

**Technology.Transfer.Application.**





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## Steinbeis.Transfer.Success.

*The name Steinbeis has become synonymous with the successful transfer of tangible, market-based knowledge and technology. Managed by entrepreneurs, Steinbeis Centers build solid, steady bridges between science, academia, trade and industry – always focused on how everyone involved in the transfer will actually benefit.*

The Steinbeis Network is a singular model of success: Our network of transfer-oriented Steinbeis Enterprises is expanding inside Germany and at an international level to help all parties exchange and use knowledge for common endeavors more efficiently and effectively. Take our interdisciplinary teams – they craft customized solutions for specific challenges. Professional experts from science, academia, trade and industry merging technology and management, thinking globally and acting locally, with impact and precision. With a decentralized structure in place, the Steinbeis Network furnishes knowledge and expertise on a broad range of subjects.

The Steinbeis service portfolio spans:

- |  |
|--|
| <b>Consulting</b>                        |
| <b>Research and development</b>          |
| <b>Training and employee development</b> |
| <b>Evaluation and expert reports</b>     |

Our network partners with customers of every size, from sole proprietors to large corporations. Why? At Steinbeis, we aim to help as many businesses as possible access innovative technologies and methods, access the know-how available through our network, thus uncovering solutions which meet their needs and achieving successful transfer. Steinbeis' success is rooted in the added value we give our partners and customers.

For the Steinbeis Network: the Board of Directors of the Steinbeis-Stiftung







## Customers.**Network.**Experts.

*Our work begins when a customer presents us with a challenge. Regardless how specialized the issue may be, our network's experts will invent a fitting solution to that challenge. Covering a wide range of technologies, customers plug into expertise and skills throughout each and every project.*

Concept | 05

Maximize what you decentralize, minimize what you centralize – a credo we strongly believe in at Steinbeis. In fact, the interplay between these two opposing principles creates a fundamental strength of the Steinbeis Transfer Network. The Steinbeis organization is decentralized. The lowest-level unit within our organization is the Steinbeis Enterprise, each of which is run by its manager as a company within the company. These Enterprises take a variety of forms: Transfer Center, Consulting Center, Research or Innovation Center, Transfer Institute or GmbH (German company with limited liability). At the same time, a central, common framework shapes our structure. Time and again, we have found that this combination of entrepreneurial responsibility and a binding framework sustains, safeguards and fosters our corporate success.

Individual entities within the Transfer Network frequently operate within regional or topical subnetworks, meaning Steinbeis Enterprises are always on site, ready to supply sought-after expertise. Our Transfer Network accommodates businesses of every size with the contacts they are looking for: experts groomed to lend extensive support in tackling challenges in research and development, consulting and training and employee development. Flexible and unburdened by bureaucracy, our Enterprises keep pace with customers' each and every requirement, drawing on the full scope of expertise found in the Transfer Network. The outcome: customers see their projects managed reliably and promptly.

Yet what truly distinguishes our network? The people who craft actual answers to challenges. Our Steinbeis Enterprises' managers, most often university professors, attribute their success to the fact that they perceive themselves as expert problem-solvers in business. Working hand-in-hand with employees, contractors and third parties, they are intimately familiar with their customers' needs – from small and medium-sized enterprises that need help with research and development to large corporations that need to call on an outside expert in a particular niche.

## Knowledge.Technology.Application.

*When businesses turn to the Steinbeis Transfer Network, they can expect motivated experts in market-based knowledge and technology transfer who use and implement the latest research and development findings professionally.*

Our unique entrepreneurial transfer of knowledge and technology in tune with market demands is the driving force behind our Transfer Network. Working closely with customers, the experts at our Centers engineer end-to-end solutions for every challenge while never losing sight of the customer. What sets our work apart: service and quality customers can rely on. Guided by sustainability and consistency, we successfully manage project after project, constantly growing our network with Steinbeis Enterprises that are home to diverse skills and disciplines.

