to innovation is critical for industries if they intend to remain competitive. This is not only a question of financial means, but also of the networks available – and this is where the Industrial Master Plan for Berlin comes into play: by promoting in-depth cooperation between companies on the one hand and universities and research institutions on the other. TSB Innovation Agency Berlin (TSB Innovationsagentur Berlin) provides a central point of contact for all questions related to the exchange of ideas and know-how, as well as the initiation and implementation of joint research and development projects. Its knowledge-and-technology-transfer service (WTT) provides support primarily for the sectors of electrical engineering and electronics, mechanical and industrial engineering, as well as chemicals and materials.

In 2011, TSB organized nine of these knowledge-and-technology-transfer events for target groups, with a total of 714 participants. The WTT service also contributed to specific cooperative projects by providing 175 follow-up consultations on conceptual, strategic, financial or other issues. Through this process, roughly 60 transfer activities were developed, including 40 project proposals for joint research and development activities together with partners in science and business.

In early 2012, an additional service was launched: the i2m project. “Ideas to market” will expand the support for the transfer of technology provided as part of the Joint Innovation Strategy for Berlin and Brandenburg (InnoBB) to other sectors by applying the “TOP 50” instrument, already used with great success in the life sciences field. The i2m service is aimed at scientists in both states who are interested in finding commercial applications for their innovative developments, in launching a project or founding a company, but who lack a partner for taking further necessary development steps or developing their plan commercially.

Universities – Wellspring of Innovation

Berlin’s excellent university and research landscape equips the city with a decisive competitive advantage. Not only does it offer an inexhaustible reservoir for transferring knowledge and technology, it also holds the greatest potential for recruiting new talent with an academic background. Small and mid-sized firms in particular have to take special measures in the face of increasing competition for these qualified specialists. One recommended strategy is establishing early contact with potential recruits while they are still students. In joint projects with universities, students have the opportunity to become true intermediaries between research and industry, facilitating innovation before they are even hired.
A series of components for promoting collaboration have been developed, such as the Berlin Chamber of Commerce and Industry’s (IHK) Internship Guide, which lists internships for university students. Also, the IBB now offers even better terms for funding to help start-ups or expanding SMEs hire young academic graduates as innovation assistants for technology-intensive investment projects.

**Awaken the Entrepreneurial Spirit**

Berlin is Germany’s capital of entrepreneurship and has long supported spin-offs through business incubators. Universities and institutes of higher education now offer consultations for start-ups as a matter of course. Despite this, a stock-taking study performed by Humboldt Innovationen (HI) and the Berlin IHK showed that the possibilities for providing robust support to spin-offs have still not been exhausted. The transfer of scientific and technological findings into commercial applications should be better integrated into university programs, while the development of entrepreneurial competence should be integral to university education. Supporting spin-offs also requires a stable financial framework that facilitates continuous work.

Leading by example, HI functions as a new link between the city and its universities. The organization is itself a spin-off of the Humboldt University and has advised over 40 spin-offs, including several international joint ventures. At the Adlershof Campus, Europe’s largest technology park, HI opened its own business incubator in 2011, the SPIN-OFF-ZONE. The “Education Corner,” a portal with numerous tutorials, videos and teaching guides, went online in September 2011. It is an essential component of the Spin-Off SCHOOL today, founded in early 2012, which encompasses all of the education and professional development opportunities offered by HI.

“With the Education Corner, we have reached another milestone in transferring knowledge and technology. This new tool gives us faster and more targeted access to experts, entrepreneurs and people with know-how. Furthermore, we can spark new synergies between entrepreneurs and businesses even more efficiently.”

Martin Mahn, Managing Director, Humboldt Innovation GmbH
Field of action: Labor Force

High school students’ math and science skills are being improved. Companies have easier access to skilled specialists. A qualification offensive is tackling the shortage of skilled experts.

