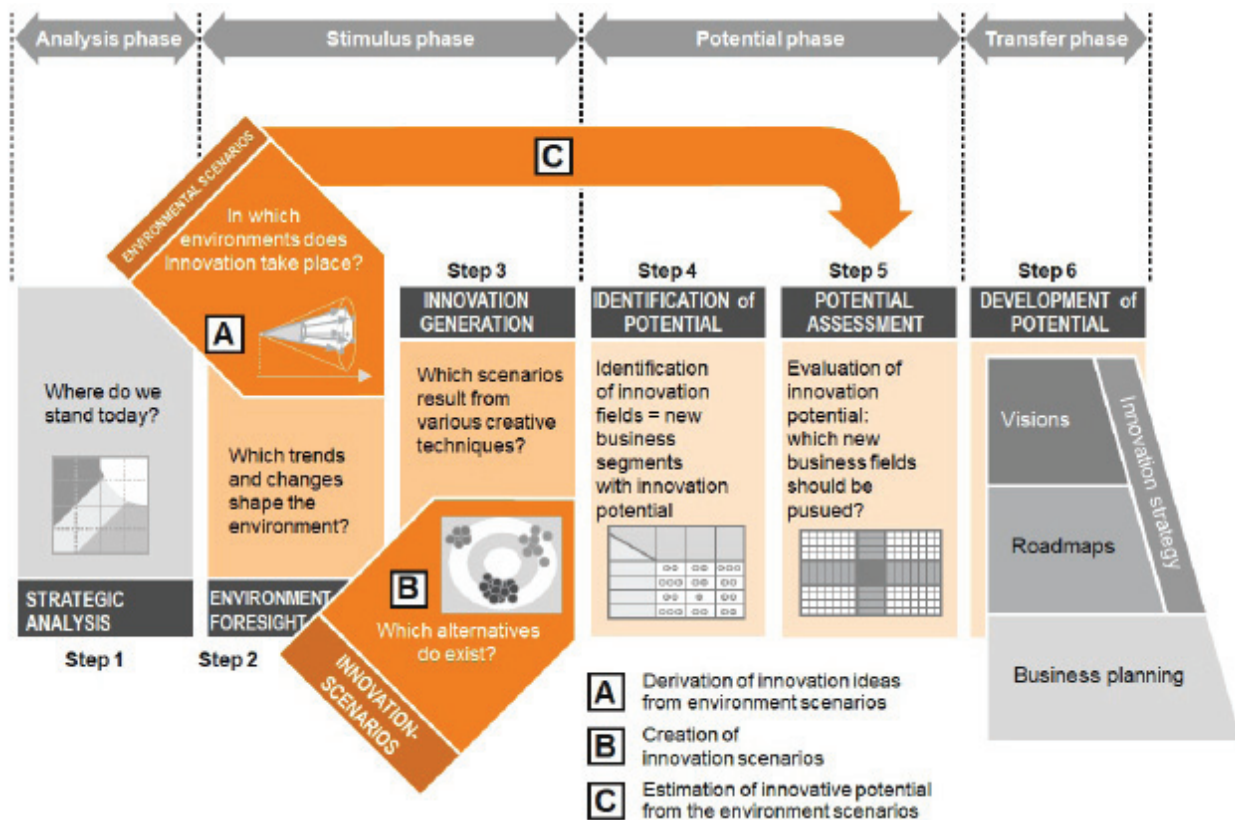


Systematic Development of Products and Business Models





Systematic Development of Products and Business Models

Using Scenarios to stimulate, systematize and evaluate Innovations

In an innovation process, three basic innovation phases can be distinguished, often preceded by an *analysis phase*. In the *impulse phase*, a first idea of the new product, the new service or the new business model emerges. This is generated by an innovation impulse, which can be external and/or internal. These innovation ideas are evaluated in the *potential phase*. In practice, this means that a new product cannot be thought of without target customers, so that a business or innovation potential exists. The actual innovation arises in the *transfer phase* when the innovation potential (i.e. the business potential of an innovation idea) is tapped. Scenarios are primarily used in the impulse and in the potential phase:

Derivation of innovation ideas from scenarios: The first step is to think ahead of possible framework conditions for an innovation field. This can be done via market, industry, technology or higher-level environment scenarios. The goal is to generate concrete innovations from these scenarios. Another form of such scenarios are systematically developed »business ecosystems«, within which a company must be able to position itself in the future.

