



EMCO-TEST

CREATIVE DESTRUCTION: MASCHINENBAU, 4.0 UND PFERDEMIST

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EMCO-TEST Prüfmaschinen GmbH

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@claptonline

All photos published on Unsplash / Pixabay unless stated otherwise



- 25 Jahre IT
- Industrial Controller
- Innovationsmanagement
- Lean Management
- Global CIO
(Technica Group (ITA): Technica - Nordica - Blizzard - Lova - Rollerblade - Moonboot - Dolomite)
- Business Development
Industriedigitalisierung
- Seit 2/2018: CIO
EMCO-TEST Prüfmaschinen
- Digitalisierung
Industriebetriebe / Neue
Businessmodelle

<http://www.ibm.com/smarterplanet/us/en/wild-ducks-podcast/episode-2-blizzard-ski-industry.html>
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Zufriedene Kunden auf der ganzen Welt



- Metallindustrie
- Fahrzeugindustrie und Zulieferer
- Kommerzielle Prüflabore
- Bildungseinrichtungen

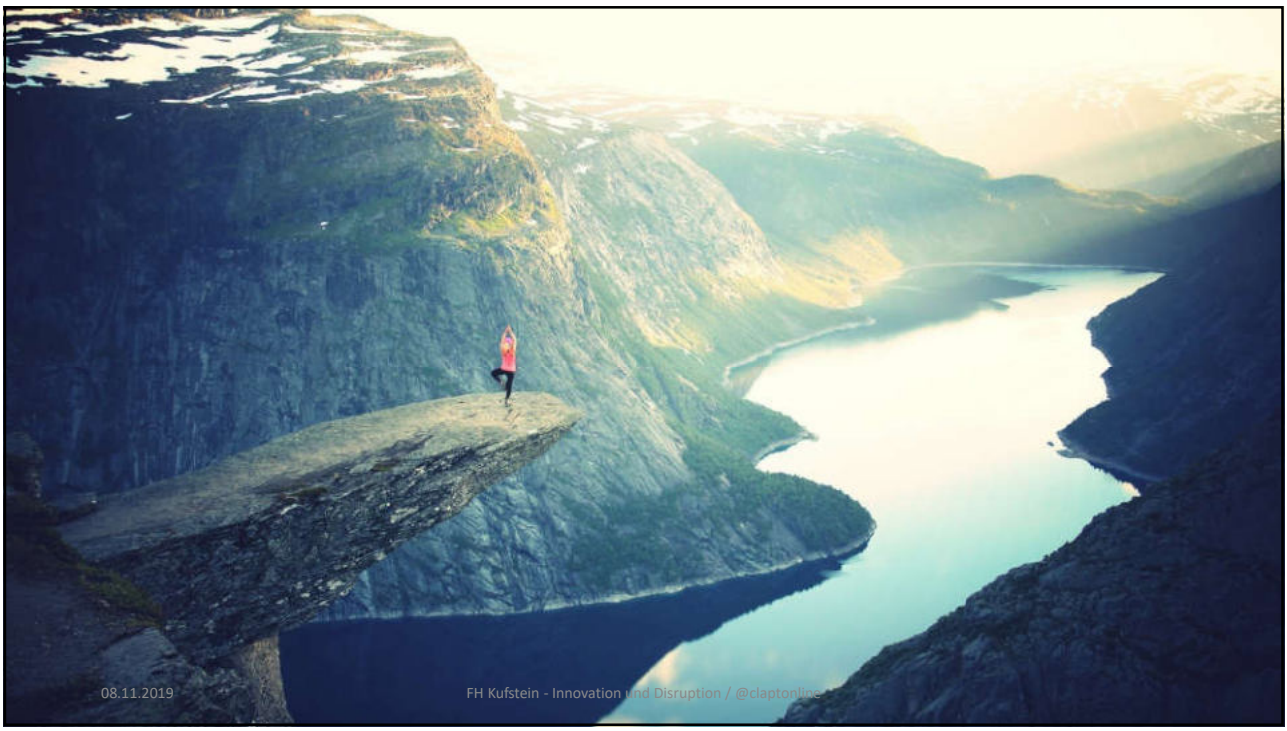
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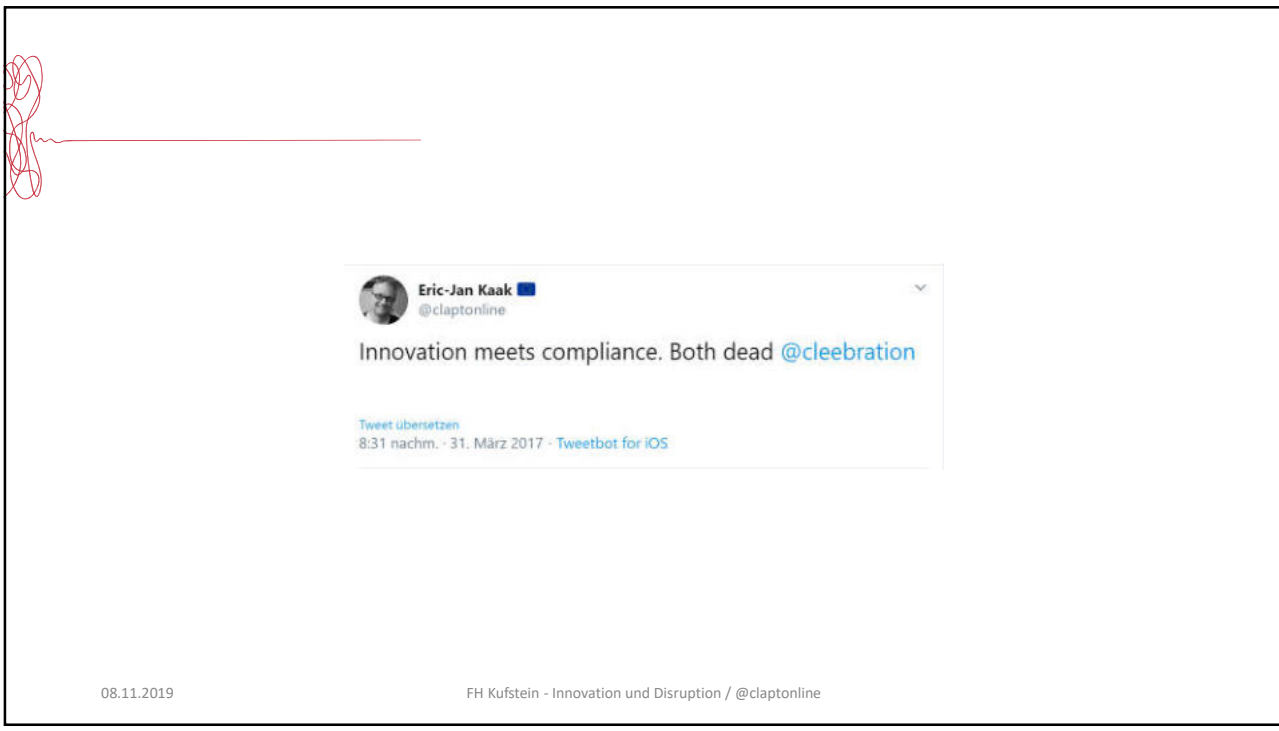




1. Innovation ist nicht notwendig etwas aufsehenerregend Wichtiges.
2. Aufgabe des Unternehmers ist das „Kunden innovieren“.
3. Innovationen sind neue und andersartige Kombinationen der zur Verfügung stehenden Ressourcen.
4. Innovation ist ein Prozess, der von innen heraus revolutioniert, die alte Struktur zerstört und unaufhörlich eine neue schafft.
5. Eine nicht durchgesetzte Erfindung ist tot. Das Leben kann ihr erst die Innovation einhauchen.

