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magazine
2016

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Region

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This is what we do

We believe that actions speak louder than words, and we define ourselves by what we do.

In this magazine you will get an overview of the main activities Oslo Business Region developed and was part of throughout 2016. Oslo Business Region works on raising the number of startups with international potential, combining startup support services with international profiling and regional business development. Our mandate - as issued by the city of Oslo - is to build a stronger startup ecosystem, and to help Oslo become more internationally recognised for its great qualities. We have a startup mindset and approach to every project.

Our guidelines

- 1) What are the gaps we should fill in the startup ecosystem (and leave when commercial interests take over)?
- 2) As a public development agency, how can we make a difference, and how can we get the most out of public resources?
- 3) How can we present Oslo to the world by exploiting new technology, and increase the Oslo buzz?

Oslo Business Region
was established on January 1st, 2014, as a limited company fully owned by the city of Oslo

Main tasks
Startup Oslo, Regional Business development, International positioning, Statistics and analysis



Three years: On duty for the city

Fredrik Winther
CEO | Oslo Business Region AS

How can Oslo develop a startup ecosystem that works towards building a better future?

This question has been our guideline since we started operating three years ago. Our strategy has been to analyse the dynamics of social systems throughout the startup ecosystem, identify the gaps, and design and test services to fill these gaps. A startup ecosystem is different from a regular organisation – by being a more loosely coordinated network of people, or social system. It can't be directly managed, but its dynamics can be indirectly orchestrated.

Co-working and incubators

Three years ago, co-working and incubators were startup exceptions, not the rule. Since then, Oslo has gone from having a few physical co-working spaces and incubators, to having more than 20. They basically function as collective knowledge hubs and sharing platforms for everything startup. As new ones pop up with increasing regularity, the number of co-working spaces and incubators seems to double each year. Places like Startup Lab, MESH and 657 Oslo led the way three years ago, yet today, over a thousand startups make up the core of the startup ecosystem. Many of which are now located at one of the rapidly growing number of similar spaces.

Startups and role models

Three years ago, no one had heard about Tapad, Unacast, Kahoot!, Xeneta, Gelato Group, No-Isolation, IRIS-AI, Huddly, Blueye Robotics, or the many other burgeoning startups inhabiting the Oslo startup ecosystem. These days, their growth rate and success get daily attention. More importantly, they have all understood the self-fulfilling prophecy of paying it forward. Their CEOs

see why every company benefits from having a strong ecosystem. Doubling up as thought leaders within their field and continuously sharing valuable experiences, the best spend time not only helping each other but also help new companies enter the global tech scene. And all with a confidence and speed that is new to Oslo.

Investors and competent capital

Three years ago, there was literally no competent capital available for early phase tech startups outside of oil and gas, or real estate. This has been the biggest challenge for Oslo during the past three years. Compared to other Nordic capital cities, the lack of competent venture capital is still a huge challenge for Oslo. And although there is still a long way to go to fill the gap, there has been a rapidly increasing interest from investors both in Norway and abroad. This has resulted in investments more than doubling during each of the past three years. When Tapad sold to Telenor for three billion NOK, a lot of old and new money came into play. We have Founders Fund, Angel Challenge, and an increasing number of other venture capitalists visiting Oslo.

Media and public interest

Three years ago, the Norwegian media in general didn't quite understand, or paid no mind to the logic of tech startups and new digital markets. They couldn't see how software was about to consume the world. But terms such as "sharing economy", "crowdfunding", "software as service", "internet of things", "artificial intelligence", and even "disruption" have now become a natural part of the business media vocabulary. Today, all national media regularly showcase startups and new technology. They



even inhabit the most popular talk shows. And last year we had Shifter - a dedicated startup media outlet that helped to enlighten the startup debate even further.

Three years ago, we had to work hard to get a couple of mentions about Oslo Innovation Week. In 2016, more than 100 journalists covered it - with more than 60 coming from abroad. The digital footprint reached over 35 million and counting.

Corporates and powercoupling

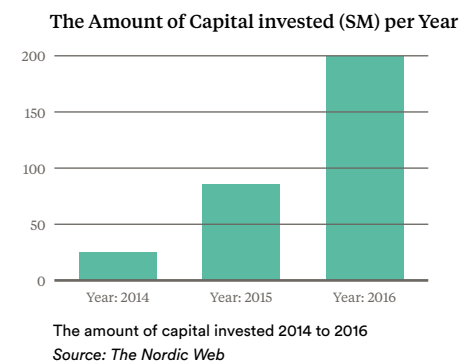
Three years ago, hardly any of the largest international corporations in Norway showed any real interest in startups. As a Kongsberg CEO stated at our Corporate Startup Day: "Two years ago, no one picked up the phone if the company calling represented less than 150 employees." Today this has changed dramatically. As digital disruption starts to make its mark, corporations fight to get startup attention, develop programs, accelerators, internal incubators and venture capitalist funds. It's hard for them to partner up with startup hubs and spaces. Because of this, even their marketing departments have now learned to talk the startup language.

The self fulfilling prophecy of Oslo

All social systems are prone to self-fulfilling prophecies. The snowball effect of the Oslo startup ecosystem could be described as such: The startup hubs and spaces, led by Startup Lab, MESH and 657 Oslo, have been the prime movers in building successful clusters of startups - inspiring even more entrepreneurs to take the plunge. Success stories then generate interest from investors and partners. And when capital flows and technology disrupts, the corporates follow, whereupon the media gains interest, which builds public interest. This also attracts and nurtures political interest, and thus generates further acceptance and sometimes new public tools. In short, as more substantial elements come together, the exponential growth gains ground and Oslo becomes the main mechanism in preparing the Norwegian economy for a sustainable future.

Three years ago, Oslo Business Region didn't exist. In this period, we have worked systematically with the incubators, the startup role models, national and international investors, local and international media, big corporations, politicians and owners to create the push and pull that helps propel the ecosystem forward.

During the past three years, the many active collaborators within the startup community have built an effectively functioning startup ecosystem. One that works, grows exponentially and attracts attention. And... the best is yet to come!



1

Startup Oslo

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

Over the past three years, Oslo's startup ecosystem has matured tremendously. It has become more internationally relevant and acknowledged. At the same time, there are many barriers when starting and growing a business.

We develop and facilitate events, networks and tools that lower the barriers. We also position Oslo as an internationally preferred hub for startups and entrepreneurs.

When lacking money Powercouple!

In 2016, we introduced the term “powercouples” (not to be confused with the Hollywood kind). Startups need customers, competent partners, access to data, open APIs and distribution channels - not just money. And vice versa. Large corporations need access to brilliant minds outside of their company.

Connecting startups and corporates

Oslo, and Norway, lack enough venture capital (VC) with the financial clout and mindset to catapult Norwegian startups to a global level. But a lack of competent venture capitalists can be compensated for by encouraging cooperation with traditional global organisations such as Telenor, Kongsberg, DNV, Microsoft and DNB, who have advanced technology and finance to connect them to the startup ecosystem.

Foster innovation

Compared to many countries throughout the world, Oslo has no hierarchies. It is an egalitarian society. There isn't much distance between people and power, or words and action. We are well-versed in collaborating across disciplines and titles. So, let's strive towards bringing this mindset into innovation! This kind of powercoupling grows fast in Oslo. Powercouples have been established through Startup Days and Oslo Innovation Week. This is something we will continue to build upon throughout 2017, as both startups and established companies in Oslo are now better equipped to collaborate.

What have we learnt from powercouples in 2016?

Large companies are open about lacking experience when collaborating with startups. They also admit that the way they view startups is rapidly changing. Whereas previously they sought other large experienced companies to collaborate with, they are now more open to collaborating with anyone with the right idea, regardless of size.

Some lead the way in developing successful partnerships with startups. These are several things they do:

- 1 Offer easy access to their website and other digital channels to the problems they need to solve.
- 2 An internal team of key people and other resources is dedicated to working with startups. Both answer questions from startups. They also actively search for startups to work with.
- 3 Arrange regular meeting places, events, hackathons and conferences, both inside and outside of their companies, where possible solutions are developed and tested.
- 4 They launch incubator and accelerator programs, either in-house or in collaboration with startup environments.
- 5 They facilitate the development of venture funds and actively invest in startups.





StartUp Day

Solving problems,
sharing knowledge,
building networks.

Our goal for the monthly event, StartUp Days, is to help startups and entrepreneurs reach their international potential by connecting experts on international tech trends, and entrepreneurial role models, with the Oslo startup ecosystem.

StartUp Day

Emerging topics 2016

We always look for international tech trends, and what potential Oslo holds for them. And vice versa. We listen to the startup community regarding their needs. Three new topics emerged in 2016.

1. Large companies downsize - Startups recruit

As a sign of a maturing startup scene, more startups have now begun to recruit employees. People in regular, steady jobs quit to join a startup instead.

Together with Startup Lab and MESH, we co-hosted two "Join a Startup" events during 2016 - with the founders of some of Norway's most rapidly growing startups all pitching to recruit. Companies such as Kahoot!, Kolonial.no, Xeneta, Payr, Staaker, Tise, Imerso, EdTech Foundry, plus many more. These events proved to be very effective.

2. Closing the epic startup gender gap

When Investinor looked at all the 1,620 plus cases they had reviewed since 2009, they discovered a startling fact: Only 0,99% (yes, that's under 1%) of the companies had either a female CEO, founder or chairman. How do we close this epic gender gap in Norway?

There are millions of female entrepreneurs throughout

the world, so it can't be a lack of skills. There are so many untapped markets, full of opportunities for anyone to embrace. So, it's not a lack of possibilities either. And the global economy needs everyone to participate.

Together with IKT-Norge, we invited 5 successful female entrepreneurs to our epic gender gap StartUp Day, which we held on 13th September: Silvija Seres - business developer, mathematician and partner in TechnoRocks. Grethe Viksaas, founder and chairman at Basefarm. Lauga Oskarsdottir, co-founder and CIO of United Influencers. Anniken Fjelberg, co-founder and CEO of 657 Oslo. Liv Freihow, director of Industry Policy at IKT-Norge.

This StartUp Day created a debate that's still ongoing, but more importantly - it led to action. In the wake of the discussions, the #pointnineniners initiative saw the light of day. The #pointnineniners community is a network of partnerships, whom with experience, knowledge, and guts work towards increasing the this remarkably low number of 0,99%. Their main focus is to inspire women to invest in startups and companies, or to start their own company.



3. Modern retail

How can startups design, produce and sell in 2016? Changing consumer shopping tastes and expectations are quietly transforming the retail industry (and we are not talking about e-commerce). Shoppers increasingly crave instant gratification and one-of-a-kind merchandise. There is now a new retail model in town, ready to take on the products of startups. Many startups could benefit from testing the market prior to scaling their product. By showcasing modern retail and new opportunities of producing products locally, our aim was to encourage startups to produce their MVP (minimum viable product) and sell it in downtown Oslo. Some entrepreneurs fail because they can't build the product. But most fail because they're not able to sell it.

