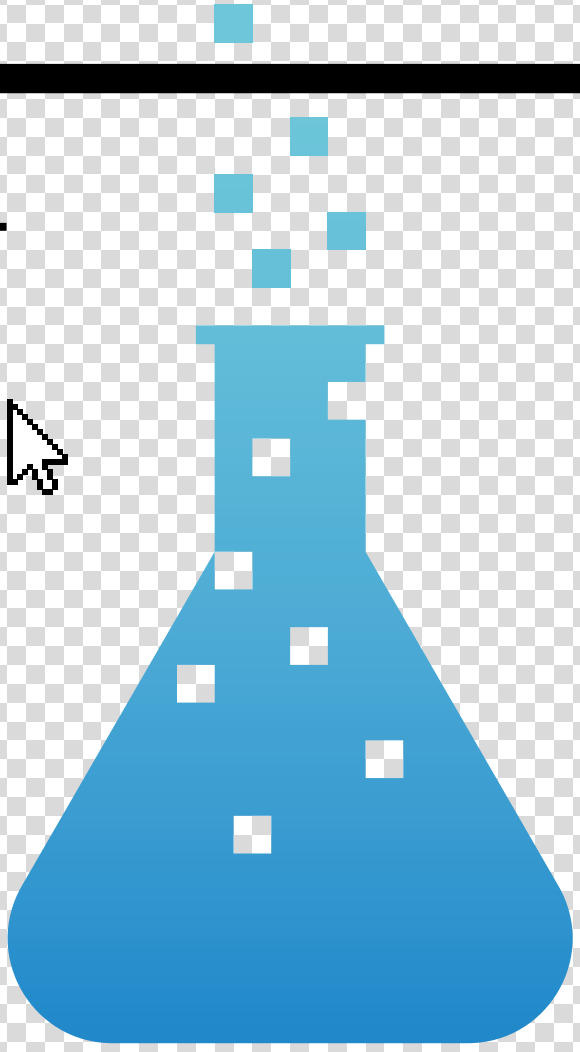
ISSUE N° 01/2017

BERLIN *to go*

BUSINESS NEWS TO TAKE AWAY

IN THE NEWS:

DIGITAL LAB BERLIN



MOBILITY OF THE FUTURE

WATER 4.0

DIGITAL RETAIL

FINTECH

Berlin Partner



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DEAR READER,

Thanks to a particular group of individuals, we can proudly announce that twelve DAX 30 companies have either set up their own innovation centers in Berlin or are currently partnering with external innovation centers in the capital, that the mobility of the future is being designed in Berlin and that more than half of Germany's FinTech scene can be found hard at work here; of course, we're talking about Berlin's digital natives.

These talented young minds from all over the world see Berlin as a highly creative urban hotspot for the open-minded, and they continue to flock to the capital to live and work. Indeed, the city is growing by roughly 60,000 people each year, with roughly one-third of these individuals consisting of young talent from abroad. At Berlin's many innovation hubs, accelerators and incubators, these creative thinkers work alongside leading regional, national and international industrial firms to find the best and most effective way to equip businesses for success in the digital age.

Berlin has become the digital lab of Europe!

We hope you enjoy reading this issue of Berlin to go.

A. Joras

Andrea Joras and Dr. Stefan Franzke
Managing Directors, Berlin Partner



Illustration: Till Schermer

LEGAL NOTICE

BERLIN *to go*

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CONTENTS

NEWS TO GO

Magnetic Berlin 6
Berlin Draws Founders, Researchers, Students and Tourists

DISCUSSION: DIGITAL LAB BERLIN

At a Glance 8
How, Where and What is Digitized in Berlin

You've Reached Your Destination 10
Mobility of the Future

Agile Thinking 12
Mobility Services from VW Digital:lab

Doping for Startups 14
METRO Accelerator Powers Innovation for the Retail and Foodservice Industry



Digitales Flow ↑
Intelligent Water Management Solutions for Berlin

Ideas Workshop Berlin 18
Several DAX-30 Companies Investing in Digitization are Drawn to the Capital

Did You Know 21

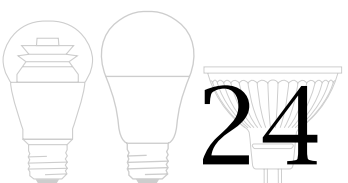


BERLIN GOES

Berlin in Dialogue with the World:
City Partnerships in Capital City Marketing

SERVICE

At Your Side 22
Berlin Partner's Balance Sheet Shows Booming Business



New Opportunities ↑
LEDVANCE on the Development of its Business Location

LOCATION

Point of view 28
Mitte – The Capital District

Hotspot →
St. Oberholz – Where Berlin's Startup Scene Hangs Out

STARTUP

A Home Port for the FinTech Scene 32
Many International Startups in the Sector are Dropping Anchor in Berlin

Success Factors for FinTech Startups 33
An Interview with Chris Bartz, CEO of Elinvar



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*Quelle: FAW Frequenzatlas 2016

MAGNETIC BERLIN

1 2 3

Berlin Remains Germany's Startup Capital

The startup boom in Germany's capital continues. In fact, Berlin even broke the barrier of 100,000 companies listed on the commercial register this year. As Jan Pörksen, Director of Consulting & Service at Berlin's Chamber of Commerce and Industry (CCI) notes: "Twenty new limited liability companies (GmbH) and eight new entrepreneurial companies (UG) are registered every day in Berlin. This proves once more that Berlin is Germany's undisputed startup capital."



Strong Employment Growth

Berlin's economy also continues to grow and generate new jobs. In 2016, the number of people in active employment increased by 46,200 individuals or 2.5% to reach roughly 1.89 million, the highest number since German reunification. Jobs were created particularly in the service industries, the digital and communications industries and the construction industry. Ramona Pop, Berlin's Senator for Economics notes: "Berlin continues to boom and remains ahead of other federal states in terms of job creation."

The TOP 3 Greenest Projects

On May 12, 2017, the GreenTec Awards in Berlin will honor highly innovative environmental protection projects at a glamorous gala in the capital. This leading environmental prize celebrates visionaries and their work on sustainability, green lifestyles and environmental protection. The GreenTec Awards are aimed at initiatives, individuals and companies.

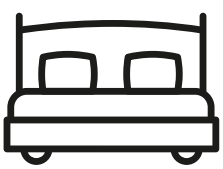


Photo: Ulf Büschleb

4

More Than Five Million International Tourists

The number of overnight stays made by visitors to Berlin increased by 2.7% to reach a total of more than 31 million. The three most important reasons to visit Berlin are its landmarks, arts & culture and cityscape & architecture. The convention industry generated roughly one-fourth of the visitors in 2016 with 7.7 million overnight stays.



Berlin Visitors 2016

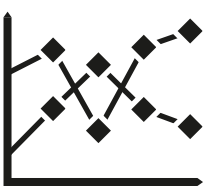
31 Million

Overnight Stays

5

Venture Capital Hotspot

Berlin remains a leading city for venture capital in Europe. According to a recent study by Ernst & Young, a total of 220 VC financing rounds took place in the city in 2016. Berlin accounted for almost one-half of the total of 486 VC financing rounds in Germany. The study especially showed a trend towards small and middle-sized deals involving up to 10 million.



6

World's 6th Best City for Students

Berlin has secured a sixth-place spot on an international ranking of the world's best cities for students. This marks a gain of three places over previous year, and the capital continues to be the best-placed German city on the list. Berlin's Governing Mayor Michael Müller notes: "We're very proud of this excellent standing. It attests to the magnetism of our city and its universities for students from all over the world."

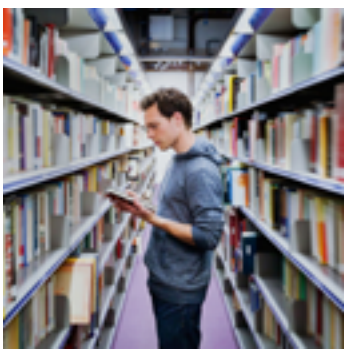
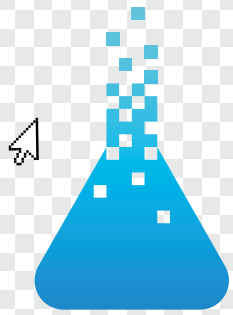


Photo: iStock.com/anyaberkut

DIGITAL LAB BERLIN



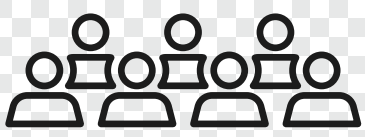
Text: Christin Berges

Mobility

While K.I.T.T. will have to remain a fictitious TV star for the moment, driverless cars are no longer a thing of the future. In fact, the preliminary stages have become a reality: modern cars are now connected to the internet at all times and can navigate easily into tight parking spaces. Digitization has also already reached those people who get around happily without a car. If you live in the big city and don't have your own car, all you have to do is use your smartphone to get from A to B quickly and easily with the help of public transport or car-sharing offers. A number of startups – but also global corporations – are currently developing the mobility of the future in Berlin. The most prominent example is the VW Group, which is designing its global digital strategy from its Digi:Lab in Berlin.

