THE CITY OF COPENHAGEN’S BUSINESS AND GROWTH POLICY

2015-2020

- A BUSINESS FRIENDLY COPENHAGEN
Basically, Copenhagen has a sound foundation for growth and job creation. We are part of a functional region, Greater Copenhagen, securing critical mass with approx. 3.8 million residents, 11 universities with scientists of high international standard and a number of strengths with many development oriented businesses. We are in a central location in relation to the European market and with the Øresund bridge and the airport and convenient connections to Hamburg and north Germany, we are a European nerve centre. Also, we have a liveable city with a strong green profile, several times named the world's best city to live in. We will continue to build on this sound foundation and use it in the international competition among cities to attract businesses, investments and a talented workforce.

It must be attractive to be a business in Copenhagen. Businesses must see The City of Copenhagen as a teammate. Big as well as small businesses must be met with a high degree of service, easy access to the City and a predictable case handling including an open dialogue with each individual business. The City of Copenhagen engages itself in using dialogue to find solutions to businesses’ daily problems as well as long-term challenges. This is key to the business-friendly city, regardless of whether it’s about creating better access, deliver top quality case handling or attracting the best possible workers.

A liveable city is the driver of businesses’ innovation and growth. The City of Copenhagen will give businesses an even better chance to utilise the commercial potential of Copenhagen’s continuous investments in green, healthy and creative solutions.

The City of Copenhagen will enter into more partnerships with businesses and knowledge institutions about the development, testing and implementation of innovative solutions to support Copenhagen becoming an even more liveable and green city. This concerns collaborations about climate- and environmental solutions, next generation welfare technology and new solutions to develop city spaces and city culture to the residents’ benefit. The City of Copenhagen will do its best to ensure that these future city solutions become known to the world, thus increasing the export potential for the region’s businesses. In other words, Copenhagen wishes to use its purchasing power and its high political ambitions to support business development through innovative tenders and partnerships.

The business- and growth policy has been created in close collaboration with businesses, knowledge institutions, business organisations, unions, local councils, etc. that have pointed out the challenges and focus areas that form the backbone in a sustainable business- and growth policy.

We are looking forward to collaborate with businesses, knowledge institutions and organisations and with partners in the surrounding municipalities to create growth in the capital and the rest of the country.

Frank Jensen
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Anna Mee Allerslev
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The business- and growth policy is built upon a series of initiatives in various areas where the City takes on different roles as authority, purchaser and partner, thus facilitating and making it attractive to run a business in Copenhagen. Within each area the City focuses on a number of prioritised initiatives. Below find an overview of these initiatives. They are described in detail over the following pages.

<table>
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<tr>
<th>AREA</th>
<th>INITIATIVE</th>
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| Sustainable city development & liveable city | • Enhance mobility  
• Create room for variety of businesses  
• Continued development of Copenhagen’s attractiveness as green, creative and smart city |
| Business services & costs                 | • Easy access to the City for all businesses  
• Increased digitisation  
• Expansion of service culture and strengthening of dialogue |
| Education and employment                  | • Support that more youths finish upper secondary education  
• Help businesses find employees with suitable qualifications  
• Strengthen competences within innovation, entrepreneurship and risk appetite |
| Sustainable job market                    | • More private businesses establish work placement opportunities  
• More socio-economic businesses  
• Use of Copenhagen’s purchase power to further social responsibility |
| Innovative public demand & high growth in existing businesses | • Innovation partnerships between businesses, knowledge institutions and the City of Copenhagen  
• Better framework for high growth in existing businesses  
• The City uses its purchase power innovatively and holistically |
| Internationalisation & international city collaboration | • Strengthen Copenhagen’s international attractiveness, including further integration across Øresund  
• Strengthen international access  
• Strengthen attraction and retention of international talents |
Copenhagen needs to accelerate its growth to finance our welfare. Copenhagen is still some distance away from the ambitious 5% growth target, which the city was close to in 2010. A growth in productivity is the most important source for reaching the 5% growth target. The road to productivity goes through increased internationalisation and regional specialisation.

### 5% yearly growth in GDP for the City of Copenhagen towards 2020

We need jobs for Copenhagen’s many residents. The city is close to having recreated most of the jobs that were lost in 2009-11. Between 2011-2020 the target is to create 20,000 new jobs in the private sector. This will benefit all of Denmark.

