



IKA®

1910–2010 Insights. Memories. Stories.

1000
years





Insights. Memories. Stories.

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July 2010

Dear Readers,

Telling a company's story is always worth it. One who knows how it became what it is today begins to better understand its culture and its unique qualities. This certainly counts for IKA and its now exactly 100 years of existence.

Our company anniversary coincides with economically uncertain times. A global economic crisis, looming national bankruptcy, and currency crises are causing uncertainty. But one look at this magazine shows: In the decades after Curt Janke and Max Kunkel founded their company, they along with their successors had to deal with crises, wars, and collapse numerous times. And they survived it all. On the one hand, because they were confident and never lost their courage. On the other hand, because they never tired of trying to find the best possible technical solutions at any given time.

At the same time, there has always been a close relationship between the owners and the employees. Together, they overcame the Ruhrkampf, inflation, and crisis period of the 20s and 30s. And when the factory in Cologne became a casualty of the bomb war, everyone helped to rebuild it 450 kilometers to the south in Staufen.

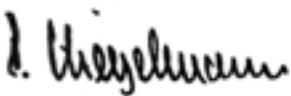
This kind of retrospective helps me when I'm faced with decisions. Just as my predecessors did, I intend to hand this company over to the next generation in the best shape possible. So I ask myself whenever making strategic decisions: Will this not only yield a profit for us in the near future, but also secure the company's existence in the long run?

Naturally, taking a walk down memory lane can be entertaining, too. We have come across interesting, rare, and sometimes strange pictures and documents covering all decades in the IKA archives. Get ready to be surprised and take your own little journey through time.

Employees from all sites and generations have contributed to this magazine. The way they feel about IKA, what they believe to be the meaning of their work, just goes to show the IKA family's diversity, which is one of our many strengths. This I'm sure of.

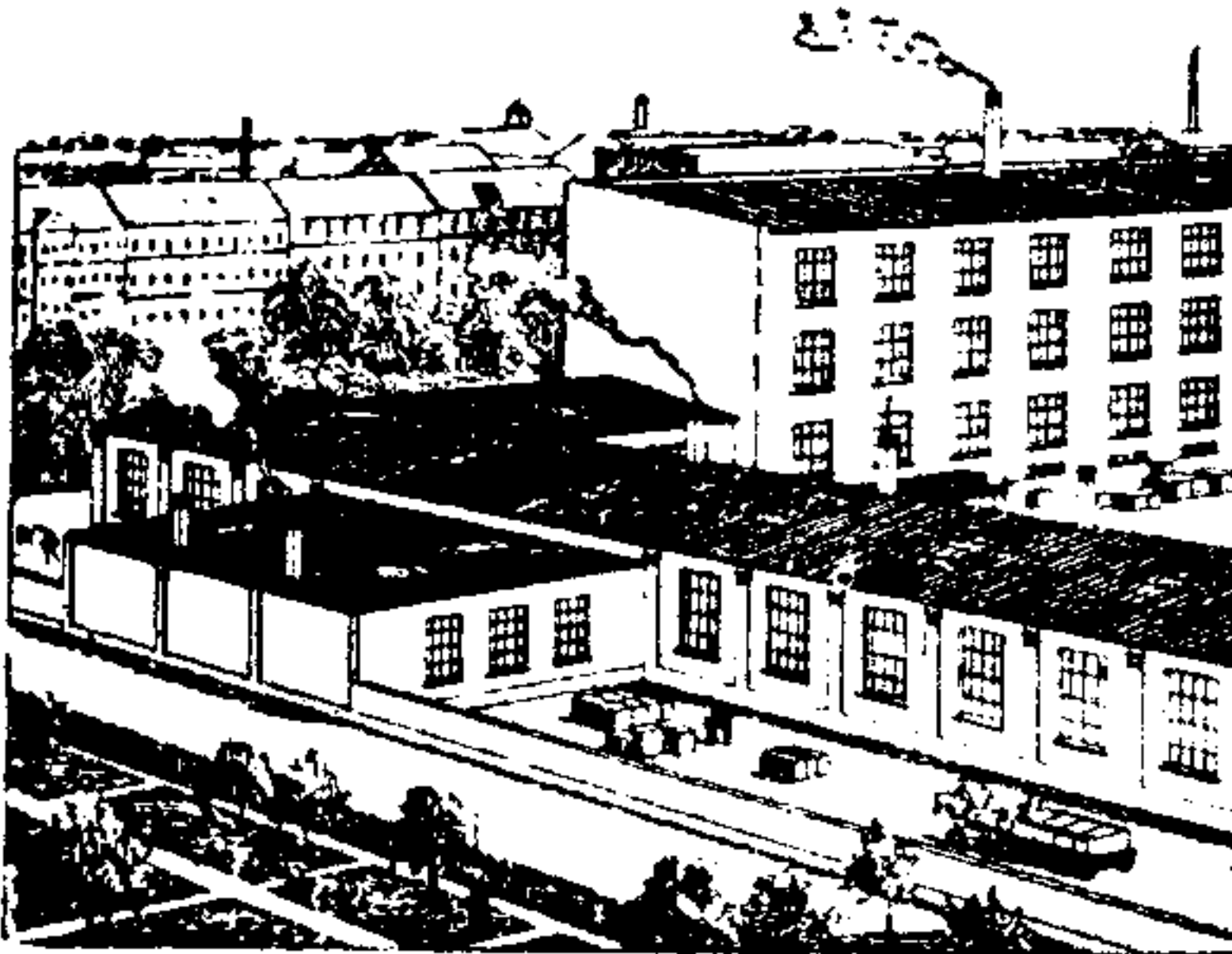
On that note, enjoy this hopefully entertaining and thought-provoking magazine.

Your



René Stiegelmann

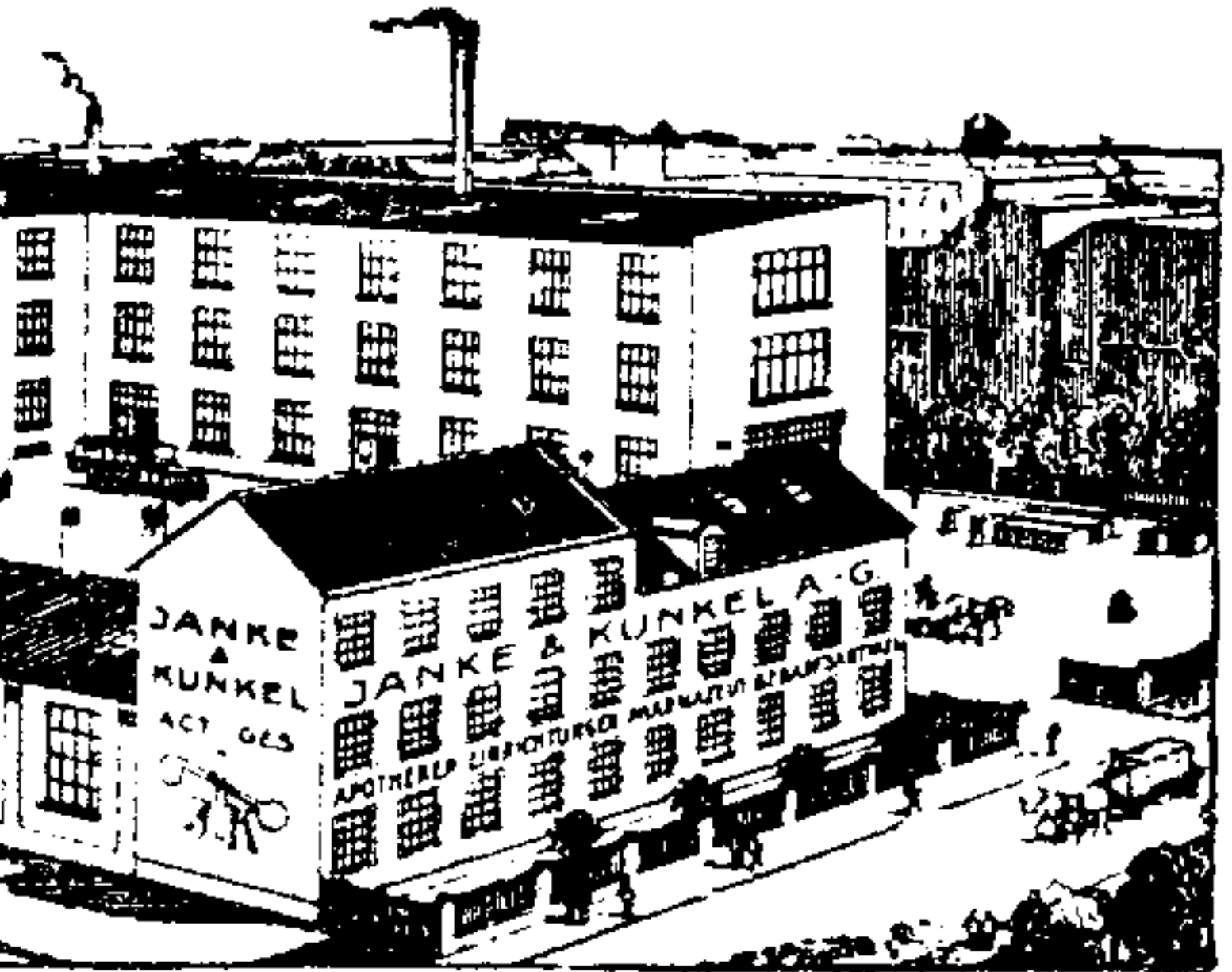
1910–1942



The former factory in Cologne (historical photograph in a brochure from pre-war times)

Lightning-Start with Hurdles

Curt Janke and Max Kunkel found their company in times of infinite economic optimism. They are able to carry the company through World War I and the inflation with “minor injuries.” The Leiberich and Stiegelmann families come onboard during the world economic crisis. Fewer but newer machines help them win over important industry customers.



A time of dizzying speed.
The motto: “Faster and Bigger!”

“Commercial company of pharmaceutical convenience goods Janke & Kunkel oHG” sounds long-winded and introspective. A little like the good old days. Yet, Curt Janke and Max Kunkel, who founded the company on January 1, 1910 in Cologne’s historic city center, experienced a time of dizzying speed. The motto: “Faster and Bigger!”

While the massive ship “Titanic” grew larger in a Belfast shipyard, engineers in Cologne were building the Hohenzollern Bridge – a steel structure celebrated as a marvel of technology – over the Rhine. When trains, cars, and street cars began rolling over it in 1911, the city, with its population of 600,000, was already experiencing traffic issues.



→ Elegance on the move: Janke & Kunkel trainees in Cologne before the war

01/01/1910

The company is founded by Curt Janke and Max Kunkel

1922

Janke & Kunkel becomes a corporation



→ "Universal stand with motor" for the foreign market

Just like in Berlin, where a speed limit of 25 km/h was being debated, taxi cabs, electric trams, and cars were starting to jam up the streets. Three thousand cars in total, including compact cars and omnibuses, along with 36,000 bicycles left the Opel factories in Rüsselsheim in 1912. The Reichspost started using its first airplanes that same year, and all over the country people were talking to each other via one million telephone lines. If you missed Crown Prince Wilhelm's visit to Cologne in 1908, you could watch the event at a movie theater shortly thereafter. The empire was stronger than ever. For years now, more and more people had been working in industrial jobs rather than in agriculture. The arms race with England stimulated the economy. A fourth of all steel generated worldwide originated in German blast furnaces.

The Chemical Industry Booms

German researchers were winning the Nobel Prize left and right; German chemistry and electrical engineering were worldwide leaders. Resourceful chemists took tar, which was left behind in large quantities by the coal sulfurization and which had been useless up until that point, and developed dyes that were bought by the textile industry. BASF, Bayer, Hoechst and Co. almost had the worldwide monopoly on synthetic colors. The tar chemistry industry later also found ways to produce medication. Pharmacies had recently been selling the very first chemotherapeutic substances and antibiotics along with the first chemical medicine against syphilis (since 1910).



→ Steam trains and steam engines required a lot of expensive coal. Due to its fluctuating energy content, it was important to be able to precisely determine the calorific value and thereby, the price. Calorimeters by Janke & Kunkel ensured precise readings.

Janke & Kunkel demonstrated keen instincts, when they started doing business in health.

More and more people were discovering that health and cleanliness are connected: In 1911, five million people flocked to the International Hygiene Exhibition in Dresden. Simultaneously, doctor visits were gradually becoming affordable. The number of doctors in the German Empire increased by more than 1,000 between 1900 and 1909, the number of dentists by almost 10,000. The number of pharmacies grew comparatively slowly. Still, between 1900 and 1909, 750 new pharmacies were opened.

Their Own Glass Workshop

So Janke and Kunkel demonstrated keen instincts when they started doing business in health. In Sionsthal, near the Severin Bridge and the Rhine Harbor, they sold everything needed by pharmacies, labs, and hospitals except the medicine.

Test tubes, bowls, tubes, bottles, and flasks made from glass were blown and polished in their own workshop. Business was good. Soon, packages were shipped to France, Belgium, and the Netherlands.

Wartime Economy and Occupying Forces Began to Deflate Expansion

The foreign market fell apart overnight when World War I started in August of 1914. “You will be home again when the leaves begin to fall,” Emperor Wilhelm II had promised his troops. But the war continued on, and the additional business soon turned into forced wartime economy. Instead of making lucrative deals with chemical businesses and pharmacies, military hospitals and sanitation depots now had to be supplied.

The Treaty of Versailles handed over the Rhineland to the winners as collateral. Allied troops had been occupying the region since 1919 in order to force payment of war reparations. They split up the left Rhine riverbank into four occupied zones separated by customs borders: One was American (Koblenz), one French (Mainz and Düsseldorf), one Belgian (Aachen and the left Lower Rhine). The British were in charge of Cologne and Bonn. A pass was required for travel from one zone to another.



→ Left: A “Colorimetric Milk Tester” was able to determine fat content based on translucency. An important test, as quite frequently milk was “secretly” skimmed or thinned with water.

→ Right: ABSORPA Wendler System – Gas testing devices for all types of gas

DRP.