Finance

There used to be no alternative to paying a visit to the bank manager; today, however, all you have to do is pull out your smartphone. Plus, that annoying search for change is over, at least if you look at the ideas being generated by young FinTech entrepreneurs in Berlin. Indeed, it's in Berlin – not in the traditional banking district of Frankfurt – that banknotes are being transformed into bits and bytes. Berlin is the FinTech capital of Germany; according to the Investitionsbank Berlin, roughly 70 FinTechs are at home here, roughly half of all of the FinTechs in Germany.



69,000

people work in Berlin's digital economy = Hamburg + Stuttgart



up to 2030

+270,000

jobs in Berlin's digital economy

Services, products and processes are successfully digitized at the Digital Lab Berlin. The lab combines the talent and expertise of interesting partners drawn from the startup and science communities to attract renowned companies to Berlin, where they can put their digitization plans into practice.

Water

Berlin is a water town: 180 kilometers of navigable waterways traverse the city, 600 bridges span over rivers and canals, and almost 7% of Berlin's entire area consists of water. Even in terms of economics, the wet stuff is an important factor: over 8,000 people work at more than 250 companies in the water management industry. The digitization of the industry under the name "Water 4.0" is here to stay: it entails the intelligent networking of water systems and users aimed at resource-friendly and environmentally friendly consumption.

Trade

Shopping in the digital universe has long since become an everyday habit: whether it's the latest smartphone, a flight to Rome or a new washing machine, the online selection knows no borders and is always only a mouse click away. According to the German Trade Association (Handelsverband Deutschland), online trade in 2016 generated sales of €44 billion. Less surprising: the most successful online retailer in Germany is Amazon. In May 2016, Berlin was the first German city to receive the new quick delivery service Amazon Prime Now; within one hour after placing your order, the item is delivered to your door. Europe's largest online fashion retailer Zalando now employs over 6,000 employees in the capital. In the 4th quarter of 2016, thanks mostly to diligent Christmas shoppers, the company generated over €1 billion in turnover for the first time. The wholesale sector is also getting digitized in Berlin – for example with the help of the METRO Group's own startup program.



+70%

1st place:
since 2007 IT sector Berlin

+48%

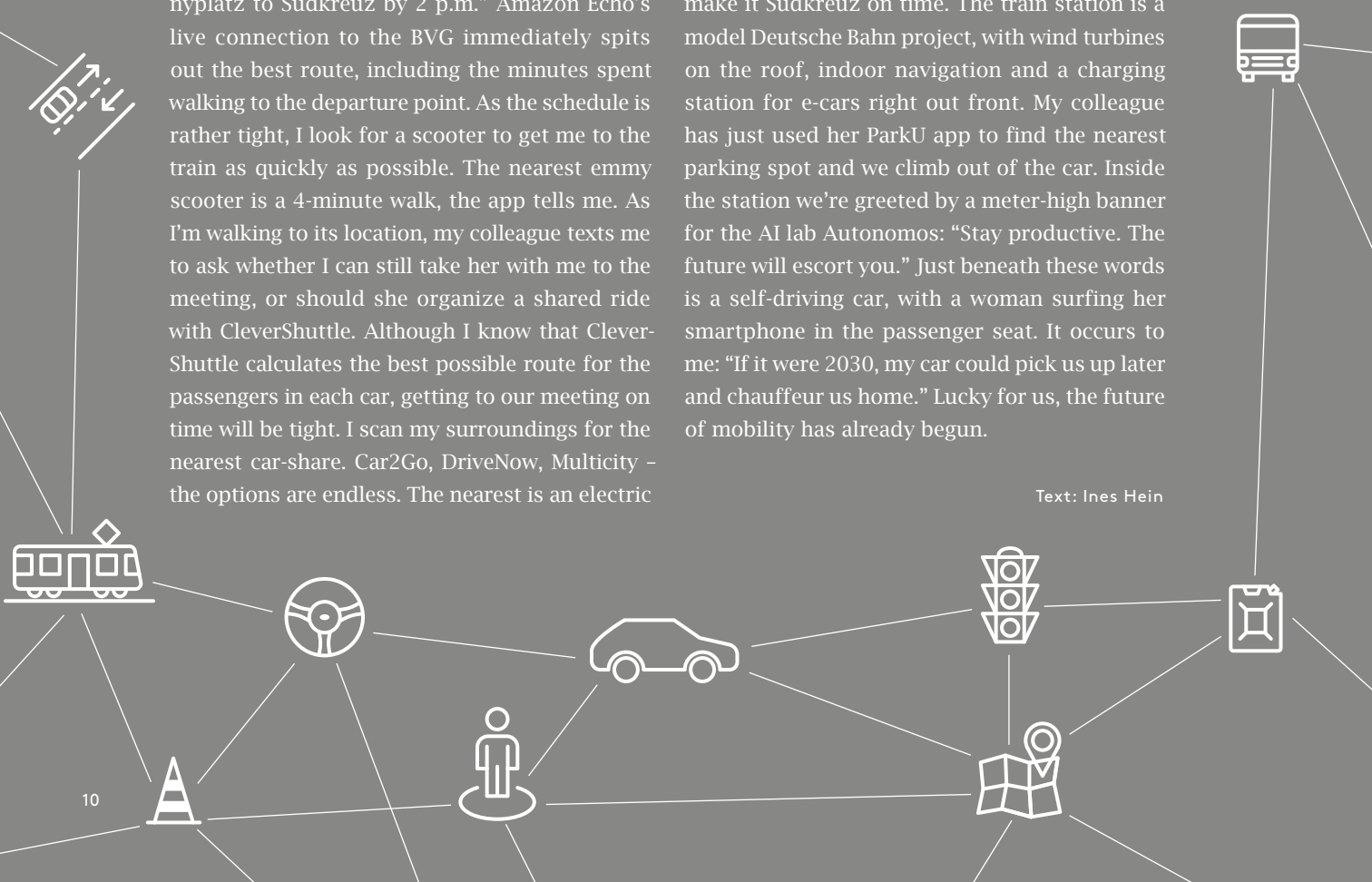
2nd place:
since 2007 IT sector Cologne

YOU'VE REACHED YOUR DESTINATION!

THE CITY'S RENOWNED MOBILITY PROVIDERS AND STARTUPS ARE SHAPING THE MOBILITY MARKET OF TOMORROW, AND ARE ALREADY ENHANCING THE LIFESTYLES OF TODAY'S BERLINERS. A GLIMPSE INTO THE NOT-TOO-DISTANT FUTURE SHOWS WHAT'S ALREADY UNDERWAY AND WHAT'S STILL TO COME.

Berlin, summer 2020: Berlin's urban mobility offers its residents maximal freedom of movement. Most people plan their routes using Collect-App, a platform that compares, organizes and prices all options for getting from A to B. "Amazon Echo, ask the BVG how I get from Savignyplatz to Südkreuz by 2 p.m." Amazon Echo's live connection to the BVG immediately spits out the best route, including the minutes spent walking to the departure point. As the schedule is rather tight, I look for a scooter to get me to the train as quickly as possible. The nearest emmy scooter is a 4-minute walk, the app tells me. As I'm walking to its location, my colleague texts me to ask whether I can still take her with me to the meeting, or should she organize a shared ride with CleverShuttle. Although I know that CleverShuttle calculates the best possible route for the passengers in each car, getting to our meeting on time will be tight. I scan my surroundings for the nearest car-share. Car2Go, DriveNow, Multicity – the options are endless. The nearest is an electric two-seater. I share my location with my colleague, who reaches the car moments later. "I would have gotten picked up by an Allygator," another favorite shuttle service for ride sharing, "but it'll be faster for us to drive directly there." As usual, Berlin's midday streets are at rush-hour capacity. Construction sites impede our route, and even worse is an unannounced demonstration, which we learn about via our digital co-driver from German Autolabs. It keeps us up-to-date on current announcements and carries out tasks on demand. "I'll look for the best route using my TomTom Go app," my colleague suggests. "It also gives us real-time information on current traffic." Just like that we bypass the street closures and make it Südkreuz on time. The train station is a model Deutsche Bahn project, with wind turbines on the roof, indoor navigation and a charging station for e-cars right out front. My colleague has just used her ParkU app to find the nearest parking spot and we climb out of the car. Inside the station we're greeted by a meter-high banner for the AI lab Autonomos: "Stay productive. The future will escort you." Just beneath these words is a self-driving car, with a woman surfing her smartphone in the passenger seat. It occurs to me: "If it were 2030, my car could pick us up later and chauffeur us home." Lucky for us, the future of mobility has already begun.