Joseph A. Schumpeter
8.2.1883 – 8.1.1950

Josef Schumpeter: Über das Wesen der Wirtschaftskrisen, in: Zeitschrift für Volkswirtschaft, Sozialpolitik und Verwaltung, Organ der Gesellschaft Österreichischer Volkswirte, 19. Band, Verlag Wilhelm Braumüller, Wien und Leipzig 1910, Seiten 271-325



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The Great Horse Manure Crisis of 1894

“In 50 years, every street in London will be buried under nine feet of manure.”
Times of London, 1894

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<https://www.historic-uk.com/HistoryUK/HistoryofBritain/Great-Horse-Manure-Crisis-of-1894/>

No. 743,801. PATENTED NOV. 10, 1903.
M. ANDERSON.
WINDOW CLEANING DEVICE.
APPLICATION FILED JUNE 10, 1903.

It Slides in the Slot

https://en.wikipedia.org/wiki/Windscreen_wiper

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WJ wiper switch P/N 56050003AB (w/Rain Sense)



WJJeeps.com

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The Internet of Everything: Connecting Windshield Wipers to Weather Forecasts

<https://blogs.cisco.com/digital/connecting-wipers-to-weather-forecasts-the-weather-channel>

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Perspektivenwechsel

Industriewelt-denken

- Markt / Jahr:
80 Mio Fahrzeuge
- Durchschnittspreis:
19.000 \$
- Marktgrösse:
1.520 Mrd \$ /
2% des globalen BIP

Silicon Valley-denken

- Fahrleistung / Jahr:
10.000 Mrd Meilen
 - Wertschöpfungspotential:
1 \$ / Meile
 - Marktgrösse:
10.000 Mrd \$ /
13% des globalen BIP
- (Morgan Stanley Research)

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Hermann Hyytiälä
@hemppah

"The only thing more difficult than starting something new in an organization is stopping something old." - Russell Ackoff #UnLearning

[Tweet vertalen](#)

9:32 a.m. · 31 mei 2019 · [Twitter Web Client](#)

