



Innovation
happens
where you
don't
expect it.



Smarte digitale Transformation

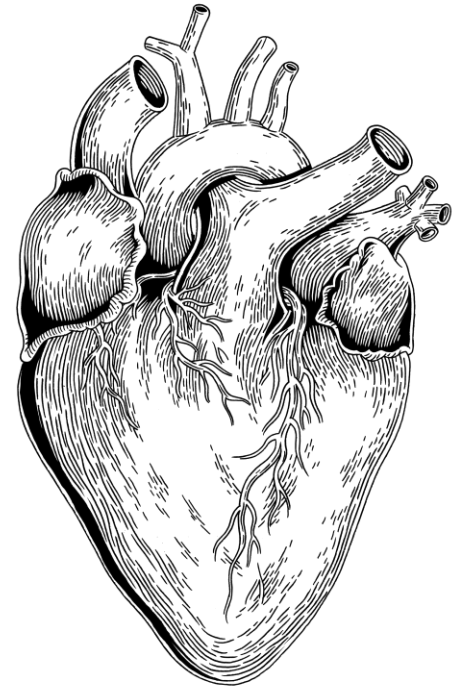
Ein Bericht aus dem Maschinenraum

Sören Jens Lauinger,
Vice President Intrapreneurship & Co-Creation

"Rethinking Smart Services", HTWG Konstanz
23. September 2020



POWERED BY B. BRAUN



Stimmungsbild

Bitte machen Sie laut “mmmmmmhhhh” bei der Ziffer / den Ziffern, die die Situation in Ihrer Organisation am besten reflektiert

mmmmmmmmmmhhhhhh

1 2 3 4 5 6 7 8 9 10

Ihr Feedback zu...

These 1:

Digitale Transformation ist in aller Munde. Beziehe ich es auf meine Organisation wissen wir noch nicht so wirklich, was darunter zu verstehen ist.

Stimme nicht zu

Stimme voll zu

mmmmmmmmmmhhh

1 2 3 4 5 6 7 8 9 10

Ihr Feedback zu...

These 2:

Der Begriff Innovation in unserer Organisation ist eindeutig definiert...

