

Change and Digitilization?

Warum Änderungen immer größere Chancen bieten
und warum man selbst derjenige ist, der das
Geschäftsmodell in Frage stellen sollte

Prof. Dr. Nils Högsdal,

HdM Stuttgart, 25.09.2018

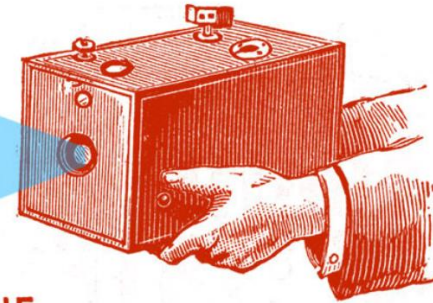
In 19 years?



https://media1.popsugar-assets.com/files/thumbor/iTJBW__guYIAV7Wv5eswXs_LHtk/fit-in/1024x1024/filters:format_auto-!!-:strip_icc-!!-/2016/03/17/886/n/1922507/7c4f02e70a276bb1_HP-7.2/i/Harry-Potter-Deathly-Hallows.gif

Der Kodak-Moment

The Camera
that takes
the World!



THE
KODAK

kodal

a rare, **one**
captured by

Aww!.. They
moment!

A generation ago, a “Kodak moment” meant something that was worth saving and savoring.

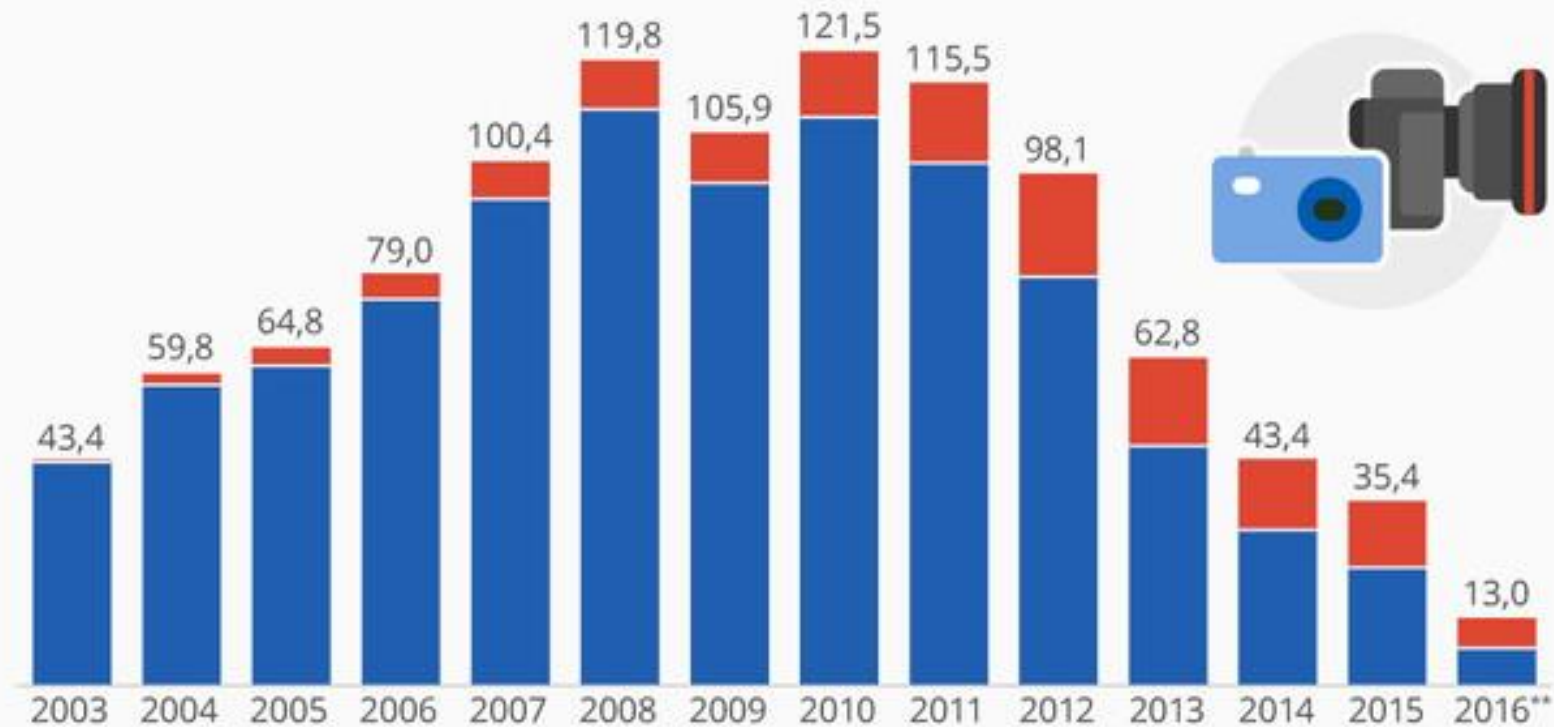
Today, the term increasingly serves as a corporate bogeyman that warns executives of the need to stand up and respond when disruptive developments encroach on their market.

Unfortunately, as time marches on the subtleties of what actually happened to Eastman Kodak are being forgotten, leading executives to draw the wrong conclusions from its struggles.

Quellen: <https://www.urbandictionary.com/define.php?term=kodak%20moment>,
<https://www.reuters.com/article/banks-face-kodak-moment-as-fintech-disruption-builds-idUSL8N1NJ6E8>, <https://hbr.org/2016/07/kodaks-downfall-wasnt-about-technology>,

Wirklich?