To present this new topic, which holds a great deal of potential for the many startups in Oslo, we hosted Modern Retail Startup Day. We invited micropreneurs and entrepreneurs, developers, designers, makers and retailers who want to sell their products the latest way.

StartUp Day

Topic and partners

We choose the StartUp Day topics based on insight from both the current and future needs of the Oslo startup community. As the community matures, the StartUp Day topics must cater to an ever-evolving and more experienced target group. Regardless of topic, it will always be tech-oriented, focused on practical solutions, and presented with a case.

2016 StartUp Day topics and partners

02/03	What is the perfect startup launch? With by:Larm
08/03	How to win the investors over. With Startup Sauna and 657 Oslo
30/03	Artificial Intelligence. With Startup Lab
13/04	Norwegian Fashion. With Norwegian Fashion Hub and Needlework and Technology 2016
27/04	Join a startup with MESH and Startup Lab
12/05	Powercouples. With GKN Aerospace Norway, Dresser-Rand, FMC, Kongsberggruppen and Kongsberg Innovasjon
08/06	Fintech. With Fintech Factory
02/09	Options and Incentives. With NVCA
13/09	Epic Startup Gender Gap. With ICT Norway
06/10	Join a startup. With MESH and Startup Lab
21/11	Modern Retail. With Paleet, Oslo Handelsstand Forening and Young Retailers
23/11	FinTech and InsureTech. With TheFactory

StartUp Days

2016 in numbers

12

Events

41

Keynotes



95

Participants per event (average)

17

Case presentations

Permanent partners

All StartUp Day events feature advisors who are there to help the participants to solve problems. The StartUp Day partners are Innovation Norway, the Norwegian Tax Office, Norwegian Industrial Property Office and DNB Oppstartslos. They facilitate speed dates and breakaway sessions on subjects such as public financing, tax and VAT.



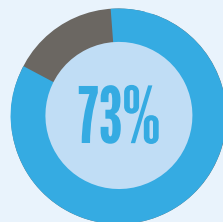
StartUp Days

Feedback and future improvements

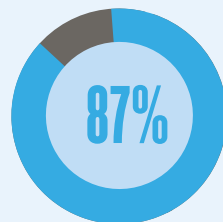
Oslo Business Region collects feedback and insight from the StartUp Days participants. We ask them to rank the events, along with the different activities.

Our goal is to have scores above four. This is how we performed this year based on the average score of the 10 events that were evaluated by the participants:

New useful contacts



New useful ideas



And by event:

(On a scale from 1-5, 5 being best)

- 4.0 What is the perfect startup launch?
- 4.8 How to win the investors over
- 4.1 Artificial intelligence
- 4.3 Powercouples
- 4.0 FinTech
- 4.2 Options and Incentives
- 4.5 Epic Startup Gender Gap
- 4.2 Modern Retail
- 4.5 FinTech and InsureTech
- 4.3 Average score on all 10 events

Future improvements

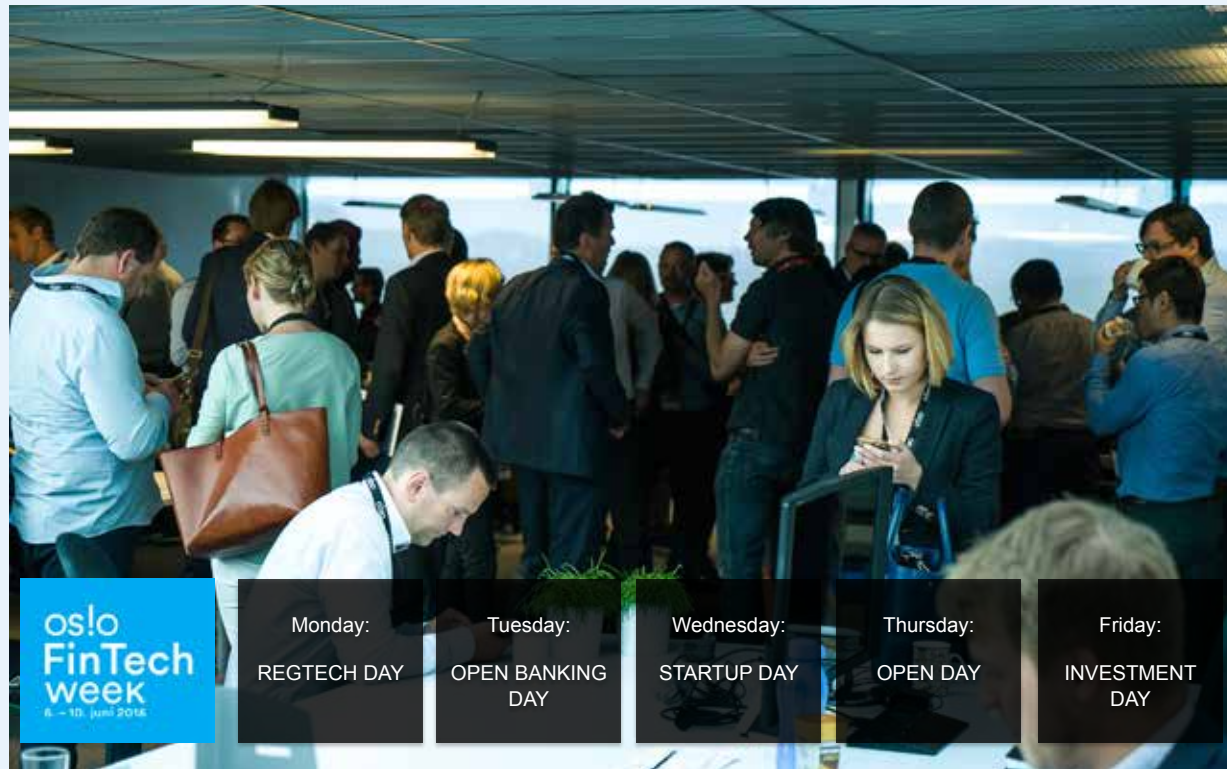
- 1) Curate more relevant content for startups aiming at scaling up.
- 2) Make it easier for powercouples to engage with corporates and the public sector



June 6 - 10, 2016

Oslo FinTech Week

From zero to hero!



Three years ago, a financial technology (FinTech) meetup in Oslo attracted two people (yes, just two). Oslo FinTech Week proved that the FinTech ecosystem in Oslo is rapidly accelerating with more than 1000 people attending. DNB launched their very own FinTech accelerator DNB NXT. The regulatory sandbox initiative, launched by IKT-Norge and other key participants within the Norwegian FinTech industry was approved by the Norwegian government - resulting in Norway following the UK as one of the only two countries in the world to apply such an initiative.

Challenging London

London has long been the undisputed European capital for financial technology, but the Nordic countries have

big ambitions and seek to challenge this. As stated by the Nordic Web, in 2015, FinTech startups attracted more finance than any other upwards trend in the Nordics for the first time. Out of 51 FinTech investments throughout the Nordics during the past 2 years, 32 were made in Sweden, whilst Norway had 4. So, it was about time for Norway to up its game in 2016!

Digital natives

Oslo has a high level of digitalisation; a population open to using the latest technologies in a trustful and transparent society. We are one of the most cashless societies in the world, with online banking and internet banks having been here for more than 20 years. So, Oslo is fertile ground to develop FinTech.

70 FinTech startups and growing

Oslo FinTech Week was a five-day event with workshops, seminars, meetups and challenges - all to support the growth of the Norwegian FinTech ecosystem. It attracted regulators, entrepreneurs, financial institutions, investors, IT companies, mentors and accelerators.

1000

Attended

8

Banks took to the stage, discussing open banking APIs

45

Speakers

13

Events

70

FinTech Startups in Oslo

2.2

Million NOK was raised



Oslo: The FinTech capital

Oslo FinTech Week brought together not only the Norwegian FinTech ecosystem, but also the entire Norwegian, Nordic and UK FinTech community - from the entrepreneur with a FinTech idea to the most senior finance leaders, key players and founders in Norway, thanks to our partners FintechFactory, FCG, Abelia, Selmer, Innovate Finance, Nordea Startup Accelerator, Mobile Pay by Danske Bank, and Shaun Thanki - initiator of the Oslo FinTech Week.

FinTech has also been the core subject at two StartUp Days this year, as well as the Oslo Meets Hackney event.

When lacking money: Build competent capital

Norway lacks early stage investors (aka. angel investors). People who offer competence and money to promising entrepreneurs with ideas that are not yet fully developed. This a huge gap in the startup ecosystem that we work hard towards contributing to close.

The Angel Challenge

Angel Challenge is Norway's first training program for both investors and startups. It's hosted by Startup Norway, in collaboration with Oslo Business Region, DNB, BDO, Zacco, Føyen & Torkildsen, Nyskapingsparken Bergen, Validé Stavanger, Kjeller Innovasjon and Innovasjon Norge.

Fosters growth

This is our second year partnering with the Angel Challenge program. By activating more angel investors, making the investments more visible, and training startups to be more investable, the Angel Challenge program creates a stronger startup environment and helps foster growth.

75 investors trained

The Angel Challenge is 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 arrange investment deals. The investors chose Røst Coffe Roaster as the winner of the Angel Challenge 2016 fall program.

Angel Challenge has been well received and has led to more angel investments in Oslo. We want to continue to work with Startup Norway to further develop the concept for 2017.

75
investors trained. All of whom invested in a startup.

120
investors in the Angel Challenge Alumni Network (aiming at 300 by 2017)

15
investments by Angel Challenge and its investors, representing 19% out of a total of 78 investments secured during 2016

Extreme Tech Challenge

The startups participating Iris AI , Unacast Xeneta, nLink, Blueye, Robotics, No Isolation, Amuse, Huddly.

The Extreme Tech Challenge is the world's largest startup competition, with Sir Richard Branson as its presiding judge, and the world's largest consumer electronics trade fair, CES in Las Vegas, as a strategic partner for the semi-finals.

Investors and global exposure

For the startups participating, this competition offers exposure to thousands of investors around the world and some of technology's most successful leading lights. By partnering with the Extreme Tech Challenge, we facilitate possible access for Oslo based startups.

In association with Oslo Innovation Week, Oslo Business Region and Startup Lab hosted a Nordic Extreme Tech Challenge. The aim being to select a startup from the Nordics, and invite them to the semi-finals at CES in Las Vegas in January. The winners in Las Vegas are then invited to The Extreme Tech Challenge Final at Sir Richard Branson's Necker Island in February.

To make sure everyone benefitted from participating, we ran workshops with each startup. The workshops attracted participation from well-known international investors and entrepreneurs - all working together to solve challenges in relation to the startups.

