

2010 KNOWLEDGE TO GROWTH 17 BUSINESS DEVELOPMENT PLAN FOR THE CITY OF AARHUS, DENMARK 30 VISION 2030 – INITIATIVES 2010-2012



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KNOWLEDGE TO GROWTH
BUSINESS DEVELOPMENT PLAN FOR
THE CITY OF AARHUS, DENMARK
VISION 2030 – INITIATIVES 2010-2012

17
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KNOWLEDGE-BASED GROWTH IN NORTHERN EUROPE

Aarhus, Denmark's second-largest city, is the fastest growing in the country. In the past 10 years, the city has received 15,000 new residents and created 20,000 new jobs, the majority within the knowledge-, service- and innovation industries. A strong university presence and an easy access to nature, culture and city life makes Aarhus a center for growth in Denmark and Northern Europe.

Aarhus has a strong educational and knowledge-based presence, with Aarhus University in the world top 70. The city is home to a relatively high number of well-educated people, and increasingly, national and international companies and students find opportunities to relocate to Aarhus. People don't move here, simply because Aarhus is an innovative knowledge hub. They do so, because the city is a creative and diverse city that challenges and inspires residents and visitors to work and play.

Aarhus has every opportunity to continue the strong development of becoming a European knowledge hub for growth and innovation. The visions and initiatives outlined in this business development plan from the City of Aarhus are important to sustain and strengthen the city's position in light of increased national and global competition.

The key is increased use of the "Aarhus model" of cooperation between the city government, businesses, organizations and knowledge institutions.



VISIONS

The overall visions for the City of Aarhus, as defined by the City Council, is:

Aarhus, a city of movement – Aarhus, a good city for everyone

The business development plan adds the following visions:

Aarhus - a national center of growth with international impact

Aarhus – a leading city of knowledge and education, with one of Northern Europe's most attractive work forces - among the most attractive places for highly skilled people to find work

Aarhus – a sustainable city for climate and economy

Aarhus – the place where growth and development is created in close and mutually binding relationships



THE “AARHUS MODEL” FOR COOPERATION

The current 'business development plan, 2010-17-30', aims at creating the best possible environment for urban, commercial and innovative growth and development in Aarhus and its environs.

Over the course of 20 years, the City of Aarhus and the Board of Business has established a strong working relationship for developing and implementing business- and urban policies. This so-called "Aarhus model" of cooperation is characterized by:

Cooperation: Business policy and development is created in close and mutually binding cooperation between businesses, organizations, knowledge institutions, local and regional government.

Establishing a direction: The City's business policy plays an important role in establishing the direction of and framework for business and city development in the Aarhus area. In addition, business policies are characterized by a willingness to act on sound ideas, even if long-term solutions are not yet visible.

The City as entrepreneur: The City's role as a professional political entrepreneur is a crucial part of the Aarhus model. The city - in close collaboration with stakeholders - is a driving force in developing and translating bright ideas into concrete initiatives.



RENDERING: Schmidt, Hammer & Lassen

GLOBAL CHALLENGES – LOCAL INITIATIVES

The business development plan, 2010-17-30 includes visions, focus areas and initiatives. The long-term perspective, focusing on the year 2030, is to secure Aarhus' current position as a driver of knowledge-based growth. The ambitious goal is that the city, which today is home to about 307.000 people, in 2030 has added 75.000 people, 50.000 new jobs, 50.000 homes and 10-15.000 students.

Aarhus represents the knowledge-intensive part of the global value-chain. Job creation in the city today primarily happens within the IT and knowledge-service industries.

Well aware that the global competition among cities and countries to attract the same type of people, companies and growth, makes it necessary to create initiatives on a number of areas and in cooperation with multiple different partner organizations.

One step towards 2030 is the year 2017, where Aarhus aims at becoming the European Capital of Culture – an event that would create further development. To reach these goals, the concrete initiatives described in this business plan should be initiated before the end of 2011.

Despite long-term goals and initiatives, everyone –including the City of Aarhus - today needs to be able to act and react to

rapidly changing global environments. As a result, any strategic platform must be flexible enough to continually be adjusted to match current challenges and opportunities.

Access to knowledge and people

Access to knowledge and an adequate supply of skilled employees is one, if not the, main driver of growth for Aarhus. But competition for talent and knowledge from other cities and regions is fierce. Denmark can rarely compete on price, so businesses must compete on knowledge and innovation, creating new products, services and business models.

