

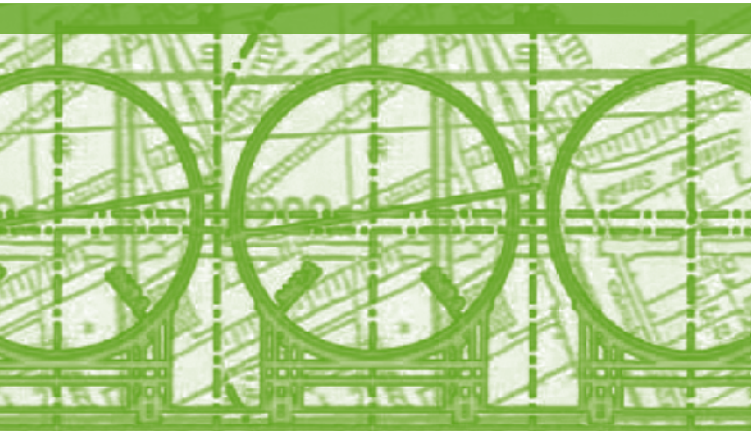


# inter3

Institute for Resource Management

- › **Interdisciplinary research**
- › **Intercultural thinking**
- › **International networking**

## Our mission



### › Interdisciplinary research

inter3 combines engineering and social science knowledge with business and economic know-how to offer comprehensive, integrated approaches for innovative and sustainable strategies. This is possible through the diverse expertise of the academic leadership, the interdisciplinary project teams, and an international network of renowned experts.

### › Intercultural thinking

The particular strength of inter3 lies in its ability to foster cooperation between individuals and institutions from various cultures, particularly the countries of the EU, the USA, the Middle East and China. inter3 systematically incorporates the expertise of practitioners and interested parties into each project. This form of transdisciplinary cooperative management enables the collaboration between different partners: be it in competence networks or between complex organisations and their environment.

### › International networking

The globalisation process and the depletion of natural resources pose new challenges and opportunities for institutions, corporations and entire societies. inter 3 projects offer an international dimension. We work on-site to develop effective strategies with those affected as well as with regional and international experts. The results are scientifically grounded solutions, the implementation of which is guided by inter 3 experts.



*inter 3 is an international consultancy and research institute located in Berlin. inter 3 is dedicated to advancing problem-oriented solutions in the area of resource management. The Institute is under the direction of three internationally renowned academics: Professor Meinolf Dierkes, Dr Shahrooz Mohajeri (Managing Director) and Dr Susanne Schön.*

*inter 3 projects are supported by distinguished personalities from the academia, politics and commerce, who serve as members of the inter 3 advisory board.*

## inter 3 – High-profile research



inter 3's core competency in the area of resource management has established it as a partner for international research in the fields of organisational development, infrastructure development and water resource management.

### › Why is resource management important?

Strategic resource management will become increasingly important for the future success of organisations and societies. inter 3 understands strategic resource management as the exact comprehension and goal-oriented grouping of human, technical, economic and natural resources. inter 3's resource management strategies allow institutions and organisations to respond more quickly and successfully to changing regional and international conditions.

### › What does inter 3 offer?

inter 3 offers practice-oriented research in the field of resource management within an interdisciplinary, intercultural and international framework. We work closely together with public institutions and private industry to develop future options and concrete concepts that will make sustainable organisational and regional development possible.

### inter 3's areas of expertise

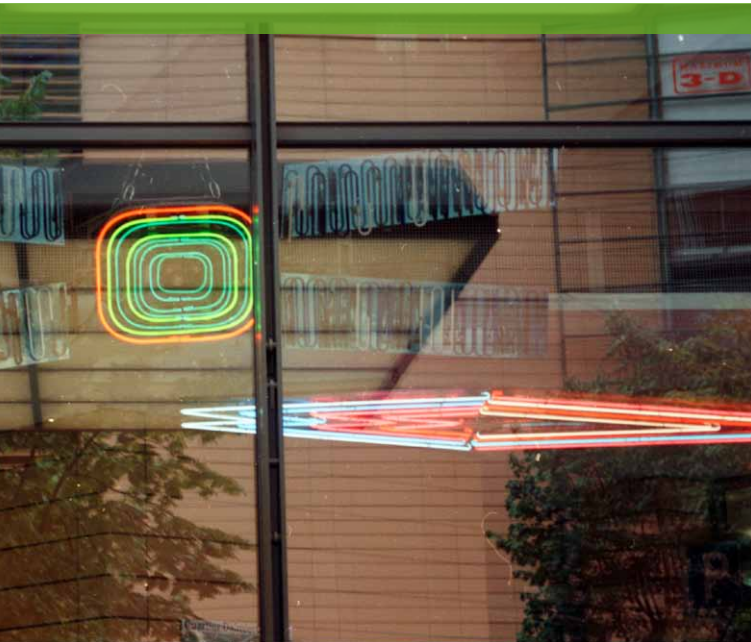
- Strategic organisational development under changing environmental conditions
- Infrastructure development in growing and shrinking regions
- Water resource management and restructuring of the water market