The Steinbeis Transfer Network also unlocks direct access to existing and burgeoning expertise – both essential to success. In making entrepreneurial available knowledge and technology sources strictly in line with the market's 'rules of play', we speed effective and efficient partnerships between academic and scientific establishments and trade and industry with benefit for both sides. Universities, colleges and research institutions have always been our primary sources of expertise. Our close collaboration with these centers of learning is what brings the Steinbeis idea to life and carries out our foundation's mission, ultimately making the transfer tangible: These partnerships unite current research with the latest scientific findings to focus on practical application and help businesses reap the rewards.

All Enterprises in our network are financed through customer projects. As a result, the directors and employees adopt the role of 'transfer entrepreneurs', holding themselves accountable for their actions. Our customer-centric approach is one of the key



elements of our corporate culture: every transfer provides a customer with a specific benefit, often decisive competitive advantages.

Thanks to flat structures and a decentralized organization, we craft solutions for our customers quickly and efficiently. Our knowledge is always up to date and constantly adapted to respond to structural changes and market requirements. We define our success in terms of the practical success of our customers.

## Network.Organization.Structure.

*The Steinbeis-Stiftung für Wirtschaftsförderung (StW) is the umbrella organization of the Steinbeis Transfer Network. The non-profit foundation and its subsidiary the Steinbeis GmbH & Co. KG für Technologietransfer (StC), responsible for all commercial activities involved in knowledge and technology transfer, are headquartered in Stuttgart, Germany.*

Within the Steinbeis GmbH & Co. KG für Technologietransfer network, there are multitudinous Steinbeis Transfer Centers (STC) focusing on various key areas. Our Research and Innovation Centers (SRC, SIC) are specialized in several kinds of research: market and transfer-oriented, commissioned, development and transfer network research as well as projects of a charitable nature. Consulting Centers (SCC) are experienced, insightful points of contact for business consulting, evaluation and training. The Steinbeis University Berlin provides in its Institutes (STI) transfer-oriented research as well as competence-oriented training and employee development. Steinbeis Beteiligungs-Holding oversees our majority holdings and several company equity holdings.

Steinbeis properties are used to bolster the knowledge and technology transfer process by providing the network with a suitable infrastructure. Steinbeis Edition releases specialized publications by experts of the Steinbeis network, the Ferdinand Steinbeis Institute (FSTI) fosters the transfer by coordinating and executing studies. Symposia addressing hot topics in technology and management complement our other vehicles and showcase the range of our expertise.



# Steinbeis Network

**Board of Trustees and Committee**  
Dr.-Ing. Leonhard Vilser (Chairman)

**Steinbeis-Stiftung**

**Executive Board**  
Prof. Dr. Michael Auer (Chairman),  
Dipl.-Kfm. Manfred Mattulat

**Steinbeis GmbH & Co. KG für Technologietransfer | Management Board**

About 1,000 **Steinbeis Enterprises** worldwide

**Steinbeis Transfer  
Centers (STC)**

**Steinbeis Research  
and Innovation  
Centers (SRC, SIC)**

**Steinbeis Consulting  
Centers (SCC)**

**Steinbeis Transfer Institutes (STI)  
at Steinbeis University Berlin (SHB)**

**Steinbeis  
Shareholding (SBT)**

**Steinbeis partners (Minority holdings, Franchise)**

## Technology.Service.Management.

*Today's challenge is providing interdisciplinary, yet well-founded expertise from a single source. Steinbeis accelerates and supports the specific transfer of knowledge and technology with accomplished technology and management experts and its services consulting, research and development, training and employee development and evaluation and expert reports.*

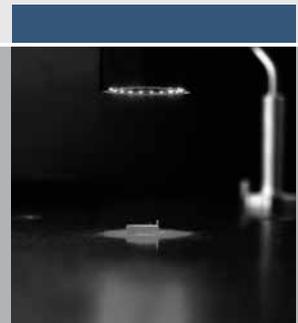
### Consulting



End-to-end solutions at every stage of the value chain

12 | 13

### Research and development



Applied technology for competitive edges

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We implement our projects where our customers are. Today, our Steinbeis Enterprises are located in numerous countries all over the world. What's more, we are currently expanding our network of global experts with project partners in further countries.

