



**WOLFGANG
KRUMBEIN**

1944-2021

Dear friends and readers,

*„Success has three letters: TUN.
(German for: DOING)“*

—J.W. von Goethe

This quotation correlates with the characteristic feature of a truly great personality. My father as the founder of the company for many years (while one economic system has changed another) has managed to provide great future for the company, gave stable base for the whole structure.

His sudden death in April 2021 was an inestimable loss for our family. Though he retired in 2016, still any piece of advice was of precious in various situations.

I wish he was still nearby as my best advisor. I wish he could still see, that his family and employees continue the business with pride and respect and especially how they actively develop the company.

This booklet has been created because of the first anniversary of my father's death to commemorate his lifetime achievement and accentuate his outstanding path.

I'm very grateful to the numerous appreciative expressions about my father from our business partners, customers and distributors.

Let's look back together at the fond memories of a great personality!

Yours sincerely,
Ralf Krumbein



SEITE 6

human

Inventor

optimistic

determined

brave

business manager

SEITE 14

future-oriented

straightforward

family guy

entrepreneur

fair-minded

SEITE 26

visionary

daring

down-to-earth

doer



▲ Wolfgang Krumbein

As a family guy, he was straightforward and very trusting, down to-earth and strong. He was always fair to his fellow human beings. Truly valued characteristics which will accompany the memory of Wolfgang Krumbein beyond his death.

Born in January 1944, Wolfgang Krumbein descended from a Thuringian family of entrepreneurs as the youngest of three sons. His tranquil childhood was characterized by a demanding, but protective parental home. Wolfgang spent his childhood and youth in his hometown Tabarz which he was loyal to all his life with his family and business.

Already in his younger years, he was enthusiastic about winter sports - as an active competitive athlete in the military sports club Brotterode from 1961 to 1964. After his vocational training as a machine technician, he completed the title of master craftsman of metalworks. With these comprehensive trainings, he paved the way for a solid base to set up the company *KRUMBEIN rationell*.

Wolfgang got married to his wife Ingrid on 16th May 1964 and completed his happy marriage with daughter Sabine and son Ralf. The close family relationships influence the family picture of the children and grandchildren even today - cohesion, mutual respect and appreciation still play a big role. Wolfgang also fascinated through his calm demeanor to deal with problems and obstacles in his life. His optimism and the strong teamwork with his wife Ingrid always gave him strength, guidance and ideas.

During the post-Wall era of the 1990s he showed his commitment and engagement. He campaigned for the issues of his fellow people and demonstrated for the better treatment of citizens as well as the dissolution of so-called privileged objects in Tabarz. He pushed his demands through with high consistency, knowing well that these daring actions could also cost him dearly in his professional career. Here again, his relentless optimism won. So, finally, everything went according to plan. He energetically followed his passion for winter sports from his earliest childhood until well into old age and actively supported youth sports and young talent. Already early on, he passed his passion for winter sports on to his family - so he lives on through them on their skis too. The intense enjoyment of sport built up his later traits of determination and straightforwardness which characterized him as a person and entrepreneur.

He transferred the fast-growing family business to his son Ralf in 2016. The machine construction company built with hard work has to stay in family management which was what Wolfgang and Ingrid agreed. He enjoyed his retirement more and more and spent much time with his grandchildren.

Wolfgang Krumbein - the person

Father, role model, friend... Surely, it's normal that fathers are proud of their children. But I am just as proud of my father.

(Ralf Krumbein, son and present managing director)



1988 – Wolfgang Krumbein
in the company workshop

Let me think about it a few days, I might have already an idea.” – ever since, this crossed my mind every now and then when it’s about entrepreneurship, technical expertise and humaneness. There are people who stay in your memory for a long time after just a few encounters.

(Uwe Walter, Patisserie Walter, customer)