People want to live where they can find not only professional opportunities, but also an attractive place to raise a family, visit, study and live. As a result, the City of Aarhus has adopted a broad perspective on what constitutes business development: not only does the City try to create the optimal conditions for running a business – it also strives at creating a great place to live a life.

The fundamentals are there – Aarhus is known for its great environment for culture, nature, children and student life. The challenge is to strengthen and sustain these advantages in a world with increasing global competition. One solution, we believe, is to focus on the broad-based initiatives described in the development plan on the following pages.



THE KNOWLEDGE-INTENSIVE PART OF THE VALUE CHAIN

In the following, we will describe the priorities and concrete initiatives included in the Business Development Plan. The plan focuses on areas that create growth in broad terms. Areas include human resources, infrastructure and culture. More important than the individual focus areas however is the synergy between them, and the ability for everyone across areas and organizations to cooperate.

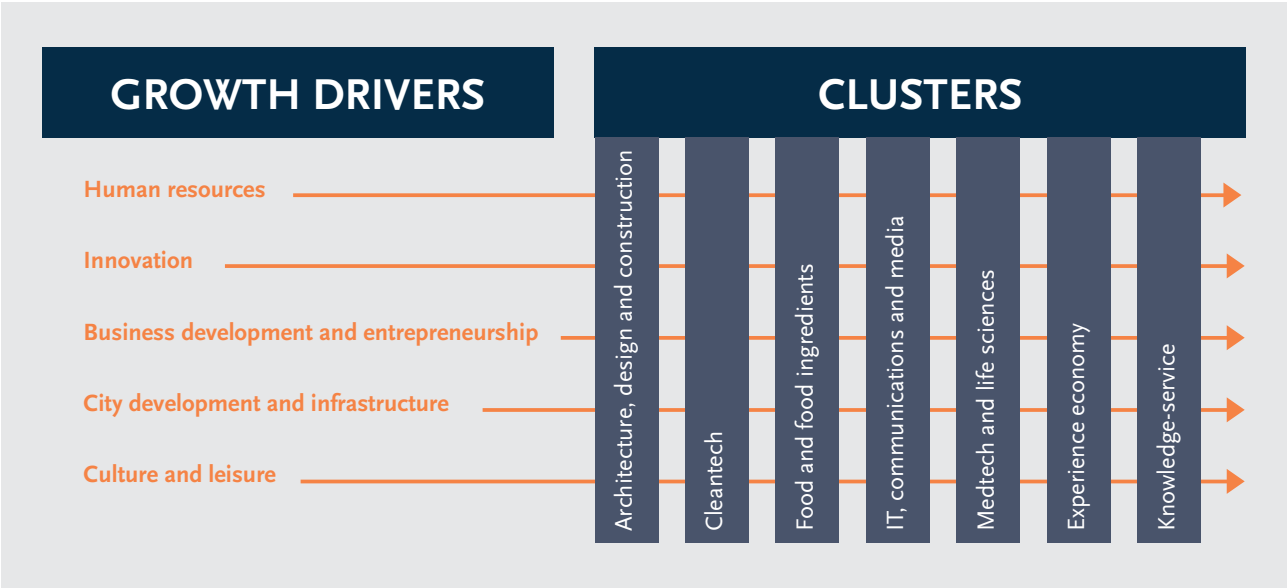
Examples of this synergy-creation are the IT-hub Katrinebjerg, the new Agro Food Park and the City's goal of becoming carbon-neutral by 2030.

Another reason for the need cooperate and share knowledge across sectors is that globalization – and the increased competition it creates - cuts across all areas and initiatives. For Aarhus to gain international impact, the city must be open and international in the way government and organizations think, prioritize and act. Openness both locally and internationally will help put Aarhus on the global map.

FOCUS AREAS AND INITIATIVES

The business plan includes 12 focus areas, five of which are priorities that cut across all sectors and seven of which belong to selected clusters.

Each focus area has a set of visions, goals as well as concrete initiatives to begin in 2010 or 2011. The areas are represented with a description of current challenges and opportunities.



HUMAN RESOURCES

For a city like Aarhus, the aggregate amount of human knowledge is directly correlated with the level of competitiveness. As a result, a high priority for the City's business development and policy is to support and further develop the historical strength of Aarhus as an education-dense and knowledge-driven city.

A million inhabitants live within an hour's drive of Aarhus. At the same time, Aarhus has a higher percentage of people with university or similar degrees than any other place in the country.



