



Steinbeis

Steinbeis
1983 – 2013

30
Years

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Foreword

1983 was a formative year for the Steinbeis Foundation, which was established in 1971: Professor Johann Lohn and Minister President Lothar Späth embarked on the first steps in restructuring the foundation to engage in the business of offering “knowledge and technology transfer à la Steinbeis.” From this point on, a central Steinbeis framework would create the ideal conditions for running decentralized transfer enterprises. This paved the way for the successful development of the Steinbeis organization.

Today, three decades later, around 1,000 Steinbeis Enterprises contribute to the overall success. As in the past, one of the network’s defining features is how the transfer works: as a business process which is always geared toward customers and markets. Over the last 30 years, our many active “Steinbeisers” – the employees in our network – have made Steinbeis what it is today: one of the most successful brands in entrepreneurship-based knowledge and technology transfer.

This publication provides an overview of the milestones over the last 30 years of our Steinbeis Network. Quite intentionally, it does not go into the same historical depth as the more detailed “Steinbeis 1983 – 2008” publication. Instead, it highlights key Steinbeis developments while underscoring our main areas of focus.

We certainly hope it piques your interest and makes for an enjoyable read!



Prof. Dr. Michael Auer



M. Mattulat
Manfred Mattulat

Steinbeis Foundation Board

Foundations

“Entrepreneurial knowledge and technology transfer based on market understanding.”

Knowledge and Technology Transfer



Entrepreneurial knowledge and technology transfer that is based on market understanding is the hallmark of the Steinbeis Network. Since its inception, it has been shaped by one important key factor: financial independence from the state. This means that the success of Steinbeis is not contingent upon institutional assistance. When transfer activities are carried out in accordance with market rules, they pay for themselves and revolve around service

offerings that create value. These services consist of comprehensive solutions offered through strong networks and include consulting, research and development, as well as training and employee development. All Steinbeis projects aim to ideally match problems to solutions and implement know-how and technologies in applications that gain recognition in the world of business.

Key Steinbeis partners include sources of knowledge and technological innovation such as higher education institutions, universities, research facilities, and even businesses. Through its services, Steinbeis fosters effective collaboration between the worlds of science and academia on the one hand, and business on the other as well as between businesses – thus giving its customers direct access to specialist knowledge and competence. The Steinbeis philosophy is based on a few fundamental principles:

The Applied Use of Research Findings

The Steinbeis Network taps into the potential offered by research facilities, particularly at universities of applied sciences, and derives professional solutions based directly and indirectly on scientific and academic findings for applications in business.

Making Knowledge Available

The Steinbeis Network offers opportunities and solutions to customers and partners. Its transfer-oriented services are flexibly matched to structural and technological developments as well as market demands. Know-how is made available through Steinbeis publications, events,

and primarily through the Steinbeis Enterprises. The network's transfer potential is continually developed with the founding of new Steinbeis Enterprises.

Expanding Competence

Steinbeis offers services in the areas of consulting, training and employee development, research and development, as well as evaluations and expert reports. These services see knowledge and technology successfully implemented in recognized applications, broadening the competences of our customer base.

Operating as a Network

The Steinbeis Network is based on a decentralized structure marked by flat hierarchies. Each Steinbeis Enterprise is run as a "business within the Steinbeis business." The directors of each enterprise act autonomously within a central Steinbeis framework. Their work is independent and keeps them in direct, confidential contact with their customers.

Solutions to Public Projects based on Private Business Principles

Steinbeis offers its services and activities as a partner to the public sector.

Ferdinand von Steinbeis



Ferdinand von Steinbeis (1807–1893) – name-sake of the foundation – 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, where he assumed the role of president between 1855 and 1880. It was in this key position that Steinbeis introduced his ground-breaking concepts, implementing the first “technology transfer by experts.” He did this by fostering an exchange of specialists and professional engineers between Great Britain, Ireland and Württemberg, enabling the implementation of successful techniques and methods in local industry. This knowledge and the newly acquired skills from the exchange were tested in several companies and 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 to the manufacturing industry culminated in high-quality, competitive products.

Steinbeis pursued his goal of expanding markets by presenting products at international exhibitions, reforming custom duty tariffs, and

forming the Württemberg Trading Society. He also set up a warehouse to store a variety of materials, tools, and fabrics samples, enabling local industrialists to learn more about foreign manufacturing and provide foreign visitors with a place to find samples of domestic products. His efforts would earn Steinbeis a posthumous award naming him an "architect in the modern advancement of trades."

Many leading figures of Württemberg's industrial past owe their thanks to Steinbeis for supporting their success. This is especially true for Daimler, but also includes other renowned companies (Rund- und Strickmaschinen-Nadel-fabrik 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]). Steinbeis' forward-thinking economic development policies were key in allowing industrial manufacturing to gain 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 was promoted to the ranks of nobility. In 1873,

Steinbeis founded the Steinbeis Foundation. His aim was to foster vocational training and support young people, beyond the vocational schools he had already established, in keeping with the modern principles of dual education. Steinbeis saw the combination of theoretical knowledge with practical skills as the only way to achieve the goal of training future qualified industrial workers. The financial means were provided by leading industrialists. His plans to set up a vocational foundation never came to fruition. The revenues of his foundation were used primarily to sponsor ongoing vocational education. During the period of high inflation in 1923, the foundation lost its assets and was disbanded. (cf. von Alberti, G: Ferdinand Steinbeis, Stuttgart, 6th edition 2011)

History | Fast Forward

1969

Professors at five universities of applied sciences in Baden-Württemberg found the first Technical Consulting Services (TCS) as contacts for small and medium-sized enterprises.

1971

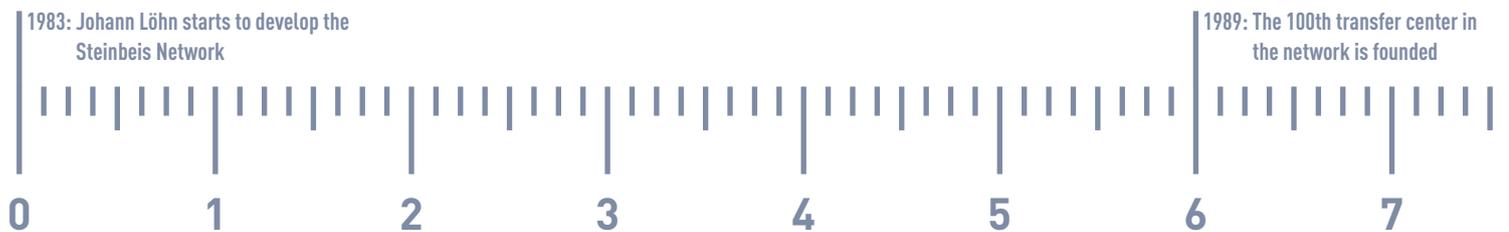
The Steinbeis Foundation is established to promote the economy of Baden-Württemberg by supporting the medium-sized business sector. As a non-profit foundation under the German Civil Code ("Stiftung bürgerlichen Rechts"), it serves as the umbrella organization for the Technical Consulting Services. The founders include ten trade associations, research facilities, and private sponsors.

1983

Johann Löhn starts to develop the Steinbeis Network. He becomes chairman of the board of the Steinbeis Foundation and Government Commissioner for Technology Transfer for the state of Baden-Württemberg.

1986

The Steinbeis Foundation moves its headquarters to the Haus der Wirtschaft (House of Commerce) in Stuttgart. The newly established Communication Technology Coordination Center (CTCC) in Baden-Württemberg is integrated into the Steinbeis organization and consults companies on the changing world of communication.



1989

The 100th transfer center in the network is founded.

1990

Steinbeis begins activities in the newly formed federal states of Germany. The Commissioner for Europe of the Baden-Württemberg Minister of Economics is integrated into the Steinbeis Foundation.

