



Steinbeis

**Steinbeis
1983–2008**

Steinbeis 1983–2008

1st Edition 2011

	Foreword	05
	The Steinbeis system	06
1.	Factors.Focus.Foundation.	08
1.1	Knowledge and technology transfer: a competitive advantage.	08
1.2	Applying acquired knowledge	09
1.3	Transfer à la Steinbeis	10
2.	Focus.Factors.Foundation.	11
2.1	The Transfer Network: structure and organization	11
2.2	Services and core competences	17
2.3	Networks: aligned to skills and regions	20
2.4	The Lohn Method (L°°).	22
2.5	Values and goals.	24
3.	Focus.Foundation.Factors.	26
3.1	Development of the Steinbeis Model, 1982/83	26
3.2	The building and expansion of the Steinbeis Network, 1983–2004.	31
3.3	Steinbeis since 2004.	54
4.	Conclusion	57
5.	Appendix	60
5.1	Ferdinand von Steinbeis.	60
5.2	History of the Steinbeis Foundation, prior to 1983.	61
5.3	Overview of founding benefactors	62
5.4	The aims of central Steinbeis Enterprises	63
5.5	Development of the Foundation’s capital 1971–2008.	64
5.6	Steinbeis Enterprise growth in numbers 1983–2008.	65
5.7	Growth in revenue 1983–2008	66
5.8	Employee development 1983–2008	67
5.9	Directory of all Members of the Board of Trustees 1971–2008.	68
5.10	Directory of all Members of the Board of Directors of the StW 1971–2008	76
5.11	Directory of all Managing Directors and Authorised Officers 1998–2008.	77
5.12	Directory of all Steinbeis Managers until 2008	78
5.13	Directory of all Steinbeis Enterprises active today	95
5.14	Statutes of Steinbeis-Stiftung	123
5.15	Legally independent Steinbeis Enterprises, Holdings, and spin-offs.	129
5.16	Lohn Award Winners 2004–2008	133
	Publication details	136

Images

External and internal relationships at Steinbeis Enterprises.	14
Putting knowledge to work "on the ground" within a common framework	16
Locations of Steinbeis Enterprises and partners by state and those outside Germany (as of 30 June 2008)	22
Steinbeis prior to 1983.	26
Steinbeis in 1983, based on the Lohn model.	32
Steinbeis in 1996/97.	42
The new Steinbeis structure in 1998	43
Steinbeis in 1998	45
The Project Skills concept shown with the example of a Project Skills Degree	47
Hierarchy of Steinbeis University Berlin	49
Graduates and students at the SHB (on December 31 and June 30 respectively)	51
The Steinbeis organization today	55
Steinbeis in 2008	58
Development of the Foundation's capital 1971–2008 (as of 31 December 2008).	65
Steinbeis Enterprise growth in numbers 1983–2008 (as of 31 December 2008).	65
Growth in revenue 1983–2008 (as of 31 December 2008)	66
Employee development 1983–2008 as of 31 December 2008)	67

Abbreviations

BWDM.	State of Baden-Württemberg Development Management
C1	Program aimed at promoting development projects at small and medium-sized companies
CTCC.	the communication technology coordination center
EKOM	A group of experts set up by the State of Baden-Württemberg
GCTT	Government Commissioner for Technology Transfer
L°.	The Lohn Method
MBA	Master of Business Administration
MBE.	Master of Business and Engineering
MdL.	Mitglied des Landtags (Member of State Parliament)
MT.	program designed to promote the use of modern technology in medium-sized companies
PSCS.	Proactive short consulting sessions
R&D.	Research and Development
SAH.	SAPHIR Holding GmbH
SBCS.	Short Business Consulting Sessions in the State of Baden-Württemberg
SBH.	Steinbeis Beteiligungs-Holding GmbH, responsible for Steinbeis company shareholdings
SCC.	Steinbeis Consulting Center
SE	Steinbeis Enterprise
SEZ	Steinbeis-Europa-Zentrum
SFM.	Steinbeis Finance & Management Services GmbH
SRC.	Steinbeis R&D Center
SHB.	Steinbeis University Berlin
SIC.	Steinbeis Innovation Center
StC.	Steinbeis GmbH & Co. KG für Technologietransfer
STC	Steinbeis Transfer Center
StG.	Steinbeis Verwaltungs-GmbH
STI.	Steinbeis Transfer Institute
StW	Steinbeis-Stiftung für Wirtschaftsförderung
TC	Transfer Center
TCSC.	Technology Consulting Service Center
TMC.	Technology Management Center
ToT.	Transfer of the Transfer
TQUH.	TQU Holding GmbH
UAS.	University of Applied Science (German Fachhochschule)
UCE.	University of Cooperative Education (German Berufsakademie)
Uni.	University

Foreword

Steinbeis could, quite justifiably, be considered an extraordinary organization for a plethora of reasons. Steinbeis is extraordinary in terms of the restructuring it has undergone as a foundation, embarked upon with much enthusiasm by Lothar Späth and Johann Löhn at the beginning of the 1980s, despite expressions of concern from a number of political quarters. Moreover, Steinbeis is extraordinary for its subsequent successful development. So it comes as little surprise that fixing the age of Steinbeis bears little similarity to ordinary organizations. Ferdinand von Steinbeis, a champion of small and medium-sized enterprises in Baden-Württemberg in the 19th century, founded the first Steinbeis Foundation in 1868. After its dissolution in 1923 (during the hyperinflation of the Weimar Republic), the organization was brought back to life in 1971. Finally, 25 years ago, Lothar Späth and Johann Löhn set about translating their Steinbeis model of tangible knowledge and technology transfer into practice. Their model is based on skilled, knowledgeable experts working part-time as entrepreneurs in decentralized transfer centers. It makes it possible to tap into a treasure-trove of knowledge and experience otherwise unexploited for economic ends, especially knowledge at universities. Our 25th anniversary acts as a catalyst for us to build upon the work of Dr. Günter von Alberti (1920–1996) – who captured our history until 1991 – and to continue the story until 2008.

Steinbeis has changed: it has taken a step forward. In organizational terms, it underwent restructuring in 1998, growing more and more into a network. In terms of activity, it is now more clearly differentiated, focusing on Consulting, Evaluation and Expert Reports, Research and Development, and Training and Employee Development (in particular with the founding of the Steinbeis University Berlin). Yet, as each year has passed, Steinbeis has remained loyal to one and the same aim: knowledge and technology transfer, networking between science and business and translating innovative potential into practice.

The prerequisites of success are business concepts that can be applied to everyday business situations – concepts tailored to market needs. Of course fulfilling these prerequisites is essential, but not enough. Success only really comes about when the people involved in everyday projects are committed to what they are doing and "live" the business concept and underlying philosophy with commitment, plus the skills and knowledge it takes. Just like the people at Steinbeis. Which is why I would like to take this opportunity, on behalf of the Board of Trustees and Committee, to thank staff throughout the network for their commitment and professional work. During the past 25 years, it is their efforts that have laid the cornerstones of success!

Prof. Dr. Dr.-Ing. E. h. Max Syrbe
Chairman of the Steinbeis Foundation Board
of Trustees and Committee

September 2008

The Steinbeis system

06 | 07

"Knowledge and technology transfer à la Steinbeis" has become a hallmark of efficient and effective transfer in every corner of the globe. If success was documented just in numbers, then for Steinbeis they would be: some 1.3 billion euros of transfer recognized by our customers since 1983; continual expansion of Steinbeis' potential to transfer knowledge and solve problems, initially supported by 16 Transfer Centers such that now the international network encompasses more than 750 centers, in the meantime operating as Steinbeis Enterprises (SE).

"Nothing is more successful than success." This impulse draws on the method developed by Johann Löhn and as members of the Board, our aim is to continue his successful work in establishing and expanding Steinbeis. This quotation prompts us to look back over the past 25 years. We also see this statement as an obligation in developing Steinbeis in the future.

What is meant by the abstract term "knowledge and technology transfer"? Originally technology transfer was used solely to describe the process of bringing together people from trade and industry with counterparts from science and academia with the aim of putting a specific technology to use. Today, the term is used more widely because the acquisition of knowledge, the half-life of knowledge and the very nature of technology and applications have changed.

Technology transfer in the classic sense now also has to encompass related services. Given the need for lifelong learning, the emphasis of knowledge transfer has changed. So in a nutshell we now have: the efficient and effective application of existing or recently acquired knowledge through a value-adding independent service process resulting in tangible projects based on research and development, consultation, and training and employee development. As before, the basis of the acquired knowledge is still within the institutions of science and academia – i.e. universities, colleges of higher education, research institutes – but they are now complemented by sources beyond this, such as enterprises.

At the core of the Steinbeis system are decentralized Transfer Centers, now called SEs. Subject to the forces of change leading to knowledge and technology transfer, they have developed into centers of consulting, research and development, but also training and employee development – without turning their back on the underlying philosophy: so-called transfer entrepreneurship, revolving around transfer entrepreneurs and their transfer organization. Through the Transfer Centers they head up – as a company under the umbrella of the entire company – Steinbeis makes it possible for transfer entrepreneurs to form part of the organization. The framework provided by this organization gives entrepreneurs a legal safety net on the one hand and, on the other, allows them to play to the synergies made available as a whole and the goodwill of the Steinbeis umbrella brand.

This safe central framework provided by the system is maintained and shaped by our central departments. Management at the center is based on a maxim captured in the method of Johann Löhn (L°): "First values, then goals, then discipline, then success." This line of thinking is what keeps the natural and positive "centralized yet decentralized" opposition – so pivotal

to the success of Steinbeis – effective to manage. Steinbeis thrives on flat hierarchies and the freedom the Steinbeis framework affords its transfer entrepreneurs. Setting the limitations of this freedom from the center – in a way that they are always there, but do not restrict entrepreneurial development – is one of our most challenging overall organizational tasks.

Prof. Dr. Heinz Trasch

Prof. Dr. Michael Auer

The Steinbeis Foundation Board

Günter von Alberti captured the first twenty years of the Steinbeis Foundation in 1991. We would not wish to diminish his unique work by writing a simple extension of his publication. So we decided to publish a new edition of Günter von Alberti's documentation – with an emphasis on the origins of the Steinbeis Foundation – and to provide a summary of the last 25 years from today's standpoint by writing this new publication. In doing so, we found it important to continue Günter von Alberti's task of documenting the individuals who have accompanied Steinbeis on its journey – as Trustee, Steinbeis Enterprise manager or staff member in a central function – even if we can only name them in passing.

1 | Factors.Focus.Foundation.

08 | 09

1.1 | Knowledge and technology transfer: a competitive advantage



Massive restructuring, globalization and short product life cycles – each has played a role in intensifying competition, presenting companies with a seemingly ceaseless gamut of challenges. Manufacturers and service providers alike must respond to changes in the market at lightening speed. They need products and services that offer a USP, that can be developed, produced and distributed as efficiently as possible, and of course add excellent value. Successful companies of every size are more than willing to call on outside expertise, especially where applying acquired knowledge (in other words, technology) is concerned. When designed with efficiency and results in mind, and executed with the right partner,

knowledge and technology transfer offers companies appreciable competitive advantage: the choice of the “right” technology with the external knowledge base to match, married with the right transfer of in-demand expertise – put into practice by capable employees or ones ready to hone their skills. These are approaches that Ferdinand von Steinbeis – the entrepreneur who lent the Steinbeis Foundation its name – had already adopted in the nineteenth century. And they help form the cornerstone of the successful dual education – and the “transfer by experts”.

Bedrocks of knowledge – universities, colleges of higher education, research institutes in a traditional sense, joined by “suppliers” or companies when the term is understood more broadly – lend a country a singular competitive advantage. Companies can reap

For 25 years, Steinbeis has advanced and led knowledge and technology transfer between trade and industry and science and academia. The shrewd partnerships that Steinbeis has forged benefit everyone involved. Since its inception, the Foundation's impact has rippled throughout Baden-Württemberg, spreading across Germany and Europe. Under the stewardship of Professor Löhn as of 1983, the Foundation continued to grow, introducing countless breakthrough ideas, focusing on real-world business, that turn a profit. In its centers, the Steinbeis Foundation also offers consultation, performs research and runs training programs to access existing or untapped knowledge. That's a significant contribution to helping companies – and the entire region – become more competitive. I was privileged to be a part of a number of projects myself and experience highly efficient, highly professional ways of working at Steinbeis Transfer Centers. Apart from the companies and colleges of higher education working together, and the real exchange of information, technology and methods, another important aspect of the Steinbeis way of thinking is its approach to equipping young graduates with additional skills and preparing them for life in business.

I'd like to wish Steinbeis, this most exemplary model, all the best for the future. And I'd appeal to the university to take advantage of the diverse opportunities that Steinbeis offers – to its own benefit and the benefit of our economy.

Dr. Leonhard Vilser

Managing Director of J. Eberspächer GmbH & Co. KG, Member of the Committee of the Steinbeis Foundation
(Member of the Board of Trustees for the Association of Industry Baden-Württemberg e. V.)

the maximum benefit of this constellation when the transfer from knowledge base to company works in a highly efficient, focused manner, either directly (through skills training) or indirectly (solving problems at hand). Steinbeis serves as a textbook example of how transfer succeeds once it is defined as a separate, "business-minded" process and structured to respond to the rules of the market.

1.2 | Applying acquired knowledge

"Knowing is not enough; we must apply. Willing is not enough; we must do." Johann Wolfgang von Goethe's insight perfectly sums up the challenge inherent in today's knowledge and technology transfer. One long-standing difficulty in particular: quickly translating research findings and innovations from state-funded knowledge bases (such as universities, colleges of higher education, research institutes) into products and services that meet market demand. Yet this problem can be solved in a number of appealing ways. In "good" solutions, transfer takes on its own value-adding process. Paired with consistent, thought-through action, this same process also offsets incompatibilities caused by systems, information asymmetry and cultural differences – in the knowledge base itself and the company tapping into it. As a rule, the transfer is geared to the needs of the company, which sometimes must first be pin-pointed. Transfer also stipulates that it applies existing or newly acquired knowledge of the knowledge base.

Steinbeis has taken a surprisingly simple idea and brought it to life with utmost pragmatism. The knowledge housed in institutes of higher education and funded by taxpayers' money is used to great benefit to trade and industry. In fact, our entire economy profits from it. As SMEs represent the lion's share of companies taking advantage of knowledge transfer, they receive considerable support from the Foundation. What made the most powerful impression on me throughout my twenty-plus years with the Steinbeis Foundation was how uncomplicated the idea is, and how dedicated everyone is to keeping things simple.

Over the past 25 years, Steinbeis has grown into an immense network, one in which you can find solutions for almost any area of technology. More often than not, the projects are not wide-ranging, but every single project overcomes a challenge.

What has always struck me is the energy with which a Transfer Center – inspired by a good idea – is founded, and the support founders receive in helping the center take root, continuing even if a center is forced to close. The independence on the part of professors and employees is refreshing; Steinbeis management steps in only as a last resort. The Steinbeis Foundation pays no heed to bureaucracy. Rather, the organization has cultivated its own healthy rhythms; everyone involved stays highly motivated.

German universities of applied science owe a large part of their development to the Steinbeis Foundation by moving away from pure academia to more R&D. These universities take a real-world approach to work, and it perfectly complements the Steinbeis Foundation's way of thinking. The German Council of Science and Humanities continues to urge our universities to align more closely with business. Founding more Transfer Centers could help them achieve this goal.

My membership on Steinbeis Foundation Board of Trustees and Committee has shown me that in terms of formal structure, the Steinbeis Foundation resembles an industrial company. Yet on closer examination, the comparison simply does not hold up. It would be much more accurate to say that Steinbeis takes place between industry and university, and that is what makes this organization unique. The focal point remains the German state of Baden-Württemberg – a pity. The rest of our country would only benefit from an more nationwide support in putting this model into practice. I firmly believe that Steinbeis has plenty of good growth ahead – and I wish it all the best.

Senator E. h. Dr. Wilhelm Schmitt

Member of the Committee of the Steinbeis Foundation from 1998-2006
(Member of the Board of Trustees of the Association of Industry
Baden-Württemberg e. V.) and winner of the 2007 Löhn Award

1.2 | Applying acquired knowledge

As the ARADEX Senior Executive President of Technology & Sales and an active member of my community, I often reach out to enterprising businesspeople, primarily in SMEs. When faced with new developments or ideas, these professionals frequently need to call on expertise in technology or the natural sciences – expertise that can't be found within their own company. Many, however, refrain from approaching universities, either out of fear of astronomical overheads or simply not knowing whom to ask.

Steinbeis Centers are precisely the resources that SMEs need to get the job done and keep ahead of the competition. What they offer in real terms:

- *the ability to think laterally – not just in terms of technology*
- *motivated, high-performance teams that stick with a challenge from start to finish*
- *a real-world, hassle-free way of working at a fair price*

What makes Steinbeis different also makes Steinbeis the ideal place for trade and industry to open doors in science and academia. This important work is almost completely self-financed – those efforts alone deserve our highest appreciation. The way I see it: Steinbeis is a boon to business in Baden-Württemberg, indeed, the entire nation.

Thomas Vetter

CEO Aradex AG, Member of the Committee of the Steinbeis Foundation

(Member of the Board of Trustees for the Congress of the Baden-Württemberg Chamber of Commerce and Industry)

Whether direct or indirect, only an economically sound application – and nothing else – paves the way for a return flow of funds for financing new generated knowledge. It is, however, immaterial whether the return flow takes a direct route or is distributed by the state.

1.3 | Transfer à la Steinbeis

Steinbeis, the company dedicated to knowledge and technology transfer, traces its origins to the charter of the "Steinbeis-Stiftung für Wirtschaftsförderung" (StW – the Steinbeis Foundation for Economic Development) with this mission statement: "[...] to provide scientific findings [...] to Germany's economy". In doing so, Steinbeis is – as much as possible – "to address existing non-profit institutions (e.g. research institutes) and support them with the implementation of their tasks."

1983 witnessed Johann Löhn restructuring the StW. Based on a transfer process that emerged from this

"redesign", Steinbeis has fulfilled the objective laid out in that mission statement. Thanks to a collective spirit of transfer entrepreneurship, this process now "holds its own", so to speak, fulfilling its intrinsic value and providing the required added value. A key element of this is that transfer entrepreneurs work through the right organization to provide their expertise to customers in a manner designed to culminate in an economically acceptable application. In the early years, transfer entrepreneurship was the exclusive domain of professors at universities of applied science throughout Baden-Württemberg. These professors have a Transfer Center at their disposal, led as company in the Steinbeis company. Professors run the Transfer Centers in addition to their assigned teaching duties.

Today, the scope of transfer entrepreneurship has expanded in and outside Baden-Württemberg considerably: apart from new knowledge bases such as universities, research institutes and companies, the model has found a treasure trove in internal sources such as Steinbeis University.

2 | Focus.Factors.Foundation.

2.1 | The Transfer Network: structure and organization



The transfer companies lie at the heart of the "Baden-Württemberg Technology Transfer Model" developed by Johann Löhn over 25 years ago. Even in those days, a cornerstone of his model was a self-sustaining technology transfer, playing by the rules of free enterprise. Originally called Transfer Centers (TCs), as the years passed they were named Steinbeis Transfer Centers (STC). Today, the notion of technology transfer has expanded to knowledge and technology transfer, implicating the establishment of consulting centers, research and development centers as well as centers for training and employee development. STCs and other Centers now fall under the umbrella term Steinbeis Enterprise, or SE for short.

A key to success: transfer entrepreneurs and transfer companies

Prior to 1983, formal technology transfer coming out of business-minded universities of applied sciences in Baden-Württemberg was handled by a total of 16 resident Technology Consulting Service Centers (TCSCs). Playing to the specialist knowledge of the professors in charge, these centers offer a wide range of services, flourishing, given the scope of their remit. In addition to providing consulting services, the TCSCs begin to take on larger and larger projects for customers. Although the centers are in a position to keep up with demand and offer extended services, the model's underlying capabilities are pushed to the limit.

At this point, Lothar Späth feels the time is ripe for political action to cope with the state's changing business landscape, much of it shaped by SMEs. Though it seems self-explanatory today, his technological foresight met with skepticism and criticism. Yet Späth was not deterred, commissioning Johann Löhn – then-principal and head of the TCSC at the Furtwangen University of Applied Sciences – to head up a committee on "technology transfer". The committee's findings lay the groundwork for establishing a new position: a Government Commissioner for Technology Transfer (GCTT). Johann Löhn quickly starts pinpointing what the GCTT should accomplish. Thus the foundation of the Steinbeis model was born.

What Steinbeis has accomplished and the rate at which it has grown prove to me once again that we were right in laying the course we did. My first meeting with Johann Löhn was actually on an unrelated issue. Sounding quite affronted, employees at the Baden-Württemberg Ministry for Science, Research and Art told me that a university principal in Furtwangen was flaunting – considerably, no less – the regulations laid down for higher education. Even worse, he was having fun doing it. That piqued my interest. Because the things that Löhn was accomplishing by unconventional means in the Black Forest sounded like, on the whole, a good idea to me: encouraging professors to work with trade and industry, bringing lecturers in from companies to teach in the classroom, and helping (at the time) fledgling technology transfer gain ground in our state. Just as unconventional was the way we joined forces and tackled the development behind the "Steinbeis model". Instead of getting bogged down with overcomplicated ideas, we wanted to get people excited about our ideas and put them into practice – that was something we both firmly believed in. Even after my term as Minister President of Baden-Württemberg, I still stayed in touch with Steinbeis. These days, Steinbeis runs successfully of its own steam and is the gold standard of technology transfer.

Prof. Dr. h. c. Lothar Späth

Minister President (ret.) of Baden-Württemberg

As before, the TCSCs were to form the backbone of technology transfer, with just one change: they would be complemented by specialized Transfer Centers, managed by a professor working in an entrepreneurial capacity.

Löhn's innovation, the guiding principle of the Transfer Center, has endured and remains the crux of the Steinbeis system. Today, decentralized Transfer Centers – which have also moved into consulting, R&D, and training and development centers – owe their existence to one simple, underlying precept of what we call transfer entrepreneurship, bringing transfer entrepreneurs and transfer organizations together. The Steinbeis umbrella "corporation" is actually what underpins Steinbeis Enterprises (known today as SEs, formerly Transfer Centers) and so-called transfer entrepreneurs. These enterprises and the people who run them benefit from the setup in three ways: legal protection (built into the corporate structure), synergies within the Transfer Network, and the value inherent in the umbrella Steinbeis brand.

A key to success: the Commissioner and Chairman of the Board, working as one

Steinbeis growth would not have followed the path it did without one essential element: the operational unity of Government Commissioner for Technology Transfer, and Chairman of the Board of Directors of StW, created in 1983. With direct access to the political arena and other areas of administration, the commissioner proves to be invaluable to the StW,

especially during the first few years of the Steinbeis model. It takes much political advocacy to move forward and many hurdles have to be overcome, ranging from "not invented here" syndrome to resentment tinged with jealousy.

The services of the StW are called on by the state of Baden-Württemberg (via the Government Commissioner – examples include expert reports or guidance on technology), these activities are funded by the Federal state, not by returns on the foundation equity donated by Baden-Württemberg through the state bank. But looking back, the commissioners' primary benefit to the StW is the number of doors opened by this approach and the ability to use state programs to forge ties with regional companies.

Between 1983 and 2006, the Commissioner joins forces with StW experts in authoring more than 24,000 expert reports for Baden-Württemberg technology grants. These grants include: C1 Innovation Grant, a program to promote the use of modern technology (MT); the Founding and Development Financing program (GuW); the Environmental Protection and Energy Saving Program (U/E); guarantees from the Baden-Württemberg Bürgschaftsbank and shareholdings of the SME Holding Company of Baden-Württemberg. As part of these programs, the Commissioner provides an opinion on subjects such as the chances of financial success or the risks, costs and financing behind a particular plan, concluding each time with a recommendation.

The oft-hailed “-isms” that just a few years ago defined the most basic lines of demarcation on our planet are no longer expected to cure the world’s ills. The great ideas crafted for our society and political life have lost their luster. Even success has been redefined: a reform that maintains the status quo and stops things going backwards can be considered successful. Things are different with the Steinbeis Foundation. 25 years ago this was an attempt to merge the “parallel worlds” of industrial production and science, for mutual benefit but especially for the good of our state and its citizens. It was a pilot project that worked. Should the Foundation follow its current course – thanks to a solid foundation typical for Baden-Württemberg and armed with a keen instinct for risks and opportunities, above and beyond its origins in technology transfer – I’d be delighted to continue to serve as an alert “unit” in the Steinbeis world in the coming years.

Claus Schmiedel

SPD party leader in the Baden-Württemberg parliament

Member of the Committee of the Steinbeis Foundation (Member of the Board of Trustees for the Parliamentary Party)

The more the thriving Steinbeis model “catches on” and its accomplishments are recognized, the less Steinbeis relies on direct support from the Commissioner. Yet these jointly-held positions certainly make it difficult to ascertain “which” Löhn is at work – the Commissioner or the Chairman of the Board. Clear, however, is the unflagging confidence with which Johann Löhn executes the office of the Commissioner. That confidence stems from his position as Chairman of the Board – self-financed, no less. With Steinbeis established, the Commissioner plays a nominal role in day-to-day StW operations – the way it should be. Although the Commissioner still turns to the StW to fulfill his departmental duties, the other activities of the Foundation now outnumber those taken over for the commissioner.

A key to success: Baden-Württemberg

Baden-Württemberg is central to the success of Steinbeis. The federal state in which Steinbeis was “born”, Baden-Württemberg offers precisely what is needed for an idea to flourish. One: an excellent basis of knowledge flourishing in a high-achieving, well-developed university network featuring a broad spectrum of research and teaching activities. This is complemented perfectly by research institutes at the forefront of their fields, such as Fraunhofer Institutes, major research establishments (now known as Helmholtz Centers), and Max Planck Institutes. Two: a rich and diverse collection of companies, from sole-trader enterprises to traditional SMEs and corporations. It’s a fertile climate for Steinbeis – one

which has been supported from the beginning through state politics. In fact, state politics consider Steinbeis as an important and reliable component of planning Baden-Württemberg’s economic and technology policies.

Today, Steinbeis still considers Baden-Württemberg its principal federal state in every respect, both in terms of procuring demand and generating sales. Nearly 60 per cent of all Steinbeis Enterprises are based in Baden-Württemberg. They generate a solid 60 per cent of all of the revenue with the Transfer Network. And 50 per cent of turnover is generated through companies located in Baden-Württemberg.

A key to success: marketability and constant renewal

Steinbeis Enterprises offer services which meet market demand – as long as those services offer customers benefits and success over the long term. Central to Steinbeis Enterprises is the understanding that they only stay open as long as their services prove to be economically viable. In other words, they are not put on “life support”. Further, no one is obliged to run a Steinbeis Enterprise longer than they feel comfortable. They are closed – simply, without red tape. As the Steinbeis model of success is so stable, it can sustain constant renewal without jeopardizing the overall system. So it should not come as any surprise that nearly 1,200 Steinbeis Enterprises have been founded since 1983 and about 400 have closed.

A key to success: decentralized activity within a common structure

Managerial and operational responsibility lies with the head of every Steinbeis Enterprise: the transfer entrepreneur. According to the Steinbeis model, "transfer by experts" – a notion established by Ferdinand von Steinbeis himself – plays a pivotal role. Within each Steinbeis Enterprise, managers take their own decisions in keeping with a central framework that applies to all enterprises. Typically, Steinbeis Enterprises are units that, from a legal standpoint, belong to Steinbeis but some enterprises are now independent even if they still adhere to "transfer center" principles. Managers enjoy entrepreneurial latitude to draft quotes, handle expenses, recruit personnel and keep the business running. Managers are also free to decide which

quotes to prepare for which clients and set fees and conditions. They are also responsible for marketing the enterprise's services, translating expertise into turnover, agreeing fees and salaries, and writing off financial investments. Ultimately, they put everything into place to safeguard the ongoing existing of the enterprise. When working with clients, managers and their Steinbeis Enterprises adopt the role of suppliers.

The central departments – known in simple terms as the Steinbeis headquarters – shape and safeguard the formal framework. In an official, external relationship, the foundation headquarters with its unit Steinbeis Enterprise is responsible to the customer; just within the internal relationship, the Steinbeis Enterprise manager is responsible to foundation headquarters.

Decentralized companies are dependent on a parent company and led by an entrepreneur with expertise in day-to-day operations and overall responsibilities, especially for:

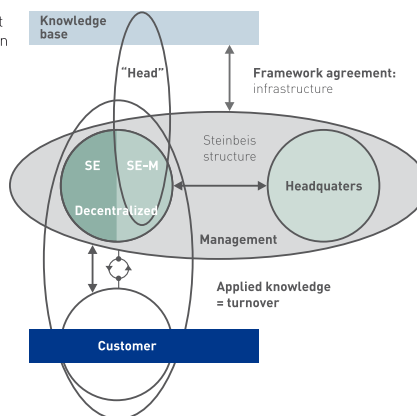
- marketing (acquisition, execution etc)
- quotes (range, calculation, pricing, etc)
- contracts (project management, performance etc)
- revenues
- costs
- investments
- HR (acquisition, development, management etc)

External relationship (transfer):

- Legal responsibility: Customer ↔ Steinbeis
- Tangible transfer: Customer ↔ SE

Internal relationship:

- Legal responsibility: Manager (SE-M) ↔ Steinbeis [governed by managers' contracts]



Central unit:

- Formal framework
- Services:
 - › Founding
 - › SE accounting
 - › SE profit & loss, balance sheets
 - › SE staff contracts
 - › SE payroll
 - › Service and support
 - › Legal
 - › Insurance
 - › PR
 - › Coaching, open-door policy
 - › and many more

The umbrella organization also provides various services to the enterprises, relieving them of certain administrative tasks. Services include customary paperwork in finances, billing and HR – all book-keeping, for example, as well as monthly P&Ls and balance sheets every month plus payroll and HR contracts. Services also extend to the type of support needed to set up the company – consulting and back-up, based on the concept of transfer entrepreneurship – encompassing support in the field of law (such as contracts), insurance, PR, but also made-to-measure management and an open ear for the types of problems faced by Steinbeis enterprises.

Arrangements with knowledge bases are a key part of the central framework. Most of the Steinbeis Enterprise managers run their units on top of their normal obligations. As a rule, managers work full-time as professors or research associates at a knowledge base. To achieve its aims, Steinbeis should avail itself to the infrastructure already in place. This requires basic framework agreements. In Baden-Württemberg, for instance, StW headquarters signed a number of agreements for Steinbeis Enterprises at bases of knowledge – universities, colleges of higher education and universities of cooperative education – with the Ministry for Science, Research and Art. Framework agreements are necessary, but they amount to nothing without a highly capable person who is ready and willing to take up the reins of entrepreneurship. Another element pivotal to the central framework is the contract signed between the umbrella organization

Steinbeis and universities of applied sciences throughout Baden-Württemberg have forged a successful track record together. They followed different as well as common paths during the era of polytechnic schools and have jointly evolved into flagship institutions in Baden-Württemberg. First by way of universities of applied sciences and then today's colleges of higher education, tied to the original Technology Consulting Service Centers, then Transfer Centers and now, finally, today's Steinbeis Enterprises.

The way I see it, one factor has been and always will be all-important in this arrangement: professors who are willing to usher in transfer in partnership with Steinbeis must be given the freedom to act as entrepreneurs – but this opportunity must also dovetail with the university's aims. Students and companies realize how beneficial it is when colleagues' experiences with real-world transfer are brought back to the classroom or used in applied research.

Colleges of higher education and Steinbeis reap the greatest rewards – joined as one and for themselves – by framing the relationship as a public-private partnership. This has worked exceedingly well over the last 25 years, here in Mannheim and many other places. As a member of this partnership, I'd like to wish my institution and Steinbeis all the best for the next 25 years, and I look forward to building on our relationship.

Prof. Dr. h. c. Dietmar von Hoyningen-Huene

President (ret.) of Mannheim University of Applied Sciences,

Member of the Committee of the Steinbeis Foundation

(Member of the Board of Trustees for Universities of Applied Sciences)

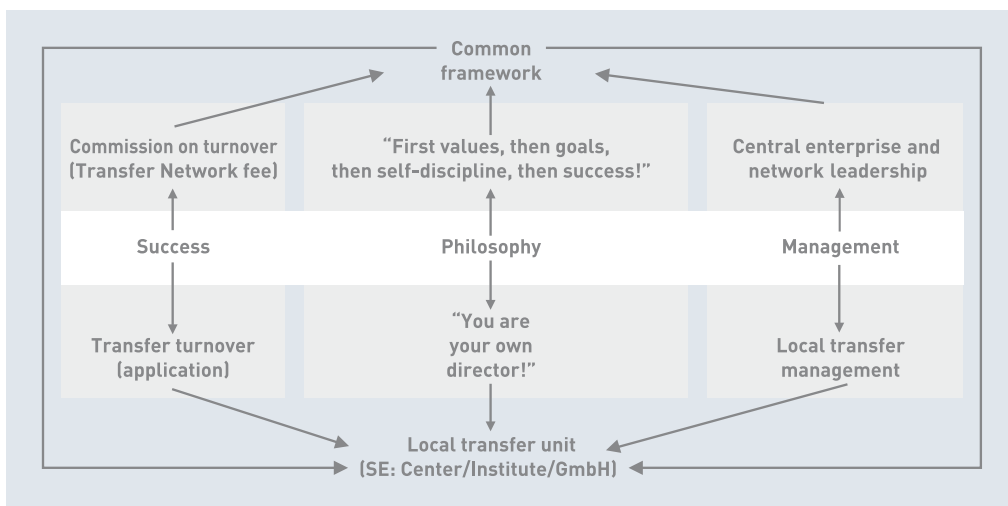
and the manager of the enterprise. These contracts document each party's rights and obligations. One section in particular stipulates that the Steinbeis Enterprise is directly entitled to any of its financial gains, indirectly the manager. Instead of taking a share of the enterprise's profits, foundation headquarters levies a network fee of normally nine per cent on turnover. Putting knowledge to work at a local level yet within a central framework: quintessentially Steinbeis, this approach embodies the philosophy behind the Lohn Method (L^o). Its maxim: decentral, individuals are their own managers; central the umbrella organization follows the impulse "values, then goals, then self-discipline, then success". Rooted in the most basic principle of transfer entrepreneurship, the local "transfer unit" lies at the heart of the Steinbeis model. The key players on this stage are the transfer entrepreneurs and their transfer organizations.

By managing transfer centers as companies that are part of the larger Steinbeis entity, transfer entrepreneurs can take advantage of a framework designed to generate profit. Profit serves two purposes. First, it demonstrates that the market can "use" the applied knowledge. Second, profit is an excellent indicator of how well the knowledge transferred. As part of a broader network – the Steinbeis Transfer Network – transfer entrepreneurs can reap the benefits of the Steinbeis brand. However, they must also be willing to help maintain the brand by paying a network fee (serving as foundation headquarters' commission on turnover). Transfer entrepreneurs must also be committed to shaping the overall brand image

through peak performance. One of the umbrella organization's principal tasks in leading the network and its enterprises is to ensure that the framework remains sturdy and continues to develop safely. Encouraging and finding people willing and able to engage in transfer is the first step towards foundation headquarters working with these entrepreneurs to found a local unit in the region – and help local transfer management blossom.

A key to success: flat hierarchies

Steinbeis Enterprise managers make their own transfer decisions at their local transfer establishments, the SE. The umbrella organization remains "merely" a



Local application of knowledge within a common framework

Nearly 40 years ago, the first Technology Consulting Service Centers were founded at Baden-Württemberg universities of applied sciences (called polytechnic schools at the time). The support of the Ministry for Economic Affairs was instrumental in this effort. Almost no one could have predicted what an impact these establishments would have on SMEs as well as instruction at those same universities of applied sciences.

The Aalen University of Applied Sciences was founded in 1963, and we've enjoyed solid ties to industry since day one. Young lecturers were coming straight from the industrial and research sectors, so they were well suited to tackling R&D projects – and they brought this knowledge and engineering expertise into the classroom. When our university was integrated into the Technology Consulting Service Center pilot experiment in 1968, activities that were already up and running saw genuine growth. Right at the beginning, one transparent and easy-to-use procedure for consulting and commissioned research was developed for professors, clients, ministries and courts of auditors alike. Named the "Aalen model", this form of organization was unhindered by red tape and adopted by every other Technology Consulting Service Center in the state. It also played a key role in establishing the Steinbeis Foundation in 1971. A number of focal points have emerged from this partnership of Steinbeis and the Aalen University of Applied Sciences: working groups for casting, automation and surface technologies, for example, or the Institute for Optometry. I always saw Steinbeis as a catalyst for SMEs in trade and industry to obtain direct access to the expertise and experience of professors – that relationship is something I've continued to hold in high esteem.

Prof. Horst Franke

Director of the Technology Consulting Service Center in Aalen from 1969-1995

service provider, ready to support the enterprise in its transfer processes – and step in as an exception. The next – and final – tier above Steinbeis Enterprise managers is occupied solely by StW board of directors.

A key to success: small-scale and major contracts

Thanks to its structure and system, Steinbeis is perfectly equipped to handle small-scale and major contracts with equal dexterity. From one standpoint, 50 per cent of customers (totaling 5,000 in 2008, for example) generate less than 2,000 euros in turnover per year. Another 24 per cent of customers achieve an annual turnover between 2,000 and 5,000 euros, 16 per cent of customers generate an annual turnover between 5,000 and 15,000 euros. From another standpoint, normally ten per cent of all customers (totaling nearly 850 in 2008, for instance) produce 80 per cent of all revenue for the entire year. Whereas lower amounts of income can be attributed to smaller contracts such as individual consulting sessions, training programs and measurement and testing work, larger revenues are associated with extensive R&D contracts, labor-intensive consulting

work and skills training programs for specific projects.

2.2 | Services and core competences

Riding on the impulse "knowledge and action" generated by Johann Löhn's method, the Steinbeis Transfer Network transforms existing, interdisciplinary expertise into real-world solutions that meet the needs of today's business processes. The bedrock of this concept: Johann Löhn's Baden-Württemberg Technology Transfer Model, first put to use in 1983 and published in 1989. The principles laid out in the model have endured to this day, preserving Steinbeis core beliefs and shaping every course of action. Steinbeis kept pace with the change from technology transfer to knowledge and technology transfer. We supplemented "conventional" technology transfer with services, such as acting as a consultant along the entire value chain, and we put knowledge transfer in the spotlight by establishing an own service to demonstrate the necessity of lifelong learning.

A key to success: the principles of the Baden-Württemberg Transfer Model

In today's context, the core principles can be summed up as follows:

- **Cover the entire spectrum of technology:**
The extensive network of Steinbeis experts offers an incredibly diversified wealth of practical expertise in every area, especially in fields catering to emerging technology and management as well as products, processes and systems.
- **Offer end-to-end solutions:**
Customers profit from this approach in a number of ways. A look at the bigger picture is the only perspective that will guarantee that knowledge and technology will transfer successfully. All core competences support finding solutions. Another benefit: Steinbeis leverages the synergies that emerge at the intersections of technology and management, creating opportunities and generating results that only a network can foster.
- **Deliver value to the customer:**
Our customers' growth and their ability to stay ahead of the competition and innovation are central to what Steinbeis stands for. Here, the power lies in made-to-measure and visionary solutions designed to last. Every project unfolds along open, constructive and fair lines of communication, side by side with partners and customers – independent of industry or size.

▪ Safeguard trust:

No matter what the undertaking is about, Steinbeis considers confidentiality a matter of utmost importance. Projects are managed with complete discretion and privacy. Customers can rest assured that the results of their projects go no further than Steinbeis. No information is published without the customer's approval.

A key to success: a comprehensive portfolio of services

Customers can call on four supplementary services in knowledge and technology transfer: in-depth consulting, evaluation and expert reports, specialized R&D and training and employee development. Solutions are tailored to fit the challenge – even when the challenge has not yet been defined in detail.

▪ Consulting

Professional guidance rooted in practice is a strategically crucial springboard into technology transfer. Steinbeis has continued this kind of guidance – its most fundamental service – since the founding of the organization. In the early days of Steinbeis, general and specialized consulting was provided by the Technology Consulting Service Centers, which addressed specific and purely technical challenges. In Baden-Württemberg, preliminary consulting was paid for by the federal state. Today, the portfolio ranges from by Steinbeis self-financed brief consulting sessions to commissioned projects dedicated to corporate and pro-

ject consulting. This specific service is no longer restricted to technical issues; Steinbeis consulting finds application at every stage of the value chain, from advising founders to consulting companies on their strategy.

- **Evaluations and expert reports**
Analyses, evaluations and studies scrutinize every area of a company, assess alternatives and determine if business ideas are feasible and business plans will bear fruit. These reports generate fresh momentum in specific areas, open up new avenues

Our state thrives on advances in technology, and savings banks and state banks are the number one provider of funds for companies. The opportunities and threats in new products, patents and inventions are, however, difficult for the financial community to gauge. To rectify the situation, Steinbeis writes expert reports for institutes of the Sparkasse Finance Group. These reports assist the institutes in assessing risk, and subjects range from the measurement of algae to entire mechatronic systems.

The Steinbeis Foundation was invented in Baden-Württemberg, just like the wall plug and car. And the idea was put into practice properly; as a result, it has become an important player in our national arena. One of the main drivers of this success is Professor Löhn, someone whom I came to esteem as an incredibly knowledgeable and dedicated partner. I had the pleasure of working with him in the 70s and 80s as a Member of Parliament as well as a regional authority. During our time together, we accomplished a great deal. The Steinbeis we know today simply would not exist without Professor Löhn. I wish him and every Steinbeis employee all the best in future endeavors and boundless motivation for the road ahead. Their work and service is a boon to our society.

Heinrich Haasis

President of the German Savings Bank Association

and offer new decision-making tools that allow people to accurately estimate opportunities and minimize risk. Since 1983, Steinbeis has authored more than 24,000 expert reports. Until 2006, most of them were at the Commissioner's behest. Credit institutions, investors and companies rely on the quality and expertise inherent in this Steinbeis service to provide an impartial opinion. This is of particular importance when larger loans are promised or companies are looking for venture capital, whether to finance innovation or safeguard products, production and jobs.

- **R&D**
Without additional and applied R&D, full-blown expertise and technology are seldom "ready to transfer" into solutions that can address market needs. Often due to reasons relating to different cultures and objectives, filling this gap is a process in itself, one involving people who explicitly have not generated the knowledge. R&D services, then, continue to constitute a very salient pillar of Steinbeis. Yet R&D has grown beyond the technology-only scope of the early Steinbeis years, now touching every aspect of management and value creation.
- **Training and employee development**
Applying knowledge in a streamlined, targeted manner is instrumental to success – today and down the road. This insight is nothing new. But for this to work, new skills are needed, built up through appropriate transfer processes. Regardless of

company size, regardless of previous education, employees must build on their skills throughout their careers – not just within the confines of technology, but the equally important realms of business and interpersonal communication.

A key to success: instruments from the center

Look from the headquarters out, the Steinbeis Enterprises are the primary vehicle of the entire Steinbeis organization. Marketing their own services, the enterprises operate in a variety of fields, and geared in a variety of ways to offer a unique blend of services and expertise. Their work is underpinned by central departmental support:

- In 1989, Steinbeis publishes the first edition of its newspaper "Transfer". Appearing several times a year, the publication presents projects and developments unfolding within the Steinbeis Transfer Network. It is now issued as a magazine.
- In 2003, Steinbeis founds its "Steinbeis-Edition". Its purpose: to publish books and selected topics written by Steinbeis Transfer Network experts and thus promote the insight, knowledge and services offered by Steinbeis professionals. Works include single titles and series on management and technology, companion publications for conferences and trade symposia as well as materials issued by the Steinbeis University Berlin.
- Steinbeis property arm, "Steinbeis Immobilien"

supports transfer by establishing necessary infrastructures.

- Events that span industry-specific lectures, "technology days", trade fairs, and training and employee development round off the portfolio of services. For the most part these are organized by individual Steinbeis Enterprises. Once a year, Steinbeis Transfer Network customers and employees meet up on Steinbeis Day, first launched more than 15 years ago and now a significant springboard to communication. During the parallel exhibition of Steinbeis Centers, companies take advantage of the opportunity to meet directly with network specialists and enjoy a firsthand look at technological breakthroughs. The Steinbeis Day has become synonymous with sharing information and insight as well as discussing the latest issues in cutting-edge technology. A final common instrument: trade symposia focusing on recent trends, organized by Steinbeis foundation headquarters.

