



Potsdam Local Action Plan

RUnUP Thematic Network

AN URBACT II PROJECT



Connecting cities
Building successes



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Foreword

The State Capital Potsdam is characterised by a large number of universities as well as a diverse spectrum and a high density of scientific institutions. The development of these competences is a primary goal of the state capital. They are connected with the strategic aim to propel regional and urban economic growth in a sustainable way.

Joining the URBACT-II-project RUnUP - Role of Universities for economic Development in Urban Poles - has proved to be an outstanding idea. RUnUP was a great opportunity to exchange ideas with partners from Sweden, Great Britain, France, Spain, Italy and other European countries. Learning from others has helped us tremendously to develop fields of actions and define specific measures suitable for the situation in Potsdam.

Since early 2009, the University of Potsdam (Institute for Geography) was responsible to develop creative ideas and implement first actions supported by the Chamber of Commerce and Industry, the science association proWissen, the State Capital Potsdam, the Ministry of Infrastructure and Agriculture, and other partners.

The present Local Action Plan, based on a "Vision for Potsdam" developed in 2010, identifies measures helping to shape the city's profile as a science city, enhancing cooperation and communication between local actors and enabling the city to utilise growth effects of the knowledge economy for both city and region. Now it remains in the hands of the partners to implement the projects presented and contribute to taking the science location Potsdam to the next level.

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Introduction

In recent years, cities across Europe started to once again rethink their role in the global, regional and local economy. Their understanding has been shaped by new challenges such as the ongoing global integration of markets, the turning point in energy production through renewable energies, demographic change and the recent financial crises.

Regarding these developments, EU leaders decided that the goals formulated in the Lisbon strategy no longer seemed accurate. While the Lisbon strategy was on most parts focused on economic competitiveness, the new strategy Europe 2020 focuses on qualitative growth.

As central drivers of innovation, the cities play a vital part in shaping these aims. The key to success will be the ability of all relevant actors to join forces creating the necessary synergy effects. Especially medium-sized university cities often profit from a concentration of innovative small and medium-sized enterprises (SME) with scientific expertise and sufficient resources at the public administrative level. Combining the efforts of the three spheres in order to propel qualitative and sustainable growth is what RUnUP at its core is all about.

RUnUP stands for Role of Universities in Urban Poles and is one of currently 44 URBACT II projects funded by the European Union. The RUnUP network consists of nine medium sized cities within a greater metropolitan context. Together the project partners from around the European Union investigate how the existing university knowledge and competencies can engage in the local economy and the local authorities.

The RUnUP project has set itself the goal of validating and, if possible, realising the potentials of the triple helix concept. This concept constitutes three spheres which have to work together in order to fully unleash a city's potential: scientific institutions, local economy and public administration. In this context, one wants to systematically and sustainably reinforce the role of universities and research institutions in the regional economic and urban development of medium-sized cities.

By harnessing the regional science competencies more effectively, cities hope to see both specific growth effects as well as an improved knowledge transfer within the city limits.

In the sense of URBACT the key to improvement on a city-level lies in communication and the exchange of experience. RUnUP works on two dimensions. Along with its eight partners from the United Kingdom, France, Spain, Poland, Sweden, Portugal and Greece, Potsdam is investigating the different approaches undertaken in other countries but under similar conditions. On the other hand RUnUP aims at bringing triple helix partners together on a local level. This is why Potsdam, just as any RUnUP partner city, has formed an URBACT Local Support Group (ULSG) consisting of actors from scientific institutions, the local economy and the public administration.

By first investigating the status quo the ULSG was then able to define the central challenges for the State Capital Potsdam in order to achieve a much improved collaboration between the triple helix spheres. In the light of its findings, the URBACT Local Support Group has jointly developed this Local Action Plan. It pictures the framework conditions, describes the process over the past 24 months, derives four fields of activities, and finally assigns specific measures.

Economic Assessment

Within the last 20 years, East German states such as Brandenburg underwent a very ambivalent economic development. On the one hand they suffered greatly from structural development, which became most obvious in terms of high rates of unemployment and a significant migration of skilled workers and academics mainly towards West Germany.

On the other hand over the years Brandenburg has displayed a significant dynamic of economic development. In national benchmarks, the state has continuously managed to rank amongst the most dynamic regions in Germany. In the most recent assessment, Brandenburg even ranked number one.¹ Potsdam itself is the most dynamic city in Brandenburg and the third most dynamic city in East Germany. In this context the city's development is in many ways outstanding.

As noted above, a decrease in population has been one of the most serious problems for East German cities and towns. The periphery of Berlin has generally gone into an opposite direction, though. Especially Potsdam managed to profit from suburbanisation. After the city was experiencing a significant decrease of its population during the 1990s (140.000 inh. in 1993 compared to less than 127,700 inh. in 1999) it has been growing ever since the late 1990s. Today Potsdam has approx. 155,000 inhabitants and it is predicted to continue to grow (160,900 inh. by 2020). This would translate into an 11 percent increase between 2003 and 2020, making Potsdam the fastest growing city in the area of the former GDR.

Key Branches

Within the frame of its recently revised structural policy, the state Brandenburg has identified five key branches ("Fields of Competence") of particular significance for Potsdam:

- **Automotive**
- **Biotechnology / Life Sciences**
- **Geo-Information**
- **Media / Information Technology**
- **Tourism**

The **media** industry is mostly concentrated around the district of Babelsberg, which is the home of over 120 businesses with more than 3,500 employees. Many of them are affiliated to the Academy for Film and Television "Konrad Wolf". Bigger enterprises such as UFA, Studio Babelsberg or Rundfunk Berlin Brandenburg (RBB) are of

regional and national or even international importance.

Just as the media industry, the **information technology** industry is steadily gaining significance, too. Both industries are strongly interlinked. 750 IT-enterprises employ close to 5.800 people. This constitutes about one third of the entire Brandenburg IT-industry.