Text: Ines Hein



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AGILE THINKING FOR OUR MOBILE FUTURE

Interview: Ines Hein

Photos: Volkswagen AG

Stefan Gotthardt, ambassador at Volkswagen Digital:Lab, talks about agile software development for the future of mobility and how synergies are experienced and fostered in the lab

MR GOTTHARDT, VOLKSWAGEN DIGITAL:LAB OPENED ITS DOORS IN BERLIN IN MID-2015. WHAT EXACTLY DO YOU DO?

SG: As the Volkswagen Group's IT, we cooperate with our internal brand partners to develop software relating to issues of future mobility. We work to create mobility services and a digital ecosystem for our end customers together with the US software specialists at Pivotal Labs, whose best practices we adapt in agile collaboration.

HOW EXACTLY DOES THIS WORK?

SG: The spectrum ranges from smartphone apps and web-app hybrids, for example, in the field of intelligent auto maintenance, to intermodal traffic concepts and sharable services, such as central digital IDs for our customers.

WHAT DOES YOUR WORK LOOK LIKE?

SG: We currently have a team of 50 people from 14 countries. We're proud to have a high proportion of women, almost 30%. Each of our teams is responsible for their own software product. There are three fixed roles in each team: product manager, designer and software developer. One of the core methods of our cooperation is the "partnering" of two colleagues to create a mirrored, double workstation, ideally in a 1:1 relationship, that is, one of our own people together with someone from Pivotal.

WHAT IS THE ADVANTAGE OF THIS TANDEM SOLUTION?

SG: It fosters learning and creativity and increases quality. Plus, both partners stay informed about current advancements, possible solutions and outstanding questions in the project. By sharing knowledge, we're able to speed up project development and enable quick adjustments.

WHY DID THE VW GROUP OPEN ITS DIGITAL:LAB IN BERLIN?

SG: Berlin is Europe's start-up and tech metropolis. The city attracts talent thanks to its entrepreneurial spirit, and we're able to directly access that talent here on site. Digitization is posing major challenges to industrial corporations. Old and established processes and structures have to be rethought and redefined in order to keep up. Thanks to the Digital:Lab, the IT team at Volkswagen Group has been well-prepared for this from the very beginning. Our team tries out actual work performance, but



also new forms of cooperation, new team structures and new paths to optimal solutions that can often provide meaningful sources of inspiration to the core organization.

WHAT IS YOUR ROLE ON THE TEAM?

SG: Our bosses, Peter Garzarella and Jochen Scherl, knew from the start that someone was going to have to take care of communicating our goals and learnings, promoting and networking the lab and handling the recruiting. This is how my job came to be. With the help of Berlin Partner, I was able to build contacts quite early to existing networks, for example, to universities, other corporates and established institutions, such as media.net brandenburg. Today, we benefit from an exciting exchange with several actors in the capital region.

AND HOW WOULD YOU DESCRIBE YOUR MISSION?

SG: I'm passionate about the subject of agility! What we experience here is that it's entirely possible to approach a task in unconventional ways and still arrive at effective results that are optimal for clients. We just need to stay open and leave room for criticism, even personal critique. But this only works when you have a team that feels connected at eye level. And this is exactly what we've accomplished here.

THANK YOU FOR TALKING TO US, WE WISH YOU CONTINUED SUCCESS.



Stefan Gotthardt

Studied corporate communications, psychology and media studies (M.A.). He started working for Volkswagen AG in 2011 and has been head of business development at the Digital:Lab in Berlin since 2015.

DOPING FOR STARTUPS

The METRO Accelerator powered by Techstars in Berlin fosters innovation generated by startups for the retail sector and foodservice industry

Accelerators provide a form of legal doping for newly founded companies: indeed, with the help of financial injections, office space, mentoring and professional training, startups are freed up to focus entirely on their business models. In Berlin, the METRO Accelerator helps teams of international founders working on the digitization of the retail sector and foodservice industry. Dr. Alexander Zumdieck talks to Berlin to go about why METRO launched its own growth accelerator in 2015. As managing director of METRO Accelerator, he describes what awaits the chosen startups during their three months in Berlin and illustrates the role played by digitization in the restaurants of tomorrow.

STARTUPS ATTEMPT TO CONVINCE AUDIENCES OF THEIR BUSINESS IDEA IN A BRIEF AND CONCISE PRESENTATION CALLED AN ELEVATOR PITCH. HOW WOULD YOU EXPLAIN THE METRO ACCELERATOR IN ONLY A FEW WORDS?

Dr. Alexander Zumdieck: The METRO Accelerator is a startup program launched by the German wholesale and food specialist METRO. Twice a year, we invite ten young companies to participate in a three-month program in Berlin. The accelerator supports them in further developing their digital innovations for the retail sector and foodservice industry. In addition to financial injections and office space, the program offers intense exchange with mentors, individual coaching sessions and workshops.

THERE ARE ALREADY SEVERAL STARTUP ACCELERATORS OUT THERE – WHY DID METRO LAUNCH THEIR OWN IN 2015?

AZ: The unique thing about the METRO Accelerator is our concentration on the development of startups focusing on the retail sector and foodservice industry. This focus fits the company behind the accelerator perfectly: METRO Cash & Carry belongs to the METRO Group and is a leading international specialist in the field of self-service wholesaling with offices in 25 countries. Restaurants, in particular, purchase their goods at the company's more than 750 wholesale markets. In a quest to create added value for this important group of customers, we use the accelerator to actively seek out innovative tech-based startups.

> "Digitization has the potential to simplify and accelerate business processes and customer relations for restaurants, cafés, hotels, snack stands and caterers."

THE TRIUMPHANT ADVANCE OF ONLINE COMMERCE HAS BEEN UNDERWAY FOR SOME TIME NOW. HOW DO YOU SEE THE DIGITIZATION OF THE FOODSERVICE INDUSTRY DEVELOPING IN THE FUTURE?

AZ: The foodservice industry is poised to undergo an even greater process of digitization than experienced to date. I'm sure of that. This presents us with tremendous opportunities, as digitization has the potential to simplify and accelerate business processes and customer relations for restaurants, cafés, hotels, snack stands and caterers.

COULD YOU GIVE US AN EXAMPLE FROM THE METRO ACCELERATOR ITSELF?

AZ: The first that comes to mind is a checklist app created by a startup called Flowtify. The app is designed for Android tablets and makes it easier for companies to keep track of hygiene regulations. Instead of having to fill out lists meticulously by hand, you simply click on the tablet. In fact, this paperless quality management solution is already being used in some Real markets.



An inspiring workshop atmosphere at the accelerator

WHAT ROLE DOES THE US STARTUP NETWORK TECHSTARS PLAY IN THE METRO ACCELERATOR?

AZ: Although the METRO Group has decades of experience in the retail and wholesale sectors, the idea of founding our own accelerator was brand new territory for us. So we brought in the professionals. Techstars is an American startup network with a highly respected name in the startup scene across the globe. They've been managing accelerator programs for young internet companies for ten years and have had a program in Berlin since 2015.

THE HEADQUARTERS OF THE METRO GROUP ARE IN DÜSSELDORF – WHY IS THE METRO ACCELERATOR IN BERLIN?

AZ: Because Berlin is Germany's number-one startup metropolis. Successful startups like Zalando and Delivery Hero have their head offices here. The city's founders' scene continues to grow, with new startups mushrooming up every day. Berlin also happens to be the city in Germany that attracts the most venture capital. And then there's the city's sheer international magnetism. We see this in the over 600 applications we receive for our program each year, including startups from Germany, Europe, the USA, Canada and Australia.

WHAT SHOULD THESE YOUNG COMPANIES EXPECT TO EXPERIENCE IN BERLIN?

AZ: Three months at full throttle! Some of the events in our jam-packed schedule include team meetings, coaching sessions, pitch training, workshops and one-on-one discussions with mentors, the latter being one of the most important factors for success. In addition to financial backing totaling up to €120,000, there's also the support of a network of 120 mentors, which include experienced METRO managers but also successful startup professionals. Our offices at the German Tech Entrepreneurship Center at Berlin's Schlossplatz also offer ideal conditions for startups, who can take advantage of fully furnished offices and networking opportunities at our business incubation center.

WHAT HAPPENS WHEN THE TWELVE WEEKS ARE UP?

AZ: The program's crowning finale is the DEMO DAY, when startups do their best to showcase their companies. We invite all mentors, potential investors and the media to join us on this day. After that, we remain connected to the startups through our investments in each company as well as through the alumni program. Incidentally, quite a few startups stay in Berlin and work on their future success from right here in the capital.

APROPOS THE FUTURE – WHAT'S UP NEXT FOR THE METRO ACCELERATOR PROGRAM?