Congratulations, Huddly!

The winner of the Nordic Extreme Tech Challenge was the Oslo-based startup Huddly (formerly known as Kubicam). Huddly disrupts the traditional videoconference with its sleek and beautifully designed cameras that snap on to any laptop or screen.



MaiTai Norway



MaiTai Global, founded by professional kiter Susi Mai and investor Bill Tai, is a community of extraordinary entrepreneurs, innovators and sports athletes. The community hosts networking and entrepreneurial events all over the world.

40 investors met 15 startups

Oslo Business Region hosted the first ever MaiTai Norway. Our main aim was to connect international investors - even Sir Richard Branson - with Norwegian startups. A total of 40 investors joined MaiTai Norway, together with 15 specially invited startups.

The four-day event saw networking and tech talks in Oslo, Haugastøl, Flåm and Bergen.

We want to continue to develop the MaiTai Norway concept for 2017. Because of this year's event, co-founder and investor Bill Tai also took part in Oslo Innovation Week, as a member of the jury at the Nordic Extreme Tech Challenge.



Inter- national positioning

Oslo is one of the most unknown cities in the world amongst those with a strong reputation.

But maybe not for long. Striving hard to become the world's favourite compact city, Oslo won "Place Brand of the Year 2015". Oslo Business Region is working with international positioning by:

- Presenting Oslo at important international events like SXSW, Slush and Oslo Innovation Embassy.
- Being part of the Oslo Brand Alliance, and increasing the spotlight on Oslo via on-brand projects.
- Inviting the world to Oslo with Oslo Innovation Week and MaiTai.

The Oslo brand

Pioneering, enriching and real

Being a pioneer, Oslo has decided to skip a logo and a slogan for branding purposes. The city believes actions speak louder than words, and that values are more powerful than slogans.

The Oslo Brand Filter

The Oslo Brand Filter captures the essence of the Oslo brand, and is a tool for all stakeholders in the Oslo region. It enables them to participate on their own terms, whilst still strengthening the common brand.

On-brand/off-brand

The on-brand/off-brand filter is applied throughout day-to-day place brand management to select, prioritise and shape projects, communication and policy. Oslo Business Region has implemented the Oslo Brand Filter into the company strategy, meaning that it influences all our projects and communication. In addition, we take a lead in the Oslo Brand Alliance.



The Oslo Brand Alliance

To implement the brand management strategy of Oslo, the Oslo Brand Alliance (OBA) was established in January 2016. Not as a formal organisation, but as a collaboration between Oslo Business Region, VisitOSLO and The Oslo Region alliance.

The Oslo Brand Alliance orchestrates the wide-spread collaboration needed, between public and private organisations within the region, to get international recognition.

Oslo Brand Alliance implements the strategy through:

Brand Insight

Brand Toolbox

Brand Projects

Brand Meetings

Oslo Business Region has overseen Brand Insight, Brand Toolbox and Brand Projects - collaborating with VisitOSLO.

The Oslo Region alliance has worked with the municipalities and counties in the surrounding region to get them to contribute financially. All parties have been involved in Brand Meetings.

Oslo Business Region has taken the lead in coordinating the parties, and in developing action plans and reporting.

Brand Projects

Brand Projects are on-brand events and projects in the region that have international potential. Oslo Business Alliance contributes towards increasing attention for Oslo internationally, beyond what projects achieve themselves. When Oslo is in the limelight internationally, we strive towards amplifying the effect.



We support the projects by working with PR, social media and digital growth hack marketing techniques. Lessons learned from the projects are then built into the toolbox.

We always ask ourselves two questions when choosing projects to partner with:

1. Is it on-brand, or does it have the potential to be on-brand?
2. Is it internationally interesting?

The Oslo Brand Alliance has supported the following projects throughout 2016:



Oslo Architecture Triennale

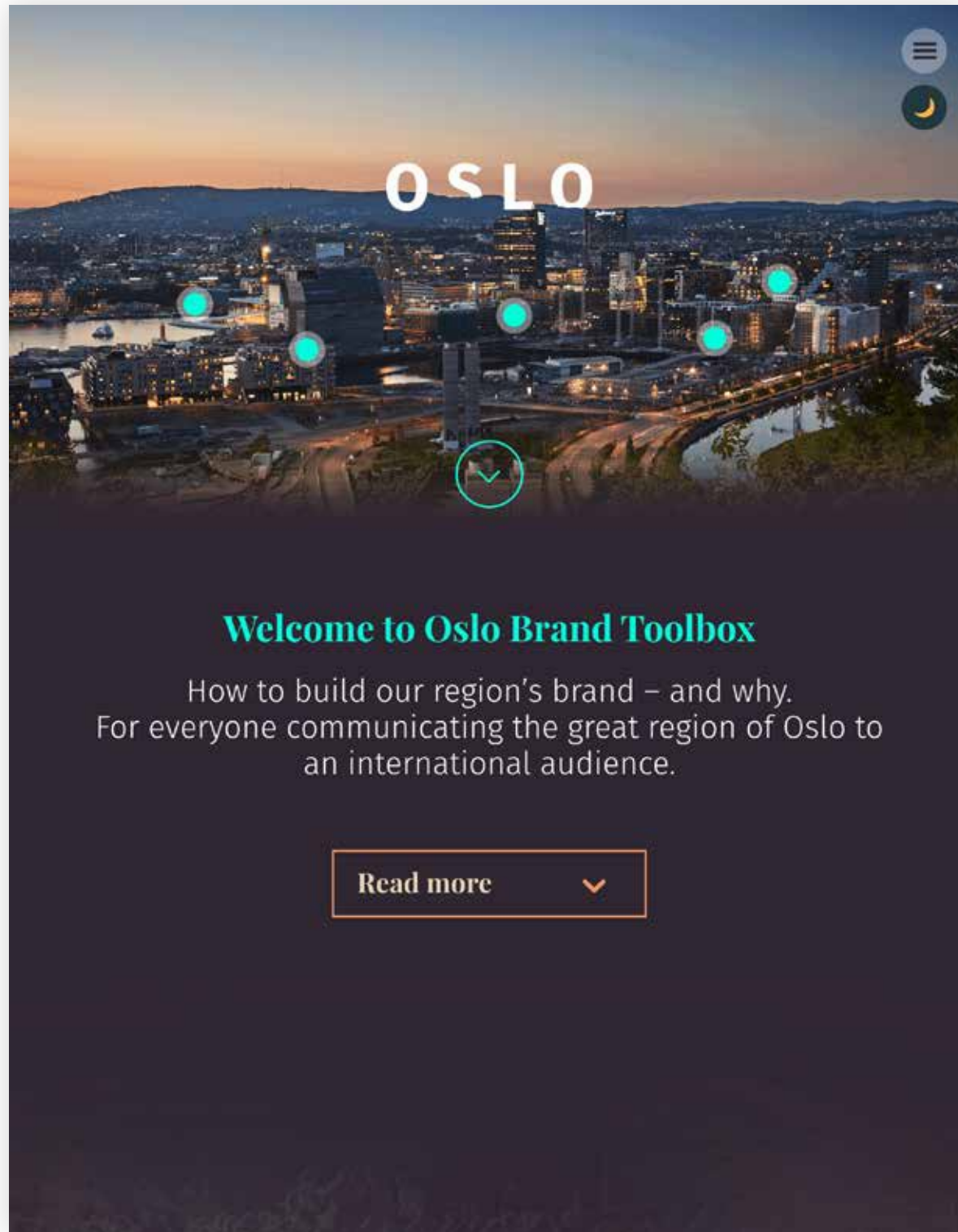


Future Library



KPIs for Oslo Brand Alliance

1. ATTENTION: Increase Oslo's international footprint (for both digital and media) by 20% each year
2. IMAGE: Is the increased attention building the right image of Oslo?
3. SUPPORT: Increase the number of stakeholders getting on-brand



The Oslo Brand Toolbox

Many people, organisations, businesses and municipalities work towards getting international recognition for Oslo. But we need to collaborate to succeed.

Tools to get on-brand

The Oslo Brand Toolbox offers easy-to-use precision tools for everybody to get on board. It contains a thorough description of the Oslo Brand Filter, and even an on-brand/off-brand test. It shares lessons learnt through cases, and it gives a receipt for measuring the digital footprint. It also gives the user access to photos and videos of Oslo, and to key messages.

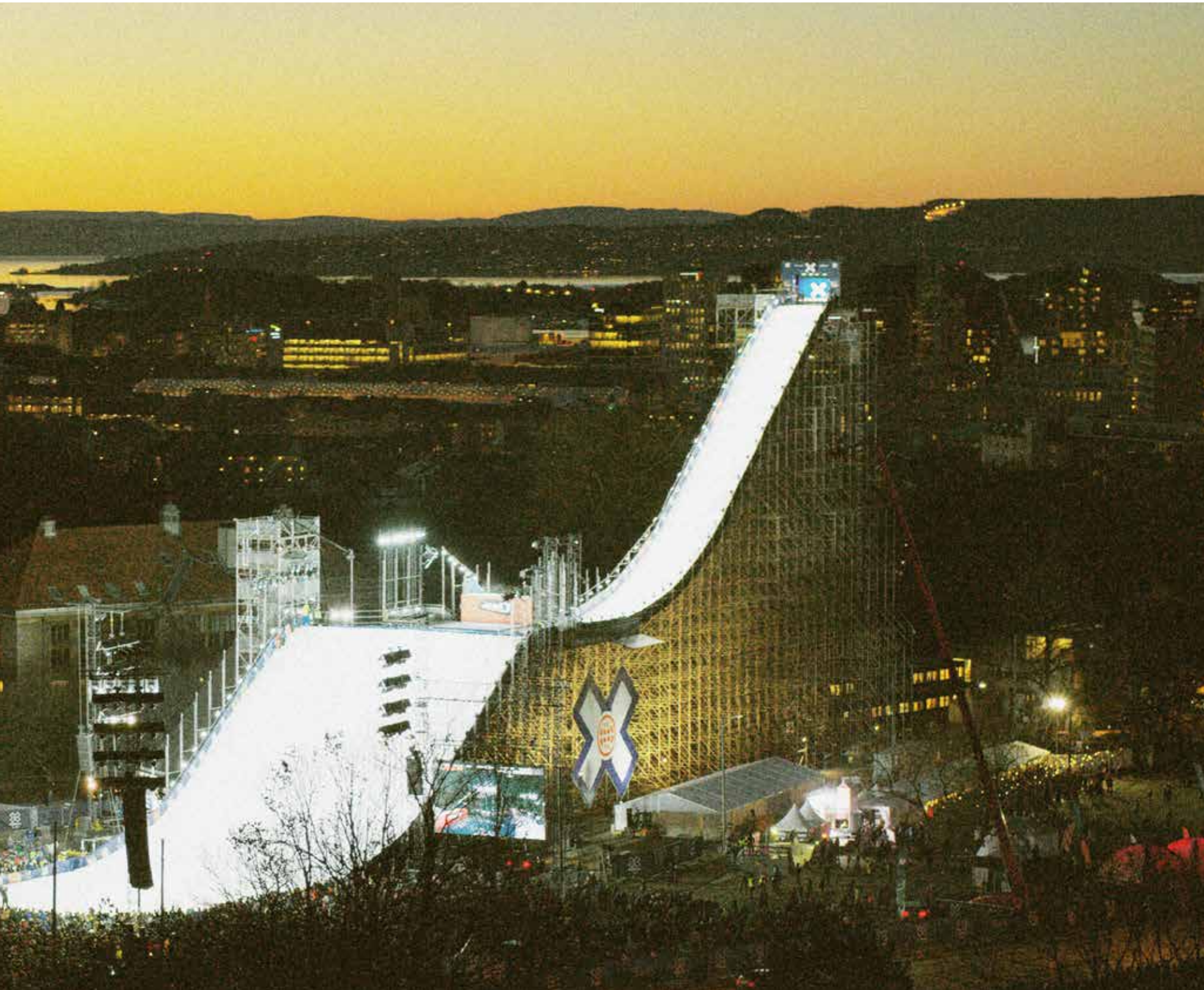
Oslo Business Region has been responsible for developing the Oslo Brand Toolbox, and Design Container has developed the site.

