



Baden –
Württemberg
International

BUSINESS STRATEGY

of Baden-Württemberg
International

OUR ENVIRONMENT

Challenges posed by the increasing significance of digital transformation, structural economic changes as well as sustainability and climate protection are shaping the face of the future.

There is more and more convergence between individual technologies and industries. Disruptive technologies are included in this development. Social problems often arise as a result of this convergence and these interface innovations, increasing the need for new solutions. This is leading to dynamic further development of economic and scientific structures. On the one hand, traditional industries are reinventing themselves, while at the same time new industry clusters are emerging which are key for the state of Baden-Württemberg and in many cases are being driven by SMEs, start-ups, scale-ups and spin-offs from universities and research institutions.

Local players want to continue to get reliable support on their journey of internationalisation and of hiring more talent, experts and specialists. More and more, foreign businesses interested in having a base in Baden-Württemberg are looking for coordinated assistance. Furthermore, the effort to attract international companies and organisations to Baden-Württemberg is to be stepped up.

On the whole, in a dynamic and innovative environment such as this one, it is fair to assume that not only business and science, but in many cases also internationalisation and attracting business, need to be considered in unison. In order to be successful, then, location marketing must move away from old ways of thinking and start to put service and the process of shaping the future at the core of its actions.

OUR PROFILE

Baden-Württemberg International is the central location marketing agency for business and science in and for Baden-Württemberg. At Baden-Württemberg International, we see ourselves as an organisation that shapes the future using a proactive and integrated approach and makes a key contribution to the development of a state that is progressive and fast growing in the areas of business and science.

To achieve this objective, we work closely with the ministries responsible, provide services and assist the ministries in developing and implementing promotional measures and projects. Naturally, this also applies to our shareholders (State of Baden-Württemberg, L-Bank, LVI, BWIHK, BWHT) and to the relevant stakeholders from business and science.

BW_i focuses on players with a high level of innovation and/or value creation for Baden-Württemberg, and this is a recurring theme that runs through every core process. In particular SMEs and professional collaboration with the state agencies, regional business development associations and partners from business and science are the bedrock underpinning Baden-Württemberg's success. This dyad of business and science is what brings together all of our actions. Wherever feasible, activities and services are conceived as part of an integrated whole.

OUR MISSION

Reimagining location marketing.

Our mission is to make Baden-Württemberg even more visible, attractive and resilient in the face of global competition as a location for business and science, to attract new stakeholders and to strengthen, support and assist local companies and scientific institutions on their internationalisation journey. We see the linking of business and science as a success factor. Incorporating art and culture in our activities also contributes to achieving this goal.

OUR SERVICE USERS



Our target groups

Primarily companies as well as universities and research institutions in the State of Baden-Württemberg. We gear our service portfolio to their current and future needs.

Domestic and foreign investors that wish to invest in Baden-Württemberg. Such investment can take the form of a joint venture, collaboration or a decision to have a base here.

The entire state government of Baden-Württemberg, in particular the ministries responsible. We provide advice as well as assistance in this area.

Students and scientists who are interested in the location.

OUR CORE TASKS

01

Internationalisation

Internationalisation is our core activity. This is how we make our domestic location of Baden-Württemberg strong for the future. We provided tailored support to companies of all sizes, universities, research institutions and other innovative and/or value-creating organisations in their internationalisation efforts. BW_i's international target markets emerge from a collaborative exchange with the mi-

nistries responsible, direct suggestions from business and science and from targets that we determine for ourselves. This approach is reflected in the internal structure of Baden-Württemberg International. At the same time, however, BW_i's task is also to monitor new markets and regions, to check for future opportunities and to tap these markets and regions for Baden-Württemberg's business and science community as appropriate.