AZ: In 2017, thanks to the tremendous success we've enjoyed with our Hospitality Program in the past two years, we're going to be adding a program for startups from the retail sector. In order to publicize the program and find ideal young companies, we've been on the road a lot in the past several months, most recently in Tel Aviv together with Berlin Partner. That Israeli city has a booming startup scene, just like Berlin. Thanks to support from Berlin Partner, we were able to meet some amazing founders there. I'm already looking forward to seeing how our dual programs turn out in 2017!

→ www.metroaccelerator.com

Text: Eva Scharmann

Photo: hospitality.metroaccelerator.com/blog

DIGITAL FLOW: BERLIN'S INTELLIGENT WATER NETWORK

Water 4.0 is much more than just a hot topic. In fact, digital water management solutions made in Berlin are now allowing for the resource-efficient, flexible and competitive management of the commodity of water.

Text: Eva Scharmann

Photos: Berliner Wasserbetriebe

There's a lot of water being pumped through Berlin. Indeed, roughly 500,000 cubic meters of drinking water are used every day in the capital, with 7,900 kilometers of water pipes transporting that water to consumers. The German capital is also growing at a tremendous pace, which means that it needs more water each year; in turn, the infrastructure needs to be adjusted to fit the demand. And then, of course, there's climate change: in 2016, there were a number of heavy rainfalls, with images of the flooded Gleim Tunnel acting as the visual symbol of such states of emergency. Without a doubt, the challenges facing the water management industry are set to become increasingly complex. And this means it's high time for "Water 4.0." Berlin already plays a pioneering role in the digitization and networking of the water supply management industry.

Building K is full of activity. Employees bustle through the 600 square-meter hall or work at their laptops at one of the 20 test stands. The pounding sound of a pump fills the air. This historical brick building on the grounds of the Technische Universität Berlin (TU) on Fasanenstraße is home to the testing hall of the Department of Fluid Systems Dynamics, which examines all technical matters relating to currents in machine engineering. "This is an example of how Water 4.0 can work in practice," explains Prof. Dr.-Ing. Paul Uwe Thamsen, TU professor and department head, pointing to a testing station comprised of a large glass water tank, a flashing blue pumping system and a non-descript control cabinet. "This is an intelligent pumping station," notes Thamsen.



← Process control center at the Berlin-Tegel waterworks

Inspired by the term "Industry 4.0," digital transformation in the field of water management systems is referred to as "Water 4.0." Although the water industry might be seen as conservative, it has long since recognized the signs of the times: "Water 4.0 puts the focus on the digitization and automation of a strategy for resource-efficient, flexible and competitive water management." This is the essence of the German Water Partnership (GWP), a broad-based network of Germany's water industry. As a result of the digitization strategy, the GWP sees good opportunities to create future-oriented jobs and a high level of transparency for water consumers.

For Thamsen, "Water 4.0" is an evolution, not a revolution: "We're building on what exists now." He argues that the industry is moving from automation to the next step in development. Especially in the field of wastewater, Thamsen is able to name concrete examples: "In this realm, we benefit from the fact that we've been performing R&D for over ten years now." Together with other research institutes and the small and medium-sized companies that comprise Berlin's water management community, the TU is involved in innovative projects focusing on intelligent water infrastructure systems via networks such as Aquanet Berlin-Brandenburg.

Back at the pumping station in the test hall, "Innovative Mechatronic Operating Systems for the Optimization of Complex Wastewater Systems" (IMEBA) are currently in action. Such facilities use sensor systems that are able to undertake diagnostics, deduce action plans independently and react actively. For example, blockages caused by wet wipes can be eliminated using reverse rinsing without any need for exterior intervention. "We can also perform troubleshooting remotely via the internet," explains Thamsen.

The smart pumping station has also been used "live": application tests were carried out and evaluated in different pumps belonging to Berlin's waterworks company, the Berliner Wasserbetrieben (BWB). At the sites where wastewater is transported to sewage treatment plants via pressure lines, the TU can make development processes more efficient and reduce costs. In fact, Thamsen estimates that the efficient combating of blockages would lead to savings of roughly €10,000 per main pumping station in three months.

The BWB is the largest water supply company in Germany and its main pumping systems are part of a massive water infrastructure. Berlin's groundwater flows from 650 wells into one of nine water facilities. Households, industry and commercial operations are provided with drinking water via lines comprising roughly 7,900 kilometers. "The high quality of our drinking water has the highest priority at all times, and that's why we're somewhat cautious here with the use of new digital solutions," says Jens Feddern, Head of Water Supply. He notes that cyber security is a big theme, especially in the case of a critical element of infrastructure such as the drinking water supply; this is why it is necessary that binding minimum standards with regard to data security be implemented. At the same time, the BWB sees digitization as an opportunity: "In the field of Water 4.0, we play a pioneering role for water utilities across the country. This is why we perform extensive research and are involved in numerous projects, so that we can create smart solutions to meet challenges such as urbanization and climate change," emphasizes Feddern.

"In the field of Water 4.0, we play a pioneering role for water utilities across the country."

One example is KURAS, a joint research project in which BWB experts joined with business and R&D actors to develop "concepts for urban rainwater management and wastewater systems." Among the 4.0 solutions they developed are improved simulation programs that enable accurate predictions for water flow behavior and the inclusion of external data sources as well as weather data into web-based analysis tools. KURAS also makes it clear that in order to achieve sustainable rainwater and wastewater management, all actors in Berlin will need to work together, especially to be able to better manage heavy rain events such as in July 2016 in the Gleim Tunnel. And, as Jens Feddern notes: "Not only do we need better technology, we also need additional help from inner-city seepage areas and green roofs."



Text: Simone Fendler

DAX 30 IDEAS WORKSHOP

Several DAX 30 companies operate Berlin-based innovation centers or are partnered with development labs. The resulting creativity exerts a magnetic pull and provides tremendous potential for new discoveries.

BAYER FOSTERS BIOTECH STARTUPS AT THE "COLABORATOR"

Chemistry is usually not the most popular subject at school; but without chemistry we wouldn't have any detergents, electronic devices or modern medicines. At its R&D complex in Berlin, Bayer offers creative minds in the field of Life Sciences an innovative home; at the CoLaborator, young companies work on their fresh ideas in an ideal environment and test their ideas for marketability. Laboratories, offices and, of course, key infrastructure are available here, including a conference room in a truly inspiring yet independent environment.

CONTINENTAL PARTNERS WITH THE CISCO INNOVATION CENTER

The internet of things – it's a concept many of us find hard to understand. In order to foster and accelerate development in Germany, Cisco set up an open platform for partners, startups and companies in Berlin. At open-Berlin, the Cisco site on the Euref Campus, several dozen startups work together with partners who focus on production, logistics and transport. This focus is explained by the proximity to auto-parts supplier Continental, one of its largest partners. The innovation center is an open platform for initiators, but also for university-based researchers.

DAIMLER – FROM CARMAKER TO DIGITAL MOBILITY SERVICE PROVIDER

Daimler is breaking new ground. The venerable automaker is cooperating with the Berlin startup scene at a co-working space in Kreuzberg called Betahaus, where a team is working on solutions for transport networks and the movement of goods. The focus is on the digitization of the business field of Mercedes-Benz vans, in particular. While the team is indeed led by Daimler employees, it works independently of corporate structures. This 'lean startup method' allows independent teams to develop new business models and prototypes without any detours through different hierarchies. The ideas produced in this manner open up the company to new approaches and solutions.

DEUTSCHE BANK – A BERLIN STAPLE RETAINS ITS VITALITY

Deutsche Bank is a true Berlin baby. Since being founded in 1870, the financial company has always been able to adapt to modern conditions. Today, Deutsche Bank has grown up to become a service provider active in all spheres of finance. Startups play an important role as a source of inspiration for new lines of business and business relationships, which is why Deutsche Bank cooperates with Factory Berlin to network medium-sized companies with the startup scene. Deutsche Bank advises entrepreneurs, helps acquire funding and offers contacts to their own network.

THE E.ON STARTUP ACCELERATOR: AGILE!

Launched initially as an employee program, E.On's :agile fosters young business ideas and projects. Entrepreneurs, inventors, startups and, of course, E.ON employees themselves can develop their ideas and gain relevant feedback. The accelerator provides coaching, funding, work stations and advice on marketing and sales. :agile seeks to generate innovations from the energy sector. The :agile site in Berlin is located on the Euref Campus, where they enjoy the excellent company of several enterprises active in the fields of energy, sustainability and mobility.

LUFTHANSA TAKES FLIGHT ON DIGITAL IDEAS FROM THE INNOVATION HUB

At the Lufthansa Innovation Hub, startups can transform their digital ideas relating to the travel industry into tangible products. A team possessing the expert knowledge of the Lufthansa Group advises founders on their approaches and projects. 100 million potential passengers and an exemplary collection of data are available. E-Commerce and consumer apps are developed at the Innovation Hub, which was founded in 2014 at Hackescher Markt. The lab also generates ideas for new processes at the "mother ship" so that old structures can be updated and booking processes optimized.

