ENV
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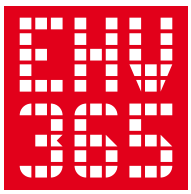
STRATEGY 2016-2020



STRATEGY 2016-2020

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THE EINDHOVEN BRAND

Nearly all cities in the world have two or more logos. Eindhoven is a city with focus. In consultation with the municipality, Eindhoven365 has developed a dynamic brand. For both city marketing and the municipal house style. One city, one identity, one mentality and one future.

Introduction

Since it was founded, Eindhoven365 has been involved with the city's brand development. Following the organisational start in 2011, we used 2012 to do research into the city's identity and then, following a dynamic process with a *Virtual Design Agency*, in 2013 we successfully launched the new Eindhoven brand and with it a new visual identity for the city. We mainly used 2014 to introduce the new brand at as many places as possible and to transform the carriers of the brand, in all its forms, into a new style.

2014 was also the year when we were looking for the right brand narrative, enabling Eindhoven's identity not only to be correctly visualised, but also correctly described. This gave rise to the Eindhoven formula *Unconventional x Collaboration = Energy*, which in our opinion precisely expresses the city's DNA. And finally we went in search of the right brand values. Not so as to have them, but mainly so as to give depth to the mentality as a supplement to the TDK story. The brand values that we selected are *Imagine* (having the imagination to see the future), *Experiment* (daring to prototype the future) and Realise (the ability to achieve dreams in a 'hands on' way). We have found that this story resonates really well and underpins the Eindhoven brand in making the right activation choices. Over the past three years we have also focused on learning and experimenting with activation. We have now experienced all the major projects at least three times and have formed a good picture about them. We have also given substance to the collaboration with partners Brainport Development and the Municipality of Eindhoven. The first circle is thus closed and Eindhoven365 now intends to scale up and accelerate. In order to do this we have developed a strategy until 2020.

For us strategy is not a clearly defined narrative with a ready-to-use blueprint. But it is also not a laissez-faire attitude in which everything is acceptable in the name of flexibility. Of course, we also see that the world has changed and that it is impossible to predict the future. From the beginning, however, our mantra has been 'choose, and be chosen'. In our strategy we also state in concrete terms what we are aiming for and what success looks like as far as we are concerned. In terms of implementation, however, we remain flexible by drawing up a plan of action every year which makes the selected strategy adaptable.

Eindhoven is not generally regarded as the prettiest girl in the class. In the Netherlands alone there are many cities that are more beautiful, such as Den Bosch, Breda, Utrecht, The Hague and Amsterdam. Old cities with magnificent architecture, both old and new. But Eindhoven is the most unusual or the most exciting girl in the class. The girl that surprises and amazes you and invites you to participate in prototyping the future. This puts Eindhoven365, with a clear focus, in a position to make Eindhoven play a prominent role on relevant international stages. Preferably via new and exciting partnerships. It would be fantastic if you were to join in with us!

PETER KENTIE

MANAGING DIRECTOR/ BOARD MEMBER OF EINDHOVEN365

Summary

We are Eindhoven365, the city of Eindhoven's official city marketing organisation, a group of 'hands-on' marketing professionals working to position the city internationally. We believe in Eindhoven because we think that this exciting Technology, Design and Knowledge city plays an important role on the world stage of creative innovation.

Two important developments are evident on that stage. On the one hand we see the well-known and increasing global Urbanisation and on the other hand a *Global War for Talent*. More and more people all over the world are moving to urban areas, but how do you as a city ensure that it is the scarce international talent that you get? Because sufficient talent makes for sufficient innovation, and hence for economic relevance. With the welfare that this generates we make sure that all of our residents can benefit locally from this in the shape of good, healthy living conditions. For all levels of our local society. In addition, with our radical innovations we are contributing to a world in which everyone has it good.

We feel that Eindhoven might be better at attracting international talent - creative students, professionals and starters - if it positioned itself more strongly as the experimental city of the future. But before this can happen the city is faced with a tough task, because it needs to considerably improve its international *urban liveability*. The *quality of life* in cities is becoming an increasingly important factor for talented people when choosing where to live. Eindhoven also needs to work on creating its future international jobs by stimulating new *Startups* and *Scale-ups*, since a flourishing startup ecosystem also improves a city's attractiveness to talent.

Finally, the city has a leading role in prospect as a *Smart City* provided it is able to offer a space on a bottom-up basis for the development of ground-breaking innovations.

Eindhoven365 was in charge of brand development in Eindhoven from 2012, then concentrated on identity, corporate story and brand activation. Now it is time for the next phase, one in which Eindhoven365 will continue as a small split-off organisation. With this in mind we have described in this document a course of action by means of which we, purely as a strategic marketing organisation, plan to make a contribution to Eindhoven's progress between now and 2020. For this purpose we have specified five strategic lines: Talent Town, Scale-up Hub, Liveable City, Smart Society and Media Hotspot. This strategy has been translated into activation road maps for 2016, in which concrete projects are stipulated which we intend to perform next year.

For Eindhoven365 this represents the start of the second phase of *choose, and be chosen*, a phase of recalibrated ambition, more precise focus and new milestones, the aim being to make Eindhoven a front-runner and pioneer in a creative-innovative Europe. In this way we stay economically relevant in the future and keep our city liveable and affordable for every resident

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EINDHOVEN BURSTING WITH ENERGY

Eindhoven really is a strong, lively city. A city that makes many things possible. A city that's bursting with energy. With intelligence, industriousness and enjoyment. You will find there a constant stream of new developments in creativity, innovation, technology, design and knowledge.

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1. Why we are here

We are Eindhoven365. Since being formed at the end of 2011 we have been the city of Eindhoven's official city marketing organisation. We believe in Eindhoven. That is to say, we think that this exciting city plays an important role on the contemporary and future international stage of creative innovation. Eindhoven is the Technology, Design and Knowledge city but, above all, it is the city where these three elements are combined. These crossovers are what gives Eindhoven its energetic dynamic. Only few cities in the world share such a well-developed *left-brain and right-brain ecosystem*. Our ambition is to greatly improve the international presentation of this 'unfair advantage'.

Convinced

Every day we walk around Eindhoven and visit most places in the city. And every day we still get amazed. Whether it is a super technology such as Flowid by *Wouter Stam*, which as a spin-off from Eindhoven University of Technology is ready to conquer the world, or the Civolution by *Alex Terpstra*, which from the High Tech Campus Eindhoven protects the international world of video against piracy. And then there's *Teresa van Dongen*, who has been causing an international furore with her Bioluminescence lamp since the Design Academy Eindhoven's graduation show. But also *Nacho Carbonell*, who makes autonomous art of absolute top quality at Sectie-C Eindhoven, which he shows in world-class galleries in London. And we can go on and on. Dave Hakkens, Jalila Essaïdi, Tonnis Hooghoudt, Daan Kersten, Kiki & Joost... Eindhoven is bursting with top international talent! And new talent is also emerging every year.

We believe that in the future there will be more happening in fewer places. All over the world cities are realising that they are occupying an increasingly important position in bringing about economic relevance. The presence of creative, top technological talent is necessary if ambitions are to be achieved. And most cities in the world realise this too, possibly prompted by the local corporate organisations. This has given rise to a huge '*global war for talent*'. And this fight will continue for the next few decades. Because tomorrow belongs to the talented. We are convinced that, if Eindhoven wishes to continue to play an important role on international stages, we need to get going. Because we are not going to make it using just our own home-grown talent. We urgently need an influx from outside.

We at Eindhoven365 are here to address this challenge. That is what drives us. We are convinced on two counts: first, that Eindhoven must be able to improve the quality of public spaces, cultural activities, stores, leisure time, the hotel, restaurant and catering industry and entrepreneurship to an international level. Second, it must show this to the world in an inspirational manner, thereby continuing to attract new talent to the area. This is where we see our value added in concrete terms and it is here that we intend to play the game. City-making and City Marketing.

Commitment

Our organisation has three primary tasks or disciplines. On the one hand we are the 'Custodian of the Eindhoven Brand'. The brand is not ours, but we have borrowed it so as to use it to achieve positive things and to make sure that third parties do not do any strange things with it. So we guard Eindhoven's brand and mentality. Our second role is to make sure that we make existing

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propositions in the city better, more attractive or more effective or, in conjunction with partners, create new propositions. We deploy our talent for strategy and business development to this effect. Our final task is telling the best stories to relevant target groups. We call this channel and media management. We have one team member who is responsible for each of these three roles, plus internal and external specialists. They are kept together by a Managing Director who bears ultimate responsibility for the organisation and is also our figurehead to the outside world.
In Eindhoven we are the organisation which, one way or another, is involved in everything. We are well represented and connected in the triple helix, meaning the local authority, the private sector and knowledge institutes, and always from the standpoints of Technology, Design and Knowledge. Our joint network is very extensive, both inside and outside Eindhoven. As a team we have dozens of years' experience in international marketing with both small creative companies and large corporate organisations.

Some people may wonder whether our organisation did not use to be larger. It did. For a number of important reasons to do with risk, focus and financing, in 2015 we decided to split our entire organisation into a strategic brand section and an executive operational section. This resulted in the creation of a Stichting Eindhoven365 organisation and an Eindhoven247 BV organisation, both of which are part of Stichting Eindhoven Marketing and report to a Supervisory Board. Both organisations are therefore closely connected to one another, but each has its own identity and focus. This strategic plan is only about Eindhoven365 and how it is set to continue after the split on 1 January 2016.

Eindhoven365 is thus the organisation to turn to if you have an existing programme, project or event, or an idea for a new one, that contributes to Eindhoven's international positioning. This means that the plan or idea must appeal to one of our target groups with a technology- or design-driven proposition. Later in this document we describe what our strategy is and what our focus is on.
We warmly welcome any initiatives that feed or strengthen this strategy. If you wish to achieve this unconventionally and in conjunction with others we will *really* get enthusiastic. It makes no difference to us what you want to do. It might be in the field of retail, hospitality, culture, leisure or business. Of course, we cannot make a financial contribution to everything and you must not regard us as a kind of cash machine.
There is a limit to our financial clout.

NACHO CARBONELL

DAVE HAKKENS

KIKI & JOOST

DAAN KERSTEN EN JONAS WINTERMANS

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TERESA VAN DONGEN

NACHO CARBONELL

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KIKI & JOOST

2. What we see

The greatest task for a continent, country, region or city is to ensure the well-being of its inhabitants. Well-being in the form of happiness, of tolerance, of challenges and of facilities. However, this welfare does not come about automatically. With the constant growth in world population and the accompanying urbanisation, competition between cities internationally is on the increase. New international economic hotspots appear and overtake old, exhausted industrial areas. If these overtaken areas fail to reinvent themselves a serious threat is posed to regional welfare.