1991

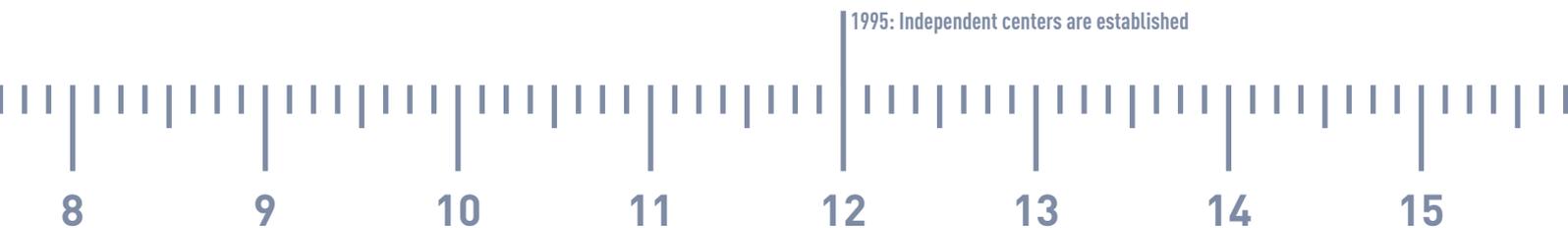
In addition to the existing technology centers, the first "management centers" are established. These centers offer "management on demand." The first Steinbeis Transfer Center outside of Germany is established in Austria.

1995

Steinbeis Transfer Centers are now also established at vocational colleges and universities in Baden-Württemberg. "Independent" centers arise which are run by experts not based at science and research facilities.

1998

Founding of the Steinbeis GmbH & Co. KG für Technologietransfer to act as the operative arm of the organization in broader business areas, and to provide an umbrella for all transfer services. Founding of the private, state-approved Steinbeis University Berlin.



2000

Founding of the Steinbeis Beteiligungs-Holding for the spin-offs of Steinbeis Enterprises and shareholdings in young, promising businesses.

2003

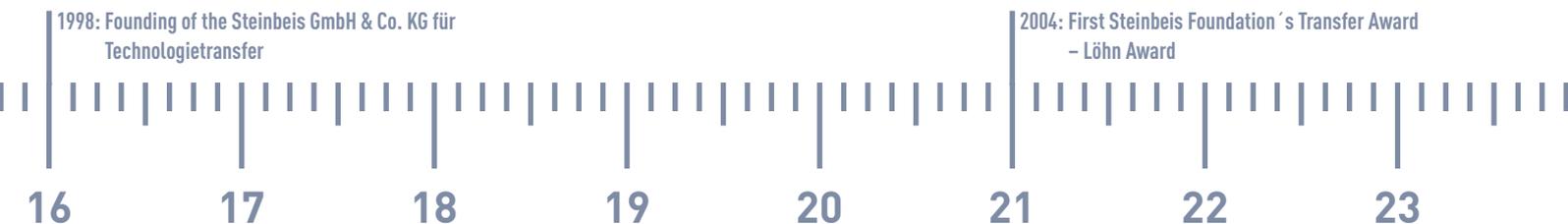
Steinbeis founds its own independent publishing house, Steinbeis-Edition, which publishes specialist materials.

2004

After more than 20 years of development and expansion, Johann Löhn handed the chair of the board over. Steinbeis awards the first Steinbeis Foundation Transfer Prize – the Löhn Award for extraordinary transfer projects in competitive knowledge and technology transfer.

2005

In addition to its Steinbeis transfer centers and transfer institutes, Steinbeis starts to establish Steinbeis research and innovation centers as well as Steinbeis consulting centers.



2008

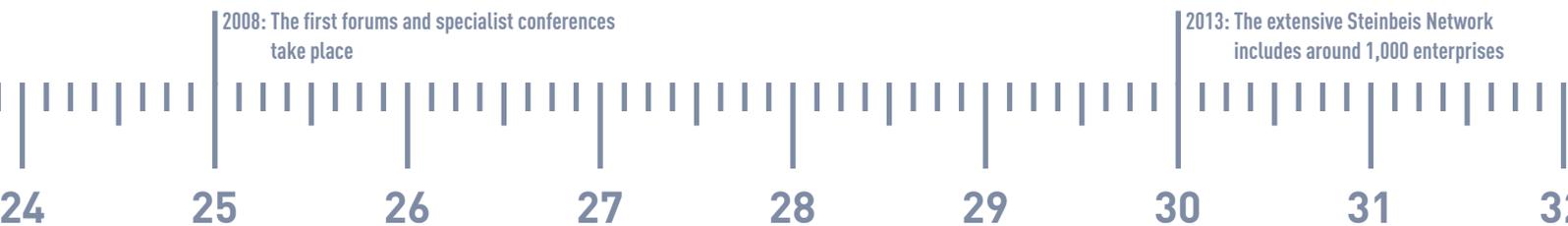
Steinbeis organizes its first Stuttgart Competence Day, providing three central forums for competence, consulting, and engineering, plus related conferences. The Ferdinand-Steinbeis-Institut is founded to coordinate and manage studies.

2012

Steinbeis hosts the first Max Syrbe Symposium, which focuses on scientific and research management.

2013

What started out as five Technical Consulting Services has now grown to become a network of around 1,000 Steinbeis Enterprises.



1983–1987 | A Time of Development

30 As early as 1969, the first shoots of growth emerged in Baden-Württemberg, of an organization that now encompasses around 1,000 enterprises in the international Steinbeis Network. These took hold at five universities of applied sciences in Baden-Württemberg, at this time engineering schools. It was here that professors founded the first Technical Consulting Services (TCS). Their role was to provide support to small and medium-sized enterprises on technical issues. In 1971, the Steinbeis Foundation was established as a non-profit foundation under the German Civil Code (“Stiftung bürgerlichen Rechts”). This formed an organizational umbrella, and in the years that followed, further TCSs were set up at other universities of applied sciences. By 1982, 16 TCSs acted as trusted partners to small and medium-sized businesses in Baden-Württemberg. The foundation had successfully installed the concept of technology transfer as a key part of Baden-Württemberg economic policy. But many still asked themselves what could be done to provide business with more support in the region – to help them keep pace with structural change and improve their ability to innovate.

1983
 Johann Löhn is appointed
 Chairman of the Steinbeis
 Foundation Board and
 Government Commissioner for
 Technology Transfer

30 Lothar Späth, the Minister-President of Baden-Württemberg at the time, introduced a research commission to find an answer to the question above. The commission found the answer. One of its key recommendations was to install a Government Commissioner for Technology Transfer to drive forward technology transfer in the federal state with the support of the Steinbeis Foundation. Späth’s candidate for the role was Prof. Dr. Johann Löhn, the principal of the Furtwangen University of Applied Sciences and chair of the Technology Transfer Working Group run by the state research commission. In his combined role as

Government Commissioner and Chairman of the Steinbeis Foundation Board, he was assisted by Dr. Reinhard Merkle and Walter W. Weiss as honorary alternate members of the Board. The role of the Foundation was supported by a Board of Trustees, whose chairman was Prof. Dr. Hans-Joachim Förster. This effectively paved the way for the founding years of the Steinbeis Network.

1984
Short Consulting Sessions
and Development Manage-
ment for SMEs



To complement the Technical Consulting Services (TCS), further independent transfer centers were established at the universities of applied sciences to build on the transfer network and focus on specialist disciplines. Whereas the TCSs primarily provided consultations and steered companies in the direction of competent specialists, the priority with the new transfer centers was the actual implementation of projects.

Backed by the Baden-Württemberg Ministry for Economics, Steinbeis offered from 1983 on free short consulting sessions and from 1984 on “development management” for SMEs. Both services aimed to help small and medium-sized businesses in the state optimize processes, systems, and their organization. Companies also picked up ideas on future ways to involve external partners at scientific institutions and research institutes in finding solutions to specific problems faced by the individual companies. Both support services were pivotal to the technology transfer model being introduced in Baden-Württemberg at the time: As well as providing companies with practical solutions, joint projects helped small and medium-sized enterprises overcome the inhibitions that often discouraged businesses from getting in touch directly with universities and research bodies.

1985

Josef Pfeffer follows
Reinhard Merkle



A reshuffle in the Foundation boardroom: Reinhard Merkle, honorary alternate member chairman, passed the baton to Josef Pfeffer, a businessman. The number of transfer centers in Baden-Württemberg continued to grow.

