

# TRANSFER

*The Steinbeis Magazine*

## Technology – Transfer – Success

### The 2010 Löhn Award

The latest round of prizewinners and projects

### Are values shifting?

Steinbeis study in partnership with  
JCI Germany

### Can we control friction?

Novel micro-architectures created by laser structuring

### Practice dovetails with theory – and vice versa

Technology transfer in universities

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## Editorial

Dear readers,

Baden-Württemberg is a powerful industrial state. It is synonymous with innovative, premium quality products and highly qualified workers. Products and services supplied by companies from Baden-Württemberg attract global demand. They are the cornerstones of our economic success and prosperity.

There are many reasons for the productivity and performance of Baden-Württemberg. On the one hand, south-west Germany is home to small and medium-sized enterprises which are competitive at an international level, as well as multinational companies. On the other, the state offers a diverse research infrastructure spanning scientifically-oriented universities and institutes of applied research and development. Last but not least, the proactive approach to technology transfer – as practiced by Steinbeis – provides industry with support in its innovative undertakings.

At first glance, the industrial strength of Baden-Württemberg lies in areas such as the automotive industry, mechanical engineering, environmental technology and chemicals. But niche markets such as biotechnology, fiber-based materials and aerospace continue to grow in importance. Often

the secret of success lies in companies' and sectors' extraordinary ability to adapt: through a commitment to the future, without neglecting traditional roots and capabilities.

Aerospace in this region of Germany enjoys a long tradition. This stems from the building of the Zeppelin and individuals such as Hans Klemm and Eugen Sänger. The aerospace industry has built on this long-standing engineering tradition by developing hi-tech products, which have now trickled down into almost all areas of international aerospace work – including systems used in helicopters, commercial aircraft, guided missiles and radar engineering. One particular area of focus is space travel, in fields such as scientific satellites used for earth and climate observation, as well as telecommunications.

Providing a focal point for the aerospace industry in Baden-Württemberg is the LR BW forum. It represents the interests of a variety of parties, forming a bridge between industry, science and academia, and politics. Through the work of its members, including the Steinbeis Foundation, the LR BW forum supports this "high-flying" sector. As usual, this edition of TRANSFER offers readers a



flying tour of all kinds of Steinbeis projects. I hope it provides interesting reading!

Dr.-Ing. Rolf-Jürgen Ahlers

Dr.-Ing. Rolf-Jürgen Ahlers is a member of the Steinbeis Board of Trustees, representing the Baden-Württemberg industry association I.V.I. He is chairman of the Baden-Württemberg aerospace forum LR BW and managing director of the Weinheim-based company ASG Luftfahrttechnik und Sensorik GmbH. To read more about the work of the LR BW forum, turn to page 8.

## Steinbeis study in partnership with JCI Germany

# Are values shifting?

More than 1,000 German JCI-members took part in an online survey in 2010, as part of a study titled "Are Values Shifting?". The study was carried out by the Steinbeis Foundation in partnership with Junior Chamber International (JCI) Germany. Two of the key findings: the self-employed seem to be more value-oriented than company employees. More than anything, employees expect companies to treat them fairly – fairness is a core value for raising staff's ability to identify with the company they work for.



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The academic supervisors of the study were Prof. Dr. Konrad Zerr and Prof. Dr. Stephan Fischer, both consultants at the Steinbeis Consulting Center Marketing – Intelligence – Consulting (MIC) and professors at Pforzheim University. The survey aimed to assess how value-oriented self-employed people and employees are, what self-employed people expect from their self-employment, and what employees expect of their employer. Participants scored answers by agreeing or disagreeing with a series of statements. The answers were used to assess respondents' attitudes towards values such as sustainability, fairness and customer focus.

### 1) Morals or commerce: how value-oriented are the self-employed and employees?

Asked for their personal opinion, only a minority of the young entrepreneurs in the survey agreed that business success is ultimately more important than morals or ethics. Twice as many employees (14%) as self-employed people (7%) agreed with this sentiment. This tendency for employees to be slightly less value-oriented than the self-employed was also reflected in their responses to other

statements. Employees consider companies' social and ecological responsibilities and customer focus to be somewhat less significant. The sole exception to this trend was the issue of fairness towards other members of staff. While almost all respondents agreed with the notion (95% self-employed), agreement was only marginally higher among employees (96%). Judging by their statements, around 55% of all self-employed people could be described as strongly value-oriented, versus 41% of employees.

### 2) Expectations: what is important to the self-employed and employees?

Self-employed people and employees have similar expectations at the start of their self-employment or when starting in a new position. Their foremost expectation is to have "opportunities to develop freely" (96% of self-employed people) or "opportunities to develop in their roles and responsibilities" (88% of employees). Financial considerations and salary are not unimportant, but they are not a focus for either group (60% of employees, 46% of self-employed people). A remarkable 57% of self-employed people in the survey initially intended their work to result in "a benefit to society". For employees, fair (81%) and socially responsible (73%) treatment of employees, a good working atmosphere (79%) and fair conduct towards customers (78%) were the decisive factors.

Just under a third of employees (29%) also expected to be given an opportunity to work abroad. In general, the majority of employees (61%) and self-employed people (66%) agreed that their expectations of their new position or self-employment have been wholly or largely met.

### 3) Aspirations and reality: how do the self-employed assess their own conduct, and how do employees assess the conduct of company management?

Self-employed people judge their own conduct as more sustainable, more customer-focused and fairer than employees view the conduct of their company's management. One has to wonder what the causes of this discrepancy are. Are the self-employed unable to see themselves from a realistic perspective, or is the value orientation of self-employed entrepreneurs merely not recognized by their employees? Another explanation could be that many employees work in large corporations, whereas the self-employed respondents predominantly run SMEs. But the general tendency would seem to be that the larger the company, the less value-oriented its management is perceived to be.

The greatest discrepancies are seen with respect to fairness. While over two-thirds of self-employed people consider their own leadership style to be empathetic, considerate and participatory, less than half of the employees in the survey said the same about company management.

The situation is similar with respect to the sustainability of management conduct: 74% of self-employed people described their own

behavior as characterized by societal and social responsibility, but only 51% of employees said this of their company management. Only in two areas of sustainability – equality and patronage (i.e. supporting social aims) – did employees rate the conduct of company management more highly than self-employed people rated their own conduct. Employees and self-employed people also had diverging opinions on customer focus. Almost all of the self-employed respondents (94%) described their conduct as customer-focused, but less than 75% of employees said the same of company management.

#### 4) Motivating factors: which values boost commitment?

In this study, the definition of commitment encompasses the following aspects: how strongly do employees identify with their company, to what extent do they believe

in their company's values, and to what extent do they feel a sense of belonging to the company, or even share pride in it?

The results show that the majority of the employees are highly committed to their company. A more detailed analysis reveals the key factors that boost commitment: the more fairly employees are treated, the greater their commitment.

Self-employed people are highly conscious of their societal, social and environmental responsibilities. By contrast, employees do not always perceive the actions of their company managers to be value-oriented to the same degree. For employees, being value-oriented means treating employees and customers fairly; empathy, participation, consideration and welfare are the key parameters which boost employee commitment. These are followed by sustainability

and customer focus as secondary factors. Employees and the self-employed have similar expectations of their working environment: professional freedom and the opportunity to develop are more important to them than salary and outstanding business success.

The Steinbeis study has been published in Steinbeis-Edition (ISBN 978-3-941417-37-3).

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## The Steinbeis Engineering Forum

# Faster, better, more efficient – thanks to targeted product development processes

**It is a well-known challenge: without a doubt, a company's deftness in the product development process (PDP) dictates its competitiveness. Is the company armed with the right knowledge? Are its methods efficient? Is everything in place to react quickly, appropriately and effectively to new challenges? Can the existing product development process also be used in the future as a key to success? The Steinbeis Engineering Forum on April 12 will help answer questions like these.**

The key challenge to businesses today is not to draw level with the competition, but to be better: with more ideas, faster decision-making, a better understanding of methodologies, a go-getter attitude, an ability to get things done, to recognize what needs changing – and then change it – and a willingness to stop leaving things to chance and start thinking systematically! This relates directly to two factors that have always been important and remain equally so today: the ability to recognize which tasks and projects needs doing and, ultimately, implement them properly and professionally.

The whole is more than the sum of all parts – success is a function of the ability (of people and processes) to pull in the same direction. No more single-minded functional thinking and optimization. A controlled, targeted product development process: from initial ideas to market introduction, from the first inquiry to delivery to the customer.

The Steinbeis Engineering Forum takes place on 12 April 2011 at Stuttgart's House of Commerce (Haus der Wirtschaft). It acts as a business-oriented platform for managers from medium-sized enterprises to draw on

the experience of experts and contemporaries from other companies – and return to their own companies with ideas for applications and new ways of doing things. The agenda for the forum is being coordinated by Prof. PhDr. Arno Voegele, who heads up the Steinbeis Transfer Institute for Development & Management, and with Dr. Günter Würtz, head of the Management – Innovation – Technology Steinbeis Transfer Center.

To find out more, visit:  
[www.steinbeis-symposium.de](http://www.steinbeis-symposium.de)

Steinbeis experts design online consultation service that builds trust

## Successful hospital marketing

With its social nature, Web 2.0 is a versatile platform that can supply all kinds of information. And if you're looking for top quality information, it's easy to separate the wheat from the chaff. The Steinbeis Consulting Center for Business Performance in Munich is an expert when it comes to useful information. Gaby Perfahl and Dirk Gäbler from the center have launched an online consultation portal for the Brothers of Mercy Hospital (Krankenhaus der Barmherzigen Brüder) in Munich. They designed the portal as a way of acquiring new patients, implemented it on-site, and continue to manage it professionally.



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In Germany today, almost half of over-65s use the Internet – and this figure is rising

Many hospitals know that a reliable online consultation service can be helpful in establishing trust and acting as a first point of contact to new patients. But people's needs, and the variety of questions people pose online, are just as complex and individual as the people themselves. "As a result, many hospital managers are resistant to the idea of an online consultation service, which is

understandable," explains Dirk Gäbler, describing some of his own initial experiences. The much-debated problems affecting the German health care sector as a whole, and in-patient institutions in particular, also play a role.

From the perspective of conventional hospital marketing, an online consultation

service is a sales tool – and its central purpose is to acquire and retain customers. And from the perspective of the hospital managers who have commissioned the system, it should not create any major increase in doctors' day-to-day workload. In turn, patients seeking advice should be able to ask specific questions and receive prompt, clear and reliable answers. But where does serv-

ice begin – and where does it end? At most, an online service can only provide anonymous advice to patients. In the early days of the Internet, access to information was limited and users were mistrustful. Today, anyone can provide information for anyone else, and people can share information and discuss issues freely.