The **geo-information** industry is mostly located at Telegrafenberg, south-west of the city centre. In its external perception, the branch is dominated by three main research institutions: The Centre for Geo Information (GFZ), the Potsdam Institute for Climate Studies (PIC) and the Alfred-Wegener-Institute for Polar and Marine Studies (AIP). All of which are extending in the coming years. Yet, there are many SMEs surrounding the "big three". All in all over 2,200 people are employed in this field. The linkages between the geo-information and the IT-industry are relatively strong.

Compared to these industries, **biotechnology and life sciences** are rather small in scale. There are around 50 businesses related to this branch across the city. 30 of them are situated in Golm or on the Hermannswerder peninsula (Potsdam Biotech-Campus). However, these locations are an important part of the Berlin-Brandenburg biotech cluster which holds a leading role on a national scale.

The **automotive** industry in Potsdam is still in development. Again it's the linkages to other industries which make this branch interesting for Potsdam. A good example is the Volkswagen Design Centre with over 60 employees. It works closely together with the IT- and media industry.

Of all of the branches mentioned above, **tourism** is the strongest key industry with around 20,000 employees. Although the main attraction remains to be the Prussian cultural heritage, tourism in and around Potsdam has developed into other fields such as water sports and cycling. Around 831.000 visitors per year are coming to Potsdam to stay overnight. The estimated gross turnover was 753 Mio. EUR in 2009 and has been constantly growing over the years.²

¹ cf. Handelsblatt 2010

² All figures: State Capital Potsdam 2010

Employment Structure

Although Potsdam is home to a number of bigger companies such as Oracle, the city's business structure is mostly characterised by small and medium-sized enterprises (SME). These bear a great innovation potential. Being small-scaled also has direct implications on the nature of technology transfer within the state capital.

In 2009, 103,000 people were employed in Potsdam, around 73,000 of which are covered by social security. Over the last years this number has gradually increased just as the number of businesses (around 12,100 in 2009 compared to 11,400 in 2007). Following an overall trend, the vast majority of employees is now working in the service sector (89.5 percent in 2008) while a decreasing proportion is working in the manufacturing industries (10.2 percent). Potsdam shows an unemployment rate of 8.4 percent in 2009. This is a slight increase compared to 2008, but a significant drop in comparison to the years before. The unemployment rate peaked in 2005 with 13.4 percent which is now significantly below the state's average (around 10 percent).³

Economic and Financial Crisis 2008/2009

The German economy was significantly affected by the financial crisis in 2008/2009. All over Germany an increase in unemployment occurred but was somewhat damped by governmental measures such as the promotion of part-time employment.

This was also the case in Brandenburg but being much less dependent on export-oriented industries (e.g. automotive or microelectronics), the state suffered much less than the Stuttgart region for instance. In general it is safe to say that despite the crises having an effect on Brandenburg and Potsdam, the region's economy does not see any revision of an overall positive trend.

Summary and Comparison to Baseline Study results

The Baseline Study which was largely based on 2007 data has early drafted an overall positive development of the state capital Potsdam. The fundamentals identified in the study still hold true. The overall development trend has continued. Potsdam witnesses both a growing economy with a strong focus on the service sector and the "Fields of Competence" as well as a growing population. The educational institutions are (following a national trend) getting increasingly popular. On the other hand the population is growing older on average. The demographic change is also becoming an issue for Potsdam. The financial crisis hit Potsdam's economy just as it did Germany at large. The effect though was somewhat damped by governmental measures such as short-time work and the fact that the Potsdam economy by structure is not as sensitive to economic shocks.

| Parameter | 2007 | 2009 ⁴ | Delta |
|---|---------|-------------------|-----------|
| Inhabitants (principal residence) | 149,687 | 153,117 | 2.30% |
| Share of foreign nationals | 4.6 | 4.3 | -2.60% |
| Average age | 41.7 | 42 | 0.3 years |
| Natural balance | 383 | 294 | 15.30% |
| Inbound commuters | 42,286 | 44,036 | -1.80% |
| Outbound commuters | 25,583 | 27,320 | 4.40% |
| Net commuters | 16,703 | 16,716 | -7.90% |
| Unemployment rate (annual average) | 9.80% | 8.40% | 2.2% |
| Businesses | 11,438 | 12,175 | 4.10% |
| Socially insured employees | 70,007 | 72,899 | - .80% |
| total employees | 100,100 | 103,700* | 3.80% |
| there from in industrial sector | 11.80% | 10.2%* | -1.60% |
| there from in service sector | 87.80% | 89.5%* | 1.70% |
| Students (academic) | 22,120 | 23,769 | 2.40% |
| Apprentices | 9,525 | 8,656 | -4.00% |
| Students (school) | 16,274 | 17,140 | 4.40% |

*2008; no data from 2009 available

Role of Scientific Institutions in Potsdam

Universities and colleges in Potsdam

University of Potsdam (UP)

The state capital Potsdam is home to a number of higher-education and academic institutions. The largest of these is the University of Potsdam founded in 1991. In 2009/2010 20,300 students were enrolled in the university, which employs a staff of close to 4,000. The university is located on multiple campuses in and around Potsdam. Each of the three main locations has a distinct academic profile.

The New Palace at Sanssouci Park accommodates the faculty of philosophy as well as the Institute of Mathematics and Sports. At Golm, which is located north west of Potsdam, is home to the Humanities section and natural sciences. Finally at Babelsberg and Griebnitzsee the faculties for law, social sciences, economic and computer science are located.

The University of Potsdam is the state's biggest educational institution. Despite its relatively young age it has already gained an excellent reputation in certain fields.

Potsdam University of Applied Sciences (FHP)

With its focus on architecture, urban planning, design and information technology the University of Applied Science has developed a very distinguishable academic profile. The University has a leading position in some specialised fields such as Interface Design where it offers one of the very few programmes nationwide.

It was founded in the same year as the University of Potsdam and has currently around 2,700 students enrolled. It serves as an employer for 245 people. The school was originally located at a very prominent place downtown Potsdam (Alter Markt) but moved to the northern fringes (Bornstedter Feld) of Potsdam some years ago.