Vision 1: Aarhus should be one of Northern Europe's most attractive knowledge- and education cities and a respected supplier of talented employees on all levels.

Goals:

- * To increase the number of applications to and students enrolled at educational institutions in the area.
- * To increase awareness nationally and internationally of the city's knowledge- and educational institutions.

However, as opposed to the Copenhagen metropolitan area, the percentage of young people with a higher education in Aarhus is on the decline.

The increasing global demand for highly skilled employees will challenge Aarhus' position in the years to come. Hence, initiatives aimed at attracting, retaining and developing highly skilled human resources is vital to the future of the city.



Initiative 1: Implementing the City of Aarhus' strategy on education. This includes developing "Campus Aarhus", offering new educational choices and increased opportunities for candidates with short or medium-long degrees.

Primary actors: The City of Aarhus in cooperation with the educational institutions and other relevant partners.

Initiative 2: Developing new initiatives aimed at increasing the number of young people who complete a secondary education. The goal is that by 2013, 93 percent of children leaving elementary school will complete secondary school.

Primary actors: The City in cooperation with business organizations, educational institutions and other partners.



Vision 2: Aarhus should have one of Northern Europe's most attractive job markets.

Goals:

- * To increase the percentage of employees with a short, medium-long and higher education.
- * To increase the percentage of international employees in the city.
- * To have more candidates from the city's educational institutions pursue careers in Aarhus.



Initiative 1: Conditions for international employees in Aarhus should be strengthened. The organization International Community should be further developed. Focus will be on creating an international day care facility, elementary and high school. In addition, housing opportunities for international employees should be improved.

Primary actors: International Community in cooperation with business organizations, companies, educational institutions and municipalities around the City.

Initiative 2: Establishing a task force to come up with ideas on how to keep more candidates from the City's educational institutions in the City. Focus should be on young as well as senior candidates.

Primary actors: The City in cooperation with educational institutions, business organizations and companies.

INNOVATION

The ability to develop, share and convert new knowledge into new products and services is vital if businesses in Aarhus are to keep and strengthen their global competitiveness. Creating the best conditions for companies to respond to change, to create and develop new products has the highest priority in business- and City policy.

The “triple-helix” model of cooperation between the City government, business community and educational institutions is important to this work. A number of projects have successfully been developed using this model. The IT-city Katrinebjerg is an example of how businesses, education and research institutions, and the City created an internationally well-known IT knowledge and innovation hub.

Several new innovation centers are currently being developed in Aarhus. Among those are Skejby (medtech and life sciences), Navitas Park (cleantech/greentech), Agro Food Park (food and agriculture) and Marselis Sport City (sports sciences).

The goal of the business plan is to support these innovation hubs and strengthen the cooperation between the hubs and other areas in the City, such as architecture and knowledge-service.

Furthermore, the City strives at becoming an attractive client and partner in public-private innovation projects. As the largest employer in the region, the City employs 30.000 people and has a budget of DKK 20 billion a year. As a provider of public service, the City has a responsibility to help innovate new services and technologies, such as in the area of elderly care.



Vision 1: With Denmark as a world-class knowledge society, Aarhus should become an even more attractive R&D hotspot.

Goals:

- * To attract more R&D- departments and knowledge-companies to the City.
- * To initiate more triple-helix projects of cooperation between City government, businesses and education institutions.
- * To attract more regional, national and international R&D funding and investments.



Initiative 1: Establishing, developing and branding the various innovation centers (see individual industries for details).



Initiative 2: Attracting public and private R&D departments to Aarhus by increasing pro-active lobbying activities.

Initiative 3: Establishing a task force with the aim of developing ideas and products for future innovation centers, science parks and shared office spaces.

Primary actors: The City in cooperation with relevant partners.



Vision 2: The Municipality of Aarhus should become a pioneer as a client and partner in public-private innovation projects in the fields of development, demonstration and implementation.

Goal:

*** To increase the number of development-, demonstration and implementation projects with participation of the City.**



Initiative 1: As a client and partner, the City should help develop and implement new solutions and technologies, such as within:

*** Welfare and health**

Establishing a new development department in the City.

*** Sustainable and carbon neutral cities**

The implementation of Aarhus' environmental development plan 2008-11 and climate plan 2008-2009 (the first in a number of plans leading up to 2030). In addition, a number of projects will be initiated within the areas of energy, climate, architecture, design and construction (see the corresponding areas for further detail).