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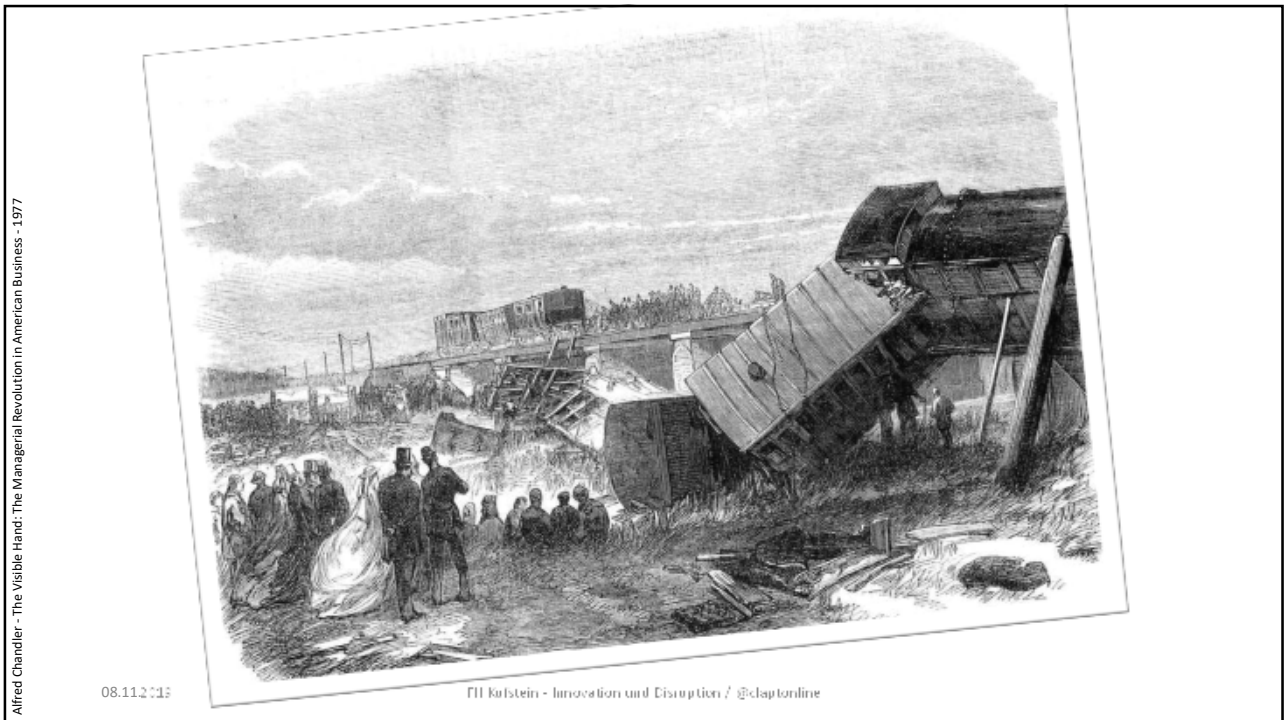
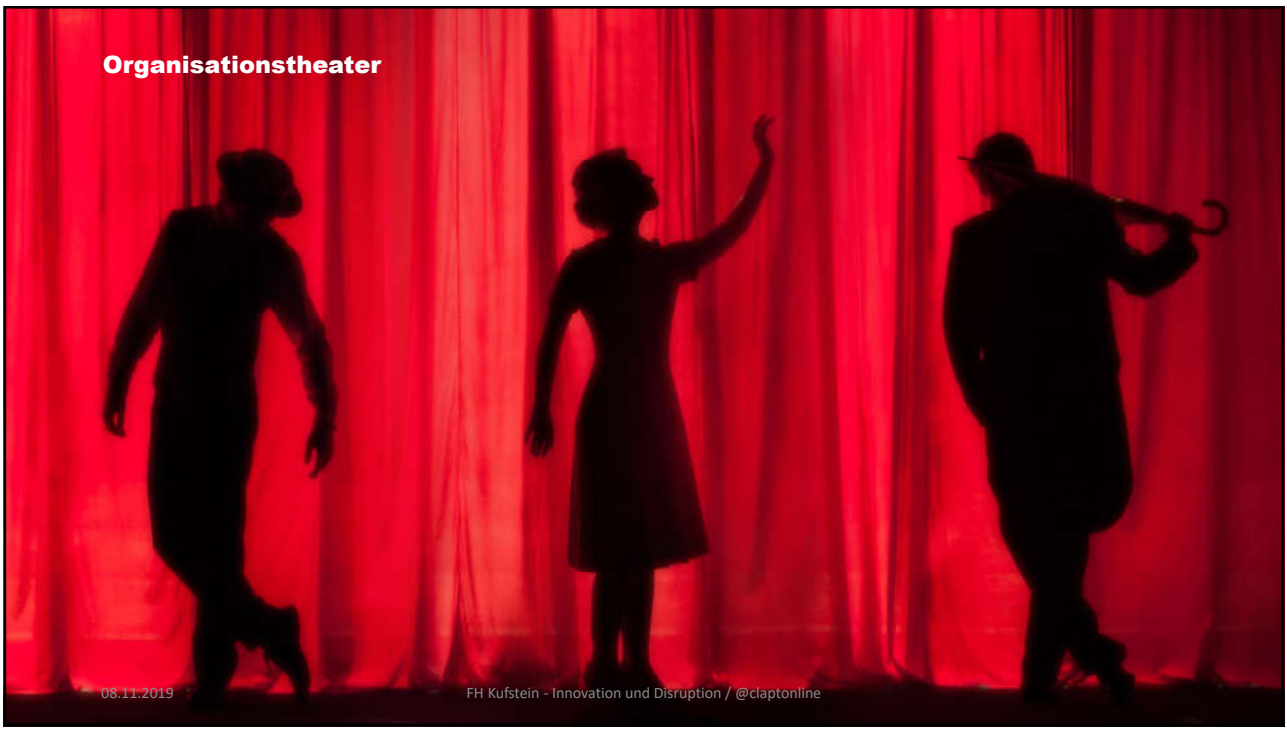
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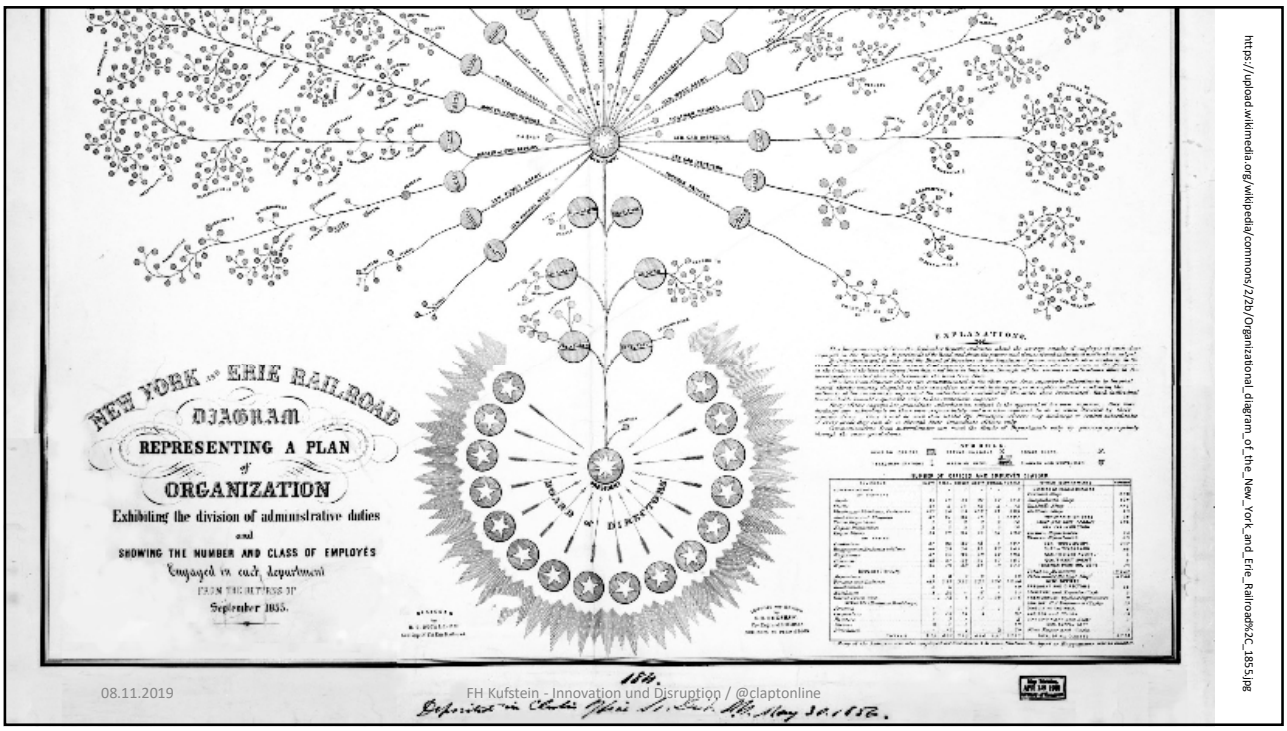
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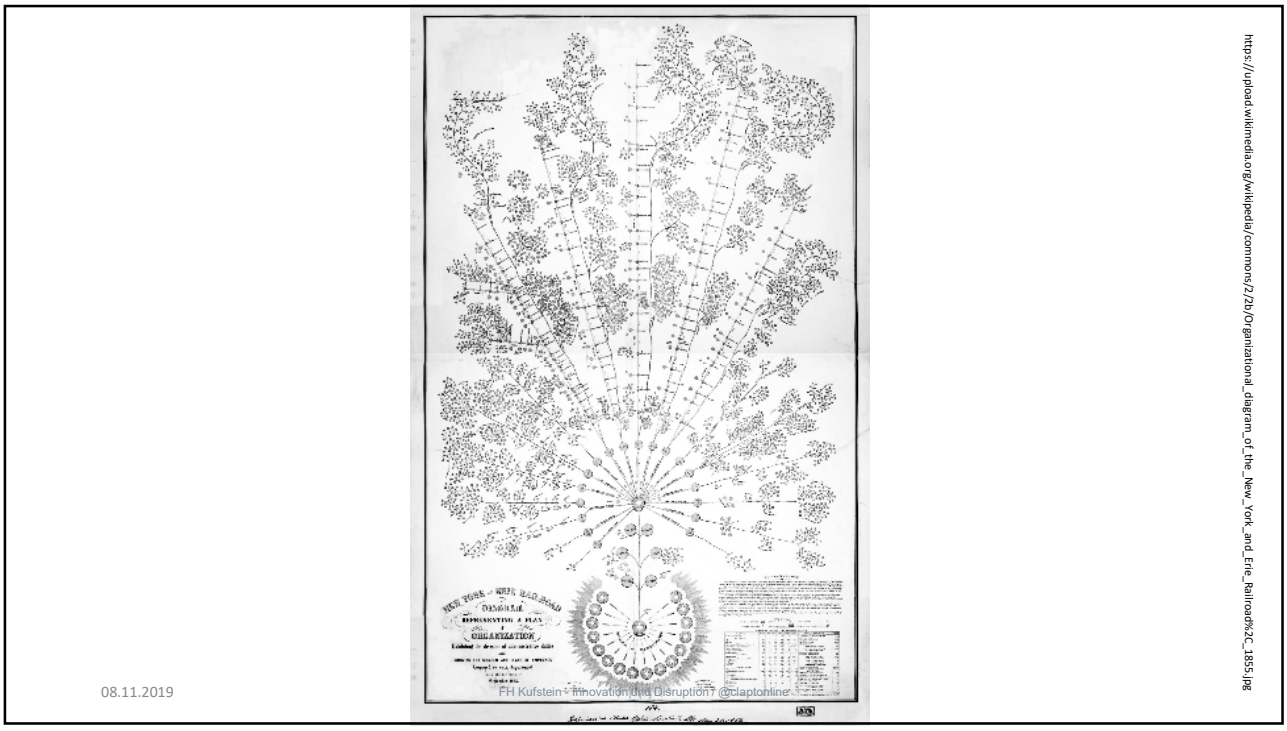
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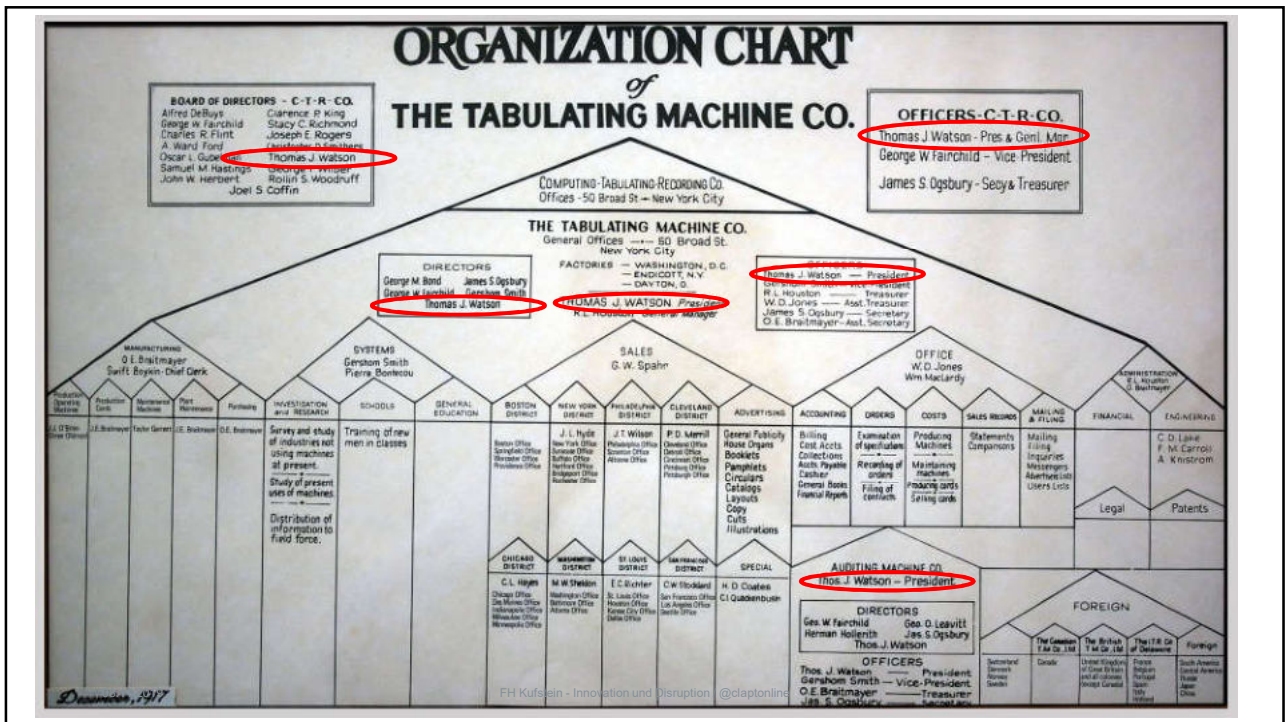
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https://upload.wikimedia.org/wikipedia/commons/2/2B/Organizational_diagram_of_the_New_York_and_Erie_Railroad%2C_1855.jpg



