



innoBB 2025

Joint Innovation Strategy of the States of Berlin and Brandenburg

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Berlin and Brandenburg

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1. Preamble: a new strategy for new times

With the present innoBB 2025, we, the states of Berlin and Brandenburg are ushering in a new stage of our joint innovation policy. It was in 2011 that we took the ambitious step of approving innoBB, the first-ever interstate innovation strategy in Germany. “Excellence in innovation” has since become the slogan for a dynamic capital region jointly promoting and developing its openness to innovation across the borders of our two states.

Our Joint Innovation Strategy has been a success. The capital region of Berlin-Brandenburg is a center of innovation, home to numerous strong and dynamic businesses, beacons of research, and world-renowned scientific institutions. We have succeeded in combining and further developing the strengths of the region. We have also been successful in involving stakeholders in newly-created clusters designed to create even more opportunities to exchange ideas.

innoBB 2025 builds on these results, which we now want to take to the next level because of the new challenges we are facing in this day and age, especially in the face of digitalisation and the way it is shifting relevant issues and the established regional balance of power in the innovation landscape. The capital region will continue to expand its excellence in this new arena, attract founders of start-ups from around the globe, develop and test highly innovative sustainable products and services as solutions to social challenges, and thus create enthusiasm for innovation among the general public.

The new topics we are addressing have been selected in dialogue with German and international experts as well as stakeholders within the respective clusters. As a result, we present here our innovation strategy that incorporates both the new challenges of the day and the EU’s goals for smart, sustainable, and inclusive growth.



2. Our goals for the capital region

We have already achieved a lot with the first innoBB: stakeholders in the capital region as a center for innovation have grown even closer in their clusters. The resulting exchange between scientists and business has helped to promote an innovative dynamic in the region. By finding ways to transfer knowledge and developing joint projects, these leaders have systematically activated the existing potential in research and development along the entire value chain. With innoBB 2025, we are setting even higher, current goals.

The following two goals define our actions and are at the core of our vision for innovation in the capital region:

1. The capital region is to become a leading center for innovation in Europe

We are building on an outstanding science and research landscape, an innovative, dynamic economy, and outstanding networks within the clusters. But we want more: more positive dynamics, more networking, more applicability, more Open Innovation, more agility, and even more excellence.

2. The capital region is developing innovative solutions for the challenges of tomorrow

We live in times of great change. This applies to innovation policy, too. The high speed of change in our day is opening up new opportunities for innovative responses to social challenges. We will take advantage of these opportunities. Together with the stakeholders in the clusters, we will actively address the changes in our society and the challenges of the future by finding new solutions for providing healthcare and energy, new mobility concepts, and addressing such issues as digitalisation, sustainability, and the training of skilled workers across the clusters.

3. Guiding principles for our actions

Based on these guiding principles, we are defining what we and the clusters will do within the innoBB 2025 framework. We will achieve our goals by:

1. Expanding how we think about innovation

New technologies are the source of an enormous potential for innovation. But not every innovation is based on new technologies. We will take a holistic approach when it comes to innovation: besides technical innovation, we will also take non-technical innovation into account. New process and service concepts, new business models, and social innovation all offer enormous potential for the capital region. Increasingly, non-technical innovation will be required to ensure the implementation of technical innovations. Innovations must be user- and consumer-friendly in terms of design and must include all of the relevant information. From the early stages of development to final acceptance by the general public, we will expand how we think about innovation.

2. Strengthening cross-cluster cooperation

Innovation increasingly takes place at the interfaces between different industries. Some of these cross-sector interfaces are covered by the five interstate clusters that bring together different industries and areas of research. Cross-cluster cooperation, too, is already happening. We would like to focus more closely on the interfaces between the clusters in the future. This is because many important innovations for the future will not follow the borders between different industries. Instead, they will bring together a wide range of requirements and skills sets. As such, cross-cluster cooperation will become even more important in the years to come. We will strengthen cross-cluster cooperation.

3. Opening innovation processes further

Open innovation processes are already an integral part of today's working in clusters. Through the consistent involvement of users, Open Innovation offers tremendous potential for innovation. Yet open innovation processes may occasionally seem threatening to traditional copyrights and intellectual property. We are well aware of this concern. In the future, we would like to see even more of the positive effects of Open Innovation in the variety, marketability, and acceptance of innovations. We will do this by involving users' needs and expectations more consistently into our work. We will strengthen open innovation processes.