### 20,000 new private jobs in the City of Copenhagen towards 2020
Copenhagen must maintain its status as a liveable city and must be on the Top Three of Europe’s best cities. This will attract new residents and tourists. Also, the city’s green environmental profile and will to demand and implement solutions to global societal challenges such as climate, demographics and chronic illnesses, support the businesses’ innovation power and opportunity to develop solutions for a world market. Everybody will benefit from Copenhagen’s trademark policy that growth and welfare go together.

The businesses in Copenhagen work in increasingly environmentally and socially sustainable ways.

Copenhagen is growing fast and must continue to be a cohesive and socially responsible capital. The businesses in Copenhagen must contribute to the development of Copenhagen as a green, tolerant and diverse city by increasingly taking on social responsibilities and contribute to a better environment and securing safe working conditions.
COPENHAGEN’S BUSINESSES AND POSITIONS OF STRENGTH

The City of Copenhagen harbours businesses within multiple industries, all of them contributing to growth and job creation.

FACTS ABOUT THE BUSINESSES IN THE CITY OF COPENHAGEN

1. 90% of businesses in the City of Copenhagen have less than 10 employees representing around 1/10 of employment and revenues.

2. The relatively few larger businesses with more than 250 employees contribute with 70% of the revenue in Copenhagen and 55% of the employment.

3. Copenhagen has many businesses (compared to the rest of the country) within the service industry, finance, culture, NGO’s and public administration. To a certain degree also within the hotel- and restaurant sector, transport and communication.

4. Copenhagen has fewer businesses (compared to the rest of the country) within manufacturing, construction and wholesale.

5. Within the last ten years Copenhagen has experienced growth within business services, the hotel- & restaurant sector, finance and IT. In reverse, there has been a decrease in jobs within the industry and construction sectors.

The City of Copenhagen plays an important role in creating the framework that will make all these businesses feel that it’s easy to run a business in Copenhagen, that administration is at a minimum, that the necessary talents can be found, etc. This is the starting point for the City’s business- and growth policy.

Positions of strength in Greater Copenhagen

Greater Copenhagen is a political collaboration between the City of Copenhagen, the Capital Region, Zealand Region and the region’s 45 municipalities. The hope is that also Skåne County and the municipalities there will enter into the collaboration.

Greater Copenhagen creates critical mass by creating connections in a region with 3.8 million residents, 11 universities and international clout. The vision is that Greater Copenhagen in 2020 is an international nerve centre for investment and knowledge on a level with the most successful metropolises in Europe. The competition to attract businesses and investments is not between Copenhagen and Køge but between Greater Copenhagen and metropolises such as Stockholm, Hamburg and Berlin. When a business settles in Lund or Lyngby, it strengthens the region’s overall supply of jobs, talent and general attractiveness.

Many foreign city regions have more residents and businesses and are more commercially specialised than Copenhagen. This is often identified as an important reason why Copenhagen finds it difficult to attract foreign businesses and highly educated foreigners (Copenhagen Economics and Invest in Denmark, 2013). Through the Greater Copenhagen collaboration the City of Copenhagen therefore focuses on strengthening and developing growth conditions for the region’s positions of strength, such as green, healthy and creative growth. With Greater Copenhagen all municipalities won’t have to master everything, but rather develop their particular positions of strength.

GREATER COPENHAGEN ON THE MAP

• A stronger position in the global metropolis competition about attracting international businesses, talent, tourists and capital.

• Develop commercial positions of strength.

• Strengthen specialisation and focus the Growth Forum funds within green, healthy and creative growth.

• Ensure a cohesive region and a job market of 3.8 million residents (including Skåne).

• Access to the markets of two countries.

• 11 universities

• New world class research institutions in Lund: ESS and MAX IV.
Under the auspices of Greater Copenhagen, the City of Copenhagen wishes to combine its high political ambitions about being in the lead with green, healthy and creative solutions with the chance to support businesses in creating green, healthy and creative growth. This will happen when the enterprises under the City of Copenhagen enter into partnerships with big and small businesses and knowledge institutions about the development of innovative solutions and business models.

The City of Copenhagen participates actively in partnerships with businesses and knowledge institutions in cluster initiatives in areas such as clean-tech (CLEAN) and welfare tech (CHC).

