

A person with long dark hair, seen from the side, is focused on assembling a complex robotic structure on a workbench. The structure is built on a metal frame with various gears, wires, and components. A large, adjustable desk lamp illuminates the workspace. In the background, there are shelves filled with organized components and a red cabinet. The overall scene is a professional workshop or lab.

# obr

magazine

2015

Oslo Business  
Region

Interantional  
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# 2015

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An aerial view of Oslo, Norway, seen through a large glass window of a high-rise building. The city's dense urban landscape, including colorful buildings and a harbor, is visible under a blue sky with scattered white clouds. The text 'This is what we do' is overlaid in large white letters.

# This is what we do

Innovation and entrepreneurship is key to a more robust, diversified and sustainable future economy for Norway. Oslo Business Region's ambition is to be a driving force for this development, and we work to raise the number of startups with international potential. We also work to promote Oslo internationally, and we monitor and analyse Oslo's performance on the global stage.

**Oslo Business Region**  
was established January 1, 2014,  
as a limited company fully  
owned by the City of Oslo.

**Main tasks**  
Startup Oslo  
International positioning  
Regional Business Development  
Statistics and analysis





# Lean at heart

Fredrik Winther

CEO | Oslo Business Region AS

**In this magazine you will get an overview of the main activities Oslo Business Region developed and was part of in 2015. We believe actions speak louder than words, and we define ourselves by what we do. We have a startup mindset and approach to every project.**

Over the last couple of years Oslo's startup ecosystem has matured tremendously and become more internationally relevant and acknowledged. As Oslo's "Attractivity barometer" (page x) documents, Oslo is both punching above its' weight, and at the same time is still too invisible to be dancing with the most attractive partners. In short, Oslo has strong qualities, but the world does not know. The competition from cities around the world is fierce.

What is the role of a publicly owned and relatively small development agency in this picture?

Oslo Business Region's main mandate - given by the city of Oslo - is to build a stronger startup ecosystem, and to make Oslo more internationally recognised for its qualities. The question we ask on a daily basis is this: Where and how can we as a public development agency make a difference? What are the holes in the startup ecosystem and how can we fill them? How can we bring Oslo to the world by exploiting new technology and increase the Oslo buzz? Simply, how can we get the most out of public money?

Three approaches summarise our best answer to date. As part of our lean approach they will be continuously improved through 2016:



## 1) Outsmart, not outspend

To be able to gear available resources we aim to be a preferred partner for collaboration, and to collaborate with the best. Therefore, all our activities are done together with and through partners. Our best example is Oslo Innovation Week, where we spend 1 mill NOK, and through "dugnad" the city gets an innovation event worth more than 16 mill NOK. Our ambition - and imperative - is to be twice as effective as a private company when spending public money.

## 2) Be pioneers

To create better startups, the community needs to mature fast and keep up to pace with the best in the world. A part of that implies to bring the discourse forward, mature the startup community by bringing in global trends, and make them actionable. That is why startup days covered topics like i.e. collaborative economy, growth hack marketing, internet of things, and the future of hardware.

## 3) Think digital and young

Digital goes without saying. It makes us able to do more with less. For a public company there should be no way except the digital way for public services. And we need to think young. Simply because the startup scene is young, it is where the most radical ideas develop, it's where the future is contained and it reflects the citizens of Oslo: Young, highly educated and early adaptors of new technology.

When an activity fulfills these criteria, and is at the same time underserved and non-commercial, we see it as our role to contribute. In short, if our analysis documents a vital gap in the startup ecosystem, or we can contribute to put Oslo on the international competitive map; we are happy to help. So when you read through this magazine and our activities in 2015; that is the rationale behind why we did it.

We do not succeed in all activities. Nor should we. To develop new activities and enter new areas, some experiments needs to fail, and preferably fast. We will continue to both succeed and fail in 2016, and through that develop new effective initiatives to drive the ecosystem forward, as well as to put Oslo where it should be on the global map. Among the best in the world!

1

# Startup Oslo

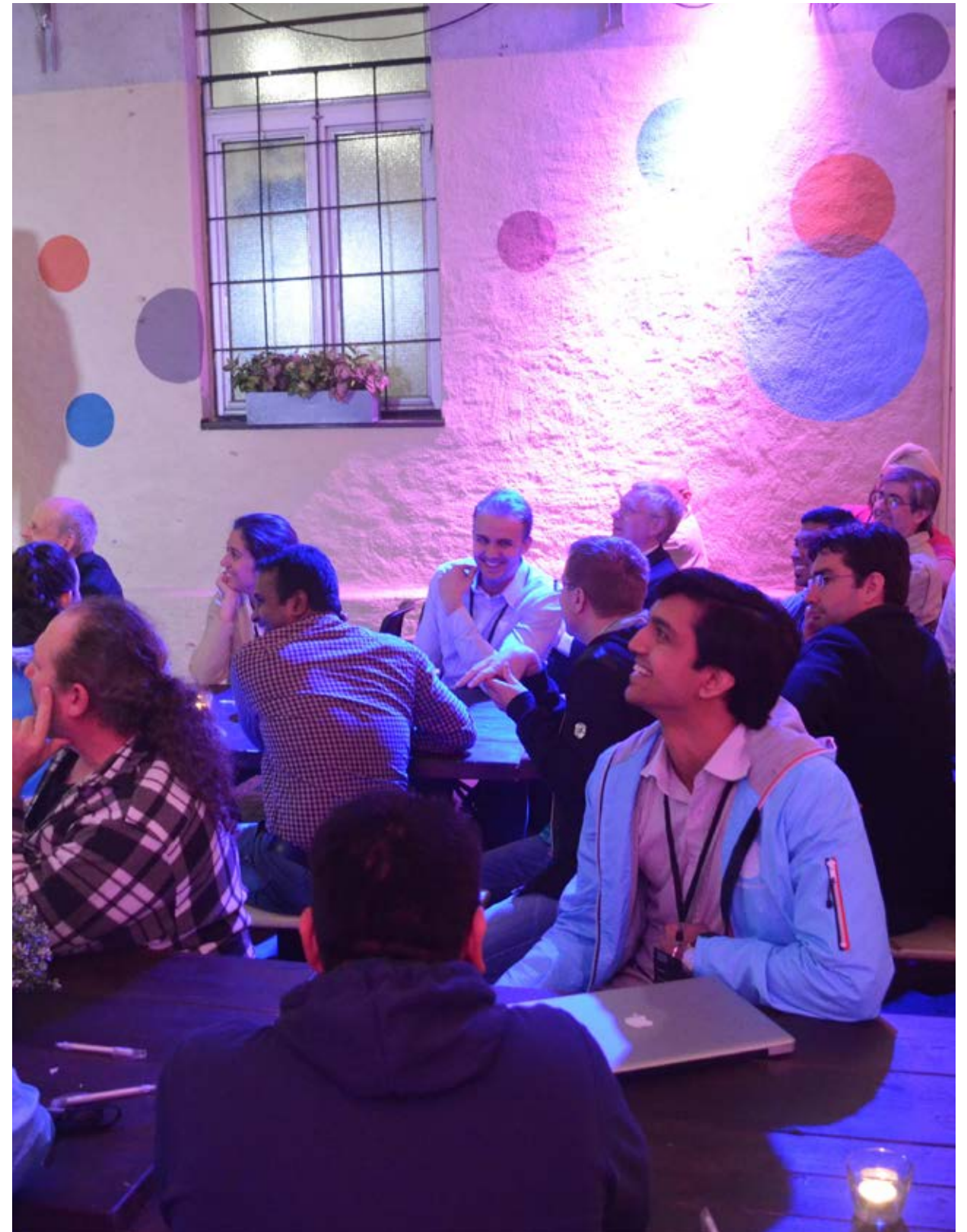
**Oslo Business Region supports and enables startups and entrepreneurs to successfully launch and grow their business ideas.**

**We develop and facilitate the arenas, networks and tools that are needed to help grow Oslo as a great, internationally preferred hub for startups and entrepreneurs.**

Bringing the Oslo startup  
community together

# Startup Days

**Startup Day is a free event designed especially for entrepreneurs. Held more than once a month on relevant subjects, we gather the Oslo startup community to solve common challenges, share knowledge and build network. The focus is always on practical solutions to real life startup challenges.**





## Startup Day Themes

In cooperation with our partners, we choose themes for each of the Startup Days. Our approach when choosing themes is grounded, practical and case oriented. We do not offer lofty motivational speeches at Startup Days.

JAN 19	How to think like a serial entrepreneur
FEB 2	Welcome to the collaborative economy
FEB 16	3D printing will change the world in many ways
MAR 6	Growth hack marketing meetup
MAR 26	Join a startup - recruitment day
APR 20	Social entrepreneurship – how to make it work
MAY 7	Become a pitching master
MAY 20	Norway tomorrow – beyond oil and gas
JUN 1	Startup and the internet of things
SEP 7	Get started
SEP 24	Think big, think global
OCT 15	Hardware startup day
NOV 23	Powercouples – big companies and startups Joining forces

## Startup Day Numbers

13

Events

25

Keynotes



100

Participants per event (average)

16

Case presentations

## Partners

In 2015, our permanent Startup Day partners were Innovation Norway, the Norwegian Tax Office, Norwegian Industrial Property Office and DNB Oppstartslos.

In addition, we worked with the brilliant minds at Moonwalk, MESH, Sentralen, Allwin, 657, for.andre, Startup Lab, by:Larm, Mashup, Fellesverksted and Bitraf.





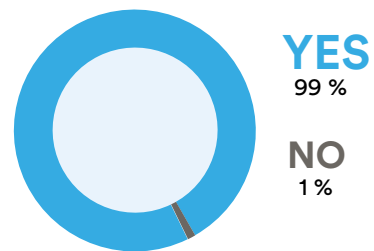
# Improving Startup Days

Oslo Business Region collects feedback and insights from the Startup Days participants. We asked the participants to rank the event as a whole, as well as to rank the different activities.