4. Prioritising sustainable innovation

Sustainability as an operating principle has long been accepted as part and parcel of the considerations and processes involved in innovation policy. In this context, economic, ecological, and social aspects must be taken into consideration. Even in a regional context, a focus on sustainability is required if we are going to meet the needs of the current generation without limiting the opportunities of future generations. A future-oriented location policy, therefore, takes into account such issues as the green economy, clean technologies, and sustainable innovation. In this sense, innovation should also help Germany's states meet stricter climate protection targets. We will prioritise sustainable innovation.

5. Becoming more international

As a result of digitalisation, among other causes, the value chains of today are more global in nature than ever before. Development, design, production, and customer services all happen at locations all over the world. In such an environment, internationalization is not an end in itself, but is instead a necessary precondition for developing an attractive and competitive innovation system. With innoBB, we have from the start adopted the approach that international cooperation can help expand the strengths of the capital region and make them more visible and effective both within Germany and internationally. With innoBB 2025, we will stay true to this approach, and intensify our efforts. We will become even more international.

4. Focus topics for all clusters

innoBB 2025 continues to combine the strengths of the capital region with those of the five interstate clusters established with innoBB in 2011:

- Healthcare industries
- Energy technology
- Transport, mobility, logistics
- ICT, media, creative Industries
- Photonics

The topics discussed below will be the areas that the work of these clusters will have to focus on in the coming years. As such, they are relevant beyond each cluster, complementing the respective cluster-specific focus areas and fields of action.

The stakeholders from the business and scientific sectors belonging to these clusters play a key role when it comes to addressing and further developing these issues. We put a special focus on small and medium-sized enterprises (SMEs). For successful cooperation, however, constructive interaction among various stakeholders is critical. In the interplay of clusters, we want government, business, and social partners to collaborate in developing solutions that will receive wide support.

4.1 Digitalisation

We want to shape digitalisation. The capital region is one of the leading locations for the digital economy in Europe. We are also leaders in Germany in our work with artificial intelligence and autonomous systems. This also applies to the Internet of Things. We have numerous beacons and competence foci in data and data-driven applications. This results in an enormous potential for further development in the region which will affect every industry and will, in part, entail global changes in added value, the use of technology, and consumption habits.

The capital region of Berlin-Brandenburg has the strength to tackle these challenges, to shape them, and to drive their practical application. Digitalisation opens up a wide range of opportunities for our innovative businesses and outstanding economic and scientific institutions to find solutions to social challenges, increase the value created in the region while taking data and consumer protection into consideration, and further enhance the region's international visibility and impact. The digital transformation remains a key driver of economic development. In the future, we will focus the potential of digitalisation within and across clusters even more than we already have, to increase the cross-links and the pace of innovation management. The clusters bring together technologies and application-oriented industries and create new interfaces for cooperation beyond the borders of each cluster. The enormous breadth and complexity of the issues surrounding digitalisation, however, also require that different priorities be set for each individual cluster. We will keep an eye on the changes in working conditions caused by digitalisation and ensure skilled workers are involved in driving innovative digital solutions in work processes.





4.2 Regulatory test beds and testing areas

In order to turn new technologies into quickly marketable applications, opportunities for testing them in a user-friendly environment are required. Regulatory test beds and testing areas create a suitable environment for testing and developing technical and non-technical innovations in realistic circumstances at an early stage of development with reduced commercial risk. Various stakeholder groups benefit from these innovative activities equally: business and science can test innovations, new products, and business models in the early stages of their development in real-life conditions, allowing them to quickly identify potential for improvement. Experiencing ideas and prototypes first-hand, users can immediately give feedback for improvement before the products go on the market. There are also certain types of innovation that pose legal challenges. In such situations, making use of regulatory freedom and experimental permissions is key, as is involving regulators in the creation of new institutions for testing innovations under realistic conditions in order to develop new standards and conventions.

The innovation-oriented economic structure of the capital region and its combination of urban and rural spaces provide good conditions for setting up regulatory test beds and testing areas. Innovations tried and tested in the testing areas of the Berlin-Brandenburg region further benefit from the international attention that the capital region receives. Presentable and visible local reference cases improve the future export opportunities for the products. Priority is given to regulatory test beds and testing areas that combine testing with creating value in the region. The clusters are tasked with providing impetus for regulatory test beds and testing areas and getting prototype applications off the ground.