2.3 | Networks: aligned to skills and regions

An "association of companies" is a long way from being a "network". And to add value successfully as a unit within a network, there have to be clear benefits. The Steinbeis Transfer Network never was – and never will be – designed to establish a network

per se. Such an undertaking would not succeed for a number of reasons. Rather, one of the key drivers of success is putting in place transfer entrepreneurs. They are ultimately concerned with their own accomplishments. The role of the umbrella organization is to capitalize on success for the good of the whole. Transfer entrepreneurs have no great interest in how well others in the association are performing. Yet each transfer entrepreneur understands how the umbrella Steinbeis brand benefits them. Throughout Steinbeis history, Johann Lohn has framed this relationship as an opportunity, stating, "When we ensure that each person puts themselves first, we also guarantee that no single person falls by the wayside." The difference is that this is not about an all-encompassing network but the creation of smaller, smoothly-running networks with a larger association. The pivotal challenge is founding "fitting" Steinbeis Enterprises, putting the right people in touch with one another. A Steinbeis Enterprise that "fits" is one that complements another unit or offers similar services in several regions.

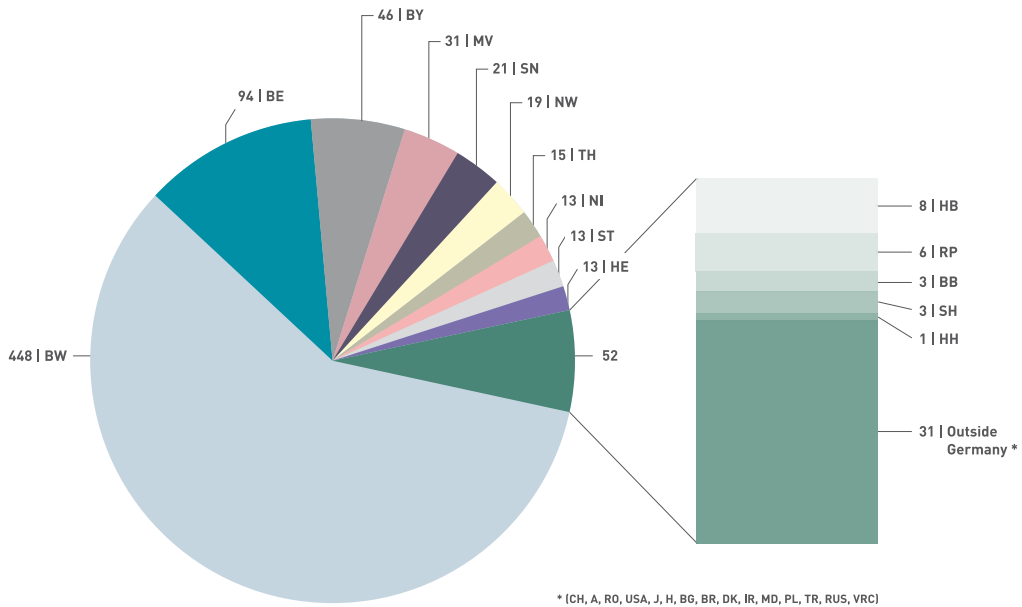
Networks across disciplines

In the early years, centers are highly specialized in terms of technology and, to a large extent, work vertically. Even at the end of the 80s, the market was crying out for more solutions that covered every aspect of business management. These solutions, however, required more and more time investment from professors. More often than not, employees at the centers were simply not equipped to rise to these

new challenges. As market needs shifted, Steinbeis embarked on an ambitious journey in 1991. The objective: to found Steinbeis Enterprises that offer expertise across the spectrum of business management disciplines. These centers would also take a more lateral approach to management expertise, reaching out to areas such as technology management, pooling the expertise of specialists but also experienced professionals from Steinbeis Headquarters. The outcome: an internal and – at least initially – horizontal base of knowledge. Given the above-mentioned network dynamics, a critical mass of like-minded Steinbeis Enterprises would have to be in place for networks to emerging on their own in different areas of expertise. The scope of these Steinbeis Enterprises – with different types of full and part-time managers – has become fertile soil for today's independent smaller skills networks, some more permanent in nature, some taking root only temporarily.

Networks across regions

Over the first few years, Steinbeis Enterprises are founded at regular intervals throughout Baden-Württemberg. As time marches on, more centers emerge at universities of applied sciences, universities and research institutions – including stand-alone centers run by individuals – in other parts of Germany and beyond Germany's borders. After the reunification of Germany, Steinbeis Enterprises began setting down roots in the former East Germany. In 2008, every German federal state – with the exception of Saarland – is represented in the Steinbeis Transfer Network.



Locations of Steinbeis Enterprises and partners by state and those outside Germany (as of December 31 2008)

Baden-Württemberg is home to over 440 centers. Bavaria has also maintained its leading position. The first Steinbeis Transfer Center outside Baden-Württemberg was founded here as early as 1987. Centers have also been opening outside Germany since 1992. Today, the Steinbeis Transfer Network is sizeable – and it continues to grow. The fertile ground that allows networks to thrive by sharing expertise also nurtures networks as they emerge and evolve across regions.

2.4 | The Lohn Method (L°°)

"You are your own director!" This is the key L°°-impulse that shapes the Steinbeis philosophy of local technology and knowledge transfer, tailored to the needs of the market, unfolding as part of a larger, common framework – just as much as the L°°-impulse "First values, then goals, then self-discipline, then success!" shapes the central philosophy. Managers must run their own decentralized organization. Although some Steinbeis Enterprises enjoy legal independence, most units have legally links to the

center and it is this relationship, hand-in-hand with creating, maintaining and developing a common framework, that is a cornerstone of Steinbeis success – on an operational and organizational level. Steinbeis owes its accomplishments to Johann Löhn and all "Steinbeisers" who recognized their potential at Steinbeis. As ever, the system and its success rests on a tool closely tied to Johann Löhn, and one he invented: the Löhn Method (L°). Basis for the Steinbeis model, – indeed, the entire system we know today – L° is a universally applicable method for managing yourself, processes, goals and way of solving problems.

Johann Löhn formulated L° over 30 years ago. The twin secrets to the method's success: the systematic approach and its simplicity. In fact, both dictate the overall design of the method's four cornerstones:

- Set goals: goals must be established and translated into concrete operations. Success lies in knowing where one stands, where the path leads, and achieving goals
- Inform: think with an open mind, see with open eyes, hear with open ears
- Document: know where to find something – and capture information immediately and precisely
- Manage: constantly improve established processes

These four individual components are reflected in activities and appointments that are driven by goals. Together, these activities and events – collectively known as "Do" in L° – make up a higher-ranking

component within the method. Doing something with a fixed goal in mind takes place in tangible projects – and success comes by acting consistent.

The "4+1" components and L° philosophy were conceived as the common framework underpinning Steinbeis – and that framework is still firmly in place today. The driver of success, L°, is not and will not be declared as a decentral fixed method or binding – that would not be in keeping with the philosophy's values. For professionals in central management it is important to understand that the Steinbeis system's origins lie in L° and that, through hard work, the system can evolve successfully. Importantly, at a local level opportunities can still be seized on and exploited without knowing what L° is.

The L° philosophy is documented by so-called impulses. One key strategic impulse is "The dynamic synergy of opposition!" – opposite poles, such as the "centralized – decentralized structure". With the "dynamic synergy of opposition", contradictions (that should basically not be compatible, like opposite poles) are used consciously by tapping into the potential impetus created through discrepancy and converting it to dynamic synergy. This can be expressed simply. For instance, when selecting which alternative to use as the key impulse – "Do one thing, without neglecting the other!". For the key impulse provided by the Steinbeis system, it would be – "Centralize as little as necessary, decentralize as much as possible!". The central resulting and decentral

realized processes are a testament to the synergies created by the opposite poles. Just as important in the strategic context is the catalyst pertaining to "Establishing an atmosphere of systemic coincidence". This atmosphere can be described as the state which, with the right preparation (systematic preparation) you would expect to arrive at, or foremost not expect to arrive at. Once in this state, events are immediately recognized as an opportunity, an opportunity to be exploited. For this atmosphere to arise and remain in place, it is important for individuals to be able and willing to change, to be frank and to communicate. To create such an atmosphere, an organization needs to instill awareness for fundamental goals based on an internalized, specified structure of existing goals and a type of "sensor system". A tangible understanding of goals almost arises automatically from the previously mentioned translation into actions, and appointments: translate into tangible actions, evaluate what has been achieved, make adjustments or translate more goals into actions, or both.

This sensor system differs vastly from person to person. The core components of this system are corporate values and people's personal values, which have a knock-on effect on "personal sensors". For instance, if people place emphasis on respecting their peers, they would be extremely reluctant to jump at a highly lucrative opportunity if it does not adhere to their sense of respect – they have a high "sensitivity threshold". Over the course of many years, a "generic

sensitivity threshold" has been successfully cultivated, not only among individuals, but also within the centralized team as a means of preserving and shaping the central framework. The results achieved centrally and realized decentrally are a testament to this atmosphere.

2.5 | Values and goals

Trust. Tolerance. Endurance. Consistency. Each a fundamental value – and an important part of what underpins Steinbeis work. These values also set the stage for success over the long term.

The Steinbeis system of goals rests on these four values as well as four overarching – yet equally weighted – goals: self-determination, progress, transfer, and benefit. These goals can also act as a springboard to further, more specific objectives. As well as uncovering ways to pursue the four corporate aims, the specific goals benchmark what has already been achieved.

Steinbeis constantly strives for self-determination, in financial and operational terms. Financial self-determination at Steinbeis would not be possible without an entrepreneurial spirit – and the behavior to match; these are what secure the funding for all activity. Specialist independence for Steinbeis – in other words, operational independence – means working with a network of trained experts from various

knowledge bases bouncing off each other to add value. In fostering and pushing employees, Steinbeis safeguards immediate access to the latest findings in nearly every sector of technology and management.

In Steinbeis terminology, progress means two things. First: exceed expectations in every area. Second (especially in technological terms): pinpoint trends and breakthroughs ahead of the market and translate them into reality. To accomplish this, Steinbeis calls on pertinent and knowledgeable sources spanning the entire breadth of learning – from universities and private business to politics and public authorities – all aimed at "mutual benefit". Working with these sources of knowledge helps Steinbeis employees drive excellence in technology and management. Steinbeis then gauges this excellence – and its own progress – against the demand for the products it offers.

Transfer – in our definition knowledge and technology transfer – is Steinbeis' core area of business. Transfer works on a number of levels: between the source of knowledge and employees but also between individual employees, either within the Steinbeis Transfer Network or with external partners. The success of Steinbeis transfer is measured in customer satisfaction as well as the quality of Steinbeis products and services. Turnover demonstrates the degree of transfer success.

At Steinbeis, benefit – the fourth overarching corporate goal – means the added value brought about by the work of the organization. Aspiring to touch on every area, benefit should also be within reach of every target group. Here, customers enjoy access to current insights and skills previously not available to them. As a result, the source of knowledge and Steinbeis employees fill in each other's "gaps" in knowledge – and both sides profit. In doing so, Steinbeis builds on and maintains excellence in its work. The added value inherent in this process is reflected in the quality of Steinbeis products.

L^{oo} forms the methodical backbone of the central Steinbeis goal-setting system. Having values and goals anchored centrally provides and maintains the latitude each decentralized SE needs to pursue its underlying goals, values, and personal development strategies. Opposite poles – centralized values, decentralized values – create dynamic synergies culminating in a common understanding: reciprocally accepted, overlapping values. Confines are put in place, and in some instances may be reached, but they are never overstepped. The systematic approach and the simplicity are reflected in the fact that values will only be taken on and accepted "decentrally" if they believed in centrally. As a consequence, actions are taken at the center when confines are ignored or the needed overlaps of values are too small or non-existent.

3 | Focus.Foundation.Factors.

26 | 27

3.1 | Development of the Steinbeis Model, 1982/83



The foundations of success were laid in 1983 when the Steinbeis foundation for economic development as it had existed since 1971 was reorganized.

Prior to 1983, the process of transfer took place solely through the Technology Consulting Service Centers (TCSC) which have been integrated in the StW in 1972. These TCSCs were managed by professors at universities of applied sciences in Baden-Württemberg as part of their overall activities. Through these units professors as specialists or members of TCSC staff lent expertise to transfer their knowledge to industry.

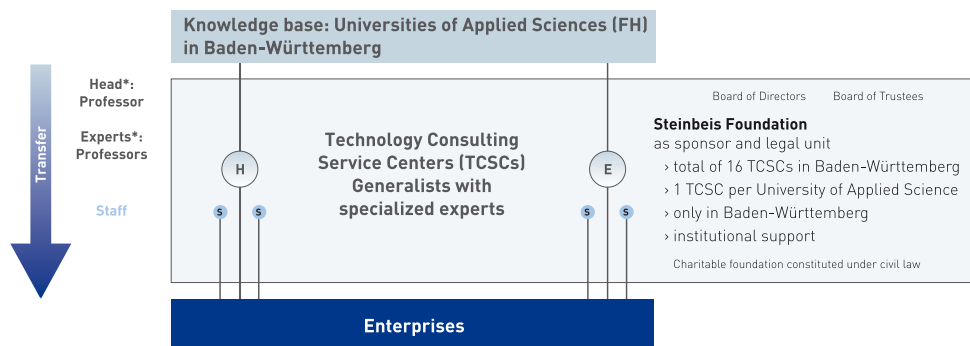
In 1978, Lothar Späth was elected Minister-President of Baden-Württemberg. A core issue addressed by

his policies: the state economy, shaped by medium-sized business, must adapt to current and future structural changes to remain competitive. In tangible terms the Minister-President also understood this to mean that the state had to lend support. He was not willing to enter into confrontational debate about economic theories – being passive was not an option, so he saw no alternative. Even his opponents, who lampooned his "neo-mercantilism" and other approaches, proved unable to suggest alternatives.

The "Technology transfer" working party

Closely related to this plan was a council of ministers' resolution passed on 17 May 1982 to introduce a "Baden-Württemberg Research Commission" encompassing task forces to examine the research infrastructure, technology transfer and related issues.

The principal of Furtwangen University of Applied Sciences at the time, Johann Löhn, who had already



* Professors with permission to work part-time over and above their main employment at FH

Steinbeis prior to 1983

earned a good reputation in the field, was appointed Chairman of the "Technology Transfer" task force. As early as 1979 he had issued a memorandum outlining proposals on the best way to intensify technology transfer, which at the time he coined Technology Dialog. Around the same time he also introduced the idea of the so-called Furtwangen Model. By reducing the lecturing obligations of professors at universities of applied sciences, capacity could be freed up for them to work at Steinbeis Foundation TCSCs. The gaps would then be filled by teaching appointments awarded to practitioners – people from business. The rationale and recommendations made by this task force still attracted interest years later. In fact, they formed the basis of Späth's decision to recruit a government commissioner for technology transfer and to expand the remit of the Steinbeis Foundation.

The recommendations and solutions proposed by the task force were based on a definition of technology transfer provided by this task force: "Technology transfer should result in technical knowledge and skills at universities, research establishments and technology-based enterprises being made available to potential users, especially in manufacturing, in such a manner that it can be translated into new products and new manufacturing processes – as much as possible, as fast as possible and as creatively as possible – and thus facilitate competitive advantage." Simultaneously, there was a need to provide research and teaching with new momentum from the world of business, thus establishing an ongoing technology

conversation between the worlds of business, science and academia.

Recommendations for technology providers, recipients and intermediaries

The task force emphasized the need to differentiate between technology providers, recipients and intermediaries, making recommendations in keeping with the three stakeholders groups:

a) Technology providers: in most cases, the task force recommended that the material and intellectual capacities of universities and research institutions receive support, allowing those bodies to implement new technologies as soon as possible and tailor them to actual applications.

b) Technology recipients: this group includes enterprises from industry, crafts, and retailing as well as service providers and German "liberal professions" – all of whom are in a position to integrate technologies into new products or production processes or translate them into new business structures. The recommendations of the task force were not directed at identified technology recipients. Indirectly targeted at the state (the German Federation and individual states), recommendations centered on economic development programs and tax arrangements which should make it easier for recipients to implement new technologies.

c) Technology intermediaries: it is recommended to the state that innovation consulting units run by trade and industry or the chambers of commerce offer financial support.

Government Commissioner for Technology Transfer

Minister-President Späth sees the appointment of a government commissioner as the logical consequence of his politics. On 19 October 1982, a meeting is held at the State ministry in which Johann Löhn is asked to work up ideas for introducing the planned Government Commissioner for Technology Transfer. He should take into account the analysis and recommendations of the research commission's Technology Transfer task force as well as his own evaluations. One of the main ideas of Löhn's concept is the linking of staff and structures between the Commissioner and Steinbeis.

Löhn identifies the opportunities offered by merging the activities of a civil law foundation and a state-run, regulated commissioner, encapsulating the synergistic effect in the term "operational unit", which primarily centers on uniform, proactive undertaking – in contrast to static, legal and institutionalized authorities. From the ministry's point of view, involving the StW makes the establishment of a new department superfluous – and the same is said for funding new positions from the state budget. For Löhn, it is crucial to have access to a privately run organization with all of the freedom it takes to implement his plans. The Technology Transfer task force also recommends that no new authority be established for the Government Commissioner for Technology Transfer. He should operate through an existing body, if needed through a small, privately run organizational unit. The task force stops short of saying that the Commissioner should work with Steinbeis, but this almost follows by implication

The Ministry of Economic Affairs has enjoyed close ties with the Steinbeis Foundation from the very beginning; indeed, the idea to set up the foundation in 1971 sprang from the ministerial head of the department at that time, Herbert Hochstetter. The decisive impetus came to the Steinbeis Foundation, however, when Professor Löhn was appointed by Minister-President Lothar Späth to the role of Government Commissioner for Technology Transfer and his election as Chairman of the Board. The subsequent success story of the ingenious Löhn Model, which he has expanded for more than 20 years with unbelievable commitment and stamina, is legendary and unique in German circles of innovation. The original 16 Technology Consulting Service Centers have grown into more than 440 Steinbeis Enterprises in the state of Baden-Württemberg alone. This type of self-funding technology transfer, independent of state funding, is fundamental to innovation and technology policy in Baden-Württemberg and the object of domestic and international envy. For this I would like to express to all involved, now spearheaded by Professor Trasch and Professor Auer, the Honorary Trustees and all who accompany them on their journey: heartfelt gratitude and best wishes, good luck and may your efforts and endeavors succeed!

Günther Leßnerkraus

Head of the Government Department for Innovation and Technology Transfer at the Baden-Württemberg Ministry of Economic Affairs,
Member of the Committee of the Steinbeis Foundation (Ministerial Member of the Board of Trustees)

as the StW has already been involved with several projects proposed by the Commissioner.

According to the Technology Transfer task force, the Commissioner planned by the state government should be responsible for:

- heightened application of the expertise offered by technology providers in political measures and company decision-making
- advancement of emerging technologies and the overall framework of technology transfer
- removal of bureaucracy in implementing technology transfer
- support in presenting the findings of scientific research to small and medium-sized enterprises and improving the ability of such companies to innovate
- promotion of development parks and spin-offs

Naturally it would be conceivable to do without a commissioner and allow the StW to carry out all of these tasks by itself. For political reasons, however, it is decided to place so much emphasis on technology transfer that it receives representation at a government level. This has an extremely positive influence on all parties. The government benefits from advice from somebody involved in everyday business and thus "on the front lines" with respect to technology issues; the foundation benefits from direct access to the latest information about state economic and technology policies. The outcome: an ideal public-private partner-

I had the pleasure of witnessing the growth and development of the Foundation for almost ten years in my role as Chairman of the Board of Trustees. When I assumed the Chair in 1982, the Foundation was still working along the lines laid down by Hochstetter, the ministerial head of department. It was quite low key, but still very effective, and extremely lean in terms of administration. The proposal made by the Ministry of Economic Affairs in 1982 came as a bit of a surprise: to appoint Professor Löhn, the principal of Furtwangen University of Applied Sciences, who had been named Government Commissioner for Technology Transfer, as Chairman of the Steinbeis Foundation. Not only did Professor Löhn have an excellent understanding of his profession, with new ideas on expanding technology transfer, his appointment came hand-in-hand with a growth in Foundation capital. After a great deal of intense discussion and reassurance that our independence would be maintained, the Board of Trustees approved the change in constitution and accepted the appointment of Professor Löhn as Chairman of the Foundation. It was the beginning of a new kind of Steinbeis Foundation. Looking back, one of my main priorities as Chairman of the Board of Trustees was to support Löhn's proposals which many board members thought were going too far.

In my opinion, the foundation was born under a lucky star. Founded by Hochstetter – the ministerial head of department who recognized the unused research potential at universities of applied sciences as well as the needs of enterprises in Baden-Württemberg – and developed further by Professor Löhn, who devoted his working life to technology transfer. Witnessing the development of this organization and fostering its interests is an experience I would not miss for anything.

Prof. Dr.-Ing. habil. Hans-Joachim Förster

Chairman of the Steinbeis Foundation Board of Trustees 1982–1991

ship. On 29 November 1982, the council of ministers orders the appointment of the Commissioner, effective 1 January 1983 " [...] to support the state's medium-sized enterprises in particular in adapting to technology change." The measure is "to be seen as part of an overall push by the State government to boost the innovative capabilities of smaller and medium-sized companies through targeted support. The existing knowledge of medium-sized companies in Baden-Württemberg should be expanded by making information on technologies available in a way that suits the needs of business," said the federal ministry.

The cabinet also decided that the Government Commissioner for Technology Transfer should make use of the Steinbeis Foundation to execute his remit. Finance would be sourced from

- revenues generated through foundation capital, to be augmented – raised at first by 18m deutschmarks through a donation made by the State Credit Bank,
- subsidies for independent management based on operating costs, through the sponsorship program of business-related research, technology consulting and technology intermediaries,
- subsidies from other institutions, especially from business
- project fees.

Originally only mentioned in passing, over the years project fees become the Steinbeis Foundation's most important source of income.

We have the foresight of the Steinbeis Foundation Board of Trustees to thank for the implementation of this model, combining the role of a government commissioner for technology transfer with the Chair of the Steinbeis Foundation. At first, the committee does not find it easy to approve the changed constitution and the new election of a Chairman amid fears it would result in the foundation holding less sway and losing its independence, to the benefit of the commissioner. The opposite happens, in particular thanks to the efforts of Hans-Joachim Förster, the Chairman

of the Board of Trustees at the time. The standing and independence of the foundation is bolstered as part of its affiliation to the government commissioner.

Responsibility of the Government Commissioner for Technology Transfer

Following the decision made by the council of ministers, the responsibilities of the Government Commissioner for Technology Transfer (abbreviated as GCTT) fall into three areas: GCTT responsibilities; GCTT responsibilities which overlap with those of the foundation; responsibilities of the foundation, which the council of ministers neither can nor wishes to change. The council of ministers charges the GCTT with:

- fostering partnerships, development parks and new business spin-offs
- issuing research contracts
- facilitating programs and decisions instigated by the council of ministers with respect to applied research, technology transfer and the ability of small and medium-sized enterprises to innovate
- acting as a "project executing organization" at individual companies designed to foster innovation or create new technology. This mainly relates to programs designed to encourage development at small and medium-sized companies (C1) and promoting the use of modern technology in medium-sized companies (MT).

Minister-President Späth officially names Johann Löhn Baden-Württemberg's first Government Commissioner

for Technology Transfer on 23 December 1982. By 2006 Johann Löhn has been in the role of government commissioner for more than 20 years.

Responsibility of the StW Board

In practical terms, there doesn't exist a borderline between the responsibilities of the Commissioner and those of the StW – foundation staff work on all

projects. Occasionally, areas overlap and responsibilities are simultaneously assigned to the Commissioner and managed as a "StW project." As a rule, however, the responsibilities of the StW board are dictated by civil law and private enterprise.

Johann Löhn is elected full-time Chairman of the Steinbeis Foundation Board on 4 March 1983. Assisting him are Reinhard Merkle and Walter W. Weiss as honorary Alternate Members. As soon as 1985, Reinhard Merkle is succeeded by Josef Pfeffer, a businessman.

As the years pass, offices and locations also change. At the beginning, the Board works from a small room in the state asset management department in Hospitalstrasse in Stuttgart. In 1985 and 1986, the move is made to the Stuttgart House of Commerce, former official residence of Ferdinand von Steinbeis when he presided over the central office for trade and industry.

3.2 | The building and expansion of the Steinbeis Network, 1983–2004

The appointment of Johann Löhn as the Government Commissioner for Technology Transfer, the changes made to the constitution by the StW Board of Trustees, the appointment of Löhn as full-time Chairman of the Steinbeis Foundation Board – as well as Hans-Joachim Förster (former Daimler-Benz Director of Research) to the role of Chairman of the Board of

At the beginning of the 1980s we were working on gate array technology in Ravensburg when we embarked on a search for a development partner. In 1983 I read in the paper about the Steinbeis Foundation and Professor Löhn's appointment as Government Commissioner for Technology Transfer in Baden-Württemberg.

I immediately put pen to paper and asked Professor Löhn not to forget the Upper Swabia region with respect to technology transfer. Johann Löhn's reaction was swift and he invited me to a meeting in Stuttgart. When he'd listened to my thoughts and wishes, he suggested setting up a transfer center for microelectronics at the University of Applied Sciences in Ravensburg-Weingarten. As we parted he said, "Drop in at the university on the way home and tell the principal."

In a quarter of an hour the decision had been taken to set up the first transfer center in Ravensburg. It was a quick and uncomplicated decision – the hallmark of the Steinbeis Foundation – and one that resulted in years of close cooperation with Steinbeis.

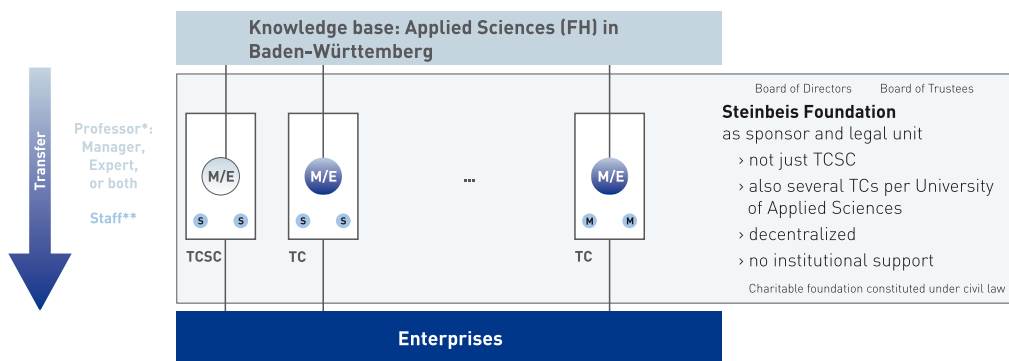
Josef Pfeffer

Honorary Member of the Steinbeis Foundation Board 1985–2004

Trustees in 1982 paved the way for StW to forge ahead with its activities. During this time progress is made in leaps and bounds. As soon as he embarks on his role in 1983, Löhn sets about translating his model for technology transfer in Baden-Württemberg in practice, based closely on his own L°. Working with him from the outset – and providing important support setting up the new StW – are people like Renate Fehrenbach and Peter Wittmann (now inter alia managing partner of Steinbeis Beteiligungs-Beratung GmbH), both of whom Löhn knows from his time in Furtwangen.

Technology transfer, adhering market principles

Pivotal to the Steinbeis model, from the very beginning, is the concept of self-funding technology transfer: financial independence from the state and no need for institutional subsidies, fundamental prerequisites for successful technology transfer in keeping with the market economy. Johann Löhn's appointment as GCTT is linked to a donation from the State Credit Bank to be used as capital for the Steinbeis Foundation: 18m deutschmarks.



TC: Transfer Center

- specialized in a specific technology/service
- legally not independent but independent in commercial terms

* with permission to work part-time over and above their main employment at university

** Full-time employee: formally employed by the Foundation, working at a TC, reporting to the local manager

Steinbeis in 1983, based on the Löhn model

Ultimately, the success of an enterprise is dictated by what can be implemented in practice – a principle any craftsman can relate. A principle which is also pertinent to the success of the Steinbeis Foundation. Market success for the entrepreneur became a guarantee of success, the basis of an unparalleled story of success in the history of technology policy in Baden-Württemberg.

There is a downside to this success, however. The success of technology-based enterprises has pushed the large number of small companies not in the limelight, most of them small, onto the sidelines in terms of technology support. But they are the ones that matter most! Most apprenticeships in technical areas are provided by these companies. They are crucial for generating what we're looking for and need from a business environment open to technological change. Which is why Steinbeis the transfer partner is just as important as Steinbeis the motivation partner. Technology information has to become market information, providing the impetus to smaller companies – who have the power to turn skeptics suffering from technophobia into innovators inspired by technophilia.

Dr. Hartmut Richter

Managing Director Baden-Württemberg Crafts Congress,

Member of the Committee of the Steinbeis Foundation (Member of the Board of Trustees for the Baden-Württemberg Crafts Congress)

In keeping with this, Johann Löhn waives the institutional funding enjoyed by the foundation in the past.

At the beginning, technology transfer is carried out by the Technology Consulting Service Centers. The network of TCSCs consists of 16 centers: TCSC Aalen (manager at that time: Horst Franke), TCSC Esslingen (Eberhard Birkel), TCSC Furtwangen (Walter Zahradnik), TCSC Heilbronn (Karl Sinn), TCSC Karlsruhe (Dieter Klaus Adler), TCSC Konstanz (Horst Dannhorn), TCSC Mannheim (Walter Kerber), TCSC Nürtingen (Klaus Fischer), TCSC Offenburg (Heinz Rentschler), TCSC Ravensburg-Weingarten (Karl Schrök), TCSC Reutlingen (Hans-Jürgen Fahrenwaldt), TCSC Schwäbisch Gmünd (George Burden), TCSC Sigmaringen (Dieter Liekweg), TCSC Stuttgart/Printing (Albert G. Burkhardt), TCSC Stuttgart/Engineering (Helmut Kleemann), and TCSC Ulm (Dietrich Philipp). Johann Löhn adds specialist transfer centers to the existing network of TCSCs. The centers are set up at first as legally dependent units at Baden-Württemberg's universities of applied sciences. The first specialist centers at universities of applied sciences are set up in 1983, in Furtwangen (by Walter Kuntz), Heilbronn (Manfred Dorsch), and Ulm (Arnold Führer).

Before 1983 the TCSCs made transfer company contributions to central overheads by submitting a

percentage of project takings. This "overhead contribution" is five per cent at first. As Steinbeis grows in quantitative and qualitative terms, there is also a shift in the way contributions to overheads are seen and they start taking the form of franchise fees. The current network fee is nine per cent of SE turnover. This covers the general overheads of the central organization and is used to safeguard and develop the interests of the Steinbeis Network.

By setting up the Transfer Centers and installing a central framework, important elements are in place for Steinbeis to carry out successful knowledge and technology transfer. As things take shape throughout the 1980s and 1990s, start-up funding provided by the state of Baden-Württemberg plays an important role. Earmarked for technology centers being established in Baden-Württemberg, funding comes in the form of grants of up to 200,000 deutschmarks for infrastructure. Improvements here will also benefit the infrastructure at the universities of applied sciences to which the centers are attached. Initial criticism poured on the Foundation by the chambers of commerce in Baden-Württemberg soon turns to the level of successful cooperation we witness today. That supports instilling technology transfer within companies.

To further boost the process and establish Steinbeis transfer, the new Transfer Centers and their portfolio of services have to be introduced to a wider audience. A launch campaign is embarked upon, including a series of information workshops, technology congresses, and of course consulting sessions.

Consulting sessions – a key strategic instrument

In keeping with moves by the state government of Baden-Württemberg to maintain industry competitiveness, even during times of structural change, in the 1980s and the early 1990s the Ministry for Economic Affairs funds a series of consulting services, to be run by the StW:

▪ **Short Consulting Sessions (SCS) for Business in the State of Baden-Württemberg**

From 1983 to 2001, all small and medium-sized companies in Baden-Württemberg are entitled to receive a free consulting session from a Steinbeis expert, independent of industry. The aim of this professional support is provide tangible solutions to an issue facing the company.

The consulting sessions are also used to supply companies with up-to-date information on the research and technology infrastructure in the State of Baden-Württemberg and update companies on the latest scientific and engineering insights. Steinbeis Short Consulting Sessions are relaunched as a Steinbeis self-funding service in 2005. Until the end of 2008 almost 900 sessions have taken place.

▪ **State of Baden-Württemberg Development Management (BWDM)**

To complement the short consulting sessions, and as a further instrument to secure competitiveness, from 1984 to 1995 the Baden-Württemberg Ministry for Economic Affairs offers a service called development management, with the strategic aim of optimizing processes, procedures and organization techniques at small and medium-sized companies. Using the solution-based approach common to Steinbeis, experts investigate and evaluate each individual case within companies. This type of consulting also encourages companies to solve more internal issues by calling on the specialist support offered by academic and research establishments. This addresses an essential aspect of the Baden-Württemberg technology transfer model: small and medium-sized companies are often reluctant to get in touch directly with academic and research establishments.

Putting success in numbers, this leads to more than 21,000 consulting sessions and more than 6,000 development management projects.

▪ **Proactive short consulting sessions from the State of Baden-Württemberg (PSCS)**

Small and medium-sized companies in Baden-Württemberg also receive support between 1988 and 1996 in the form of "proactive, walk-in" short consulting session (PCSs) and expert advice provided on a variety of levels. The sessions are partly funded by the Ministry for Economic Affairs, partly by the

local district. Proactive in this context means that Steinbeis can approach every company directly in all areas not served by the university network, independent of industry, and offer professional support in pinpointing and understanding key issues. It can also offer expert advice on specific solutions on any business-related issues. In addition, these short consulting sessions provide a vehicle for introducing companies to the overall technology infrastructure within the state and the portfolio of services offered by Steinbeis.

Building business contacts

Most consulting projects with individual companies extend over a prolonged period. Although flexible in identifying and implementing solutions, this sense of permanence instills much cherished trust in customer relationships. Most projects are sponsored by the Baden-Württemberg Ministry for Economic Affairs, to the benefit of several thousand mainly small and medium-sized enterprises throughout the federal state, across all sectors of industry, receiving advice directly from Steinbeis or experts identified by the foundation. This includes project management ("after-care") provided between 1988 and 1995 with the aim of questioning companies that have completed the program about the outcome and their experiences, and identifying further consulting requirements. As well as this, there are advice schemes as part of technology-based economic development programs extending beyond the borders of Baden-Württemberg into other federal states and neighboring countries, some of which are still in place today.

Sponsorship does not necessarily come in the classic form of fees, which the experts can use to fund their transfer centers. They cover their expenses, or can be seen as a symbolic reward: for instance, for a six-hours short consulting session the experts receive 300 deutschmarks plus travel expenses.

Systematic expansion into other sources

Setting up new Transfer Centers eventually leads to a highly beneficial domino effect which soon takes hold – particularly in Baden-Württemberg – and the neighboring German federal states of Bavaria and Hesse. The states of Hamburg and Lower Saxony also express interest in the concept such that Steinbeis centers are also set up in these areas, resulting in new contacts within companies and new customers beyond the borders of Baden-Württemberg. German reunification also leaves its mark on the Steinbeis network. In 1990, new centers are founded in recently reunited states of former East Germany – at first in Saxony, Thuringia and Saxony-Anhalt (mainly at the Technical Universities), although at the beginning almost all custom comes from former West German states (especially Baden-Württemberg and Bavaria).

Most start-ups emerge from the universities of applied sciences. Thanks to the engineering policies of Erwin Teufel, Minister-President of Baden-Württemberg from 1991 to 2005, Steinbeis is able to tap into the full potential offered by universities after the mid-1990s. Complementing this are start-ups at universities of cooperative education in Baden-Württemberg

By establishing a comprehensive network of technology transfer centers, Professor Löhn and the Steinbeis Foundation made a significant contribution to the innovative power and competitiveness of small and medium-sized enterprises in Baden-Württemberg. The Steinbeis Centers became a role model in Germany, the rest of Europe and the Far East. Steinbeis is Baden-Württemberg's trademark when it comes to economic and scientific development.

Dr. h. c. Erwin Teufel

Former Minister-President of the State of Baden-Württemberg

and centers employing freelancers (independent experts not linked to the world of academia such as consultants, entrepreneurs and managers of spin-offs). After 1991, the portfolio of services is expanded in all technology areas to encompass "Management Centers". This makes it possible to answer the need for management consulting to complement technology consulting and Steinbeis customers' demand for long-term coaching.

The success of the start-ups at Transfer Centers based at universities in Baden-Württemberg – and the references provided by professors within their respective scientific community – lead to the growth of Transfer Centers at universities outside Baden-Württemberg, supported by professors switching to other universities.

Keeping the momentum of success going – and building on it – requires focus and self-discipline. The focus is apparent with the founding of each transfer center. Systematically, each and every valuable knowledge base is tapped into after 1995, with the universities of applied sciences clearly leading the way as a source of expertise (in 2008 accounting for 53 per cent of all SEs at universities, universities of applied sciences, universities of cooperative education, research establishments). The Transfer Centers at universities (in 2008 33 per cent) and Baden-Württemberg universities of cooperative education (in 2008 10 per cent) also become important bases of expertise for Steinbeis. The arms of the

Steinbeis network also start to spread out and embrace the federal states of Berlin, Bremen, Rhineland-Palatinate, North Rhine-Westphalia. New centers are also set up outside Germany. In 1993, the fields of technology and expertise expand to include the life sciences and in 1996 education joins the fold. Each time this is in response to the requirements of industry as Steinbeis pinpoints key trends that will dictate the success of companies in the future.

Knowledge and technology transfer focuses on more than identifying the sources of transferable technology. The process also spotlights the recipient – technology users prepared to take on technology, that means the companies. Steinbeis initiates a variety of new measures to complement existing consulting activities with the aim of reaching out more to small and medium-sized companies. This involves coordinating economic development in the region centering on new technology, the various Steinbeis Transfer Centers around each region and business development corporations.

My experience of Steinbeis goes back to the founding days of the Göppingen-based economic development company WiF GmbH. Steinbeis provided a manager since its foundation and advised small and medium-sized companies on issues relating to technology transfer. One thing that stands out in my mind is the innovation prize which we have been awarding for the last 15 years to particularly innovative small companies from the local area in cooperation with the economic development company and the Göppingen savings bank. While serving on the jury I got to know Professor Löhn well and, later, his successor Professor Trasch. Both possess remarkable ability and a wealth of experience in judging and developing innovations.

During this time, I witnessed Steinbeis developed as an organization that not only talks about innovating, it actually does something. In my opinion, Steinbeis is a reliable partner in the process of technology transfer. It takes a clear stance on what is possible and what is not possible.

I value three things in particular about working with Steinbeis:

- *The systematic thinking of Professor Löhn, which permeates throughout the whole organization, without which this style of development wouldn't be possible in the first place – even internationally.*
- *The undaunted willingness of Professor Trasch to walk the difficult way of supporting innovation. In an economy like Baden-Württemberg's where so much depends on small and medium-sized companies, Steinbeis has evolved into an irreplaceable vehicle of technology transfer.*
- *The network of expertise and knowledge which, over the years, has developed into a tremendous fountain of knowledge that at the very least provides pointers on any type of issue. To the benefit of the economy and society overall.*

Jürgen Hilse

Managing Director of Göppingen Kreissparkasse (Savings Bank)
and Federal Spokesman (Bundesobmann) at
Deutsche Sparkassen- und Giroverband (DSGV)

Technology-based regional economic development

Even companies not falling into the catchment areas of universities should have easy access to new technologies and expertise. To do this, the potential of the Steinbeis network is linked up with local economic development projects to create an end-to-end network of regional points of contact. A number of new models are introduced in regions and especially rural districts.

Funding is provided mainly by the local community, rural districts, or both in association with regional savings banks and other financial institutions central to economic development. Over the years, these establishments evolve into trusted partners especially in connection with broader economic development, fostered by Steinbeis.

Johann Löhn also develops a concept for intensifying technology transfer in rural areas to place more focus on small and medium-sized enterprises in the region offering technology-based services. Acting on behalf of the Ministry for Rural Areas, between 1988 and 1993 he sets up eight new offices in Baden-Württemberg to act as technology and start-up centers (called Technology Management Centers – TMCs). Steinbeis helps set up centers in Schwäbisch Hall, Bad Mergentheim, Horb, Weil am Rhein, Heidenheim, Pfullendorf, Stetten a.k.M. and Münsingen. The TMCs in rural areas provide the same output and work, along the same lines as the ten "Technology Factories"

sponsored by the state government at regional university locations. Apart from advising companies on technological and organizational issues, the TMCs help set up of business start-ups involved with new technologies and innovations. They lend support in working up business concepts, pinpointing sources of funding, and identifying business partners. During the launch phase, which was subject to time restrictions, start-ups take advantage of business premises and technical support.

Regional Steinbeis Transfer Centers and Economic Development Corporations

These are furthered by the newly founded regional Steinbeis Transfer Centers and Steinbeis employees in the centers who take on economic development activities for economic development corporations. Compared to stand-alone consultants, one of the advantages with these "regional Steinbeis advocates" – who are usually from an engineering background and have a wider understanding of technology – is that they can tap into the full technology and management potential offered by the entire Steinbeis network. As a rule, this happens in the early stages during short consulting sessions and special meetings. Regional Steinbeis advocates also provide advice to local communities on improving the technological infrastructure and attracting technologically advanced companies.

The concept of fostering technology-based economic development through newly established Steinbeis

Transfer Centers not only takes root in Baden-Württemberg. Centers are also set up in seven other German federal states, as well as five federal states of Austria, Belarus in 1996 and Russia in 1999. Steinbeis also enters into partnerships and cooperation agreements with institutions and companies in Baden-Württemberg's European partner regions: Rhône-Alpes (France), Lombardy (Italy), Catalonia (Spain) and Wales (UK).

The economic development corporations instituted by local communities, district councils and Steinbeis prove successful. To date, 51 regional agreements have been entered into. In 2008, Steinbeis is involved in regional economic development at 18 locations throughout Germany.

Turning the spotlight on former East German states

After German reunification, the experts at Steinbeis embarked on intensive rounds of consultation in the new federal states of Saxony, Thuringia and Saxony-Anhalt, with the backing of each state's Ministry of Economic Affairs. As expected the response is tremendous – especially when it comes to making products or services more competitive in the German market and beyond, and how to put entire companies on a par with their competitors. The aim is to provide access to some of the excellent sources of technological expertise available in the former East German states. The first Transfer Centers are set up in Saxony in 1990.

Communication technology coordination center

An important factor in maintaining competitiveness as a business lies in the application of state-of-the-art communication technology. These days the issue is taken for granted, but in the 1980s and at the beginning of the 1990s many small and medium-sized enterprises had no means of modern electronic communication. As early as 1982, EKOM, a group of experts set up by the government of Baden-Württemberg, recommends the launch and expansion of modern communications. There are already plenty of places to turn to for one-on-one advice on communication technology issues – for example through the chambers of commerce, trade associations, independent consultants, IT companies and universities. However, small and medium-sized enterprises in particular find the sheer number of options confusing, making it difficult to work out the best solution and right people to work with. By acting as a coordination point for providers of solutions and services, Steinbeis provides companies with independent support. Because of its neutral role, the communication technology coordination center (CTCC) is affiliated with Steinbeis. From 1986 to 1994, the CTCC writes and publishes a series of information booklets on the latest developments, initial areas of use, and application areas for new technology and services of an IT or communication technology nature. New technologies and services are also presented to businesses at a variety of events, demonstrating the benefit in practical, everyday use.

Commissioner for Europe

Another avenue for boosting the competitiveness of small and medium-size enterprises is identified by Hermann Schaufler, Minister for Economic Affairs in Baden-Württemberg from 1989–1992. Schaufler sees the need to ease access to development programs, especially research and technology programs run by the European Union. He also pushes for representation on technology issues in Brussels. In 1990 Schaufler names Hans J. Tümmers his first Commissioner for Europe, working within the remit of the StW. At the same time Tümmers is given responsibility for running the recently founded Steinbeis Transfer Center for European Technology Transfer in Stuttgart (now called the Steinbeis-Europa-Zentrum, SEZ). Offices are set up in Stuttgart and Brussels.

In 1995, Peter S. Nieß is appointed successor of Hans J. Tümmers. He acts as Commissioner for Europe until 2002 when he hands the baton to Norbert Höptner who is still in the position today. As the operative arm of the Commissioner for Europe, the Steinbeis-Europa-Zentrum communicates the latest information relating to EU development programs. Apart from providing support to small and medium-sized companies, the SEZ also helps universities and research establishments submit applications, assists project management when implementing cross-border projects, and deals with issues relating to European development and technology programs, as well as partnerships between companies in different European countries. The SEZ now employs more than 30 people at offices in Stuttgart

and Karlsruhe, tapping into broad areas of expertise to offer made-to-measure support on all types of matters that touch European innovation projects.