G1 Berlin Makes a MINT

In the coming years, new jobs will be created in the technology-intensive industries of the future. These jobs will need to be filled with people who are skilled in math, IT, the natural sciences and engineering, known in German also by their acronym “MINT.” The Industrial Master Plan for Berlin includes a wide range of measures to support the development of these skills beginning in school. Beyond increasing instruction in the natural sciences, the most essential task is the development of more effective teaching methods. Successful projects and methods like “Sinus Transfer” and learning workshops are to be expanded and permanently included in the curriculum. Learning workshops are spaces where children teach themselves through exploration, discovery and creativity. By experimenting freely with the materials provided to them, without any direction from teachers, the children develop an understanding of various phenomena in the natural sciences. This changes the everyday routine in school, also for teachers. Accordingly, the professional development programs in place for teachers are being adjusted as needed, and information about development and training is being made more transparent.

At a conference entitled “MINT-Mitdenken” (keeping the MINT subjects in mind) scheduled for spring 2013, participants will share lessons learned and teach new methods in workshops. A series of interviews with companies is intended to provide further insight into ways of improving the ongoing professional training available to teachers. The conference will also examine which essential skills children need to acquire at an early age in order to achieve better learning results in the MINT subjects for success in vocational training or university studies.

H1 Generating Enthusiasm for Industry: The Long Night of Industry

The goal of the Master Plan project is to increase awareness of the opportunities that Berlin’s industry offers young people, and university students in particular, who are choosing a career or looking for a job. The job chances at these very innovative and internationally active SMEs often go largely unnoticed.

The Industrial Policy Network was able to recruit 30 outstanding industrial businesses to participate in the “Long Night of Industry” on May 9, 2012. Ten of those companies had already taken part in the be Berlin campaign, with the slogan “ich bin ein berliner.” Traditional industrial powerhouses as well as more recently established mid-sized businesses, including many “hidden champions,”
participated in the inaugural event. Demonstrations and tours offered participants an exciting glimpse into the firms’ work; they were able to ask questions and get a first impression of the company – not just as a host, but as a potential employer. Well over 1,000 participants, largely school pupils and university students, took advantage of this opportunity to inform themselves about Berlin companies as their reliable partners for the future and their careers. The Long Night of Industry is an event that unites two partners who belong together: the people of the city and the industry that helps drive its economy.

I 1 Creating Attractive Jobs and Workplaces

Berlin is a leader in equal opportunity employment policy. The participation rate of women in politics and academia is already higher than the national average. Only a few other states have a higher rate of women who begin studies in engineering than Berlin. Yet that is no reason for Berlin to rest on its laurels. On the contrary, women in Berlin remain widely underrepresented in manufacturing jobs, they earn less than men, a large percentage of women work part-time, and they fill leadership positions less often.

The greatest barrier in this regard is not that women lack qualifications. Rather, employment in the industrial sector is often structured in a way that makes it more difficult for women to gain access. Many women, and men as well, rule out a career in industry based on this criterion alone. Therefore, the creation of work models adapted to all phases of life is of the utmost priority and necessary for workers to balance professional and family life. Companies will be more attractive as employers if they offer family-conscious benefits that allow them to recruit and retain qualified specialists, even if they are raising children or caring for other family members. Berlin’s senate departments and the city’s economic development corporation work together to improve conditions for flexible childcare and care for family members. They consult with employers and employees at SMEs in order to increase awareness of family-conscious HR strategies. Their cooperation with the Motzener Strasse Business Network (Unternehmensnetzwerk Motzener Strasse) points the way forward on this issue with its exemplary strategy for policies accommodating different phases of life in order to recruit and retain qualified specialists.
Field of action: Location Communication

Berlin is known internationally as a modern and clean city for industry, ready for the future. The city is making every effort to attract industrial enterprises.

J1 Boosting Confidence: Working Together to Build the Industrial City

The vision of Berlin as the industrial city of the future can only be realized if all stakeholders pull together and acknowledge their shared responsibility. That includes the business community, the public and policymakers. One tried and true method of bridging the gap between the public, policymakers and business is the “Industry Dialogue,” a forum for sharing lessons learned as well as a framework for developing joint initiatives to promote Berlin. Formats include industry get-togethers, company visits and press tours, which serve to improve the general conditions for industry and advertise Berlin as an industrial city. The Industrial Policy Network has resolved to continue the “Industry Dialogue” on a regular basis and with a results-oriented approach. Further components have been introduced, including the development of an industry exposé, which will compile key information about Berlin as an industrial city. Through this user-friendly new platform, ‘multipliers,’ especially from the policy realm, will advertise in Germany and abroad for the industrial city Berlin.