Regardless of which service area our customers select, each one provides them with access to a rich store of contemporary knowledge, expertise and made-to-measure solutions. We aim to provide competencies in all practical fields of technology and management. This applies to key technologies such as electrotechnology; energy, environmental and process technology; information and communication technology; life science technology; and production, materials and surface technology. As for management, our expertise ranges from social economics and business administration to regional business development for municipalities. An array of specialties entrenched in our profile helps us prepare innovations for the market and sharpen our customers' competitive edge.

### Training and employee development



Competencies as an asset

### Evaluation and expert reports



Solid opinions to make sound decisions



## Challenge. Consulting. Implementation.

*Proficient, skilled consulting is a basis for successful implementation. Our sweeping network of experts makes us a key contact for corporations and small and medium-sized enterprises alike. It allows them to reap the full benefit of our service portfolio ranging from brief consultations to extensive business and project consulting services for challenges at every stage of the value chain.*

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Our experts provide a sound analysis of business processes with a clear view to what is achievable and provide suggestions on improving processes. They add new momentum, develop economically and technically feasible concepts in close cooperation with the customer and lend support as the project is put into practice. Personalized consultations and professional drill-downs expose the potential to craft innovative solutions and push developments, thus bolstering a company's internal expertise. The outcome: long-lasting partnerships rooted in trust.

Thanks to our network, we stay flexible when confronted with divergent customer needs and requirements. No matter what the field of technology or business management requires, we can quickly and efficiently locate a network expert. This allows our consultants to provide solid, end-to-end support that includes matching distinct solutions to distinct challenges. The tremendous amount of expertise we have at hand drives countless synergies – whether in clearly defined tasks and challenges or requests in which both parties must analyze and define the underlying issues.

Our consultants are fluent in deploying evaluation instruments that have proven effective on numerous occasions and undergo continuous improvement. We take a pragmatic, user-oriented approach to introducing uncomplicated access to new sources of technology and information, a service that in particular small and medium-sized enterprises can readily appreciate.



