

INNOVATION FOR ECONOMIC GROWTH

Integrated action plan
for the city of
Frankfurt am Main



European Union
European Regional Development Fund



In focus
SMART SPECIALISATION AT CITY LEVEL



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1. The project

Participating to the project In Focus – Smart Specialisation at City Level, Frankfurt Economic Development GmbH revised and developed the city's economic development strategy making use of the smart specialisation concept. Frankfurt Economic Development GmbH joined the In Focus network, consisting of ten European cities led by Bilbao, in January 2016.

In the frame of the project, each partner city initiated URBACT local groups that consisted of local stakeholders. These groups developed actions for smart economic development in the focus areas of the project. Frankfurt Economic Development GmbH decided to concentrate on the following key topics: cluster-based economic development, start-up ecosystem, innovation for SME and city branding. Choosing the topic of innovation for SME, Frankfurt Economic Development GmbH sought to ensure a closer alignment of the city's economic development strategy to the regional smart specialisation strategy (Hessische Innovationsstrategie 2020). Aligning these strategies closer to one another was another key topic of the project.

The URBACT local group set up by Frankfurt Economic Development GmbH consisted of scientists and stakeholders from the private and public sector. Frankfurt Economic Development GmbH also benefited from the transnational workshops held in the In Focus partner cities and had the chance to host a transnational workshop on cluster-based local economic development in the context of RIS 3 (smart specialisation strategies).

The idea of In Focus is to use smart specialisation strategies to focus on the individual strengths of the different cities, encourage them to take advantage of their individual local characteristics and advantages and to adapt their economic development strategy accordingly instead of imitating best-performers. Following this approach, the partner cities carried out an analysis of their status quo, looking at their strengths and their policy challenges, at the beginning of the project. In the following, the status quo of the city of Frankfurt will be briefly outlined.

IN FOCUS CITY PARTNERS:

BILBAO (Spain) – lead partner, BIELSKO-BIALA (Poland), BORDEAUX (France), BUCHAREST (Romania), FRANKFURT AM MAIN (Germany), GRENOBLE (France), OSTRAVA (Czech Republic), PLASENCIA (Spain), PORTO (Portugal), TURIN (Italy)

BUDGET

Frankfurt Economic Development had a total of 68.832 EUR at its disposal for the In Focus project. 70% (48.182 EUR) were covered by the European Fund for Regional Development (ERDF) and 30% (20.650 EUR) by the company itself.

During the project, seven thematic workshops took place at the transnational level:

DATE	CITY	TRANSNATIONAL WORKSHOP
09/ 2016	OSTRAVA	Connecting RIS3 to the city – a two-way bridge
11/ 2016	FRANKFURT	Cluster-based local economic development in the context of RIS3
06/ 2017	BUCHAREST	In Focus Peer-review Workshop
09/ 2017	TURIN	Boosting the entrepreneurial local scene: maximizing the ecosystem approach
11/ 2017	BORDEAUX	Spaces & places for smart specialisation
02/ 2018	GRENOBEL	Attractiveness - city's internationalization pathway to smart growth
04/ 2018	BILBAO	The role of cities in smart specialisation - collaborative and multi-level governance for urban economic development

2. Status Quo

720,000 inhabitants live within the limits of the city of Frankfurt, while the urban area called Frankfurt Rhine-Main has a population of 2.2 million. The city is also at the centre of the larger Frankfurt Rhine-Main Metropolitan Region, which has a population of 5.5 million. Frankfurt has achieved dynamics, stability and crisis resistance mainly thanks to the great diversity of its economy. Though the city is most famous as a world-class financial hub (home to the European Central Bank and Deutsche Börse AG among others), Frankfurt am Main is also home to many key target industries, such as IT and telecommunications, pharma industry, biotechnology and life science and logistics. Thanks to its excellent infrastructure, Frankfurt am Main is easy to reach and very well connected. All European and international markets can be reached in next to no time. Frankfurt airport is the eighth biggest airport worldwide, with over 64 million travellers in 2017. The well-developed interstate and railway networks make Frankfurt am Main one of the major traffic hubs in Europe. And as a digital hub,

Frankfurt is among the key data traffic nodes worldwide, which has led to the emergence of a powerful local cluster specialized on critical digital infrastructures. In addition, Frankfurt is known as the city of short distances, which makes it very popular with people navigating the city.

