



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. Societal problems often arise as a result of this convergence and these interface innovations, increasing the need for new solutions for universities, research institutions and companies in the areas of science, research and development. 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. Universities, research institutions and companies are experiencing increasing international competition for high-potential scientists. In a dynamic and innovative environment such as this one, it is fair to assume on the whole that an integrative approach will be needed – not only to business and science, but in many cases also to internationalisation and attracting business and talent. 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, UBW, BWIHK, BWHT) and to the relevant stakeholders for BW_i 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, universities and research institutions as well as professional collaboration with the state agencies, regional business development associations and other 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. It benefits the region as a location for business and science alike. 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 companies and international scientists and students 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 that benefits the region as a location for business and science alike. 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.
- International students and scientists looking for a location where they can achieve their career objectives in business and science.
- The entire state government of Baden-Württemberg, in particular the ministries responsible. We provide advice as well as assistance in this area.

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 provide tailored support to companies of all sizes, to 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 ministries 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 as well as trends in business and science, to check for future opportunities and to tap these 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 groups
- Carrying out delegation trips for business and science
- Organising shared trade fair stands, also for virtual events
- Arranging trips with political accompaniment and/or ministries
- Implementing online and in-person networking events for business and science
- Providing information on topics relating to academic and scientific collaboration
- Using the expertise of the universities and research institutions to open doors to further collaboration
- Using and/or expanding our own foreign offices
- Offering services on the target market via cooperation partnerships
- Forging thematic alliances with Germany and abroad, particularly by harnessing the combined expertise of business and science

02 Attracting stakeholders

Company and investor service

Our core activity in the area of business involves attracting new companies 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 them to the talent and university service.

Talent and university service

In the science field, our core activity is attracting international candidates with high potential. This especially includes students, doctoral students and post-docs. With its centralised science and university marketing function, BW_i supplements and enhances the local activities of the universities and research institutions. Furthermore, the

aim of marketing is to retain qualified staff at universities and research institutions that are already working in Baden-Württemberg and to incentivise those who have moved abroad to return. We intend to expand this service to skilled specialists in academia for industry. When it comes to attracting international scientific staff, the close links and proximity between business and science that Baden-Württemberg offers as well as the possibility to work in and with innovative companies and to found a start-up or a spin-off is a unique selling proposition compared to other German states.

BW_i makes use of the expertise of national scientific organisations (such as the German Academic Exchange Service or the Alexander von Humboldt Foundation) as needed.

Among other things, this includes:

- International gearing with special state networks for proactive acquisition in business and science
- 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 business community and the universities and research institutions 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 science marketing for Baden-Württemberg as an attractive place for students, post-docs, doctoral students, professors and other scientists, both for their academic career and for start-ups, spin-offs or working in 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
- Forging thematic alliances internationally, particularly by harnessing the combined expertise of business and science
- Establishing and maintaining networks
- Taking part in conferences as expert visitors and speakers
- Brokering collaboration
- Connecting start-ups, spin-offs, companies, universities and research institutions 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.