At Eindhoven365 we therefore believe that the most important question in the search for well-being is how our community can continue to be economically relevant in the future. This applies to Europe, to the Netherlands, to Brainport and also to Eindhoven, since economic relevance ensures that we all have sufficient welfare to meet the costs that major looming issues such as energy and food supply, healthcare, pollution and mobility entail. And that the level of welfare as we currently know it can be maintained as much as possible and for the less well-off can even be improved. A nice word to describe this is Inclusivity: by *everyone*, for everyone. We leave nobody behind, no matter how fast we go.
To safeguard this we will have to ensure that we maintain a high level of innovative employment, which means that we need to actively sow the seeds now if we are to have a new ASML by 2030. But that goes hand in hand with conditions.

Of all the conditions that are important for the future well-being of Eindhoven, there is in our opinion one crucial one that stands head and shoulders above any others and that is the attractiveness to, the presence of and the method of 'absorption' of talented people. For some years now there has been a worldwide 'War for Talent' and we are seeing large international 'Talent Hubs' also doing well economically. At Eindhoven365 we are convinced that Eindhoven needs to up its game in this international talent arena. We quite simply supply too few talented people from our training courses to provide even for our own business ecosystem, let alone convince foreign direct investors to opt for Eindhoven as the location for European (head) offices.

International talent can go anywhere, however. There is a 'Champions League' of cities, in which London, New York, Paris, Tokyo, Shanghai and Munich play. To some extent it would smack of delusions of grandeur if Eindhoven had ambitions to play in this arena as well, although on our technology or design cluster we are absolutely competitive. But a city is so much more than a single cluster. There is also an informal group of rather smaller but highly energetic cities that are innovative and progressive and are therefore very attractive to international talent. These are cities such as Copenhagen, Stockholm, Manchester, Hamburg and Leipzig, to name but a few. At Eindhoven365 we regard this somewhat smaller arena as the perfect group of 'peers' with which to join the battle to attract international talent.

Philosophy
Many people have an opinion about city marketing. And that's fine, we think, because, as Antwerp puts it so nicely, the city belongs "to everyone".

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But of course we ourselves at Eindhoven365 also have an opinion about city marketing. We believe that the role of a city marketing organisation should be defined on the basis of the city's level of economic ambition. And so the question is how marketing can contribute to this level of ambition. As part of its ambition to be one of the top creative innovation regions in Europe, the Municipality of Eindhoven decided in 2011 to set up Eindhoven365 as a new city marketing organisation. It has also bet on an ambitious plan based on the pillars of Technology, Design and Knowledge under the motto of 'Choose, and be chosen'. These pillars are still the most important driving force behind Eindhoven365. The purpose of this plan is to sharpen this focus even further. Focus on talent.

We understand that historically Eindhoven365 is also regularly regarded as a sponsor that makes local parties possible. And to some extent that is and will continue to be the case. However, Eindhoven365 has added the criterion 'Brand Icon' to this. That is in no way a value judgement. It is mainly an indication of whether the project strengthens Eindhoven's brand identity or contributes to its above-mentioned level of international economic ambition. So Eindhoven365 intends to choose very carefully. In everything it does the question of whether that something contributes to attracting international talent must be answered in the affirmative. We can compare this metaphorically with a shop. You put in the shop window the most innovative products that you know will appeal to your most important target group, but with a shop window alone you won't make it. You also need a shop with a strong basic collection if you want to make a decent living. We at Eindhoven365 warmly applaud any initiative that makes Eindhoven better, but we ourselves want to keep the focus on the shop window.

Sometimes we undertake the positioning of this shop window on the basis of a role as an initiator, sometimes as a driver or connector and sometimes as a supporter. Ideally we do not keep projects inside our organisation for too long. Preferably it is up to the market to scale them up and then our role changes from initiator to supporter. Eindhoven365 is a very flat, small organisation with professionals that operate independently. There is hardly any hierarchy and the culture is characterised by the never-ending search for innovation. The drawback to this is that the organisation does not have many processes and procedures for making life easier. Eindhoven365 is progressive and very ambitious in its search for creations that have lasting value. With a massive aversion to mediocrity and limp compromises. This often makes us popular, but definitely not always everybody's friend. In any event we always play the ball and never the man.

Developments on the pitch

Starting from who you are, why you are and how you look at the world, it is important to understand what is currently going on in that world: at a higher abstraction level of changing consumer behaviour, at the lower level of trends that we see in cities all over the world, as well as at the lowest level: our own environment. A good picture is necessary in order to make relevant strategic choices. There are a huge number of 'drivers' that have an impact on the development of a city. Over the past year we at Eindhoven365 have been doing research into the macro, meso and micro movements taking place around us. Through desk research we took a comprehensive look at international trend reports at various levels. We connected the developments that in our view are the most important ones in a confrontation matrix, resulting in development scenarios that are relevant to us. We believe that they have an impact on the way we ought to act.

Important connections

We see increasing global *Urbanisation*, which will ensure that more will happen in the world in fewer places. This will put the living environment in urban areas under enormous pressure. We also identify a *Global Citizens* movement of up-and-coming generations of young talented people who increasingly regard themselves as globetrotting world citizens. Eindhoven ought to benefit from this, since its student and talent population is on the low side and needs to grow. With a firm focus on persuading international talent, the most creative and intelligent girls and boys from all parts of the world, to come to Eindhoven. Here, as innovators and members of our local ecosystem, they can make an important contribution to improving tomorrow's world. And while they are doing this here they will at the same time be creating economic value for the city and contributing to the co-creation of a vibrant local talent ecosystem. In order to attract *global talents* of this type, Eindhoven will have to considerably improve its international *Liveability. Happiness and Well-being* are increasingly relevant topics, since the *Quality of Life* in cities is becoming more important for talented people when choosing a place to live. Research shows that Eindhoven is lagging behind rival cities in this regard. So it will have to give more attention to feminising the city and have to increase the rate at which the gap is closed that has arisen in the areas of spatial quality, culture, greening and mobility.

Partly because of urbanisation, massive demand is developing for sustainable technology-driven solutions. *Cleantech* is also known as the new gold. It would therefore be prudent for Eindhoven to focus primarily on talent with an affinity in this *Cleantech* area. The creative bottom-up-generated solutions that they develop can then be used in a concrete way to improve the climate, safety and health in the city. Following an initial experimental Eindhoven prototype phase these solutions could be implemented as successful startups in large international cities as innovative weapons against the consequences of urbanisation. By doing this Eindhoven will also be boosting job creation in the future through this stimulation of new *Startups* and *Scale-ups*. In addition, with its world-class high-tech supply chain and its experimental mentality, it can be a perfect location for international *Betapreneurs* in which to scale their companies up to a level suitable for international markets. Local businesses can receive a considerable innovative impulse if this energy is used to create the right links to existing corporates and SMEs. To do this Eindhoven, together with its local partners, will have to build a better proposition that resonates internationally. Finally, a flourishing startup ecosystem based on local role models improves the city's attractiveness to talent, which in turn attracts the attention of companies and investors.

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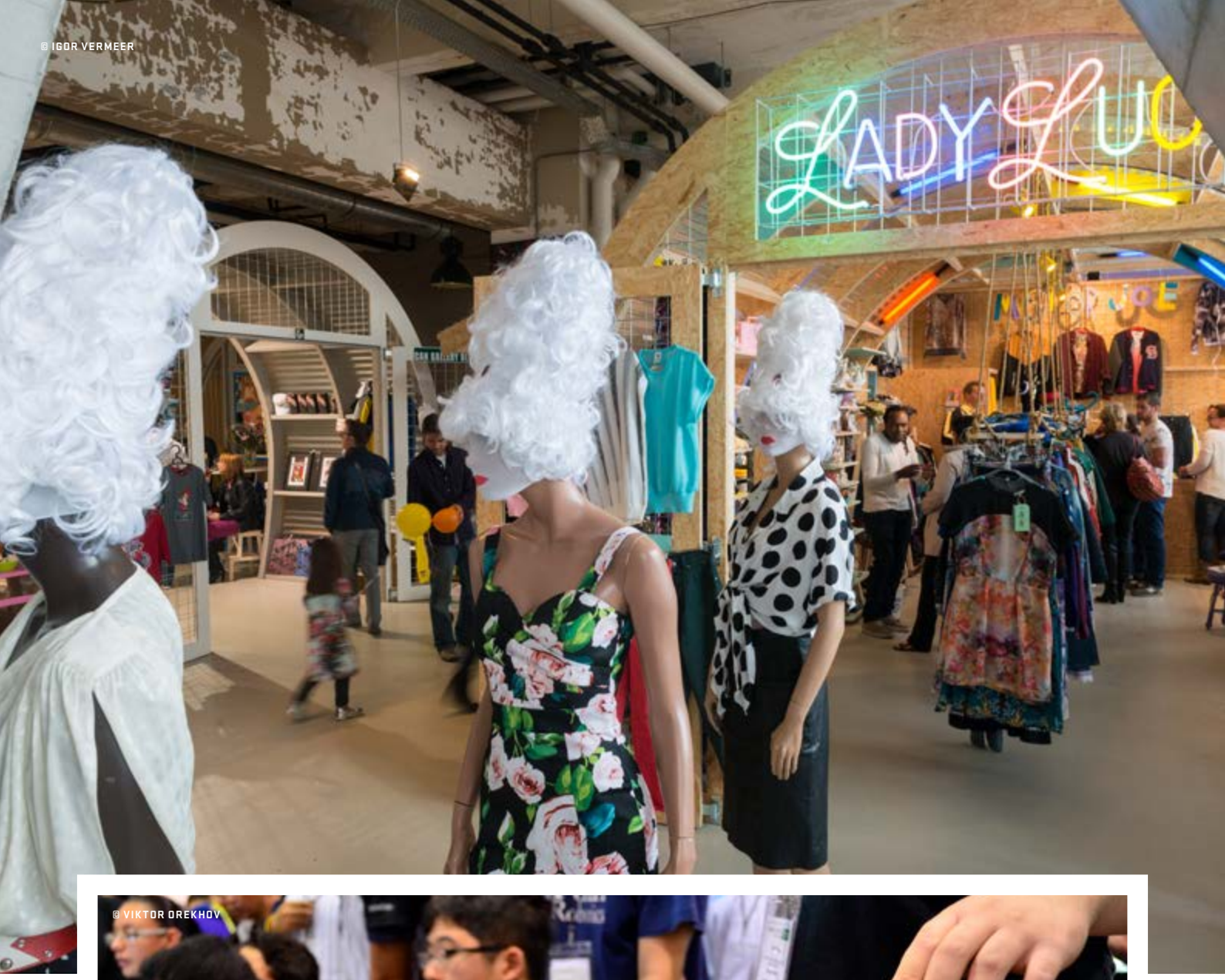

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Eindhoven's developments in the Smart City area match the worldwide development of *The Internet of Everything*. Having everything connected to everything else via a *Global Brain* makes the world flatter and more accessible. In addition, it offers industry opportunities for moving rapidly to a *Smart Industry*, but it is also a perfect place for startups to scale up quickly. With Eindhoven's vision that technology ought to be used not as a goal in itself, but as a driver for improving people's lives, the city can be a pioneer in tackling major social challenges. This fits in very well with the city, since it has a history of brave innovation. A good example of this is its aim of achieving openness of public data, which perfectly reflects the trend towards *Radical Openness*. These open data, if used properly, can be a massive driver for social innovations. This does however require a transition from old systems that are now literally preventing these ambitions from being achieved.