Überhaupt nicht

Auf jeden Fall

mmmmmmmmmmh h h h h

1 2 3 4 5 6 7 8 9 10

Innovation rund um „Smarte digitale Transformation“

01 – WARUM relevant

02 – übers WIE, p – p – p

03 – das WAS

04 – die LEARNINGS



1

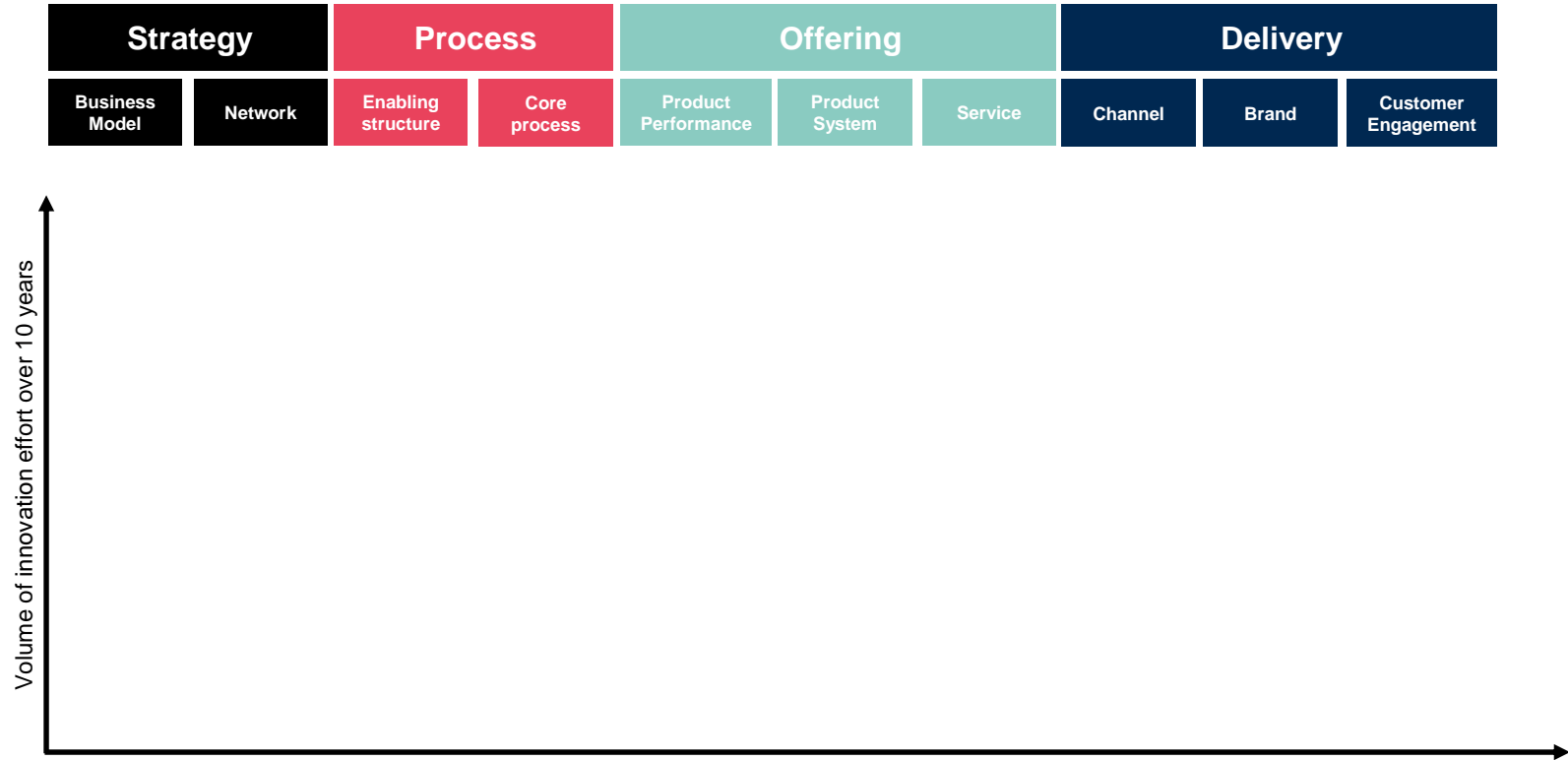
WHY

Nichts neues

... auch wir setzen um, was vielerorts geschrieben steht



Where Innovation Efforts are Applied

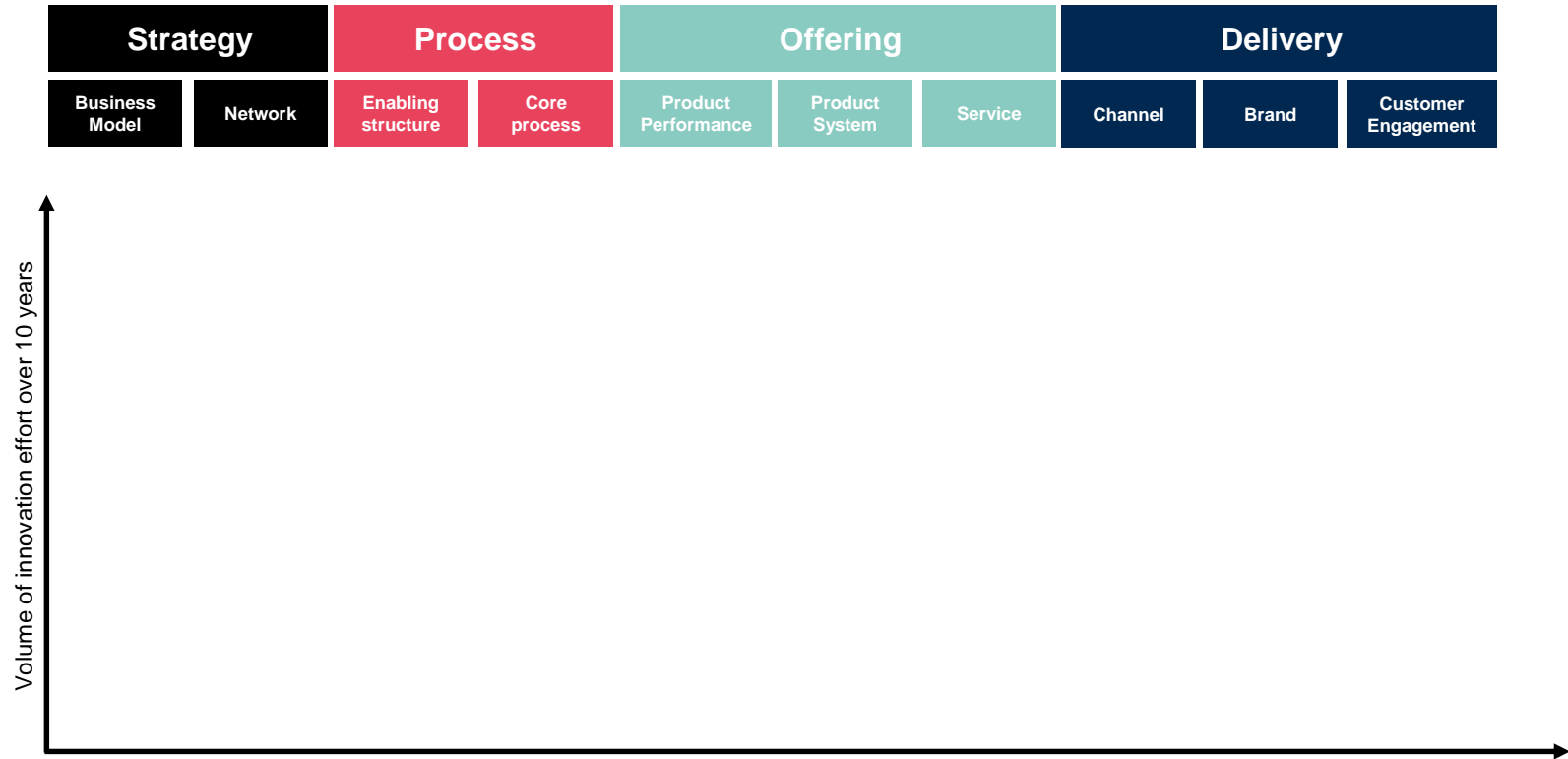


Source: Doblin, Inc. (Deloitte) analysis

Where Innovation Efforts are Applied



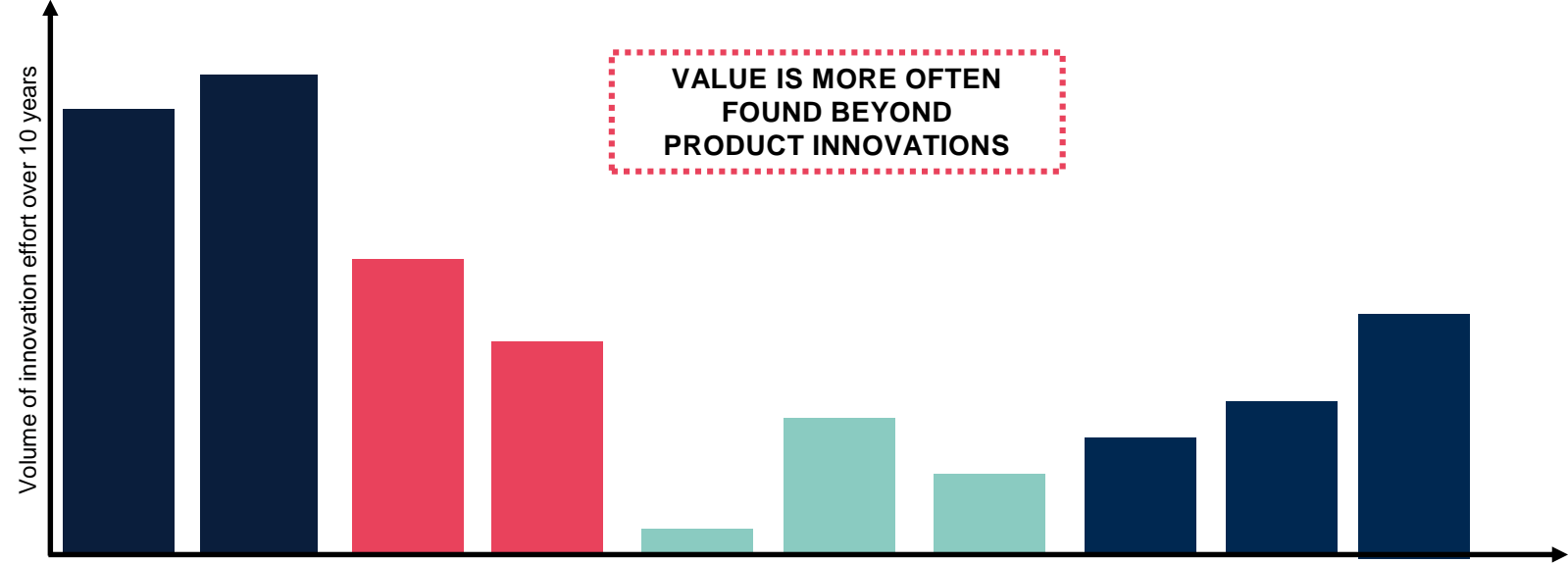
Where Innovation Value is created (over 10 years)



Source: Doblin, Inc. (Deloitte) analysis

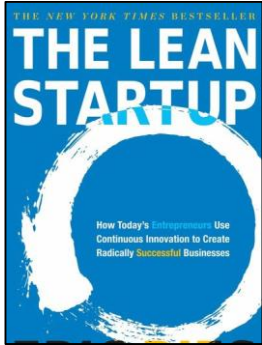