Chairman of the Board, Commissioner and the Board of Trustees

On 1 January 1988, Johann Lohn is confirmed as Government Commissioner for Technology Transfer. The reappointment of the Commissioner comes hand-in-hand with further two five million deutschmark boosts in foundation capital, one in 1988 and the second in 1989. The remit of the Commissioner is also extended. According to a bill passed by the Ministry of Economic Affairs in June 1987, the GCTT is also responsible for:

- working with development programs and assessing the technical and economic viability of development projects as well as specialist supervision requirements
- managing individual cases related to technology transfer including coordination and approvals with necessary parties
- acting as a liaison with international technology bodies.

The Commissioner is involved in all issues close to the government and has a say in state development programs. His remit is not extended to exercising jurisdiction.

In 1993, Johann Lohn is appointed to the office of Government Commission for Technology Transfer for

a third five-year term. At the beginning of his time in office, his simultaneous role as Steinbeis board Chairman was central to the introduction of the Baden-Württemberg Technology Transfer model, but over the years this parallel role becomes more of an alliance in personality. The duties of the Commissioner change little over time.

In 1991, the Chairman of the Board of Trustees is re-elected after Hans-Joachim Förster decides to step down due to his advancing years. Max Syrbe, member of the Board of Trustees since 1983 and president of the Fraunhofer-Gesellschaft, is chosen as his successor. Along with the role of the Government Commissioner for Technology Transfer, Hans-Joachim Förster's relentless efforts while the Steinbeis Foundation was restructured in 1982/83 were central to securing the role and independence of the foundation, paving the way for the Steinbeis network and the success of this model today. His constructive criticism, pragmatic approach and conscientiousness were crucial during a time which was not necessarily easy and when the success of Steinbeis was not always well received.

Shareholding in companies

Another way that Steinbeis is keen to support the transfer of expertise and technology is through direct involvement in promising companies. These could be spin-offs from Steinbeis centers, or based at technology centers such as the Mittelstandszentrum Tauber-Franken GmbH (the Tauber-Franconia Center for Medium-Size Companies). As part of this move, in

1988 Steinbeis sets up a company called SBG Steinbeis GmbH. Its aim is to support transfer activities and the acquisition, administration and sale of land and land-related rights. The concept is years ahead of its time – at least the Board of Trustees sees it this way. The company is not permitted to do business as intended especially if this involves participation in other companies. The business goals of the company are changed and restricted to the acquisition, administration and sale of shares in land and land-related rights and the support of transfer activities. As a company in the network, SBG is made into a Steinbeis Foundation company. Later it takes on the first property owned by Steinbeis, opposite the StW head office in Stuttgart.

Property

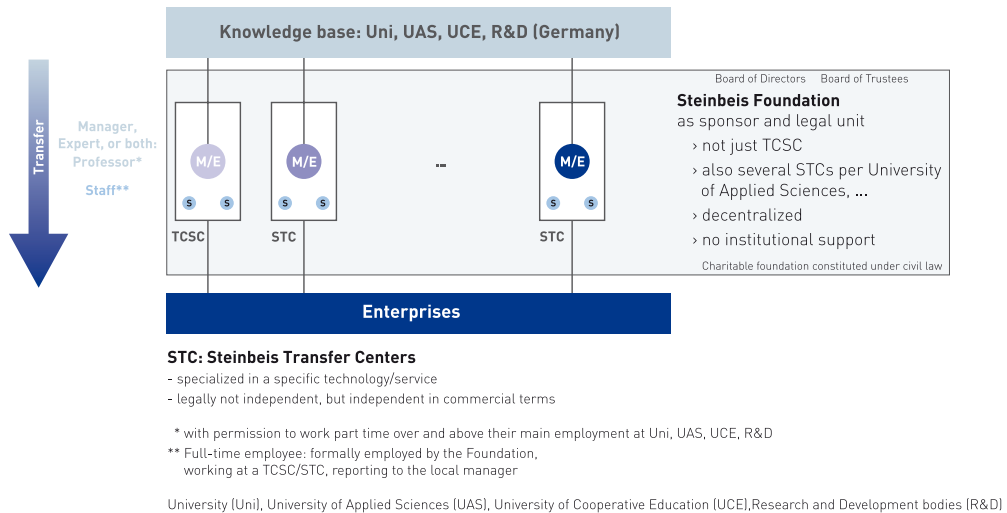
In 1994, Steinbeis uses a piece of commercial property available for construction in the east of Berlin to set up a location in the city and profit from special amortization arrangements. The decision to buy and build on the land is only made after a heated Board of Trustees discussion. A majority of Board of Trustees members see the entrepreneurial opening and the "Steinbeis-Haus" is built in the Friedrichshain district of Berlin (which now houses Steinbeis University Berlin). To acquire and manage the site, a further Steinbeis company is set up in 1992: ImmoTech Steinbeis GmbH. As with other property interests, this company is still managed by Johann Löhn today. All Steinbeis properties – even properties acquired or built after this (from Aalen to Bad Mergentheim,

Berlin, Ilmenau, Göppingen, Gosheim, Heilbronn, Offenburg and Stuttgart) are instrumental in providing the infrastructure needed to offer Steinbeis Enterprise transfer services.

Differentiation within the foundation

As a non-profit foundation under civil law, until the end of 1995 Steinbeis submits straightforward profit and loss statements; finances are documented through simple accounting. At the end of 1996 it starts issuing full year-end accounts based on double-entry bookkeeping. This is necessary to capture the financial independence of the important commercial activities in keeping with their status. In financial terms, the Steinbeis Foundation is split into four areas:

- 1) Foundation capital: interest earnings on foundation capital
- 2) Non-material transfer: earnings from running courses, publicly funded projects, consulting, information services
- 3) Single purpose non-profit organization activities: earnings from projects that support the main aim of the foundation, the results of completed projects are published (development projects, technology consulting, business consulting etc.)
- 4) Commercial activities: income from projects carried out individually and exclusively for clients.



Steinbeis in 1996/97

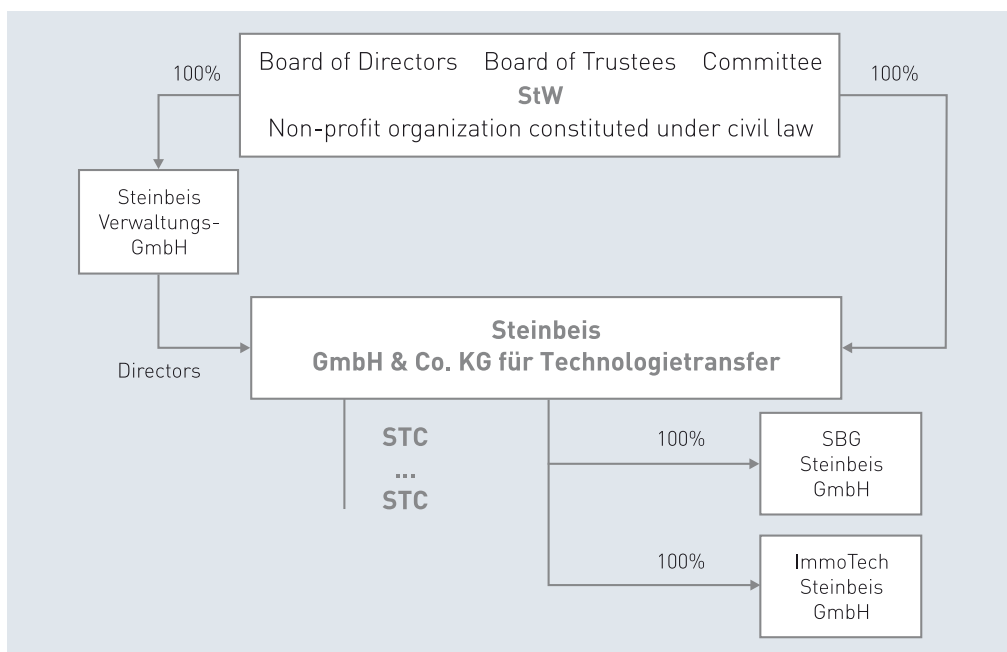
Parallel to the growing number of Steinbeis Transfer Centers, there is a shift in the emphasis of projects. In the early days after 1971 many of the projects are for "the common good". After 1983 more and more projects are commercially driven – as a matter of principle – and fall under goal-related projects.

On 30 November 1995, the Federal Finance Court makes a ruling regarding the taxation of project-related and contract research. Subsequent changes mean that Steinbeis does not fulfill certain prerequisites for organizations not primarily financed through public funds to pursue project-related and contract research. What at first appears to threaten the existence of Steinbeis turns out to be an oppor-

tunity: this is a chance for Steinbeis to transform itself into a professional organization and lay the foundations for business activities without restriction.

1998: a year of restructuring

Steinbeis sets up a company to manage its commercial transfer services. On 6 December 1996, the Board of Trustees passes a motion to set up the new unit; the new company is founded on 4 August 1997 and Steinbeis becomes a business corporation, spearheaded by a non-profit foundation and underpinned by the German legal designation for all types of commercial activities, a GmbH & Co. KG complemented by a GmbH. The contract entered into



The new Steinbeis structure in 1998

by the Foundation and the new subsidiary to capture the new company and takeover is signed on 5 August 1998, effective 1 January 1998. The Board of Trustees signs off the contract at a meeting on 5 August 1998.

The Steinbeis Foundation

The actual foundation continues to pursue exclusively non-profit aims. Revenues from the foundation capital flow into non-material technology transfer, i.e. activities such as speeches, presentations, and

publications. In essence, single purpose non-profit activities only include projects of a direct knowledge-transfer nature. Steinbeis Foundation commercial activities only relate to the management of company shareholdings and to a lesser degree upstream transfer projects (pre-competitive). The foundation is the sole limited partner in Steinbeis GmbH & Co. KG für Technologietransfer (StC) and sole shareholder in Steinbeis Verwaltungs-GmbH (StG, the management company that holds personal liability and manages the StC).

The Foundation Board

After the restructuring, the Steinbeis Foundation is managed by a Board of Directors made up of no more than three members and a Chairman. The Chairman is responsible for managing day to day business. All Board members represent the foundation in judicial and extra-judicial terms. Each Member of the Board holds individual executive authority although the representatives of the Chairman can only exercise this right within the company if the Chairman is unable to serve. The new Board consists of three long-standing members of staff: Johann Lohn (full time), Josef Pfeffer (honorary) and Walter W. Weiss (honorary).

Board of Trustees

As before, the Board of Trustees is made up of 23 ordinary and 23 alternate members from politics, public administration, business, science, academia and research. Its duties remain unaltered: to define work parameters for the foundation and elect the members of the Board. One addition is the Board of Trustees Committee consisting of the Chairman of the Board of Trustees and six members acting as alternate chair to the Board of Trustees. The aim of the committee is to advise the management board and supervise management activities. It is also obliged to update the Board of Trustees on issues with a fundamental bearing on the foundation. In 1996, Max Syrbe is confirmed as Chairman of the Board of Trustees, and with this Chairman of the Board of Trustees Committee. As members of the committee

are appointed for the first time: Gerhard Bloemecke, Hartmut Richter, Wilhelm Schmitt, Armin Tschermak von Seysenegg, Michael Ungethüm and Dietmar von Hoyningen-Huene.

Steinbeis Verwaltungs-GmbH (StG)

The aim of the StG is to manage equity holdings in companies, perform management tasks within company shareholdings, and support the StW in its goals – in addition to the StC. The first director is Johann Lohn. In 2000, Michael Auer, whose successful career at Steinbeis dates back to 1990, is also appointed director. Johann Lohn is appointed Chairman. In 2002, Sylvia Rohr is also appointed director.

Steinbeis GmbH & Co. KG

für Technologietransfer (StC)

The StC arm of the Foundation manages commercial transfer activities. The aim of StC is to facilitate technology transfer. In essence this takes the form of projects, although it does sometimes involve the production and sale of own products – if these result from development work carried out by the Foundation or a company which the Foundation has a direct or indirect stake in. The StC is also involved in consulting and steering company shareholdings. The StC can also take a share in companies with the same or similar goals as the StC. The StC is sole shareholder of SBG Steinbeis GmbH. With the exception of a few members of Foundation staff, people at Steinbeis are all employed by the StC once restructuring is complete.

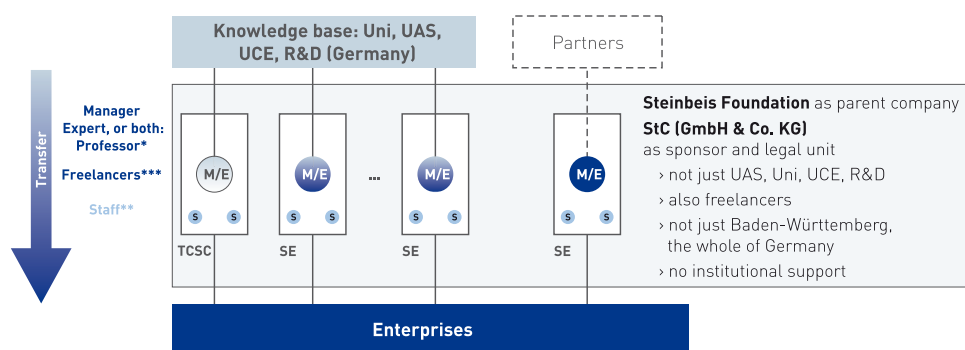
Steinbeis Transfer Centers/Enterprises

After the commercial interests of the Steinbeis Foundation were shifted to a separate company, the Steinbeis enterprises (SEs) remain legal dependent units with the same status as before. What is different? SEs are included under the umbrella of StC. SEs of a charitable nature, however, remain affiliated with StW.

New opportunities for the Steinbeis network

In its new guise after restructuring, and armed with its own companies, the StW has much more executive leeway and possibilities to evolve and open up new

avenues of technology transfer. Now a holding with charitable aims, the original StW still epitomizes goodwill and solidity. The StC embodies the principles of a private, profit-oriented service provider – especially with respect to clients and competitors. It is also in a position to set up subsidiaries, for example as spin-offs of transfer centers to market in-house developments, or set up or underpin new technology companies. From today's point of view, the restructuring of the Steinbeis Foundation was very much a win-win situation that paid dividends, the newly realigned Steinbeis network offers plenty of scope to develop.



SE: Steinbeis Enterprise (Transfer centers, institutes, companies)

- specialized in a specific technology/service
- legally not independent but independent in commercial terms/in part also legally independent (GmbH)

* with permission to work part time over and above their main employment at university, UAS, UCE, R&D

** Full-time employee: formally employed by the StC, working at an SE, reporting to the local manager

*** Freelance worker: with permission from work or self-employed, business partners can also be managers of units

University (Uni), University of Applied Sciences (UAS), University of Cooperative Education (UCE), Research and Development bodies (R&D)

For me, Steinbeis is a hallmark of quality with tremendous symbolic value. Steinbeis for me is also inextricably linked to the state of Baden-Württemberg and its economic rise, which is so closely shaped by small and medium-sized enterprises. Without this economic rise, there wouldn't be four universities of excellence there. It was a particular pleasure for me to set up Steinbeis University to Berlin, much to the chagrin of Mr. von Trotha, who was Baden-Württemberg Minister for Science at the time. Naturally, he wanted it to be in his state. I still promote the fundamental goals of the Steinbeis Foundation today – namely to act as an intermediary between scientific technology skills and business needs – under clearly defined and discerning conditions.

Prof. Dr. Erich Thies

General Secretary of the Standing Conference of the Ministers of Education and Cultural Affairs
and Member of the Steinbeis University Berlin University Council

Steinbeis University Berlin (SHB)

The SHB celebrates its tenth anniversary in 2008 – enough reason, over and above its special role within the Steinbeis network, to capture its significance in this book. Knowledge and education are a prerequisite of personal and commercial success, and, especially in today's knowledge based economy, business growth and affluence. Training and further education are important services within the process of knowledge and technology transfer. As early as 1994, Johann Löhn assigns a task force – headed up by Walter Beck and Michael Auer – to devise the concept of a Steinbeis-wide academy and make it compatible with the underlying Steinbeis concept. They soon start thinking along the lines of an idea underscored by Günter von Alberti based on his own working experience, namely to set up a private Steinbeis University in Baden-Württemberg. Von Alberti may already have been in retirement for years, but he still works part-time at StW headquarters, and until his death in 1996, his rich experience as a leading civil servant in the field of Universities of Applied Sciences in Baden-Württemberg proves invaluable.

From the outset, the new university should be totally self-funded through "project competence degrees", a concept thought up by Walter Beck and Michael Auer. In keeping with the constitutional aims of the StW, it should also slot into the existing infrastructure. Despite detailed groundwork, especially on behalf of Günter von Alberti, the corridors of Baden-Württemberg echo to the sound of the "not invented

here" syndrome, causing Johann Löhn, for the time being, to leave the project be. Then comes a series of events which demonstrate what Steinbeis calls systemic coincidence. An unrealized construction project leads to contacts being forged with the Berlin Senate Department for Science and Education. And it is thanks to the efforts of State Secretary Erich Thies at that time that Steinbeis University becomes reality in Berlin: during a meeting with Johann Löhn in 1998, Erich Thies remarks that, apart from one building in the Friedrichshain suburb of Berlin, Steinbeis has no major presence in Berlin. He asks what he can do about it – maybe the changing landscape with new private universities in Berlin would open up new avenues. Johann Löhn points to the subsidy-dominated infrastructure in Berlin and the less attractive market. But he does jump at the mention of a private university, mentioning that he still has a concept for a private university "on the back burner." Erich Thies becomes Löhn's main proponent; his departmental head Bernhard Kleber becomes the second proponent for the project. Although the head of the division at the State Department, Jürgen Stöppler, expresses some initial doubt, he is soon won over by the somewhat out-of-the-ordinary underlying Steinbeis University Berlin concept – and after this he plays an exemplary role in supporting the SHB until his untimely death.

Within weeks Steinbeis receives the official go-ahead from the state to set up the SHB. The university opens in late 1998 with a degree program led by

Walter Beck and Rainer Gehrung: MBE – Master of Business and Engineering. The president is Johann Löhn; the university principals until the full introduction of the Steinbeis Transfer Center concept in the summer of 1999 are Walter Beck and Rainer Gehrung. They are then replaced by Michael Auer so that they can assume management of SHB's first Steinbeis Transfer Institute (STI). STIs are from now on called the "centers", or Steinbeis Enterprises (SEs), under the umbrella of the SHB.

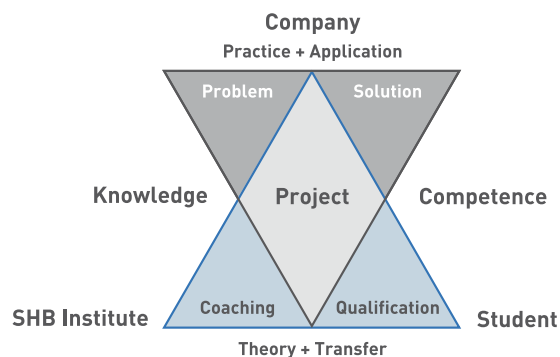
In 2000, Werner G. Faix introduces MBA degree programs for Chinese managers and up-and-coming German managers to the SHB. These additions become a complete new area for the SHB, a key building block that, until then, had been offered through a Steinbeis Transfer Center and a university abroad. Out of this grows the first MBA for managers working in the media, set up as early as 1999 by Carsten Rasner. This also becomes a key module going by the name "MediaMBA" at SHB's second STI. Fueled by the ini-

Project at the company

Formal: registration requirements
Conceptual: an integrated instrument of transfer
Content: a problem from business practice

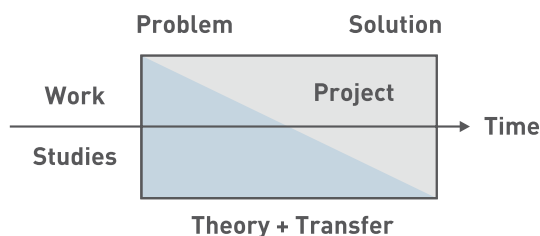
Competence

Scientifically sound problem-solving by transfer acquired knowledge over qualification in a business setting



Studies

In parallel to work, through a project carried out at a company "on the job"



The Project Competence Concept shown with the example of a Project Competence Degree

tiative of Peter Dohm and Birgit Gaida, SHB's first bachelors program starts in 2001, another important stepping stone in establishing the SHB. All transfer managers from the early years of the SHB are managing very successful STI networks within the SHB today.

The SHB's unique project competence degrees translate the intertwining of theory and practice – demanded from education specialists and originally proposed by Ferdinand von Steinbeis in the 19th century – into everyday practice:

- During their degrees, which adhere to the German "dual education" concept, students work on projects within a company right from the beginning; the projects benefit from the theory students learn during their studies.
- The projects are designed as integrated transfer instruments, which ensure that the students gain new skills as a part of their studies and apply their new knowledge in everyday business by supplying well thought through, pertinent and theoretically sound solutions to business problems. At the same time, the projects allow the students to specialize in specific areas during their degree. This ties into and promotes the individual goals and motivations of the students throughout their entire degree program.
- The projects, which fall under formal degree requirements, are matched to the challenging

demands of actual companies. While working on academic aspects of the projects, students are supervised and supported by SHB lecturers.

- During the course of their studies, students and companies enjoy reciprocal benefits by solving business problems together: the company accesses Steinbeis experience in transferring knowledge and technology and is provided with a professional solution; the student is able to work

When Steinbeis and the University of St. Gallen first met up 16 years ago, nobody would have thought that the concept of joint further education would turn into such a successful, shining example of partnership. To put it in a nutshell, the partnership is still going strong. And that's not all: working together and the growing sense of mutual understanding have evolved into valuable friendships. Experiencing the setting up of Steinbeis University Berlin (SHB) and being officially sworn in as the first SHB professor was a defining moment in my career.

My years with the SHB were and still are insightful and an opportunity to witness first-hand the success of genuine academic entrepreneurship. The SHB is a showpiece for private universities. Looking back the things that stand out most are the lectures, examinations, excursions and informal get-togethers with a variety of SHB students; I still keep in close touch with some of them today. I am grateful to the staff and my colleagues at the SHB and the Steinbeis Foundation for this time and wish the SHB continued success, shaped by entrepreneurial foresight – and look forward to more good times with you!

Prof. Dr. rer. pol. habil. Urs Fueglistaller

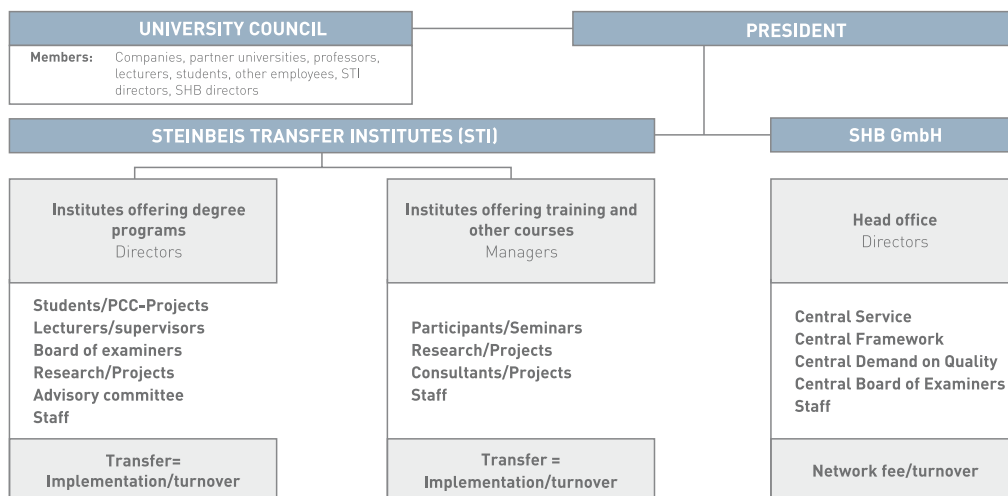
Director, Swiss Research Institute of Small Business
and Entrepreneurship at the University of St. Gallen,
Steinbeis University Berlin University Council Member

in this project on a live, challenging assignment and tackle a specific task using sound scientific methods. As a result, the skills students learn are far from being abstract; rather, they relate to tangible projects requiring proven ability. Companies and students reap the long term benefits of knowledge, ultimately improving their competitiveness in global markets.

Apart from the degree programs, the SHB also offers a series of seminars and courses. Tailored to the needs of participants, these address important qualifications in technology, management and business. On successful completion of each course, participants receive a university certificate. All

courses offered by the SHB are designed to provide lifelong learning.

In 2003, the SHB is bestowed the right to offer PhD programs. The Project Competence PhD also adheres to dual education principles in parallel to work. PhD students must work on a research project within a company they are working for. The project must be approved and supervised by the SHB while the research forms the basis of the dissertation, underpinned by optional seminars on related subjects and compulsory colloquia to monitor progress. Through this approach, practice-related research – based on the project competence concept – adds yet another unique facet to Steinbeis University Berlin.



Hierarchy of Steinbeis University Berlin

Johann Löhn, President and managing director of the University, has been heading up the SHB as president since it was set up in 1998 with the support of the University Council. The state-approved private Steinbeis University Berlin GmbH is backed by the StW via the StC. In keeping with Steinbeis principles of decentralized management accountability – under a centrally managed and developed umbrella – the Steinbeis Transfer Institutes are legally dependent,

as decentralized units of the SHB within statutes laid down specially for the university, within the framework of central structures. Similar to all other SEs in the network, they operate as "companies in the university company" and hold particular responsibility for all degree programs, courses and other services, as well as staff and budgets. The SHB draws entirely on private finance – without state subsidies – such as tuition fees and project revenues.

Networks made up of independent units are the success model of the future. The impressive success enjoyed by the Steinbeis Foundation is a testament to the superiority of systems built on independent, creative and at the same time close-knit networks. This is why Steinbeis University was almost predestined to become a partner of the ADG, the academy of German associations.

The ADG is the management development company within the network of the decentralized German associations. The ADG business model is also based on the "networking of excellence," spanning 900 lecturers from academia, consulting and business. The similarities between the fundamental structures of the associations' network and the Steinbeis Foundation were reflected by personal relationships with Professor Löhn and his team. Things instantly "clicked" for both parties and everyone involved, leading to the most successful partnership between a university and a business school in Germany. It's a prime example of top quality, rapid change and both parties operating in the black. What a success model!

Axel Kehl

Board Chairman, Akademie Deutscher Genossenschaften ADG and Member of the Steinbeis University Berlin University Council

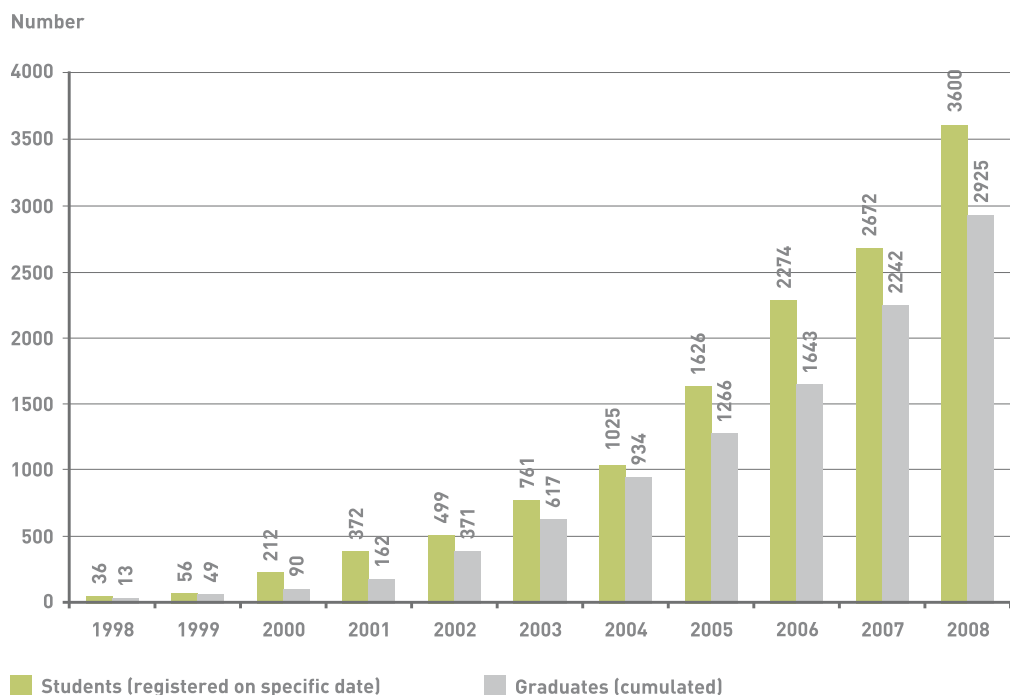
The high education standards are safeguarded by a network of more than 1,000 lecturers and 1,100 project supervisors, as well as leading partners who work together with the SHB – at the university, within companies, as courses are running, through research and during transfer projects. Over the course of ten years, the SHB has enrolled more than 6,000 students. The SHB now oversees 102 Steinbeis Transfer Institutes (as of December 31 2008).

Among the founding of the first Steinbeis Transfer Institutes, the setting up of new transfer centers after 1998 still mostly focuses on universities of applied sciences, often emerging from long-standing Transfer Centers or even out of the headquarters. This means that people who were, until now, employed or working as freelancers are choosing to become transfer entrepreneurs to make full use of their entrepreneurial potential. The number of new companies set up at universities and through freelance specialists also rises sharply.

Steinbeis company shareholdings

Steinbeis Beteiligungs-Holding GmbH (SBH, managing director Manfred Mattulat), was set up in 2000 as a wholly-owned StC company. The aims of the holding company are to maintain and manage Steinbeis equity holdings in companies, spin-offs of Steinbeis companies, the setting up of legally independent Steinbeis enterprises and holdings in third-party companies. SBH thus looks after direct holdings of the headquarters as well as indirect holdings in companies through

Steinbeis Centers, lending support in the acquisition and sale of shares in companies. For example, employees fulfilling the right criteria have the opportunity to participate in a shareholding by setting up their own company out of an existing center, without having to leave the Steinbeis network. It is also possible to set up jointly owned companies with partners. On top of this, Steinbeis is on a limited basis involved with newly formed companies. This acts as a signal to other potential investors.



Graduates and students at the SHB (as of December 31 2008)

"He is a good man. You make a good relationship with him.", told Ministerpresident Lothar Späth at the bar of the Imperial Hotel in Tokyo, introducing Professor Johann Löhn to my father and me. He was in Japan for the first time in May, 1985 at the occasion of Tsukuba Expo. Since this first contact, many Japanese tried to learn about the market-driven science-industry cooperation as a vehicle for structural change. But nothing happened in Japan except superficial reference to Steinbeis combined with huge governmental spending. So we established Steinbeis Japan ourselves with Professor Löhn as a Chairman of the board. 23 years after the first contact, in May 2008, a young professor of Kyushu University, where we have our center, claimed as if he had discovered some thing new; "The STC (system) is an invention!" The Steinbeis principles are easy to understand but hard to practice unless it has clearly reached in your mind. We are looking forward to our future with more technical and organizational instruments made available during the 25 years to be integrated with our long-lasting and solid principles set in our mind.

Sachihiko Kobori

President Steinbeis Japan Inc.

In 2008, there are 38 legally independent and incorporated businesses (majority holding companies) in the Steinbeis group of companies, as well as 20 other company shareholdings (minority holdings or dormant holdings; as of December 31 2008). This enables Steinbeis to maintain the same flexibility when setting up or winding down a company that it enjoys with transfer centers – mostly dictated by market changes.

International expansion in the network

From its earliest days, Steinbeis has forged international contacts. Every year, a variety of international delegations are welcomed through the doors at Steinbeis headquarters in Stuttgart. Apart from trips and talks abroad, with a bearing on long term issues, these events are central to Steinbeis expanding its network as potential customers, or multipliers, make an approach to Steinbeis to see how it works first hand.

In certain countries, a variety of transfer instruments are put in place to access knowledge bases outside Germany: as early as 1991 the first SEs are set up abroad in Austria. These companies are affiliated with legal corporations in each country or are subject to special tax arrangements. The number of companies has risen steadily since 1997. A variation on this idea is the foreign representative of a "Host SE" in Germany, an approach that has been used since 1993 as a springboard for investigating markets and entering foreign markets. Overseas

project managers pursue similar aims, also under contract of a Host SE in Germany.

Another approach is the franchise SE or GmbH. This company arises from prevailing business needs. The first time this happens is in 1999 in Japan. The off-shore partner sets up a legal corporation or a business unit within an existing corporation without corporate overlaps with Steinbeis. A franchise agreement is drafted to capture the comparable status with an SE. This allows it to become part of the Steinbeis network. In Japan the partner is Mr. Kiyoshi Kobori, who founded Steinbeis Japan Inc. in 1999 in Tokyo, capturing the franchise agreement in writing. His son, Sachihiko Kobori, now manages what has evolved into a highly successful company. Thanks to equally successful efforts made by Florin Ionescu, similar companies have now been set up in countries such as Bulgaria (GIS Transfer Center Foundation Sofia, headed up by Kostadin Kostadinov), Romania (Gaudeamus Steinbeis SRL, headed up by Marin Andreica) and Moldavia (Association of Steinbeis Transfer Centers Republica Moldova Chisinau, headed up by Ion Bostan).

There are also subsidiaries outside Germany, each governed by local laws, making their contribution to the international expansion of the Steinbeis network. There are now business units acting as umbrella organizations for the Steinbeis network in Switzerland and Austria, as well as other individual companies in Romania and Russia.

The term "Transfer of the Transfer" (ToT) is used to describe the Steinbeis approach to extending the technology transfer network in a target land – with no legal dependency on Steinbeis but adapted to local conditions based on Steinbeis previous experience. From the outset, the local partner is the driving force. Its motivation and position within the triangular relationship involving the state, business, and science and academia are so important to success. A key aspect of ToT is coaching during the start-up phase and training transfer managers in the target country as well as in the Steinbeis network in Germany. The only way for networks to keep going abroad is for them to maintain a focus on companies and genuine demand. The first ToT company is set up in Thailand in 1992. Others following in other corners of the globe, from Indonesia and India to South Africa and Norway.

The Board of Directors and Board of Trustees

On 1 January 1998 Johann Löhn's role as Government Commissioner for Technology Transfer is confirmed for another five years. In 1999, Steinbeis has to bear a loss with the death of Walter W. Weiss. During his Steinbeis time, Weiss served as honorary Deputy Chairman of the Board and director of the ZVEI's Association of Telecommunications. Weiss had supported and worked alongside Steinbeis from 1983 on on its path to success, adding his experience, foresight and humor. As there are three directors now managing "Steinbeis" (from an economical point of view the equivalent of the StC) and a new, com-

pletely full-time board is planned after 2004, the honorary role performed by Weiss is not replaced. In 2001, Max Syrbe is reappointed Chairman of the Board of Trustees.

In 2004, after more than 20 years as Steinbeis Foundation Chairman of the Board and Steinbeis managing director, Johann Löhn relinquishes his responsibilities on 31 March 2004. Löhn retains his role as President of the SHB and Director of the real estate arm, Steinbeis Immobilien, also becoming Honorary StW Trustee. Simultaneously, Josef Pfeffer, honorary Deputy Chairman since 1985, leaves the Board. A successful businessman and innovator, Pfeffer had been a much appreciated advisor to Steinbeis in particular in difficult times, one who drew on a wealth of experience and played to his kind and considerate character, calmly, soberly and professional solving problems.

From 1983 to 2004, Johann Löhn steadily establishes Steinbeis as a global technology company – carrying out 180,000 consulting sessions, 90,000 research and development projects, more than 24,000 evaluations or assessments, 40,000 seminar or training projects, involving 700,000 people in more than 150 countries. In 2003, Steinbeis turnover totals 82 million euros, generating further revenues of eight million euros. This was fueled by 565 Transfer Centers staffed by 700 professors and another 3,300 people – 984 of these as employees. Since 1998, the year in which it was founded, the SHB founded

by Lohn has also been part of this success, turning in a profit from the first year. Donations and annual profits made by the StW – after 1983 – help treble equity capital to 30 million euros.

Steinbeis' success is founded on strictly adhered to management principals: the Steinbeis model developed by Lohn with the transfer enterprises, based on his own L°° method. This is technology transfer based on the principles of the market economy and the Lohn maxim: benefit for the customer. Plus financial independence, in other words not state subsidies. A portfolio of services offering end-to-end solutions from within the company network – from consulting to expertise, research and development, training and employee development. The bottom line: professional management at the headquarters; flat hierarchies unhindered by red tape; stability, flexibility and an ability to react quickly in applying knowledge efficiently and effectively to business problems through decentralized transfer enterprises.

The Lohn Award

Steinbeis has been bestowing the Lohn Award since 2004, in honor of the outstanding achievements of Johann Lohn. The prize is awarded annually for transfer excellence in competitive knowledge or technology transfer between science or academia and the world of business. In particular, it recognizes the success of transfer projects measured by the quality of the transfer process and discernible transfer

potential. Success is reflected by (predictable) commercial success and the benefit to the "know-how provider" – the Steinbeis center – and the "know-how recipient" – the client.

The prize money is up to 60,000 euros and should go towards future transfer projects, thus providing long term support to the innovation process already underway. The award may also be on an honorary basis in recognition of outstanding achievements in technology transfer. The first honorary award winner is a SE director who dates back to Steinbeis' early days, Walter Kuntz, who passed away in 2008.

3.3 | Steinbeis since 2004

The Board of Directors and Board of Trustees

Johann Lohn is succeeded by three full-time members of the Steinbeis board: Heinz Trasch (Chairman), Sylvia Rohr (Deputy Chairman) and Michael Auer, all of whom work concurrently as managers of the StW and the StC. All three board members look back on many years within the Steinbeis network – Heinz Trasch as head of the TCSC at Mannheim University of Applied Sciences, Sylvia Rohr and Michael Auer most recently as Steinbeis directors. Max Syrbe is confirmed in his role as Chairman of the Board of Trustees in 2006. Sylvia Rohr leaves the organization in 2007 after more than ten successful years committed to the work of Steinbeis.

The infrastructure expands, allowing for further growth

The backbone of the Steinbeis network until now has been formed by the Steinbeis Transfer Centers (managed since 2006 by Elke Zimmer). SHB expands the network from 1998 on. The impressive growth of the SHB, providing training and employee development, and its tremendous contribution to growth in the organization acts as a catalyst to apply the success formula to consulting and research and development. To enlarge the organization and fuel further growth, in 2005 Steinbeis Beratungszentren GmbH (SBZ GmbH, managing director from the beginning on August A. Musch) and Steinbeis Forschungs- und Entwicklungszentren GmbH (SFZ GmbH, managing director at the formation Sylvia Rohr, today Uwe Haug)

are set up. Both operate as business units within the Steinbeis network and are wholly-owned subsidiaries of the StC. Within a year, the two companies are making positive contributions to the overall success of Steinbeis. Classic Transfer Centers (STCs) are still formed directly under the StC umbrella, and STI under the auspices of the SHB.

SBZ now takes any new Steinbeis Consulting Centers (SCCs) under its wing formed from 2005 on. SCCs are enterprises (SEs) based on the successful transfer center (STC) concept. A particular feature of the SCCs is their focus on advising medium-sized companies and public bodies, with an emphasis on business consulting, technology consulting, regional development and economic development. People working at

Board of Trustees/Committee		Steinbeis Foundation (StW)		Board of Directors	
Steinbeis GmbH & Co. KG for Technology Transfer (StC) Management					
Steinbeis Enterprises (SE)					
Steinbeis Transfer Centers (STC)	Steinbeis Research and Development Centers (SRC)	Steinbeis Consulting Centers (SCC)	Steinbeis Transfer Institutes (STI) at Steinbeis University Berlin – SHB	Steinbeis Holdings (SBT)	

The Steinbeis organization today

the consulting centers offer classic consulting as well as the recently reintroduced short consulting sessions, making it possible for small and medium-sized enterprises to gain access to sources of knowledge and technology. For companies this is a free service.

From this point, SFZ pulls together the activities of the new Steinbeis research and development centres (SRCs) which are involved in market and transfer oriented research and development. SRCs are also enterprises (SEs) based on the successful STC concept, working primarily on a commercial basis, but also for public ends, on research and development projects and sponsored projects. Steinbeis also sets up Steinbeis Innovation gGmbH in 2005 (SIG, managing director at the formation Sylvia Rohr, now headed up by Emil Kremm). SIG is wholly-owned by SFZ GmbH. SIG's Steinbeis Innovation Centers (SICs) specialize in projects of a charitable nature.

The Steinbeis organization today spans classic enterprises – 496 STCs – and the newer types of business units: 42 SRCs, 58 SCCs, 102 STIs and 46 companies with a Steinbeis holding all aimed at supporting efficient and effective knowledge and technology transfer (as of December 31 2008).

Steinbeis properties are used to bolster the transfer process by providing the network with a suitable infrastructure. Steinbeis Edition supports the transfer by releasing specialized publications, the Ferdinand

Steinbeis Institute (FSI) fosters it by coordinating and executing studies.

The Steinbeis organization and the underlying principle of decentralized transfer managers under a centralized umbrella – with all the positive "side effects" this entails – provide a solid basis for further and equally successful development of the entire Steinbeis network.

4 | Conclusion

Steinbeis today



The Steinbeis of today is one of the most successful service companies in the field of knowledge and technology transfer. Underlying this timeless business model are the fundamental principles of transfer entrepreneurs working at transfer enterprises (SEs), exactly as Johann Löhn had envisaged it 25 years ago, transferring independently, according to the self-financing principles of the free-market economy.

In keeping with customer requirements, today's portfolio of services ranges from consulting to evaluations and expert reports, research and development and training and employee development. Only along these lines can Steinbeis provide clients with the required end-to-end solutions to their problems. In turn, this is only possible by having more than 110 external sources of expertise and a constantly evolving network, now encompassing 750 SEs, including the in-house sources of expertise such as the SHB, not to mention all the networks constantly growing within the organization. Because of its special nature, this makes it possible to carry out small and large projects through the network. The flat hierarchy and the positive side effects of a "central yet decentralized" organization – a central umbrella, with decentralized entrepreneurial freedom within each SE – is a strategic cornerstone of the system. The underlying management philosophy and process is still based on the Löhn method.

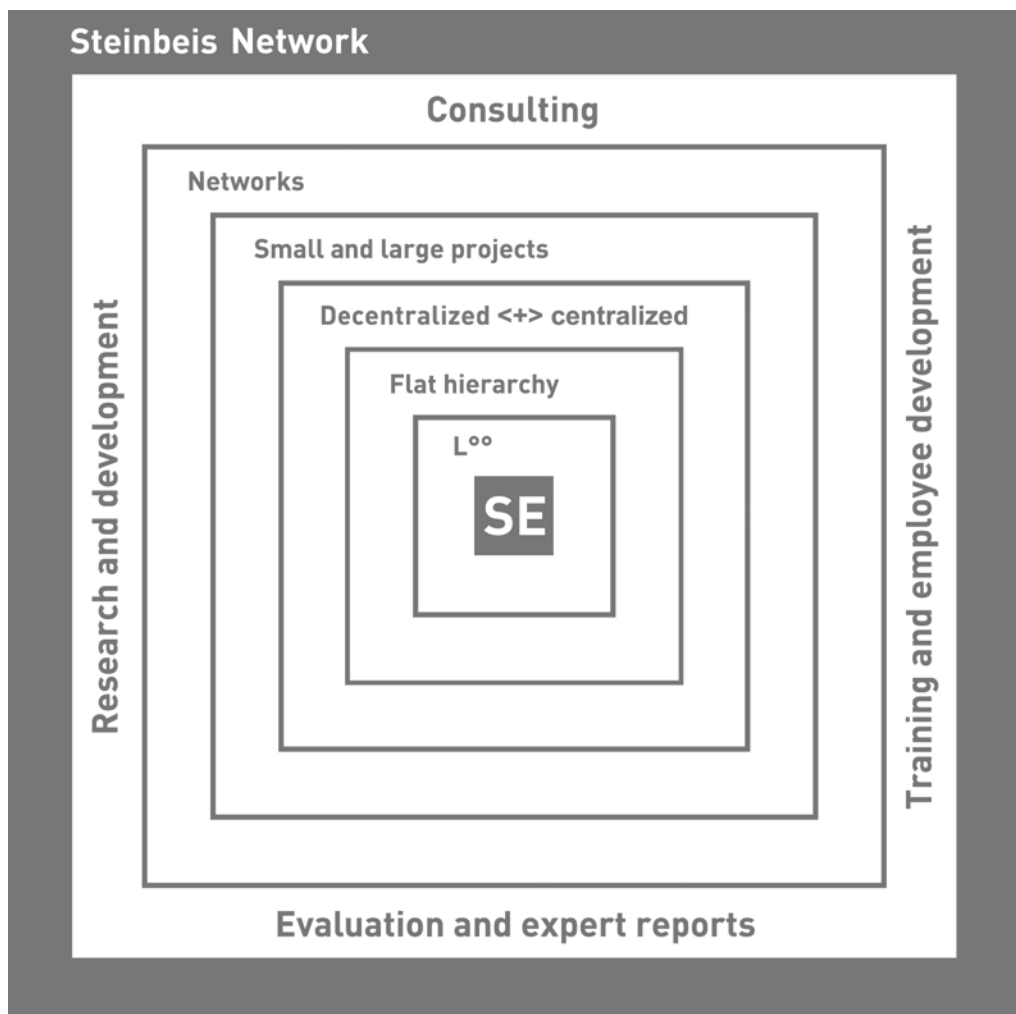
Steinbeis in the next 25 years

Steinbeis will continue to develop as an independent, commercially viable and successful service provider, playing to the threats of globalizing markets – including those posed to knowledge and technology transfer – to engender opportunity. Acting as a partner to important bases of expertise, Steinbeis will establish its own bases of expertise, rooted in the timeless fundamental principle of transfer entrepreneurship, to the mutual benefit of all involved. By consistently exploiting the opportunities created in a climate of systematic chance, the Steinbeis of tomorrow will succeed in areas that the Steinbeis of today still knows nothing about.