Web 2.0, social media and online communities have permanently changed the Internet, creating brand new communication channels in areas which were previously only discussed personally and confidentially between doctors and patients. The Brothers of Mercy Hospital has always been committed to responsible patient care for both in- and out-patients. In today's world, patients must increasingly be treated as customers. This approach is establishing itself as a standard in the medical world, ensuring institutions such as hospitals know how to position and present themselves in today's challenging times. With this in mind, the online consultation serves two central goals:

1. To attract and retain new customers. New patients generally present with a specific individual problem and have their own questions and opinions. They may already have a diagnosis from a doctor. This calls for an initial professional assessment of the situation, which must include referring the patient to the hospital for a personal examination. For new customers, a quick, personal reply is often their first – and very positive – contact with a hospital. As they say in business, where a customer feels they get good advice, that's where they'll make the purchase.

2. To prepare patients for a personal consultation in the hospital surgery. Even the best online consultation service cannot, and should not, replace a personal examination by a doctor. But sharing the right information in advance can help make the most of doctors' appointments – both in terms of time, and by providing information which assists diagnosis.

When designing the online consultation service, the team discussed a range of options for the patient response "workflow" – always bearing in mind that users should receive a professional reply to their inquiries within 48 hours. To achieve this, the staff of the Steinbeis Consulting Center for Business Performance prepared a comprehensive set of specific and professional answers to potential patient inquiries. A team of doctors, medical specialists, pharmacists, nutritionists, patients and other parties worked hand-in-hand with the Steinbeis experts in formulating the answers. The staff of the Steinbeis Consulting Center for Business Performance has experience in this area and are highly adept at formulating written information that is medically precise as it needs to be while remaining as understandable as possible. The job of the hospital doctors is to check and approve these carefully written answers. These prompt, reliable answers often form the basis for later treatment in the hospital.

But how do customers find out about the online consultation service? For one thing, it can be seamlessly integrated into existing hospital websites and even split up according to specific areas, such as an eye consultation service. Clicking on this particular link launches the online consultation service and gives users the chance to discuss their eye problem. As well as introducing the hospital team behind the online consultation service, the FAQ page provides patients with a list of previously asked questions (anonymous, of course) and their answers. Other important measures to publicize the service and attract users include keyword marketing and web catalog listings – a sort of online word-of-mouth advertising. Other tried-and-tested measures which could be used to promote the services include advertisements, banners, flyers, and articles in hospital magazines, but these are not strictly necessary and their use depends on the available budget.

eTracking analyses have shown that the average user spends a relatively long time on the

online consultation website of the Brothers of Mercy Hospital in Munich. But as many visitors from outside Germany leave the site again quickly, the service is now being offered in languages other than German.

Gaby Perfahl and Dirk Gäbler are now planning to launch this innovative and successful idea at other hospitals and health insurers. Their aim is to provide answers for the most common medical indications – those which typically result in the most patient inquiries. "If we're sure of one thing," says Gaby Perfahl, "it's that patients are increasingly becoming customers. Ensuring patient satisfaction calls for new approaches. The online consultation service bridges the virtual world of information and the hospital's specialist departments."

As well as helping hospitals stay close to their customers, the online consultation service has a positive effect on the bottom line. By providing the answers online, the Steinbeis service relieves hospital doctors of extra responsibilities. So for the hospital, the online consultation service has next to no impact on their day-to-day workflow. Today, the Steinbeis Consulting Center for Business Performance in Munich is developing a range of social media solutions for hospitals.

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**An interview with Dr.-Ing. Rolf-Jürgen Ahlers**

## **Aerospace – fueling ideas in Baden-Württemberg**

**Dr. Ahlers, the Baden-Württemberg aerospace forum, LR BW, was founded in 2005. What was the underlying motivation for this?**

Companies involved in the aerospace industry were looking for an efficient way to represent their interests to the regional government. They also needed a forum for exchanging information and experiences. Setting up the forum, which is a registered association, allowed us to give the sector an identity. Also, our close ties with the LVI, the Baden-Württemberg industry association, made it possible to participate in committees and tap into the LVI network. In this way, we can go through several channels to advance aerospace technology interests, which transcend many areas.

**Were there specific goals when the industry network was set up?**

One major goal from the outset was to foster close ties between industry and academia. The foundations for this were laid by a collaboration agreement with the department of Aerospace Engineering and Geodesy at the University of Stuttgart, and the join-

ing of the forum of the German Aerospace Center (DLR) in Stuttgart and Lampoldshausen and the Steinbeis Foundation. In the meantime, several Fraunhofer Institutes and universities have also joined the forum. Even before people started talking about business clusters, the LR BW forum was a genuine network.

**What are the defining features of the aerospace industry?**

Compared to the automotive industry, aerospace is a relatively small sector and although it's an international business, the key players know each other. Despite competitive pressures, it feels like a big family. Aerospace is always undergoing change and looking for more innovations. Typical of this is the link between different technologies. Suppliers use skills acquired in the automotive industry, textiles, medical engineering, ICT and machine construction, and apply this knowledge to new areas. Insights gained in different sectors flow into the development and production of new aeroplanes or satellites, or work their way back into these areas. This also leads to new applications – such as

the use of geodata from satellite systems in combination with sensor systems in agricultural equipment to significantly boost efficiency. Another aspect is the strong demand for qualified professionals. There's been sharp growth in recent years, resulting in a massive requirement for specialists.

**Which technologies and applications will become more important in aerospace in the future?**

Aerospace is amazingly multifaceted. The same applies to the field's trends. One major theme is the reduction of CO<sub>2</sub> emissions; aeroplanes need to become lighter and more efficient. We like to talk about "greener aircraft". There'll be more use of lightweight materials. In a similar way to the automotive industry, electric motors are an issue. One fascinating development is unmanned aerial vehicles, or UAVs. The launch of Galileo, the European satellite navigation system, will lead to a host of new applications and improve existing systems. Examples I could point to are agriculture and forestry, measurement systems, disaster relief or traffic guidance systems. Climate change has

pushed aerospace more to the fore – climate and environmental satellites will be in especially strong demand.

**You mentioned the lack of specialists. What can companies in Baden-Württemberg do to counteract this?**

There's no ready-made solution. As an association, we try to foster up-and-coming

talent. In early October, Germany's first space travel conference took place in Stuttgart under the theme "The Mission of the Future: From Baden-Württemberg into Space". Working together with the forum's members, we wanted to stage an appealing series of workshops to engender enthusiasm for aerospace topics among schoolgoers. In November, we also founded an aerospace academy with Steinbeis University Berlin on

the "Flugfeld Böblingen/Sindelfingen" – the German Aerospace Academy (ASA). The aim is to provide tailored continuous professional development for the industry.

The Baden-Württemberg aerospace forum  
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## Steinbeis and LR BW set up the German Aerospace Academy

# Qualifying the next generation of specialists

**Following intensive preparation, in November the Baden-Württemberg aerospace forum LR BW and Steinbeis University Berlin founded the German Aerospace Academy (ASA). The aim of the academy, which is based in Böblingen/Sindelfingen just to the south of Stuttgart, is to promote knowledge and technology transfer and boost innovation. Training will be closely dovetailed with practice to prepare students ideally for their later roles in industry. Collaborations are planned with schools and other educational institutions to establish a strong foundation for safeguarding the next generation of specialists. The academy will also provide services to companies. In its role as a flagship of continuous professional development, the German Aerospace Academy will focus on a multi-track model covering the fields aerospace and management.**

"By appointing Professor Auweter-Kurtz as head of the academy, we've brought on board an aerospace expert with international recognition and experience," states Dr. Rolf-Jürgen Ahlers, chairman of the LR BW forum. "This represents another milestone both for the domestic aerospace industry and for the Steinbeis Foundation's collaboration with the LR BW forum," underscores Prof. Dr. Dr. h. c. mult. Johann Löhn, Steinbeis University President.

Steinbeis University Berlin has years of experience in the development of technology-based, extra-occupational degree programs, as well as certification courses for specialists. By offering topics that span different sectors, the academy also provides benefit to other branches of industry, such as the automotive sector, engineering, information and communication technology, and photonics. This approach appeals to a broad circle of customers.

The academy's aim is to pool competences, promote innovative ways of working and, in particular, help counteract the acute shortage of upcoming aerospace specialists. Close collaboration is planned with the University of Stuttgart and other higher education institutions. Practice-oriented studies aim to provide students with the ideal preparation for a subsequent career within companies. Development programs for professionals will promote rapid adoption and the practical implementation of emerging areas of innovation in businesses.

The envisaged partnerships with schools, other educational establishments and companies will create wide-reaching options for attracting talented young people, and will also offer professionals the opportunity to gain more qualifications. Prospective partners include the Universities of Stuttgart and Tübingen, the DLR\_School\_Lab in Lampoldshausen and the Einstein laboratory in Sindelfingen.

The academy will make a significant contribution to the future competitiveness of the local area, the wider region and the state of Baden-Württemberg. The project partners intend the ASA to become part and parcel of a broad, practice-oriented network linking the Steinbeis Foundation and businesses. Support will be attracted through involvement in appropriate programs on a national and state level. There are also plans to involve as many professionals as possible in specific fields and projects at the academy. The district authority, the Böblingen district savings bank (Kreissparkasse) and the Vereinigte Volksbank have already said they will back the academy, and talks are also underway with other potential clients and sponsors.

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**Impressions**

# 2010 Steinbeis Day

At the end of September, over 500 guests exchanged expertise and made new professional contacts at the 2010 Steinbeis Day. The afternoon was dedicated to expert discussions, insights into current projects and short presentations, demonstrating the wide spectrum of fields that the Steinbeis Network covers. In the morning, as it is traditional, the Prof.-Adalbert-Seifríz award was bestowed. The 2011 Steinbeis Day will be held on Friday, 30 September, once again in the Haus der Wirtschaft in Stuttgart.

**Short presentations:**



**Teresa Puerta**  
"Environmental services for SMEs in the metals, construction, waste and grocery sectors"



**Dr. Dennis Trede**  
"Three-dimensional metabolic analysis for medical purposes"



**Wolfgang Müller**  
"Patents – safeguard your expertise!"



**Dr. Philipp Liedl**  
"Regional indicators for analyzing and forecasting small-scale economic developments"



**Prof. Dr. Dr. h. c. Michael Przybylski**  
"Clinical diagnosis of lysosomal storage diseases"



**Prof. Dr.-Ing. Axel Sikora**  
"Communication solutions for smart metering and smart monitoring"



**Prof. Dr.-Ing. Hermann Kull**  
"Using reference models – such as CMMI – for corporate development"



**Gerhard Fessler**



**Prof. Dr.-Ing. Aleksandar Jovanovic**



**Dr.-Ing. Jörg Bareiß**  
"Risks in smart grids and the electricity supply of FEVs"



**Dr. Reto Schneider**



**Oliver Buse**  
"Innovation and subsidy management for medium-sized companies and groups"



**Prof. Dipl.-Des. (FH) Detlef Rahe, MFA**  
"Who, how, what, why? Inquisitiveness as a driver of innovation"



**Prof. Dr. Stephan Fischer**  
"Are values shifting? The expectations of young managers and what the self-employed and employers think about these expectations."