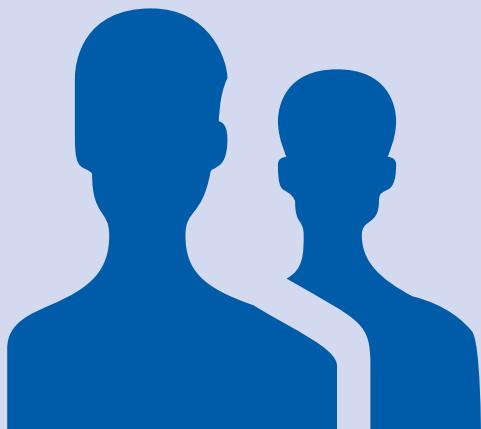
4.3 Work 4.0 and skilled workers

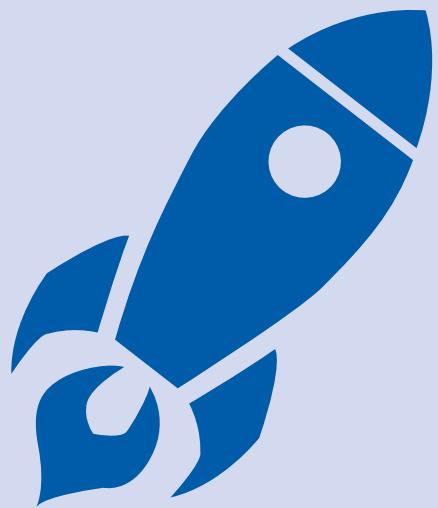
Innovation is conceived, developed, applied, and distributed by humans. The challenging activities and the intensive knowledge and technology transfer require a qualified workforce. The recruitment, retention, and professional development of skilled workers are increasingly critical factors to the success of the regional innovation system.

As technology and society continues to change, the requirements for workers also change. New technologies are created, offering the potential to complement or even replace human labour. This entails an equal number of risks and opportunities. The digital transformation of the working world will include changes in management culture, the way work is organised, and requirements for the quality of work. There will be a considerably higher need for continuous professional development and qualification. In addition, flexible work models and individual professional development are growing in importance. These changes represent new challenges for both the workforce and for businesses in the capital region.

innoBB 2025 also addresses these challenges. To identify areas in need of action and to implement expedient measures, the states of Berlin and Brandenburg have an ever-expanding, wide range of support tools at their disposal. The clusters are increasing the involvement of educational institutions to ensure better coordination between cluster-specific needs and the offered training and continuous professional development. This includes such things as degree programs combined with apprenticeships in industry and other training concepts designed in partnership with the clusters. This way, the clusters are able to make an important contribution to attracting skilled workers

of higher education and research institutes in the region, combined with the lively start-up and business scene, the capital region is a magnet for young talents from all over the world. It is our goal to attract just these kind of people to our region. More than ever, we will take the following years to map out and present across different regions the fascinating professional tasks and attractive job opportunities that the capital region has to offer.





4.4 Start-ups and new business ventures

With Berlin, the capital region is Germany's hotspot for new businesses. Start-ups are a crucial part in the innovation sphere in Berlin and Brandenburg and are driving the digital transformation of the economy and the corporate world. They are thinking about existing technologies, products, and services in new ways and critically questioning the status quo to develop new ideas and solutions for society and the market. The market environment for start-ups is particularly attractive in the capital region, especially for the digital economy. Besides funding options, access to the relevant networks, to specific target groups, to expertise and research infrastructure as well as regulatory test beds and testing areas are all relevant factors when it comes to strengthening the start-up ecosystem.

It is our goal to continue to increase the number of top-notch start-ups focused on innovation and support the development of the businesses resulting from this process. In this context, spin-offs from institutions of higher education and non-university research institutions play a key role. These have a particularly large potential to contribute to the dynamics of innovation in a knowledge-intensive corporate environment. Besides highly technophile start-ups, newly founded companies basing their business on non-technical innovations are gaining in importance. The goal of targeted supporting measures is to keep growing start-ups in the Berlin-Brandenburg region and involve them in the work of the clusters. The clusters are the perfect platform for connecting start-ups, SMEs, and industry both in Germany and also internationally and contribute to the dynamic development of the regional innovation system. Offers of support may focus on company succession in order to ensure the continued existence of businesses contributing to innovation in the capital region.