Among other things, this includes:

- Providing digital information on target countries
- Actively preparing our target group
- Carrying out delegation trips for business and science
- Organising shared trade fair stands
- Arranging trips with political accompaniment and/or ministries
- Implementing networking events
- Using and/or expanding our own foreign offices
- Offering services on the target market via cooperation partnerships
- Forging thematic alliances with Germany and abroad

02

Attracting stakeholders

Company and investor service

Our core activity involves attracting business to our location. BW_i plays a key, proactive role in attracting new business internationally and coordinates this centrally within Baden-Württemberg. Our focus here is on companies with business models and technologies that are innovative and add value. We endeavour to connect this to the talent and university service.

Talent and university service

On request from universities and research institutions, BW_i also provides support in recruiting talent for Baden-Württemberg in the form of students or doctoral students for example. International university marketing has a cen-

tral role in providing this service. We intend to expand this service to skilled specialists from industry.

Our structure reflects the important target regions for Baden-Württemberg, and we take every opportunity to engage with defined target groups. In selected cases, we act as a one-stop agency for the client in question. In these cases, we create and manage agile project teams with the respective regions in Baden-Württemberg in order to provide the best service package possible. Partnerships with other state agencies and further stakeholders such as the chambers of commerce and business associations have a pivotal role to play here.

Among other things, this includes:

- International gearing with special state networks for proactive acquisition
- Engaging with initiators of interdisciplinary topics and technologies through specialists
- Providing specially developed service packages to help attract business
- Connecting companies that want to have a base in Baden-Württemberg with the science community here
- Continuously expanding our international competency to constantly enhance the quality of leads (by means of our own representative offices abroad, e.g. in China, or new types of collaboration such as specialist alliances)
- International location marketing for Baden-Württemberg as an attractive place for students, post-docs, doctoral students, professors and other scientists, but also for industry

03

Innovations & Projects

We work together with clusters, networks and institutions for knowledge transfer. Our focus is on interdisciplinary topics and technologies that are relevant for Baden-Württemberg as a location now and in the future. We connect these topics internationally by brokering cooperation or building far-reaching alliances as well as by supporting start-ups and scale-ups. At the same time, we engage politically at an international level, not only as advisors on specific state matters, but also on selected technology trends. This can only be ensured by establishing and maintaining a close network with our stakeholders.

To strengthen Baden-Württemberg as a location for innovation, BW_i is in a position to recognise and analyse innovation programmes at local, national and international level and to develop competencies relevant across

different sectors. The information gained from these activities is provided to the business and science community in Baden-Württemberg. This may encompass initiating projects or taking part in those projects, or even heading up a consortium. The decisive criteria are its relevance for Baden-Württemberg as a location for innovation as well as compliance with the strategic objectives and its economic feasibility on the part of BW_i. Decisions around financial participation in such projects are taken at the sole discretion of Baden-Württemberg International. If third parties (outside of BW_i) want BW_i to get involved in any of these programmes, the third parties must at a minimum provide funding to cover the costs. What we envisage is a consistently collaborative exchange between us and the partners from business and science regarding the projects and programmes in question.

Among other things, this includes:

- Supporting the state's cluster strategy
- Building thematic alliances internationally
- Establishing and maintaining networks
- Taking part in conferences as expert visitors and speakers
- Brokering collaboration
- Connecting start-ups and companies in Baden-Württemberg
- Global innovation and trend scouting in cooperation with partners
- Screening, identifying, initiating and (in some cases) applying for relevant projects on behalf of third parties



BADEN-WÜRTTEMBERG INTERNATIONAL AS AN ORGANISATION

A changing environment in terms of business and scientific development as well as BW_i's own strategic progression also poses major challenges for Baden-Württemberg International as an organisation. BW_i can only secure its long-term position by constantly refining the organisation, implementing agile project management and ultimately being able to respond to spontaneous changes. To do this, BW_i will continue to digitalise its business processes and promote agile methods of working.

Our success hinges on the motivation and performance of our employees. Consequently, we want to work together to refine our corporate culture and align it with the strategic needs of BW_i. Sustainable action and diversity are important success factors in this regard. To implement this, it is essential that BW_i has a working relationship with those stakeholders that is characterised by a sense of partnership.