The Oslo Brand Toolbox was launched by Oslo Brand Alliance in September, at a packed session at Oslo Urban Arena. In addition, we have given numerous presentations of the toolbox for the municipality of Oslo and regional municipalities.

We will continue developing the Oslo Brand Toolbox in 2017, whilst sharing best practices and building relevant content.

During the first three months, 720 people have used the toolbox, throughout 1,200 sessions.

In February 2017, a customised toolbox made for Kunnskap Oslo (Oslo Knowledge Alliance) will be launched. This toolbox will be integrated with the existing toolbox, and will feature tools developed to promote Oslo to international students, scientists and knowledge workers.



Games Oslo

Reaching 530 million
young people worldwide.

The city of Oslo, ESPN (the leading sports network in the US), and TV2, helped bring X Games to Oslo from February 24th to 28th, 2016. This was the first time both summer and winter sports were contested internationally at the same X Games event. The disciplines included Snowboard and Ski Big Air, Snowboard and Ski Superpipe, and Skateboard Street. X Games Oslo also showcased world-class music performances, with Norwegian Alan Walker being one of the highlights.

On-brand

X Games Oslo was considered to be on-brand by using the city as a whole, with events in various locations – showcasing the short distance between city and nature. Other sports events often show only the natural scenery – missing out on Oslo’s urban qualities, as a compact city. X Games was also considered to be on-brand by expressing Oslo’s key values: Pioneering by renewing winter sports, enriching by being entertaining and attracting young target groups, and real by showing true passion for sports and dedicated, hard-working talents.

Digital pioneers

Oslo’s international branding strategy is clear on the need for being a digital pioneer. With smaller budgets compared to London, New York and Stockholm, Oslo must get attention in new ways. X Games delivered by focusing on young athletes who use social media to reach large audiences. In today’s media landscape, they are their own broadcasters. All in all, X Games Oslo was considered an excellent choice for branding

Oslo as a young, pioneering city. Together with VisitOSLO, Oslo Business Region worked with the organisers of X Games Oslo to help maximise the international exposure of Oslo. This was achieved by using the athletes own social media channels, in addition to 21 hours of live, international coverage on networks ESPN and ABC in the US. In addition to social media communication, we contributed with growth hacker marketing ideas, citizen surveys, and VisitOSLO with journalist programs. The case is incorporated in the toolbox, emphasizing how to work with social media.

Startup relevant

Together with ICT Norway and Kahoot!, Oslo Business Region hosted the X Games Oslo Tøyen Startup Village. Here visitors could watch the already sold-out X Games Oslo events, play a game of Kahoot! and view presentations from Oslo startups.

Results

The X Games Oslo event was a tremendous social media success, with a global social media reach of 530 million. As noted by research conducted by TNS Gallup, there was widespread public support amongst Oslo’s residents too. 8 out of 10 people were in favour of the event being staged.

X games Oslo created a lot of attention and interest compared to X Games Aspen. Despite being held for the first time, the Oslo games created more social media activity than X Games Aspen.

Future Library

“From me flows what you called time.” Hidden for 98 years.

An art project does not need any brand strategy. But Oslo is very lucky to be the host of Future Library, and we can get the world’s attention for the next 100 years. Because the best is yet to come!

Katie Paterson (from Scotland) is the artist behind this public artwork. She has planted 1000 trees in Nordmarka, which will supply paper for a special anthology of books that will be printed in 100 years time. Between now and then, one writer every year will contribute text, with the writings being held in trust, unpublished, until 2114.

Each year, the chosen author comes to Oslo to attend a manuscript handover ceremony in Nordmarka. They then participate in a follow-up conversation at Deichmanske public library. All that is revealed is the title of their work. The manuscripts will be held in trust in a specially designed room in the new Deichmanske public library (due to open in 2020).

The first writer to contribute to Future Library in 2015 was the Canadian author Margaret Atwood. She was followed by British author David Mitchell in 2016.

Digital pioneers

Internationally renowned authors have one thing in common - they have fans. People from all over the world who keep track of their activities. Not all these fans can come to Oslo for the handover ceremonies, but we can ensure that they are present in sharing the moment through digital media. Our main task is to deliver this, together with VisitOSLO.

In addition, Future Library has gained a lot of international media coverage on its own. We help to sustain and broaden this interest.

10 **90**

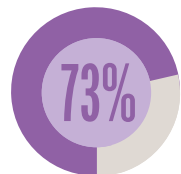
Posts where made about Oslo by each athlete on average International journalists and photographers



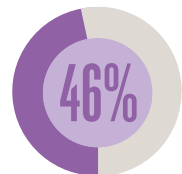
Of the athletes will recommend Oslo as a destination to friends and family



Of the athletes will recommend Oslo as destination to friends and family



Of Oslo inhabitants thought it was good international profiling of their home city



Of Oslo inhabitants said X Games Oslo made them more proud of their city

131 athletes from 17 countries, with more than 30 million followers on social media.

18.6

Mill. Reach in social media

37.000

Facebook live stream viewers

58

Media articles globally



(OAT)

Oslo Architecture Triennale

134M

Social
media reach

130

Number of
international
journalists

350

International
media articles

Oslo Architecture Triennale (OAT) is the Nordic region's largest architectural event. It is also one of the world's most important arenas for the dissemination and discussion of architecture and urban changes. OAT is a champion of Oslo's values: pioneering, enriching and real.

The triennial's theme was one with a worldwide agenda. "After Belonging: The Objects, Spaces, and Territories of the Ways We Stay in Transit", "In Residence", and "On Residence", all sought answers to the big questions of our time: Where is home? And where do we belong?

OAT has previously succeeded in getting international media coverage, but mainly within trade press. Oslo Business Region worked with OAT and VisitOSLO to broaden the coverage, through social media and the international press.





Oslo Startup guide

On October 17th, during the first day of Oslo Innovation Week, we celebrated a milestone for the Oslo startup community when the first edition of the book the Oslo Startup Guide was published.

Positioning Oslo internationally

The Oslo Startup Guide highlights the best startups, entrepreneurs, co-working spaces and other key players, and is a useful tool for international talent and investors who seek an introduction to the Oslo startup community.

The publisher, Startup Everywhere, has previously published guides for cities such as Copenhagen, Stockholm and Berlin, amongst others. Being part of this network of cities that have their own Startup Guide, also adds to our continual efforts to position Oslo internationally.

Oslo Business Region worked as a partner to the publisher, as well as helping to finance the guide.

To get a copy of the guide, please email post@oslobusinessregion.no.



2016 Nordic Startup Awards

Startup Norway and Oslo Business Region invited the startup ecosystem to the Nordic Startup Awards (NSA) - a special awards show committed to celebrating Nordic ingenuity and entrepreneurial spirit across borders. The award aims to encourage greater collaboration between the Nordic countries, and is part of the Global Startup Awards (GSA), which connects various regions worldwide.

Highlighting role models

We worked with the Nordic Startup Awards to make sure the Oslo startup community would be fully involved, and because we believe in highlighting role models. It also presents the community to a broader audience.

On April 21st, the first regional finals of the Nordic Startup Awards were held in Oslo. More than 200 people attended the award ceremony and party at Gamle Museet, to celebrate the Norwegian startup ecosystem. The winners were chosen by the jury as well as through public voting. This year the Nordic Startup Awards got even more public nominations and votes, compared to 2015.



Further collaboration

Awards are important to the startup community because they showcase inspiring role models. At the same time, we are not convinced that the Nordic Startup Awards has an ideal setup.

Oslo Business Region has decided not to act as partner to the Nordic Startup Awards in the future.

All the winners of the Norwegian Finale qualified for the Nordic Finale in Reykjavik, Iceland on May 31st.

Winners 2016

Best Bootstrapped
Socius

Best Exponential Startup
nLink

Best Social Tech Startup
No Isolation

Best IoT Startup
Uncast

CTO hero of the Year
Christian Hager

Startup Media of the Year
Joacim Lund

Best Accelerator Program
Angel Challenge

Best Investment Company
Northzone

Best Business Angel
Kim Daniel Arthur

Best Office Space
FLOW

Best Newcomer
No Isolation

Founder of the Year
Are Traasdahl

Startup of the Year
Xeneta

People's Choice Award
VIO

Standing out

Are Traasdahl won the Entrepreneur of the Year award at the finale in Reykjavik.

The Oslo Lounge at South by Southwest

South by Southwest (SXSW) is an annual conglomerate of film, interactive media, and music festivals and conferences that take place in mid-March in Austin, Texas, USA. It is one of the largest arenas in the world for showcasing all things tech, music or film related, and therefore a hotbed for discovering the next big thing. To enable Oslo startups and entrepreneurs to get the most out of SXSW, and to promote and connect them with international investors and partners, we once again established the Oslo Lounge at SXSW.

Why Austin?

This year approximately 212 Norwegians attended the conference, together with 90,000 journalists, executives, tech experts and key opinion leaders. Even the US president, Barack Obama, attended.

In addition to Silicon Valley, the city of Austin has been mentioned as one of the best places to establish a startup in the US. Austin has two key features that give the city a clear and competitive advantage - as pointed out by Forbes Magazine - that Oslo and other cities can learn from:

- 1) An exceptionally open and collaborative and supportive business climate.
- 2) An extensive group of seasoned leaders who want to help grow and mentor the next generation of leaders.