It is also important to Copenhagen’s commercial success that the city harbours Copenhagen Science City, which is one of Europe’s largest concentrations of education, primary research and applied research within medical science and natural science. This contributes to making Copenhagen the most specialised Health & Life Science-city in Europe. 6 billion DKR will be invested over the next few years to further develop Copenhagen Science City.

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<th>GREEN</th>
<th>HEALTH</th>
<th>CREATIVE</th>
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<td>• Employed: approx. 80,000 in the region, 600 businesses</td>
<td>• Employed: approx. 21,000 (health-tech)</td>
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<td>• Strengths: Energy, water, data, waste, urban development, strong brand: research &amp; education</td>
<td>• Strengths: Tele-health, rehabilitation, diagnostics, research and education</td>
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<td>• The City of Copenhagen: ambitious climate goals, collaboration with CLEAN, tests in the city, big-data tenders, C40-collaboration, OPI’s and innovative purchasing.</td>
<td>• The City of Copenhagen: ambitious health targets, collaboration with CHC, test laboratories, big data, innovation competitions, attract financing, OPI’s, innovative purchasing and global partner cities.</td>
<td>• Employed: 75,000 (private)</td>
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<td>• Strengths: software development, games/web, advertising, media and cultural content.</td>
<td>• The City of Copenhagen: require digital solutions for residents and culture and furthering of commercial sustainability, collaboration with Copenhagen Solution Lab, etc. Innovative purchasing and attraction of finance.</td>
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CLUSTERS CLEAN AND COPENHAGEN HEALTHTECH CLUSTER (CHC)

• Cluster collaborations with targets for growth- and employment creation by solving the huge societal challenges within environment/climate and welfare technologies.

• The City of Copenhagen is a core member and plays challenges into the clusters – and puts the city at the clusters’ disposal as test lab.

• Collaboration projects between businesses, knowledge institutions and public organisations with focus on the creation of specific solutions and new business models/collaboration types within clean-tech and welfare technology.

• To further Danish businesses’ export of holistic solutions.

• Export catalogues where Copenhagen’s green and healthy solutions are presented with regards to support the businesses’ export of solutions to other cities and countries.

• Focus areas such as PVC recycling, smart city, climate adaptation, diabetes and chronic illnesses.
GROWTH AND BETTER CONDITIONS FOR BUSINESSES – WHAT DOES IT TAKE?

The City of Copenhagen’s business- and growth policy is built upon a number of frameworks, determining for the businesses’ experience of the city as an easy and attractive place to do business. At the same time, the City of Copenhagen is directly involved in these frameworks as authority or influencer:

• SUSTAINABLE URBAN DEVELOPMENT AND LIVEABLE CITY
• BUSINESS SERVICES AND COSTS
• EDUCATION AND EMPLOYMENT
• SUSTAINABLE JOB MARKET

Furthermore, the policy contains special initiatives attached to the region’s positions of strength. Here, it is Copenhagen’s intention to work with the surrounding municipalities and regions to drive growth and employment under the auspices of the Greater Copenhagen initiative (see page 5): This concerns:

• INNOVATIVE PUBLIC DEMAND AND GROWTH IN EXISTING BUSINESSES
• INTERNATIONALISATION AND INTERNATIONAL CITY COLLABORATIONS

For each of the above areas the business- and growth policy sets: Prioritised Initiatives for the City of Copenhagen and profit goals to measure yearly progress.
Copenhagen must be a functional city with an efficient infrastructure and a variety of areas, ready for industrial development. This is the basis for growth and employment. Simultaneously, good housing, culture, green and recreational areas and ambitious environmental targets are crucial to Copenhagen’s attractiveness and image and an important driver of growth.

THE CITY OF COPENHAGEN WISHES TO:

1. ENHANCE MOBILITY
Provide better mobility and accessibility so that commuting times are shortened and so commercial vehicles spend less time in traffic. Initiatives include:

- Implement intelligent traffic solutions to create better flow and more reliable and predictable traffic.

- Strengthen public transportation, bicycle infrastructure, conditions for pedestrians, improve roads and traffic connectivity. This ensures enhanced mobility and provides a good balance between the different kinds of traffic.

- Coordinate construction to minimise congestion.

- Improve parking for businesses by smarter and more flexible digital solutions and better and more flexible parking products.

2. CREATE ROOM FOR DIFFERENT TYPES OF BUSINESSES
It should be easy for businesses to settle in Copenhagen and find a location, suitable to their needs. Initiatives include:

- Ensure that there’s room for all kinds of needs – international headquarters, large offices, craft firms, smaller production- and logistics businesses and creative industry, etc.