Our goal is to have scores above 4. This is how we performed in 2015.

## Was the event Worth your time?

(Average score all 13 events)

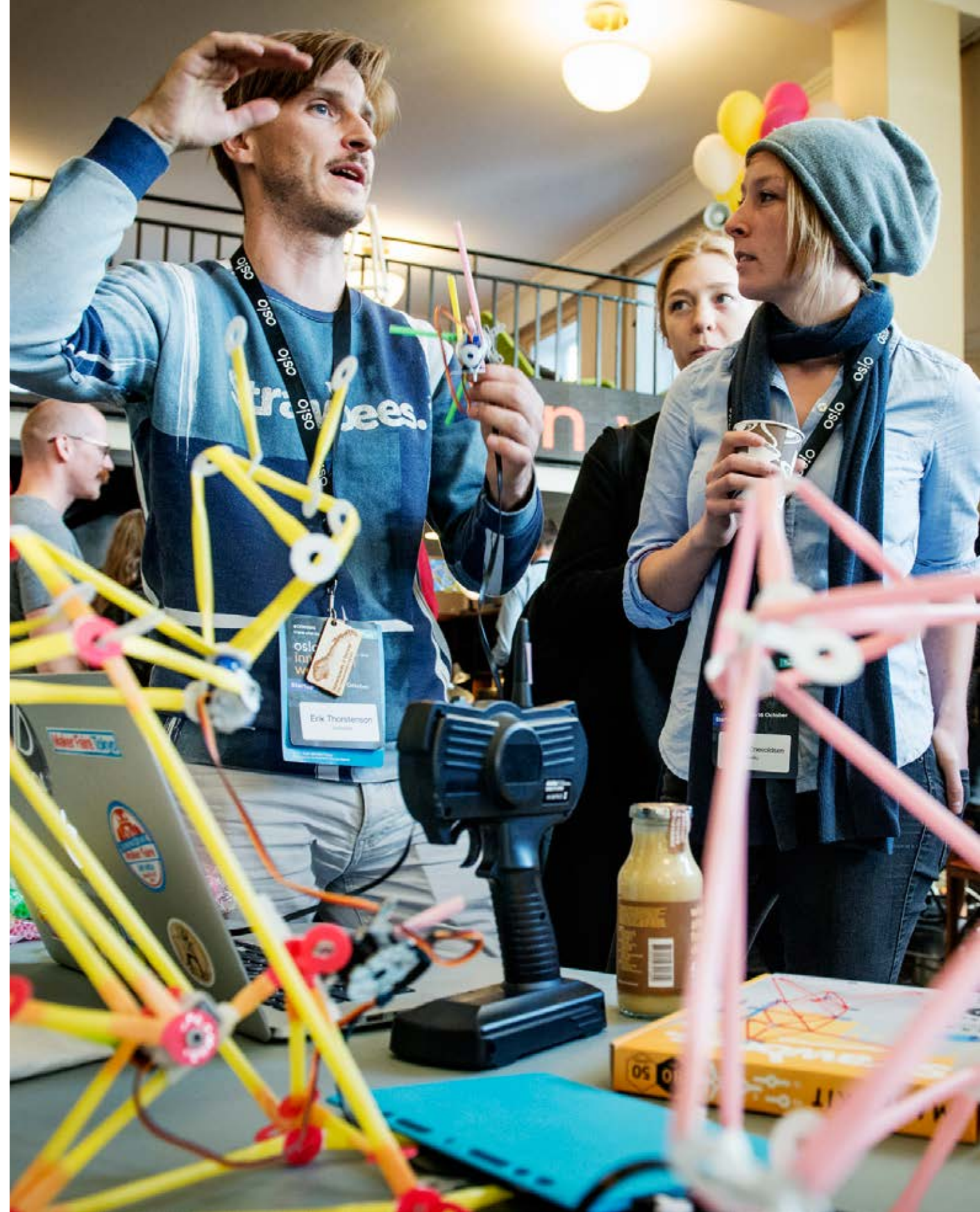


For many entrepreneurs, Startup Day is the first point of contact with the Oslo startup community, and highly appreciated as a starting point. As the ecosystem matures, we are looking into developing Startup Days to address

### Average score on the events (On a scale from 1-5, 5 being best)

- 4.3 Welcome to the collaborative economy
- 4.2 3D printing will change the world in Many ways
- 4.2 Social entrepreneurship – how to make It work
- 4.1 Become a pitching master
- 4.4 Norway tomorrow – beyond oil and gas
- 4.3 Startup and the internet of things
- 4.1 Get started
- 3.9 Think big, think global
- 4.0 Powercouples – big companies and Startups joining forces
- 4.2 **Average score all events**

also more experienced and established startups. We want to address challenges as seen by the startups in all phases of their business development, on their journey towards international growth.





April 28, 2015



Big thoughts and practical input at

# «Drømmeløftet»



The participants agreed on these nine 9 points on how Oslo can become an internationally recognized hub for startups:

**What should we do more of?**

- 1) Build the physical startup infrastructure
- 2) Facilitate meetings with experienced entrepreneurs
- 3) Bring the world to Oslo, and Oslo to the world (and build the Oslo brand)
- 4) Events like Girl Geek Startup Community - Women in Tech
- 5) Connect big companies and startups

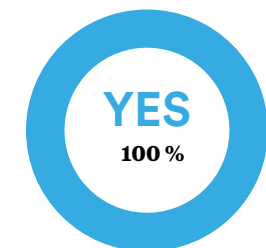
**What are the official “instruments” that really works for Oslo?**

- 6) Facilitate the matching of investors and startups
- 7) Flexible, yet automated and easy to grasp support programs by the government and Innovation Norway
- 8) Make it easier to hire international personnel
- 9) Create tax incentives targeted towards early stage investments in startups

When the government launched the final “Gründerplan” (at the opening of Oslo Innovation Week), we were eager to see that six of these points made it all the way to the final document.

**Event feedback from the participants:**

Was the event worth your time?



Average score (1-5):





September to December 2015  
Finale december 1

# Angel challenge

First ever training program  
for investors



Norway lacks early stage investors (also called angel investors) who offer competence and money to promising entrepreneurs and ideas that are not yet fully developed.

Angel Challenge is Norway's first training program for both investors and startups, hosted by Startup Norway, in collaboration with Oslo Business Region, Innovation Norway and Føyn Torkildsen. By activating more angel investors, making the investments more visible, and training startups to be more investable – we aim to create a stronger startup environment and foster growth.

The Angel Challenge is all about learning angel investing by doing it, both from an investor and a startup perspective. 26 investors and 20 startups came together to build competence and deal investments. The investors chose Socius as the winner of a 1,3 MNOK investment at the finale December 1st.

Socius is a content management system (CMS) for social media allowing brands to curate an authentic brand story based on their fans and users content. Their social hub displays the best content shared about the brand in any customer touch point - allowing social content in a webpage, point of sale, app, event space, banners or out of home advertising. Among their customers are publishers Condé Nast in the US, and Germany-based Axel Springer.

The first round of Angel Challenge has been very well received (and has led to more angel investments). We want to continue working with Startup Norway to further develop the concept, and a new round of Angel Challenge is already set to kick off in the spring 2016.

*For more info, please see [www.angelchallenge.co](http://www.angelchallenge.co)*



# 500 startups launched in Oslo



History was made Monday August 10th 2015 as one of the world's most renowned venture capital seed fund and startup accelerators, 500 Startups, launched a pre-accelerator program in Oslo as their Nordic hub. The programme's aim is to help early stage companies raise a first seed round or ready themselves to join a full accelerator programme such as Y Combinator's, or 500 Startups' own programme.

500 Startups is a Silicon Valley venture capital seed fund & startup accelerator founded by former PayPal & Google alumni. Given their experience investing in over 1,000 early stage companies from all over the world, we believe they can be a part of a solution to the the challenge lacking startup investors in Oslo.

"I'm starting with Oslo for the pre-accelerator as I feel it's best positioned to leverage this type of programme first (...) Overall I think most would agree there's a lack of programmes like this and mentorship in the region. So our goal is to improve that situation while helping to bring the methodologies and best practices of Silicon Valley here to the Nordics."

- SEAN PERCIVAL,  
500 STARTUPS PROGRAM DIRECTOR











### Join a startup

On March 26th, Startup Lab and Oslo Business Region built a bridge between startups and job seekers. 20 young companies pitched to an audience of more than 150 people to recruit future employees to their startups. The event resulted in 10-15 people being hired.

### Startup grind

Oslo Business Region assisted in the establishment of a Norwegian version of Startup Grind, and in co-hosting events.

Startup Grind is an event series and a website designed to help educate, inspire, and connect local entrepreneurs. Each month a keynote speaker shares a story to the audience “fireside chat style”. Startup Grind is a great opportunity to learn from the best, to network with members of the Oslo startup community and to hopefully improve the chances of making success in business. A total of eight events were held, with an average of 60 participants at each event.

### Startups goes tv!

When national broadcaster TV2 approached us with their ideas and plans create a “Sharktank” inspired TV show that would highlight hundreds of startups around Norway to a broader audience, we were immediately eager to contribute. Through several meetings with TV2 and their production company Monster, we contributed with insights and contacts. Also, we have met with NRK to give input on their miniseries “Gründerne”. The four-episode series premieres January 13th 2016.



## Nordic Startup Awards

May 22.

Startup Norway and Oslo Business Region invited the startup ecosystem to the Nordic Startup Awards, a special award show committed to celebrating Nordic ingenuity and entrepreneurial spirit across borders.

The award is the only of its kind, it aims to foster greater collaboration in the Nordics. Also, the event is part of the brand Global Startup Awards (GSA) that connects various regions globally. This year's Norwegian final was celebrated in a casual manner at Ingesteds, and focused on bringing together key players from the Norwegian Startup scene. Kahoot! won Startup of the year. Unacast was voted Best Nordic Newcomer in the Nordic final.