→

RWE PARTNERS WITH THE GERMAN TECH ENTREPRENEURSHIP CENTER

RWE is usually associated with energy production and trade. The corporation is one of the most important suppliers on the European market. Together with other partners, RWE supports the German Tech Entrepreneurship Center (GTEC), a new campus for startups, international companies and universities. Here you'll find office spaces as well as work stations for experts and mentors from large corporations. Founders are given support in building their companies in order to more effectively bundle the fields of education, R&D and funding. RWE is always looking to generate new sources of inspiration so that they can have a say in the ideas that arise from them.

HENKEL ALSO SUPPORTS THE GTEC

The global consumer goods manufacturer Henkel is also a partner of the German Tech Entrepreneurship Center (GTEC). The project set up by the European School of Management and Technology (ESMT) at Berlin's Schlossplatz is also home to the Berlin Startup Academy and the US accelerator Techstars. In their search for innovative ideas, Henkel accompanies tech-oriented startups and helps develop new business fields. Promising creative minds are recognized and supported early on.

DEUTSCHE TELEKOM STARTUPS MEET AT HUB:RAUM

Deutsche Telekom attracts tech founders to Berlin with its own incubator. At the Hub:raum, startup companies can expect to find a network of experts looking to explore capital business opportunities together with Deutsche Telekom. In addition to workshop spaces, mentoring and networking events, they also offer contacts to the business units of Deutsche Telekom as well as partnerships and access to customers. Ambitious teams of founders benefit from the experience and intensive care. Hub:raum is a flexible and quick-operating interface for young entrepreneurs and the digital corporation.

COMMERZBANK'S DIGITIZATION PLATFORM #OPENSPACE

It was only a couple of weeks ago that #openspace – Commerzbank's first digitization platform – opened its doors. The space is designed to bring together middle-sized companies, innovation partners and startups. Its ultimate aim is to equip companies for the digital future. The challenge consists of uniting a company's individual requirements with digital opportunities. In six-week programs, companies are exposed to a building-block principle in which different digitization tools are presented and adjusted to suit their own company. Experts are available at #openspace to support and improve digital processes.

BERLIN IS PART OF THE SAPLABS NETWORK

For roughly one year, the Walldorf-based software company SAP has operated an innovation center in Berlin. Their network stretches to 13 countries and connects selected high-tech clusters. The lab works on innovative solutions for digital services. Focal points include software development in the fields of machine learning and cloud apps. The lab is the ideal site to connect SAP's core business with the startup scene. Creative minds find plenty of free space for cutting-edge, digital challenges. Taken together with the existing offices in the Berlin-Brandenburg region, it means that roughly 400 individuals work for SAP Labs.

VOLKSWAGEN SEEKS OUT NEW IDEAS AT DIGITAL:LAB

At Volkswagen's Digital:Lab in Berlin, the automaker's software experts work together with the US software specialist PivotalLabs on a digital ecosystem that offers new mobility services as well as services relating to networked cars. The Digital:Lab in Berlin is part of a worldwide network of IT labs set up by the company to push forward cutting-edge sectors such as IT, digitization and driverless cars. Since it was launched, the Volkswagen Digital:Lab has grown to include roughly 50 employees.



DID YOU KNOW THAT...

... the capital city is the global leader in car sharing?

With roughly 2,500 automobiles, Berlin is the world's car-sharing champion. Electric cars have also stood the test – roughly 15% of Berlin's car-sharing vehicles run on electricity.

... R&D is being done on the future of mobility in an entire city district in Berlin?

A research project called "Smart Sustainable District" (SSD) organized by TU in the district of Moabit West is set to develop innovative e-mobility and transport technologies for short-distance traffic, including driverless busses.

... Berlin's public transport authority (BVG) is betting on electric busses?

In cooperation with Hamburg, Berlin is getting ready to acquire up to 200 electric busses each year.

... Berlin is the city where the only example of the driverless bus known as "Olli" is being tested?

The Berlin Senate Department for Economics, Energy and Public Enterprises is supporting a pilot project called "First Mover," in which the bus created by Berlin-based Local Motors is undergoing trial operations on the Schöneberg Euref Campus.

... privately owned cars stand around unused an average of 22-23 hours per day?

The introduction of parking management in Prenzlauer Berg in 2010 reduced parking congestion by 20% and had a positive influence on the mobility behavior of commuters, who increasingly switched to public transport.

... 9,800 cyclists drive across the Oberbaumbrücke every day?

Ten counting stations record everyday cycling traffic on Berlin's roads. Since 2001, the findings have shown that cycling continues to rise steadily.

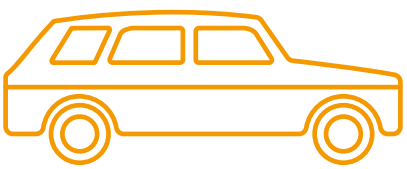
... alternative forms of mobility will get even more important in the future?

Berlin mobility researchers have found out that different forms of transport will start to merge in the future. For example, people will get where they need to go by taking the S-Bahn then hopping into a car share.

... Berlin was a car-sharing pioneer?

StattAuto launched in Berlin in 1988 and offered shared cars via a network of fixed locations. The company was renamed Greenwheels in 2006.





BOOMING BUSINESS

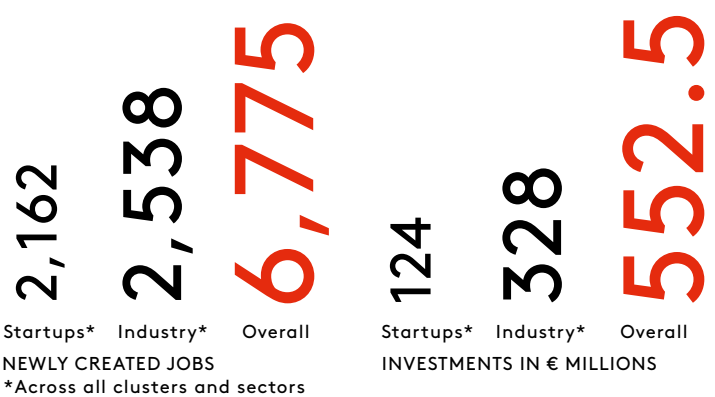
The balance sheet of Berlin Partner for Business and Technology shows how digitization is causing a boom in the number of companies setting up shop in the city

Berlin's economy continues to evolve positively. The end-of-year numbers at Berlin Partner for Business and Technology confirm this solid economic growth: Berlin Partner supported companies as part of 302 projects that generated a total of 6,775 new jobs in the capital. Roughly €552.5 million is being invested in these endeavors. As the city's major business development agency, Berlin Partner assists companies as they set up offices in Berlin, but also in their continued growth in the capital. Since 2014, the number of companies setting up shop in Berlin has doubled to 126 in 2016. Companies from southern Germany are especially attracted to working with the local startup scene here. And, for the first time in five years, more jobs are being created by companies relocating to Berlin than by existing companies expanding their business.

A look at Berlin's official clusters and sectors shows that the digital economy continues to generate the strongest gains in employment. Over half of all jobs in projects assisted by Berlin Partner are implemented in the cluster referred to as ICT, Media and Creative Industries. Many jobs are also being created at the interface between the digital economy and other sectors, such as the transport industry. For example, VW moved its Digital:Lab to Berlin in 2016. VW's software experts work here on a digital ecosystem that offers new mobility services and everything relating to the networked automobile. The lab has now grown to 50 employees.

The industrial sector and the startup scene make a significant contribution to the city's positive economic development across all clusters and sectors; as part of Berlin Partner-assisted projects, every 3rd job is created at a startup and over half of investments continue to come from the industrial sector. The networking of established companies and founders acts as both a driver

OVER 50% OF INVESTMENT FROM INDUSTRY, AND EVERY 3RD JOB CREATED AT A STARTUP



*Across all clusters and sectors

of innovation and a guarantee for the creation and securing of jobs. An example of this is LEDVANCE, a giant in the lighting industry, teaming up with volatiles lighting, a startup specializing in innovative area lighting: Berlin Partner brought the two companies together. Through their collaboration, volatiles lighting gained access to new markets, and LEDVANCE won development opportunities in the smart-home business while creating new jobs at the Berlin factory. Volatiles lighting has since moved to the factory premises.

The innovative strength of Berlin's economy is also boosted by the third-party funds acquired by Berlin Partner. In fact, the development company can look back on a successful year: they were able to raise the level of third-party funds by over 30% to roughly €49 million. Other strong drivers of this trend are the healthcare and optical industries.

