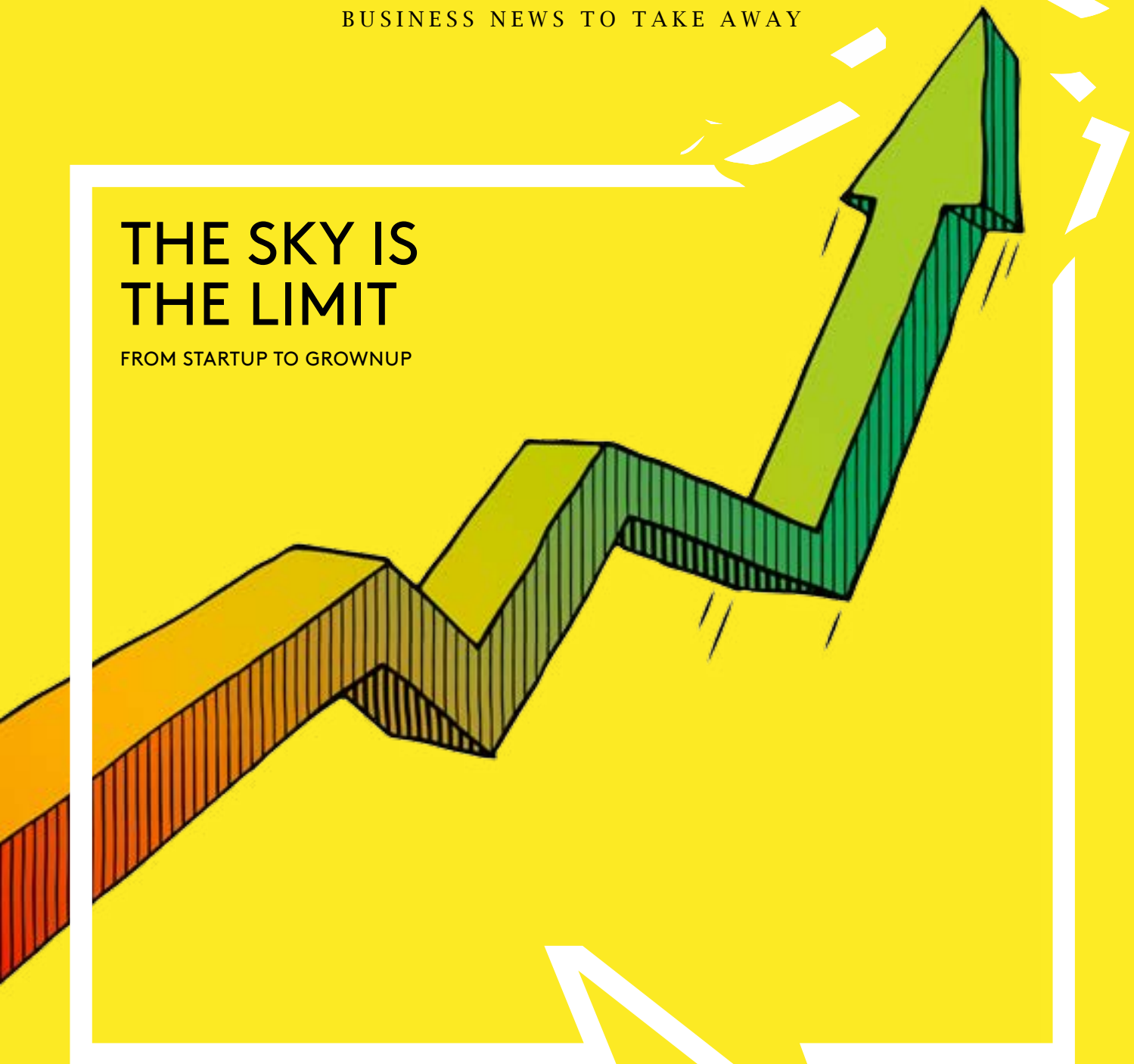


BERLIN *to go*

BUSINESS NEWS TO TAKE AWAY

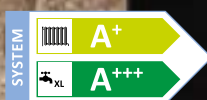
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DEAR READER,

For several years now, Berlin has known only one trajectory in scores of areas, namely, up. In 2016, the city's economic growth was above the national average for the fourth year in a row. Roughly 40,000 new companies annually provide additional evidence of the city's impressive growth, as does the number of individual wage earners in Berlin, which has been increasing for years now at a faster pace than the national average. In 2016, roughly 60,000 newly employed Berliners were added to that number. Indeed, almost all numbers relating to Berlin are continuing to go through the roof.

The digital economy remains the driving force behind this tremendous Berlin boom. Companies from all over Germany are drawn to the capital to work together with the vibrant local startup scene. Berlin is also the home to current and forthcoming hubs for FinTech and the Internet of Things. At these state-of-the-art locations, established companies, founders and scientists are merging their skills and expertise to develop new business fields and opportunities.

Today, Berlin is no longer the city where first steps are taken; it's where great strides are made.

Here's to even more growth - and a pleasant reading experience with the current issue of Berlin to go!



Dr. Stefan Franzke
Managing Director, Berlin Partner



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LEGAL NOTICE

BERLIN to go

BUSINESS NEWS TO TAKE AWAY

is a Berlin Partner publication

Publisher:

Berlin Partners Holding
Capital City Marketing Ltd.
Fasanenstrasse 85 · 10623 Berlin

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Tel.: +49 30-46302599

Published by:

LASERLINE
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Production:

LASERLINE
Druckzentrum Berlin KG
Scheringstrasse 1 · 13355 Berlin-Mitte
www.laser-line.de

Copies printed:

2,000. Any media data used in this publication are taken from February 2017.

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Startup Capital Berlin

The Startup Monitor study published in mid-October showed that Berlin is seen as the hotspot on the start-up scene but is facing increased competition thanks to the growing startup scene throughout Germany. Founders want more Europe, more cooperation, more venture capital and less bureaucratic hurdles when hiring foreign employees. In fact, the trend is moving in the direction of more regional ecosystems. And, as Economics Minister Brigitte Zypries noted: "The share of female founders grew for the third year in a row, but it remains low at 14.6 percent."



Microcredits for Refugees

The Investitionsbank Berlin (IBB) has launched its program "Microcredits from the SME Fund" for refugees with temporary residency and settlement permits. The credit terms are designed to correlate with the duration of the residency permit, although longer terms are also possible. Each microcredit amounts to a maximum of €25,000 and involves a simple application and a quick credit decision. "By launching our microcredit offer for refugees, we're eager to make a contribution to the successful integration and economic and financial independence of refugees," explains IBB Chairman Jürgen Allerkamp.

The Place to be for Digital Conferences

An increasing number of events relating to innovation, IT and digital themes are taking place in Berlin. The city's event industry offers high-quality services and is closely networked with the tech and science scene. This makes Berlin the ideal location for future-oriented events: Digital Life Design (DLD), Europe's leading international conference for digital and innovation issues, and the TechCrunch Disrupt 2017 digital conference are both moving this year from London to Berlin. The re:publica digital conference has taken place annually in Berlin for ten years.