- Ensure zoning for commercial purposes making it possible to retain and localise many different industries and also make room for the approx. 1000 new residents arriving in Copenhagen every month.

- Support a continuously sustainable urban development by focusing on proximity to stations and mixed neighbourhoods with short distances between home and work.

3. FURTHER DEVELOPMENT OF COPENHAGEN’S ATTRACTIVENESS AS A GREEN, HEALTHY, CREATIVE AND SMART CITY
Businesses should always enjoy that Copenhagen is a liveable city on several parameters. And we must still be world renowned for our ambitious efforts to connect growth with the liveable city. Initiatives include:

- Maintain ambitious targets and policy plans within e.g. CO2-neutrality, climate adaptation, clean air, City of Cyclist Copenhagen. This ensures Copenhagen’s continuous development as a green pioneer city and is a determining driver of new products, processes and business models.

- Support an active city life and liveable city spaces with openness towards creative and experimental solutions.

- Launch partnerships with businesses and knowledge institutions about the continuous development and implementation of good city solutions.

- Ensure culture- and leisure facilities and recreational and green areas in new neighbourhoods and develop cultural life and creative milieux in Copenhagen, contributing to the creation of a liveable and innovative city.
TARGETS

1. **TRAVEL TIME**: The politically decided service targets for 2018 for cars, busses, bicycles and pedestrians in terms of travel time, stops and reliability must be fulfilled (see www.kk.dk/erhverv).

1. **COMMERCIAL ZONING**: Towards 2027, 200,000 m² of commercial floor space built per year.

1. **CO2 EMISSIONS**: Copenhagen must be CO2 neutral by 2025.

1. **LIVEABLE CITY**: The number of residents who would recommend family or friends to live in Copenhagen must be 95% in 2020.
Businesses must experience that it's easy to run a business in Copenhagen. The City of Copenhagen will deliver a high degree of service and enter into dialogue with businesses about the challenges they meet, deliver high quality and predictability in case handling, matching of expectations and securing easy access to the correct authorities. The City of Copenhagen will also keep an eye on minimising the cost of running a business.

**THE CITY OF COPENHAGEN WILL**

1. **CREATE EASY ACCESS TO THE CITY FOR ALL BUSINESSES**
   It must be easy for all businesses to get in contact with the City and businesses must receive a professional and solution-oriented service. Initiatives include:
   - **Establishing of Business House Copenhagen** as Copenhagen’s new spearhead towards the business community. The commercial house offers access digitally, by phone and in person for all businesses in the City of Copenhagen and has expanded opening hours to 8am – 10pm (telephone).
   - **Improvement of the City’s homepage** to make it readily accessible, easy to navigate and locate the correct authority and with more self-service solutions.
   - **Strengthening of the service level towards businesses.** The City wishes to offer a professional, coordinated, efficient and solution-oriented business service making it easy for businesses to get into contact with the correct unit and employee and to have no “wrong entries” to the City.
   - **Ensuring qualified offers of advice and seminars for the City’s start-up community,** contributing to a strong business plan and improved survival chances when realising the individual start-up’s growth potential. This also goes for international start-ups.

2. **INCREASE DIGITISATION TO BENEFIT BUSINESSES**
   Businesses must experience a smooth and efficient administration and be given the option to deal with more tasks digitally in relation to the City. Initiatives include:
   - To offer businesses more digitised self-service solutions, which, together with strengthened instructions online and phone support, will make contact with the City easier, quicker and more flexible.
   - Businesses will also experience that an increased digitisation of work processes will create quicker and more transparent administrative procedures, including status and timeframe.

3. **EXTEND SERVICE CULTURE AND STRENGTHEN DIALOGUE**
   Businesses must be met by a strong service culture from all employees and experience that dialogue is easy. Initiatives include:
   - To ensure more coordinated case handling where expectations are matched and dialogue takes place about answer-times, information needed, etc.
   - To deliver easily understood and inviting communication both on the homepage and in direct communication.
   - To ensure that case processes and decisions are of a high quality, are transparent and predictable and that the City respects its service targets for case handling times.
   - To extend the use of key account offers so that businesses with a variety of contact points to the City are offered one regular contact person across departments and specialist units.
TARGETS:

1. **MATCHING OF EXPECTATIONS RE. CASE HANDLING:** Businesses must receive feedback with contact information for case-worker and insight in case handling time for applications within 10 working days. For recruitment cases and general business services the City wishes to deliver this service within three working days.