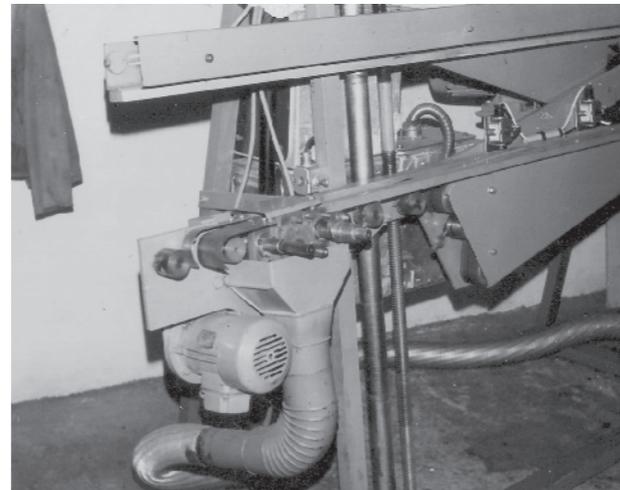


▲ 1982 – Ralf, Ingrid and Wolfgang Krumbein at the croissant winding machine



▲ 2011 – Wolfgang Krumbein at a trade fair in Dubai

▼ 2007 – Economics minister Reinholz visits the company



▲ 1980 – KFBM – The first machine from KRUMBEIN

▼ 2006 – Visit at a sales partner in Minsk



▼ 2013 – Exhibitor at the trade fair FBK together with the Swiss sales partner



It was a huge pleasure and honor to accompany the life of my friend Wolfgang Krumbein part of the way.

I will never forget Wolfgang.

(Michael Jankowski, business partner at Boyens)

Defining for his later entrepreneurial expertise was his job as a fitter in a carpentry. Thanks to his complex knowledge, he was able to deal with any kind of technical problem and was encouraged by his former boss to take the step into self-employment and build an urgently needed machine for the carpentry which wasn't yet available on the market. He had success! Today people say that Wolfgang had always been an inventor and doer. These were special characteristics that have driven the company *KRUMBEIN rationell*.

The so called "Rationalisierungsmittelbau" (specialized machine construction) was the only possibility into self-employment in the GDR, so Ingrid and Wolfgang ventured the step into entrepreneurship. Focus of the company in former times: Carpentry machines, in particular edge-to-veneer laminating machines. The focus shifted to the bakery industry with a project of the trade guild in 1982. At the time, the demand for croissants within bakeries was particularly high, but the manual preparation was tedious. As a known inventor, Wolfgang was commissioned to successfully develop a pre-war machine type further and independently produce it. The project succeeded and *KRUMBEIN rationell* struggled with full production capacities. The lead time of the machine was 5 years at the time.

Customers still swear on their KRUMBEIN today

Germany's reunification came with full order books and the continuous growth of the company in 1989. Even in these times, he didn't let go of his untiring optimism. Though the demand of the machines declined, Wolfgang and Ingrid didn't give up. With a risk appetite and visions for the future, the company started the construction of the new production hall as a pilot scheme of the trade guild in 1990. The aim was to establish a new foundation for the business. At this point of time, there was only a clear view ahead.

Original entrepreneur

During the many years as a responsible managing director, he evolved to a great business man boosting the Thuringian mid-size sector with important impulses. He decisively influenced the development and growth of *KRUMBEIN rationell* with his professional demeanor as a determined, strong and down-to-earth entrepreneur to one of the world-wide leading machine construction companies for the bakery and confectionery industry. Always at his side as an advisor and supporter: his esteemed wife Ingrid. Not only in private, but also within the business they completed each other perfectly and were a cooperative team.

Manager, but above all a friend – Wolfgang will be remembered as a fair, brave and strict boss who always teased the very best out of his employees and let each one of them excel themselves.

Wolfgang Krumbein - the entrepreneur

For me, your father was an original as an entrepreneur and a real personality rarely seen in today's lives. He was a human being and a doer with a high sense of responsibility.

(Udo Renneke, Kühlmann, customer)

The time has come: The successor is agreed on and the path is clear for everyone. Nevertheless, it isn't always easy to turn your back on your own business which you've once built with lots of effort and which has now been transferred to your successor.

Not at our company - I'm actively involved in the management of the family business since 2003. Thanks to the trust in me and my skills and the support of my parents as well as our employees, we finally established a succession plan of KRUMBEIN rationell in 2016. In the prior years I was able to learn a lot: to make my own decisions, to find my own path within the business, to successfully overcome obstacles. At all times, my father was at my side as advisor and supporter. For our effective company succession, we were given the honorary award of the German Association for Small and Medium-sized Businesses in 2018. I'm more than proud to make the lifework of my father to mine. His ideals that made an impact on the whole company are deeply anchored into the company values even today.