Result highlights

3.5

million in social media reach

100%

got new contacts

4.44

of 5 rated as value being part of The Oslo Lounge than hosting by themselves

Event highlights

Together with our Nordic partners we hosted a pitching contest for startups. The investors at Creandum and Kahoot! hosted a mixer for their network, and together with partners from the borough of Hackney in London, and Austin, we organised a Creative Cities Alliance event, which focused on the exchange of knowledge between Oslo, Hackney and Austin.

In between the events, our partners could use the space for meetings and co-working.

For three days during 2016's SXSW, #oslolounge was the most trending topic on Twitter throughout Norway.

Key learning

SXSW is now established as an event that's familiar to the Oslo startup community. We will evaluate if there is still a need for an Oslo Lounge in 2017.

Partners

City of Austin, Borough of Hackney, ICT Norway, Kahoot!, Creandum, Slush, Greater Stavanger, Oslo EdTech, Phonofile, The Norwegian Consulate General in Houston, Dazzleship, Kikora, Urban Legend, Finetunes, DeeMe, Austin EdTech.



The Creative Cities Alliance

Oslo, Hackney and Austin have formed the Creative Cities Alliance. Together they have signed a MOU (memorandum of understanding) where they promise to provide startups and businesses with easy access to networks, potential partners and investors, along with hosting networking events.

The city of Oslo and Oslo Business Region supports the Creative Cities Alliance so that it can:

- Promote and enhance commercial ties between Oslo, Austin and Hackney, including the official links between the cities.
- Promote the tech and creative industry sectors through exchange of knowledge.
- Connect startups, businesses and entrepreneurial hubs from Oslo with London and Austin based businesses, startup ecosystems,

press, investors and opinion leaders.
– Raise awareness of the business opportunities that are available in all three cities

– Build on existing networks, cooperating partners and the results from previous events.

Oslo Business Region has been instrumental in developing and maintaining the MOUs. Signing the agreements is not a goal in itself - it's 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 part of the MOU with Hackney, Oslo Innovation Embassy was established in December 2014, in cooperation with ICT Norway. Oslo Innovation Embassy is a shared workspace at The Trampery, one of London's leading co-working spaces for startups. At the Trampery the startups are part of a valuable network of inspiring founders with relevant experience. This can help make the road shorter and less bumpy for Oslo based startups who are trying to reach international markets.

Oslo Innovation Embassy has 5 desks available for startups from Oslo. Startups that used Oslo Innovation Embassy in 2016 are:

EdTech Foundry
Comet Labs
Vidflow
Stiler
Avantador
Ridl
The Group
TicketCo
Vibble
Nimber

Unacast
Musit.io
Studio Asmund Sollihøgda
Pick Your Day
Single day visitors:
Berkergroup
RelinkLabs
Kalesienergy
Chairos
Brenni



Os!o

December 1 st, 2016

Oslo Meets Hackney

A gateway to Europe

Oslo Meets Hackney is an annual event that aims to boost the commercial ties between Oslo and London within both the tech and creative industries.

Oslo Meets Hackney 2016 consisted of a brunch, followed by a seminar - both of which took place at the Ace Hotel in Shoreditch, East London. The program investigated the future of new financial technologies, along with the Urban Innovation and smart city schemes.

Speakers highlights

Lawrence Wintermeyer from Innovate Finance, Ingar S. Bentsen from FinTech Factory, Murshid M. Ali from Huddleston, Espen Grimstad from Payr, Andrew Collinge from Greater London Authority, Rikke Høvdning from NVCA and Liv Freihow from ICT Norway.

Partners

- The City of Oslo Business Region
- Borough of Hackney
- The Norwegian Embassy in London
- The British Embassy in Oslo
- Innovation Norway in London
- ICT Norway and The Trampery



“A fantastic arena for us to gain access to key players within the UK FinTech industry.”

*- David Salvail, Zeipt
(Norwegian FinTech startup)*

“I had a thoroughly productive day at Oslo Meets Hackney 2016. As a venture capitalist, I was looking to meet top-tier entrepreneurs, connect with other investors and advisors and gain further regional market and trend insight. The event fulfilled those to a tee. So, big thumbs up.”

*Magnus Rinnan Gaarder,
Alpha Nordic Ventures*

30 November - 1 December 2016

Slush

The leading startup event in Europe



From November 30th to December 1st more than 17,500 attendees from over 100 countries, including 800 investors and 630 journalists, gathered in Helsinki, Finland for the annual Slush event. For startups, Slush is one of the leading innovation and technology conferences in Europe. Over 1,750 startups attended, with 50 of them being Norwegian (that's twice as many as in 2015).

Connecting startups and investors

From 2013 to 2015, the meetings held at Slush have resulted in more than half a billion dollars in venture capital investments (with the 2016 numbers not yet in).

Oslo Business Region co-organised two events during Slush 2016 - the #NordicMade Afterwork, and a lunch in the presence of H.R.H. Crown Prince Haakon. We contributed to these two events to enhance value for the Norwegian startups that attended. The startups were connected to investors, media and other relevant networks.

#NordicMade at Slush

The Afterwork event was hosted as part of the #NordicMade brand, which is the first initiative uniting the whole Nordic startup community and which through stronger collaboration helps promote the region. The #NordicMade Afterwork was organised by Slush, in collaboration with Nordic partners such as MESH, SUP46, Arctic Startup, Danske Bank, #CPHFTW, Founder House Cph, Startup Guide, Innovation Norway and DNB.

The networking lunch in the presence of H.R.H. Crown Prince Haakon, was co-organised with DNB, Innovation Norway and the Royal Norwegian Embassy in Helsinki.

Guests included Norwegian startups and global investors. The Crown Prince was a keynote speaker at Slush, and he attended several events and activities both during and before the conference to show his support for Norwegian startups.

The attendance of royals at Slush and other events gives the Norwegian and Nordic startup ecosystem valuable support and attention. This attracts both talent and capital, as well as providing proof of the importance of the work done by startups, founders and investors.

Further ambitions

Collaborate even more with Slush in Helsinki, and with Slush Asia - both under the brand #NordicMade.

3

Regional Business Development

You experienced it first in Oslo

Collaboration is key when developing Oslo as an internationally competitive, knowledge based region and startup hub. At Oslo Business Region, we cooperate with companies, knowledge institutions and other organisations to boost the performance of the Oslo region, so that it can thrive on the global stage.

Oslo Innovation Week 2016

Stepping up the innovation game

More than 10,000 people came to Oslo to attend the 75 events that happened all over the city, orchestrated by 115 event organisers. 350 speakers took to the stage, and more than 100 journalists recorded what they had to say. Welcome to Oslo Innovation Week 2016!

With Oslo Innovation Week (OIW) now entering its 11th year, it's important for it to stay unique. World-class content is a prerequisite. This is what makes us stand out from the crowd:

Co-lab: Activating the audience

A "Dugnad" (voluntary orchestrated community work) is in our DNA. OIW is a unique collaboration between more than 100 event organisers. Our long-term ambition is to entice the audience to take part in the conference as equal parts of the co-lab. We believe an activated audience will get larger and more valuable networks than passive attendees.

Positioning OIW as a co-lab started this year. All events are required to involve the audience before, during and after the event. This is achieved through

hackathons, workshops, speed dates, crowdfunding, digital media, polls and more.

Innovation in action

We believe in not only talking about change, but actively doing something about it, so that we can change the world we live in. No endless talks on what has been done before. No wishing, hoping or speculating on how things should be. No easy-to-forget inspirational talks. Oslo Innovation Week is all about innovation happening right now!

Closing the gender gap

Norway is ranked as the world's 2nd most gender equal country in the 2015 edition of the World Economic Forum's Gender Gap Index. This makes Oslo Innovation Week a natural contender

in the fight for inclusion of more women in tech. But despite the gender equality, even Norway struggles with the epic gender gap in tech. There is a lack of women in power, tech, startups, and amongst investors and keynote speakers - the list seems endless. But not at Oslo Innovation Week. Last year's official opening was 100% female keynote speakers. This year we took it a step further, with more than 50% of all speakers across different events being women. Our ambition is 70%.

Young voices

OIW puts new talent on stage. After its official unveiling in 2016, the world now knows Blueye Robotics and Christine Spiten. Also, AV1 and Karen Dolva are now household names. These are to mention but a few.

OIW key figures and feedback

6

Days

10.700

Attendees

350

Speakers

75

Events

115

Event organisers

1.7

Million NOK in funding

21%

International Attendees

50%

Female speakers

75%

Sold out events

21.6

million NOK production value

Did you get any new, useful contacts?



YES NO
73% 27%

Did you get any new, useful contacts?



YES NO
81% 19%

About Oslo Innovation Week

Oslo Innovation Week has been held annually in Oslo since 2005, the last years with more than 70 events happening all over the city. The events are hosted by individual businesses and corporations, organisations, startup incubators, makerspaces and educational institutes, all of whom meet the OIW criteria. Oslo Innovation Week is owned by the city of Oslo and Innovation Norway. Oslo Business Region is project manager.



"It was one of the most diverse conferences I've been to, and it was amazing to see so many fabulous female founders, investors and leaders in policy and government."

Emily Chiu,
Partner, 500 Startups.



"Oslo Innovation Week was a tightly executed event which holds great promise for the future in shaking up Norway and switching it on to the exciting tech-driven future."

Mike Butcher,
Techcrunch



OIW 2016 theme: **Powercouples**



"We believe radical innovation happens when connecting previously unconnected bodies of knowledge. A powercouple consists of great minds of different disciplines, complementing each other in solving the world's challenges." Mike Butcher, TechCrunch

We believe radical innovation happens when connecting previously unconnected bodies of knowledge. A powercouple consists of great minds of different disciplines, complementing each other in solving the world's challenges.

Oslo leading the way

The future lies in bridging differences. Between the establishment and newcomers. Across borders, disciplines and titles. Between the sexes, races, ages and beliefs. Between the famous and the unknown. Oslo can lead the way.

A powerful tool for innovation

The theme across all events at this year's OIW was powercouples. It started as

an ambition to build bridges between established businesses and the startups, but the scope was widened for OIW. Our vision is to ensure that powercoupling is a tool for driving innovation at a global level. We want the world to see that Oslo is a unique innovation hub of international quality. So, the idea of powercouples is our key tool to bridge any gaps and break down unnecessary borders between sectors, countries, industries and people.

The world is progressing faster than ever. Today, we are facing huge challenges that are mainly caused by extreme polarisations in opinions and politics, science and the global population at large. If we don't manage to bridge

these gaps and work together across differences, we risk ending up in a world where no one cares.

Powercouples beyond OIW 2016

Powercouples as a theme influenced all OIW events in different ways: Anya Eldan from Early Stage at the Israel Innovation Authority and Anita Krohn Traaseth from innovation Norway talked about startup collaboration as the new diplomacy at the opening of OIW. Mike Butcher from TechCrunch and Louise Fuchs from Schibsted brought together startups and refugees through Techfugees. Oslo Medtech and Statoil collaborated in an "Oil and Health" company crawl. DNB connected investors and entrepreneurs through DNB NXT. And the list goes on.