4

Unemployment Falls Again

This past October, 162,659 people were without work in Berlin. That's 2,699 fewer unemployed than in September and 9,347 less than one year ago. The unemployment rate reached 8.6 percent, which is its lowest level since January 1991, when statistics began being recorded in the former GDR states. "Within three years, the number of employed individuals in jobs subject to social insurance grew by 160,000 – an impressive development," notes Bernd Becking, management chairman of the Berlin-Brandenburg Regional Directorate at Germany's Federal Employment Agency.



5

Hotspot for Innovation Hubs

According to HubSpot's recent "Berlin Tech Hub Survey," young tech and startup companies in Berlin have excellent growth opportunities. The study showed that the starting position for founders in the German capital today is more favorable than it's been in decades. Roughly 86 percent of respondents believe that tech and startup companies can operate successfully in Berlin. The competitive capital market for tech entrepreneurs combined with well-trained professionals in the digital field make the capital attractive. Indeed, Berlin provides entrepreneurs a good environment for starting new businesses and successful growth.

6

High Spirits in the Berlin Economy

Low interest rates and rising incomes continue to fuel enterprises in the capital. A recent study carried out by the various chambers of commerce shows that spirits are higher than ever before in the craft industries, while heavy industry is also flourishing. The commerce and hospitality industries described their situation as good. Tourists and new arrivals in Berlin are also contributing to the great mood: "The city continues to grow rapidly, which boosts the economy," explains Christian Wiesenhütter, deputy managing director of Berlin's Chamber of Commerce and Industry.



HOW DO START-UPS ACHIEVE SUCCESS?

Scaleup consultant *Nikolai Ladanyi* reveals the key challenges facing startups on their way to success



Among the biggest hurdles confronting startups are business principles that are crucial in the early stages, but which prove detrimental to later growth thresholds. Any company that can make this distinction will be ideally equipped to enter the race to become a scaleup.

Companies are typically confronted with three growth thresholds: in the startup phase, there is always a lot of activity, everyone is highly motivated, demonstrates their entrepreneurial spirit, and the whole team pulls together and knows implicitly what's most important at the moment. When a company reaches the first growth threshold – that is, starting at around 10 employees – it becomes necessary to introduce processes. At this point, it needs an inner circle to engage in a sound, well-grounded exchange. This division leads to the first fundamental changes in the leadership of the enterprise. In the second phase – starting at about 25 employees – the company will need a business manager to oversee its growing assets and handle the controlling. A second management level must be introduced at this point, as the company develops its own corporate culture that must be understood and molded. The third growth threshold comes at around 60 employees: at this point, the founders no longer see each individual employee on a daily basis. In order to ensure harmonious working relationships, it's important to have a clear internal communication plan. This becomes all the more important as a company gains a reputation among its competitors.

In terms of hard statistics, only four percent of all companies make it past the first growth threshold, and only 0.4 percent of all companies make it past the third growth threshold. Interestingly, the most critical factor in getting a company through these phases is the team's ability to learn and adapt. Too often, team members are overworked and don't take the time to look at themselves from outside and ask questions like "Are we doing the right thing?", "Where is the market headed?" and "Do we have the right priorities?" This is where we often see young companies making the mistake of working diligently and ambitiously, running forward blindly and ending up in the wrong place. The most important and most effective way to build a solid startup is to take a step back and THINK, to work ON the company instead of IN it.

However, teams don't necessarily have to "re-invent the wheel." Author Verne Harnisch extracted four 'areas of action' that should be the constant focus: people, strategy, implementation and liquidity. If the team makes decisive decisions in all four of these areas, and if they follow up these decisions with actions, it is certainly possible to plan entrepreneurial success.

People: Would we enthusiastically hire each one of our employees again? Do we have the right people on board? Are we undertaking concrete actions to further empower each individual – or to let individuals go?

Strategy: Where and how are we generating our sales? Is our turnover growing at the speed we want? Do we know who our most promising clients are, and are we working to formulate a convincing performance promise for these clients?

Implementation: How profitable are we? Are we able to generate the highest number of profit per 1€ in sales? Are we working to improve our processes and keeping them as lean as possible?

Liquidity: Do we have enough liquidity? External money is the most expensive form of money! To what extent are the team members preoccupied with financing the company from their own sources and/or to what extent are they truly exploring and taking advantage of all opportunities for self-financing? Many of the companies that fail made the mistake of focusing on only one of these four areas and don't follow up with any concrete actions. Typically, at a certain moment in the company's development, one of the four action areas becomes the bottleneck. Every young company should ask themselves: Which area is our bottleneck?



Nikolai Ladanyi

Passionate business coach,
economist, author and
serial entrepreneur
www.scaleup.de

A DIGITAL REVOLUTION IN SKILLED CRAFTS

Implementing Germany's transformation to clean energy in an active, meaningful and simple way - the heating engineers at Berlin's *Thermondo* are building the power plants of the future

Text: Ines Hein

Photo: Thermondo GmbH



Several years ago, three creative minds in the energy industry launched their own startup that enables homeowners to modernize their heating in the simplest and most cost-efficient way possible. Today, their company employs a team of over 325 and continues to receive international awards. It's a true Berlin success story that literally started in a basement.

When you walk through the courtyard gate of the white turn-of-the-century portal on Berlin's Brunnenstraße and enter the brick loft belonging to Thermondo, you'll sense right away the startup enthusiasm and assertiveness of the three founders, Philipp Pausder, Florian Tetzlaff and Kristofer Fechtner.

Their vision emerged literally from the depths - that is, from those basements where heating units are usually found. Indeed, Germany's transition to clean energy can only be implemented if practicable solutions are in place. These three founders focused on a decentralized energy supply and the transition to environmentally friendly technology. Today, they are the leading heating installation firm for one and two-family homes, providing more than 9,000 homeowners with low CO₂ heating. "We're a classic heating engineering company that works with teams of mobile craftsmen throughout Germany," explains Thermondo co-founder Philipp Pausder. "Our idea is to change the energy world - which has been centrally organized until now - in such a way that more and more homeowners

themselves become energy suppliers." The heart of the organization is found in Berlin; this is where customer service and the installation contracts are managed with maximum flexibility and efficiency. "We serve thousands of interested parties and organize roughly 400 installations every month. With us, everything up to the installation itself is digitalized," explains Pausder. Thermondo is unique because it is not a comparison or trading platform - it's what one might call a digital craftsmanship company. They have more than 160 full-time skilled craftsmen and 12 apprentices with mobile operating units - the so-called Thermondo Vans - on the road.