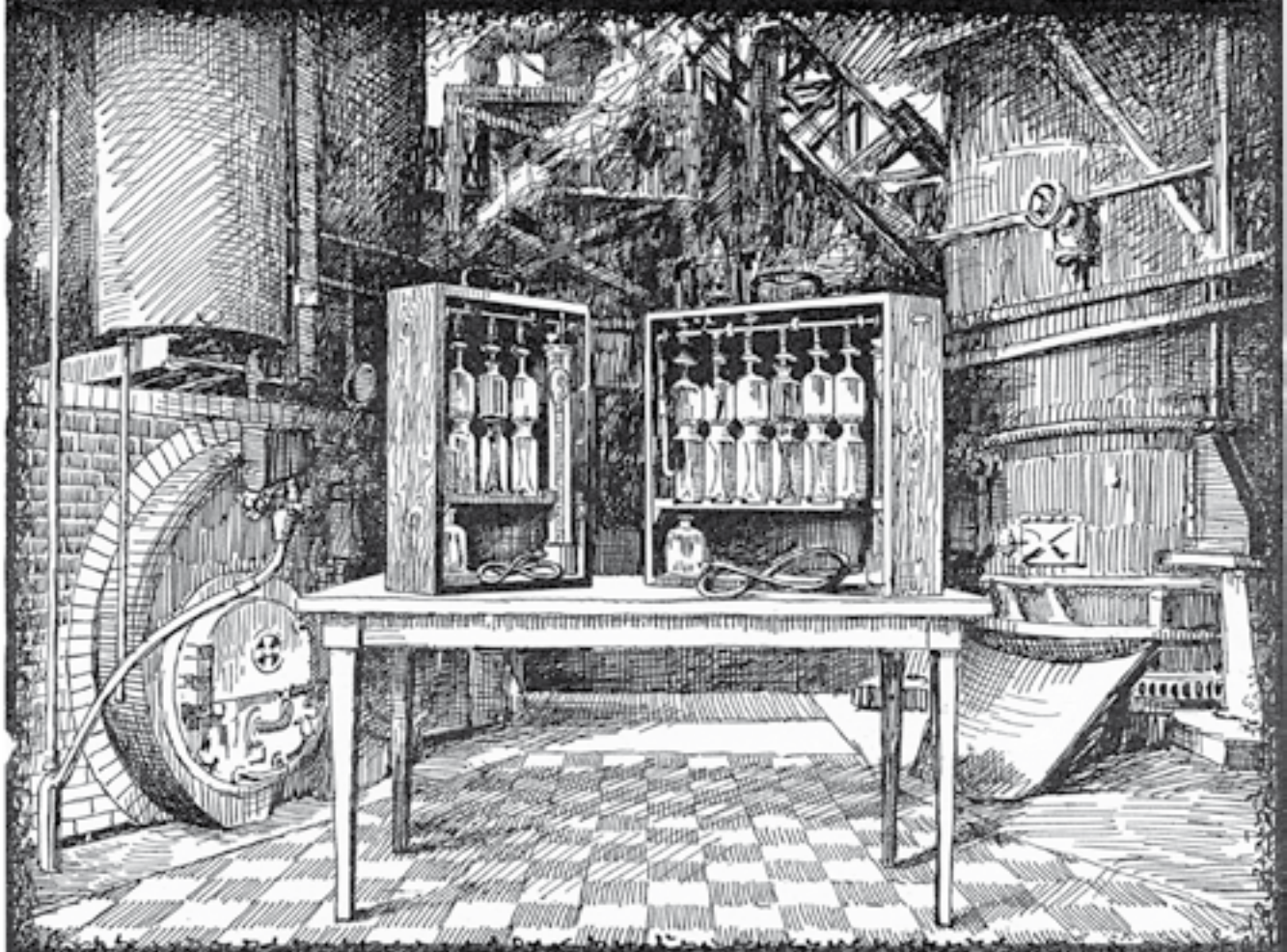
GES. GESCH.

DRGM.

ABSORPA

SYSTEM WENDLER

**GAS-UNTERSUCHUNGSAPPARATE
FÜR ALLE GASARTEN**



JANKE & KUNKEL A.-G.

Im Sionsta. 29-31 KÖLN a. Rh. Tel. Ulrich 2243-2244

Fabrik chemischer Apparate
Feinmechan.-glastechn. Werkstätten

The little Cologne factory that had been doing business under the name “Janke & Kunkel oHG” since March of 1920, must have nevertheless handled the transition to a civil economy quite well. In addition to the glass workshop, there was soon a plumbing service and fine mechanical workshops with new electric machines. At the first ACHEMA in Hannover, electrochemical and electrolytic devices were shown along with the newly-developed color measuring devices by Wilhelm Ostwald. The exhibition catalog and the price list from 1922 also show calorimeters, extraction devices, devices for determining nitrogen and tar, and

so-called Franke burners. The list registers 701 items in total, from C for centrifuge to E for evaporating dish and so on.

A Corporation is Born

In order to be able to finance such growth, the manufacturers turned their business into a corporation in December of 1922. Curt Janke and Max Kunkel became managers; three more founders bought into the company with 500,000 Deutschmark. However, one



→ Only very few product information sheets remain from Janke & Kunkel KG’s early days. These two related to analysis technology show the needs of a booming chemical industry. What used to be technically progressive now seems laborious and clunky.

US dollar already cost 7,600 Deutschmark then. Money got a bit scarce for the young corporation when the Belgians and French occupied the Ruhr in early 1923 in order to collect outstanding reparations. The people offered passive resistance, which the occupying forces responded to with repressions. Coal and iron production decreased – which hit the German economy much harder than the Belgian and French economies.

The Situation Becomes Dire – Konrad Adenauer is Supposed to Help

In Cologne, management was feverishly searching for ways to sell its goods to the rest of the “Reich” without customs and occupation formalities. Half-way through the year – a dollar now cost 110,000 Deutschmark – they decided on a production and commercial settlement in Leipzig-Gohlis. An unsuccessful investment, as it would soon turn out to be. The Ruhrkampf had already ended in September, and when 135 print shops worked day and night that November to print bills for the rapidly declining mark, the introduction of the Rentenmark temporarily contained the currency deterioration. Total assets of the Janke & Kunkel AG at the time came to 90,215,493,284,612,008 Papiermark (paper marks).

When the Goldmark finally got the currency situation back on track in 1924, the worrying still wasn't quite over. The uneconomical plant in Leipzig could only be sold under losses. This hurt finances while the chemical industry was stingy with orders.



→ Group photo of the Janke & Kunkel AG's mechanical workshop in Cologne in 1929. Clarification of picture:

Seated in front:	Foreman Graf
1st from left:	Precision engineer Randt
5th " "	Franz Piert
7th " "	2nd row, Werner Piert
1st from right:	Glassblower Kasper Lohmar
2nd " "	back row: Plumber Kremer
4th " "	back row, raised head, precision engineer Hört

The business situation was getting so dire that, in the late 1920s, a letter was sent to Konrad Adenauer, who had been the mayor of Cologne since 1917. Reference was made to the “business stagnation that had lasted for months” and support was passionately requested: “We as taxpayers who employ approximately 60 employees and workers, should be able to expect to be at the top of the list when it comes to assignments being handed out, so that we can keep our business running without limitations.”

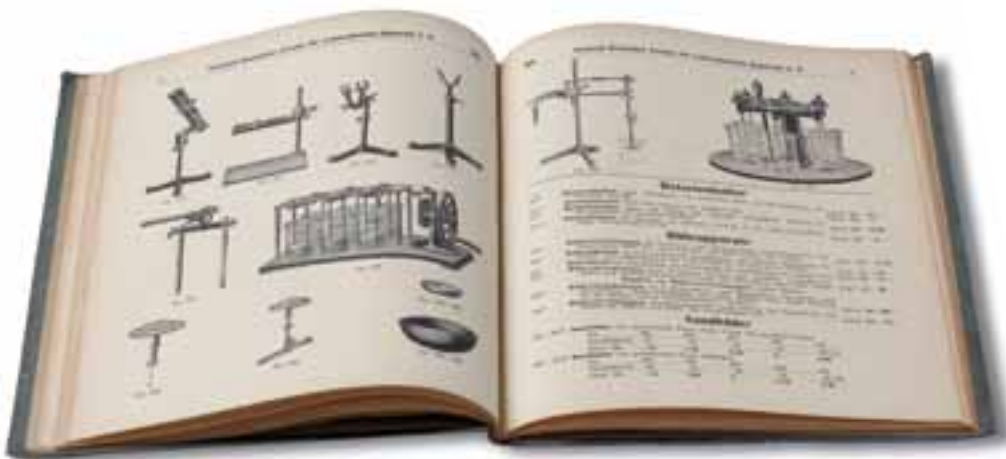


Total assets of the Janke & Kunkel AG in 1923 came to
90,215,493,284,612,008 Papiermark (paper marks).

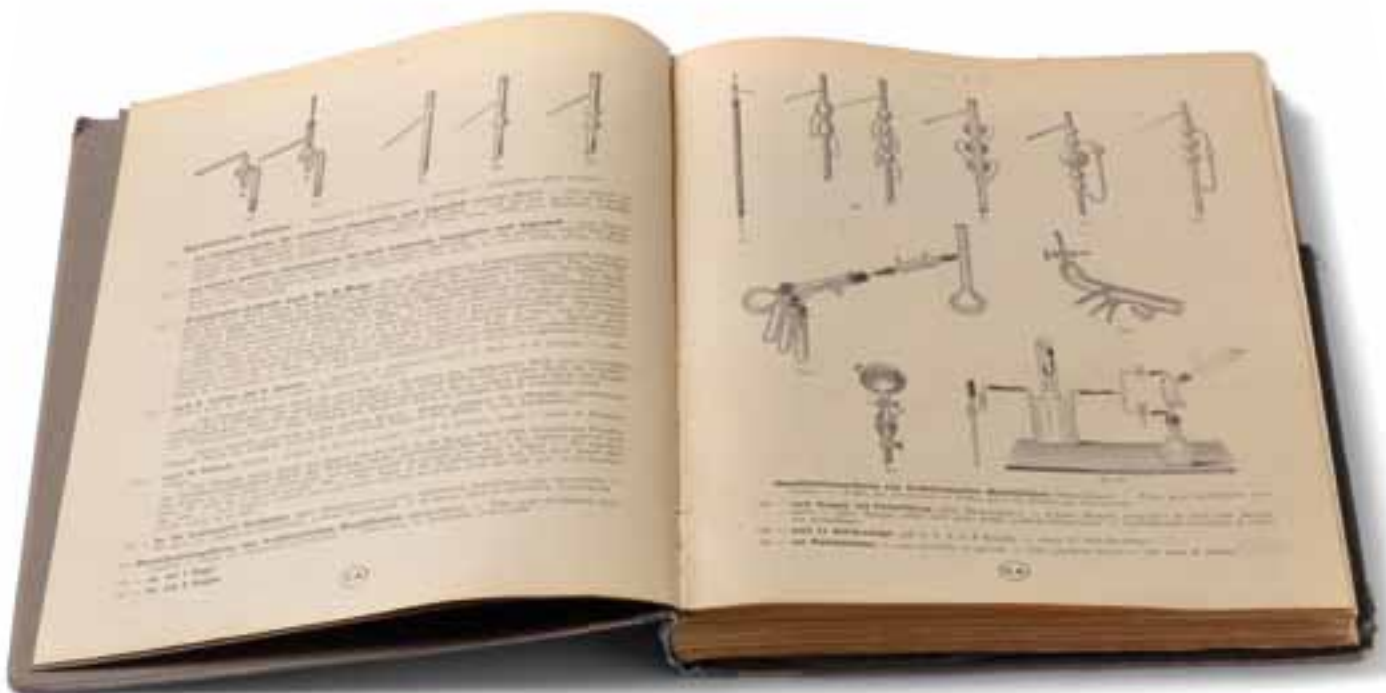
In spite of the unfortunate state of the economy, Janke & Kunkel offered a vast array of electrochemical, electroanalytical, and electrometric devices in the mid-1920s.



→ Catalog from the Leipzig branch



→ The oldest preserved price list is from 1922. It includes more than 700 items.



→ The catalog, which came out around 1925, has 400 pages and describes all items in French and Spanish, too. The color measuring devices developed by Ostwald were popular. Universal colorimeters and universal chrometers assisted the manufacturers and users of colors, materials, and papers in determining precise shades of color. Gloss meters and universal photometers determined the black-and-white content of solid, liquid, and powdery substances. Calorimeters and devices intended for swelling index analysis were used for the determination of calorific values. A bestseller back then was the quick tester for measuring active chlorine in hypochlorite solutions. Other devices measured hydrogenion concentration. At the "Health, Social Welfare, and Exercise" exhibition in Düsseldorf, all this innovation was rewarded with a gold medal.



→ Meager furnishings – comprehensive range of products. Before World War II, the company, founded new as a limited liability company in 1929, presented itself as factual and businesslike. The list of customers already read like a “who’s who” of the chemical industry.

However, Janke & Kunkel wasn’t spared by the world economic crisis either. The Berlin Stock Exchange experienced its Black Friday in May of 1927. Then, in October of 1929, the biggest stock market crash in New York history essentially pulled the German economy to the ground. Loans were collected, international trade was decreasing and German export along with it. Industrial production was reduced by 40 percent. Bankrupt companies, closing banks, and unemployment on a large scale shaped life for the following, long years. The “Janke & Kunkel Aktiengesellschaft für Laboratoriumsbedarf” as it was then named, was too damaged to survive an economic crisis of this magnitude. In May of 1929, the local court began bankruptcy proceedings, and in the fall, it was all over for this corporation.

But its reputation and products were too good for it to just disappear without a trace. Eberhard Hermann August Leiberich, director of the IG Farben plant in Arnheim, Netherlands, took over the renowned company. On November 18, 1929, it was reborn as “Janke & Kunkel Apparatebau GmbH” and opened one year later in Cologne’s Waisen-

hausgasse. Former general manager Hermann Zeller and Leiberich’s son, 32-year-old chemist Herbert, became managing directors. In 1931, 26-year-old businessman René Stiegelmann came on board with “fresh” funding and became involved in sales. Herbert Leiberich’s younger brother Wilfrid dealt with all business matters.

Focusing on Core Products

The young team agreed that the strategy should be focusing on the company’s core area of expertise. New concepts were developed, and the program was revamped. At the sixthACHEMA in Frankfurt, Janke & Kunkel introduced the new quick electrolysis stand model III. The previously dominating optical measuring devices were slowly taken out of production along with devices for volumetric analysis and pH-value and conductivity measurement. The glass blowing department was shut down, business relating to laboratory needs ceased.

The Cologne group impressed with their presentation at the seventhACHEMA in Frankfurt in 1937.

With a core range of products comprised of lab stirrers, devices for elementary analysis and heat extraction, color measuring devices, hotplates, Franke burners, and calorimeters, the company finally achieved a reversal of the trend.

The Cologne group impressed with their presentation at the seventhACHEMA in Frankfurt in 1937. At their booth, they demonstrated the first combined wall devices for industry electrolysis, the automatically sealing bomb calorimeter,

the calorimeter unity stirrer, and other devices. The result: a constantly surrounded booth and a competition that quickly began reorganizing its exhibition concept.

The customer list continued to grow and with it the profit. The Siemens-Schuckert-Werke AG, IG-Farben, Volkswagen (founded in 1938), Krupp, the Preußische Bergwerks- und Hütten-AG, Daimler-Benz, and the German state railway were now among the biggest customers. Janke & Kunkel had done it.