1986

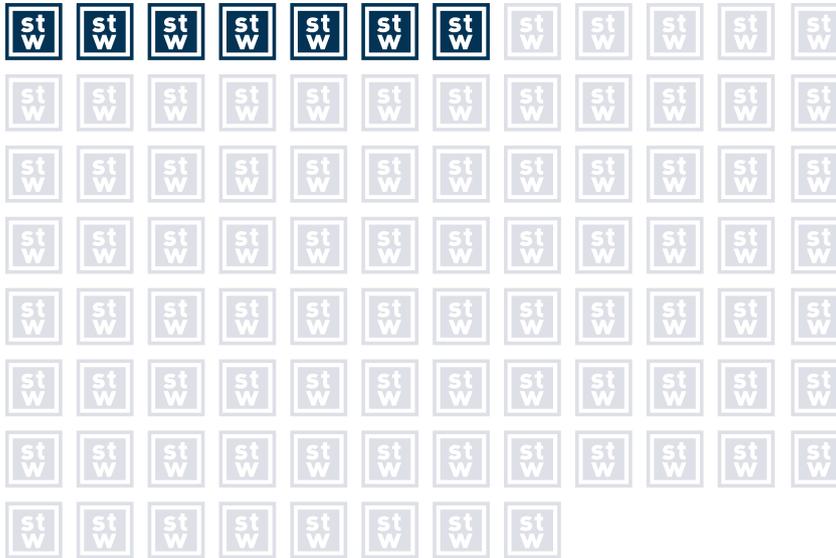
Relocation to the Haus der
Wirtschaft in Stuttgart



As the work of the Steinbeis Foundation maintained its focus on future business, its headquarters returned to its origins. The offices in Hospitalstrasse in Stuttgart were no longer big enough to cater to expansion, and Steinbeis moved to the Haus der Wirtschaft (House of Commerce), the former official residence of Ferdinand von Steinbeis when he presided over the Central Office for Trade and Industry. Steinbeis has remained in this location until this day.

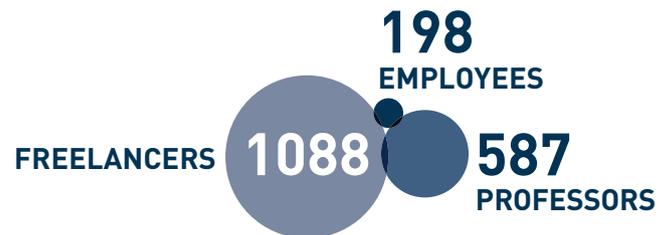
With the emergence of new communication technology came huge challenges in adapting and expanding conventional communications. A group of experts set up by the state government of Baden-Württemberg put forth an action plan and the chambers of commerce, trade associations, universities, and software developers all started offering individual advice on new technological issues. The question was, however, with so much support being offered, how could anyone maintain an overview, and how could support be kept effective. The state government decided to set up the Communication Technology Coordination Center (CTCC), which was affiliated with Steinbeis. From 1986 until 1994, the CTCC wrote and published information booklets on the latest developments, initial areas of use, and services in the field of information and communication technology. New technologies and services were also presented to businesses at a variety of events, wherever possible linking up with solution providers.

STEINBEIS NETWORK | 1987



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**STEINBEIS
ENTER-
PRISES**



1988–1992 | A Time of Expansion

1988
Short Consulting Sessions,
Project Management for
SMEs, and the Founding of
Technology Management
Centers



The Transfer Network expanded and the Steinbeis model gained recognition, even beyond the borders of Baden-Württemberg: The first Steinbeis Transfer Center in Bavaria was set up in 1987. Steinbeis established further services beyond its short consulting sessions and project management support, with the support of the Baden-Württemberg Ministry for Economics and district authorities. Steinbeis experts started providing “short ‘walk-in’ consulting sessions” in rural areas unsupported by the university infrastructure. Project management was extended to provide companies with support after their official funding ran out, and gave them access to consulting from Steinbeis experts if needed.

The Steinbeis concept, which involved Technology Management Centers (TMC), also helped turn the spotlight on small and medium-sized enterprises in rural areas. Working in these rural areas under the remit of the Baden-Württemberg Ministry for Economics, Steinbeis set up and helped organize TMCs in eight locations by 1993. Services previously offered through the ten “technology factories” at universities in Baden-Württemberg were adopted by the TMCs in rural areas: Aside from technology and organizational support, the TMCs helped start-ups with a focus on innovation and technology, providing new companies with facilities and infrastructure. These services were continued through newly established regional Steinbeis Transfer Centers and by Steinbeis staff taking over the management of services for business development corporations.

Idea.Implementation.Benefit.

1989
A Network Spanning 100
Transfer Centers



“Textiles: Ink Jetting for Dressmaking Patterns” – this was the title of the first edition of the Steinbeis bulletin “Transfer”, which featured a project at the Sigmaringen Technical Consulting Service. The project entailed printing dressmaking patterns onto fabric using CAD/CAM technology instead of drawing them on by hand. The bulletin started to be published several times per year to provide insights into projects being carried out within the Transfer Network. To add to this, in the year the Berlin Wall came down, Steinbeis founded its 100th transfer center!

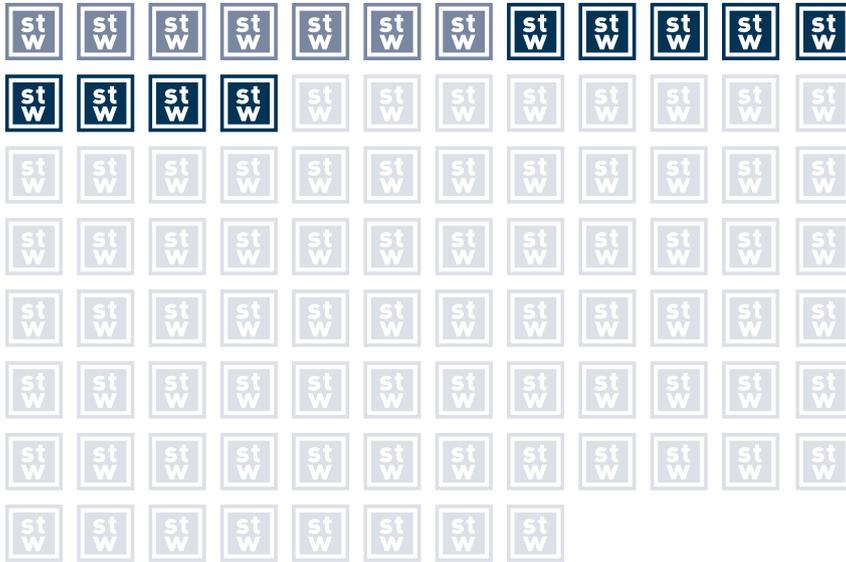
1990
Steinbeis in the Newly
Formed Federal States of
Germany and Appointment
of the Commissioner for
Europe



Following German reunification, Steinbeis became active in the newly formed German states. After intensive rounds of consultation, soon a number of transfer centers were set up especially at the Technical Universities in Saxony, Thuringia and Saxony-Anhalt.

The spotlight was not only cast on new partnerships with other federal states, collaboration on a European level became a priority. Hermann Schaufler, Minister for Economics in Baden-Württemberg from 1989-1992, named Prof. Dr. Hans J. Tümmers his first Commissioner for Europe, working within the remit of the Steinbeis Foundation. At the same time, Tümmers was given responsibility for running the recently founded Steinbeis Transfer Center for European Technology Transfer (now called the Steinbeis-Europa-Zentrum, or SEZ). Offices were set up in Stuttgart and Brussels. The role of the Commissioner for Europe was to help small and medium-sized companies reach out to Brussels, especially with issues relating to development and technology programs within the European Community and the development of partnerships with companies abroad.