2. **CASE HANDLING TIMES:** The politically decided service targets for case-handling times must be fulfilled. ([www.kk.dk/erhverv](http://www.kk.dk/erhverv))

3. **SATISFACTION WITH EFFORTS AND SERVICES:** Yearly improvement of 5% in the number of businesses who are satisfied/very satisfied with the City’s efforts and services.

4. **DIGITISATION:** By the end of 2017, businesses will be able to use digital solutions in 80% of their contacts with the City.

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**COPENHAGEN’S PRICE LEVEL**

Generally, Denmark has a high level of taxation and fees and Copenhagen cannot compete with foreign cities on these parameters. But given the growth ambition included in this business- and growth policy, it is important that the City makes an effort to ensure that costs do not inhibit businesses’ competitive position.

In comparison with Denmark’s other 98 municipalities, Copenhagen has the 10th lowest income tax and a 20th position in regards to the general level of taxes and fees.

Lately, the City of Copenhagen has made a concerted effort to reduce costs for the city’s commercial enterprises. Thus, construction case taxes have been reduced, outdoor serving, goods displays and mobile street vendors have been exempted from fees and the service charges have been reduced by 0.2‰. All together, the businesses in Copenhagen have experienced a yearly drop in fees and taxes of more than 47 million DKR over the last four years.

The housing prices in Copenhagen are high compared to the rest of the country, but relatively low compared to other big cities. Compared to other big cities the housing prices are not pushing up salaries, at least not yet. Copenhagen is also one of the cheapest big cities in Europe for hiring business space. The price is less than half of the price in Stockholm.
Education and employment go together. The qualifications of the workforce need to be improved; this is an important parameter for businesses. So it's a clear target for the city that more youths must be able to enter into and finish a qualifying education. More must find employment in Copenhagen and businesses must have the experience that there's no shortage of qualified workers. The City of Copenhagen must contribute to this.

THE CITY OF COPENHAGEN WILL:

1. SUPPORT THAT MORE YOUTHS FINISH AN UPPER SECONDARY EDUCATION
   Businesses must have access to a qualified and skilled workforce. Initiatives include:
   - **Focus on competences in primary and lower secondary** to ensure that more youths are qualified to finish an upper secondary education.
   - **Enforce supervision in upper secondary** so possibilities and perspectives are clear to students.
   - **Open schools to more cross-disciplinary commercial collaboration** and showcase the commercial upper secondary schools to make them more attractive.

2. HELP BUSINESSES FIND EMPLOYEES WITH THE RIGHT COMPETENCES
   The City of Copenhagen works hard to find jobs for unemployed Copenhageners. Some are very qualified and ready to work while others need various kinds of support. With this as basis, businesses must be offered job services with their needs as reference point.
   - **Offer honest and specific advice** about which unemployed residents with which competences the City has to offer.
   - **Arrange jobs** for all kinds of businesses, quickly.
   - The City of Copenhagen’s employees have thorough insights in various industries and understand what job profiles businesses demand to be able to advise and match better.
   - Match small and medium-sized businesses with qualified academics who can enhance businesses’ growth potential. This match can even happen before candidates finish their degrees or by a business hiring an unemployed academic.

3. STRENGTHEN COMPETENCES WITHIN INNOVATION, ENTREPRENEURSHIP AND RISK APPETITE
   Entrepreneurship and innovation need to be more visible in the education system so the high number of start-ups can be maintained and the survival rate improved. Initiatives include:
   - Strengthen strategic collaboration between businesses, knowledge institutions and schools so innovation becomes more visible throughout the education system.
   - Strengthen the knowledge and competences among entrepreneurs in relation to establishing and developing a business through targeted seminars and instruction.
   - Expand service offers for international start-ups, as these are particularly growth-oriented due to their international market insights.

TARGETS

1. **EDUCATIONAL LEVEL**: 95% of a youth generation must finish upper secondary.
2. **JOB SERVICE**: Yearly improvement of 5% of businesses that are satisfied/very satisfied with KK’s job services/job procurement.
3. **START-UP ADVICE**: 95% satisfaction with start-up advice in the City of Copenhagen.
The City of Copenhagen has set as a target that 95% of a youth generation finish their upper secondary education. The number of youths expected to finish upper secondary, 10 and 25 years after leaving 9th grade has increased both locally in Copenhagen and for the country as a whole, especially since 2008. The expected percentage however, is lower in Copenhagen compared to the rest of the country where 89% of 9th graders in 2013 are expected to have finished their upper secondary 25 years later. For the whole country the number is 93%.