5. Five clusters for innovation and growth in the capital region

innoBB 2025 continues the development of the five interstate clusters. The strengths of the capital region are bundled in these five clusters. They are characterized by a high density of competitive businesses as well as scientific and research institutions combined with a high growth rate. Focusing on these clusters has brought about great successes. To make successes like these also possible in the future, the clusters will continue to be the core component of innoBB 2025. Work in the individual clusters will be based on master plans for each innovation policy profile. This will allow us to structure and divide up the work appropriately. Together they will contribute to achieving the innoBB 2025 goals to strengthen innovation and develop solutions for society's challenges. The focus topics identified will also play a key role in further developing the clusters both strategically and operationally. Each cluster will have a specific way of utilizing regional resources and opportunities of digitalisation, trying out new concepts in regulatory test beds, attracting and developing skilled workers, and supporting start-ups and new businesses. This applies to both the strategic development of the master plans and the implementation of specific activities.

With a more extensive understanding of innovation, innoBB 2025 will result in more intense cross-cluster cooperation, Open Innovation approaches, respect for the tenets of sustainability, and its degree of internationalization. All of these aspects will guide the activities and projects of the clusters. The intensive connections within each cluster, among the clusters, and beyond the region will be of utmost importance to all five clusters.

All five clusters and their members aspire to be world leaders in their respective fields.

5.1 Healthcare industries cluster



In light of the sharp increase in chronic illnesses, infectious diseases increasingly difficult to treat, and a growing number of elderly patients with multiple morbidities, healthcare systems around the world are facing major challenges. The lack of medical staff and skilled workers in the healthcare sector is also increasing the need for new solutions in prevention, diagnostics, and therapy. At the same time, more effective and more efficient medical care is needed.

The capital region's healthcare industries cluster is the only one in Germany in which the export-focused industries of the industrial health economy, biotechnology, medical technology, and the pharmaceutical sector are well represented. In the capital region, these businesses find a world-renowned research and clinical infrastructure as well as associations, regulatory authorities, and funding agencies of special significance in the regulated health market.

In the future, the strengths of the region will be connected in a way that will allow solutions for major healthcare challenges to be developed here. The capital region will become a regulatory test bed for translational medicine in which scientific findings can quickly be put to use into useful prevention, diagnostics, and medical therapies. In

this context, the systematic, secure and protected use of medical data will play a key role. We will thus assume a leading position in fields with a particularly high level of growth by developing new diagnostic methods that can help detect diseases earlier or even prevent them, regenerative medicine that can be used to cure chronic illnesses, and technical assistance systems that can be used to improve the provision of healthcare.

This unique constellation of stakeholders and their areas of expertise combined with the additional strengths of the digital economy and the social sciences will position the capital region as one of the world's leading locations for digital and global health solutions.

5.2 Energy technology cluster

Implementing the energy transition within the parameters of climate protection, resource conservation, ensuring a supply, and profitability is one of the biggest challenges of integrating ever-growing proportions of renewable energy by making the entire system more flexible and by combining the energy, heat, and mobility sectors is a key focus of technological developments and business innovation. The gradual replacement of central large sites with a decentralized energy structure will determine the special requirements for command and control of such systems and networks.

The energy technology cluster in the Berlin-Brandenburg region provides leadership in the development of smart grids, storage concepts, and innovative solutions for matching energy requirements with the available resources. Together with major industrial players, suppliers, operators, and scientific institutions, as well as a key position in important R&D projects, the region with its combination of metropolis with flatlands has all the expertise required to make a sustainable energy supply a reality in the near future. This will make the capital region the perfect regulatory test bed for the energy transition that will attract interest from within Germany and from abroad.

The work in the cluster is aimed at establishing the region as a global leader in the key areas for future-proof energy systems. The focus of this endeavour is renewable energies, energy efficiency, intelligent grids, and storage technologies – combined with the industrial skills for turbo engines and power-plant technology. The increased involvement of stakeholders from the digital economy will see this cluster expanding its leading role in finding solutions for holistic grid optimization, new system services, integrating renewable energies, and the design of robust and secure energy supply systems around the globe.



5.3 Transport, mobility, and logistics cluster

The mobility of tomorrow will be defined by extensive intermodal integration and, as a result, an optimization of the overall system, with ecomobility being a priority. New products and concepts must meet the global challenges of decarbonisation of transport and the global trend towards urbanization. In this context, digitalisation will be an important driving force for enabling new solutions such as autonomous driving or completely new business models in the mobility sector.

