Annual Report 2014/15

Corporate Development in International Competition
The experts in the business area Corporate Development in International Competition at Fraunhofer Center Leipzig are strategic partners of German and European companies working in internationalized markets.

The business-driven market services grouped in this working area have been developed for companies that have to cope with particular demands as part of internationalization processes.

The Fraunhofer specialists in this working area use their expertise to support companies in

- entering new markets,
- selecting and developing suitable sites,
- assimilating knowledge and ideas and incorporating them into the company,
- implementing new products and services and
- developing the staff required for this.
We understand how to unlock and develop new markets.

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**Entering New Markets**

Our field is new venture management. We support companies in conducting flagship projects that aim to significantly increase their competitiveness.

We specialize in the development of international markets and the management of innovations, particularly for technology-oriented medium-sized enterprises.

- Market development strategies and market development concepts
- Technology adaption
- Selecting and assessing locations
- IP management

**Business Models: Engineering and Innovation**

Research-based support in designing, improving and assisting the implementation of new business models forms the key service we offer to our customers in business and industry. Fraunhofer Center Leipzig has developed tools that support companies in identifying an advantageous market position. The toolbox enables companies to systematically develop, analyze and continuously improve business models. The tools meet scientific standards and are tried and tested.

The added value for the customer lies in being able to achieve higher profitability for the long term.

- Business model engineering and standardization
- Strategic positioning and business model audits
- Business model innovations

**Price and Service Management**

We support companies with the challenges of price and service management on the basis of established and innovative approaches from applied research. We have the knowledge and the tools needed to raise the potential of companies in the areas of revenue and price modelling and servitization – the transformation from producer to service-oriented solutions provider.

Marketing products and services – irrespective of whether they are innovative or already established on the market – means finding the optimum price and revenue model and supremely mastering the management of prices. As the pivotal driver of revenues, prices have a direct effect on profit. They determine the sustainability of companies and corporate success.

For providers, global competition increases the pricing pressure and the pressure to differentiate. Here companies are discovering the subject of “servitization” – the transformation from producer to service-oriented solutions provider. The necessary high-quality service portfolio places great demands on the development and management competencies of the companies that we support in development and quality management.

- Developing innovative revenue models
- Price and product optimization
- Development and quality management of services
From cultural dialogue to technology adaptation – the roadmap for the first German-Indian Economic Forum

The first German-Indian Economic Forum in Leipzig provided an opportunity for SMEs to learn about the potential and challenges of the Indian market.

“Make In India”, the international campaign launched by Indian Prime Minister Narendra Modi in 2014, aims at bringing more foreign investment to the Indian sub-continent, especially in the field of manufacturing.

This was reason enough for experts from the Fraunhofer Center and the German-Indian Round Table (GIRT) in Leipzig to host the first German-Indian Economic Forum on the Mediencampus Villa Ida. The one-day event offered an opportunity for 100 participants from SMEs, as well as consultants, to obtain information about the opportunities and challenges involved in launching German products on the Indian market. Having been personally invited to the German-Indian Economic Forum by the Indian Ambassador to Germany, entrepreneurs had an opportunity to engage in in-depth dialogue on their experience of the economic challenges in India, whether as part of the panel discussion on the sub-continent’s current political and economic situation or during one of three panels on the topics of “Taxes, law and finance”, “Entrepreneurial experience” and “Transfer and innovation” respectively.

The forum quickly developed into a platform for establishing valuable contacts with service providers and companies with Indian market experience.

Duration: 12/2014 – 4/2015
Information session 21st April 2015, Mediencampus Villa Ida, Leipzig
Partners: 
European Business and Technology Center (EBTC), New Dehli, Landesbank Baden-Württemberg (LBBW), KPMG, Dorschner & Hoffmann Rechtsanwälte

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“I’d like to express my sincere thanks for this exceptionally well-organised, exciting and inspiring event; I thought it was a resounding success! I’m convinced that it will spawn many great initiatives; you couldn’t help but feel the all-round enthusiasm.”

Christiane v. Krshiwoblozki, Administration Executive, Larsen & Toubro Infotech GmbH, Leipzig

Germany is India’s most important trading partner in the European Union. A trade surplus of 3.4 billion Euro (2012/13) demonstrates the high acceptance of German products.
Innovation and standardization in enterprises

Innovation and standardization are not mutually exclusive. The use and development of standards might open up new opportunities for the innovation potential of small and medium-sized enterprises (SMEs) and involvement in their development has been barely exploited to date.