The key component of their success is a powerful algorithm that allows Thermondo's sales representatives to filter out the most appropriate heating solution and calculate the highest energy and cost efficiency, which can then be offered to customers at a binding, fixed price. The company's "digital brain" learns and adapts with every new offer, of which there have been roughly 200,000 so far. As Pausder explains with regard to his company's development: "We work in a brand-neutral and vendor-neutral manner and focus on high-quality service performance. This includes, for example, financing solutions, but also support in the process of applying for state subsidies, warranties, maintenance and emergency services, plus the disposal of old heating systems. We are a one-stop-shop, which

means we're able to meet multi-layered customer demand via one single contact point." The company's success has proven that the business model is right-on. Earlier this year, Thermondo was included on the "2017 Global Cleantech 100," a list of companies offering pioneering solutions for the energy world of tomorrow. That was followed up in spring with the "Bloomberg New Energy Pioneer Award 2017," which recognizes excellence based on the criteria of growth potential, innovative, proven technologies and momentum. Considering that a modern heating system can reduce CO₂ emissions by up to 30 percent, Thermondo is making a significant impact on the heating market and decentralized energy supply in Germany.

Thermondo's commitment to thinking ahead is not simply a part of their service portfolio; it's also the company's fundamental strategy. They also made a conscious decision to set up their offices in the German capital because "Berlin is the place where we have access to the most talent and also the market where customers are very open to digital products in an otherwise highly traditional industry." Pausder and his colleagues attach great importance to a workplace culture that has firm values: for example, the company offers only permanent employment contracts, it has a silent workspace for concentrated working and organizes sport events and the "Lunch & Learn" event series for in-house training.

DIGITAL DOPPELGANGERS

Text: Eva Scharmann

Photo: botspot

Berlin is a 3D industry hotspot – The high-tech factory *botspot* delivers high-precision 3D scans

Most people are already familiar with the small clones made of gypsum polymer – those detailed, 3D human or animal figures created using 3D printing. In this fascinating process, the data fed into the printer is delivered by a 3D scanner. But this so-called “photogrammetry” can do even more: 3D scans are currently revolutionizing the automotive, clothing and med-tech industries. The Berlin company *botspot* does pioneering work in 3D and has emerged as an innovation leader in the field of industrial photogrammetry. And, as company founder Thomas Strenger would argue, it’s yet another success story only possible in Berlin.

It’s faster than the blink of an eye: the OptaOne 3D scanner created by the young company *botspot* scans people, animals and objects in less than 0.01 seconds. The machine produces high-precision 3D data with a detail accuracy of up to 0.1 millimeters capable of capturing super-fine structures. “We have the fastest scan but we also provide the highest quality,” notes Strenger proudly.

Other full-body 3D scanners require up to 20 seconds to generate their digital doubles – “try smiling or holding a pet still for that long,” says the Chief Communication Officer of *botspot*. And yet, the true worldwide novelty of the OptaOne is actually its highly sensitive swiveling cameras. Up until now, the procedure used usually rigid cameras. This makes the patented device a true all-rounder: “Our new model

adapts to different object sizes and delivers high-precision results – from a pepper mill all the way to a two-meter human male,” reports Strenger. *botspot* scanners use a process called photogrammetry that was previously used to measure land terrain; cameras take photos of the object in milliseconds from different perspectives. This allows the device to capture all details of the object. Special software then searches through the images for so-called tracking points and uses a specially developed in-house algorithm to calculate the 3D model from out of this cloud of points.

botspot has been shaped by a true pioneering spirit from the very beginning. Both Thomas Strenger and Manfred Ostermeier were working as TV science editors when they started getting interested in the subject of 3D printing in 2009. “We figured out right away that there was nothing of the kind in Germany at the time,” remembers Strenger. So the two of them decided to start something themselves, initially in the field of 3D printing and then in 3D scanning. As Thomas Strenger notes, they knew “a 3D print can only be as good as the scan that preceded it.” In June 2013, Ostermeier and Strenger founded *botspot GmbH* using their own capital. With their model of a full-body 3D scanner, the tech startup delivered a worldwide novelty that met with immediate interest: “At our first appearance at the 3D trade exhibition in Erfurt in 2014, we sold the first 3D scanners within ten minutes,” recalls Strenger.



Founder Thomas Strenger in the 3D scanner with his own figurine



Three-dimensional scans offer a wide range of applications: in addition to 3D printing, the data collected via 3D scan can also be used for virtual reality and augmented reality. “For example, the garment industry is very interested in the use of avatars. After all, they could save millions if customers could try on clothing on their own avatar online,” explains the 52-year-old. Staying true to the company’s motto – “We 3D the World” – botspot now has clients all over the globe. For example, the largest 3D scanner in the world – which has 200 sensors – was sold to Indonesia, where a wealthy businessman is using it to make statues for that country’s heroes.

In addition to botspot’s four current series models with comprehensive hardware and software solutions, the company is also developing highly complex individual solutions, for example for use in medical technology: “We developed a prosthesis scanner with the manufacturer Otto Bock as part of an R&D project, and that prosthesis is now being built,” explains Strenger, calling the results “a small revolution.” Instead of making a gypsum mold – heretofore the standard procedure – one can now scan the relevant body part anywhere in the world and send the data to the Otto Bock facility in Germany, where the precisely fitting prosthesis is then made.

Strenger says Berlin is a hotspot in the 3D scene and also a magnet for startups: “Both sectors are a boon for us. We’ve already received a number of unsolicited applications from engineers. All of them were sought-after specialists who absolutely want to come to Berlin because they’re convinced of the future potential of the 3D industry.”

This is good for the young company, which has 15 employees at the moment and plans to grow to a total of 40 by 2018. The combination of “cool Berlin” and the company’s excellent reputation in the field of 3D is also having an effect abroad: “We recently travelled to Los Angeles with Berlin Partner as part of the Berlin Lab, and were able to make many new and exciting contacts,” explains Strenger. Berlin, he continues, also offers young companies the space they need to grow. The company’s first office space in the Kreativkaufhaus Modulator in Berlin-Kreuzberg quickly became too small. In order to be able to build larger numbers of their scanners, the 3D professionals moved in 2014 from Kreuzberg to the Technologie- und Gründerzentrum Spreekie (TGS) in Schöneweide: “We went from 50 square meters to 400 square meters at the TGS. It was problem-free and we got it done at relatively short notice,” praises the trained electrical engineer.

And the botspot expansion continues: “If we have to manufacture 100 scanners in a short period of time – which might happen in the near future – then we’re going to need a larger space, and we’re going to need it fast. We had the first conversation about this recently,” says Strenger. Now located on the complex where AEG made industrial history over one hundred years ago, botspot is well networked with other companies active in the technology and creative scene, as well as with the adjacent University of Applied Sciences (HTW). All of this thanks to the very committed TGS team. “It’s buzzing here, and this suits us perfectly, because we’ve still got a lot to do,” says the 3D pioneer with an eye on the future.

OVERCOMING BARRIERS TO GROWTH

Startup advisor *Klaus Krause* provides tips on how companies can digitalize, innovate and increase their international profile and manage succession issues

WHAT PREVENTS COMPANIES FROM GROWING IN YOUR OPINION?

