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Appendix

A.1 Role of intrapreneurship: Aspects derived from the literature

Role of intrapreneurship	goes back to
Targetted creation of opportunities and risks arising from division of labour within an organisation.	Smith (1776)
Permanent and strong-minded implementation of innovations by dynamic entrepreneurs („Big ideas“ by individuals)	Schumpeter (1912, 1950)
Use of internal resources and collective knowledge as basis for entrepreneurial opportunities („Big ideas“ by collective knowledge)	Penrose (1959)
Use of opportunities and risks of internationalisation for the product life-cycle. Export, import and production, research and development at international locations.	Vernon (1966)
New entrepreneurial activities trigger an evolutionary market process. Discovering unexploited opportunities follow changes in the price system.	Hayek (1968)
Use of entrepreneurial opportunities from symmetries of information between supply and demand.	Kirzner (1973)
Ongoing search for new opportunities. Identification of risks and risk management. Ongoing realignment of entrepreneurial activities.	Schwab (1976)
Large companies are subdivided into small autonomous units. Many small entrepreneurial initiatives bring success. Recognition for successful entrepreneurial initiatives create an entrepreneurial company culture.	Peters and Waterman (1982)
If possible all employees should develop and drive entrepreneurial activities to overcome changes in the business environment. When implementing entrepreneurial activities a holistic view and cooperation is necessary. Organisations should cultivate innovators, who as team members adopt a key role in the ability of organisations to survive in a globally competitive world. The innovators enable operational efficiency and ongoing innovation and should be supported by the company culture and structure.	Kanter (1983, 1989)
Discover opportunities and overcome problems; redesign, end activities that are no longer productive; make a contribution to the whole and achieve harmonisation of interests within the organisation.	Drucker (1985)
Acceleration of innovation within larger companies outside of established structures by individual entrepreneurial talent (to bridge the innovation gap in hierarchical organisations)	Pinchot (1985)
Development of a company culture that supports new ideas in all areas of the company. Well-informed employees together achieve an entrepreneurial orientation of the organisation by way of entrepreneurial contributions. Entrepreneurial revitalisation of established businesses through new employees and new technology. Adapt management practices (design of strategies, structure, culture and human resources management) to the economic, political, technological and social changes as the key to future success.	Brandt (1986)
Every employee has the potential to breach bureaucratic orientation and to pursue an entrepreneurial orientation. Entrepreneurial employees, managers and business units are role models and, together with entrepreneurially designed structures, can accelerate cultural change. However, employees must themselves choose to adopt an entrepreneurial approach. Entrepreneurial employees gain autonomy, can make a real contribution to the whole, but must at the same time make a big effort to gain support within the organisation for their approach.	Block (1987)
Realisation of innovation, entrepreneurial activities and strategic renewal in existing organisations.	Guth and Ginsberg (1990)
Applying systems thinking and team learning: discovering various mental models and/or further development of common ones for the detection and evaluation of opportunities and risks. Mingling of personal visions with the organisation's vision.	Senge (1990)