Ralf Krumbein



- ▲ 2016 – Handing over the company from Wolfgang and Ingrid Krumbein to son and successor Ralf
- ▼ 2018 – Award ceremony of small and medium-sized enterprises Association for the successful company succession





▲ 2009 – After work drinks after a long day at the trade fair IBA



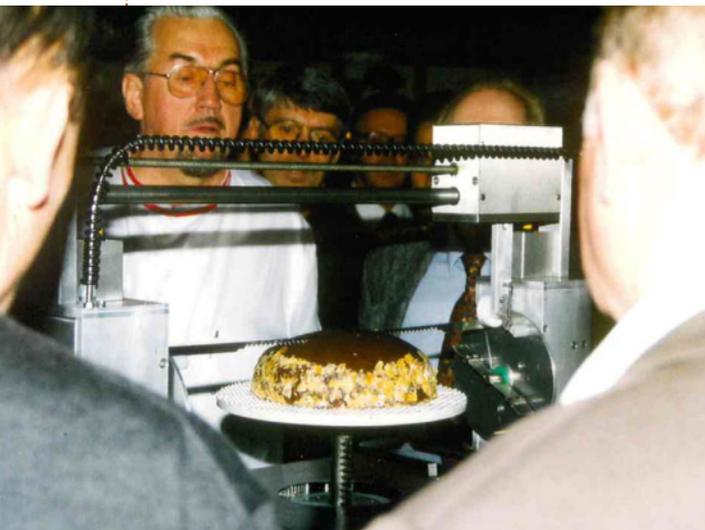
▲ 2013 – Christmas party at KRUMBEIN rationell

We are grateful to have personally known such an admirable man who always was a big role model and a trendsetter with many innovations in the whole industry.
(Walter Hahn, sales partner Austria)