First of all, we have to differentiate between established SMEs and startups on the threshold of entering the mid-sized sector. Established companies often have full order books and simply have no time to address any otherwise pressing questions. This means they run the risk of missing the boat. At the same time, high-tech startups in particular need to cooperate with medium-size companies in order to enter their target markets. The banks sit in the middle and usually demonstrate greater trust in their regular customers over the “young guns.” And yet, there are four things that are essential to the growth of SMEs: 1) digitalization, that is, the integration and automation of processes, services and products, 2) the internationalization of purchasing and sales, 3) the innovation of products, services and processes in the company as well as in interplay with partners and clients and, unfortunately in many cases 4) the search for a corporate successor, indeed, because many SMEs are now owner-operated compa-

nies that were founded in the 1970s and 1980s.

WHAT HURDLES MUST MEDIUM-SIZED COMPANIES OVERCOME?

The most common question to pose when facing digitalization is: Which concrete, manageable project is the best for my company? There are enough lectures on what’s feasible and conceivable, but exactly how to pick up the thread usually remains an open question.

With regard to internationalization, however, it’s often the language barrier that stands in the way. Every business relationship conducted outside the German-Austrian-Swiss region means that all of those crucial steps – ranging from the first telephone contact to the final signing of the maintenance contract – have to be handled in English. As a result, it’s possible that even long-standing tax advisors and in-house lawyers will have to be replaced. What’s more, you’re going to have to deal with German and overseas authorities and regulators as soon as you start exporting. Things look diffe-

rent in the realm of innovation, where the goal is to find a way to create an atmosphere of openness, support and creativity in the company so that even veteran employees generate momentum and get excited about new solutions with regard to processes and even core products. Hurdles with regard to employee attitudes often have to be overcome – especially if you want to work together with startups. “Not invented here” and “that never worked” are approaches that will get you nowhere. And, last but not least, we have the question of company succession. It’s only human to put off thinking about things such as renovating the kitchen; we tend to think “it still works, even if it has been ravaged by time!” This very often leads to a modernization bottleneck in all areas, that is, in digitalization, internationalization and innovation, all of which are interdependent. And this bottleneck stymies needed growth. Although the order books might be full, the company falls out of step, little by little, with the result that the company decreases in value.

WHAT CAN YOU DO ABOUT IT? HOW CAN FIRMS NAVIGATE THEIR WAY THROUGH THE PROBLEM?

You can't tackle everything at once. Indeed, how - and with whose help - would you even accomplish that? No, at first, we recommend finding a partner who can provide you with all the information you need, so that you can figure out which is the best path forward for your company. This is why the team at Krause3PM also offers needs-specific workshops on these subjects and always cooperates with prominent partners and experts. In the first step, we'll tell you, for example, how to create a digitalization roadmap in three steps. We enter into discussions

with our experts and build up that trust without which nothing will work. As soon as the company's individual need is recognized, we develop and advise these projects with the company. Whether it's in the area of digitalization, innovation, internationalization or export control, we offer best practices based on our many years of professional experience. Each solution is tailor-made to the company's particular situation. Of course, this also goes for SMEs as well as for startups, and certainly very much for the matching between the two.

We look forward to every discussion!

Interview: Lukas Breitenbach



Klaus Krause

With a degree in electrical engineering and many years of experience in various management positions in the automation and mobile communications industry, Klaus Krause founded Krause3PM together with a team of experts.

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STARTUPS THAT HAVE WHAT IT TAKES TO MAKE IT BIG

Text: Simone Fendler

Cinema apps for the visually impaired, online opinion tachometers and digital glass mosaics – Berlin startups continue to conquer the market far beyond the capital



BOOK A STREET ARTIST

Whether you're looking for a graffiti artist, a singer-songwriter, a fire dancer or a sand sculpture artist, all you have to do is visit the online platform of a young Berlin company called "Book a Street Artist" to find the perfect artist. These talented individuals are drawn from all of the latest artistic trends and disciplines and can help with implementing your marketing campaign or event - or just spice up your own home. Book a Street Artist proves that art is valuable far beyond museums and concert halls. The company also scouts for new talent on the streets of Germany on a daily basis. The goal is to bring together customers and artists with less hassle and greater transparency and thereby help create unforgettable and unique moments. Berlin is the perfect spot for this; indeed, the city's startup scene is flourishing just as much as its booming network of first-rate artists.

99CHAIRS

Whether it's for a new office or your own home, it's important to find the right furnishings. And yet it can get very expensive if you're looking for high-end design and excellent advice. The Berlin startup 99chairs has devoted itself to solving this problem. The company's two founders, Frank Stegert and Julian Riedelsheimer, now offer innovative and original design concepts. Customers simply visit the company online and click their way through a brief process that takes them from the original design concept all the way to the delivery, set-up, painting and installation of custom-made furnishings. Clients can choose from different service packages depending on their personal style and budget. Experienced interior designers then help to create an individual concept for each space and find the right furnishings drawn from over one million product possibilities. 99chairs is committed to this innovative form of interior design where individual, tailor-made advice is blended with the flexibility of online business. 99chairs makes it easy for companies and private homeowners or renters to receive stylish design services.

FOODSPRING - EAT HEALTHY, GET FIT

There are many types of cuisine out there, but what if every meal, every snack and every drink you consumed had nothing but positive effects? That is, more concentration at work, more strength doing your favorite sport, and more relaxation on your days off. "For us, food is not just our dietary intake. We give food a functional benefit. Developed for body, spirit and soul," says Philipp Schrempp, founder of foodspring. Together with Tobias Schuele, the Freiburg-born Schrempp got his company underway in 2013 in Berlin. Their goal was to bring the food we eat to a brand new level. Today, foodspring is a partner for better daily nutrition: proteins, superfoods and healthy snacks in premium quality paired with free and sound advice for all. "Berlin is a true stroke of luck for foodspring," adds Tobias Schuele, "because the city offers young companies like ourselves simply the best opportunities to expand our team even further with smart young minds, but also to deepen our product development and perfect our logistics and distribution." With their strong international team comprising almost 100 employees, foodspring was able to develop more than 50 products with real use and now ships its "functional food" from Berlin to more than 12 countries in Europe.

GRETA & STARKS – CINEMA YOU CAN SEE AND HEAR

Our eyes and ears love experiencing the images and sounds we see on cinema screens, which are sometimes colorful and loud, romantic and restrained or black-and-white and quiet. People who are deaf, blind or visually impaired also enjoy these exciting experiences. The Berlin-based developers at Greta & Starks enhance the cinema experience of people with impairments. The GRETA app provides access to audio descriptions while the STARKS app delivers the subtitles. Both apps are free and work in all cinemas for all screenings; all you have to do is install them on your smartphone or tablet. It makes movie going fun. Using state-of-the-art fingerprint technology, the apps automatically recognize the right spot in the film. In just a couple of seconds, the app plays the appropriate version synchronously. It's a great way to experience inclusion.