### › Who are inter 3's clients?

- Government ministries
- National and international companies
- Supply and waste management companies
- Associations, organisations, foundations



## Strategic organisational development under changing environmental conditions



To enable the best course of action, strategic business decisions in companies and other organisations should not only take into account the given information, but also the possibility of unexpected changes of the environmental conditions. In light of rapid global change, this approach is increasingly difficult.

- Scenario-building techniques and vision-based organisational learning have proved to be successful instruments in dealing with complex problems and creating a solid foundation for strategic decisions.



## Solution

inter 3 gathers and analyses the relevant information and on this basis develops scenarios and strategic courses of action. inter 3 initiates internal or organisational overarching processes in close collaboration with all project participants for the development of strategic visions and the design of an appropriate organisational culture. In this way we create the optimal conditions for successful change processes and sustainable organisational development.

### • *Hydrogen technology for China's automotive leapfrog*

*An international consortium is leading the cooperative scenario project that includes:*

- *inter 3 Institute for Resource Management, Berlin*
- *Social Science Research Center, Berlin*
- *Shanghai Academy of Social Sciences (SASS), Center for Policy and Strategic Studies, Shanghai*

*In close cooperation with its industry partners, the project analyses the possibility of introducing hydrogen technology for cars in China, as well as alternatives to classic automobilisation based on fossil fuels. A further focus is to communicate the research results in such a way so that both possibilities would be taken and discussed internationally as serious politically feasible alternatives. inter 3 uses the opportunity to develop new and innovative forms of cooperation and communication management and applies it in practice.*

### • *Vision-based organisational learning for the Federal Ministry of Consumer Protection, Food and Agriculture (a preliminary study for BMVEL)*

*The expansion of the responsibilities of the Ministry of Agriculture to include consumer protection was the starting point of this project. On the basis of a thorough analysis, inter 3 designed a concept for a process of organisational learning for the Ministry.*

## Infrastructure development in growing and shrinking regions



The shift in demographics and changing consumption patterns in many European countries as well as the Middle East is forcing politicians and infrastructure facilities to act. In the shrinking regions the now oversized infrastructure systems must be adapted to the declining population and demand. In growing regions a flexible adjustment to present and future expansion processes is placed at the forefront.



- The transformation processes in both development paths are completely different. In order to remain sustainable in the future, in each case the existing infrastructures must go through far-reaching technical, organisational and economic changes.

### **Solution**

inter3 designs economically and ecologically sound solutions in all areas of infrastructure, and develops practice-oriented implementation strategies tailored to the cultural, socio-economic and legal determinants of the given region.

- **Young cities Hashtgerd New Town**

*Iran has experienced a population boom in the last decades and is displaying a high rate of urbanisation. A project analyses the possibility for sustainable development in tomorrow's mega-cities using Hashtgerd New Town, located 75 km from Tehran, as an example. In connection with other research institutes, inter3 is developing a concept for a sustainable water and sewage system appropriate for the particular growth dynamic of the population and economy.*

- **Future-capable water supply and sewage disposal for shrinking regions**

*How can infrastructure systems important to the regional economies of shrinking regions be managed to ensure effective water supply and sewage disposal? What does an environmentally friendly and a socially acceptable restructuring of the existing system look like? These questions constitute the starting point of the project, which investigates the current roles of the state in handling services of general interest and sets out to demonstrate alternative forms of future-capable infrastructure and regional development. Focusing on three model regions in the state of Brandenburg, inter3 will design concrete adaptation concepts for water suppliers and sewage disposal companies. These concepts are to be specifically suited to conditions of shrinkage and applicable to other regions.*

## Water resource management and restructuring of the water market



inter3 addresses the central questions concerning water resources in Europe as well as in the Middle East. Despite country-specific differences in terms of availability of water, the expectations of resource management remain the same: sustainability and economical use of water. With this comes changing environmental conditions – international competition in the water market, growing demands for water quality or changes in consumer patterns, for example.