→ Herbert Leiberich, René Stiegelmann, Sr. and Wilfrid Leiberich at the AICHEM in 1937 (from left)

As a lover of all things wood, I was dying to do an apprenticeship in Freiburg to become a wood turner and antique carpenter. When the company went bankrupt, I was without a job. "Come to Janke," my father said. So in 1953, I started in Staufen as a retrainee, and after one and a half years, I took the exam to become a precision engineer. After two years as a craftsman, I was encouraged to run the apprentice department. Suddenly, I was responsible for close to 30 trainees but actually still felt like one myself. Numerous experiments coming from the construction office were handed over to the training workshop back then to be tested. So I quickly became familiar with all things technical. After that, they brought me to construction, and I got my engineering and foreman diploma.

The first machine I designed was the Beken kneading machine with a volume of 250 liters. We produced about eight or ten of this type of machine. As early as 1959, the first machines were sent to Russia. This even led to the Sputnik's solid propellant being processed with our kneading machines. In 1969, I became the departmental manager. The workers in all seven workshops were attentively supervised but also challenged. As part of my daily rounds through the workshop, I came to every work station – I was always up to speed.

I left IKA in 1972 and played a significant role in establishing a company nearby. In 1977, I started something new yet again. I began working for the "Caritas Organization Freiburg City e.V." as the second workshop supervisor for the handicapped at the assembling department in St. Georg. After one and a half years, I was put in charge of the department for the organization's handicapped aid. This meant I was now responsible for ten workshops. Combined with the residential buildings, the department – the supervisors and the supervised – consisted of close to 1,000 people. This really gave me a sense of fulfillment. I was certainly being challenged, but I also felt a deep sense of gratefulness to be able to help people who didn't have a very easy life.

About 13 years ago – I was now retired – Mr. Stiegelmann brought me on board with "HANDS for Children": **For me, this made it all come full circle: I am now back at IKA helping underprivileged children and other young people.** Here I am able to apply my professional experience. Our "HANDS for Children" team and I can say that we enjoy passing on to others some of the things we ourselves have received in life. We work free of charge but not in vain ... And how does the saying go? "Gratitude is the heart's memory."

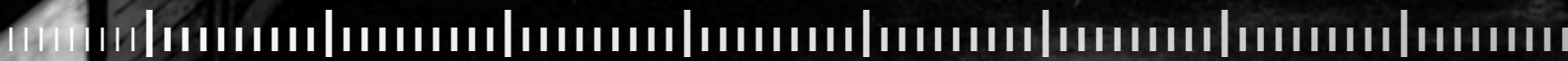


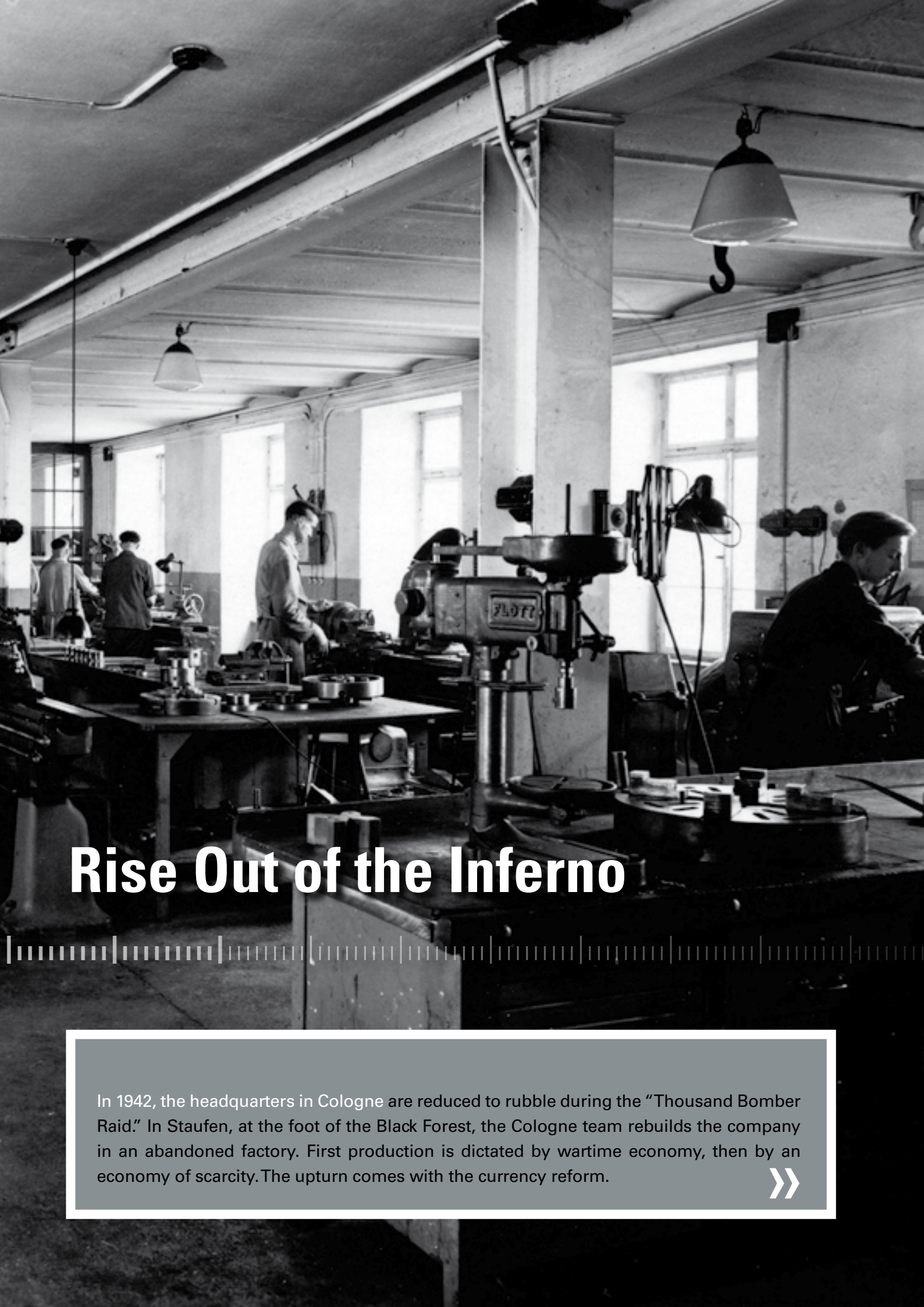


“My father was already a chemist for Janke & Kunkel – and now that I think about it, I have been able to experience and accompany half of IKA’s company history.”



1942 – 1948





Rise Out of the Inferno

In 1942, the headquarters in Cologne are reduced to rubble during the “Thousand Bomber Raid.” In Staufen, at the foot of the Black Forest, the Cologne team rebuilds the company in an abandoned factory. First production is dictated by wartime economy, then by an economy of scarcity. The upturn comes with the currency reform.



“In order to somehow continue on, we needed drawings of our machines. So I was sent out to the casting houses where there might still be copies lying around.”

Nineteen-year-old Hans Rheinbold, who at the time had been working as a precision engineer for Janke & Kunkel for about a year, patiently tolerated the impositions of war just like many of Cologne’s inhabitants. When the siren wailed, he quit working or sleeping and squeezed himself into the bunker and air-raid shelter. So on May 30th, he climbed into the shelter when the alert sounded at 12:17 am.

A half hour later, the first bombs rattled the city. Over a period of one and a half hours, a British bomber reached its target area every six seconds. In total, the close to one thousand planes unloaded around 1,500 tons of bombs and incendiary material on Cologne.

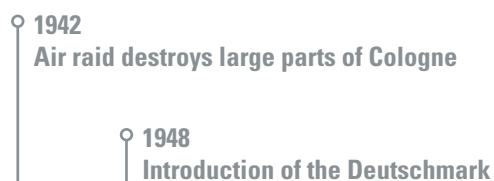
A massive smoke cloud hung over Cologne throughout the rest of the day. When Hans Rheinbold began stumbling through the ruins, he came across wreckage, dead people, homeless people. For days, he had neither electricity nor water. Trains didn’t start running again until a week later. Statistics from the “Thousand Bomber Raid”: approximately 470 deaths, 4,400 injured, and 45,000 bombed out. More than 40,000 houses were destroyed or damaged.

The industry had also been badly hit by the inferno. Thirty-six large factories had been completely destroyed, 70 were only able to produce at a limited capacity. Another 220 businesses only had minimal damage. The proud buildings of Janke & Kunkel had been buried in rubble along with the entire downtown area. All plans, records, and drawings had been burned.

Kirschwasser Instead of Bombs

There was hardly time for mulling things over or for mourning. The remaining employees gathered together in a temporary abode at 116 Breite Strasse.

“In order to somehow continue on, we needed drawings of our machines,” Hans Rheinbold recalls. “So I was sent out to the casting houses where there might still be copies lying around.” The precision mechanic, who had been going to engineering school in the evenings, patiently reconstructed one machine after another. Simultaneously, the armament commando of the armed forces was searching for replacement headquarters. It was foreseeable that metropolitan Cologne would be



attacked again. Sure enough, the bomb attacks lasted until March of 1945. Cologne's mere 50,000 inhabitants left at the end of the war had spent almost 2,000 hours in a state of alarm.

Soon there were three possible evasion locations on the table: two in Baden, one in Bavaria. The Leiberich brothers and René Stiegelmann, Sr. decided on Staufen. Hans Rheinbold and three apprentices got on the train heading south. Idyllic Staufen at the foot of the Black Forest must have seemed like paradise to the Cologne

group that had been so deeply affected by the bomb war. After arriving at the abandoned leather factory Bob at 12 Albert-Hugard-Strasse, they rolled up their sleeves and started preparing the building for machines and material. They ate at Steiger's butcher shop – and their families back in Cologne benefitted from packages filled with schnapps and fruit. After six months, 18 additional co-workers joined them from Cologne. They helped extend the skeleton of the boiler house and built an administrative building.



→ The small team that had been working on the development of the former leather factory on Albert-Hugard-Strasse since 1942 didn't shy away from harvesting apples either. Their families back in Cologne enjoyed packages full of fresh fruit.



→ The backside of the factory on Albert-Hugard-Strasse, Staufen

Idyllic Staufen must have seemed like paradise to the Cologne group that had been so deeply affected by the bomb war.



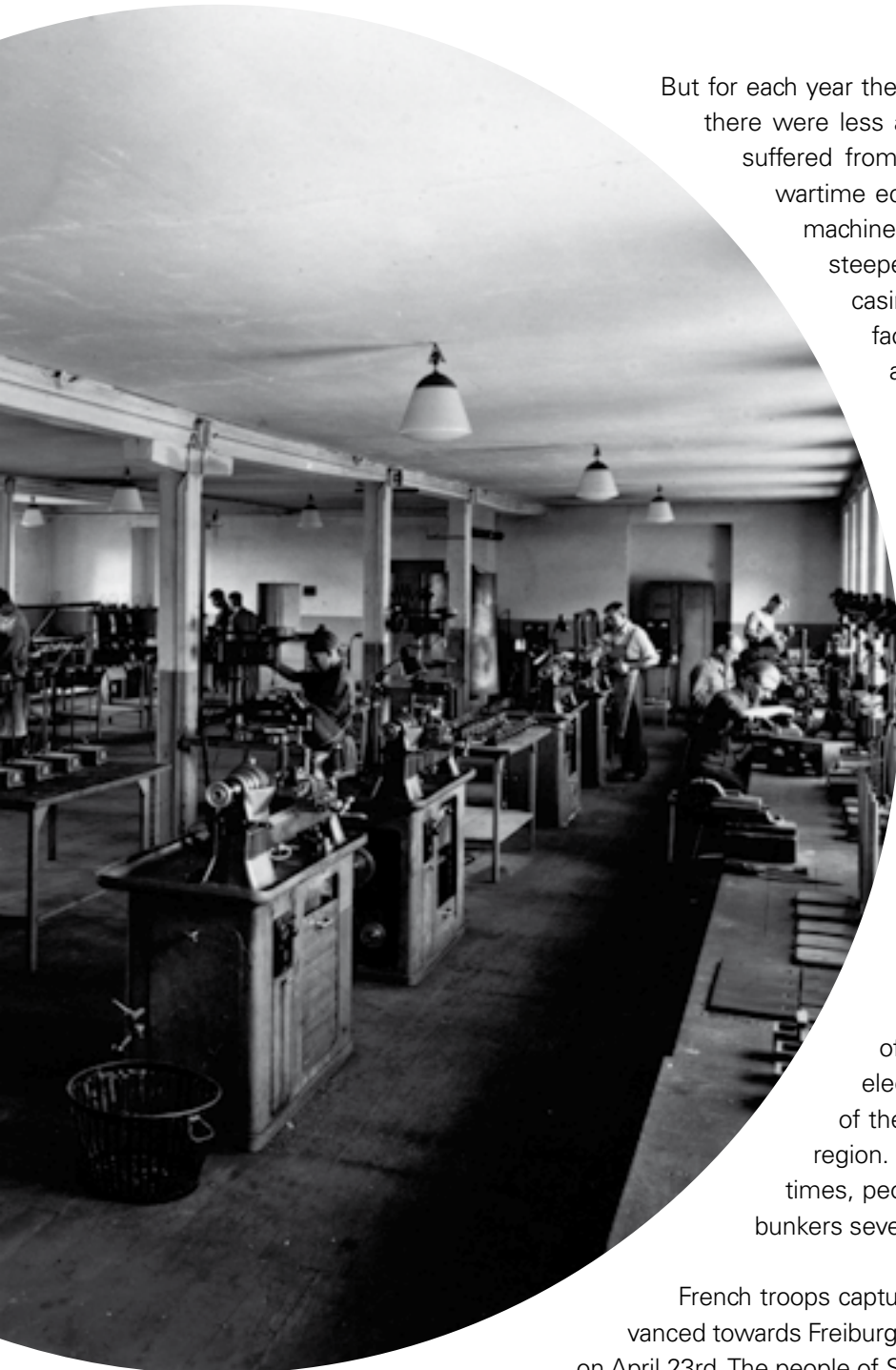
→ Above: The company building on Albert-Hugard-Strasse in Staufen was a makeshift arrangement, but at least it was temporarily safe from bombs. It most likely looked the same in the 40s as it does in these pictures from the 50s or early 60s.

→ Right: Customers in front of the old IKA building on Albert-Hugard-Strasse.



Herbert Leiberich used the meager postwar years to take a look around the industry.





But for each year the war went on, raw materials became scarcer, there were less and less workers, and those left increasingly suffered from insufficient supplies. For many businesses, wartime economy meant using their expertise and their machines to produce armor. For example, the tradition-steeped company WMF had been producing shell casings since 1939 while model railway manufacturer Märklin was pressing cartridge boxes and Siedle in Furtwangen was building field telephones. Like many other fine mechanical businesses in the Black Forest, Janke & Kunkel was responsible for making detonator pieces. The so-called C department equipped aluminum casings with threads and bore holes. As the men were being drafted one by one, seven women who were obligated to serve worked in the assembly.