Primary actors: The City in cooperation with relevant knowledge-institutions and businesses.



From the Port of Aarhus in the South to the University Hospital Skejby in the North, a number of knowledge- and innovation clusters reside along a central axis running through the city. The planned light-rail system will connect the clusters and create an 'axis of knowledge' supporting the cooperation between research, education and business institutions in Aarhus.

AARHUS' NEW AXIS OF KNOWLEDGE

Knowledge: A new axis of knowledge is being created in Aarhus. A few years from now, the city's knowledge clusters will be placed like pearls on a string from the Port of Aarhus in the South to Skejby in the North. These clusters will include educational institutions, such as Aarhus School of Engineering, Aarhus School of Marine and Technical Engineering, Aarhus University, Aarhus School of Architecture, VIA University College, and the knowledge-hubs NAVITAS Park, the IT-City Katrinebjerg, the New University Hospital and Agro Food Park.

The first part of the light-rail system, expected to run by 2015, will physically connect these knowledge-hubs.

Foods Agro Food Park

Agro Food Park will become the center of knowledge, innovation, research, education and growth in the important farming and food sector. By 2020, Agro Food Park will be one of the world's 5 strongest knowledge clusters in farming and foods, adding a strong focus on bio-economy and health. The goal is to create 3.000 jobs in the cluster.



IT Katrinebjerg

Katrinebjerg is Aarhus' IT powerhouse, home to a unique cluster of and environment for development and innovation. The cluster continues to development, to create new businesses, as well as research and education initiative. Already, strong cooperative ties exist between public and private research at Katrinebjerg. Years ago, IT education and research at Aarhus University relocated to the area, and by 2011, Aarhus School of Engineering will move its it-students to Katrinebjerg.



Health and Medtech The New University Hospital

The New University Hospital in Skejby will be one of Northern Europe's largest hospitals, with 40.0000 m2 buildings, 9.000 employees, 100.000 admissions and 600.000 outpatient-visits a year. By 2019, the new hospital is expected to be complete.

In Aarhus, health-related educations account for about 6.300 bachelor students and more than 1.000 master- and Ph.D.-students. Several development and innovation centers are already established in Skejby, amongst those Science Center Skejby and Incuba Science Park. In 2009, Medtech Innovation Center was added, supporting the commercialization of ideas from the entire health-related field.



Cleantech Navitas Park

Navitas Park will house energy-related education, research, development and businesses in Aarhus. The vision is for Navitas Park to become an international growth center for the development of sustainable energy technology and application.

Importantly, the 35.000-m2 construction of Navitas Park will apply and make visible sustainable energy solutions and state of the art technologies. The buildings, expected to be complete by 2014, will house more than 2.000 students and 300 researchers and private entrepreneurs.





BUSINESS AND ENTREPRENEURSHIP

The City Council has an ambitious goal to create 50.000 new jobs before 2030. But global competition to attract public and private businesses, investments and jobs is fierce and the bar has been raised for the City to create the best opportunities for investments and growth.

Aarhus has a relatively high share of entrepreneurs, 8 percent of which are growth-oriented (revenue of more than DKK 5 mio. and revenue growth of more than 100 percent). Currently, the Region (Midtjylland) in cooperation with the municipalities is responsible for servicing entrepreneurs in Aarhus. However, this business plan suggests an increased focus by the City on supporting entrepreneurship, including a focus on external financing.



Vision 1: It should be easy and attractive to start a business in Aarhus.

Goals:

- * To increase the number of growth-oriented entrepreneurs.
- * To increase the level of satisfaction among entrepreneurs with the City's standard as well as
- * specialized business service.



Initiative 1: To develop a strategy for entrepreneurship with a special focus on growth-oriented entrepreneurs and businesses.

Primary actors: The City in cooperation with relevant partners.



Vision 2: Relocating businesses, investments and jobs to Aarhus should be an easy and attractive option.

Goals:

- * To increase the number of international and national companies, jobs and investments in Aarhus.
- * To increase the level of satisfaction with the business climate in Aarhus and with the City as partner and caseworker.



Initiative 1: To analyze the position and image of Aarhus City and Municipality as a service-minded and business-friendly city, including pinpointing areas with a potential for improvement.

Primary actors: The City in cooperation with relevant partners.

Initiative 2: To develop and implement a new generation of business- and investor service through the Business Aarhus organization.

Primary actors: The City in cooperation with relevant partners.