Moonshots

Moonshots are intended to release energy. From the moment Kennedy announced that America had to put the first 'man on the moon', a guiding energy arose which eventually resulted in this ambition actually becoming reality. It is important to define an almost unattainable ambition so as to keep mediocrity at bay and also to indicate that what matters is playing the game and not the scoreboard. The indicators are just a kind of conditional KPI for making the ambition really quantifiable.

Eindhoven has for years had the ambition to be among the top three creative innovation regions in Europe. Although there is not a single specific and official ranking for this, since every list examines different criteria, the objective is clear and provides direction. We believe it is a good idea to continue this ambition, since until you have officially achieved it it remains a splendid ambition that we can all aim for. To achieve it Eindhoven will also have to have the ambition to be the *Talent Capital* of Europe.

This entails us focusing completely and assiduously on attracting the right talent to the city, but also on helping these talented people to 'have a soft landing' in our city so as to ensure that what comes in through the front door does not go out again through the back door. So there we see the moonshot for Eindhoven365 derived from Eindhoven and in the next few years we would like to put some energy into achieving this.

INTERNATIONAL TALENT ARENA

Of all the conditions that are important for the future well-being of Eindhoven, there is one crucial one that stands head and shoulders above any others and that is the attractiveness to, the presence of and the method of 'absorption' of talented people.

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3. Where we will play

Many people have the idea that the term strategy entails hugely complex considerations. Strategy does not have to be complex, but it is almost always tricky. This is because strategy is about making choices. Making choices about what you want to focus on and put energy into, but even more about what you no longer want to focus on and put energy into. And that often hurts a bit, because people like to have as many options as possible and find it very difficult to make choices.

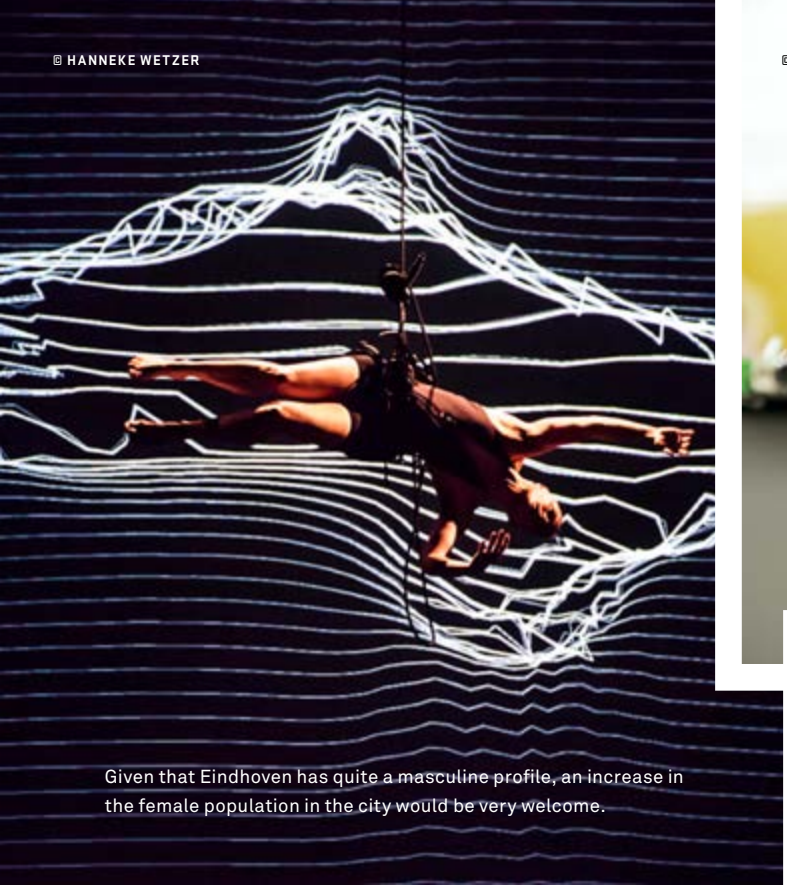
In addition, many people have a conventional image of strategy based on the idea that strategy is something that you saddle yourself with for 20 years. Others talk mainly about the pointlessness of strategy and the fact that today's world is primarily about flexibility and adaptivity. In our view both opinions are correct and it depends primarily on the markets in which you play a part. We think that it is very important to judge what kind of strategy an environment calls for and then base you game plan on that.

Market segments

As described earlier, we at Eindhoven365 feel that we should deal more with the shop window and less with the shop. Our focus is thus primarily on attracting talent. In business jargon this is also known as a 'beachhead' market. This is a rather militaristic term meaning that the best course of action is to 'go ashore' at one point, control that point, use it to bring in reinforcements and then use it as a hub from which to conquer other markets. Our reasoning is that, if we can make ourselves sufficiently interesting to top international talent, tourism and business activity will follow automatically. And then an exciting city will be created for our own residents, with attractive and innovative facilities.

In terms of segmentation, of course, the term talent is quite broad. The target group we typically aim at is the *creative class*. The creative class is a term introduced in 2002 by Professor Richard Florida and it can be broken down into two components. The core of the creative class (the creative core) is the first component and consists of the people that develop or create something that can immediately be 'used': writers, poets, artists, entertainers, actors, designers, architects, scientists, engineers, university lecturers, editors, cultural figures, think-tank researchers, analysts and opinion makers. The second component of the creative class consists of creative professionals, meaning people involved in creatively solving problems in knowledge-intensive industries such as the high-tech sector, financial services, legal services, healthcare and management. We would also like to add the IT sector and the public sector to this list.

Besides segmenting by behaviour you can also segment by demographic characteristics. Although we certainly acknowledge that talent is not the preserve of certain age groups we would nevertheless like to apply some focus and have opted for the 20-40 age group. Other research done by Florida shows that the younger ones (The young and the restless aged 20-30) in this group



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Given that Eindhoven has quite a masculine profile, an increase in the female population in the city would be very welcome.

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normally decide first where to live before looking for a job. The presence of peers appears to be a crucial motivation in the decision of whether to live in a particular city. Like seeks like. The reason we have extended the Florida group by 10 years is that we observe that many technological entrepreneurs are rather older. They often finish university first and many of them then join a large corporate organisation such as Philips before setting up their own businesses – possibly via a spin-out construction. Another demographic aspect is gender. Given that Eindhoven has quite a masculine profile, an increase in the female population in the city would be very welcome. Research has shown that women, more so than men, are able to view social issues empathically. This means that technological solutions are more issue- or problem-driven than technology-driven. The presence of a large number of women also has a significant effect on atmosphere and spatial quality.

Technological segmentation is also relevant for Eindhoven. It is no secret that Eindhoven would like to play an important role in solving social issues. But from a technological point of view too, the Eindhoven area does of course have several core fields in which it dominates on the world stage, with top players such as ASML, Philips, NXP, FEI Company and VDL. The entire Brainport ecosystem is collaborating in technology fields such as Internet of Things, Advanced Materials, Advanced Robotics, Autonomous and Near-Autonomous Vehicles, Energy Storage, 3D Printing, Renewable Energy, Photonics and Lifetech-Medtech, fields in which Eindhoven University of Technology and High Tech Campus Eindhoven score well.

Finally there is the inevitable geographic segmentation. Where do we plan to get talent from? At Eindhoven365 we believe that it is relevant that there should be at least one highly regarded university of technology or academy for industrial design at the places that we wish to focus on geographically. For instance, if we look at the 'Times Higher Education' ranking, then in Europe that would mean cities like Zurich, Lausanne, Stockholm, Copenhagen, Manchester, Aachen, Karlsruhe, Edinburgh and Moscow. Outside Europe the playing field is in our view too large for

everywhere to be covered and the best idea would be to look very specifically at which Australian, Asian and American universities Eindhoven University of Technology has a partnership with so that these contacts can be used intelligently and specifically.

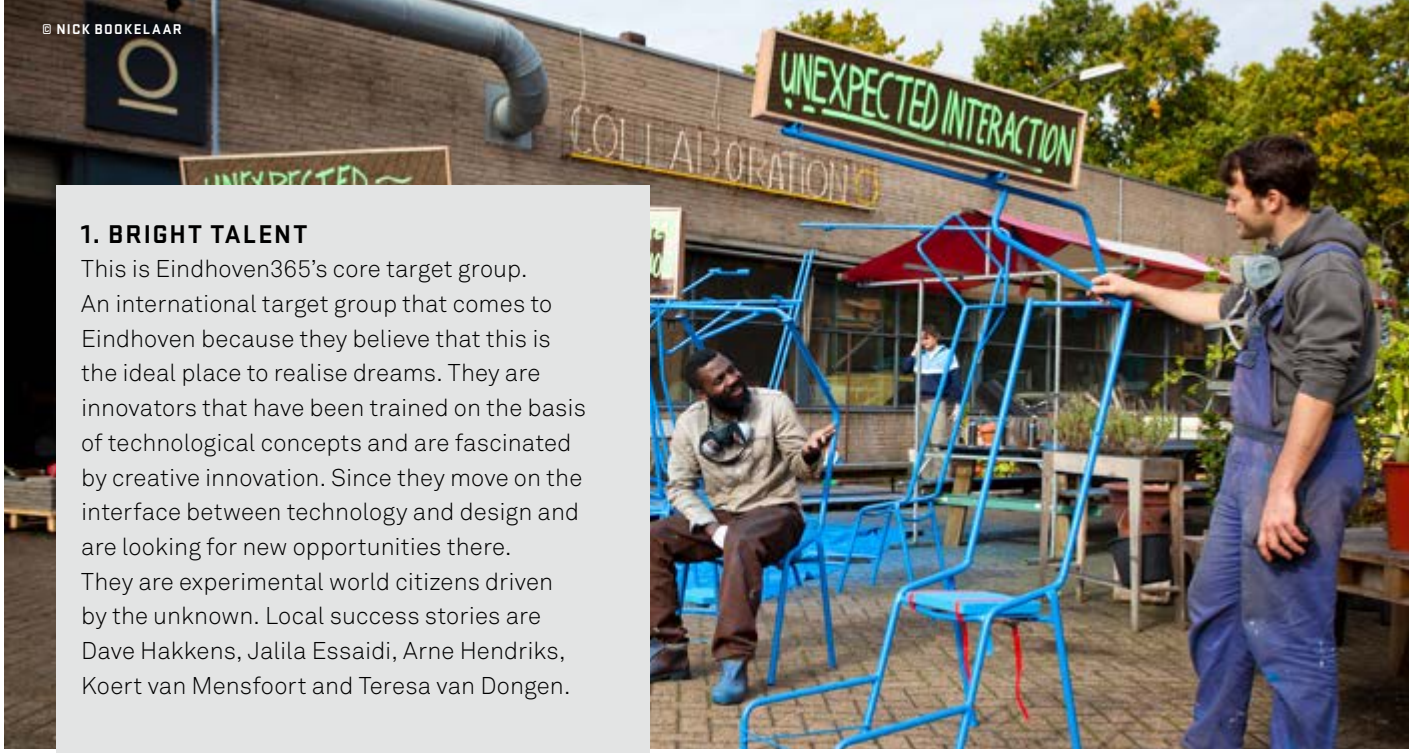
But no matter how we do the segmentation, the important thing is that we stay true to our own DNA, which is based on Technology, Design and Knowledge. And preferably at the crossroads of these three pillars. We would like to be that magnet for the 'whole brain' thinkers. Smart boys and girls who are able to bring social issues to the forefront and to understand how specific technology could be part of the solution. We intend to help shape the city so that it functions as a warm, welcoming place for them. We therefore think that the core of our target group has been trained in industrial design and combines the best of both worlds.
The danger of blindly following academics like Florida is that cities believe in their viability.
We partly believe in that. We believe it in the fields of spatial quality and regulations, primary tasks of the government. However, for the soft side of the city, such as cultural activities and experience, hospitality and leisure, we believe in innovation from below. No artificial top-down creation of cultural events, but on the contrary offering space with few regulations in which the market itself can come up with new and exciting forms of activities and experience. This is what really makes a city your own.