In spite of such difficult conditions, by 1944, the company had worked its way back up to what it used to be. But the more the front lines approached, the scarcer the metal supply turned out to be. In the fall of 1944, men were even being pulled from war-relevant businesses and assigned to trench work, and during the last year of the war, businesses in Baden were without electricity for days. In the months before the end of the war, Staufen was under fire from the Alsace region. There were also low level air attacks. Oftentimes, people had to seek out safety in basements and bunkers several times a day.

French troops captured nearby Breisach on April 20, 1945 and advanced towards Freiburg and Weil on the Rhine. They occupied Staufen on April 23rd. The people of Staufen were now dealing with a dusk-to-dawn curfew and meager food supplies.

Regular production was not possible at Janke & Kunkel. As was the case with many businesses, occupying forces had dismantled machines and brought them to France. As a French citizen, René Stiegelmann, Sr. found an attentive ear with military authorities – and got the machines back. But materials and personnel were still missing. Most of the employees had gone back to Cologne or were still in captivity.

Will Trade Beauty Cream for Food

Furthermore, potatoes were more desirable in shattered Germany than lab devices. The average daily ration in the French zone of occupation was barely 1,209 calories at the end of 1946. This is why Stiegelmann rekindled old

connections to BASF and acquired source materials for cosmetics. Soon a group of loyal employees was stirring beauty creams with their own appliances, was transferring them to self-turned wooden cans and trading them for food on the black market under the brand name “Entre Nous.” During two shift operations, jewelry boxes, ashtrays, and plates made from Black Forest nut and cherry wood were created with the help of a home-made turning lathe made from artillery pieces.

At the same time, René Stiegelmann was doing what he could to enable the production of lab equipment again. As soon as metal supplies began to increase, Janke & Kunkel began accelerating production. From the start, many of the company’s customers were foreign, particularly French: Between 1946 and 1947, eight out of ten exported devices were sent to the neighbor in the West. In terms of technology, a race to catch up began. Herbert Leiberich used the meager postwar years to take a look around the industry and to study new solutions. The company was, therefore, prepared and ready to go when the currency reform created a half-way normal domestic market in 1948.



→ Opposite page: A peek into the machine shop of the old IKA factory
→ This page: Janke & Kunkel workers doing yard work

As soon as metal supplies began to increase, Janke & Kunkel began accelerating production. From the start, many of the company’s customers were foreign, particularly French.

Statement Manfred Maier, Production Supervisor, born 1950



“Back then, we did everything ourselves! Technical proficiency and specialization were important.”



In 1965, I spent the first six months of my training to become a lathe operator at Albert-Hugard-Strasse. Back then, the apprenticeship lasted three and a half years. I then landed at the pilot plant. I finished my training in 1979. When the engineering department was brought to Biengen in 1980, I took over production management there. First, the assembly and production had to be set up. A lot of tasks inevitably fall on one person when there's such a small group of people. That lasted until 1985. Then we had three projects close together. First, I dealt with the new construction of the machine shop, specifically, with the building planning and the set-up of the machines. We celebrated 75 years of IKA in the still empty shop before the September move from Biengen to Staufen. That same year, I went to Cincinnati for a few weeks with my colleague Harald Mössinger to set up the assembly there. That meant: First, we had to rent a building and then shop for machines. **Later, I brought together the metal-cutting manufacturing of engineering and lab technology.**

Production has significantly changed in my more than 40 years with IKA. In the past, the required education was tougher and communication was more direct. Many issues that today require four e-mails used to be handled with one phone call. **People would get together a lot after work or meet up for a few drinks.** That's why everybody knew each other fairly well. IKA has always been very social. The company outings from many years ago, the summer parties for the whole family, and the year-end celebrations were and still are an institution. IKA was most likely also one of the first companies in the region to provide and clean people's work clothes.

Between Information a



A





nd Allurement

In the early days, the designers responsible for print matter at Janke & Kunkel wallowed in colors and drawings. But soon, product information proved to be as subdued as the economy. Sales promotion was still a far cry from today's refinement.



dvertising



→ During the 50s, the sales team used elaborately designed sales aids in warm colors.





Advertising



→ The signature IKA blue has been adorning the catalogs and sales materials since the 90s.

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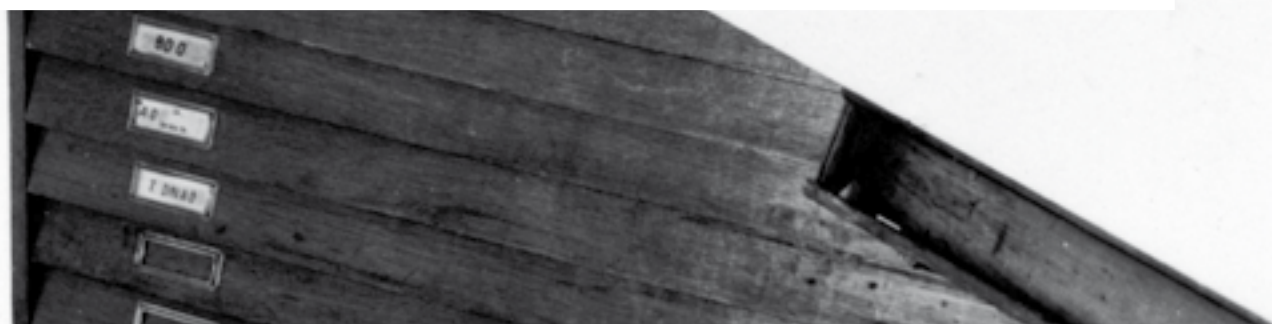


1948—1965



Golden Years, Loyal Customers

Germany experiences its economic miracle and Janke & Kunkel does its part. The workshop turns into an industrial plant that sells its innovative devices and machines on all continents and quadruples its number of employees over a twenty-year period. >>



For IKA products, this self-supporting boom meant a reliably growing market.

In 1948, nobody suspected that the Deutschmark would become a symbol for revival and prosperity. West Germany was in the middle of rebuilding. Returning soldiers, refugees, and exiles wanted to become integrated and work. The Marshall Plan credits and Ludwig Erhard's liberal economic policies slowly but surely brought economic growth and jobs.

However, it took until 1952 for the "assisted" growth to become a self-supporting boom. Gross national product and exports were increasing year after year. People were growing accustomed to growth rates between seven and eleven percent. The boom was being fueled by innovative branches such as the car, mineral oil, electrical, chemical, and engineering industries. The biggest change occurred in plastics processing, which was employing close to three times as many people in 1960 as ten years earlier. For IKA products, this meant a reliably growing market.



→ Above: A lot of manual work and not enough space: turning and assembling at the old factory.

→ Opposite page: Walter Bubke, former IKA employee, at a turning lathe. Today, Walter Bubke is one of the "HANDS for Children" retirees who voluntarily assemble devices. (see contribution on pages 58–59!)

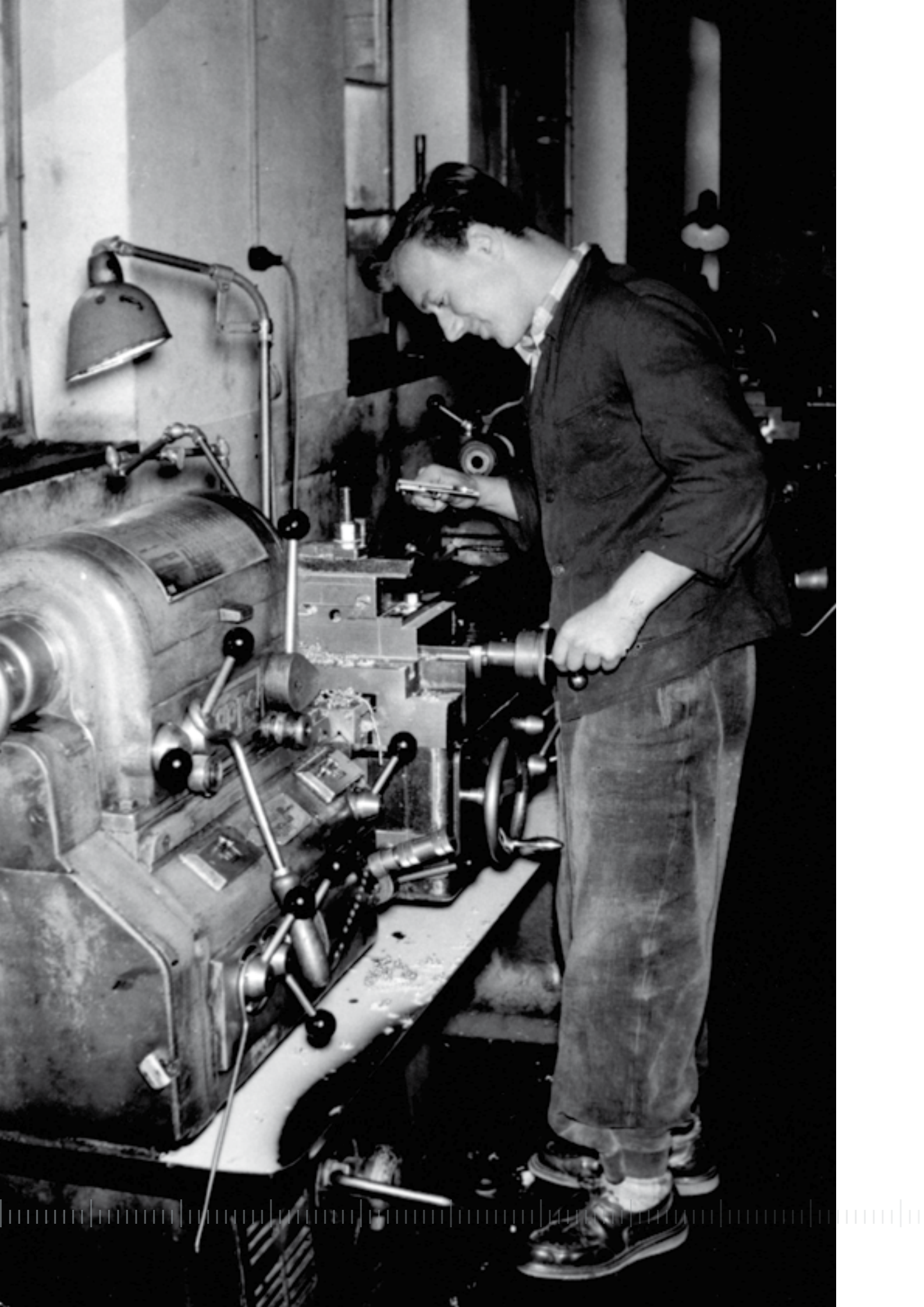
Trade Show Success with the First Magnetic Stirrer

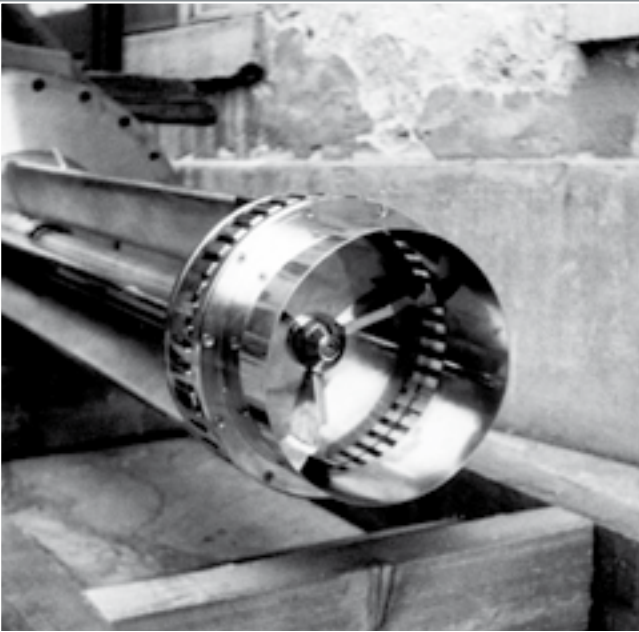
There was a lot at stake for the participants at the first ACHEMA after the war in 1950: They had to appear optimistic while promoting new products – and could only hope that the signs of the boom were not deceiving them. Two million people were still without a job, and food ration cards did not entirely disappear until May.



1957
The European Economic Community (EEC) is founded

1964
IKA started building on the outskirts of Staufen





→ Left and above: Assembled and ready for delivery: Turraxes in the courtyard of the old IKA factory on Albert-Hugard-Strasse.

During the mid-60s, the register lists more than 7,000 regular customers, including practically every German chemical giant – from Hoechst, Bayer, and Henkel to Beiersdorf, Unilever, and Dynamit Nobel.



→ René Stiegelmann, Sr. (right) and Alfred Wanninger, who became the technical director in 1975.



→ Recreational stress and packed schedules were fairly rare in the 50s. So the employees enjoyed meeting for trips to the countryside or for a few drinks after work.

Maybe it was due to the high export rate that Janke & Kunkel was so courageously investing in development and patents at the time. This show of strength certainly paid off at the exhibition. Visitors were able to marvel at the high-shear dispersing machine “Ultra-Turrax” and the very first magnetic stirrer. Both already bore the newly-developed “IKA” signet. The name came from the initials of the company name “Janke & Kunkel Apparatebau.”

New magnetic stirrers and IKA shakers were now being marketed in quick succession. Another revenue driver was the decomposition bomb, which was developed by Professor Wurzschnitt and was used for micro elementary analysis. Beken kneading machines were being built since the end of the 50s – combined with the Ultra-Turrax production machines, they represented

one of the first steps towards engineering. During the mid-60s, the register lists more than 7,000 regular customers and includes practically every German chemical giant, from Hoechst, Bayer, and Henkel to Beiersdorf, Unilever, and Dynamit Nobel.

A proud 40 percent of the production of 80 different devices went to Europe, Asia, Africa, and South America. Wherever paints, cosmetics, synthetic and foam materials, pastes, glues, soaps, detergents, waxes, textiles, oil, rubber, asbestos, cement, or food was being manufactured or processed, devices and machines bearing the IKA signet could be found. And, naturally, in countless research labs in universities and institutes. Developers and experts wrote about the newest processes in labs and production in “IKA News”, first published in 1958.