Frankfurt's strong international profile fosters a top-quality workforce potential, which is complemented by international and company-associated educational facilities. About one in three professors at Goethe University is from abroad; 20 international preschools and 13 international schools further underscore the city's cosmopolitan character. This atmosphere also influences the diversity of the cultural offerings.

In the following, the status quo of Frankfurt's strategy and development in areas of the focus points of InFocus (Cluster development, entrepreneurial talent management, spaces for smart specialization, city branding) will be outlined.



Cluster management and focus industries

The city of Frankfurt defined key focus industries and follows a corresponding cluster-like approach since 2006/07. These focus industries are namely the finance industry, creative industries, IT and telecommunications, industry/ biotechnology and life science, logistics and mobility.

“Cluster managers” are Frankfurt Economic Development GmbH staffers, who head their specific teams that are specialized on the focus industries. Those teams at Frankfurt Economic Development GmbH serve as contact points for companies or start-ups, coordinate the development of the cluster strategies and facilitate day-to-day interactions among the stakeholders of the triple helix.

A step further on this way of cluster management is the **“House of” model**, which has been implemented in the logistics & mobility and finance sectors so far. The

“House” can be described as a new type of cooperation between economy and science, aiming at knowledge transfer and directly developing market-oriented innovations. Thus, the House of Finance combines several interdisciplinary research and education activities in finance at Goethe University Frankfurt. It is an open meeting place and cooperation forum for academia, politics and practitioners from industry and regulation. Altogether, 170 scholars conduct research and offer courses at the House of Finance, among them 30 professors – one of the largest research groups on financial and monetary issues in Europe.

Next to these “cluster managers”, Frankfurt Economic Development also has staff working on the fields of entrepreneurial talent management (start-up and founder support) and on the topic of business facilities and industrial sites.

Industry/ Biotech & Life science

The Masterplan Industry aims at effectively strengthening the producing industries and the network of industry-oriented service providers. It defines concrete industrial policy measures to be implemented in the following fields of action: Industrial sites and infrastructure development, digital infrastructure, energy, logistics, industry attractiveness: communication and positioning, employment and qualification, administration processes and services, innovation, work and value creation of the future.

The Masterplan Industry aims at maintaining and strengthening the structural diversity of the industrial sector to allow for a stable

economic development. It is perceived as a process to contribute to increasing awareness, acceptance and appreciation of the producing industries in society and politics from a long-term perspective. Concern for industry and technology should also enhance competitive framework conditions and thereby increase both planning security for industrial companies and their propensity to invest in Frankfurt.

Furthermore, the Masterplan Industry aims for an integrated development and stronger institutional, cultural, spatial and dialogical anchoring of the industrial sector in Frankfurt.

Creative industries

In the creative industries sector, the following challenges and major tasks can be defined:

- Adding value and raising awareness for creative industries,
- integrating creative industries in urban planning,
- developing strong networks (talent management),
- enhancing the start-up eco system,
- providing access to finance,
- creative industries as engine of innovation (process designing),
- increasing local production for sustainable economy,
- saving local crafts and urban manufacturing,

- enable new urban work places and urban productions (spaces), industry 4.0: new digital and emerging technologies for (sustainable) economy,
- green industrial areas for cross invention,
- governance and management of big data (increasing digitalization),
- promote the economy for the common good (increase quality of life)

The centre of creative industries (Frankfurt Economic Development GmbH) publishes yearly reports on their activities.