## Startup support

Vital information about how to start a company can be found on our website. Here people can also ask us questions directly, and in 2015 we received 1.050 requests.

## Pitch your way to the usa

In a pitching contest with an international jury, at the House of Nerds February 12th, twelve startups came together to fight for an audition at one of the most attractive incubators in New York, The Entrepreneurs Roundtable Accelerator (ERA) and USD 60 000 worth of services from Microsoft Azure. Oslo Business Region co-hosted the event.

In just one week, more than 50 startups applied to take part, and twelve were invited to the finale pitching competition. The jury of Pitch your way to the USA consisted of Murat Aktihanoglu (ERA), Tanya Marvin-Horowitz (Capital A Partners), Erlend Maartmann-Moe (Alliance Venture) and Tore Malme (Venture Factory.). The startup Tactic Real-Time won the event. TV2 covered the event.

## Ryan holiday at by:larm interactive

March 6.

Together with MashUP, we invited Ryan Holiday as a keynote speaker during by:larm Interactive. Ryan Holiday is an American author, writer, and marketer, and the media strategist behind authors Tucker Max and Robert Greene. He is also the former Director of Marketing at American Apparel, and the editor-at-large at the New York Observer.

Holiday contributed with insights and advice within growth hacker marketing; on how startups successfully can market themselves and build sales with little or non-existing marketing budgets. The event sold out.





# Inter- national positioning

Oslo is not well known  
by the world.

Yet.

*As the global competition between  
cities intensifies, we risk being left  
behind. We respond by aiming  
to make Oslo the world's favorite  
compact city.*





# Putting Oslo on the global map

The competition between cities is increasing.

We are all moving to cities; it is expected that in the year 2050, 80% of the world will live in 600 cities. The competition for talent and investments is definitively ON between these cities.

Nobody chooses Oslo by coincidence. So then: how is Oslo doing? City comparisons and benchmarks started 10-15 years ago, and we have done a meta analysis of 50 benchmarks where Oslo appears. And here comes lesson number 1: Oslo is not known by the world.

A few more people have heard about Norway, so how can Oslo benefit from the mother brand? The most common associations to Norway: beautiful nature, the fjords, the mountains and the midnight sun. That works well if you are

into tourism. When you try to attract talent and investments – it is a nightmare. It looks like nothing ever happens in this country, do people even live there? Innovation and career building – not the first words that come to mind. So Oslo needs to start building its own urban brand, and that is why we have developed an international brand management strategy for the Oslo region.

**We are aiming to make Oslo world famous through many activities.**

- 1) By bringing Oslo to the world on international events (like SXSW in Austin)
- 2) By bringing an international audience to Oslo events (like Oslo Innovation Week, X Games)



# The Oslo Brand Management Strategy launched

More than 700 leaders and stakeholders within culture, business and organisations have participated in developing the Oslo Brand Management Strategy. After a almost a year of preparations and research, the strategy was finally launched on June 18th, at a workshop held at DogA.

200 Oslo enthusiasts showed up to experience the very first Oslo Brand Management Strategy.

By the launch of the strategy, it was also made clear that Oslo Brand Alliance, consisting of Oslo Business Region, Visit Oslo and Samarbeidsalliansen Osloregionen, will manage and develop the Oslo brand according to the Strategy.

The Oslo Brand Management Strategy was approved by voting by the Oslo City Council in June 2015.

The place Brand management strategy is about building our identity and finding our own voice; deliberately developing and demonstrating Oslo's values through appropriate and aligned actions. Such actions include investments in our image, identity and reputation (for example storytelling and media representation) and in our reality (for example infrastructure, services, and events).

Beyond 2015, we want our collective efforts to be 'on-brand' so that we become more visible and in turn, better appreciated.

In short, this is the Oslo Brand Management Strategy:





# Oslo: Place Brand of the Year

**At an award ceremony in London, Oslo won “Place Brand of the Year”. Oslo was up against Great Britain, Eindhoven, Liverpool and Sweden.**

The award ceremony was held as part of the “City, Nation, Place” conference in London. The conference gathers some of the world’s leading experts and stakeholders on marketing of cities and nations.

An ambition of Oslo is to host international events with a profile that underpins and reinforces the city’s assets, as described in the strategy. Such an event, which was emphasized by the jury of “Place brand of the year Award”, was “Future Library”, where a thousand trees has been planted just outside of Oslo to supply paper for a special anthology of books to be printed in one hundred years time.

## THE FULL STATEMENT BY THE JURY

The Judges were impressed by the forward looking perspective of the Oslo brand strategy. Many people, many cities, many nations are not prepared to think about the future and so the idea of a city looking so positively to the future really pleased the Jury. Whilst you are at the beginning of your journey with this strategy and so results are still to be seen, the jury was keen to reward the very detailed and insightful approach to researching and defining the Oslo proposition. The first symbolic action, the future library, is such a bold idea and by spotlighting the intellectual life of the city and the cultural contribution, and by partnering with international authors, promises to engage the world in a positive way with the brand of Oslo.

The Award is a huge acknowledgement of the work done by all the 700 key stakeholders behind the Oslo Brand Management Strategy, and to all the citizens making Oslo a remarkable city.





# The Creative Cities Alliance

Together, Oslo, Hackney (London) and Austin (US, TX), have formed the Creative Cities Alliance, with the goal of promoting the tech and creative industries sector in the three cities through exchange of knowledge and collaboration. The alliance commits us to provide easier access for startups and businesses to networks, potential partners and investors, and to host events.

We have been seeing Austin for a while, informally. In 2015, we got bound together by a Memorandum

of Understanding (MOU), signed by former the Oslo Vice Mayor for Culture and Business, Hallstein Bjercke and by Kevin Johns, Director of Economic Development at The City of Austin. The signing happened Friday March 13th at the South by Southwest (SXSW) Oslo Lounge.

Also, the good working relationship between Oslo and Hackney, that over the past years has materialised in several valuable business partnerships, events and initiatives, entered into a more a formal phase

May 28th when the two cities signed the MOU. The MOU was signed by Hallstein Bjercke and Councillor Guy Nicholson, Cabinet Member for Regeneration at Hackney Council, at an event in the Hackney Town Hall.

Oslo Business Region has been instrumental in developing and maintaining the MOU's. Signing the agreements is not a goal itself; it is a tool that enables us to work even more closely with cities that share many of the same challenges and opportunities.

# Oslo Innovation Embassy

As a part of the MOU with Hackney, the Oslo Innovation Embassy was established, in cooperation with ICT Norway.

Basically this is a shared workspace that can help Oslo startups to enter international markets. At the Oslo

Innovation Embassy, we offer five desks to Oslo startups, in between an international mix of growth companies. Nimber, Recho and Unacast have used the workspace in 2015.





March 9-19, 2015

# SXSW Oslo lounge

South by Southwest (SXSW) is one of the biggest arenas in the world where the next big thing in tech, music and film can be discovered. To learn, get inspiration and to enable Oslo startups and entrepreneurs to get the most out of SXSW, we set up the Oslo Lounge March 9th to 19th. The Lounge was an arena for events and a co-working space for the startups.

*"Unacast rocked SXSW, and the Oslo Lounge was our stage. Our audience was press, partners and customers, and we left with new, dedicated fans."*

- Kjartan slette, co-founder unacast



## Buzz and key facts

11 days 13 events 2.5 MILL. reach in Social Media 830 delegates signed up for events during SXSWedu 2170 delegates signed up for events during SXSW Interactive and Music 890 tweets (#theoslounge / @theoslounge)

The Oslo Lounge was well received. We will work together with our partners to further develop this project for SXSW 2016.

### PARTNERS:

- |                    |                  |              |
|--------------------|------------------|--------------|
| Oslo Kommune       | Kahoot           | Appear. In   |
| City of Austin     | Netlife Research | Danish Sound |
| City of Copenhagen | Fuglen           | Gambit       |
| Ikt Norge          | Scale It         | Recho        |
| Mash Up            | LBB              | Creaza       |
| Opera Software     | Kikora           | WeVideo      |
| Unacast            | Vekstfabrikken   |              |
| Urban Legend       | Music Norway     |              |

### Event program

- Mar 9 Hello SXSW & Austin
- Mar 10 Kahoot!
- Mar 11 Norwegian Classroom by ICT Norway
- Mar 12 The Viking Vorskpill by ICT Norway
- Mar 13 Creative Cities Alliance
- Mar 14 Unacast - the world's largest proximity network
- Mar 14 Short Stories lunch with Capital Factory
- Mar 14 Appear.in and Opera Software Happy Hour
- Mar 15 Communication Meetup
- Mar 16 Nordic MashUP pitching competition
- Mar 17 Music Norway Industry Mixer
- Mar 18 Ryan Holiday Q&A
- Mar 19 Final party + Norwegian music videos by vidFlow



*"The Oslo Lounge was a great social anchor for us during SXSW. It gave us a place to call home in Austin and invite our users to an informal setting to spark a more social connection. Oslo Lounge helped us build a stronger local presence with our users in Austin."*

- Johan brand, CEO, Kahoot!





December 4, 2015

# Oslo Meets Hackney

What do musician Imogen Heap, edtech specialist Johan Brand of Kahoot, the mayor of Hackney Jules Pipe, vice governor of Oslo Geir Lippestad, fashion app co-founder Jeanette Dyhre Kvisvik of Villoid and medtech entrepreneur Neil Daily of Skin Analytics have in common?

They are visionaries within tech and startup, and they all played a key role sharing ideas and advice to more than 100 attendees at the Oslo Meets Hackney events Friday December 4th at The Ace Hotel (brunch reception),

at The Trampery (seminar) and at the Fish Tank (party).

Oslo Meets Hackney was a full day of activities that investigated the future of fintech, edtech, music tech and eCommerce. Speakers, contributors and attendees included Oslo and London based companies, startups, organizations, investors, media and first movers.

Oslo Meets Hackney shall encourages political action on how to create world class ecosystems for startups, it shall

inspire city development on the basis of entrepreneurship, exemplified thru the Tøyen and Hackney Startup Villages, and it shall foster world class operational connections and learnings between startups within new developing sectors as ed-tech, fin-tech, fashion-tech and music-tech.