Where Innovation Value is created (over 10 years)

Strategy		Process		Offering			Delivery		
Business Model	Network	Enabling structure	Core process	Product Performance	Product System	Service	Channel	Brand	Customer Engagement



Source: Doblin, Inc. (Deloitte) analysis

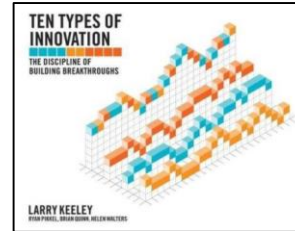
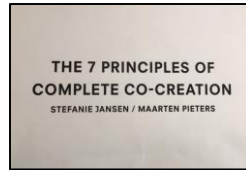
Books to Read



The Lean Startup –
Eric Ries 2017



The Innovator's Dilemma –
Clayton M. Christensen
2011



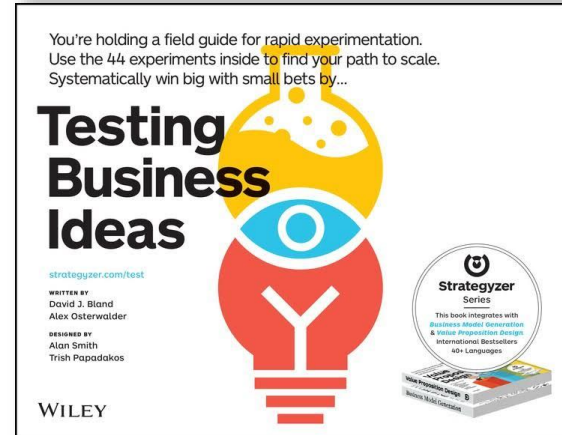
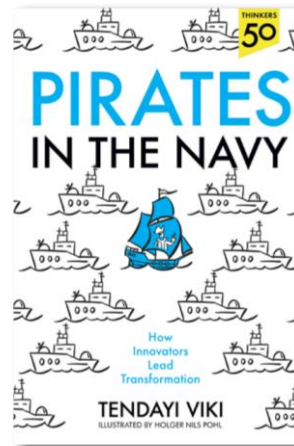
Ten Types of Innovation –
Larry Keeley (...) 2013



Digital Innovation Playbook –
Dark Horse Innovation 2016



The Corporate Startup –
T. Viki, D. Toma (...) 2017



Why werk_39?