Academy for Film and Television "Konrad Wolf" (HFF)

The school is one of the oldest and renowned film academies in Germany and the only art academy in Brandenburg. The programmes offered at the HFF range from animation to movie scores, production, montage, scripting, and others. Founded in 1954, there are now around 540 students enrolled in the classes. The university is situated in Babelsberg where it is closely affiliated with the neighbouring media institutes and businesses.⁵

All in all Potsdam has 23.769 (2009) students, the number of which is constantly growing.⁶ An increasing number of students can be witnessed all over Germany. At the same time, the number of young people opting for an apprenticeship is decreasing. Both trends have to be considered also under the frame of demographic change.

Although there are currently more students enrolling, in the long run the respective age group will dramatically decrease. This is especially true for Eastern Germany, which as noted above suffers greatly from migration to other parts of the country. Therefore it is a very good sign, that despite following the trend of less people starting an apprenticeship (around minus 4% annually) there is also a steady increase in the number of pupils.

Other important scientific institutions

There are over 40 public or private scientific institutions in Potsdam. Some of them are important employers and/or of significance beyond the region.

The **AIP** (Potsdam Institute of Astrophysics), founded in 1992, is the successor of the Berlin Observatory founded in 1700 and of the Astrophysical Observatory of Potsdam founded in 1874. The latter was the world's first observatory to emphasize explicitly the research area of astrophysics. Currently there are 140 scientists and other staff working at the institute, which is part of the Leibniz-Society.

The Hasso Plattner Institute for Software Systems Engineering (**HPI**) is Germany's only University-Institute which is fully financed through private funding. It was founded in 1999. Currently there are around 480 students enrolled in bachelor and master programmes. The main research and teaching is done in the fields of complex IT-systems and software engineering. 70 scientists are employed at the HPI.

The Potsdam Institute for Climate Impact Research (**PIK**) is researching global warming and global change. It has become best known for inventing the Tsunami early warning system in the aftermath of the 2004 Indian Ocean earthquake. 210 people are currently employed at the PIK.

⁵ All Figures: proWissen e.V.

⁶ cf. Potsdam Location Development Strategy 2010

The Fraunhofer Institute for Applied Polymer Research (**IAP**) is located at the Science Centre Golm. It specializes on the targeted development of sustainable processes and materials based on natural and synthetic polymers. It is fully funded by public monies.⁷

Status Quo: Knowledge and technology transfer facilities

The three universities in Potsdam have each established an entrepreneurial chair. One of them is currently vacant at the University of Applied Sciences. The services available (business classes, workshops, start-up support) are increasingly used by university staff and students. Whereas there is no distinct contact point for spin-offs from the FHP, GO:INcubator has established itself as the place to go for scientific start-ups at the University of Potsdam.

The HFF has a similar programme, called "Media Exist". All nine universities in Brandenburg are connected through the BIEM/CEIP association. It serves as an umbrella organisation for spin-offs and innovation transfer. Its activities are in part hard to distinguish from those of other institutions. The university also operates its own knowledge transfer centre (UP transfer) as well as a Career Service. Similar activities are conducted by the Federal Employment Agency and the Potsdam Chamber of Commerce.

There are also networks and initiatives on the state level such as the "Network of Founders" or the "Piloting Service" (funded by the European Social Funds).

Cooperation between universities and public institutions

All of Potsdam's universities are involved in project-based partnerships with other public and semi-public institutions. In compliance with its size, the University of Potsdam leads in establishing cooperation, followed by the University of Applied Sciences and the Film and Television Academy. Looking at these forms of project cooperation more closely, reveals that only a relatively small share (around 10 percent) is linked to public institutions in Potsdam. About a quarter of projects are conducted with partner institutions in the capital region (Berlin-Brandenburg).

The largest share of scientific exchange is established with partners in the rest of Germany (over one third) while a little less than one quarter of the partnerships take place on an international level.⁸

Summary and Comparison to Baseline Study results

In accordance with the economic assessment, Potsdam has also taken a positive development in respect to its universities and research institutions. Each of the universities is growing by the number of students and staff. Also new non-university institutes such as the Institute for Advanced Climate, Earth System and Sustainability Studies (IASS) have been recently founded. Regarding spin-offs and founding activities, Potsdam can also look back on successful years. The University and the State Capital have achieved to establish themselves as premium locations according to respective national rankings. Consequently it seems safe to say that the positive trend continues.

On the other hand there are no fundamental changes concerning the weaknesses identified in the Baseline Study, too. As a science location, Potsdam remains significantly fragmented. No common development strategy has been put on the agenda so far. Although the communication between the science clusters may have improved over the years, thanks to the work of organisations such as proWissen, there is still only a very limited connection between the city centre and the scientific institutions on the outskirts. The linkages between business and science remain largely constrained to spin-off activities at and around the university campuses.

⁷ All Figures: proWissen e.V.

⁸ Roffes et al. (2010): "Regional significance of universities and research institutions – The case study Potsdam"

Potsdam URBACT Local Support Group

Structure and Institutions involved

Coming up with ideas how to enhance collaboration between scientific institutions, the local economy and the public administration is not the only goal of RUnUP. The project also aims at bringing the triple-helix partners to one table in the process in order to create these ideas in a joint effort. These thoughts helped create the Potsdam Local Support Group (ULSG). The following institutions are part of the core group:

University of Potsdam, Institute of Geography (Project Partner)

The University of Potsdam is the largest scientific institution in Potsdam. It is also the most important triple-helix partner within the city. Through UP Transfer, CEIP and other in-house institutions, it is actively engaged in knowledge and technology transfer with both the local economy and the public administration. Within the University of Potsdam, the Institute of Geography is the respective USLG partner.