Steinbeis in past and presence

The following appendix provides an overview of the history of Steinbeis for anyone interested in how we became what we are today. This is partly a story of our past, partly a list of key data showing developments over time. The importance of good concepts is beyond all questions – but the most important part of the story are the people, with their enthusiasm and committed support, turning ideas into reality. Even if this type of publication offers limited scope in highlighting the actions of individuals and provides a comprehensive list of all involved, our intention is to emphasize the role they and existing SEs have played and still play in the history of the Steinbeis organization.

58 | 59



Steinbeis in 2008

5 | Appendix

5.1 | Ferdinand von Steinbeis

Ferdinand von Steinbeis (1807–1893) – our founding father who also lent us his name – established a modern concept of industrial development in Württemberg in the second half of the 19th century.

In 1848, Steinbeis was appointed head of the Central Office for Trade and Industry which later became the State Trade Office, becoming its president between 1855 and 1880. It was in this key position that Steinbeis introduced his ground-breaking concepts, putting in the place the first "Technology Transfer by experts" by bringing specialists from Great Britain and Ireland over to Württemberg or sending professional engineers over to their country return to make use of successful techniques and methods used in local industry. This knowledge and the newly acquired skills are tested in several companies and are made accessible to the entire economy of the Kingdom of Württemberg through training workshops, based on the principle of dual education (learning in parallel to work).

These improvements made in production culminate in quality products able to hold their own against the competition. Steinbeis pursues his goal of expanding markets by presenting products at international exhibitions, reforming custom duties tariffs and forming the Württemberg Trading Society. He also sets up a warehouse to store a variety of materials, tools and fabrics samples, enabling local industrialists to learn more about foreign produce and foreign visitors to find samples of domestic products. His efforts earn Steinbeis a posthumous award as an "architect of modern industrial advancement of crafts." Many leading figures of Württemberg's industrial past have the support of Steinbeis to thank for their success, especially Daimler, but also other renowned companies (Rund- und Strickmaschinen-Nadelfabrik Th. Groz [Ebingen], Württembergische Metallwarenfabrik [Geislingen], Maschinenfabrik Schuler [Göppingen], Gebr. Märklin & Cie. [Göppingen], Matthias Hohner [Trossingen], Magirus Deutz [Ulm], Werkzeugfabrik C. & F. Fein [Stuttgart], Maschinenfabrik Voith [Heidenheim]).

It is thanks to Steinbeis' forward-thinking economic development policies that industrial manufacturing gained such a strong foothold in Württemberg, a poor area with little in the way of natural resources. In recognition of his many years of successful work, Steinbeis is promoted to the ranks of nobility.

In 1873, Steinbeis founds the "Steinbeis-Stiftung", or Steinbeis Foundation. His aim was to foster vocational training and support young people, complementary to the vocational schools he had already established – in

keeping with the modern principles of dual education. Steinbeis sees the goal of training qualified industrial workers of the future as combining theoretical knowledge with practical skills. The financial means were provided by leading industrialists. His plans to set up a vocational foundation did not come to fruition. The revenues of his foundation are mainly used to sponsor ongoing vocational education. (cf. von Alberti, G: Ferdinand Steinbeis, Stuttgart 2007)

5.2 | History of the Steinbeis Foundation, prior to 1983

The foundation equity of the Steinbeis Foundation established in 1873 is decimated by hyperinflation in 1923, reducing its value to 3,000 Reichsmarks. This effectively brought the foundation's activities to a halt although it was not until 1971 that it was formally disbanded to avoid confusion with the new foundation of the same name.

The new "Steinbeis Stiftung für Wirtschaftsförderung", or StW, was based on an idea of the Baden-Württemberg ministerial director Herbert Hochstetter, namely to put in place a centralized service organization for medium-sized enterprises. From his previous work at the Baden-Württemberg Ministry of Education and Cultural Affairs, Hochstetter was already familiar with the excellent training given by well-equipped engineering colleges and higher education establishments in the state, albeit linked with high costs. After switching to the Ministry for Economic Affairs in 1967, he sets about tapping into this excellent pool of specialized knowledge, above and beyond teaching, and making it available to the State's small and medium-sized enterprises, multiplying the use of available potential. A new instrument of economic development shall be introduced in the guise of technical consulting at universities of engineering. This was not funded by the state, but by an independent foundation – borrowing the name of its "patron," Ferdinand von Steinbeis.

Hochstetter received support from a task force on science and the economy at the Ministry for Economic Affairs. A draft constitution was presented to a especially set up commission before being finalized in December 1970. One of Hochstetter's main backers was Dietrich Munz, later the ministerial director at the Ministry for Economic Affairs, who becomes a knowledgeable and constructive critic in supporting the aims of the Steinbeis Foundation. On 1 June 1971, the establishment of the foundation as a "non-profit organization under civil law" is approved at the highest level by the Stuttgart regional council.

A Board of Trustees is put in place, as is the Board of Directors and advisory committees, to provide the new foundation with an executive backbone. The Board of Trustees is made up of representatives from chambers of commerce, business associations, companies, government ministries, but also private individuals and members of the regional state parliament, or Landtag. The foundation board is defined in the constitution as the president, a (honorary) vice-president and an administrative director. After amendments to the constitution in 1975, its members remain the same, but are then called the Chairman, a Deputy Chairman, and an Executive Member of the Board. From the beginning, the foundation headquarters are in Stuttgart.

Five Technical Consulting Service Centers (TCSCs) had already been established tentatively at state engineering universities as early as 1969, following an initiative started by the Ministry for Economic Affairs. They receive

such a warm welcome from industry that seven more TCSCs are set up by 1971. However, the aim is not for these TCSCs to be funded by engineering universities or universities of applied sciences as a number of issues relating to part-time employment law could not be resolved. Further, providing services beyond the auspices of state teaching establishments would allow for greater flexibility. As a result, all TCSCs are integrated into the Steinbeis Foundation on 1 January 1972. In 1975, the ISW (Institute for Economic Development in South West Germany) comes under the administrative umbrella of the Foundation, focusing on the observation of sectorial and regional development in Baden-Württemberg.

The aim of the TCSCs is to act as a first port of call on technical issues for all types of small and medium-sized enterprises. Each TCSC is headed up by a professor from an engineering college or university of applied sciences. This is new territory for both establishments, calling for an organization that could operate on transparent lines, and free from red tape, for all parties – companies, lecturers, and other service providers. An organization based on these principles was first established at the TCSC at the engineering college in Aalen, headed up by Horst Franke. This is then taken over by the other TCSCs and the newly established Steinbeis Foundation. After 1976 an increasing number of companies turn to the support of the TCSCs. The TCSCs also start becoming involved in much bigger projects resulting in a sharp rise in the number of assignments and takings.

The Steinbeis Foundation of 1971 establishes the key role of technology transfer in the economic policies of the State of Baden-Württemberg and it is this that forms the basis for more sweeping activities and the extraordinary developments of the following years (cf. von Alberti, G: Steinbeis 1971–1991, Stuttgart 2008)

5.3 | Overview of founding benefactors

	Share, '000 DM
Arbeitsgemeinschaft der Industrie- und Handelskammern in Baden-Württemberg, Stuttgart (Federation of Chambers of Industry and Commerce in Baden-Württemberg)	10
Baden-Württembergischer Handwerkstag e. V., Stuttgart (Chamber of Handicrafts – Baden-Württemberg)	3
Forschungsinstitut für Pigmente und Lacke e. V., Stuttgart (Research Institute for Pigments and Paints)	10
Landesverband der Baden-Württembergischen Industrie e. V., Stuttgart (Association of Industry in Baden-Württemberg)	5
Prof. Dr.-Ing. G. Stute	2
Verband der Baden-Württembergischen Textilindustrie e. V., Stuttgart (Textile Industry Federation of Baden-Württemberg)	8
Verband der Deutschen Uhrenindustrie e. V., Schwenningen (Association of the German Watch Industry)	10
Verein für das Forschungsinstitut für Edelmetalle und Metallchemie e. V., Schwäbisch Gmünd (Association of the Research Institute for Precious Metals in Schwäbisch Gmünd)	10

Verein der Förderer der Deutschen Forschungsinstitute für Textilindustrie Reutlingen-Stuttgart e. V. (Association of the Sponsors of the German Research Institutes for the Textile Industry – Stuttgart-Reutlingen)	8
Wirtschaftsverband Steine und Erden Baden-Württemberg e. V., Stuttgart (Association of the Stone and Earth Industry Baden-Württemberg)	2

Total 68,000 DM

5.4 | The aims of central Steinbeis Enterprises

Steinbeis-Stiftung für Wirtschaftsförderung: StW

A non-profit foundation under civil law, 1971, Chapter 1983

Section 2 (Aims of Foundation): (1) The aim of the Foundation is to make available to the entire industry of the State scientific and academic insights, especially those pertaining to research and development, material and product testing, and information and documentation.

(2) In doing so, the Foundation shall, as far as possible, draw upon the services of existing non-profit institutes (such as research bodies) and support these in pursuing their corresponding aims.

SBG Steinbeis GmbH: SBG, 1988

The acquisition, administration and sale of shareholdings in land and land-related rights and the support of transfer activities of the Steinbeis-Stiftung für Wirtschaftsförderung.

ImmoTech Steinbeis GmbH: ImmoTech, 1992

The acquisition, administration and sale of land and land-related rights and the support of transfer activities of the Steinbeis-Stiftung für Wirtschaftsförderung.

Steinbeis Verwaltungs-GmbH: StG, 1997

Acquisition and administration of holdings in commercial enterprises and trading companies in support of the aims of the Steinbeis-Stiftung für Wirtschaftsförderung, as well as the management of such companies, especially participation as personally liable director, the assumption of personal liability and management of the Kommanditgesellschaft (limited commercial partnership) under the StC.

Steinbeis GmbH & Co. KG für

Technologietransfer: StC/STC, 1998

Knowledge and technology transfer between science and academia on the one hand and industry on the other, with the aim of promoting the interests of the overall economy. To this end, the company undertakes research and development resulting in findings of commercial use. The company may also produce and market products and provide services, in so far as these are based on developments of Steinbeis-Stiftung für Wirtschaftsförderung or companies in which the Steinbeis-Stiftung für Wirtschaftsförderung has direct or indirect involvement. Within this context, the company shall also assume responsibility for managing projects, carrying out business consulting, and all types of administrative duties for dependent companies, especially those relating to cash management, management accounts and management of holding companies.

Steinbeis-Hochschule-Berlin GmbH (Steinbeis University Berlin): SHB/STI, 1998

Knowledge and technology transfer between science and academia on the one hand and business on the other. To this end, Steinbeis runs a private, state-recognized university.

Steinbeis Beteiligungs-Holding GmbH: SBH, 2000

Equity holdings in other companies.

Steinbeis Immobilien-Holding GmbH: SIH, 2003

The purchase of developed and undeveloped land, the construction of buildings on such land and the surrender for use thereof, especially the letting and management, as well as other uses. The company owns shares in other companies with the same or similar aims, providing on their behalf real estate services, especially the letting and management of property.

Steinbeis Beratungszentren GmbH: SBZ, 2005

The provision of business consulting services with the exception of activities subject to official approval. To this end, the company sets up consulting centers.

Steinbeis Forschungs- und Entwicklungszentren GmbH: SFZ, 2005

The provision of research and development services to companies. To this end, the company sets up research and development centers.

Steinbeis Innovation gGmbH, Stuttgart: SIG, 2005

The promotion of applied research. To this end, the company carries out research projects of its own free will, as well as contract research and cooperative research.

5.5 | Development of the Foundation's capital 1971–2008

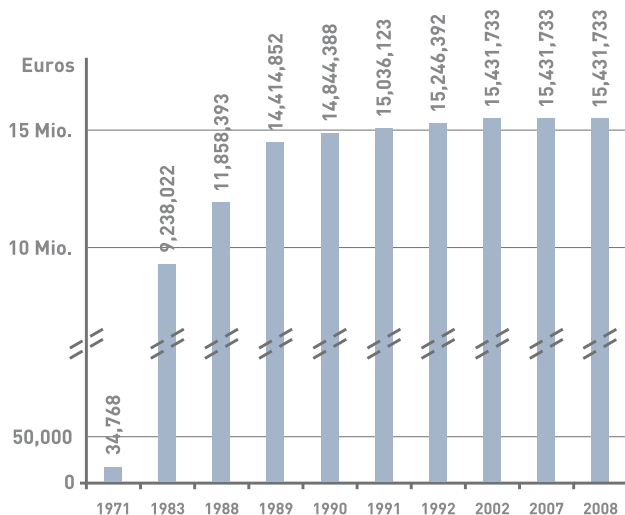
Founding benefactors: in 1971 68,000 DM/34,768 Euro

L-Bank: in 1983 18 Mio. DM/9,203,254 Euro, in 1988 and in 1989 in each case 5 Mio. DM/2,556,459 Euro

Steinbeis Papier GmbH: in 1988 125,000 DM/63,912 Euro

Endowment contributions from sponsors for the new building in Heilbronn: in 1990 840,100 DM/429,536 Euro, until 2002 several periodically endowments in the amount of 398,747 DM/203,876 Euro

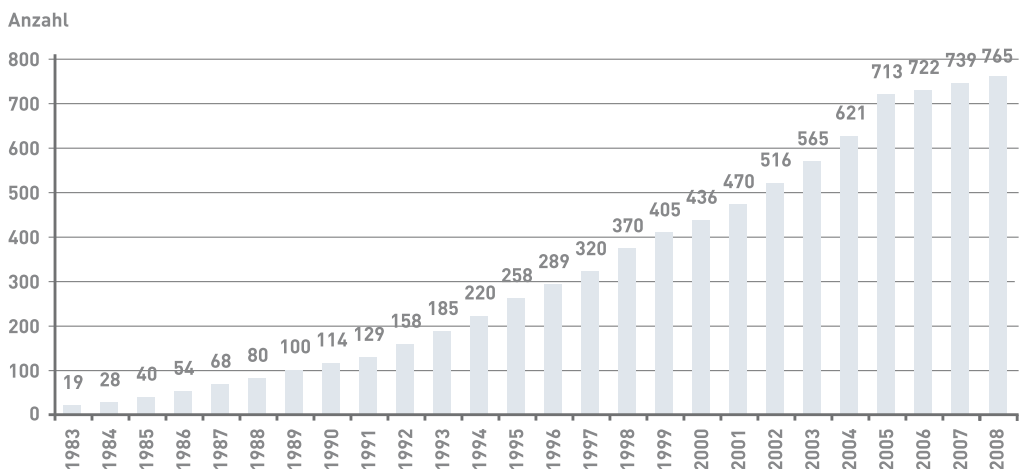
Endowment contributions of the city of Bad Mergentheim: in 1991 and in 1992 in each case 375,000 DM/191,734 Euro



Development of Foundation capital 1971–2008 (as of December 31 2008)

5.6 | Steinbeis Enterprise growth in numbers 1983–2008

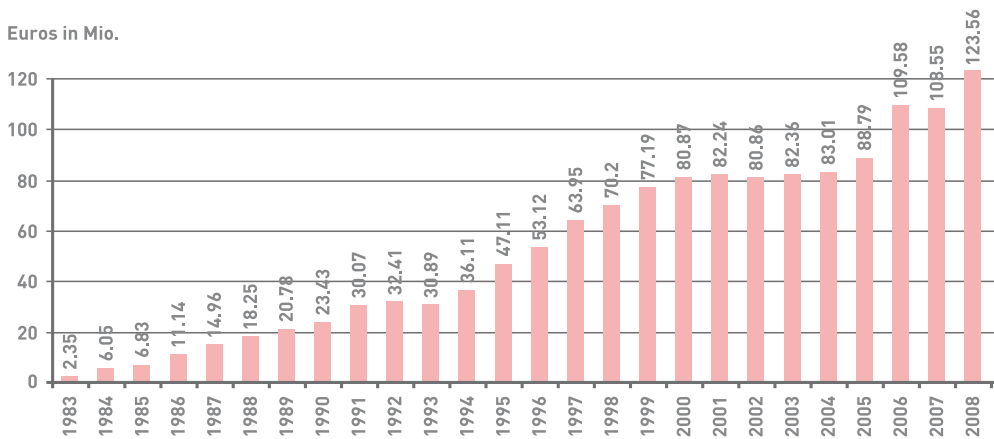
The number of Steinbeis Enterprises has been growing steadily since 1983; since 1991, Steinbeis Enterprises have also been closed down when needed. Due to the expansion of the organization's structure (the founding of the Steinbeis Beratungszentren GmbH and the Steinbeis Forschungs- und Entwicklungszentren GmbH), the number of Steinbeis Enterprises in 2005 grows exceeding because of doublings. These doublings were readjusted in 2006 and 2007. As a result, the number of Steinbeis Enterprises rose more slowly – as anticipated – than in previous years.



Steinbeis Enterprise growth in numbers 1983–2008 (as of December 31 2008)

5.7 | Growth in revenue 1983–2008

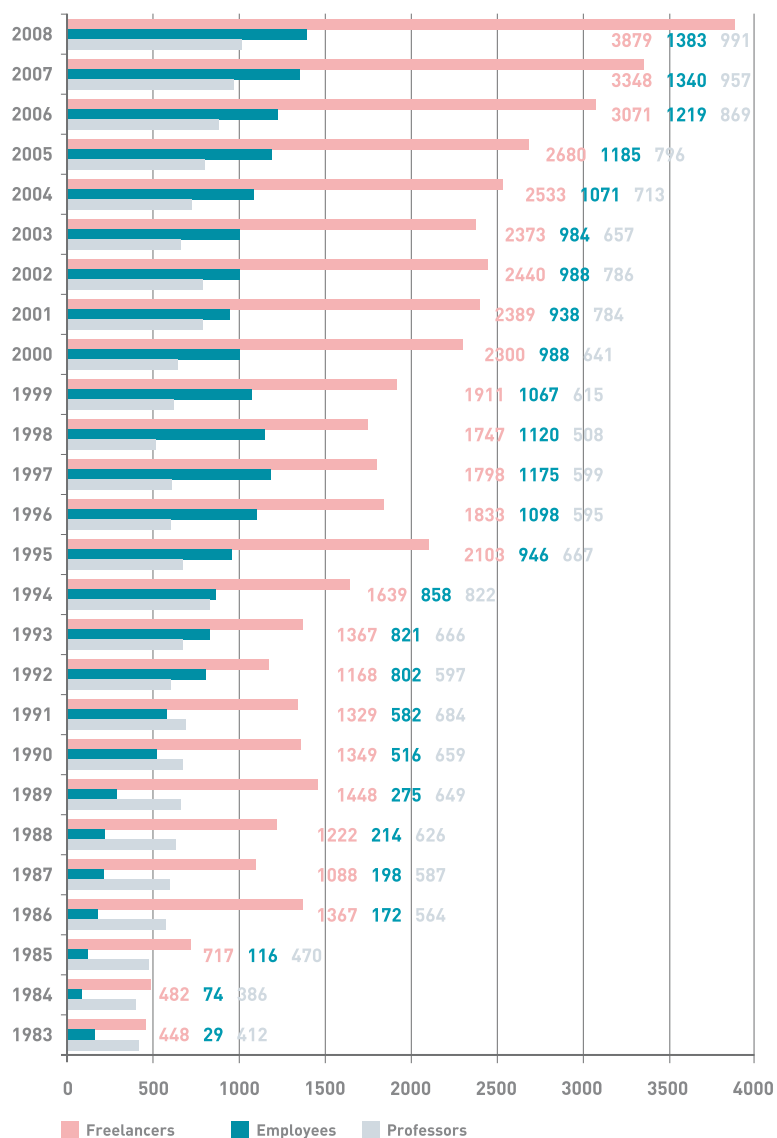
Although direct cyclical economic developments don't influence the growth of Steinbeis Enterprises, they are certainly reflected in the growth of overall turnover for all Steinbeis Enterprises. With the exception of 1993, 2002 and 2007, turnover of all Steinbeis Enterprises together has risen steadily since 1983. The impacts of the stagnant economy in 1993 as well as the economic downturn in 2002 are apparent. Extraordinary items posted in 2006 led to a turnover that was technically higher, yet still accurate. In terms of content, turnover for 2006 was too high. As a result, revenue in 2007 – the following year – could not surpass this figure. Compared to 2005, turnover in 2007 grew by 22 per cent.



Growth in revenue 1983–2008 (as of December 31 2008; without miscellaneous revenue)

5.8 | Employee development 1983–2008

The Steinbeis workforce includes salaried employees, freelancers and students. Depending on their status, students are classified either as employees or freelancers. The number of students in 2007, for example, totaled 444. Professors working for Steinbeis are also included in the overall employee or freelancer count. As they play a decisive role, these professors are represented separately in this graph.



Growth in revenue 1983–2008 (as of December 31 2008; without miscellaneous revenue)

5.9 | Directory of all Members of the Board of Trustees 1971–2008

(As of December 31 2008)

G. Adler COCI Karlsruhe	(since 2008)	H.-M. Bender, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)
Dr. R.-J. Ahlers ASG Luftfahrttechnik und Sensorik GmbH, Weinheim	(since 2006)	Dr. D. Birk, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2001–06)
T. Albiez COCI Schwarzwald-Baar-Heuberg, Villingen-Schwenningen	(since 2007)	Prof. Dr. H. Blenke University of Stuttgart	(1971–86)
Dr. R. Altenmüller Ministry of Economics Baden-Württemberg, Stuttgart	(since 2003)	G. Bloemecke, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1988–2001)
R. Arnold Ministry of State Baden-Württemberg, Stuttgart	(1986–91)	Prof. Dr. J. Blum German Research Institute for Aviation and Aero- nautics, Köln	(1990–2006)
T. Bauer, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2001)	U. Brinkmann, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2000)
Dr. G. Baumann Robert Bosch GmbH, Stuttgart	(1988–91)	F. Bürkle Guild of Electrical and Information Technology Baden-Württemberg, Stuttgart	(1998–2003)
W. Baumhauer, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1982–88)	T. Bürkle Bürkle & Schöck Energieanlagen GmbH, Stuttgart	(since 2004)
H. Beerstecher, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1975–85)	R. Bütikofer, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1988–96)
B. Bender, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1988–96)	G. Busch Chamber of Handicrafts Mannheim	(1983–88)

M. Capezzuto, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2001–06)	Prof. Dr. M. Erhardt Ministry of Science and Fine Arts Baden-Württemberg, Stuttgart	(1984–91)
Dr. W. Classen Ministry of the Environment and Transport Baden-Württemberg, Stuttgart	(1993–97)	Dr. N. Euba COCI Südlicher Oberrhein, Lahr	(1997–2007)
R. Decker, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1971–82)	P. Fallscheer Emil Adolff Plastic GmbH, Reutlingen	(1971–83)
U. Deuschle, MdL Die Republikaner Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)	B. Fauser, MdL FDP/DVP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 1996)
Dr. S. Dietzfelbinger COCI – Unternehmens- und Technologieberatung Karlsruhe GmbH, Karlsruhe	(1996–98)	F. Fellmann Hotel Römerbad, Badenweiler	(1971–83)
Dr. W. Döring, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1992–96)	H. Flegl Dr. Ing. h. c. F. Porsche AG, Stuttgart	(1991–2001)
R. Drautz, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)	Prof. Dr.-Ing. H.-J. Förster Daimler-Benz AG, Stuttgart	(1982–97, Chair 1982–91)
Prof. Dr.-Ing. G. Egbers Reutlingen	(1983–2006)	Senator E. h. K. Freytag Siemens AG, sales region south-west, Stuttgart	(since 2001)
H. Ehrenberg Association of Industry in Baden-Württemberg e. V., Stuttgart	(1971–78)	Prof. Dr.-Ing. habil. D. Fritsch University of Stuttgart	(2001–06)
Prof. Dr. C. Eiselstein Ministry of State Baden-Württemberg, Stuttgart	(since 2005)	Dr.-Ing. P. Fritz Forschungszentrum Karlsruhe GmbH	(since 2001)
G. Endress Endress + Hauser Messtechnik GmbH & Co. KG, Weil am Rhein	(1983–87)	W. Fröhlich Ministry of State Baden-Württemberg, Stuttgart	(1997–2000)
		Dr. H. Fromm Ministry of Finance Baden-Württemberg, Stuttgart	(1987–95)
		Dr. H. Geiger Baden-Württemberg Crafts Congress e. V., Stuttgart	(1971–83)

Dr.-Ing. H.-P. Germann Institute of Leather Gerberschule Reutlingen e. V.	(since 1995)	A. Handtmann Handtmann GmbH & Co. KG, Biberach	(1981–91)
Prof. Dr.-Ing. G. Glaser Institute for Clock and Precision Technology at the University of Stuttgart	(1971–83)	Prof. O. Harder University of Applied Sciences in Constance	(1986–2006)
T. Gluth COCI Karlsruhe	(2003–05)	Dr. H. Haupt Villingen-Schwenningen	(since 1995)
G. Goll State Credit Bank, Karlsruhe	(1983–91)	R. Hausmann, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 1996)
Dr. H. Gorsler Papierfabrik Albbbruck GmbH, Albbbruck	(1973–83)	Dr. W. Haussecker Federation of the Textile Industry in Baden-Württemberg, Stuttgart	(1991–2001)
W. Grossmann Kleinkems	(1971–73)	Dr. C. Haußmann Solicitor, Stuttgart	(1983–91)
Dr. W.-D. Haecker Robert Bosch GmbH, Stuttgart	(1991–98)	Dr. K. Heinle BASF AG, Stuttgart	(1971–83)
J. Hägele State Credit Bank Baden-Württemberg, Karlsruhe	(since 1997)	Dr. L. Heinlein Benckiser GmbH, Ludwigshafen	(1983–87)
Dr. R. Hägele Ministry of Finance Baden-Württemberg, Stuttgart	(1995–2006)	G. Heitmann Ministry of Economics Baden-Württemberg, Stuttgart	(1993–2002)
Dr. M. Hagenmeyer Agency of International Electronic and Scientific Cooperation (bw-i), Stuttgart	(since 1990)	U. P. Hermani VDMA e. V. Baden-Württemberg, Stuttgart	(since 2001)
S. Hagmann Baden-Württemberg Retailers' Association e. V., Stuttgart	(since 2003)	Prof. Dr. J. Hesse Fraunhofer Institute for Physical Measurement Techniques, Freiburg	(1983–86)
K.-B. Hahn Hahn+Kolb Werkzeuge GmbH, Stuttgart	(1987–91)	Dr. D. Hildebrandt, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)
K. Hamacher German Aerospace Center e. V., Köln	(since 2006)		

Dr. G. Hirschmann Richard Hirschmann GmbH, Esslingen	(1983–95)	L. Jeromin COCI Karlsruhe	(2005–08)
H. Hochstetter Ministry of Economics Baden-Württemberg, Stuttgart	(1971–77)	W. Jung, MdL Chamber of Handicrafts Freiburg	(1971–79)
J. Hofer, MdL FDP/DVP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2001–06)	E. Kapfenstein Chamber of Handicrafts Stuttgart	(1971–79)
Prof. Dr. M. J. Hoffmann University of Karlsruhe	(since 2006)	P. Kistner Ministry of Economics Baden-Württemberg; COCI Stuttgart	(1978–91)
V. Hoffmann Unternehmensberatung Handel GmbH, Stuttgart	(since 2006)	Dr. H. Knorr Ministry of Science, Research and the Arts Baden-Württemberg, Stuttgart	(since 1992)
Dr. H. Horak COCI Stuttgart	(1975–83)	H. D. Köder, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1985–88)
J. Hornig Ministry of Economics Baden-Württemberg, Stuttgart	(2002–03)	H. Kohler Chamber of Handicrafts Stuttgart	(1979–98)
Prof. Dr. h. c. D. von Hoyningen-Huene State Conference of University principals, Stuttgart	(1991–2008)	Dr. F. Konz Epple GmbH, Stuttgart	(1971–75)
Prof. Dr. R. Huth FHW Pforzheim	(1983–86)	W. Kownatzki Kownatzki KG, Wehr	(1999–2006)
Senator E. h. H. Illi Ostfildern	(since 1998)	Prof. Dr. H. Kück Hahn-Schickard-Gesellschaft, Institute for Techno- logy Microsystem, Stuttgart	(since 2006)
M. Jacobi, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1992–96)	Dr. R. Kühner Ministry of State Baden-Württemberg, Stuttgart	(2000–05)
E. Jaeckle Baden-Württemberg Retailers' Association e. V., Stuttgart	(1990–2003)	F. Kuhn, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1985–88)

Prof. Dr.-Ing. K. Lange University of Stuttgart	(1971–86)	G. Meyerhöfer State Association VDMA e. V. Baden-Württemberg, Stuttgart	(1983–94)
Dr. E. Leibing Ministry of State Baden-Württemberg; Ministry of Economics Baden-Württemberg, Stuttgart	(1983–91)	D. Möhring SEL AG, Stuttgart	(1971–81)
Prof. Dr. A. Leitenstorfer University of Constance	(since 2006)	A. Möller Ministry of Economics Baden-Württemberg, Stuttgart	(1978–82)
G. Leßnerkraus Ministry of Economics Baden-Württemberg, Stuttgart	(since 2006)	Dr. J. Morlok, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1983–88)
Dr. G. Littmann Carl Zeiss, Oberkochen	(1976–80)	R. Moser Ministry of Finance Baden-Württemberg, Stuttgart	(since 2006)
Prof. Dr. Dr. h. c. mult. J. Löhn Steinbeis-Stiftung	(1980–83, since 2004 Honorary Trustee)	E. Müller Baden-Württemberg Retailers' Association e. V., Stuttgart	(1971–90)
Prof. Dr. Machleidt Dr. Karl Thomae GmbH, Biberach	(1985–91)	Dr. W. Münch Solicitor, Representative of Tourist Industry, Stuttgart	(1975–83)
P. Mader Crafts Association for Metal Engineering and Precision Mechanics Baden-Württemberg, Stuttgart	(since 2006)	D. Munz Ministry of Economics Baden-Württemberg, Stuttgart	(1983–96)
A. Maurer, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1983–85)	Dr. H. Ohnsorge SEL AG, Stuttgart	(1983–95)
Prof. Dr. K.-H. Meisel Karlsruhe University of Applied Sciences	(since 2006)	J. Orlemann IHK – Unternehmens- und Technologieberatung Karlsruhe GmbH, Karlsruhe	(1998–2003)
Dr. L. Menz Ministry of Science and Fine Arts Baden-Württemberg; Ministry of State Baden-Württemberg, Stuttgart	(1984–90)	Prof. Dr.-Ing. F. Paul University of Applied Sciences in Aalen	(1980–91)
Dr. R. Merkle Konrad Hornschuch AG, Weißbach	(1983, than Board of Directors)	B. Peters COCI Südlicher Oberrhein, Lahr	(since 2001)

W. Pfisterer, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2006)	K. Rieker Professional Association of the Painting Trade, Stuttgart	(1971–79)
Dr. H. Pohly Cremer Futtermühlen GmbH, Mannheim	(1971–79)	K. Rösch, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1978–83)
Dr. W.-H. Prellwitz Association of Industry in Baden-Württemberg e. V., Stuttgart	(1997–2001)	J. Rohwedder Rohwedder AG, Bermatingen	(2001–03)
Prof. Dr.-Ing. G. Pritschow University of Stuttgart	(1986–2001)	Dr. H.-U. Rülke, MdL FDP/DVP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2006)
Dr. Ch. Raub Institute of Precious Metals and Metals Chemistry, Schwäbisch Gmünd	(1983–95)	Dr. D. Salomon, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2001–02)
E. Redl Chamber of Handicrafts Constance	(1979–87)	H. D. Sauer State Credit Bank Baden-Württemberg, Karlsruhe	(1988–2000)
R. Reichhold Chamber of Handicrafts Region Stuttgart	(since 2005)	K.-A. Schaal, MdL Die Republikaner Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1992–96)
D. Rempel, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1985–96)	Dr. B. Scharf, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1988–96)
M. Renz, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1992–96)	Dr. W. Scharlowski Association of Industry in Baden-Württemberg e. V., Stuttgart	(1979–83)
Dr. H. Richter Baden-Württemberg Crafts Congress e. V., Stuttgart	(since 1985)	S. Schlager, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)
Dr. A. Rieger P. Jenisch GmbH & Co. KG, Nürtingen	(1975–81)	C. Schmiedel, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2001)
Dr. H. Rieger COCI Stuttgart	(1991–96)		

Senator E. h. Dr. W. Schmitt Freudenberg & Co., Heppenheim	(1991–2006)	Dr. G. Stecher COCI Reutlingen	(1971–73)
Dr. M. Schmitz-Kaiser L-BANK State Credit Bank Baden-Württemberg, Karlsruhe	(since 2001)	Dr. G. Steeb, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1971–83)
R. Schoeck State Credit Bank Baden-Württemberg, Karlsruhe	(1983–88)	Dr. G. Steuer COCI Stuttgart	(1971–75)
A. Schonath, MdL Die Republikaner Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1996–2001)	F. Stock, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1971–78)
Dr. K. Schreiber Robert Bosch GmbH, Stuttgart	(1971–74)	Dr. M. Stolz, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2001–06)
J. Schütz, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1985–88)	Prof. Dr.-Ing. G. Stute University of Stuttgart	(1971–80)
P. Schwend Association of Industry in Baden-Württemberg e. V., Stuttgart	(1995–97)	Prof. Dr. Dr.-Ing. E. h. M. Syrbe Fraunhofer-Gesellschaft, München	(since 1983, Chair since 1991)
F. Sibold State Guild of Foremen of the Electricians' Trade Baden-Württemberg, Stuttgart	(1987–98)	S. Teufel, MdL CDU Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2006)
Dr. A. Siegel Carl Zeiss, Oberkochen	(since 2001)	Prof. Dr. H. Tiziani University of Stuttgart	(1986–2001)
E. Sitzmann, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(since 2006)	Dr. Th. Toeche-Mittler Federation of the Textile Industry in Baden-Württemberg, Stuttgart	(1971–83)
Dr. H. Skoludek Carl Zeiss, Oberkochen	(1975–76)	H. Trageiser, MdL Die Republikaner Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1992–96)
H. P. Stahl Wholesale and Foreign Trade Association Baden- Württemberg e. V., Mannheim	(1991–2006)		

Dr. A. Tschermak v. Seysenegg Ministry of Economics Baden-Württemberg, Stuttgart	(1991–2006)	Prof. Dr.-Ing. K.-H. Wehking University of Stuttgart	(2002–06)
W. Tschischka Chamber of Handicrafts Mannheim	(1999–2005)	Dr. P. Weidenbach Ministry of Economics Baden-Württemberg, Stuttgart	(1983–86)
Dr. K. V. Ullrich Trade Association of Industrial Businesses in Baden e. V., Freiburg	(1987–91)	W. Weinmann, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1971–86)
Prof. Dr. med. habil. Dr.-Ing. M. Ungethüm Aesculap AG & Co. KG, Tuttlingen	(1991–2001)	O. Weissenberger City of Bad Dürkheim	(1971–75)
T. Vetter ARADEX AG, Lorch	(since 2004)	W. Weller Metalworking and Precision-Engineering Guild of Baden-Württemberg, Leingarten	(1998–99)
Dr.-Ing. L. Vilser J. Eberspächer GmbH & Co. KG, Esslingen	(since 2001)	K. Welten Ministry of Finance Baden-Württemberg, Stuttgart	(1983–87)
Dr. Vöhringer Ministry of Economics Baden-Württemberg, Stuttgart	(1971–78)	W. Werner COCI Ostwürttemberg, Heidenheim	(1973–83)
Dr. W. Vogt COCI Pforzheim	(1971–83)	K. P. Wettstein, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1988–96)
K. Vollmer, MdL FDP Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1983–96)	C. Weyrosta, MdL SPD Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(1971–75, 1988–96)
G. Wabro Ministry of State Baden-Württemberg, Stuttgart	(1983–84)	Prof. Dr. C.-J. Winter German Research Institute for Aviation and Aeronautics, Stuttgart	(1983–89)
Prof. Dr. E. Wagner Fraunhofer Institute for Physical Measurement Techniques, Freiburg	(since 1986)	Prof. Dr.-Ing. Dr.-Ing. E. h. Dr. h. c. mult. Sigmar Wittig University of Karlsruhe	(2001–02)
Dr. M. Walz Ministry of State Baden-Württemberg, Stuttgart	(1992–93)		

Dr. W. Witzel, MdL GRÜNE Parliamentary Party of State Parliament of Baden-Württemberg, Stuttgart	(2003–06)	Dr. W. Würtz Association of the State and Earth Industry Baden- Württemberg e. V., Ostfildern	(1983–87)
W. Wolf Association of Industries in Baden-Württemberg e. V., Stuttgart	(since 1983)	Dr. J. Wüst Nuclear Research Centre Karlsruhe	(1983–2001)
K. Würth Robert Bosch GmbH, Stuttgart	(1983–87)	W. Zimmermann State Credit Bank Baden-Württemberg, Karlsruhe	(1991–97)

5.10 | Directory of all Members of the Board of Directors of the StW 1971–2008

Kurt Nusch	Chairman of the Board	1971–1978
Dr. Carl Schubert	Deputy Chairman of the Board Chairman of the Board	1971–1978 1978–1979
Dr. Conrad Haußmann	Acting Member of the Board	1971–1983
K. H. Kalkbrenner	Chairman of the Board	1979–1981
Dipl.-Ing. Hellmut Ehrenberg	Deputy Chairman of the Board	1978–1983
Dr.-Ing. Martin Dipper	Chairman of the Board	1981–1983
Prof. Dr. Dr. h. c. mult. Johann Löhn	Chairman of the Board	1983–2004
Dr. Reinhard Merkle	Deputy Chairman of the Board	1983–1985
Dipl.-Ing. Walter W. Weiss	Deputy Chairman of the Board	1983–1999
Josef Pfeffer	Deputy Chairman of the Board	1985–2004
Prof. Dr. Heinz Trasch	Chairman of the Board	Since 2004
Prof. Dr.-Ing. Sylvia Rohr	Deputy Chairman of the Board	2004–2006
Prof. Dr. Michael Auer		Since 2004

5.11 | Directory of all Managing Directors and Authorised Officers 1998–2008

Löhn, Johann, Prof. Dr. Dr. h. c. mult.	Chairman of the Board of Directors	1998–2004
	Steinbeis Verwaltungs-GmbH	
	Managing Director	Since 2007
	Steinbeis-Hochschule-Berlin GmbH	
	Managing Director	Since 1988 (intermittently)
	SBG Steinbeis GmbH	
	Managing Director	Since 1992 (intermittently)
	ImmoTech Steinbeis GmbH	
	Managing Director	Since 2003
	Steinbeis Immobilien-Holding GmbH	
Beck, Walter, Dipl.-Ing. (BA), MBA	Managing Director Steinbeis-Hochschule-Berlin GmbH	1998–1999
Gehring, Rainer, Dipl.-Ing. (FH)	Managing Director Steinbeis-Hochschule-Berlin GmbH	1998–1999
Leinbach, Hans-Joachim, Dipl.-Ing.	Managing Director SBG Steinbeis GmbH	2001–2003
	Managing Director ImmoTech Steinbeis GmbH	2001–2003
Auer, Michael, Prof. Dr.	Managing Director Steinbeis-Hochschule-Berlin GmbH	1999–2007
	Managing Director Steinbeis Verwaltungs-GmbH	Since 2000
Rohr, Sylvia, Prof. Dr.-Ing.	Managing Director Steinbeis Verwaltungs-GmbH	2002–2006
	Managing Director	2005–2006
	Steinbeis Forschungs- und Entwicklungszentren GmbH	
	Managing Director	2005–2006
	Steinbeis Innovation gGmbH	
Trasch, Heinz, Prof. Dr.	Chairman of the Board of Directors	Since 2004
	Steinbeis Verwaltungs-GmbH	
Kremm, Emil	Authorised Officer Steinbeis Verwaltungs-GmbH	Since 2006
	Managing Director Steinbeis Innovation gGmbH	Since 2006
Herzel, Heidi, Dipl.-Betriebsw. (FH)	Authorised Officer Steinbeis Verwaltungs-GmbH	Since 2006
Zimmer, Elke, Dipl.-Ing. (FH)	Authorised Officer Steinbeis Verwaltungs-GmbH	Since 2006
Jettinger, Edwin, Dipl.-Wirt.-Ing. (FH)	Authorised Officer Steinbeis Verwaltungs-GmbH	Since 2007
Ortinau, Brigitte, Dipl.-Betriebsw. (FH)	Authorised Officer Steinbeis Verwaltungs-GmbH	Since 2008
Mattulat, Manfred, Dipl.-Kaufmann	Managing Director Steinbeis Beteiligungs-Holding GmbH	Since 2000
Musch, August A., Dipl.-Wirt.-Ing.	Managing Director Steinbeis Beratungszentren GmbH	Since 2005
Haug, Uwe, Dipl.-Ing. (FH)	Managing Director	Since 2006
	Steinbeis Forschungs- und Entwicklungszentren GmbH	

5.12 | Directory of all Steinbeis Managers until 2008

(As of December 31 2008)

A

Abel, Konrad, Professor (1986–1993)
 Ackermann, Tobias (1997–1999)
 Adasch, Uwe (since 2005)
 Adler, Dieter, Professor Dr.-Ing. (since 1983)
 Ahrend, Norbert, Dipl. oec. (since 2006)
 Aigle, Günter, Dipl.-Ing. (BA) (1996–2004)
 Alasafi, Khaldoun, Dr. (2004–2005)
 Albert, Gerhard (1997–2002)
 Albert, Karl (1990–1996)
 Albrecht, Wolfgang, Professor Dr.-Ing. (since 2008)
 Aldinger, Fritz, Professor Dr. (since 1998)
 Allmendinger, Klaus, Professor Dr.-Ing. (since 2006)
 Alt, Dietmar (1993–2002)
 Alt, Wilfried, Professor Dr. (since 2004)
 Andrae, Tobias Christian, Dipl.-Wirt.-Inf. (BA) (2003–2008)
 Andreica, Marin, Professor (since 2004)
 Angermann, Karsten (since 2006)
 Apel, Harald, Professor Dr.-Ing. (since 1999)
 Arendt, Joachim, Dipl.- Ing. (1997–2000)
 Ari, Niyazi, Professor Dr. (2004–2007)
 Arndt, Jörg (1991–1993)
 Arndt, Wolfgang, Professor Dr.-Ing. (1985–2003)
 Artinger, Frank, Professor Dr.-Ing. (since 2008)
 Auer, Michael, Professor Dr. rer. pol. (since 1992)
 Auffarth, Gerd, Professor Dr. med. (since 2007)
 Augsburg, Klaus, Professor Dr.-Ing. (since 2000)
 Augustin, Harald, Professor Dr.-Ing. (since 2002)
 Augustin, Ingrid, Dipl.-Betriebswirt (FH) (since 2005)
 Aulbach, Heinz-Peter, Dipl.-Betriebswirt (since 2008)
 Aulfinger, Marcus (2003–2007)
 Ausländer, Dietmar, Dipl.-Betriebswirt (FH) (since 1997)
 Auweter-Kurtz, Monika, Professor Dr.-Ing. habil. (since 2004)

