



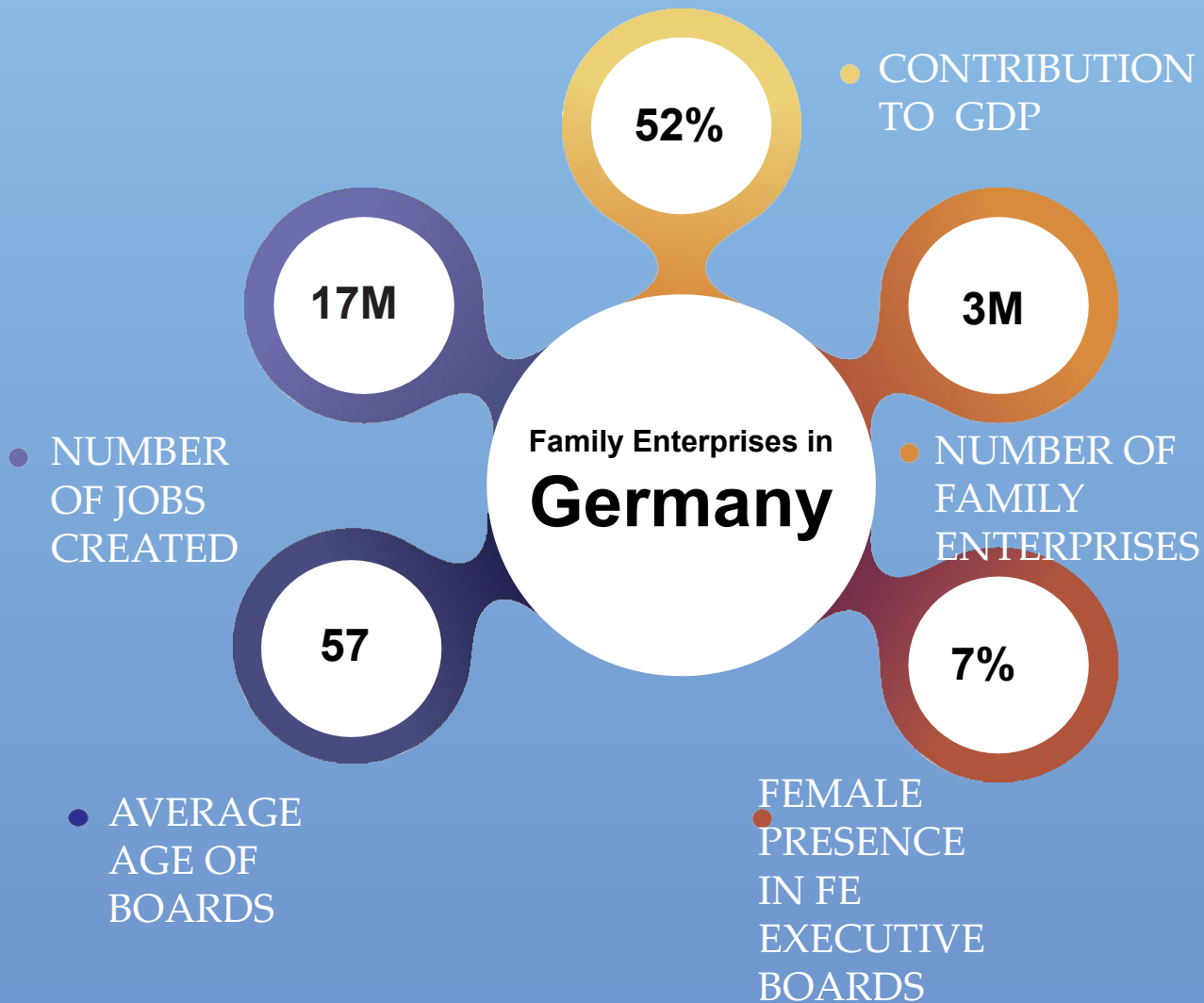
## Definitions

Subsumed under SMEs.

Characteristics of personalism  
parsimony  
particularism.

## Qualitative Indicators

Construction & trade  
Paternal control  
Rural areas  
Family councils  
Female initiatives



## Training available

“Offensive Mittelstand” & INTES

Academy Courses in universities

## Case Study

Spangler Gmb:  
Digitalization of processes for automated and faster production

## Challenges

Recruiting & retention  
Succession planning  
Digital competences  
Location conditions

## Needs

Digitalization, Growth,  
Innovation, Branding,  
Skilled workers,  
Succession,  
German politics,  
Sustainability