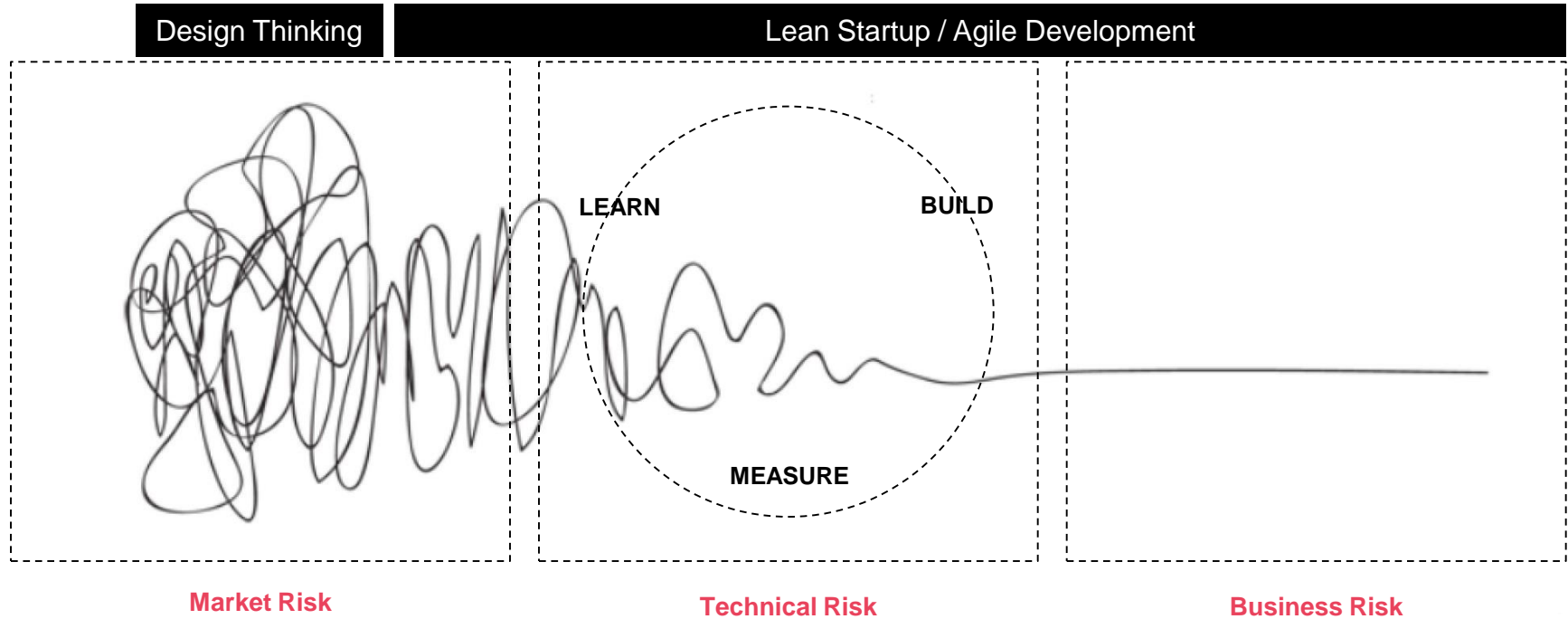
We offer **spaces** for innovation, so people **jointly** create solutions for **better running hospitals.**