B

Backes, Siegwand, Professor Dipl.-Math. (1991–2006)
 Bader, Wolfgang, Dr. (2004–2005)
 Baltzer-Fabarius, Thomas, Professor Dr.-Ing. (since 1998)
 Bandera, Jan-Eric, Dipl.-Ing. (since 1991)
 Banke, Bernd, Professor Dr. iur. (1999–2008)
 Bantleon, Martin, Dipl.-Ing. Dipl.-Wirt.-Ing., MBA (since 2006)
 Bappert, Eberhard (1991–2000)
 Barbey, Hans-Peter, Professor Dr.-Ing. (since 2005)
 Barsan, Nicolae, Dr. (since 2006)
 Bartel, Dirk, Dr.-Ing. (since 2008)
 Barth, Gernot, Dr. (since 2004)
 Barwitzki, Dieter, Dipl.-Soz. Arb. (FH), MBA (since 2001)
 Bastian, Peter, Professor Dr. (1999–2004)
 Bauer, Günter (1991–1993)
 Bäuerle, Armin, Dipl.-Ing. (FH) (since 2004)
 Bäuerle, Michael, Dipl.-Ing. (FH) (since 2006)
 Baum, Frank, Professor Dr. (since 2006)
 Baumeister, Hans-Peter, Dr. (since 2005)
 Baumgärtner, Jörg, Dipl.-Ing. (since 2004)
 Baumgärtner, Manfred (1996–1999)
 Bayer, Helmut, Dipl.-Ing. (FH), MBA (since 1998)
 Bechstädt, Thilo, Professor Dr. (since 2006)
 Becht, Michael, Dr. (1998–2003)
 Beck, Volker, Professor Dr.-Ing. (since 2004)
 Beck, Walter, Dipl.-Ing. (BA), MBA (since 1995)
 Becker, Claus, Dr. (since 2008)
 Becker, Gero, Professor Dr. Dr. (1997–2001)
 Becker, Horst-Dieter, Professor Dr. (2004–2007)
 Becker, Thomas, Professor Dr. (since 2003)
 Beckmann, Helmut, Professor Dr. (since 2007)
 Behrendt, Frank, Professor Dr. (since 1994)
 Beier, Jörg, Professor Dr. (since 2003)
 Bell, Carl-Martin, Professor Dr. (since 2004)
 Bende, Thomas, Professor Dr. (since 2000)

Benz, Tomas, Professor (since 2004)
 Benzinger, Josef-P., Professor Dr. (1992–2004)
 Berchtold, Philipp, lic. rer. pol. (2003–2005)
 Berg, Aloys, Professor Dr. (since 2007)
 Bergemann, Britta, Professor Dr. (since 2008)
 Bergemann, Jörg, Professor Dr. (since 2007)
 Berger, Michael, Professor Dr.-Ing. habil. (since 2004)
 Berger, Roland, Dr.-Ing. (2005–2007)
 Berghänel, Franz (2003–2006)
 Bergmann, Günther, Professor Dr. phil. (1997–2001)
 Bernauer, Markus, Dipl.-Ing. (FH) (since 2006)
 Bertelmann, Udo (since 2008)
 Berthold, Michael, Professor Dr. (since 2004)
 Biella, Wolfgang, Professor Dr.-Ing. (since 2003)
 Bierter, Willy, Dr. (since 2002)
 Bill, Ralf, Professor Dr.-Ing. (since 1998)
 Binder, Hans-Jörg, Dr. (1989–1992)
 Binner, Hartmut-F., Professor Dr.-Ing. (1996–2002)
 Birkel, Eberhard, Professor Dr.-Ing. (1969–2006; Lohn Award Winner 2006)
 Birkhold, Gerd, Dipl.-Ing. (FH) (since 2006)
 Bischoff, Martin, Dipl.-Ing. (since 2004)
 Blakowski, Gerold, Professor Dr. (2004–2008)
 Blanke, Hermann, Dipl.-Ing. (FH) (since 1991)
 Bläsing, Jürgen P., Professor Dr.-Ing. (since 1986)
 Bletzinger, K., Professor (1972–1981)
 Blume, Jürgen (since 2006)
 Boche, Hartmut, Dipl.-Ing. (FH) (since 1995)
 Bochmann, Dieter, Dr.-Ing. (1992–2004)
 Bock, Hans Georg, Professor Dr. Dr. h. c. (since 2001)
 Bock, Karl Walter, Professor Dr. med. (2000–2003)
 Bock, Thomas (1989–1996)
 Boelke, Klaus, Professor Dr.-Ing. (since 1995)
 Bogatzky, Torsten, Dipl.-Ing. (FH) (1999–2008)
 Bogner, Thomas R., Professor Dr. rer. pol. (2003–2005)
 Boneberg, Johannes, Professor Dr. (since 2008)
 Bönsch, Wolfgang (2005–2006)
 Boos, Frank, Dipl.-Kfm. (since 2007)
 Börkircher, Helmut, Professor Dr. (1999–2006)
 Börner, Dieter (2001)
 Bornholdt, Werner, Professor Dr. (since 1988)
 Borter, Walter, lic. rer. pol. (since 2002)
 Bosia-Volkmer, Claudia, Ing. (1998–1999)
 Bostan, Ion, Professor Dr. Dr. h. c. mult. (since 2004)
 Braun, Ulrich, Professor (since 2005)
 Braunewell, Markus, Dr. jur. (2001–2005)
 Brähler, Wolfgang, Dipl.-Ing. (since 2008)
 Bräuning, Johannes, Dr. med. (since 2007)
 Brehm, Oliver, Dipl.-Ing. (FH) (since 2002)
 Brenne, Hans-Joachim, Dipl.-Ing. (FH) (1985–1987)
 Breuer, Peter, Professor Dr.-Ing. (since 1988)
 Brinkschulte, Uwe, Professor (1995–2002)
 Brückner, Peter, Professor Dr.-Ing. (since 1997; Lohn Award Winner 2004)
 Brucksch, Michael, Professor Dr. (since 2002)
 Brüderlin, Beat, Professor Dr. (since 1999)
 Bruendl, Elisabeth (1993–1997)
 Bruendl, Reinhard (1985–1997)
 Brüggemann, Dieter, Professor Dr.-Ing. (since 1996)
 Brühl, Markus (2007–2008)
 Brüttsch, Tobias, MBA (2004–2005)
 Buchberger, Dieter, Professor Dr.-Ing. (since 1998)
 Bucher, Georg, Professor Dr. (1990–2001)
 Buchholz, Günter, Professor Dr. (2000–2004)
 Buchwald, Christa, Dipl.-Ing. (1993–1995)
 Bücking, René, Dipl.-Ing. (1986–1993)
 Budnik, Norbert, Dipl.-Ing. (since 2002)
 Bues, Manfred, Professor (1988–2005)
 Bueß, Gerhard, Professor Dr. (since 1995)
 Bühl, Horst, Dr. (1996–2001)
 Bull, Heinz Wolf, Dipl.-Kfm. (2003–2007)
 Burden, George, Professor (1982–2001)
 Burg, Gerhard, Dipl.-Ing. (since 2001)
 Burgbacher, Verena, Dipl.-Verw. (since 2008)
 Burkhardt, Albert G. (1981–1994)
 Burr, August, Professor Dr. (since 2000)
 Büskens, Christof, Professor Dr. (since 2007; Lohn Award Winner 2008)
 Bussmann, Kai, Professor Dr. (since 2008)
 Buzogany, Andreas, Dr.-Ing. (2001–2004)

C

Capurro, Rafael, Professor Dr. (since 2008)
 Carle, Georg, Professor Dr.-Ing. (since 2007)
 Casetou, Thierry (2004–2007)
 Chen, Ke (since 2005)
 Christaller, Thomas, Professor Dr. (since 1999)
 Chytry, Michael, Dipl.-Betriebswirt (FH) (since 2007)
 Class, Harald, BBA (since 2008)
 Coehne, Uwe, Professor Dr. (since 1995)
 Coester, Ursula, Dipl.-Betriebswirtin (since 2005)
 Cox, Horst (1999–2006)
 Cremers, Daniel, Professor Dr. (since 2007)
 Creutzburg, Uwe, Professor Dr.-Ing. (2005–2007)

D

Dadam, Peter, Professor Dr. (since 1998)
 Damnik, Oliver, Dipl.-Ing. (FH) (since 1995)
 Danksagmüller, Klaus, Dipl.-Ing. (since 1992)
 Dannenberg, Annemarie (2006–2008)
 Dannenberg, Marius, Professor Dr. (since 2005)
 Dannenmayer, Bernd, Professor (since 1998)
 Dannhorn, Horst (1971–1992)
 Daxhammer, Rolf, Professor Dr. (since 1999)
 Deck, Klaus-Georg, Professor Dr. (since 2002)
 Dendorfer, Renate, Professor Dr., MBA LL.M. (since 2003)
 Detter, Helmut, Professor Dr. Dr. (2005–2007)
 Detzel, Martin, Professor Dr. (since 1998)
 Deussen, Oliver, Professor (2006–2007)
 Deutschmann, Olaf, Dr. (since 2007)
 Dhom, Günter, Professor Dr. med. dent. (since 2004)
 Diehl, Dieter Karl, Professor Dr. (2005–2008)
 Dienstdorf, Bernhard, Professor Dr.-Ing. (1987–1994)
 Diepes, Heinz, Professor (1984–1996)
 Dietrich, Christian, Professor Dr. (since 2003)
 Dietrich, Franz, Dipl.-Kfm. (1996–2004)
 Dietrich, Jürgen, Dr. (2002–2006)
 Dillerup, Ralf, Professor Dr. (since 2001)
 Dinius, Gerhard, Professor Dr.-Ing. (1987–2002)
 Dittmann, Uwe, Professor (since 1995)
 Dittmar, Günter, Professor Dr.-Ing. (since 1995)

Dittrich, Peter, Professor (1992–1998)
 Doherr, Detlev, Professor Dr. (since 1991)
 Dohm, Peter, Professor Dr. (since 1993)
 Dollack, Hubert, Professor Dr. (since 2004)
 Domhardt, Hans-Jörg, Dr.-Ing. (since 2008)
 Dorn, Carsten, Professor Dr.-Ing. (since 2006)
 Dorn, Dieter, Betriebswirt (since 2007)
 Dornheim, Michael (1996–2000)
 Dorsch, Manfred, Professor Dipl.-Ing. (since 1983)
 Dörschel, Oliver, Dipl.-Kfm. (since 2007)
 Dreher, Martin, Dr.-Ing. (since 2006)
 Dreier, Wolfram, Dipl.-Wirt.-Ing. (since 2000)
 Drews, Günter, Dipl.-Wirt.-Ing. (FH) (since 2006)
 Drews, Reinhard, Dr.-Ing. (since 2003)
 Drexler, Hans, Dipl.-Verwaltungswirt (since 2007)
 Dröge, Karl-Heinz, Professor Dipl.-Ing. (since 1987)
 Dröschner, Joachim, Dipl.-Betriebswirt (1995–1996)
 Dürr, Sebastian, Dipl.-Ing. (FH) (since 2008)
 Duttler, Josef, Professor Dr. (since 2001)

E

Ebberink, Johannes, Professor Dr. (since 2000)
 Eberhardt, Bernhard, Professor Dr. (since 2003)
 Eberling, Wolfgang Joachim, Dr. (2005–2007)
 Ebner, Lothar, Professor Dr. rer. nat. (1999–2002)
 Eckardt, Harald, Dipl.-Ing. (1993–2001)
 Eckardt, Uwe, Dipl.-Ing. (1992–1995)
 Eckstädt, Hartmut, Professor Dr.-Ing. habil. (1999–2008)
 Edelman, Christian, Professor Dr. (since 1993)
 Eglitis, Rolf, Dipl.-Ing. (since 2004)
 Ehlers, Manfred, Professor Dr.-Ing. habil. (since 2000)
 Ehnert, Rolf, Professor Dr.-Ing. habil. (since 1992)
 Ehrbar, Udo, Dipl.-Volkswirt (since 2006)
 Ehrlicke, Hans-Heino, Professor Dr. (since 1998)
 Eiche, Daniel, Dipl.-Ing. (FH), MBA (since 1999)
 Eils, Roland, Professor Dr. (since 1997)
 Eisinger, Bernd, Professor Dr. (since 1999)
 Eißler, Werner, Professor Dr.-Ing. (since 1986)
 Emhardt, Alfred, Dipl.-Ing. (since 2008)
 Emmerich, Herbert, Professor Dr.-Ing. (since 2003)

Engelke-Denker, Arne, Dipl.-Wirt.-Ing. (FH)
(since 1999)
Engelmann, Frank, Professor Dr.-Ing. habil.
(since 2007)
Erhardt-Ferron, Angelika, Professor Dr. (1989–1992)
Ernsberger, Klaus, Professor Dipl.-Ing. (since 1986)
Ertel, Wolfgang, Professor Dr. (since 2001)
Erwerle, Sandra-Michaela (since 2005)
Ester, Birgit, Professor Dr. (2003–2004)
Etschberger, Konrad, Professor Dr.-Ing. (1986–2005)

F

Fabro, Renato (1993–1995)
Fadai, Dawud, Professor Dr.-Ing. (since 2005)
Fahrenwaldt, Hans-Jürgen, Professor (1971–1984)
Faisst, Britta, M. A. (since 2005)
Faix, Werner G., Professor Dr. (since 1993)
Falduto, Anna, M. A. (since 2008)
Federle, Hartmut, Professor Dr.-Ing. (since 1991)
Feier, Günter, Professor Dr.-Ing. (2003–2008)
Felbecker-Janho, Heike, Dipl.-Ök. (since 2008)
Ferdinand, Stephan, Professor (since 2005)
Feßmann, Jürgen, Professor Dr. rer. nat. (1994–2003)
Fettelschoß, Daniela (2003–2008)
Fettelschoß, Kurt, Dipl.-Ing. Dipl.-Wirt.-Ing.
(1995–2008)
Fetzer, Gerhard, Professor (since 2004)
Feuerbacher, Berndt, Professor Dr. (1995–2008)
Feuerstein, Bernd, Dr. (since 1997)
Feuerstein, Heinz-Joachim, Professor Dipl.-Psych.
(since 2007)
Fichter, Klaus, Dr. (since 2005)
Fiehn, Oliver, Dr. (2003–2007)
Fieles-Kahl, Norbert, Professor Dipl.-Phys.
(since 1987)
Fink, Karl (1987–1993)
Fink, Rainer H. A., Professor Dr. (since 2003;
Löhn Award Winner 2006)
Fisch, Norbert Manfred, Professor Dr.-Ing.
(since 1996)
Fischbach, Thomas, Dipl.-Wirt.-Päd. (2004)
Fischer, Dietmar, Dr.-Ing. (since 2001)

Fischer, Gunter, Dipl.-Ing. (FH) (since 2002)
Fischer, Isolde, MBA (since 2006)
Fischer, Jürgen, Professor Dr. (since 2008)
Fischer, Klaus, Professor Dipl.-Ing. (1988–2008)
Fischer, Peter, Professor Dr. (since 2008)
Fleischauer, Peter, Professor Dipl.-Ing. (since 1986)
Fleischer, Lutz-Günther, Professor Dr.-Ing. habil.
(since 2004)
Fleuchaus, Ruth, Professor Dr. (since 2007)
Förster, Rudolf, Professor Dr.-Ing. habil. (since 2006)
Frahne, Dietrich, Professor Dr. (1985–1995)
Frank, Eberhard, Professor Dr.-Ing. (since 1990)
Franke, Holger, Dipl.-Ing. (FH) (2006–2008)
Franke, Horst, Professor (1969–1995)
Franke, Klaus-Peter, Professor Dr.-Ing. (since 2008)
Franke, Wilfried, Professor Dr. (1999–2003)
Franz, Hartmut, Dr. (2000–2003)
Frech, Christian, Professor Dr. (since 2004)
Frech, Joachim, Professor Dr.-Ing. (since 2000)
Freitag, Thomas, Dr.-Ing. (since 2006)
Frey, Eberhard, Dipl.-Ing. (FH) (1996–2000)
Frey, Gerhard, Professor Dr.-Ing. (since 2002)
Frey, Manfred, Dr. (since 1997)
Freyborn, Konrad, Mag. (2006–2008)
Freyburger, Klaus, Professor Dr. (since 2003)
Frey-Luxemburger, Monika, Professor Dr.
(since 2003)
Freytag, Thomas, Professor Dr. (since 2005)
Frick, Achim, Professor Dr. (since 1999)
Fricker, Gert, Professor Dr. (since 1998)
Friedrich, Dieter, Dipl.-Inform. (1997–2004)
Friedrich, Joachim, Dipl.-Ing. (2003)
Friedrich, Jörg, Professor Dr. (since 2005)
Friedrichs, Sigrid, (since 1987; KKT until 1994)
Friedrichsen, Mike, Professor Dr. (2003–2005)
Fritsch, Uwe, Dipl.-Ing. (FH) (since 1994)
Froböse, Michael, Professor Dr. (since 1998)
Frommann, Lars, Professor Dr.-Ing. (2007–2008)
Füglein, Alexander (since 2004)
Füglein, Egon, Professor Dr.-Ing. (since 1998)
Führer, Arnold, Professor (1983–2002)
Füser, Karsten (1997–2000)

G

- Gaebe, Wolf, Professor (1997–2001)
- Gaida, Birgit (since 2002)
- Gaier, Stefan, Dipl.-Wirt.-Ing., MBA (since 1998)
- Gaiser, Gabriele, Dipl.-Verw. (FH) (since 2001)
- Gaiser, Gerd, Dr.-Ing. (since 1993)
- Gaisser, Andrea, M. A. (2002–2005)
- Galley, Birgit, Dipl.-Kffr., CFE (since 2004)
- Garbrecht, Thomas, Professor Dr.-Ing. (since 1990)
- Gärtner, Ulrich, Professor Dr.-Ing. (since 1992)
- Gassert, Werner (1985–1989)
- Gatzmanga, Heinz, Professor (1996–1997)
- Gauglitz, Günter, Professor Dr. (since 2001)
- Gehbauer, Fritz (1989–1992)
- Gehrmann, Friedhelm, Professor Dr. (since 2003)
- Gehrung, Rainer, Dipl.-Ing. (FH) (since 1994)
- Geilsdörfer, Reinhold, Professor Dipl.-Ing. (1985–2008)
- Gemrich, Armin, Professor Dr. (since 2007)
- Georgi, Wolfgang, Professor Dipl.-Math. (since 1992)
- Gerberich, Claus, Professor Dr. (1998–2002)
- Gerdes, Hans-Hermann, Professor Dr. (since 1999)
- Gerharz, Walter, Dipl.-Geogr. (since 2002)
- Gerowitt, Bärbel, Professor (since 2006)
- Gerspacher, Hubert, Dipl.-Ing. (BA) (1999–2006)
- Gerstenberger, Friedrich, Professor Dipl.-Ing. (1989–1991)
- Geyer, Wolfgang (2005–2006)
- Gieraths, Jochem, Dr. h. c. (since 2004)
- Giesa, Frank, Professor Dr. (since 2007)
- Giesel, Frederik, Dr. med. (since 2006)
- Gimsa, Jan, Professor Dr. habil. (since 2006)
- Gissmann, Lutz, Professor Dr. (2000–2008)
- Gläser, Joachim, Professor Dr. (2005–2007)
- Gläser, Martin, Professor Dr. (2003–2005)
- Glöckle, Herbert, Professor Dr.-Ing. (since 2004)
- Goldmann, Klaus, Dipl.-Ing. (2002–2004)
- Goll, Joachim, Professor Dr. (since 1994)
- Goller, Dieter, Dipl.-Ing. (FH) (since 2001)
- Gollhofer, Albert, Professor Dr. (since 1997)
- Gomez, Alfonso (1997–1998)
- Gondring, Hanspeter, Professor Dr., FRICS (since 2008)
- Göpel, Wolfgang, Professor (1995–1999)
- Göppel, Rainer, Professor Dipl.-Ing. (since 1996)
- Göring, Jens, Dr.-Ing. (1999–2001)
- Gottlieb, Johannes, Dr. (since 2002)
- Gottschalk, Arnd, Dr. (since 2004)
- Gottschol, Andreas (2003–2005)
- Graage, Frank, Dipl.-Ing. (since 2003)
- Graf, Nicole, Professor (since 2004)
- Graf, Peter (since 2005)
- Grau, Stefan, Dr. (since 2008)
- Greindl, Axel, Dr.-Ing. (1993–1995)
- Greitzke, Klaus (since 2005)
- Gremminger, Klaus, Professor (since 2002; Löhn Award Winner 2004)
- Grenzdörffer, Görres, Dr.-Ing. (since 2004)
- Greule, Roland, Professor Dr.-Ing. (since 1992)
- Griesinger, Andreas, Professor Dr.-Ing. (since 2002)
- Grimhardt, Hartmut, Professor Dr. (since 2008)
- Grobusch, Harald, Dipl.-Math. (since 2005)
- Grote, Karl-Heinz, Professor Dr.-Ing. (1996–1997)
- Grötsch, Eberhard, Professor (since 1997)
- Grubwinkler, Wolfgang (1999–2006)
- Gruhler, Gerhard, Professor Dr.-Ing. (since 1992)
- Grün, Markus, Professor Dr. (since 2005)
- Grundstein, Edgar, Dipl.-Ing. (FH) (since 2002)
- Grüninger, Gunter, Professor Dipl.-Chem. (since 1992)
- Grünthaler, Gregor (2002–2005)
- Grünwald, Kurt, Dr. (since 2002)
- Grünwied, Gertrud, Professor Dr. (since 2008)
- Grünwoldt, Lutz, Professor Dr.-Ing. (since 2006)
- Grütz, Michael, Professor (1989–2001)
- Güdemann, Rolf, Professor Dr. (since 2001)
- Guillard, Robert, Dipl.-Verwaltungswirt (FH) (1998–2000)
- Gümpel, Paul, Professor Dr.-Ing. (1999–2000)
- Gundrum, Jürgen, Professor Dr.-Ing. (since 1997)
- Günther, Ulrich, Professor Dr.-Ing. (since 1993; Löhn Award Winner 2005)
- Gutheil, Eva, Professor Dr. (since 2005)

Guthoff, Rudolf, Professor Dr. med. (since 1999;
Löhn Award Winner 2005)

H

Haag, Günter, Professor Dr. (since 1995)
Haas, Rüdiger, Professor Dr. (since 2008)
Haberbosch, Thomas, Dipl.-Wirt.-Ing. (FH)
(since 1998)
Haberlandt, Karlheinz, Professor Dr. (1988–2002)
Habermann-Horstmeier, Lotte, Dr. med. (since 2005)
Häbich, Jochen, Dipl.-Betriebswirt (2005–2006)
Hablitzel, Nina, Dipl.-Betriebswirtin (BA)
(since 2003)
Hackenberg, Wolfgang, Dr. iur. (since 2004)
Haechh, Jakob, Dipl.-Ing. (FH) (since 2005)
Häfele, Peter, Professor Dr.-Ing. (since 2001)
Hafner, Wolfgang, Professor Dipl.-Verwaltungswirt
(since 2000)
Hagen, Jens, Professor Dr. (1985–2008)
Hagen, Nils, Professor Dr. (since 2008)
Hagstotz, Werner, Professor Dr. (1992–1996)
Hahn, Jörg Peter, Dipl.-Oec. (2004–2006)
Hahn, Michael, Professor Dr. (1998–2003)
Hahne, Erich, Professor Dr.-Ing. (1989–2000)
Haimerl, Gerd, Professor Dr. med. (since 2000)
Halach, Götz, Professor (1986–1991)
Hamer, Eilert, Professor Dr. (since 1986)
Hanika, Heinrich, Professor Dr. iur. (since 2004)
Hanke, Klaus, Professor (1997–1999)
Hans, Wilfried, Dr. (1994–2003)
Hansen, Martin, Professor (2002–2007)
Hansmann, Harald, Professor Dr.-Ing. (since 1997)
Hänssler, Karl Heinz, Professor Dipl.-Hdl.
(1996–2006)
Happersberger, Günther, Professor Dr.-Ing.
(1998–2005)
Hartberger, Helmut, Professor Dr.-Ing. (since 1998)
Hartmann, Gunther, Professor Dr. med. (since 2005)
Hartung, Thomas, Dr. Dr. med. (1995–2008)
Hartweg, Andreas, Professor (1988–1993)
Harzfeld, Edgar, Professor Dr.-Ing. (since 2002)
Haschke, Andreas, Dipl.-Kfm. (2005)

Hasenburg, Karlheinz, Dr. (since 1993)
Hassel, Egon, Professor Dr.-Ing. habil. (since 2002)
Haubold, Stephan, Dr. (2007–2008)
Haug, Uwe, Dipl.-Ing. (FH) (since 2005)
Hauptenthal, Edmund, Dipl.-Wirt.-Ing. (since 1995)
Hauptmann, Anke, Dipl.-Ing. (FH) (1994–2001)
Häusele, Jürgen (since 1999)
Hausin, Jürgen, Dipl.-Betriebswirt (BA) (since 2001)
Häußler, Reinhold, Dipl.-Ing. (FH) (1994–2008)
Heckel, Holger, Dipl.-Wirt.-Ing. (2003–2004)
Heckel, Ingrid, Dipl.-Inform. (2003–2004)
Heeg, Franz-Josef, Professor Dr.-Ing. (since 1996)
Heger, Roland, Professor Ph. D. (since 1999)
Heidinger, Franz (1993–1994)
Hein, Klaus R. G., Professor Dr.-Ing. (1995–2005)
Heine, Burkhard, Professor Dr. (1996–2002)
Heinisch, Cornelia, Dr. (since 2001)
Heinze, Dirk, Professor Dr.-Ing. (since 1992)
Heinzelmann, Jörg, Professor Dr. (since 2003)
Heise, Dieter, Professor (1991–1993)
Heisel, Wolfgang, Dipl.-Ing. (since 2006)
Heisig, Michael, Dr. (since 2005)
Heitel, Kurt, Professor Dr.-Ing. (since 1990)
Hellig, Rüdiger, Professor Dipl.-Ing. (since 2001)
Hemmerich, Friedhelm, Professor Dr. (2002–2003)
Henneberg, Michael, Dr. Dipl. agr. Ing. (since 2008)
Henzler, Dieter, Dipl.-Wirt.-Ing. (2001–2003)
Herbst, Daniel, Dr.-Ing. (2003–2006)
Herget, Josef, EMS (1995–2000)
Hering, Joachim, Professor Dr. (since 2008)
Hermann, Corinna, Dr. (2003–2004)
Herr, Bernd, Professor Dr. (since 2003)
Herter, Eberhard, Professor Dipl.-Ing. (1989–1999)
Herth, Udo (1999–2000)
Hertrich, Roland, Professor Dr. (1997–2004)
Herwig, Heinz, Professor Dr.-Ing. (1997–1999)
Herzel, Heidi, Dipl.-Betriebsw. (FH) (since 1997)
Herzog, Henning, Professor Dr. (since 2004)
Hesch, Rolf-Dieter, Professor Dr. med. (1995–2002)
Hess, Peter, Professor Dr. (since 1995)
Hesse, Dagmar (2003–2007)
Hesser, Jürgen, Professor Dr. (since 2008)

Hesslinger, Siegmars, Professor Dr.-Ing. (1987–2008)
Hettmer, Oliver, Dr. (since 1997)
Heuer, Andreas, Professor Dr. (since 2000)
Heynen, Clemens, Dr. (1998–2004)
Hichert, R., Professor Dr.-Ing. (1984–1991)
Hildebrandt, Uwe (2000)
Hiller-Zürn, Adolf F. (2002–2007)
Hillmann, Tobias, Professor Dr.-Ing. (since 2005)
Hilpert, Ditmar, Professor Dr. (since 1995)
Hilpert, Jürgen, Professor Dr.-Ing. (1994–2007)
Hinrichs, Erhard W., Professor Dr. (1996–2007)
Hirschfelder, Gunther, PD Dr. (2005–2008)
Hockauf, Herbert, Dr. (since 2005)
Hoff, Axel, Professor Dr. (since 1997)
Hoff, Elmar, Dipl.-Ing. (since 2000)
Hoffmann, Harald, Dipl.-Ing. (FH) (1993–2005)
Hoffmann, Karsten, Dr. (since 2002)
Hoffstaedter-Kohn, Petra, Dr. (since 2008)
Höfle, Klaus, Professor Dr. (since 2001)
Hofmann, Dietrich, Professor Dr.-Ing. (since 1992)
Hofmann, Norbert, Dr. (since 1996)
Hofmann, Thorsten, Dr. (2007)
Hoheisel, Wolfgang, Professor Dr.-Ing. (since 1985)
Holbein, Reinhold, Professor Dr.-Ing. (since 1996)
Höllbacher, Ariane, Dipl.-Betriebswirtin, MBE (2004)
Holm, Jens, Professor Dr. (1987–1992)
Holstein, Peter, Professor Dr. (since 2005)
Holz, Armin, Dipl.-Ing. (FH) (since 2003)
Holzbaur, Ulrich, Professor Dr. (since 1993)
Honnen, Wolfgang, Professor Dr. (since 1995)
Höpner, Christian, Dipl.-Inf. (2001–2007)
Hoppen, Dieter, Professor Dr. (1999–2006)
Höptner, Norbert, Professor Dr.-Ing. (since 1992)
Hornberger, Martin, Professor Dr.-Ing. (since 2007)
Hornung, Roland, Professor Dr. (2002–2004)
Hörschgen, Hans (1996–2001)
Horstmann, Thomas, Professor Dr. med. (since 2008)
Horstmeier, Gerrit, Professor (since 2005)
Horvath, Stephan Alexander, Dipl.-Kfm. (2004–2008)
Hothum, Mathias, Dr. (since 2005)
Huber, Felix, Dr.-Ing. (since 2000)

Hubinger, Andreas, Mag. (2007–2008)
Huchler, Max, Dipl.-Ing. (FH) (1993–2007)
Hummel, Ulrich, Professor (since 1994)
Hüser, Manfred, Professor Dr.-Ing. (since 2003)
Huth, Hans-Volker, Professor Dr.-Ing. habil. (since 2000)
Hüttebräuker, Peter, Dr. Dipl.-Ing. (1996–2002)

I

Iancu, Otto Theodor, Professor Dr.-Ing. (since 2005)
Illik, Johann Anton, Professor Dipl.-Inform. (1995–2005)
Ionescu, Florin, Professor Dr.-Ing. (since 1992)
Issler, Lothar, Professor Dr.-Ing. (since 2001)

J

Jäger, Armin (since 2005)
Jäger, Edgar, Professor Dr. (since 1994)
Jäger, Uwe, Professor Dr. (since 1990)
Jagieniak, Thomas, Dipl.-Kfm. (since 2006)
Jahn, Carlos, Professor Dr. (since 2005)
Jahnke, Bernd, Professor (2003–2006)
Jakob, Geribert, Professor Dipl.-Volkswirt (1995–2005)
Jakob, Markus (since 2006)
Jamnig-Stellmach, Karola (since 2004)
Janoske, Uwe, Professor Dr.-Ing. (since 2002)
Jany, Peter, Professor (1991–2000)
Jean, Benedikt, Professor Dr. (since 2000)
Jentzsch, Joachim, Professor Dr.-Ing. (1992–2007)
Joost, Berndt, Dr.-Ing. (since 2006)
Jost, Norbert, Professor Dr.-Ing. (since 2002)
Jovanovic, Aleksandar, Professor Dr.-Ing. (since 2001)
Jovanovic, Snezana, Dr. med. (since 2003)
Jürß, Gudrun (since 2000)
Jung, Günther, Professor Dr. (since 1996)
Jung, Paul, Professor (1995–2006)
Junginger, Markus Götz, Dr., MBA (2001–2006)
Jungstand, Arne, Dipl.-Phys. (since 2004)

K

- Kauntilch, Daniela, Dipl.-Biologin (since 2006)
Kahabka, Gerwin, Professor Dr. (2003–2005)
Kallenbach, Eberhard, Professor Dr.-Ing. (since 1992; Löhn Award Winner 2004)
Kallfaß, Sigrid, Professor Dr. (since 1989)
Kallien, Lothar, Professor Dr.-Ing. (since 2004)
Kaloudis, Michael, Professor Dr. (since 2002)
Kalwait, Rainer, Professor Dr. (since 1994)
Kappen, Nikolaus, Professor Dr.-Ing. (since 1986)
Kappert, Michael, Professor Dr.-Ing. (since 1999)
Kappler, Arnold, Dr. oec. HSG CMC (2003–2005)
Karrais, Berthold, Dipl.-Ing. (since 1997)
Kast, Wolfgang (since 2007)
Kästel, Walter, Professor Dr.-Ing. (since 2005)
Katzmaier, Corinna, BBA (2002–2008)
Katzsch, Rolf, Professor (1987–1999)
Kauczor, Hans-Ulrich, Professor Dr. med. (since 2006)
Kauf, Florian, Professor Dr.-Ing. (since 2008)
Kaufeld, Michael, Professor Dr.-Ing. (since 1996)
Kaufmann, Michael, Professor Dr. rer. nat. (2000–2005)
Kaufmann, Peter, Professor Dr. (1993–2007)
Keck, Gerhard, Dr. (since 2002)
Keim, Daniel, Professor (since 2006)
Keller, Ansgar, Dr., M. A. (since 1995)
Keller, Jürgen (1994–1995)
Kelling, Andreas, Dr. (since 2008)
Kellner, Helmut, Professor Dr. (1998–2001)
Kelly, James, Professor (2001–2007)
Kemmler, Cato (2006)
Kemmler, Karl-Friedrich (2006)
Kempf, Herbert (1991–1999)
Kentner, Bernd, Dipl.-Ing. (FH) (since 1996)
Kerber, Walter, Professor (1969–1993)
Kern, Jürgen, Professor Dr. (1986–1992)
Kern, Markus, Dipl.-Ing. (FH) (2004–2007)
Kerner, Jürgen G., Dipl.-Ing. (FH) (since 1996)
Kerres, Michael, Professor Dr. (since 1998)
Kerspe, Jobst H. (1993–1994)
Kesel, Frank, Professor Dr.-Ing. (since 2000)
Kessler, Rudolf, Professor Dr. (since 2001)
Kessler, Waltraud, Professor Dipl.-Phys. (since 2001)
Kesztyüs, Tibor, Professor Dr. med. (since 2006)
Kiefer, Dieter, Professor Dr. (1994–2000)
Kienle, Matthias (2002–2004)
Kiess, Peter, Dipl.-Inf. (FH) (2006–2008)
Kimmel, Josef, Dr. (since 2004)
Kimmich, Reinhard, Professor Dr. (since 1999)
Kinzelbach, Ragnar, Professor Dr. (2000–2006)
Kipfelsberger, Christian, Professor Dr.-Ing. (since 2004; Löhn Award Winner 2008)
Kirstädter, Andreas, Professor Dr.-Ing. (since 2008)
Kissler, Hermann (2002–2003)
Klaeren, Herbert, Professor Dr. (since 1997)
Klapdor, Wolfgang, Dr.-Ing. (since 1997)
Klaproth, Thomas (2003–2007)
Klar, Ernst, Professor Dr. med. (since 2008)
Klärle, Martina, Professor Dr. (since 2006)
Klas, Wolfgang, Professor Dr. (since 1998)
Klätte, Markus, Dipl.-Kfm. (since 2006)
Klauck, Ulrich, Professor Dr. (since 2000)
Kleemann, H., Professor (1975–1992)
Klein, Friedrich, Professor Dr. Dr. h. c. (1985–2007)
Klein, Herbert, Dipl.-Ing. (FH) (since 2001)
Klein, Hubert, Professor (since 2008)
Klein, Rainer, Professor Dr.-Ing. (since 2000)
Klein, Reinhard, Professor Dr. (since 2005)
Kleine, Jens, Professor Dr. (since 2004)
Kleine-Möllhoff, Peter, Professor Dipl.-Ing. (since 2003)
Kleinknecht, Silke (2003–2004)
Klett, Brigitte, Dr. med. (since 2005)
Klett, Eckhard, Professor (since 1991)
Kletzin, Ulf, Professor Dr.-Ing. (since 2006)
Klie, Thomas, Professor Dr. iur. (since 1999)
Kliem, Hans-Christian, Dr. (since 2002)
Klingenstein, Maria (1997)
Klotzbücher, Kurt, Professor (1984–2000)
Kluck, Dieter, Professor Dr. Dipl.-Ing. (1999–2003)
Kluge, Rüdiger, Dr.-Ing. habil. (1993–2008)
Knippers, Rolf (1995–2001)
Knobloch, Dieter, Professor Dipl.-Ing. (1991–1998)

- Knobloch, Thomas, Professor Dr. (1998–2005)
 Knopf, Franz, Professor Dipl.-Ing. (FH) (since 1994)
 Kobbelt, Leif, Professor Dr. (since 2003)
 Kobori, Sachihiko (since 1999)
 Köberle, Christian, M. Sc. (since 2004)
 Koch, Barbara, Professor (since 2005)
 Koch, Roland, Professor Dr.-Ing. (1997–2003)
 Koch, Tobias (since 2000)
 Koch, Walter, Professor Dr. (since 2002)
 Koch, Wilfried, Professor Dr.-Ing. (since 2002)
 Koczan, Dirk, Dr. (since 2003)
 Köhle, Sabine (2000–2001)
 Kohler, Robert, Professor Dr. (since 2003)
 Köhler, Eberhard, Professor Dr.-Ing. habil. (since 1991)
 Köhler, Günter, Professor Dr. habil. (since 1992)
 Kohmann, Peter, Professor Dr.-Ing. (since 2003)
 Kohn, Erhard, Professor Dr.-Ing. (since 1995)
 Kohn, Kurt, Professor Dr. (since 1998)
 Kolb, Franz, Professor Dipl.-Ing. (since 1984)
 Kolb, Ludwig, Professor Dipl.-Ing. (since 1998)
 Köller, Karlheinz, Professor Dr. (since 2004)
 König, Daniel, PD Dr. (since 2007)
 König, Reinhold, Professor Dipl.-Wirt.-Ing. (since 2002)
 Konrad, Elmar D., Dr. (2005–2007)
 Konrad, Reinhard, Professor Dr. (1994–2008)
 Kontny, Henning, Professor Dr. rer. pol. (2000–2006)
 Kordass, Bernd, Professor Dr. med. dent. (since 2002)
 Kornmeier, Martin, Professor Dr. (2004–2008)
 Korsten, Harald, M. A., M. A. (2000–2003)
 Kos, Olaf, PD Dr. habil. (since 2007)
 Kostadinov, Kostadin, Professor Ph.D. (since 2003)
 Kötter, Andreas (1999–2001)
 Krah, Jürgen, Professor Dr. (since 1997)
 Krah, Katja (since 2004)
 Kramer, Michael R., Dipl.-Wirt.-Ing. (since 2004)
 Kraus, Rüdiger (1991–2002)
 Krause, Stefan, Professor Dr. (since 2006)
 Krayl, Heinrich, Professor Dipl.-Ing. (since 1987)
 Krcmar, Helmut, Professor Dr. (1995–1999)
 Kreitlow, Horst, Professor Dr. (since 1999)
 Kremer, Matthias (since 2006)
 Kremm, Emil Hermann (since 1997)
 Kreutzfeldt, Jochen, Professor Dr.-Ing. (since 2005)
 Krieg, Gunther, Professor Dr.-Ing. (since 1985)
 Kriegesmann, Jochen, Professor Dr. (1997–2005)
 Kriesel, Werner, Professor Dr. (since 1994)
 Kriha, Walter, Professor (since 2004)
 Krökel, Walter, Professor Dipl.-Ing. (since 1995)
 Kröner, Monika, Dr., MBA (since 2005)
 Kröner, Peter, Dr., MBA CPA (since 2005)
 Kröppelin, Detlev, Professor Dipl.-Ing. (1992–1999)
 Krüger, Klaus, Professor Dr.-Ing. (1986–2008)
 Kruppa, Oliver (2000–2005)
 Kuuntlich, Jürgen, Professor Dr.-Ing. (1992–2006)
 Kübler, Hartmut, Professor (since 1993)
 Kübler, Rainer (1996–1998)
 Küchlin, Wolfgang, Professor Dr. (since 1998)
 Kuck, Andre, Professor Dr. (2002–2007)
 Kugler, Harald, Professor (1994–1995)
 Kühlen, Rainer, Professor (1995–2002)
 Kuhn, Marc, Professor Dr. (since 2007)
 Kuhn, Michael, Dipl.-Ing. (FH) (since 2004)
 Kuhn, Reinhard, Professor Dr. (since 1995)
 Kühne, Manfred, Professor Dipl.-Ing. (since 1989)
 Kull, Hermann, Professor Dr.-Ing. (since 1995)
 Kullmann, Walter, Professor Dr. (since 2007)
 Kulpe, Renate (1991–1998)
 Kümmel, Dietmar, Professor (1988–1995)
 Kunisch, Martin (1993)
 Kuntz, Ralph, Dipl.-Kfm. (since 2008)
 Kuntz, Walter, Professor Dr.-Ing. (1983–2008; Löhn Award Winner 2004)
 Kunz, Dieter, Professor Dr.-Ing. (1998–2005)
 Kunz, Dieter (1975–1995, ISW)
 Kunz, Peter (1996–2000)
 Kuppinger-Beck, Patricia, Dipl.-Soz. Päd. (BA) (since 1998)
 Kurfess, Josef, Professor Dr.-Ing. (since 2008)
 Kurringer, Marcus, Dipl.-Ing. (FH) (1994–1998)
 Küstermann, Falk-Dietmar, Professor Dr.-Ing. (since 1994)

L

- Ladwein, Thomas, Professor Dr. (since 2007)
Lamberth, Werner, Professor Dipl.-Ing. (1998–2002)
Lampe, Reinhard, Professor Dr. (since 2006)
Lamprecht, Axel, Dr. (since 2006)
Landgraf, Bernd, Dipl.-Ing. (since 2008)
Landsknecht-Teipel, Petra (since 2005)
Lang, Florian, Professor Dr. med. (since 1996)
Lang, Joachim, Dipl.-Ing. (FH) (since 2007)
Langguth, Lothar, Professor Dr. (since 2007)
Langhammer, Günter, Professor Dr.-Ing. (since 2003)
Langowski, Jörg, Professor Dr. (since 2001)
Laue, Michael, Dr. rer. nat. (2002–2004)
Lausch, Wolfgang, Professor Dr. (1994–2006)
Lausen, Ralph, Professor Dr. (since 2008)
Lauterwasser, Ralf, Dipl.-Ing. (FH) (since 2006)
Lauth, Gerhard, Dipl.-Verwaltungswirt (FH) (since 2007)
Läzer, Rainer, Professor (2004–2008)
Leder, Alfred, Professor Dr.-Ing. habil. (since 2002)
Lehmann, Günter, Professor Dr. (1999–2007)
Lehmann, Peter, Professor Dr.-Ing. (since 2003)
Lehmeier, Peter J., Professor Dipl.-Kfm. (since 1999)
Lehnert, Bernhard (2002–2008)
Lehnert, Richard, Dipl.-Ing. (FH) (2003–2006)
Leifeld, Peter, Professor Dipl.-Ing. (1989–2002)
Leinbach, Hans-Joachim, Dipl.-Ing., MBE (2000–2004)
Leinweber, Peter, Professor Dr. (since 1999)
Leistner, Holger (1993–1999)
Lennartz, Bernd, Professor Dr. (2001–2008)
Leschke, Hartmut, Professor Dipl. oec. rer. (since 2005)
Lichtenau, Lutz G., Professor Dr.-Ing. (1984–2003)
Lieber, Bernd, Professor Dr. (1994–1996)
Liebig, Volkmar, Professor (1987–1992)
Liebsch, Ursula, Professor Dipl.-Volkswirt (since 2003)
Liekweg, Dieter, Professor Dipl.-Ing. (since 1976)
Limberg, Klaus, Professor Dipl.-Ing. (since 1986)
Linde, Hansjürgen, Professor Dr.-Ing. (1995–1996)
Lindemann, Gunter, Dipl.-Ing. (FH) (since 2008)
Lindner, Roland (1996–2000)
Lingelbach, Bernd, Professor Dr. (since 1997)
Linowski, Dirk, Professor Dr. Dr. h. c. (since 2004)
Linsel, Stefan, Professor Dr.-Ing. (since 2007)
Linß, Gerhard, Professor Dr.-Ing. habil. (since 1992; Lohn Award Winner 2004)
Lipp, Hans-Peter, Professor Dr.-Ing. (1994–2003)
Lippold, Ekkehard, Dr. (since 2006)
Littke, Wolfgang, Professor Dr. (1998–2000)
Loeffler, Jonathan, Dr. rer. nat. (since 2001)
Löffler, M., Professor (1972–1983)
Lohmann, Florian, Professor Dr. (since 2006)
Lohmüller, Reiner, Professor Dr. (2000–2003)
Löhn, Johann, Professor Dr. Dr. h. c. mult. (since 1981)
Lohrer, Stefan, Dipl.-Wirt.-Ing. (FH), MBA (since 2005)
Lohrer, Steffen, Dipl.-Wirt.-Ing. (since 2004)
Lohse, Martin, Professor Dr. (since 2001)
Lohse, Reiner, Dipl.-Ing. (FH) (since 1992)
Löser, Eberhard, Professor Dr.-Ing. (1992–2007)
Löst, Claus, Professor (1996–2001)
Löwenbein, Oded, Professor Dr. (1997–1998)
Ludwigs, Wilfried, Dipl.-Wirt.-Ing. (since 2004)
Luger, A., Professor (1991–1994)
Lüth, Oliver, Professor Dr. (2003–2007)
Lutz, Alfred (1987–1992)
Lutz, Ulrich, Dr.-Ing. (since 2001)