- In order to secure a sustainable water supply and wastewater disposal, it will be necessary to restructure the water economy. Water supply and wastewater management companies must reorient themselves.

## Solution

inter3 is developing solutions for modern and regionally adaptable water resource management in close cooperation with supply companies, institutions, experts and the affected population.

inter3's solutions are comprehensive, and consider the particular cultural, socio-economic and legal frameworks.

- ***Aqualibrium – European water management between regulation and competition***

*On behalf of the European Commission, inter3 is coordinating and taking an active part in the research project “Aqualibrium” on the development of a solution for the European water economy in connection with the restructuring and privatisation of water markets.*

- ***Development of water management strategies for Tehran***

- ***Integrated water resources management in Esfahan***

*In several projects inter3 is working on a fundamentally new and sustainable development of Iran's water economy. The transfer of German experience and technological know-how plays an important role. Together with experts on-site, inter3 carries out a thorough analysis of the current state of affairs, identifying the strengths and weaknesses of the existing water supply and wastewater disposal systems. Finally, suggestions for solutions are systematically being developed and implemented into practice.*



## Academic leadership

“The success of organisations depends on how well they understand their resources and apply this knowledge strategically.”



### > Meinolf Dierkes

*Professor of Sociology, PhD in Social Economy*

- Director of the Research Unit “Innovation and Organisation” at the Social Science Research Center Berlin
- Professor of Sociology of Technology and Science at the Technical University of Berlin (TU Berlin)
- Recurring Visiting Professor at the University of California, Berkeley
- Invited Research Professor at the Shanghai Academy of Social Sciences

### Academic focus

- Societal and cultural conditions of innovation
- Organisational culture and organisational learning
- Strategic organisational development

## › Shahrooz Mohajeri

*PhD in Environmental Process Engineering*

- Managing Director of inter 3
- Advisory Member of the North-East Regional Association of the German Association for Water, Wastewater and Waste
- Member of the Board Association of Iranian Scientists and Engineers in Germany

### Academic focus

- Sustainable water management in the Middle East
- Restructuring of the European water markets
- Technical Environmental Research



“ Modern water management uses both technical possibilities and management potential to improve quality of service and customer satisfaction. ”

## › Susanne Schön

*PhD in Sociology, Diploma in Political Science*

- Deputy Director of the Centre for Society and Technology at the Technical University of Berlin (TU Berlin)

### Academic focus

- Innovation research; models of sustainable technical and regional development
- Cooperation research and cooperation management
- Gender research and consulting

“ The potential for innovation through social research is only now being discovered. ”



## inter 3 team and networks



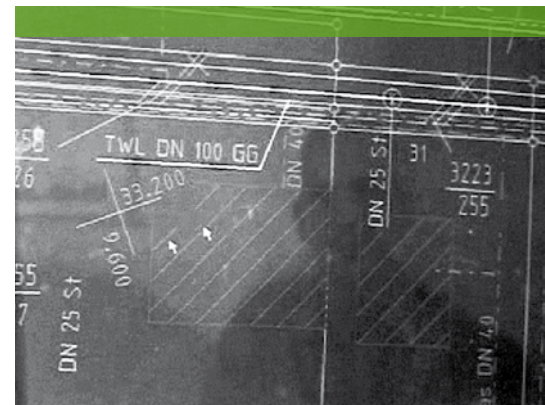
Portrait photography: Steffen Freiling

- Economics, Sociology, and Environmental Process Engineering – the three academic directors of inter 3 are renowned in their disciplines and complement each other, forming a solid multidisciplinary team. They are specialists in their fields, and are called in as experts on committees and conferences on the basis of numerous projects and publications in their areas of interest: organisational development, innovation research and water resource management.
- inter 3's three partners have on hand an international network that has been built up over the years through academic assignments. These contacts are regularly used within the framework of inter 3 project work to enlist additional information and support. In addition, the successful integration of inter 3 with Berlin's universities and research institutions allows for an exchange at any given time with renowned academics from various disciplines.