Worldwide Sales of Digital Cameras



CC BY ND
@StatistaCharts

* Absatz von Mitgliedern der Camera & Imaging Products Association (CIPA)

** Januar bis Juli

Quelle: CIPA

statista

Quelle:

<https://pics.computerbase.de/7/4/6/6/4/1-630.740928595.jpg>

Die Zukunft ist immer anders, als wir denken! Stuttgart 1940 im Jahr 1928



Was ändert sich: Taking out the friction Oder: die letzte Videothek

[Die letzte Videothek muss schließen - Regensburg - Mittelbayerische](#)

<https://www.mittelbayerische.de/.../die-letzte-videothek-muss-schlie...> ▼ [Translate this page](#)

Jul 31, 2018 - Es gibt hier in Königswiesen tatsächlich noch eine **letzte Videothek**. Das „Mega Movie“ ist eine echte Rarität, aber ihr Ende ist nah. Nur noch im ...

[Die letzte Videothek im Siegerland schließt nach 30 Jahren | wp.de ...](#)

<https://www.wp.de> › [Städte](#) › [Siegerland](#) ▼ [Translate this page](#)

Jun 14, 2018 - Die **Videothek** „World of Video“ am Kaisergarten, die **letzte** im Siegerland, **schließt**, nach 30 Jahren. Jetzt, wo es alles zum Schnäppchenpreis ...

[Düsseldorf: Letzte Videothek schließt | SAT.1 NRW - Die Infopage zur ...](#)

<https://www.sat1nrw.de/.../duesseldorf-letzte-videothek-schliesst-18...> ▼ [Translate this page](#)

Mar 13, 2018 - Am Wochenende wird auch in Düsseldorf die **Letzte schließen**. Wir waren vor Ort und haben der **letzten Videothek** in Düsseldorf einen Besuch ...

[Letzte Videothek in Düsseldorf schließt - RP Online](#)

<https://rp-online.de> › [NRW](#) › [Städte](#) › [Düsseldorf](#) - [Translate this page](#)

Mar 12, 2018 - "Jimmy" El-Ali **schließt** seine **Videothek** in Eller, die **letzte** in ganz Düsseldorf. Dabei bewahrt er beeindruckend viel Haltung. Wer nach nur drei ...

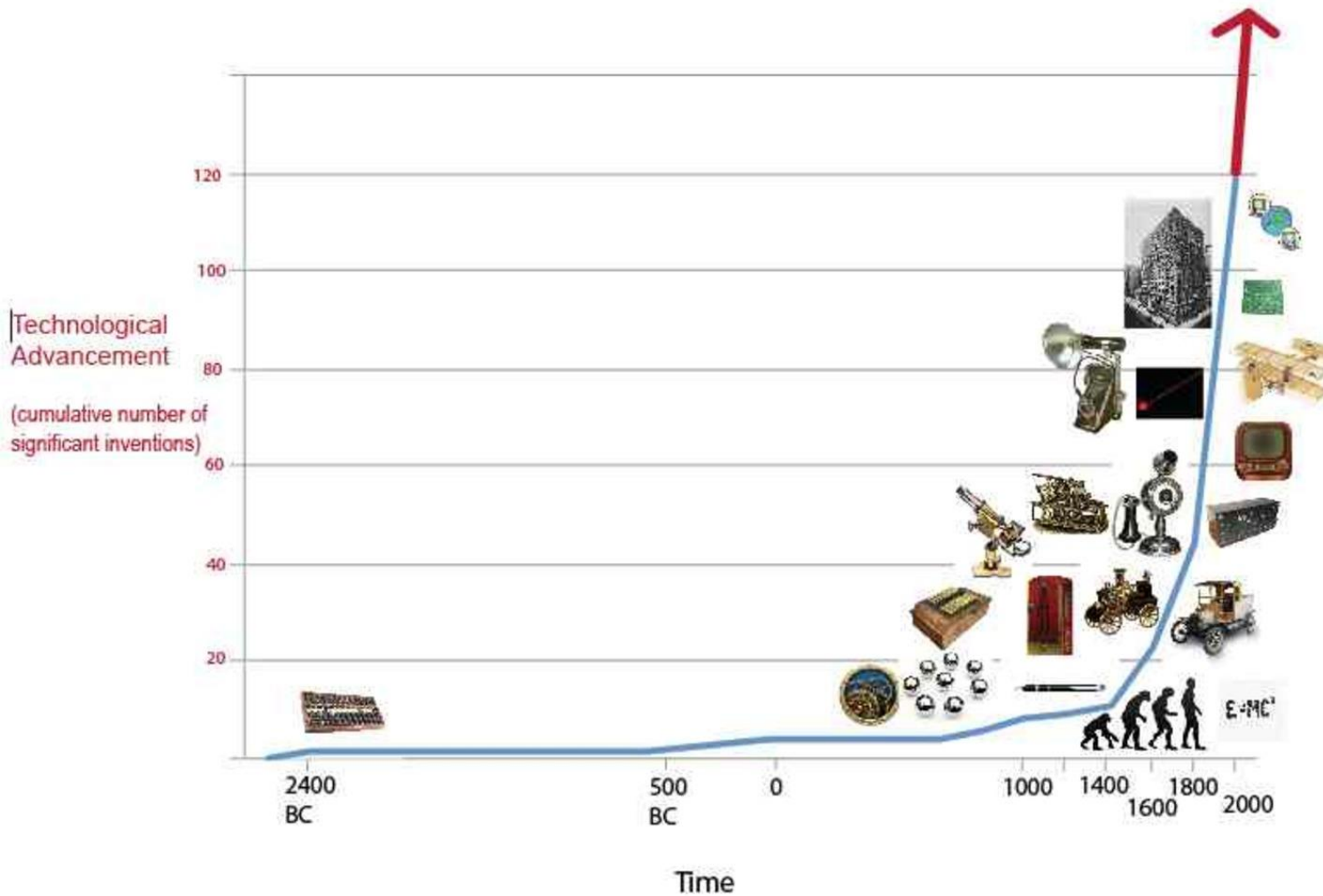
[Düsseldorf: Letzte Videothek in Düsseldorf schließt am Samstag - Focus](#)