IT and communication Industry

National and international data networks intersect in the city of Frankfurt, demonstrating that in the field of digital infrastructure as well, Frankfurt is an international hub of great importance. The well-developed digital infrastructure and IT sector is one of the city's key success factors, making Frankfurt an attractive services and production location.

Being one of Europe's most important transportation hubs, the city is specialised in

connecting people and affirms its responsibility to live up to this networking function in the IT and communication sector. Therefore, the appropriate infrastructure (broadband) needs to be put in place.

An important challenge in the IT and communication sector is the increasing demand for spaces for data centres while at the same time, the city faces an ever-growing demand for housing and other industrial spaces.

Financial Industry

The city of Frankfurt am Main is one of the most important financial hubs worldwide. Well-known credit institutions such as Deutsche Bank AG, Crédit Suisse, UBS, Bank of China, BNP Paribas and other national and international institutions are represented in Frankfurt.

Home to the German National Bank, the European Central Bank and Deutsche Börse AG, Frankfurt plays an important role in the European and international finance industry

and possess over a unique network of financial services providers.

Against this background, Frankfurt am Main is predestined for being a FinTech hub. As of now, the FinTech scene in Frankfurt consists of over 70 highly innovative young companies and start-ups. The city's new start-up centre for tech-companies, the Tech Quartier, provides affordable spaces, synergies and an innovative atmosphere. It also offers networking and training events on a regular basis.

Logistics and Mobility

The field of Logistics and Mobility has been the biggest employer in the city in the year 2014. At the same time, it experiences a skills shortage.

Challenges in the field are diverse:

The high demand for logistic sites has been rising in the past years and cannot be satisfied. On the other hand, Frankfurt is one of the most important international transportation hubs: the city is located on a waterway net, has one of Europe's most frequented airports and train stations, an important transportation load due to a motorway ring around the city. This brings along advantages in trade as well as severe problems such as traffic congestions, environmental protection and health risks as well as political opposition among citizens to projects such as plans regarding enlargements of the airport.

The main challenges in the field of mobility are identified in the draft version of **Frankfurt's mobility strategy**.

- Demographic change (seniors with restricted mobility and high school students that depend on public transportation);
- Urbanization (population growth leading to increased traffic movement);
- Individualization (demand for flexible mobility facilities such as car sharing etc.);
- Environment protection and climate adaptation (the need for

environmental friendly alternatives to combustion engines – electromobility etc., being prepared for extreme weather events);

- Financial issues (limited financial resources of the public budget and withdrawal of the federal government from local transport infrastructure financing);
- Rising costs for energy and mobility (in public transportation mostly due to staff and material costs).

Facing these challenges, Frankfurt has, among others, adopted a **strategy on electromobility**. The strategy addresses challenges such as charging infrastructure; marketing of electric vehicles; financial and legal framework as well as standardization of norms by proposing and implementing respective projects. Furthermore, concrete measures aiming to promote the use of electric vehicles among private and public users are defined in this strategy.

While alternative drive concepts such as electromobility can improve the impact on environment and health, they do not solve problems such as traffic congestion and the lack of parking spaces in urban areas. Therefore, the draft version of Frankfurt's mobility strategy promotes the development of a dense public transportation network and promotes the use of bicycles in every-day life by further extending its network of cycle routes.

Entrepreneurial talent management

With regards to general economic development structures, a key priority for the city of Frankfurt will be to hold entrepreneurial talent in the city, facing the challenge of demographic change and the risk of brain drain and shortage of skilled professionals. Frankfurt Economic Development GmbH possesses over a Competence Centre for business start-ups that supports start-ups and founders in

questions regarding spaces, finance and network. One initiative of Frankfurt Economic Development in field of entrepreneurial talent management is founding the **KOMPASS – centre for entrepreneurship**, which provides consultation and qualification for start-ups since 2000. Another example of a successful project is **Frankfurt Forward**, an initiative of the “Masterplan Industry”, bringing together industry and start-ups.

