How to start cultural transformation at a global engineering company

GEA engineering for a better world

INNODREI

Innovationsnavigation | Organisationsentwicklung | Kulturarchitektur

INNODREI

WO SEHEN SIE VOR DIESEM HINTERGRUND DIE GRÖSSTEN HERAUS-FORDERUNGEN IN DER DIGITALISIERUNG FÜR IHRE ORGANISATION?
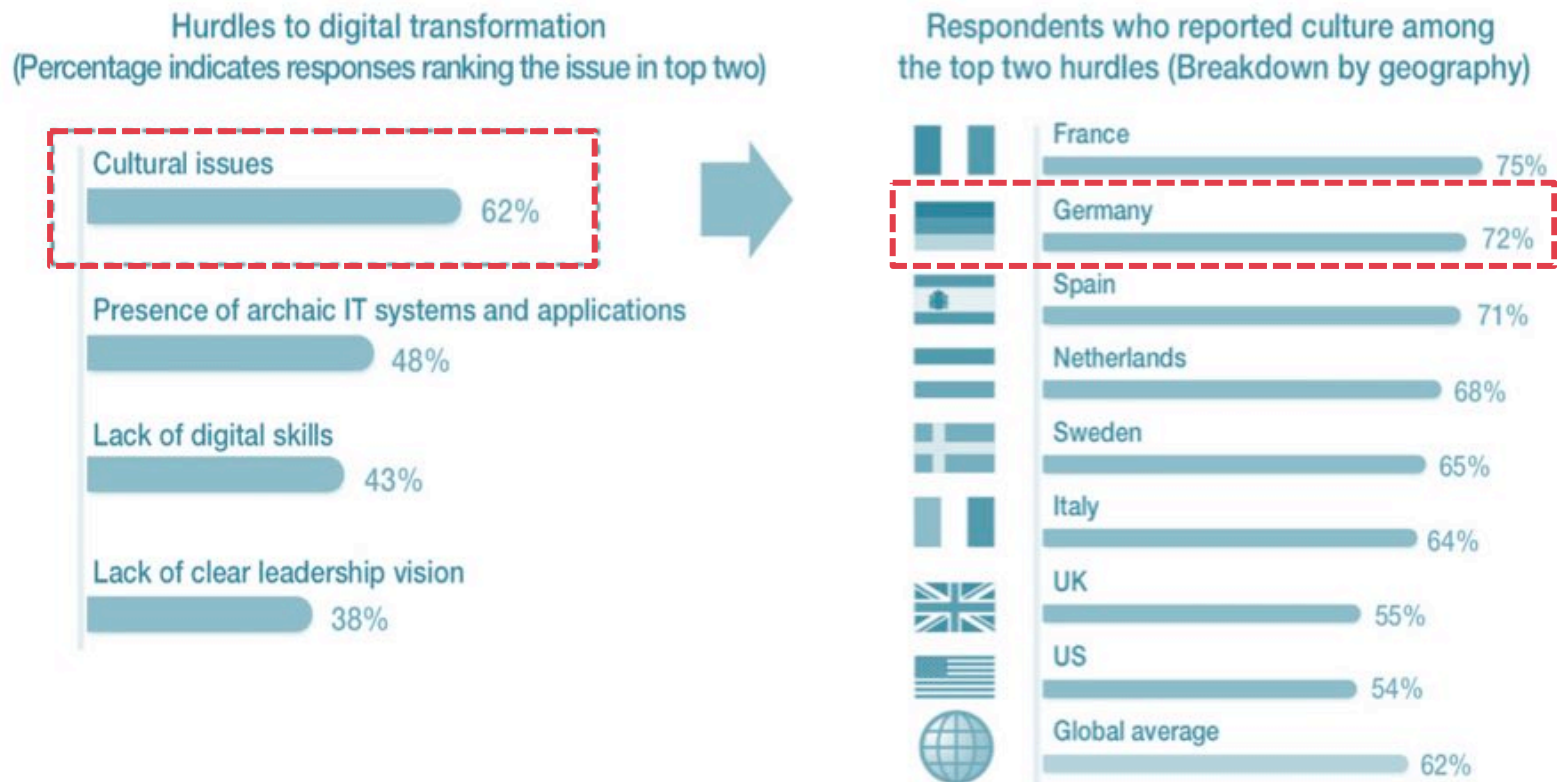
(eher) innerhalb meiner Organisation — **75 %**
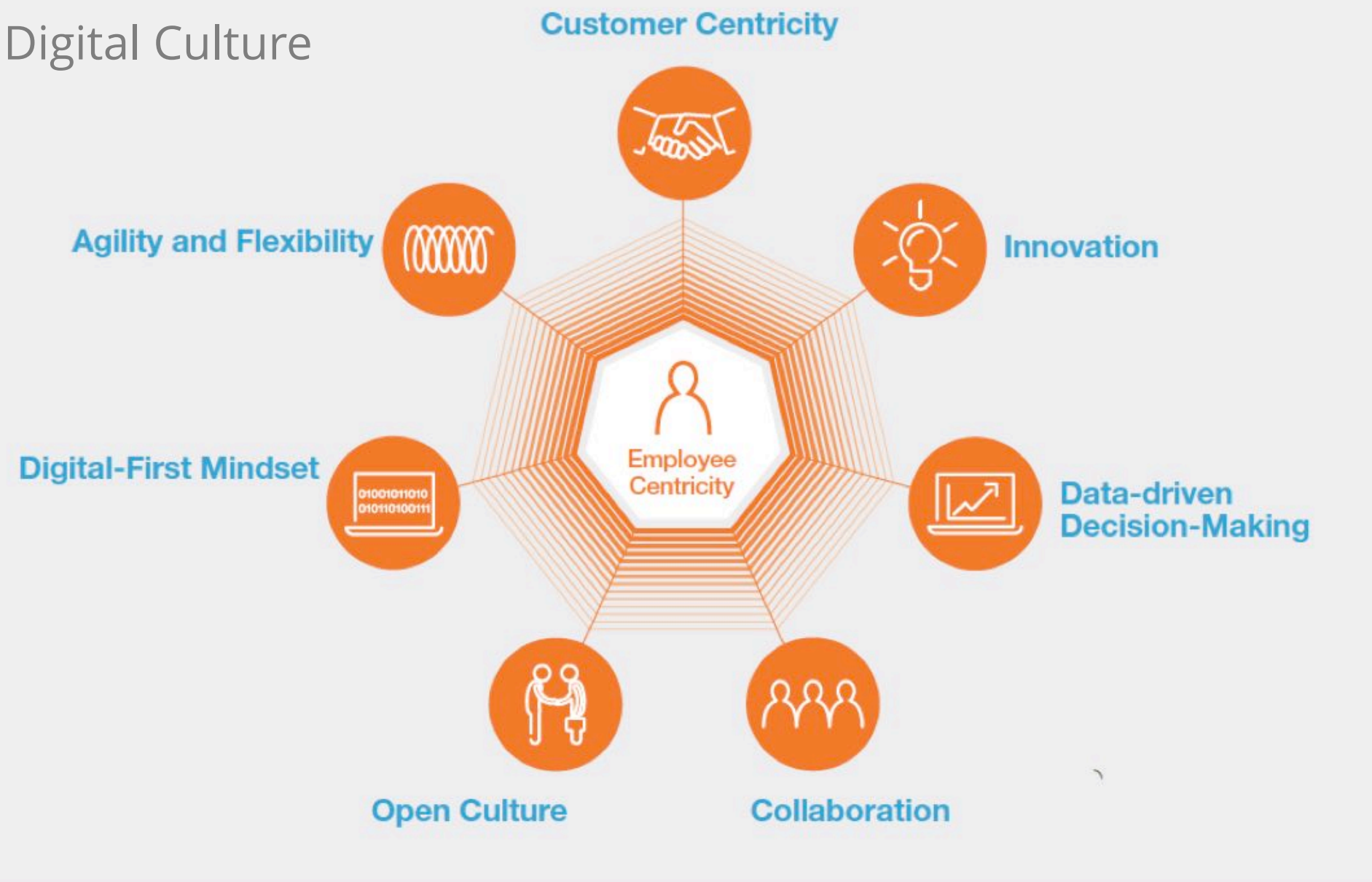
(eher) außerhalb meiner Organisation — **25 %**