02

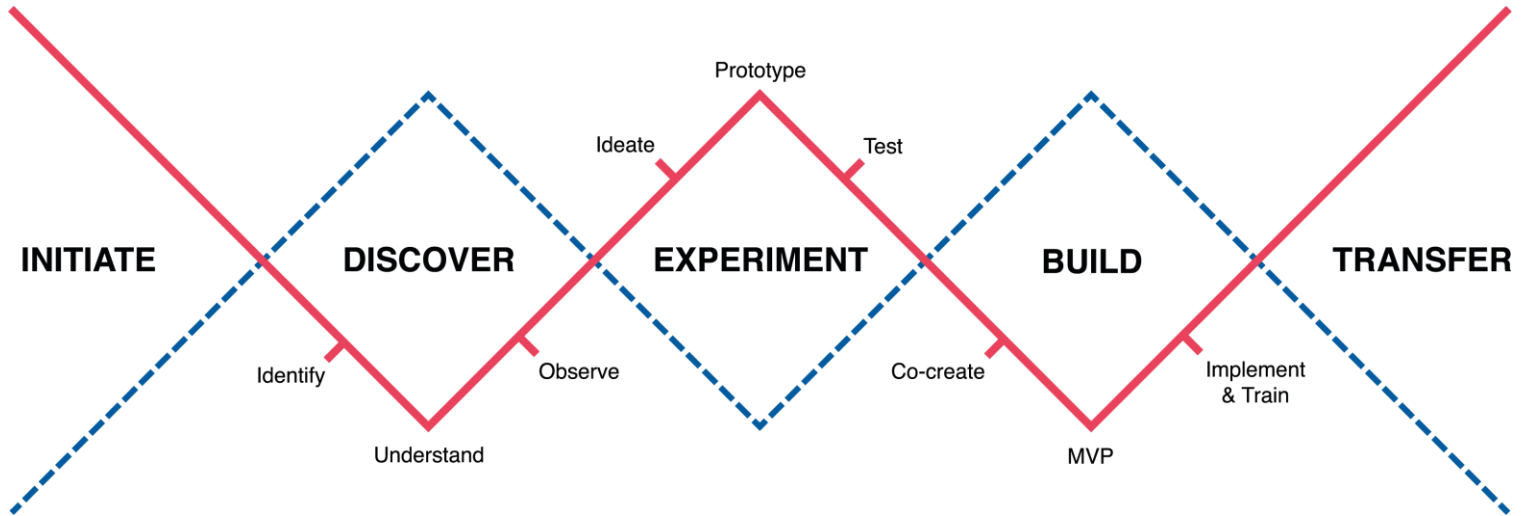
HOW

Toolbox for Agile Innovation

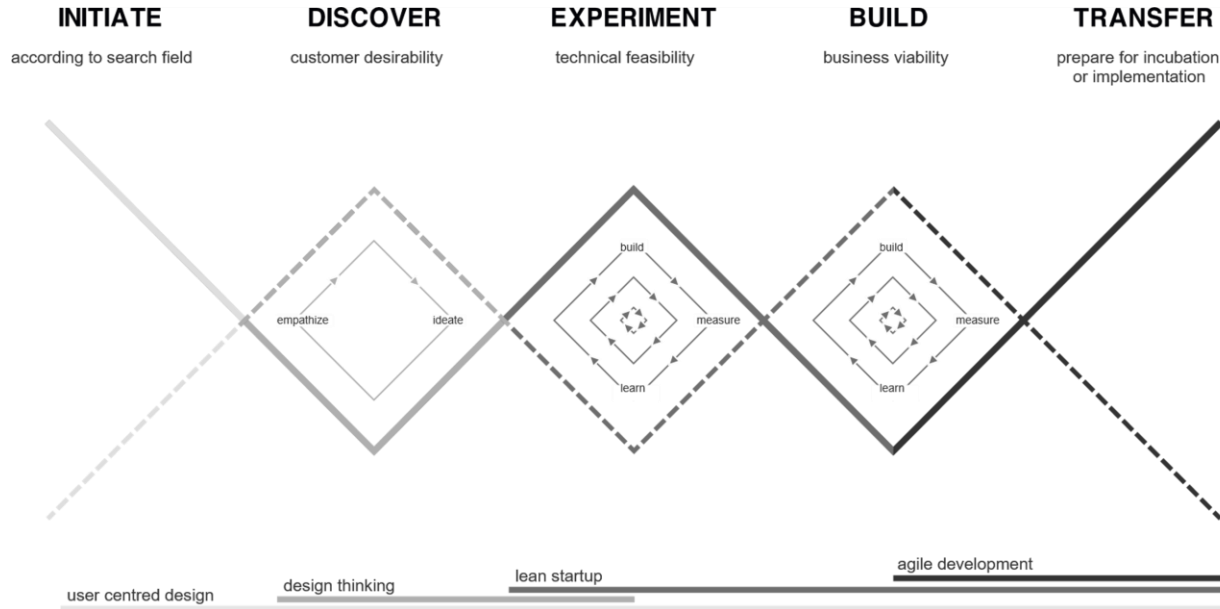


Our Working Book

Working Model



Validated method framework for agile innovation



People



Process



Place



How

1. We **offer a physical co-creation network** for customers and partners.
2. We **enable business teams** to create (beyond the product) solutions.
3. We **provide and apply agile methodology** to limit uncertainty.

Tuttlingen, Medtech Valley





Customer Interaction



Prototyping and Validation with Customer





3

WHAT

Tray Organizing Manager



TOM is our all new digital Tray Organizing Manager – an easy to install app-based platform solution designed to **optimize the processes of any CSSD**. With the tap of a finger, TOM handles all classic CSSD processes such as set packing, reporting of defective instruments, and checking on packed sets.

co-created with:
customers, BMDO

Co-created for:
Lead team SGM

45

installations

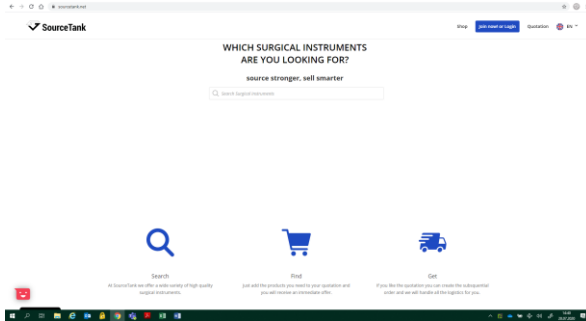
>1M €

Business impact

CSSD

Target Field





To complete the AAG portfolio, we enable the availability of qualitatively acceptable products at the right time in the markets requested. Our aim is to position Aesculap as a high-quality and reliable **one-stop shop** with the premise of strengthening customer loyalty and positively influencing the Aesculap business.

co-created with:
SCM

Co-created for:
SGM

74

Registered users

51

Orders

80%

Conversion Rate



status 2020-07

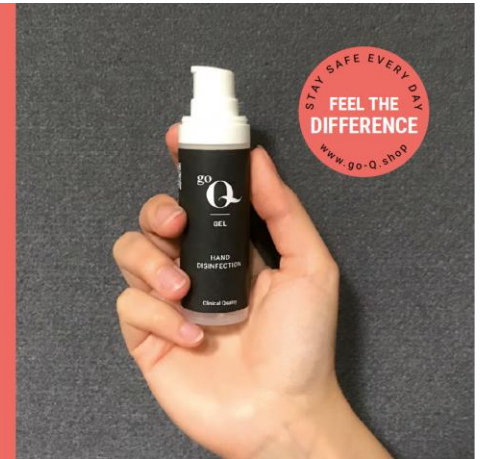
goQ - go for quality



goQ

goQ ist Händedesinfektion
in der Qualität, der Ärzte und
Pflegepersonal vertrauen.
Jetzt auch für deinen ganz
normalen Alltagstrubel.

goQ hand disinfection in a quality trusted by doctors and
healthcare professionals. Now available for your daily urban jungle.

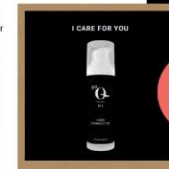


Aller guten Dinge sind drei!

Mit einem Dreh wird aus dem Dreier-set
eine Geschenkverpackung – zwei für dich,
eins für deine Lieben.



Turn the inlay around
to create a gift box for
one bottle.



Good things come in threes!

With one twist, the triple set becomes a gift box – two for you, one for someone
you care for.

Gib deiner Flasche einen persönlichen Look:
fürs Büro, beim Spaziergang, beim Sport oder
auf Reisen. Versorge jeden Familienangehörigen
mit seinem eigenen Fläschchen.

Personalise your bottle: for the office, for trips, for sports or for travelling.
Provide each family member with their own personal bottle.



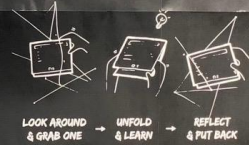
4

Learnings

desert_space

EXPERIMENT

celebrate_the_learnings



#we
rock
sklappt.net

werk_39
POWERED BY B. BRAUN

Outcomes

we make innovation_werk



We provide and apply agile methodology to limit uncertainty. Each venture is a journey towards this goal. Essentially, our reason for being is to build up profound and replicable innovation practice.