M

- Maass, Peter, Professor Dr. (since 2003)
Machulla, Hans-Jürgen, Professor Dr. (since 1998)
Maderholz, Ludwig (2004)
Magarin, Klaus-Jürgen, Dipl.-Ing. (since 1995)
Mahler, Boris, Dr.-Ing. (since 2003)
Maier, Angela, Professor Ing. (since 2008)
Maier, Thomas, Dipl.-Ing. (FH) (since 2001)
Mair, Thomas, Dipl.-Kfm. (1999–2003)
Maisch, Karl, Professor Dipl.-Ing. (1987–1992)
Mall, Georg (1997–2001)
Mangold, Dirk, Dipl.-Ing. (since 2005)
Mangold, Eberhard (since 2004)

- Manhart, Jürgen, PD Dr. (since 2004)
Manske, Beatrice, Dipl.-Wirt.-Ing. (since 2001)
Mantel, Juval, Dr.-Ing. (1995–2006)
Manzke, Klaus, Dipl.-Wirt.-Ing. (FH) (since 1995)
Marmann, Elmar (since 2004)
Marx, Roland (since 2003)
Massen, Robert (1984–2000)
Matern, Ulrich, Dr. med. (2003–2005)
Matros, Michael, Dr.-Ing. (2006)
Matt, Wolfgang, Dipl.-Ing. (FH) (since 2004)
Mattes, Julian, Dr. (2006–2008)
Matthis, Dieter, Dipl.-Ing. (FH) (since 2001)
Mattoug, Michel Ph., Professor (since 1998)
Mattulat, Manfred, Dipl.-Kaufmann (since 2000)
Mazur, Uwe (2004–2007)
Mecke, Hubert, Professor Dr.-Ing. habil. (1993–2004)
Meetz, Michael, Dr. (since 2008)
Mehl, Albert, Professor Dr. Dr. (since 2004)
Meichsner, Georg, Professor Dr. (since 1999)
Meier, Angelika, Dipl.-Kfm. (1994–2000)
Meier, Christoph, Dr. (since 2004)
Meier, Peter, Dr. (since 2002)
Meinzer, Hans-Peter, Professor Dr. (1994–2007)
Meisel, Karl-Heinz, Professor Dr. (1991–2001)
Meiss, Karl-Michael, Dr. (since 2008)
Mengedoht, Gerhard, Professor Dr.-Ing. (since 2005)
Merk, Hans-Joachim, Professor Dr. (1992–2004)
Merkle, Frank, Dipl. Med. Päd. (since 2008)
Merkle, Peter (2006)
Mertins, Lutz (1998–2002)
Messerschmid, Ernst, Professor Dr. (since 1989)
Messing, Olaf, Dr. (since 2003)
Mestres, Pedro, Professor Dr. med. (2001–2005)
Meyer, Karl-Heinz, Professor Dipl.-Ing. (1993–2007)
Meyl, Konstantin, Professor Dr.-Ing. (1987–2003)
Mihalcea, Radu, Professor Dr.-Ing. (1999–2003)
Miklos, Andras, Professor Dr. (since 2003)
Milani, Thomas, Professor Dr. (since 2006)
Minker, Wolfgang, Professor Dr. Dr.-Ing. (since 2008)
Mißbach, Holger (2004–2006)
Möckel, Reinhart, Professor Dr. (since 1998)
Mocny, Felicitas, Dr. (since 2007)
Moderjewsky, Gabriele (2003–2004)
Moersch, Mathias, Professor Ph. D. (since 2006)
Mohl, Hans F., Professor Dr. (since 1998)
Mohr, Karl-Heinz, Dr.-Ing. (since 1998)
Mohr, Oliver, Dipl.-Betriebswirt (FH) (since 2007)
Mönnich, Uwe, Professor Dr. (1996–2007)
Moos, Karl-Heinz, Dr. (since 1995)
Morgeneier, Karl-Dietrich, Professor Dr.-Ing. (1998–2004)
Morgenroth, Birgit, Dipl.-Ing. (FH) (since 2002)
Mueller, Thomas, Dipl.-Phys. (1996–2001)
Mühlbauer, Werner, Professor Dr.-Ing. (1995–2003)
Mühlbrandt, Heinrich, Professor (1994–2004)
Mühlenbeck, Frank, Dr. (2001–2008)
Müller, Axel, Dr. Dipl.-Phys. (1994–2005)
Müller, Dieter H., Professor (since 2002)
Müller, Eckehard, Professor Dr. (since 2004)
Müller, Gerhard, Professor Dr. (1997–2004)
Müller, Hubert, Professor Dr. (1971–1980)
Müller, Ingrid, Professor Dr. (since 2007)
Müller, Thomas (1969–1982)
Müller, Thomas, Dipl.-Ing. (FH) (since 2008)
Müller, Wolfgang, Dipl.-Ing. (FH) (since 1995)
Müller-Steinhagen, Hans, Professor Dr.-Ing. habil. (since 2002)
Müller-Storz, Hans, Professor Dr.-Ing. (since 1988)
Munder, Irmtraud, Professor (1990–1999)
Murzin, Marion, Professor Dr. (2002–2003)
Musch, August A., Dipl.-Wirt.-Ing. (since 1992)
Müßig, Michael, Professor Dr. (2000–2004)
Mustroph, Heinz, Dr. (1995–1997)
Myatt, Medrick, MBA (2002–2005)
- N**
- Nagel, Alwin, Dr. (since 2001)
Nagenborg, Michael, Dr. (since 2008)
Nägele, Helmut, REFA Industrial Engineer (2004–2006)
Neef, Heinz, Professor Dipl.-Ing. (1994–1996)
Neff, Fritz J., Professor (since 1999)
Nellen, Oliver, Professor Dr. (since 2005)
Nendel, Wolfgang, Dr.-Ing. (since 1994)

Nestler, Britta, Professor Dr. (since 2008)
Neuberger, Nikolaus, Dr.-Ing. (since 2004)
Neumayer, Burkhard, Professor (1994–2001)
Niess, Peter, Professor Dr. (1992–2007)
Nitsch, Jürgen, Professor Dr. (since 2005)
Nosper, Tim, Professor Dr.-Ing. (since 2004)
Nowottnick, Mathias, Professor Dr.-Ing. habil.
(since 2006)
Nuding, Anton, Professor Dr. (since 2006)

O

Oberhauser, Roy, Professor (since 2008)
Oberst, Dragana, BBA (2001–2006)
Obert, Peter, Professor Dipl.-Ing. (1988–2008)
Ockenfels, Peter, Dr. (2001–2003)
Odenwald, Stephan, Dr.-Ing. (since 2007)
Ohl, Peter, Dipl.-Inf. (since 2004)
Ohlhauser, Petra, Dipl.-Ing. (FH) (since 2000)
Ongyert, Dieter (1988–1992)
Onnen-Weber, Udo, Professor (1998–2000)
Ortner, Erich, Professor Dr. (since 2008)

P

Paldy, Matti (2003–2005)
Pascoe, Nicholas Stephen, Dr. rer. nat. (2004–2005)
Pasdziernik, Werner (1992–1993)
Patzel, Volker, Dr., MBA (since 2004)
Paulat, Klaus, Professor Dr. (since 1991)
Pawlita, Michael, Dr. med. (since 2000)
Pawlowski, Georg (since 2005)
Pelz, Waldemar, Professor Dr. (since 2006)
Pepels, W., Professor (1992–1996)
Peter, Gerhard, Professor Dr. (since 1991)
Peters, Tobias (2005–2007)
Peters, Wilhelm, Dr. (since 2001)
Peters-Ostenberg, Elke, Dipl.-Ing. (FH) (since 2006)
Petzke, Ingo, Professor Dr. (since 2008)
Pfannenstien, Annelie, Dr.-Ing. (1994–1996)
Pfau, Bernhard, Dipl.-Ing. (FH) (1999–2005)
Pfeiffer, Max, Dipl.-Volksw., MBA (since 2008)
Pförtsch, Waldemar, Professor Dr. (since 1998)
Pfreundschuh, Gerhard, Dr. (since 1997)

Pfuhl, Klaus, Professor Dr. (since 2002)
Philipp, D., Professor (1970–1987)
Philippi-Beck, Peter, Professor Dr. (since 2005)
Pietschmann, Bernd, Professor Dr. (1996–1999)
Pilz, Jürgen, Professor Dr. (1994–2000)
Piorkowski, Reiner (since 2007)
Pixa, Ralf, Professor (1998–2002)
Plaschke, Jürgen, Professor Dr. Dr. (since 1994)
Plate, Klaus, Dr. (since 2007)
Polzin, Dietmar, Professor Dr. (since 2005)
Prang, Gerhard, Dr. (1992)
Pressl, Diana, Dr.-Phil., MBE (since 2004)
Preßler, Thomas (since 2005)
Preszly, Monika (2002–2005)
Pröttel, Wolfgang, Professor (1987–1992)
Pruckner, Ewald, Professor Dr.-Ing. (since 1987)
Przybylla, Jürgen (2005–2007)
Przybylski, Michael, Professor (since 2003)
Püchner, Petra, Dr.-Ing. (since 2001)
Puchta, Dieter, Professor (1996–2001)
Punzel, Michael, Dr. med. (2001–2006)

R

Rademacher, Karl, Professor (1988–1991)
Räder, Bertram (1997–2005)
Rafolt, Blaz, Magister (1996–2001)
Rahe, Detlef, Professor Dipl.-Des. (FH), MFA
(since 1990)
Rahe, Ulrike, Professor (1990–1999)
Raizner, Jürgen, Dipl.-Betriebswirt (FH) (since 1994)
Rakhlin, Mychailo, Dr. (since 2004)
Rasch, Peter W. (1995–1999)
Rasner, Carsten, Dipl.-Betriebswirt (BA) (since 1999)
Rasner, Jeanette, M. A., MBA (2002–2006)
Reber, Andreas, Dipl.-Ing. (FH) (since 2005)
Redlin, Ralf-Jörg, Professor Dr.-Ing. habil.
(2003–2008)
Reh, Jochen, Dipl.-Chem. (since 1995)
Rehme, Matthias, Professor Dr. (since 2007)
Reichel, Reinhard, Professor Dr.-Ing. (since 2007)
Reichelt, Johannes, Professor Dr.-Ing. (1988–2008)
Reichert, Sonja, Dipl.-Betw. (BA), MBA (since 2004)

Reif, Konrad, Professor Dr.-Ing. (2004–2008)
 Reinert, Uwe, Professor Dr.-Ing. (since 2000)
 Reinhardt, Volker, Professor Dr. (since 2008)
 Reinhold, Ingrid, Dipl.-Lehrerin (since 1993)
 Reinke, Wilfried, Professor Dr. (1989–1994)
 Reiß, Rüdiger, Professor Dr.-Ing. (1989–2007)
 Rentschler, Heinz, Professor (1980–1988)
 Reuter, Nikolaus, Dipl.-Betriebswirt (2006)
 Richter, Klaus (1993–2001)
 Richter, Utz, Dipl.-Ing. (2001–2004)
 Richters, Rolf, Professor Dipl.-Ing. (since 2004)
 Riedel, Uwe, Dr. (since 2007)
 Riedel, Wolfgang, Professor Dr. (since 2006)
 Rief, Bernhard, Professor Dr.-Ing. (since 2003)
 Rieg, Frank, Professor Dr.-Ing. (since 2005)
 Rieger, Wolfgang (2003–2004)
 Riese, Gundolf, Professor Dr. (1989–2005)
 Riess, Erich, Professor (since 1998)
 Rinaldi, Geraldo (since 2004)
 Rinas, Heinz, BBA (since 2008)
 Rittberger, Marc, Dr. (2000–2002)
 Ritter, Paul (1990–1993)
 Ritter, Thomas, Professor Dr. (since 2006)
 Ritz, Axel, Professor Dipl.-Phys. (since 1989)
 Rögner, Sigrid, Dipl.-Betriebswirt (FH) (2006)
 Rohr, Sylvia, Professor Dr.-Ing. (2003–2006)
 Rolfs, Arndt, Professor Dr. med. (since 2001)
 Rominger, Bettina, Dipl.-Verw. (FH), MBA (since 2007)
 Ronge, Thorsten, Dipl.-Ing. (FH), MBE (2004)
 Ronnebaum, Thorsten, Dipl.-Phys. (since 2002)
 Rönnike, Hartmut, Dipl.-Ing. (FH) (1997–2005)
 Rösch, Florian, Dipl.-Soz. Päd. (FH), MBA (since 2001)
 Rösiger, Dirk, Dipl.-Ing. (FH) (1994–1996)
 Rösner, Sebastian, Dipl.-Wirt.-Ing. (2003–2006)
 Roß, Paul-Stefan, Professor Dipl.-Theol. (since 2006)
 Roth, Armin, Professor (since 2001)
 Roth, Gabriele, Professor Dr. rer. pol. (since 2004)
 Roth, Hubert, Professor Dr.-Ing. (since 1992)
 Rothfuss, Uli, Professor Dipl.-Verw. (FH), M. Sc. (2005–2007)

Ruch, Martin, Dr. (since 2007)
 Rück, Dorothee M., Dr. (1993–2005)
 Ruckh, Peter, Dr. (since 2006)
 Ruetz, Walter, Professor (1990–1993)
 Rumpf, Martin, Professor Dr. (2001–2006)
 Rupalla, Armin, Dipl.-Inform. (1993–2005)
 Ruppert, Nikolaus (since 2005)

S

Saak, Marcus, Dipl.-Ing. (2004–2006)
 Sabanovic, Asif, Professor (since 2003)
 Saberi, Hamid, Dr. (since 2008)
 Sadler, Roland, Dr. rer. nat. (2003–2005)
 Sailer, Joachim, Dr. (since 2002)
 Salman, Marieluise, Professor Dipl.-Psych. (since 2007)
 Salmen, Sonja, Professor Dr. (since 2007)
 Sandmann, Christoph, Dipl.-Betriebswirt (BA), MBA (since 2007)
 Sapper, Eugen (1989–1992)
 Sarradj, Ennes, Professor Dr.-Ing. (since 2006)
 Sauerburger, Heinz, Professor Dr.-Ing. (since 1994)
 Sauter, Werner, Professor Dr. (1994–2007)
 Sautter, Michael, Dipl.-Betriebswirt (BA) (2002–2006)
 Schaer, Fritz (since 2002)
 Schaer, Susanne, Dipl.-Ing. (BA) (since 2002)
 Schäfer, Gerhard, Professor Dr.-Ing. (2001–2005)
 Schäfer, Rüdiger, Professor Dr. (since 1995)
 Schäfer, Wieland, Professor Dr. (since 1993)
 Schäfer, Wolfgang, Dr.-Ing. (since 2003)
 Schäfer-Walkmann, Susanne, Professor Dr. (since 2006)
 Schaffart, Walter (since 2002)
 Schatz, Günter, Professor Dr. (since 2002)
 Scheffknecht, Günter, Professor Dr. (since 2005)
 Schekulin, Dirk, Dr.-Ing. (1997–2008)
 Schekulin, Karl, Professor Dipl.-Ing. (since 1986)
 Schekulin, Ulrich, Dr. (since 1997)
 Schenk, Volker, Professor Dr.-Ing. (since 1998)
 Scherer, Paul, Professor Dr. (1997–1998)
 Scherer, Thomas, Dipl.-Ing. (FH) (since 1991)

Scherr, Roland, Professor Dr. (since 1993)	Scholze, Benno (since 2003)
Scheu, Horst (since 2006)	Schönefeld, Christian, Dr. (1999–2008)
Schicht, Heinz-Joachim (since 2008)	Schönemann, Michael (1985–1994)
Schiesser, Marcus, Dipl.-Inf., MBA (2007)	Schoop, Eric, Professor Dr. (1995–2008)
Schilling, Klaus, Professor Dr. (1992–2008)	Schorcht, Hans-Jürgen, Professor Dr.-Ing. habil. (since 2000)
Schimek, Bernd (since 2008)	Schott, Holker, Dr.-Ing. (since 2005)
Schindele, Paul, Professor Dr.-Ing. (1995–1999)	Schraermeyer, Ulrich, Professor Dr. (since 2005)
Schirmer, Ulrich, Dr.-Ing. (since 1997)	Schröder, Werner, Professor Dr. (since 1991)
Schlaak, Manfred, Professor Dr. rer. nat. habil. (2000–2003)	Schroer, Wolfgang, Professor Dr.-Ing. (since 2003)
Schlegel, Rainer, Professor Dr. (1999–2007)	Schrök, K., Professor (1983–1986)
Schlegel, Uwe, Professor Dr. (1988–2006)	Schuler, Joachim, Professor Dr.-Ing. (2005–2007)
Schlenrich, Stephan (since 2007)	Schuler, Markus (2001–2004)
Schlöder, Johannes, Dr. (since 2001)	Schuler, Volkmar, Professor Dr.-Ing. (since 2003)
Schlüsener, Hermann, Professor (since 2003)	Schüler, Andreas, Dipl.-Betriebswirt (2003–2007)
Schlussnus, Martin, Dipl.-Ing. (FH) (since 1995)	Schulte, Christian, Dipl.-Kfm. (since 2007)
Schmeer, Ernst, Professor Dr. (since 1997)	Schulte, Lothar, Dipl.-Ing., MBA (since 2008)
Schmid, Bernhard, Dipl.-Ing. (FH) (since 1993)	Schulten, Annette (since 2002)
Schmid, Dietmar, Professor Dr. (1984–2006)	Schulz, Gerhard, Professor Dr. (since 2003)
Schmid, Jürgen, Dipl.-Ing. (since 1993)	Schulz, Stefan, Dr. (since 2006)
Schmid, Uwe, Professor Dr. (since 2002)	Schulze, Charlotte, Professor (since 2007)
Schmidt, Günther, Professor Dr.-Ing. (1991–1999)	Schumacher, Eva, Professor Dr. (since 2007)
Schmidt, Jan-Erik (2004–2006)	Schumacher, Hermann, Professor (1995–2001)
Schmidt, Jürgen, Professor Dr.-Ing. (since 1991)	Schumacher, Manfred, Professor Dr. (since 1997)
Schmidt, Manfred, Dr. rer. nat. (2003–2005)	Schupp, Peter, Dipl.-Ing. (FH) (since 1999)
Schmidt, Norbert, Dipl.-Ing. (FH) (1992–2003)	Schuppert, Frieder, Dr. (2006)
Schmidt, Rainer, Professor Dr.-Ing. (since 2007)	Schurr, Marc O., Professor Dr. med. (since 1995)
Schmidt, Reinhard, Professor (2000–2003)	Schuster, Claus, Professor Dr.-Ing. (since 1997)
Schmidt, Thomas, Dipl.-Ing. (FH) (1995–2003)	Schützeichel, Harald, Dr. (2006–2007)
Schmidt, Uwe, Professor Dr. (since 1996)	Schwalbe, Wolfgang, Professor Dr.-Ing. (1995–2005)
Schmigalla, Hans, Professor Dr.-Ing. (1992–1996)	Schwär, Markus (since 2008)
Schmitt, Christoph (2000–2003)	Schwartz-Albiez, Reinhard, PD Dr. (since 2001)
Schmitt, Markus, Dipl.-Biol. (since 2008)	Schwarz, Hans Werner (1990–1992)
Schmitt, Ulrich, Professor Dr.-Ing. (since 2006)	Schwarz, Michael, Professor Dr. rer. nat. (2000–2005)
Schmitz, Roland, Professor Dr. (since 2004)	Schwarz, Monika (2003–2005)
Schmollinger, Martin, Professor Dr. (since 2007)	Schwarz, Peter, Professor Dr.-Ing. (1997–2000)
Schneck, Ottmar, Professor Dr. (since 2000)	Schwarzbeck, Karl, Professor Dr. (2002–2004)
Schneider, Gerhard, Professor Dr. (1999–2001)	Schwarze, Gerhard, Professor Dr. (2000–2006)
Schneider, Willy, Professor Dr. (since 2004)	Schwegler, Horst (1988–1992)
Schöls, Erich, Professor (since 2005)	Schweinberger, Dirk, Dr.-Ing. (2003–2006)
Scholten, Ulrich, Dipl.-Ing. (FH), MBA (since 2005)	Schweizer, Gerhard (1995–2002)
Scholz, Hans-Gunther, Professor Dr. (2001–2006)	

- Seeger, Thomas, Dipl.-Ökonom, MBA (2001–2005)
 Seidel, Markus (since 2008)
 Sinceer, Stephan, Professor Dr. (since 2008)
 Sincez, Carl W., Dr.-Ing. (2005–2007)
 Selzer, Michael, Dipl.-Inform., M. Sc. (since 2008)
 Sendrowski, Peter, Dipl.-Biol. (since 2002)
 Sennekamp, Winfried, Professor Dr. (1998–2005)
 Seufert, Andreas, Professor Dr. (since 2003)
 Seybold, Rudolf (1997–2001)
 Seyfried, Christoph, Dipl.-Betriebswirt (BA) (since 2005)
 Shoaar, Amir, Dipl.-Ing. (2005–2007)
 Sieber, Detlev, Dipl.-Ing. (since 2007)
 Sieger, Kurt (1971–1985)
 Siegmund, Gerd, Dr.-Ing. (since 2003)
 Siestrup, Guido, Professor Dr. (since 2007)
 Sigloch, Herbert, Professor Dipl.-Ing. (1988–2006)
 Sigloch, Stefanie (since 2006)
 Sikora, Axel, Professor Dr.-Ing. (since 2002)
 Siller, Horst-Fritz, Professor (1984–1987)
 Simpson, Rebecca, M. Sc., B. Sc. (since 2006)
 Sinn, Karl, Professor Dipl.-Ing. (1971–1995)
 Slavicek, Gregor, Dr. med. univ. et med. dent. (since 2008)
 Smolka, Angelika (1996–1997)
 Sokollek, Christine (2002–2003)
 Söver, Alexandru, Dipl.-Ing. (since 2008)
 Spale, Jiri, Dr. (since 2000)
 Speck, Susanne, Professor (1999–2001)
 Speicher, Michael, Dr. med. (1997–2007)
 Springer, Nils, Dipl.-Phys. (since 2002)
 Stahl, Hans-Werner, Professor Dr. (1991–2005)
 Stahl, Ralf, M. A. (since 2005)
 Staiger, Walter (since 2006)
 Stamatiadis-Smidt, Hilke, M. A. (2002–2008)
 Starczewski, Thomas, Dipl.-Des. (1993)
 Staud, Josef L., Professor Dr. (1994–1997)
 Staufner, Roland, Professor Dipl.-Ing. (1992–1996)
 Stefanescu, Alina Mihaela (since 2005)
 Steffens, Frank, Dipl.-Des. (since 1998)
 Stehle, Carsten, Dipl.-Ing. (BA), MBA (since 2006)
 Steimer, Fritz, Professor Dr. (since 1994)
 Steinbach, Bernd, Professor Dr.-Ing. habil. (since 1992)
 Steingrube, Wilhelm, Professor Dr. (since 2002)
 Steinhart, Heinrich, Professor Dr.-Ing. (since 2006)
 Steinhoff, Gustav, Professor Dr. med. (since 2001)
 Steinhoff, Marie-Theres, Professor Dr.-Ing. (since 2004)
 Sternal, Bernd, Dipl.-Ing. (1996–2007)
 Sterngold, Eddy (2001–2003)
 Stetter, Franz, Professor Dr. (1995–1997)
 Steyer, Bernd, Dipl.-Hdl. (2004–2007)
 Stiegler, Leonhard, Dr. (since 2002)
 Stiller, Dietlinde (1986–1992)
 Stilz, Manfred, Professor Dr.-Ing. (since 1993)
 Stöckle, Joachim, Professor Dr.-Ing. (1998–2003)
 Stöckner, Markus, Professor Dr.-Ing. (since 2008)
 Straßer, Wolfgang, Professor Dr.-Ing. Dr.-Ing. E. h. (since 1995)
 Stratmann, Rembert, Dr. (2005–2006)
 Stempel, Reinhard (since 2003)
 Stricker, Michael, Professor Dr. (since 2008)
 Strobel, Peter, Dipl.-Ing. (FH) (since 1998)
 Stückler, Alexander, Dipl.-Ing. (FH) (since 2000)
 Stumpp, Helmut, Professor Dr. (2002–2006)
 Sturz, Wolfgang, Dr.-Ing. (since 2000)
 Stürz, Heinz, Professor (1991–1993)
 Stütz, Bernhard, Professor Dr. (since 1998)
 Stütz, Helmut (1993–1995)
 Styczynski, Zbigniew Antoni, Professor Dr.-Ing. habil. (since 1999)
 Suhai, Sandor, Professor Dr. (since 1995)
 Swietlik, Albrecht, Professor Dr. (since 2005)
 Swoboda, Michael (since 2004)
 Sykes, John, Professor (2000)
- T**
- Tawakoli, Taghi, Professor Dr.-Ing. (since 1997)
 Tenbohlen, Stefan, Professor Dr.-Ing. (since 2006)
 Teodorescu, George, Professor Dipl.-Ing. Architekt (1997–2006)
 Theobald, Elke, Professor Dr. (since 2005)
 Theuer, Axel Erich, Professor Dr.-Ing. habil. (since 1986)

Thierling, Ulrich, Dipl.-Ing. Arch./Design (1996–2007)
 Thiesen, Hans-Jürgen, Professor Dr. med. (since 1998)
 Thissen, Frank, Professor Dr. (1999–2001)
 Thole, Peter, Professor Dr.-Ing. (since 1997)
 Thomas, Bernd, Professor Dr. (since 2005)
 Thomas, Volker, Dipl.-Kfm., M. Sc. IB (since 2007)
 Thometzek, Peter, Professor Dr. (since 2006)
 Tillhon, Ingo, Dipl.-Ing. (FH) (since 1999)
 Timme, Maik (1993–1994)
 Tondorf, Michael (since 2002)
 Toropov, Vassili, Dipl.-Ökonom, MBA (since 2008)
 Tostmann, Karl-Helmut, Professor Dr.-Ing. (1987–2007)
 Trasch, Heinz, Professor Dr. (since 1993)
 Trcka, Jiri, Dr. (since 2006)
 Treffert, Jürgen, Professor Dr. (since 1993)
 Trendelenburg, Michael, Professor Dr. (2000–2008)
 Trieborskorn, Rita, Professor Dr. (since 2000)
 Tröbs, Heiko, Dipl.-Wirt.-Ing. (since 2005)
 Troeger-Weiß, Gabi, Professor Dr. habil. (since 2008)
 Trost, Armin, Professor Dr. (since 2006)
 Tschöke, Helmut, Professor Dr.-Ing. (since 1998)
 Tsongas, Kyra Carola, M. A. (1999–2002)
 Tümmers, Hans J., Professor Dr. (1990–1996)
 Turek, Robert, Dr. rer. nat. (2001–2003)
 Twele, Cord, Professor Dr. (since 2006)

U

Unger, Alexander, Dipl.-Soz.-Wiss. (2005–2007)
 Urban, Dieter, Professor Dr. (1998–2001)

V

Vahs, Dietmar, Professor Dr. (1995–1999)
 Vajna, Sandor, Professor Dr.-Ing. (1996–2006)
 van der List, Jürgen, Professor Dr.-Ing. (since 1991; Löhn Award Winner 2007)
 Veith, Thomas, Dipl.-Betriebswirt (FH) (1999–2003)
 Vejsada, Karel, Professor (since 1989)
 Venzin, Markus, Professor Dr. (since 2003)

Vick, Ralf, Professor Dr.-Ing. (since 2008)
 Viehmann, Klaus (1992–1993)
 Villing, Berthold, Dipl.-Ing. (FH) M. Sc. (since 2004)
 Villinger, Georg, Dipl.-Wirt.-Ing. (FH), MBA (since 1996)
 Voegele, Arno, Professor Dipl.-Wirt.-Ing. (since 1987)
 Vogel, Martin, Dr. (since 2003; Löhn Award Winner 2006)
 Vogel, Matthias, Professor (1995–1999)
 Vogel, Rüdiger, Dipl.-Kfm., CEFA (since 2005)
 Vogel, Wolfgang C. (2000–2003)
 Voit-Nitschmann, Rudolf, Professor Dipl.-Ing. (since 1995)
 Volkert, Bernhard (1995–2004)
 Vollmar, Gabriele, M. A. (2004–2006)
 Vollmer, Günter, Professor Dr. (since 2007)
 Volpers, Christiane (2004–2006)
 von Franken, Farid (since 2006)
 von Freyhold, Alexander, Professor (2004–2006)
 von Keitz, Wolfgang, Professor Dr. rer. nat. (1999–2001)
 von Loeffelholz, Frhr. Friedrich, Professor Dr.-Ing. (since 1998)
 Vondenbusch, Bernhard, Professor Dr.-Ing. (since 1994)
 Voronkov, Denys, k.e.n. (Dr. ök. UA) (2005)
 Voronkova, Larysa, Dipl.-Kffr. (2005–2007)
 Voutev, George, Dipl.-Ing., M.Sc. (since 2003)

W

Wache, Peter (since 1992)
 Wagelaar, Rainer, Professor (since 1996)
 Wagner, Hans Dieter, Professor Dr.-Ing. (since 2008)
 Wahl, Roland, Professor Dr.-Ing. (since 2004)
 Waldenberger, Franz, Professor Dr. (since 2001)
 Walliser, Gerhard, Professor Dipl.-Ing. Professor h. c. (YZU) (since 1995)
 Walter, G., Professor (1969–1980)
 Walter, Jürgen, Professor (1996–2003)
 Walter, Siegfried, Dipl.-Ing. (FH) (since 1997)
 Walter, Volker, Professor Dr. (since 2007)

- Wannke, Michael, Dr. (since 2007)
 Warnatz, Jürgen, Professor Dr. (1994–2007)
 Warndorf, Peter K., Professor Dr. (since 1999)
 Warschat, Joachim, Professor Dr.-Ing. habil. (since 2007)
 Weber, Achim, Dipl.-Betriebswirt (1998–2007)
 Weber, Elke, Dipl.-Ing. (FH), M. Sc. (since 2007)
 Weber, Harald, Professor Dr. (since 2001)
 Weber, Heiner, Professor Dr. med. dent. (1997–2007)
 Weber, Michael, Professor Dr. (since 1998)
 Wegner, Fritz, Professor Dr. (1986–1992)
 Wehrheim, Manfred, Professor Dr.-Ing. (since 2007)
 Weiers, Claus (since 2001)
 Weigler, Manfred, Dipl.-Ing. (FH) (since 1995)
 Weimar, Udo, Dr. (since 2000)
 Weimer, Thomas, Dr.-Ing. (1997–1999)
 Weindler, Gerhard (since 2001)
 Weinert, Werner, Professor Dr.-Ing. (1992–2002)
 Weinhold, Ingrid, Ing.-oec. (2001–2002)
 Weinig, Johannes, Professor Dr.-Ing. (since 1998)
 Weinlich, Michael, Dr. med. (since 2005)
 Weiss, Dieter G., Professor Dr. (1999–2007)
 Weiß, Mathias, Professor Dr.-Ing. habil. (since 2000)
 Weisshaar, Jürgen, Dipl.-Ing. (FH) (1997–1999)
 Wendel, Albrecht, Professor Dr. (since 1995; Löhn Award Winner 2004)
 Wendel, Irmtraud (2002–2007)
 Wendling, Eckhard, Professor (since 2005)
 Wengerek, Thomas, Professor Dr. (2004–2008)
 Wenzel, Karl (1992–1993)
 Werner, Jürgen, Professor Dr. (since 2001)
 Wessely, Birgit (1992–1993)
 Wetzels, Theo, Professor Dr. (1993–2008)
 Wiedemann, Brigitte (1998–2002)
 Wiegler, Gerhard, Professor Dr. (2005–2007)
 Wiener, Herbert, Professor Dr.-Ing. (since 2002)
 Wierlacher, Alois, Professor Dr. (2005)
 Wiesner, Harald (1998–2001)
 Wießler, Manfred, Professor Dr. (since 1996)
 Wilhelm, Barbara, PD Dr. med. (since 2002)
 Wilke, Guido, Professor Dr. (since 2007)
 Willige, Andreas, Professor Dr. (1993–2001)
 Willmerding, Günter, Professor Dr.-Ing. (since 1987; Löhn Award Winner 2004)
 Wilming, Andrea, Dipl.-Dolm. (since 2008)
 Wink, Michael, Professor Dr. (since 1998)
 Winkler, Alexander, Dipl.-Kfm. (since 2004)
 Winkler, Reinhard, Professor Dr.-Ing. (since 2005)
 Winnacker, Albrecht, Professor Dr. (since 2006)
 Winter, Friedrich-Wilhelm, Professor Dr.-Ing. (since 1999)
 Winter, Stefan, Professor Dr. (since 2006)
 Wippenbeck, Peter, Professor Dipl.-Ing. (since 1989)
 Wirth, Siegfried, Professor Dr. Dr.-Ing. (since 1992)
 Witt, Frank-Jürgen, Professor (1989–1992)
 Wittenzellner, Helmut, Professor Dr. (2003–2005)
 Wittmann, Christine, Professor (since 2004)
 Wittmann, Klaus, Dr. (1995–1998)
 Wittmann, Peter, Dipl.-Ing. (FH) (since 1990)
 Wittum, Gabriel, Professor Dr. (since 1999)
 Wolf, Bernhard, Professor Dr. (since 1999)
 Wolf, Gerhard K., Professor Dr. (since 1996)
 Wolkenhauer, Olaf, Professor Dr. (since 2008)
 Woschni, Hans-Günther, Professor Dr.-Ing. habil. (1994–1997)
 Wrede, Jürgen, Professor (since 2003)
 Wrobel, Stefan, Professor Dr. (since 2003)
 Wuest, Klaus, Dipl.-Ing. (FH) (since 1997)
 Wupperfeld, Udo, Professor Dr. (since 1998)
 Wurm, Frank, Professor (1985–1992)
 Wurster, Bernd, Professor Dr. (since 1993)
 Wurster, Jörg, Professor Dr. (1984–2003)
 Würtz, Günther, Dr.-Ing. (since 1998)
 Wurzer, Alexander, Professor Dr. (since 2003)
 Wüst, Eberhard, Professor (since 1997)
- Z**
- Zahradnik, Walter, Professor Dr. (1983–1987)
 Zeuntlich, Hans-Jürgen, Professor DDI (since 1993)
 Zehner, Bernd, Professor Dr.-Ing. (1998–2001)
 Zeller, Elmar, Dipl.-Ing. (FH), MBA (since 1998)
 Zenner, Hans-Peter, Professor Dr. med. (2001–2004)
 Zerhusen, Gabriele (since 2006)
 Zerr, Konrad, Professor Dr. (since 2006)

Zeuschel, Bernd (1993–2002)
Ziegler, Christiane, Professor Dr. (1997–2006)
Ziegler, Helga (since 2007)
Ziegler, Ronald, Professor Dipl.-Inf. (since 1994)
Ziegler, Werner, Professor Dr. oec. (1994–2008)
Zimmer, Elke, Dipl.-Ing. (FH) (since 1991)
Zimmer, Helmut, Ing. (since 2001)
Zischkale, Uwe, Dipl.-Ing. (since 2006)

Zölitz-Möller, Reinhard, Professor Dr. (since 2001)
Zott, Axel, Dipl.-Hdl. (1997–2007)
Zott, Herbert, Professor Dr. (1990–2002)
Zrenner, Claudia, Dr. (since 2002)
Zrenner, Eberhart, Professor Dr. med. (since 1997)
Zühlke, Rainer, Dr. (since 2007)
Zwick, Albrecht, Professor Dipl.-Ing. (1993–1996)

5.13 | Directory of all Steinbeis Enterprises active today

(As of December 31 2008)

Aachen

Geometry Processing and Computer-Aided Geometric Design

Dr. Leif Kobbelt

Risk Management

Dr. Peter Meier, Heinz-Joachim Schicht

Aalen

Applied Management

Prof. Dr. Ulrich Holzbaur

Corrosion and Working Materials

Prof. Dr. Thomas Ladwein

Documentation and Usability – EVIDOC

Prof. Dr. Gertrud Grünwied

Electrical Drive Electronics and Power Electronics

Prof. Dr.-Ing. Heinrich Steinhart

GTA Aalen Technology Foundry

Prof. Dr.-Ing. Lothar Kallien

Image Processing and Applied

Information Technology

Prof. Dr. Ulrich Klauck

IT and Business Process Management

Prof. Dr.-Ing. Rainer Schmidt

Materials Engineering

Dr. Alwin Nagel

Mechatronics

Prof. Dr.-Ing. Ulrich Schmitt

Optimized Product and Process Development

Prof. Dr.-Ing. Florian Kauf

Plastic Technology

Prof. Dipl.-Ing. Peter Wippenbeck

Polymer Engineering (PETZ)

Prof. Dr.-Ing. Achim Frick

Production, Processes, Human

Resources Development

Prof. Dr.-Ing. Volker Beck

Technology Consultancy

Prof. Dr.-Ing. habil. Günter Dittmar

Testing Institute for Soil Systems

Dipl.-Ing. (FH) Peter Strobel

Abtsgmünd

Institute for Ophthalmic Optics

Prof. Dr. Bernd Lingelbach

Albershausen

Marketing and Sales Management

Dipl.-Ing. (FH) Rainer Gehrung

Allensbach

Quality Management in the Food Industry

Prof. Dr. Reinhard Kimmich

Arnsberg

Meschede

Prof. Dr.-Ing. Claus Schuster

Arnstadt

Automotive Engineering

Prof. Dr.-Ing. Klaus Augsburg

Aschaffenburg

Materials and Connection Technology

Prof. Dr. Michael Kaloudis

Augsburg

Trade in Emission Rights and Climate Protection

Tobias Koch

Backnang

Signal Engineering

Dipl.-Ing. Norbert Budnik

Bad Bergzabern

Infrastructure Management

Prof. Dr.-Ing. Stefan Linsel

Bad Dürkheim

Actuators and Modern Process Visualization

Prof. Dr.-Ing. Falk-Dietmar Küstermann

H.I.P. – Hydraulic Innovation Parts

Dipl.-Ing. (BA) Susanne Schaer, Fritz Schaer

Bad Krozingen

Site Management and

Business Development

Dr. Wilhelm Peters

Bad Mergentheim

Bad Mergentheim

Prof. Dr. Michael Stricker

Bad Soden

Institute for Management Innovation

Prof. Dr. Waldemar Pelz

Bad Urach

Bioanalysis and Product Development

Prof. Dr. Reinhard Kuhn

Bad Wiessee

Clinical Biomechanics –

Sport Technology – Training

Prof. Dr. med. Thomas Horstmann, Dr. Stefan Grau

Baden-Baden

Institute for Economic-Political Strategies

Dipl.-Wirt.-Ing. Stefan Gaier, MBA

Dipl.-Ing. Lothar Schulte, MBA

Market and Communication

Dipl.-Wirt.-Ing. (FH) Georg Villinger, MBA

Dipl.-Wirt.-Ing. Stefan Gaier, MBA

Baienfurt

Supply Chain Management

Prof. Dr. Nils Hagen

Bannewitz

Electromagnetic Compatibility

Prof. Dr.-Ing. Ralf Vick

Bayreuth

**Applied Thermodynamics, Power
and Combustion Engineering**

Prof. Dr.-Ing. Dieter Brüggemann

**Drive Engineering, Construction
and Calculation**

Prof. Dr.-Ing. Frank Rieg

Berlin

Academy for Social Aspects and Law

Dr. habil. Gernot Barth, Prof. Dr. Lothar Langguth

Academy of public administration and Law

Dipl. oec. Norbert Ahrend

ADI Academy for Real Estate Management

Dipl.-Ing. Bernd Landgraf

Advanced Risk Technologies (R-Tech)

Prof. Dr.-Ing. Aleksandar Jovanovic

Dr. med. Snezana Jovanovic

**Asian Complementary Medicine
and Management (ACMM)**

Dr. med. Brigitte Klett

Asicon – Asia Consulting

Dr. Olaf Messing

Biotechnology in Interdisciplinary Dentistry

Dr. med. univ. et med. dent. Gregor Slavicek

Birgit Gaida

**Business Administration and
International Entrepreneurship**

Prof. Dr. Werner G. Faix

**Business Administration in
Entrepreneurial Management**

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Business Administration Studies

Dipl.-Betriebswirt (BA) Carsten Rasner

Business and Engineering

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Business and Engineering Australia

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Soz. Päd. (BA) Patricia Kuppinger-Beck

Business and Public Sector Management

Birgit Gaida, Peter Graf

Business Excellence

Prof. Dr.-Ing. Jürgen P. Bläsing

Dipl.-Ing. (FH) Helmut Bayer

Business Intelligence

Prof. Dr. Andreas Seufert

Dipl.-Ing. (FH) Rainer Gehrung

Prof. Dr.-Ing. Peter Lehmann

Business School Memmingen

Dr. Axel Lamprecht

Dipl.-Ing. (BA) Walter Beck, MBA

Cardiovascular Perfusion

Dipl.-Med. Päd. Frank Merkle

Carl-Benz-School of product engineering

Birgit Gaida

Dr. Claus Becker

Dipl.-Ing. Wolfgang Brähler

Communication, Safety & Security

Stephan Schlentrich, Wolfgang Kast

Controlling and Strategy

Prof. Dr. Ralf Dillerup

Corporate Integrity Management

Prof. Dr. Henning Herzog

Dipl.-Kffr. Birgit Galley, CFE

Prof. Dr. Kai Bussmann

Corporate Responsibility Management

Dr. Felicitas Mocny

Development and Management

Prof. Dipl.-Wirtsch.-Ing. Arno Voegelé

eBusiness & Management

Prof. Dr. Dr. Jürgen Plaschke

Education Management IfPM

Birgit Gaida

Prof. Dr. Volker Reinhardt

Markus Seidel

Energy – Environment – Information

Prof. Dr. Uwe Schmidt

Energy Process Engineering and Conversion**Engineering of Renewable Energies**

Prof. Dr. Frank Behrendt

Environmental Building and Building Materials

Prof. Dr.-Ing. habil. Hans-Volker Huth

Environmental Building and Building Materials

Prof. Dr.-Ing. habil. Hans-Volker Huth

Executive Master Studies

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Dipl.-Ing. (FH) Peter Schupp

Family Enterprise

Prof. Dr. Jens Kleine

Prof. Dr. Markus Venzin

Dipl.-Kfm. Oliver Dörschel

Finance

Dipl.-Betriebswirt (BA) Carsten Rasner

Food processing technology and**health ingredients**

Prof. Dr.-Ing. habil. Lutz-Günther Fleischer

Food Technology

Prof. Dr.-Ing. habil. Lutz-Günther Fleischer

General MBA Alumni

Dipl.-Betriebswirtin (BA) Sonja Reichert, MBA

Global Consulting and Government

Prof. Dr. Friedhelm Gehrman

Globalisation of Business & Technology Development

Dipl.-Ökonom Vassili Toropov

Growth Management

Prof. Dr. Werner G. Faix

Dr. Gerhard Keck

Dr. Joachim Sailer

Health Management

Dr. Michael Meetz

Dr. Hamid Saberi

Healthcare Business Research & Management

Wolfgang Kast

Dipl.-Kfm. Frank Boos

Prof. Dr. Peter Dohm

Healthcare Industries

Prof. Dr. med. Marc O. Schurr

Healthcare Management

Farid von Franken

Healthcare Research Institute

Prof. Dr. Michael Brucksch

Higher Education in Management and Technology

Dipl.-Ing. (FH) Ulrich Scholten, MBA

Prof. Dr.-Ing. Otto Iancu

Human Resources Management and Organizational Development

Dr. Arnd Gottschalk

IBR Institute of International

Business Relations

Dr. Andreas Kelling

Information Ethics

Prof. Dr. Rafael Capurro

Dr. Michael Nagenborg

Innovation, Quality and Company Management (IQU)

Dipl.-Ing. (FH) Petra Ohlhauser

Dipl.-Ing. (FH) Berthold Villing, M. Sc.