State Capital Potsdam

For this field of activity, the State Capital Potsdam is represented by its departments of business development and marketing. Both have an employee especially responsible for scientific institutions - an innovative approach on the local level.

proWissen

proWissen is an association founded and financed by the State Capital Potsdam. Its purpose is to establish frequent communication between the scientific institution in and around Potsdam and pursue joint marketing efforts. Through activities such as the science lecture series "Potsdamer Köpfe", proWissen also strives to make science more accessible for the people living in the state capital.

Potsdam Chamber of Commerce

The Potsdam Chamber of Commerce is the central contact point for most of the local economy. The chamber is involved in a number of business related topic in general but is also an active player within the system of regional technology transfer.

complan

complan is a private consulting company. In the past it has assisted the State Capital Potsdam in creating a number of fundamental policy strategies. Within the Potsdam RUnUP network, complan is performing process and specialist counselling.

Brandenburg state departments

Two state departments are supporting the ULSG. The Ministry of Economy and European Affairs acts as the Managing Authority. The Ministry of Infrastructure and Agriculture is involved through its division of City and Neighbourhood Development.

GO:INcubator

GO:INcubator is the central agency and incubator for technology oriented start-ups and companies in the Potsdam region. The private limited company is located at the Golm Science Park. Founded in 2007, GO:INcubator is now already one of the university's most important spin-off partners.

In the process the ULSG Potsdam was also supported by additional partners.

Meetings

Since August 2008, the ULSG held meetings on the following dates:

August 29th 2008 (Kick-off)
 September 28th 2008
 January 28th 2009
 May 20th 2009
 July 23rd 2009
 September 13th 2009
 January 14th 2010
 February 18th 2010
 May 7th 2010
 June 25th 2010
 October 7th 2010
 December 2nd 2010

Methodology

RUnUP Network activities

The exchange with our international partner as well as study visits to other cities across Europe has been a major contribution to the development of ideas.

Study visit:

Tampere, Finland

Tampere, located in the southern part of central Finland is the country's second largest city (200,000 inhabitants). The city is both Finland's industrial heart as well as a university city. Most prominently, Tampere is home to the global player Nokia. Although today Nokia dominates the region's economy the "Tampere model" is more complex than that. The success of Nokia was built upon a combination of traditional production activities, strong investments in educational and business infrastructure and the belief in innovation-driven growth.

Today also the city's small and medium-sized companies profit by a large extent from this strategic approach. An impressive showcase is the demo factory (DEMOLA) where in an "open innovation" environment and with the support of the local economy, university students produce prototypes and develop business plans. The companies then actually implement some of the ideas straight away.

It grabbed the Potsdam ULSG's attention to witness how a certain environment can inspire businesses and universities to work so closely together. With the presence of Nokia however, Tampere can be considered an outstanding case.

Enschede, Netherlands

Enschede, situated in the Twente region of the Netherlands, had to face a profound structural change when the local textile industry moved to cheaper production centres outside of Europe. Enschede is a showcase of how to radically transform a city with a rich industrial heritage into a knowledge-based economic centre. In contrast to historically established university locations, Enschede focused on the entrepreneurial aspect of science and education from very early on.

The "Temporary Entrepreneurial Positions" programme (TOP) is strongly promoting an entrepreneurial climate throughout the University of Enschede. The commercialisation of knowledge has further been reinforced by the establishment of the Business and Technology Centre (BTC) and the business support programme "Venture Lab Twente".

Two aspects of the region were of particular interest to Potsdam. One was the ability of Enschede to keep 80 percent of the spin-offs in the Twente region long-term. The second aspect was the fact that despite being extremely successful in driving and commercialising innovations, OECD studies show a very uneven development of the entire region with high rates of unemployment and a generally low skills base. As a location sharing structural challenges like these it will be interesting to see how Enschede will meet these challenges. There will be a lot to learn for Potsdam.

Solna, Sweden

Solna is one of the partners within the RUnUP network. Of all project partners, Solna probably represents the closest resemblance to the Potsdam case. Solna and the nearby Swedish capital Stockholm form a very similar setting to Potsdam and Berlin. For the ULSG Potsdam it has been especially interesting to see how integrated both Stockholm's and Solna's development strategies are. The scientific and academic expertise in Solna is outstanding in its external presentation; it is part of the "Stockholm package".

Nonetheless, it should be mentioned, that in contrast to Potsdam, Solna is much more specialised in the field of life science and medicine, which makes it easier for the city to maintain a distinct profile even when working closely together with Stockholm.

ULSG activities

Surveying local enterprises and scientific institutions

In summer 2009, complan with the assistance of proWissen and the Chamber of Commerce, conducted a survey to find out about why and how cooperation between triple-helix partners does (or does not) occur as well as how these organisations assess Potsdam. For this purpose, 50 scientific institutions and 150 innovation-orientated companies were queried. Subsequently the results were analysed qualitatively.

The findings show that in general both local enterprises and scientific institutions rate Potsdam highly as an overall good location for living, work and innovation development. The proximity to Berlin plays a major role for the respondents. Also the soft locational factors are considered as very positive. The picture gets more differentiated on the question of triple-helix cooperation. Scientific institutions regard other institutions within their cluster (e.g. at the Golm Science Park) as important for their work. For project-based collaboration however, they look for partners beyond the region.

Private companies based in Potsdam see a greater need in cooperating with scientific institutions than vice versa. Yet, especially the smaller ones are missing the information necessary on how to approach the scientific institutions in the regions. The services available seem confusing to them. In addition to that, a number of companies, which participated in the survey, perceived a general communication deficit between the sectors. They regard this as the most significant caveat in developing a sustainable working relationship.

Study seminar at the University of Potsdam

Between May and September 2009 the University of Potsdam department of Geography held a seminar headed "Institutions of Higher Education and Research Institutions as Regional Growth Engines". Twenty graduate students from the areas of Regional Sciences, Education and Human Geography took part in the project. In groups of two, the students worked on ten different research topics ranging from "The Scientific Landscape of Potsdam as a Challenge for Urban Development" to "The Role of Potsdam's Universities in the Triple Helix" to "Study in Potsdam - Live in Berlin".