Core customers
At Eindhoven365 we think that conventional target-group thinking is a thing of the past. People no longer allow themselves to be pigeon-holed, but behave differently in different situations. On the other hand we also have to make some choices so as to avoid making random decisions.

We have therefore decided to use the term core customers, for whom the motivating force for visiting Eindhoven is the most important segmentation criterion. Furthermore, the term target group excludes other groups, whereas for only puts the focus on Eindhoven365.

In choosing core customers we do not yet delve very deeply or concretely into persona profiles or the customer journey that they are making, but we perform an initial breakdown of who in broad terms we wish to attract as core customers.
In the segmentation of markets we have already ascertained that we are specifically looking at the creative class (both core and professionals) with an interest in specific technology and application areas. Preferably from pre-defined countries. Precisely because Eindhoven is such an experimental city we wish to attract talented people that feel attracted to it and are at the forefront of the innovation adoption curve (Rogers). These *Innovators* and *Early Adopters* together represent around 15% of the total population.

Although *Innovators* or Pioneers represent only a very small portion (2.5%) of the total market, they do play a very important role in that they are the leaders who are interested in the new, the unconventional and the undiscovered. They are often the radical innovators that others do not understand and who pave the way for *Early Adopters*. The trendsetting *Early Adopters* are often young and restless; they are opinion leaders. They pay attention to what the innovators have discovered and often quickly find a practical application for this innovation. They then communicate this to their followers. As *Sneezers* (Gladwell) they thus play a very important role by influencing the general public's attitude and behaviour. As part of Eindhoven365's strategy we focus on both *Innovators* and *Early Adopters*. We do this through three talented groups that in our view are important for the city. These core customers are the *City Explorer*, *Bright Talent* and *Tech Starter*. We think that the *City Explorer* is more design-driven, the *Tech Starter* is primarily technology-driven and the *Bright Talent* is in between those two. A description



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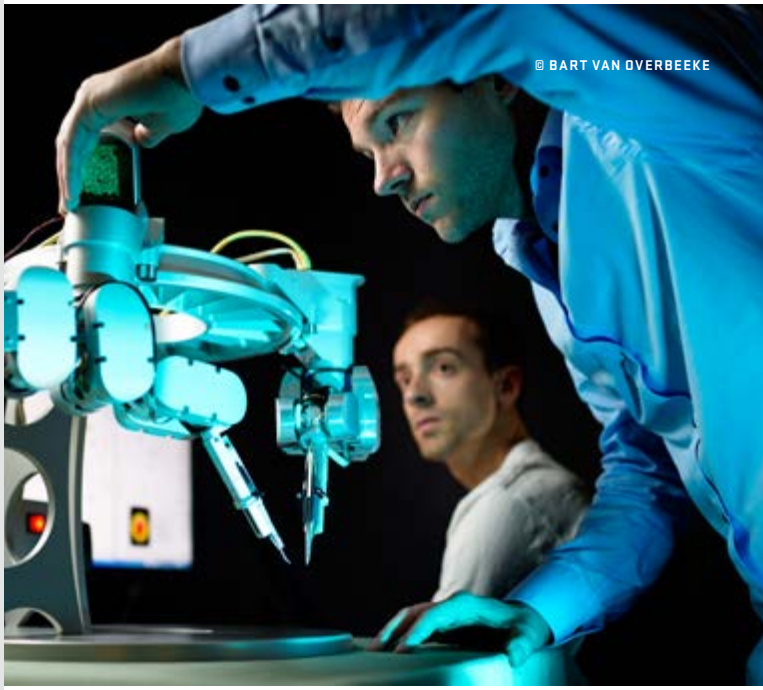
1. BRIGHT TALENT

This is Eindhoven365's core target group. An international target group that comes to Eindhoven because they believe that this is the ideal place to realise dreams. They are innovators that have been trained on the basis of technological concepts and are fascinated by creative innovation. Since they move on the interface between technology and design and are looking for new opportunities there. They are experimental world citizens driven by the unknown. Local success stories are Dave Hakkens, Jalila Essaidi, Arne Hendriks, Koert van Mensfoort and Teresa van Dongen.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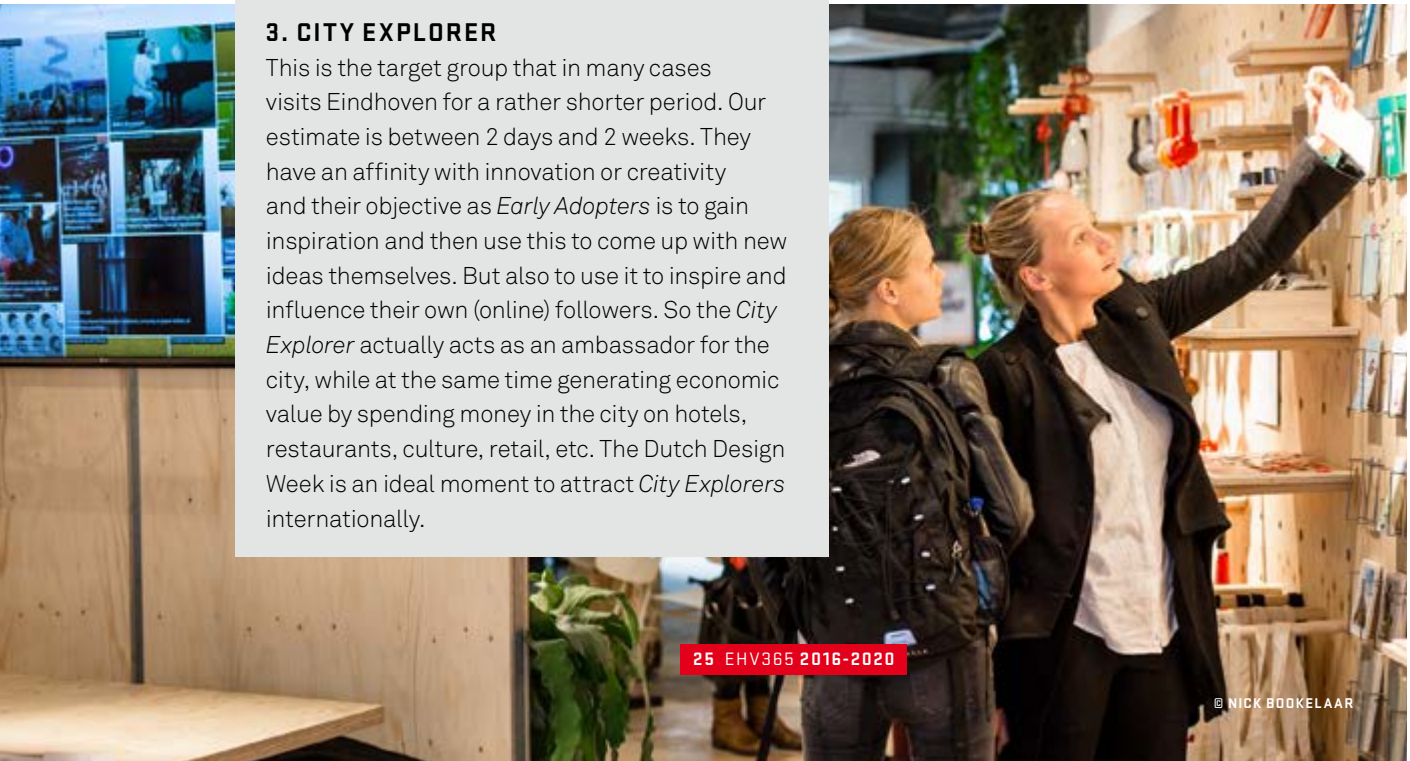
2. TECH STARTER

This target group regards Eindhoven as the ideal place to start a tech business. They are the entrepreneurs whose job is to ensure that the Eindhoven area works towards its next ASML. They are energetic perfectionists with the drive to put innovative products on the market with disruptive and lasting value. They are often wilful perfectionists who have the right combination of technology mindset and business skills. Local success stories are Daan Kersten, Sjaak Dekkers, Peter Weijmarshausen, Richard Visser and Alex Terpstra.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3. CITY EXPLORER

This is the target group that in many cases visits Eindhoven for a rather shorter period. Our estimate is between 2 days and 2 weeks. They have an affinity with innovation or creativity and their objective as *Early Adopters* is to gain inspiration and then use this to come up with new ideas themselves. But also to use it to inspire and influence their own (online) followers. So the *City Explorer* actually acts as an ambassador for the city, while at the same time generating economic value by spending money in the city on hotels, restaurants, culture, retail, etc. The Dutch Design Week is an ideal moment to attract *City Explorers* internationally.

In describing these three core customers we defined how we see our *moonshot*, the markets in which we wish to play and who we would like to reach there. The next step is to write a strategy for how we plan to make Eindhoven attractive to these Bright Talents, Tech Starters and City Explorers. With this strategy we will make a 'deep dive' into the three customer groups via persona profiles and customer journeys in order to understand exactly where their fears, dreams and frustrations lie. On the basis of this concept we will then fill our annual activation calendar with innovative solutions that increase the city's attractiveness to the core customers.

Finally, some more remarks about core customers. As well as attracting the above-mentioned target groups, we also, of course, think it is very important that our own residents, who in many cases are also core customers, recognise themselves in our policy. They already did so when we were set up, as it was precisely the residents that created a TDK profile, but it is just as important that they remain connected to and are proud of their city. Although we design all of our activities with the core customer in mind, we aim to build dynamic urban facilities that all residents will enjoy using.