STEINBEIS NETWORK | 1992



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**STEINBEIS
ENTER-
PRISES**

802
EMPLOYEES

FREELANCERS

1168

597

PROFESSORS

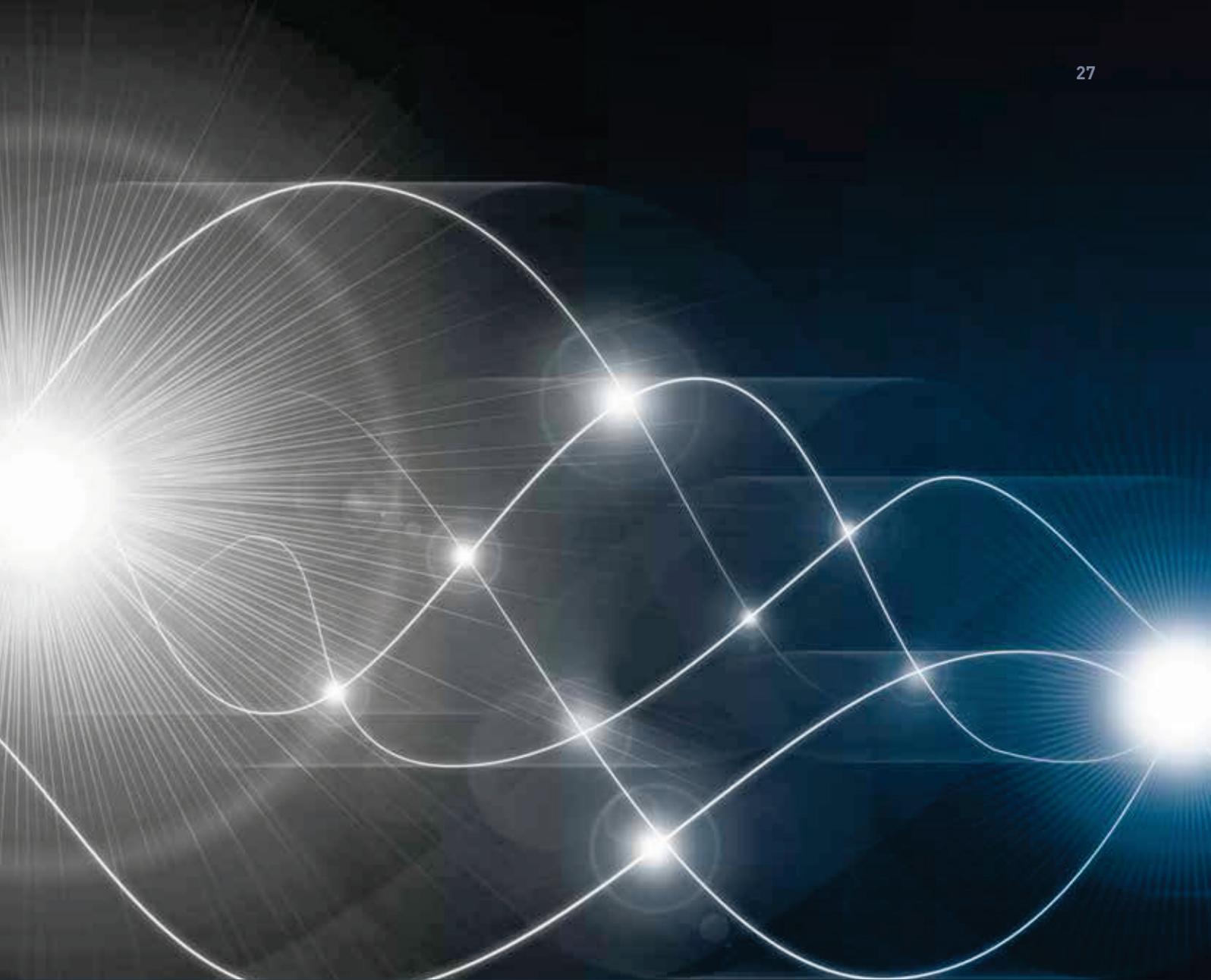
1991
Management Centers Added
to the Steinbeis Network
and First Transfer Center
Outside Germany



Two decades after the Steinbeis Foundation was set up, its transfer centers were offering services across the whole spectrum of technology. This was considered reason enough to expand the portfolio of services. Management centers were introduced to offer management consulting and “management on demand” for clients of all sizes, in all sectors of industry.

It was also the beginning of a new era for the Board of Trustees. Hans-Joachim Förster decided to step down due to his advancing years. He was succeeded as chairman by Prof. Dr. Max Syrbe, a member of the Board of Trustees since 1983 and president of the Fraunhofer Gesellschaft.

Ferdinand von Steinbeis had already promoted the interests of international technology transfer in the 19th century. One hundred years later, the first Steinbeis Transfer Center outside Germany was established in Austria. Further centers were to follow with Steinbeis setting up different types of organizations in each country to match local requirements.



1993–1997 | Entering New Territory

1995
Centers Set Up in New Areas



Until now, the Steinbeis transfer concept had only been applied to universities of applied sciences as sources of knowledge and technology. This changed with centers being set up at other kinds of universities in Baden-Württemberg, soon followed by universities of cooperative education, and even “free” centers managed by experts who were not working at science and research establishments. By this time, compared to 1989, the number of centers had more than doubled.

Prof. Dr. Peter S. Nieß was appointed Hans J. Tümmers’ successor as the Commissioner for Europe of the Baden-Württemberg Ministry of Economics.

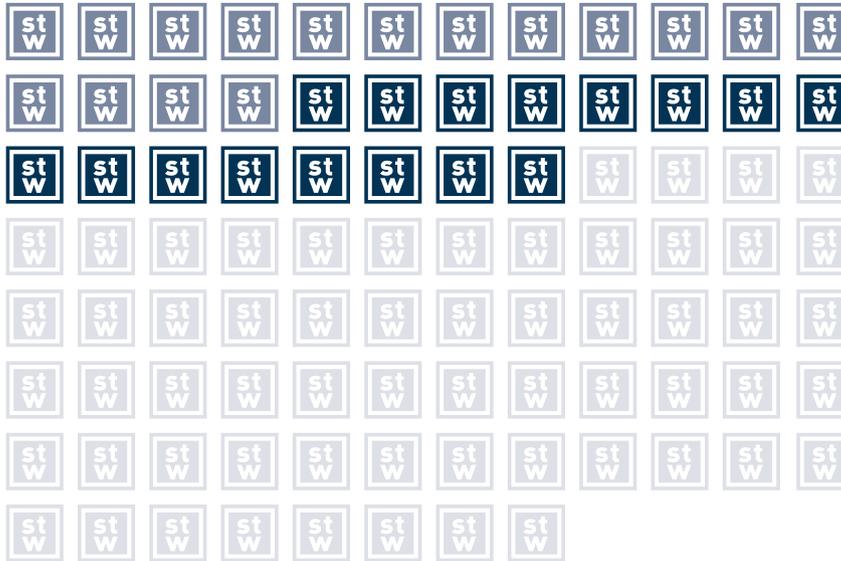
1996
Regional Economic
Development in the
Community



The Transfer Network continued to expand to include new sources of know-how, such as other federal states and countries outside Germany. During this time, the fields of technology and expertise were also expanded with new centers working in the education.

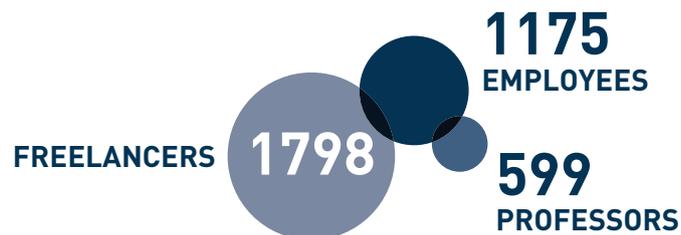
One thing remained the same throughout these years: the Steinbeis focus on the needs of small and medium-sized enterprises. The network no longer expanded exclusively at universities, it also reached out into rural areas. Working in cooperation with district authorities, a comprehensive network of regional offices was set up, aligning the power of the Steinbeis model with the economic development activities at the grass roots level.