Published in late 2014, the paper entitled “Seizing Opportunities for the Support of Innovation through Committee Standards and Standardization: Insights from German Companies” is based on the findings of the “Innovation capability of standardization” (IPONORM) project. This project aimed to investigate the relationship between innovation and standardization in SMEs. The research builds upon findings from 40 semi-structured interviews conducted with experts from German companies in five sectors: biotechnology, nanotechnology, services, security and mechanical engineering. The key interviewees are practitioners with Research and Development (R&D) and standardization experience.

Recognizing the innovation potential in standardization

Abdelkafi and Makhotin evaluated the interviews by means of a qualitative content analysis. They found that there are many opportunities for innovation through the use and development of standards, but that this potential was not being intentionally exploited by the SMEs. Consequently, the authors examined internal and external factors that influence the generation, identification and activation of innovation potential in standardization. They derived specific recommendations for actions for SMEs wishing to benefit to a greater extent from standardization.

Duration: 4/2012 – 12/2013
Publication: International Journal of IT Standards and Standardization Research, 12(2), 38-56, 7-12/2014
Client: German Institute for Standardization (DIN)

Funding: The “Innovation potential of standardization” (IPONORM) project is being funded as part of the “Innovation with Norms and Standards” (INS) initiative, which is being implemented by the German Federal Ministry for Economic Affairs and Energy (BMWi) based on a decision by the German Bundestag.

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“A standard is like a backbone, an absolute necessity in order to be innovative. Clearly it is the basis (for our product development).”

(Interviewee from the mechanical engineering sector)
The European technology project DISIRE aims to set new standards in energy efficiency for chemical, steel and mineral processing and for combustion processes.

The EU project “Distributed In-Situ Sensors Integrated into Raw Material and Energy Feedstock” (DISIRE) was officially launched in Brussels on January 28th, 2015. Top researchers and world leading industrial players involved in DISIRE will develop robust, yet miniaturized in-situ PAT sensors over the next 36 months. These process analysis technologies will provide real-time insights into dynamic processes. DISIRE researchers now intend to integrate the sensors in miniature into raw material flows. The acquired in-situ data will be compiled in a cloud for analysis, making it possible to control processes in real time to reduce energy consumption and increase process efficiency. This goes some way towards making the concept of “intelligent process control” a reality and opens up new opportunities for commercial applications.

Light source for the streets, energy supply for electric vehicles: The street lights in Leipzig city center offer a good alternative for drivers of electric vehicles when it comes to charging their batteries. From street light straight to your car - research has been carried out into a business model that expands the urban energy supply and promotes electric mobility in Leipzig.

Urban dwellers with electric cars often have no parking space of their own where they can charge their vehicle. In Leipzig, street lights may soon provide the solution. Under the German government’s electromobility showcase program, a viable business model for a public electric-vehicle charging infrastructure is to be developed in Leipzig, based on using street lights fitted with charging units. Researchers from the Fraunhofer Center for International Management and Knowledge Economy carried out a study in this area, using the Delphi method to obtain opinions from experts in successive written surveys to identify a consensus. About 80 interviews with experts revealed trends and scenarios that were validated by the project team and further developed into a business model for Stadtwerke Leipzig (public utility). In the future, this local energy provider is set to offer a conductive, that is cable-based, charging service for electric cars at city center street lights in Leipzig. The “Business Models: Engineering and Innovation” Unit of the Leipzig Fraunhofer Center will continue its research-based support of Stadtwerke Leipzig during the implementation of the developed business model.

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Researchers from the Leipzig Fraunhofer Center are working with international partners to develop an accredited and cross-institutional master’s degree program in innovation management in Tunisia.

Working with German, British, French and Tunisian partners, the Fraunhofer Center for International Management and Knowledge Economy has developed and implemented an accredited cross-institutional master’s degree program in Innovation Management in Tunisia. The program was launched two years ago for the first 30 students at the three partner universities in Tunis. In order to promote cross-border, interdisciplinary networking, researchers from the Fraunhofer Center Leipzig also designed an innovation lab, which they implemented in Tunisia in cooperation with the École Nationale d’Ingénieurs de Tunis (ENIT). This virtual lab has been set up to run innovation contests between Tunisian and European students and to promote intercultural dialogue. The Business Models: Engineering and Innovation unit is also responsible for designing individual modules of the master’s program, such as seminars on leveraging potential for innovation and the strategic use of this potential, or on managing collective knowledge.

During the program, six Tunisian graduates took the opportunity to combine their project work and master’s theses with a research placement at the Fraunhofer Center for International Management and Knowledge Economy in Leipzig.