FOCUS ON THE OPINION LEADERS

Innovators play an important role in that they are the leaders who are interested in the new, the unconventional and the undiscovered. They are often the radical innovators that others do not understand and who pave the way for Early Adopters. As part of Eindhoven365's strategy we focus on both Innovators and Early Adopters.

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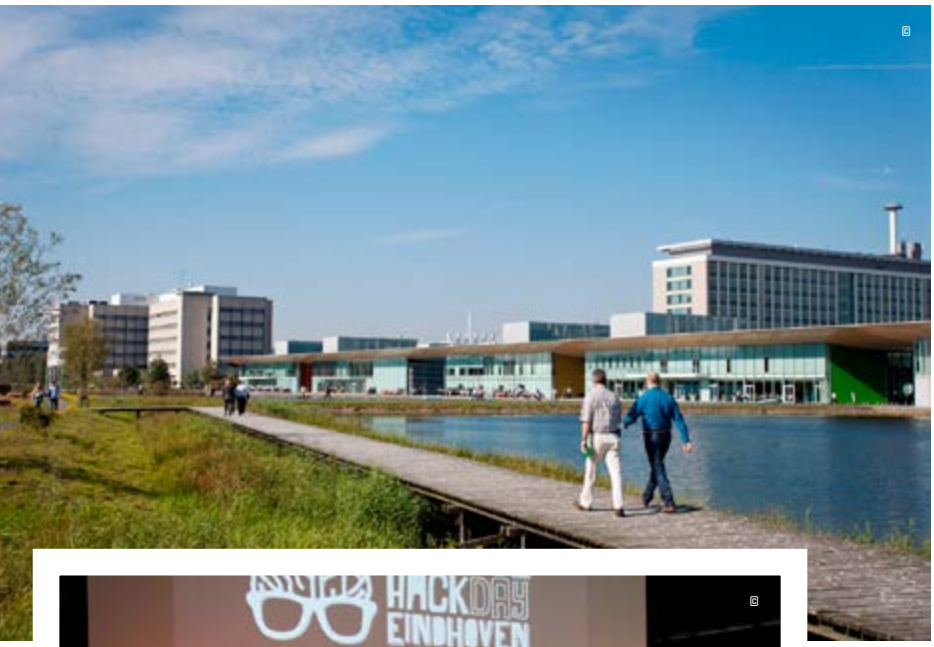
4. How we will win

Focus always smacks of exclusion and rigidity, while in principle it should on the contrary provide transparency and clarity. It indicates how we will win, what we need in order to do so and what success ought to look like in the form of *Big Hairy Audacious Goals*. We have drawn up the strategic focus for Eindhoven365 for the next five years. It stipulates milestones, but the concrete timetable during this period is meant to be shaped adaptively so as to stay sufficiently flexible and make it possible to respond to important changes.

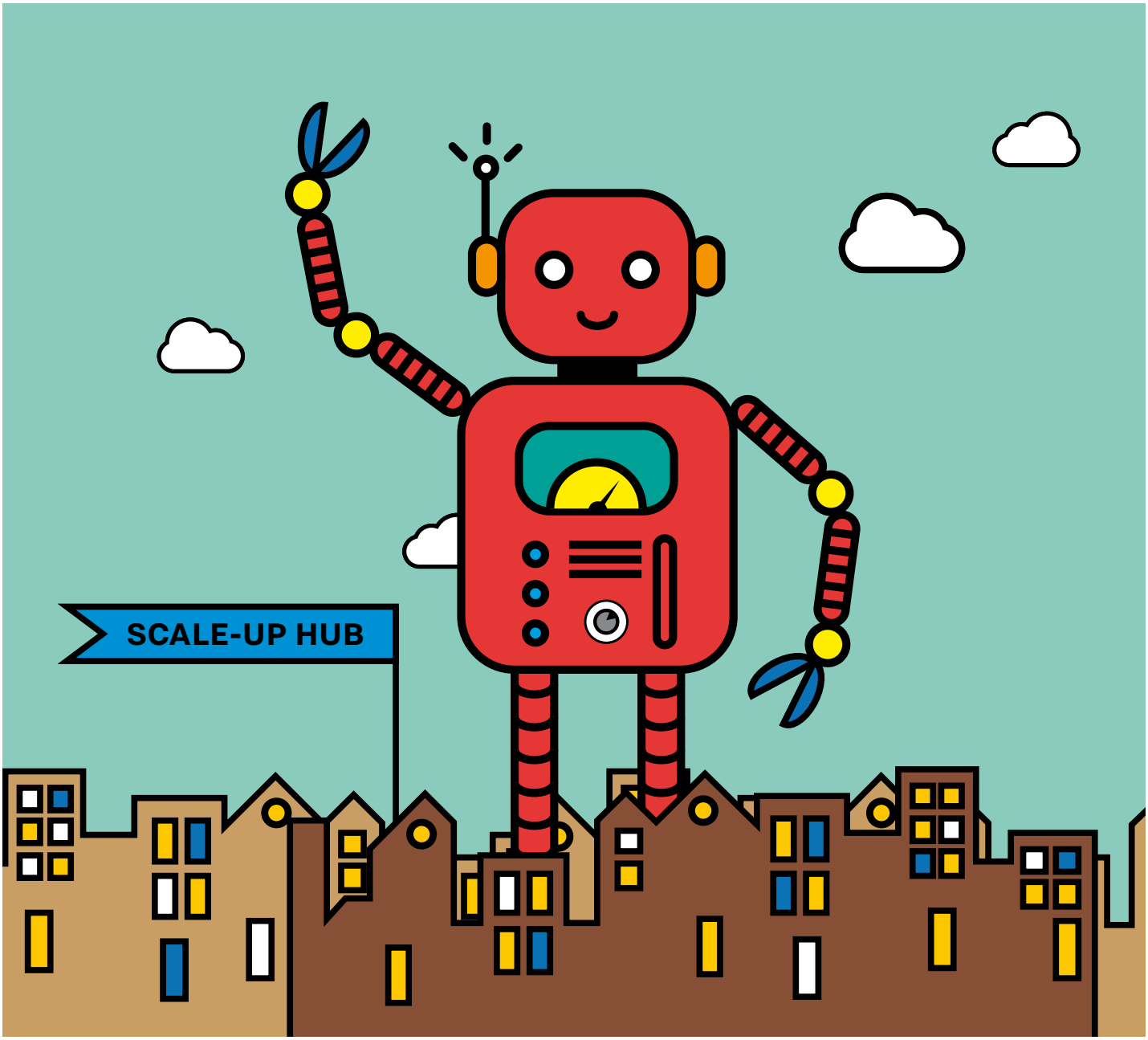


1. TALENT TOWN

Eindhoven focuses on international 'whole-brain' talent. Eindhoven365 will design its strategy actively with a view to positioning Eindhoven as a global hotspot. A place that international *Bright Talent* moves to in order to realise creative innovation dreams on the interface between Design and Technology in an open and experimental environment consisting of peers.

We will do this over the coming five years using the following instrument: building actively with partners on an 'open workshop', where international Bright Talent can work for 3-month periods on technologically creative applications that we can exhibit during one of our brand events. During this period we offer them accommodation and connect them to the local network. We write down the stories and share them on relevant international stages.

For this we collaborate with existing parties, such as Eindhoven University of Technology, Design Academy Eindhoven, Fontys Hogescholen, Expat Center, Expat Spouses Initiative, The Hub, GLOW, Dutch Design Week, STRP, Baltan Laboratories and Brainport International Community. We can say we have been successful if in 2020 we have attracted at least 500 *Bright Talents* to the city. A critical success factor in this is that we achieve a top-25 position in the Global QS Best Student Cities Ranking.



2. SCALE-UP HUB

Eindhoven focuses on international, young and rapidly growing high-tech hardware companies. Eindhoven365 will design its strategy actively with a view to positioning Eindhoven as the 'High-tech Hardware Capital of the World', where young *Tech Starters* come to scale up their businesses faster in the best high-tech supply chain in the world.

Over the next five years we will be actively betting on the development of the most trend-setting high-tech hardware scale-up event as an important milestone. In conjunction with partners we will be building towards the 'high-tech Oscars' and will present them during a two-day top event to whoever has brought the best technology to the market internationally. In this way we will bring the international high-tech scale-up community to Eindhoven.

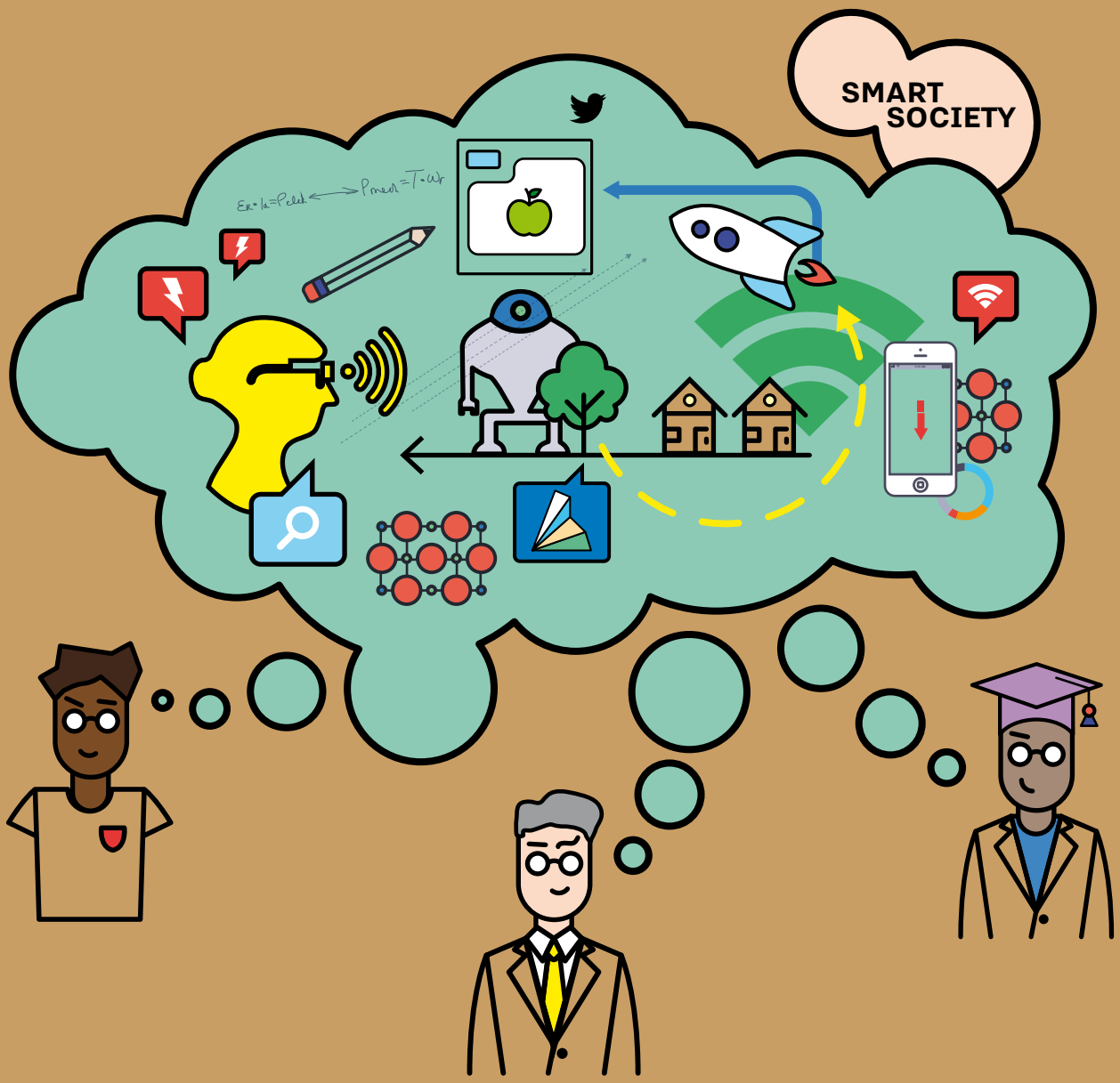
We collaborate permanently with existing parties in this community, such as High Tech Campus, HighTechXL, TU Innovation Lab, Brabantse Ontwikkelings Maatschappij (Brabant Development Agency), Brainport Industries and Brainport Development. We can say we have been successful if in 2020 we have attracted at least 250 new international Tech Starters or Scalers to the area. A critical success factor is that the Eindhoven area achieves a permanent top-20 position for this in the Compass Global Startup Ecosystem Ranking