92% of the event organisers reported in the survey that they liked the theme. Powercouples may also be relevant for OIW 2017, so we are researching how OIW can build more bridges, and create new powercouples.

Powercouples generator: Change your Facebook profile picture

As stated by the Oslo Brand Management Strategy, Oslo must be a digital pioneer. We don't have the marketing budgets of London, Stockholm or other capital cities. So, we don't do traditional expensive marketing. Instead, we try to find growth hacking marketing ideas using the strength of social media.

With the aim of introducing powercouples to the global agenda, we created an online powercouples generator. Many famous powerful minds agreed to take part in this project, and the keynote speakers and all event organisers at OIW were also invited. On October 17th, we invited people from all over the world to help us light the torch. To begin uniting differences by creating and sharing the world's first innovation powercouples within the powercouples generator. Take your Facebook profile picture and powercouple yourself with another great mind - if you haven't already done so!

The campaign has shown international potential, and future improvements include engaging more living tech and innovation celebrities, and to keep the theme on the agenda throughout the year.



3025

Unique page visitors

254

Users of the generator

72%

Norwegian users

Measured from October 1st to November 23rd 2016

OIW organisers

EVENT ORGANIZERS



The real heroes of OIW are all the event organisers. 115 to be exact. This year, we made all OIW's criteria much tougher, and demanded pioneering content, female speakers, innovation in action and real powercoupling.

When asking the organisers of the value of being part of OIW, the result was 4,2 (on a scale of 1-5). 81% said that they would also like to take part in 2017, whilst 17% have yet to decide.

ADVISORY BOARD

PROJECT MANAGER

OIW BOARD

OIW OWNERS



Would you like to be part of Oslo Innovation Week 2017?



YES

17 %

NO

0 %

The value of being part of OIW (On a scale from 1-5, 5 being best)

4.2

Result

OIW concepts

Oslo Business Region is responsible for several concepts at OIW:

Official opening and tech playground
Oslo Innovation Award 2016
100 pitches
Company crawl
OIW 2016 Hospitality

Official opening and tech playground

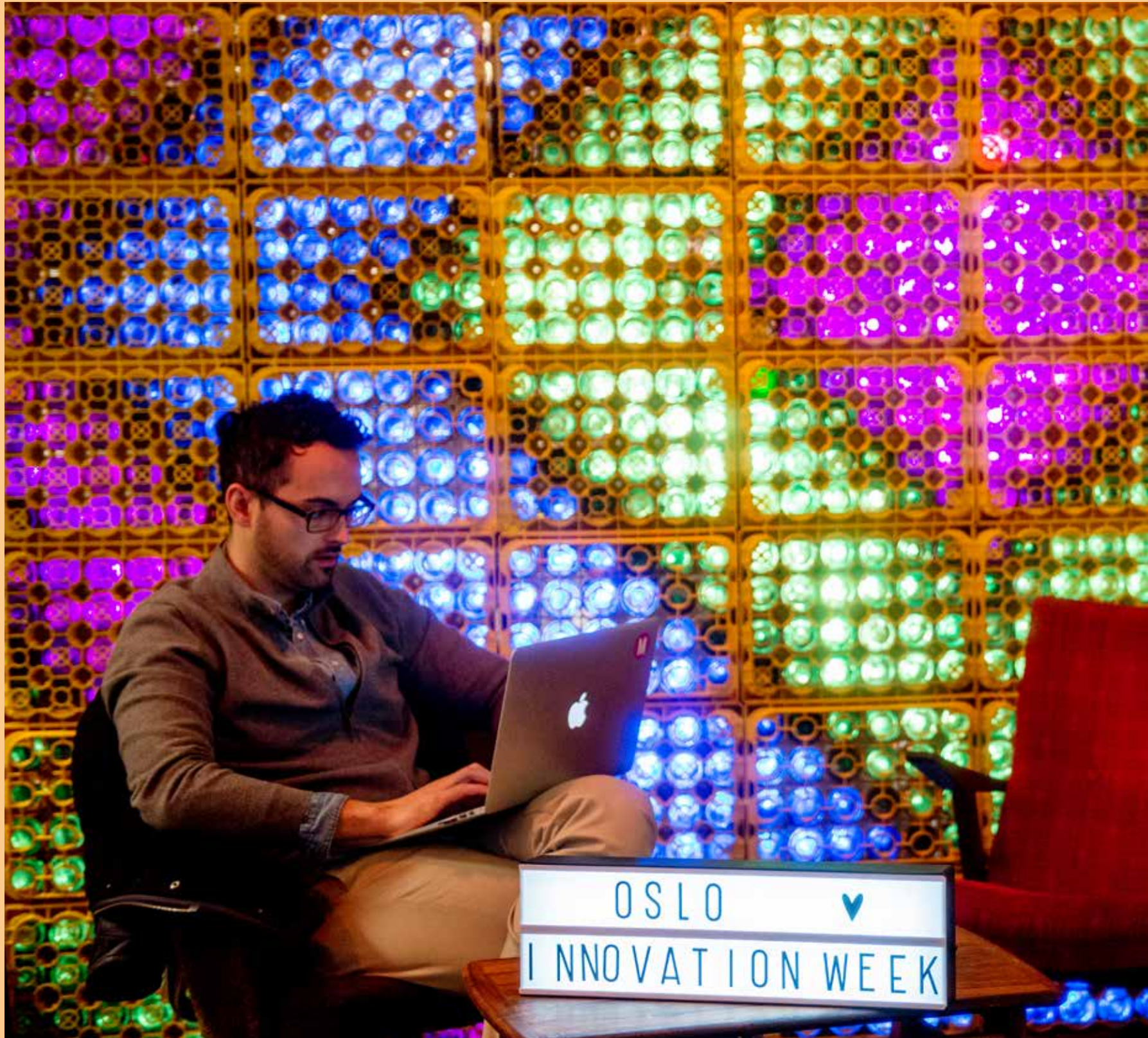
The official opening was held at Skur 13, and included 17 speakers (two of them male) and 500 local and international guests. Amongst them were H.R.H. Crown Prince Haakon and H.R.H. Crown Princess Mette Marit. The event included talks and powercouple panels, and a tech playground displaying VR, AR, drones and other revolutionary and disruptive technologies from 16 Norwegian startups and international companies. Future improvements include a warmer venue, shorter opening program and better networking facilities. For the tech playground, we plan to have more artistic and nonsensical things.

Oslo Innovation Award 2016

The Oslo Innovation Award is an annual celebration in recognition of the most innovative and successful startups in the region. Now in its 19th year, the award has matured into recognising companies that seek to leverage technology and create scalable businesses whilst working towards the United Nations 17 sustainable development goals. More importance is placed on impact and scalability, and less on traditional financial measurement tools for success.

In 2017, the ambition is to elevate the award to a global level, starting with a fully Nordic shortlist. The winner of the Oslo Innovation Award 2016 was Kahoot! The Oslo Innovation Award sculpture was created by Fellesverkstedet.





100 Pitches

The Nordic tech scene is hot, but international investors, venture capitalists and tech journalists have until now found it hard to get an overview of the Norwegian startup scene. Norwegian startups need access to global markets, and they need attention and a spotlight to attract both local and international partners. For this reason, we introduced 100 Pitches in 2015.

100 Pitches at Oslo Innovation Week connects the most promising early stage startups from Norway with investors, venture capitalists and corporates. The entry rounds of 2016 were hosted by Startup Lab, MESH, 657 Oslo, EdTech Cluster, DNB, ICT Norway, Zero, Telenor, Kjeller Innovasjon, Angel Challenge, SoCentral, Norwegian Investment Forum and Oslo House of Innovation. The grand final was held on 19th October, and was sponsored by DNB. Home Control won the first prize of 300,000 NOK. Equally important for the startups is gaining feedback from an international jury, along with valuable exposure to investors.

Future improvements include creating a Nordic relevance, possible pitch training for startups, and more audience involvement.

Company crawl

The purpose of the company crawl is to build bridges between innovative established companies and the startup scene, and other relevant OIW attendees. Companies participating in 2016 were Statoil & Oslo MedTech, Accenture, Storebrand, Finn.no, Schibsted, Telenor, Sopra Steria and Kongsberg Innovation.

OIW 2016 Hospitality

Hospitality is one of Oslo's weakest points, as highlighted in the Oslo: State of the City benchmark. Therefore, our aim is to improve amenities so that everyone can get as much fulfillment as possible out of their short stay in Oslo during OIW. This is what we plan to do:

- 1) Infohub at MESH during the entire week.
- 2) Partner with VisitOSLO, Uber, Flytoget, Airbnb and selected hotels.
- 3) Basic info on travel, accommodation and getting around, and recommendations on concerts and places to eat and drink on the OIW website.
- 4) Highlight attractive cultural events, restaurants, bars, café's and museums for the attendees to visit on the website, through social media, and on the startup app routes.

We see a huge potential in cooperating closer with attractive cultural institutions and events in 2017.

The buzz: Media

To improve the international recognition of OIW this year, we invited more international journalists to the event. We worked together with the Norwegian Ministry of Foreign Affairs and 16 of their local embassies, VisitOSLO and Innovation Norway to make this happen. All OIW events were also asked to suggest any journalists or media outlets they thought should be invited.

122

Articles or stories about OIW

103

Articles or stories mentioning OIW

63

Accredited international journalists

46

Registered Norwegian press

24

Countries registered

56

Different media outlets

Top events / Press coverage

- The Opening
- Cutting Edge
- DNB NXT
- 100 Pitches
- Girl Tech Fest

Future improvements

- Make a system for the booking of interviews with keynotes and startups
- Get more relevant journalists
- Hold in-depth press briefings during OIW. Prepare press better before OIW
- Connect events and keynotes with the media before OIW

Key International Media

The Guardian (UK)	El Pais (Spain)	El Mundo (Spain)	The Financial Times (UK)
Ekathimerini (Greece)	The Memo (UK)	TechCrunch (UK)	The Irish Times (Ireland)

Key Norwegian Media

Aftenposten	NRK Dagsrevyen	Shifter
Dagens Næringsliv	NTB	

The buzz Social media and web

Social media

40

Million reach in 2016

+78%

Increase from last year
(Reach 2015: 21,5 million)

Stats for OIW website

201.985

Page views

35.785

Unique users

28.273

Returning visitors

Reach in social media

Unique users reached on Twitter, Instagram, Facebook and LinkedIn. Tools for measuring reach and analysis: Notified and Google Analytics. Measured from 01/01 to 28/11.