“I learned a lot through this experience, whether in terms of scientific knowledge and methodology or German culture. It was very insightful and rewarding to work in an institute such as Fraunhofer Center Leipzig, where I was able to discuss issues with colleagues and share opinions and ideas with them. Besides the institute itself, Leipzig is a really lovely city.”

Aida, Boukhris – student in first year group on the DICAMP Master Program. For her master’s thesis, she researched the topic of “Business Model Innovation – A Support for High Growth” at Fraunhofer Center Leipzig.
Combining efficiency and aesthetics: paradigm shift with carbon concrete composite

Construction processes are set to become more efficient and sustainable, something made possible by the use of new building materials such as carbon instead of steel. This is the goal of the “C3 – Carbon Concrete Composite” project. Researchers from the Leipzig Fraunhofer Center are investigating the extent to which carbon concrete composite can be used as an alternative to steel reinforced concrete.

Carbon concrete composite is a new, multifunctional material that is highly durable yet can also be formed into any shape. As a result, it makes projects particularly resource efficient in terms of raw material use, can be used to build flexible structures with a long lifespan, and can also be employed as a construction material in integrated heating systems. Carbon concrete composite is set to revolutionize the construction industry and make new-builds and maintenance processes for existing buildings more cost-effective, efficient and environmentally friendly. To this end, Fraunhofer Center Leipzig researchers from the Unit “Business Models: Engineering and Innovation” are conducting studies as part of a nationwide alliance of 130 partners from the fields business, academia and industry associations. Under the umbrella of the “C3 – Carbon Concrete Composite” project, they began by producing a study of the construction market and neighboring sectors in 2014. Based on expert interviews, workshops and desk research, this study contains a detailed analysis of the German market and competition landscape and identifies relevant markets and market segments for C3.

Client: C³ – Carbon Concrete Composite e.V., Dresden
Funding/Partners: German Federal Ministry of Education and Research (BMBF) / Twenty20 – Partnership for Innovation
Team: Dr. Marija Radić, Dr. Nizar Abdelkafi, Stefan Wappler, Romy Hilbig, Caroline Große

C³: This carbon composite can be used instead of steel as a reinforcing material, allowing the construction of much thinner and more streamlined structures that save on resources. Because the material can be formed into any shape, it also makes it easier to use non-rectangular shapes, enabling the construction of more aesthetically sophisticated structures.

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Innovative services for people with dementia

The GeriNet Night Café in Leipzig provides support to dementia sufferers and their relatives. Researchers of the Fraunhofer Center developed a model for an economically sustainable service.

Recognizing the potential for innovation

Many people suffering from dementia get mixed up in their day and night routines, which can put a significant strain on relatives who care for them. The GeriNet Night Café was set up in the Leipzig region to address this issue by providing care to sleepless patients. Working with this Leipzig-based network, the Fraunhofer Center used a research approach to improve the viability of this business model. Using findings from service-provision research, the “Price and Service Management” Unit developed a customer-centric process design and simulated the different options in terms of cost-effectiveness.

Since autumn 2013, dementia sufferers have been able to receive night-time care at the facilities of the German Red Cross (DRK) in Leipzig. The Night Café aims to help patients get back into a normal day and night routine, delay their entry into care homes and prevent them from ending up in hospital.

Duration: 9/2014 – 8/2015
Client: GeriNet Leipzig
Funding: German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), “Local Alliances for People with Dementia” program
Team: Dr. Marija Radić, Corinna Große, Marie-Louis Hohloch

“Often, the physical, psychological and social pressures upon people who care for relatives suffering from dementia are high. Relief facilities, such as the Night Café remedy can be of great assistance.

www.gerinet-leipzig.de

“Innovative services within the health care sector have to be demonstrably cost-effective. Partnering and working closely with the Fraunhofer Center has enabled us to develop a structured, customer-centric and economically sustainable service design for the Night Café.”

(Lysann Kasprick, Project Manager, GeriNet Leipzig)
Whether as a prerequisite for exporting equipment or as a product in its own right, training provision is a booming business. Fraunhofer Center Leipzig researchers are placing it on a strategic footing and developing customized export handbooks.

The export of vocational training has become a key industry globally. Providers in Germany also benefit from the high demand for well-qualified professionals that is associated with the export of complex, hi-tech equipment, for example, in the field of mechanical engineering. Consequently, the German Federal Ministry of Education and Research (BMBF) has made the export of vocational training by German educational service providers a funding priority, working since 2008 to support collaborative projects that develop solutions to overcome export barriers and boost success factors.