3. LIVEABLE CITY

Eindhoven focuses on increasing the number of relevant international ambassadors for the city. Eindhoven365 will design its strategy actively with a view to positioning Eindhoven as an energetic city where *City Explorers* from all over the world find inspiration and can get an impression of the future in an international melting-pot of peers.

By being actively involved over the next five years with the development of Eindhoven's city centre, we intend, in conjunction with partners, to be the architect of Liveability and participate in area development. We will do this by setting up an open innovation place-making workshop in which we will work with partners in a concrete way on rejuvenating facilities, space and experience in districts in the centre of Eindhoven.

In this field we enjoy working with existing parties such as Gebiedsmanagement Gemeente Eindhoven (Eindhoven Municipality Area Management), Stichting Ondernemers Eindhoven Centrum (Eindhoven Centre Entrepreneurs Foundation - SOEC), Stichting Cultuur (Culture Foundation), event organisers and Eindhoven247. We can say we have been successful if in 2020 we attract at least 500% more international visitors to the city. A critical success factor is that we achieve a top-20 position in the Monocle 'Quality of Life Survey' Ranking.

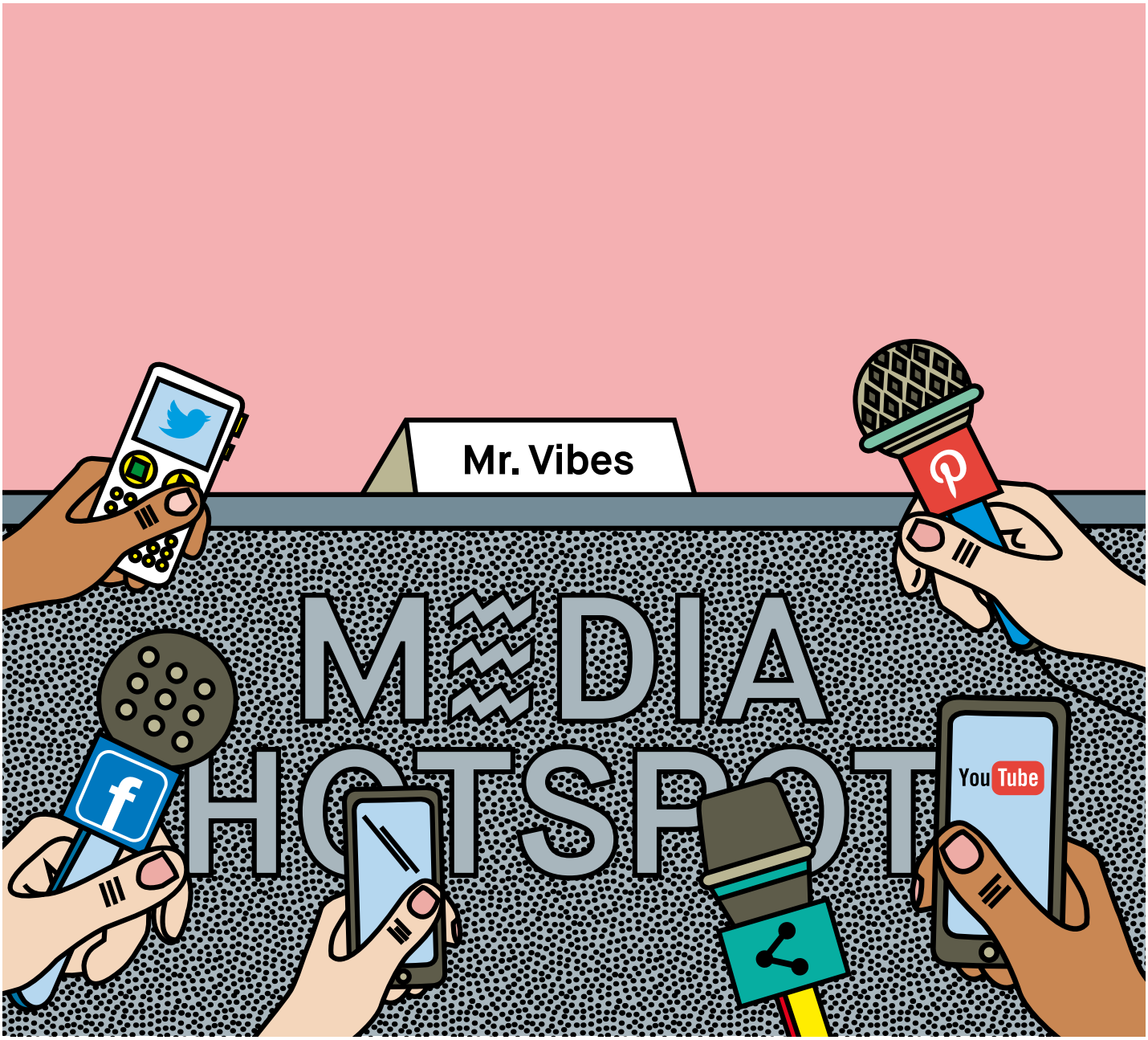


4. SMART SOCIETY

Eindhoven focuses on developing social smart solutions. Eindhoven365 will design its strategy actively with a view to persuading relevant regional 'smart' players to make a contribution to building a new smart society ecosystem, which Eindhoven365 can then position internationally on relevant stages.

We will focus our energy over the coming five years on developing a digital Smart Society Platform as an important milestone. Via that platform we intend on the one hand to inspire bottom-up innovation, but also to make ideas derived from data accessible and thereby show the world how technology can be an *enabler* for solving social issues, for example in the fields of safety, health and climate.

In this field we enjoy working with existing parties such as Gemeente Eindhoven Sector Strategie (Eindhoven Municipality Strategy Sector), Eindhoven University of Technology, Design Academy Eindhoven, Fontys Hogescholen and technology startups and companies. We can say we have been successful if in 2020 we achieve the undisputed number 1 position in the 'European Smart City' Ranking. A critical success factor is that we as a joint ecosystem develop at least ten internationally trend-setting and successful Living Labs or Smart Spaces, in which residents or other end users have or have had an important development role.



5. MEDIA HOTSPOT

Eindhoven has always been a city with a reputation or perception of having 'great inventors, poor salesmen'. We still need to tell our story better and in a more coordinated manner. Eindhoven365 will design its strategy actively with a view to putting Eindhoven more on the map in leading international media and hence increasing people's international awareness of it.

We will focus our energy over the coming five years on developing a *collaborating media editorial team* as an important milestone, a physical location where relevant parties work or meet for weekly editorial consultation. Via that platform we intend to share news, stories and media with one another and then return them in an unambiguous manner to everyone's own supporters and use them ourselves for active international promotion. For this we enjoy working with creative marketing communications firms and existing parties such as Fontys Hogescholen, Eindhoven University of Technology, High Tech Campus Eindhoven, Brainport Development, Municipality of Eindhoven, E52, Studio040 and the Eindhovens Dagblad daily paper. We can say we have been successful if in 2020 we manage to achieve a media impact that is a factor of 100 times the current impact. A critical success factor is that in 2016 we develop an Eindhoven Central Media Office in conjunction with our partners.

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System

This section describes five strategic lines. We should point out in this regard that each strategic line does not stand alone. It is a strategic system in which the lines have an effect on one another. For instance, a City Explorer might visit Eindhoven and decide to move to Eindhoven as a Bright Talent in order to develop a particular technological application. This application would then in turn have to be scaled up into a company, as a result of which the person in question would graduate from Bright Talent to Tech Starter. It is also quite conceivable that this could be a social solution in the Smart Society domain, say in the field of *renewable* energy. Finally, it could be a product or service that is shown during the Dutch Design Week, attracting specific new City Explorers, thus completing the circle.

Approach

Our role varies according to the specific strategy. Some strategic lines require a conventional strategic approach, such as Talent Town and Liveable City, since it is well-known how the playing field will develop and the extent to which we as an organisation can change this is limited. This calls for analysis, planning and implementation. With other lines, such as Smart Society and Media Hotspot, a visionary approach is more appropriate, since we do not know how the playing field will develop, but can shape it ourselves to a certain extent. This requires an approach involving imagination, implementation and retention. Finally, the Scale-up Hub line requires a shaping approach in which the creation of involvement and development of the ecosystem are important points for attention.

5. What we will do

In order to shape the strategy in the coming year (2016), we are activating the strategy with concrete projects. These projects are also the contents of the DAEB (services of general economic interest) task fields to which the subsidy for Eindhoven365 is linked. This activation implements the strategic lines and shape is provided every year on the basis of insight and experience for the following year. Positioning these one below the other, an overall thematic image is created, making it much easier to coordinate the milestones.

TALENT TOWN

Within the *Talent Town* strategy it is important first to get a precise picture of the Bright Talent target group's profile and purchasing behaviour. In 2015 we began doing research into this target group and a report will be released at the start of 2016. Once that picture has been obtained, the next step is to perform actual activation. The timetable for 2016:

1. Final development and the most important conclusions arising from the Persona en Customer Journey study for the Bright Talents group, which was started in 2015. Sharing research and conclusions with the most important regional partners.