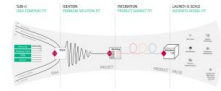


co-created with:
customers &
partners of our
werk

140 workshops executed
21 ventures incorporated
7 forwarded to business

status 2020-Q3

digital operating model



Together with business and IT we have developed the non-regulated digital development process for B. Braun. This agile process is a guidance to turn customer needs into business value.



co-created with:
BBL, GSDS, BVS

3 digital leads
9 digital orchestrators
16 search fields

status 2020-Q3

data lake



We combine in our Data Lake various data sources (inside & outside the organization) and bring them into one place. Data Analysts can connect and retrieve information from those sources and gather new insights by combining the data.



co-created with:
BBL, GSDS

11 systems connected
>1.5 TB data so far
>700 M records

status 2020-Q3

board of intrapreneurship



We developed the Board of Intrapreneurship for multiple projects. For the venture it is the guidance during each phase. The jury it gives an overview on the current status of each venture. For the work, the team it is a tool to monitor the experiment and learning velocity within each venture.



co-created with:
BBL, GSDS, BVS

10 innovation readiness levels
14 upcoming projects
8 projects

status 2020-Q3

design system



Together with customers and internal departments we provide a standardized, consistent and sustainable user interface kit, documentation and code to build human centered digital products. The design system enables an iterative problem solution in direct with the customer.



co-created with:
GSDS, BVS, GSDS

317 design elements
10 supported digital products so far
36 consumers

status 2020-Q3

data analytics



We support & assist Data Analysts in the business departments by providing tools and know-how. Together we identify use cases and work with the business teams to fulfill their analytics needs.



co-created with:
BBL, GSDS

11 systems connected
>1.5 TB data
>700 M records

status 2020-Q3

focus on ventures



We support the venture already before the venture, because some requirements must be fulfilled. The first requirement is the starting point. Sponsors as well as the core venture team must be defined. With our approach, we push the operative decision power into each venture team.

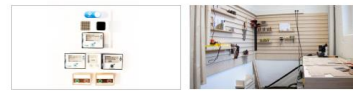


co-created with:
BBL, GSDS, BVS

7 lead teams
3 years
1 understanding

status 2020-Q3

rapid prototyping



Build-measure-learn means to involve the customer constantly in the creation process. For these feedback loops we have built a maker-space, external network of partners and the necessary skill- and mind-set for the venture teams.



co-created with:
customers

1 simulation_space
1 maker_space
>500 prototypes

status 2020-Q3

test driven validation



We ask each venture to believe more in evidence than emittance, that's a principle of each venture. Starting with the Board of Intrapreneurship, the venture identifies the assumptions and hypotheses. Therefore experiments will be defined to validate the riskiest assumptions first. Learnings from these experiments are used to make progress and generate outcome within the venture.

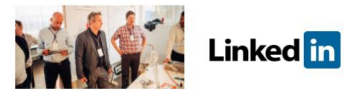


co-created with:
BBL, GSDS, BVS

52 experiment options
1 experiment/week
10 levels to validate

status 2020-Q3

club of the willing



In order to assure quick direct customer interaction for co-creation we have founded the "werk 39 Club Membership". This group of health care professionals is willing to transform and disrupt the healthcare business for better running hospitals.



co-created with:
customers &
partners of our
werk

1 group
2 events
83 members

status 2020-Q3

IT speed boat



After years of working together with several external service providers, we expressed the demand of agile digital development. We effected the formation of an IT unit, which is able to transform customer needs into technology sketches and to implement digital products and solutions out of a high-quality backlog.



co-created with:
BBL, GSDS, BVS

>70 employees
~ 10 digital product consultants
~ 60 developers

status 2020-Q3

A: Board of intrapreneurship

Board of Intrapreneurship @ werk_39
Demystification of innovation

Venture _____ Value Proposition _____ Innovation Readiness Level _____ / 10

Discover Experiment Build

Tools

- Planner
- Teams
- Jira
- InVision
- Power BI
- Sketch

Marketing

- Logo
- Door Sign
- Micropage
- Simspace
- Claim
- Videoblog

Organisation

Start _____

Lead Team _____

Sponsor _____

Idea Creator _____

Venture Consulting _____

Venture Team _____

Project Cost Center _____

End _____

2. Feasibility
Are we able to implement it?

1. Desirability
Are we solving the right problem?

3. Viability
Are we able to sustain the solution?

Outcome

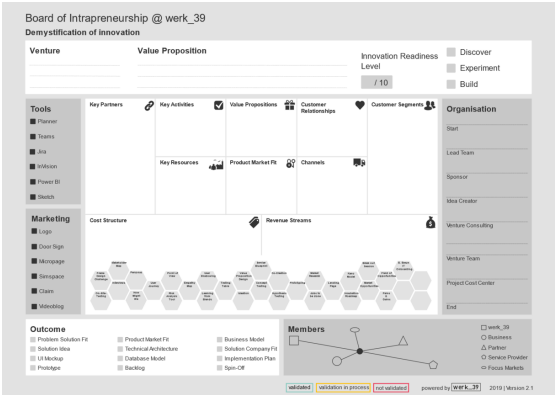
- Problem Solution Fit
- Solution Idea
- UI Mockup
- Prototype
- Product Market Fit
- Technical Architecture
- Database Model
- Backlog
- Business Model
- Solution Company Fit
- Implementation Plan
- Spin-Off