**Michael Freund**  
"The war for talents – how can we combat the shortage of upcoming young professionals?"



**Dr. Peter Meier**  
"A stress test for companies"



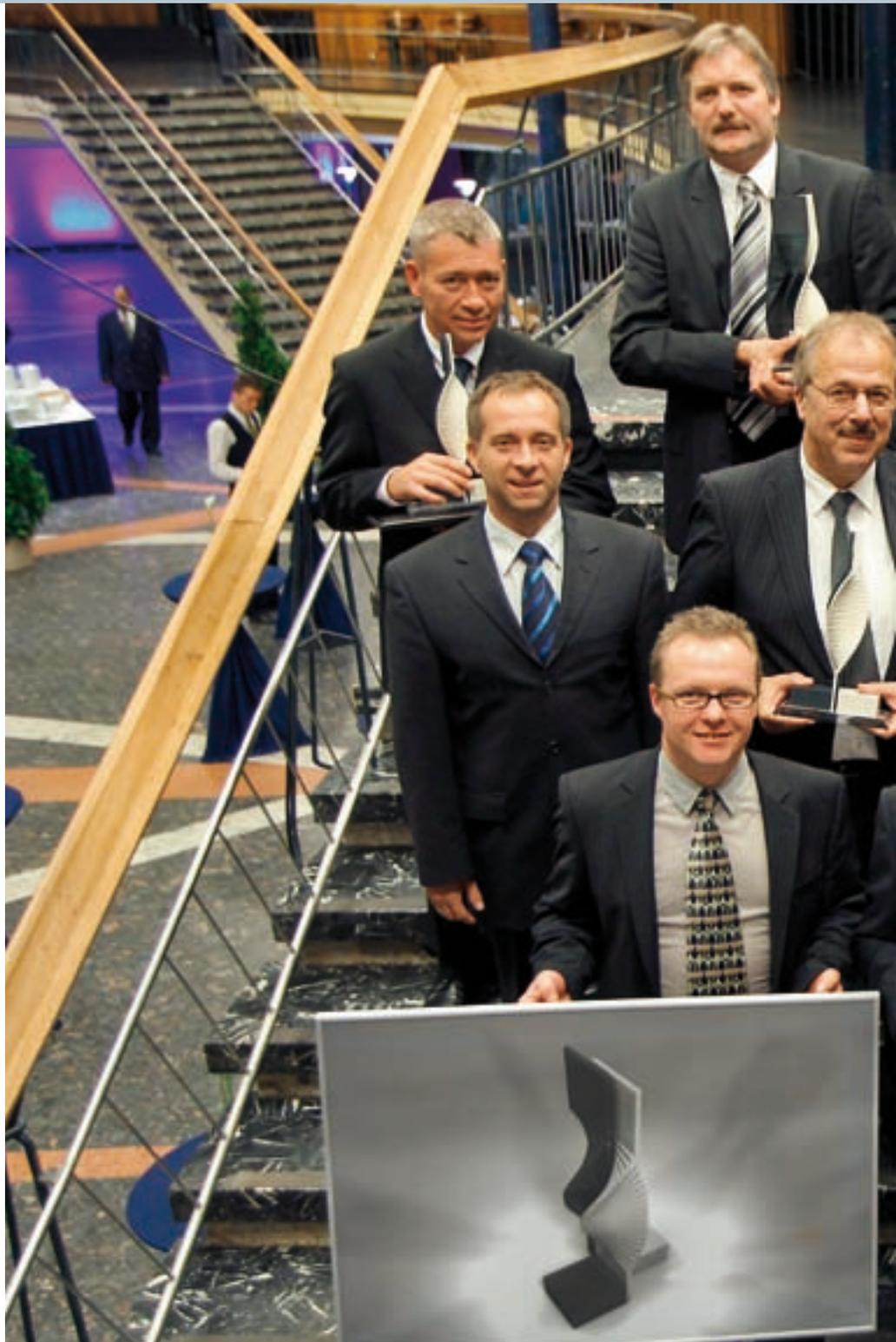
**The latest round of prize-winners and projects**

## The 2010 Löhn Award

It was an inspiring location for some equally inspiring projects. The Steinbeis Foundation's transfer prize, the 7th Löhn Award, was presented this year in front of 500 invitation-only guests at the Liederhalle Congress Center in Stuttgart, as part of the 2010 Steinbeis Day gala evening. The Löhn Award is bestowed annually to Steinbeis enterprises and their business partners in recognition of forward-looking, innovative transfer-based projects. The prize money is up to € 60,000.

The Löhn Award recognizes outstandingly successful transfer projects involving competitive knowledge and technology transfer. The success of projects is measured by the quality of the transfer process and discernible transfer potential. The award was first introduced in 2004 in honor of the lifetime achievements of Prof. Dr. Dr. h. c. mult. Johann Löhn.

The 2010 jury awarded the prize to three companies and their business partners. The Steinbeis Transfer Center for Biopolymer Analysis, Proteomics and Protein Chemistry at the University of Constance and the Constance-based company Genzyme CEE received the award for their work on clinical diagnosis of lysosomal storage disorders. The Pforzheim-based Steinbeis Transfer Center for Production and Organization and the company Stadtmüller from Osterburken were honored for their development of a new kind of laser welding technique for use in rotationally symmetric components. The Chemnitz-based Steinbeis Transfer Center for Drive Engineering and Robotics in Engineering and the Siemens generator works in Erfurt won an award for the development of an innovative bending machine for induction conductors in large generators.



As well as the project-based awards, the 2010 jury bestowed two honorary prizes. One went to Prof. Dr.-Ing. Klaus Boelke, head of the Steinbeis Transfer Center for Technology Consultancy at Heilbronn University. The other was awarded to Prof. Dr.-Ing. Hermann Kull, head of the Esslingen-based Steinbeis Transfer Center for Systems Technology/Automotive. Both were honored for their outstanding contributions to technology transfer.

A detailed introduction to the award winners and their projects can be found over the following pages.

Invitation for submissions to the 2011 Löhn Award: [www.loehn-preis.de](http://www.loehn-preis.de)

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 [www.loehn-preis.de](http://www.loehn-preis.de)



Back row (left to right): Mario Köhler (Steinbeis, standing in for Prof. Dr.-Ing. habil. Eberhard Köhler), Prof. Dr.-Ing. Herbert Emmerich (Steinbeis), Prof. Dr. Michael Auer (Steinbeis, jury), Henry Werner (Siemens), Waldemar Löwe (Stadtmüller), Andreas Baum (Stadtmüller)

Middle row (left to right): Michael Freitag (Steinbeis), Prof. Dr.-Ing. Hermann Kull (Steinbeis), Prof. Dr. Dr. h. c. Michael Przybylski (Steinbeis), Prof. Dr. Heinz Träsch (Steinbeis, jury), Thomas Fritz (Genzyme), Uwe Stadtmüller (Stadtmüller)

Front row (left to right): Sven Bonesky (Steinbeis), Prof. Dr.-Ing. Klaus Boelke (Steinbeis), Sybille Petersohn (Genzyme), Prof. Dr. Dr. h. c. mult. Johann Löhn (Steinbeis, jury). Not pictured: Prof. Dr. Dr. E. h. Max Syrbe (Steinbeis, jury)

## A diagnostic method that saves lives

Lysosomal storage diseases (LSDs) are a group of mostly inherited metabolic disorders triggered by the inactivity of lysosomal enzymes. This malfunction of the metabolism causes serious disorders, which are frequently fatal in childhood if untreated. Of the 60 or so LSDs discovered to date, some can already be treated through enzyme replacement therapy (ERT). If diagnosed rapidly and unequivocally, the chances of recovery are high. The project partners that won the Löhn Award have developed and validated procedures for diagnosing LSDs.



Until now, rapid and accurate diagnosis of LSDs has been a major problem, and people

with the condition often die before treatment is possible. To improve the situation, the Steinbeis Transfer Center for Biopolymer Analysis, Proteomics and Protein Chemistry at the University of Constance has developed two biochemical methods to diagnose LSDs using fluorescence spectroscopy and mass spectrometry (MS). In collaboration with Genzyme CEE in Constance and the biological mass spectrometry laboratory at the University of Timisoara in Romania, the team validated these methods for use in clinical diagnosis.

Using the dried blood spot method (DBS) to determine the quantity of reaction products and thus the activity of LSD enzymes in the blood makes it possible to diagnose these conditions quickly and reliably. This is especially useful for central and eastern European countries which have had no effective diagnosis procedures until now. As part of the award-winning project, the two biochemical processes were first improved, then a diagnostic procedure was developed simultaneously for several LSDs, based on HPLC tandem mass spectrometry. During

## Hitting the spot with lasers

Climate change has resulted in strong growth in the air conditioning and ventilation industry. Stadtmüller GmbH, a medium-sized enterprise from Osterburken, is an industry supplier that makes rotors and contact protection grids for ventilators and ventilation units. In collaboration with the Steinbeis Transfer Center for Production and Organization, Stadtmüller has developed innovative welding processes that save time and money.



The products, types and diversity of makes specified by customers make it extremely expensive for Stadtmüller to set up and tool

its highly automated production facilities, which span a large number of individual processes. Market demand for products is

also very short term, as a significant share of turnover is accounted for by projects which are difficult to plan. As part of a close partnership, Prof. Dr.-Ing. Herbert Emmerich and his team at the Pforzheim-based Steinbeis Transfer Center for Production and Organization developed new welding techniques with Stadtmüller, using laser technology to weld complete contact protection grids in a single procedure.

Apart from cutting costs, the key benefit of the process in everyday practice stems mainly from the drastic reduction in throughput times, plus more straightforward in-house production logistics and controls. Central to the new technology is a special type of laser welding, in which rotationally symmetric components with only one point or line

the second project phase, MS diagnostic procedures were set up simultaneously in the laboratories in Constance and Timisoara and validated using clinical samples and healthy test subjects. The procedures developed can be used for highly specific diagnosis of LSDs on an international level, in large scale screening projects and follow-up checks after therapy. The project partners now aim to develop more methods to identify storage diseases that were previously undiagnozable.

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of contact in a specific contact area can be welded together reliably using lasers.

With laser back compression welding, an extremely narrow laser beam is directed through a joining part, generating a tiny molten point in the contact area. By compressing both sides simultaneously, both parts being joined move closer together, resulting in a larger weld cross section. For the first time, this makes it possible to use laser welding techniques to join parts with gaps. A further key development is the planning and construction of a robotic laser welding cell with automatic tolerance compensation and integrated scanner optics that can be programmed offline.

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## A triumphant bundle of energy

**The Siemens generator plant in Erfurt develops and produces turbo generators capable of outputs of up to 300 MW. Given the constant rise in competitive pressure, new technologies are needed to optimize production processes. One area of focus is the production of induction conductors, which was previously a largely manual process. In a joint project with the Chemnitz-based Steinbeis Transfer Center for Drive Engineering and Robotics in Engineering, headed by Prof. Dr.-Ing. habil. Eberhard Köhler, Siemens developed a process and machine that would make it possible to revolutionize the complex process of manufacturing induction conductors made of axial and tangential conductors.**



The only tangential conductors with between 15 and 24 conductors are made out of electrolytic copper and are up to 64 mm wide, 8 mm thick and 1.7 meters long. The conductors are soldered along both sides on the axial conductor, which can be up to 7 meters long. The radius of the tangential bundle conductor to be produced is the rotor radius of the generator and can measure up to 50 cm. The maximum bundle thickness is 160 mm.