Fraunhofer Center Leipzig advised the funding initiative from 2012 to 2014, conducting a meta project to examine ways of assisting with the work of these programs through supporting analyses and by kick-starting academic and methodical learning processes through dialogue. As a result, the Fraunhofer Center Leipzig team helped to encourage networking among German vocational training providers and further develop BMBF’s funding priority for the export of vocational training by German providers.
Guidelines for vocational training exportation

The meta project has produced nine sets of guidelines with concrete instruments and checklists for specific topics of vocational training exportation. These guidelines offer structured information prepared according to uniform standards, providing valuable pointers for the development of export projects and viable business models. They have even become a valuable acquisition instrument. The underlying data was collected by Fraunhofer Center Leipzig researchers during the meta project or taken from the research findings and experience of past projects.

The Fraunhofer Center Leipzig researchers were also tasked with organizing and facilitating learning and dialogue processes. Over the course of the project, Fraunhofer Center Leipzig engaged in dialogue with different actors in the field of German vocational training exports, and designed and organized three specialist congresses and a communications strategy. The strategy contains a detailed schedule with checklists, a communications concept and the program for organizing and implementing the congress and its content. The findings and the acquired contact data are set to be used in major events relating to vocational training exportation going forward.

Here you can download the action guidelines for Vocational Training Export.

Impressions from the Third Congress for Vocational Training Export in Berlin, October 2014.

Dr. Daniel Boese, since April 2014 Senior Vice President of the Festo Group, Leader of Business Unit Didactic and Managing Director of the subsidiary Festo Didactic GmbH & Co.KG.
Researchers of the Fraunhofer Center develop solutions for creating a welcoming environment that encourages people to stay in a region in order to meet long-term demand for professionals against the backdrop of demographic change.

**Working in the Prignitz region?**

This is not an option for many young professionals. Like other regions located outside of urban centers, Prignitz in Brandenburg holds little appeal to urban dwellers, which in some cases has serious consequences for the regional economy. Researchers of the Fraunhofer Center are now pooling ideas and initiatives aimed at making their region more attractive. The aim is then to work with the network of stakeholders from politics, business and society to identify common features of their individual initiatives to enable them to present a consistent image of their region. This successive approach allows the employment and corporate landscape of a region to be adapted to that region’s expected economic development in the medium and long term.

**Regional Branding – making regions more attractive.**

Fraunhofer researchers developed a program to train the specialist staff at these institutions in how to develop and manage this state-of-the-art research infrastructure.

Poland’s National Center for Research and Development (NCBR) launched the “SIMS - Science Infrastructure Management Support” project in 2013 to train 120 research managers from innovative Polish research institutions, laboratories and university departments.

Leipzig Fraunhofer Center delivers training in research management

Fraunhofer researchers developed and delivered a two-week training program focused on sustainable learning. Practice-oriented presentations and workshops enabled participants to learn about strategy development, research marketing, application strategies, IP management, technology transfer, effective cooperation with industry, fundraising, HR management, legal issues in research management, and infrastructure management.

The last few years have seen the European Union invest a total of EUR 5 billion in Poland’s research infrastructure, enabling numerous research institutions to set up new laboratories and bring existing ones into alignment with international standards.

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Having gained an insight into German research institutions and companies, the managers of the Polish institutes then traveled to the United States. Project partner International Business Machines Corporation (IBM) supplemented the experience gained by the managers in Germany with information and expertise from U.S. research infrastructure. Participants were unanimous in their positive assessment of the training.

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Researchers of the Fraunhofer Center in Leipzig have published a practical handbook on applied research, which, in addition to best practice modules, offers tools and strategies for developing a modern research culture.

The handbook describes methods for developing principles and processes for a well-functioning research culture; for the transformation to applied research; for sustainable knowledge management; for the strategic planning, initiation and maintenance of productive partnerships, and for networking between research institutions in the public sector.

The handbook also outlines potential obstacles and impediments that need to be taken into account when developing and implementing applied research approaches.

Duration: 9/2014 – 4/2015
Client: European Investment Bank
Team: Anzhela Preissler, Prof. Dr. Thorsten Posselt, Prof. Dr. Arno Basedow, Prof. Dr. Karol Kozak, Wojciech Roskiewicz, Jeanine Haack, Michal Turowicz

Identifying and evaluating investor source markets and industries

Wirtschaftsförderung Region Leipzig GmbH seeks to attract companies to Leipzig and the districts of Leipzig and North Saxony and create jobs there. New companies and jobs increase the economic power of the region, make it more attractive for future investment and imbue it with additional vitality.