Role of intrapreneurship	goes back to
Competitive advantage of a national economic system as a source for entrepreneurial activities. Search for strategic combination of national and local conditions with the resources and capabilities of the company.	Porter (1991)
Improvement of company performance by an entrepreneurial orientation of the whole organisation. Entrepreneurial thinking and action pervades the vision and mission, targets and strategies, structures and processes, activities and culture.	Covin and Slevin (1991)
Intrapreneurship as an individual process: generate permanent new entrepreneurial activities in the areas of product, market and technology in existing organisations in order to survive in the long-term (overcome pressure of competition, achieve growth).	Block and MacMillan (1993)
Achieve global competitiveness through structural leadership, co-entrepreneurship and entrepreneurially oriented employees whilst at the same time strengthening value of humans in the world of work.	Wunderer (1993)
Intrapreneurship requires efficiency in existing companies as well as the development of future entrepreneurial strategies. Managers must balance out the present and the future and develop dual strategies. Top management must enable synergies.	Abell (1993)
Intrapreneurship is in the minds of management, mature organisations can be revitalised by an entrepreneurial culture.	Baden-Fuller and Stoppford (1994)
Perceive and respect cultural differences in the world and use them for entrepreneurial activities.	Trompenaars and Hampden-Turner (1994)
Management must achieve entrepreneurial orientation for the whole organisation. For this, entrepreneurial opportunities must be pursued on the basis of existing core competencies and future core competencies for the exploitation of new opportunities must be developed. Core competencies determine an arena for entrepreneurial opportunities in new and existing markets. Changes in the external business environment necessitate adaptations in the internal business environment via managerial innovations in the organisation and management of the company as well as operational innovations for the optimisation of processes.	Hamel and Prahalad (1994, 2008)
Autonomy, innovation, risk-taking, proactivity and an aggressive competitiveness determine the entrepreneurial orientation of a company. Entering new markets is the central entrepreneurial activity.	Lumpkin and Dess (1996)
The development of new business ideas for revitalising the organisation: Adapting strategy to a changing company environment and then adapting the internal business environment to the new strategy.	Oden (1997)
Harmonisation of the interests of the organisation with the interests of the actors produces an identity which strengthens the viability of the organisation in turbulent environments through learning. Central contextualisation and decentralised freedom to innovate and adapt are the foundation of entrepreneurial strategies and activities.	De Geus (1997)
Ensuring entrepreneurial success by being proactive demands a systematic monitoring of the business and factor markets.	Kuhn (2000)
Heads of subsidiaries are central agents of entrepreneurial activities in global companies and pursue internal and external entrepreneurial opportunities. They optimise resource allocation within the whole company system using entrepreneurial initiatives. They realise synergies across locations, develop competencies in the company, realise new products and conquer new local and global markets.	Birkinshaw (2000)
Entrepreneurial organisations must be able to adapt themselves to unexpected change. Rapid learning from success and failure and rapid adaptation of the organisation through decentralised decisions by employees who possess the relevant necessary knowledge of the internal and external business environment. Alignment of the organisation in such a way that stability in operational business is achieved, even in difficult situations and crises.	Weick and Sutcliffe (2001)

Role of intrapreneurship	goes back to
The market mechanism with competition and profits as incentives via entrepreneurs produces innovation, growth, progress. A mix of innovative firms and established enterprises is the best form of good capitalism.	Baumol et al (2002, 2007, 2010)
Achievement competitive benefits through internationalisation of entrepreneurial activities. Creative discovery and exploitation of opportunities that are situated outside of the organisation's national markets. Established companies conquer international markets using innovation and proactive decision-making.	Zahra et al (2002)
Entrepreneurial organisations must identify entrepreneurial opportunities and at the same time realise and secure competitive advantages. For this, they must decide whether they achieve the required innovations internally or via external acquisition. They must attain entrepreneurial orientation of management and employees in order to recognise and implement entrepreneurial opportunities in local and global markets and also, they must be able to achieve sustainable competitive advantages.	Hitt et al (2002, 2005)
Entrepreneurial actors are visionary agents of change and effective managers. They create continuous innovation in order to achieve competitive advantages in global markets.	Morris et al (2002, 2008)
Creation on new products or conquest of new markets (new business creation) achieved through direct and indirect control of top management. Learning from entrepreneurial activities generates opportunities and can also improve performance in existing businesses.	Sathe (2003)
A galvanising basic approach to changing lethargic organisational structures (in large firms) by strengthening the self-direction of small units.	Hentze et al (2005)
Sustainable growth and entrepreneurial organisation through entrepreneurial leadership and learning from interaction with the environment.	Thornberry (2006)
Management should possess management and entrepreneurial competencies and be orientated towards long-term success. Diversification and decentralisation makes it easier to achieve entrepreneurial adjustments to changes in the business environment. Intrapreneurship in small, decentralised units should increase the ability to innovate.	Maucher (2007)
Working together and synergies are central success factors in terms of shaping the entrepreneurial future of organisations. This enables comprehensive gathering of information concerning changes in the business environment and by exploiting cooperative intelligence, achieves entrepreneurial adaptation and a strengthening of resistance.	Joyce (2008)
An entrepreneurial culture is achieved by a feeling of urgency by as many employees as possible. Urgent action enables rapid implementation of opportunities and a quick reaction to risks emanating from the environment. The long-term viability of an organisation is strengthened.	Kotter (2009)
Entrepreneurial feel, thinking and action by employees and managers are decisive factors for success of teams and individual performance. Strategically oriented entrepreneurial initiatives must be developed in a way that is suitable for the existing situation of play, comprehensible cause and effect relationships must be realised and leverage effects have to be perceived. Business models have to be adapted to changing resources and market conditions or replaced by new ones.	Kohlöffel and Rosche (2009)
Entrepreneurial organisations balance current and future opportunities. Thus, they operate frequently on the limits of a state of chaos. Entrepreneurial strategy then defines itself as the continuous and purposeful identification and pursuit of entrepreneurial opportunities.	Ireland et al (2009)
An entrepreneurial mindset and behaviour as an organisational end state helps the pursuit of new opportunities, the creation of new units or businesses, innovativeness in terms of products, services and processes, strategic self-renewal, constructive risk taking, and proactiveness.	Dhliwayo (2010)
A corporate entrepreneurship process is triggered by external events and entrepreneurial behaviour of the individual and the organisation to create sustainable competitive advantage.	Kuratko (2010)