Previously, conductors were placed on top of each other on round moulds, bent into shape individually, then combined into a single conductor bundle to form a complete half inductor coil. The previous processing time for a single induction conductor bundle for a half inductor was 145 minutes. The manual procedure had been developed over years and involved a variety of exact straightening and measurement processes.

This manual production process had little in common with the modern manufac-

turing techniques used to make the large generators, so it had to be made more efficient by developing a completely new bending technique. The challenge was to avoid "springback" caused by the type of materials involved, to prevent damage to the outer surface and to avoid changes in the length of the uppermost layers caused by "roll-out" effects, as the conductors are pre-cut to an exact length. Thanks to the newly developed and patented bending process and the bending machine, a complete induction conductor bundle for a half inductor can be produced in a single process. The processing time has been reduced from 145 minutes to 27.5.

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## An enthusiastic problem-solver

The Löhn Award jury has bestowed a special prize in recognition of the many years of outstanding contribution to technology transfer made by Prof. Dr.-Ing. Klaus Boelke, the head of the Steinbeis Transfer Center for Technology Consultancy at Heilbronn University.



Klaus Boelke studied electrical engineering at the University of Stuttgart, where he also completed his PhD in machine engineering in 1977 in the department of control technology. After beginning his career as a head of department at BEHR, the cooler maker,

he entered academia in 1981 and moved to Heilbronn University, where he worked for 24 years as a professor of production and logistics, sharing his enthusiasm for technical issues with many students over the years.

Klaus Boelke has been teaching at the Co-operative State University in Mosbach since 2005. In 1995, he took over as head of the Steinbeis Transfer Center for Technology Consultancy at Heilbronn University. The center has been a member of the Steinbeis network since 1971 as a provider of technical consulting services, and was one of the first centers in the network.

Together with his fellow professors, who represent a variety of fields, Klaus Boelke

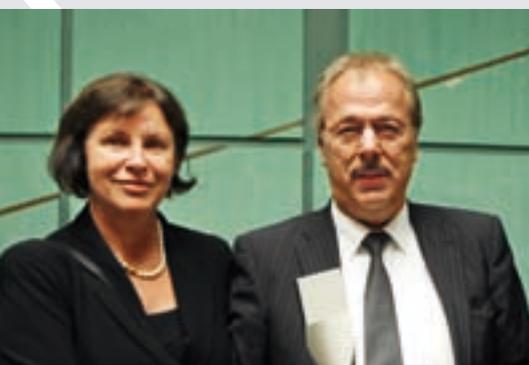
and his Technology Consultancy Center have become a long-standing, innovative and reliable consulting and development partner, especially among regional and national automotive companies. Steinbeis would like to thank Klaus Boelke for the many years of successful partnership with him as head of the Steinbeis Transfer Center for Technology Consultancy at Heilbronn University, and for his selfless and continuous commitment to technology transfer.

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## A thoroughbred engineer out of conviction

The jury also awarded a special prize to Prof. Dr.-Ing. Hermann Kull. The special Steinbeis foundation prize was awarded for his outstanding contribution as a passionate engineer and head of the Esslingen-based Steinbeis Transfer Center for Systems Technology/Automotive.



Hermann Kull studied electrical engineering and IT at the University of Stuttgart. After completing his PhD, he worked in industry for many years. He has been a professor of IT at Esslingen University of Applied Sciences since 1988.

In 1995, Kull founded the Steinbeis Transfer Center for Systems Technology/Automotive, which he still heads up successfully today. The center provides customers and project partners from the automotive industry with technical consulting and development services in the fields of engineering, e-learning and software development. It also offers training. Kull is involved in successful projects with leading automotive companies and suppliers, especially in the field of electronic diesel injection control in vehicle engines.

The astounding growth enjoyed by his Steinbeis Transfer Center has meant that Hermann Kull has also had to work on dif-

ficult, less engaging business activities, but he rose to each challenge and steered his enterprise to long term success. Steinbeis has honored Hermann Kull's long-standing contributions to the Steinbeis network and his commitment as a university professor with the Steinbeis Foundation's Löhn Award Transfer Prize.

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**Steinbeis expert organizes LEARNTEC education fair**

## LEARNTEC sets international standards

**For some time now, people have been virtually shouting from the rooftops that education is the most important raw material in German-speaking Europe. The only way to safeguard economic power and the standard of living is through well-educated employees and a clear commitment to lifelong learning. Today, computers form a key part of education right across the board. Starting at school and continuing all the way through to training for older employees, access to digital media in education has become a given. The LEARNTEC fair in Karlsruhe has dedicated itself to this area for the past 18 years.**

The 5600 visitors and 1200 participants at LEARNTEC 2010 were a clear indicator of the high level of interest in professional education. As of 2010, the event is under the direction of Sünne Eichler, consultant for education management, and Prof. Dr. Peter A. Henning, head of the Steinbeis Transfer Center for Professional Learning, Education Management and IT in Karlsruhe. The two have many years of experience in the field of technology-supported learning.

"As computer-aided learning has reached maturity, the technology has moved into the background – it just needs to work and support the educational process. But it is present everywhere in education," explains Peter A. Henning. "For this reason, we expanded the scope of LEARNTEC to include hot topics currently under discussion by HR managers and people responsible for professional development – such as talent management in corporations, and knowledge management in SMEs," adds Eichler.

Through their selection of guest speakers and their coordination of the convention and its program, Eichler and Henning made a major contribution towards repositioning the event, which was recently described as the "number 1 education fair" by the MMB Institute for Media and Competence Research. The involvement of the Steinbeis Transfer Center in Karlsruhe in planning and organizing this "education summit" is an excellent example of the Steinbeis Network's mission: to act as an interface between the worlds of education and business, to an extent unrivalled by almost any other organization.



The next LEARNTEC fair (1-3 February 2011, Karlsruhe Trade Fair Center) will once again showcase what the future of education holds. Whether professional development with digital media, educational accounting or e-learning for management and sales – LEARNTEC helps visitors find practical solutions for their professional field. Alongside the usual specialist lectures, LEARNTEC 2011 will see stimulating speeches about knowledge and learning by internationally renowned keynote speakers – including neuroscientist Prof. Dr. Christian Elger, and a Google country director. There will also be a presentation about Wolfram Alpha, the knowledge engine, plus an international competition: selected projects from across Europe will receive the "European Award for Technology Supported Learning – eureleA", showcasing them as examples of best practice.

In 2011, the Steinbeis-Europa-Zentrum (SEZ) will again be in charge of organizing the "Learning and IT meeting point," a European

collaboration exchange held at LEARNTEC. In 2010, visitors and exhibitors were able to book individual consultations at the meeting point in advance. 76 companies, universities and research institutions from 7 European countries used this unique opportunity to make the most of their visit to the fair. "Because we received such positive feedback from the exhibitors, who were able to prepare for specific discussions well in advance, we've decided that the Learning and IT meeting point will be returning at LEARNTEC 2011," comments Prof. Dr. Norbert Höptner, head of the SEZ. This partnership again underscores the importance that the Steinbeis Network places on professional education.

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## SMI grooms online specialists

# Exemplary knowledge for the new digital future

In an increasingly digital era, companies need to call on capable "digital professionals". Media and marketing companies will find excellence in online marketing and digital media management a competitive differentiator and success factor in their industries. To keep pace and lead the way, these companies and their employees will require new skill sets. To meet this need, starting January 2011, the School of Management and Innovation (SMI) at Steinbeis University Berlin will offer two degree programs that are the first of their kind in Europe.

The Digital Media Management master's degree equips students with substantial expertise in digital structures, with a thorough grounding in managing them in line with contemporary standards. The SMI designed its part-time program to provide a master's degree that imparts the entire spectrum of specialist knowledge in business administration and organizational leadership. This is required for new media products, projects and companies. Subjects range from in-

novation to technical implementation and business administration.

Taking a practical approach, the Digital Media Marketing master's degree gives online marketing professionals a solid understanding of the key methods, strategies and tools used in online marketing. Students also learn how to keep knowledge current over the long run while honing their marketing, communications and management exper-

tise. The curriculum covers all areas that are key to success in competitive digital environments.

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## MasterStars – university qualifications for entrepreneurial success

# The path to the stars

Blending existing knowledge, capability and experience properly is becoming ever more important in the professional arena. This applies just as much to individuals as it does to companies and organizations. University certificates issued by Steinbeis University Berlin clearly communicate a student's expertise, bolster individual careers and nurture entrepreneurial success. But experts agree that a certificate's true value lies in successful application. And application is the focus of the MasterStars certification process offered by the Steinbeis Transfer Institute Business Excellence (IfBE).

"Master stars" show that individuals are applying, maintaining and building on important professional skills. Existing certificates can also be endorsed and upgraded using the MasterStars process. Stars on the university certificate indicate to what extent it has been upgraded, so one star stands for ability shown on a written test, while five stars indicate knowledge and skills that have been tested and proven themselves over years of application in a business environment. Ranging from one to five, the "path to the stars" involves the IfBE at every

stage for support and evaluation. MasterStars criteria are: sustainability, implementation, effect, productivity and the ability of knowledge to attract a wide audience.

Tying an employee's individual development to company success is what makes the MasterStars certification process such a valuable addition to continuous professional development. Earning a certain number of individual MasterStars, for example, could serve as a measurable target when annual goals are being set. Another example: Mas-

terStars can be used to define and recognize the level of qualification an individual or entire department has reached. They are an impartial way to validate and track educational activities.

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## Training course with a certificate in business psychology

# Certified professional development

Buffeted by constant change, markets and companies must never stop differentiating themselves in the pursuit of lasting success. Psychology plays a key role in shaping how a company makes changes to its culture, sales or staff leadership. To help everyone involved keep pace, the Steinbeis Business Academy at Steinbeis University Berlin offers a training course with a certificate in business psychology.

A knowledge of psychology is beneficial in a number of disciplines, making it now indispensable for consultants and managers – as well as staff employees at companies.

The year-long training course with a certificate in business psychology (SBA) allows

students already in employment to build on their professional expertise, technique and personal skill sets in occupational, organizational and business psychology. Launching in March 2011, the course consists of five modules, each lasting three days.

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## Business + Innovation Steinbeis Executive Magazine

# Call for Papers

In four issues throughout the year, Steinbeis University Berlin's "Business + Innovation" (B+I), explores current issues in strategy, innovation and global perspectives. With its roots in business administration and transfer, this independent magazine appeals to academically-minded managers and specialists who are interested in theory-driven management expertise with a focus on practical application. Researchers, instructors and students at research universities will also enjoy B+I.

# Business + Innovation

## Steinbeis Executive Magazin

Eligible for submission are original articles addressing research that can be corroborated. Articles can be in German or English and must also cover one of the stipulated disciplines. B+I aims to promote big-picture, business-based thinking and action, in part by leveraging insight from other scientific fields. This is why the magazine welcomes interdisciplinary, empirically quantitative or qualitative articles as well as conceptual ones – while maintaining a good balance between theoretical foundations and business in practice.

