TIME | RWTH AACHEN UNIVERSITY

Smart Branding 4.0

Marke und Disruption: Wie radikale Innovations-strategien Marken stärker machen und starke Marken Innovation beflügeln

@masscustom (Frank T. Piller)

RWTH Aachen University | **School of Business and Economics** | **TIME** Research Area

Frank T. Piller

Responsibilities

- Head of **RWTH Technology & Innovation Management Group** and **Professor of Management** at **TIME Research Area** at **RWTH Aachen University**
- **Founding Dean**, **RWTH Business School**
- **Member of the Scientific Advisory Board**, **German National Platform Industrie 4.0**

Research Interests and Expertise

- **Strategies for Customer-Centric Value Creation**, like mass customization, innovation co-creation, additive manufacturing, managing the frontend of innovation
- **Open Innovation**, i.e. technology transfer, R&D partnership models, crowdsourcing
- Managing Disruptive **Business Model Innovation** in the context of **Industrie 4.0** and **Digital Transformation**

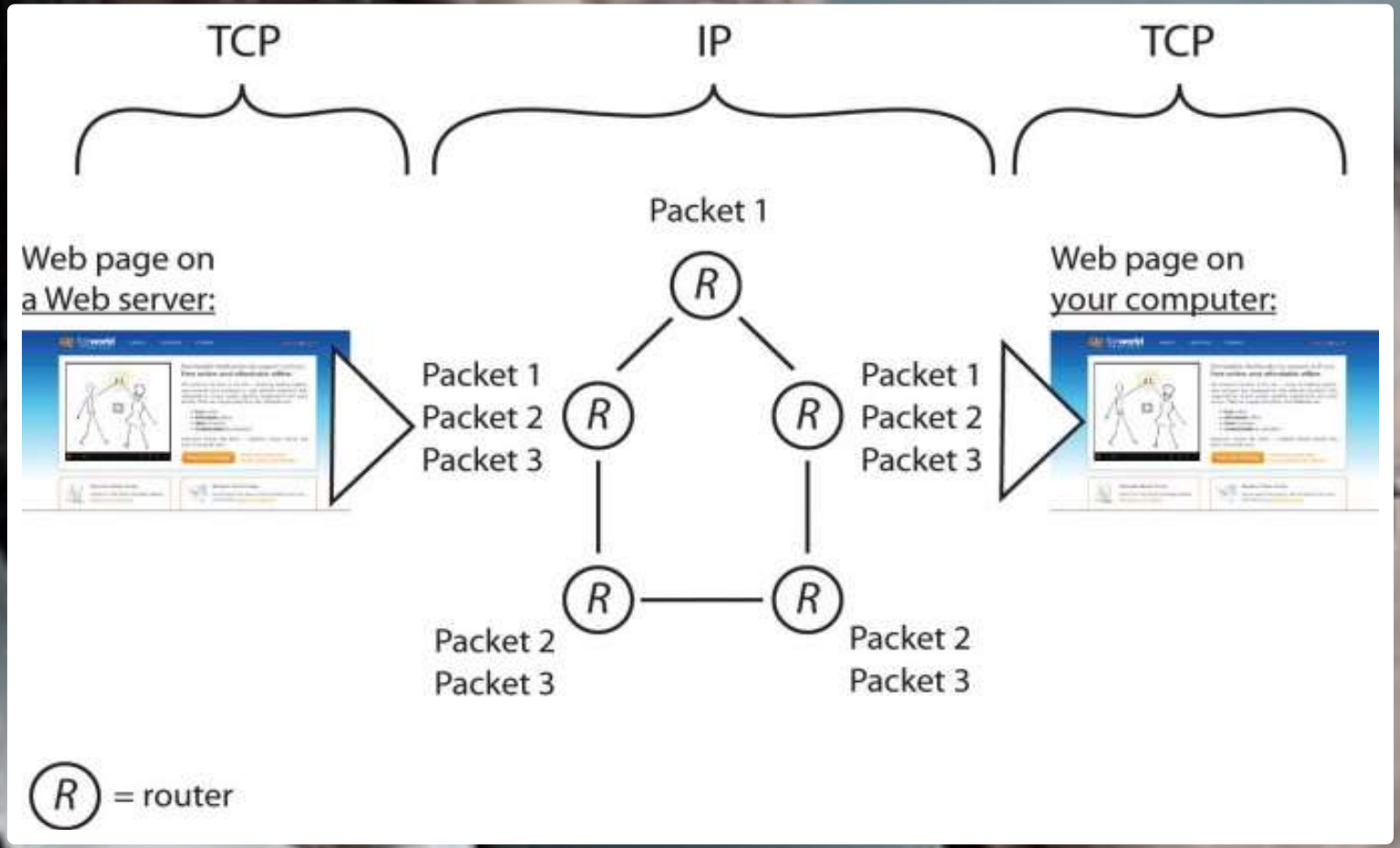
Entrepreneurial Activities

- **Co-Founder, Investor, and/or Member of Board of Directors** of several companies, including **ThinkConsult** (process management & concept testing), **Competivation** (innovation advisory), **Dialego** (innovative online market research),, **Combeenation** (product configurator as a service), **Corpus-e** (“best fit” solutions for eCommerce), and **DOOB AG** (3D printing and modelling of human avatars)
- **Real life achievements:** Only German in “**Top50 Profs on Twitter**” list; **Kloutscore** >60; **Google Scholar Citations** ~12,000; **H-index >**46

More info: frankpiller.com
Follow me on Twitter: @masscustom

We should thank the guys who made it happen that we are all here

Vint Cerf & Bob Kahn



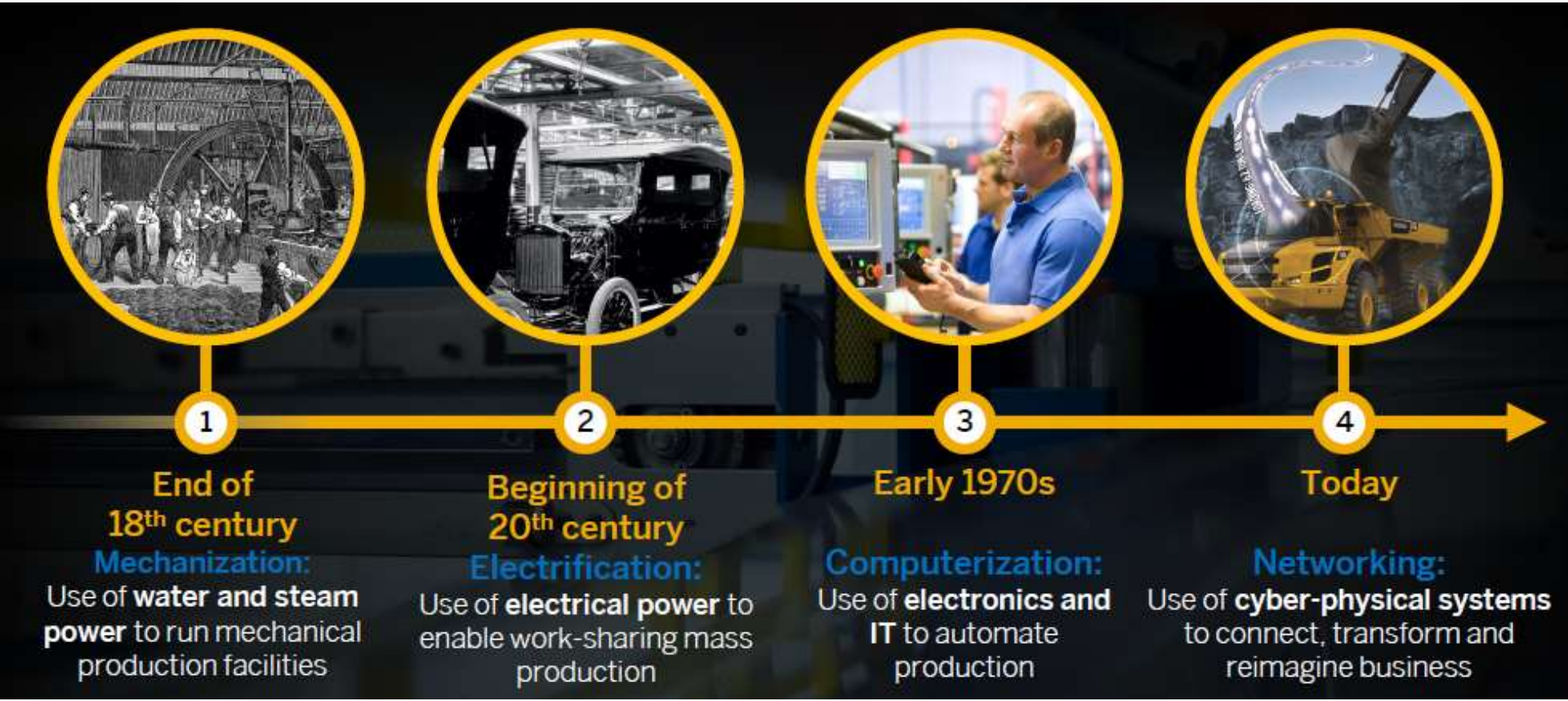
They are behind of one of the most successful recent branding initiatives:

Industrie 4.0

Tweet this via @masscustom

New dimensions of networking ability, enhancing our collaboration productivity, is at the core of our current technological disruption

Industrie 4.0 characterizes the 4th industrial revolution: After mechanization, electrification, and computerization it is today networking that is driving economic development



Source: SAP AG

And what do we do with all this capacity?

Pacif-i™ Smart Pacifier

WORLD'S FIRST BLUETOOTH™ SMART BABY PACIFIER

Blue Maestro are the inventors of the world's first Bluetooth™ Smart baby pacifier - Pacif-i™. Pacif-i™ is unique in that it records a baby's temperature and passes it to a parent's smartphone where it can be tracked and medication recorded. The ability to plot the effect medication has on temperature is particularly useful, no more scrambling for a pen and paper or trying to remember in your head. With useful reminders and alerts it becomes a peace of mind at stressful times. Comes with a range of other useful features, such as the ability to find the pacifier with your smartphone as well as a proximity feature that alerts your smartphone if the pacifier moves away from you.

From £25.00 / $39.00 / €30.00

What is the „job“ of this innovation? (Do we really need this?)