Oslo Meets Hackney is organised by The City of Oslo/Oslo Business Region, the Borough of Hackney and partners.

## PARTNERS:

Dice  
Centre for Fashion  
Enterprise  
Creaza  
Music Norway  
Sound Diplomacy  
Oslo Business Region  
Edtech Foundry

Edge Folio  
Hackney  
Oslo Kommune  
Sparebank1  
XO  
The Tamperey  
Ikt Norge  
Edtech UK

Urban Legend  
Roli  
TeachPitchKahoot  
Kikora  
London & Partners  
Innovasjon Norge  
Skin Analytics  
Trend Tech

The Memo  
UK Trend & Investment  
Imogen Heap  
Norwegian Embassy  
Sonically



## KEYNOTES INCLUDED

- Mark Prisk MP, *UK Parliament*
- Jules Pipe, *Mayor, Borough Of Hackney*
- Geir Lippestad, *Vice Mayor, City Of Oslo*
- Imogen Heap
- Janine Hirt, *Innovate Finance*
- Alex Wood, *The Memo*
- Neil Murray, *The Nordic Web*
- Christoffer Hærnes, *Sparebank 1 Gruppen*
- Jeanette D. Kvisvik, *Villoid*



## Buzz and key facts

**400** attendees **4.4 MILL.** reach in social media **100 %** got new input **93.3 %** got new contacts **69 %** UK attendees **27 %** Norwegian attendees



# Future Library

## Enriching, pioneering and real

Oslo Business Region helped to create social media buzz as the art project Future Library was launched in Oslo in late May. We got involved as the project is an excellent exercise in showing Oslo as an enriching, pioneering and real capital city.

Katie Paterson is the artist behind the project that will see 100 different authors, one by one contributing a text each in the next 100 years to be safely and secretly stored until

2114. Canadian bestselling author Margaret Atwood was the first to hand over a text for the Future Library at a morning event in the Oslo city forest, and at an afternoon session at the Oslo public library. The following day David Mitchell was introduced as the 2015 author. He will be in Oslo for the second handover May 2016. Global media coverage in more than 200 articles and 110 million reach on social media was the result of the joint effort made by the Future Library

partners, including Bjørvika Utvikling, Deichmanske Public Library, the City of Oslo and Oslo Business Region. We also got to test best practices for the use of Periscope to broadcast events live via Twitter.

**Key learning:** Periscope is powerful tool to engage a global audience when working with keynotes with a large number of Twitter followers, such as author Margaret Atwood (1 mill. plus followers).



# 110

Mill. Reach in social media

# 2567

Tweets

# 200

Articles globally



# X Games Oslo

There are few activities better fitted to promote oslo in an on-brand fashion than the winter x games, arriving in oslo february 2016.





June 8-14, 2015

# Northside Festival in Brooklyn

**New York has grown rapidly to be the world's second biggest startup market in the world, and an important tech hub. Silicon Valley is still number one, but it is said that Silicon Alley (New York) is a magnet for research & development, venture capital, and a highly talented crowd. Industries such as tech, entertainment, finance, commerce, publishing, fashion, communication and media are all very strong in New York.**

Northside is a Music/Innovation/Film festival taking place in North Brooklyn. It celebrates entrepreneurship, content and design, and is viewed by many as the up and coming "little sister of SxSW".

The Nordic region is the size of the New York metropolitan area, but yet ends up on top in global innovation indexes year in and year out. The Nordic region represents a highly educated population, a tech savviness comparable to none, a collaborative approach, and a

global mindset. We punch far above our weight, as we represent 2% of the global GDP but we accounted for 10% of the world's billion dollar exits over the last 10 years.

Together with the Consulate General of Norway, Sweden and Finland, Oslo Business Region, ICT Norway and MashUP cooperated to give the Nordics attention through 9 exiting startups.

Lessons learned in Brooklyn is that the Nordic tech-scene is hot and gets attention. The Nordic pitching competition had a full house and was recognized for high quality pitching, and Kite had a successful launch (founder Trond Werner Hansen). We also learned that collaboration in the Nordics might work even better on a city-to-city level.





## Bett

*January 21-24, 2015*

The development of an internationally recognised edtech network growing out of Oslo, with the fast growing Kahoot as one of the spearheads, is a golden opportunity to position Oslo's startup dynamics in new sectors. Therefore we participated in the world's biggest edtech conference, where the Oslo companies made their mark. ICT Norway made this the most confident and effective positioning of Norwegian edtech startups to date, with opening remarks from Vice Mayor Hallstein Bjercke, State secretary Dilek Ayhan, as well as a big get together for the 1500 delegates from Norway.

## Oslo in Tel Aviv

*September 6-11, 2015*

A group of startups and key stakeholders in the Oslo and Norway startup ecosystem were in Tel Aviv to profile the Oslo stories and make connections in the "startup nation" Israel.

The Norwegian group were an official delegation to the DLD Tel Aviv Innovation Festival, a top meeting place for everything tech, startup and innovation. Ten startups, representatives from the City of Oslo, Innovation Norway and the Norwegian Israeli Chamber of Commerce travelled to Tel Aviv alongside Oslo Business Region.

We teamed up with partners to host a reception during the Innovation Festival, offering the startups a platform to invite potential partners and investors and present

their ideas and products.

Oslo was also visible during the Cities Summit, a sub-conference of DLD Innovation Festival. The Oslo brand management strategy was presented on the main stage by Marit Høvik Hartmann, Director of Communications and Marketing at Oslo Business Region.

The delegation members got many strong business contacts and learned from the Tel Aviv startup ecosystem and venture environments.

## Slush Helsinki

*November 10-13, 2015*

A small delegation from Oslo Business Region attended Slush, the biggest and most talked-about Startup and tech event in Europe to learn and network.

A key takeaway, that could be implemented at Oslo Innovation Week, are the importance of facilitating meetings between investors and startups.

## Nordregio Forum 2015 Helsingör

*November 25-26, 2015*

The Nordregio Forum is an annual meeting place for policymakers, researchers and practitioners, working within the fields of urban planning and sustainable regional development in the Nordics.

Oslo Business Region represented the city of Oslo in a Nordic panel debate: How competitive are Nordic city regions in a global context?





3

# Regional Business Development

**- You experienced  
it first in oslo**

Collaboration is central in developing the Oslo region into an internationally competitive, knowledge based region and startup hub. At Oslo Business Region we cooperate with companies, knowledge institutions and other organisations to help create internationally competitive R&D and business sectors in Oslo.



**Oslo Innovation Week**  
October 12-16, 2015

# Enough talk — let's go!

Tech | Startup | Creative



*- Torgny Amdam high fived the Prince just as rapper T-Pain was chanting "Take a good hard look at the motherfuckin' boat (boat, yeah)". The man in the seat beside me turned with a grin and said "Welcome to Norway!" That was the start of Oslo Innovation Week.*

SUSAN LAHEY,  
SILICON HILLS (AUSTIN, USA)



# Innovation in action

**Oslo Innovation Week (OIW) has grown to become one of the major innovation conferences in Europe.**

The week-long series of events identifies international leading trends and development in innovation and entrepreneurship, making it a significant meeting place to discuss opportunities and practices for growth and innovation every year. It is a platform to meet relevant people and network, to get an overview of what's in effect at the startup scene in Norway and internationally, and to attend a number of world-class events across Oslo.

Oslo Business Region is project manager of OIW, on behalf of the owners: The city of Oslo and Innovation Norway. We develop the program and communication, and orchestrate more than 90 event organizers.

Entering its 10th year, the growth we wanted to see in OIW 2015, was in quality, not numbers. We also had the Oslo brand platform to guide our work. This meant that we applied stricter event criteria for the organizers:

The focus had to be on innovation in action (not talking about the need for innovation, but showcasing real innovation), it had to be pioneering in some way, and it had to be world class in every detail.

We also developed some new concepts: The OIW Company Crawl to build relations between large established and innovative Norwegian companies with the emerging startup scene. OIW 100 Pitches showcased the regions 100 most promising startups in a pitching competition, giving international investors and journalists (alongside with locals) the opportunity to get a quick overview.

All around the world, the lack of women in power and in tech, the lack of female entrepreneurs and female investors, and the lack of female keynote speakers are debated. We believe actions speak louder than words. Oslo is pioneering in so many ways - and we proved this during Oslo

Innovation Week, by widening the female lens. For the official opening event of Oslo Innovation Week at the National Opera and Ballet, all keynote speakers were women: Minister of Finance, Minister of Trade, CEOs, CMOs, Venture Capitalists, Serial entrepreneurs, Tech Geeks and Founders. All chosen because they are world class within their fields. And they all happened to be women.

Oslo Innovation Week 2015 encouraged a stronger presence of women in even more ways, as the world needs more female role models. Head of the jury of the competition «100 pitches» was lead by Jeanne M. Sullivan. And some events were aimed towards women, for instance "Female Entrepreneurship, gaining momentum", "FBI Conference" and "Access2". «Girl Tech Fest» gathered 200 girls to learn about coding, 3D printing and making. Only two men were «allowed»: the Crown Prince of Norway and the Mayor of Oslo.

## OIW key figures and feedback

5

Days

9400

Attendees

250

Keynotes

72

Events

94

Event organizers

16.9M

NOK Production cost

### The OIW handshake indicator

We believe more than 50,000 handshakes happened during Oslo Innovation Week and that OIW is a place for inspiration and new ideas. We asked the attendees, and this is how they replied. (325 people replied to the survey.)

Did you meet new contacts?



YES 76% NO 24%

Did you get new ideas?



YES 80% NO 20%

"Norway can boost its own success stories like our Skype, Transferwise or fits me. Let us take if only the 350 million users of the Opera web browser, or as a more recent example, educational app Kahoot with 25 million active users every month."