The figure shows the percentage of youths expected to finish an upper secondary education 10 and 25 years after leaving 9th grade.
The City of Copenhagen Will:

1. Support that More Private Businesses Establish Job Training and Apprenticeships

We need to raise the general education level from unskilled to skilled if we are to avoid shortages of qualified workers in the future. Initiatives are:

- Strengthen the City of Copenhagen’s collaboration with businesses, industrial associations, local housing organisations, volunteer organisations, etc., about creating more private job training and apprenticeships.

- Through outreach to businesses create job openings for job trainees and apprentices matching 15-29year-olds with lower secondary education.

- Demand procurement of job training opportunities and apprenticeships.

- The job centre must systematically offer benefit-recipients a clarification of competences to ensure documentation of unskilled workers’ skills.

2. Support Private Businesses in their Work With Inclusion and Diversity

More Copenhageners must become part of the workforce and private businesses must (as must the City) enjoy the advantages of hiring employees with a variety of competences and backgrounds. Initiatives are:

- Support of Copenhagen businesses and organisations in realising the potential in hiring and developing a diverse staff to help minimising the unemployment among ethnic minority residents and special needs residents.

- Advise businesses on how to run a sustainable business and inform of the city’s offers of support for the hiring of subsidised employees or persons in unpaid job training.

- Based on Copenhagen’s Diversity Charter, Copenhagen Commercial House offers businesses advice about how diversity can be converted into growth and competitive advantages via recruitment.

3. Contribute to the Establishment of More Socio-Economic Businesses

More jobs must be created through socio economic businesses and social entrepreneurship. Initiatives are:

- The city will partake in the work to establish more and stronger socio-economic businesses in Copenhagen, which today houses approx. 100 socio-economic businesses such as e.g. Baisikeli and the organisation Bybi. The City of Copenhagen wishes to be a core partner and customer for socio-economic businesses.

- Make use of the city’s opportunities in relation to purchasing, mentor-schemes and other support options.

4. Further the Development of More Sustainable Procurement Contracts

Copenhagen wishes to use its purchasing power to support that businesses take social responsibility. Initiatives are:

- Ensure that businesses use and comply with the work clause and social clauses in relation to tenders (re. principles decided by the city council). Work environment, apprenticeships and social dumping will as well as environmental issues be regular items on the City’s purchasing agenda.
TARGETS:

1. **EXTENT OF SOCIAL RESPONSIBILITY**: The number of businesses in Copenhagen with subsidised employees and persons in job training is on the rise.

2. **WORK ENVIRONMENT**: The number of enforcement notices from the Working Environment Authority is dropping.

3. **SOCIO-ECONOMIC BUSINESSES**: The creation of 10 more socio-economic businesses per year and a 5% yearly increase of employees in the already existing businesses.

4. **DIVERSE BUSINESSES**: 5% yearly growth in businesses in Copenhagen that have a diverse approach to hiring. (A diverse business is defined by the percentage of employees with another ethnicity than Danish. This percentage must be higher than the average in Copenhagen in the start year 2010).
INNOVATIVE PURCHASING AND HIGH GROWTH IN BUSINESSES

Innovation is a core issue for creating growth and jobs. But the businesses in the capital area are lagging behind in regards to innovation, seen from a European perspective. Businesses, public institutions and knowledge institutions must get better at working together and making use of the good conditions for innovation already in place. The City of Copenhagen wishes to focus especially on the positions of strength we have within cleantech, health- and welfare technology and in the creative cluster. Furthermore, we need more large businesses to work as growth locomotives and to create multiple jobs.

THE CITY OF COPENHAGEN WILL:

1. ENTER INTO PARTNERSHIPS ON INNOVATION

More businesses must be given the opportunity to collaborate with the City of Copenhagen and knowledge institutions about development of new solutions for the world market. Initiatives are:

- Offer businesses and knowledge institutions to enter into partnerships about finding innovative solutions to society’s challenges in collaboration with the City of Copenhagen within our positions of strength and under the auspices of relevant cluster organisations in the region.

