

# Industrie 4.0 als unternehmerische Gestaltungsaufgabe: Die fundamentale Rolle der Strategischen Sensitivität

Passau, 21. November 2014

# Why do great companies fail?



QUELLE.

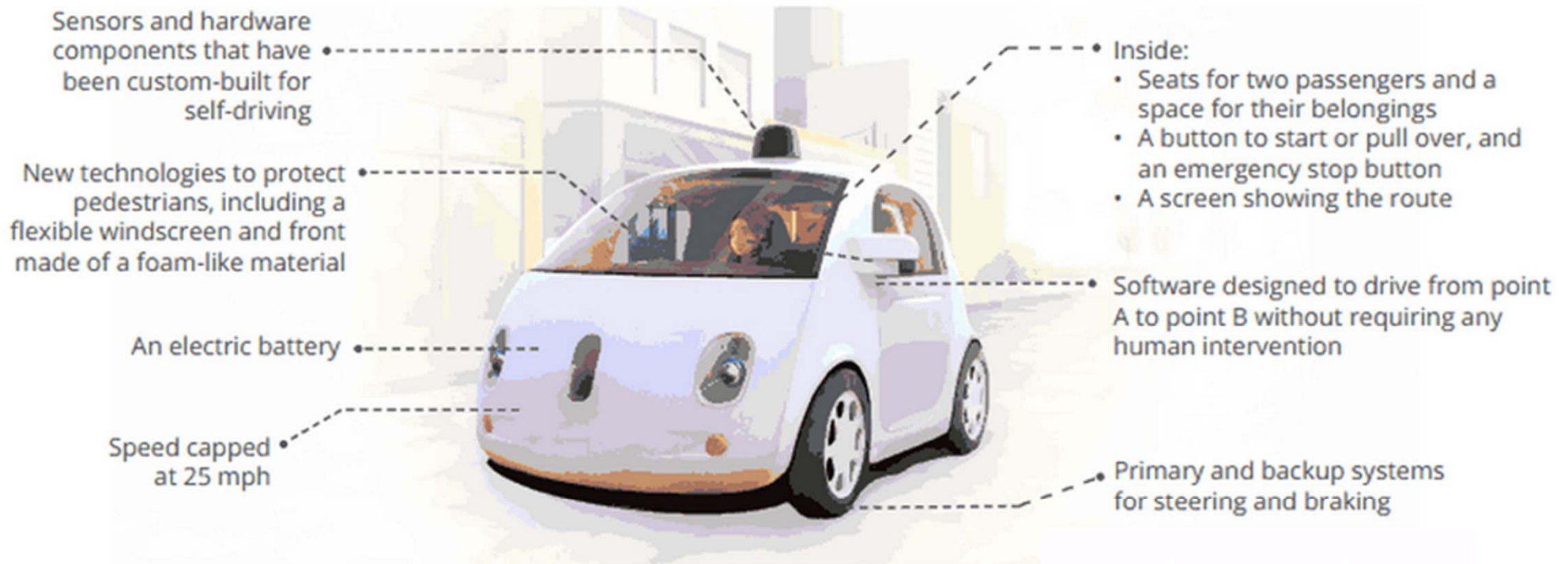


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# What makes breakthrough innovations succeed?