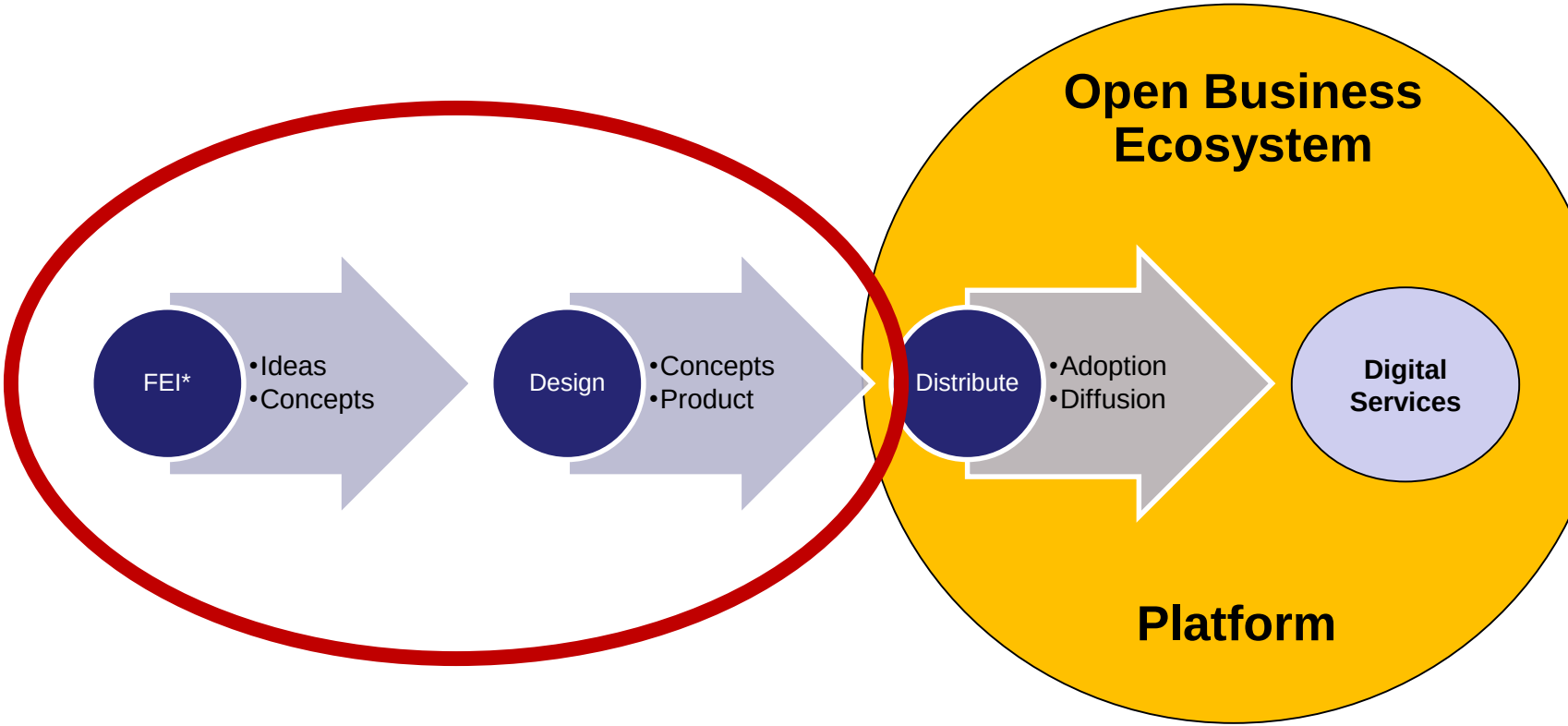
Job-based thinking is more important than ever …

… as your customers in the end do not care about digitalization (or customization, or smartness…) at all!

But: The pacifier becomes an open platform … expect 100s of baby apps

Lots of work for an innovation professor

Tweet this via @masscustom



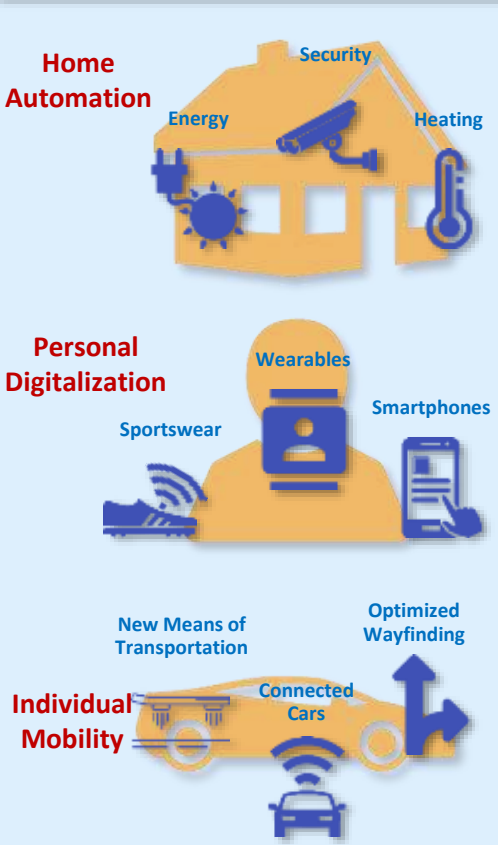
*FEI = Frontend of Innovation: Opportunity recognition, market needs discovery

If there is one pattern of digital business models, it is that of a platform (“business ecosystem”) around smart offerings.

Branding in the age of digital platforms

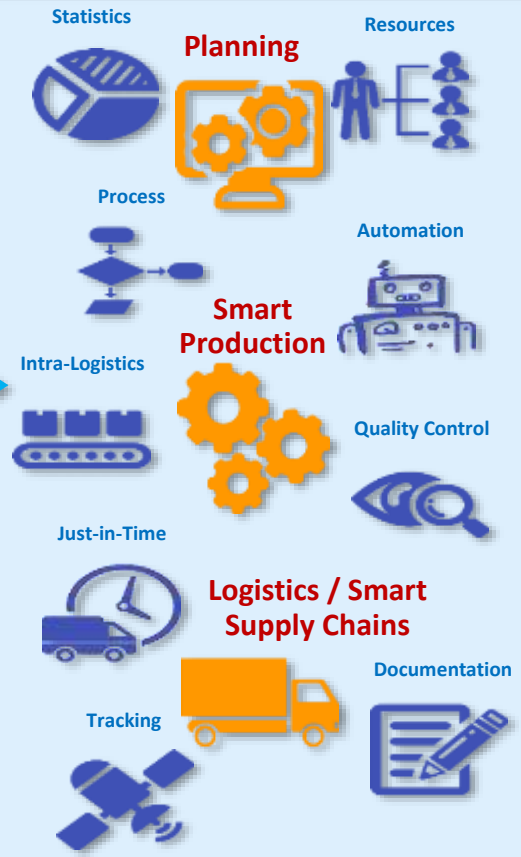
Smart things

Internet of Things
(Smart Solutions)



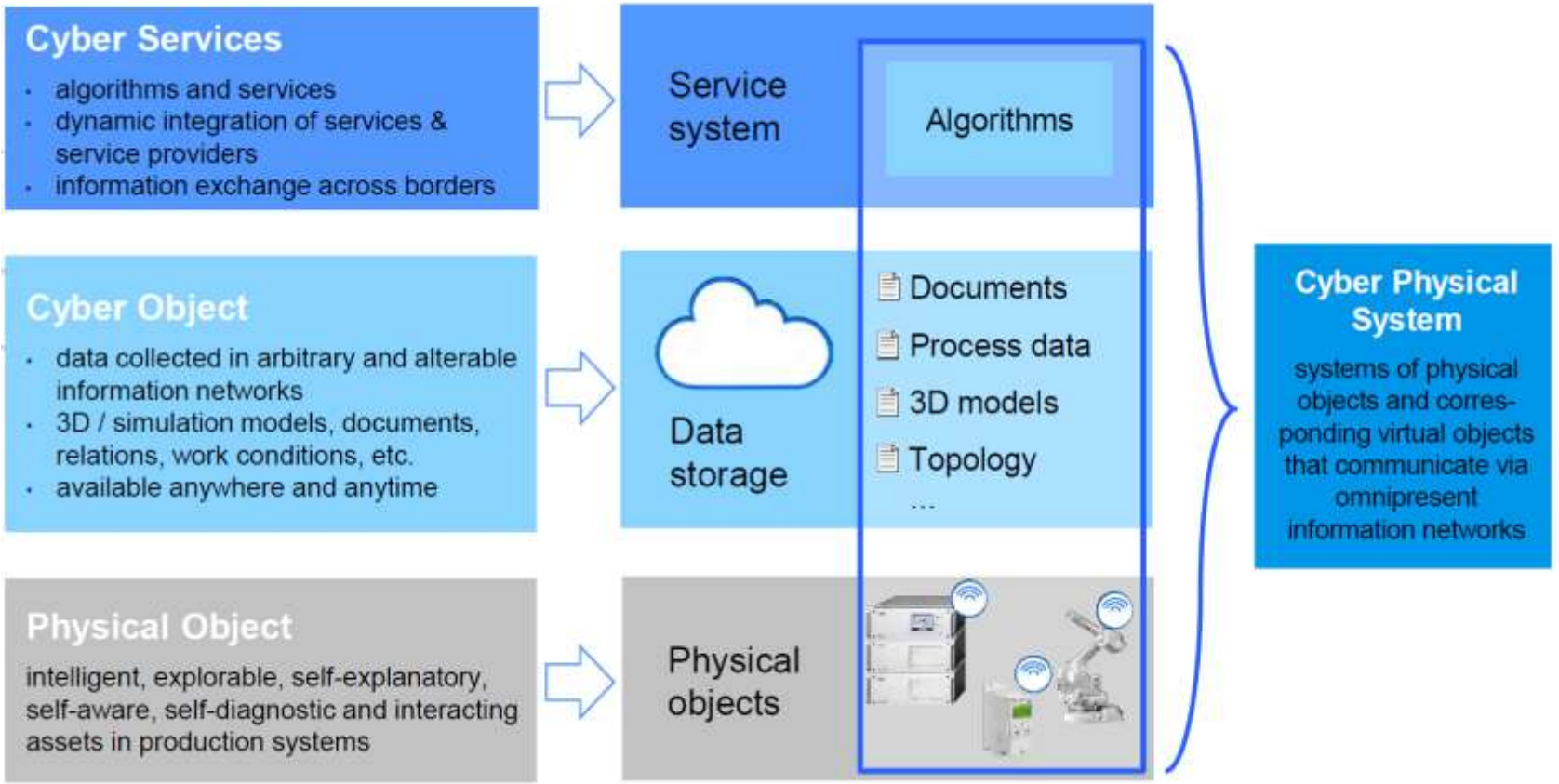
A major IoT application is …

Industrie 4.0
(Industrial Internet of Things)



Source: RWTH TIME

Cyber Physical (Production) Systems are Smart Products in Manufacturing



Source: ABB

Why will one win and the other fail?

An integrated, isolated product

A service („App“) as part of an existing platform

Tweet this via @masscustom

Platforms (business ecosystems) beat products every single time.

And this effects not just retail


amazon dash

dashbuttondudes.com

instructables.com/id/Amazon-Dash-Button-Hack

1. Order a taxi (Uber)
2. Order your favorite pizza
3. Order office equipment
4. Set an alarm for your warehouse
5. Track baby data
6. Monitor any activity in a xls sheet
7. Monitor work performance
8. Control every plug in your home
9. Silent door bell
10. Netflix and chill
11. Prepare coffee
12. Open your garage door
13. Send a txt mssg
14. Send a Android or iOS mssg
15. Message to Slack, Twitter .... everyone with API
16. **Transfer money to your savings account**
17. **Pay your office coffee**
18. **Pay a vendor ….**
19. **....**

Who is the unifying brand behind all these offerings?


amazon
web services™
amazon MP3
AmazonPrime™
cloud drive
amazon video
on demand
audible.com
amazon kindle
IMDb®
amazon.com®
Zappos
.com
A9™
LOVEFiLM.com®
PlanetAll
amazon
instant video
amazon
cloud player
woot!