OPINARY – MAKE OPINIONS MATTER

Opinary focuses on the opinions of its over 60 million monthly users. The idea is to make media more interactive, give users a voice and avoid filter bubbles. The tachometer visualizes a wide variety of opinions on a half-circle; for example, in response to a question such as "Will there be a hard Brexit?" it's possible that Theresa May will be found at the polar opposite side from Jean-Claude Juncker. A number of leading companies already rely on Opinary technology and use the platform to seek out scalable dialogue with potential customers based on semantic distribution technology. For example, Toyota asks "What would move you to make the switch to a hybrid car?" in media articles on eMobility in an attempt to then generate the appropriate content for users. Opinary got its start in Berlin and has its headquarters there with a second office just opened up in New York City.

VOLATILES – UNIQUE LIGHTING

Right on time for those dark winter months, Berlin's volatiles lighting GmbH is bringing its revolutionary lighting systems to the market. After more than two years in the development phase, their digital glass mosaics are now finally available. These volatile light modules combine traditional decor with highly intelligent technology to create a brand-new lighting experience. High-end mosaic glass from northern Italy is back-lit by LED light sources and equipped with state-of-the-art sensors and radio technology. Customers then use a smartphone app to download different lighting scenarios and stream them on the intelligent mosaic wall. Even with all of its high tech, the module is only as thick as a matchbox and thus extremely versatile. This Berlin-based lighting tech company emerged out of a R&D project at two German universities (Karlsruhe Institute of Technology and FU Berlin).



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AROUND THE WORLD WITH BERLIN PARTNER



A “large-scale presentation” and a “very experienced team” – the joint German Capital Region tradeshow stand is very popular among participating companies

They've been to Boston, Yokohama, Munich and Rome, and in 2018, the tradeshow team at Berlin Partner will once again bring roughly 150 companies from the capital region to 17 international exhibitions worldwide.

Tradeshow appearances are an important marketing tool in the realm of B2B communication. Not only do they boost a company's image and help initiate business transactions, they also give companies a chance to network, showcase innovations and discuss future issues. These opportunities are essential when attempting to access new markets. Small and medium-sized enterprises based in Berlin receive support for international tradeshow participation - in particular in the form of shared exhibition stands - from the federal state of Berlin by means of the "Program for Internationalization," which is financed via the European Regional Development Fund and the federal state of Berlin. Indeed, Berlin and Brandenburg have been showcasing their strengths side-by-side for more than 15 years with joint appearances under the umbrella brand "The German Capital Region." They also publish a joint tradeshow program each year. Berlin Partner draws on support from the Berlin Chamber of Industry and Commerce (IHK) to organize a large part of these joint stands, which promote the region worldwide as an attractive city for business, technology and investment. At the same time, these joint stands offer SMEs and scientific institutes an opportunity to

participate and garner attention for their work. Berlin Partner has created a comprehensive service package designed to facilitate the organization, content preparation, implementation and management of the appearance abroad at favorable sponsored conditions. The package allows exhibitors to focus entirely on their individual tradeshow presentation and on generating contacts to potential customers.

As of 2017, the tradeshow stands organized by Berlin Partner throughout Europe have featured a new design. The capital region's open stand concept allows for a professional appearance and stands captivates visitors with its brightness, transparency and effective use of digital presentation areas. Co-exhibitors at the joint stand present their companies in attention-grabbing ways with an illuminated column and their own monitor. In the central networking area, exhibitors and tradeshow visitors can engage in conversation. In contrast to an individual tradeshow stand, the joint stand achieves a greater presence and visibility simply by virtue of its size and high-quality design. And what's

more, it is usually located in a very prominent position, which means that companies who otherwise would only be able to afford a small tradeshow stand are given much more exposure thanks to the large joint stand. This superb visibility represents a true added value, but the joint stand is also a great place to network. Companies can meet their own clients, but they can also quickly come into contact with other exhibitors and their visitors. This can even lead to new and unexpected cooperation projects, as Mr. Halkaliev from the company NurSIT reports: "At the Arab Health 2016, we created a joint project with SoftLine, a company that was also participating in the joint stand. Our idea went on to win the 'digital health for a better life 2016' competition in Brandenburg."

Last but not least, many exhibitors value the considerably lower organizational expenditures of the joint stand over having their own tradeshow stand. The team at Berlin Partner for Business and Technology takes care of most of the organizational issues - whether they're in Europe, Asia or the USA.



← Health IT tradeshow in Berlin

Berlin Partner's joint trade-show stand focuses on themes relating to Berlin's official clusters, which include Healthcare, ICT/Media/Creative Industries, Transport/Mobility/Logistics, Energy Technology, Optics and Heavy Industry.

HIGHLIGHTS 2018

- Mobile World Congress, February 26 to March 1 in Barcelona
- OPIE, April in Yokohama
- BIO, June 4-7 in Boston
- IFAT, May 14-18 in Munich
- InnoTrans, September 18-21 in Berlin
- Medica, November 12-15 in Düsseldorf

For the full exhibition program, registration forms and much more, visit www.berlin-partner.de/messen

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TRADESHOW PROMOTION:

For more detailed information on support for tradeshow participation, please visit our Business Location Center at www.businesslocationcenter.de/Internationalisierungsservice

3 QUESTIONS FOR ...



Dr. André Richter

General Manager,
VPIphotonics

WHAT TRADESHOWS HAVE YOU ATTENDED TOGETHER WITH BERLIN PARTNER?

In the past several years, we've taken advantage of a number of services offered by Berlin Partner with regard to leading national and international conferences and exhibitions. I would emphasize the Fiber Optics Expo (FOE), which takes place annually in spring in Tokyo, Japan, and the European Conference on Optical Communication (ECOC), which takes place in the fall in a different European city each year.

WHAT MADE YOU DECIDE TO PARTICIPATE IN THE JOINT STAND AND WHAT DID YOU LIKE ABOUT IT IN PARTICULAR?

Berlin-based VPIphotonics is a medium-sized, internationally active company that offers software products and services for the modeling and design of photonic components, optical transmission systems and networks. For us to be able to generate attention, it is essential that we carry out cross-media marketing initiatives and have a professional outward presentation at expert tradeshows and events. With the help of the joint stands organized by Berlin Partner, we achieve a professional presence and very good visibility at tradeshows. We especially appreciate the outstanding organization, the state-of-the-art media as well as the communication support via the various PR and marketing channels.

WHAT KINDS OF ADVANTAGES DO SHARED STANDS HAVE OVER ONE-COMPANY STANDS?

The joint stand organized by Berlin Partner allows us to be part of a large-scale presentation that attracts many visitors and fosters networking. For example, it offers joint get-togethers where exhibitors and tradeshow visitors can mingle in a relaxed atmosphere with beer and snacks. In addition to that, we use the shared stand to showcase joint projects and products with our Berlin partners, such as the Fraunhofer Heinrich Hertz Institute.



Stoyan Halkaliev

Managing Director,
NursIT Institute GmbH

WHICH TRADESHOWS DID YOU ATTEND TOGETHER WITH BERLIN PARTNER?