Text: Annabell Dörksen

THIRD-PARTY FUNDS FOR BERLIN: AN OVER 70% INCREASE IN TWO YEARS

48.9 MILLION

THIRD-PARTY FUNDS RAISED IN 2016

ALMOST 1 IN 3 PEOPLE DIE FROM CARDIOVASCULAR DISEASE | OUR SCIENTISTS WON'T ACCEPT THAT



According to the World Health Organization (WHO), cardiovascular diseases are the number one cause of death throughout the world.
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Science For A Better Life

NEW OPPORTUNITIES FOR BERLIN INDUSTRY

Peter Wetzel and Gisbert Heining, Berlin plant managers for LEDVANCE, on the future of the company and cooperation with local enterprise

LEDVANCE is a wholly owned subsidiary of Osram and is one of the world's leading providers of lamps for professional and private customers. The product line includes state-of-the-art LED lamps as well as traditional lighting sources, standardized lamps and intelligent and networked solutions for Smart Homes and Smart Building. LEDVANCE operates in over 120 countries and, as of 1 July 2016, employs around 9,000 individuals. In fiscal year 2015 the general lighting lamps company earned around two billion euros, accounting for 40% of OSRAM's total revenue.

LEDVANCE IS A SPIN-OFF AND LICENSEE OF THE OSRAM BRAND OF GENERAL LIGHTING PRODUCTS. WHAT ARE THE COMPANY'S PRIORITIES IN THE MARKETPLACE AND IN PRODUCTION?

PETER WETZEL (PW): LEDVANCE is currently focusing on the manufacturing of conventional lamps for the consumer market. This includes not only incandescent lamps and energy-saving lamps, which can be found in nearly all of today's homes, but also high-efficiency high-intensity discharge lamps for professional use as well as LED lamps, or so-called retrofits. Complete luminaires have thus far constituted a smaller share. This facet of the business will be greatly expanded in the future. LEDs are used almost exclusively in this regard. In the upcoming phases, more and more networking will be integrated into lighting solutions – so-called Smart Home applications. The consumer market, that is, the mass market, is always a priority here. In Berlin, we are currently specializing in the development and production of high-intensity discharge lamps. Although in small projects, we are already working on LED-based lighting solutions.

AT THE END OF JULY 2016, OSRAM ANNOUNCED THAT LEDVANCE WOULD BE SOLD TO A CHINESE CONSORTIUM FOR €400 MILLION. COULD YOU TELL US SOMETHING ABOUT THE CURRENT STATUS AND CAN YOU ESTIMATE HOW THINGS WILL GO FOR THE COMPANY FROM HERE ON OUT?

GISBERT HEINING (GH): We are currently in a phase where we know the new ownership structure, but the change of control has not yet taken place. This means we're still a wholly owned subsidiary of Osram, although the path before us is clearly marked. For us at the factory, the concrete effects of this are still unknown. Generally, the businesses of LEDVANCE and the new owners prove highly complementary; while LEDVANCE has traditionally had its strengths in Europe and America, the new owner is strong in the Asian market with its LED lighting systems. Both sides can profit from this situation. In the end, however, it's always about maintaining the capacity to compete. Any company that fails to develop and manufacture its products economically will have difficulties in any ownership configuration.

LEDVANCE HAS 250 EMPLOYEES IN PRODUCTION AND DEVELOPMENT AT ITS BERLIN LOCATION. WHICH ISSUES AND PROJECTS ARE THEY RESPONSIBLE FOR?

PW: Berlin is the center of expertise for high-intensity discharge lamps. This was already the case during our joint operations with Osram. The LEDVANCE development division develops and oversees products and production not only here in Berlin, but at other manufacturing sites in Germany, Europe Asia and America as well. While the products we currently manufacture almost exclusively employ this technology, we are focusing energy on the development and engineering of future technologies. Our expertise in current lighting applications for shops and streets serves us well in this regard. For example, we understand the needs of municipalities in terms of the efficient lighting of streets and buildings. In engineering we have great expertise in the networked monitoring and visualization of production and consumption processes, and we'd like to make this accessible to other operators as well, such as our partners and customers.

HOW SIGNIFICANT FOR YOUR COMPANY IS YOUR BERLIN LOCATION AND WHAT DO YOU FEEL ARE ITS ADVANTAGES?

PW: First of all, Berlin is the city, and region, where I live. It's unique. Everything converges here in the metropolis – politics, industry, culture and nature.

GH: But Berlin is also a mecca for science. It has 4 universities, 37 institutions for higher learning, over 20 technology parks and around 70 independent research facilities. Berlin is a hub for the creative industries. New ideas are born here every day. People come to Berlin to use what the city has to offer for developing their projects. There are more and more business incubators and networks where startups and large companies can work together. These collaborations are a boon for the young startups as well as for the established firms.

YOU'RE PLANNING TO SEEK MORE COLLABORATIONS WITH LOCATION PARTNERS AND YOU'VE ALREADY JOINED THE NEW NETWORK INAM, INNOVATION NETWORK FOR ADVANCED MATERIALS. HOW CAN OTHER INDUSTRY PLAYERS FROM BERLIN-BRANDENBURG COOPERATE WITH YOU?

GH: At the LEDVANCE plant in Berlin we're trying to take advantage of precisely these opportunities. In Spandau we have a facility for the development and production of lamps. Our many years of experience have awarded us great expertise in the industrialization and production of premium products. At the plant we possess extensive know-how on development, laboratory work and analytics; we've mastered the methods of quality assurance, can build small machines and appliances, and are adept at machine controls and the data visualization of processes. We know what it takes to take a good idea and make into a market-ready product. We want to use these capabilities in cooperation with other companies. Young companies in particular can benefit from these services. They oftentimes have a terrific idea or product, but then fail in bringing it to the market. It's here that we can and would like to offer our expertise. At our LEDVANCE plant in Spandau we have highly equipped production facilities, where we can map a wide range of manufacturing processes, from prototypes to articles for mass production. We're also in contact with Berlin Partner for Business and Technology, we've joined the INAM network, we've taken part in various events, such as the startup competition AdMaCom, and we'll soon be offering up our services on our own website. With the help of Berlin Partner we were already able to navigate a potential collaboration with a startup in the lighting industry.

Interview: Markus Wabersky

WHERE BERLIN'S START-UP SCENE HANGS OUT

St. Oberholz has grown from the most popular café in the German startup scene and the home of the digital Bohème into a multifunctional co-working space

In the summer of 2005, when Ansgar Oberholz and his wife Koulla Louca opened St. Oberholz in a former Burger King on Rosenthaler Platz, their concept marked a new phase in the digitization of services and thus the beginning of an innovative era of creative work in the digital environment.

As late as twelve years ago, the foodservice industry had hardly any digital interfaces: order lists to suppliers usually had to be faxed or discussed by phone, and weekly lunch menus were either faxed or distributed by hand. Even employee shifts were managed by hand rather than electronically. So it was a small sensation in café and restaurant circles when Oberholz and Louca started sending out their weekly menu via e-mail newsletter. Their groundbreaking concept was embodied even more concretely in the design of the café.

Louca and Oberholz broke with the prevailing café custom – which involved many small tables next to one another – and installed long tables instead. Not only were guests forced to sit together, they were also encouraged to actually work together, especially seeing as St. Oberholz offered free access to electricity and WiFi. While other cafés didn't look fondly on people "working" at their tables, here it was expressly encouraged.

"My wife and I wanted to create an entirely new, urban café concept at this historic site. That's why the idea of working in a café where you have electricity and WiFi was important for us; but we also wanted different seating arrangements, space for meetings and great views over Rosenthaler Platz. It was an experiment from the very beginning, and we were eager to see if the concept would be accepted and what guests would do with it," explains Oberholz. Suffice it to say, the concept worked; the café has been a major hub in Berlin's startup and cultural scene for over ten years. In fact, shortly after opening, it was rare to see a guest who wasn't working at a laptop.

When St. Oberholz first opened its doors, it was home to "digital natives" in particular. Today, however, the nature of the guests has changed. Oberholz notes that you'll see freelancers – such as journalists, photographers and graphic designers – sitting next to people from the startup scene. This is indeed a café where work is done differently, but it's also a place where many companies are founded. For example, the unique St. Oberholz environment inspired the founders of SoundCloud, Zalando and Betahaus. While audio designer Alexander Ljung and musician Eric Wahlforss indeed got their start in Stockholm, the music sharing company SoundCloud enjoyed its decisive breakthrough in Berlin. In fact, the two founders had their unofficial "office" at St. Oberholz. On the first floor of the café, the founders of Zalando met with their first investors. It's also where the founders of Betahaus mused on spaces that went beyond laptop cafés where creatives could meet and work on projects and ideas. Today, Betahaus is a leading co-working space that offers short-term office space and ideal meeting points for founders and investors.