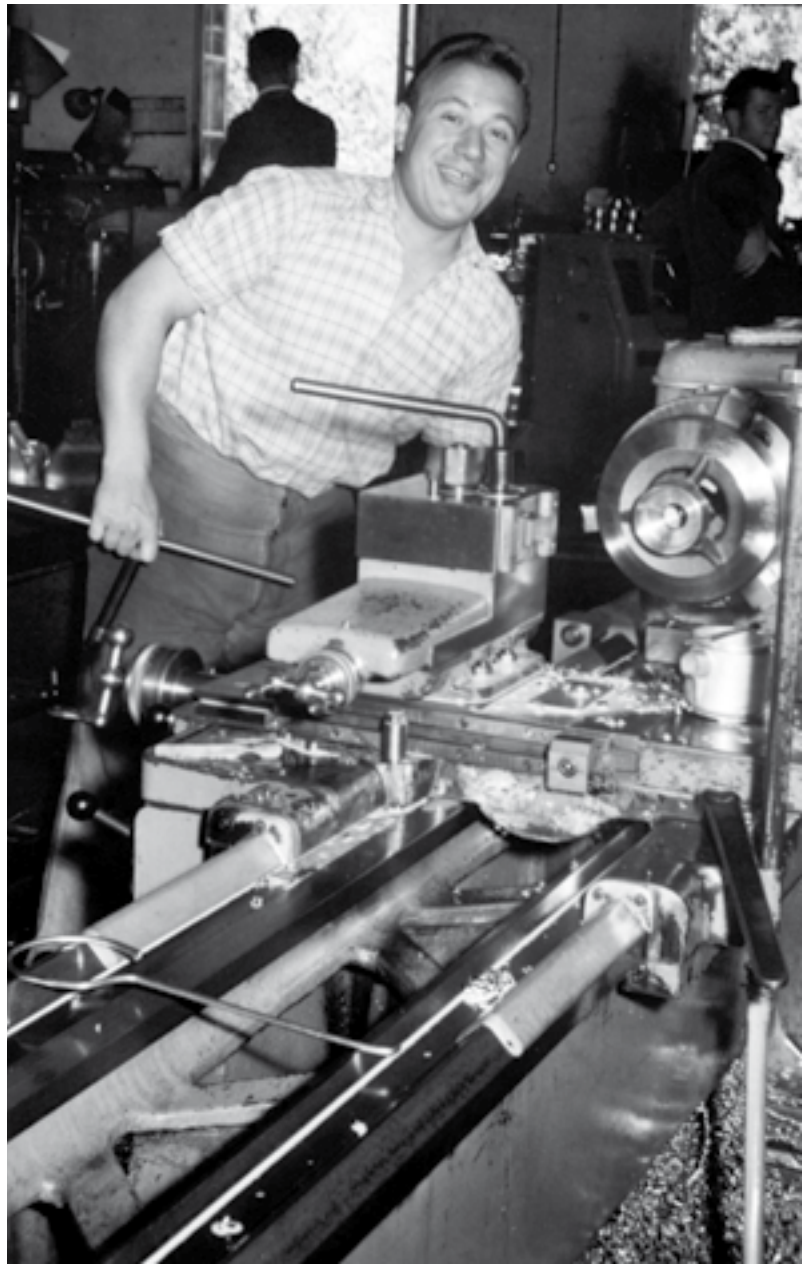
In 1964, the green light was given
for a new building on Neumagenstrasse.

The factory on Albert-Hugard-Strasse was now bursting at the seams. While around 60 people worked there in 1950, more than 170 employees were trying to manage all the orders in 1962. Expansion was not easy in Staufen and nearly impossible at the old location in the city center. Industrial areas had not yet been developed. For a short period of time, machines were being assembled at a nearby fur factory.

In 1964 – the company was already dealing with supply bottlenecks due to lack of production space – the green light was given for a new building on Neumagenstrasse. The capital largely came from an order of four “HK 100” kneading machines, which René Stiegelmann, Sr. and Alfred Wanninger had landed in Russia. IKA spent three million marks building a hall and offices on the 5,000 square meter property on Neumagenstrasse.



→ During IKA's early years in Staufen, working in the offices felt just as cramped as working at the machines.





→ Design engineers in their small office (left) and an assembler (below).



“The continuous contact which Janke & Kunkel A.-G. keeps with such outstanding science representatives in Cologne ensures that the advice given is always appropriate and the construction of the devices is first-rate,”

... the 1926/27 AICHEMIA yearbook stated.



In addition to the standard equipment that is part of any lab outfit, IKA always developed and delivered the appropriate devices and machines for new production processes. In an effort to keep up with new scientific and technological developments, IKA engineers started working with experts and users early on. “IKA News” was launched in 1958 with this same goal in mind. The thin, unadorned booklets provided a forum for chemists, design engineers, and process technicians up until 1964. Starting in 1973, the customer service for the processing engineering took place at the research and development pilot plant station.

I joined IKA in 1967 as a precision mechanic apprentice. Now the job title is “industrial mechanic.” The training lasted three and a half years. After that, I worked in tool-making for two years and eventually for the newly-founded IKA environmental engineering department. **The environmental engineering division was a new challenge that offered exciting projects.** We designed equipment for liquid preparation, for which the neutralization of water, the aeration and degassing of liquid manure, as well as the defoaming of liquids presented challenges.

Due to all the local operations, I switched to the sales force in the late 70s. I traveled to Southern Germany for the lab and analysis technology product divisions and also journeyed to the Eastern Bloc. Flying was still considered exotic back then. Usually, we drove by car to see customers or to attend at trade shows and exhibitions. It was not unusual for sales people from several different companies to come together to drive by car to Budapest, Sofia, or all the way to Moscow in order to then challenge each other to joint exhibitions. Because I was very involved in calorimetry in those days, I became the assistant manager in 1991 – in Heitersheim at that time. Today, I coordinate the production facilities at home and abroad. I’m proud of the collaboration and cooperation between so many nationalities. **The IKAians are certainly a multicultural bunch.**

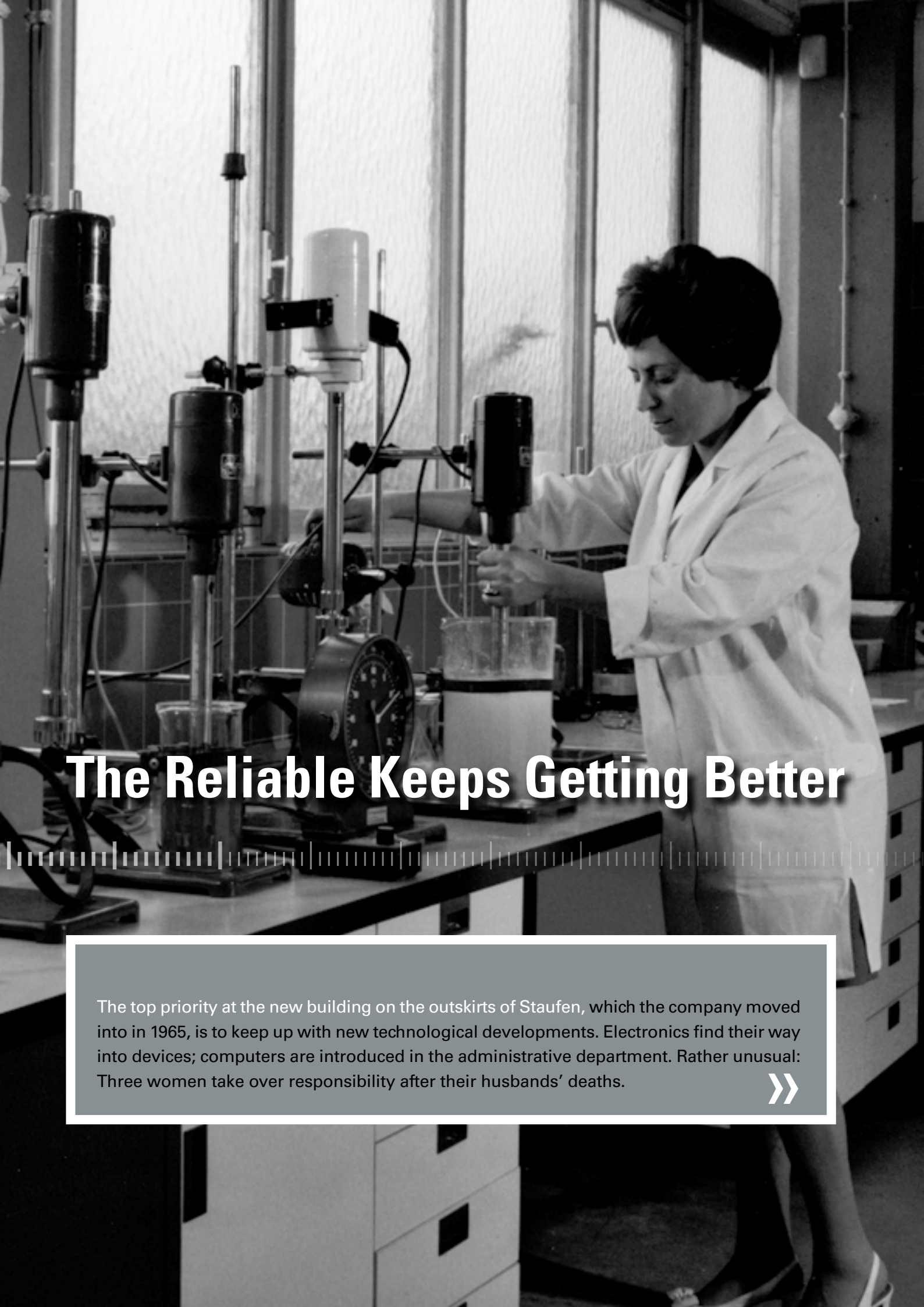
Looking back on it now, I can think of two big changes at IKA: one at the end of the 70s when electronics became increasingly relevant. The mechanical or electromechanical design of a device was slowly but surely replaced by a fully electronic assembly board design. Before, we were expert mechanics who basically built everything ourselves under our own roof and with a lot of production depth. The new process technology combined with our modern industrial design dramatically changed not only the labs, but also our production and its manufacturing processes. Today, it is hard to imagine that we built some devices for almost 30 years without changing them; constant innovation and flexibility are now the name of the game. The second big change was the systematic expansion in the most important economic regions, such as the USA, Malaysia, China, Japan, India, and Brazil under René Stiegelmann, Jr. Throughout this process, the company has significantly changed in terms of internationality, management, organization, purchasing, and manufacturing.



“I’m proud of the collaboration and cooperation between so many nationalities.”



1965–1980



The Reliable Keeps Getting Better

The top priority at the new building on the outskirts of Staufen, which the company moved into in 1965, is to keep up with new technological developments. Electronics find their way into devices; computers are introduced in the administrative department. Rather unusual: Three women take over responsibility after their husbands' deaths.



There was practically no evidence of those first business fluctuations and structural shifts on Janke & Kunkel's balance sheets.

"They're still building tube devices!" Viktor Press exclaimed when he joined Janke & Kunkel in 1967. The young engineer had previously already worked with electronic control systems and printed circuits at IBM in Böblingen. And now he was given free rein in Staufen to set up a pilot plant. He and a small group of electronics-loving co-workers began further improving upon already reliable devices.

The 1966/67 recession put a stop to the economic boom times. Instead of organizing the growth and distributing the wealth, politicians had to first deal with investment and economic activity programs. The

Deutschmark became stronger and increased the price of exports, while the 1973 oil price shock forced the company to seriously think about energy conservation. Simultaneously, the industrial sector began to inexorably diminish. More and more people were now working for banks and insurance companies and in education and health care.

Still, the chemistry and plastics industries thrived, which is why there was practically no evidence of those first business fluctuations and structural shifts on Janke & Kunkel's balance sheets.



→ Left: Modern machines increased productivity at the new location.

→ Opposite page: The stirrer assembly still required a great deal of manual work.

1966
Chancellor Ludwig Erhard steps down



Gudrun Stiegelmann was determined to play an active part in the company.

After Herbert Leiberich's death in 1950 and René Stiegelmann's in 1962, operational tasks were handed over to salaried managers. When Wilfrid Leiberich died in 1966, the company lost the last of its original partners and business managers. Soon, operational tasks were taken over by Josef Weber, who became the Managing Director (1974–1990). Alfred Wanninger acted as Technical Director (1975–1983) followed by Manfred Bauer (1981–1993). The shares of the company were now in the hands of the three businessmen's widows. After

the death of her husband, Gudrun Stiegelmann was determined to play an active part in the company. As a woman in her late 30s and the mother of two children, she made an unusual decision in 1963: She enrolled at the University of Freiburg and four years later received a degree in economics. She now dealt with the company statistics and later was in charge of all financial matters.



→ Gudrun Stiegelmann with the owners of the English company Beken.



→ Left: An employee proudly examines an HKS 125 kneading machine.

→ Below: IKA had purchased the patents for Beken kneading machines. The machines were built in several sizes and exported worldwide.



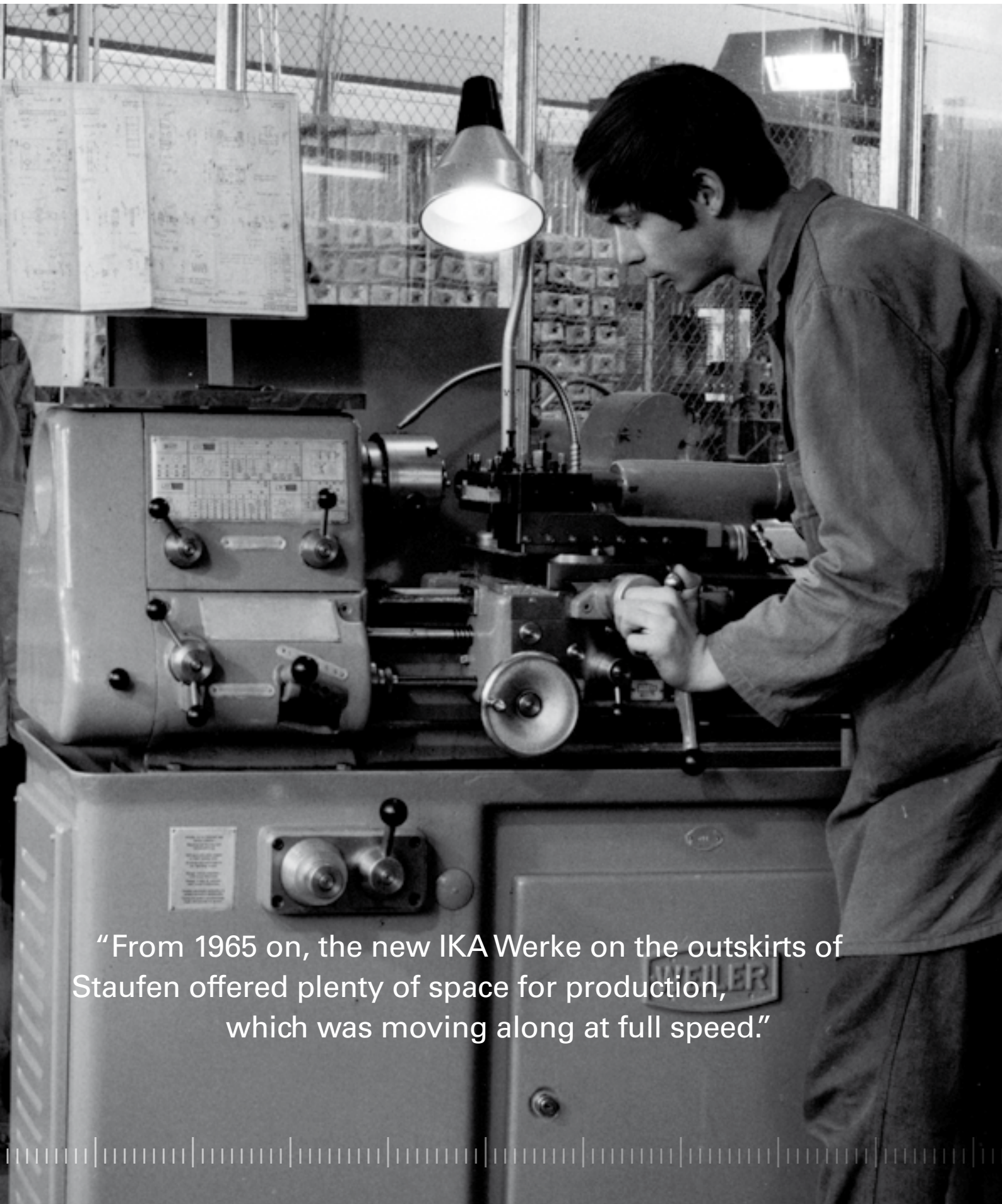
Electronics Department Becomes Necessary

In terms of technology, IKA was consistently strengthening its position. In 1969, magnetic stirrers with die-cast cases, direct drives, electronic control systems, and silumin hotplates were replacing belt-driven models with sheet metal casings. The RW 20 stirrer, which had replaced the RW 18 in 1973 after a three-year developmental period, was the first device in the industry to bear the VDE safety mark. All Ultra Turaxes were equipped with motors from 10 to 40 kW,

and the Beken kneading machines were made to fit customers' demands. The demand for integrated circuits was rapidly increasing by the end of the 70s, so a separate electronics department was established. The electronic building components were soon being put together with insertion machines along an assembly line.