We attended the Arab Health, conhIT and Medica several times. NursIT Institute developed the concept of Pflege 4.0 (Care 4.0) and the innovative

products and services based on that trend. This is why we were very interested in this particular tradeshow. We will attend the upcoming HIMSS, as well.

WHAT MADE YOU DECIDE TO PARTICIPATE IN THE SHARED STAND AND WHAT DID YOU LIKE BEST ABOUT THE EXPERIENCE?

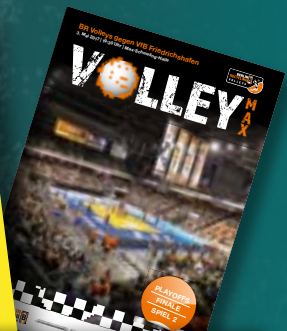
We don't have the know-how or the necessary staff to organize these things ourselves. Plus we're unable to take on the entire costs involved in participating independently. At the same time, it is vital for our company to be present at trade shows; for example, at the Arab Health in 2016 we joined with SoftLine - another of the participants in the joint stand - to complete a joint project that shortly thereafter won the "digital health for a better life 2016" competition in Brandenburg. The project is currently in development.

WHICH ADVANTAGES DO YOU SEE OVER PARTICIPATING WITH YOUR OWN STAND?

The advantage is the quick and uncomplicated cooperation. The team at Berlin Partner is very experienced and takes care of all details and ensures that we don't miss important submission dates, such as, for example, information for the tradeshow catalogue. They also create a modern tradeshow stand that attracts the right crowd and creates an open and friendly ambience where customers enjoy spending time. Berlin has such a positive image worldwide, and this rubs off on the participants at the joint stand. Especially for smaller companies like ours, we would never have been able to participate in trade shows without the support of Berlin Partner.

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WHERE LOCAL ACTORS GROW INTO GLOBAL PLAYERS

FinTech and the Internet of Things – Two DigiHubs poised to make Berlin Europe’s No. 1 digital location

Twelve regional digital hubs are currently being built in Germany where startups, science, SMEs, industry and administrative bodies will work together to create key centers of the digital transformation. The concept behind these so-called DigiHubs is to encourage German and international founders, scientists, investors and established companies to mutually reinforce each other while also developing innovative ideas that can be converted into market-ready solutions.

Berlin is Germany’s hotspot for founders and aspiring entrepreneurs and will be home to two DigiHubs: Europe’s largest hubs for financial technology (FinTech) and for the Internet of Things (IoT). At these hubs, established SMEs, startups and science and R&D institutes will merge expertise to foster the development of new business fields and – much like in Silicon Valley – to work on digital flagship projects for Berlin. For the purposes of organizing and representing both hubs, a consortium was created com-



← Presenting Berlin's two new DigiHubs

prising the Factory Berlin business club, the two company builders FinLeap and Next Big Thing (NBT) and the Fraunhofer Berlin Center for Digital Transformation. The consortium will work together with the federal state of Berlin to initiate activities that bring together the “old” and “new” economy while also fostering the digital transformation of Berlin’s SMEs. Three DigiHub launch events are set to take place by the end of the year: one event took place already on November 22 during Tel Aviv Week 2017 at the Startup Stage powered by DigiHub at Factory Berlin, plus a “Regulatory Roundtable” and “SMEs meets FinTech” are planned for the end of the year in the area of FinTech Hub.

IOT HUB AT GÖRLITZER PARK

The IoT Hub will be handled by the team at Factory, which will open up its second location in the former Agfa factory at Görlitzer Park. On a total of 14,000 square meters spread out over five floors, this Factory campus will be the “biggest clubhouse for startups in Europe.” The expansion of this IoT hub will be supported by Next Bing Thing AG, which will relocate its company headquarters to the new Factory location. The hub will explore IoT solutions and examine them for their marketability. Next Big Thing AG (NBT) supports startups and entrepreneurs by means of a strong technological and corporate infrastructure and network of

industrial partners with the goal of introducing IoT companies successfully to market. This work is supplemented by their partnership with the Fraunhofer Berlin Center for Digital Transformation with its vast research know-how and concrete technologies. For example, one of the first steps will involve the Center for Digital Transformation making available software components for IoT applications and standard-based prototypes for Industry 4.0.

The IoT hub will provide startups with support for product development and maturity by means of diverse training programs, advice on IoT tech selection, implementation strategies,

directly useable IoT devices, networks, platforms, applications, toolkits and testbeds.

FINTECH HUB H32 IN DER HARDENBERGSTRASSE

The FinTech scene in Berlin also continues to boom. The international company builder FinLeap made a conscious decision in favor of Berlin as the headquarters of its international activities. In July 2017, the company moved to its new location on Hardenbergstraße 32 in Charlottenburg. In a building formerly occupied by the head offices of Berliner Bank, FinLeap is eager to establish its unique vision of the FinTech hub "H32" - the heart of Berlin's FinTech ecosystem. Spread out over roughly 11,000 square

meters, the goal of this hub is to foster the digitization of the international financial industry. The complete renovation of the space is scheduled for completion by the end of 2017, with the new location offering space for roughly 800 founders and employees as well as 50 enterprises. Ramin Niroumand, co-founder and CEO of FinLeap GmbH, adds: "Our goal with 'H32' is to make our own contribution to establishing Berlin as a leading location on the European FinTech scene. Berlin already has a large pool of international talent, plus we're working together with the major financial service providers - and now there's a site where all of these come together."

Text: Anke Templiner

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Science For A Better Life

COFFEE- BREAK



Lukas Breitenbach meets *Nicolas Zimmer*, Board Chairman, Technologiestiftung Berlin

MR. ZIMMER, YOU HEAD UP THE “TECHNOLOGIESTIFTUNG” TECH FOUNDATION, ONE OF BERLIN PARTNER’S SUPPORTING MEMBERS. YOUR FOUNDATION WORKS TO FOSTER TECHNOLOGICAL DEVELOPMENT IN THE CAPITAL REGION. FROM YOUR PERSPECTIVE, HOW DOES TECHNOLOGICAL DEVELOPMENT DRIVE THE ECONOMY FORWARD?

For several years now, the biggest driving force has been digitalization. This is set to remain the case for years to come. Everything is becoming digitized. Added value continues to shift from hardware to software. For example, we see this very clearly at the moment in the automotive industry, where intelligent machines are reimagining the production process and cars themselves are being transformed into computers on wheels.

BERLIN IS CONSIDERED THE CAPITAL OF DIGITALIZATION IN GERMANY. ARE YOU SATISFIED WITH DEVELOPMENTS THUS FAR IN THE CITY?

Yes, Berlin is making the most of the opportunities it has and we now have a successful startup scene with an international profile. However, I think many small and medium-sized companies in the city still have some catching-up to do in the digital sphere. Supporting technological development means advancing digitalization,

and that involves translating, networking and also creating sustainable relationships between fields with different cultures and mentalities.