Leipzig Fraunhofer Center conducted a detailed study to identify and evaluate potential investor source markets and industries in the Leipzig region. In this context, investors source markets for investors are countries and regions that are home to companies interested in investing in Leipzig and North Saxony as part of their international corporate activities.

Potential investor source markets and industries are identified on the basis of different sub-analyses. The study examined foreign direct investment in Germany and the region. Additionally, interviews were conducted with regional industry experts, providing insights into the strengths and potential as well as the weaknesses and deficits of the main regional industries: the automotive and supply industry, health management and biotechnology, energy and environmental technology, logistics, IT, chemistry and plastics, and mechanical engineering. The complexity of the value chains, the potential of individual industries for attracting companies and the general conditions of specific industries in the region were also examined.

An industry analysis and an evaluation of the structure, trends and expansion potential of the industrial sectors of the manufacturing industry were carried out subsequently in the potential investor source markers and industries identified. The findings of the study ultimately pointed the way towards appropriate international investor source markets for Leipzig and the region, and will help in reaching out to specific potential investors and bringing them to the region.

Duration: 12/2013 – 3/2014
Client: Wirtschaftsförderung Region Leipzig GmbH

Handbook for EU structural fund beneficiaries – transition towards more applied research

“Best Practice and Practical Guidance on Undertaking and Managing Applied Research” is the title of the handbook, which has been published on behalf of the European Investment Bank (EIB) by the Professional Development and Competence Management unit at Fraunhofer Center Leipzig. The tools and strategies developed by the Fraunhofer researchers assist research institutions and small and medium-sized industrial enterprises in gradually introducing market-pull and technology-push research practices. The innovative findings of this work provide public research institutions and the industrial sector with a solid foundation for growth.

The handbook describes methods for developing principles and processes for a well-functioning research culture; for the transformation to applied research; for sustainable knowledge management; for the strategic planning, initiation and maintenance of productive partnerships, and for networking between research institutions in the public sector.

The handbook also outlines potential obstacles and impediments that need to be taken into account when developing and implementing applied research approaches.

Duration: 5/2014 – 4/2015
Client: European Investment Bank
Team: Anzhela Preissler, Prof. Dr. Thorsten Posselt, Prof. Dr. Arno Basedow, Prof. Dr. Karol Kozak, Wojciech Roskiewicz, Jeanine Haack, Michal Turowicz

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Location Benchmarking – How do you identify the right location?

Global systems and markets require entrepreneurs to hold their own among international competitors. In this context, the issue of finding the right location for production, research and development is crucial.

Choosing the right location for research, development and production has a major bearing on the expansion and internationalization activities of a company and, by extension, on its overall success.

Good infrastructure, access to suppliers and suitable financing instruments are very important in this regard. In addition, it is increasingly necessary to have suitable, well-qualified employees or links to existing networks and research activities locally.

This is why Fraunhofer Center Leipzig is helping firms to select a location. Researchers from the Regional Positioning and Location Development Unit create an n-dimensional requirements matrix based on a company’s individual needs. This matrix is aligned with a range of databases available to the institute as part of a multi-step process. The company is presented with a shortlist of potential locations worldwide, which are then narrowed down in further dialogue with the client.

Germany is losing its competitive edge as a global leader in innovation due to new international methods of dividing labour and new markets for innovation that are developing in emerging economies.

The export strength of the German economy rests on products with high research and development content. These products have arisen as a result of, among other things, the specialization of industry and business in high-quality and, in many cases, tailor-made, products. This is all part and parcel of centuries-old traditions in German industrial culture. However, new middle classes in emerging economies such as China and India are looking for affordable, robust products that are adapted to their local contexts, rather than expensive products that are highly complex and, in some cases, have been over-engineered. The complex and far-reaching changes that these developments entail are challenging companies in Germany to re-think and redefine their established hi-tech, path-dependent innovation models. This is essential if they are to maintain and consolidate their international competitive edge. After all, necessity is the mother of invention.

Casting aside old ways of thinking

German companies thus face a two-fold challenge: to cast off the established mindset of a traditionally technology-driven industrial culture and to find new and sustainable forms of innovation geared to the needs of emerging economies. This will enable them to avoid a further increase in the complexity of the value chains and performance of hi-tech products. The term “frugal innovation” is entering the vocabulary of Western corporate culture to describe the implementation of great ideas using modest resources. This approach could ensure that companies retain their international competitive edge. After all, necessity is the mother of invention.

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