The findings contributed significantly to the success of RUnUP and served as a major input in developing the Local Action Plan.

RUnUP Exhibition

On October 11th/12th 2009, the "Science Express" exhibition train (as part of the federal project "Science Year 2009 - Research Expedition Germany") stopped in Potsdam. The ULSG Potsdam decided to use that event to inform the public on RUnUP in the form of an exhibition. The findings of both the student project and the survey were presented for two days at the main station arcades. The exhibition attracted public attention and received a broad coverage in the media.

Thematic Network Event "Branding Knowledge Cities"

Early in the RUnUP process it became obvious, that Potsdam's pronounced qualities as a science location were not in compliance with the city's external perception. On February 18th 2010 the ULSG Potsdam held a thematic network event at the GO:IN in Golm which asked the questions: "How can science location be communicated?", "Are there any best practice examples?" "Who are the important partners to involve in achieving such a goal?"

The event was aimed at both the international RUnUP partners and the Potsdam science community. Following the input of the leading partner, proWissen and the science marketing expert Prof. T. Baaken from the Münster University of Applied Sciences the plenary session discussed how Potsdam and other comparable cities could make better use of its science potentials.

The Local Action Plan: Contributing to a new policy framework

Identifying fields of action

As it should be obvious at this point, Potsdam is a multifaceted city. It is an economic centre home to a unique cultural heritage. Potsdam is a state capital - and a city of science. There are some of the best and most renowned institutes nationwide in their respective fields situated in Potsdam. Some of them enjoy an excellent international reputation as well.

Potsdam is one of the economically most dynamic cities in Germany. Also due to the high number of scientific institutions it features one of the highest scientist/inhabitant ratios nationwide. At the same time, no other state with the exception of Mecklenburg-West Pomerania has a smaller degree of academics as part of their workforce. To a concerning degree this issue is also true for Potsdam. Obviously, despite the fact that so many young people are coming to Potsdam, the city fails to offer graduates employment perspectives attractive enough to keep them in the city.

The existing policy framework already recognises science as one of the central columns within the city's strategic development plan.⁹ However, this aspect of the city seems heavily underrepresented in both the city's image as well as in its self-awareness. Other than "culture", "administration" and "business", the facet "science" makes no physical appearance in the city centre. Also it would be most desirable to have the innovation and employment potentials being harnessed in a more intense and systematic way. This would greatly contribute to more sustainable economic growth of the state capital Potsdam. In order to achieve these goals we consider a strengthening of triple-helix partnerships a key.

While existing policy frameworks offer central insights and an argumentative basis already, the local action plan should specify these. The ULSG Potsdam worked together to identify fields of activities and assign concrete projects. In order to show the perspective of a city where science, the local economy, and the public administration share a common goal and act in concert we consider the following fields of action as central:

- Institutional and conceptual networking
- Communication and visibility
- Innovation and knowledge transfer
- Academic urban life

Institutional and conceptual networking

Status Quo

The variety of high quality scientific institutions certainly is a key strength of Potsdam. The decentralisation and diversity of their locations, however, make effective networking of competences difficult at times. Generally speaking, there are six main scientific locations in Potsdam:

- Media City Babelsberg
- Golm
- New Palace at Sanssouci Park
- Griebnitzsee
- Bornstedter Feld
- Telegrafenberg

Each of the locations has its very distinct scientific profile and follows its respective development and marketing strategies. This is especially true for Golm, Telegrafenberg and Babelsberg. The peripheral situation of these clusters makes it challenging to emphasise cross-connections between them. The installation of a common signage system has to be seen as a first attempt to establish a visible connection between the city and the sites and the locations among each other.

The real connection though is to be made between people and their ideas. This is the fundamental insight which led to the foundation of proWissen in 2004. The association has since managed to establish a communication platform among the scientific institutions. Its resources are rather limited, yet it is a great basis for further activities leading in the same direction.

What do we want to achieve?

Enhancing the communication between scientific institutions is important. To create lasting effects on the local economy and knowledge transfer, a much more integrated approach is needed. New lines of communication have to be established between all triple-helix partners. This is a much bigger undertaking and therefore has to be seen as a cross-sectional task on top of the agenda of the State Capital Potsdam and chambers representing the local economy.

Communication and visibility

Status quo

Communication on the executive level as well as on the staff level can still be improved. The reason for this is again the lack of an appropriate platform. Actors from scientific institutions, the local economy and public institutions get together on a variety of occasions.

Potsdam offers a considerable selection of interesting events. However, none of these form the basis for a target-orientated exchange in order to jointly develop and discuss collaboration and network possibilities. Therefore it seems important to have the topic "Triple-Helix Partnership" being dealt with on a regular basis. A series of conferences and workshops may be an adequate approach in that sense.

A fundamental obstacle in the realisation of a more intense communication and an improved visibility is the fragmentation of scientific institutions described in previous chapters. Central economic institutions as well as the public administration are situated in the centre of Potsdam. Face-to-face communication could be considerably improved if there would be not only a physical presence of "Potsdam Science" once again in the city centre but also a dedicated space for exchange. There is no "House of Science" in the state capital. Other cities with comparable conditions, such as Bremen or Brunswick, are leading the way.

What do we want to achieve?

It has become common knowledge that in the information age, even Web 2.0 and other forms of virtual social networking cannot fully substitute personal exchange. Currently the Potsdam city centre is undergoing a major reconstruction. This gives the city a unique opportunity to create a contemporary place of collaboration for triple-helix partners. The "House of Science" could be a location to hold conferences and conventions, to inform the public on common activities as well as to propel innovation and technology transfer. It would also serve as an informal meeting point for meetings of triple-helix key actors to plan and conduct cooperation activities. Not only would the site be a booster of communication but also a visible landmark for the Science City of Potsdam.