Institute for Renewable Energy, Technology and Management

Prof. Dr. Friedhelm Gehrmann

Institute for Sustainability and Innovation

Prof. Dr. Friedhelm Gehrmann

Institute of Management and Accreditation procedures for Products and Services (IMAPS)

Dipl.-Ing. (FH) Joachim Lang

Dipl.-Ing. (FH) Helmut Bayer

Reiner Piorkowski

Intellectual Property Management

Prof. Dr. Alexander Wurzer

International Business Law

Prof. Dr. Renate Dendorfer, LL.M., MBA

International Business Studies

Prof. Dr. Dr. h. c. Dirk Linowski

International Studies

Prof. Dr. Werner G. Faix, Annette Schulten

IT and Communication Technology

Prof. Dr. Wolfgang Biella

Know-How+Technology

Dipl.-Ing. (FH) Wolfgang Müller

Life Sciences Technologies

Prof. Dipl.-Inf. Ronald Ziegler

Management & Innovation

Dipl.-Ing. (FH) Jürgen G. Kerner

Dipl.-Ing. (FH) Bernd Kentner

Management Academy

Prof. Dr. Werner G. Faix

Management und Business

Prof. Dr. Peter Dohm, Birgit Gaida

Management and Technology

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Peter Schupp

Dipl.-Soz. Päd. (BA) Patricia Kuppinger-Beck

Management in Health and

Social Administrations

Prof. Dr. Peter Dohm

Birgit Gaida

Management of Dental and Oral Aesthetics

Prof. Dr. med. dent. Günter Dhom

Management of Dental and Oral Medicine

Prof. Dr. med. dent. Günter Dhom

Marketing and Media Management

Dipl.-Betriebswirt (BA) Carsten Rasner

Max-Biedermann-Institut

Prof. Dr. Dr. h. c. mult. Johann Löhn

MBE Alumni

Dr. Diana Pressl, MBE

Medical Management and Research

Prof. Dr. iur. Heinrich Hanika

Multivariate Data Analysis

Prof. Dipl.-Phys. Waltraud Kessler

Nucleic Acids Design

Dr. Volker Patzel

Dipl.-Ing. (FH) Christian Köberle, M. Sc.

PKP – Project Competence Doctorate

Prof. Dr. Dr. h. c. mult. Johann Löhn

Political & Crisis Management

Prof. Dr. Henning Herzog

Dipl.-Kffr. Birgit Galley, CFE

Power and Resource Management

Prof. Dr. Henning Herzog

Dipl.-Kffr. Birgit Galley, CFE

Dipl.-Ing. (FH) Rainer Gehrung

Processes in Jointing Technology

Prof. Dr.-Ing. habil. Günter Köhler

Production and Engineering

Prof. Dr.-Ing. Ulrich Günther

Public Health and Healthcare NRW

Birgit Gaida, Dr. Herbert Hockauf

RaFin Rating & Finance Institute

Prof. Dr. Ottmar Schneck, Armin Jäger

Research Center for Financial Services

Prof. Dr. Jens Kleine, Prof. Dr. Markus Venzin

Research Institutes for Real Estate Management

Prof. Dr. Hanspeter Gondring, FRICS

Risk & Fraud Management

Prof. Dr. Henning Herzog

Dipl.-Kffr. Birgit Galley, CFE

Dipl.-Ing. (FH) Rainer Gehrung

Risk Management and Prevention

Birgit Gaida

Heinz Rinas, BBA

School of Governance, Risk & Compliance

Dr. Henning Herzog, Dipl.-Kffr. Birgit Galley, CFE

School of Renewable Energy, Technology and Global Management

Prof. Dr. Friedhelm Gehrmann

SIBIU

Prof. Dr.-Ing. Dr. h. c. Florin Ionescu

Dipl.-Ing. (BA) Walter Beck, MBA

Six Sigma

Dipl.-Wirt.-Ing. (FH) Martin Bantleon, MBA

SME

Dipl.-Ing. (BA) Walter Beck, MBA

Steinbeis Competence Center of Management and Technology

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Steinbeis-Edition

Britta Faisst, M. A.

Steinbeis-Hochschule-Berlin GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

Strategic and Human Ressource

Prof. Dr. Werner G. Faix, Prof. Dr. Peter Dohm

Systemic Qualification

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Soz. Päd. (BA) Patricia Kuppinger-Beck

Stefanie Sigloch

Systems Science, Management and Consulting Services

Karola Jamnig-Stellmach

Prof. Dr.-Ing. Franz-Josef Heeg

Technology and Innovation

Dipl.-Ing. (FH) Elke Zimmer

Technology Consultancy and

Technology Marketing

Dr. Ansgar Keller, M. A.

Virtual Trainings and Media-Design

Prof. Dr. Dr. Jürgen Plaschke

Biberach

Building and Property Industry

Prof. Eckhard Klett

Computer Aided Technical Simulations (C.A.T.S.)

Dipl.-Ing. (FH) Dieter Matthis

Water Management and Hydraulic Engineering

Prof. Dr. Anton Nuding

Bielefeld

Information Technology and Network Technology

Prof. Dr.-Ing. Lutz Grünwoldt

Bingen

Company Management, Organization

Management and East-West-Cooperations

Prof. Dipl. rer. oec. Hartmut Leschke

Bischweiler

Consulting of Medium-Sized Businesses

Wirt.-Ing. Wilfried Ludwigs

Dipl.-Wirt.-Ing. Klaus Manzke

Bitterfeld

Innovative Quality and Environmental Management for Small and Medium-Sized Enterprises

Dipl.-Chem. Jochen Reh

Blaustein

Dialogue Systems

Prof. Dr. Dr.-Ing. Wolfgang Minker

Bloomington (USA)

American Information and Management Center

Dr. Peter Kröner, MBA, CPA

Dr. Monika Kröner, MBA

Böblingen

Böblingen District

Ralf Stahl, M. A.

MOBILE Institute for Systemic Dialogue

Dipl.-Verwaltungswiss. Verena Burgbacher

Bochum

Incentive Management and Organisation Design

Prof. Dr. Stefan Winter

Bonn

Business & School

Prof. Dr. Günter Vollmer

Computer Graphics and Digitalization

Prof. Dr. Reinhard Klein

Image Processing, Computer Vision and pattern recognition

Prof. Dr. Daniel Cremers

iService

Prof. Dr. med. Gunther Hartmann

Braunsbach

Capital Goods – Optimization – Team

Prof. Dr.-Ing. Wolfgang Albrecht

Bremen

Data Analysis and Signal Processing

Prof. Dr. Peter Maass

i/i/d Institute for Integrated Design

Prof. Dipl.-Des. (FH) Detlef Rahe, MFA

Innovative System Design and Development of Staff Skill

Prof. Dr.-Ing. Franz-Josef Heeg

Logistics and Management

Prof. Dr. Frank Giesa

Product and Process Development

Prof. Dr.-Ing. Dieter Müller

Strategic Management – Innovation – Cooperation

Karola Jamnig-Stellmach

Bremerhaven

Innovative Services in the Migration-,

Social- and Healthcare-Area

Prof. Dr.-Ing. Franz-Josef Heeg

Institute for Materials Handling and Logistics

Prof. Dr.-Ing. Carsten Dorn

Bretzfeld

Integrated Product Development and Preparation

Prof. Dr.-Ing. Hans Dieter Wagner

Plastics Center

Prof. Dr.-Ing. August Burr

Brig (CH)

**Technology and Know-How Transfer Center for
Small and Medium-Sized Enterprises Switzerland
at the FFH Brig**

lic. rer. pol. Walter Borter
Dr. Kurt Grünwald

Bruchsal

Infrastructure Management in Transportation

Prof. Dr.-Ing. Markus Stöckner

Bruckberg

FeLis

Prof. Dr. Barbara Koch

Buchenbach

Advanced Engineering Technology

Prof. Dr.-Ing. Taghi Tawakoli

Budapest (H)

Economic Mediation Budapest (EMB)

Dr. habil. Gernot Barth, Dr. Josef Kimmel

Bukarest (RO)

Gaudeamus Steinbeis S.r.L.

Prof. Dr. Marin Andreica

Steinbeis-Transfer-Management S.R.L.

Dipl.-Betriebswirt (FH) Jürgen Raizner
Alina Stefanescu

Chemnitz

Drive Engineering and Robotics in Engineering

Prof. Dr.-Ing. habil. Eberhard Köhler

Kinesiology and Sport Technology

Prof. Dr. Thomas Milani

Dr.-Ing. Stephan Odenwald

Logic Systems

Prof. Dr.-Ing. habil. Bernd Steinbach

Quality and the Environment

Prof. Dr.-Ing. habil. Rolf Ehnert

**Workspace Planning and Ecology,
Factory Automation**

Prof. Dr.-Ing. Siegfried Wirth

Chisinau (MD)

**Association of Steinbeis Transfer
Centers Republica Moldova**

Prof. Dr. Dr. h. c. mult. Ion Bostan

Cloppenburg

Oldenburger Münsterland Region

Dipl.-Ing. (FH) Hermann Blanke

Coburg

Bio-Fuels and Environmental

Metrology

Prof. Dr. habil. Jürgen Krahel

Quality Management

Prof. Dr.-Ing. Volker Schenk

Technology and Know-How Transfer

Katja Krahel

Crailsheim

Business and Project Coaching

Dr.-Ing. Wolfgang Klapdor

Darmstadt

TECHNUM – Technologiegestütztes

Unternehmensmanagement

Prof. Dr. Erich Ortner

Deggingen

East-West Joint Ventures

Dipl.-Betriebswirt (FH) Jürgen Raizner

Denkendorf

Building Technology

Prof. Gerhard Fetzer

Donaueschingen

Biomedical Engineering

Prof. Dr.-Ing. Bernhard Vondenbusch

Dresden

**Production Technology and
Waste Handling Logistics**
Prof. Dr.-Ing. Ulrich Günther

Duisburg

Education and Media
Prof. Dr. Michael Kerres

Düsseldorf

Institute for Ophthalmics and Optometry
Georg Pawlowski

Eberbach

Logistics and Marketing Management
Prof. Dr. Dietmar Polzin

Ebersbach

Buildings IT Systems
Dipl.-Ing. Martin Bischoff

Ebersberg

Communication Networks and Systems
Prof. Dr.-Ing. Andreas Kirstädter

Eibau-Walddorf

Industrial Surface Engineering
Prof. Dr.-Ing. habil. Rudolf Förster

Eislingen

Innovation and Organization
Prof. Dr.-Ing. Joachim Frech
Dipl.-Ing. (FH) Oliver Brehm

Engelsbrand-Salmbach

Product Development
Prof. Dr. Roland Scherr

Engen

Engineered Materials and Deformation Processes
Prof. Dr.-Ing. Reinhard Winkler

Erbach

Computer Aided Industry (CAI)
Prof. Dr.-Ing. Friedrich-Wilhelm Winter
**Institute for Quality Management
and Organizational Development**
Dipl.-Soz.Arb. (FH) Dieter Barwitzki, MBA
Markets and Innovation Management
Dipl.-Betriebswirt Heinz-Peter Aulbach
Dr.-Ing. Ulrich Lutz

Erfurt

Interactive Computer Systems
Prof. Dr. Beat Brüderlin
Power and Building Management
Prof. Dr.-Ing. Michael Kappert

Erlangen

**Connecting Semiconductors and
Luminescent Substances**
Prof. Dr. Albrecht Winnacker

Eschelbronn

Multiplexion
Dr. med. Michael Pawlita
Dipl.-Biol. Markus Schmitt

Esslingen

Chemistry and Polymeric Materials Technology
Prof. Dr. Guido Wilke
**Component Stability and Safety, Material
Technology and Assembly Technology**
Prof. Dr.-Ing. Lothar Issler
Prof. Dr.-Ing. Peter Häfele
Computer Applications
Prof. Dr.-Ing. Nikolaus Kappen
Heat and Flow Technology
Prof. Dr.-Ing. Ulrich Gärtner
Metal Working and Work Organization
Prof. Dr.-Ing. Manfred Stilz
Powder Varnish
Prof. Dr. Peter Thometzek

Software Engineering

Prof. Dr. Joachim Goll

Dr. Cornelia Heinisch, M. Sc.

Systems Technology/Automotive

Prof. Dr.-Ing. Hermann Kull

Technology Consultancy

N.N.

Varnish and Surface Technology

Prof. Dr. Georg Meichsner

Ettenheim

Physical Sensor Engineering

Prof. Dr. Werner Schröder

Fellbach

Euro Venture Consulting

Prof. Dr. Rolf Daxhammer

Industrial Design

Dipl.-Des. Frank Steffens

Feucht

Lean Operations & Reengineering

Prof. Dr. Hubert Dollack

Filderstadt

Object IT

Dipl.-Ing. (FH) Peter Schupp

Qualification

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Soz. Päd. (BA) Patricia Kuppinger-Beck

Steinbeis Center of Management and Technology GmbH

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Dipl.-Ing. (FH) Peter Schupp

Dipl.-Ing. (BA) Carsten Stehle, MBA

Flein

Strategy and Financial Control

Prof. Dr. Ralf Dillerup

Frankfurt

Medium-Sized Businesses Financing and Investments

Dipl.-Kfm. Christian Schulte

Betriebswirt Dieter Dorn

Simulation, Teaching and Consulting Academy

Dr. med. Michael Weinlich

Frechen

Alliance for innovations in IT

Dipl.-Betriebswirtin Ursula Coester

Freiberg

Vacuum Physics and Technology

Prof. Dr. habil. Christian Edelmann

Freiburg

Applied Biomechanics

Prof. Dr. Albert Gollhofer

European Projects

Dr. Ekkehard Lippold

Gerontology, Health and Social Aspects (GEROS)

Prof. Dr. iur. Thomas Klie

Health Promotion and Metabolism Research

PD Dr. Daniel König

Prof. Dr. med. Aloys Berg

International Strategies

Prof. Michel Mattoug

Online Communication and

Collaboration (Ecco 24)

Dipl.-Ing. Benno Scholze

Reinhard Stempel

Process Automation in the Paper and Film Industry

Prof. Dr.-Ing. Hartmut Federle

Fribourg (CH)

Development and Management of Technology

Prof. Dr.-Ing. Ulrich Günther

Dr. Christoph Meier

Friedrichshafen

Corrosion and Corrosion Prevention

Prof. Dr.-Ing. Reinhold Holbein

Materials Technology

Prof. Dipl.-Ing. Klaus Ernsberger

Furtwangen

Management Consulting

Prof. Dr. Britta Bergemann

Microcomputers and Software

Systems Engineering

Dr. Jiri Spale

Microelectronics and Systems Engineering

Dipl.-Ing. Bernhard Schmid

Optoelectronics and Industrial Metrology and Automation Technology

Prof. Dipl.-Ing. Manfred Kühne

Process Management and System Solutions

Prof. Dr.-Ing. Heinz Sauerburger

Gärtringen

Public Management

Dipl.-Verwaltungswirt (FH) Hans Drexler

Public Management

Dipl.-Verwaltungswirt (FH) Hans Drexler

Prof. Dr. Werner G. Faix

Gäufelden

Aerospace

Dipl.-Ing. Klaus Wüst

Dr.-Ing. Felix Huber

Geislingen

Automated Manufacturing and

Electromagnetic Compatibility

Prof. Dipl.-Ing. Ludwig Kolb

Glauchau

Steinbeis Technical College, officially recognized independent school

Dipl.-Lehrerin Ingrid Reinhold

Gomaringen

Process Management and Product Development, Production and Logistics

Prof. Dr.-Ing. Harald Augustin

Dipl.-Betriebswirt (FH) Ingrid Augustin

Göppingen

Electronics

Dipl.-Ing. (FH) Markus Bernauer

Dipl.-Ing. (FH) Michael Bäuerle

Logistics and Factory Planning

Dipl.-Betriebswirt (FH) Dietmar Ausländer

Marketing and Business Management

Prof. Dr. Jörg Heinzelmann

Microelectronics

Prof. Dr.-Ing. Jürgen van der List

Dipl.-Ing. (FH) Edgar Grundstein

Office Planning and Knowledge Management

Dipl.-Betriebswirt (FH) Dietmar Ausländer

Gosheim

Company Management

Dipl.-Ing. (FH) Berthold Villing, M. Sc.

Material Efficiency Center

Dipl.-Ing. (FH) Petra Ohlhauser

Dipl.-Betriebswirt (BA) Christoph Seyfried

Walter Staiger

TQI Innovation Center

Dipl.-Ing. (FH) Petra Ohlhauser

TQI Metricon Calibration

Dipl.-Ing. (FH) Petra Ohlhauser

Thomas Preßler

Uwe Adasch

Dipl.-Betriebswirt (BA) Christoph Seyfried

Gottmadingen

Information and Communication Management

Prof. Dr. Monika Frey-Luxemburger

Technology – Organization – Human Resources

Dipl.-Wirt.-Ing. Edmund Haupenthal

Grasberg

Optimization, Control and Adjustment Control

Prof. Dr. Christof Büskens

Graz (A)

Information Management and Culture

Heritage Information Sciences

Univ.-Prof. Dr. Walter Koch

Oncological Medical Technology

Prof. Dr.-Ing. habil. Axel Erich Theuer

Greifswald

Geoinformatics

Prof. Dr. Reinhard Zöhlitz-Möller

GEOquart

Prof. Dr. Reinhard Lampe

Institute for Applied Information Sciences,

Flexible Learning and Distance Medicine

Prof. Dr. med. dent. Bernd Kordaß

Leisure, Tourism and Regional Research

Prof. Dr. Wilhelm Steingrube

Groß Lüsewitz

Soil Biotechnology

Prof. Dr. Peter Leinweber

Groß-Zimmern

Information and Communication

Prof. Karel Vejsada

Halle

Electrochemical Experimentation

Prof. Dr. Wieland Schäfer

Industrial Design

Karsten Angermann

Resource Technology and Management

Dipl.-Kfm. Markus Klätte

Hamburg

Production, Logistics and Innovation (PLI)

Prof. Dr.-Ing. Jochen Kreutzfeldt

Prof. Dr.-Ing. Carlos Jahn

Hannover

Simulation for material flow, manufacturing and plant planning

Prof. Dr.-Ing. Hans-Peter Barbey

Heide

Technology and Markets

Prof. Dr.-Ing. Michael Berger

Heidelberg

Biomolecular Optics

Prof. Dr. Sándor Suhai

Biopharmacy and Analysis

Prof. Dr. Gert Fricker, Prof. Dr. Michael Wink

Biophysical Analysis

Prof. Dr. Jörg Langowski

Cell Analysis

Prof. Dr. Hans-Hermann Gerdes

Genome Information Management

Prof. Dr. Sándor Suhai

Geo resources

Prof. Dr. Thilo Bechstädt

Dr. Rainer Zühlke

Glycostem

PD Dr. Reinhard Schwartz-Albiez

Information Systems, Process Organization and Quality Assurance

Prof. Dr. Klaus-Georg Deck

Institute for Wood Engineering

Prof. Dr. Klaus Pfuhl

IVCRC International Vision

Correction Research Center

Prof. Dr. med. Gerd Auffarth

Laser Processing and Diagnostic

Prof. Dr. Peter Hess

Local Authority Management

Dr. Gerhard Pfreundschuh

Market Research and Marketing Know-How

Prof. Dr. Willy Schneider

Medical Quality Networking (MQN)

Dr. med. Johannes Bräuning

Prof. Dr. med. Gerd Auffarth

Medical Technology and Biotechnology

Jürgen Blume, Dr. Martin Vogel, Prof. Dr. Rainer Fink

Medicinal Biophysics

Prof. Dr. Rainer Fink, Dr. Martin Vogel, Jürgen Blume

Radiological Imaging: Consulting and Training

Prof. Dr. med. Hans-Ulrich Kauczor

Dr. med. Frederik Giesel

Science-Education-Business-Development – SEBD

Prof. Charlotte Schulze

Dr. Klaus Plate

Simulation and Optimization

Prof. Dr. Dr. h. c. Hans Georg Bock

Dr. Johannes Schlöder

Simulation of Multiphase Flows and Combustion

Prof. Dr. Eva Gutheil

Surface Engineering and Analysis

Prof. Dr. Gerhard K. Wolf

Heidenheim

Economic and Social Management

Prof. Dr. Bernd Eisinger

Prof. Dr. Peter K. Warndorf

Marketing Research

Prof. Dr. Michael Froböse

Media and advertising research

Prof. Dr. Volker Walter

Prof. Dr. Michael Froböse

Small and Medium-Sized Business Management

Prof. Ulrich Hummel

Prof. Dr. Klaus Höfle

Strategic Management

Prof. Dr. Florian Lohmann

Heidesee

Education Management

PD. Dr. habil. Olaf Kos

Product and Process Analysis

Dr. Karl-Heinz Hasenburg

Heilbronn

Applied Computer Science

Prof. Dipl.-Ing. Heinrich Krayl

Applied Electronics

Prof. Dipl.-Ing. Manfred Dorsch

Electronic Business (EB)

Prof. Dr. Helmut Beckmann, Prof. Dr. Sonja Salmen

Image Processing, Microelectronics and Systems Engineering

Prof. Dr. Uwe Jäger

International Business Excellence

Prof. Nicole Graf, Dipl.-Kfm. Alexander Winkler

Logistics and Work Organization

Prof. Dipl.-Ing. Rüdiger Hellig

My eBusiness

Prof. Dipl.-Volkswirt Horst-Fritz Siller

Prof. Dr. Gabriele Roth

Networked Computer Systems

Prof. Dr. Gerhard Peter

Process and Power Engineering,

Environmental Technology

Prof. Dr.-Ing. Ewald Pruckner

Student consulting and service association

Prof. Dr. Ralf Dillerup

Technology Consultancy

Prof. Dr.-Ing. Klaus Boelke

Wine Economy

Prof. Dr. Ruth Fleuchaus, Prof. Dr. Armin Gemmrich

Hennef

Innovation Governance

Dipl.-Math. Harald Grobusch

Henstedt/Ulzburg

Light

Prof. Dr.-Ing. Roland Greule

Heppenheim

Glycoconjugates – Synthesis, Function and Molecular Modeling

Prof. Dr. Manfred Wießler

Dr. Hans-Christian Kliem

Herrenberg

Markets and Growth

Prof. Dr. Werner G. Faix

SAPHIR Deutschland GmbH

Dipl.-Verwaltungswirt (FH) Bettina Rominger

SAPHIR Holding GmbH

Prof. Dr. Werner G. Faix

SAPHIR International GmbH

Annette Schulten

SAPHIR Kompetenz GmbH

Prof. Dr. Werner G. Faix, Dipl.-Ing. (FH)

Peter Wittmann

Steinbeis School of International Business and Entrepreneurship GmbH

Prof. Dr. Werner G. Faix

Herxheim

Financial Economic Management

Prof. Dr. Martin Detzel

Höchenschwand

Innovation and Implementation

Dipl.-Wirt.-Ing. (FH) Georg Villingner, MBA

Hohwacht

Laser Technology

Prof. Dr. Horst Kreitlow

Holzkirchen

Center for Innovative Dental Products and Computerized Dentistry

Prof. Dr. Dr. Albert Mehl PD, Dr. Jürgen Manhart

Horb

Institute for Plastics and Development Technology

Prof. Dr.-Ing. Jürgen Gundrum

Prof. Dr.-Ing. Bernhard Rief

Management Training

Prof. Dipl.-Ing. Rolf Richterich

Power Management and Building

Services Engineering

Prof. Dr.-Ing. Martin Hornberger

Horgau

Concepts and Solutions for

Medium-Sized Businesses

Dipl.-Betriebswirt (FH) Michael Chytry

Dipl.-Betriebswirt (FH) Oliver Mohr

Manufacturing Technology & Machine Tools

Prof. Dr.-Ing. Michael Kaufeld

Hüttenberg

TQI Metricon Hessen

Markus Jakob

Ihringen

Public Sector Administration

Prof. Wolfgang Hafner

Ilmenau

Diagnostics for Engineering and the Environment

Prof. Dr.-Ing. Dirk Heinze

Mechatronics

Prof. Dr.-Ing. habil. Eberhard Kallenbach

Mechatronics

Prof. Dr.-Ing. habil. Eberhard Kallenbach

Quality Assurance and Image Processing

Prof. Dr.-Ing. habil. Gerhard Linß

Dr.-Ing. Peter Brückner

Spring Technology

Prof. Dr.-Ing. habil. Hans-Jürgen Schorcht

Prof. Dr.-Ing. habil. Mathias Weiß

Prof. Dr.-Ing. Ulf Kletzin

Technical Acoustics and Applied

Numerical Analysis

Prof. Dr. Peter Holstein

Immenstaad

International Joint Venture Management

Dipl.-Ing. (FH) Hartmut Boche

Ingelfingen

Engineering consultancy of research and development

Prof. Dr.-Ing. Walter Kästel

Irndorf

Steinbeis Pharmatechnik GmbH
Helga Ziegler

Iserlohn

Spring Technology, Component Properties and Processes
Prof. Dr. Eckehard Müller

Isny

Applied Technologies
Prof. Dr. Axel Hoff

Istanbul-Tuzla (TR)

Sabanci University
Prof. Asif Sabanovic

Jena

Joining Technology
Prof. Dr.-Ing. habil. Günter Köhler
Quality Assurance and Quality Measuring Systems
Prof. Dr. habil. Dietrich Hofmann

Kaiserlautern

Regional and Communal Development
Prof. Dr. habil. Gabi Troeger-Weiß
Dr.-Ing. Hans-Jörg Domhardt

Karlsruhe

3D-Fluid Dynamic Simulation, Optimization and Visualization
Prof. Dr. Ralph Lausen
Aerospace technology
Prof. Dr.-Ing. Rüdiger Haas
Computer Applications in Engineering
Prof. Dr.-Ing. Wolfgang Hoheisel
Customer Innovative Solutions
Dipl.-Ing. Gerhard Burg
Design @ Workflow
Prof. DDI Hans-Jürgen Zebisch

Electric Energy Supply and Electromagnetic Compatibility

Prof. Dr.-Ing. Günter Langhammer

Geothermics

Dr. Johannes Gottlieb

German-Spanish Technology Transfer

Dr. Johannes Gottlieb

Information Management and Corporate Control

Prof. Erich Riess

Innovation > Development > Application (IDA)

Prof. Klaus Gremminger

Management and Finance

Prof. Bernd Dannenmayer

Material Simulation and Process Optimization

Prof. Dr. Britta Nestler

Dipl.-Inform. Michael Selzer, M. Sc.

Mechatronics

Prof. Fritz J. Neff

Medical Technology

Prof. Dr.-Ing. Rüdiger Haas

Optoelectronics and Sensors

Prof. Dr.-Ing. Gunther Krieg

Plastics Technology

Prof. Dr.-Ing. Kurt Heitel

Dipl.-Ing. (FH) Gunter Fischer

Process-oriented Organizational Development

Prof. Dr. Rüdiger Schäfer

Research I Consulting I Studies, Karlsruhe

University of Applied Sciences

Prof. Dr.-Ing. Frank Artinger

Steinbeis Focos Transfer GmbH

Dipl.-Ing. (FH) Elke Zimmer

Steinbeis-Europa-Zentrum Karlsruhe

Prof. Dr. Norbert Höptner

Dr. Jonathan Loeffler

Technical Sales and Management

Prof. Reinhold König

Technology Consultancy

Prof. Dr.-Ing. Dieter Adler

Dipl.-Ing. (FH) Ingo Tillhon

Workflowsystems and Webtechnology

Prof. Dr. Thomas Freytag

Kassel

Human Resources & Organisations

Dr. Arnd Gottschalk

Kaufbeuren

Systems Engineering

Dipl.-Ing. (FH) Gerd Birkhold

Kehl

Institute for Applied Psychology

Prof. Dipl.-Psych. Heinz-Joachim Feuerstein

Local Government Consultancy

Prof. Hartmut Kübler

Local Government Consultancy

Prof. Dr. Jürgen Fischer

Ketsch

Microelectronics and Sensor Systems

Prof. Dr. Peter Fischer

Kirchberg

Cell Dynamics Medical Research

Prof. Dr.-Ing. habil. Axel Erich Theuer

Computer Simulation

Prof. Dr.-Ing. habil. Axel Erich Theuer

Kleinmachnow

Regenerative Energy Sources

Prof. Dr. Ernst Schmeer

Renewable Raw Materials

Dr. Klaus Fichter, Dr. Willy Bierter

Konstanz

Biopolymer Analysis/Protein Chemistry and Proteom Analysis

Prof. Dr. Dr. h. c. Michael Przybylski

Didactics of Technology and of Interdisciplinary Natural Sciences

Horst Scheu, Matthias Kremer

Environmental Technology

Prof. Dr. Bernd Wurster

IKU – Seminars for Innovation, Communication and Companies

Anna Falduto, M. A.

Information Mining Technology

Prof. Dr. Michael Berthold

Dipl.-Inf. Peter Ohl

Interactive Data Analysis and Visualization

Prof. Daniel Keim

In-Vitro Pharmacology and Toxicology

Prof. Dr. Albrecht Wendel

Mechanical Dynamics, Oil Hydraulics, Pneumatics

Prof. Dr.-Ing. Dr. h. c. Florin Ionescu

Nano Structures and Solid State Analytics

Prof. Dr. Günter Schatz

Prof. Dr. Johannes Boneberg

Project Consulting Eastern Europe

Prof. Dr.-Ing. Dr. h. c. Florin Ionescu

Kopenhagen (DK)

COMMIT

Prof. Dr. Thomas Ritter

Korb

Innovative Management

Betriebswirtin Sandra-Michaela Erwerle

Software Quality Systems

Prof. Dr. Jörg Friedrich

Korbach

North Hesse

Roland Marx

Korntal-Münchingen

Human Resources and Personality Development

Dipl.-Ök. Heike Felbecker-Janho

Kötz

Process and Project Management (TPM2)

Prof. Dr.-Ing. Helmut Hartberger

Krauchenwies

In-Vitro Assay Systems

Prof. Dr. Jörg Bergemann

Kuppenheim

Organization Management

Prof. Dr. Peter Dohm

Langebrück

Technical Acoustics

Prof. Dr.-Ing. Ennes Sarradj

Lauda/Oberlauda

**Company Management, Marketing
and Health Economics**

Prof. Dr. Ditmar Hilpert

Leimen

Biotechnology

Dipl.-Biol. Peter Sendrowski

International Project Financing

Dipl.-Volkswirt Udo Ehrbar

Leipzig

Automation, Information and Electrical Systems

Prof. Dr. Werner Kriesel

Mediation of Business – Leipzig

Dr. habil. Gernot Barth

Technology Innovation Business

Dr. Karl-Michael Meiss

Leonberg

Economic Corporate Management

Betriebswirtin (VWA) Isolde Fischer, MBA

Pharmaceutical Engineering

Prof. Dipl.-Inf. Ronald Ziegler

Leustetten

International Management Education

Prof. Dr. Hans J. Tümmlers

Lichtenstein

Electronics and Software

Dipl.-Ing. (FH) Dieter Goller

Dipl.-Ing. (FH) Thomas Maier

Limburg

Steinbeis University Berlin – Limburg Office

Dipl.-Ing. (FH) Siegfried Walter

Dipl.-Geogr. Walter Gerharz

Lindau

Strategy & Innovation

Dr. Michael Wannke

Lingen

Technology Marketing

Dipl.-Ing. (FH) Hermann Blanke

Dipl.-Ing. (FH) Uwe Fritsch

Löffingen

Marketing and Sales

Michael Tondorf

Lohne

Company and Project Financing

Prof. Dr. Frank Baum

Prof. Dr. Cord Twele

Lörrach

Embedded Design and Networking

Prof. Dr.-Ing. Axel Sikora

Industrial Electronics and Sensors

Prof. Dipl.-Ing. Karl-Heinz Dröge

IT BusinessConsulting

Dipl.-Betriebswirt (BA) Jürgen Hausin

Klaus Greitzke

Dipl.-Betriebswirt (BA) Nina Hablitzel

ManagementCockpit

Prof. Dr. Jürgen Treffert

Dipl.-Wirt.-Ing. (FH) Günter Drews

Ludwigsburg

Economical psychology

Prof. Dipl.-Psych. Marieluise Salman

Magdeburg

Combustion Engines, Piston

Engines and Metrology

Prof. Dr.-Ing. Helmut Tschöke

Construction, Tribology and

Prototype Engineering

Dr.-Ing. Dirk Bartel

Electrical Networks and Regenerative

Energy Sources

Prof. Dr.-Ing. habil. Zbigniew Antoni Styczynski

ESCO – Magdeburg Energie Service Company

Dipl.-Ing. Uwe Zischkale

Innovations in Explosion Protection

Prof. Dr.-Ing. habil. Frank Engelmann

Magdeburg

Dipl.-Ing. Klaus Magarin

Project Management at University

Magdeburg–Stendal

Dipl.-Wirt.-Ing. Beatrice Manske

Maidbronn

Development, Testing and Measuring Technology

Prof. Dr.-Ing. Egon Füglein

Alexander Füglein

Mannheim

Applied Biochemistry

Dr. Manfred Frey

Computational Biophotonics

Prof. Dr. Jürgen Hesser

Microelectronics, Sensors and

Software Engineering

Emil Kremm

Processoriented Safety–Management–Consulting

Dr. Peter Ruckh

Steinbeis Transfer Center at

the Mannheim University

Prof. Dr. Christian Frech

Technology Evaluation and

Innovation Consultancy

Prof. Dr. Udo Wupperfeld

Marktheidenfeld

Career – Succession – Strategy

Nikolaus Ruppert

Marxzell-Burbach

Marketing and Service Management

Prof. Dipl.-Kfm. Peter J. Lehmeier

Meilen (CH)

Winterthur

Sigrid Friedrichs

Meißen

Applied Technologies

Prof. Dr.-Ing. Ulrich Günther

Melsungen

Innovations and Technology Consulting

Prof. Dr. Marius Dannenberg

Memmingen

Corporate Organization

Prof. Dr.-Ing. Dieter Buchberger

Meschede

Lightweight Construction Technology

Prof. Dr.-Ing. Hubert Klein

Metzingen

Financial Economics

Prof. Mathias Moersch, Ph. D.

Minden

Water and Infrastructure

Prof. Dr.-Ing. Johannes Weinig

Mosbach

Communal Development

Dipl.-Verwaltungswirt Gerhard Lauth

Plastics Testing

Prof. Dr. Karl-Heinz Moos

Sensor Engineering and New Technologies

Prof. Dr. Rainer Klein

Technology and Management

Dipl.-Ing. (FH) Manfred Weigler

Dipl.-Ing. (FH) Martin Schlusnus

Münchberg

Textile Engineering and Design

Prof. Dr. Reinhart Möckel

München

Cell Chip Technologies

Prof. Dr. Bernhard Wolf

Energy and Environmental Process Technology,

Eco-Management

Prof. Dipl.-Ing. Peter Kleine-Möllhoff

Identification Media & Identification

Management

Dipl.-Ing. (FH) Armin Bäuerle

Dr.-Ing. Ulrich Lutz

Naila

Plastics and Composites Technology

Prof. Dr.-Ing. Christian Kipfelsberger

Neubrandenburg

Bioprocess Analysis in Food

and Drinks Production

Prof. Dr. Christine Wittmann

Geoinformatics

Prof. Dr.-Ing. Tobias Hillmann

Neuenbürg

System-Oriented Management, Evaluation,

Technology Consultancy

Dipl.-Ing. (FH) Rolf Eglitis

Neustrelitz

Navigation, Traffic and Communication

Dipl.-Phys. Arne Jungstand

Neu-Ulm

Factory Planning

Dipl.-Ing. (FH) Klaus Danksagmüller

TQU Holding GmbH

Dipl.-Ing. (FH) Elmar Zeller, MBA

TQU International GmbH

Dipl.-Soz.Päd. Florian Rösch, MBA

Dipl.-Ing. (FH) Elmar Zeller, MBA

Niedernberg

DataService

Peter Wache

Marketing and Finance

Dipl.-Kffr. Angelika Meier

Nordhorn

County of Bentheim

Dipl.-Ing. (FH) Uwe Fritsch

Oberkochen

Software and Systems Technology

Prof. Dr.-Ing. Wilfried Koch

Oederan

Product Development

Dr.-Ing. Wolfgang Nendel

Oelsnitz

Power and Environmental Engineering

Dr.-Ing. Ulrich Schirmer, Dr.-Ing. Thomas Freitag

Offenburg

Energy, Environment and Clean Room Technology

Dipl.-Ing. Michael Kuhn,

Dipl.-Ing. (FH) Thomas Müller

Learning and Education

Prof. Dr. Eva Schumacher

Metrology and Process Engineering

Dipl.-Ing. (FH) Franz Knopf

Systems and Control Engineering

Prof. Dipl.-Ing. Franz Kolb

Dipl.-Ing. (FH) Wolfgang Matt

Technology Consultancy

Prof. Dr. Uwe Coehne

Ofterdingen

Autonomous Nervous System and Safety Testing

PD Dr. med. Barbara Wilhelm

Ölbronn-Dürrn

Technical Simulation

Prof. Dr. Gabriel Wittum

Oldenburg

Product Acoustics

Dipl.-Phys. Nils Springer

Dipl.-Phys. Thorsten Ronnebaum

Ortenberg

Information Technologies (IT)

Prof. Dr. Detlev Doherr

Mechanics of Vibration & Biomechanics

Prof. Dr.-Ing. Hans Müller-Storz

Ostfildern

Buildings IT Management

Dipl.-Ing. (FH) Peter Schupp

International Knowledge Utilization and Technology Management

Dr.-Ing. Nikolaus Neuberger

Dr. Mychailo Rakhlin

Östringen

Conference Organisation

Dr. Uwe Riedel

Dipl.-Dolm. Andrea Wilming

Simulation of Reactive Flows

Dr. Olaf Deutschmann, Dr. Uwe Riedel

Ötigheim

Rehabilitation and Financing

Claus Weiers

Ottobrunn

German-Japanese Business Relations

Prof. Dr. Franz Waldenberger

Paderborn

Institute for Industrial Management

Dipl.-Kfm. Thomas Jagieniak

Pfinztal

Marketing – Intelligence – Consulting

Prof. Dr. Konrad Zerr

Particle Technology, Fluid Mechanics and Process Technology

Petra Landsknecht-Teipel

Pforzheim

Business Development

Prof. Dr. Rolf Güdemann

Prof. Dr. Elke Theobald

Design Innovation

Prof. Dipl.-Ing. Klaus Limberg

International Management at the Pforzheim University of Applied Sciences

Prof. Dr. Waldemar A. Pförtsch

Laser Processing and Innovative Manufacturing Technology

Prof. Dr.-Ing. Roland Wahl

Marketing, Logistics and Company Planning

Prof. Uwe Dittmann

North Black Forrest

Prof. Dr.-Ing. Norbert Höptner

Production and Organization

Prof. Dr.-Ing. Herbert Emmerich

Signal Processing Systems

Prof. Dr.-Ing. Frank Kesel

Dipl.-Ing. (FH) Andreas Reber

Systematical Innovation

Prof. Dr.-Ing. Peter Kohmann

Prof. Dipl.-Ing. (TU) Jürgen Wrede

Pliezhausen

Mobile Communications and Embedded Systems

Prof. Dr. Roland Schmitz

Prof. Walter Kriha

Poppenhausen

Medical Physics and Information

Prof. Dr. Walter Kullmann

Ravensburg

Exhibition, Convention and

Event Management (ECE)

Prof. Dr. Jörg Beier

Internationalisation – Equity Participation –

Succession Regulation

Prof. Dr. Peter Philippi-Beck

Rechberghausen

Industrial Metrology

Prof. Dr.-Ing. Thomas Garbrecht

Regensburg

Management of Knowledge

Prof. Dr. Josef Duttler

Regensdorf (CH)

Center for Innovative Dental

Products and Computerized Dentistry

Prof. Dr. Dr. Albert Mehl

Remscheid

Geotechnics

Prof. Dr.-Ing. Marie-Theres Steinhoff

Reutlingen

Applied & Environmental Chemistry

Prof. Dr. Wolfgang Honnen

Automation

Prof. Dr.-Ing. Werner Eißler

Prof. Dr.-Ing. Gerhard Gruhler

Business Development

Prof. Roland Heger, Ph. D.

Business Process Management

Prof. Dr. Martin Schmollinger, MBA

Prof. Dr. Guido Siestrup

CAD/CAM

Prof. Dipl.-Phys. Norbert Fieles-Kahl

Dipl.-Ing. (FH) Birgit Morgenroth

Chemical Engineering

Dr. Ulrich Schekulin

Clothing Technology

Prof. Ing. Angela Maier

Contact Surfaces, Materials and Fibres

Prof. Dr. Robert Kohler

Corporate Control and Information Systems

Prof. Dipl.-Kfm. Armin Roth

ESB-Research

Dr. Hans-Peter Baumeister

Prof. Dr. Stephan Seiter

Heat and Energy Engineering, Stirling Machines

Prof. Dr.-Ing. Bernd Thomas

Knowledge Management & Communication

Dr.-Ing. Wolfgang Sturz

Membrane Technology

Prof. Dr. Carl-Martin Bell

Polymeric Materials

Prof. Dr. Bernd Herr

Prof. Dr. Gerhard Schulz

Power and Process Engineering,

Environmental Technology

Dr.-Ing. Gerd Gaiser

Dipl.-Verw. (FH) Gabriele Gaiser

Process Control and Data Analysis

Prof. Dr. Rudolf Kessler

Prof. Dipl.-Phys. Waltraud Kessler

Process Development

Prof. Dipl.-Ing. Karl Schekulin

Profitability Management and Financial Control

Prof. Dr.-Ing. Thomas Baltzer-Fabarius

Project Planning and Contract Management

Prof. Dr. Herbert Glöckle

Dr. iur. Wolfgang Hackenberg

Technology Consultancy

Prof. Dipl.-Phys. Norbert Fieles-Kahl

Textile Finishing

Prof. Dipl.-Chem. Gunter Grüninger

Rielasingen

Institute for Business Intelligence

Prof. Dr.-Ing. Peter Lehmann

Prof. Dr. Thomas Becker

Prof. Dr. Klaus Freyburger

Rossendorf

New Technologies at the

Research Site Rossendorf

Dr.-Ing. Holker Schott

Rostock

Agrobiodiversity

Prof. Bärbel Gerowitt

Allergology and Dermatology

Dr. med. Jiri Trcka

Analysis of Complex Systems

Prof. Dr. Olaf Wolkenhauer

Applied Landscape Architecture

Prof. Dr. Wolfgang Riedel

Dipl.-Ing. Elke Peters-Ostenberg

Dr. Dipl. agr. Ing. Michael Henneberg

Applied Research in Electrical Power Engineering

Prof. Dr. Harald Weber

Prof. Dr.-Ing. Edgar Harzfeld

Biomedical Engineering and Applied

armacology in the Ophthalmology

Prof. Dr. med. Rudolf F. Guthoff

Cardiovascular Research

Prof. Dr. med. Gustav Steinhoff

Cell Monitoring and

Manipulation Systems (CMMS)

Prof. Dr. habil. Jan Gimsa

Data Bases, Search Engines and

Digital Libraries (DBIS)

Prof. Dr. Andreas Heuer

Development of Biotechnological Diagnostic

and Therapeutic Methods

Prof. Dr. med. Arndt Rolfs

Fluid Technology

Prof. Dr.-Ing. habil. Alfred Leder

Geoinformatics

Prof. Dr.-Ing. Ralf Bill

Dr.-Ing. Görres Grenzdörffer

Molecular Oncology and Immune Therapy

Prof. Dr. med. Ernst Klar

Power Engineering

Prof. Dr.-Ing. habil. Egon Hassel

Proteome Analysis

Prof. Dr. med. Hans-Jürgen Thiesen

Structural and Connection Technology

Prof. Dr.-Ing. Mathias Nowottnick

Technology Management North East

Dipl.-Ing. Frank Graage, MBE

Rottenburg

Ecotoxicology and Ecophysiology

Prof. Dr. Rita Triebskorn

Resource Management and Geoinformatics

Prof. Rainer Wagelaar

Salem

Innovative Systems and Services

Prof. Dr. Axel Hoff

Sao Paulo (BR)

Technology Management

Geraldo Rinaldi

Schallstadt

Creative Problem-Solving and

Technical Transfer Consultancy

Dr.-Ing. Reinhard Drews

Prof. Dipl.-Volkswirt Ursula Liebsch

Scheer

Automotive Systems

Prof. Dr.-Ing. Tim Nosper

Schlangenbad

Strategic Communal Development

Dipl.-Ing. Detlev Sieber

Schönebeck

Design of Innovative Processes and Systems

Prof. Dr.-Ing. Harald Apel

Internet Software

Dr. Bernd Feuerstein

Schriesheim

Intelligent Bioinformatic Systems

Prof. Dr. Roland Eils

Schwäbisch Hall

**Simulation in Mechanical Engineering
and Process Technology**

Prof. Dr.-Ing. Uwe Janoske

Schweinfurt

Information and Communications Technology

Prof. Dr.-Ing. Freiherr Friedrich von Loeffelholz

Dipl.-Wirt.-Ing. Heiko Tröbs

**Pronet Know-How Network for
Integrated Product Development**

Prof. Dr.-Ing. Herbert Wiener

West-East Business

Dipl.-Wirt.-Ing. Heiko Tröbs

Sigmaringen

**Organizational and Communicational
Development**

Harald Class, BBA, Dipl.-Ing. Alfred Emhardt

Technology Consultancy

Prof. Dipl.-Ing. Dieter Liekweg

Sofia (BG)

GIS Transfer Center Foundation

Prof. Dr.-Ing. Kostadin Kostadinov

Dipl. Eng. George Voutev, M. Sc.