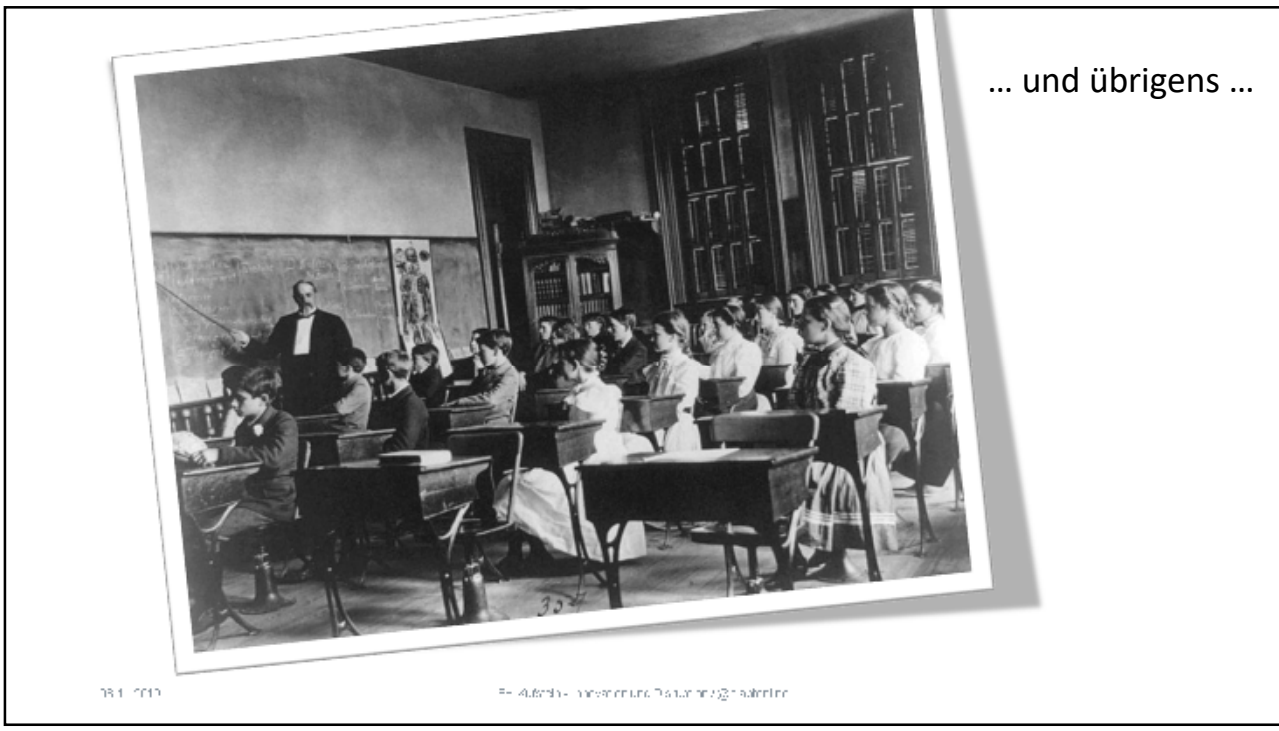
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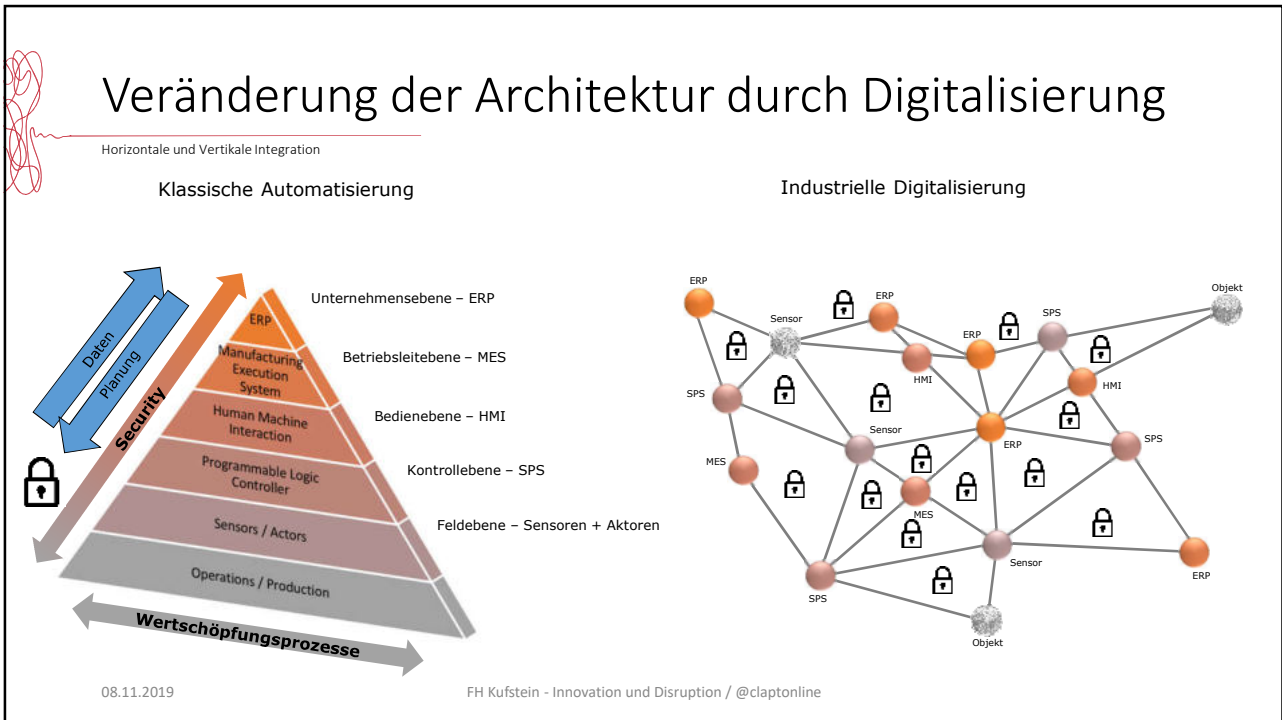
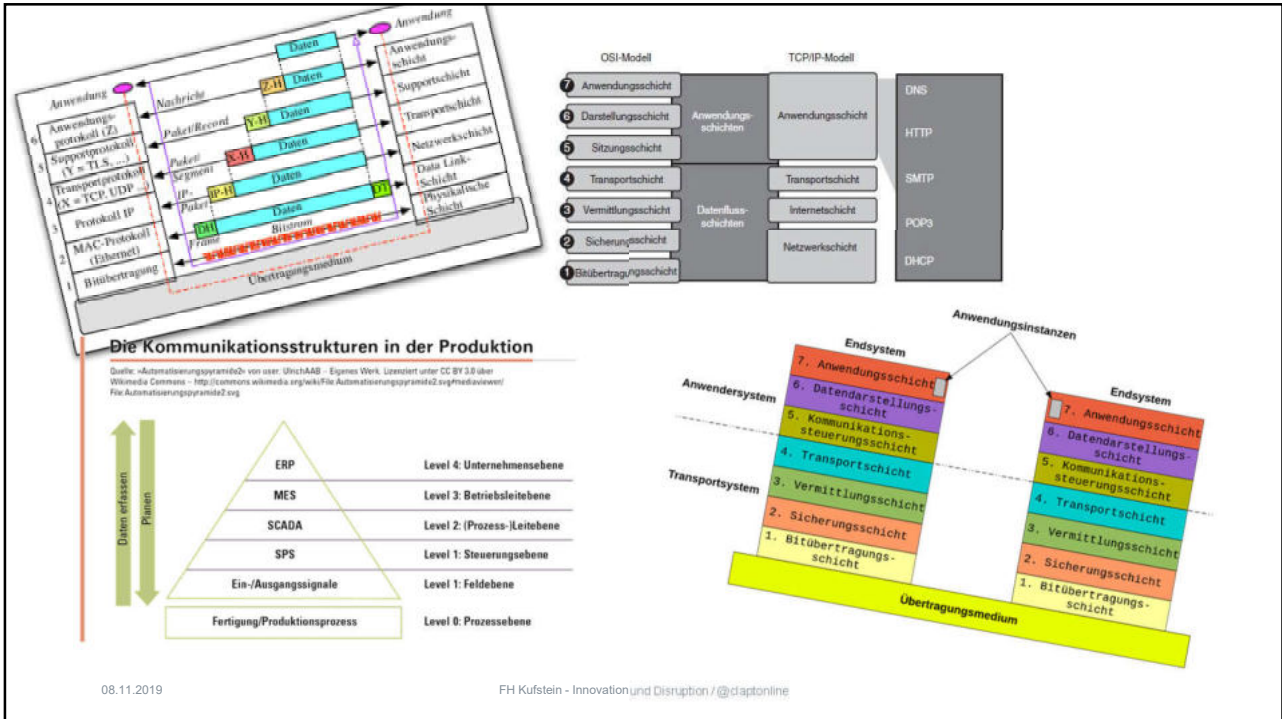
https://upload.wikimedia.org/wikipedia/commons/2/2B/Organizational_diagram_of_the_New_York_and_Erie_Railroad%2C_1855.jpg