<https://www.focus.de> › [Regional](#) › [Düsseldorf](#) - [Translate this page](#)

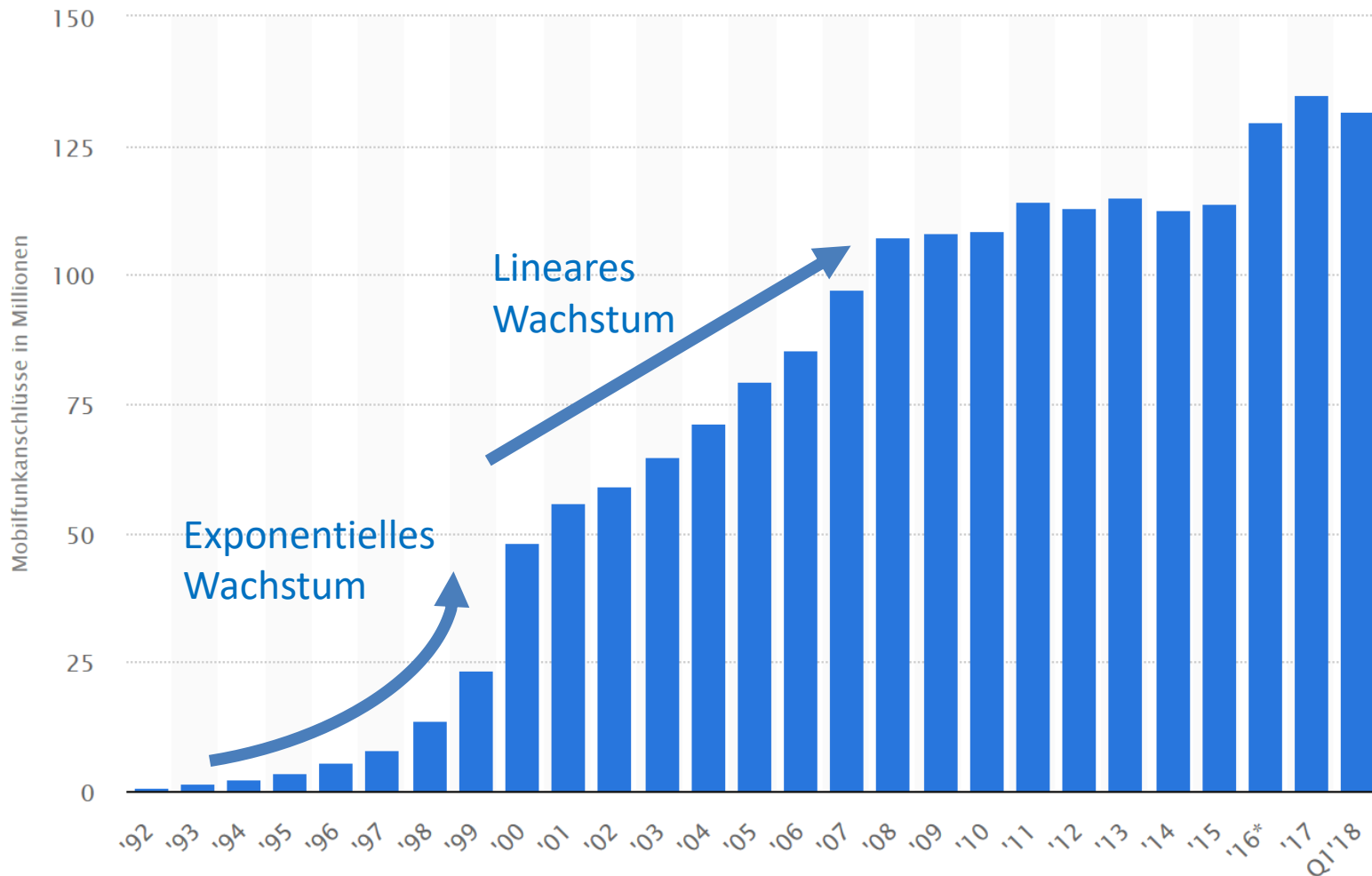
Mar 13, 2018 - Wenn am Samstag auf der Gumbertstraße 179 in Eller die Lichter ausgehen, dann hat die **letzte Videothek** in Düsseldorf geschlossen.

[Ende einer Ära: Am Samstag schließt die letzte Videothek in Limburg ...](#)