A.2 Questionnaire on the role of intrapreneurship in a company

This short questionnaire (approximately 10 minutes) is designed to clarify the role of intrapreneurship in a globally operating company. Therefore your contribution is very important for the significance of the questionnaire. Please fill in the questionnaire as completely as possible. You can also answer the questions in a very fast way by marking a position on the scale of five characteristics ranging from 'Yes' to 'No'. As our thank-you you will obtain an evaluation of this survey (therefore, please send an e-mail to: platzek@hs-weingarten.de). Of course, your answers to the questionnaire will be treated confidentially in any case.

First of all some details concerning the concepts are described here as follows.

You can immediately start answering the questions, if you wish.

Intrapreneurship as a central management topic in a global business environment is also a question of economics and harmonizing interests between the firm and its people (managers, staff): How should the incentive structures within an organisation be designed in a way that the enterprise as a *corporative player* can be successful as an entrepreneur on the market in the long run as well?

In management literature and in practice, for the protection of long-term potential for success – especially for big companies – it is required that executive managers and staff act with an entrepreneurial posture (as *the company or entrepreneur in the company* =intrapreneurship). In this case there are two central approaches: (1) Individual intrapreneurs take the full responsibility for the innovations and ideas within an organisation (=elitist management); (2) (Almost) all executive managers and staff members get inspired as co-managers and show their potential for management (=collective entrepreneurship). During implementation of entrepreneurship there are 3 considerations of central significance: The intrapreneur must be willing to do it (intrinsic and extrinsic motivation = micro-economic incentive effect), he must also be able to do it (entrepreneurial qualification) and he must be allowed to do it (structural leadership).

With reference to (1): According to Pinchot (Intrapreneuring, 1988) single, *heroic* intrapreneurs revitalize the companies, sometimes in structures that are created in parallel to the current organisation. Central guidelines for these intrapreneurs are:

- Be prepared to be fired when starting any day's work.
- Avoid all arrangements which could stop you dreaming.
- Do everything that is required to achieve your goal (no matter what your job is).
- Find people who support you.
- Select your co-workers by intuition and cooperate only with the best of them.
- Work in the underground as long as possible.
- Never bet in a race you do not participate in.
- It is easier to beg someone's pardon instead of someone's permission.
- Be true to your (feasible) goals.
- Honour your sponsors.

With reference to (2): According to Wunderer (Mitunternehmertum, 1999) the central function of the executive manager is to structurally and interactively promote entrepreneurial behaviour of all staff members. This collective entrepreneurship is strongly based on principles of cooperative self-organisation and self-development. Central guidelines of behaviour for these co-managers are:

- Work for tasks, organisations and people you can, on the whole, identify with (still).
- Be ready to get involved voluntarily.
- Understand problems as a challenge.
- Constantly look for better problem solutions.
- Concentrate on results.
- Implement your goals in a strategy and team-minded way.
- Work in a long-term and cooperative way together with other people involved.