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and therefore there is no branch between X and Y. *

What have we just shown? Roughly speaking, we have demonstrated that there is a very close relationship between the structure of a system and the structure of the organization which designed it. In the not unusual case where each subsystem had its own separate design group, we find that the structures (i.e., the linear graphs) of the

... organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations ...

Conway's law

http://www.melconway.com/Home/Committees_Paper.html
(Original Text 1968)

https://en.wikipedia.org/wiki/Conway's_law

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FH Kufstein - In

HOW DO COMMITTEES INVENT?

by MELVIN E. CONWAY

The end of industrial activity which comes to mind when one thinks of committees is the committee of a system. Within the particular activity is the committee of specialists for a single system, the committee of a process, or the committee of a project. The committee of a system, for example, is likely to be

Typically the objective of a design committee is the creation and maintenance of a system and may be structured body of specialists. The way teams for alternative the system design. In typically produced are a system who usually design to create the system activity. In the system design, for example, a full scale of may exist to propose solutions to meet the objectives of a system design. It is possible to create the structure of a product planning committee to specify all it should be

The design organization may or may not be involved in the construction of the system process. Programs, as well as the design and development of the system, are typically done by one organization, whereas the system design organization is typically done by another.

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Stages of design

The initial stages of a design effort are concerned more with structuring of the design activity than with the system itself. The initial design activity is a process of creating a system, producing a system, and creating a system.

1. Understanding of the constraints, both on the design activity and on the system to be designed, placed by the sponsor and by the world and life.
2. Establishment of a preliminary series of the system's organization in the design organization to be designed.

World of work and life in the system of design.

*A related but much more complex discussion of the subject of communication structure is found in the book "The Structure of Communication" by Melvin E. Conway, published in 1971. See page 10 of "The Structure of Communication".

The structure of the problem which may also refer to the design activity is the structure of the system to be designed, and the structure of the system to be designed.

design organization criteria

big a design team means that certain design decisions have already been made, especially in the case of Conway's design organization criteria. In a design organization, the design activity is typically managed by such an organization because the necessary communication paths do not exist. Therefore, design activity is typically managed by such an organization.

Once the organization of the design team is chosen, it is possible to design activity in the design organization. The organization of the design team is chosen, and the design activity is managed. The design activity is managed, and the design activity is managed.

One aspect of a design organization is the structure of the design organization. The structure of the design organization is the structure of the design organization. The structure of the design organization is the structure of the design organization.

1. The nature of the design activity, according to the general rules.
2. Choice of a preliminary system design.
3. Establishment of a preliminary system design.
4. Establishment of a preliminary system design.