Articles can be submitted by e-mail. To ensure the highest level of quality, the editorial board will review all submissions in accordance with generally accepted international standards (a double-blind review process). The editorial board is made up of established experts in business and science.

Publishing an article in B+I serves a variety of purposes. It can make research accessible to a broad academic readership, while demonstrating that findings stand up to scientific scrutiny. A publication in B+I

can also attract the attention of third parties interesting in providing funding. What's more, every author receives a free one-year online subscription.

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## Technology transfer in universities

# Practice dovetails with theory – and vice versa

**At many companies – mainly small and medium-sized ones – it's simply not possible to exploit the full potential of innovations. In many cases, companies don't even have a research department. As a result, they tap into third-party know-how from experts who can leverage knowledge to the commercial benefit of the company. For more than 25 years, companies have been coming to the Steinbeis IDA Transfer Center (IDA = Innovation > Development > Application) at Karlsruhe University of Applied Sciences to see knowledge successfully translated into practice.**

Professors Klaus Gremminger and Holger Vogelsang have been using Steinbeis's IDA Transfer Center as a platform for students and companies to work together on new ideas and concepts – free from the constraints of academic principles and single-minded business thinking. The approach gives students in the Department of Computer Science and Business Information Systems an opportunity to apply specialist knowledge from their studies to a real product, just as they would in business.

During the 2009/10 winter semester, the students worked with the Karlsruhe-based company 1&t1 Internet, a leading provider of internet and communication services. Supervised by professors, computer science students were involved in a rather special project. Their job: to think up new "use cases" for the product 1&t1 DSL-HomeNet, using hardware supplied by 1&t1, then come up with a concept and implement it step by step. 1&t1 product and project managers also supervised the students during the entire

project, which concluded with the students presenting their successful developments to the professors and the entire 1&t1 HomeNet team. As a hard-earned reward, each group received a complete set of hardware.

The 2010 summer semester saw a cross-faculty project involving computer science students, mechatronics students and the Karlsruhe-based company Systemc & Services GmbH, a specialist in integrated product management. The aim of this project was to

develop a multimedia energy portal based on a web data server which can be linked up to different data sources such as solar energy systems, power meters and weather stations. Production and consumption values can then be displayed to users in visual form, either through a web browser or "on the move" via Android and iPhone apps. The budding mechatronics experts worked on the hardware, while the computer science students developed the required software. Temperature and energy consumption readings from a mechatronics laboratory at the university were used for initial testing of the device's functionality. At the end of the semester, the students finished their project by successfully presenting their system to Systec & Services. As a reward, each student was given an electricity meter which could be connected to the new multimedia energy portal.

Both 1&1 Internet and Systec & Services saw a partnership with Karlsruhe University of Applied Sciences and the IDA Steinbeis Transfer Center as a commitment and a great opportunity to tap into the vast potential and innovative power of students. In turn, the students are full of praise for the project. So joint IT projects of this kind will continue at the university, in collaboration with other companies from the Karlsruhe Technology Region, and the university will continue to expand its network of partnerships with local businesses.

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## i/i/d is awarded the 2010 iF communication design award – twice

### A double distinction

**Spirits are high at the Bremen-based Steinbeis Transfer Center i/i/d (Institute of Integrated Design i/i/d), after it scooped not one but two highly cherished 2010 iF communication design awards. The i/i/d won its first award for the design and system construction of a new language-independent, quick, intuitive, precisely controllable interface for worldwide use. The second award went to the i/i/d for its development of an integrated communication concept for the German town of Verden.**

Metso Lindemann manufactures scrap shears, packing presses and shredding devices for the recycling of scrap metal. These must be safe and quick to control and monitor, despite the complexity of the processes. The control system recognized by the iF communication design award has a modular structure, takes the company's different product categories into account – as well as the different places its machines and equipment are used – and offers varying levels of control for different types of user. The design is unspectacular in the best possible sense, making day-to-day work easier and optimizing working processes.

The communication concept for the town of Verden was developed over several years and was the result of an intensive creative partnership between the town's marketing board, the town council and public administrators. The project encompassed moderating and managing the entire process, drafting a roadmap lasting several years, a series of workshops, and the design of the new visual identity. The project involved a softly-softly approach, tackling questions relating to the town's visual imagery on a step by step basis. This began with an analysis of the town's strengths and weaknesses and an evaluation of the defining features and attractions it offers, which led



to some surprising results. These formed the basis of a realistic visual mission statement typifying the town, which is much more than just an announcement of recurring platitudes. The image of the town is a collage of different building blocks that all fit together: the wordmark, now combining the word "Verden" and the city arms (which date back to 1667); a color frieze with variable colors and proportions; and, instead of a standard "fixed" slogan, a variety of terms based on a specially created "morphological toolkit" – always starting with the prefix "Ver-". This is all underscored by true-to-life, authentic imagery and plain-speaking texts.

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## The war for young academic talents

# 15Talents goes hunting for talent

The employment market in Germany is experiencing noticeable recovery, taking the fight for talented people into the next round. The School of International Business and Entrepreneurship (SIBE) at Steinbeis University Berlin has launched a website to secure up-and-coming talent: 15Talents.com. The focus lies mainly on existing and prospective young academics.



"At many of the companies pursuing employer branding initiatives, forging contacts with students at an early stage plays an important role. Until now, graduates have been linked up with companies through internships, placements and while writing final theses," explains Prof. Dr. Werner G. Faix, who has looked closely at the issue of campus recruitment in his role as SIBE principal, entrepreneur and HR expert. The Bologna Process is changing the university landscape in Germany, however. As part of the two-stage system, the first degree is now a bachelor's. The aim is to prepare young academics early for the needs of the employment market. Next, students can take a master's degree. "The processes introduced due to Bologna will mean that companies will have

to overhaul their recruitment procedures," states Faix.

In a sample of 70 universities questioned by Steinbeis University Berlin, 72% of these currently envisaged a standard six-semester study duration for a bachelor's degree. If this is the case, there is little time left over for internships. Further, 90% of students surveyed stated that they were unable to gain practical experience between semesters, as this time was dedicated to exams. They were seldom willing to add on an extra semester for a work placement. At 19% of universities, regular bachelor's studies last seven semesters, which generally allows one semester for an internship. At 8% of universities, the standard degree lasts eight semesters. In these cases, one semester is

set aside for an internship and the other for study abroad. Only 1% of the universities questioned offered a bachelor's degree lasting nine semesters.

What this means for companies recruiting graduates is that there is less opportunity to forge links early with applicants. "In the past, applicants were locked in through a diploma thesis, whereas now our survey indicates that there's only an average of nine weeks to write the bachelor thesis. That is much less time than there used to be for the diploma thesis," says Professor Faix. The trend is thus currently shifting towards bachelor theses written within the university system. Theses involving companies are a minority. As recruitment directly on campus used to be a major priority for

companies, strategies will now have to be revised.

SIBE wants its 15Talents.com website to act as an intermediary for bachelor's students to carry out projects for companies – along the lines of student business consulting. "The idea behind this is, in the future, for companies to link up with students during their studies, through projects, not just conventional internships," explains Bettina Rominger, managing director at 15Talents. "For example, Volkswagen used 15Talents to put together a team of students via 15Talents that worked directly on a project assignment. The students were paid for their input, and a good deal of the project could be worked on from home."

15Talents has thus found an interesting niche with much potential. The platform's IT setup is also a major help, as students from any university in Germany can register with the site, and the groups of applicants that can be approached are not limited to specific regions. This means that companies have access to a large pool of talent that they might otherwise be unable to manage on this scale. Steffen Setzer, Director of Marketing at Canto GmbH, points to the advantages over conventional applicant searches: "We were looking for a highly specific skills set for our project. 15Talents found the right student in southern Germany. He carried out the project from home and came up to Berlin to present the results to us. The process was great for us and only required a minimum of time and effort!"

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## Steinbeis provides Metabo with support

# Selling off companies successfully

**DB&S Machines, a Belgian seller of wood processing machinery, is the new owner of Lurem, a French producer of stationary woodworking machines. Lurem previously belonged to the German company Metabo AG. Steinbeis Consulting Mergers & Acquisitions GmbH helped coordinate the sale of the company, which involved all 100 employees transferring to the buyer and being taken onto the payroll.**

"Metabo's decision to sell its subsidiary coincided with many of its potential buyers going through a slump in sales of up to 50 per cent," says Michael Pels Leusden, who was responsible for coordinating the project at Steinbeis Consulting Mergers & Acquisitions GmbH (SMA). SMA spoke to a variety of potential buyers around the world in an attempt to find an investor who – despite overcapacity in the industry – would be interested in gaining access to the French market.

The international scope of the Steinbeis network and having an SMA office in France made it possible for Michael Pels Leusden to respond carefully to the needs of the French company. It was particularly important for him to take cultural differences into account, between Lurem's French management, the German seller and a string of foreign leads – and to overcome these differences.

"Lurem no longer matches our strategic direction. We're focusing entirely on electric tools and accessories for mobile and half-stationary applications – and on our core target group: the metalworking and construction industry," explains Horst W. Garbrecht, chairman of the Metabo board. "This development marks another key milestone in the ongoing restructuring of the company. Of all the companies interested in buying, DB&S was our clear favorite because it offers the company and

the people working there the best future concept and ideal prospects," adds Andreas Georgiadis, CFO at Metabo.

DB&S Machines is well known as an international dealer of professional and industrial machines, including its own brand, Holztech. The firm also develops its own multi-axle CNC machines. "The acquisition of Lurem is an important step for us on the road to complementing our retailing skills with the expertise of a manufacturer, a widely recognized brand and premium products," states Jan De Brabander, managing director at DB&S. "Given the amount of spare capacity in the industry, we were unsure at the beginning of the project whether there'd be a buyer. So we were all the more delighted when SMA managed to complete this challenging international project successfully, within six months," remarks Andreas Georgiadis.

