

fact, that at about the same time research money available for industry and national research labs in Germany got short enough to forbid any parallel work towards the same goal, thus requiring mutual agreement on plans and work split. DFVLR was able, by several different means, to gain more control over their publications and more control over the transfer of results in general. These are: Keep proof of the transfer of results; to publish about transfers and, last not least, working under contracts and formal cooperations, defining every party's work and settling in advance the use of results. All this was set under the overall goals to

- assure the actual use of R&D results, to make the use of results known to the general public or at least those bodies influencing DFVLR's financial and reputational status and
- finally to improve returns from work to supply the basic funding received from government.

This goal of directing research and development towards transferable results and actual transfer of results is comprised under the idea of R&D transfer. We do have an office of R&D transfer, which decides the "old" task of technology transfer, makes known to institutes and scientists this way of thinking, aids them in actual design of projects and negotiation of contracts and finally develops the internal rules to follow from the experience gained. But the R&D transfer office covers only part of the field:

For one thing DFVLR institutes always have been very good and decided about finding their own projects and settling their contracts with third parties - if not all the time at the best of all conceivable conditions. In this, they have been supported for a long time by a very able and helpful administration. On the other hand DFVLR about four years ago has introduced a set of formal indicators, which is shown in slide (7). The first - volume of formal contracts - and last - personnel transfer to industry - so far have stayed in the background; but the second one - volume-of-return-from-contracts etc. - has shown marked effects from the very beginning as soon as it was introduced as an indicator of institutes' or departments' success in 1982. In slide (8) it is shown how the financial power of DFVLR from third party revenue instead of basic financing has increased during the last seven years. At the same time, almost unnoticed, the percentage of contracts, the percentage of formal cooperations and projects has increased at least twofold, whilst the so called basic research has been reduced to a mere 15 %. The way these formal indicators work can be seen on slide (7) again. There are incentives for managers and incentives for individuals. At the moment incentives for managers are far better, at least the tangible ones. The financial budgets and the personnel budgets