Technology and knowledge transfer

Status Quo

It is easy for larger enterprises to actively approach scientific institutions in order to start working on joint projects or delegate research activities. As shown above, Potsdam - just as most of the capital region Berlin-Brandenburg - is structurally characterised by small and medium-sized enterprises. These businesses often lack the resources necessary to carry out active technology transfer projects. At the same time they are characterised by high dynamics and responsible for producing the largest portion of the regional GDP. Still they remain at the periphery of the whole technology transfer system. In their assessment, the present services available are numerous but opaque and focus on larger enterprises.

Again, the fragmentation of Potsdam's scientific landscape is part of the problem. Every university in addition to the main scientific industries (biotech, geo-information etc.) operate their own transfer organisation with particular contacts for the regional and supra-regional economy. For SME the efforts to engage the right person in the right place often seem higher than the benefits assessed.

On the other side, this mismatch is often overseen. The reason is that Potsdam has evidently an outstanding record of foundation and spin-off activities. The University of Potsdam ranks number one in a recent study investigating students' spin-off behaviour. Thus, despite the fact that foundation support may be well established, enterprises, which do not fall into the category of spin-offs experience only a very tentative contact towards scientific institutions. There is an ever increasing complexity of subsidy programs offered by the European Union, Federal State, and municipalities. Hence there are justified doubts that SMEs do not fully make use of the offers available.

What do we want to achieve?

It has to be the city's goal to achieve a better utilization of technology and knowledge as endogenous potentials. The aim is to establish a more transparent regional innovation system. Rather than adding a new structure to the already multifaceted selection available, it seems much more reasonable to bundle and communicate existing offers. At the same time a close look has been taken at the best-practice examples presented within the RUnUP project.

The cases presented in Solna, Sweden, Tampere, Finland and Coventry, United Kingdom, may not be eligible for a one to one implementation, but certain aspects of them certainly seem relevant for the Potsdam case. These examples illustrate how growth processes can be triggered through consistent and long-term collaboration between universities and local businesses.

Academic Urban Life

Status Quo

Potsdam is not only a city for scientists. There are also over 24,000 young students enrolled in a number of universities and colleges. This results in a student/inhabitant ratio very comparable with classical student cities such as Münster or Freiburg. In contrast to these examples, students in Potsdam remain nearly invisible within the city. The reasons are obvious. The university locations are all outside the city centre. Most students get there by public transport, which means they change at the central station to another regional train, which gets them to Babelsberg, Golm or New Palace very quickly.

Many students in Potsdam live in Berlin and through convenient modes of transportation and because of the fully equipped campuses (grocery stores etc.) there are hardly any incentives to go downtown.

Secondly, hardly any students live in the city centre. From a practical point of view it is much more convenient to choose a place close to the respective campus. Also Potsdam is one of the most expensive housing areas throughout Eastern Germany, characterised by a scarcity of small affordable apartments. Berlin on the other hand is not only easy to commute to and from, but also offers much cheaper housing. Additionally, leisure opportunities in the federal capital are considered way more student-orientated than this is the case in Potsdam.

Still, there are more reasons why Potsdam is seemingly not attractive enough for academics and young scientists. Other places of similar size and very comparable conditions such as Lüneburg (close to Hamburg) or Oldenburg (close to Bremen), have followed a different approach. These cities managed to establish a strong student and academic culture.

What do we want to achieve?

The socio-cultural integration of students and scientists as part of an urban dynamic is essential to exploit academic potentials. Students and young scientists who have established a commitment to their university city are much more likely to stay. This is especially important when considering the relatively low wage level in Eastern Germany. In the light of demographic change, it is in the city's vital interest to have as many young people as possible to settle in Potsdam.

Student housing should also become attractive in downtown Potsdam. Lower accommodation costs constitute a necessary but sufficient condition. The city has to create a persuasive package of education and living. At the moment, culture aims primarily at different target groups (e.g. tourists).

The district Schlaatz in Potsdam is presenting an interesting approach in this context. Based on a profound analysis of real student needs to create a respective concept for academic culture and leisure. Another concern is student mobility. The Potsdam transport system is very much focused on busses, trains and cars. As a city of considerable size, a more and more pedestrian- and cycling-friendly transportation concept is appropriate. Accessibility of the campuses should have the highest priority.

Measures

| Number | Measure | Timescale | Lead partner | Field of action |
|--------|---|---|------------------------------------|--|
| 1 | Innovation: Fourm | 2011 ongoing | State Capital Potsdam proWissen | Institutional and conceptual Networking |
| 2 | Innovation:Study | 2011 | State Capital Potsdam | Technology and knowledge transfer |
| 3 | Innovation in Potsdam | 2011/2012 | State Capital Potsdam | Institutional and conceptual Networking Technology and knowledge transfer |
| 4 | Change of Perspective | 2011 ongoing | Chamber of Commerce | Institutional and conceptual Networking Technology and knowledge transfer |
| 5 | Potsdam Congress Award | 2011 ongoing | proWissen | Institutional and conceptual Networking Communication and visibility |
| 6 | House of Knowledge | 2011 (development) 2012 (implementation) | State Capital Potsdam | Institutional and conceptual Networking Communication and visibility |
| 7 | Coordination group "Science location Potsdam" | 2011 | State Capital Potsdam | Institutional and conceptual Networking Academic Urban Life |

1: Innovation: Forum

| | |
|------------------|---|
| Title: | Innovation: Forum |
| Lead Partner(s): | State Capital Potsdam / proWissen (moderation) |
| Timescale: | Starting/continuing 2011 |
| Participants: | State Capital Potsdam, Chamber of Commerce, universities, scientific institutions, local businesses |
| Resources: | Existing resources / current budget |
| Key steps: | Building up a regular programme Securing continous organisation and adressability |

The RUnUP survey conducted in 2009 has disclosed a substantial lack of utilisation of knowledge transfer potentials within the city. This concerns especially smaller local businesses which, due to the limited resources available, cannot actively engage scientific institutions in order to establish common projects. For those businesses, access points to universities and science networks remain unclear and therefore underused.