Brand as a platform

This also challenges (enables) currently another iconic brand

Supported by:

Federal Ministry
of Economics
and Technology

on the basis of a decision
by the German Bundestag

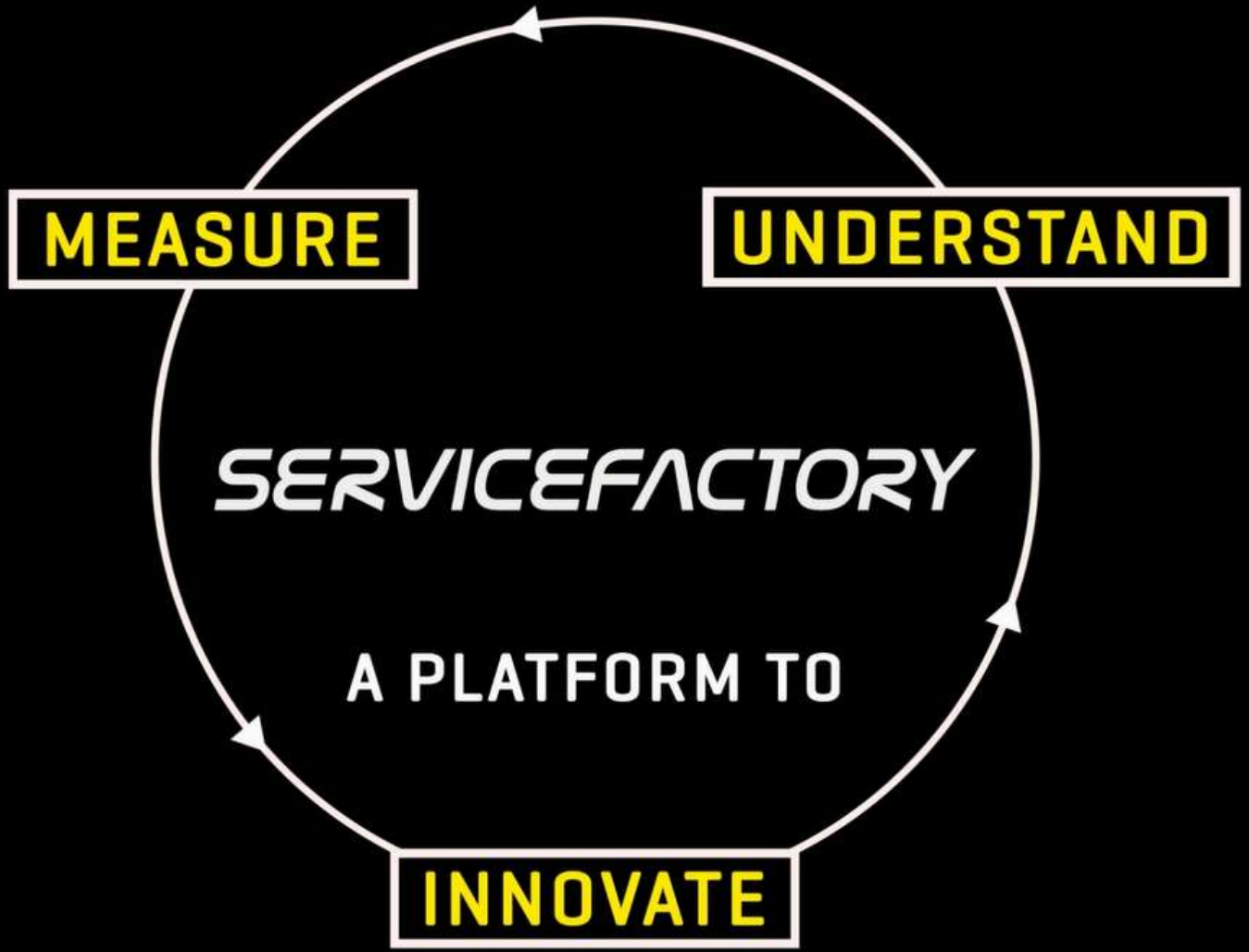
The connected shoe, reinvented.

Sense

Think

Connect

Act


MEASURE
UNDERSTAND
SERVICEFACTORY
A PLATFORM TO
INNOVATE

What are the brand opportunities and challenges for Adidas sketched in this project vision?

Tweet this via @masscustom

Der Algorithmus braucht eine Marke

But the real challenge is a different one

How we think about something ... shapes the way we manage it.


Lindt
HELLO
HELLO
JUST WANNA SAY
THANK YOU
NICE TO SWEET YOU!
45g
HELLO
WE ARE THE INCREDIBLE
CHOCOLATES
HELLO
WE ARE THE DELIC
Chocolate BA
GAME TO BE FABULOUS
250g
SAY HELLO TO
CRISPY Balls
MMMHH... CRUNCH IT!
NICE TO SWEET YOU!
100g
HELLO
WE ARE SOME
CHOCOLATE Bits
JUST FOR YOU
WITH PLEASURE
NICE TO SWEET YOU!
100g
HELLO
A TINY LITTLE SOMETHING
JUST FOR YOU
HELLO
MY NAME IS
COOKIES
& Cream
NICE TO SWEET YOU!
I'LL MAKE YOUR TUMMY YUMMY
HELLO
MY NAME IS
Strawberry
CHEESECAKE
NICE TO SWEET YOU!
IS IT ME YOU'RE LOOKING FOR?
HELLO
MY NAME IS
Nougat
CRUNCH
NICE TO SWEET YOU!
EVERY BIT MAKES
CRUM, CRUM, CRUM...
100g
HELLO, WE ARE SOME
MINI CHOCOLATES
with Nougat Crunch
MMM... YUMMY!
NICE TO SWEET YOU!

Brands as a barrier

You need an aligned innovation and branding strategy

Pisano (2015), HBR

Two Dimensions of “Innovation”

- ***Technological Change***
  - How scientifically or technologically different is this innovation from what our base of competences?
  - A ‘hardware’ innovation for a software based firm
- ***Business Model Change***
  - To what extent does this innovation change the way we create and capture value?
  - Differences in customer segment, revenue source, distribution channels, etc.

Pisano (2015), HBR

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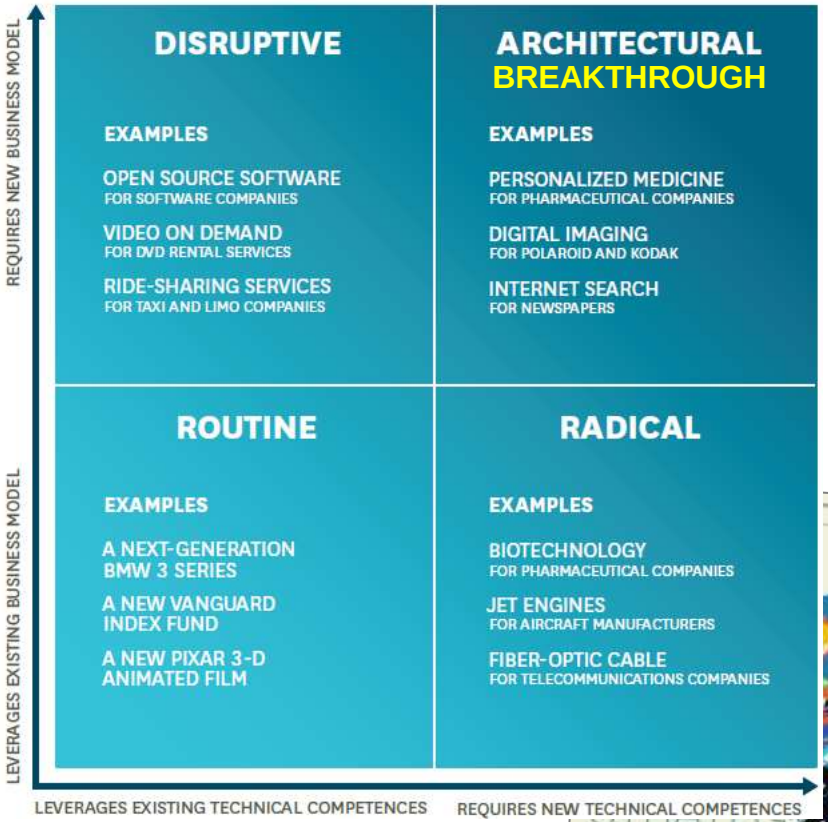
Mapping Innovation Opportunities

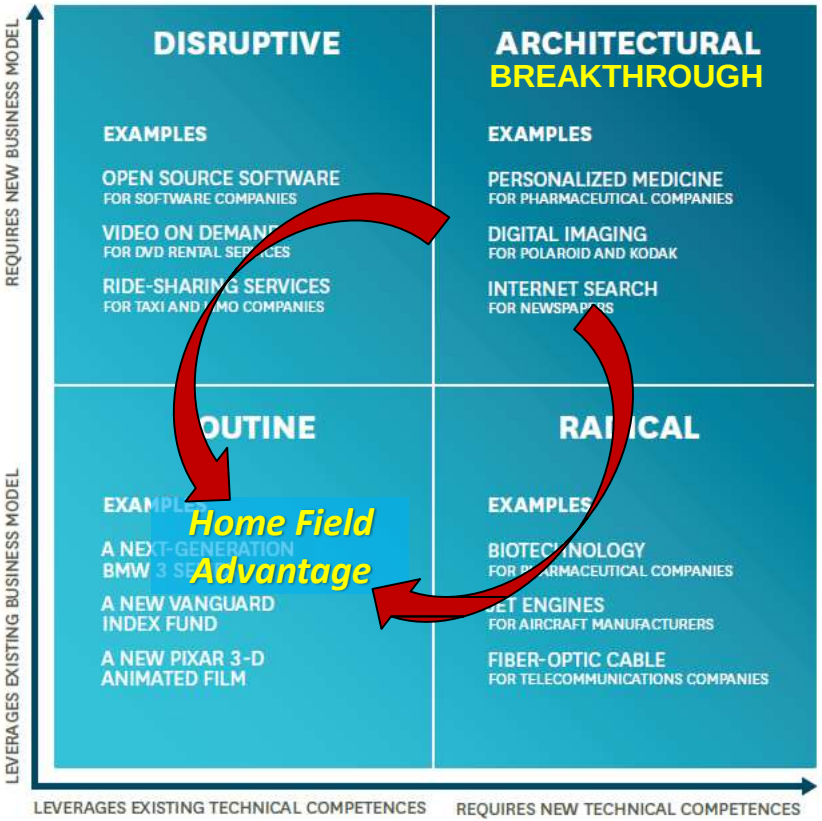
Fit With Existing Business Model & Customer Base



Fit With Existing Technical & Organizational Capabilities

Pisano (2015), HBR

Mapping Innovation Opportunities: The Prevailing Winds



Fit With Existing Business Model & Customer Base

Fit With Existing Technical & Organizational Capabilities

Pisano (2015), HBR

Three Pillars of Innovative Capacity

SEARCH

How you **find novel problems** and novel solutions

SYNTHESIS

How you **integrate ideas** from diverse sources

SELECT

How you **allocate resources** to projects

Pisano (2015), HBR

Three Pillars of Innovative Capacity: Search

All innovations should solve a problem

- **What** problems are you trying to solve?
- **Whose** problem are you trying to solve?
- **Where** are you looking for problems to solve?