City branding strategy

The city of Frankfurt am Main disposes over a diverse economy with a focus on logistics and mobility, financial industry, IT and telecommunications, life-science and biotech and creative industries. Despite this diversity, the city is almost exclusively known as a city of banks. A lack of an image campaign transporting the city's economic diversity and life quality can be noted. Such

a campaign could contribute immensely to a more successful talent management for the city. Frankfurt am Main has different sides to offer. It is an important business location, an exceptionally green city that provides above average infrastructure and a great variety of cultural and sportive events. These characteristics should be highlighted in marketing activities.

3. Alignment to RIS 3

The Hessian Innovation Strategy 2020 was delivered in 2013 by Hessian Ministry of Economy, Transport, Urban and Regional Development, following the principles of the RIS3 method. The strategy lays on a number of global megatrends regarding shortage of resources, climate change, health and nutrition, communication in the information society and demographic change. Those megatrends led to the definition of a series of key areas that should be at the core of economic support in the state of Hessen and fields of action that contain different funding instruments.

It is worth to notice that many of the city's priorities can be found in the hessian RIS 3 (Hessische Innovationsstrategie 2020), such as life science, IT and telecommunication, mobility and logistics, finance and creative

industries. The fields of action comprise, amongst others, the "Houses-of" concept, which Frankfurt has already implemented in form of the "House of Logistics and Mobility" and the "House of Finance". The "Houses-of" bring together science and economy and thereby enable innovation. Thus, they are in line with the main priority of the hessian RIS3: render Hesse's economy innovative.

While these projects are very successful, they support big players or already very innovative start-ups. Considering the importance of small and medium enterprises for Frankfurt's economy, Frankfurt Economic Development decided to use the In Focus project as an opportunity to expand our efforts in the field of innovation to SMEs, focusing on technological innovation in SME.

4. Frankfurt Local Action Plan

Policy Challenge

As described above, Frankfurt already follows a cluster-based approach. A more stringent institutionalization in the form of cluster organizations is not wanted. However, Frankfurt Economic Development GmbH decided to **review the existing focus industries and discuss whether new industries have emerged that should be managed by Frankfurt Economic Development GmbH staff.**

It has been outlined above that the key areas identified in the hessian RIS 3 and Frankfurt's focus industries are almost congruent. There are only few fields that the hessian RIS 3 covers that cannot be found in Frankfurt's cluster-based approach (such as health industry and environmental technology). The fields that are not covered in Frankfurt's strategy are no priority focus industries for the city and not big enough to include them in a cluster strategy for Frankfurt. Therefore, Frankfurt Economic Development GmbH sees no benefit in further aligning its strategy to the hessian RIS 3 key areas. However, we would like to enhance the implementation of the overall goal of the hessian RIS3 which is the support of innovation, especially in SME. In line with this goal and in the frame of In Focus, **Frankfurt Economic Development GmbH will seek to raise awareness for the necessity of innovation among SME and to support them implementing innovation.** Therein, we decided to specialize on technological innovation. We consider this specialization necessary firstly because the topic of innovation as such would be too

broad for the URBACT local group to develop concrete measures. Secondly, technological innovation can have important impacts on production costs and therefore on a companies' competitiveness and in consequence on the economies' growth.

Since innovation is often driven by young founders and start-ups, **we will also focus on further enhancing the already very developed and efficient support for start-ups and founders in Frankfurt.** Discussions within the URBACT local group have demonstrated that this is an issue of high interest. It also seemed to us that several approaches to supporting start-ups and founders can be like possible measures for the support of innovation in SME. Spill-overs might be fruitful here. However, we must keep in mind that SME and Start-ups are very different target groups with specific needs.