## Development. Research. Edge.

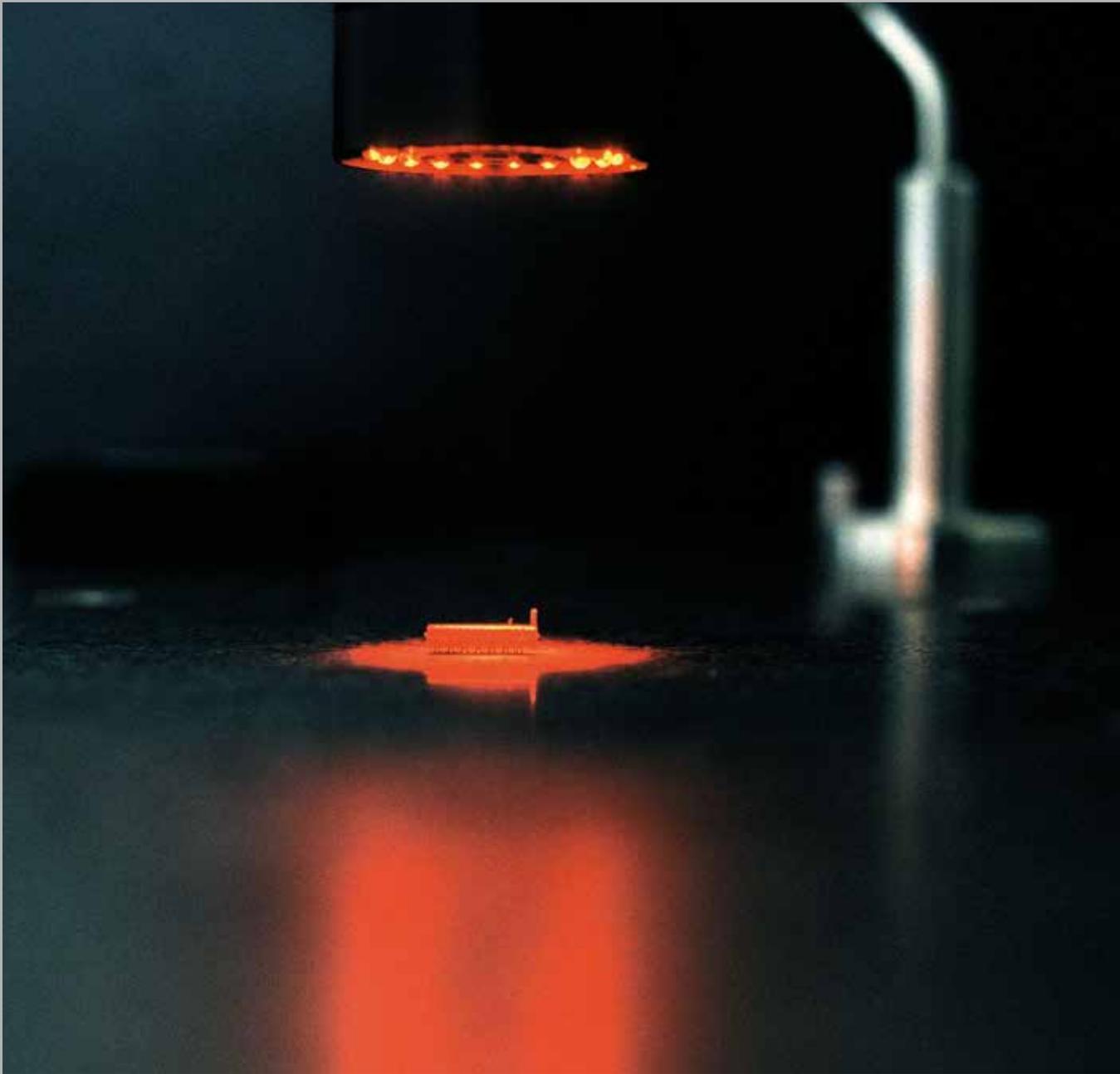
*Innovations secure businesses an advantage in global competition. The Steinbeis Network does not merely implement research and development projects – we put our customers first, placing fresh knowledge and expertise at their fingertips – in other words, a genuine economic asset.*

We quickly translate our edge in knowledge and skills into marketable products and processes. How do we do this? We use market-based transfer of knowledge and technology to match commissioned and applied research as well as practice-oriented developments with pre-competitive research results and specific challenges faced by businesses. No matter which solution we put into practice, each and every one must ultimately profit our customers. Simply put, they must demonstrate real competitive advantages. As a result, every single research and development project focuses on what truly makes implicit, specific knowledge and technology transfer successful: user orientation, marketability and timely deployment.

Proven experts in their field, our staff can point to years of experience in generating and actually translating knowledge and expertise into products and services. We know what is involved in taking know-how gleaned from basic and applied research as well as development and putting it into practice for our customers' live projects.

What makes our Steinbeis Enterprises so successful? They collaborate closely with other research and development institutions while remaining organizationally and financially independent. Thanks to our structure and seasoned professors usually heading up research and development in our Steinbeis Enterprises, we place the latest results and findings at companies' fingertips quickly, directly and free of red tape. Our portfolio ranges from optimizing products, processes and systems to integrating new technologies into existing applications – even complete, new developments.







## Know-how.Education.Expertise.

*For employees in the corporate sector and sole proprietors alike, life-long learning is now crucial to becoming and remaining competitive. Demonstrating sound professional competencies goes hand in hand with keeping abreast of current developments and situational successfully implementing what has been learned. Enter the Steinbeis Transfer Network. Our degree programs and training courses empower individuals to expand on and refine their own expertise.*

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We see knowledge as a raw material which fuels education. Without it, long-term economic success falls by the wayside. To safeguard that success, the Steinbeis Transfer Network offers a diversified range of professional training and employee development courses that span key areas of business and technology. They are open to participants of all ages and from any industry. We also tailor seminars, workshops or on site training to match customers' specific needs. Learning in the Steinbeis Transfer Network comes in many shapes and sizes to prepare professionals for challenges today and down the road.