Another landmark event in the dialogue between industry, research and government is the Berlin Economic Conference (Berliner Wirtschaftskonferenz), which will discuss future-looking issues for the sixth time in November 2012. Five years after its launch, the conference will once again focus on overall industry.

J2 Berlin is Our Future

“As a mid-sized firm, it is especially important for us to link our company’s traditions with innovation and modern expertise. To achieve that, Berlin’s industrial enterprises need to raise their profiles. The industry campaign and the Long Night of Industry are important components.”

Jan IJspeert, Managing Director, BAE Batterien GmbH

“Ich bin ein berliner.” President John F. Kennedy’s famous words are now the slogan behind making Berlin “the place to be for future industries.” A platform was created (for example at www.be.berlin.de part of the be Berlin branding campaign) to introduce 15 pioneering industrial firms in the city and their products. These range from electric motors for hybrid vehicles to high-tech ropes for playgrounds. While the campaign had a regional focus in 2010, it has received national and international attention since 2011. In late March 2011, an exhibit about industry entitled “ich bin ein berliner.” was unveiled at Potsdamer Platz, frequented by thousands of tourists daily. In May 2011, the “industry quiz” was launched at the Hannover Messe, the world’s largest industrial trade fair. In June, quiz-winners won the 2 millionth BMW motorcycle manufactured in Berlin and a “Smart fortwo.” The motorcycle had rolled off the assembly line at BMW’s Spandau plant in May.
The 11th “Challenge Bibendum” on “sustainable individual mobility” also took place in May 2011. The Berlin branding campaign led the parade of electric vehicles from Tempelhof Airport to the Brandenburg Gate with a fleet of eROCKIT electric motorcycles. This event received international coverage and was an important step in Berlin’s successful bid to become an “Electromobility Showcase,” a federally funded program that will be launched in July 2012. “Ich bin ein Berliner.” is the motto of an industrial city in transformation, a city that is engaged and ready to meet the challenges of the future.

K3 Accessing New Markets

At the leading German and international trade fairs in 2011, the city’s industrial campaign was highlighted at all the stands organized by Berlin’s economic development corporation, Berlin Partner. The motto “Ich bin ein berliner.” reminded visitors of the city where the electric street car, the computer and so much more were born at events ranging from CeBIT, the Hannover Messe, Wasser Berlin, IFCC and LASER World of PHOTONICS and on to EU PVSEC, BIOTECHNICA and MEDICA. Berlin Partner’s convention service is tailored to the needs of small and mid-sized enterprises in Berlin, helping them present their creativity and diversity to the widest possible audience. Thanks to the professional guidance they receive from the very start, these companies can devote their full attention to their individual presentations once they are on site.

A study by TNS Infratest published in 2011 showed that Berlin has reestablished its reputation as an industrial city. Those surveyed increasingly associate Berlin with “a good research landscape,” “innovative companies” and “innovative products.” Of the businesses surveyed, 40% are considering opening their own locations in Berlin. The European Cities Monitor ranked Berlin the fifth best location for business in Europe, and effective city marketing is one of the advantages. In 2012, the industrial campaign was once again represented at all the key trade fairs and was part of the joint exhibit of several companies on electromobility at the Hannover Messe in 2012.
Berlin is a location for industry and business with considerable potential. The city has long reestablished itself among the fast-growing industrial hubs of Germany. In addition to market leaders with a global reputation, Berlin is home to a wide range of traditional and innovative small to mid-sized enterprises (SMEs), including a number of “hidden champions” that are unique on the global market. What stands out is the uninterrupted growth that Berlin’s industrial sector has been recording in the key industries of the future: energy, life sciences, as well as information and communication technologies. The concentration of companies active in the fields of photonics and microsystems technology as well as clean technologies is unusually high. Berlin also aims to become a leader in environmentally friendly automotive engineering and transportation technology; the city is an official “Electromobility Showcase.”

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