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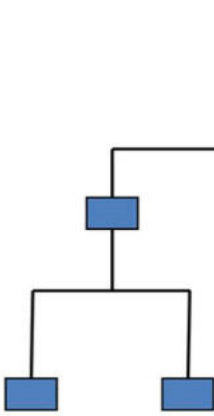


Figure 1: This is an Organization

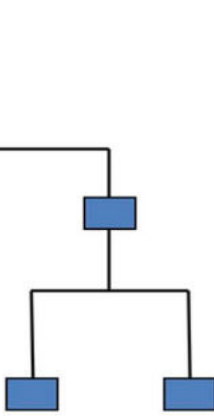
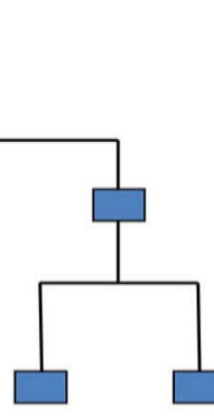
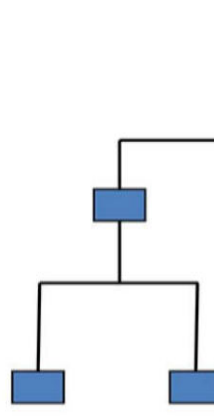


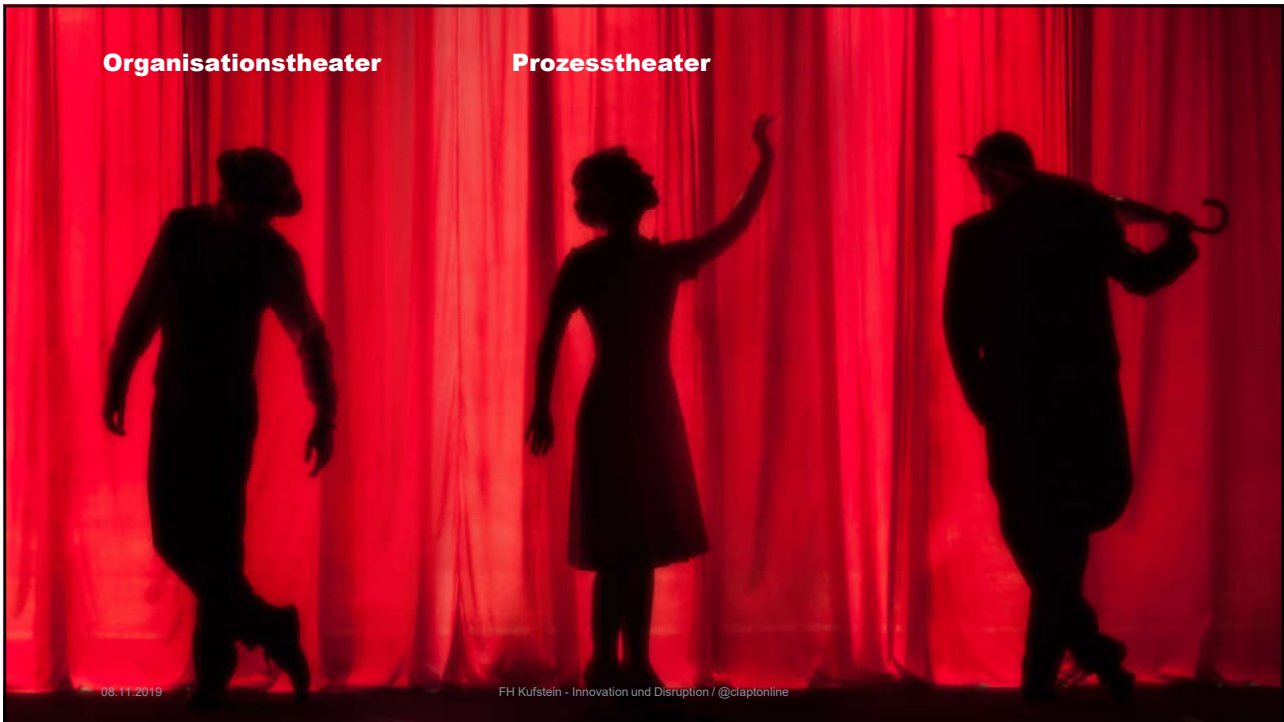
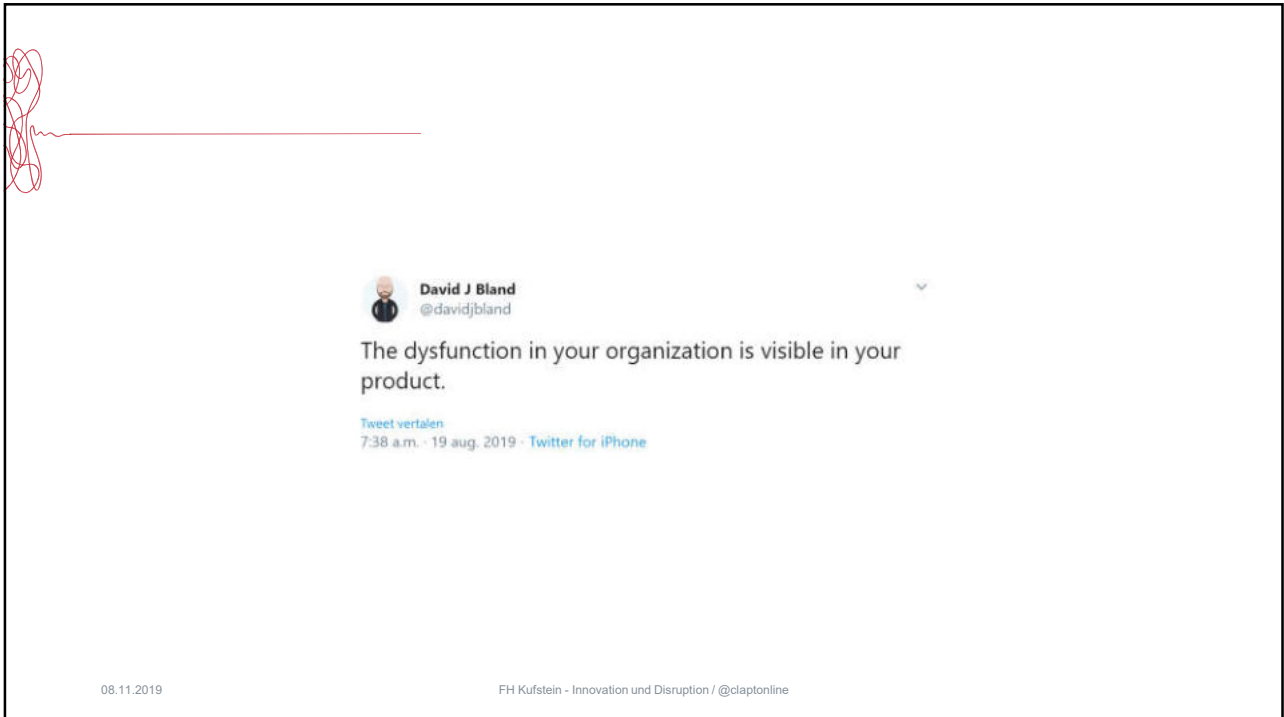
Figure 2: This is a Re-organization