Members

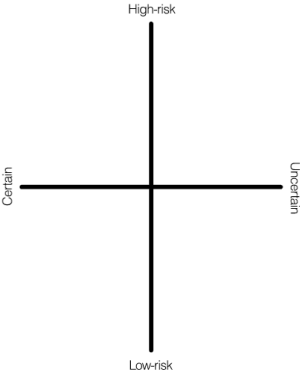
validated validation in process not validated

powered by werk_39 2019 | Version 2.1

A: Hypothesis Testing



Assumption Grid

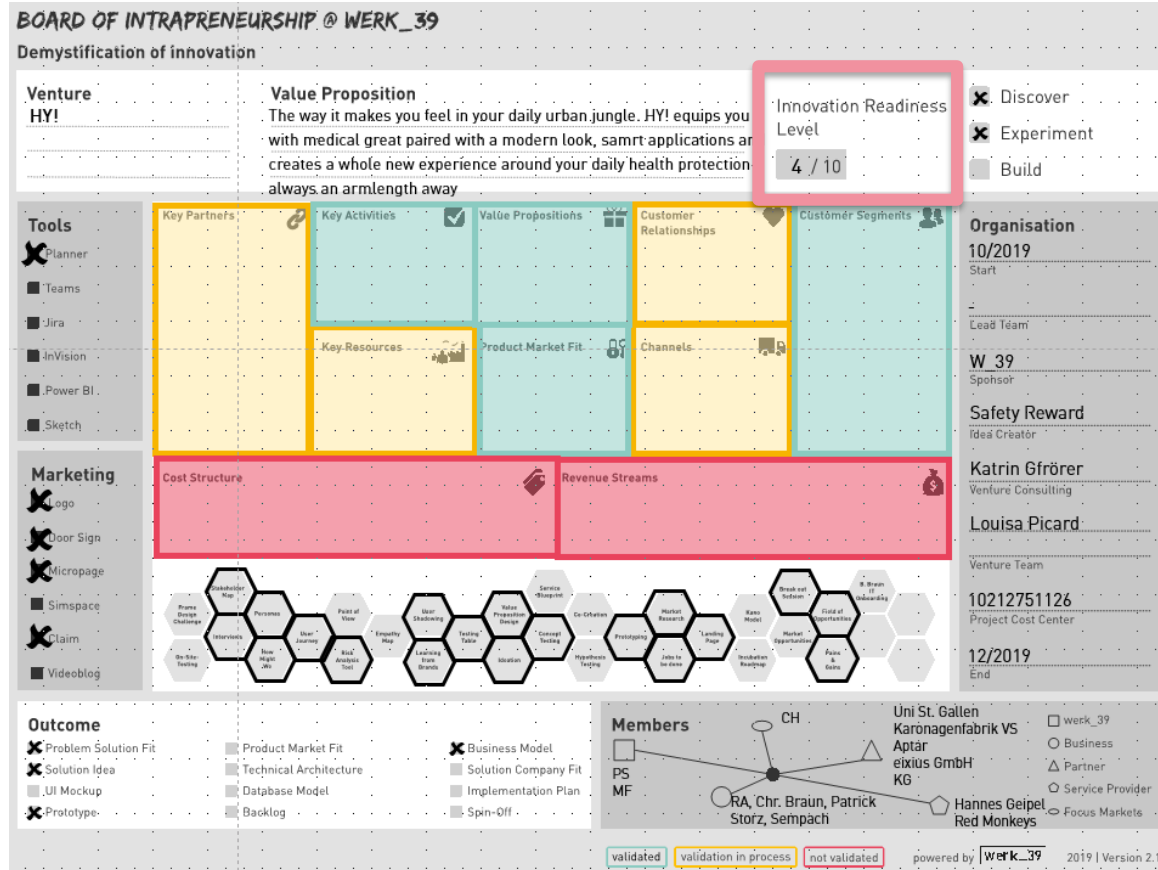


HYPOTHESE	Annahme (Kritischsten Annahmen)	<div>Annahme 1: Die Zielgruppe ist groß genug. Annahme 2: Die Zielgruppe ist bereit zu zahlen. Annahme 3: Die Zielgruppe ist bereit zu zahlen. Annahme 4: Die Zielgruppe ist bereit zu zahlen. Annahme 5: Die Zielgruppe ist bereit zu zahlen. Annahme 6: Die Zielgruppe ist bereit zu zahlen. Annahme 7: Die Zielgruppe ist bereit zu zahlen. Annahme 8: Die Zielgruppe ist bereit zu zahlen. Annahme 9: Die Zielgruppe ist bereit zu zahlen. Annahme 10: Die Zielgruppe ist bereit zu zahlen.</div>
	Zielgruppe (Benutzergruppe, mit der die Hypothese getestet werden soll)	<div>Zielgruppe 1: Die Zielgruppe ist groß genug. Zielgruppe 2: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 3: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 4: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 5: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 6: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 7: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 8: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 9: Die Zielgruppe ist bereit zu zahlen. Zielgruppe 10: Die Zielgruppe ist bereit zu zahlen.</div>
	Kennzahlen (Baseline, bei welcher der Test positiv ist)	<div>Kennzahl 1: Die Zielgruppe ist groß genug. Kennzahl 2: Die Zielgruppe ist bereit zu zahlen. Kennzahl 3: Die Zielgruppe ist bereit zu zahlen. Kennzahl 4: Die Zielgruppe ist bereit zu zahlen. Kennzahl 5: Die Zielgruppe ist bereit zu zahlen. Kennzahl 6: Die Zielgruppe ist bereit zu zahlen. Kennzahl 7: Die Zielgruppe ist bereit zu zahlen. Kennzahl 8: Die Zielgruppe ist bereit zu zahlen. Kennzahl 9: Die Zielgruppe ist bereit zu zahlen. Kennzahl 10: Die Zielgruppe ist bereit zu zahlen.</div>
	Test / Experiment (Wie soll die Hypothese validiert werden?)	<div>Test 1: Die Zielgruppe ist groß genug. Test 2: Die Zielgruppe ist bereit zu zahlen. Test 3: Die Zielgruppe ist bereit zu zahlen. Test 4: Die Zielgruppe ist bereit zu zahlen. Test 5: Die Zielgruppe ist bereit zu zahlen. Test 6: Die Zielgruppe ist bereit zu zahlen. Test 7: Die Zielgruppe ist bereit zu zahlen. Test 8: Die Zielgruppe ist bereit zu zahlen. Test 9: Die Zielgruppe ist bereit zu zahlen. Test 10: Die Zielgruppe ist bereit zu zahlen.</div>
EXPERIMENT	Deadline (Bis wann Test / Experiment durchzuführen ist)	
	Zuständigkeit (Wer ist für die Durchführung zuständig?)	
	Annahme: Wir glauben, dass...	
	Beobachtung: Wir haben erkannt, dass...	
LEARNINGS	Learnings & Insights: Daraus haben wir gelernt, dass...	
	Decision & Action: Daher werden wir...	