3.700

Followers on twitter

82%

Reached on Twitter

4%

Reached on Instagram

8%

Reached on Facebook

10.200

Followers on Facebook

Other projects

Procurement of innovation

The city of Oslo procures products and services for 26 billion NOK annually, with innovation and digitalisation being high on the agenda. To stimulate innovation, entrepreneurship and better services to citizens, we are part of MIA (meeting place for innovative procurement). This is a series of events for procurement of innovation, building bridges between politicians, public departments, established businesses, startups and organisations.

To stimulate innovation, entrepreneurship and better services to the citizens, we are part of MIA (møteplass for innovative anskaffelser), a series of events for procurement of innovation, building bridges between politicians, public departments, established businesses, startups and organisations.

The themes for MIA in 2016 have been green procurement, social entrepreneurship and new laws and regulations for public procurement. Oslo Business Region also took part in the e-health conference EHIN Future Health in November, facilitating sessions about welfare technology and innovation.

Oslo Urban Arena

The Oslo Urban Arena conference in September is dedicated to identifying urban solutions connected to a variety of urban topics. Amongst them are entrepreneurship, smart cities, shared economy, multiculturalism and participatory democracy. It was created and hosted by NE Kunnskap and Greater Oslo, in cooperation with Oslo Metropolitan Area and partners from Oslo Business Region and the Oslo Region Alliance.

Oslo Business Region hosted two breakout sessions during this year's program: Powercouples in Real Estate, and launching the Oslo Brand Toolbox.

Two of the world's most renowned experts on pioneering urban development, Sascha Haselmayer from Citymart and James Ehrlich from ReGen Villages, were both keynote speakers at the conference. We organised a closed workshop for the municipality of Oslo with these experts - to share lessons learned from working with other cities, and put them in context with Oslo. The overarching theme: Smart cities and the procurement of innovation.

Ungt Entreprenørskap (Young entrepreneurs)

Ungt Entreprenørskap (UE) is a non-profit, nationwide organisation aiming to inspire young people to create values through fresh thinking and innovation. They partner with the education system, corporates and organisations, and Oslo Business Region has taken part in several events: Entreprenørskapsmesen, Student Innovation Day for HiOA, and Innovation Camp for higher education.

Kunnskap Oslo

Oslo Business Region have organised and led three projects set up by the board of Oslo Knowledge Alliance - a forum consisting of knowledge and research institutions in the region.

The three projects:

- Develop a toolbox for international positioning, which is intended especially for knowledge and research institutions
- Develop a digital hub with presentation of relevant courses in entrepreneurship
- Oslo Host Program, which aims to find solutions to how international talent can feel more at home in Oslo

All three projects will be finished by March 2017.

Enforcing noticing procedures when a company is being shut down

In Norway, by law, every company with more than 30 employees that file for closing, or make more than 30% of their employees redundant, must give notice to the county council. This is to protect local communities and individual employees, as well as maintaining the company's right to change what it does. End of business can't be enforced before 30 days after the notice has been given. In this period a process takes place, involving owners, management, employees and the government,

who consider various options for maintaining the business. Possibly under new ownership or through other means of change. Owners are then 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 in the event of a company being shut down. The county council must make a statement when the UDI (Norwegian Directorate of Immigration) receives an application from a foreign citizen who wishes to set up a business in Oslo. This statement needs to include a consideration regarding the need for the type of business in question, as well as delving into its financial feasibility. 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.



Retailer of the year

«Årets butikk» (retailer of the year) is awarded by Oslo Handelsstands Forening, in cooperation with the city of Oslo, Nordea and Aftenposten. Oslo Business Region is part of the jury, helping to advocate the fast-growing entrepreneurial spirit within retail. This year's winner was **Jacob's Holtet**.

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.

Oslo State of the city

Cities all over the world are competing for talent, visitors, investors and attention. We love Oslo, but realistically how are we performing from an international perspective?

Utilising a tailor made tool

Beauty is in the eye of the beholder. That is why we ask the outside world how they perceive and experience Oslo. As no standard PISA survey exists to evaluate Oslo, we have developed an attraction barometer for Oslo. This tailor-made tool is developed by the Business of Cities Group Ltd in London, and is reported annually.

Oslo: State of the city 2016 is the 2nd edition of the world's review of Oslo in international indexes. The report surveys more than 100 international indexes for the benefit of identifying Oslo's current performance and reputation in 16 areas within four overarching themes: Business, Liveability, Hospitality, and Governance.

The big challenge: Being invisible

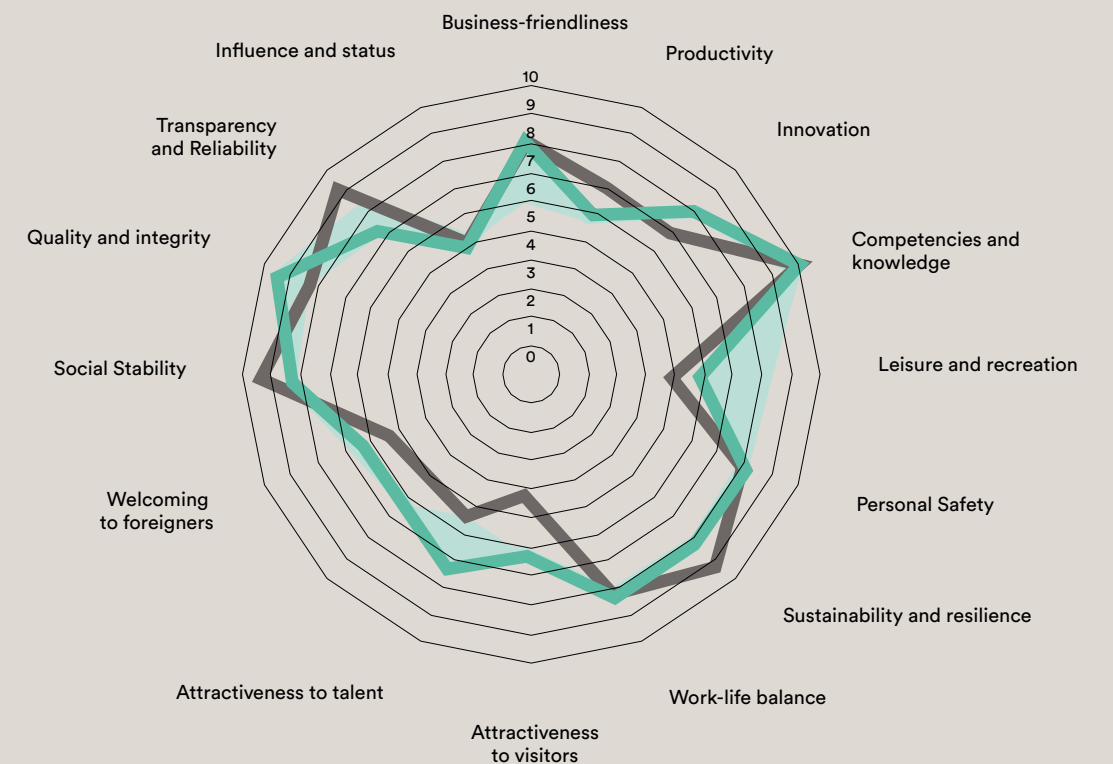
On May 9th, the Oslo: State of the city report was launched at Sentralen. The short version: Oslo is a young, dynamic and compact city with lots of potential. The big challenge is being invisible, as Oslo is one of the least known cities in the world with a firm reputation. Oslo has a large perception gap when it comes to culture - the qualities and actual offerings are under-communicated. Regarding hospitality, we need to improve our performance. Oslo has a moderate record in indexes of attraction to international workers. In terms of cultural vibrancy and diversity for expats, Oslo is not yet internationally recognised, and therefore falls behind other

Nordic cities such as Stockholm and Copenhagen. Oslo's economy far outperforms its size, with perceptions of its business friendliness improving. The city also benefits from strong ICT maturity, and is gaining ground as both an R&D and innovation hub.

You can read the full report here www.oslobusinessregion.no/oslo-state-of-the-city-2.



2015 Performance 2015 Perception 2014 Performance





Social media and web in numbers

Digital Footprint

Being a digital pioneer when creating the buzz Oslo needs, we also monitor our digital footprint, as well as the digital footprint of Oslo.

By digital footprint, we mean everything that is being said (and read) about Oslo that's related to business, innovation and startups, or students and research in all digital channels we monitor. Either the communication is fed by us or comes from others.

How many times do our followers on 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 2016:

- 1 **X Games Oslo. Reach 530 million. Key learning: The athletes are individual "travelling media houses"**
- 2 **Oslo Architecture Triennale. Reach 130 million. Key learning: The Triennale generated discussions on Twitter, and through various forms of media, with many followers travelling to Oslo to cover the Triennale. The result of which is great content coverage**
- 3 **Oslo Innovation Week. Reach: 40 mill. Key learning: Alle speakers and organizers got tailored tweets from the OIW team, using click-to-tweet, and this got the ball rolling.**

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

Number of followers through Oslo Business Region channels (as of December 31st 2016)



The Oslo Reach

The Oslo Reach is the digital footprint of the whole of Oslo (in other words the number of people being exposed to content about Oslo, generated by projects and activities throughout the city). An ambitious goal we have set for ourselves is to increase the digital content by 20% each year.



An increase of 42%

Page views for www.oslobusinessregion.no.



Decreased by 41 %

Oslo Business Region thumb rules for communication through social media:

- ✓ Never boring
- ✓ Professional, but playful
- ✓ Is it shareable?
- ✓ Never take credit for other people's work
- ✓ Use good quality photos and videos

This is where you will find us:

Oslo Business Region

- Facebook: facebook.com/oslobizreg
- Twitter: [@oslobizreg](https://twitter.com/oslobizreg)
- Instagram: [@oslobizreg](https://www.instagram.com/oslobizreg)
- LinkedIn: linkedin.com/company/oslo-business-region
- Slideshare: slideshare.net/OsloBusinessRegion

Oslo Startup

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

Oslo Innovation Week

- Facebook: facebook.com/osloiw
- Twitter: [@osloiw](https://twitter.com/osloiw)
- Instagram: [@osloiw](https://www.instagram.com/osloiw)

OBR

Press in numbers

Oslo Business Region strives to push the agenda of the Oslo startup community in the media. We also monitor relevant media activity, both in Norway and internationally.

We work with the media to raise public awareness about the role the startup community has in shaping the future of Oslo.

How the startup community of Oslo performs throughout the media internationally is an indication of international potential for the city of Oslo.

In 2016, we have seen an increase in startup related news throughout Norwegian mainstream media.

2015

83

Online stories
2015

TOP 5

medias in 2015:
Mynewsdesk.com
Innomag.no
Aftenposten.no
lkt-norge.no
Kampanje.no

63%

of the stories were in
the Norwegian media.