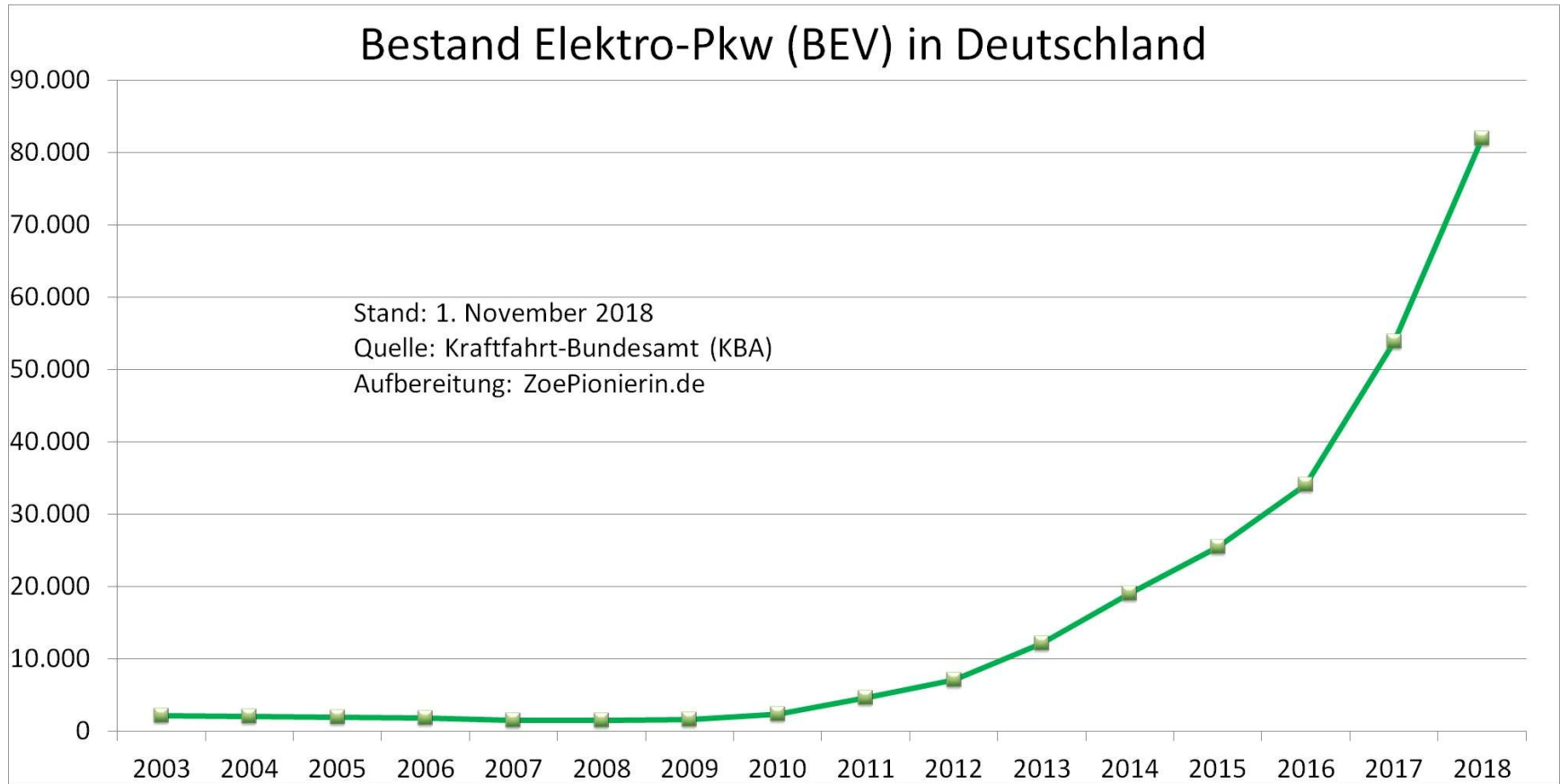
Exponentielles Wachstum



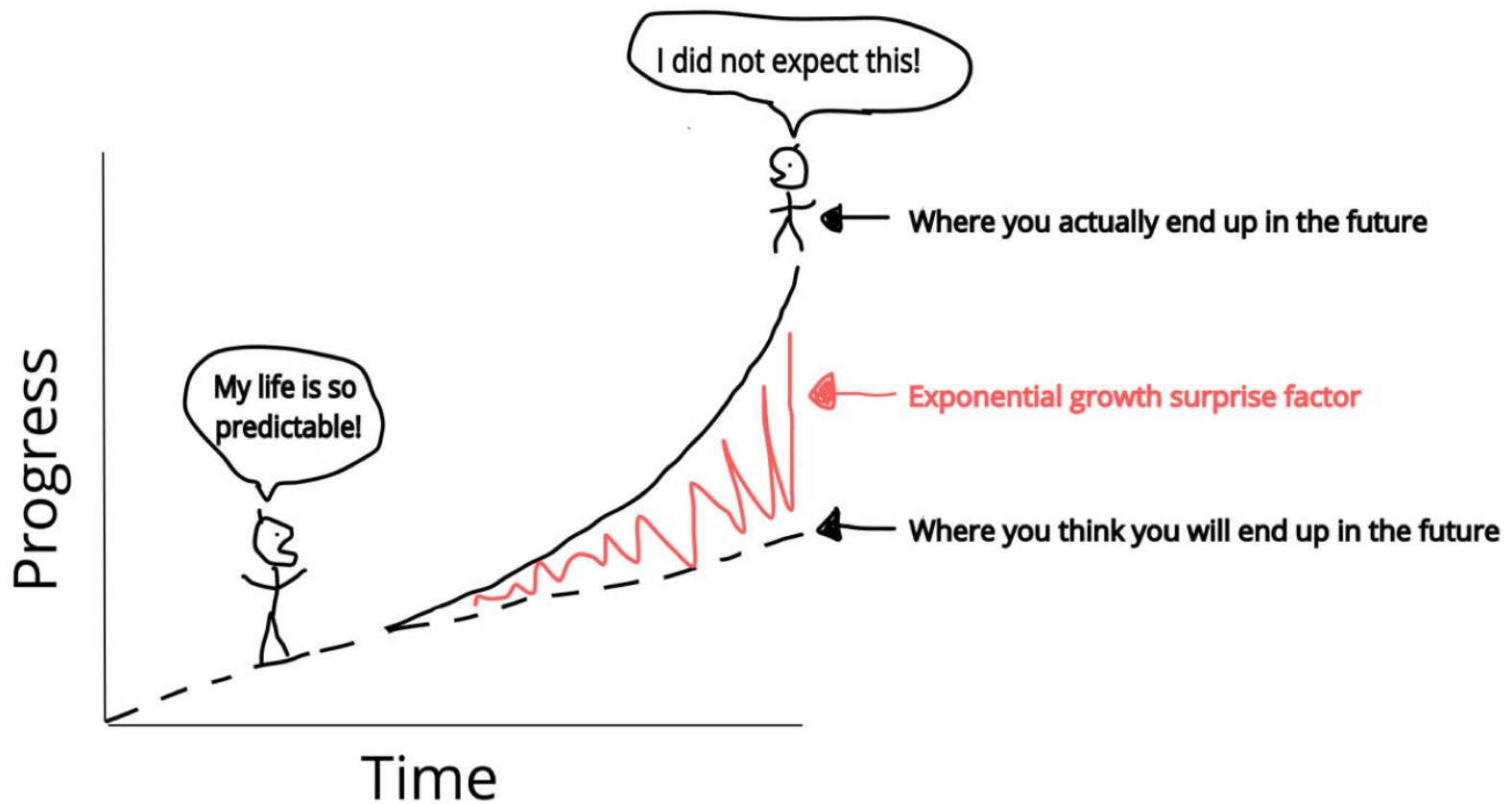
Oder so: Anzahl Mobilfunkanschlüsse in Deutschland



Elektroautos werden sich nie durchsetzen?