- The inter 3 research associates possess profound academic competence and experience, particularly in the areas of organisation sociology, social and economic communication science in addition to engineering and environmental science. With qualified knowledge and competent methodology, the inter 3 team creates scientifically grounded strategies that can stand the test in practice.
- The advisory board of inter 3 boasts respected members of the academic, political and economic communities. With their substantial professional experience they critically and constructively consult the projects and long-term direction of the Institute.

**The advisory board of inter 3 currently consists of the following members:**

- *Prof. Dr Josef Bugl, Mannheim*  
*Member of the European Academy of Arts and Sciences*
- *Dr Karl Kauermann, Berlin*  
*Chair of the Board of the Berliner Volksbank*
- *Prof. Dr Wolfgang Michalski, Paris*  
*Director of the General Secretary's Planning Committee in the Organisation for Economic Cooperation and Development, OECD (retired)*
- *Ludwig Pawłowski, Berlin*  
*Managing Director, Berlin Centre of Competence for Water*
- *Thomas Sattelberger, Hanover*  
*Member of the Board Continental AG*
- *Dr Konrad Schily (MdB), Witten*  
*Member of the Steering Committee of the University of Witten/Herdecke,*  
*Member of the German Parliament*



## Project organisation and collaboration



### inter 3 project organisation is oriented to your needs

- The academic directors put together the best team possible and are directly involved in every phase of the project.
- The project team can enlist the most suitable outside experts from its international network.
- inter 3 carries out a large share of its project work on-site. The intercultural methodological competency of the inter 3 team ensures a systematic consideration of the particular cultural, socio-economic and political conditions.
- By means of the trans- and interdisciplinary team structure inter 3 guarantees that each topic is carefully considered and developed.
- inter 3's project management is lean and cost-effective.

# Cooperation with inter 3 is tailored to your wishes

## Constant

You have a fixed contact person always on hand.

## Creative

You work with an interdisciplinary project team.

## Transparent

You are well-informed at every stage of the project.

## Flexible

You can rely on our flexibility if changes in the project arise.

## Medium and long-term

You will receive expert advice in the implementation phase.



## Practice-oriented research with important extras



### References

- *Bavarian Motor Works (BMW) Inc.*
- *Berlinwasser Holding AG*
- *Choice Mobility Providing Ltd.*
- *DaimlerChrysler Inc.*
- *KM Europa Metal AG*
- *Linde AG*
- *OTA College Berlin, Berlin-Lichtenberg*
- *p2m Berlin*
- *Tehran Water and Wastewater Company*
- *Wirtschaftsvereinigung Metalle (Association for the German Non-Ferrous Metals Industry)*

### For business

#### › Practical solutions

inter3 develops solutions with the potential for high success because the underlying research is closely oriented to practice.

#### › New market chances

Our research themes are also markets. The detailed insight into new markets opens up possibilities for product innovation and marketing strategies. inter3 supports businesses as they enter new markets and cultures.

#### › Valuable contacts

inter3 possesses a wide international network and provides its funding organisations with valuable contacts to businesses and decision makers at home and abroad.

## For institutional partners

### › High acceptance

The inter 3 partners and publications enjoy the highest recognition within their fields. Practice-oriented research and strong implementation solutions result in high acceptance on all levels.

### › Arguments with substance

inter 3's scientific results are taken up in topic-specific discussions and referred to for political and economic decisions.

### › International profile

inter 3's intercultural and interdisciplinary work also receives regular international recognition. This ensures a positive profile for our funding organisations and for Germany as a centre for scientific excellence.

## References

- *Andrea von Braun Foundation*
- *Brandenburg Ministry of Rural Development, Environment and Consumer Protection*
- *Esfahan Regional Water Board*
- *European Commission*
- *Federal Ministry of Consumer Protection, Food and Agriculture*
- *Federal Ministry of Education and Research*
- *Federal Ministry of Transport, Building and Urban Affairs*
- *Federal Office for Building and Regional Planning*
- *Government of the State of Brandenburg – State Chancellery*
- *Government Representative for Cultural and Media Affairs*
- *Hans Böckler Foundation*
- *Heidehof Foundation Ltd.*
- *International Confederation*
- *LIFE – Ecotechnology Women's Education Center Berlin*
- *Senate Department of Urban Development*
- *Technical University Berlin*
- *University of the Federal Armed Forces Munich*





# inter3

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