When to city branding, Frankfurt has the reputation of a city of banks and finance. Although the financial sector is very important to Frankfurt's economy, other industries such as IT and telecommunications, pharma industry, biotechnology and life science, mobility and logistics and creative industries play an important role as well. **The challenge we will face in the frame of this project is to work on the cities' image and to promote a more accurate picture of what Frankfurt has to offer. A revision of Frankfurt's city branding should also help us attracting new talents and keeping them in the city.**

Main orientation of Frankfurt's Local Action Plan

Considering the city's' background and the here mentioned policy challenges, Frankfurt Economic Development decided to focus its action plan on the following topics:

Cluster-development

- Which new focus sectors have emerged since the implementation of Frankfurt's cluster strategy in 2007? Which of these should Frankfurt Economic Development GmbH support?
- What kind of support could this be and how does it align with RIS3?

Technological Innovation in SME

- How can FED sensitize small and medium enterprises to the need of technological innovation?
- How can FED help small and medium enterprises to implement technological innovation?

Start-Up Economy

- Frankfurt Economic Development GmbH supports start-ups and founders in finding spaces, finance and network. The URBACT local group evaluated the already existing offers and discussed about other formats that could be helpful for start-ups and founders (in the field of spaces, finance and network)

City Branding

- How can Frankfurt change the single-sided image of a financial hub and popularize the diversity of its economy?
- How can Frankfurt Economic Development GmbH contribute to making the city more attractive for start-ups, founder, entrepreneurs and tourists?

5. The Frankfurt URBACT Local Group



Tourismus+Congress GmbH Frankfurt am Main is the marketing agency of the City when it comes to tourism and congress. The agency promotes a positive image of the city on a global level.

Kompass gGmbH supports women and men on their way to professional independence and provides know-how on business start-ups. Kompass can help you in any phase of your start-up process with individual solutions.



The institute for sociology at Goethe-University focuses on economic, innovation and industrial policy. The institute also does research on entrepreneurship, innovation processes and governance of enterprises, clusters and markets.

FrankfurtRheinMain GmbH is the marketing agency of the Frankfurt-Rhine-Main region. Shareholders are cities, counties. The agency seeks to inform foreign companies about the location advantages of the region and to strengthen Frankfurt's international competitiveness and its image abroad.



Hessen Trade & Invest GmbH (HTAI) is the economic development agency of the state of Hessen. Its goal is to strengthen Hessen as an economic and technologic location and to consolidate and enhance its competitiveness.

Hessen Agentur is the service provider of the state. The agency implements projects, campaigns and funding activities and functions as a consultant and „thinktank“. The agency aims to position Hessen in the national and global competition and to consolidate the wealth of the citizens.



HessenAgentur

HA Hessen Agentur GmbH



The Marketing Club Frankfurt is the most active marketing network of the metropolitan region Frankfurt Rhine-Main. It provides an exchange platform for the public and for managers from economy, industry and service providers.

region+projekt is a consulting company that provides support for projects, processes and network initiatives in the field of region and location development. The company mostly works with organisations and players that promote the economic development of regions and locations, particularly municipalities, economic development agencies, chambers, associations and companies.

region + projekt



Regionalentwicklung – Projektbegleitung – Netzwerkiniciativen



The Duale Hochschule Baden-Württemberg (DHBW) Mannheim provides an attractive study concept, that is adapted to the needs of the labour market. The faculty „economics“ contains nineteen disciplines of study, among which the dual curriculum in economic development.

IHK Frankfurt am Main represents the interests of all tradesmen in the district. It offers consultancy for public government and legislative bodies, reports for courts, support for companies and functions as responsible institution for education for commercial managers.



Industrie- und Handelskammer
Frankfurt am Main

CargoSteps was awarded in 2017 with the Frankfurt founder-award. The start-up has developed an application that allows transport companies and its customers to track all time the current state of their shipment. It allows to avoid empty runs by suggesting shipping orders on the route of the return travel.