STEINBEIS NETWORK | 1997



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**STEINBEIS
ENTER-
PRISES**



1998–2002 | Progress Needs Change

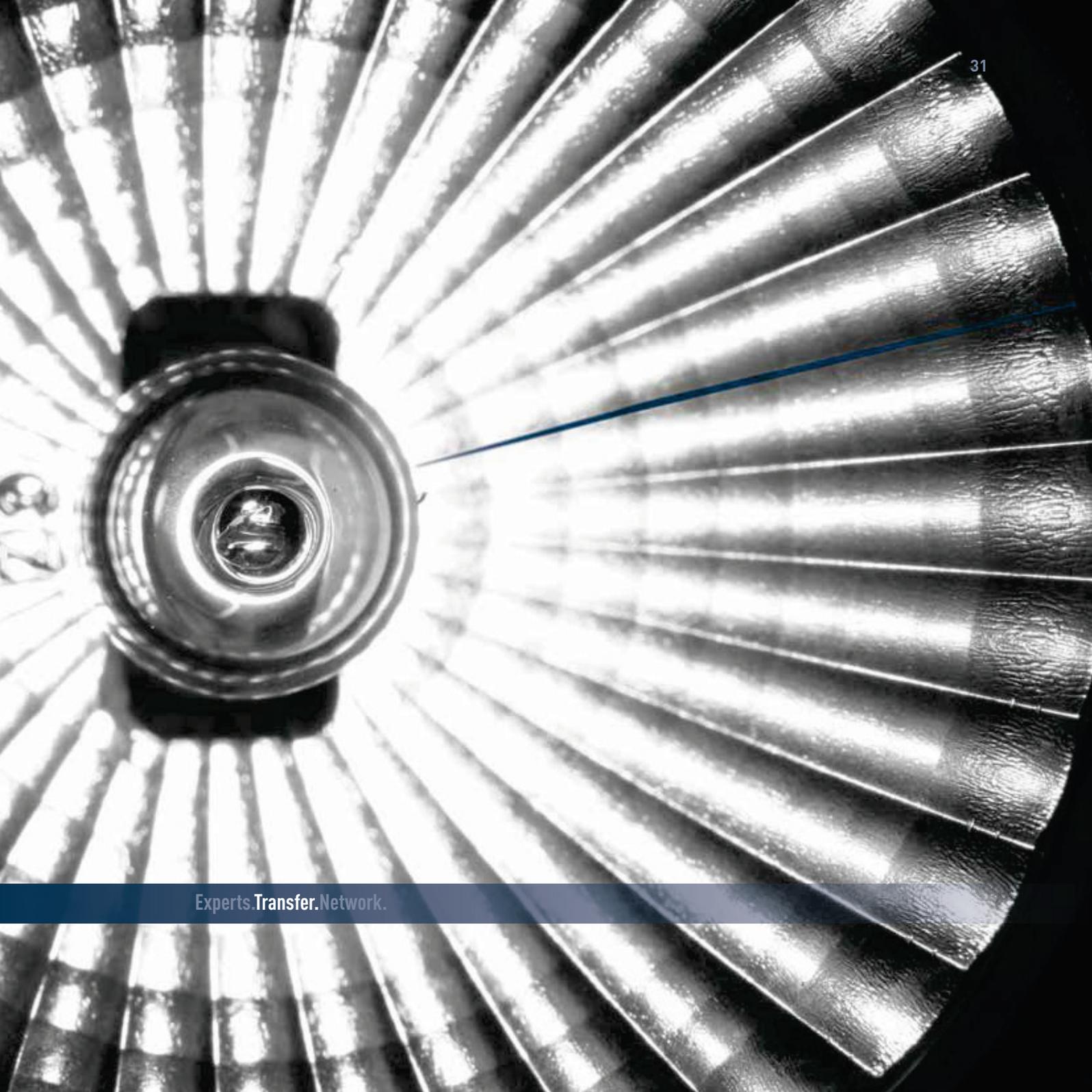
1998

The Founding of Steinbeis
GmbH & Co. KG für Techno-
logietransfer and Steinbeis
University Berlin



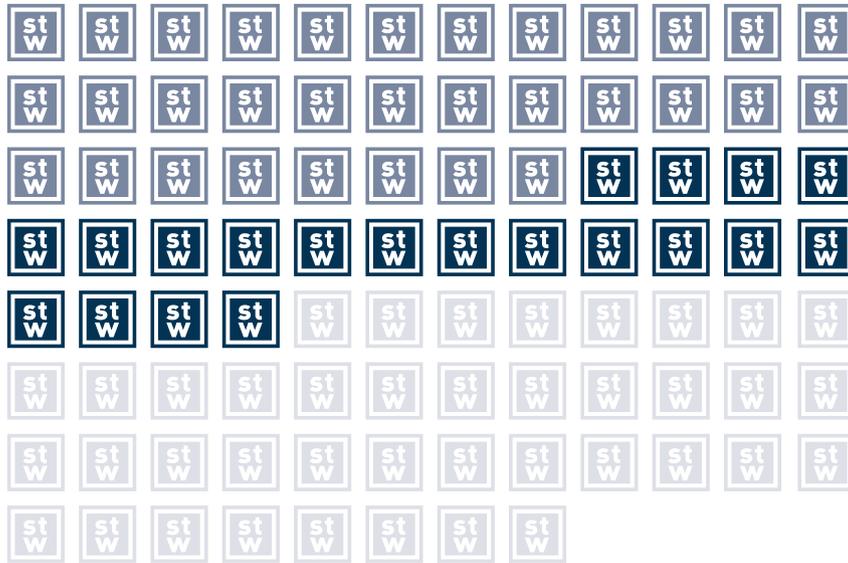
The Transfer Network had continuously expanded for 15 years, and it was time for Steinbeis to realign its organizational structure to match its new size and changes in the regulatory environment. Steinbeis GmbH & Co. KG für Technologietransfer was set up to act as the operative arm of the organization in broader business areas, and to provide an umbrella over all transfer services. The Steinbeis Foundation remained at the head of the Transfer Network in its non-profit capacity.

Another concept, first envisioned in the early 1990s, also became reality around this time: Steinbeis founded its own state-approved private university, Steinbeis University Berlin (SHB). Based on a model known as the “Project Competence Concept,” SHB established transfer institutes to offer students and companies practice-oriented, extra-occupational degree programs and engage in research into business-related issues. The degrees were integrated with vocational experience and time at the company, and culminated in state-approved qualifications. The degree programs aimed to build business skills by allowing students to work on live projects with the sponsoring company to be implemented in the workplace. The first degree offered was an MBE, a Master of Business and Engineering, followed in 2001 by the first bachelor program. Since 2003, the portfolio of courses has included certification courses, regular degrees and a Ph.D. program.



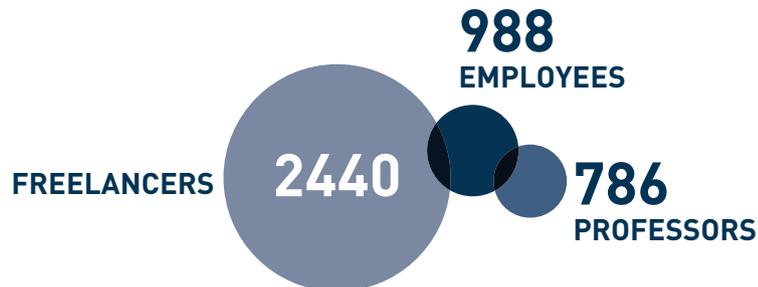
Experts.Transfer.Network.

STEINBEIS NETWORK | 2002



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**STEINBEIS
ENTER-
PRISES**



1999
The Founding of Steinbeis
Japan Inc.



The Steinbeis model gained popularity in countries beyond the borders of Germany. For the first time, Japan set up a company in a country outside Europe, based on a franchising agreement: Steinbeis Japan Inc. Other companies followed for instance in Bulgaria, Romania and Moldova.

In the same year, a long era of competent support draws to an end for Steinbeis with the death of Walter W. Weiss, who had served as honorary Deputy Chairman of the Board since 1983.

2000
The Founding of Steinbeis
Beteiligungs-Holding



To provide a vehicle for supporting knowledge and technology transfer, Steinbeis had started taking equity holdings in promising companies. After 2000, holdings would be coordinated and managed through headquarters by Steinbeis Beteiligungs-Holding. The aim of the company was also to support spin-offs initiated at or through Steinbeis Enterprises, the setting up of legally independent Steinbeis Enterprises, and holdings in third-party companies.

2002
500 Transfer Centers in the
Network



Steinbeis reaches another milestone: The number of Steinbeis Enterprises in the Transfer Network hits 500, operating in all technology and management disciplines.

Peter S. Nieß hands the baton of Commissioner for Europe to Prof. Dr. Norbert Höptner, who still holds the position today.