Leading experts in education are calling on institutions of higher education to bridge the gap between theory and practice. At the Steinbeis University Berlin, that union began the day the private university was founded in 1998. It provides an additional learning opportunity element directly related to business in the real world. Students partner with companies to develop a project they will oversee on site, giving rise to twofold benefits. In jointly developing solutions to challenges, students and companies enrich their long-term expertise and competencies throughout the Project Competence Program. Our university's educational services portfolio ranges from certification training courses to state-recognized bachelors and masters degrees. The Steinbeis University Berlin also conducts independent, transfer-oriented research within the Project Competence Doctorate.



## Evaluation. Expert Reports. Decisions.

*Well-informed decisions about innovation or other business opportunities necessitate thorough analysis and expert reports. The experts in our network have the necessary skills and the proper experience to see projects through.*

We determine business potential and analyze the viability of business ideas and business plans' chances of success. Our experts author detailed reports which provide direction and guide decision-making processes while outlining possible solution scenarios and suggestions. As a result, our customers evaluate opportunities more accurately, minimize risks and approach current and future challenges with added confidence.

Our evaluations and expert reports assist companies in making decisions as proactive entrepreneurs. We analyze existing solutions, point out new options and evaluate alternatives. Depending on the goal, our experts may carefully scrutinize the entire company, ranging from technology and management to manufacturing, sales, financial management and senior management. Steinbeis' evaluations and expert reports are highly regarded by businesses, lenders and investors alike for the level of experience, quality and trustworthiness they bring to the table.

Our Transfer Network also supports companies with expert reports on their decision when it comes time to actually implement promising innovation projects. Yet our project input rarely ends with handing over a document – if required, we also act as consultants throughout implementation helping our customers navigate time frames, cost projections or new technologies which need to be launched. Simply put, we can lend our support to the process until it is ready for market.





## Process.Potential.Prize.

*Companies looking to safeguard sustainable economic success need to ensure that existing and new knowledge and expertise successfully transfers by putting it into practice within a tangible project. To underscore the value and potential inherent in this transfer process, we honor carefully selected projects with the Steinbeis Foundation's Transfer Award – Lohn Award during the Steinbeis Day event.*

This prize is awarded for outstanding projects in the realm of competitive knowledge and technology transfer and aims to increase awareness of transfer as a self-contained process. A project's success is measured principally by the quality of the transfer process, the identifiable potential as well as the transfer result and its economic value for both knowledge supplier and recipient. The Lohn Award is endowed with up to 60,000 euro and may also be bestowed for achievements and services of particular merit.

Both partners involved in a winning project receive one element of the sculpture designed by Professor Detlef Rahe. It embodies the transfer idea in its form of three-dimensional intertwining and overlapping twin surfaces, portraying the interaction of two partners.

The Lohn Award was created in 2004 by the Steinbeis-Stiftung to honor the unique achievements of Prof. Dr. Dr. h. c. mult. Johann Lohn and first awarded that year. Johann Lohn remodeled the Steinbeis-Stiftung in 1983 based on the Lohn Method, which he developed himself. As chairman of the board, by 2004 he had expanded Steinbeis into a worldwide acting network. The key success factors of the Lohn Method – systematic operations and simplicity – are mirrored in the model he developed for Steinbeis Transfer Centers and the overall structure of the network.





# Löhn Award

Steinbeis Foundation's Transfer Award



## Tradition. Progress. Future.

*Ferdinand von Steinbeis, the first patron of economic development in Württemberg, promoted applied innovation and a dual-track professional training system as the head of the Central Office for Commerce and Trade as early as the mid 19th century. The groundbreaking concepts he developed for the highly practical transfer of technology are put into practice long after his lifetime.*



Business patron Ferdinand von Steinbeis was instrumental in laying the groundwork for industry in the Württemberg region, rapidly propelling it from slow-moving development to growth on an international scale. In **1868**, business owners thanked him for his commitment by making a financial contribution to the first Steinbeis-Stiftung to promote commercial training for young people. During the period of high inflation in **1923**, the foundation lost its assets and was disbanded. See our publication "Ferdinand Steinbeis" (Steinbeis-Edition, Stuttgart, 6th edition 2011) for more information about our patron.