Numerous institutions within the State Capital Potsdam are currently tasked with transferring knowledge and technology on the local level. However, these activities remain hardly coordinated and confusing to outsiders. The ULSG Potsdam derives the necessity of more concerted actions in this concern. The first step would be to institutionalise a regular exchange between partners dealing with knowledge transfer locally and regionally. It is therefore suggested to establish a Potsdam Innovation Forum. This will provide a platform for continuous exchange.

This platform should not only contribute to a more frequent flow of information between the partners, but also deliver business orientated output. Starting in late 2010, the Innovation Forum will organise a regular event with the purpose of informing local businesses on the possibilities of working together with scientific institutions in the area.

Responsible for the preparation and implementation is the administration of the State Capital Potsdam, together with the association proWissen. The other members of the ULSG will contribute continuously to the forum.

2. Innovation: Study

| | |
|------------------|---|
| Title: | Innovation: Study |
| Lead Partner(s): | State Capital Potsdam |
| Timescale: | 2011 |
| Participants: | City administration, University of Potsdam |
| Resources: | Existing resources |
| Key steps: | Writing task description Preparing call for tenders or conversion by university dissertation |

The RUnUP survey has provided the ULSG with a picture of what forms of triple-helix cooperation do exist within the city's scope. Building on this survey, a more in-depth study will look onto the local innovation mechanisms. As a result we hope to identify the set screws for the purpose of improving the regional flow of knowledge and technology.

The project complements the aforementioned measure - Innovation: Forum - with the necessary conceptual and strategic approaches. This is to show ways and means to broaden the knowledge of innovation, to understand the mechanisms of knowledge transfer and to develop concrete activities to strengthen the triple-helix structure.

The study is designed for a longer term period in order to generate a satisfying response rate. An adequate framework would be e.g. a final thesis or a dissertation study at the University of Potsdam. Just like the aforementioned measure, this is also the responsibility of the State Capital Potsdam.

3. Innovation in Potsdam

| | |
|------------------|--|
| Title: | Innovation in Potsdam |
| Lead Partner(s): | State Capital Potsdam |
| Timescale: | 2011/2012 |
| Participants: | State Capital Potsdam, iq Brandenburg, transfer offices, Potsdam |
| Resources: | Existing resources / current budget |
| Key steps: | Concepts for interactive events Securing continuous organisation and addressability |

Smaller and medium sized businesses are lagging behind larger enterprises in respect to knowledge and technology transfer. By creating a platform for these businesses, an improved integration of SMEs into regional innovation processes should be achieved. The state-level network iq-Brandenburg is already offering respective SME-orientated services.

Following a kick-off event in September 2010 which informed very broadly about innovation transfer and state funding, a follow up series of Potsdam specific events in cooperation with iq Brandenburg will be initialised, starting in March 2011. SMEs shall exchange experiences on how to deal with technology transfer on a local level and get in touch with scientific institutions. These interactive events are planned to start off with the topics "How to manage innovations" (Q1 2011) and "Innovations and patents" (Q2 2011).

The project complements the above mentioned measures - Innovation: Forum - and - Innovation: Study - with the necessary continuous platform. The results of both measures provide excellent thematic approaches to offer focused activities together with the project partners.

4. Change of Perspective

| | |
|------------------|---|
| Title: | Change of Perspective |
| Lead Partner(s): | Chamber of Commerce and Industry |
| Timescale: | 2011/2012 and following years |
| Participants: | Chamber of Commerce, Heads of Institutes, Public Administration, Potsdam CEOs, universities, local businesses |
| Resources: | Current budget |
| Key steps: | Building up the annual programme and topics Securing organisation and publication measures |

The scientific community, local entrepreneurs and the city authorities share a common goal: improving regional development. However, all three columns of the triple-helix seem to have differing points of view on the matter. The question was asked how a better understanding between the sectors could be achieved. The Ministry of Science, Research and Culture in cooperation with the Chamber of Commerce and Industry opted against the establishment of “yet another” round table in favour of a more unorthodox format.

Change of Perspective focuses on the micro level and gives key actors from the Potsdam scientific community, local entrepreneurs and decision makers of the public authorities the opportunity to change seats for a day.

The annual project was successfully launched in 2007 and since then it has become increasingly popular with all parties concerned. The ULSG regards Change of Perspective as a cornerstone of successful knowledge transfer within the city. It has proven to effectively trigger important intersectoral projects in Potsdam. The Local Action Plan intends to further extend the project’s leverage and to set on a deeper integration with other measurements within the city’s innovation strategies.

The further procedure is based on the excellent experiences gained in the past years. Under the direction of the Chamber of Commerce and Industry every year thematic points of focus are named to be implemented in cooperation with the partners involved.

5. Potsdam Congress Award

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|------------------|---|
| Title: | Potsdam Congress Award |
| Lead Partner(s): | proWissen |
| Timescale: | 2011 annual event / ongoing |
| Participants: | proWissen, DeHoGa, State Capital Potsdam, pearls, PTS |
| Resources: | Current budget |
| Key steps: | Writing the annual programme and topics Securing organisation and publication measures |

Congressional events are key platforms for scientists, entrepreneurs and politicians. They are also a trademark of many university cities. Potsdam however, has not yet established itself as a congress location. Potsdam offers a number of suitable venues but these are too little known. Consequently, more often Berlin is chosen over Potsdam as a site for congresses and events.

The Potsdam Congress Award intends to provide an incentive to host high quality congresses or conferences in Potsdam. It is doing so by awarding the best, most successful or most intuitive congresses or conferences held in Potsdam during the year. Prizes will be given to conferences in different categories starting in 2010.

The overall aim is to create more and better congresses in Potsdam and to drive a lively exchange between triple-helix partners. Specifically this will benefit a number of regional actors such as scientific institutions, chambers, cultural institutions, the tourism branch, hotels and the local economy. In the long run, the award will help Potsdam to further establish itself as a city of science and become more competitive.

The project will be responsibly implemented by the association proWissen.