2003–2007 | Passing the Baton

2003

The Specialist Publishing
Arm: Steinbeis-Edition



Knowledge needs to be captured in writing: Steinbeis set up its own publishing house, Steinbeis-Edition, to produce specialist publications issued by the Steinbeis Network. These included selected titles and series written by Steinbeis experts on management and technology topics, companion publications for conferences or special events, and dissertations.

2004

Johann Löhn's Succession
as Board Chairman



After 20 years of spearheading the development and expansion of Steinbeis, Johann Löhn was succeeded as Chairman of the Board. Josef Pfeffer, honorary Deputy Chairman since 1985, also passes the baton. The new full-time members of the Foundation Board, and, at the same time, managers of Steinbeis GmbH & Co. KG für Technologietransfer were named as Prof. Dr. Heinz Trasch, Prof. Dr.-Ing. Sylvia Rohr (till 2007), and Prof. Dr. Michael Auer. Johann Löhn stayed with Steinbeis, becoming honorary trustee of the Steinbeis Foundation and remaining in his role as president of Steinbeis University Berlin.

To honor the outstanding achievements of Johann Löhn, Steinbeis introduced the Steinbeis Foundation Transfer Award in 2004 – the Löhn Award. The prize is awarded annually to honor transfer excellence in competitive knowledge and technology transfer between science and academia and the world of business. It is awarded as part of the Steinbeis Day. In particular, it recognizes the success of transfer projects, measured by the quality of the transfer process and discernible transfer potential.



Knowledge.Transfer.Application.

2005

New Research and
Innovation Centers in
Addition to Consulting
Centers



As the number of centers continued to grow, it became increasingly important to generate more recognition for the portfolio of services on offer and to differentiate them. Steinbeis achieved this by setting up other kinds of centers as Steinbeis Enterprises, thus adding to the classic transfer centers and institutes (specialized in training and continuing professional development). These were Steinbeis Research and Innovation Centers which specialized in market and transfer-based contractual research and development, as well as network research and projects of a charitable nature. Steinbeis Consulting Centers became a professional port of call for advice, business coaching, and economic development. To cater for the demand for consulting, especially from SMEs, Steinbeis started again offering the short consulting sessions for free, now financed by itself. These had previously been backed by the Ministry for Economics. To date, some 2,000 consulting sessions have been requested.

The traditional transfer bulletin became Steinbeis Transfer Magazine. This move was made to respond to the changing expectations of a business publication. Since then, the magazine has appeared quarterly, containing project reports and up-to-date information on the three core areas of Steinbeis competence, with updates on Steinbeis at a local level and different fields of technology.

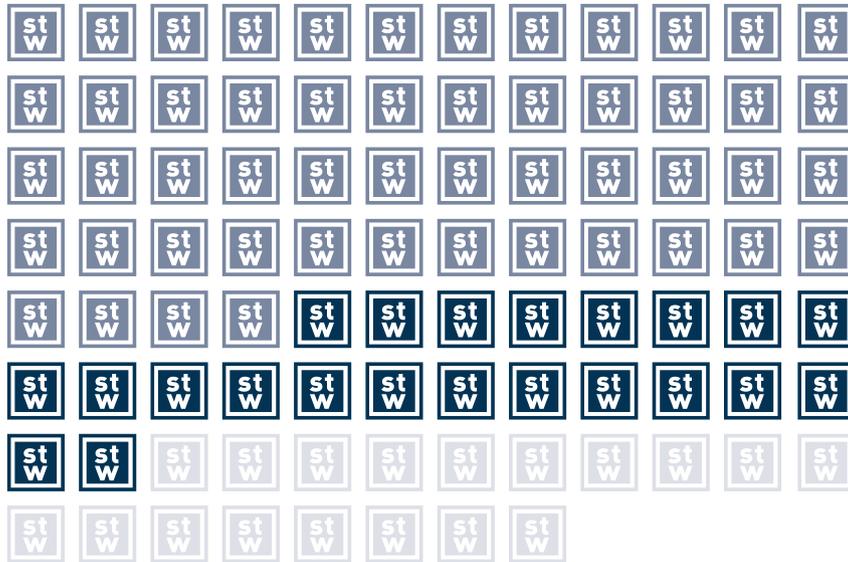
2006

Johann Löhn Relinquished
his Role as Government
Commissioner for
Technology Transfer



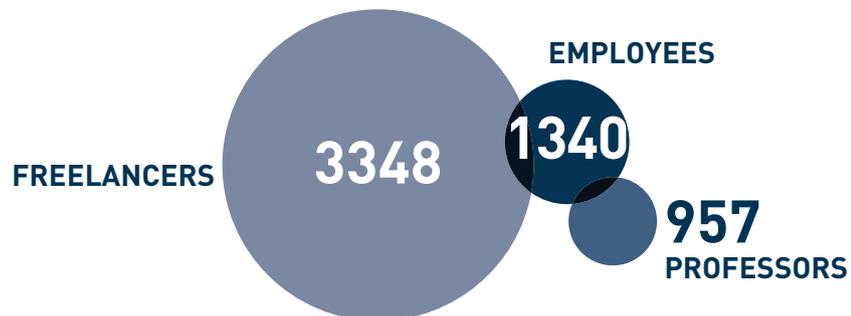
After more than 20 years, Johann Löhn retires as Government Commissioner for Technology Transfer, a role he had fulfilled since 1983, working with Steinbeis experts to produce over 24,000 expert reports as part of the technology support programs backed by the state of Baden-Württemberg.

STEINBEIS NETWORK | 2007



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**STEINBEIS
ENTER-
PRISES**



2008–Present | The Future Begins Today

2008
Expansion of Steinbeis
Forums and Founding of the
Ferdinand-Steinbeis-
Institut, Cooperative
Companies with Universities
of Applied Sciences



Steinbeis looked back on 25 years of successful knowledge and technology transfer since the reorganization in 1983. By this time, Steinbeis University Berlin had sailed through the first ten years with flying colors. Since 1983, more than 1,200 Steinbeis Enterprises had been established, approximately 800 of which are active in 2008.

Knowledge is a key component of success. But being able to organize that knowledge and implement it on a case-by-case basis is what turns knowledge into competence. The Steinbeis Competence Days are key events for placing these challenges on the discussion table with different topics of focus each year. With the debut Stuttgart Competence Day in 2008, Steinbeis began building up three central forums in the areas of competence, consulting, and engineering. Since then, contributors from business, science, and the Steinbeis Network have been facilitating discourse with members of the public on these issues at expert events every year.

In the same year, Steinbeis founded the Ferdinand-Steinbeis-Institut. It assists experts within the Transfer Network, as well as third parties, with the coordination and conducting of studies.

Close collaboration between Steinbeis and universities resulted in the first two cooperative companies: joint Transfer Enterprises. These were set up at the Karlsruhe University of Applied Sciences and in 2009 at the Ulm University of Applied Sciences. Steinbeis became an institutional transfer partner of both universities, and running joint companies ensured that transfer worked efficiently, under private law, through processes that benefited all parties.

2010

Steinbeis Studies on
Know-how Protection and
Changing Values



Industrial espionage and the undesirable loss of know-how pose a tangible threat to companies and are often underestimated – this was one of the key findings of the “2009/2010 SiFo Study: Know-how Protection in Baden-Württemberg.” Published by the Baden-Württemberg Security Forum and conducted by Steinbeis, the study made a variety of recommendations, providing valuable tips on ways to protect company know-how.

Steinbeis also published a study entitled “Are Values Shifting?” in cooperation with JCI Germany. More than 1,000 members of the German branch of Junior Chamber International took part in the online survey. The study examined the expectations of young managers and the how these are perceived by self-employed people and employers.

2011

Changes at the Helm of the
Steinbeis Board of Trustees



It was now 40 years since the Steinbeis Foundation was founded in 1971. The Transfer Network had expanded to over 850 centers worldwide. For many years, the network was supported and backed thanks to the commitment and professionalism of the Chairman of the Board of Trustees, Max Syrbe, who passed away in 2011. His successor is Dr.-Ing. Leonhard Vilser.

Successful products make successful companies. Optimizing the product development process by aligning it to central business processes is key to the success of any company. For the first time, in 2011 this topic was examined in detail at the Steinbeis Engineering Day, which takes place every two years. The focus in 2011 lay in product engineering, process engineering, and project engineering.