One unique feature of this cluster in the capital region is the equal representation between the mobility sectors of road, rail, and air in both business and science. The combination of metropolis and flatlands has proven to be the perfect basis for developing new mobility concepts. The stakeholders in this cluster are focusing increasingly on complex systems which require cooperation along the value chains and beyond the traditional borders of different industries.

The goal of this cluster is to develop and implement innovative products and services from Berlin and Brandenburg for the traffic systems of the future, thereby becoming a leading location in the world for intelligent and sustainable mobility. With a strong concentration of the digital activities of large mobility suppliers as well as start-up companies in the capital region, the conditions are ideal. Being an internationally attractive location for regulatory test beds and testing areas for such concepts as networked and autonomous driving, the capital region offers special opportunities and new solutions for testing and further development in near-real conditions. By digitalizing rail-transport technology and logistics, the cluster aspires to achieve a leading role for the region internationally. This same aspiration is being pursued even with today's excellent position

of the region in electric mobility for road and rail transport; this will be expanded to the aerospace sector in the future. Besides the various initiatives in overland and air transport, the connection between science and new businesses in the new segment of miniature satellites ("New Space") bears interesting development prospects on an international level.



5.4 ICT, media, and creative industries cluster

Information and communication technology as well as the digital media and the creative industry are key drivers for innovation in the economy. The on-going digitalisation will influence new products and processes for the long term. Ever greater segments of the value chain will be driven by software, digital services, and products as well as design. Technology fields such as artificial intelligence (AI) or the Internet of Things (IoT) are gaining more economic importance at an extremely fast pace.

The Berlin-Brandenburg region is in an excellent position in the field of digitalisation and has outstanding expertise and skills – both among start-ups, IT-and web-based businesses as well as in science and research. Strong networks and associations, competence centers, hubs, labs and institutes as well as institutions of higher education and research

institutes complete the picture. Even more than any other industry this cluster benefits from the creativity and dynamics of the start-up scene that is increasingly dominating the regional economy.

The digital economy is fast-paced: the successful, close cooperation between the science sector and established businesses in the digital economy as well as regional start-ups guarantees the ability to respond to new issues and trends quickly, assess them correctly, and prioritize them for development at an international level.

The work of the cluster focuses on reaching a leading position in innovative fields with a high potential for growth, such as AI, IoT, Fintech, Blockchain, IT security and immersive technology (virtual and augmented reality). Based on the closely linked interplay between ICT, media, and design, this cluster is further ideal to take a leading position globally in the ever more important field of usability/user experience of complex systems. This can be achieved even more successfully when aspects of user and data protection are incorporated into the development process early on, and when these are used as drivers for innovation and competitive edge. The technologies and business models developed in the cluster play a key role for the digital transformation occurring in the other clusters of the capital region. This capacity as a key enabler for the entire innovation system of the Berlin-Brandenburg region will play an even greater role in the coming years.



5.5 Photonics cluster

The areas of optical technologies and micro system technology combined in the Photonics cluster are among the key technologies in the 21st century, and at a European level, they are among the six technologies referred to as key enabling technologies (KET). The use of these technologies has a considerable leverage effect in terms of innovation and added value in other industries and service areas. The technologies, products, components, and system solutions of photonics and micro system technology are used in countless industries along almost every stage of the value chain in these areas.

Optical technologies in Berlin and Brandenburg have a tradition going back more than 200 years. The capital region has a strong scientific basis and a large number of small and medium-sized companies in the areas of optics and photonics. This creates the perfect conditions for intensive technology transfer between the stakeholders. Products and processes from the optics and photonics sector deliver key technologies, for example for digitalisation, augmented/virtual reality, Industry 4.0, intelligent mobility, smart cities, and digital health. This means that the photonics cluster is playing an essential role as an enabler and cooperation partner for innovation in the application-oriented clusters.

The goal of the photonics cluster is to maintain and expand its position as one of the world's leading photonics locations in the coming years and to become one of the global leaders in additional sub-areas. This applies particularly to laser technology, photonics for communication and sensor technology, light technology, optical analytics, bio-medical optics and visual aids as well as micro system technology. In order to achieve these goals, the ability of cluster stakeholders to devise innovative solutions in project-oriented cooperation of businesses and research institutes is strengthened, and both the national and international visibility of the cluster is boosted.