Questionnaire on the role of intrapreneurship in globally operating companies

1. In our company there are very committed members of staff, who push through innovation against internal resistance or develop product ideas or ideas for new practices “in the underground”.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

2. For these “heroic innovators” in our company, there is freedom and/or tolerance and/or sponsors (supporting high-ranking executive managers).

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

3. Being a team-player in our company is highly valued and has been practiced with success. Innovative and entrepreneurial action is a team effort.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

4. In our company, more entrepreneurial spirit and entrepreneurial action from the managers is being **demanded** more and more.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

5. In our company, greater entrepreneurial spirit and entrepreneurial action is being **achieved** more and more by the managers.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

6. Entrepreneurial orientation of the staff members receives sponsorship and is supported by the managers (“helping others to help themselves”/ “self-monitoring”).

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

7. In our company, more entrepreneurial spirit and entrepreneurial action is increasingly **demanded** from (nearly) all staff members.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

8. In our company, more entrepreneurial spirit and entrepreneurial action is increasingly being **achieved** by (nearly) all staff members.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

9. We always exceed our previous possibilities and skills.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

10. We have exceptional creative skills. Pioneer situations belong to our daily entrepreneurial routine. We are a particularly innovative company.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

11. In our company, the incentive systems for supporting innovation and entrepreneurial activities are **not** appropriate.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

Appendix

12. Our methodical process of innovation is being carried out at all company levels. Product development is supported by cross-functional project management.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

13. We are a rather bureaucratically organised company.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

14. Perseverance, outstanding willingness to perform, superior motivation and openness highly influence the way we see ourselves.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

15. We are a proactive company and systematically make preparations for future opportunities and challenges.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

16. Our company systematically implements models of our entrepreneurial environment to innovate and carry out entrepreneurial tasks.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

17. Our core functional areas provide adequate to our innovation projects and our entrepreneurial activities.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

18. Not only individual learning but also organisational learning and team learning are very important in our organisation.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

19. In our company, experienced employees (senior managers) support young employees in taking-over (handing over) innovation projects and leader tasks.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

20. In our organisation, areas of responsibility are clearly defined.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

21. Structural measures (e. g. reward systems, intra-capital systems, profit-centre-structures) promote innovation and entrepreneurial alignment effectively in our company.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

22. In our company, the controlling of projects and business segments is carried out in a functional and unbureaucratic way.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

23. In our company, entrepreneurial potential is a very important criterion for employee selection.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

24. Again and again, good staff members leave our company to found (take over) other companies.

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

Questionnaire on the individual entrepreneurial orientation according to Pinchot (1988)

1. Is your desire for improvement as intensive as your sense of duty for maintaining given standards?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

2. Are you enthusiastic about your work?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

3. Do you think about new business ideas during your free time?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

4. If you think about a new idea, can you come up with specific steps for implementation?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

5. Do you sometimes get into trouble because you do things that go beyond your authority?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

6. Are you in a position to keep your ideas to yourself until they are tested and there is a plan for realisation?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

7. Have you succeeded in overcoming lean spells when a task has threatened to fail?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

8. Do you have more fans and critics than other employees?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

9. Do you have a network of friends at work that you can ask for help?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

10. Do you get angry if others implement your ideas incompetently?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

11. Can you share responsibility for your ideas with a team?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

12. Would you give up part of your salary for the chance to test your business ideas if reward for success were reasonable?