St. Oberholz also took up the idea of common work spaces and professional atmospheres and



now offers a co-working space alongside team rooms and meeting rooms just above the café. For Oberholz himself, this was a logical step in the development of coffeehouse culture. In fact, he argues that co-working spaces were born out of coffeehouse culture rather than from office culture. Indeed, co-working is an evolutionary step in this tradition; it unites elements of cafés, offices and private-life spaces in a perfect semi-public symbiosis. While cafés can get full and loud, co-working spaces are environments in which people can focus entirely on their work. Many thinkers and founders also like to work with their teams for longer periods of time, which is why St. Oberholz has also offered apartments since 2009. Established companies are increasingly using the St. Oberholz infrastructure, sending teams there to work in co-working spaces; for example, a team of innovators from Berlin's public transport authority, the BVG, developed an app here for bike riders.

The building that houses St. Oberholz is certainly making history today, but it was also influencing the Zeitgeist at the turn of the last century, when it was home to Gasthaus Aschinger. The Aschinger locales were designed to look like bourgeois restaurants, however they served quick meals at highly reasonable prices, thus filling a gap in the market made up by the ever-increasing number of workers in the city.

Today, St. Oberholz is indeed the nucleus of many digital enterprises. But the theme of digitization also plays a role in the gastronomical sphere as well. According to Oberholz, there is tremendous potential particularly in the iPad point-of-sale system managed via the internet. Interestingly, the largest change for restaurant and café operators comes in the form of other digital developments, that is, the many online-based delivery services, such as Foodora and Delivery Hero.

Text: Anke Templiner

Photo: St. Oberholz/Berlin Partner

THE CAPITAL DISTRICT

FACTS:
Inhabitants: 363,263
Area: 3,947 ha
Companies: 7,324

The borough of *Mitte* is home to the oldest historical sites in Berlin and remains the focal point of the metropolis today

Since being consolidated on January 1st, 2001, the borough of Mitte – literally "middle" – has comprised the former boroughs of Mitte, Tiergarten and Wedding. This centrally located area is known for being simultaneously a grand metropolis and a cozy neighborhood. Indeed, it represents both a major world capital and a quiet residential location. Its six sub-districts are home to Germany's federal parliament, the offices of the federal government, countless foreign embassies and major banks, while at the same time being a popular residential neighborhood and the site of many bars, restaurants, trendy clubs and that "green lung" of Berlin, the Tiergarten. Next to Friedrichshain-Kreuzberg, Mitte is one of only two Berlin boroughs that contains parts of former East and West Berlin.



HIP AND HISTORICAL

Today's Berlin emerged in the 13th century out of the former towns of Berlin and Cölln, both of which are found in today's Mitte. Over the centuries, Berlin integrated a number of suburban areas and gained its status as a center for politics, culture and science. The tourist attractions along Unter den Linden Boulevard embody this important role played by the center of the city. And today, once again, this is where Berlin and Germany are governed and administered, which accounts for the high concentration of state and federal offices in Mitte. Indeed, the proximity to political bodies is just as attractive for companies, banks and interest groups as it is for the hotel and foodservice industries. Mitte is also home to many young, creative and innovative companies. The ICT and media & advertising industries are broadly represented here – especially in the rapidly growing startup scene – and contribute significantly to Mitte's reputation as a hip place to live and work.



EXCELLENT AND NETWORKED

Mitte's vast number of university and R&D institutes – first and foremost Humboldt-Universität zu Berlin – make for a highly efficient linking of business and science. Humboldt is one of eleven "Universities of Excellence" in Germany and is well-known across the globe for its venerable Mitte campus as well as for the affiliated Charité University Hospital Berlin, the largest of its kind in Europe. Several small and medium-sized healthcare companies have set up shop here near world leaders in the pharmaceutical industry, such as Bayer Healthcare Pharmaceuticals, Pfizer and Sanofi, as well near renowned scientific institutes, such as the Robert Koch Institute and the Max Planck Institute for Infectious Biology. Business and industry tap into sources of inspiration

Photos: iStock.com/Robert Herhold, Heike Zappe

LOCATION ADVANTAGES

- First-rate infrastructure with excellent public transport connections
- Hauptbahnhof and Westhafen: A leading rail transport hub and one of the largest inland ports in Germany
- Political proximity: parliament and government district, home to federal lawmakers, business associations and leading institutions
- Venerable companies, dynamic startup scene and innovation sites
- Attractive, centrally located areas for the craft sector, high-tech firms, logistics, production and service providers
- High density of science institutes
- World-renowned squares and streets that draw tourists

provided by the Beuth University of Applied Sciences Berlin, which connects practice-oriented training with applied R&D and boasts the largest range of engineering programs in the region.

INNOVATIVE FROM OLD TO NEW

Mitte is also the birthplace of Berlin's industrial history. The city's largest inner-city industrial area – the Industrie- und Gewerbegebiet Moabit – is located here directly at the Spree. From the wholesale market at Westhafen all the way to the district of Wedding, there are many commercial parks featuring small and middle-sized enterprises, particularly those active in mobility and logistics, production and mechanical engineering and information and communication technology. Longstanding traditions and cutting-edge tech merge effortlessly at the Technologie-Park Humboldthain, the follow-up to Germany's first founders' center (BIG), located on a former AEG production site. This is where young tech-oriented companies, such as Specs Surface Nano Analysis, meet scientific institutes such as the Fraunhofer IZM and the facilities of TU Berlin on Campus Wedding. Mitte is also the leader in Berlin's startup scene. The borough's growing number of startups has led to the establishment of a high-tech business and science location here. Young enterprises, such as the startup campus known as Factory, are given support. At Focus Teleport, Mitte has a modern service center for the computer and electronics industry; and Green Moabit is a centrally located development project involving cutting-edge industries. Business growth in Mitte also gets a boost from its central location within Berlin, especially from its good public transport connections and the hubs at Hauptbahnhof and Westhafen.



HIDDEN CHAMPION

In addition to well-known companies such as Siemens, Brose, Conti and Atotech, Mitte is also home to firms that are less recognized yet globally eminent in their particular fields. For example, Menzel Elektromotoren GmbH, a venerable company from Mitte that began producing industrial drive technologies in 1927; since then, Menzel has consistently developed and expanded its range of products for industrial facilities of all kinds. Today, the third-generation family-owned-and-operated company is a worldwide supplier of three-phase and asynchronous motors as well as direct-current motors. Menzel offers not only a high quality standard; it also scores points in terms of speed, service and engineering.

Text: Anke Templiner

Borough Advisor, Berlin-Mitte

Stefan Schulze

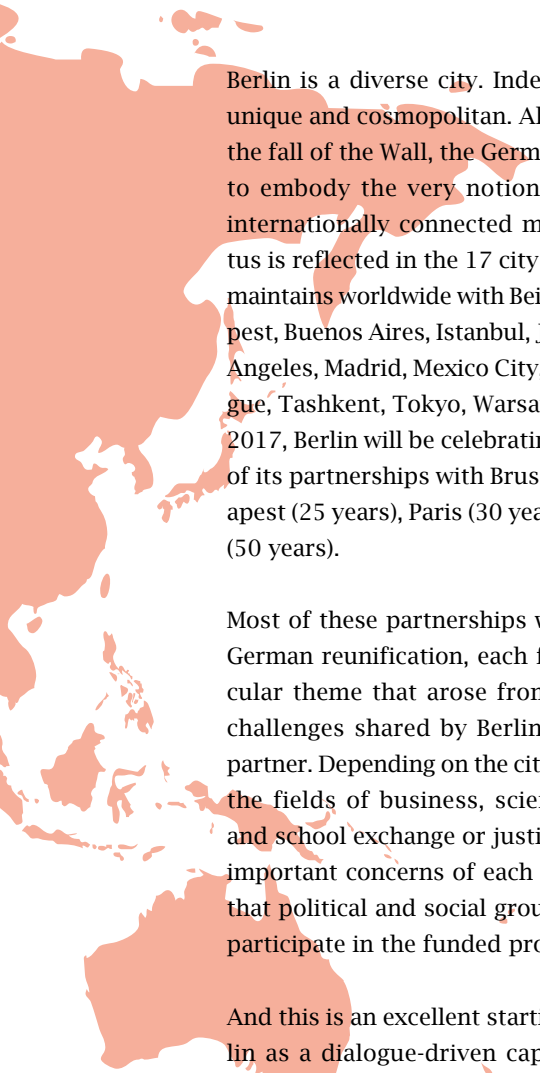
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Photo: Berlin Partner - Wüstenhagen



BERLIN IN DIALOGUE WITH THE WORLD

Berlin has 17 city partnerships throughout the world. In fact, in 2017, Berlin will celebrate the 25th, 30th and even 50th anniversaries of its partnerships with Brussels, Budapest, Paris and Los Angeles respectively. The "*be* Berlin" capital city marketing campaign works to foster the festivities and brings Berlin's many activities under one umbrella.