Pisano (2015), HBR

Tweet this via @masscustom

How we think about something ... shapes the way we search (manage it).

Three Pillars of Innovative Capacity

SEARCH

How you **find novel problems** and novel solutions

SYNTHESIS

How you **integrate ideas** from diverse sources

SELECT

How you **allocate resources** to projects

Pisano (2015), HBR

Three Pillars of Innovative Capacity: Synthesis

Building a Capability to Synthesize

- ***People***: Need for **"architects"** -- people who understand how different pieces fit together
  - *Who are our architects? Do we have a place for them in our organization?*
- ***Culture***: Want **boundary spanning** to be considered normal behavior
  - *What happens when people "step outside" their discipline? How are those people viewed?*
- ***Business Structures:*** Need for mechanisms to drive **cross-divisional cooperation**
  - *Is P&L discipline inhibiting valuable cooperation?*
- ***Branding:*** Need to **clearly differentiate our brand along the four innovation dimensions**:
  - *Is our brand strong enough to **provide trust (internally and externally)** along all dimensions of the innovation space?*
  - *Do we need sub-brands (or new brands) when entering the non-routine quadrants?*

Pisano (2015), HBR

Three Pillars of Innovative Capacity

SEARCH

How you **find novel problems** and novel solutions

SYNTHESIS

How you **integrate ideas** from diverse sources

SELECT

How you **allocate resources** to projects

Pisano (2015), HBR

Three Pillars of Innovative Capacity: Selection

If you don't fund it, it won't happen! But why is it so hard to get innovations "outside the home field" funded?

Demands of the Resource Allocation Process:

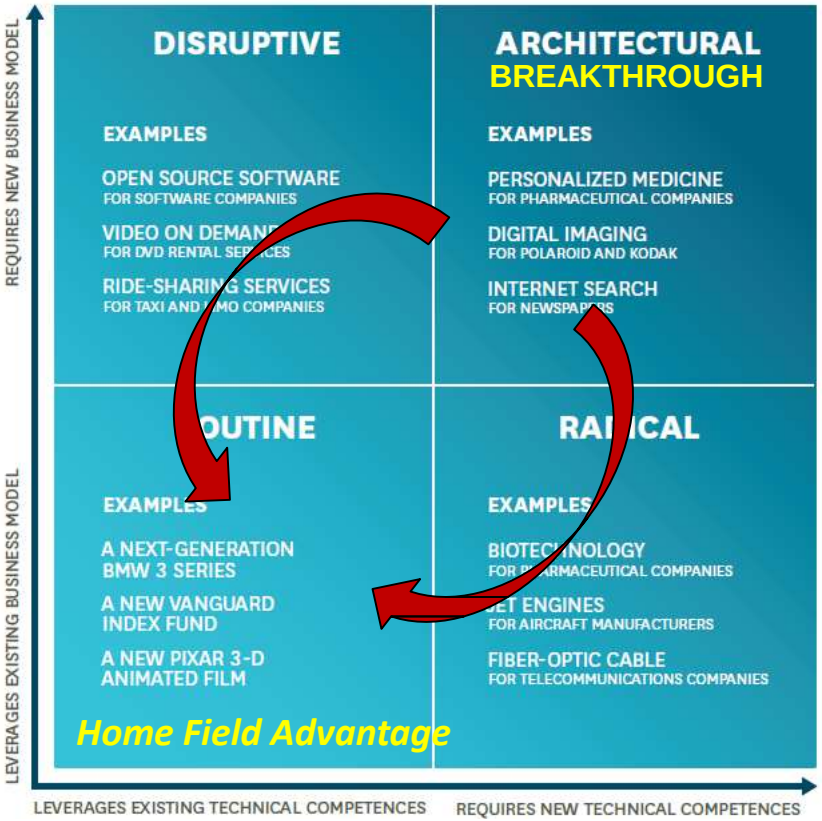
- Estimate of the market potential
- Identifiable customer need
- Internal stakeholders
- Financial logic: margins, growth targets, returns

Realities of Non-Routine Innovation

- Unknown market potential
- Vague customer needs
- No internal stakeholders
- Appear unattractive (when judged against current business model)
- No fit with current branding logic

Pisano (2015), HBR

Mapping Innovation Opportunities: The Prevailing Winds



Fit With Existing Business Model & Customer Base

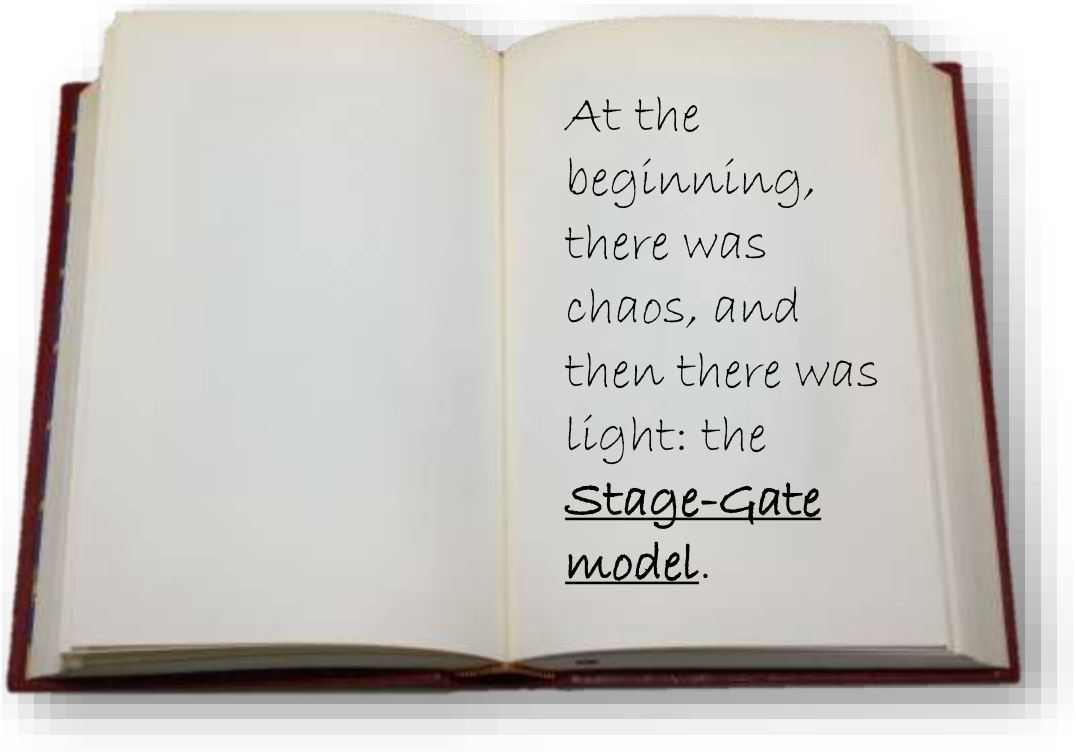
Fit With Existing Technical & Organizational Capabilities

Pisano (2015), HBR

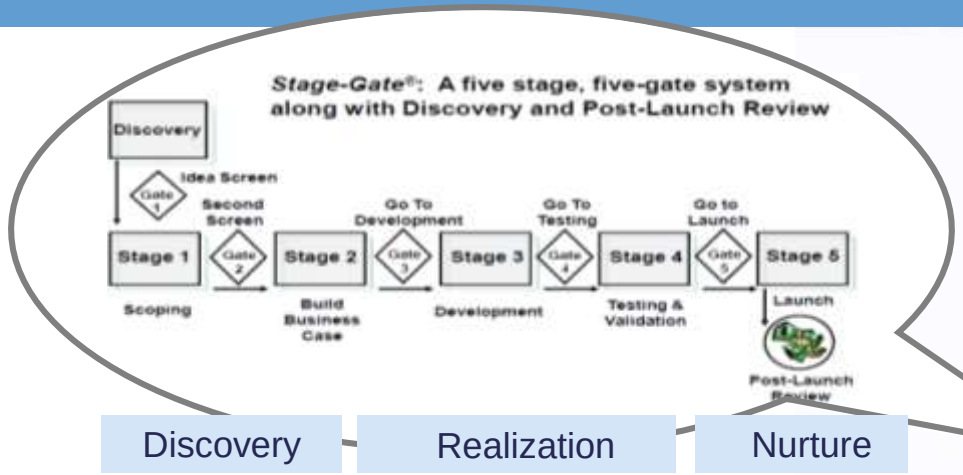
What can we do against this?

We need to innovate the innovation process!

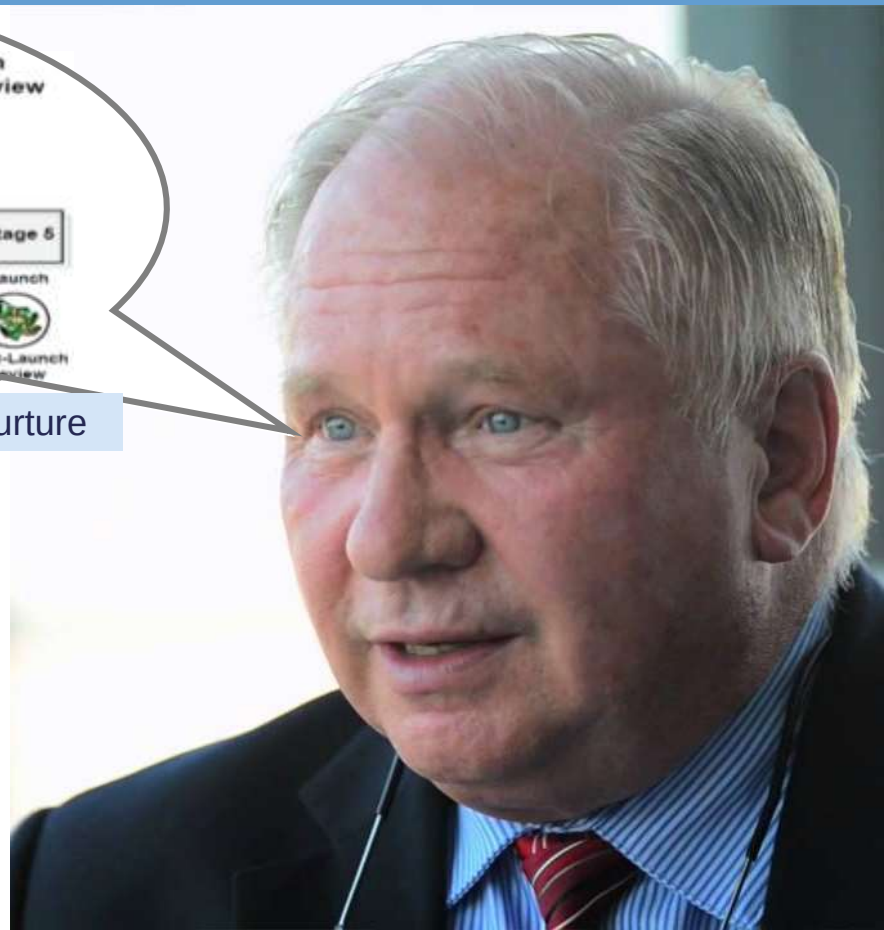
De-risk innovation: The Stage-Gate model