## Key facts about the vehicle

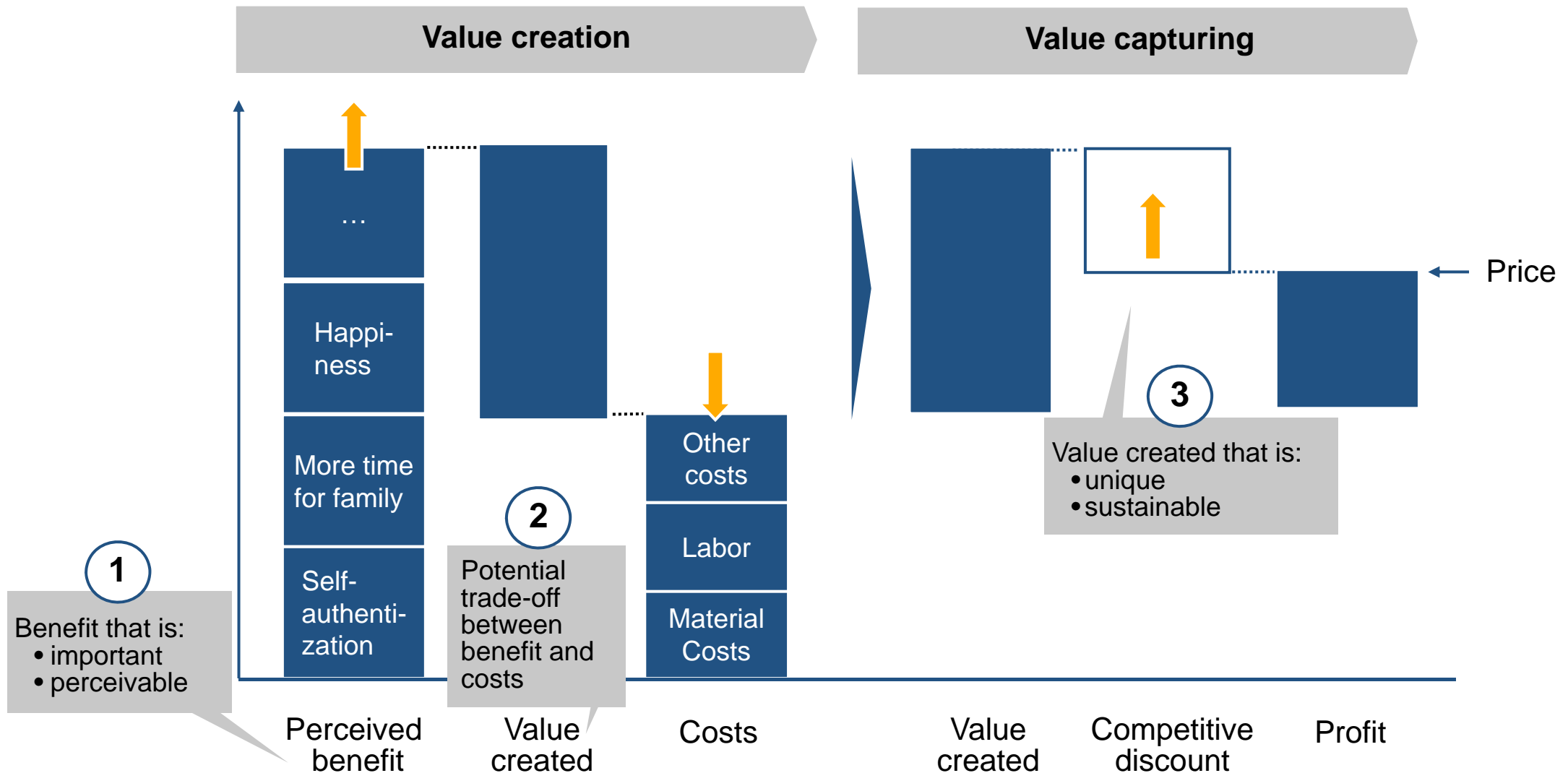


Self-Driving Car Project



# Strategic sensitivity scrutinizes paradigms about how value is created and captured in an industry

„Value Process Framework“ as basis of a strategic paradigm



# Established players are in danger if they lack strategic sensitivity

Incumbent inertia as reaction to discontinuous strategic innovations

## Strategic breakthrough innovations

- New dimensions of customer value (e.g., Hilti, Amazon)



- New ways of value creation (e.g., Ikea, Airbnb, Blue Nile)



- New revenue structures (e.g., Google, Nespresso)



iTunes



NESPRESSO.



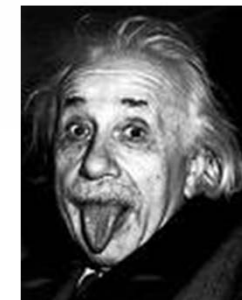
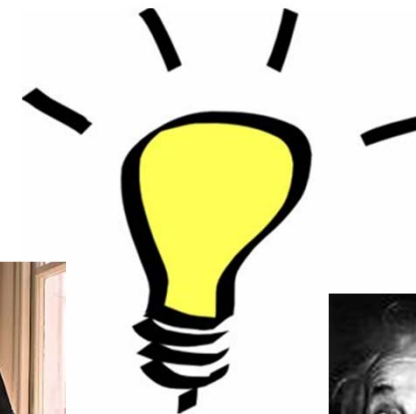
## “Incumbent inertia”

Difficulties of established players to enact internal change in the face of significant external change

# Develop a culture of „Strategic Sensitivity“ in your organization!

Fundamental steps towards breakthrough innovations in the context of Industry 4.0

1. Develop **strategic understanding at the bottom level of your organization** and **stay in touch with the world at the top** (away from silos and PPT charts)
2. Observe and think **“beyond the obvious”** – this is where the big and rich ponds are
3. Develop a team culture of **small failures instead of the big quick win**
4. Foster **communication skills** of your employees to allow cross-functional teamwork (especially with IT)
5. Balance: think in **innovation portfolios**
6. Use your tools and connections – **it’s all right there!**



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# Besides lack of touch with „the world out there,“ established organizations lack strategic sensitivity at their fundament

Resource-allocation process according to Bower (1976) and Burgelman (1983)