CITY DEVELOPMENT AND INFRASTRUCTURE

Mobility is essential in a global society. A well functioning infrastructure is a prerequisite for companies' access to markets, the exchange of knowledge, goods and services and the possibility for development and growth.

The City is focused on finding necessary land for development in order for Aarhus to continue to develop as the main center of growth in West Denmark. The City Council's vision of increasing the number of inhabitants in Aarhus by 75.000, adding 50.000 jobs and 10-15.000 students by 2030 needs to be backed up by the necessary infrastructure.

The City Council has made a prioritized list of infrastructure projects necessary for Aarhus to continue to act as catalyst for growth. The main focus is strengthening the infrastructure between Aarhus and Copenhagen as well as Aarhus and Hamburg. This should be done on multiple areas, such as air traffic, trains and, longer-term, a fixed link across Kattegat.

Developing an attractive business region around Aarhus in also a high priority for the City. The current cooperation between cities in Eastern Jutland should be used to stimulate growth and development in the individual cities and the region as one.



Vision 1: Aarhus should be easily accessible from the rest of the country as well as the world.

Goals:

- * For the Danish government to approve a development plan for infrastructure projects important to the Aarhus area.
- * For the Danish government to start a formal investigation into building a fixed link across Kattegat, connecting Aarhus to the metropolitan area of Copenhagen.



Initiative 1: Follow-up on Government initiatives already initiated, such as:

- Establishing a light-rail system in Aarhus
- Establishing high-speed train connections between Aarhus and Copenhagen and Aarhus and Hamburg
- Establishing a fixed link across Kattegat
- Building a tunnel by Marselis Boulevard to the harbour area.
- Building a highway between Aarhus and Herning.
- Building a highway between Søften and Skødstrup.

Primary actors: The City in cooperation with relevant partners.



Vision 2: Creating the infrastructure necessary to realize City Council's 2030 goal of adding 75,000 inhabitants, 50,000 jobs and 10-15,000 students to Aarhus.

Goal:

* Supplying the necessary land for development to realize the above vision.



Initiative 1: See the City Plan 2009.

Initiative 2: Follow up on the recent think tank on infrastructure and city development.

Primary actors: The City in cooperation with relevant partners.



VISION 3: Aarhus should develop its role as a regional growth center.

Goal:

* Increasing the impact of the Aarhus area nationally and internationally.



Initiative 1: Inspired by the Nordic “business region” model, cooperation on business development between cities and other actors in the region should be further developed and formalized.

Primary actors: The City in cooperation with relevant partners.

CULTURE AND LEISURE

A creative and multi-cultural city is important to attract businesses, employees, students and investments. Aarhus is among the candidates to becoming European Capital of Culture in 2017. This title represents a unique opportunity to mobilize the city's creative talent and make Aarhus, and Jutland, an even more exciting place to live, visit, study, work and run a company.

The Capital of Culture project is not just about culture. It is about city development in broad terms, including business development, immigration policy, tourism and infrastructure. But the title of culture capital would certainly increase the branding and visibility internationally of Aarhus and the region.



Vision: Aarhus should be known nationally and internationally as a significant city of culture and should win the title of European Capital of Culture 2017.

Goal:

* To win the title of European Capital of Culture 2017 in a mutual effort by cultural institutions, businesses, knowledge- and educational institutions as well as authorities in Aarhus and the surrounding region.



Initiative 1: To develop synergies between the project-planning group for Capital of Culture 2017 and business development in order to initiate concrete action that would support both.

Primary actors: The Capital of Culture 2017 secretariat in cooperation with relevant partners.





ARCHITECTURE, DESIGN AND CONSTRUCTION

Aarhus has a strong business cluster in architecture, design and construction. This successful cluster of internationally known award-winning companies plays a large role in Aarhus' identity as a creative and innovative city.

This business cluster is a powerful resource in developing some of the other business areas mentioned in this plan, such as within energy, climate, environment and health. It is also a determining factor in creating sustainable solutions in new and existing construction and realizing Aarhus' vision of being carbon neutral by 2030.

Aarhus has the country's highest concentration of architects and architectural firms, a large number of entrepreneurs, engineers and construction companies as well as the School of Architecture, the Engineering College, the University of Aarhus and the Academy of Professional Higher Education.



Vision: Aarhus should be a Northern European spearhead for architecture, design and construction.

Goals:

- * Increased cooperation among actors in the cluster.
- * Increased international visibility as a market leader.