Und deshalb ist das Verstehen von exponentiellem Wachstum schwer

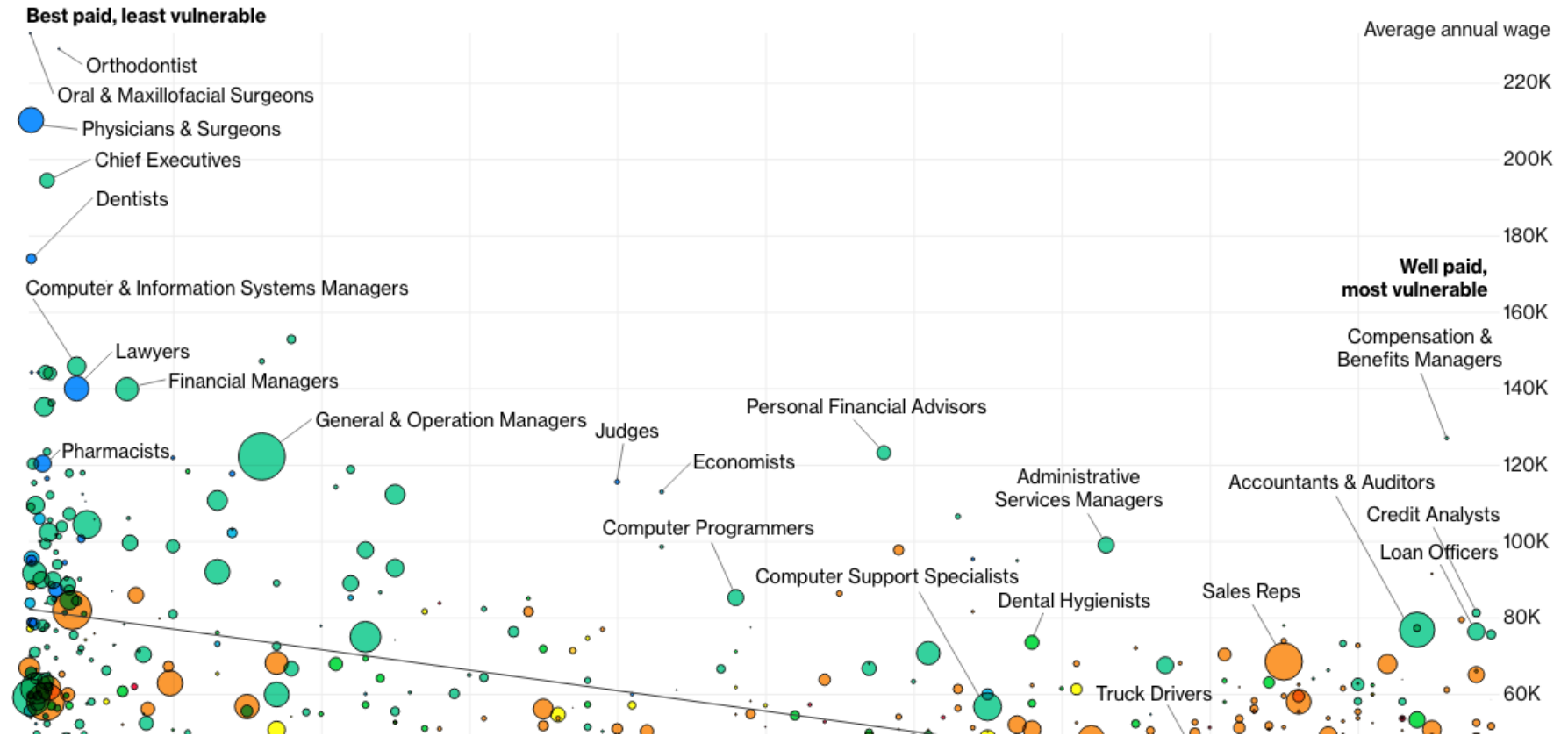


Und das ist nur der Anfang...

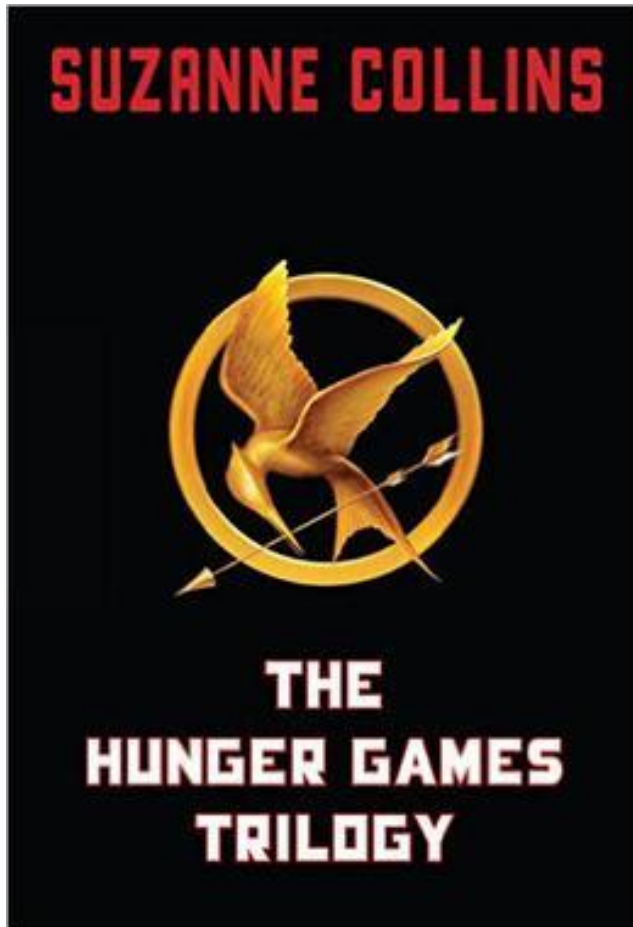


Was passiert mit uns

Search by occupation:



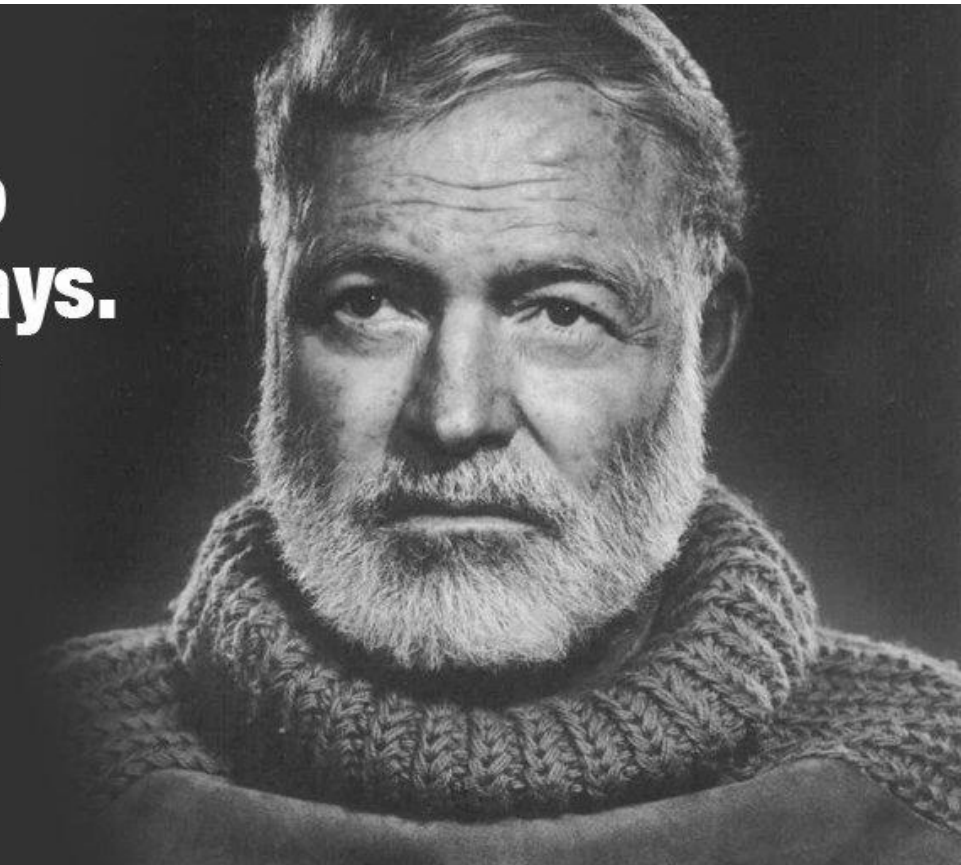
Stehen uns die Hunger-Games bevor?



Aber, wo sind sie, die arbeitslosen Flugingenieure und Bankangestellten?