Systematic development of product scenarios and new business models: In another approach, new products, service packages or business models are developed directly on the basis of the Szenario Management™ approach. These are, for example, different product scenarios or imaginable, alternative business models.

Estimation of innovation potentials with scenarios: Here, the business potentials of the previously identified innovation fields are evaluated. This is usually necessary in order to determine which innovation ideas and fields should be pursued further. Various tools can be used for this potential assessment, whereby scenarios play a major role due to their openness to the future. A distinction can be made between two forms of scenario-based potential assessment:

- The external assessment of potential reflects how the innovation potential would present itself in the event of different developments in the market environment. This is often a market potential analysis.
- The internal potential assessment reflects whether the innovation fields are compatible with the existing or conceivable strategy approaches. This is often the subject of portfolio analyses.



Behr-Hella Thermocontrol GmbH

The future of electronics in vehicle interiors

The market for automotive electronics is highly dynamic. In order to operate successfully in this environment, it is necessary to recognize major changes at an early stage and take measures. Therefore, BHTC is striving to implement an independent trend monitoring system. The development of future scenarios created the necessary basis for this. With the help of Szenario Management™, alternative future scenarios of the mobility environment were developed and evaluated with regard to their probability on the basis of trends. By linking these images with supplementary product scenarios, the most relevant vehicle concepts of the future were identified and used as a basis for the central search fields for observing technology trends are derived.



Robert Bosch GmbH

The future environment of the components business

The »Automotive Electronics« (AE) division of Robert Bosch GmbH, headquartered in Reutlingen, Germany, develops, manufactures, and markets microelectronics, primarily for motor vehicles. Additional business areas are sensors for consumer electronics and electronics for e-bikes. The product spectrum ranges from components (semiconductors, sensors) and control units (e.g. for brake control systems and engine management) to parking assistance systems. In order to assess future development opportunities in the component business, five scenarios were developed in three workshops, based on a total of 11 sub-scenarios. These future scenarios were analyzed, described and evaluated so that they could provide a basis for strategic decisions.



BSH Bosch und Siemens Hausgeräte GmbH

Support of »Cooling Vision 2020« project

BSH Bosch und Siemens Hausgeräte GmbH is the largest manufacturer of household appliances in Europe and one of the world's leading companies in the industry. The development centre in Giengen coordinates the development and research activities for BSH's refrigeration appliances at its worldwide locations. To support the „Cooling Vision 2020“ process, which has already begun, joint scenarios were developed which were later used for prioritizing topics and revising the innovation strategy of the refrigeration product area. To this end, the partial results prepared by a smaller team were discussed and further developed in an interactive workshop. The resulting alternative visions of the future are regularly used for medium and long-term innovation processes.



Claas KGaA

Future service opportunities in the agricultural sector

CLAAS KGaA is one of the world's leading manufacturers of harvesting machines such as combine harvesters, forage harvesters, balers, loader wagons and green forage equipment. In addition to the classic product business, product-related services are becoming increasingly important. In order to further expand its market position, CLAAS systematically developed new customer systems and services as part of a comprehensive project. In order to develop a business logic for future business with services, market environment scenarios were developed for the agricultural sector. These were used in the overall project as a framework for structuring potential services, for evaluating and selecting possible service areas, for estimating market potential and for developing a brand strategy.