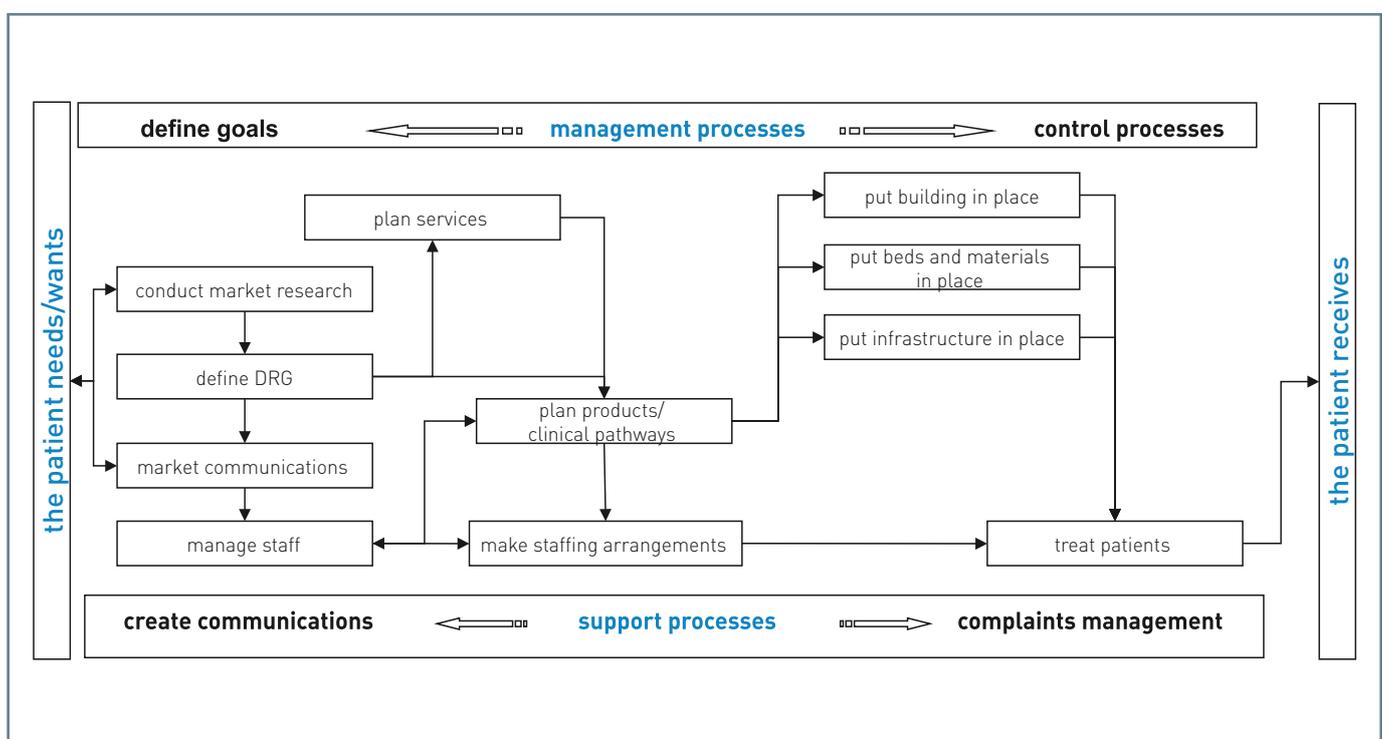
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## SHB student maps out organizational development at Esslingen Hospital

# Growth fuelled by quality

Since 2000, managers at Esslingen Hospital have been using the model of excellence provided by the European Foundation for Quality Management (EFQM). The model defines the characteristics of comprehensive and excellent quality within an organization. The hospital achieved Level 1 of the model as early as 2003. In 2010, Esslingen Hospital aimed to achieve Level 2, to continue to position itself against the increasing competitive threat posed by other service providers in the healthcare market. Dr. med. Oliver Mayer embraced this challenge as part of his MBA studies at the School of International Business and Entrepreneurship at Steinbeis University Berlin (SHB).



A hospital process map

For the hospital to move up to Level 2, the existing Business Process Management (BPM) system would need expanding. To do this, Esslingen Hospital developed "patient-oriented organizational structures" (POS®). The POS® principles are embedded as a central element of the EFQM model for business excellence. Due to political developments, overall conditions have changed since 2000, and hospitals have had to align their workflows to match the value chain process. Now, every patient is seen as a "case" and evaluated, with everything revolving around his or her individual value chain – from the moment patients are first admitted through to after-care.

Before embarking on the project, Esslingen Hospital conducted a detailed risk analysis to assess how likely it would be to succeed with its restructuring of the hospital organization in line with the POS® model, and the chances of successfully reaching EFQM Level 2 by doing so. The project – and with it, the 2008 self-evaluation cycle – started with training of internal auditors, and ended in 2009 with the presentation of the final report to senior management. During this stage of the project, a variety of workshops took place, focusing on ascertaining the degree of excellence at the hospital. The project drew to a close with a list of suggestions proposing six improve-

ment projects. Hospital management used the proposals to select and implement three improvement projects:

- (1) Establishing a pain concept for the entire hospital
- (2) Introducing controlled, systematic project and process management
- (3) A review of the patient bed changing service

As the overall project manager, Dr. med. Oliver Mayer was responsible for coordinating and supervising projects during their implementation, and ensuring that they were completed by the end of Janu-

ary 2010. Upon completion, Mayer handed the project over to the hospital's quality officer.

This large-scale project has already been successful for the hospital, and many things speak for themselves: improvements in the hospital's image, expansion of the Esslingen Hospital brand, and the approaches that senior managers can now take to solve problems identified during the project's implementation. The day-to-day running of Esslingen Hospital was outstandingly profitable in 2008, due to the high use of capacity once the POS® implementation phase was underway.

Looking back now, the focus on quality, the level of medical specialization, and the

consistent attention to local patterns of needs have become key to the hospital's future market success. Given the increasing levels of competition between health care providers – shaped by factors such as top quality and customer satisfaction – will play a pivotal role.

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## Business development: SHB students playing popular role

# Following in the footsteps of Ferdinand Steinbeis

**Regional and local authorities are reacting to the increasing competitive pressure to sell themselves as attractive locations by expanding their business development activities. Many of these authorities are turning to Steinbeis University Berlin (SHB). Master's students at the SHB are popular recruits as young regional business development managers.**

The Steinbeis Transfer Institute for Public Management has now completed more than twenty master's projects in the field of business development – a focal topic for the institute. Explaining why the concept is so successful, the institute's head, Hans Drexler, says: "For authorities to meet the challenge of competition, thinking and acting along business and management lines is needed. Business development is an interface between public administration and business. This master's degree is ideal for bolstering strategic focus and implementing specific action plans."

Topics covered range from promoting individual commercial sites to fundamental strategic alignment and even establishing a business development function from scratch. The academic grounding provided by the University is not just suited to qualified administrative service specialists ("Verwaltungswirt (FH)"), but also people entering public administration from other backgrounds. Students receive close project supervision from the Transfer Institute, and networking opportunities are a major help in fulfilling individual goals. The key focus is to come up with innovations, create competitive edge and improve profitability

– in keeping with the aims of the "project competence concept". Public administration managers thus undergo a shift: away from purely administrative tasks towards acting in line with modern business practice.

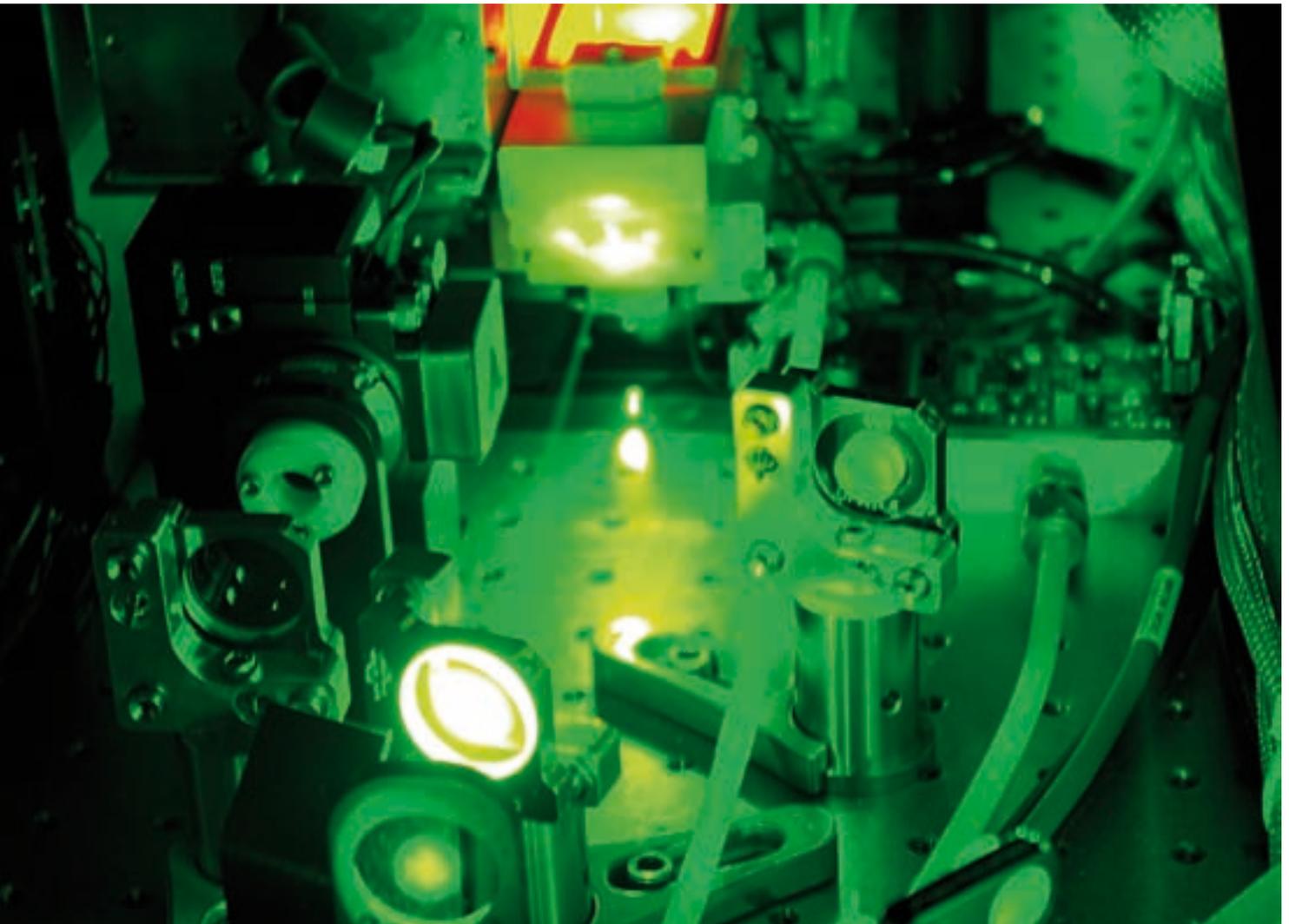
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## Novel micro-architectures created by laser structuring

# Can we control friction?

Friction plays an important role in many areas of day-to-day life. Whenever two surfaces move against each other, this creates friction and wear. In Germany alone, this potentially costs the economy billions of euros every year. And in the automotive sector in particular, a lot of energy is wasted due to friction. Take diesel engines: no more than 30 per cent of their fuel is directly converted into drive energy. With this in mind, the Steinbeis Research Center Material Engineering Center Saarland (MECS) is investigating methods for controlling friction.



Inside an ultrashort pulse laser

Controlling friction is incredibly important across a variety of applications. While this often focuses on reducing friction, increasing friction can also be desirable – such as when developing new braking and clutch systems.

Over previous decades, a variety of methods have been developed to minimize fric-

tion in both dry and lubricated situations. These include mechanical methods such as honing, lithographical methods such as UV lithography, high performance coatings like DLC, and surface structuring methods. Laser-structured surfaces appear to be particularly promising candidates for tribological applications in both dry and lubricated conditions.