Robert G. Cooper: The Stage-Gate Model



Discovery | Realization | Nurture

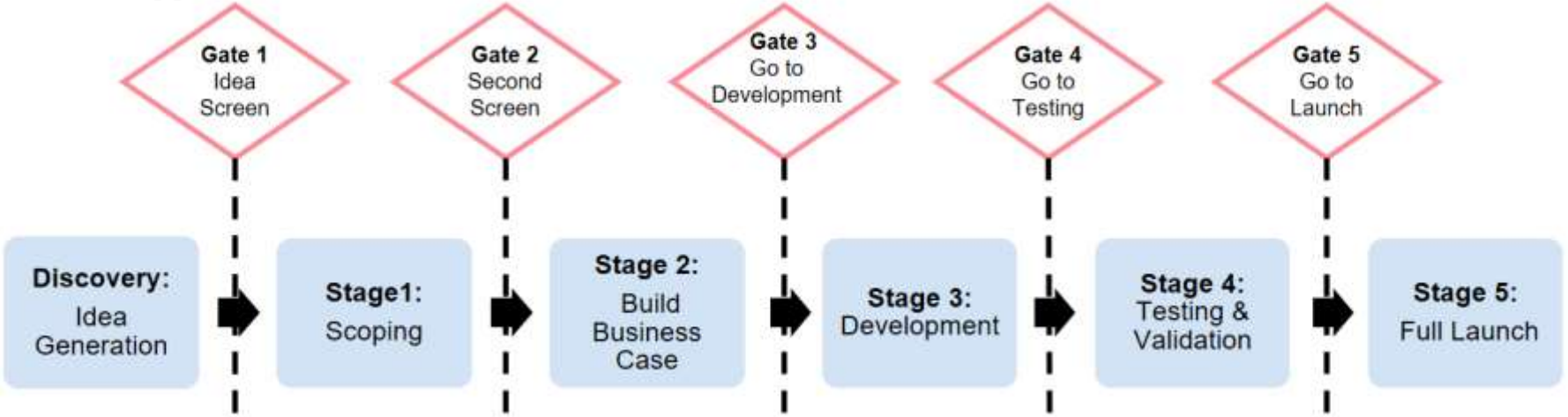


- **"Stage-Gate process** "is a conceptual and operational map for moving new product projects *from idea to launch and beyond"*
- **Structuring the innovation process into different stages** to master complexity of this process. Each stage defines a **set of cross-functional and parallel activities** to be undertaken by the project team.

Source: R.G. Cooper, The Stage-Gate Idea-to-Launch Process, J. Product Innovation Management, 25 (2008) 3.

The Stage-Gate Model

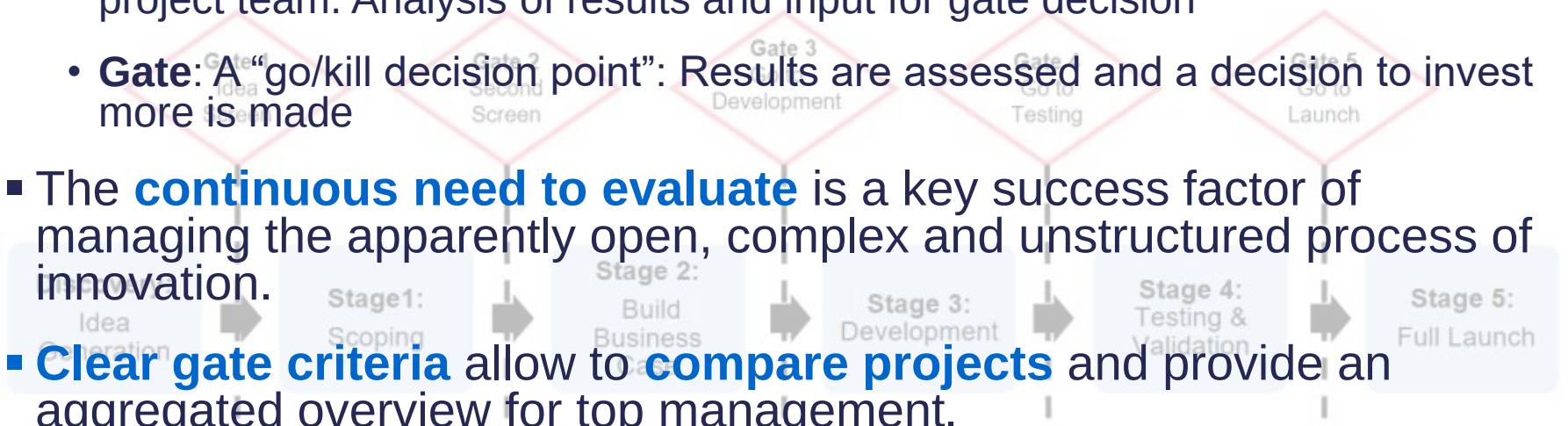
"The **Stage-Gate process** *is a conceptual and operational map for moving new product projects from idea to launch and beyond."*



Source: Cooper (1990, 2008)

The Stage-Gate model structures the innovation process

- Each **stage** defines a set of cross-functional and parallel activities to be undertaken by the project team, and is followed by a gate:
  - **Activities**: Information gathering (problem solving & knowledge generation) by project team. Analysis of results and input for gate decision
  - **Gate**: A "go/kill decision point": Results are assessed and a decision to invest more is made
- The **continuous need to evaluate** is a key success factor of managing the apparently open, complex and unstructured process of innovation.
- **Clear gate criteria** allow to **compare projects** and provide an aggregated overview for top management.

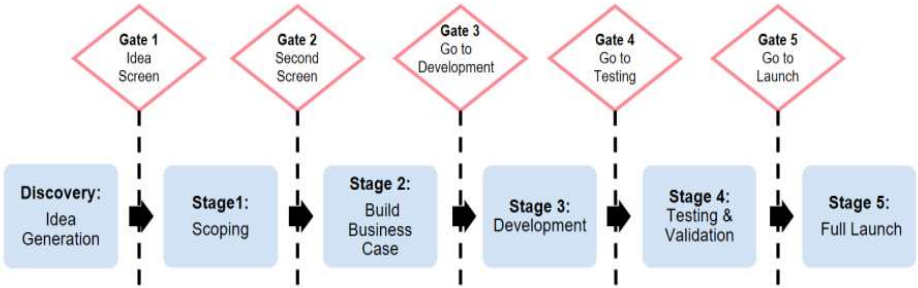


Source: Cooper (1990)

Critique of the Stage-Gate model

- **The Stage-Gate process has been subject of plenty of critique:**
  - Too determined, too slow for minor improvements
  - Not suited for radical innovation (what would be a gate criteria?)
  - Sequential thinking, but innovation happens in iterations: “trial and error”

- **What happens before Gate 1?**
  - How are new projects being created? No focus on the **“Frontend of Innovation”**



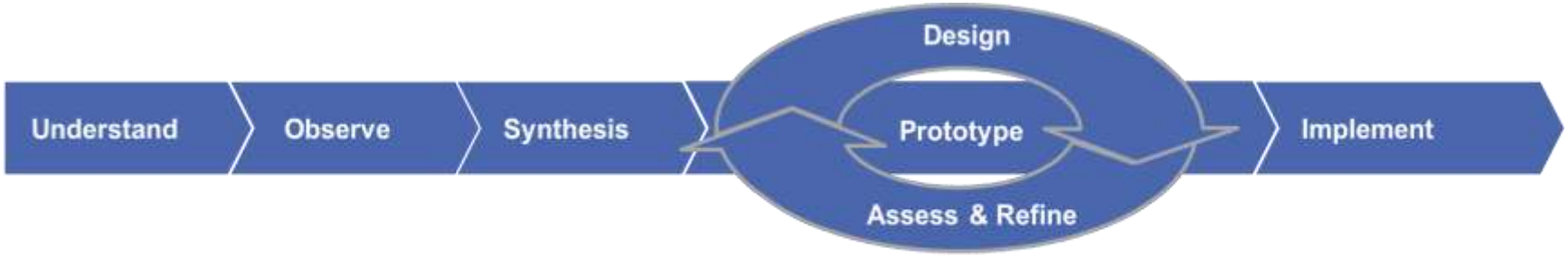
Design thinking becomes the new paradigm of managing innovation

Principles of design thinking

1. Focus on users' experiences, especially their emotional ones.
2. Create models to examine complex problems.
3. Use prototypes to explore potential solutions.
4. Tolerate failure (an open culture).
5. Exhibit thoughtful restraint.
6. Experimentation and iterative problem-solving.

Source: Kolko (2015)

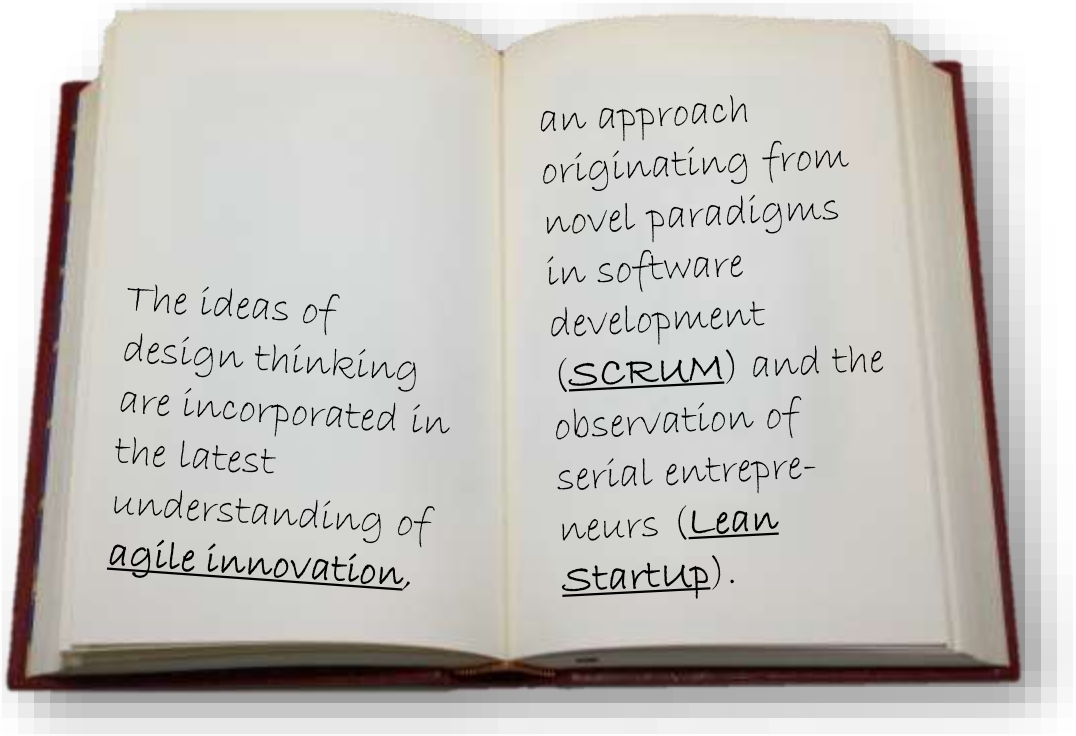
Design Thinking at SAP AG



What	Scope Project & define objectives and outcomes	Interview & Observe End Users in their work place	Identify Needs, Motivations & Ideas for Solutions	Develop iterative Prototypes and test with Users	Deliver a prototype to Solution Development	Work with Development to build the final design
Results	Project Plan Resources	Results of the Research, Artifacts, Pictures	Needs & Motivations User profiles Use cases	Rough Prototypes Feedback from users & stakeholders	Low-fidelity Prototypes Feedback from users & stakeholders	High-Fidelity prototypes and/or design specifications

Source: SAP 2015

Today, innovation is agile, highly-iterative, scrum, and lean



The Agile Manifesto

The Agile Manifesto was written in February of 2001 by seventeen software practitioners.
While the participants didn't agree about much, they found consensus around four main values.