THE TECHNOLOGIESTIFTUNG FOCUSES ON THE OPPORTUNITIES PROVIDED BY DIGITALIZATION. YOUR FOUNDATION PUBLISHES REGULAR STUDIES AND REPORTS ON SUBJECTS LIKE SMART HOMES AND BLOCK CHAIN. YOU’VE ALSO SET UP A PROTOTYPING LAB AND ARE NOW DEVELOPING DIGITAL TOOLS. WHAT’S BEHIND THESE ACTIVITIES?

It’s easier to showcase the opportunities provided by digitalization when one has concrete evidence to show. The keyword here is open data: I can talk for ages about how our lives will become more transparent and how many more opportunities we’ll have to participate when administrative authorities are able to provide citizens with data; but it’s even better if I can provide examples! Our lab is now developing projects along these lines, such as a map that allows parents to gain information on childcare centers or “Kitas” in Berlin, an app that predicts the pollen count for Berlin, and a mirror that informs you about events in your immediate environment as you brush your teeth in the morning. These are just three projects currently running.



WE KNOW LABS AS BEING POPULAR IN THE STARTUP SCENE. WHY DID YOU TAKE OVER THIS WORKING FORM?

I'm very much in favor of a concrete approach that involves getting your hands dirty and hashing things out. It's great to look at things theoretically, but you have to balance that out with a practical, hands-on approach. It helps us stay up-to-date technologically and remain credible to our target groups.

THE OPEN HANDLING OF DATA IN A TRANSPARENT CIVIL SOCIETY: IS THAT YOUR VISION FOR BERLIN IN THE DIGITAL ERA?

The aspect of open data is indeed very important to me. But digitalization can do even more. Networked systems enable efficiency, sustainability and quality of life. When traffic is controlled centrally and fewer traffic jams take place, it cuts down on gas consumption and stress. The city becomes calmer and the air gets better. Just like traffic networks, there are other systems we can design with greater sustainability and efficiency in mind, including energy and water supply. This is what the term Smart City is all about, and especially large cities with dense, complex systems have major development opportunities in these areas. Of course, we also have to talk about subjects such as data protection and data security. I think political bodies would be wise to further develop the framework for digitalization. But I would also like to see us focus even more on the opportunities provided by digitalization and how to make the most of them.

Nicolas Zimmer

Before coming to the Technologiestiftung in 2013, Zimmer completed a degree in law and worked initially with a focus on intellectual property law. He later became State Secretary in Berlin's Senate Department for Economics, Technology and Research. He also founded the eBook publishing platform Liberio and acted as managing director of that company until late 2015. He is also active as an Industry 4.0 coordinator at the Bundesverband Deutscher Startups (Federal Association of German Startups).

ABOUT THE TECHNOLOGIESTIFTUNG FOUNDATION:

- A legal and charitable foundation under civil law
- Founded in 1984 to showcase Berlin as a city of innovation
- Goal in 2017: foster Berlin's digital transformation
- Employees 2017: 18
- Nominal capital: €32.6 million
- Studies, infographics and more Information:
www.technologiestiftung-berlin.de

BERLINER LUFT ME



ETS LOS ANGELES

More than 3,000 guests visited the recent Berlin Lab and enjoyed a taste of the German capital in the heart of downtown Los Angeles. The event marked the 50th anniversary of the Berlin-L.A. city partnership.

Berlin goes Hollywood: In 2017, Berlin and Los Angeles celebrated the 50th anniversary of their city partnership, which is exactly what brought Berlin to L.A. At the Berlin Lab in downtown L.A., the two cities celebrated the golden anniversary of their partnership with a two-day Berlin festival. On both days, visitors were invited to experience what makes Berlin so exciting, including aspects of the city's high-tech, science, art, culture, music and food.

"Berlin is hard to describe, it has to be experienced first-hand," said Berlin Partner managing director Stefan Franzke. "This is exactly what we invite people to do at our Berlin Labs. We take the German capital out into the world and showcase many of the things that make it so unique, including its people and its diversity. Of course, our trip to Los Angeles had a very special meaning. Our city partnership has been in place for 50 years, and this is cause to celebrate. We wanted to honor that partnership but also the things that connect our two cities: the vibrancy and freedom, these places where everything is possible."

Berlin showcased itself together with 81 companies from Berlin – 15 of them Berlin Partner members – on a 7,000 square-meter space in the Arts District in downtown Los Angeles. More than 3,000 visitors marveled at technology from Berlin, enjoyed the art of the "Dixons" and partied to beats made in Berlin. Much like Berlin, Los Angeles is also a place people long to visit, a place famous for its diverse opportunities. In both cities, people can live out their dreams and get



The official opening of Berlin Night Downtown L.A. with Berlin's Governing Mayor Michael Müller, Tom Gilmore (City of L.A.) and Dr. Stefan Franzke (Berlin Partner, from left to right)

others involved. Los Angeles and Berlin are – and will always be – cities of dreams," says Berlin's Governing Mayor, Michael Müller. Eric Garcetti, Mayor of Los Angeles, added: "Los Angeles is a city of dreams, a place of boundless creativity and ideas that change the world. The history of our city was influenced by people from all over the world who came here to turn their dreams into realities. These dreams would not have been possible without freedom."

#FREIHEITBERLINLA shone bright at the Berlin Night organized at the lab. #FreiheitBerlin will continue to be the message, especially because "Berlin lives and loves freedom," says Michael Müller. By the way, the fact that Berlin is the city of freedom was proven by a recent forsa study carried out by Berlin Partner: according to the study, 91 percent of Berliners agree that Berlin is the "City of Freedom." The idea behind the #FreiheitBerlin campaign is to strengthen this image even further. Roughly 1,003 Berliners over 14 years of age were surveyed for the study.

THE BERLIN MENU – THE BEST OF THE BEST

Berlin Partner recently honored the leading figures on the city's restaurant and hospitality scene while also showcasing Berlin's rapid development as a hotspot for haute cuisine and a trendsetter on the national and international culinary stage. This year's prizewinners put their talents on display at a gala dinner held at Kaufhaus Jandorf, where they presented their joint Berlin menu to roughly 400 invited guests. The Berlin Menu 2017 was developed by outstanding master chefs and served to unite their philosophies together in a unique way. Each different category and each course on the Berlin Menu reflected a facet of Berlin's emerging status as an inspiring international food metropolis while also pointing to the regional origins of its master chefs.

Dr. Stefan Franzke, Managing Director of Berlin Partner: "By celebrating Berlin's Master Chefs, Berlin Partner helps to showcase the city's restaurant culture as one of our greatest flagships. Berlin now has a culinary range that can compete at the international level: from refined cuisine to streetfood and from long-standing greats to creative newcomers. This is exactly what makes the city so endearing and such a great place to live. Indeed, the food scene is an integral part of creative Berlin and one of the foundations of the city's success. With the help of the Berlin Master Chefs format, Berlin Partner has been documenting this dynamic development since 1997. Special thanks go to our expert jury, who undertake the difficult task of finding Berlin's latest master chefs year after year." While the chefs prepared the Berlin Menu 2017 live in the cooking arena at Kaufhaus Jandorf, they were awarded course by course, with each winner receiving an individually hand-painted plate from the KPM Royal Porcelain Manufactory and a unique magnum Pomery bottle of champagne. Each of the award recipients was feted in an honorary speech by a member of the jury.