Initiative 1: Developing a strategy and development plan for the cluster.

Primary actors: The City in cooperation with relevant partners.

Initiative 2: Establishing AND (Center for Architecture, New technology and Design).

Primary actor: The City in cooperation with relevant partners.

CLEANTECH

The global focus on climate change and increasing demand for energy efficiency offers strong development and market opportunities for companies in the cleantech business of offering energy- and climatefriendly technical solutions.

Aarhus is home to a number of global companies in the field of sustainable energy. In addition, the City's top tier research and educational institutions produce a large number of candidates that supply companies with employees. This important business cluster should be strengthened and further developed if Aarhus is to compete in the future.

One important step is "Navitas Park", an innovation-, education and research center for energy and energy technology planned for construction on the new harbor area. The center will be home to the Engineering College of Aarhus, businesses currently located at INCUBA Science Park as well as several educational institutions.



Vision: The Aarhus area should play an important part in Denmark's role as a global energy, climate and environmental lab.

Goals:

- * Aarhus should increase its share of companies, jobs, scientists and students in the field.
- * More projects with public-private cooperation on energy, climate and environment.

As the city's largest property owner, the Municipality of Aarhus has a great opportunity to contribute to the development and demonstration of innovative sustainable solutions in existing and new buildings. The City's aim is to assist companies develop new solutions by becoming a demonstration site for energy- and climate-friendly technology.

A new carbon emission reducing heat supply system is under planning, adding to Aarhus' vision of becoming carbon neutral by 2030.

The strong position, the City has in the cleantech field should be used internationally to support the branding of Aarhus and Denmark as a global climate-lab for innovative companies, scientists and students.



Initiatives

1: To continue the development of Navitas Park as a knowledge- and innovation hub for companies and R&D departments within energy and energy-technology.

Primary actors: The Navitas Park planning group in cooperation with the City and other relevant partners.

2: To start planning and establishment of a national match-making organization with the aim of increasing the cooperation between companies and knowledge-institutions to develop new and existing solutions on energy and climate-related challenges.

Primary actors: The City in cooperation with relevant partners.

3: Aarhus City as an energy- and climate-conscious customer and partner.



PHOTOGRAPHY: Vestas



FOOD AND INGREDIENTS

Background: Aarhus holds a strong position in the knowledge-heavy part of the food industry. Within the last decade, the food sector in the City has transformed itself from a primary focus on production to a much stronger position on knowledge, such as developing intelligent solutions for the global and climate-conscious consumer.

In 2007, the Danish Agricultural Advisory Service had a vision to create Agro Food Park, a knowledge and innovation center for businesses, research departments and educational institutions within the food and agriculture industry in Aarhus. Today, Agro Food Park is being developed in the Northern part of the city, close to the university hospital Skejby.

The City is a partner in developing Agro Food Park, which is a natural focus for Aarhus' business development policy for the food industry in the coming years. One of the goals is for Aarhus to take the lead on the national Danish 'Green Growth' initiative. The initiative aims at making Denmark into one of the world's leading centers for research and development of food and food ingredients by 2022.

Taste Aarhus is one initiative already in place to increase the cooperation on innovation between knowledge-institutions, farming, food production and retail.



Vision: The Aarhus area should become a European knowledge hub for food and food ingredients.

Goal:

- * To increase the share of highly educated employees in the food industry.
- * To increase the number of students and education choices relevant to the food cluster.



Initiative 1: Formulating a master plan for Agro Food Park.

Primary actors: The Danish Agricultural Advisory Service and AgroTech in cooperation with relevant partners, such as the City.

Initiative 2: Strengthening and developing Taste Aarhus.

Primary actors: Taste Aarhus in cooperation with the City and other relevant partners.

IT, COMMUNICATION AND MEDIA

IT businesses represent the strongest growth in Aarhus. The IT-cluster Katrinebjerg is a national center of growth and an international branding success for the city. In the course of 10 years, Katrinebjerg has developed into an IT stronghold for new business, innovation and education – a symbol for Denmark as a knowledge society and for Aarhus as an international center of knowledge and education.

The City is using the experience of Katrinebjerg to develop knowledge hubs, such as Navitas Park and Agro Food Park, and increase the synergy and cooperation between different knowledge areas.



Vision 1: Aarhus, and the IT city Katrinebjerg, should be an international powercenter for it-based business development, it-research and it-educations – including center for pervasive computing in Northern Europe.