“From 1965 on, the new IKA Werke on the outskirts of Staufen offered plenty of space for production, which was moving along at full speed.”

In 1972, the company ended up taking over the Lucerne research lab and the affiliated Kinematica GmbH, owned by the previously deceased Professor Willems. This was where the Ultra Turrax machines' rotor-stator technology had its beginnings. Both companies had been working together on ultrahigh frequency dispersing technology since the early 60s.

The Rolling Lab

That year at the Leipzig Autumn Fair, IKA received a gold medal for technical achievements. The next year, a large order for nine "Dispax Reactors" came through from the DDR. In the mid-70s, the "Janke & Kunkel KG, IKA Werk," with its close to 200 employees, made a profit of 15 million marks. When it came

to the four product areas of lab devices, industrial machines, specialized equipment for medicine, dental technology, and milk re-combination, as well as environmental technology, the company's considerable know-how was being utilized for a broad spectrum of applications.

Inside the "Rolling Lab", which was a bus transformed into a mobile booth, IKA experts presented new products directly to companies, universities, and schools. This convenient proximity to the customers was just as typical as the open-mindedness with regards to new channels of distribution. The concept, however, quickly spawned copycats. Finally, so many labs were setting up shop in front of the plant that the visited companies were not giving their buyers permission for it anymore.



→ Left: authorized manager (Prokurist) Ernst Delfmann (far left) accepts a gold medal for IKA at the Leipzig Fair.

→ Below: Test run at the company lab



In the mid-70s the company's considerable know-how was being utilized in four product areas and for a broad spectrum of applications.



→ See you tomorrow: A peek inside the machine shop

When I was looking for an apprenticeship position in 1974, my goal was to become a programmer. But back then, that was something for insiders; the term “IT” was not yet particularly widespread. An instructor at a big data center told me to first learn “something proper”. So I became an industrial business administrator at IKA. Right after my training, I was able to join the project “Introduction of a System for Corporate Planning”. This enabled me to familiarize myself with all departments. Of course, we still did everything by hand with never-ending tables and additions. Today, you would just quickly open up an EXCEL spreadsheet, but back then, something like that took hours or even days.

Nevertheless, I was drawn to computers. For data processing (DP) we had so-called magnetic ledger computers by Kienzle. Today, one can marvel at them in the German Museum. When the DP director became seriously ill, I took over the task. In 1978, the decision was made to purchase a PPS system (production planning and control system) for accounting, order processing, production scheduling, and materials management. Barely 22 years old, I was in charge of finding the perfect unit. Back then, we pretty much only had IBM, Nixdorf, and Siemens. They, of course, fought over who should be awarded the contract. We finally ended up going with a small company in Konstanz. They were simply the best and even then worked with well-distributed intelligence.

In 1979, we then gradually phased in the system. First in the accounting department and then in order processing in the sales department. Eventually, the system was used in payroll accounting and the other departments. **This was very innovative, real pioneer work.** There wasn’t a lot of useable software around, so we simply customized the applied standard software based on our needs. In 1991, we then started working on establishing one common control system for all three German companies and on eventually consolidating to one company. In November 1993, I became the authorized manager (“Prokurist” in German).

For me, the last decade was primarily defined by the world-wide integration of all offices into one uniform control system as well as by the company foundations in China, Japan, and India. This always requires a significant amount of coordination and practice. Not because of the programs – IT is easy to manage nowadays – but because of the different mentalities. First, everything must be brought up to IKA’s standard, as planning and booking is always done locally. And, of course, communicating with the auditors, accountants, lawyers, and authorities in the U.S., China, Malaysia, Japan, and India is always a fascinating experience. But I have to say, so far we’ve always managed quite well.



“Right after my training I was able to join the project ‘Introduction of a System for Corporate Planning.’”



More than the Usual

IKA's market leadership can be traced back to the tradition of always going the extra mile and always being a little bit better than the rest. The people who work at IKA can sense this and do their part to contribute. And in return, all employees profit from working conditions that enable such performances. Wages and salaries are above-average, just like the option of having a flexible work schedule. Social capital comes into play when individuals or families fall upon hard times. This dedication goes beyond work. The Stiegelmann family lends its support to churches, schools and kindergartens, the public pool, the fire department, various clubs, and cultural events in its hometown of Staufen.

Every year, employees and their significant others travel to the IKA locations in Wilmington (USA) or Guangzhou (China) for ten days as part of an incentive program. Not because they have fulfilled a production or profit prerequisite. They are recommended because they identify with the company goals and joyfully exemplify IKA values such as trust, respect, equality, and diversity. Not only do they have an opportunity to get to know the work situation and everyday life of their colleagues, but, thanks to a rental car, they are also able to experience an adventurous discovery vacation.



→ Left: The Incentive Plan also takes lived-by values into consideration.

→ Below: Active retirees for "HANDS for Children." René Stiegelmann with the volunteers in 2008.





In 1997, a group of retirees took on responsibility for the less fortunate. They are assembling an EH 1 immersion thermostat as part of the IKA relief project "HANDS for Children." Later, the "Vortexer" shaker was added. They have already been able to achieve quite a bit with the proceeds from these products: In collaboration with the Christoffel Blind Mission, Peruvian children were able to have eye operations, without which many of them would be blind. In collaboration with Karlheinz Böhm's "Menschen für Menschen" (People for People), two schools were built in Ethiopia.

Currently, the proceeds from "HANDS for Children" are supporting a village in the Peruvian Andes. A new street now serves as a shortcut for the previously endless paths leading to the markets. This allows people to sell vegetables, fruits, wool, and dairy products there. During projects that promote further education, they learn how to improve upon alpaca breeding and, thereby, to achieve higher-quality wool.



Making and Deepening Contacts



Tra



From the outset, Janke & Kunkel has built its devices in close collaboration with scientists and customers. It's no surprise then that the company was present wherever purchasing agents and industry experts were mingling! Explaining the increasingly more complex devices and machines was easier here. And, naturally, contacts were made that led to improvements and new developments.



de Shows



“... in recognition of high scientific
and technical standards ...”



Tra

After World War II, the Leipzig Trade Fair turned into a meeting point for East-West trading. It took place each spring and fall. From 1957 on, one could regularly find IKA devices and machines there. In March of 1964, IKA received a gold medal for the Willems-Reactron "in recognition of high scientific and technical standards." A second gold medal followed in 1972 for technical achievements.









The most meaningful showcase for IKA is the AACHEMA, an international convention and exhibition. By their own account, they are the “worldwide only comprehensive exhibition of all industrial goods for the process industry;” an “innovation platform and technology peak with world-wide relevancy;” and the “industry forum for all leading companies” and have, therefore, always been the perfect platform for the innovative company.

Janke & Kunkel was already one of 75 businesses represented on the modest 560 square meter floor at the first AACHEMA in 1920. After that, the Cologne (and later Staufen) inventors didn’t miss any of the exhibitions, which took place every two to three years.

In 1970, such loyalty was rewarded with the AACHEMA titanium commemorative coin for trade show attendance since 1920. In 2009 – with close to 4,000 exhibitors showcasing their products in Frankfurt – IKA was one of only 15 companies that were rewarded for attending the trade show for the 25th time.



→ Loyal AACHEMA participant: The IKA booth in 1927 (above left), in 1952 (below left), in 1961 (below right), and in 2006 (opposite page).



Excerpt from the 1937 ACHEMA report:

“Janke & Kunkel’s hands-on presentation at this ACHEMA of almost all their devices was a first and generated a good deal of interest. It led to a constant rearrangement of the booth, so that even during the exhibition, a number of other exhibitors chose a similar presentation.”



Gold medal for outstanding performances on the occasion of the "Great Exhibition Düsseldorf 1926 for health care, social welfare, and physical education"



→ IKA also regularly takes part in the Analytica – the international leading trade show for lab technology, analytics, biotechnology and Analytica Conference – such as in 1968, 1978 (above), 2002 or, currently, in 2010 (opposite page).



de Shows

1980—1995

广州仪科实验室技

VORKS
GZHOU

The Leap to Foreign Markets

During the 1980s, even the new company site becomes too cramped. IKA-Maschinenbau (IKA Process Division) and IKA-Analysentechnik become subsidiaries and are outsourced to neighboring towns. The first foreign plant is established in the U.S., a second one in Malaysia. A third company delivers special-purpose machines, for the European Space Agency's (ESA) Ariane program, for example.



技术有限公司

After René Stiegelmann, Jr. received his business administration degree in 1980, he wasted no time joining his parents' company. Throughout his school years, he had watched the company blossom. Now he wanted to be a part of it. Under the direction of Alfred Wanninger, managing director of IKA-Maschinenbau (process division) at that time, he was able to experience the beginnings of IKA Process division. The plant in Staufen no longer offered adequate space for the production of dispersing and kneading machines.

René Stiegelmann familiarized himself with the technology and began making contact with prospective American and Asian clients very early on. The Biengen plant thrived, and, in 1983, became its own corporation named "IKA-Maschinenbau Janke & Kunkel GmbH & Co. KG." In 1985 (IKA's 75th anniversary year), it moved into the new buildings on the company property in Staufen. IKA Process division quickly evolved. The initial

two-million Deutschmark profit had turned into 45 million marks by 1989. Numerous IKA Process division patents ensured a technical advantage over domestic and foreign competitors. The Conterna, a continuous kneading and extrusion system, was awarded the Innovation Prize by the state of Baden-Württemberg in 1995.

Leap Across the Pond – Success in the U.S.

During his travels to the U.S., René Stiegelmann, Jr. realized that there should be more to gain from the huge American market than the current sales agency had achieved. On top of that, the consistently declining dollar was causing revenue to decrease.

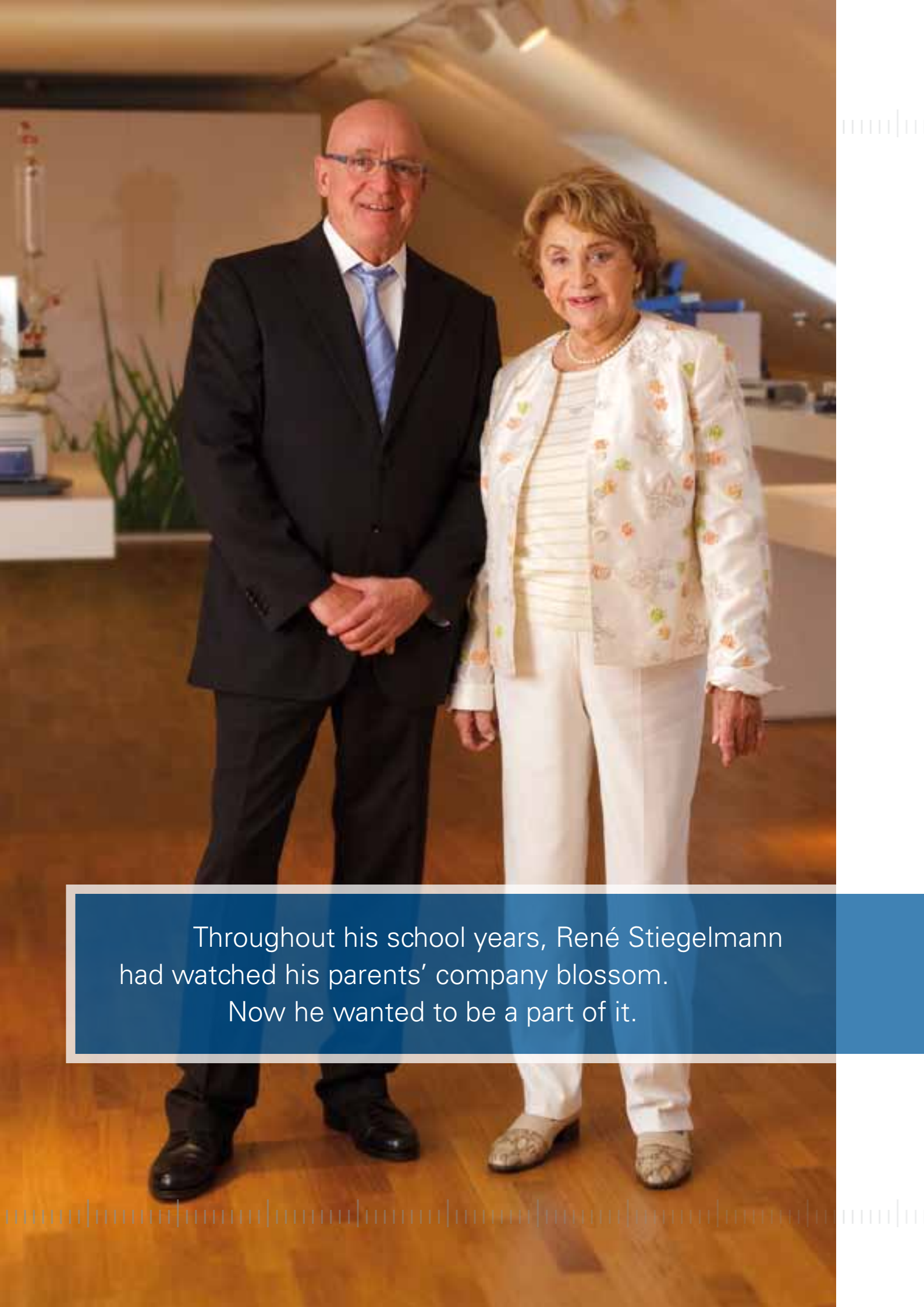
The company did not give Stiegelmann the green light for a production facility in the U.S. Many thought it was too expensive and too risky. He did not receive free rein until he guaranteed to keep the project cost-neutral. With the help of a price increase for the American market, he was able to obtain the means necessary to establish a site in Cincinnati. The final assembly of the "Dispax Reactor," the "Ultra Turrax," as well as the batch devices and inline systems took place at a rented facility. One by one, small series with components were produced. Nowadays, the subsidiary, which moved to Wilmington, North Carolina in 1995, brings in around 25 million dollars a year.