"We are uncovering better ways of developing software by doing it and helping others do it.
Through this work we have come to value:

Individuals and interactions **over** processes and tools

Working software **over** comprehensive documentation

Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

That is, while there is value in the items on the right,
we value the items on the left more."

Core principles of agile development

Iterative, incremental and evolutionary: Break development into small increments that minimize amount of up-front planning and design.

Iterations are **short time frames** (timeboxes) from one to four weeks. Each iteration involves a **cross-functional team** working in all functions.

In a **daily stand-up** (“daily scrum”) team members report what they did the previous day, what they intend to do today, and any roadblocks they see toward the goal.

Working software is the primary measure of progress. Team includes a **customer representative** (product owner) to continuously review progress and ensure alignment with customer needs.

Some agile software development approaches:

- Adaptive software development
- Agile modeling
- Agile Unified Process (AUP)
- Disciplined agile delivery
- Dynamic systems development method (DSDM)
- Extreme programming (XP)
- Feature-driven development (FDD)
- Lean software development
- Rapid application development
- SCRUM

Source: Cohen et al. (2004)

Agile development beyond software

Objectives:

Ability to respond in an uncertain and turbulent environment.

Flexibility, **motivated teams**, improved communication and knowledge transfer. **Faster time to market** and **higher customer-centricity**.

Principles:

- **Integrate the customer** or user, **think in products**, not projects.
- **Agile work practices**: Small teams, self-organization, new roles
- **Commitment** to common goal
- Work in **small iterations**, testing is a core activity of development.

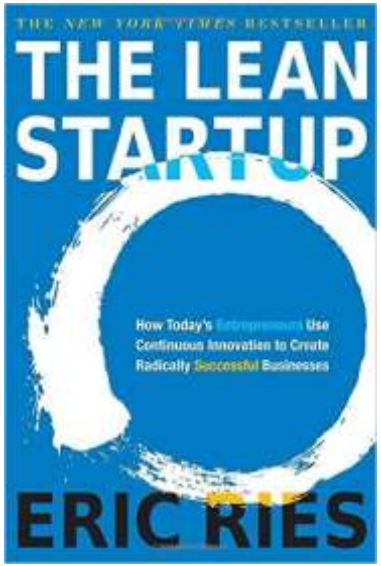
The Lean Startup

Methodology for startups to shorten product development cycles by adopting **business-hypothesis-driven experimentation**, **iterative product releases**, and **validated learning**.

Principles:

- **Minimum viable product (MVP):** Collect maximum amount of validated learning by one product version with least effort
- **Split or A/B testing:** Experiment by offering two versions
- **Pivot:** Structured course correction designed to test a new fundamental hypothesis about product or business model
- **Build–Measure–Learn loop:** A learning cycle turns ideas into products, measuring customers' reactions and behaviors against built products.
  => ***Ideas → Build → Product → Measure → Data → Learn***

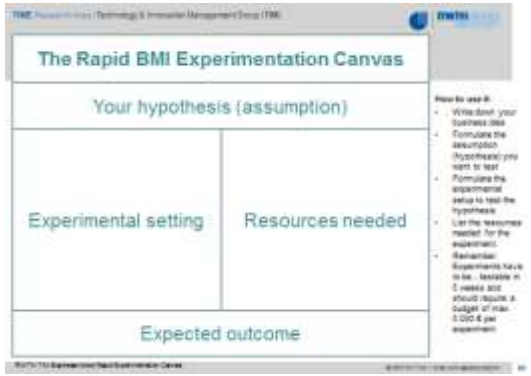
Central hypothesis:
If startups invest their time into **iteratively building products** to meet needs of early customers, they can **reduce risk and don‘t need large amounts of initial funding** for expensive product launches (failures).

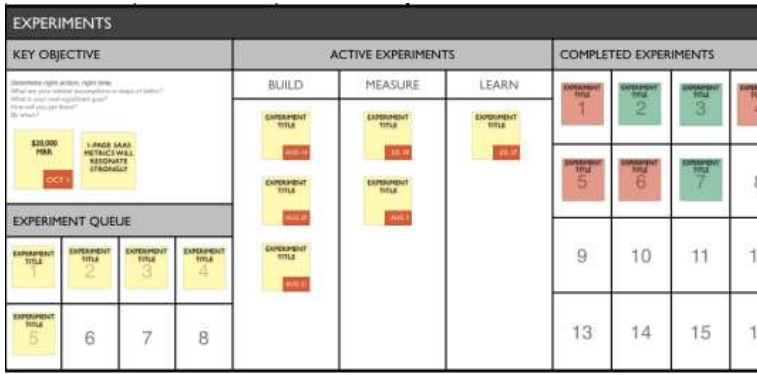


Source: Ries (2011)

Methods for rapid experimentation and validation of alternatives

- BMI means to develop alternatives – and to **test assumptions**
- This means to experiment and gather real validation data from real customers
- Ability to generate **quick and cheap experiments,** e.g., 5x5x5x5x5 logic by Schrage, **Pretendotypes** by Google
- Experimentation templates, Fast Business Case models





Paper, wood, etc. The Palm Pilot prototype is a great example of how you can test a concept and usage with a simple mockup (a Pinocchio prototype.)

Google AdWords, a great way to measure the ILI (Initial Level of Interest) interest in an product before investing to create it.

Balsamiq is a great tool for visualizing prototypes–both for yourself and to help convey the message to potential users.

PrototyperPro by JustInMinds is another great tool for visualizing and making ideas more concrete for yourself and others.

If you can get over your (mostly unfounded) fears of other people stealing your idea. **Kickstarter** is a great tool for testing the Initial Level of Interest (ILI) in an idea.

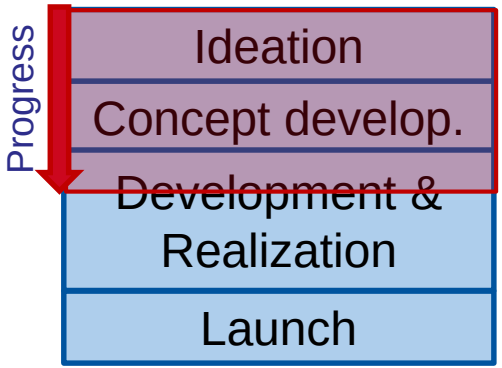
YouTube is great to help people imagine a product and its uses–even if the product does not exist yet.

All these new approaches have something in common:

A fundamental change in our dominant paradigm of planning

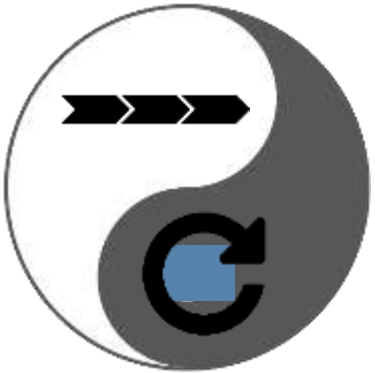
Two perspectives on how to manage innovation

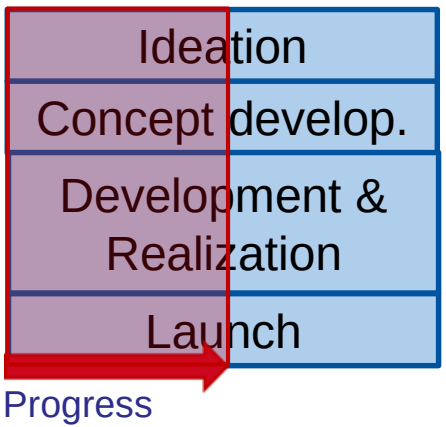
Planning ("we can know")



Deterministic, predictive perspective of a Stage-Gate process

Experimentation ("we learn by doing")





Experimental & adaptive perspective of agile development, design thinking or The Lean Startup

Source: Building on Schuh (2016)

With this, we can also see an earlier example from a new perspective:

Who is the more ambitious corporate entrepreneur?

An ambitious and brave business experiment (from* prototype or perish *to* deploy or die*)

„Business as usual“

Innovation is not a PPT slide deck with a decision template based on an elaborated business case …

… but it means to experiment and gather real data from real customers

Agile innovation:

Agile branding or brand as core factor of stability?

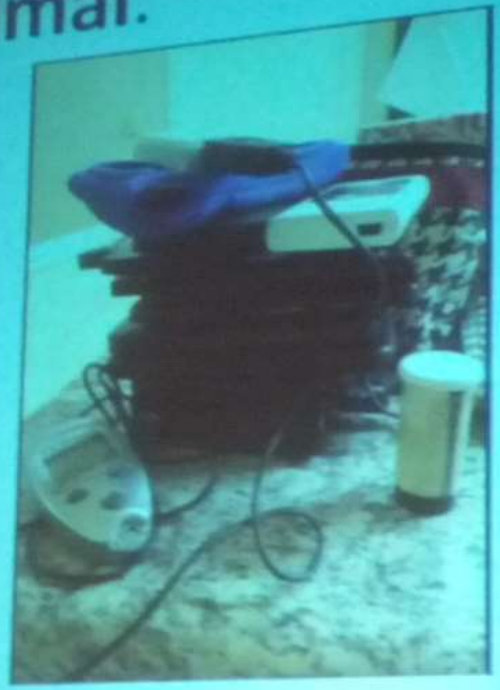
We need faster decision making

#WeAreNotWaiting

„They told me as a child that there will be a cure for diabetes, and I am still waiting.
But I will not wait for a better
Artificial Pancreas System (APS).“

The cost? **Minimal.**

- Already owned (basic diabetes supplies):
  - Insulin pump, sites, reservoirs
  - Insulin
  - CGM & sensors
  - Meter & test strips
- Purchased:
  - Carelink USB stick - $35
  - Raspberry Pi mini computer - $60
  - (Cables & miscellaneous - $20-100)



Total: ~$95 + **many hours of blood, data, and lots of devices**

Having a DIY artificial pancreas in your pocket?