2016

92

Online stories
2016

TOP 5

medias in 2016:
Shifter.no
Aftenposten.no
Kampanje.com
NRK.no
Dagens Næringsliv

Other relevant mentions in
news stories:

**Fredrik
Winther**
2015: 17
2016: 34

**Marit Høvik
Hartmann**
2015: 5
2016: 19

10

TV and Radio
Stories 2016

74%

of the stories were in
the Norwegian media.

**Top 5 most covered Oslo
Business Region events and
happenings throughout 2016:**

- 1) Oslo Innovation week
- 2) The launch of Oslo State of the City
- 3) The discussion about how to market Oslo with Innovation Norway ("the slaughtering of the sheep!")
- 4) Startup Day: Powercouples
- 5) Startup Day: The Epic Gender Gap



2016 Media trends:

- We have seen a dramatic increase in the media coverage of the startup community

- The attention has been focused around startups and founders that succeed, and the potential of their business ideas. In addition, startups and founders have challenged politicians and the government regarding the most optimal ways for startups to grow. This debate has gained a lot of attention.

- 2016 saw the birth of Shifter, a new media solely dedicated to the startup business.

- In addition, established medias like Dagens Næringsliv, Morgenbladet and Kampanje launched their own initiatives towards startups, entrepreneurship and new technology.

Experiments failed

We don't always succeed in our activities. To develop new activities and enter new areas, some experiments need to fail, and preferably fast. Here are a few examples of activities that could have gone much better:

Hell of a ride

Idea: Let's gamify Korketrekkeren, so that we can put Oslo on the map as the tech-savvy city we have become.

Korketrekkeren (direct translation: The Corkscrew) is Oslo's most popular toboggan run, and a popular tourist destination. It is 2000 metres long, with an elevation drop of 255 metres. The tobogganing track runs between Frognerseteren and Midtstuen, and is operated as a public attraction by the municipality.

Tobogganing in the area started in the 1880s. The first major tournament was the FIL European Luge Championships in 1937. The tobogganing hill hosted the inaugural FIL World Luge Championships in 1955.

We think it's time for the next generation to make its mark on Korketrekkeren. Oslo is a pioneering, young city, with a tech-savvy population. There's not that much distance between work and play. The idea is to gamify Korketrekkeren as the first of its kind in the world - because we believe people will love it. The technology is in place, and so hopefully the world would sit up and notice Oslo.

We launched the idea during X Games Oslo, to test out people's response. On the large screens during Big Air at Tøyen, people could watch a movie of One Hell of a Ride Oslo, and get a feel for what a gamified Korketrekkeren would be like. On Facebook, more than 8,000 people have watched the video.

The idea also includes partnering with the startup community in Oslo to build the gaming, and to partner with the inhabitants of Oslo through crowdfunding. The idea is developed by the Oslo-based design agency Void.

The failure

The idea itself holds great potential for Oslo, but we didn't allocate the right resources for it to take off. A project like this needs to be treated as a startup. We need a dedicated person or team that can turn this idea into a success commercially. We want to explore this idea further in 2017 through Oslo Brand Alliance, but it needs a project manager for it to be implemented properly.

Drone race at OIW

At the official opening of Oslo Innovation Week, we experimented with a drone race. But we didn't succeed in involving either the audience or any of the media attending Skur 13. And all the drones crashed.

All male white panel

Gender equality and diversity is a no-brainer, but at our very own "Options and Incentives" Startup Day, we failed when inviting speakers, as well as members of the panel to participate. Both the speakers and the panel were all male, and all white. Oslo is pioneering - our StartUp Day was not!

Northside Festival

Going from a highly successful Oslo presence at Northside Festival in 2015, the ambition was to expand to a Norwegian presence and cooperate closer with the other major cities of Norway with one common message: "Why look to the Norwegian startup scene right now!" When it came to actual content, to many compromises were made under the way, and what was actually displayed did not correspond with the main message. The main lesson learned: When the output is based on coordination and curation of many interests, there is no other way than to secure a clear project leadership in advance. A PL role that are able to make decisions based on quality rather than compromise...

Dear readers

As 2016 draws to a close, I look back at my first full year in office as Vice Mayor for Business Development and Public Ownership. Continuously learning to know and appreciate Oslo's business community, I am impressed by what we offer as an entrepreneurial city.

Oslo's rapid growth is an overarching topic for the City Government. As we take the lead in the shift towards more sustainable jobs, Oslo is in major transition towards a green and digital economy. We are experiencing major technology shifts, creating opportunities as well as threats to both businesses and the public sector.

Climate change is one such threat, which we will turn into an opportunity: In 2016, Oslo pledged to reduce emissions to 50% below 1990 levels by 2020, and 95% by 2030. Reaching this goal will require both smart mobility and efficient energy solution. Public and private sector will achieve this in collaboration, as more innovative use of the city's position as a public procurer will be a deciding factor in reaching our emission targets.

The Oslo startup scene is thriving, bridging entrepreneurs and industrial expertise, investors and talent. At Oslo Innovation Week, this year's theme was powercouples. Joint efforts from startups and large corporations, and from the public sector and innovators, are imperatives on the path to being competitive in a dynamic international economy.

In 2017, we will take important steps towards Smart City Oslo. Together with Oslo Business Region, we will involve startups, entrepreneurs and businesses in developing Oslo as a smart city, creating tomorrow's solutions for a green and sustainable society.

I am looking forward to us working together in 2017.

*Geir Lippestad
Vice Mayor for Business Development
and Public Ownership*





Developing Oslo as a platform for innovation and entrepreneurship.

Oslo Advisory Board

The purpose of the Oslo Advisory Board is to advise Oslo Business Region on strategies and the development of activities and projects. It's to support the framework for an Oslo-model for entrepreneurship, position Oslo internationally and to give direct and open feedback to the city of Oslo on innovation and entrepreneurship.

Members

Johanna Staaf - Telenor

Karina Birkeland Lome - Finn.no

Anders Mjaaseth - MESH

Johan Brand - Kahoot!

Kathrine Myhre - Oslo MedTech

Henrik Faller - Opera

Anne Kjersti Fahlvik - Norsk Forskningsråd

Anita Schjøll Brede - Iris AI

Tellef Thorleifson - Northzone

Henrik Øinæs - Statoil

Alexander Woxen and Rolf Assev - Startup Lab

Johannes Dobson - Kongsberggruppen

Knut Traaseth - BAHR

Sindre Østgård - Tinius Trust

Rune Røsten - Schibsted Vekst

Jeanett Sandmo - Innovation Norway

Heidi Austlid and Fredrik Syversen - IKT Norge

Daniel Ras-Vidal - Abelia

Jostein Magnusson - Netlife Research

Kathrine Synnes Finnskog - Music Norway

Tonje Frydenlund - Snøhetta

Jeanette Dyhre Kvisvik - Villoid

Kjartan Slette - Unacast

Thomas Berglund - Oslo House of Innovation

Kristin Riise - DNB

Martin Falch - 360 Leaders

In addition, Vice Mayor of Finance, Robert Steen, joined the board at two meetings.

The Board

“As a company representing the city of Oslo, regarding the startup community, Oslo Business Region must act as a role model. We must apply a startup mindset and approach to everything we do. Being entrepreneurs ourselves, the Oslo Business Region board members know first-hand what society, established corporations and the public sector can learn from startups and entrepreneurs. We want Oslo Business Region to work smarter. To succeed, and yet also fail but learn from it, and fast. When a startup or entrepreneur contacts Oslo Business Region, we must be able to respond within the hour. We must be precise. Startups deserve a publicly owned company that has their best interests at heart, and can work with them at their own pace. By aiming towards this, and more, Oslo Business Region will do its utmost in building a city that helps create the startups and businesses of tomorrow.”

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

Owner:

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

Board of Directors:

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

Runar Skjerven Eggesvik
Serial entrepreneur within culture, founder of several of Oslo's finest bars and clubs, and co-founder of Øyafestivalen (Øya Festival).

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

Satvir Singh Parmar
VP of Innovation at Eltek. Has a Scient (M.Sc.) degree in physics from the University of Oslo. Was a technology strategy consultant at McKinsey & Company.

Tonje Værdal Frydenlund
Managing Director at Snøhetta, for the Nordic Countries and Continental Europe.

Our people

Employees:

Fredrik Winter (CEO)
– got his PhD in organizational and management studies from NTNU/ Department of Industrial Economics, and has background experience from management consultancy, organisational research and business development. His main field of interest is to build - and globally position - the Oslo startup ecosystem. Particularly its role in solving real societal challenges and bringing the world forward. He also believes the best way to understand the future is to look closely into those who really bet on it: The most ambitious tech-startups.

Marit Høvik Hartmann
(Communications and Marketing Director)
– marketing and communications expert. 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 and Production Ninja. And employee of the year!)
– works with all international events, including Oslo Innovation Week, Oslo Meets Hackney and The Oslo Lounge at SXSW.

Jørn Haanæs (Startup Director)
– comes from the startup world. Has served as CEO for the music tech company Soundrop (sold to X5). Prior to Soundrop he spent many years at Warner Music, most recently working as Marketing Director

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

Frida Baggethun (Creative Project Assistant)
– works with text, web, design and social media on all activities.

Karin Skandsen (Project Assistant up until June 2016)
– after graduating from The Oslo School of Management (MH) with a bachelor's in marketing, Karin began as an intern during Oslo Innovation Week. She is now working as a project assistant at Oslo Business Region.

Yvonne Sollihagen (Project Assistant from June 2016)
Works with office administration and as an assistant on our events.

AV1
(HR assistant from September 2016)



In 2016, Oslo Business Region also hired Silje Bereksten and Paulo Paes. Starting January 2017, Silje will oversee Smart City and Paulo will be our Oslo Business Region Head of Digital.

Credits

Images

Cover photo by Gorm K. Gaare

2: Gorm K. Gaare

4: OsloBrandBox.no

7: Per-Ivar Nikolaisen

11: Gorm K. Gaare

12: Gorm K. Gaare

15: Gorm K. Gaare

17: Gorm K. Gaare

19: Gorm K. Gaare

20: Shaun Tanki

21: Shaun Tanki

24: Oslo Business Region

25: Oslo Business Region

28: OsloBrandBox.no

32: OsloBrandBox.no

34: OsloBrandBox.no

36: Field Productions

39: Future Library

40: Oslo Architecture Triennale

43: 1) Gorm K. Gaare

2) Nordic Startup Awards

44: Oslo Business Region

46: Gorm K. Gaare

50: Slush HQ press photo

54: Gorm K. Gaare

58: Gorm K. Gaare

59: Gorm K. Gaare

60: Metric Design

61: Metric Design

64: Gorm K. Gaare

66: Gorm K. Gaare

71: Oslo Business Region

76: Oslo Business Region

81: Gorm K. Gaare

85: Gorm K. Gaare

88: OsloBrandBox.no

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