Yes **No**
strongly agree agree agree somewhat disagree strongly disagree

Questionnaire on the entrepreneurial orientation of an organisation with regard to the role model for entrepreneurial firms (Platzek et al 2010)

Self-assessment on implementation of the five roles of an entrepreneurial organisation

Evaluate the entrepreneurial orientation of your organisation in the shared implementation of the five entrepreneurial roles. Part numbers may be awarded - e.g. 1.5, 1.6:

(Overall grade 1 = optimum performance; 5 = poor performance)

(1) Knowledge manager for opportunities and threats

(analysis of environment according to entrepreneurial opportunities and threats):

Value (1 = optimum performance; 5 = poor performance)

(2) Idea finder/ Idea manager for new business

(specification, evaluation, feasibility of entrepreneurial ideas):

Value (1 = optimum performance; 5 = poor performance)

(3) Idea implementer/ Innovation manager of new business

(realisation of entrepreneurial ideas/ innovation processes: product, market):

Value (1 = optimum performance; 5 = poor performance)

(4) Entrepreneurial manager of existing business

(learning, specialisation, coordination)

Value (1 = optimum performance; 5 = poor performance)

(5) Synergy manager for holistic management of resources

(synergy effects within the organisation/ with the business environment)

Value (1 = optimum performance; 5 = poor performance)

A.3 Guidelines for survey on entrepreneurial orientation

Survey guidelines

Entrepreneurial orientation of technology companies
(German: Bodensee-Oberschwaben region)

Introduction:

Technology companies in the Bodensee-Oberschwaben region have to adapt continuously to changing economic, political-legal, social and technological framework conditions. In particular, they have to confront a high degree of competition and globalisation of markets. They have to pursue and utilise technological developments. In order to overcome these challenges and secure long-term viability, organisations have to achieve, overall, a high degree of entrepreneurial orientation:

They must continuously **identify opportunities and threats, formulate and implement** new entrepreneurial **ideas, learn** from entrepreneurial activities carried out, **adapt** existing business to the changing competitive situation and manage entrepreneurially, and also create structures and synergies within the organisation using continuous **change management**. Depending on the dynamic and complexity of the environmental conditions, it is no longer enough to manage existing businesses efficiently, rather the focus must be much more on proactive adaptations to changing environments and the use of new entrepreneurial opportunities.

Using a survey of company representatives from the programme advisory committee for the Bodensee-Oberschwaben Academy of Scientific Higher Education, we are carrying out an examination of the role of intrapreneurship and implementation of the roles in an entrepreneurial organisation in companies in the region, taking into account the change dynamic in the relevant global business environment. Is a greater entrepreneurial direction being striven for in the region's companies? What targets are being pursued in this? Who does what in achieving an entrepreneurial orientation?

Many thanks for your participation!

For details concerning the five central roles of an entrepreneurial organisation (Knowledge manager for opportunities and risks, Idea finder/ Idea manager for new business, Idea implementer/ Innovation manager of new business, Entrepreneurial manager of established business, Synergy manager for holistic management of resources and activities) see Platzek, B., Pretorius, L. and Winzker, D., 2010. A role model for entrepreneurial firms in a global business environment. In: Ginevičius, R., Rutkauskas, A.V. and Počas, R., 2010. Business and Management – Selected Papers, Volume II, VGTU Publishing House Technika: Vilnius.

Survey on entrepreneurial thinking and action

1. Which objectives do you connect with entrepreneurial thinking and action in an organisation (intrapreneurship)? What should (can) be achieved by the entrepreneurial orientation of an organisation?

Revitalisation (renewal) of the organisation

Yes fully agree agree undecided do not agree **No** do not agree at all

Achievement of the organisation's long-term viability

Yes Fully agree agree undecided do not agree **No** do not agree at all

Reactive generation of new business based on changes in the external business environment

Yes fully agree agree undecided do not agree **No** do not agree at all

Proactive generation of new business based on internal entrepreneurial dynamic

Yes fully agree agree undecided do not agree **No** do not agree at all

Increase in innovation

Yes fully agree agree undecided do not agree **No** do not agree at all

Adaptation of existing business to changing framework conditions

Yes fully agree agree undecided do not agree **No** do not agree at all

Increase in efficiency

Yes fully agree agree undecided do not agree **No** do not agree at all

2. How are these five roles implemented in your organisation in terms of division of labour?

Area 1: Knowledge manager for company opportunities and company threats:

How, by whom, for whom is which information from the business environment gathered and processed? How does individual or organisational learning occur? What elements of knowledge management exist?

Area 2: Idea finder (Idea manager)

How, by whom is information evaluated and presented, how and by whom are decisions made on the implementation of new ideas? Are creativity techniques used? Are business plans drawn up? (How) do people learn systematically from the idea finding process?