2012
The First Max Syrbe
Symposium and the
Steinbeis Consulting Day



Heinz Trasch relinquished his role as Chairman of the Foundation Board and the Management Board of Steinbeis GmbH & Co. KG für Technologietransfer for age reasons. Michael Auer (Chair) and Manfred Mattulat (managing director of Steinbeis Beteiligungs-Holding) were appointed Foundation Board members by the Board of Trustees. In parallel, the new team builds the Management Board of Steinbeis GmbH & Co. KG für Technologietransfer.

Max Syrbe believed passionately that “a person’s performance is proportional to his ability multiplied by his motivation.” In 2012, Steinbeis organized the first Max Syrbe Symposium, focusing on the prerequisites of successful science and research management.

The first Steinbeis Consulting Day brought together experts from all fields of consulting with the key decision-makers at companies to discuss current management issues and explore trends.

In 2012, Steinbeis started doing more to support the activities of Steinbeis Enterprises at the grass roots level within the regions. The aim was to do justice to the regional priorities of the Transfer Network as it enjoyed strong growth, particularly because their activities are key to the Steinbeis offerings for SMEs. The first event to mark this shift was the Steinbeis “Safety within the Company” symposium which took place in Villingen-Schwenningen.



Competence. Leadership. Education.

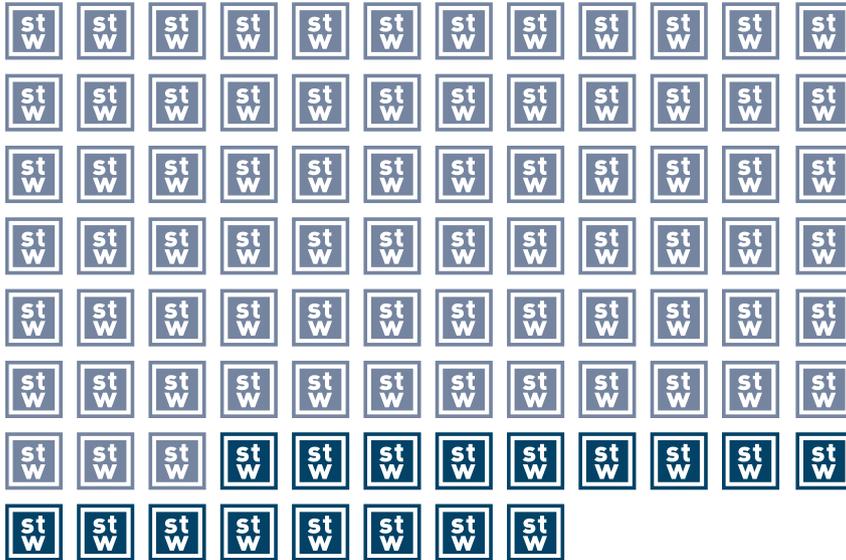
2013
Nearly 1,000 Enterprises
actively involved in the
Steinbeis Network



Steinbeis published the first Steinbeis Engineering Study. The report examined the conditions that contribute to successful product development processes. Regional Steinbeis events continue to enjoy success. Examples include "Treffpunkt Wirtschaft" in Rottweil in Baden-Württemberg and the industry trade show "boom" in Emstek in Lower Saxony, in addition to many regional and local events.

By now, 30 years had passed since Johann Löhn and Lothar Späth embarked on their journey and started turning their vision of entrepreneurial knowledge and technology transfer into reality. What began as five Technical Consulting Services at universities of applied sciences in Baden-Württemberg, had by now grown into a Transfer Network of around 1,000 enterprises. This network encompassed over 6,000 people with a commitment and passion for targeted transfer.

STEINBEIS NETWORK | 2012



918

**STEINBEIS
ENTER-
PRISES**

FREELANCERS

3697

EMPLOYEES

1572

752

PROFESSORS

Sharing Knowledge

“...making scientific and academic findings available to business.”
Statutes of Steinbeis-Stiftung

Steinbeis | Sharing Knowledge

Our Key Focus

He was the first proponent of economic development in Württemberg: Ferdinand von Steinbeis, to whom the Steinbeis Foundation also owes its name. As head of the Central Office for Trade and Industry, Steinbeis believed in applied innovation as early as the mid 19th century. He is also considered patron of the modern concept of dual education (learning in parallel to work). Steinbeis developed groundbreaking ideas for the kind of practice-based technology transfer that became reality many years after his time.

Founded one hundred years later, the Steinbeis Foundation has systematically pursued its constitutional aim of making scientific insight available to all areas of industry in the state, thus developing Steinbeis' earlier notion into the practical concept of technology transfer.

Whereas in the early years of the Foundation, the transfer of scientific insight focused specifically on bringing together the world of science and academia with their counterparts from trade and industry, the understanding of knowledge and technology transfer has evolved over time. Today, knowledge and technology transfer also encompasses related services and the emphasis of knowledge transfer has shifted due to the need for lifelong learning. The expectations regarding what constitutes successful technology transfer have been shaped by new technologies and ever shortening product life cycles.

At the core of the Steinbeis system remains the concept of decentralized Steinbeis Enterprises, which provide customer-centric services in the field of targeted market-based knowledge and technology transfer in a central, common framework.



These enterprises are autonomously managed by their directors and enjoy financial independence. They are mainly based at the very source of knowledge and technology, especially universities of applied sciences, and are complemented in the Transfer Network by companies managed by experts from outside the classic realms of knowledge generation.

Transfer à la Steinbeis creates synergies in a number of ways. Delivered according to entrepreneurial principles, transfer adds value for all parties involved through the unique transfer process. The people at the source of knowledge and technology benefit in non-material ways and especially in financial terms when the existing infrastructure and specialists at the knowledge source collaborate in a transfer project. Within the Transfer Network and elsewhere, people and organizations are linked up and this results in tangible valuable and successful partnerships.

Steinbeis Corporate Publications

As the umbrella organization of Steinbeis, the Steinbeis Foundation implements projects on a non-profit basis. This includes the sharing of information which intrinsically involves publications, the digital media, as well as studies and events – all for the good of the organization in keeping with the Foundation's principles.

Steinbeis' "Technology.Transfer.Application" and the Steinbeis 1983–2008 anniversary edition provide insights into the history, underlying concept, philosophy, and services of the Steinbeis Network. Other publications provide detailed information about Steinbeis University Berlin, Steinbeis consulting and Steinbeis research activities.



Invention. Implementation. Innovation.

Steinbeis publishes its Transfer Magazine four times a year in German and English. The magazine gives a behind-the-scenes look at specific examples of targeted knowledge and technology transfer, showcasing stimulating projects encountered in the Steinbeis Network. It puts topics from the field of research and development under the microscope and updates readers on the latest centers that have joined the network. The magazine truly underscores the key areas of Steinbeis activities: innovative technologies, ground-breaking methods, specific problems to specific briefs, and the success of transfer. The print and digital versions have a readership of 26,000 throughout the entire Steinbeis Network as well as among business partners and clients.