AIVAR PAU, POSTIMEES.EE

"We loved Oslo Innovation Week. The event brought together the world's most innovative thinkers for 5 packed days in Norway's beautiful capital city."

ALEX WOOD, THE MEMO (UK)



# OIW some reach

**25.1**  
mill. Reach

**5707**  
Tweeted about the event

**125.632**  
Unique visitors to oiw.no

**50**  
Keynotes tweeted about OIW

## Top 5 events media coverage

- 1) Cutting Edge
- 2) 100 Pitches
- 3) The opening event
- 4) Girl Tech Fest
- 5) The Norwegian Classroom

# OIW media coverage

**87**  
Media Articles

**11**  
Nations  
(media visited)

**41**  
International stories  
(USA Today, Forbes, Yahoo Japan, Nordic Startup Bits, Israel Hayom, Ynet, Postimees, The Memo, Silicon Hills...)

**42**  
National stories  
(NRK Dagsrevyen, NRK P1, TV2 21-nyhetene, Aftenposten, VG, P4, Dagbladet, Dagens Næringsliv, Finansavisen, Kampanje...)

## Key learning

Work even more closely with different key medias before the event to educate selected journalist on all that is going on at Oslo Innovation Week.

# OIW event organizers evaluation

Feedback from the organizers on OIW and their own events: (On a scale from 1-5, 5 being best)

- 4.1 The outcome of own event
- 3.6 My event contribute to OIW's goals
- 4.2 Impression of oslo innovation week in general
- 4.1 How oiw succeeded with new concepts
- 4.1 OIW's exposure and media Coverage
- 4.2 Value of being part of OIW 2015
- 4.2 OIW's project management

Would you like to be part of Oslo Innovation Week 2016?



**YES**  
43 (93.33 %)

**NOT SURE**  
3 (6.66 %)

**NO**  
0 (0 %)

# Key learnings for 2016

As a publicly owned company we must ensure that our funds are used as efficient as possible. During Oslo Innovation Week, we got to test a few hypotheses, and we made some discoveries.

Amongst others, to have great many people pulling together, in the same direction - by "dugnad" - has a powerful dynamic of its own.

For 2016, we will take the following even more into consideration:

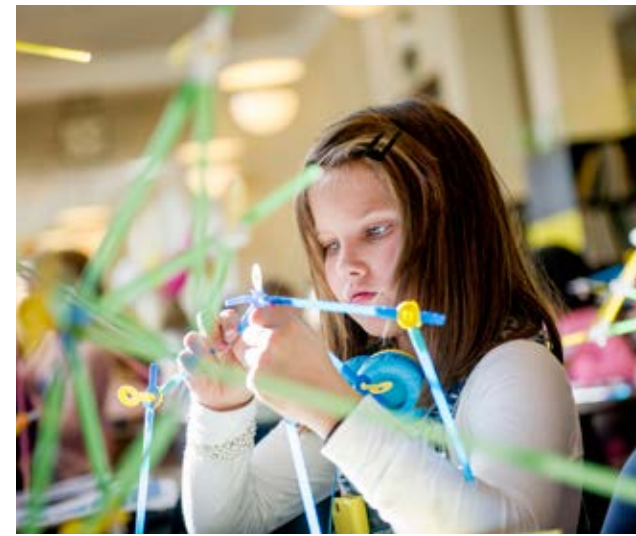
- 1) Give more than you take
- 2) Fewer resources creates more collaboration
- 3) Highlight objectives, not your own organization
- 4) Surprise the audience
- 5) Apply stricter criteria for events





*"It was only a couple of hours later that I realized that all the speakers (at the opening of Oslo Innovation Week) had been women."*

**JAN AMERI,  
ARCTIC STARTUP  
(FINLAND)**





OIW OWNERS



OIW BOARD

PROJECT MANAGER



ADVISORY BOARD

EVENT ORGANIZERS





### Innovative procurements

The city of Oslo has great ambitions when it comes to spend more of its 17 bill. NOK yearly expenditures on external purchases in a way that stimulates innovation, entrepreneurship, and even better services to the citizens. We have supported this through the design of conferences and meeting places where politicians, entrepreneurs, public departments and divisions can meet and discuss solutions.

### Retailer of the year

When asked to be part of the jury, that on behalf of Oslo Handelsstands Forening nominates and decide on what to celebrate as the Retailer of the Year in Oslo, we saw another opportunity to promote the fast-growing entrepreneurship spirit in the city. Luckily the public agreed and voted for one of our favourite candidates - the co-working, concept store, and Norwegian fashion promoter F5.

### Oslo foodtrucks

This year the city of Oslo speeded up the development of a high-level, innovative, and ecologically sustainable food trend, and opened up the streets of Oslo to food trucks.

Oslo Business Region was on the jury together with world class chefs as Espen Holmboe Bang from the two-star Michelin restaurant MAAEMO. We also provided support on the digital infrastructure for the project. Three foodtrucks have so far qualified for selling food on six different spots throughout the city.

### Tech and the real estate

Oslo Business Region teamed up with Oslo Metropolitan Area to highlight the synergies between property and urban development, technology and innovation.

The economy of innovation economy is here, but buildings and infrastructure lags behind.

A number of Oslo based and international cases addressing this was discussed. The workshop resulted in a report launched at our joint event with Oslo Metropolitan Area, the Oslo Urban Arena on September 23-24.

### Oslo Knowledge Alliance

Oslo Business Region have organised and lead a series of meetings in three project groups set up by the board of Oslo Knowledge Alliance, a forum consisting of knowledge and research institutions in the region. The task of the groups was to suggest activities for the member organisations to cooperate more in the areas of innovation, host functions and profiling. There has been up to 4 meetings in each of groups, and 3 projects was included in the Oslo Knowledge Alliance annual plan for 2015. The groups will start working on the projects in January 2016.

### Evening seminar doga - Innovation oslo

We think there is a great potential in communicating internationally and locally the developments and fast growing dynamics of the Oslo sStartup community way better than is it communciated today. On February 12th Oslo Business Region presented a picture of the startup culture and the ecosystem to a broader audience as part of the DogA Innovative Oslo lecture series.

### Poor us (stakkars oss)

We love the group and initiative Stakkars Oss and their ironic caption of the qualities of living in Oslo. Oslo Business Region participated by supporting their DogA exhibition on January 22nd to March 2015, and hosted a breakfast talk on February 24th presenting the work we do on the positioning and profiling of Oslo internationally.

### Other tasks

In Norway, by law, every company with more than 30 employees that file for closing, or making more than 30 per cent of the employees redundant, has to give notice to the county council. This is to protect local communities and individual employees, as well as maintaining the company's opportunity to change its occupation. The end of business cannot come into action before 30 days after notice has been given. In this period a process must take place, involving owners, management, employees and government in order to consider opportunities for maintaining the business, possibly under new ownership or through other means of change. Owners are committed by law to enter negotiations with employees of a company destined to shut down.

Oslo Business Region is appointed to act on behalf of the county council in enforcing the noticing procedures when a company is being shut down. In the first half of 2015, Oslo Business Region conducted two negotiation meetings according to this law.

The county council has to make a statement when the UDI (Norwegian Directorate of Immigration) receives an application from a foreign citizen to set up a business in Oslo. This statement needs to include a consideration of the need for the type of business in question, as well as a look at the financial feasibility in the individual case. Oslo Business Region is appointed to act on behalf of the county council in enforcing the act for foreigners setting up a business in Norway. In the first half of 2015, Oslo Business Region has made statements in 17 cases.





## 4

# Statistics and analysis

**- WE KNOW OSLO.**

Oslo Business Region monitor and analyse international rankings, indexes and benchmarks to keep an overview of Oslo's performance in business, innovation and entrepreneurship, and to identify strengths and challenges.



# State of the city

Oslo's attractiveness is a measure for oslo's international competitiveness.

How attractive does the world find Oslo, in competition with all other cities around the world?

As no standard "Pisa survey" exists to evaluate Oslo, we have developed an attraction barometer for Oslo. The tailor made tool is developed by the Business of Cities Group Ltd London, and is reported yearly. 2015 is the second year of reporting.

This report surveys more than 100 international indexes in order to identify Oslo's current performance and reputation in 16 areas along a 10-point scale within four overarching themes; Business, Liveability, Hospitality, and Governance.

Oslo has made important strides in international indexes of city performance since 2014. The region has improved its position in terms of innovation, leisure and recreation, attractiveness to international talent, and the quality and integrity of governance. These results confirm and strengthen Oslo's credentials as a highly distinctive city with a unique platform of infrastructure, knowledge and ambition for global roles.