Area 3: Idea implementer (Innovation manager)

How and by whom are entrepreneurial activities in the product, market and technology areas implemented? Structures? Incentives? Allocation of resources? Innovation processes? Do people learn in / from the innovation process (how)?

Area 4: Entrepreneurial managers in existing businesses

How, by whom is information from the business environment for existing businesses evaluated and entrepreneurial adaptations or strategies, organisational architecture, culture, human resources management taken forward? How is the product life cycle analysed and considered? How are internal and external processes of division of labour planned, how is flexibility and risk management achieved? How are improvements and competency development achieved?

Area 5: Synergy manager

How is potential for synergies in and between new and existing businesses (units, branches) discovered and pursued?

A.4 Technology companies in the Bodensee-Oberschwaben region

Company	Location
Altana Pharma (Nycomed Germany Holding GmbH)	Konstanz
Andritz Hydro GmbH	Ravensburg
Artec Engineering GmbH	Baienfurt
Astrium GmbH	Immenstaad
Baljer & Zembrod GmbH & Co. KG	Altshausen
CHG Meridian Deutsche Computer Leasing AG	Ravensburg
Claas Saulgau GmbH	Saulgau
Coperion GmbH	Weingarten
Diehl Aerospace GmbH	Überlingen
Diehl Aircabin GmbH	Laupheim
Diehl Ako Stiftung & Co. KG	Wangen
Diehl BGT Defence GmbH & Co. KG	Überlingen
EADS Deutschland GmbH	Immenstaad
Geberit GmbH & Co. KG	Pfullendorf
Handtmann Service GmbH & Co. KG	Biberach
Hennig GmbH	Pfullendorf
Hilti AG	Schaan (FL)
HSM GmbH & Co. KG	Salem
Hymer AG	Bad Waldsee
ifm electronic GmbH	Tettngang
J. Wagner GmbH	Markdorf
Karl Storz GmbH & Co. KG	Tuttlingen
Kendrion Linnig GmbH	Markdorf
Konzept Informationssysteme GmbH	Markdorf
Kuka Controls	Weingarten
Kumatronik Systemhaus GmbH	Markdorf
Liebherr Aerospace Lindenberg GmbH	Lindenberg
Liebherr Hausgeräte Ochsenhausen GmbH	Ochsenhausen
Liebherr-Werk Biberach GmbH	Biberach
Lindauer Dornier GmbH	Lindau
Metzeler Automotive Profile Systems GmbH	Lindau
mtu Friedrichshafen GmbH (Tognum Group)	Friedrichshafen
Müller Weingarten AG (Schuler Group)	Weingarten
ND Satcom GmbH (Cassidian)	Immenstaad
RAFI GmbH & Co. KG	Berg
Ravensburger AG	Ravensburg
Rohwedder AG (Rohwedder Macro Assembly GmbH)	Bermatingen
Sunways AG	Konstanz
TechniData AG (SAP AG)	Markdorf
Thyssen Krupp Drautz Nothelfer (EBZ Gruppe)	Ravensburg
Tox Pressotechnik GmbH & Co. KG	Weingarten
Venta Luftwäscher GmbH	Weingarten
Vetter inject system GmbH & Co. KG	Ravensburg
Voith Paper GmbH & Co. KG	Ravensburg
Waldner Holding GmbH & Co. KG	Wangen
Wenglor sensoric GmbH	Tettngang
Winterhalter Gastronom GmbH	Meckenbeuren
Xomox International GmbH & Co.	Lindau
Zeppelin Systems GmbH	Friedrichshafen
ZF Friedrichshafen AG	Friedrichshafen

Statutory declaration

I herewith declare that I have completed the present thesis independently making use only of specified literature and aids. Sentences or parts of sentences quoted literally are marked as quotations; identification of other references with regard to the statement and scope of the work is quoted. The thesis in this form or in any other form has not been submitted to an examination body and has not been published.

I am fully aware of the legal consequences of making a false declaration.

Date: 28th May 2012

Signature: Bernd Platzek