2. Following on from the Customer Journey study, setting up a Media and Influencer Analysis. Where are the most important Bright Talents, which media do they use and who are they influenced by? On the basis of this, setting up Press and (Social) Media content strategy.

3. Creation of a *Bright Talent* digital platform as proof and showcase for inspiration. A dynamic website on which we will interactively illustrate the strength of our talent ecosystem.

4. Development of an international Bright Talent activation campaign based on the information obtained from the Customer Journey study. Linked to the platform to be developed, with the primary goal being to attract Bright Talents to Eindhoven.

5. Developing, in conjunction with partners in the city, a prototype '*Artist in Residence*' program in order to bring Bright Talents to Eindhoven for periods of 3 months and getting them to collaborate, with all expenses paid, on new dream projects that we can exhibit during our brand events.

SCALE-UP HUB

Within the *Scale-up* Hub strategy, over the past two years we have done a great deal of separate activation with support from such programmes as NextOEM, Startup Bootcamp and small events for the startup ecosystem. It is however important to delve deeper if we wish to play a better part on the international stage and bring potential scale-ups to Eindhoven.
The timetable for 2016:

6. Customer Journey and Persona study of the *Tech Starter* target group. Using this information, gaining ideas about where and how the best way would be for us to activate the Eindhoven message internationally. Results are shared with relevant partners.

7. Following on from the Customer Journey study, setting up a Media and Influencer Analysis. Where are the most important Tech Starters, which media do they use and who are they influenced by? On the basis of this, setting up Press and (Social) Media content strategy.

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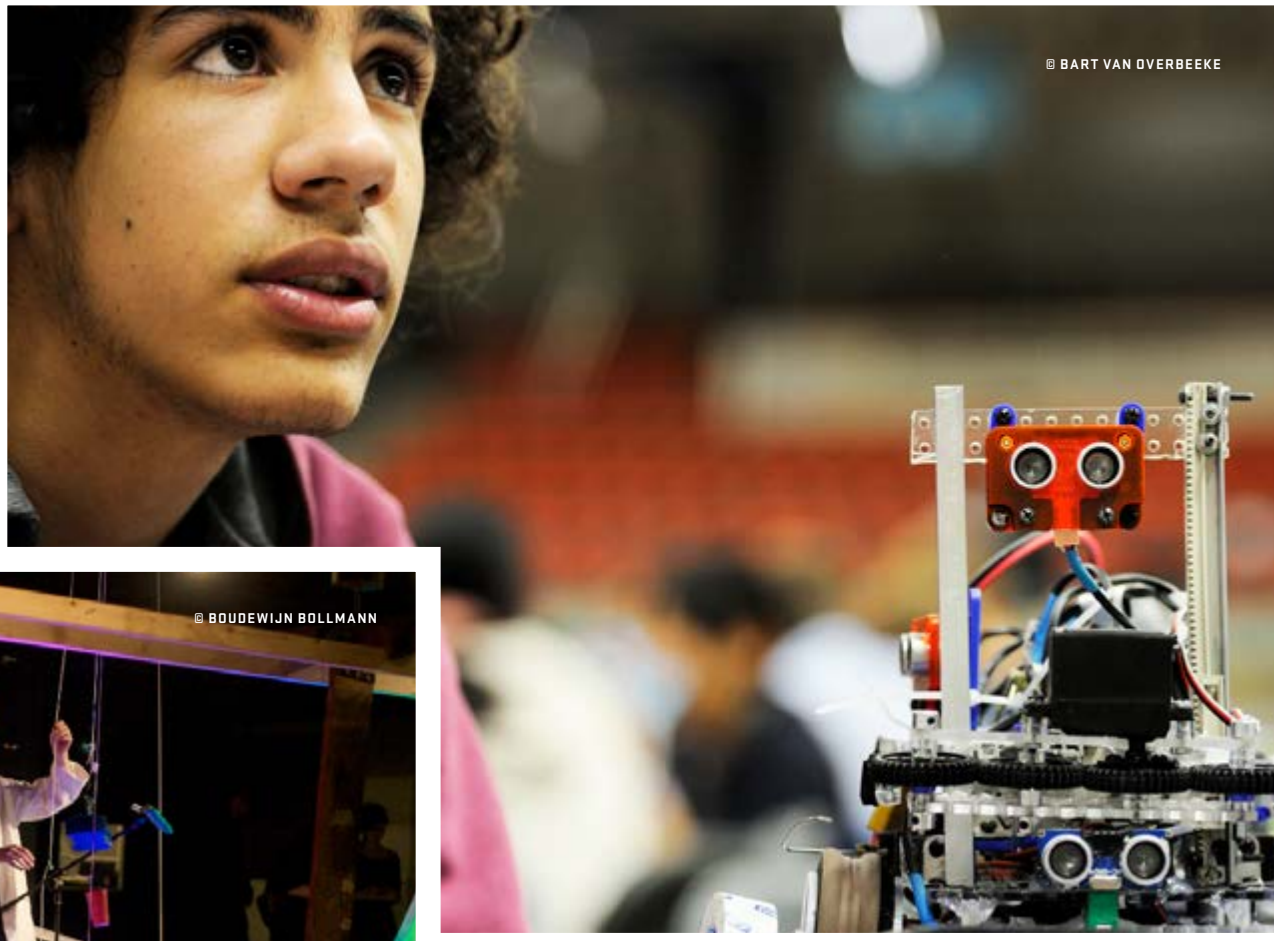
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8. Creation of an online storytelling platform entitled *High-tech Heroes*. A virtual portal where stories from regional high-tech entrepreneurs (startups, scale-ups and grown-ups) are made accessible in an artistic manner, with the aim of making the area's strength more visible.

9. Development of an international Tech Starter activation campaign based on the information obtained from the Customer Journey study and Media analysis. Linked to the High-Tech Heroes platform to be developed, with the primary goal being to attract Tech Starters to Eindhoven.

10. Development of international scale-up event: the Eindhoven International High-tech Awards. If there is enough interest within the ecosystem for setting this up, Eindhoven365 is willing to help organise and support the event on an international scale.

LIVEABLE CITY

Within the *Liveable City* strategy, last year we performed several projects designed to give Eindhoven's city centre a boost. Support in setting up a public-sector strategy for the city centre was an important step in this. But we will have to actually implement this if we are to retain the energy. The timetable for 2016:

11. Customer Journey and Persona study of the *City Explorer* target group in order to gain the right ideas about where and how the best way would be for us to activate the Eindhoven message internationally. Sharing results with relevant partners.

12. Following on from the Customer Journey study, setting up a Media and Influencer Analysis. Where are the most important City Explorers, which media do they use and who are they influenced by? On the basis of this, setting up Press and (Social) Media content strategy.

13. Further development of *This is Eindhoven*. Physically in the form of a redesign of the *Eindhoven Brandstore* and virtually in the form of professionalisation of the *This is Eindhoven* website as a platform for incoming tourist traffic.

14. Development of an international City Explorer activation campaign based on the *Customer Journey* study. Linked to the *This is Eindhoven* platform, with the primary goal being to attract City Explorers to Eindhoven.

15. City-making. Besides current projects for the city centre and Stratumseind, we will also do the work for or make an important contribution to the repositioning and rejuvenation of the *Dommel District*, the *Stationskwartier* (station area), the *International Boulevard* and the *VDMA site on Vestdijk*.

SMART SOCIETY

Within the *Smart Society* strategy a great deal has happened in Eindhoven over the past few years. Several projects have been successfully performed, though admittedly in some isolation, and are generating media attention. There is no defined connecting strategy in this field, however, so that the real strength at international level is lacking. The timetable for 2016:

16. Eindhoven365 will make a concrete contribution to setting up a Smart City strategy for the Municipality of Eindhoven. Along with Gemeente Eindhoven Sector Strategie (Eindhoven Municipality Strategy Sector) and, for example, Eindhoven University of Technology, work will be done on creating an open innovation hub, which will roll out a programme.

17. So as to ensure good branding of Eindhoven as a Smart Society, Eindhoven365 will take on a role as architect and manage a Virtual Design Agency, which will develop a new *Eindhoven Smart Identity* in keeping with the Eindhoven brand.

18. The third project within the Smart Society strategy is the development of an online *open innovation platform* on which technology ought to be linked to social issues and successful cases can be given a stage.

MEDIA HOTSPOT

Within the *Media Hotspot* strategy it is important to link all the regional parties that communicate regarding the city and area. Over the past year various ideas have been discussed and meetings held about this. And now it is time to suit actions to words. The timetable for 2016:

19. Eindhoven365 will take the lead in developing a physical regional *media hub*. The aim is to get representatives of all relevant stakeholders around a common editorial table at set times and together shape a PR strategy for the area.

20. Eindhoven365 will give structure to media forms by building an *Eindhoven Word and Image Base*, a digital portal where stakeholders will share relevant copy, photos and videos with one another and where external professionals can upload images for commercial use.

21. The third project within the Media Hotspot strategy is international brand activation via online video. In 2015 a start was made on developing a video campaign based on the Eindhoven.Video platform. This process is to be expanded further and shaped in 2016.

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SPECIAL PROJECTS

As well as strategy being given concrete form, every year special projects will also be carried out. Projects that require support or initiation, apart from strategy. The coming year will be a relatively quiet one in preparation for 2017, the 'Year of Dutch Design and Style'. The timetable for 2016:

21. Eindhoven365 is an organising partner of the second edition of the Miracle of Eindhoven, with *Eindhoven Celebrates the Future*. The theme of this local edition is the celebration of the 125th anniversary of the founding of Philips, the 60th anniversary of Eindhoven University of Technology and the 50th anniversary of the Evoluon during the weekend of 14 and 15 May.

22. Following the organisational split, Eindhoven365 intends to take a subsequent step towards improving its professionalism. This plan is partly a resultant of this. It also plans to develop a *new website* on which it will communicate regularly with its supporters.

23. As well as all the strategic projects and the special projects there are also several structural *brand events*. Eindhoven365 supports Dutch Design Week, Dutch Technology Week, GLOW, STRP and Maker Faire and intends to make its contribution in a professional manner, including by bringing about better coordination and optimisation in the city centre.

24. In 2016 Eindhoven365 plans to make a concrete start on monitoring the effectiveness of its efforts. To do this we will develop indicators of this effectiveness and make them accessible by means of reporting tools.

25. Eindhoven365 owns the *Free Wifi* network in the city and was actively involved in creating *Citybeacons* and Eindhoven *iBeacon apps*. In this process it intends to continue to play a linking role between networks so as to assure the best experience for all users.

26. In collaboration with partners, organising inspirational trips to international cities, events, projects or a combination of these so as to present a challenge to the local level of ambition and to learn from international best *practices*.

MEASURABILITY

We fully understand that we as a city marketing organisation will have to demonstrate what the effects and impact of our strategy are. Although we have taken a first step towards this with the strategic lines, we would like to develop it in greater depth. We see here three levels divided into *above-the-line* indicators and *below-the-line* indicators.