Oslo's international projection and outreach has improved

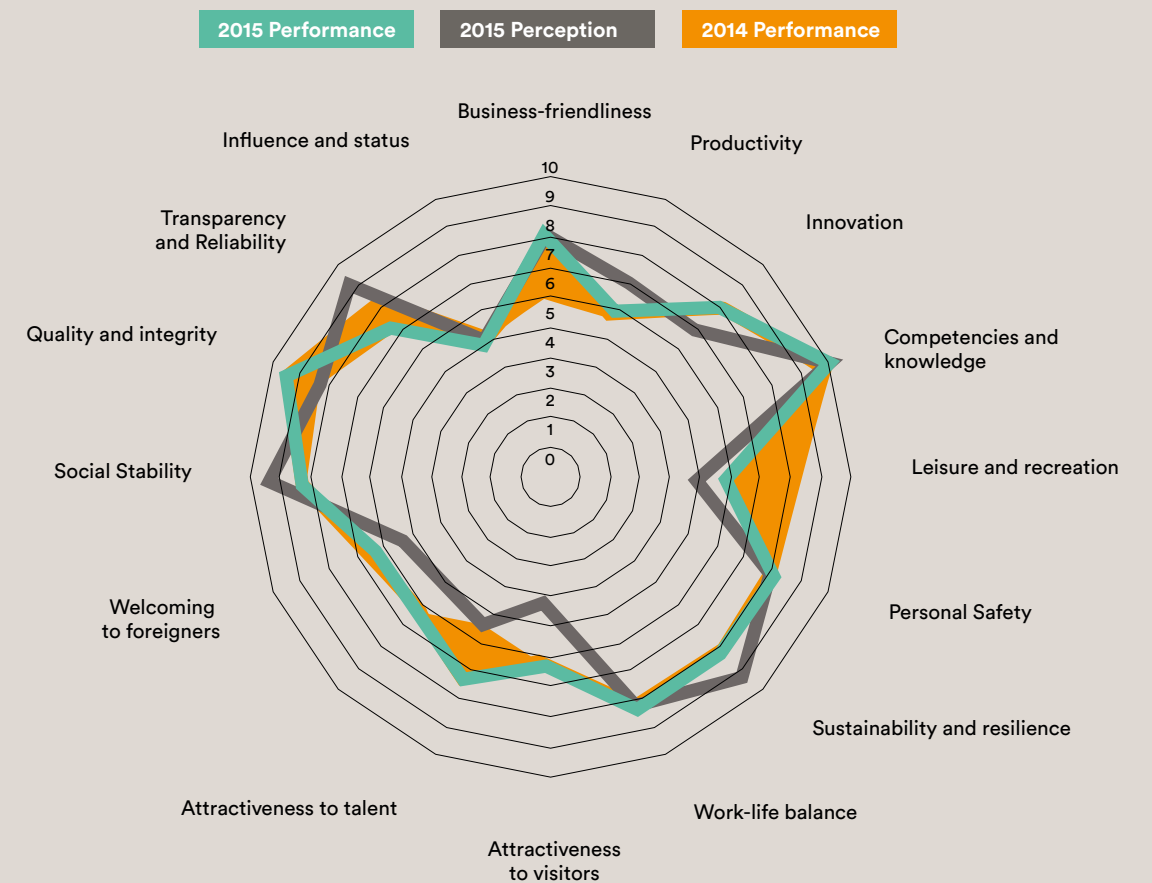
since 2014. The city is present in a number of new indexes and is slightly more visible overall compared to its peer cities. It made an important breakthrough at the very top end of competitive global indexes by being rated 3rd in the Global Cities Scorecard. Oslo is now established in the top 10 of at least six important international indexes.

Oslo's performance in indexes is improving because of a mixture of:

- Updated data that begins to track Oslo's recent progress.
- Real positive trends around investment, demography and innovation.
- Better datasets that use city rather than national data.

Oslo's index positioning is being held back partly by:

- Reliance of some indexes on national rather than city/ regional data.
- Indexes that give precedence to size, scale and sheer numbers over quality, and to the needs of senior expats and tourists over younger innovators and citizens.
- Inflexible approaches in some metrics towards factors that cities cannot shape (climate, terrorism, market size).



Full report on [www.obr.no](http://www.obr.no). Below, we highlight some findings.

## 1. Business

Oslo's productivity has been boosted by its strong technology uptake. It has the 2nd highest number of IP addresses per capita among 11 cities, after only San Francisco.

Norway's goods market efficiency has improved from 24th to 19th globally, because it has become quicker and easier to set up a business, and because of more supportive rules surrounding foreign investment. Trade barriers and trade tariffs remain an important disadvantage, however.

The share of high-tech employment has increased in at least two measures. In European terms, it has risen considerably in the latest data, and is now the 8th highest of over 270 European regions, and 5th among 22 peer cities. In a global index Oslo has overtaken London - it is ranked 11th of 26 cities, and 6th of 11 peer cities.

The city has an increasingly young working age population, now the highest of 23 global cities for 25-34 year olds, up from 5th in 2014.

In the Martin Prosperity Institute Ranking Global Cities index, Oslo is

equal 1st with Seattle, Tel Aviv and Copenhagen for technology, based on patents, innovation, job growth, and high-tech capability. The city receives maximum scores for entrepreneurship along with Tel Aviv and Calgary.

But: A lack of capacity to innovate has become even more of a concern for Norway at a national level, placed 2nd highest among concerns raised in the 2015/16 World Economic Forum assessment. Company spending on R&D could also still improve, at only 21st worldwide.



## 2. Quality of life

Oslo's quality of life perception is stronger than performance. Overall citizen satisfaction living in Oslo is among the five highest in Europe. Its popularity as a place to live is much stronger in Western Europe than other global regions. But in major quality of life indices that rely on data, Oslo's position is somewhat lower than might be expected. The city does not perform strongly in several key criteria that constitute liveability (climate, private education, private healthcare). Quality of life indices also focus on experience of expatriates and temporary assignees, so penalise Oslo for a high cost of living and relatively fewer cultural amenities.

Since 2014, Oslo's symphony, opera and ballet assets were rated in the highest category in the Global Cities Scorecard, alongside London and New York. Museums were also rated equal 1st of 20 peer cities, on a par with San Francisco and Munich. Improvements to the city waterfront and public spaces are an important reason why Monocle Magazine continues to include Oslo in the top 25 cities in its annual Quality of Living Survey, at 23rd in 2015, albeit down from 18th in 2010.

Oslo is viewed as a very stable and low risk city for visitors and residents. Crime and theft are viewed very rarely as problematic for liveability or for business. Its 'stability' rating in the EIU's annual index remains equal 4th highest in the world, alongside other peer cities such as Vancouver, Vienna and Zurich.

The share of public transport commuters has grown both relatively and absolutely. Oslo is increasingly measured as a high public transport city, ranked 4th of 11 peer cities.

Oslo's work-life balance is aided by a relatively high ability to afford basic and consumer goods, as well as higher end products.

## 3. Hospitality

Oslo is one of the few cities to attract nearly as many visitors as it has residents. Oslo has improved its international outreach in one of the key global indexes, from 50th to 32nd of over 130 cities. This places Oslo a very respectable 8th of 32 peer cities. This strong performance is down to improved tourist and business visitor numbers.

Oslo has a moderate record in indexes of attraction to international workers, and Oslo's universities lack international profile. Oslo was included in assessment of student cities for the first time. It ranks 60th of 75 student cities, 22nd of 26 peer cities.

Confidence in Norway's capacity to attract talent has declined from 14th to 20th of 140 countries in 2015. Although the University of Oslo improved its performance substantially in 2 out of 3 main rankings, Oslo falls behind other peer cities because it only has one university that features in global rankings.

In terms of cultural vibrancy and diversity for expats, Oslo is not yet internationally recognised. Oslo falls behind Stockholm and Copenhagen for cultural character, based on figures on

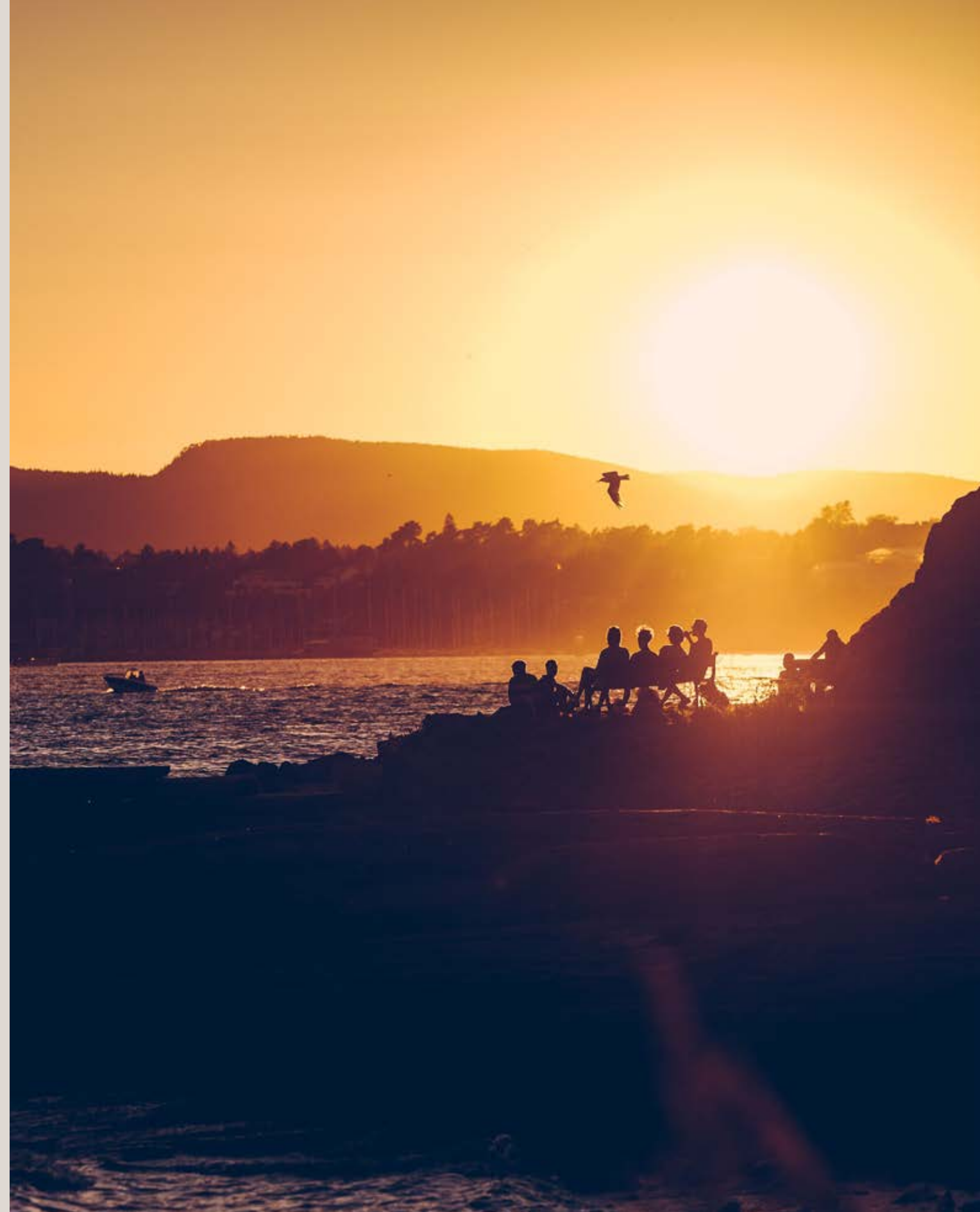
openness, diversity and attractiveness. Weak index performance conflicts with the fact that there is relatively high positive sentiment among Oslo residents about immigration. Since 2014, Oslo's immigration profile has become increasingly recognised in the data. Oslo is ranked the 10th most diverse city of 24 global cities, and 5th of 11 peer cities, because of increased immigration. This is set to have a big impact in future indexes of cultural vitality as immigration numbers are often a key dataset.