Goals:

- * Increased number of Danish and international students and researchers.
- * Increased number of Danish and international R&D departments.



Initiative 1: Implementation of Masterplan 2006-11 in addition to formulating a new Masterplan to replace the existing plan.

Primary Actors: IT-city Katrinebjerg in cooperation with the City and other relevant partners.

Katrinebjerg needs continued focus and increased support from the City and other actors if it is to hold on to its position and competitiveness long term. This includes support in terms of educational environment, research, matchmaking, public-private global partnerships, marketing and infrastructure.

The Municipality of Aarhus's Media Initiative includes a strong focus on new media and film. Filmbyen (the film city) is a natural center for synergy creation and innovation within the film and media cluster in Aarhus. In addition, there is an increasing need to increase the networking, matchmaking and knowledge sharing among individual businesses in the field.



Vision 2: Aarhus should be a cross-regional center for active cooperation between new media and film production.

Goals:

- * A larger share of jobs within new media and film production.



Initiative 1: Establishing a New Media Network.

Primary actors: The City in cooperation with relevant partners.





MEDTECH AND LIFE SCIENCES

Increasing demand for new medical and technological solutions make these industries among the fastest growing globally.

In Aarhus, the field is characterized by a strong public sector – exemplified by the current construction the largest university hospital in Scandinavia (Skejby). Increasingly, private companies offering medical technology, life sciences and health services are established in or relocate to the Aarhus area. This is due to the positive recruitment situation, a world-class level of research and exciting development initiatives. However, the sector is small in Aarhus compared with the

Oresund-region, which still attracts most companies, R&D departments and research grants within medical technology and life sciences.

The planned high-scale investments in the university hospital Skejby create an opportunity to increase the innovation environment and business development in Aarhus. The City aims at, in close cooperation with Regional authorities, increasing the business potentials of medtech and life sciences in the region. The already established MedTech Innovation Center and CareTech Innovation should act as references in the further development of the area.



Vision 1: Aarhus should be a leading knowledge- and innovation hub for medical technology and life sciences. The business environment connected to the new Skejby hospital should be further developed and strengthened.

Goals:

- * The visions behind Skejby Health innovation and knowledge center should be realized and implemented.
- * Aarhus should have more private medical technology and health businesses, research departments and jobs within the field.



Initiative 1: Developing the business potential around the new university hospital Skejby.

Primary actors: The City and the Region in cooperation with relevant partners.

Initiative 2: Exploring the possibility of and potential for a Danish development and demonstration center for welfare- and health technology in Aarhus.

Primary actors: The City in cooperation with relevant partners.



Vision 2: Aarhus should be a leading knowledge center for sports, physical education and leisure.

Goal:

- * The visions behind Sportscity Marselis should be elaborated and Active Institute further developed.



Initiative 1: Develop a masterplan for Sportscity Marselis, including a further development plan for Active Institute.

Primary actors: Active Institute in cooperation with the City and other relevant partners.

EXPERIENCE ECONOMY

Adventure, leisure and unique experiences are in increased demand globally. Companies and cities alike compete in offering consumers the unique experience that sets themselves apart from competitors.

Tourism is an important driver of growth for the experience economy, just as tourists make up an important client base for businesses in the culture-, service- and retail industries.

In Aarhus, the number of foreign visitors has decreased remarkably. Today, only 25 percent of visitors are foreigners. The number of Danish visitors – particularly business travelers - has increased correspondingly, but the lack of international tourists is a strong indicator that action is needed to increase the city's international impact.

Business- and knowledge tourism will be an important area of growth in order to attract foreigners to Aarhus. Today, business tourism accounts for half of the total tourism revenue in the city. This group plays an important role in profiling Aarhus as a knowledge- and education hub.

In 2009, Visit Aarhus developed a new strategy for tourism in Aarhus that includes a broader definition of tourism – including students, employees and other visitors to the city.

Shopping plays an important role in a city's attraction as a tourist destination. Aarhus has Denmark's largest city center with two major shopping malls and another 1000 specialty stores. Shopping in Aarhus attracts an increasing number of visitors and the strength of this area should be used to develop new city areas.



Vision 1: Aarhus should be an attractive tourism destination and pioneer in knowledge-tourism.

Goal:

✱ To increase the number of national and international guests.



Initiative 1: See Visit Aarhus Strategy 2017.



Vision 2: Aarhus should continue to develop its position as an attractive shopping destination.