- Invite businesses to participate in development partnerships across municipalities and regions so that businesses to a larger extent can get access to develop and sell scalable solutions. Offer up the city as test laboratory for new solutions in areas such as traffic, nursing homes or schools. “Tested in Copenhagen” must be developed as a brand, which businesses can use in their marketing, nationally as well as internationally.

- Strengthen the framework for creative businesses through cluster initiatives, attraction of investment and risk capital, advice and services for creative growth layers and industry supporting events to export creative businesses internationally.

2. SUPPORT HIGH GROWTH IN NEW AND EXISTING BUSINESSES

The capital region must have a more cohesive, efficient and targeted offer to accelerate existing businesses’ creation of growth and jobs. Initiatives are:

- Establish advice and investment offers for ambitious and growth prone businesses, primarily within the region’s positions of strength. Here, the city must also offer access to highly specialised advice from e.g. serial entrepreneurs, large businesses and established consultancies. And the city must offer the participating businesses close dialogue with big purchasers such as the City about development and tests of solutions.

- The offer must be developed in tandem with the national initiative Team Vækstdanmark. This should happen in a partnership between the City of Copenhagen, the Capital Region and the existing actors within business development, matchmaking, financing, tests and try-outs, research, export, etc. (including e.g. the Capital Region Growth House “Vaeksthus Copenhagen”).

- The initiative must appear attractive to promising foreign businesses that will contribute with innovative ideas and jobs.
3. FURTHER INNOVATION AND HOLISTIC THINKING IN THE CITY OF COPENHAGEN’S PROCUREMENT
The City of Copenhagen’s purchasing must to a larger extent be put to use in support of innovation and growth in businesses. Initiatives include:

• Start more function tenders where focus is on solutions rather than process giving businesses incentives to develop more innovative solutions.

• Strengthen focus on total costs in the city’s purchases where also innovation levels and environmental- and social costs are involved and cheapest price is not the only parameter.

• Increase dialogue in relation to tenders so that more businesses get the chance to participate, e.g. through a yearly tender fair. The dialogue must also qualify the tenders in collaboration with businesses within the possibilities in the tender regulations.

TARGETS:

1. INNOVATIVE BUSINESSES: 60% of businesses in the capital region must be innovative (CIS definition) by 2020.

2. COLLABORATION WITH KNOWLEDGE INSTITUTIONS: 25% of the innovative businesses in the region must collaborate with knowledge institutions by 2020.

3. FUNCTION TENDERS AND TOTAL COSTS: KK must, when possible, use function offers and tenders with focus on the total costs.

4. GROWTH ENTREPRENEURS: The percentage of growth entrepreneurs in the capital region must increase to 20% by 2020.
International businesses, investments, well educated workers and tourists create growth and jobs for Copenha-
geners and the rest of the country. The capital has a strong international position and is praised for its ambitious cli-
mate- and environmental profile, its competent work force, strong knowledge environment, work-life balance and
financial stability. But the capital region’s international pulling power is weak and many large businesses need more
highly educated international knowledge workers. Therefore, initiatives are necessary to internationalise the region and
to make it easy and attractive to establish a business, find a job, visit and live in the city.

THE CITY OF COPENHAGEN WILL:

1. STRENGTHEN THE CAPITAL REGION’S INTERNATIONAL PULLING POWER
Businesses and international talents must experience that Copen-
hagen is part of “Greater Copenhagen” with a critical mass of 3.8 million residents, access to two country markets and 11
universities. Initiatives are:

- Strengthen the cohesion in regional investment- and pro-
motion of trade efforts such as international hotel chains,
including a specific agreement about implementation with
Copenhagen Capacity.

- Strengthen the communal marketing of the region with e.g.
an investor portal promoting investment possibilities in new
areas of the city and infrastructure projects and a one point
entry service for foreign delegations so that businesses en-
counter a united region.

- Support that more of the region’s businesses benefit from the
billions of investment funds in the research facility European
Spallation Source (ESS) and use ESS targeted to attract inter-
national businesses within this field.

- Strengthen the efforts to remove hindrances for the continu-
ous integration across Øresund so that employees and busi-
nesses can travel freely across the sound in collaboration with
Malmö amongst others.

- Market Copenhagen-style solutions towards selected target
groups and regions and towards international relations and
networks such as Copenhagen’s membership of C40 and the
sister city collaboration with Beijing.