## 4. Governance

In the main global index that measures how well run cities are, Oslo has slipped from 10th to 14th in 2015 out of 135 cities. This places it 6th of 32 peer cities, down from 3rd in 2014.

Oslo is widely praised and trusted by citizens for reliable decision-making in politics and legislation, slightly above average among leading peer cities. Oslo's public management remains steady at 18th of 140 cities, and 10th of 32 peer cities. This index mainly disadvantages Oslo because of a high tax rate.

Oslo has become rated the leading the city in the world for urban planning, up from 4th in 2014. This is because the city benefits from outstanding health outcomes, high cycle use, and a high number of architects.





# Experiments failed

**We do not succeed in all activities. To develop new activities and enter new areas, some experiments need to fail, and preferably fast. Here's three examples of activities that could have gone way better.**

## Oslo Innovation Week launch in London

Oslo Business Region reached out to UK journalists by hosting a media launch of Oslo Innovation Week during Digital Shoreditch in May. This did not work as planned. Moving on, we will look at different ways of engaging the desired crowd.

communication, our focus was on Oslo, not on the interesting startups itself. Other cities, like London and Helsinki, who held events prior to our events, experienced similar situations.

Next time, we will do better research to understand what we need to do have people attending.

Three journalists from attending publications did confirm attendance at Oslo Innovation Week 2015.

## Have our annual magazine ready way sooner

In the age of Twitter and Periscope and Snapchat, news are old within the hour. Even as much as we would like to write and design this annual magazine even before the year starts, we must at least have it ready before the fireworks are lit of December 31st. This year, we miserably failed to do that. To succeed, we must continuously throughout the year finish texts and gather the right photos from our events and activities to be use in the annual magazine. Our goal for 2016: Pick up the annual magazine at the print shop and it deliver it to you by January 15th 2017.

## Oslo at Stockholm Tech Fest (September 2-3)

Oslo Business Region hosted an event to showcase Oslo based startups to the international audience at Stockholm Tech Fest. The line up of startups was great, but very few people showed up.

Our event competed with other events at Stockholm Tech Fest, and we did not communicate the event in a way that attracted the public. In our



It's all about the buzz

# Digital Footprint

We apply a startup mindset to everything we do. Our tool to monitor our efforts, is called the digital footprint. By digital footprint, we mean everything that is being said (and read) about Oslo related to business, innovation and startups, students and research in all digital channels we are able to monitor, either the communication comes from ourselves or others.

How many times do our followers in social media share our content? How much relevant Oslo content do others produce? How many people are exposed to our content? It's all about the buzz we manage to create about Oslo through projects and events.

The top three events with the highest social media reach\* in 2015 are:

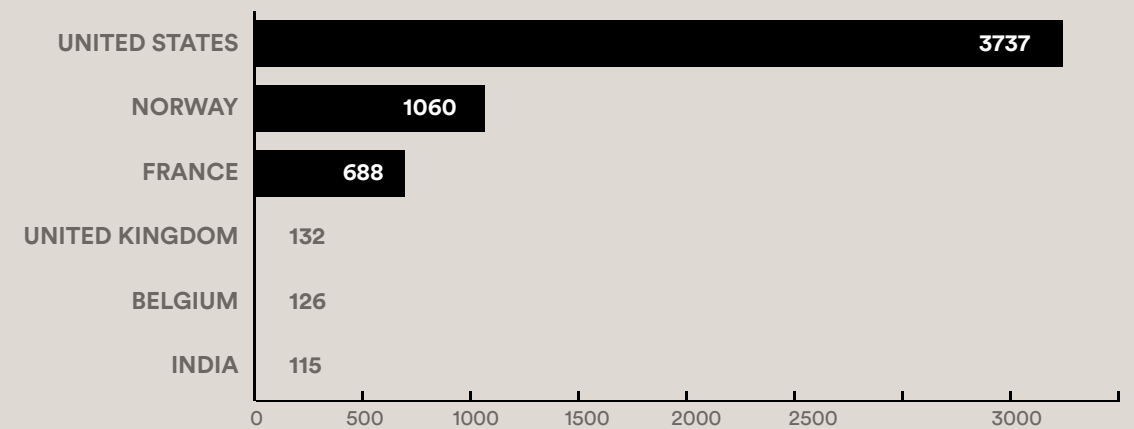
- 1) Future Library. Reach 110 million.  
Key learning: the power of a celebrity fan base (Margaret Atwood) released through a combination of Periscope and Twitter.
- 2) Oslo Innovation Week. Reach 21.5 million.  
Key learning: if we succeed in activating all key note speakers in social media, this number will be much higher.
- 3) Oslo Meets Hackney. Reach 4.4 million.  
Key learning: tailored event tweets sent to the keynotes for them to use, got the ball rolling.

\* Reach: The total number of unique social media users that have talked about or interacted with an activity.

2015 @oslobizreg



## TOP 6 COUNTRIES ON FACEBOOK



### Our thumb rules for communication in social media:

- ✓ Never boring
- ✓ Professional, but playful
- ✓ Is it shareable?
- ✓ Correct hashtags and tagging of people/ companies
- ✓ Quality photos and videos

### This is where you will find us:

#### Oslo Business Region

- facebook.com/oslobizreg
- @oslobizreg
- @oslobizreg
- @oslobizreg
- linkedin.com/company/oslo-business-region
- slideshare.net/OsloBusinessRegion

#### Oslo Startup

- facebook.com/oslostartup
- meetup.com/Oslo-Startup-Entrepreneurs-Meetup

#### Oslo Innovation Week

- facebook.com/osloiw
- @osloiw
- @osloiw



# Digital Key Performance Indicators

1.

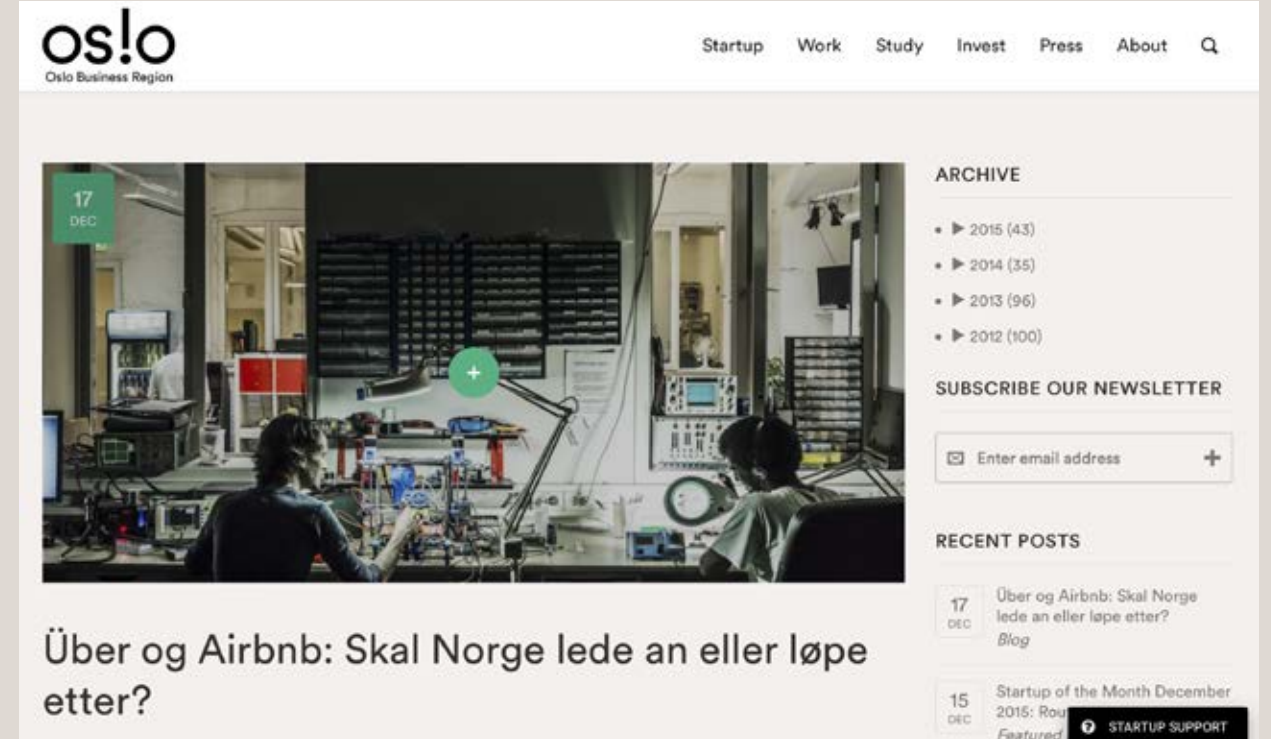
**Increase our digital footprint by 20% every year**

Oslo Business Regions digital footprint 2015: 417 mill.  
(Projects, events and general activity from our own accounts)  
Will be compared in 2016.

2.