The main benefits of using lasers as a tool include their high processing speeds, their cleanliness and ease of use, and their universal applicability for different material surfaces. Based on this, the Steinbeis Research Center Material Engineering Center Saarland (MECS) developed a new technique to create almost tailor-made material surfaces. In laser interference structuring,

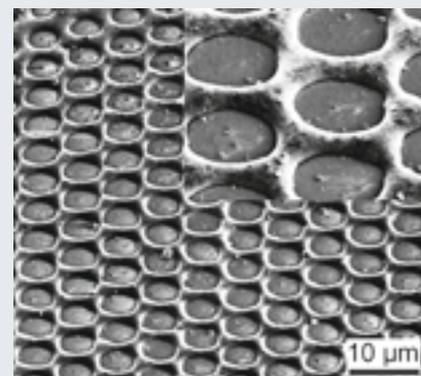
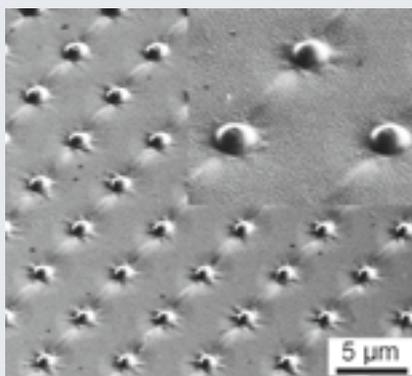
multiple laser beams are superposed on the surface of the workpiece, creating interference. This makes it possible to simultaneously create geometrically precise micro-architectures over an area of several square centimeters.

To do this, the energy from the laser is applied extremely locally. This means that a metal like tungsten, which has a melting point of almost 3500 °C, can be melted in a precise area less than one-tenth the width of a human hair – while just a few thousandths of a millimeter away, the neighboring area remains unchanged. The laser transfers all of its energy to the material in a few millionths of a second. This means both the inner structure of the material and its surface topography can be modified in a highly specific manner, allowing precise control of friction and wear properties.

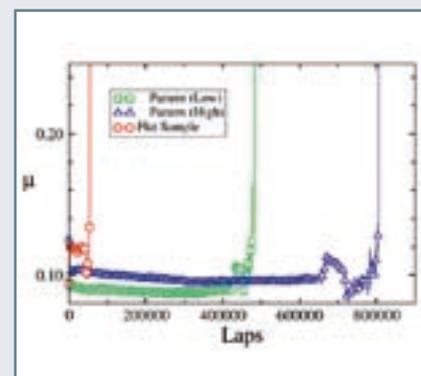
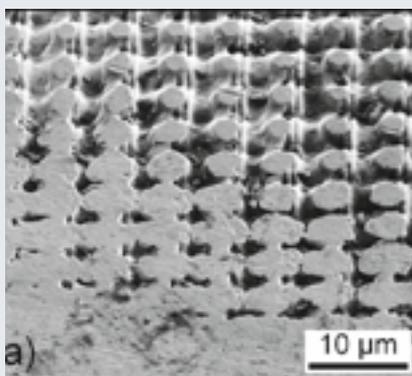
This solution has proven especially efficient for oil-lubricated systems. Tiny recesses created by the laser act as lubricant reserves, ensuring excellent failsafe properties in the event of inadequate lubrication. Together with the faculty for functional materials at the University of Saarland, the MECS is working on the theoretical basis needed to understand these effects, and is testing these theories in realistic systems.

Using a variety of laser sources – some of which release their energy in even briefer bursts – plus characterization techniques which allow detailed investigation of the target material's surface and inner structure, the Steinbeis Research Center in Saarbrücken is investigating a wide range of issues in this area.

Ultimately, the main advantage of the laser interference method is the high speed with which it can create precise micro- and nanostructures on macroscopic surfaces. This also means the technique is easy to integrate into production processes. Other advantages come from the well-defined interactions between the high-intensity laser



Large, repeating button and lattice structures at the micrometer level, with heights that can be determined to the nanometer level, make it possible to control mechanical surface contact and thus the material's friction and wear properties.



Left: a scanning electron microscope image of a laser-structured steel surface, after wear testing. Right: friction ( $\mu$ ) plotted against the duration of the wear testing, with lubrication. The red curve represents the unstructured material surface. Here, the friction increases rapidly after just a few cycles. The green and blue curves represent surfaces that have been structured (see image left), where the green curve represents a flat structure and the blue curve a deep structure. Especially in the case of the blue curve, it can be seen that friction, and thus ultimately wear, only starts to increase significantly later. The structural depressions act as lubricant reserves and ensure improved failsafe properties.

pulse and the different classes of material. The laser interference method is highly versatile, making it possible to generate a wide range of geometrically exact periodic structures and thus ensuring materials have the right properties in the right place.

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## Steinbeis attends BuKo 2010

# Experience the variety

The national conference (BuKo 2010) of Junior Chamber International Germany (JCI Germany) took place in Karlsruhe in September. This year's theme: "Experience the variety". Around 1,000 young entrepreneurs and managers responded to the invitation and attended the event in south-west Germany. Several Steinbeis enterprises also seized the opportunity to reach out to visitors and present the portfolio of services offered by Steinbeis. Kicking off the three-day event, Prof. Dr. Konrad Zerr, Head of the Steinbeis Consulting Center Marketing – Intelligence – Consulting, presented the key findings of the Steinbeis study "Are values shifting?", which was conducted in partnership with JCI Germany (see report on p. 4).



The team from Steinbeis University Berlin's School of International Business and Entrepreneurship (SIBE) was at BuKo 2010, as well as ...



... the Steinbeis Center of Management and Technology (SCMT), here represented by David Rudolph, seen in conversation with JCI World President Roland Kwemain,...



... the Steinbeis Business Academy (SBA), whose stand was visited by Baden-Württemberg's interior minister Heribert Rech, seen here finding out about the latest degrees from Steinbeis's Katrin Ziem (left) and Anja Nikelski (right),...



... and the Steinbeis-Europa-Zentrum (SEZ), represented here by Samantha Michaux.



The main Steinbeis stand was a popular meeting place. Baden-Württemberg's interior minister Heribert Rech, seen here with August A. Musch, managing director of Steinbeis Beratungszentren GmbH, was also keen to hear the results of Steinbeis's "Are Values Shifting?" study...



... as was JCI World President Roland Kwemain, seen here in conversation with Prof. Dr. Konrad Zerr from the Steinbeis Consulting Center Marketing - Intelligence - Consulting (MIC).



Posing for a group picture (left to right): Dr. Eva Fischer (Chair, JCI Germany), Edson Kodama (Secretary General, JCI), Iris Barnert (Consultant), Roland Kwemain (President, JCI) and Bertold Daems (Executive Vice President, JCI Europe)



The Steinbeis study met with significant media interest at the JCI Germany press conference, with Prof. Dr. Konrad Zerr (left) presenting the study's main findings for the first time.

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## Management consultant forum

### The 8th Steinbeis Consultant Forum

The 8th Steinbeis Consultant Forum took place on Nov 11, 2010. A large number of Steinbeis consultants attended. The theme this time was "Web 2.0 and Social Media," with some fascinating talks by university professors and consultants from business.

The Consultant Forum is an ideal opportunity to learn more about current issues and trends, and compare notes with experts and contemporaries. The closing get-together also offers lively conversation and a chance to forge and hone contacts.

The next Steinbeis Consultant Forum is on March 24, 2011 at 4pm in Stuttgart's "Haus der Wirtschaft".

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## The go-inno funding program Innovation advice – quick and simple

go-inno is a new Germany-wide project backed by the Federal Ministry of Economics and Technology (BMWi). Aimed at promoting innovation management at small companies, fifty per cent of costs are met for consultations from BMWi-authorized companies, including Steinbeis.

Eligible for funding are third-party management and consulting services that pave the way for – and help implement – product and engineering process innovations. Eligible to apply are small companies with fewer than 50 employees whose annual turnover or balance sheet total is no more than 10 million euros. Funding does not depend on the field.

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## Program to help management consultants gain qualifications and continue their professional development

### The consultant workshop

On-the-job learning is a philosophy central to the Steinbeis Consultant Workshop. Its aim is to allow consultants to hone their consulting skills on specific projects in real-life settings, in line with the principles of knowledge transfer. All training modules are underpinned by theory from a lecturer.

During workshops, participants can act as the client or the consultant. As a consultant, they can reflect on their skills in real consulting situations and add more strings to their bow in a realistic setting. As a client, they receive top-notch input for nothing, gaining insights for their project. Modules are staged in Stuttgart and last one day.

**Module I (22.01.2011):** Forging sustainable (working) relationships in the consulting process

**Module II (26.02.2011):** Understanding client issues

**Module III:** Consulting by asking

**Module IV:** Techniques to help clients help themselves more

**Module V:** Analogue working procedures – techniques and instruments

**Module VI:** Acquisition skills in consulting

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## Technologie-Förderungs-Unternehmen GmbH

### Steinbeis Beratungszentren GmbH given business challenge

The stakeholders of Technologie-Förderungs-Unternehmen GmbH (TFU) have given Steinbeis project manager Ulrike Hudelmaier an interesting business assignment. "Every partner company should be able to find an open door at any time for suggestions or problems," says Hudelmaier.

TFU currently offers premises and support to a number of highly innovative new companies, with an estimated 200 employees spread across four sites. A good 90 per cent of start-ups at TFU make it through the first five years of business. This compares to only a 60 per cent survival rate in the free economy. So far, the start-up and technol-

ogy center, which is based in the Ulm area, has helped 260 firms get off the ground.

The six TFU stakeholders are the cities of Ulm and Neu-Ulm, the districts of Alb-Donau and Neu-Ulm, the Ulm chamber of commerce and Ulm University.

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## New vehicle eases the burden on local delivery traffic

# Terra Truck – the commercial truck of the future

In Germany, the commercial vehicle sector is returning to former times of plenty after the economic crisis – and is now gravitating steadily towards higher loads, lower fuel consumption and lower emissions. So much has changed in recent years with respect to drive technology, on-board electronics and intelligent fleet management, yet by contrast, changes in body assemblies have been minimal. Yet it's precisely here that there is real potential for local delivery vehicles. The Steinbeis engineering consulting company TIB Technologiebewertung und Innovationsberatung GmbH recently assessed the international patent rights for Terra Truck and signed a deal to market the rights.

It's ten years since vehicle expert Walter Hurler first looked at emerging trends and realized them into a new truck body concept. Even then, his goals were clear: short standing time, quick loading and unloading, and plenty of options to change itineraries even during delivery runs. These are now key competitive success factors for local delivery runs in congested areas.

Hurler made these requirements for small and medium-sized trucks a reality with his Terra Truck: a truck model, ready for serial production, based on a body assembly that enjoys international patent protection. Consulting company Steinbeis TIB Technologiebewertung und Innovationsberatung GmbH selected the vehicle's patent protections, evaluated them, and signed a contract to market the rights.

With the Terra Truck, freight is not loaded by using lifting platforms on the outside of the vehicle. Goods are loaded directly into the loading areas in the vehicle's interior, which can be lowered to any height from ramp height right down to the ground. This allows the Terra Truck to build on the existing benefits of conventional compartments and offer direct access to freight. Transport fleets are also more efficient to run with the Terra Truck so hauliers need fewer vehicles. The Terra Truck system has been tried and tested over the years to the point where it is now ready for serial production.