Tatcraft provides anything one could need for realising the next project. One can find the right tools to work with wood, metal or textile. The Tatcraft members share the machine infrastructure and production capacity. This allows them to benefit from machines and the communities' know-how.



The experts of RKW Competence Centre work together with small and medium enterprises to find solutions for the challenges of the future in the fields of securing skilled personal, innovation and business development. Another focus of RKW Competence Centre is start-ups – because founding new businesses is equally important for the sustainability of the economy.

For over 50 years, Frankfurt University of Applied Sciences maintains the department of economy and Law which focuses on business management, economic law, business informatics and business engineering. The department also works on start-up funding and entrepreneurship education.



Handwerkskammer Frankfurt-Rhein-Main

The Chamber of Handicraft Frankfurt Rhine-Main represents over 34.000 entrepreneurs and 134.000 craftsmen in the metropolitan region Frankfurt Rhine-Main. It offers various services for its members, among others in the fields of education, consultancy and interest representation.

The Wirtschaftsinitiative assembles entrepreneurs of the region, that want to make a difference for and in Frankfurt Rhine-Main. It stands up for a closer cooperation across the borders of municipalities and counties and aims to strengthen Frankfurt's public image.

FrankfurtRheinMain
Die Wirtschaftsinitiative



6. Actions

<p>Action 1 Cluster-based economic development</p>	<p>Focus on real estate industry</p>
<p>Goals</p>	<ul style="list-style-type: none"> • Strengthening the network • Enhance visibility of Frankfurt in national comparison • Strengthening the marketing of the investment and real estate location Frankfurt am Main • Development and implementation of innovative real estate concepts
<p>Description</p>	<p>The goal is to better connect players of the real estate sector in Frankfurt am Main and the region, thereby enabling them to find common solutions to common (regional) challenges.</p>
<p>Milestones</p>	<ol style="list-style-type: none"> 1. Define stakeholder 2. Develop action plan 3. Establish networking event series
<p>Potential partners</p>	<ul style="list-style-type: none"> • Project developers/ architects/ real estate managers • Real estate financiers • Universities • Real estate agents, legal advice firms, technical, office centre providers
<p>Success factors</p>	<ul style="list-style-type: none"> • Human and financial resources
<p>Success indicators</p>	<ul style="list-style-type: none"> • Number of participants and frequency of networking events • Cooperation in real estate fair stands

Action 2: Innovation for SME	Creation of an online-portal providing information on local and regional innovation consultancy services and best-practice examples
Goals	<ul style="list-style-type: none"> • Pooling information on existing services in the field of innovation with the aim of strengthening the innovation capacity of small and medium enterprises (SME) <ul style="list-style-type: none"> ○ Identify consulting services for SME ○ Provide inspiration via best-practice examples • Information on trainings in innovation management
Description	<p>Creation of an online-platform that pools information about local and regional services in the field of innovation and thereby supports SME in strengthening their innovation capacity. The online-portal should inform about consulting services and best-practice examples and provide information on networking events.</p>
Milestones	<ol style="list-style-type: none"> 1. Financial and human resources 2. Gather stakeholder (SME, investors, consultants) in a working group 3. Research relevant information 4. Create website and fill with content 5. Define responsible person for maintaining the website 6. Gather press, media, stakeholder and politicians for a public event and launch website
Potential partners	<p>RKW Kompetenzzentrum, Hessen Agentur, IHK Frankfurt, HTAI, Regionalverband FrankfurtRheinMain, FrankfurtRheinMain GmbH</p>
Success factors	<ul style="list-style-type: none"> • Financial and human resources • Interest of SME
Success indicators	<ul style="list-style-type: none"> • Analysis of visitor numbers on website • Increase of participants to consulting and professional training services • Increase of SME that introduce technological innovation