The Berlin Menu 2017

At the reception, **Ilona Scholl**, "2017 Berlin Hostess" from tulus lotrek, served a combination of mackerel, beetroot, and rose.

AMUSE BOUCHE

"2017 Gastronomic Innovator" The Duc Ngo

"My contribution was a fried fish praline with a Japanese ginger-cucumber-remoulade and a shiso leaf. I tried my first fried fish in Germany and combined this traditional German dish with flavors from my home. This is precisely what Berlin stands for culinarily speaking as well – dishes from many cultures connect here with the German and Berlin tradition."

FIRST COURSE

"2017 Berlin Scene Restaurant" BRLO BRWHOUSE

"My vegetarian first course connected sunchoke, black salsify, sherry jelly, red mangold and a celery vinaigrette. Our BRWHOUSE is defined a bit differently; we work a lot with vegetarian dishes and are less meat-heavy. This is why the course fit the Berlin Menu perfectly, because Berlin has a wide range of vegetarian and vegan offerings. Nowhere else would a brewhouse with a focus on vegetables work so well," says Ben Pommer, chef at BRWHOUSE.

1ST INTERMEDIATE COURSE

"2017 Climber of the Year" Christopher Kümper

"As a first intermediate course, I created a cabbage roll of smoked pork belly with a beetroot dashi and beetroot miso. Despite the Asian influences, the smell of the smoked pork belly and the beetroot was very German. To prepare it, I borrowed techniques from Japan, which I learned during my stays abroad. It was a combination of regional products and a touch of German cuisine paired with international influences. Indeed, my dish on the Berlin Menu reflected this multifaceted relationship."



Berlin Master Chefs 2017 with Dr. Stefan Franzke (left), managing director, Berlin Partner and Dr. Stefan Eifenbein (right), head of the jury

2ND INTERMEDIATE COURSE

“2017 Regional Master Chef” René Klages

“The fish course, that is, the dish before the main course, comprised a fried scallop with a stocked sauce divine, a Japanese bouillon and pumpkin. The dish corresponded to our philosophy, as hardly more than three flavors are combined and we reduced it to the essentials in terms of taste. High-quality seasonal products, classically prepared and inspired by Japanese cuisine and the Spreewald - in this sense our course fit very well into the Berlin Menu, it was harmonious and intense in flavor.

MAIN COURSE

“2017 Berlin Master Chef” Sebastian Frank

“The main course of the Berlin Menu consisted of a boiled fillet of veal with a spinach soup-fat emulsion, hazelnuts, grilled pickles, and pear-parsnip cream. The ingredients reflected a down-to-earth approach that can be traced back to traditional Austrian cuisine. We took this as the basis, but we gave it a modern, creative and vegetable-heavy interpretation. This is exactly what my contribution to the Berlin Menu was about: for me, culinary Berlin is creative and modern, but at the same time traditional and down-to-earth.”

Masterful desserts were served at the Berlin Master Chefs aftershow party. For the first time, each master chef provided one dessert and the guests were encouraged to assemble their Berlin dessert themselves: Matcha tiramisu from The Duc Ngo, BRLO spent-grain cookies with porter chocolate glaze from the BRLO BRWHOUSE, apple

cake with milk confit from Christopher Kümper, coconut cream ice cream with kalamansi and rice vinegar from René Klages, and strawberry milk from Sebastian Frank. The Berlin Master Chefs aftershow party was open to all Berliners, and more than 500 people celebrated to the tunes of DJ Noppe, one of the most popular DJs on the Berlin club scene since 1996. Of course, the guests also enjoyed good food and drink; indeed, at the diverse food stations, they found just the right sweet or savory snacks to go with the delicious drinks at the various bars until the wee hours of the morning.

THE BERLIN MASTER CHEFS

Berlin Partner has honored the best chefs in the Berlin-Brandenburg capital region annually since 1997. By honoring Berlin’s master chefs, Berlin Partner helps to showcase the region’s high-end restaurant culture and the diversity of its gastronomy scene, both as an important economic factor and as the embodiment of a distinct regional spirit. So far, 123 chefs and restaurateurs have been honored in the various Berlin Master Chef categories. Former honorees include, among others, Kolja Kleeberg, Tim Raue and Markus Semmler.

For further information, visit
www.berlin-partner.de/meisterkoeche-pressebereich
www.berliner-meisterkoeche.de

Find the “Berlin Master Chefs” on Facebook at www.facebook.com/BerlinerMeisterkoeche and on Twitter with [#berlinisst](https://twitter.com/berlinisst).

CITY PARTNERSHIP 2.0 WITH BERLIN PARTNER

With the help of the Start Alliance, startups can travel to all four corners of the globe

→ Berlin startups at the TEP Conference in New York



In 2016, Berlin Partner founded Start Alliance, an initiative designed to encourage startups' efforts to internationalize their business and also to establish Berlin as Europe's central point of contact for companies eager to enter the European market.

Every three weeks, a group of startups drawn from various Start Alliance partner cities travels to Berlin for a two-week visit. The goal of their trip is to acquire the tools necessary to become active on the German market and launch their innovative business from a base in Berlin. Since the Alliance got underway, more than 50 international startups have taken part in these programs – most recently 15 startups from Tel Aviv, Paris and London in September 2017. Among the items on these international founders' program schedules are workshops designed to prepare them to face the challenges and

particularities of Berlin's startup scene, including financing, legal matters, marketing and talent scouting, but also networking within the Berlin startup community. And, last but not least, the visitors are also invited to get to know Berlin on guided tours and pizza nights.

At the same time, Berlin-based startups are given the opportunity to test new markets (USA, China, GB, etc.) and learn how to persevere at an early stage amid the global competition in these markets. To date, more than 100 Berlin startups have joined the Start Alliance on trips to the US, China, France, Tel Aviv and Great Britain. Most recently, in October 2017, 15 Berlin startups traveled to New York and took part in the "TEP Conference," where they got to know investors and potential customers.

Dr. Stefan Franzke, managing director of Berlin Partner, is con-

fident in the program: "We've travelled abroad with more than 100 companies and had roughly 50 companies come to Berlin. The next round will take place in December here in Berlin. With our partners in Shanghai, Tel Aviv and New York, we enjoy excellent contacts to the most important startup hubs in the world."

The Start Alliance provides startups companies with simplified market access. The alliance also cultivates an international community of highly innovative startups that support each other and foster mutual tech development. Access to this community and its innovations is also possible for official corporate partners of the Start Alliance, many of whom are looking for new developments and technologies worldwide.

The Start Alliance is targeted at partner-city startups interested in expanding and entering new markets. It is also aimed at large corporations looking for access to a new network of highly innovative international startups. And, finally, the Start Alliance seeks to involve cities eager to implement internationalization strategies. For more information, visit www.startalliance.berlin



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