Target groups for the Terra Truck are companies in need of commercial vehicles of 6 tons or more, for local transportation.



The Terra Truck prototype in use

"We've worked out that this market segment has significant potential to cut costs which would relieve the burden in the long term on local deliveries," emphasizes Walter Hurler.

Terra Trucks can be loaded and unloaded in extremely tight areas in urban environments. Because they offer access from three sides, they can be "through-loaded" (from back to front). According to a study carried out by Delft University of Technology, the Terra Truck does not exceed sound emissions of 60 dB, as required by many European communities at night. Terra Trucks are thus ideal for early morning deliveries, relieving daytime

traffic. The Terra Truck sets new benchmarks when it comes to ergonomics and safety: the lowerable loading areas on the inside place less physical strain on drivers, resulting in less absence through sickness. They also reduce accident risk with passing vehicles, bicycles and pedestrians.

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Photo: © Anoxymer

## The Enterprise Europe Network helps SMEs set up partnerships

# Business strategies based on internationalisation

**Anoxymer GmbH is an Esslingen-based company with a business model based on strategic collaboration and a strong focus on international markets. This means it is key for the company to find business partners that can take care of specific parts of the value chain, from initial ideas to the finished product – such as analytics, quality management or product testing. Whenever possible, the products are then marketed jointly in foreign markets. With the support of the Steinbeis-Europa-Zentrum (SEZ) and the Enterprise Europe Network, Anoxymer found suitable business partners in Europe.**

Anoxymer is focussing on the extraction of health-promoting substances from edible plants to be brought onto the market in foods, drinks and nutritional supplements. The company approached the Steinbeis-Europa-Zentrum with a request to work with the Enterprise Europe Network to find business partners outside Germany that have an interest in Anoxymer's technologies and products. The SEZ has already been helping Anoxymer for some time with regular technology requests and offers from other European countries. It has also been helping the company initiate business contacts.

"Together with Anoxymer, we took a look at their business strategy in terms of innovation – and wherever we identified a need for more products, we set up a search profile. We shared these search profiles across Europe through the Enterprise Europe Network. For

### The "Bioactive Plant Ingredients" network

This network has a focus on bioactive plant ingredients which have a positive and prophylactic effect on health. The network is made up of a variety of research organizations specialized in plant biology and the growth and extraction of plant substances, as well as medium-sized companies from the biotechnology industry, which evaluate these substances. A number of networking organizations in the field of nutritional medicine and data processing are also members. The SEZ coordinates the network.

example, a member of the Enterprise Europe Network in northern France saw the profile and forwarded it to a firm in Canada. The companies' profiles were an exact fit and thanks to the network, cooperation talks got underway," explains Dr. Petra Püchner, the managing director of the Steinbeis-Europa-Zentrum in Stuttgart.

To search for potential business partners for clients, the Enterprise Europe Network partners use databases, brokerage events and personal networks built up over many years by each of the 4,000 Enterprise Europe Network innovation consultants. This makes it possible to match supply and demand precisely. Anoxymer struck a collaboration agreement with Oceanova from Canada and the Western Switzerland University of Applied Sciences in Sion. Anoxymer and its Canadian partner have now conducted and evaluated in-vitro and in-vivo trials, plus clinical studies. The collaboration supplies both partners with new customers, markets, applications and innovative products. Also, Anoxymer has been able to forge many new contacts in other European countries.

The SEZ also plays a role in setting up ideal networks with expert partners in the local area. Since August 2010, Anoxymer has been a member of the "Bioactive Plant Ingredients" network, a cluster dedicated to the development of bioactive foods that

have a positive effect on health. The same month, the German Federal Ministry of Economics and Technology began sponsoring the network for one year. The idea for the network stemmed from the SEZ's work with companies and research organizations in Baden-Württemberg. The SEZ provides a manager for the network and works on the strategy and business model of the cluster, which encompasses 17 partners from industry, research and marketing.

### Enterprise Europe Network

The slogan of this EU network, which the Steinbeis-Europa-Zentrum belongs to, is "Business support on your doorstep". Around 570 business development organizations, involving 4,000 people in 45 countries worldwide, help primarily small and medium-sized companies with all kinds of issues related to boosting competitiveness and their ability to innovate throughout Europe. One of the Steinbeis-Europa-Zentrum's main remits is to support Baden-Württemberg companies, universities and research organisations with joint European research and technology cooperations and help them establish contacts with foreign business partners.

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# New centers in the Steinbeis Network

The Steinbeis Network comprises around 800 Steinbeis enterprises spanning all fields of technology and management. Depending on the nature of their work, these may be Transfer Centers, Consulting Centers, Innovation Centers, Research Centers, Transfer Institutes or separate legal entities. The following new Steinbeis enterprises have been founded since August 2010:

## Abbreviations:

SCC: Steinbeis Consulting Center

SRC: Steinbeis Research Center

SIC: Steinbeis Innovation Center

STI: Steinbeis Transfer Institute

STC: Steinbeis Transfer Center

## STI 9p academy, Berlin

Directors: Prof. Dr. med. dent. habil.

Axel Zöllner

Dr. med. Markus Leyck Dieken

Dipl.-Kfm. Andrea Bandt

Dipl.-Kfm. Peter Kraushaar

E-mail: su1440@stw.de

## Range of services

- Professional development and coaching for doctors, dentists and healthcare organizations

## STI Equine Assisted Therapy and Management, Berlin

Directors: Dr. med. Rosemarie Genn

Birgit Gaida

E-mail: su1441@stw.de

## Range of services

- B.A.: 3-year executive Bachelor of Arts (B.A.) Project Competence Degree (PCD)
- Planning, implementation and assessment of degree programs
- Planning, implementation and assessment of studies and professional development programs
- Research in the field of equine assisted therapy and management
- Evidence-based research projects in the field of equine assisted therapy and management
- Practice-based research on optimizing structures and the quality of results in organizations in the equine and veterinary field

- Practice-based research on optimizing structures and the quality of results in organizations in the social and healthcare field
- Organizational consulting in the equine and veterinary field
- Organizational consulting in the social and healthcare field

## STC Tourism and Leisure Industry, Ravensburg

Director: Prof. Dr. Torsten Widmann

E-mail: su1442@stw.de

## Range of services

- Development planning in the field of tourism and developing mission statements
- Value chain analysis
- Moderation of tourism development processes
- Evaluations and expert reports on issues relating to the leisure industry and tourism

## SCC Metal Working, Weil der Stadt

Director: Prof. Dipl.-Ing. Stephanus Fallner

E-mail: su1443@stw.de

## Range of services

- Consulting
- Expert reports

## SCC Business Integration Training, Stuttgart

Director: Dr. Amadou Sienou

E-mail: su1444@stw.de

## Range of services

- Consulting
- Coaching on the introduction of modern IT solutions and IT project organisation

- Training, certification and certification seminars on the following:
  - Business process management
  - Software engineering and architecture
  - IT project management

## STI Medical Psychology, Berlin

Director: Dr. med. Wolfgang Albert

E-mail: su1445@stw.de

## Main areas of focus

- Diagnosis of psychological disorders with a somatic cause
- Treatment concepts for multifactorial somatopsychic disorders
- Education models for multifactorial somatopsychic disorders
- Compliance, quality of life research, evaluation

## STI Corporate Educational Process, Berlin

Directors: Prof. Dr.-Ing. Ulrich Günther

Prof. Dr. Peter Speck

E-mail: su1446@stw.de

## STI Market and Corporate Communication, Berlin

Directors: Dipl.-Betriebswirt

Carsten Rasner

Dr. Matthias Lung

E-mail: su1447@stw.de

## Range of services

- Degree courses

## STI SAP – Corporate Master, Filderstadt

Directors: Dipl.-Ing. (FH) Rainer Gehring

Prof. Dr. Andreas Seufert

E-mail: su1448@stw.de

**SCC Construction, System Materials and Standardization, Schorndorf**

Director: Prof. Dr.-Ing. Volker Läßle  
E-mail: su1449@stw.de

**Range of services**

- Seminars, consulting and evaluations/ expert reports in the fields of:
  - Standardization in construction, applying standards and optimizing construction
  - Material application, standardization and testing

**STI Event-Management, Stuttgart**

Director: Dr. Martin Lang  
E-mail: su1450@stw.de

**Range of services**

- Events management, planning and services
- Catering

**STI Politics- and Economic Management, Berlin**

Directors: Prof. Dr. Henning Herzog  
Prof. Dr.  
Horst-Dieter Westerhoff  
E-mail: su1451@stw.de

**Range of services**

This STI is a research institute with a focus on application and transfer in the field of political and commercial management, with the aim of matching the process of societal, economic and political change to the public and private sector, its institutions (organizations, businesses, associations, NGOs) and its stakeholders. Its range of services include

- Research
- Evaluation
- Assessment
- Forecasting

**STC Process Engineering in Industrial Varnish, Esslingen**

Director: Prof. Dr.-Ing. Joachim Domnick  
E-mail: su1452@stw.de

**Range of services**

- Conducting research and development projects
- Consulting and participation in publicly backed projects
- On-site evaluations and consulting
- Support with training and professional development

**STC Traffic Engineering.Simulation. Software**

Directors: Dipl.-Ing. (FH) Jakob Häckh, M.Sc.  
Prof. Dr.-Ing. Günter Willmerding  
E-mail: su1453@stw.de

**Range of services**

- Advice/consulting
- Technical calculations
- Research and development, modeling/ simulation/optimization studies
- Software development
- winEVA products; computer programs for analyzing consumption and driving performance

**SCC Global Advance, Frankfurt**

Director: Dipl.-Betriebswirt  
Carsten Wortmann, MBA  
E-mail: su1454@stw.de

**Range of services**

- We support companies expanding internationally, especially in China – from drafting plans to pinpointing strategies and implementing them
- As we have in-depth expertise both in Chinese culture and European cultures, we are intimately familiar with the different political and economic systems and which contacts businesses need on the ground

**STC Automotive Testing, Reutlingen**

Director: Prof. Dr. Peter Neugebauer  
E-mail: su1457@stw.de

**Range of services**

- Setting up and operation of HiL test benches
- Design and construction of diagnostic systems
- Development of ECU software
- Development of test routines and programs for ECUs

**STI Consulting, Training and Coaching, Stuttgart**

Director: Prof. Dietmar Kröber, MBA  
E-mail: su1458@stw.de

**Range of services**

- Training and qualification of coaches, instructors and consultants
- Management seminars
- Coaching as a management instrument

**STI Quality Management, Engineering and Technology, Berlin**

Directors: Dipl.-Ing. (FH) Petra Ohlhauser  
Prof. Dr.-Ing. Ulrich Günther  
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**STC Technical Software, Frommenhausen**

Director: Dipl.-Ing. (FH) Matthias Bauer  
E-mail: su1460@stw.de

**Range of services**

- Development of technical software
- Software project consulting
- Technical software training

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Part of Steinbeis University Berlin (SHB), the Steinbeis Transfer Institute for Building and Property Industry offers a Master of Science degree in Real Estate based on the Steinbeis Project Competence Concept, as well as a certification course in real estate energy management.

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