Action 3 Innovation for SME	Encourage dialogue between SME and innovative start-ups
Goals	<ul style="list-style-type: none"> • Establish a dialogue between start-ups and SME that seek to introduce technological innovation • Mutual learning and best-practice exchange
Description	<p>A link between SME and start-ups will be established via networking events and the online-platform (action 2)</p>
Milestones	<ol style="list-style-type: none"> 1. Building up a data base listing possible partners 2. Initiate mailing list with interested SME and start-ups 3. Establish series of events for networking purposes <p>In parallel:</p> <ol style="list-style-type: none"> 1. create a forum on the online-platform (action 2) that enables exchange between SME and start-ups.
Potential partners	<p>IHK, start-ups, KMU, Frankfurt University of Applied Sciences</p>
Success factors	<ul style="list-style-type: none"> • Interest of SME and start-ups • Prior creation of online-platform • Initiated cooperation • Commercial relations between SME and start-ups
Success indicators	<ul style="list-style-type: none"> • Number of start-ups and SME attending network events • Number of start-ups and SME that use the forum of the online-portal for exchange • Number of start-ups connected to SME

Action 4 Innovation for SME	PR- and Media campaign on innovation in SME
Goals	<ul style="list-style-type: none"> • Sensitize SME for the need of technological innovation • Promote consulting and network services • Promote know-how on the implementation of technological innovation
Description	<p>Information on innovation in SME should be promoted via local newspapers, sector-specific magazines and websites of relevant institutions. The goal is to demonstrate the necessity of technological innovation for SME and to provide know-how, consultation and networks.</p>
Milestones	<ol style="list-style-type: none"> 1. Develop a PR- and media strategy 2. Compile know-how and information on consulting services and networks 3. Initiate media cooperation 4. Inform about events and publications
Potential partners	
Success factors	<ul style="list-style-type: none"> • Successful cooperation with representatives from press, media and website owners.
Success indicators	<ul style="list-style-type: none"> • Increase of visitors to consultancy and networking events • Number of implemented projects • Increase in public funding for the introduction of technological innovation (Wirtschafts- und Infrastrukturbank Hessen)

Action 5 Promoting start-ups	Start-up accelerator: building a “lighthouse” start-up centre
Goals	<ul style="list-style-type: none"> • Attract start-ups via an attractive „lighthouse“ start-up centre in the city centre • The start-up centre should function as a showroom, providing information on the start-up ecosystem and relevant services and activities • Promote Frankfurt’s „High-Potential“ start-ups
Description	<p>The new attractive start-up centre functions as a showroom providing information on the start-up ecosystem and relevant services in Frankfurt. To generate high interest and esteem, the centre will be located in the heart of the city. It will host very innovative start-ups that dispose over high development potential on the global market. The centre will contribute to increasing the city’s attractiveness among the start-up scene by highlighting the most remarkable start-ups.</p>
Milestones	<ol style="list-style-type: none"> 1. Compile concept defining target group, consulting services, events, sponsoring, financing/ funding 2. Find location 3. Media-effective opening of the centre with representatives from press, politics and start-ups scene
Potential partners	
Success factors	<ul style="list-style-type: none"> • Clear difference in focus to existing centres • Innovative rooms & infrastructure • Prestigious location
Success indicators	<ul style="list-style-type: none"> • Number of rental requests • Positive media attention promoting the image of Frankfurt as an attractive city for start-ups • Tenants evolve into successful global enterprises • Number of created workspaces • Turnover of start-ups • Growth increase of start-ups