Goal: More national and international guests.



Initiative 1: To create a think tank for Aarhus as a shopping destination.

Primary actors: The City in cooperation with Aarhus City Association and other relevant partners.

CROSS-DISCIPLINARY FOCUS AREAS

Becoming an open and international city with increased branding and visibility nationally and internationally are cross-disciplinary focus areas that cut across all other focus areas in the current business development plan. All concrete initiatives listed in this plan should be carried out so that they support the development of Aarhus into a more international, open and well-known city.

KNOWLEDGE-SERVICE

Knowledge-service businesses include consultancies, communications, marketing, design, financial services and research. They make up an important part of the City's knowledge-economy.

Demography, nationally and internationally, puts increasing pressure on the knowledge-service industry to recruit the best and brightest in intense global competition. There is a need to make sure the industry is able to recruit enough educated talent to develop the intelligent and user-driven solutions needed to survive in today's global economy.

In Aarhus, knowledge-service companies do relatively well compared with other regions and countries. This is especially true within IT-service, architecture, industrial design, marketing and advertising. In addition, companies within the industry are more adept at cooperating with knowledge-institutions, such as the university, in developing new products and services.

However, knowledge-service businesses – which often have less than 50 employees - are fragile in recession situations. As a result, there is a strong need to improve the conditions for these business areas and increase the partnership traditions that already exist.



Vision: The Aarhus area should be even more attractive to knowledge-service companies and their growth and development.

Goals:

- * To increase the number of knowledge-service businesses in the Aarhus area.
- * To increase the number of educational offers to the knowledge-service industry.



Initiative 1: To support knowledge-service business innovation; to develop the public purchasing- and procurement policies; and to improve the specialized and growth-oriented public business service.

Primary actors: The City in cooperation with relevant partners.

CITY BRANDING AND MARKETING

When it comes to attracting investments, companies, employees, students and tourists, Aarhus is in strong competition with cities around the world. Increased marketing and branding of Aarhus is a prerequisite for the ability of Aarhus to realize the vision of becoming a national center of growth with international impact.

The City of Aarhus earlier carried out an analysis of the city's main features. The three characteristics that today are the main branding keywords are knowledge, pulse and roots. The use of these branding features should be increased and further developed in cooperation with relevant partners in the city.

If Aarhus is to become known internationally, everyone in the city needs to work together to create an ambitious strategy for branding the city and the city's strengths across sectors and focus areas.



Vision: The degree of knowledge people have of Aarhus nationally and internationally should be increased.

Goals:

- * Internally, people and organizations in Aarhus should increase their common understanding of the city's identity and strengths. Externally, Aarhus should be more well-known on a number of areas.
- * Increasingly, marketing and branding of Aarhus should be carried out by all relevant actors – such as knowledge-institutions, companies, cultural institutions, government and citizens.



Initiative 1: Establishing a marketing alliance for Aarhus as a destination, including developing a strategy and action plan for branding and events. This marketing initiative should have a broad focus, including a focus on Aarhus as a place to visit, live, study, work, invest and run a company.

Primary actors: The City in cooperation with Visit Aarhus and other relevant partners.

OPEN AND INTERNATIONAL

The Municipality of Aarhus and the city's public and private organizations need to think, prioritize and act in a more open and international manner, if Aarhus is to remain a national center of growth with international impact.

If the current business development plan is to become successful, all focus areas must include an international commitment and network on all levels.

Today, Aarhus is on many areas an international city. Aarhus Harbour is Denmark's largest container terminal, the city houses international educational institutions with the University of Aarhus in the world top 70. Global businesses are located in Aarhus and the city is host to a number of international events. However, competition is increasing and action must be taken in order to continue this positive development.

As a customer and company, the Municipality of Aarhus should also think and act in a more international way. In the spring of 2009, the City adopted an international strategy with the aim of increasing the international perspective of municipal work. At the same time, the strategy will increase the City's commitment and work for international cooperation and networking.



Vision 1: Aarhus should be more open and international.

Goal:

* To make sure all focus areas in the business development plan include openness and international vision and that each area supports Aarhus' international impact.



Initiative 1: All initiatives in the current plan should incorporate openness and international vision.



Vision 2: The Municipality of Aarhus should be more open and international.

Goal:

* To implement the City's international strategy.



Initiative 1: Implementation of the City's international strategy.

Primary actors: The City in cooperation with relevant partners.