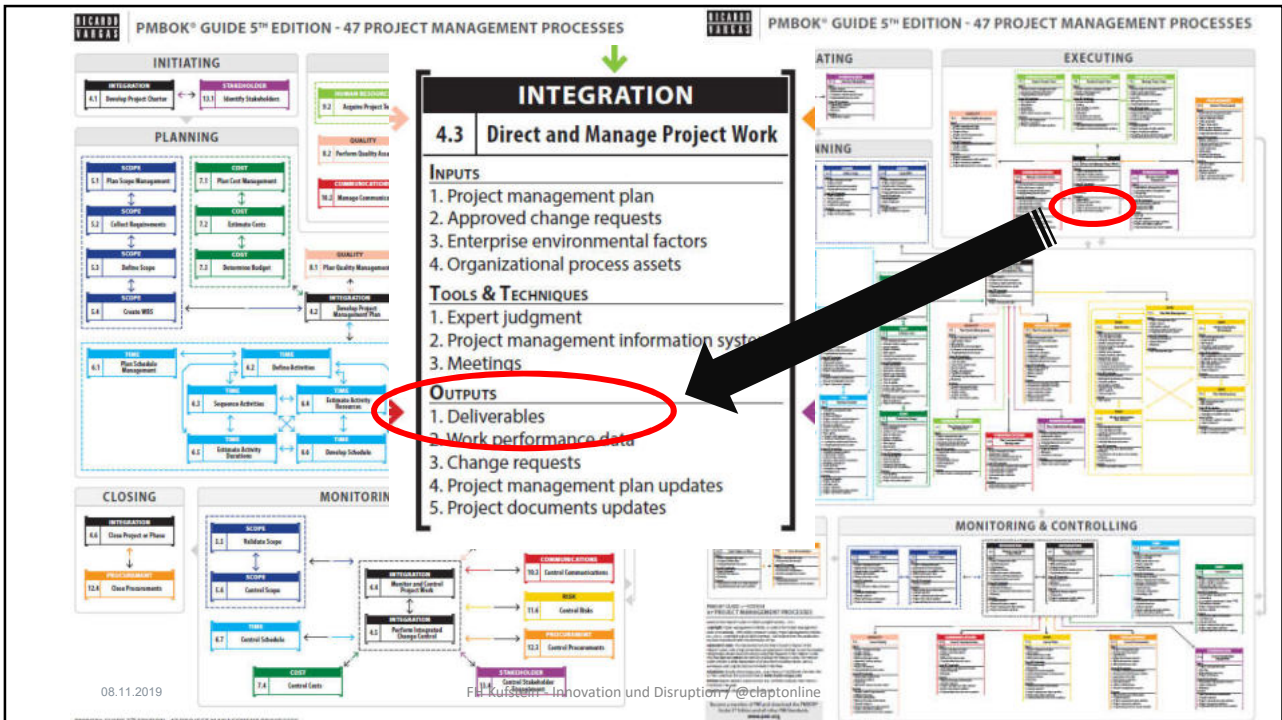
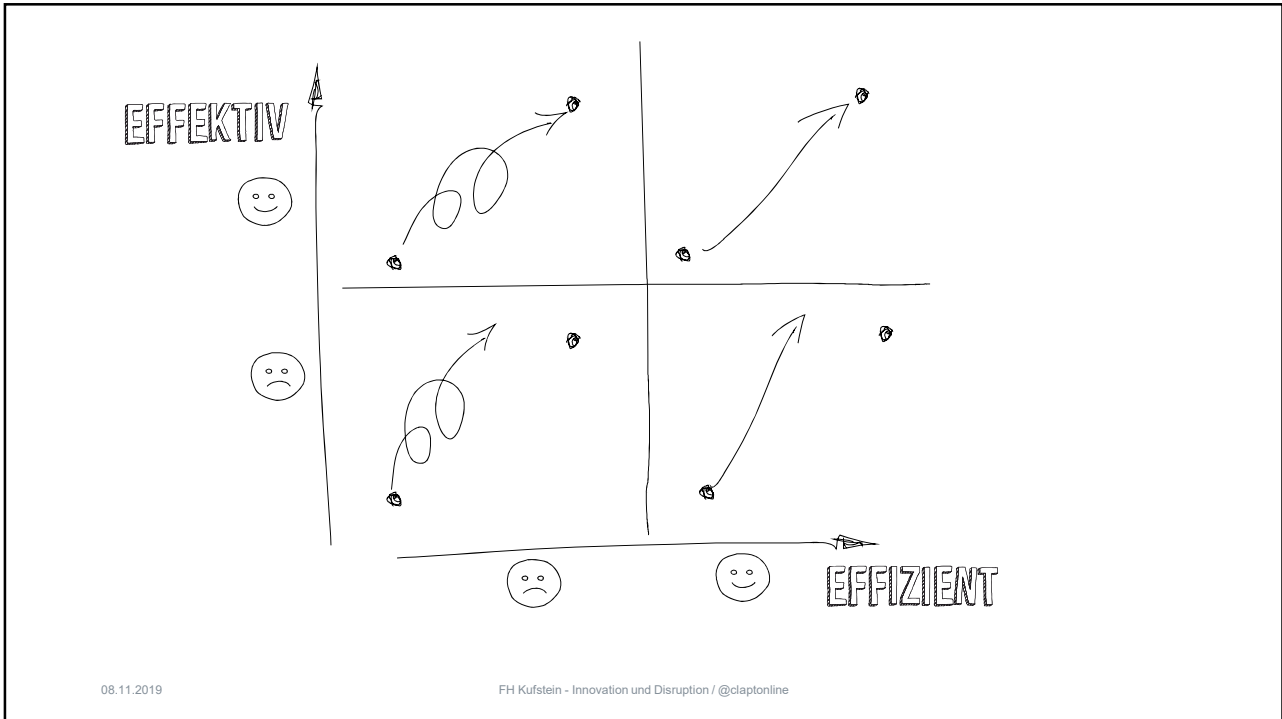


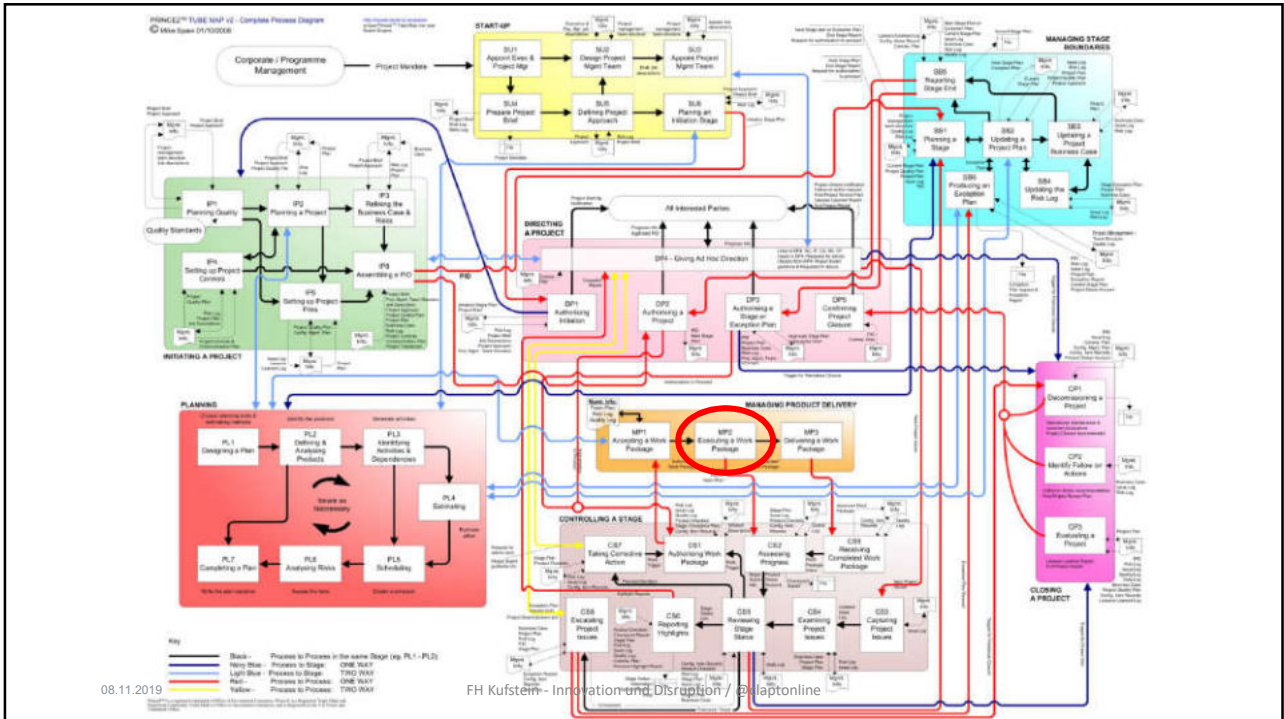
Henry Mintzberg (@Mintzberg141) – „Bedtime Stories For Managers“