→ Site opening in the U.S.: René Stiegelmann, Gudrun Stiegelmann, Paul Hengst (from left)

1985 ○

IKA celebrates its 75th anniversary



Throughout his school years, René Stiegelmann had watched his parents' company blossom. Now he wanted to be a part of it.

“My company Bioblock has been working with IKA since 1971. During this time, the French lab scene has changed tremendously. Meeting René Stiegelmann was a ‘moment privilégié de l’existence’ for me.”

Pierre Block, longtime IKA distribution partner and advisory board member



→ ACHEMA 1982 and ANALYTICA 1984: Contacts and estimations were made at these trade shows that led to the following conclusion: Producing directly in the target markets is better than exporting. The plant in Cincinnati, Ohio, USA opened in 1985.



“The fact that each of the foreign plants quickly showed a profit proves that the internationalization strategy was spot-on. The U.S., China, Malaysia, and India turned out to be smart choices. It was also imperative to link these companies together within the whole group.

IKA will ensure a long-term involvement in China and India. Producing there was a good decision. That’s the only way to conquer these huge markets.

Dr. Christoph Scholz, lawyer and longtime chairman of IKA’s advisory board



This success made the decision to also produce in Asia much easier. While many German businessmen were still hesitant, IKA-Works opened its doors in Malaysia’s capital, Kuala Lumpur, in 1995.

In 1987, IKA-Analysentechnik also became an independent entity. A five-million-Deutschmark research, development, and production center was established in neighboring Heitersheim. In 1987, the department began doing business as “IKA Analysentechnik GmbH.” In 1999, the company moved back into the Staufen plant.

Microelectronic components were now a given for many devices. Due to the fact that they also ensured longevity, IKA was one of the first companies to increase the warranty period from six months to two years. By 1988, IKA-Maschinenbau had experienced a major rise due in part to special-purpose machines that were able to process explosion-prone substances. They were just as sought-after in the pharmaceutical industry as they were

in rocket technology. For example, the ESA was able to use IKA technology to optimize the propellants for its Ariane carrier rocket. The Propex GmbH was founded in 1988 solely for this purpose – and closed again soon after. An embargo on exports for machines that could also be used for armor purposes rendered any further developments pointless. This setback had barely been processed when the company saw a financial feat of strength. After Gertrud Leiberich’s death in 1991, her half of the company shares was intended to go to Gudrun Stiegelmann. This was achieved with help from the bank and also with support from the advisory board, which was founded in 1995 and consisted of businessmen, accountants, and lawyers.

The Stiegelmann family was now sole owner of the company – a company that had its roots in Staufen but had since branched out much further. Eighty-five years after its inception, IKA was selling close to 700 products with 200 representatives in 60 countries.



→ Red bricks, blue sky: IKA's subsidiary IKA-Works, Inc. USA in Wilmington, North Carolina.



→ The blue façade indicates that IKA products are made here in Guangzhou, China.



Statement Bob Hardin, Manufacturing Director, IWW, born 1953



“The quality of German products has always impressed me.”

Officially, I've been with IKA since December 1992. But I've actually been dealing with these devices for almost 40 years as I worked for Tekmar, then the sole agency in the U.S., from 1971 to 1991 in the capacity of Manufacturing Director. Tekmar was sold and my friend Paul Hengst asked me if I would be interested in establishing a service and repair division at IKA. I said yes. In 1992, I became the Sales and Service Manager for lab products. This is why I've known IKA since 1971.

In September of 1994, we moved the company to Wilmington, North Carolina. It was my job to shut down the old plant and bring everything to Wilmington. Management and sales had already been up and running since September. The four-day weekend over Thanksgiving seemed to be ideal for the move. On Thursday, we loaded up 11 tractor-trailers that arrived in Wilmington late on Friday. Saturday morning, we started unloading, and Monday morning, we were operational. Everything went very smoothly. I had had the floor plans in front of me for weeks and had also taken a look at the buildings. So we knew exactly where everything was supposed to go. I am now the Manufacturing Director and responsible for production, design, purchasing, material planning, shipping, and goods received.

At Tekmar, we sold our own lab equipment and also devices from various different manufacturers, including IKA. **The German devices were so good that we never had a single big defect.** They always lasted 10 years or longer. We were, therefore, able to sell them at a relatively high price. The quality of German products has always impressed me: I've been driving German cars for the last 25 years. I believe that both Americans and Germans are proud, hard-working, and quality-conscious. That's why we have always worked together so well.

When I started, we had 12 people. Today, IKA Works, Inc. USA employs 80 workers. I am 57 years old now and hope to continue working here for 10 more years and to see IKA grow. **And, eventually, I will watch the third generation of Stiegelmanns take the company to new heights** – hopefully, in the same dynamic way as their father.



I first came in contact with IKA in 1981 working for Tekmar Company as a Sales Engineer. I was a sales engineer there. I joined IKA USA in 1987 in Cincinnati, Ohio. I had several different jobs during my time at IKA: Sales and Marketing Manager Process Technology, Vice President Process Sales, Vice President IKA Cincinnati, and Managing Director. Currently, I am the Director of Process Division. During my first few weeks, I found IKA to be more formal and structured than American companies. And also a bit more closed minded with regards to new sales and management ideas. There was a learning curve when it came to working together. Mutual respect came from our shared work ethic. As the language barrier disappeared, we began to better understand our respective cultures and work styles and managed huge regions such as North and South America. German companies automatically think "global." They have taught many American companies the importance of global economics and establishing subsidiaries.

What I like about IKA products is that they are superbly constructed and well-designed. They are innovative, achieve excellent results, last a long time, and are easy to care for.

German engineering and top quality make it a joy to sell these products. But I am also aware of the fact that long vacations, many days off in addition to 35-hour workweeks, labor, and other high costs make numerous German products less competitive in the global market.

I left IKA for eight years to work for a venture capital financed company. It dealt with new technologies – without sales, references, or an established reputation. It was a huge challenge to find structure and a business concept without the IKA infrastructure, support and service that IKA provides.. I then went back to apply what I had learned and to boost IKA Process up to a higher sales level. It is about integrating our equipment and technologies into ready-for-use systems that would be able to solve big problems in big markets.

I am proud of how the people at all the IKA Companies have evolved and work together so well.

Our children already know so much about global economy, and the internet certainly makes the world a smaller place. With is so much negativity in the news and the media, I find it imperative for the welfare of the next generation that we work together, maintain our optimism, and spread hope, even during these tough economic times.





“I find it imperative for the welfare of the next generation that we work together, maintain our optimism, and spread hope, even during these tough economic times.”

Statement Nitta san, Managing Director, born 1965

**“IKA is the only company
that constantly introduced new and
enhanced products to the market.”**





We are a comparatively small team here in Japan. We were a group of four when I started in 2003. Now, ten of us take care of marketing and sales in Japan.

IKA is now looking back on 100 years. In Japan, we've only known the name for 15 years. That means IKA has held its own here in consistently very bad economic times.

Japanese companies have barely been able to afford any new developments over the last ten years. They offer outdated products that they are forced to sell at increasingly cheap prices. IKA is the only company that constantly introduced new and enhanced products to the market. That's what made the company well-known here.

Working in a German company means that, above all, you need logic and reason. They are both important. **In a Japanese company, however, feeling is far more important.** I don't necessarily mean joy, anger, or sorrow, but rather an inherent feeling that the Japanese just have always possessed, behavioral patterns that have always been tradition. These are feelings learned through cultural experiences and include nostalgia for what has been lost and an awareness of the pathos in life.

IKA has products boasting many advantages and logical and reasonable business policies. This will help us grow in the Japanese market.

But I believe that we are limiting ourselves in terms of progress as long as we don't adapt Japanese emotions and behavioral patterns. But if we do adapt them, a limitless future stands before us. My goal is to pass the company with all its dignity on to the next generation. To this end, every single Japanese IKA employee should know the appropriate feelings and behavioral patterns. This way, we as a company will achieve a dignity for which colleagues and customers will respect us worldwide and which they will try to emulate.

I can hardly believe it: At the end of 2010, I will have been with IKA for 10 years. When I was younger, I tried out several different jobs. **At IKA, I have found my professional home.** A lot has happened here in the last 10 years. At the beginning, we had six people in the office and six employees in production. Today, we have 140 colleagues.

We have turned IKA into the leader of all foreign brands. Our clients are very satisfied, especially in terms of quality. Quality contributes largely to our image in China. When it comes to market share, we still have a long way to go, of course.

German companies are famous in China for their strict accuracy. It's no different with IKA. Our German engineering colleagues are certainly very precise. They always say "step by step." And that's probably what makes highly technical and high-quality products so successful globally. A customer complained once because the RV 10 he ordered hadn't arrived. But quality control didn't approve the device. The sales department put the pressure on but was told, "Quality doesn't have a shortcut."

I really like that I was trusted from the start. I am a self-dependent worker. Because I can rely on my knowledge and experience, I get all of my work done. **A creative and goal-oriented way of working is encouraged here. This includes working independently.**

The German way of doing things agrees with me. If I had to pick one thing that bothers me about it, it would be that everything always has to go according to plan. Volcanoes would have to erupt before anyone would deviate from said plan. Let me put it this way: The German way of doing things is like a straight line. The Chinese way of doing things is a curve.



**“We have turned IKA into
the leader of all foreign brands.”**



Statement Usha, Sales Marketing Coordinator, born 1974

After I received my Bachelor of Commerce, I worked in a law firm that serves many German clients. The Indo-German Chamber of Commerce then helped me get in contact with IKA in 2002. Working for such a company was quite the new experience for me. I was also the first female employee. Four hard months of setting up followed during which I had to tend to a lot of different things. We needed buildings, furniture, devices, and a lot of papers, of course. Those were long days, too, as it took me around 1 ½ hours to cover the 25 kilometers from my house to IKA Works because of the traffic. Of course, I also learned a lot during this start-up phase. I don't think there is a single company division I didn't get to know at least a little bit. Today, I am primarily responsible for sales & marketing.

I get along very well with my German colleagues. After all, we find them not only to be very well-organized, but also very straight-forward. In India, we often steer away from being outspoken and saying exactly what we are thinking and what we want. To beat around the bush is actually considered polite here. Maybe it's that, in spite of being Indian, I get right to the point. Either way, I like this direct communication. It really makes the job so much easier. We are now 50 people. **We really would like to be market leaders in India. I would love to be a part of that and to work my way up in the company.** We have many well-educated engineers and technicians. So there won't be any personnel shortages any time soon.

**"I like this direct communication.
It really makes the job so much easier."**





“An effective way to convince customers here is to have local seminars and presentations.”

My 25 years at IKA were and are an interesting challenge for me and also for my family. I fondly remember my first days at IKA when I worked as a student intern. **The Stieglmann family’s philosophy is that every employee always gets his or her chance to be creative.**

I quickly became familiar with several of the company’s divisions. I am very grateful to my former instructor and colleagues. In 1997, I came to Malaysia for two weeks as a technical advisor to assist our subsidiary IKA Works Asia. In 1998, I became responsible for IKA Works Asia as its Engineer Consultant. The fact that my four-year-old daughter Diana and my wife Rosi came with me to Malaysia certainly made the switch much easier. Tough times followed when, in July of 2000, the relocation for the set-up of IKA India was pending. In 2002, I once again took over my old position at IKA Works Asia. That was a real fight because of the currency switch from marks to the “Expensive euro.”

In spite of tough times, we were able to maintain IKA Works Asia as a small selling agency. In 2004, I was given the responsibility of Managing Director for IKA Works Asia and, in September of 2005, the responsibility for China was added. **In 2007, we began expanding IKA Works Asia by adding Research and Development.** Mr. Jacuk is now the Managing Director for China. Today, IKA Works Asia has around 50 employees and is responsible for the entire Far East, including New Zealand and Australia. China is currently our biggest market. It is run directly by IKA Works Guangzhou. The main customers are universities, schools, and development centers. An active growth in mechanical engineering has been recorded over the last few years. IKA Works Asia, founded in 1995 as headquarters for all of Asia, is profitable today even though the Asian economic crisis continues to have an effect. The branches in Japan, Malaysia, China, and India contribute to location securing in Germany, where many companies are currently disappearing from the market.

Our specialty is polymerization. It has good prospects for the future as bio polymerization. An effective way to convince customers here is to have local seminars and presentations. Many users are happy with what they already have until they see that our IKA technology is able to reduce a 15-hour process to just three hours and also yields better results – such as the world-wide first “IKA Continuous Bitumen Unit” as well as the “IKA Continuous Poly-Fiber Production Line.” Other new developments are currently in the works.

Our common goal is to become the worldwide market leader so that generations to come can profit from our success over the next 100 years.





A close-up, profile view of a man with short brown hair, looking down intently at a piece of equipment. He is wearing a dark blue polo shirt with the 'IKA' logo and 'TECHNIKA' printed on it. In the background, another person wearing a white lab coat and yellow safety glasses is partially visible. The scene is set in a laboratory or industrial environment.