Steinbeis Events

The annual Steinbeis Day is based on a concept referred to as the “Steinbeis marketplace.” The Haus der Wirtschaft in Stuttgart becomes a meeting place for customers, business partners, members of the public and employees of the Steinbeis Network. Over the past 20 years, the day has evolved into an important communication platform and offers plenty of opportunities to network and exchange views. For Steinbeis Enterprises, the exhibition at the Steinbeis Day is a chance to present current projects. Specialists are on hand to answer specialist questions. A series of short talks at the exhibition provide insights into the multifaceted nature of projects and give participants a chance to discuss current developments. The nature of successful transfer also becomes apparent at the evening event. The Steinbeis Foundation Transfer Prize – the Löhn Award – has been presented at the gala evening since 2004. The award, which recognizes outstandingly successful transfer projects involving competitive knowledge and technology transfer, is bestowed upon Steinbeis Enterprises and their project partners. Projects, services and



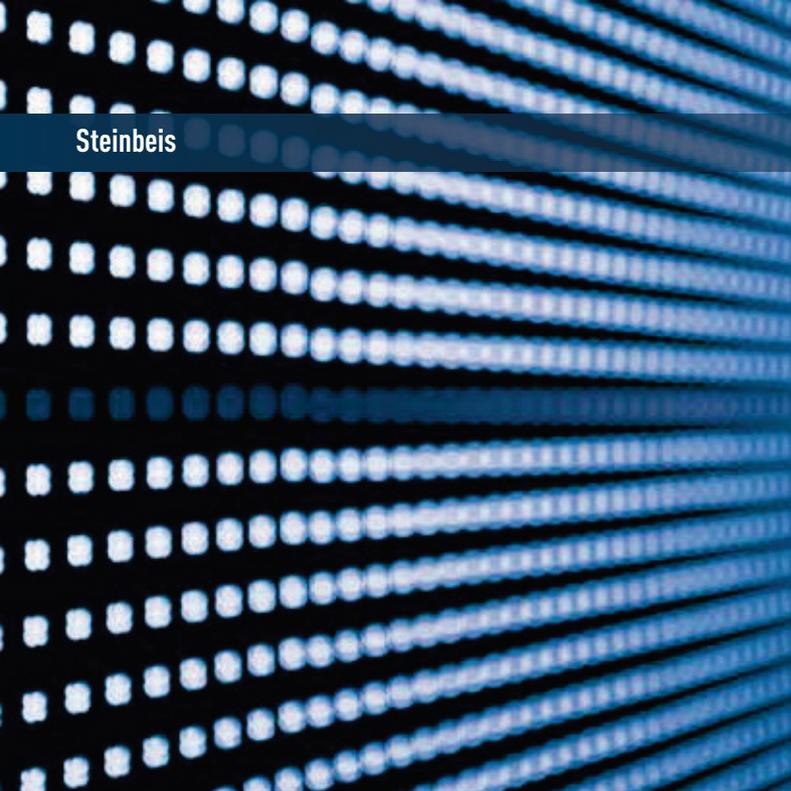
achievements worthy of particular mention are also awarded special prizes. Apart from the award sculpture, prize money worth up to €60,000 is awarded to go toward future, innovative transfer projects.

Three important forums are organized for experts by Steinbeis, each revolving around current competence, engineering, and consulting issues. These annual events are an ideal opportunity for experts not only from science and academia but also from trade and industry to discuss important topics, always from a different angle.

The Steinbeis Competence Forum is a forum revolving around the topics of training and continuing professional development (CPD) in the Steinbeis Network. It acts as a platform for current issues relating to skills development and skills management, which are pivotal to successful training and CPD. The Steinbeis Competence Day, which coincides with the forum, looks at key topics from a different angle every year.

The Steinbeis Engineering Forum is a forum for transfer-related research and development in the Steinbeis Network. The forum aims to bring together people involved in the product development process to explore current issues surrounding this essential part of successful engineering practice, as well as to discuss future prospects. The Steinbeis Engineering Day, which takes place every two years, examines these topics from a transfer perspective with an emphasis on business application. The key prerequisites of successful transfer-oriented knowledge and research management are examined at the Max Syrbe Symposium, which is organized in rotation with the Steinbeis Engineering Day.

Steinbeis



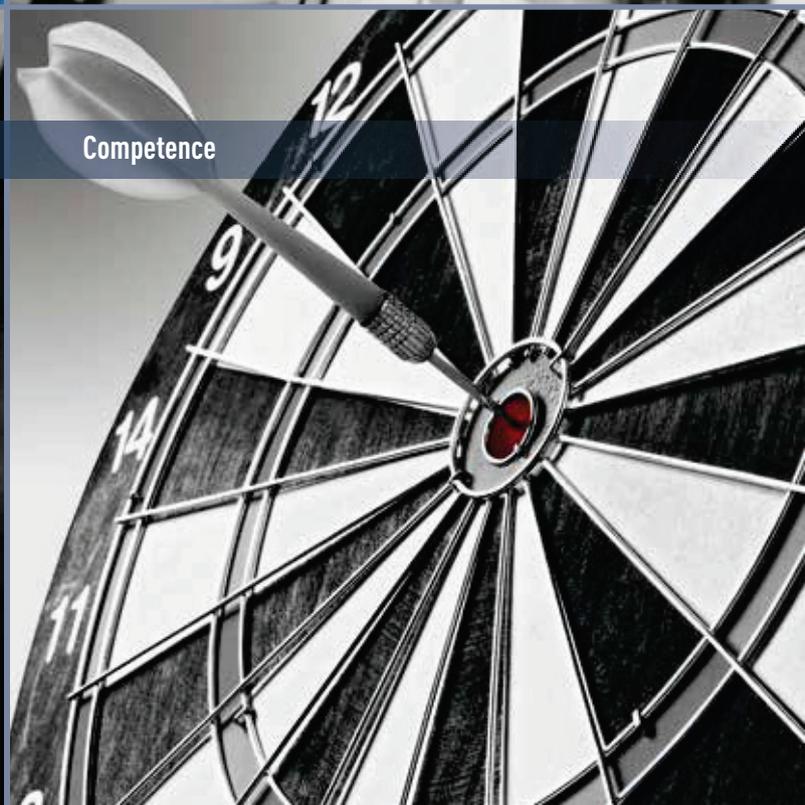
Consulting



Engineering



Competence



The Steinbeis Consulting Forum is a forum about business consulting and economic development in the Steinbeis Network. It brings together experts from all areas of consulting and decision-makers at private and publicly-owned enterprises who come to the Steinbeis Consulting Day, which takes place every two years, to discuss current management issues and trends.

Regional events are an important complement to the specialist conferences offered by the Steinbeis forums. Also organized through Steinbeis, these events are initiated and run by Steinbeis Enterprises with useful networks and a strong track record in each region.

Steinbeis Studies

The Steinbeis Network offers knowledge and technology transfer in all key areas of technology and business. This has made Steinbeis Enterprises a popular provider of studies. The Ferdinand-Steinbeis-Institut acts as a contact and coordinator for Steinbeis Enterprises and customers. The network conducts studies on the future, regions and technology, as well as interdisciplinary projects. The Ferdinand-Steinbeis-Institut also serves as a source of support for centers, partly as a project partner to assist in the writing of studies. In addition, it also organizes its own studies. The Steinbeis Study Database is an online resource that gives a good impression of studies already carried out in the Steinbeis Network.

Steinbeis Consulting Sessions

Professional advice is the cornerstone of a successful project and has always been a key service area for the Steinbeis Foundation, right from its very beginnings. There are a variety of consulting services offered by the Steinbeis Enterprises in the Transfer Network, each tailored to different target groups.



Structure.Network.Growth.

The Steinbeis Foundation offers short consulting sessions for free to make it possible for small and medium-sized companies to gain access to technology and know-how at the source. Steinbeis' consulting services also make it easier to forge contacts to experts in the Steinbeis Network. Since the consulting program was launched in 2005, around 2,000 short consulting sessions have taken place, with an emphasis on the funding of investments, cash flow management, marketing and sales, succession planning, material efficiency, process optimization, and production technology. The consulting procedure is free of red tape for all involved and not bound by rigid rules: The proposal for the session is submitted with a short outline of the problem, Steinbeis makes a quick decision and a Steinbeis consultant is appointed.

Publishing: Steinbeis- Edition

Steinbeis-Edition is the publishing arm of the Steinbeis Foundation. It regularly releases publications reflecting the scope of topics being looked at by experts in the Steinbeis Network. These include a broad spectrum of individual titles and series on management and technology topics.

Steinbeis-Edition also publishes a continual series of proceedings from conferences and special events on current topics. These aim to update readers at the events and elsewhere with key facts and content. Steinbeis-Edition covers the following fields: management, media & marketing, risk, security, sustainability, economic development/EU programs, medical science, law, transfer related themes, Transfer-Documentation-Report (TDR) and software/application manuals.

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This publication provides an overview of the key stages of development of the Steinbeis Network. It is based on the publications Steinbeis 1983–2008 (Sigrid Friedrichs, Stuttgart, 2nd Edition 2009) and Steinbeis 1971–1991 (Günter von Alberti, Stuttgart, 2nd Edition 2008), which detail the history and development of the Steinbeis Network. The publication Ferdinand Steinbeis (Günter von Alberti, Stuttgart, 6th Edition 2011) provides insights into the life and work of F. Steinbeis.

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