Berlin is a diverse city. Indeed, it is innovative, unique and cosmopolitan. Almost 30 years after the fall of the Wall, the German capital has come to embody the very notion of a dynamic and internationally connected metropolis. This status is reflected in the 17 city partnerships Berlin maintains worldwide with Beijing, Brussels, Budapest, Buenos Aires, Istanbul, Jakarta, London, Los Angeles, Madrid, Mexico City, Moscow, Paris, Prague, Tashkent, Tokyo, Warsaw and Windhoek. In 2017, Berlin will be celebrating the anniversaries of its partnerships with Brussels (25 years), Budapest (25 years), Paris (30 years) and Los Angeles (50 years).

Most of these partnerships were launched after German reunification, each focusing on a particular theme that arose from the interests and challenges shared by Berlin and its respective partner. Depending on the city, this might involve the fields of business, science, culture, youth and school exchange or justice. One of the most important concerns of each city partnerships is that political and social groups from both cities participate in the funded projects and events.

And this is an excellent starting point for be Berlin as a dialogue-driven capital city marketing campaign carried out by Berlin Partner since 2009 on behalf of the Berlin Senate. be Berlin involves key Berlin figures by offering them a platform at its international presentations. At the same time, it supports and publicizes a variety of activities and initiatives generated in the capital within the framework of the city partnerships and brings them under Berlin's brand umbrella. Once again this year, Berlin will take these anniversaries as an opportunity to enter into dialogue with select cities; it will also take advantage of content synergies emerging out of the interfaces in each respective metropolis. For example, on the occasion of the 25th anniversary of the partnership with Brussels, a number of diverse Berlin representatives will be on hand in September of this year; the focus in Brussels will be especially on projects and initiatives that connects the two cities in cultural, social and political terms. The German capital will be presenting itself as a culinary capital as part of the "Eat Brussels!" festival. Berlin will also be traveling to Los Angeles in October. In 2017, that American film and media capital will join us to celebrate the 50th anniversary of city partnership with Berlin. An international film gala will form the highlight of the wide-ranging festivities.

Text: Raukia Abrantes

Berlin's 17
partner cities

→

Beijing
Brussels
Budapest
Buenos Aires
Istanbul
Jakarta
London
Los Angeles
Madrid
Mexico City
Moscow
Paris
Prague
Tashkent
Tokyo
Warsaw
Windhoek

A HOME PORT FOR THE FINTECH SCENE

Text: Ines Hein

Increased digitization in the financial sector is creating business models that are radically transforming the market

"Disruptive Innovation" is the new recipe for success. As Germany's premier startup hub, Berlin is becoming the new headquarters for the international FinTech scene?

Some 3,000 technology companies have located to or been founded in Berlin in the last three years alone. Over 70 FinTech companies call the city home; that's twice as many as in Frankfurt, Germany's banking capital. Already by 2015 over $74 million of risk capital was invested in FinTech companies. A recent example confirms this trend; kapilendo AG, a full-service provider in the area of crowdfunding, collected $7 million in a new round of financing at the end of 2016. A February 2017 study by the accounting firm EY reports that risk capital investments in Germany reached a new high in 2016. With €413 million, FinTech companies claim second place in a ranking of sectors. The state of Berlin was once again at the top of the heap, claiming 61% (€254 million) of the venture capital invested in e-commerce. Three of the world's 100 most significant FinTech firms are based here: Spotcap, Pair Finance and Solaris Bank, ranked 29, 90 and 96 in KPMG's "2016 FinTech100."

Commerzbank #openspace, Berliner Volksbank Ventures, Roland Berger and Visa Europa's Spielfeld Digital Hub, and the Innovation Lab from Deutsche Bank are four prominent examples of current innovation hubs for traditional banking firms in the German capital.

> "When it comes to startup spirit and innovation capital, Berlin is ahead of the game."

The physical distance separating classic banking houses and their innovative digital units is fully deliberate. Frankfurt may win in the more established financial arena, but when it comes to startup spirit and innovation capital, Berlin is way out in front.

"As a location for FinTech, Berlin excels over other cities around the world, particularly due to its thriving startup scene. Not only is Berlin's strong startup activity – above all in technology – indicative of the city's entrepreneurial spirit, it also draws corresponding talent, especially developers," according to the recent study "FinTechs in Berlin – Eine Standortbestimmung" by Investitionsbank Berlin (IBB). Of the roughly 170,000 students in the city, each year about 30,000 join the job market with a tertiary-level degree. Expats from 185 countries, a low cost of living for a high quality of life and the strong digital scene contribute to the city's appeal among talented professionals. This potent dynamic and proximity to the government – two factors critical to the FinTech market – as well as various trade associations like Bitkom help make the location tremendously attractive. The task for the future? Developing Berlin as a banking center. Innovative new startups, powerful business incubators and the establishment of new headquarters for companies from beyond the English Channel will all play a part.

AS AGILE AS A STARTUP AND AS STABLE AS A CORPORATION

Text: Ines Hein

Photo: Olaf Heine

Chris Bartz, CEO and co-founder of Elinvar, talks to Berlin to go about key FinTech success factors and the story behind his company's name

MR BARTZ, BEFORE FOUNDING YOUR COMPANY, YOU WERE ACTIVE AS A VENTURE PARTNER AT THE COMPANY BUILDER FINLEAP. WHAT ARE THE KEY SUCCESS FACTORS FOR FINTECH COMPANIES?

Chris Bartz (CB): There are three factors. 1. Financial knowledge: our industry is subject to strong laws that one needs to be familiar with. 2. IT expertise: this relates to current developments that always need to be kept in mind and harnessed for one's own business. 3. Entrepreneurial background: we are constantly faced with the unbelievable pace of change in our era, and this means that making business decisions today involves courage, speed and a willingness to take risks.

YOU FOUNDED YOUR OWN FINTECH CALLED ELINVAR. WHAT ROLE DOES FINLEAP PLAY IN THIS?

CB: My co-founder and I met at FinLeap and started our joint company there too. By the time we started hiring our own employees, we already had a double-digit number of people working for us at FinLeap. This support meant that we were able to concentrate entirely on building our venture from the very start, because core functions were already running. FinLeap gave us an essential advantage by providing all relevant resources. "Talent" is the key word here. Each year, FinLeap receives more than 10,000 applications from highly qualified individuals. This access to talent is the key success factor in the building of any company.

WHAT ELSE?

CB: In our case, it was another potent industry partner, Talanx Asset Management. They are one of the largest asset management companies in Germany and now, next to FinLeap, a partner at Elinvar. This combination creates a decisive advantage for us; it gives us the agility of a startup and the stability of a financial corporation at the same time.

WHAT DOES ELINVAR DO?

CB: Elinvar is a platform for the expansion of digital services provided by private banks and independent asset managers. These established providers have clear positioning advantages and generate sustainable added value for their customers. We help our partners navigate the digital world by means

of complete digital solutions custom-designed to correspond to their market presence, investment expertise and investor content and services. At the moment, we're waiting for our BaFin licensing as a financial portfolio manager. After that we will be able to offer all necessary services from one source.

WHAT DO YOUR SERVICES FOR DIGITIZING COMPANIES INVOLVE?

CB: Digitization leads to individualization. The number of possible customer contact-points increases exponentially as a result of digitization; some studies say by roughly 20 times. Elinvar helps its partners take optimal advantage of these opportunities; we also enable them to handle actual performance creation, that is, the asset management itself, in a completely digital manner. In the end, it always comes down to being able to offer the best individual solutions for the end customer.

HOW INNOVATIVE ARE YOU IN THIS PROCESS?

CB: Very. In our field, we're constantly working between the forces of regulation and progress. And precisely for this reason, the key to success is to always keep in mind innovative developments that could set a precedent for the future.

FOR EXAMPLE?

CB: Amazon Echo. We're currently examining whether this voice service could be applied in the field of asset management communication.

WHAT DOES YOUR COMPANY'S NAME STAND FOR?

CB: It's the alloy a French-Swiss physicist named Guillaume received the Nobel Physics Prize for in 1920. The properties contained in Elinvar allowed it to increase the precision, for example, of watches. It's an image that fits us perfectly: our features allow us to increase the individual strengths of our partners in the digital world.

WHAT ROLE DOES BERLIN PLAY IN THIS?

CB: Berlin is a city where many well-educated and innovative thinkers want to live. This is a tremendous advantage for FinTechs, and it complements our proximity to large banks, associations and political decision makers here. For the future development of the city's FinTech landscape, however, it will be crucial for Germany in general to remain an attractive location. If that is the case, then Berlin will continue to prosper as a FinTech capital in the future.

THANK YOU.



Chris Bartz

Chris Bartz has been active in the financial sector for 20 years and is CEO & co-founder of Elinvar. As an industry expert, he works to foster and promote high-performance FinTech ecosystems, digital banking and the advantages of digitization in general. This also applies to his work as head of Bitkom's FinTechs & Digital Banking workgroup. Before founding Elinvar, he was a venture partner at FinLeap and head of corporate strategy and communications at Weberbank and Mittelbrandenburgische Sparkasse. He also worked in various functions at Deutsche Bank and Dresdner Bank.



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