Priceless.

#DIYPS @DanaMlynek

Welcome to Nightscout | Setup Guides | Map | FAQs | Troubleshooting | Forums | Links | Labs | Privacy | Contact

NIGHTSCOUT
#WeAreNotWaiting

Welcome

What is the Nightscout project?

Nightscout (CGM in the Cloud) is an open source, DIY project that allows real time access to a Dexcom G4 CGM from web browsers via smartphones, computers, tablets, and the Pebble smartwatch. The goal of the project is to allow remote monitoring of the T1D's glucose level using existing monitoring devices.

Are you looking for technical support for your existing Nightscout installation or have questions about your existing Nightscout installation? Please visit the *CGM in the Cloud* group on Facebook for help! For first-time installation instructions, keep reading here!

THIS IS THE NIGHTSCOUT PROJECT

Connect with:

Welcome to the Nightscout Project

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Disclaimer

All information, thought, and code described here is intended for informational and educational purposes only. Nightscout currently makes no attempt at HIPAA privacy compliance. Use of code from github.com is without warranty or support of any kind. Please review the LICENSE found within each repository for further details. Use Nightscout at your own risk, and do not use the information or code to make medical decisions.

OpenAPS.org

#OPENAPS REFERENCE DESIGN | LEARN MORE ABOUT #OPENAPS | TESTING AN

#WeAreNotWaiting to more quickly improve and save as many lives as possible and reduce the burden of Type 1 diabetes

Introducing the #OpenAPS project

Dana Lewis | February 4, 2015 | OpenAPS | APS, artificial pancreas, CGM, CGM in the Cloud, closed loop, continuous glucose monitor, diabetes, diabetes technology, insulin pump, open source, research, T1D, type 1 diabetes, WeAreNotWaiting

e Open Artificial Pancreas System (#OpenAPS) is an open and transparent effort to make safe effective basic Artificial Pancreas System (APS) technology widely available to more quickly ve and save as many lives as possible and reduce the burden of Type 1 Diabetes.

ground on the current state of diabetes management

abetes (T1D), an autoimmune disease that destroys pancreatic beta cell functionality, is ng injections or infusions of synthetic insulin. Insulin is a potentially lethal drug whose be constantly adjusted based on blood glucose (BG) levels, meal content, activity any other hard-to-measure factors. Even with state-of-the-art technology (insulin ntinuous glucose monitors (CGMs)), every person with T1D (or their caregivers, as ests in children) has to make approximately 300 decisions a day related to their to have any chance at all of mostly avoiding short-term sickness and preserving nd nearly everyone with T1D, and all their loved ones, live with the ever-present ot wake up in the morning as a result of severe hypoglycemia. These are every person with T1D because treatment is so difficult, even the most d lucky patients with T1D have both an elevated risk of death from acute d sugar) and a high rate of complications and early death from acute or hyperglycemia (high blood sugar). (For more background on T1D and current

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- February 2015

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The manufacturer Dexcom, Inc.: ***“Great ! We will bring this to market (open innovation rules). But this will take 5+ years for FDA approval.”***

Dana: „???? We are using this already !!!!“

User communities organized and got FDA approval in less than 5 months!

#WeAreNotWaiting

Innovation in Open Ecosystems

= new speed to market *(usage)*

Conclusions

There are many ways to create value with innovation today …

… but ways to capture value from smart data and digital ecosystems are rather complex …

Thankfully!

Otherwise is could not become a competitive advantage!

piller@time.rwth-aachen.de
Twitter: @masscustom
www.frankpiller.com


Customization 4.0
MCPC 2017: The 9th World Conference on Mass Customization & Personalization
Aachen, Germany, November 19-21, 2017
Let‘s continue this discussion in two weeks!
mcpc2017.com

Opportunities for further interaction

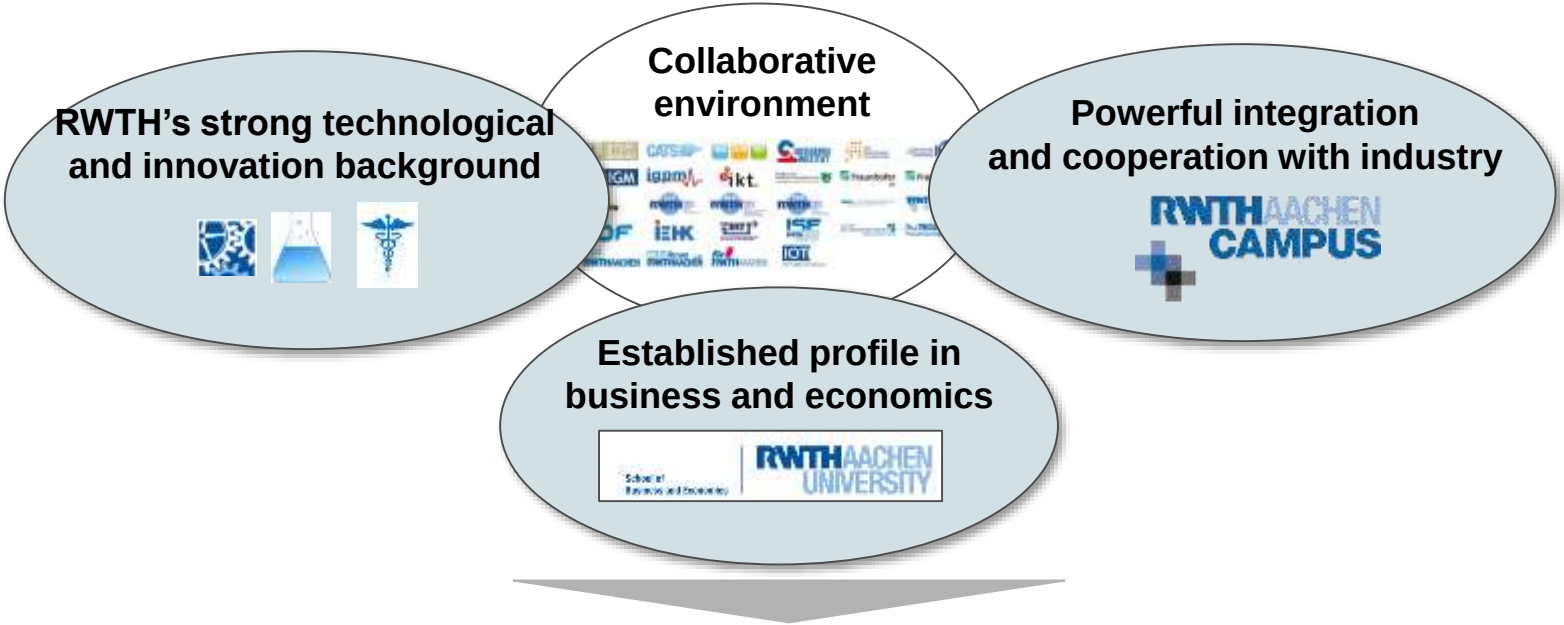
Agile Culture, Industrie 4.0 and horizontal networking (valley) make the RWTH Aachen Campus a learning organization

Agile Culture	Implementation-oriented innovation culture & creative freedom
Industrie 4.0	Development and testing of digital networks and integrated IT systems
Horizontal Networking	Knowledge access by professional communities and expert hubs

RWTH AACHEN CAMPUS Engineering Valley

Image source: https://manunicareersblog.com

In the highly innovative surrounding of the RWTH Campus we educate managers and technology professionals at the intersection of technology and business



The RWTH Business School offers professional and Executive Education, forming strong leaders to meet the challenges of tomorrow


BUSINESS SCHOOL
RWTH AACHEN UNIVERSITY

Our current study programs of RWTH Business School (business-school.rwth-aachen.de)

MME
Master of Management and Engineering

Move from technical expert to technology leader

- Taught in English
- Three semesters full-time (part-time option)
- Delivered in Aachen and Cambridge, England
- Master of Science (M.Sc., RWTH)

View Factsheet | View Details

EMBA
Executive Master of Business Administration

Professionalize your management skills

- Taught in English and German
- Four semesters part-time
- Delivered in Aachen and St. Gallen, Switzerland
- Master of Business Administration (MBA, RWTH)

View Factsheet | View Details

DBA
Doctor of Business Administration

Leave your footprint and break new ground in research

- Taught in English
- Eight semesters part-time
- Delivered in Aachen and Maastricht, Netherlands
- Doctor of Business Administration (DBA)

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Master in Management and Engineering (M. Sc.)

INTERNATIONAL ACADEMY | RWTH AACHEN UNIVERSITY

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A programme delivered in partnership with Cambridge Digital Innovation at Hughes Hall, University of Cambridge

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Degree
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Focus
Technology, Innovation, Marketing and Entrepreneurship with in-depth exposure to cutting-edge technology fields

Target Group
Professionals with a STEM background

Duration
3 Semesters Full-Time, 6 Semesters Part-Time

Location
At home and/or on campus in Aachen, Cambridge, and/or Boston

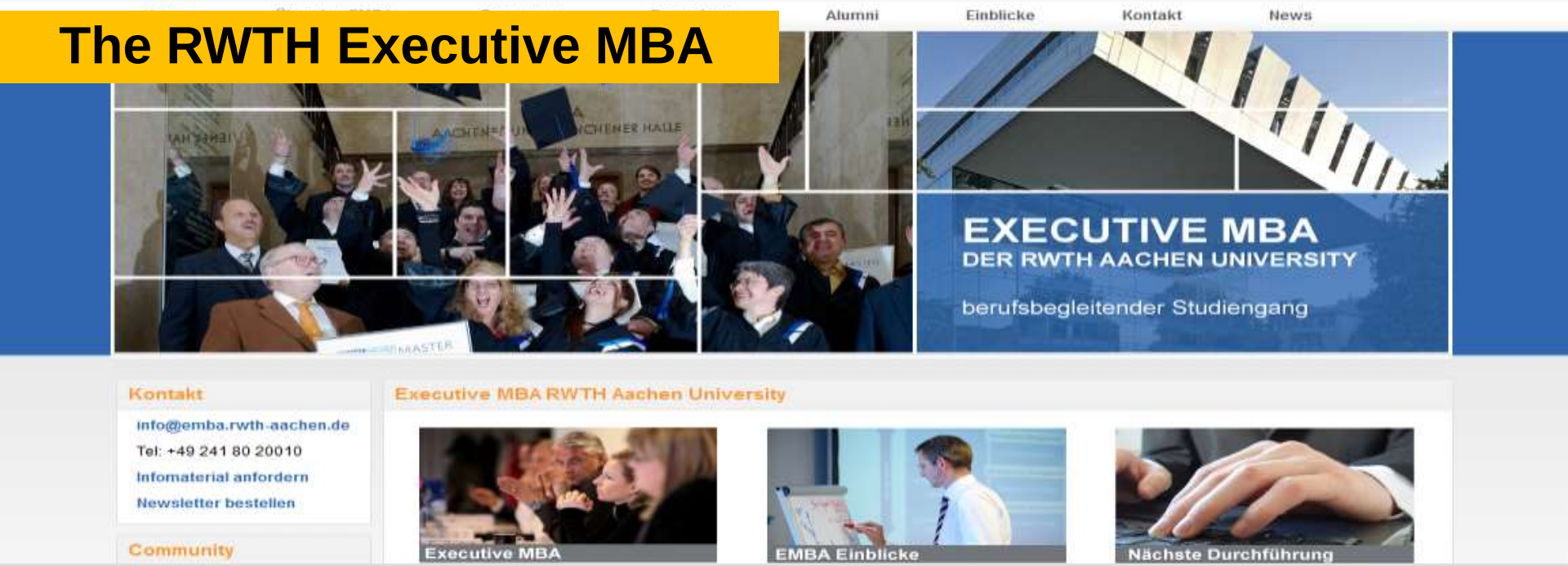
Teaching
Unique blend of digitally enabled teaching and highly interactive on-campus experiences

Fees
30,000 EUR for the entire program (incl. Cambridge Ecosystem Practicum in Cambridge, UK) payable in three installments. This corresponds to 5,000 EUR per semester if you study part-time (i.e. 6 semesters) and 10,000 EUR per semester if you study full-time (i.e. 3 semesters).