6. House of Knowledge

| | |
|------------------|--|
| Title: | House of Knowledge |
| Lead Partner(s): | State Capital Potsdam |
| Timescale: | 2011 (development) / 2012 ongoing (implementation) |
| Participants: | State Capital Potsdam, proWissen, Ministry of Economy and European Affairs, Ministry of Infrastructure and Agriculture |
| Resources: | ERDF, part of state programme of sustainable urban development |
| Key steps: | Concretion of concepts and contents |

Potsdam is (relative to its size) home to more scientists than most other German cities. There are a large number of institutions but in contrast to other university cities most of them are situated outside of the city centre. So, despite the fact that the science community is of significant importance to the local economy and the city's reputation, scientists and students hardly shape the townscape.

For a long time it has been the intention of the Potsdam science community to again have a physical presence downtown. Parts of the old city centre are currently being reconstructed in their original appearance. This implies real potential for the realisation of such a project.

A "House of Knowledge" is conceptualised to be a central meeting point for scientists, local entrepreneurs and officials. In addition, the house is going to be used as a venue for congresses and conferences. Other utilisations such as office spaces for science related start-ups or laboratories are also possible. Within the frame of the Local Action Plan, the necessary impetus for the plan's implementation can be given in the form of a thorough evaluation of potential.

In addition to the state library, which will be built in the center of Potsdam, the "House of Knowledge" performs various functions and tasks in combining the possibilities for communication and knowledge transfer on a scientific level in the inner city. The realization of the project is funded by the ERDF-programme of sustainable urban development.

7. Coordination group "Science location Potsdam"

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|------------------|--|
| Title: | Coordination group "Science location Potsdam" |
| Lead Partner(s): | State Capital Potsdam |
| Timescale: | 2011 |
| Participants: | City administration, Universities, Heads of Institutes, Pearls, BIEM/ CIEP, LAUF e.V., Ministry of Economy and European Affairs, Ministry of Science and Research, proWissen, Student Organisations, STAGO, Chamber of Commerce, Student Services Potsdam, Press |
| Resources: | Current budget |
| Key steps: | Concretion of conference programme Securing organisation and publication measures |

The State Capital Potsdam wants to establish a frequent dialogue between scientific institutions and the public administration. By establishing a working group under the heading "Science location coordination group Potsdam" the urban administration aims to sensitise actors at the decision-making as well as at the staff-level. In their kick-off meeting in March, the key actors, including the chief executive officers of the universities and institutes together with the Lord Mayor have already agreed on a common priorities list of topics. The follow-up events will concentrate on specific aspects such as student housing, mobility, child care, housing for scientists from abroad etc.

The plan is to organise meetings every three to six months starting in spring 2011. By bringing together not only the top level decision makers but also the staff on a regular basis a better mutual understanding can be achieved in a sustainable way. The sessions will also be used to provide scientific institutions with information on activities on the city level (e.g. infrastructure measures), discuss concerns and receive input for further developments.

The Coordination group may become responsible for implementing the Local Action Plan and for the continuation of the work in the ULSG.

Classification

| Number | Measure | Institutional and conceptual networking | Communication and visibility | Technology and knowledge transfer | Academic and Urban life |
|--------|---|---|------------------------------|-----------------------------------|-------------------------|
| 1 | Innovation: Fourm | x | | | |
| 2 | Innovation:Study | | | x | |
| 3 | Innovation in Potsdam | x | | x | |
| 4 | Change of Perspective | x | | x | |
| 5 | Potsdam Congress Award | x | x | | |
| 6 | House of Knowledge | x | x | x | |
| 7 | Coordination group "Science location Potsdam" | x | | | x |

Conclusion and Outlook

Over a period of two and a half years, RUnUP came a long way. The Local Action Plan, which stands at the end of the process, defines a number of measures that have yet to be taken. This is why it is difficult to quantify the project's success right now. Hence, the Local Action Plan by itself marks a milestone much more than it is a final result.

It became obvious very early on in the process that RUnUP can only work effectively and be supported by key actors, if it is perceived as an integrated part of the city's economic development strategies. On the one hand this was a precondition for gaining acceptance; on the other hand it makes the evaluation of future effects a challenge.

Although we cannot provide empirical evidence yet, it is already safe to say that RUnUP's success will be manifold. The assessment of the status quo produced a more complete picture of how triple-helix partners within the city interact. Especially for the State Capital, these insights served as valuable information. It became clear that concerning knowledge transfer, Potsdam does not use all its potential at this point. This awareness will also be reflected in future activities outside of RUnUP.

Maybe the most important benefit from RUnUP was the formation of the Urbact Local Support Group by itself. Over time the ULSG became more and more complete and established. By the end of the process, a tight net of partners from different spheres sharing a common goal has been created. Since the ULSG worked together on a regular basis and over a long period of time, it seems very likely that the connections will sustain.

Through the composition of the ULSG, it was possible to generate a better mutual understanding between scientific institutions, the local economy and public stakeholders. Through open conferences as part of the Potsdam Forum, the RUnUP exhibition and the Thematic Network Event - including broad media coverage - RUnUP generated quite some public attention.

The baseline study identified a number of issues connected with triple-helix interactions within Potsdam. After two and a half years of RUnUP, none of these issues have been completely eliminated. Some may have been diminished, but the overall consensus persists. This probably wasn't a realistic goal in the first place. However, RUnUP did manage to establish a true basis for improving the situation. The Local Action Plan sends the right signal to local and regional decision makers and serves them as both a strategic argumentation aid as well as a practical guide to actions.

The next steps will be twofold. First, the measures presented in this paper will have to be implemented according to the time line. The actors involved in the ULSG will have to ensure their realisation. Secondly, everybody involved has to keep up the dynamic of the processes. To achieve a lasting impact of RUnUP, the field of triple-helix cooperation has to establish itself on top of the agendas of the key actors. At the same time everybody has to also think outside the LAP. Ever-changing framework conditions may force alterations of planned activities or open the door to entirely different approaches.

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

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