Continental AG, Commercial Vehicle Tyres

The future of commercial vehicle tyre business

The global shift of demand centers, the development of new technologies, political regulations and, last but not least, changing customer requirements and business models lead to numerous challenges for the commercial vehicle tyre business. Continental and ScMI jointly developed scenarios to deal with these uncertainties, which describe the development potential of the business environment, especially with regard to customer segments in the area of goods mobility. The resulting future scenarios were used to check the robustness of existing strategies and modify them if necessary, to identify potential for new business activities and innovations and to create a starting point for the design of a continuous and systematic observation process of the corporate environment.



CSS Insurance Lucerne

Development of scenarios and new business models for private health insurance in Switzerland

With 1.66 million insured persons, CSS is one of the leading health insurers in Switzerland. Within the framework of the predecessor project, environment and strategy scenarios were jointly developed. In addition, the situation of CSS was re-evaluated from a strategic point of view. In order to keep the strategic situation assessment for the current strategy process up to date, the analyses from the preliminary project were updated and revised. The results were intensively prepared and serve as a basis for the further strategy process.



Du Pont Performance Coatings GmbH & Co. KG

Environment scenarios for the refinish coatings business in the OEM aftermarket

DuPont Performance Coatings GmbH & Co. KG is one of the world's leading suppliers of innovative products, services and solutions for improving the effectiveness and efficiency of painting processes in vehicle repair. With DuPont, Standox, Spies Hecker and Nason, DuPont has a broad portfolio of well-known brands with which the company is represented as a global supplier on almost all continents. In addition to the independent paint shops, the authorised motor vehicle workshops of the automobile manufacturers represent an important customer group of DuPont Performance Coatings. Scenarios were used to analyze the various development opportunities in this OEM market. The scenarios that were developed formed the basis for the development of a future-proof strategy for the refinish coatings business and the description of concrete consequences for market development.



Gebrüder DORFNER GmbH & Co.

Kaolin- und Kristallquarzsand-Werke KG

The future market environment for kaolin products in the paper, paint, ceramics and glass industries

The DORFNER group of companies is an independent and autonomous family business. For more than one hundred years, the company, based in Hirschau, has been producing and refining industrial minerals such as kaolin, feldspar and quartz sand from native stocks and deposits all over the world. More than 300 different types of feldspar and quartz sand are processed with modern technology and specifically modified quality products are supplied to more than 3,000 customers in 42 countries. Within the framework of a Szenario Conference™, uncertainties regarding the future development of various sales markets and the industry were examined and condensed into alternative future scenarios. On the basis of these scenarios, specific alternative courses of action for DORFNER could be evaluated and included in the strategy process can be integrated.



Roche Diagnostics Deutschland GmbH

Development of scenarios for the estimation of market potential and the development of a product strategy for CGM systems

Roche Diagnostics Deutschland GmbH is a supplier of diabetes care products under the Accu-Chek brand. The aim of Roche Diagnostics GmbH was to develop a future-oriented product strategy for the supply of systems for continuous blood glucose monitoring (CGM systems). In order to anticipate possible market requirements at an early stage and assess future potential, conceivable alternative scenarios for the business environment were first developed. The core of this consideration was the analysis of the general market and industry environment for business with CGM systems. In a second scenario analysis, the technological design alternatives of CGM products were described. The combination of these partial considerations resulted in a strategic orientation for the design of a future-oriented product strategy with a planning horizon of 5 to 10 years.



T-Systems Nova GmbH

Business models and market entry strategies for »Mobile Health Care« on the basis of »Wearable Computing«

T-Systems Nova is Deutsche Telekom's innovation service provider whose expertise lies in identifying and developing technologies and products with high market potential. Against the background of the enormous growth in the mobile communications market, promising business models based on »Wearable Computing« technology were developed in the »Mobile Health Care« application area. Using analyses of value chains, these business models were evaluated with regard to market potential, sales potential and expenditure. The competencies of the different players in this market were assessed. On the basis of this assessment, the most attractive business models were identified and appropriate strategic recommendations for Telekom were derived.

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