Quelle: Bearing Point Digitalisierungsmonitor 2017, S. 9

Figure 1: Culture is the number one hurdle to digital transformation

Hurdles to digital transformation
(Percentage indicates responses ranking the issue in top two)

Cultural issues — 62%

Presence of archaic IT systems and applications — 48%

Lack of digital skills — 43%

Lack of clear leadership vision — 38%

Respondents who reported culture among the top two hurdles (Breakdown by geography)

France — 75%

Germany — 72%

Spain — 71%

Netherlands — 68%

Sweden — 65%

Italy — 64%

UK — 55%

US — 54%

Global average — 62%

Digital Culture

Customer Centricity

Innovation

Agility and Flexibility

Data-driven Decision-Making

Digital-First Mindset

Employee Centricity

Open Culture

Collaboration

CULTURE BOARD

Business Need

IDENTIFY

- Artefakte
- Muster Rituale Strukturen
- Strategie
- Akteure Spielfelder
- Führung
- Werte
- Cultural Spy Glass

SENSE / CREATING

SENSE

- Harvest
- Focus

CREATING

- Idea Pitch
- Problemlöser
- Kräfte der Organisation vs. Idee
- Best Practice

IMPLEMENT

- Basisentscheidung – Folgeentscheidungen
- Kulturschleifen
- Architektur
- Impact

INNODREI

IDENTIFY

SENSE/CREATING

IMPLEMENT

INNOVATION FORUM 8.11.2017, BÖNEN

4 Keynote speeches

GEA | DeSmetBallestra | Fraunhofer IME | ProGlove

3x4 Workshops

Evonik | MachIQ | WILO | HYPE | thyssenkrupp | Innodrei | Milkbuddy

92 Participants and loads of inspiration!

WHAT'S IN IT FOR GEA?