Sonthofen

**Creative Problem-Solving and Technical Transfer
Consultancy**

Prof. Dipl.-Volkswirt Ursula Liebsch

Dr.-Ing. Reinhard Drews

St. Augustin

Information Technological Systems

Prof. Dr. Thomas Christaller

Prof. Dr. Stefan Wrobel

St. Georgen

New Media – Marketing – Communication

Prof. Dr. Fritz Steimer

St. Petersburg (RUS)

St. Petersburg

Dipl.-Kfm. Angelika Meier

Stade

Elbe-Weser Region

Dipl.-Wirt.-Ing. (FH) Arne Engelke-Denker

Steinheim

Software Engineering

Prof. Roy Oberhauser

Stockach

Sales Optimization

Walter Schaffart

Systems and Software Engineering

Jürgen Häusele

Stralsund

Image Processing and Information

Technology in Medicine

Prof. Dr. Hans-Heino Ehrlicke

Network Planning and Evaluation

Prof. Dr. Bernhard Stütz

Stuhr

Computational Engineering

Prof. Dr.-Ing. Uwe Reinert

Stuttgart

Advanced Risk Technologies (R-Tech)

Prof. Dr.-Ing. Aleksandar Jovanovic

Dr. med. Snezana Jovanovic

Aerodynamics, Aircraft Engineering and Lightweight Construction

Prof. Dipl.-Ing. Rudolf Voit-Nitschmann

Dipl.-Ing. Berthold Karrais

Agricultural, Environmental and Power Engineering

Prof. Dr. Karlheinz Köller

Dr. h. c. Jochem Gieraths

Alpha Property Management GmbH

Prof. Dr. Dr. h. c. mult. Johann Lohn

Applied Acoustics

Prof. Dr. András Miklós

Applied Photovoltaics and Thin-Film Engineering

Prof. Dr. habil. Jürgen Werner

Applied Systems Analysis (STASA)

Prof. Dr. Günter Haag

Audiovisual Media

Prof. Eckhard Wendling

Prof. Dr. Bernhard Eberhardt

Prof. Stephan Ferdinand

Beta Property Management GmbH

Prof. Dr. Dr. h. c. mult. Johann Lohn

Biomechanics, Training and Sports Technology

Prof. Dr. Wilfried Alt

Business Administration and Management

Dipl.-Ing. (FH) Peter Schupp

Bernd Schimek

Business Coaching

Dipl.-Ing. (FH) Thomas Scherer

Business Coaching and Competence Management

Dipl.-Betriebswirt Christoph Sandmann, MBA

Business Management and Engineering

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Peter Schupp

ByWireTech

Prof. Dr. Reinhard Reichel

China Projects

Prof. Eberhard Wüst

Corporate Finance

Dipl.-Kfm. Rüdiger Vogel, CEFA

Corporate Structuring and Rehabilitation

Dipl.-Ing. Jürgen Schmid

Corporate Succession

Dipl.-Kfm. Ralph Kuntz

Dr. Gerhard Keck

DFTA-TZ Stuttgart – Flexographic

Printing Technology Center

Dr. Martin Dreher

DiAccent Photogrammetry and Geoinformatics

Prof. Dr. Hans F. Mohl

Energy, Building and Solar Engineering

Prof. Dr.-Ing. Norbert Manfred Fisch

Dipl.-Ing. Jörg Baumgärtner

Dr.-Ing. Boris Mahler

EU-VRi Management Office

Dr. med. Snezana Jovanovic

Prof. Dr.-Ing. Aleksandar Jovanovic

ExpertCom

Dr. Leonhard Stiegler

Ferdinand-Steinbeis-Institut

Dipl.-Volkswirt Max Pfeiffer, MBA

Finances and Project Management

Eberhard Mangold

Fluidics

Dr. Stefan Schulz

High Voltage Technology and Energy Transmission

Prof. Dr.-Ing. Stefan Tenbohlen

Heat Management in Electronics

Prof. Dr.-Ing. Andreas Griesinger

ImmoTech Steinbeis GmbH

Prof. Dr. Dr. h. c. mult. Johann Lohn

Industrial Service Management (ISM)

Prof. Dr. Marc Kuhn

Prof. Dr. Matthias Rehme

Prof. Dr. Uwe Schmid

Institute for Applied Social Sciences

Prof. Dr. Stefan Krause

Prof. Dipl.-Theol. Paul-Stefan Roß

Prof. Dr. Susanne Schäfer-Walkmann

International Management

Prof. Dr. Werner G. Faix

International Management & Innovation

Dipl.-Ing. (FH) Rainer Gehrung

International Technological Cooperation

Dipl.-Ing. Jan-Eric Bandera

International Technological Cooperation

Dipl.-Ing. Oliver Damnik

IT Project Management (ITPM)

Dr. Karsten Hoffmann

Korea – Europe

Dipl.-Ing. Oliver Damnik

Logistics and Business Development

Prof. Dr. Markus Grün

Management Education

Prof. Dr.-Ing. habil. Joachim Warschat

Management Quality

Gerhard Weindler

Management – Innovation – Technology (MIT)

Dr.-Ing. Günther Würtz

Mergers & Acquisitions

Dipl.-Wirt.-Ing. Steffen Lohrer

Plasma and Aerospace Engineering

Prof. Dr.-Ing. habil. Monika Auweter-Kurtz

Power Station and Fuel Engineering,

Airpurification

Prof. Dr. Günter Scheffknecht

Printing and Packaging

Prof. Dipl.-Phys. Axel Ritz

Production and Management

Prof. Dipl.-Wirtsch.-Ing. Arno Voegelé

Project Development

Dipl.-Ing. (FH) Siegfried Walter

Regional Development and

Economic Development

Dipl.-Wirt.-Ing. August A. Musch

SBG Steinbeis GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

SIMT Business and Engineering

Dipl.-Ing. (FH) Rainer Gehrung

Dipl.-Ing. (BA) Walter Beck, MBA

SIMT Competence Center of

Management and Technology

Dipl.-Ing. (BA) Walter Beck, MBA

Dipl.-Ing. (FH) Rainer Gehrung

Dipl.-Ing. (FH) Peter Schupp

Solar and Thermal Technology

Prof. Dr. Dr.-Ing. habil. Hans Müller-Steinhagen

Solar and sustainable

Thermic Energysystems (Solites)

Dipl.-Ing. Dirk Mangold

STASA

Steinbeis Angewandte Systemanalyse GmbH

Prof. Dr. Günter Haag

Steinbeis Beratungszentren GmbH

Dipl.-Wirt.-Ing. August A. Musch

Steinbeis Beteiligungs-Beratung GmbH

Dipl.-Ing. (FH) Peter Wittmann

Steinbeis Beteiligungs-Holding GmbH

Dipl.-Kfm. Manfred Mattulat

Steinbeis Dritte Immobilien GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

Steinbeis Finance & Management Services GmbH

Dipl.-Kfm. Manfred Mattulat

Steinbeis Flugzeug- und Leichtbau GmbH

Prof. Dr. Rudolf Voit-Nitschmann

Steinbeis Forschungs- und

Entwicklungszentren GmbH

Dipl.-Ing. (FH) Uwe Haug

Steinbeis Immobilien-Holding GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

Steinbeis Innovation gGmbH

Emil Kremm

**Steinbeis Institute of Management
and Technology GmbH**

Prof. Dr. Dr. h. c. mult. Johann Löhn

Steinbeis-Europa-Zentrum

Prof. Dr. Norbert Höptner, Dr. Petra Püchner

Steinbeis-Haus Projekt Gosheim GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

Steinbeis-Haus Projekt Ilmenau GmbH

Prof. Dr. Dr. h. c. mult. Johann Löhn

**Stuttgart Institute of Management
and Technology gGmbH**

Prof. Dr. Dr. h. c. mult. Johann Löhn

Technical Ceramics

Prof. Dr. Fritz Aldinger

Technology and Environmental Management

Dipl.-Ing. (FH) Reiner Lohse

Technology and Management

Dipl.-Ing. Carsten Stehle, MBA

Technology Consultancy

Prof. Dr.-Ing. Peter Breuer

The Technology of Networks

Dr.-Ing. Gerd Siegmund

XI Works

Dipl.-Ing. (FH) Herbert Klein

Tauberbischofsheim

Main-Tauber

Dipl.-Ing. (FH) Ralf Lauterwasser

Teheran (IR)

Steinbeis NET Iran

Prof. Dr.-Ing. Dawud Fadai

Prof. Dr. Friedhelm Gehrmann

Tokio (J)

Steinbeis Japan Inc.

Sachihiko Kobori

Trossingen

Production and Quality

Prof. Dr.-Ing. Jürgen Schmidt

Tübingen

AO Action

Dr. Udo Weimar, Dr. Nicolae Barsan

Rebecca Simpson, M. Sc., B. Sc.

Biomedical Optics and Function Tests

Prof. Dr. med. Eberhart Zrenner

Dr. Claudia Zrenner

Bioorganic Chemistry

Prof. Dr. Günther Jung

Computer Networks and Internet

Prof. Dr.-Ing. Georg Carle

Graphical Data Processing and Image Processing

Prof. Dr.-Ing. Dr.-Ing. E. h. Wolfgang Straßer

Health Technology

Prof. Dr. Gerhard Fritz Bueß

**Human Resources Management
of Medium-Sized Businesses**

Prof. Dr. Armin Trost

Institute for Radiopharmacy

Prof. Dr. Hans-Jürgen Machulla

Interfacial Analysis and Sensors

Dr. Udo Weimar

Language Media

Prof. Dr. Kurt Kohn, Dr. Petra Hoffstaedter-Kohn

Molecular Pathophysiology and Pharmacology

Prof. Dr. med. Florian Lang

**Multimedia-based Communication
at Tübingen University**

Dr. Norbert Hofmann

Object and Internet Technologies

Prof. Dr. Wolfgang Küchlin

Optical Chemo and Biosensors

Prof. Dr. Günter Gauglitz

Pharmaceuticals – Cosmetics – Medical Products

Prof. Dr. Ingrid Müller

Dipl.-Ing. (FH) Elke Weber, M.Sc.

Pharmacology and Toxicology of pigmented Tissue

Prof. Dr. Ulrich Schraermeyer

Regeneration Medicine

Prof. Dr. Dr. med. habil. Hermann Schlüsener

Software Technology

Prof. Dr. Herbert Klaeren

Ulm

Computerised Drive and Control Systems

Prof. Dipl.-Ing. Peter Fleischauer

Databases, Multimedia, Workflow Management and Distributed Applications

Prof. Dr. Peter Dadam, Prof. Dr. Michael Weber

EQ ZERT – European Institute for the Certification of Quality Management

Systems and Personnel

Dipl.-Ing. (FH) Jürgen G. Kerner

Dipl.-Ing. (FH) Bernd Kentner

Hydraulics Systems

Prof. Dr.-Ing. Josef Kurfess

IT-Systemintegration (ITSYS)

Prof. Dr. Joachim Hering

Logistic Systems

Prof. Dr.-Ing. Klaus-Peter Franke

Manufacturing Systems and Processes

Prof. Dr.-Ing. Manfred Wehrheim

Materials Technology

Prof. Dr.-Ing. Eberhard Frank

Medical Technology

Prof. Dr. Klaus Paulat

Microelectronics

Prof. Dr. Wolfgang Schroer

Microelectronics and Automation

Dipl.-Ing. (FH) Armin Holz

New Technologies in Traffic Engineering

Prof. Dr.-Ing. Günther Willmerding

Dipl.-Ing. (FH) Jakob Häckh

Power Engineering

Prof. Dr.-Ing. Gerhard Mengedoh

Dipl.-Ing. (FH) Gunter Lindemann

SCM – Software and Consulting in Medicine

Prof. Dr. med. Tibor Kesztyüs

Semi-Conductor Components

Prof. Dr.-Ing. Erhard Kohn

Steinbeis Rating Advisory Centre

Dipl.-Wirt.-Ing. Michael Kramer

Dipl.-Wirt.-Ing. Edmund Hauptenthal

Elmar Marmann

Systems Engineering Automotive

Prof. Dr.-Ing. Klaus Allmendinger

Technology Consultancy

Prof. Dr. Manfred Hüser

TMS Management Systems

Prof. Dipl.-Ing. (FH) Rainer Göppel

TQU Akademie GmbH

Gudrun Jürß

TQU my big apple GmbH

Dipl.-Ing. (FH) Helmut Bayer, MBA

TQU Quality and the Environment

Prof. Dr.-Ing. Jürgen P. Bläsing

TQU unisono training+consulting

Institute for social competence

Gudrun Jürß

Unterhaching

Biometrical and Identification Solutions

Dr.-Ing. Dietmar Fischer

Untersiemau

Development Engineering

Prof. Dr.-Ing. Karl-Heinz Mohr

Vaihingen/Enz

Technology and Organization

Prof. Dr.-Ing. Peter Thole

Vallendar

High-Tech Ceramics

Prof. Dr. Manfred Schumacher

Vechta

Applied Geosciences and Environmental Research (STAGU)

Prof. Dr.-Ing. habil. Manfred Ehlers

Oldenburger Münsterland Region

Dipl.-Ing. (FH) Hermann Blanke

Villingen-Schwenningen

Applied Mathematics, Data Processing and Computer Networks

Prof. Dr. Edgar Jäger

Business Development

Dipl.-Wirt.-Ing. (FH) Stefan Lohrer, MBA

Enterprises & Executives

Prof. Gerrit Horstmeier

Dr. med. Lotte Habermann-Horstmeier

Infothek

Dipl.-Ing. (FH) Wolfgang Müller

Medicine and Technology

Prof. Dr.-Ing. Johannes Ebberink

Networked Systems

Prof. Dr. Albrecht Swietlik

New Products

Prof. Dr. Werner Bornholdt

Technology and Medicine

Prof. Dr. med. Gerd Haimerl

Waiblingen

Automotive Engineering Esslingen

Prof. Dipl.-Ing., Prof. h. c. (YZU) Gerhard Walliser

Walddorfhäslach

Technical Development and Consulting

Prof. Dr.-Ing. Andreas Griesinger

Walldorf

Business Development and Company Rehabilitation

Dr. Mathias Hothum

Prof. Dr. Oliver Nellen

Wangen

Ravensburg District

Dipl.-Wirt.-Ing. (FH) Wolfram Dreier

Weikersheim

Geoinformation and Land Management

Prof. Dr. Martina Klärle

Weinfelden (CH)

Applied law for intangible items in training and practice

Dipl.-Ing. (FH) Wolfgang Heisel

Gabriele Zerhusen

Weingarten

Artificial Intelligence and Data Safety

Prof. Dr. Wolfgang Ertel

Business Processes and IT Systems (BITS)

Prof. Dr.-Ing. Tomas Benz

Lightning Technology

Prof. Dr. Eilert Hamer

Measured Data Processing

Prof. Dipl.-Math. Wolfgang Georgi

Social Planning, Qualification and Innovation

Prof. Dr. Sigrid Kallfaß

Technology Consultancy

Prof. Dipl.-Ing. Walter Krökel

Weitramsdorf

Business Management and Financial Control

Prof. Dr. Rainer Kalwait

Wien (A)

Enterprise, Training & Consulting (ETC)

Dipl.-Betriebswirt (BA) Jürgen Hausin

Michael Swoboda

Information Systems

Univ.-Prof. Dr. Wolfgang Klas

IT BusinessConsulting

Dipl.-Betriebswirt (BA) Jürgen Hausin

Steinbeis Technologietransfer GmbH

Emil Kremm, Dipl.-Ing. (FH) Alexander Stückler

Wiernsheim

Technical Simulation

Dr. Michael Heisig

Material Development and Testing

Prof. Dr.-Ing. Norbert Jost

Prof. Dr.-Ing. Gerhard Frey

Wiesloch

Groundwater Modelling

Dr.-Ing. Wolfgang Schäfer

Willstätt

Culture and Economy

Dr. Martin Ruch

Winnenden

**Management Seminars & Advisory Services for
Small and Medium-Sized Businesses**

Dr. Oliver Hettmer

Winterthur (CH)

TQU AG

Dipl.-Ing. (FH) Daniel Eiche, MBA, Markus Schwär

Wismar

Electromagnetic Phenomenons and

Electromagnetic Compatibility

Prof. Dr. habil. Jürgen Nitsch

Plastics and Recycling Technology

Prof. Dr.-Ing. Harald Hansmann

Wolfenbüttel

Claim and Projectmanagement

Dr.-Ing. Berndt Joost

Wolfsberg (A)

Wood Engineering and Renewable Raw Materials

Ing. Helmut Zimmer

Wolpertshausen

Development, Renewable Energies

and Energy Efficiency

Dipl.-Ing. (FH) Sebastian Dürr

Würzburg

Applied Geoinformatics

Prof. Dr. Hartmut Grimhardt

Applied Computer and Software Technology

Prof. Dr.-Ing. Hubert Roth

Automation & Information Systems

Prof. Eberhard Grötsch

Design and Systems

Prof. Dr. Erich Schöls

Prof. Ulrich Braun

Experimental Film

Prof. Dr. Ingo Petzke

Pharmacology

Prof. Dr. med. Martin Lohse

Wuxi (VRC)

Steinbeis Wuxi Co. Ltd.

Ke Chen

Zittau

Dreiländereck Neiße

Dipl.-Kfm. Volker Thomas, M. Sc. IB

Udo Bertelmann

Zürich (CH)

IT-Business Consulting

Dipl.-Betriebswirt (BA) Jürgen Hausin

Pharmaceutical Technologies

Dipl.-Biol. Daniela Kabisch

Steinbeis Transfer AG (plc)

Dipl.-Ing. (FH) Uwe Haug

Zwickau

**Application-oriented Material-, Production-,
and Process-Technology**

Dipl.-Ing. Alexandru Söver

5.14 | Statutes of Steinbeis-Stiftung

(As amended on March 28 2003)

I. General Provisions

§ 1 Name, Domicile, Fiscal Year, Non-Profit Status

- (1) The foundation is a foundation under German private law and operates under the name "Steinbeis-Stiftung für Wirtschaftsförderung" ("Steinbeis Foundation for Economic Development").
- (2) The foundation is domiciled in Stuttgart.
- (3) The fiscal year corresponds to the calendar year.
- (4) The foundation exclusively pursues purposes directly serving the common public interest in accordance with the "tax-privileged purposes" ("Steuerbegünstigte Zwecke") section of the German tax code (Abgabenordnung). It operates for the benefit of the common public interest; it does not primarily pursue profit-oriented interests.

§ 2 Purpose of the Foundation

- (1) The purpose of the foundation is to provide scientific findings, particularly in the areas of research and development, material and product testing as well as information and documentation, to the country's economy.
- (2) For this purpose, as far as possible, the foundation is to address existing non-profit institutions (e.g. research institutes) and support them with the implementation of their tasks.

§ 3 Assets of the Foundation

- (1) The assets of the foundation consist of the paid-in foundation capital and all further contributed assets.
- (2) All objects provided to the foundation on a one-time or continuous basis from appropriations granted by the German federal state of Baden-Wuerttemberg as well as by sponsors of the foundation for the purpose of increasing the foundation assets are added to the foundation assets.
- (3) The foundation capital – also future benefits accruing to the foundation capital in accordance with the regulations – must be preserved. All means must be used for the purposes specified in the statutes. The founders and persons involved with the management of the foundation on an honorary basis must, in their capacity, not receive benefits from the foundation's means. § 9, clause 4 remains unaffected. No person must be favored by expenses which are adverse to the foundation's purpose or by an unreasonably high remuneration.
- (4) Profits from taxable commercial business operations must be generally distributed to the foundation. This does not exclude the accumulation of free reserves which are commercially justified in accordance with reasonable commercial assessment.

II. Bodies of the Foundation

§ 4 General

The bodies of the foundation are:

- a) the board of trustees,
- b) the committee of the board of trustees,
- c) the managing board.

§ 5 Board of Trustees

(1) The orderly members of the board of trustees are

- a) two representatives of the "Landesverband der Baden-Württembergischen Industrie" (industrial association of the German federal state of Baden-Wuerttemberg)
- b) two representatives of the "Arbeitsgemeinschaft der Industrie- und Handelskammern in Baden-Württemberg" (consortium of the chamber of industry and commerce of the German federal state of Baden-Wuerttemberg)
- c) Two representatives of the "Baden-Württembergischer Handwerkstag" (crafts association of the German federal state of Baden-Wuerttemberg)
- d) One representative of the "Baden-Württembergischer Handel" (commercial association of the German federal state of Baden-Wuerttemberg)
- e) seven representatives of the science sector and commercial research institutes, including representatives of universities, universities of applied sciences, major research institutions, Fraunhofer Institutes and industrial joint research institutions
- f) respectively one member of the parliamentary groups represented in the "Landtag" (parliament of the German federal state of Baden-Wuerttemberg), as well as four further representatives of the politics and administration sectors. The members in accordance with letters a) to d) are nominated by the respective organizations. The members in accordance with e) and f) are appointed by the "Wirtschaftsminister des Landes Baden-Württemberg" (minister for economics of the German federal state of Baden-Wuerttemberg) for respectively five years. The appointment of representatives in accordance with letter e) is carried out in consultation with the sending institutions. The appointment of members of the "Landtag" (parliament of the German federal state of Baden-Wuerttemberg) is carried out upon suggestion of the respective parliamentary group.

(2) A deputy is to be nominated or appointed for every member of the board of trustees. The deputy is entitled to take part in all meetings and to vote if the orderly member is absent. If the deputy is also prevented from being present, the orderly member can transfer his right to vote to another orderly or deputy member of the board of trustees by means of a written authorization.

(3) If a member or deputy of the board of trustees abandons the active function (or resigns from the office) which formed the cause for his nomination or appointment by the institution mentioned in section 1, his office shall cease at the date at which the respective institution has informed the managing board of the foundation on a replacement appointment in writing. In case of a premature abandonment of the office, a substitute must be re-nominated or re-appointed for the remaining office period.

-
- (4) The board of trustees elects a Chairman for a five-year period from its members. Furthermore, the board of trustees includes six deputy chairmen of the board of trustees, preferably members with economic experience and/or experience in the field of technology transfer. The representatives of the government and the parliament respectively delegate one deputy Chairman of the board of trustees for a period of five years, all other deputy chairmen are selected for a five-year period by resolution of the board of trustees. In case of a premature abandonment of the office, a substitute must be re-delegated or re-elected for the remaining office period.
- (5) Upon suggestion of the committee of the board of trustees, the board of trustees may appoint honorary trustees who have rendered outstanding services to the foundation. They participate in the meetings of the board of trustees and its committees as advisors.
- (6) The function assumed in the board of trustees is honorary.

§ 6 Tasks of the Board of Trustees

- (1) The board of trustees determines the principles for the work of the foundation.
- (2) The board of trustees has the following tasks:
- a) it accepts the activity report of the managing board
 - b) it passes resolutions on
 - the business and economic plan presented by the managing board, § 10, clause 2
 - the assessment of the attendance fee, § 8, clause 5
 - the annual accounts, § 14, clause 2
 - formal approval of the managing board
 - appointment of the auditor of the annual accounts, § 14, clause 2
 - amendments of the statutes, § 15, clause 1
 - dissolution of the foundation, § 15, clause 2
 - future use of the assets, § 16, clause 1
 - c) it elects the Chairman and the further members of the managing board
 - d) it may remove the Chairman and the further members of the managing board from office with a two-thirds majority of all electors
 - e) it elects the Chairman of the board of trustees and the deputy Chairman of the board of trustees, § 5, clause 4.

§ 7 Rules of Procedure of the Board of Trustees

- (1) The Chairman of the board of trustees or, if he is prevented from attending, a deputy calls the meeting and chairs the meeting.
- (2) The orderly meeting of the board of trustees takes place at least once a year; it is to be held within six months after expiry of the fiscal year. Extraordinary meetings are to be called upon request of half of the members of the board of trustees or the managing board. The meetings are to be called in compliance with an advance period of two weeks with simultaneous forwarding of the agenda and the corresponding documents.
- (3) The board of trustees is competent to pass resolutions if the meeting was called orderly and at least eight votes are represented. Resolutions are passed by the board of trustees on the basis of simple majority. In cases of parity of votes, the Chairman's vote shall be decisive.

- (4) The managing board of the foundation participates in the meetings of the board of trustees as advisor, unless the board of trustees decides adversely for individual items on the agenda.
- (5) The results of the meeting shall be recorded. The records are to be signed by the Chairman and forwarded to all members.
- (6) In urgent cases, resolutions of the board of trustees may also be passed via telephone or in writing. The majority of all members is required to pass such resolution.
- (7) The orderly and deputy members are to be immediately informed on the results.

§ 8 Committee of the Board of Trustees

- (1) The Chairman of the board of trustees and his deputies form the committee of the board of trustees.
- (2) The committee of the board of trustees is to advise the managing board and supervise its management. The committee of the board of trustees may, by resolution passed with a simple majority of the votes cast, determine that
 - a) certain business transactions and measures, § 10, clause 3 a) dd)
 - b) the execution of the shareholder rights of the foundation in subsidiaries in certain cases, § 10, section 3 b)
 - c) the granting of exempting members of the managing board from the restrictions of § 181 BGB (German Civil Code), § 12, clause 3 requires its approval granted with a simple majority of the votes cast.
- (3) § 7 is respectively applicable to the rules of procedures for meetings of the committee of the board of trustees. Meetings are to be held four times a year. Deviating from § 7, clause 3, an orderly called meeting of the committee of the board of trustees is competent to pass resolutions if four members are present. Votes by proxy are not permissible for resolutions passed by the committee of the board of trustees. However, every member may have his written vote presented by a different member of the committee of the board of trustees in the meeting.
- (4) The committee of the board of trustees is obliged to inform the board of trustees on fundamental issues.
- (5) The board of trustees determines an attendance fee for the members of the committee of the board of trustees.

§ 9 Managing Board

- (1) The managing board consists of a Chairman and up to two further members, whose number is determined within the scope of election.
- (2) The Chairman and the further members are respectively selected for a five-year period. Re-election is permissible. After expiry of their office period, the members of the managing board continue to conduct their duties until their successors assume their offices.
- (3) The membership in the managing board excludes a membership in the board of trustees.
- (4) The remuneration of the members of the managing board is determined in a contract in accordance with the business and economic plan to be signed by a Chairman of the board of trustees.

§ 10 Tasks of the Managing Board

- (1) The conduction of all business transactions is incumbent on the managing board, unless otherwise specified by these statutes.

(2) The managing board annually prepares the business and economic plan and presents it to the board of trustees.
(3) To initiate the following measures, the managing board requires the advance approval of the committee of the board of trustees:

a) Measures concerning the foundation:

aa) purchase, sale and encumbrance of real estate

bb) granting of pledges and similar rights over objects of the movable property

cc) raising of loans

dd) other legal transactions and measures concerning the foundation declared measures requiring approval by resolution of the committee of the board of trustees.

b) Measures concerning subsidiaries:

execution of the shareholder rights in subsidiaries in the cases determined by resolution of the committee of the board of trustees.

A general approval may be granted for certain types of business transactions.

(4) The managing board presents an activity report and the certified annual accounts for the expired fiscal year to the board of trustees within four months after expiry of the respective fiscal year.

§ 11 Rules of Procedure of the Managing Board

(1) The Chairman or, if he is prevented from attending, a member of the managing board chairs the meetings of the managing board. The managing board is to be called upon request of a member of the managing board.

(2) The managing board is competent to pass resolutions if more than half of the members are present at the meetings called in compliance with a reasonable period of notice together with the agenda. Its resolutions are passed with a simple majority of the votes cast. In cases of parity of votes, the Chairman's vote shall be decisive. Written resolutions are permissible if not objected to by any members of the managing board.

§ 12 Representation

(1) The Chairman of the managing board and the further members of the managing board represent the foundation judicially and extrajudicially.

(2) All members hold an individual authority which is only made use of by the further members of the managing board in the internal relationship in the order determined through election if the Chairman is prevented.

(3) By resolution of the committee of the board of trustees, all or individual members of the managing board may be exempt from the restrictions of § 181 BGB (German civil code).

§ 13 Advisory Working Groups

(1) Working groups can be established for the purpose of advising the managing board and the board of trustees. The fields of action and the members are determined by the board of trustees.

(2) The function assumed in the working groups is honorary. Expenses are reimbursed.

III. Budget, Cash Accounts and Accounting

§ 14 Rendering of Accounts

(1) The means of the foundation are to be used economically in accordance with commercial aspects. Remunerations may only be granted in an appropriate scope.

(2) The managing board must ensure orderly accounting and balance sheet preparation. Following the expiry of every fiscal year, the managing board must prepare annual accounts in accordance with the legal regulations. As far as permitted by law, the annual accounts are to be prepared and audited in accordance with the provisions of the third book of the HGB (German commercial code) applicable to large corporations. The accounts are to be audited by a publicly appointed auditor. The auditor's reports are to be forwarded to the members of the board of trustees by the managing board immediately after their receipt together with the statement of the managing board. Following adoption of the annual accounts, the auditor's reports are to be forwarded to the audit office ("Rechnungshof") of the German federal state of Baden-Wuerttemberg.

(3) The audit office ("Rechnungshof") of the German federal state of Baden-Wuerttemberg is entitled to audit the management of the foundation and to inspect the foundation's account books for this purpose at any time; upon request, information is to be provided to the office.

IV. Amendment of the Statutes and Dissolution of the Foundation

§ 15 Amendment of Statutes, Dissolution of the Foundation

(1) The statutes may be amended by resolution of the board of trustees. All bodies of the foundation are to be informed in writing on the intended amendment of the statutes and heard in advance. The purpose of the foundation can only be amended with the prior approval of the responsible tax office for corporations ("Finanzamt für Körperschaften").

(2) The foundation may be dissolved by resolution of the board of trustees. All bodies of the foundation must be heard in advance.

(3) The statutes, amendment of the statutes and dissolution of the foundation require a resolution passed with a two-thirds majority of all electors and the approval of the Stuttgart regional council ("Regierungspräsidium Stuttgart").

§ 16 Accession to Property upon Dissolution of the Foundation

If the fulfilment of the purpose of the foundation has become impossible or if the foundation is dissolved, the assets may only be used for tax-privileged purposes – if possible for the purposes specified in § 2. The board of trustees decides on the future use of the foundation's assets within the scope of the hitherto earmarking. Resolutions on the future use of the assets must only be passed after approval by the responsible tax office for corporations ("Finanzamt für Körperschaften").

5.15 | Legally independent Steinbeis Enterprises, Holdings, and spin-offs

Majority interests:

STASA Steinbeis Angewandte Systemanalyse GmbH, Stuttgart

Shareholder: SBH (100%)

Steinbeis Finance Et Management Services GmbH, Stuttgart

Shareholder: SBH (100%)

Steinbeis Focos Transfer GmbH an der Hochschule Karlsruhe – Technik und Wirtschaft, Karlsruhe

Shareholder: SBH (100%)

Steinbeis Institute of Management and Technology GmbH, Stuttgart

Shareholder: SHB (100%)

Stuttgart Institute of Management and Technology gGmbH, Stuttgart

Shareholder: SHB (100%)

Steinbeis Technologietransfer GmbH (Österreich), Wien (Austria)

Shareholder: SBH (100%)

Steinbeis Transfer AG, Zürich (Schweiz)

Shareholder: SBH (92%), Verein Fernfachhochschule Schweiz

Steinbeis Transfer Management S.R.L., Bukarest (Romania)

Shareholder: SBH (90%), Alina Stefanescu

SAPHIR Holding GmbH, Herrenberg

Shareholder: SHB (52%), Prof. Dr. Werner G. Faix, Dipl.-Ing. (FH) Peter Wittmann, Annette Schulten

SAPHIR Deutschland GmbH, Herrenberg

Shareholder: SAH (52%), Prof. Dr. Werner G. Faix, Dipl.-Verwaltungswirt (FH) Bettina Rominger, MBA

SAPHIR International GmbH, Herrenberg

Shareholder: SAH (52%), Prof. Dr. Werner G. Faix, Annette Schulten

SAPHIR Kompetenz GmbH, Herrenberg

Shareholder: SAH (52%), Prof. Dr. Werner G. Faix, Dipl.-Ing. (FH) Peter Wittmann

Steinbeis Beteiligungs-Beratung GmbH, Stuttgart

Shareholder: SBH (52%), Dipl.-Ing. (FH) Peter Wittmann

Steinbeis Center of Management and Technology GmbH, Filderstadt
Shareholder: SHB (52%), Dipl.-Ing. (BA) Walter Beck, MBA, Dipl.-Ing. (FH) Rainer Gehrung,
Dipl.-Ing. (FH) Peter Schupp, Dipl.-Ing. (BA) Carsten Stehle, MBA

Steinbeis Flugzeug- und Leichtbau GmbH, Stuttgart
Shareholder: SBH (52%), Prof. Rudolf Voit-Nitschmann, Berthold Karrais

Steinbeis Pharmatechnik GmbH, Irndorf
Shareholder: SBH (52%); Prof. Ronald Ziegler, Julian Ziegler

Steinbeis School of International Business and Entrepreneurship GmbH, Herrenberg
Shareholder: SHB (52%), Prof. Dr. Werner G. Faix

TQU Akademie GmbH, Ulm
Shareholder: TQU Business GmbH (52%), Gudrun Jürß

TQU Holding GmbH, Neu-Ulm
Shareholder: SBH (52%), Dipl.-Ing. (FH) Elmar Zeller, MBA

TQU International GmbH, Neu-Ulm
Shareholder: TQUH (52%), Florian Rösch

TQU Business GmbH, Ulm
Shareholder: SBH (52%), Dipl.-Ing. (FH) Helmut Bayer, MBA

TQU AG, Winterthur (Switzerland)
Shareholder: SBH (51%), Dipl.-Ing. (FH) Daniel Eiche, MBA, Dipl.-Päd. Markus Schwär, Elisabeth Eiche

Minority interests:

Consulting, Engineering & Technologies sp.z.o.o., Breslau (Poland)
Shareholder: SBH (33,33%), IMA Materialforschung und Anwendungstechnik GmbH, Edward Chlebus

ILP Logistikplanung GmbH, Bad Boll
Shareholder: Dipl.-Betriebsw. (FH) Dietmar Ausländer, SBH (25%)

Polysil GmbH, Wolfsburg
Shareholder: Luciana Niemayer, SBH (25%), Dr. Hans-Nikolaus Schulze-Solce

EOA GmbH, Göppingen
Shareholder: DMT GmbH Feinwerktechnische Komplettlösungen, bebro electronic GmbH, SFM (24%),
TRICON Aktiengesellschaft, Dipl.-Ing. Joachim Hiller

Steinbeis Advanced Risk Technologies GmbH, Stuttgart
Shareholder: SBH (24%), Dr. med. Snezana Jovanovic

Günter-Köhler-Institut für Fügetechnik und Werkstoffprüfung GmbH, Jena
Shareholder: DVS e. V., Düsseldorf, SBH (22,2%), HWK Ostthüringen, IFW

TTI – Technologie-Transfer-Initiative GmbH an der Universität Stuttgart, Stuttgart
Shareholder: Universität Stuttgart, Vereinigung von Freunden der Universität e. V., SBH (22,2%),
Förderkreis Betriebswirtschaft an der Universität Stuttgart e. V.

Limedion GmbH, Mannheim
Shareholder: Dr. Frank Frieß, Dr. Adalbert Kovacs, Georg Schwarz, SBH (19%), Prof. Dr. Gerhard K. Wolf,
Dr. Stefanie Schiestel

ROTECH-Rossendorfer Technologiezentrum GmbH, Großberkmannsdorf
Shareholder: SBH (19%), rural district of Kamenz, KSK Meißen, SK Freital-Pirna, city of Radeberg

BioOK GmbH, Rostock
Shareholder: Prof. Dr. Inge Broer, Prof. Dr. Udo Kragl, Prof. Dr. Peter Leinweber, Prof. Dr. Elmar Mohr,
Dr. André Schlichting, Bioserv GmbH, BioMath GmbH, bioativ GmbH, SBH (16,7%)

InnoMas – Innovative Magnetsysteme GmbH, Ilmenau
Shareholder: Prof. Dr. Eberhard Kallenbach, Bernd Malsch, Karsten Feindt, Tom Ströhla, Mathias Eccarius, SBH
(11,1%)

TraJet GmbH, Braunschweig
Shareholder: SBH (5,48%), Christian Helck

Mittelstandszentrum Tauber-Franken GmbH, Bad Mergentheim
Shareholder: StW (4%), Main-Tauber-Kreis, city of Bad Mergentheim, 7 municipalities, public services Bad
Mergentheim, HK Heilbronn, IHK Heilbronn, Kreissparkasse Mergentheim, Sparkasse Tauberfranken, MTF

Wirtschaftsförderung Main-Tauber GmbH, Tauberbischofsheim
Shareholder: rural district of Main-Tauber-Kreis, municipality of Ahorn, municipality of Assamstadt, city of
Bad Mergentheim, city of Boxberg, city of Creglingen, city of Freudenberg, municipality of GroBrinderfeld,
city of Grünsfeld, municipality of Igersheim, municipality of Königheim, city of Kilsheim, city of Lauda-
Königshofen, city of Niederstetten, city of Tauberbischofsheim, city of Weikersheim, municipality of Werbach,
city of Wertheim, municipality of Wittighausen, SBH (4%)

Gründler GmbH, Freudenstadt
Shareholder: Markus Gründler, Christoph Gründler, Philipp Hiereth, SBH (3,4%)

netvico GmbH, Stuttgart

Shareholder: Christopher Colshorn, Christian Kocholl, Joachim Goetz, dormant partner SBH

Element displays Dr. Wiemer GmbH, Blaustein

Shareholder: Dr. Wolfram Wiemer, Dr. Arno Böhm, Dieter Schauff GmbH, dormant partner SBH

ISS Innovative Schweiß- und Schneidtechnik GmbH, Laasdorf

Shareholder: Prof. Dr. Günter Köhler, Gerd-Wilmar Hädrich, Jörn Smenda, Ralf Hädrich, dormant partner SBH

Golf Club Hammetweil GmbH & Co. KG, Neckartenzlingen

Shareholder: General partner Golf Club Hammetweil Verwaltungs-GmbH, limited partner amongst others SBH

Arbeitsgemeinschaft Metallguss GmbH, Aalen

Shareholder: Aage GmbH – Aalener Gesellschaft für Leichtbauteile mbH, Dr. Thomas Heckel, Johannes Jerg, Eugenius Pokora, Alexander Neufeld, Gabor Leranthy, Walter Leis, StC (10%)

Centrally managed Steinbeis Enterprises:

Steinbeis-Stiftung für Wirtschaftsförderung, Stuttgart

Founding benefactors (1971, 68,000 DM/34768 Euro), L-Bank (1983 18 Mio. DM/9,203,254 Euro, 1988 and 1989 in each case 5 Mio. DM/2,556,459 Euro), Steinbeis Papier GmbH (1988, 125,000 DM/63,912 Euro), donation by the benefactors of the new building Heilbronn (1990, 840100 DM/429,536 Euro), donation by the city of Bad Mergentheim (1991, 375,000 DM/191,734 Euro)

SBG Steinbeis GmbH, Stuttgart

Shareholder: StC (100%)

ImmoTech Steinbeis GmbH, Stuttgart

Shareholder: StC (100%)

Steinbeis Verwaltungs-GmbH, Stuttgart

Shareholder: StW (100%)

Steinbeis GmbH & Co. KG für Technologietransfer, Stuttgart

Shareholder: Limited partner StW (100%), general partner StG

Steinbeis-Hochschule-Berlin GmbH, Berlin

Shareholder: StC (100%)

Steinbeis Beteiligungs-Holding GmbH, Stuttgart

Shareholder: StC (100%)

Steinbeis Beratungszentren GmbH, Stuttgart
Shareholder: StC (100%)

Steinbeis Immobilien-Holding GmbH, Stuttgart
Shareholder: StC (100%)

- Steinbeis Dritte Immobilien GmbH, Stuttgart (SIH 100%)
- Alpha Property Management GmbH, Stuttgart (SIH 95%)
- Beta Property Management GmbH, Stuttgart (SIH 100%)
- Steinbeis-Haus Projekt Ilmenau GmbH, Stuttgart (SIH 100%)
- Steinbeis-Haus Projekt Gosheim GmbH, Stuttgart (SIH 100%)

Steinbeis Forschungs- und Entwicklungszentren GmbH, Stuttgart
Shareholder: StC (100%)

Steinbeis Innovation gGmbH, Stuttgart
Shareholder: SFZ (100%)

(As of December 31 2008)

5.16 | Lohn Award Winners 2004–2008

2004:

STC Mechatronik, Ilmenau/MAHLE International GmbH: Valves improve performance and environmental friendliness

STC In-Vitro Pharmacology and Toxicology, Konstanz/Charles River GmbH: In-vitro pyrogen tests to replace animal testing

STC New Technologies in Traffic Engineering, Ulm/Voith Turbo GmbH & Co. KG: Intelligent simulation of passenger bus transmissions

STC Quality assurance and image processing, Ilmenau/Carl Zeiss Industrielle Messtechnik GmbH: ViSCAN: light-based precision measurement

STC Industrial Data Processing and Automation, Karlsruhe/dm-drogerie markt GmbH & Co. KG: dm drugstore puts POS data online

In tribute to the outstanding services and achievements in technology transfer
Prof. Dr.-Ing. Walter Kuntz, STC Microelectronics and Systems Engineering/STC Medical Electronics, Furtwangen

2005:

STC Process Engineering and Disposal Logistics, Dresden/Koenig & Bauer AG: Systematic streamlining of factory operation (Analysis, evaluation and design of the product – technology – factory complex)

STC Biomedical Engineering and applied Pharmacology in Ophthalmology, Rostock/Heidelberg Engineering GmbH: Confocal laser scanning microscopy of the anterior eye segment with the Rostock Cornea Module RCM and Heidelberg Retina Tomograph HRT II

2006:

STC Biophysics in Medicine, Heidelberg/Sensovation AG: Miniaturised fluorescence imaging module for medical diagnostics

In tribute to pioneering work in technology transfer and technical consulting services
Prof. Dr.-Ing. Eberhard Birkel, Technical Consultancy Service at the University of Applied Sciences Esslingen

2007:

In tribute to outstanding services and projects
Prof. Dr.-Ing. Jürgen van der List and the STC Microelectronics, Göppingen

Acknowledgement of personal commitment to Steinbeis
Senator E. h. Dr.-Ing. Wilhelm Schmitt

2008:

STC for Quality Assurance and Image Processing, Ilmenau/WAFIOS AG: Innovative image processing for the "springs quality control loop" for spring coilers

STC Plastics and Composites Technology, Naila/SGL Technologies GmbH/Saint-Gobain Rigips GmbH:
Graphite-modified gypsum plasterboard

STC for Optimisation, Control and Management, Grasberg/OHB Orbitale Hochtechnologie Bremen-System AG: Mathematical optimisation of satellite resource management systems

In tribute to the outstanding services and achievements in technology transfer
Prof. Dr.-Ing. habil. Eberhard Kallenbach, STC Mechatronics, Ilmenau

© 2011 Steinbeis-Stiftung, Haus der Wirtschaft, Willi-Bleicher-Strasse 19, 70174 Stuttgart, Germany

This publication and its individual components are protected under copyright. Any use outside of the restrictions of German copyright law is not permitted by the Steinbeis Foundation and is therefore punishable by law. This also applies to reproduction, translation, microfilming and any kind of electronic processing.

Author:

Sigrid Friedrichs

Texts and images:

Claudia Gauss, Heidi Herzel, Brigitte Ortinau, Anja Reinhardt, Marina Tiourmina, Elke Zimmer, Michael Auer, Erik Burchardt, Uwe Haug, Edwin Jettinger, Manfred Mattulat, August A. Musch, Manfred Schütz, Alexander Stückler

Images not explicitly referred to in this publication have been approved for use by their authors.

Design and layout:

Yvonne Hübner

Lydia Passon

Irina Skert

Publisher:

Steinbeis-Edition

A company of the Steinbeis Foundation

Sigrid Friedrichs

Steinbeis 1983-2008

1st edition 2011

ISBN 978-3-938062-76-0

ISBN 978-3-938062-76-0