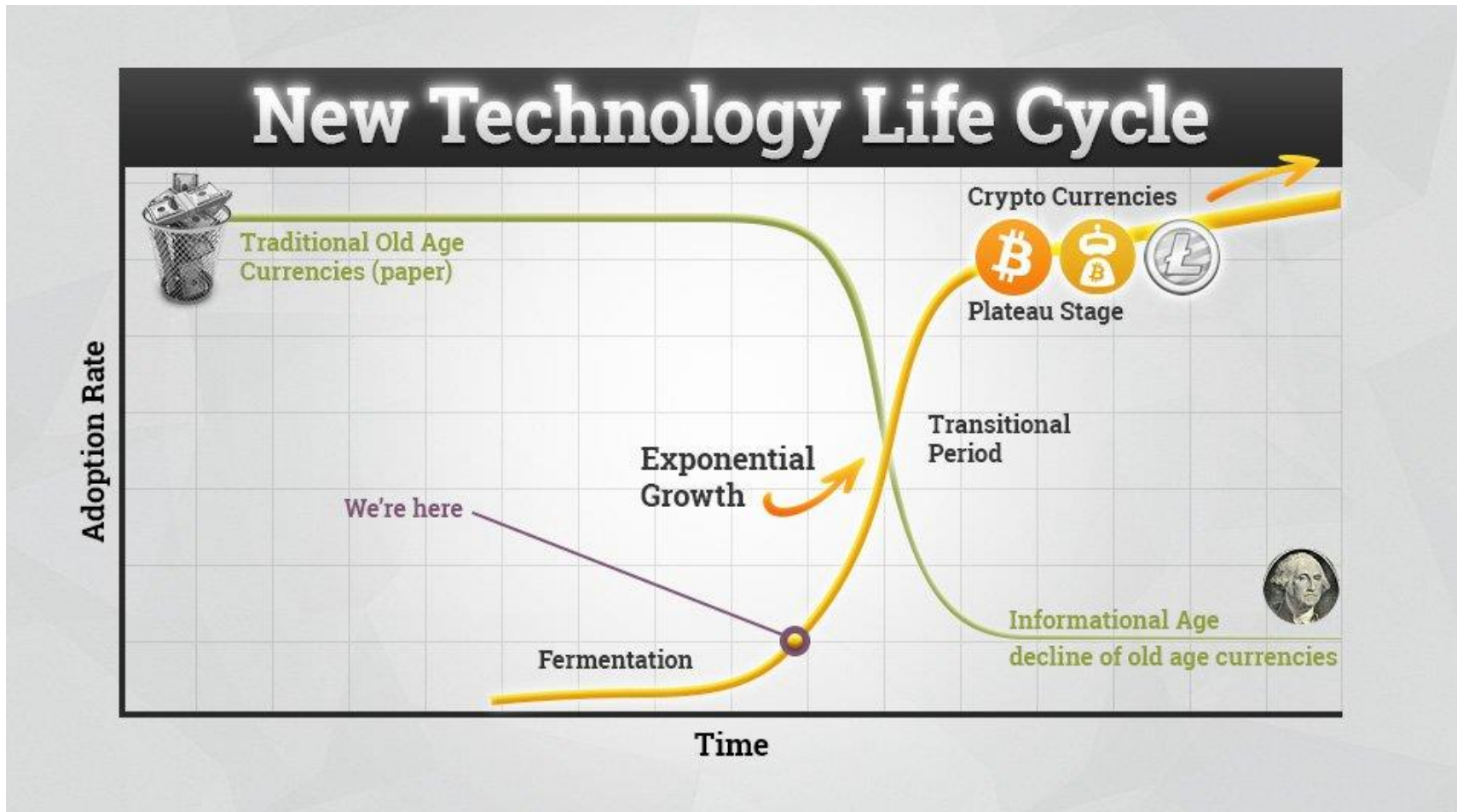


Geschäftsmodelle ändern sich, erst langsam, dann schnell



How did you go bankrupt? Two ways. Gradually, then suddenly.
Ernest Hemingway

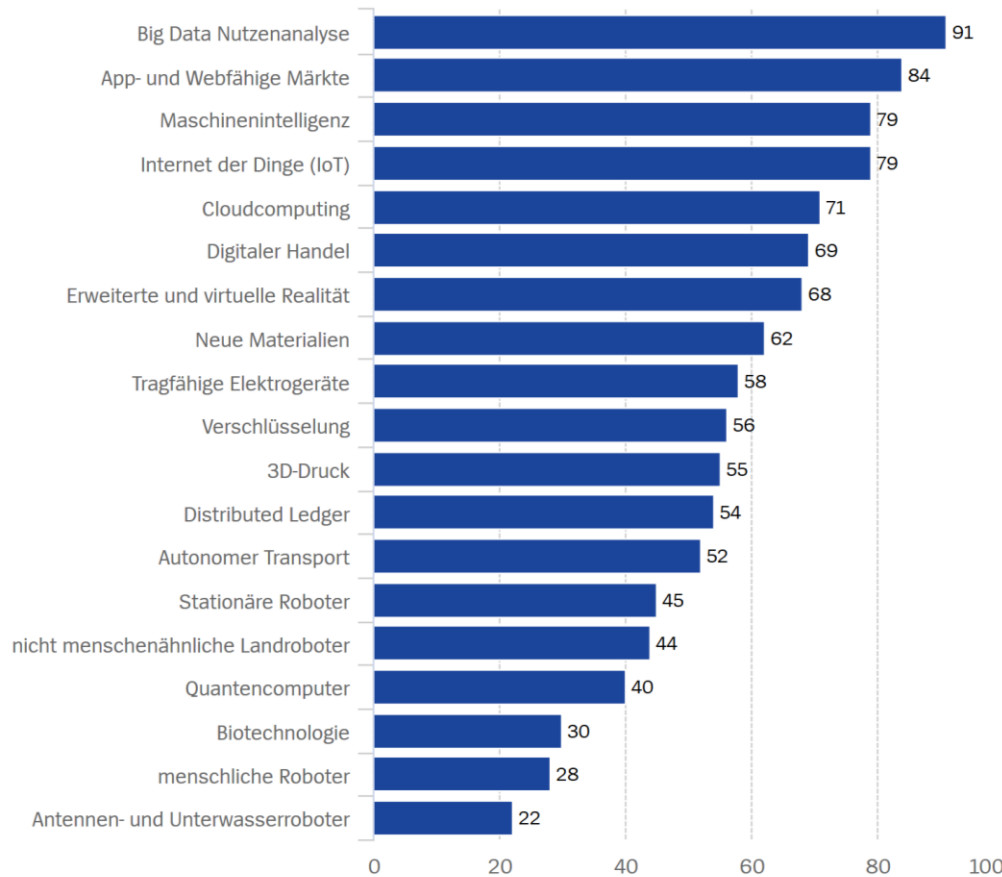
Also, es bleibt genug Zeit zu reagieren



Wenn man die Technologien und Treiber versteht

So digitalisiert wird Deutschland

Anteil deutscher Unternehmen, die technologische Anwendungen bis 2022 nutzen wollen, in Prozent



Quelle: WEF Future of Jobs

Quelle:
<http://www.spiegel.de/wirtschaft/soziales/studie-weltwirtschaftsforum-maschinen-verrichten-bald-mehr-arbeit-als-menschen-a-1228108.html>

3 Level von Veränderung



Ruder
schneller!

Verbesserte Resultate,
ohne Arbeitsabläufe
zu verändern



Neue/Andere
Ruder!

