

Table of Contents

Introduction — 1

I The Evolution into a Nazi Model Company: Corporate Culture Under the Influence of the National Socialist Factory Community Ideology — 9

- 1 “An Aryan Company.” The Transformation of the Corporate Governance Structure — 9
- 2 Working Conditions and Self-Mobilization: The New Personnel Management Order — 44

II Continental Within the Four-Year Plan: Corporate Policy in Times of Raw Material Shortages, State Control of Industry and the Armaments Boom — 109

- 1 Resource Mobilization: German Raw Materials and the Radical Upheaval of the Production Base — 109
- 2 Products for the National Socialist Leisure and Consumer Society: Marketing, Advertising and Competition Under the Shadow of the Nazi Supply Policy — 156
- 3 The Leap to Spain: Export Business, Foreign Production and the Forced Cooperation with Semperit — 213
- 4 From Medium-sized Automobile Suppliers to Armaments Companies: The Transformation of VDO and Teves — 252

III Continental During the War: Radicalization of the Production Processes — 299

- 1 Negotiation Process with State Apparatus and *Wehrmacht* Departments: Rationality and Irrationality of the Wartime Economy — 299
 - 1.1 Supplier for the Nazi Showcase Sector: Aircraft Tire Production — 327
 - 1.2 Product Development and Material Test Outsourcing to Concentration Camps: Continental and Shoe Heel Developments — 343
- 2 Ambivalent Innovation Processes and National Socialist Research Organization — 360
- 3 Precarious Arrangement of Corporate Succession, the Great Disentanglement, and Conflict with Party and Government Agencies: Teves and VDO During the War — 394

IV The Many Faces of Foreign Labor: Labor Organization and Forced Labor at Continental — 429

- 1 Labor Mobilization and Heterogenization of the Workforce: Contours of a New Production Regime — **430**
- 2 Volunteers, Temporary Workers, Prisoners of War, Forced Laborers, and Concentration Camp Prisoners: The great variety of Foreign Employment — **450**
- 3 Productivity Increases, Corporate Social Policy and Working Conditions: Attempts at Forming a New Factory Community — **491**
- 4 Acts of Resistance and Forced Labor: Work Organization and Corporate Culture at Phoenix, Teves, VDO and Semperit — **551**

V From Expansion to Implosion: The Establishment of a Large-scale War Production Network in Allied and Occupied Countries, Relocation Measures and Failed Underground Production — 589

- 1 Buna Know-how as a Vehicle for Dominance: Development and Structure of the International Production and Sales Network at Continental — **589**
- 2 Two New “Domestic” Corporate Plants: Posener Gummiwerke GmbH and the Plant in Krainburg/Kärnten — **604**
- 3 Production Cooperations in Allied and Neutral Countries: Spain, Italy, Romania, and Scandinavia — **632**
 - 3.1 Spain — **632**
 - 3.2 Italy — **637**
 - 3.3 Romania and Hungary — **648**
 - 3.4 Scandinavia — **658**
- 4 Consultation Contracts as Instruments for Dominance: Continental Production Sites in The Netherlands and Belgium and the Utilization of the French Rubber Industry — **668**
- 5 The Last Months of the War: Implosion of Domestic and Foreign Armaments Production, Relocation Management and Fragmentation of Company Structures — **715**
- 6 Workforce and Relocation Management at Teves and VDO — **743**

Outlook: The short shadow of the Nazi era: Denazification and justification strategies, restitution and compensation demands — 773

Abbreviations — 788

Sources — 790

Literature — 802

Index of Tables, Charts, and Illustrations — 810

Index — 817