2. MAKE COPENHAGEN MORE INTERNATIONALLY ACCESSIBLE
It must become easier for tourists, international businesspeople,
specialists and knowledge workers to come to Copenhagen. Ini-
itiatives are:

- Continuous development of the strategy for making Copen-
hagen easily accessible and popular as a tourist destination
and congress city and strengthen the service level for tourists
and conference participants. This through a specific implemen-
tation agreement with Wonderful Copenhagen.

- The City wishes to support relevant events and focus on at-
tracting more tourists from new markets such as China.

- Attract more international air routes to Copenhagen through
a targeted effort named “CPH Connected”.

- Uphold Copenhagen’s status as a northern European nerve
centre by utilising the potential of the opening of the Fehmarn
Belt Fixed Link, including furthering the establishment of high-
speed connections to Hamburg, Oslo and Gothenburg.
3. ATTRACT AND MAINTAIN MORE INTERNATIONAL TALENT
The capital region must have a comprehensive offer of services, welfare allowances and cultural offers for international employees and their families. Initiatives are:

- Make International House the common regional access point to authorities and services for international knowledge workers all over Zealand. This will ensure a high and consistent service level for all foreign knowledge workers and the businesses that employ them.

- Strengthen the overall services to international citizens with regional service packages about e.g. housing procurement, international schools and day-care in collaboration with the other municipalities.

- Increase the retention of international knowledge workers by offering help to find jobs and job match, introduction to cultural- and leisure offers, events and help to the establishment of social and professional networks for both students, employees and accompanying spouses.

TARGETS:

1. FOREIGN BUSINESSES’ ESTABLISHMENT AND RETENTION: Establishment, retention or extension of 4000 jobs in foreign businesses (between 30 businesses of which 40 knowledge-intensive) before 2018.

2. TOURISM: 5% yearly growth in the number of tourists in Copenhagen.

3. KNOWLEDGE CONGRESSES: 60 international knowledge congresses must take place in Copenhagen every year.

4. COPENHAGEN AIRPORT: 5% yearly growth in number of passengers in the airport.

5. RETAIN HIGHLY EDUCATED FOREIGNERS: The average retention time for foreign knowledge workers must be increased to four years by 2017.

6. ØRESUND INTEGRATION: 3% yearly growth in commuting across the sound (trains/busses).

International House
Photo: Annie Hui Yuan
In collaboration with the business community, the City of Copenhagen designs a comprehensive action plan, which implements this business- and growth policy. The action plan describes how far the City of Copenhagen has come in the implementation of specific commercial initiatives and potential new initiatives. The action plan will be used to focus and prioritise resources across sections based on knowledge about what creates growth and jobs in the city.

**BUSINESS BAROMETER / Targets and indicators**

- Copenhagen business barometer measures the business- and growth development in Copenhagen and the capital region.
- The barometer follows up on the policy’s targets and the city’s service towards businesses.
- The barometer is published yearly and discussed with the trade council regarding possible changes in KK’s efforts.

**EFFECTS / What works?**

- The City of Copenhagen is continuously measuring the effects and results of its efforts. The effect measures are used as instruments to prioritise the City’s efforts. This happens to ensure that resources are used in the best possible way to maximum benefit for employment and growth. The city collects and propagates the latest research and knowledge.
- The results and effects are regularly communicated to the city’s political committees and to the business community.

**BUSINESSES / Dialogue**

- The City of Copenhagen maintains a constant dialogue with a wide range of businesses in Copenhagen.
- Particularly, Copenhagen’s trade council has provided input as to how the City can improve its business services, prioritise its initiatives and strengthen the frameworks for increased growth and employment. The trade council has three yearly meetings.

Read The City of Copenhagen’s business- and growth policy on: [www.kk.dk/erhverv](http://www.kk.dk/erhverv)
APRIL/MAY
Business Barometer published

NOV/DEC
The City of Copenhagen decides yearly adjustments to action plans with specific efforts. Follow-up on targets.

MARCH/APRIL

OCT/NOV
Meeting in the trade council. THEME: Action plans including recapitulation on decided new business package.

MARCH/JUNE
The City of Copenhagen develops:
- Follow-up on initiatives
- Suggestions for new initiatives (business package for budget)

JUNE
Summit for KK's business community.

AUG/SEPT
The City of Copenhagen budget negotiations.