**Increase visits to www.oslobusinessregion.no by 30% yearly**

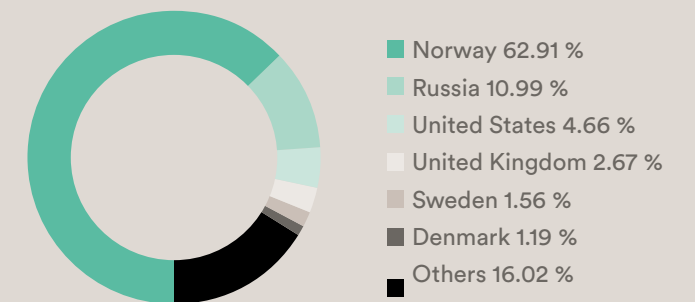
Page views in 2014: 16,854 increased to 2015: 148,330



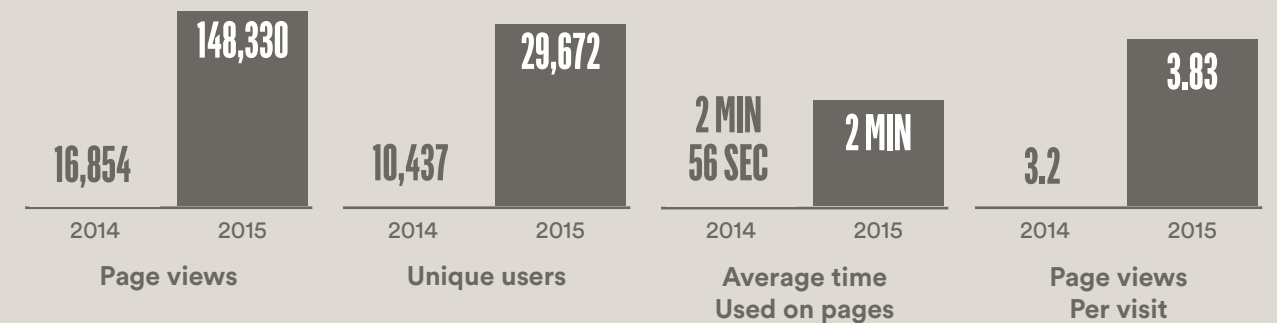
## WEB

Our website, www.oslobusinessregion.no, was developed further in 2015. We made it easier to share news, showcase events and startup activities. The new functionalities were launched mid June. The site still has a great potential, and we will continue to develop the site in 2016.

## TOP 6 COUNTRIES WHERE VISITORS ARE LOCATED



Key web site figures from june 15th to december 31st 2015





# Dear Oslo!

## As politicians, what can we do to boost the entrepreneurial spirit and support the startups eco system in Oslo?

Oslo is the fastest growing capital in Europe. This exceptional growth provides equally exceptional opportunities for our capital's business and trade community. Since taking office late October 2015, I have attended one of the Oslo Business Region events in 2015, the inspiring Oslo Meets Hackney. The goal of Oslo Meets Hackney is to promote the high-tech and creative industries sectors through exchange of experiences and collaboration, to raise awareness of business opportunities, to exchange best practices and to promote cooperation between entrepreneurial hubs in our two cities in order to increase the number of high-growth startups.

The event is but one example, and a good one, of what we can do. I will mention a few more.

We can also invest in co-working spaces and startup villages. Late November 2015 the governing Mayor of Oslo, Raymond Johansen and I announced a NOK 3 million investment in the diverse Oslo startup eco system, from which NOK 1 million is allocated to the Tøyen Startup Village. As a general rule, I believe in the importance of synergies between larger established companies and start-ups, and this is an excellent case in point.

Internationally, we can promote the cities and regions of where we live. We can make Oslo even more attractive for talents and skilled professionals enabling us to keep up with international competition. In the years to come Oslo needs to attract global talent and knowledge workers to meet the needs of the growing industry, as well as the research and education sector.

We can invite all the businesses, all the schools and universities, all the people of Oslo, to reach for the vision of Oslo: "The best is yet to come".

We can reach out and connect with international partners to become more attractive globally. The City of Oslo has already made a creative cities alliance with Hackney, London, and Austin, Texas. As cities, we have a lot in common. We have identified a number of areas in which cooperation is fruitful for all.

As this annual report shows, Oslo Business Region has done a great job in 2015! In order to secure the future growth and development in Oslo, we will continue our efforts towards the Oslo startup community and towards positioning Oslo internationally.

*Geir Lippestad  
Vice Mayor of Business and Ownership  
The City of Oslo*





# It takes a city to create a startup

## If one man can create Tesla and SpaceX, imagine what a future oriented, startup friendly city of 600 000 people can do.

For our brief text for the Oslo Business Region 2015 annual magazine, we do not want to focus on the activities of the past. They are widely covered throughout this magazine, and should leave no one left wondering whether it has been both a busy and exciting year for Fredrik Winther and his team. Being a publicly owned company, we want to focus on how Oslo Business Region should work, on behalf of The city of Oslo, to support startups for the years to come.

We live in Europe's fastest-growing capital, and the city is the key to a more robust, diversified and sustainable future economy for Norway. As documented by the State of City Report, Oslo has made important strides in international indexes of city performance since 2014. The region has improved its position in terms of innovation, leisure and recreation, attractiveness to international talent, and the quality and integrity of governance. These results confirm and strengthen Oslo's credentials as a highly distinctive city with a unique platform of infrastructure, knowledge and ambition for global roles. In short; - Oslo punches far above its weight, and has a good chance of growing into an international startup hub. Oslo Business Region should continuously work to position Oslo international, simply by telling the truth. We firmly believe that this will attract more investors and startups and business to what must be the world's favourite compact city.

The city of Oslo is in the midst of a time of great change. We reshape the way we live, and the way we work. Today, we do not know yet what kind of industries that will define us tomorrow - but we do know that innovation and entrepreneurship is the answer - and we do know that the startups and the entrepreneurs are the once best built to adapt to this change. Together with many great

partners, Oslo Business Region should help build a city that fosters entrepreneurs, and motivates all the hard working people of all the startups of Oslo to put in that extra hour of work at the end of the day that makes ideas become real solutions. This means continuing the efforts to develop services that are tailored towards startups, continuing to mature the startup scene, increase private investments in startups, build bridges between large corporations and the emerging startups, and become better to commercialize R&D.

As a company that represents The city of Oslo towards the startup community, Oslo Business Region must act as a role model, and apply a startup mindset and approach to everything we do. Being entrepreneurs ourselves, the board members of Oslo Business Region knows first hand how much society, established corporations and the public sector included, can learn from the startups and the entrepreneurs. We must, as CEO of Oslo Business Region puts it, be "lean at heart". We as a board are, by nature, impatient. We want Oslo Business Region to work smarter, being able to succeed, yet also to fail and learn from it, fast. When a startup or entrepreneur contacts Oslo Business Region, we must be able to respond within the hour, and be precise. The startups deserve no less than a publicly owned company that works for their interests, at their very own pace.

By aiming at this - and more - Oslo Business Region will do our turn in building a city that helps create the startups and business of tomorrow.

*Haavard Nord  
Chairman of the board,  
Oslo Business Region.*

# Our people

## Owner

**The City of Oslo**  
Department of Business and Ownership  
Geir Lippestad (Vice Mayor)

## Board Of Directors

**Haavard Nord (Chairman)**  
Industry advisor, investor specialising in IT and telecom.

**Runar Skjerven Eggesvik**  
Serial entrepreneur within culture, founder of several of Oslos finest bars and clubs, co-founder of Øyafestivalen.

**Silvija Seres**  
Mathematician, business developer, holds a Ph.D. and an MA in Mathematical Sciences from Oxford University, BSc and MSc in Information Technology from the University of Oslo and an MBA from INSEAD.

## Employees

**Fredrik Winter (CEO)**  
Comes from the position as Managing Director and Innovation Manager at Oslo Teknopol, got a PhD in organizational and management studies from NTNU/ Department of Industrial Economics, has background experience from consultancy and organizational research.

**Marit Høvik Hartmann**  
(Communications and Marketing Director)  
Marketing and communications experts, her latest positions being CEO of McCann Oslo, and Director of Marketing and Communications for Oslo2022.

**Ola Keul (PR and and communications manager)**  
Works with PR and marketing across all activities that make up Oslo Business Region.

**Siw Andersen**  
(Head of international events/production ninja)  
Works with all international events, including Oslo Innovation Week, Oslo Meets Hackney and The Oslo Lounge at SXSW.

**Tanya F. Heglund (Digital Media Executive)**  
Responsible for web and social media across all projects and events.

**Stian Skarelvén (Business Development Executive)**  
Works with entrepreneurship, business development and is responsible for Startup Days.

**Karin Skandsen (Project assistant)**  
Follows up on all events that Oslo Business Region does.

**Frida Baggethun (Creative project assistant)**  
Works with text, web, design and social media on all activities.

**Olle Kronvall (Master of disaster, intern)**  
Works with "Startup Day" and OIW 100 Pitches.

**Thomas Dragsnes (Project Coordinator)**  
Works with Oslo Innovation Week (from december 2015).



# Credits

## Images

Cover photo by Damian Heinisch  
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13 Oslo Business Region  
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3) Oslo Business Region  
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5) Gorm K. Gaare  
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18: Alex Asensi  
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24: Gorm K. Gaare  
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p. 26: Gorm K. Gaare,  
27: Gorm K. Gaare  
30: Damian Heinisch  
32: nyebilder.no  
35: Ole Keul  
38: Kerri Lohmeier  
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42: Future Library/Kristin von Hirsch  
46: Garth Pratt  
48: Gorm K. Gaare  
52-53: Gorm K. Gaare  
56: Gorm K. Gaare  
57: Gorm K. Gaare  
58: Gorm K. Gaare  
59: Gorm K. Gaare  
62: Gorm K. Gaare  
69: Monocle  
79: Damian Heinisch

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**Oppbevaring i laben**



Bestilte komponenter og kit av komponenter oppbevares i Laben i henhold til de oppgitte instruksjonene for oppbevaring. Hvis du ikke følger disse instruksjonene kan det skje at komponentene blir ødelagt eller skadet. For å sikre at du får de komponentene du har bestilt, bør du alltid følge instruksjonene for oppbevaring.



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Laben er ansvarlig for å sikre at komponentene oppbevares i henhold til de oppgitte instruksjonene.


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