Academic Director
Professor Torsten Oliver Salge, PhD

www.academy.rwth-aachen.de/en/mme-time

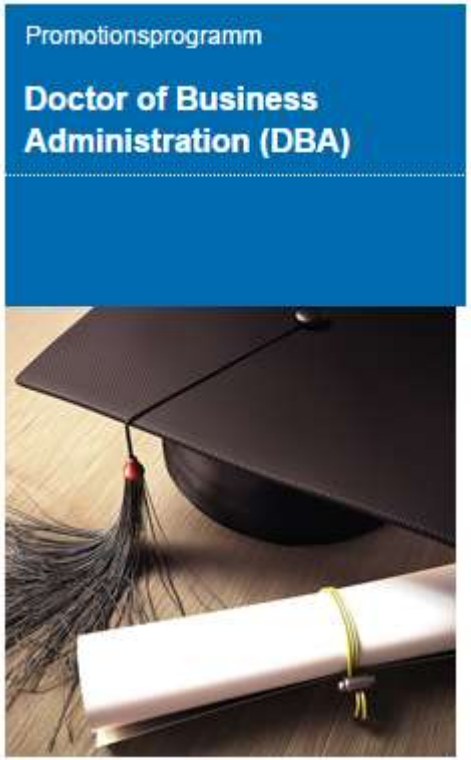
The RWTH Executive MBA



Part time Executive MBA program at Germany‘s leading university of technology, focusing on innovation, technology management and leadership

Academic director: Prof. Dr. Frank T. Piller
emba.rwth-aachen.de

Berufsbegleitend zur Promotion: Der RWTH DBA



Doctor of Business Administration (DBA)

Termin: 01.09.2016
Teilnahmegebühr: 48.000 €
Format: Promotionsprogramm
Abschluss/ECTS: 120 ECTS
RWTH Institut/Anbieter: RWTH International Academy gGmbH / Maastricht School of Management
Wissenschaftliche Leitung: Prof. Wim A. Naudé
Didaktik: Präsenztage, Case Studies, Gruppen- und Individualarbeit
Qualitätssiegel: AMBA, IACSBE und ACSPB
Veranstaltungsort: Aachen und Maastricht (NL)
Voraussetzungen: siehe Details



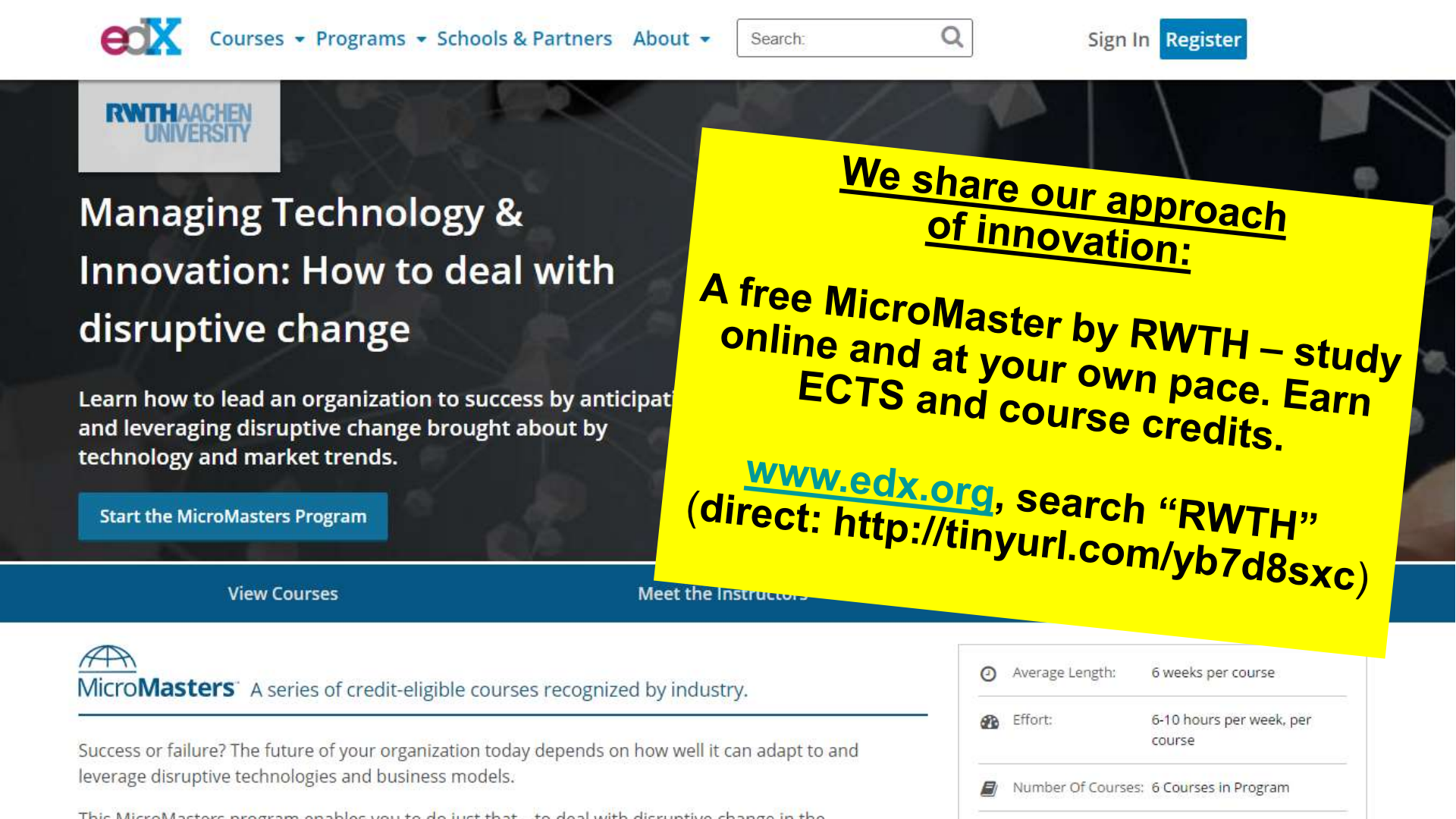
Der **Doctor of Business Administration (DBA)** erstreckt sich über einen Zeitraum von insgesamt acht Semestern. Die Kursinhalte der ersten beiden Semester setzen sich aus interaktivem Unterricht, Diskussionen, Fallstudien etc. zusammen und ermöglichen so einen optimalen Wissensaustausch zwischen renommierten Dozenten der RWTH Aachen und den Studierenden.

In den folgenden sechs Semestern widmen sich die Studierenden der **unabhängigen, angewandten Forschung einer betriebswirtschaftlichen Thematik aus ihrem Unternehmen**.

Der Austausch von Vortragenden und Studenten ist ein essenzieller Teil des Studienkonzeptes im ersten Jahr. In den darauffolgenden Jahren wird vor allem die Intensität mit dem betreuenden Professor stark in den Vordergrund gerückt. Das Alumni Netzwerk der RWTH Aachen und der Maastricht School of Management komplettieren den langfristigen Netzwerkgedanken.

Der DBA der RWTH Aachen richtet sich an Manager und Unternehmer, die durch ein tiefes, grundlegendes Verständnis der Geschäftsprozesse technologische Innovationen gestalten und führende Entscheider in ihrem Unternehmen sind oder werden wollen.

weiterbildung.rwth-aachen.de/de/management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Effort: 6-10 hours per week, per course
Number Of Courses: 6 Courses in Program

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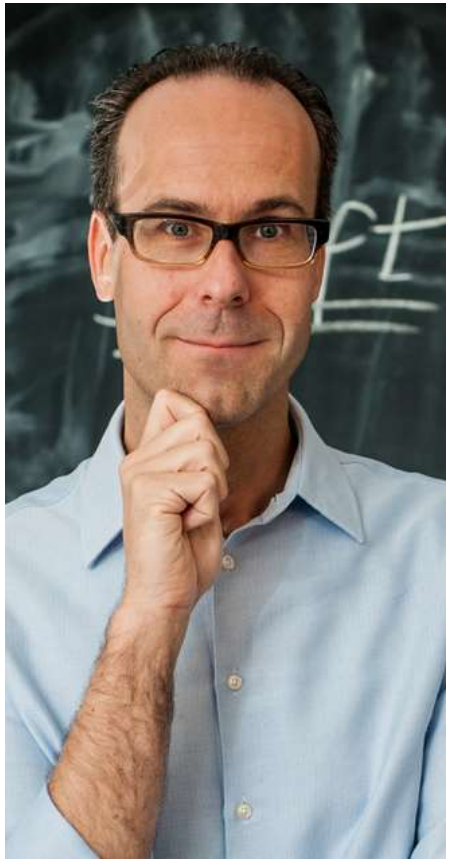
BOOK NOW

What does it take to be ready for Industry 4.0?

Think 3D printing, The Internet of Things and products talking to the machines that are actually putting them together. Industry 4.0 is starting to look a lot like the future.

Open for interaction



Frank T. Piller, Prof. Dr.

RWTH Aachen University
TIME Research Area Technology, Innovation, Marketing & Entrepreneurship
Kackertstrasse 7 | 52072 Aachen | Germany

piller@time.rwth-aachen.de
@masscustom (Skype, Twitter, Facebook)
time.rwth-aachen.de/tim | frankpiller.com

Expertly assisted by: **Monika Heer**,
+49 (0)241 809-3577 | heer@time.rwth-aachen.de

Contact industry alliances: **Christian Gülpen**
+49 (0)241 809-6660 | guelpen@time.rwth-aachen.de