6. Implementation

With innoBB 2025, we are creating the framework for the technology and innovation policy of the federal states of Berlin and Brandenburg. It will create opportunities for numerous stakeholders from the business, scientific, government, and political sectors to become involved in the work of the clusters and thus contribute to the region's general orientation towards innovation and economic strength. We will face the complexity of future challenges head-on with agile forms of cooperation that will allow us to respond to current developments quickly and dynamically.

6.1 Political framework

We will support the activities in the clusters by creating the appropriate framework in terms of economic and research policies. These policies will strengthen the innovative capabilities of the relevant stakeholders both within each industry as well as across different sectors.

We are intensifying the cooperation between the federal states of Berlin and Brandenburg in the promotion of innovation and technology.

Coordinated tools for promoting innovative joint projects have proven themselves as an integral part of the states' collaboration in pursuing a joint innovation policy. They will continue to contribute to the dynamics of the capital region in the future. Moreover, Berlin and Brandenburg are both funding the interstate management structure within the framework of the funds available. Our regional funding of innovation is complemented by third-party funding from the federal government of Germany and the European Union.

We are further expanding the infrastructure for innovation in the capital region

Our highly developed science and research infrastructure in the capital region is not only characterized by institutions of higher education and institutes belonging to reputable research organizations and associations. Businesses, especially SMEs but also start-up companies, are a crucial part of our regional innovation system. When it comes to bundling and strengthening innovation processes, start-up centers, incubators, and accelerators play an important role. They may, for example, connect businesses and scientific institutions with each other in science and technology parks. We will further expand the various supporting infrastructure for our innovation system. This also requires close cooperation with local authorities and districts.

Thereby, the following strategic aspects play a key role:

- Internationally competitive infrastructure equipment at institutions of higher education and non-university research institutions
- Increased stimulation of cooperation in research and development between businesses and scientific / research institutions with a high level of applicability
- Coordination of infrastructural funding and promotion offers with new structures being established between Berlin and Brandenburg
- The targeted expansion and funding of infrastructure for research, development, and innovation (R&D+I)

6.2 State-specific cluster structures and processes

Since the previous innoBB of 2011 laid the foundation for the joint efforts in the innovation policy of the federal states of Berlin and Brandenburg, different formats for exchange and interstate cooperation have been established. The implementation of innoBB 2025 is observed at the highest political level. In this endeavour, politicians and cluster stakeholders communicate directly. This type of exchange has proven itself, and we will continue it.

The interstate cluster managements support the cooperation of stakeholders in the clusters, initiate R&D&I projects between the economic and scientific sectors and ensure strategic and operational cluster development. They also play a key role in coordinating cross-cluster cooperation.

Both full-time employees and volunteers operate in these management structures. Activities and offers are worked on in open processes involving stakeholders from the economic and scientific sectors. The respective cluster-specific strategy documents – the master plans of the clusters – are also developed in a participatory manner and integrate the perspectives of the regional stakeholders in an active approach. The master plans define the course of development and the fields of action for the clusters. They reflect the common goals of innoBB 2025 and translate them into highly relevant discussions for the individual industries, value chains, and areas of research. Besides the main areas of each cluster, which are formed in this process, the transfer of the overall focus topics from Chapter 4 is a crucial element of this strategy work involving all five clusters also.

In the course of the individual strategy processes, special importance is placed on measurable development goals for each cluster.

6.3 Measuring outcome and impact

We document the activities and projects of the interstate clusters and the development of each cluster through an outcome and impact monitoring (OIM). This tool allows the continuous survey and evaluation of the activities in the cluster at regular intervals. This way, trends can be visualized and assessed with concrete indicators. This will allow us to see how the activities in the clusters are contributing to the goals defined in both innoBB 2025 and the respective master plans. These results will be presented in reports to be published each year.

6.4 We invite you to join the cooperation in the clusters

Cluster managers are points of contact, networkers, and initiators. They support exchange, the development of projects within and between industries, as well as projects between the economic and scientific sectors based on the master plans. They plan and hold events, accompany project plans and other activities aimed at continuously strengthening the innovative skills of the cluster stakeholders. The expansion of cooperation and transfer are key elements of their work for the regional innovation system. They are not acting alone in this: The deep involvement of large and small businesses, social partners as well as scientific and research institutions in coordination circles, cluster conferences and conferences on their respective fields of action as well as various other exchange forums determine their work. The management of each cluster works closely with existing industry and subject-area networks and associations in its sectors and make connections beyond the borders of the clusters. Our innovation system undergoes constant evolution and the cluster stakeholders are the ones who shape the work within the clusters.

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