Action 6 Promoting start-ups	Online-portal for start-ups
Goals	<ul style="list-style-type: none"> • Start-ups in the Frankfurt Rhine-Main region are informed about consulting services, events and funding • Easy access to information via transparent information
Description	<p>An online-portal for start-ups in the Frankfurt Rhine-Main region should pool information on consulting and funding services and make the information accessible in a transparent way. The information provided should include consulting services, funding, workspaces and networking events.</p>
Milestones	<ol style="list-style-type: none"> 1. Financial and human resources 2. Gather stakeholders (SME, investors, consultants) in a working group 3. Research relevant information 4. Create website and fill it with content 5. Define responsible person for maintaining the website 6. Gather press, media, stakeholder and politicians for a public event and launch website
Potential partners	<p>Frankfurt Economic Development GmbH seeks a cooperation with partners in the Frankfurt Rhine-Main region.</p>
Success factors	<ul style="list-style-type: none"> • Willingness to cooperate of all relevant stakeholder • User friendly website
Success indicators	<ul style="list-style-type: none"> • Analysis of visitor numbers • Increase of participants in consulting and training services

Action 7 Promoting start-Ups	Spaces for start-ups
Goals	<ul style="list-style-type: none"> • Start-ups can use spaces provided by SME for the duration of a project • Dialogue and cooperation between start-ups and SME
Description	<p>SME that dispose over spaces make them available for start-ups for the duration of one project. Start-ups or project-related working groups thus have the flexibility to benefit from spaces for short terms in accordance to the necessity of the project.</p>
Milestones	<ol style="list-style-type: none"> 1. Development of a model of cooperation (example: Frankfurt's RADAR project) 2. Finding cooperation partners (SME) 3. Spread information on the innovative offer via online-portal
Potential partners	
Success factors	<ul style="list-style-type: none"> • Willingness of SME to make available their rooms to low prices/ for free • Interest of the start-up scene • Involvement of Kompass start-up centre
Success indicators	<ul style="list-style-type: none"> • Number of interested SME and start-ups • Number of achieved cooperation • Reports of SME and start-ups

Action 8 City branding	Common database for pictures and marketing material
Goals	<ul style="list-style-type: none"> • Common city branding used by all actors working in the field of location marketing in Frankfurt • Common database providing information, graphics, pictures that are edited in a uniform design
Description	<p>The goal is that actors that work in city branding and location marketing use a common database that provides marketing material which is edited in a uniform design. This will allow actors to promote a common city branding and a similar story telling.</p>
Milestones	<ol style="list-style-type: none"> 1. Define common content, design and claim 2. Collect existing marketing materials and ask for the making of new materials 3. Create digital database 4. Regularly update database
Potential partners	<p>Department for city marketing, Tourismus+Congress GmbH Frankfurt, FrankfurtRheinMain GmbH, Chamber of Handicrafts Rhine-Main, Wirtschaftsinitiative, Hessen Trade & Invest, Marketing Club Frankfurt</p>
Success factors	<ul style="list-style-type: none"> • Agreement to a common design • Basis of marketing- and information material • Regular updates of database • Constant usage of the provided material by all project partners for presentations and other marketing purposes
Success indicators	<ul style="list-style-type: none"> • Number of users and call-off figures • Utilization of provided material in presentations

Action 9 City Branding	Working group on a city branding for Frankfurt
Goals	<ul style="list-style-type: none"> Improving Frankfurt's sympathy value
Description	<p>Surveys demonstrate that the city of Frankfurt cannot hold up to other German cities such as Hamburg or Munich when to its sympathy value. Cities known for tourism have been shown to be considered as more sympathetic than those that are less popular touristic destinations. Against this background, the city seeks to improve its image and to increase its sympathy value.</p>
Milestones	<ol style="list-style-type: none"> Initiating a working group with the undermentioned partners Compile actions to increase sympathy value, such as a stronger focus on touristic attractions (new old town, Museum mile, culture- and sports events)
Potential partners	<p>Department for city marketing, Tourismus+Congress GmbH Frankfurt, FrankfurtRheinMain GmbH, Chamber of Handicrafts Rhine-Main, Wirtschaftsinitiative, Hessen Trade & Invest, Marketing Club Frankfurt</p>
Success factors	<ul style="list-style-type: none"> Financial and human resources
Success indicators	<ul style="list-style-type: none"> Increased sympathy value in upcoming surveys Number of visitors to Frankfurt



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