HYPOTHESE	Wir glauben _____ (Hypothese) für _____ (Zielgruppe) wird erreicht _____ (Ergebnis)
	Wir testen das wie folgt... <ul style="list-style-type: none">Experiment 1Experiment 2Experiment 3
EXPERIMENT	Die Hypothese ist richtig, wenn wir bis _____ folgendes erreichen...
	Qualitativ messbare Ergebnisse Quantitativ messbare Ergebnisse

TESTING TABLE		BMI Lab									
HYPOTHESE	Annahme										
	Zielgruppe										
	Kennzahlen										
	Test										
	Beobachtung										
EXPERIMENT	Decision										
	Learnings & Insights										

A: Board of intrapreneurship



B: How-to-guide for Sponsors, ...

Please understand...

...that the team constantly tries to **reduce the level of uncertainty**.

...that the only way the team can pursue this is by **testing hypotheses on customers & users**.

...that the team has to get **out of the building**.

...that in these tests the team is hunting for proof of **behavioral change** of customers & users.

...that the team follows the logic and **order of the riskiest assumption**.

...that ideas or **assumptions can change based on outcomes** of these tests.

...that **learnings** of what not to do **are valuable outcomes**.

...that there are **revocable and irrevocable decisions**.

**HOW-TO-GUIDE FOR SPONSORS,
STAKEHOLDERS, JURY MEMBERS**
THIS GUIDE HELPS YOU TO BE THE MOST VALUABLE
COUNTERPART FOR INNOVATION TEAMS



B: How-to-guide for Sponsors, ...

Please ensure...

...that the team is **testing hypotheses on a weekly or bi-weekly basis** (by getting out of the building).

...to **challenge** the team for effectiveness and efficiency of **experiment setups** (smallest possible money and resources to be spent for tests).

...to ask the team for **things that did not work** (and the learnings from that).

...that the team is following the **order of riskiest assumptions**.

...that the team makes **revocable decisions constantly and independently**.

...that you **provide the financial and personnel resources required** by the team.

...that all **decisions you make are based on outcomes of testing hypotheses** (over personal beliefs & HIPPO).

...that you **share your expertise**.

...that you **share your external and internal personal network**.

...that you guide the team within the **framework of the company's strategy and values**.

...that you **feel comfortable to stop projects** (if they do not generate the requested outcomes).

...to be ready to throw big money at projects if product-market fit is validated (or open up for alternative ways like spin-offs).

**HOW-TO-GUIDE FOR SPONSORS,
STAKEHOLDERS, JURY MEMBERS**
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COUNTERPART FOR INNOVATION TEAMS



B: How-to-guide for Sponsors, ...

Please avoid...

...setting **your beliefs over outcomes** of tests on customers & users.

...trying to **help the team** by “co-innovating” with your spontaneous ideas.

...**throwing more money at the team** than what they currently ask for.

...asking for **profitability outlooks in the phases discover & experiment** (because it is unanswerable).

**HOW-TO-GUIDE FOR SPONSORS,
STAKEHOLDERS, JURY MEMBERS**
THIS GUIDE HELPS YOU TO BE THE MOST VALUABLE
COUNTERPART FOR INNOVATION TEAMS



COVID... werk_39 Mobile / Remote (WIP)

The screenshot displays the 'werk_39' mobile application interface. On the left is a dark sidebar with navigation options: 'All murals', 'Recently opened', 'Favorite murals', 'Templates', 'Learn', 'PRIVATE ROOMS' (with a '+4 more' button), and 'OPEN ROOMS' (stating 'There are no open rooms'). The main area is titled 'Murals' and features a grid of 24 mural thumbnails. Each thumbnail includes a star icon, a preview of the mural content, a user avatar and name, and a timestamp. A 'Create new mural' button is located at the top left of the grid. At the top right, there are buttons for 'INVITE', 'SEARCH', and a help icon, along with a 'Sort By: Last Updated' dropdown. The bottom of the screen shows a user profile for 'Christian Frank' with a '+4 more' button.

werk_39

Murals

INVITE SEARCH ?

Sort By: Last Updated

Create new mural

goQ Aktion BKK
Modified 5 minutes ago

goQ_workshop_KW39
Modified 26 minutes ago

6.1) Service Blueprint N...
Modified 4 hours ago

3) Persons & How Migh...
Modified 4 hours ago

metacrew
Modified a day ago

venture_overview_KW...
Modified a day ago

W39 Playcard Set - FF
Modified a day ago

Themensammlung 2. D...
Modified a day ago

BUILD - 1) Business Mo...
Modified a day ago

HLX Circle
Modified 2 days ago

Experiment - 4b) Value ...
Modified 8 days ago

ORS Day
Modified 8 days ago

W39 Playbook
Modified 8 days ago

venture_overview_KW...
Modified 13 days ago

B2C Blueprint
Modified 13 days ago

Experiment - 6) SEO
Modified 13 days ago

Experiment - 5) Compl...
Modified 14 days ago

Christian Frank

Conclusion

werk_39

01 – Innovation beyond products

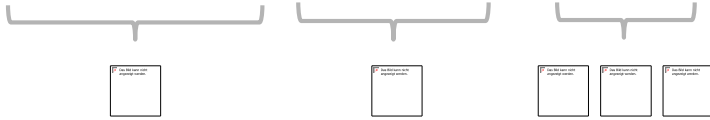
02 – Innovation is a craft

03 – New Growth & Transformation

Let's connect

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Thank

you