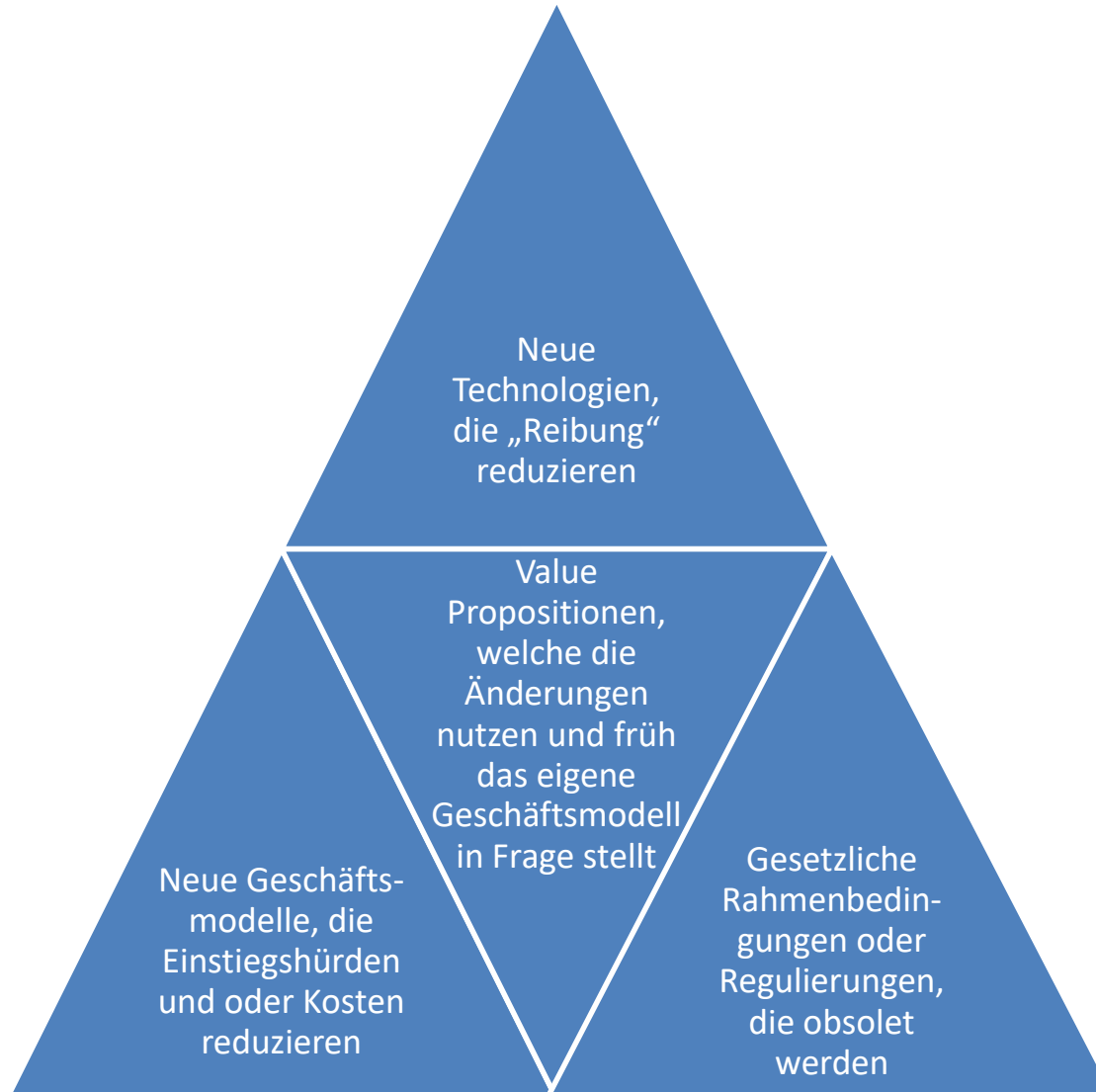
Besseres Ergebnis
durch veränderte
Technik/Prozesse



Verändertes
Verhalten!

Sich an das neue
Umfeld anpassen
und höhere Ziele
Erreichen

Element von Disruption und wie man diese Nutzen kann



Digital Transformation



“We need to rethink our strategy of hoping the Internet will just go away.”

Quelle:
<https://medium.com/@vandicla/digital-transformation-599f5a19c25e>

Hebel, um Mindset zu verändern



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In the following slides you will find four different headlines for the year 2025

1. Your preferred local newspaper sells all IP to Google news and ceases print circulation
2. Premium German Automotive declares in year 139 of existence to be an asset management company only selling of all the assets
3. Neighborhood merchants closes down and may become a warehouse for Amazon Instant
4. Stuttgart Media University closes down nachdem die

Preferred local newspaper

It is the year 2025 Swabian newspaper ceases the printed edition. „Since 2017 we have seen a decrease of our printed volume from close to 200.000 to less than 70.000. Moving forward we will provide a printed magazin style weekend issue and provide news on our webiste“ the editor in chief ist quoted. Behind the scenes it became known that the bank owning the shares sold the assets to Googlenews for an undisclosed amount not taking over any journalists.

Premium German Automotive

Premium German Automotive declares in year 139 of existence to be an financial service company only. The car brands were sold in an equity deal to chinese companies, the truck and van divison were merged with the activities of a Californian company and the remaining production plants to Foxtron keeping only the financial division. „Neither production nor our brand are still a differentiator. Our ability to rent our vehicles and to provide mobilty is unmatched in Europe,“ the CEO is quoted. „We have to focus on the areas providing the best return on the capital employed.“

Neighborhood merchants

Neighborhood merchants was started in 1965 by a local family and was operating under the EDEKA-brand for the last 60 years. The son of the founder has announced that after his retirement the shop will close down. „For the last 5 years I have tried to find a successor. Several key employees considered it, but after looking at the numbers – we lost half of our revenue since 2015 – they all declined“. There are rumors that the building may become a warehouse for Amazon Instant, but for the moment a village of 5.000 people is left with a discount store only.

Stuttgart Media University

The roots of this prestigious institution date back until the year 1853. With enrollment having peaked 8 years earlier with 5.000 students it declined to less than 3.000 students last year. Stuttgart Media University is one out of five campuses to be closed within the State University Systems. The state minister of education and research explains this decision: „The universities of applied sciences need to focus on their core competence being the training of engineers and move away from all those vanity study programs. Also, we have decided to close those locations where we have use for the buildings“.