Foster **quality, quantity** and **throughput** of innovative ideas, resulting in first-class solutions and services for our customers.

Stimulate idea generation**,** strengthen **cross-organizational collaboration** and ensure that initiatives **fit** to GEA **strategically.**

Leading market positioning and **stay competitive** by developing new areas of growth.
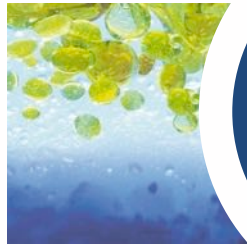
WHAT IS NEW?

CREATIVE CAPABILITY

More breakthrough by fostering different perspectives and cross-collaboration

EXECUTION CHANNELS

Prioritize of execution and define new, additional (in-house and external) execution channels
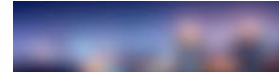
CROSS-COLLABORATION

All information is structured and in one place throughout the company, yet still driven by the functional units

CUSTOMER VALUE

Integration future customer needs and visions

STREAMLINING INNOVATION

Strategic focus of innovation topics through targeted campaigns and structured tools

TRANSPARENCY

Full transparency and traceability of ideas in the process, clear responsibilities, monitoring and steering through KPIs

INNOVATION BEHAVIOR
CORE AND SUPPORTING BEHAVIORS

Core behaviors

Connectedness & collaboration

Courage & risk taking

Creativity & curiosity

Ownership & responsibility taking

Customer focus

Persistence & endurance

Supporting behaviors

Inspiration & motivation

Development & coaching

Autonomy & freedom

Orientation & leadership

Sense of purpose

IDENTIFY

Artefakte

Muster Rituale

Spielfelder

Akteure Verhalten

Führung

Werte

Cultural Spy Glass

Di 02.03.2010   09:00

Kommen

Ausweis bitte

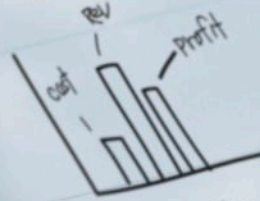|		
1	2	3
4	5	6
7	8	9
C	0	E

100% responders
5$ each
8.4% conversation rate
costs : $42,000
= 7,843 / buyer
89%

Upcoming Campaign

Audience size 10,000
Response Rate → 10%
(expect, how?)
Conversion Rate → 5.3%
average buyer purchase → $14,000

SENSE / CREATING
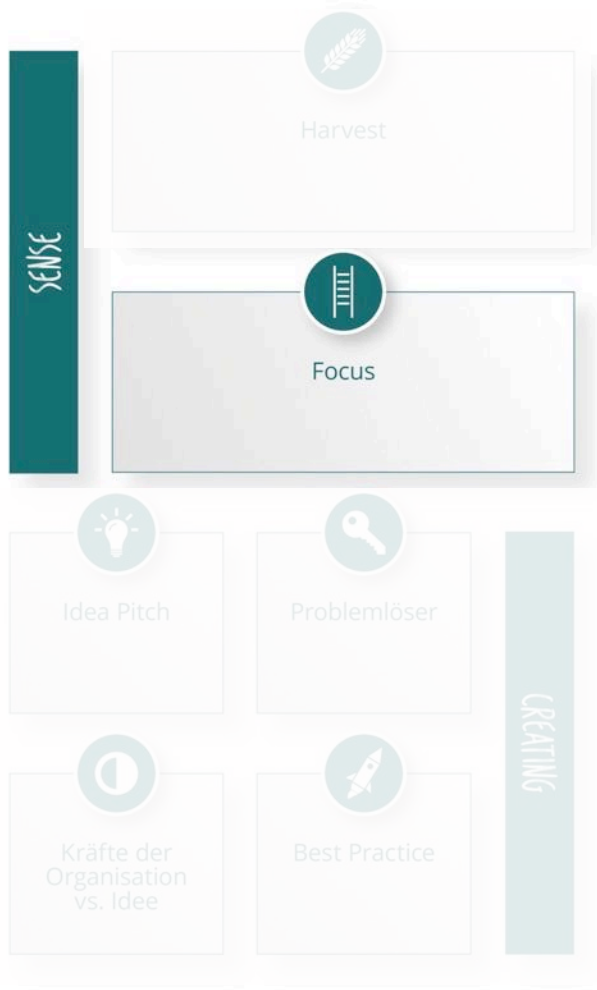
Harvest

Focus

Idea Pitch

Problemlöser

Kräfte der
Organisation
vs. Idee

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SENSE / CREATING

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IMPLEMENT

Basisentscheidung –
Folgeentscheidungen

Kulturschleifen

Architektur

Impact

Kulturelle Transformation starten:

- Business Need

- Management Buy In

- Starten, auch im Kleinen

- "Es kann weh tun"

- Wertschätzung und Provozieren gleichzeitig

Ausgewählte Kunden, die wir begleiten

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