▲ 2009 – At the trade fair IBA in Munich

▼ 1994 – G. Hödl, owner of the confectionery Strehly and initiator of the TKSM

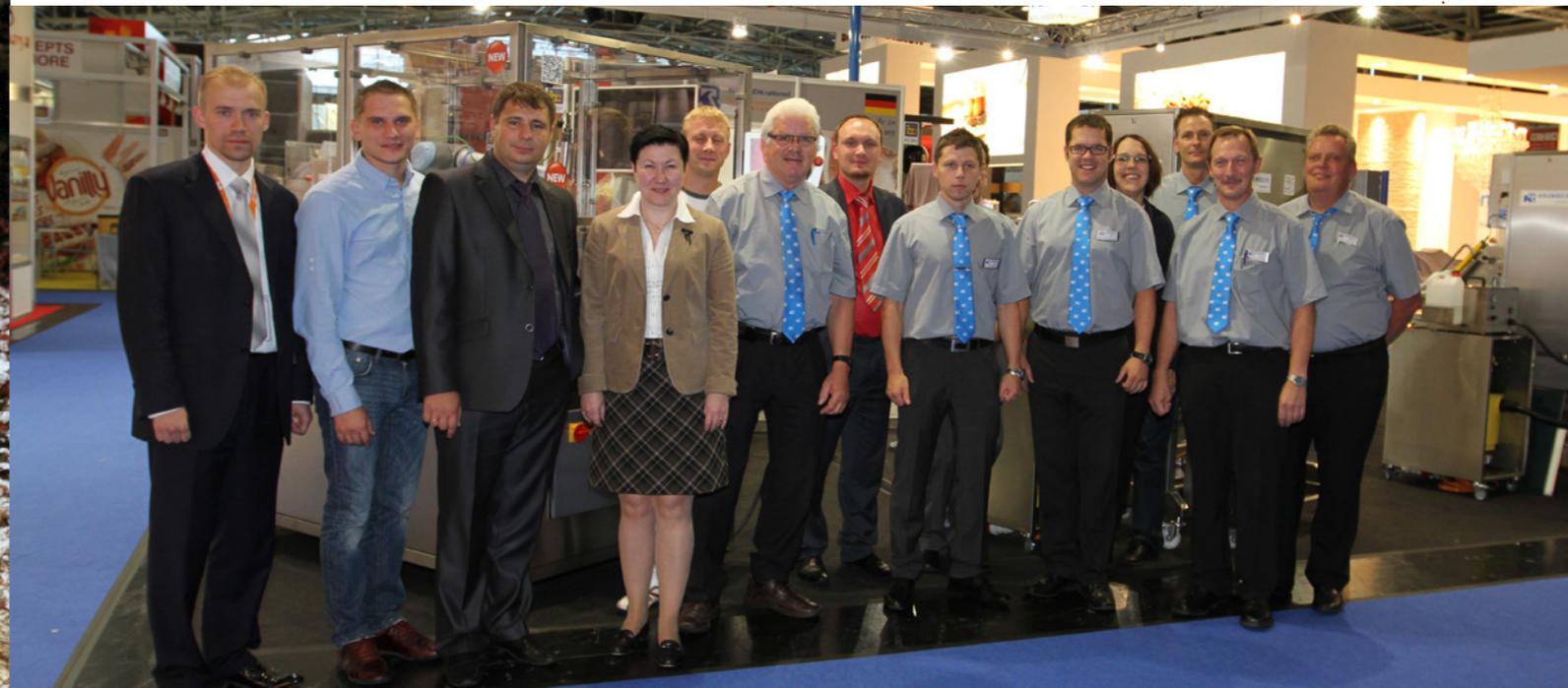


▲ 1991 – First depositor GSM 2x9

We will always remember Mr. Wolfgang a very hard working, intelligent and innovative engineer.

(Yüksel DEMIR, sales partner Turkey)

▼ 1990 – At the trade fair Sachsenback



▲ 2012 – Together with our Russian sales partner at the trade fair IBA

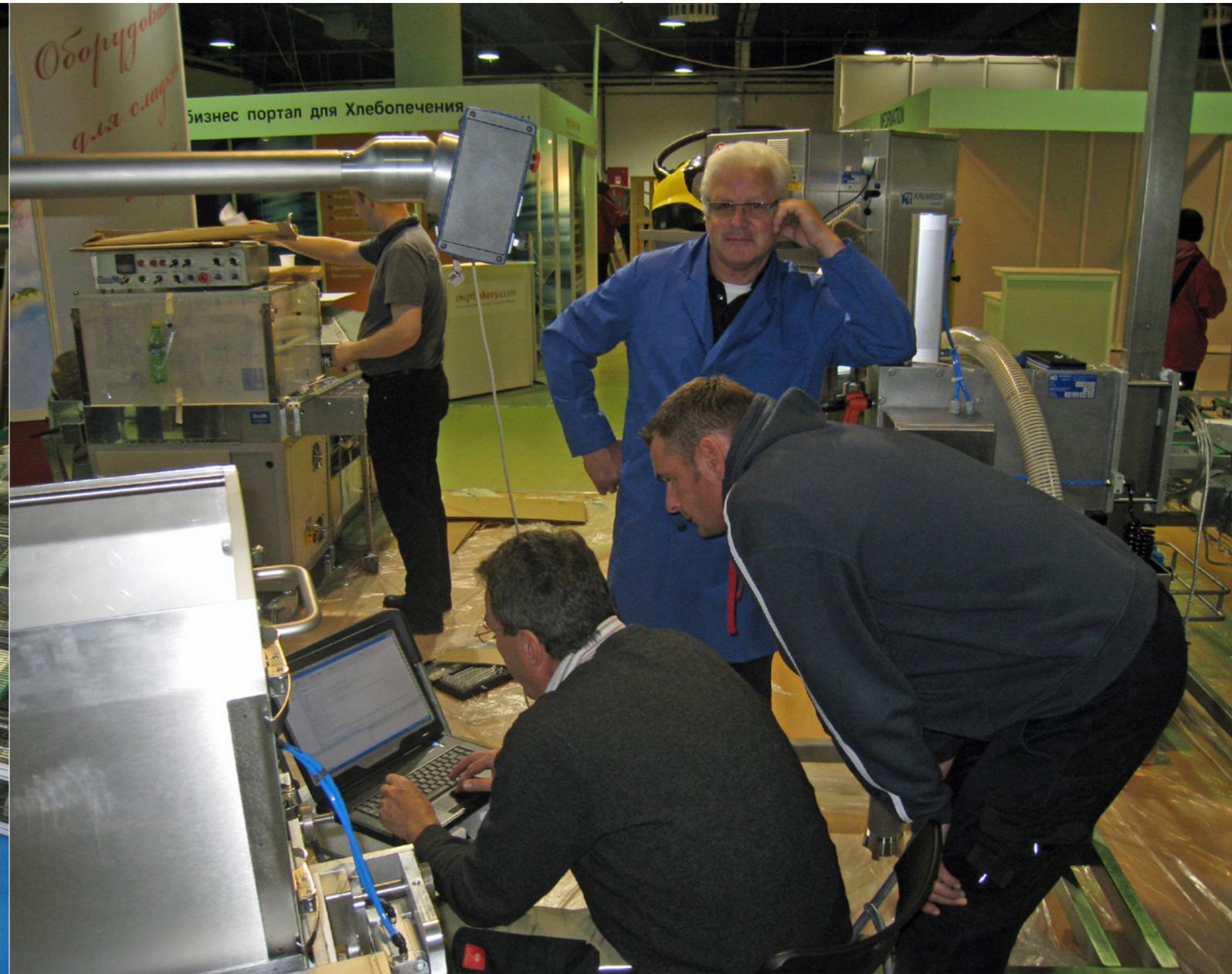
2010 – Together with the long-term sales partner for Turkey at Ibatech in Istanbul ▶