1995—2010



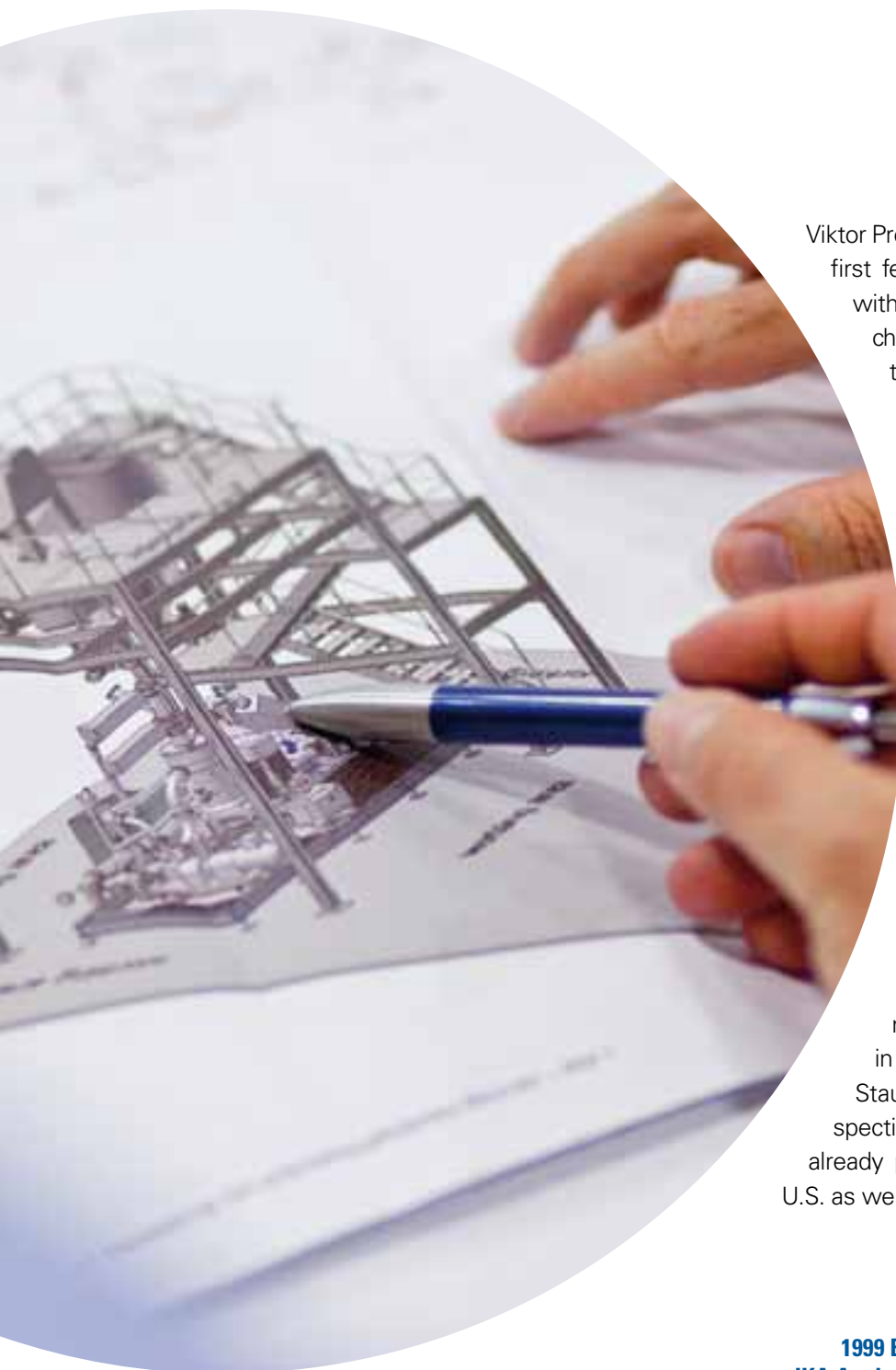
IKA
TECHNIKA

A man wearing glasses and a white lab coat is looking through a yellow metal frame. The frame has several circular holes and is made of thick, yellow-painted metal bars. The background is slightly blurred, showing what appears to be a laboratory or industrial setting.

Global Player Faced with Big Challenges

By the late 90s, the company is centered around its headquarters. Lab technology and engineering operate together again in Staufen. But the worldwide expansion continues: IKA plants are opened in China and India. Internationally established, new developments and flawless customer service all over the world are the top priority.





Viktor Press felt like he was “on the moon” during his first few months in Guangzhou, China. In 1999, with a team of only a secretary and two purchasing engineers, he started buying parts for the RW 20 from an office on the 19th floor. “There were no Yellow Pages, and I really couldn’t just ask someone either,” the engineer, who previously had worked at IKA’s subsidiaries in Cincinnati and Malaysia, recalls. But Press quickly got acclimated and his little group of employees rapidly grew.

Soon, an IKA factory that, little by little, used Chinese parts to assemble almost the entire product range, opened its doors in the city of three million. Instead of merely acting through a representative office, as had been the case since 1996, IKA also acted as the manufacturer now in China.

After analysis technology and lab technology were reunited under company law in 1997 and, in early 1999, also physically in Staufen, the move to China opened new perspectives. Producing so close to the market had already proved to be a successful strategy in the U.S. as well as in Malaysia.

**1999 Establishing the site in China/
IKA Analysentechnik returns to Staufen**

Today, IKA's presence at three locations in Asia also ensures the continued existence of the entire company.

In 2001, an IKA plant was established in Bangalore, India. It has been manufacturing devices since 2009. Today, IKA's presence at three locations in Asia also ensures the continued existence of the entire company. After all, with cheap production costs and short delivery periods, IKA establishes its competitiveness, even in those markets where domestic competition arises.

The foreign IKA plants precisely coordinate how they work together. Numerous parts are jointly purchased from the same suppliers so that all IKA devices, regardless of where they are assembled, always live up to IKA's high standards. All economic key data runs together in Staufen, so that decisions can be made there quickly.



→ IKA Works China: workers in the assembly



“During a meeting to discuss financial matters, I once nicknamed IKA the ‘white raven.’ It was just unusual for a company to consistently evolve – even in economically challenging times. Normal business fluctuations left no mark on the balance sheets. Things were a lot worse when I was with other companies. As far as I’m concerned, the long-lasting and always modernized products have enabled this reliability.”

Dr. Dr. Eberhard Dobler, auditor and tax lawyer, longtime advisor to management

In 2000, IKA got off lightly when it ventured into the online business world. The Labworld-Online AG, an information and business portal revolving around lab technology, brought together IKA know-how and was heading for the stock exchange in the spring.

But the dotcom bubble burst too soon for the Staufen group. Stock rates took a dramatic hit and the trust in a New Market was gone. The plan of going public was laid to rest; the company dissolved.

Developing a Lasting IKA

Founded in 2001, a new site in Brazil initially did well. National import regulations, however, sent unit costs soaring. Competitive prices were therefore not attainable. The plant was closed in 2004.

Throughout its anniversary year, IKA once again is faced with tremendous challenges. When the financial crisis disrupted the global economy at the end of 2008, the company lost orders worth millions of dollars. Only adjustments of working hours and the number of employees at the Staufen plant were able to keep production in Germany profitable. A continuously unstable economic situation, currency fluctuations, and increasingly aggressive competitors will influence the way the company will be run.



- IKA presents itself to Asian buyers (above).
- Highly qualified employees guarantee the renowned IKA quality (opposite page).





“Ideas, engineers, innovation. That’s the recipe for our future success.” René Stiegelmann was sure of it. That was why he had tripled the development team over the past three years. Numerous new products already existed as drawings, trials or prototypes. Millions of dollars were invested in the expansion of the customer service department, because complex devices and machines required increasingly closer collaboration between customers and developers. This makes it possible for all IKA jobs worldwide to be secured.

As a company that develops and produces on three continents, IKA is able to balance sales fluctuations. The owner also being in charge guarantees independence and sustainability. “IKA was always intended to be a lasting family business,” says René Stiegelmann. “I’m excited and proud that my sons Marcel and Pascal are determined to continue this tradition.”



→ Closeness to customers: a factor of success. The user lab and modern telephone service are two examples of how IKA advises its customers nowadays before and after a purchase.





“I’m excited and proud that my sons are determined to continue this tradition.”

Statement Patrick Klein, Production Controller, born 1984



“I was already a journeyman carpenter when I started my training at IKA to become an industrial business administrator in the fall of 2004.”



I like anything that's hands-on: sawing, planing, and screwing. But I've always understood that industrial art also needs people who know about numbers and organization. That was a huge adjustment, of course. I was limited to production at the workshop, just like everybody else. **It's more versatile here.** When I was a trainee at IKA, I had a chance to get to know the sales, purchasing, manufacturing logistics, financial accounting, organization, and marketing departments as well as the warehouse.

During my second year of training, I won first place as part of the IKA Incentive Plan program. I was able to visit our subsidiary in Wilmington, USA for two weeks. I often remember that trip fondly. **I was really lucky that all trainees were hired back then.** I slowly but surely grew accustomed to the manufacturing logistics and process planning. And, because we are now reconfiguring the old material management system, I've been able to learn a great deal about correlations and information flow. I get along well with my colleagues. The fact that we have an uncomplicated relationship makes my job easier. After all, I have quite a bit to learn and grasp in this job: key data, output, throughput times, capacity utilization, productivity, inventory, and much more.

Currently, I am working on my graduate degree in business administration in the evenings and am also taking a correspondence course at Steinbeis University Berlin. This way, I never quite lose the practical relevance: I am currently working on a project report that deals with our implementation of Kanban into the assembly line.

Statement Peter Wanninger, Corporate Director Processing Machines & Plants, born 1958



**“In the future, I believe we,
as mechanical engineers,
will be focusing on specialization.”**

When I started my apprenticeship as a technical design engineer at IKA in 1979, process division was only a small part of the company. My father, who was the technical director at the time, rented a building in Biengen in 1981 and began searching for people with a pioneering spirit. Naturally, I was one of those people. We were 20 people and quickly became a tight-knit group. The atmosphere was familial and friendly, and, on special occasions, there was even the occasional little party in the cafeteria. Even back then, we were constantly developing and building. Not everything always went off without a hitch, though. I can remember one specific incident that reflects the team's spirit at that time: A machine had stopped working right before it was supposed to be handed over to a customer. Everyone worked all through the night without complaining just to make the customer happy the next day. This would not be an easy thing to do nowadays. Everybody worked Friday afternoons but oftentimes also on Saturdays. The many new designs had to be mastered. When René Stiegelmann joined the company in 1982, process division got a nice boost. **We tackled international projects with a great deal of excitement. And this was at a time when there weren't a lot of companies of our size venturing into foreign territory.** I can remember my first flight at age 26 very well. That was in 1985, with Gudrun and René Stiegelmann. We flew for 23 hours over Athens and Bombay to Peking to try to land a big order. At that time, there weren't a lot of foreigners there. It was a strange feeling. Soon after, India and many, many other countries followed.

This profoundly affected me as well as many other colleagues of mine from the sales, assembly, or service department, who had the opportunity to travel to these countries. Due to the things we saw there, our philosophy with regards to pragmatically tackling even complicated projects constantly evolved. Some people find our way of developing technologies to be a little unsystematic at times. But I believe it's the only way to achieve completely new solutions. In the future, I believe we, as mechanical engineers, will still be specializing in special-purpose machines and devices for complex and very demanding technologies. Anybody can build simple things. **But high-tech is what ensures a company's continued reputation.**



Cousins

Doing

Business





From 1931 to 1994, the Leiberich and Stiegelmann families shaped IKA's history together. Since then, Gudrun Stiegelmann and René Stiegelmann, Jr. have been the owners of the tradition-steeped company. Marcel and Pascal Stiegelmann are now preparing to become the third generation to take on responsibility for IKA.



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Family

IKA stands for “Janke & Kunkel Apparatebau.” The names of the company’s founders thus live on therein, even though the Leiberich and Stiegelmann families helped shaped the company for more than 80 years, and continue to do so today.

Sisters Lydia and Elsa Schneider brought the two families together. Elsa married Eberhard Hermann August Leiberich, the director of the IG Farben plant in Brussels and later in Arnheim, Netherlands. He died in 1941. Lydia (1877–1944) later married Dr. Jules Armand

Stiegelmann (1874–1925), the director of BASF in Ludwigshafen. The pride and rigor that this diverse and well-traveled man exuded can still be felt today. The native Frenchman was to become the director only if he were to become a German citizen. Jules Armand Stiegelmann declined – and got the job anyway.

Both gentlemen were experienced chemical managers who understood the kind of market potential the chemical and pharmaceutical industry had to offer.



→ Left: Dr. Jules Armand Stiegelmann (1874–1925)

→ Opposite page: The owner families trusted them: K. Ruppenthal (chemist) and the two “Prokuristen” (authorized officers) Ernst Delfmann and Norbert Tritschler (from left).



Family



→ René Stiegelmann, Sr. (1905–1962) and his wife Gudrun

Hermann Leiberich not only invested private capital in the revitalization of Janke & Kunkel, but also gave his two sons important jobs: Herbert, who was born in 1897 and had studied chemistry in Berlin, gave technology a boost. His brother, Wilfrid, who was born in 1903 and had earned a graduate degree in business administration, was in charge of the numbers.

In 1931, when they were trying to figure out how to jumpstart the still rather weak company, they remembered their cousin René Stiegelmann, who was born in 1905. He had studied dye works technology at the Silk School in Krefeld and would be able to contribute desperately-needed capital. With his open-minded and outgoing personality, he helped get the company through the global economic crisis. He became limited partner in 1937.





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Family



→ Above: René Stiegelmann, Sr.

→ Opposite page: Gudrun Stiegelmann with her son René and grandchildren Pascal (left) and Marcel (right)

The three cousins ran the company in Cologne, managed its move to Staufen together, and, after the war, made it relevant again worldwide.

Armand and Lydia Stiegelmann were laid to rest at the St. Helena Cemetery in Strasbourg. The grave, which even today is very well-kept, shows a little boy; the parents had erected it in honor of their son Paul, who died when he was only five years old.

Herbert Leiberich died in 1950. René Stiegelmann, whose second wife was Gudrun Siede from Minden, died in 1962 when he was only 57. When Wilfrid Leiberich died in 1966, the company shares were suddenly in the hands of the three widows: Gertrud and Margarete Leiberich and Gudrun Stiegelmann. In 1967, they turned the company into a GmbH & Co.KG (similar to a private limited company). Margarete Leiberich resigned in 1971. When Herbert Leiberich's widow, Gertrud, died in 1991, Gudrun Stiegelmann took over her shares in 1994.

In 1980, after he had received his business administration degree, René Stiegelmann, Jr. joined the engineering department and became the managing director of the "IKA-Maschinenbau Janke & Kunkel GmbH & Co. KG" in 1983. He became the CEO in 1990. Gudrun Stiegelmann's daughter from her first marriage, Ilona, is the managing director of the Kinematica AG in Lucerne, Switzerland.

René Stiegelmann's oldest sons, Marcel (18) and Pascal (16), will shortly begin with their studies. They are familiar with all IKA companies and are closely following their developments. There is no doubt in their minds: In just a few years, they will be actively working for this family business.





..... Family

→ René Stiegelmann with his sons Pascal (left) and Marcel (right). Behind them hang the portraits of his father, René Stiegelmann, Sr. (left) and his grandfather, Jules Armand Stiegelmann.





Family

masthead

Publisher:

IKA® Werke GmbH & Co. KG | Janke & Kunkel-Str. 10 | 79219 Staufen | Germany
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IKA®, Firmenarchiv

Scans:

Color & Light, Freiburg | www.color-light.de

Printing:

Dinner Druck GmbH, Schwanau | www.dinner-druck.de

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