The *above-the-line* indicators illustrate the city marketing efforts and are further subdivided into two levels:

1. An indicator that shows the city of Eindhoven's reputation or image on the basis of external qualitative research, possibly benchmarked against other cities. An example of this is the Beerda study. This section also includes the (international) rankings and awards that Eindhoven or Eindhoven365 receives. It is difficult here to isolate Eindhoven365's hard contribution, since a good reputation and strong image are achieved by the entire ecosystem.

2. Indicators that do measure the concrete effectiveness of the city marketing strategy also exist, of course. These primarily concern the effectiveness with which Eindhoven365 attracts its three core target groups. For these groups so-called *marketing funnels* (Customer Journeys) exist, which eventually are meant to result in final conversion. These might be a visit to Dutch Design Week, signing up for an open day at Eindhoven University of Technology or an application for HightechXL. These final indicators, along with sub-indicators, make up Eindhoven365's monitoring dashboard.

For 2016 Eindhoven365 has committed to developing a dashboard tool of this kind. This means technical development, graphic design and, from 2017, actively monitoring in concrete terms. On the basis of this, Eindhoven365 will also start publishing annual figures relating to its own effectiveness. In addition to these two *above-the-line* indicators there are also *below-the-line* indicators. This type of indicator is the third measuring level.

3. This third *below-the-line* level is primarily about internal basic indicators that show 'the state of the city'. Examples are visitor numbers, hotel-room occupation, general expenditure, congress & event performances and pedestrian flows. But the residents' pride would also be a good indicator here. Responsibility for this third level is Eindhoven247's field of activity. They will gather data and publish it, though of course in close collaboration with Eindhoven365.

We do not wish to measure for measuring's sake, but primarily so as to understand what we are doing right and where we need to improve. We believe that modern (marketing) organisations are strongly data-driven and are thus able to make better and better decisions. The reason we have not yet got round to this until this year is simply that we did not yet know what precisely we wanted to know and therefore what we had to measure. Now that our strategy is clear this question can be answered in concrete terms and the monitoring part has also been designated as a special project.

Finally

This document may perhaps seem rather abstract and remote here and there. We have opted consciously for this. We cannot emphasise enough that we are a marketing organisation and that you as a city should not want us to be too introspective. Our job is to position Eindhoven internationally as an epicentre of innovation. Navel-gazing and telling each other how good we are will not get us anywhere.

With this strategy and activation Eindhoven365 has set aside a considerable ambition for itself. We believe however that great ambitions motivate people to great deeds and mediocre ambitions to mediocre deeds. So the bar is set high and we owe it to ourselves to clear it. But we cannot do it alone. We are starting 2016 with a team of six professionals: Peter, Daan, Mark, Bobby, Mechteld and Marlou. So we will have to pull out all the stops in order to get the most out of the situation in conjunction with partners, external experts and our sister company Eindhoven247. If you think you can make a contribution towards achieving our objectives or we can help you to achieve yours we will be pleased to hear from you.

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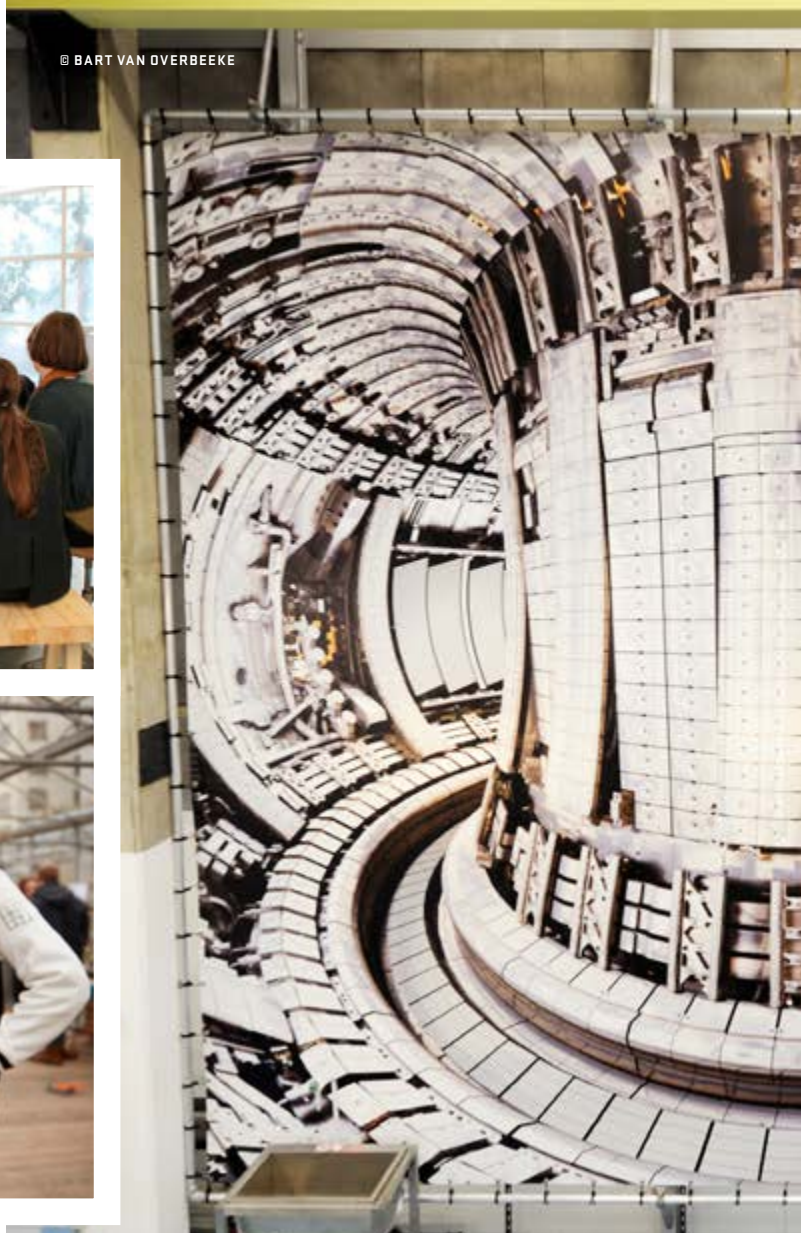
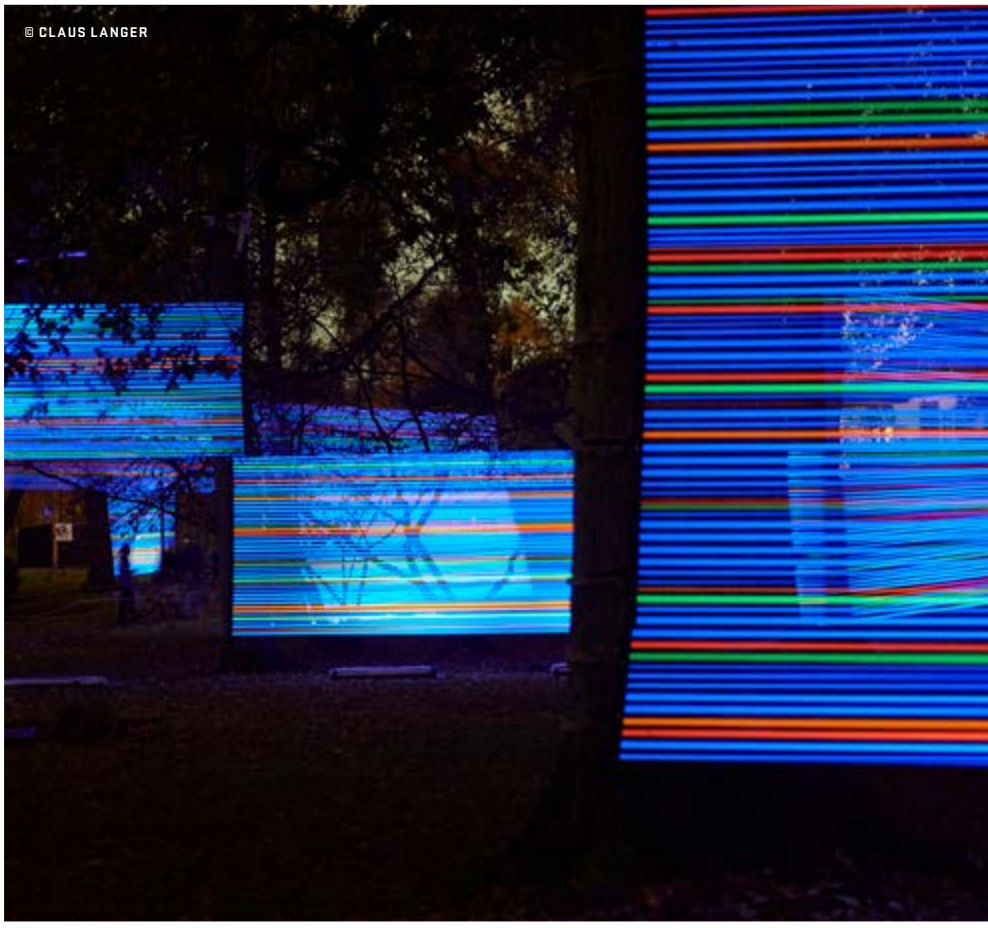


DEEPENING AND IMPROVING

EHV365 stimulates, supports and facilitates initiatives, partnerships, innovative strength, inspiration, knowledge and content that strengthen the Eindhoven brand both rationally and emotionally.



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Recognition

This strategic plan is the result of four years of working hard and gaining experience in an experimental way. At Eindhoven365 we have examined the conventional theory regarding city marketing and have decided to opt for our own unconventional course. And we were recently rewarded for this with a National City Marketing Trophy and a Dutch Design Award and reached the final of the International Place Branding Awards in London. But successes obtained in the past are no guarantee for the future.

For us the past year was also a struggle to determine together what we intend to aim for and above all what we no longer intend to aim for. With this document we have attempted to write an airy, attractive and readable story that invites others to take part. Although as a result of this it may appear as if everything has been plucked 'out of the air', we would like to acknowledge the most important literature that we have used to form our opinions. We have also used numerous international websites and blogs, not all of which we will specify here.

- *Playing to Win: How Strategy Really Works, Lafley & Martin, 2014*
- *Startup Communities: Building an Entrepreneurial Ecosystem in Your City, Feld, 2012*
- *Leading the Revolution, Hamel, 2002*
- *The Innovator's Method: Bringing the Lean Start-up into Your Organization, Furr & Dyer, 2014*
- *Blue Ocean Strategy, Kim & Mauborgne, 2005*
- *Scaling up: How Few Companies Make It and Why the Rest Don't, Harnisch, 2014*
- *The Trend Management Toolkit, A Practical Guide into the Future, Kjaer, 2014*
- *Your Strategy Needs a Strategy: How to Choose and Execute the Right Approach, Reeves, 2015*

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