Wolfgang has paved the way for a perfect partnership; no matter if it was at trade fairs, in Bad Tabarz, in Hanover or at the customer's site. We will continue this win-win-situation with all our heart.
(Alexander Henke, business partner Martin Braun Backforum)



▲ 2008 – Assembly of a cake production line at a trade fair in Moscow



▲ 2008 – Assembly of a cake production line at a trade fair in Moscow

It seemed no mountain high enough, no road too stony and nothing impossible. Wolfgang Krumbein always searched for a different way if there was no way left to go. He thrived in new ideas, sketched, constructed and tested through all prototypes of various machines. It often happened that he walked into the production hall with only his sketchbook in hand and requested that a machine may be built exactly like that. The inspiration came mostly in the exchange with customers.

“Success has three letters: TUN (German for: DOING).”

He developed the first own machine, the pastry depositing machine GSM 2x9! already at the end of the 1980s. The further development of this previously unique machine continuous to live on in the DSM series from *KRUMBEIN rationell*. After the reunification, the company tried to be successful in different fields of activity, such as tool, mold and fixture construction. The main field though stayed the specialization in bakery machines.

Through the close cooperation with Meistermarken-Werke in Bremen, the pastry depositing machine was made ready for the “West market”. As a result, the company *KRUMBEIN rationell* achieved the breakthrough within the bakery and confectionery market.

The drive for innovation and the inspiration for new ideas were always a result of requests and “problems” of the demanding customers. Solutions were needed which was clear to Wolfgang. So, he cons-

tantly took the problems of the customers on board and worked meticulously on mechanical solutions until a satisfying result was available.

Inventor of the cake slicing

At the beginning of the 1990s, there was no automatic solution for cutting cakes, but the demand for it steadily increased. After Wolfgang was made aware of this problem by a trade fair customer, the tinkerer in him evoked again. Already on the way home from the trade fair, he was searching for possible solutions in his mind - the KSSM series was born on a hand-drawn sketch.

The next success story was in the making. The TKSM series, an automatic solution for the slicing of cakes, was the result of the appreciative cooperation, which developed into a deep friendship later on, with the Austrian confectionery Strehly in Graz. The company *KRUMBEIN rationell* carries on with the good reputation and aspiration to meet the individual needs of the customer in specialized machine construction to this date.

Wolfgang's hands-on approach and can-do attitude are firmly anchored in the current company values. To understand the customer as a partner with whom to generate solutions together! Wolfgang has left a high-growth and rock-solid business which contributes to the industry with innovations and trends.

Wolfgang Krumbein - the visionary

We will always remember him as a very bright inventor. When a customer approached him with new questions about the machines, he would know advice and quickly developed own solutions for the problems.

(Petra und Detlef Hölge, business partner)



▲ 1992 – First version of the KSSM



▲ 2007 – Visit at a bread factory in Kiev

Wolfgang Krumbein
Schlossermeister
Rationalisierungsmittelbau
5808 Tabarz



He was a real inventor and trend-setter of the industry.
(Ralf Döring, business partner Rondo)



▲ 2000 – Commissioning of a depositing machine in Chicago



▲ 2005 – Commissioning of the TKSM together with the Spanish sales partner



◀ 2008 – Exhibition for the trade fair Europain in Paris

Respect is a valued commodity that cannot be bought, it can only be earned and during Wolfgang's working career other manufacturers have had incredible respect for this innovative and pioneering engineer.
(Interbake, distributor UK)



He left a big signature behind KRUMBEIN, that is now offering many jobs to many families and many business partners all around the world.

(Yüksel DEMİR, sales partner Turkey)



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