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**Steinbeis-Stiftung**  
is re-founded

The Steinbeis-Stiftung was re-established in **1971** as a foundation under the German Civil Code and a key service provider in supporting small and medium-sized enterprises (SMEs) in the German federal state of Baden-Württemberg. The interdisciplinary Technology Consulting Service Centers emerged as one of the key instruments in providing services. At the time, they were associate institutions to the universities of applied sciences in Baden-Württemberg and arranged for knowledgeable technical advisors to support SMEs throughout the area.

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**Löhn is appointed**  
Chairman of the  
Board of Directors

The key milestone followed in **1983** at the instigation of Prof. Dr. h. c. Lothar Späth, then Prime Minister of Baden-Württemberg, who appointed Prof. Dr. Dr. h. c. mult. Johann Löhn (born 1936) the first Government Commissioner for Technology Transfer. Johann Löhn held this office until 2006 and assisted the state government in supporting SMEs in the area. At the same time, he became the full-time chairman of the board of the Steinbeis-Stiftung that he reformed. Johann Löhn's position in state office and his work with private business under the auspices of the Steinbeis-Stiftung leveraged numerous synergies and allowed the foundation to grow rapidly. He made the foundation of Transfer Centers one of his top priorities at the time. Initially regarded as associate institutions of the State's universities of applied sciences, Transfer Centers were to focus chiefly on specific project work with customers as well as consulting services. Today, all types of universities and numerous research institutions are home to these Centers.

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**Opening of Steinbeis**  
University Berlin

The Steinbeis organization was restructured in **1998**. The Steinbeis GmbH & Co. KG für Technologietransfer was established as a new operational unit to separate the tasks of the foundation and the organization's greatly expanded commercial activities. In the same year, the privately-operated Steinbeis University Berlin (SHB) was founded and recognized by the state. Johann Löhn became its first president and still holds that office today.

In **2004**, Johann Löhn handed the chair of the Board of Directors of the foundation over. The new Board of Directors, now made up exclusively of full-time members, also manages the Steinbeis-Stiftung and the Steinbeis GmbH & Co. KG für Technologie-transfer. The Steinbeis Beratungszentren GmbH and the Steinbeis Forschungs- und Innovationszentren GmbH, both founded in **2005**, consolidate our expertise in consulting and coaching with market and transfer-oriented research and development.

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**30 years success**  
in technology transfer

**2013**, 30 years have passed since the Steinbeis-Stiftung has been re-organized in 1983. Steinbeis Enterprises in the Steinbeis network number about 1,000 all over the world. Detailed information on Steinbeis history and development you can find in "Steinbeis 1983-2008" (Steinbeis Edition, Stuttgart, engl., 2011).

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If you would like to know more about how Steinbeis could help your organization uncover new potential, or you would like to find out about our services and transfer network, you can contact us by e-mail, post or in person. For an overview of current projects, publications and Steinbeis expertise, visit our website: [www.steinbeis.de](http://www.steinbeis.de)

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Steinbeis is an international service provider in entrepreneurial knowledge and technology transfer. The Steinbeis Transfer Network is made up of about 1,000 Steinbeis Enterprises and project partners in more than 60 countries. Specialized in chosen areas, Steinbeis Enterprises' portfolio of services covers consulting; research and development; training and employee development as well as evaluation and expert reports for every sector of technology and management. Steinbeis Enterprises are frequently based at research institutions, especially universities, which are constituting the Network's primary sources of expertise. The Steinbeis Network comprises around 6,000 experts committed to practical transfer between academia and industry.

Founded in 1971, the Steinbeis-Stiftung is the umbrella organization of the Steinbeis Transfer Network. It is headquartered in Stuttgart, Germany.

[www.steinbeis.de](http://www.steinbeis.de)

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