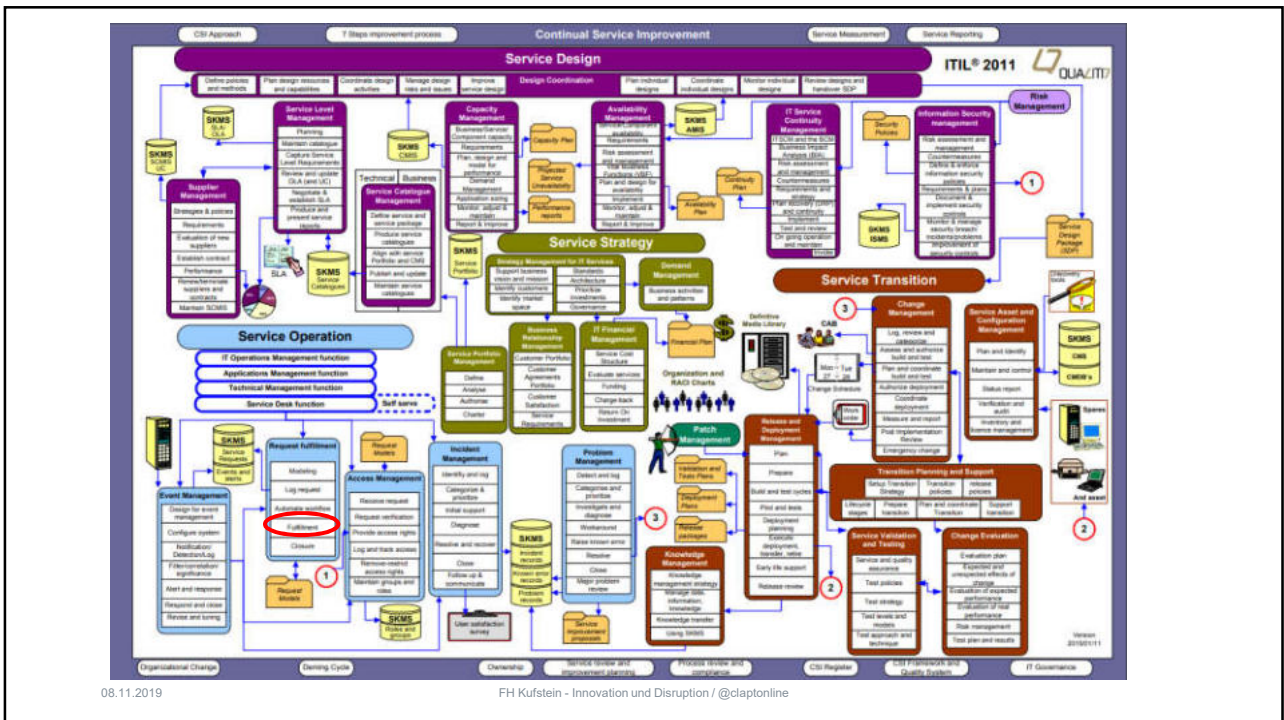
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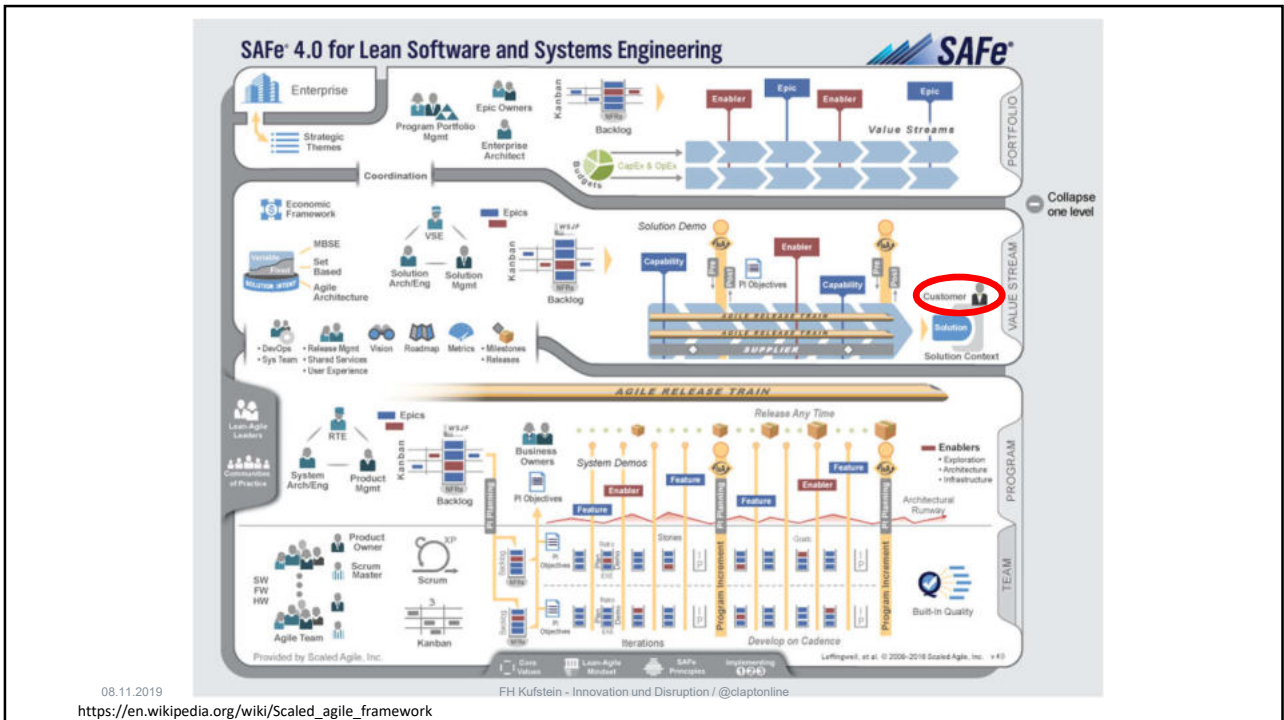






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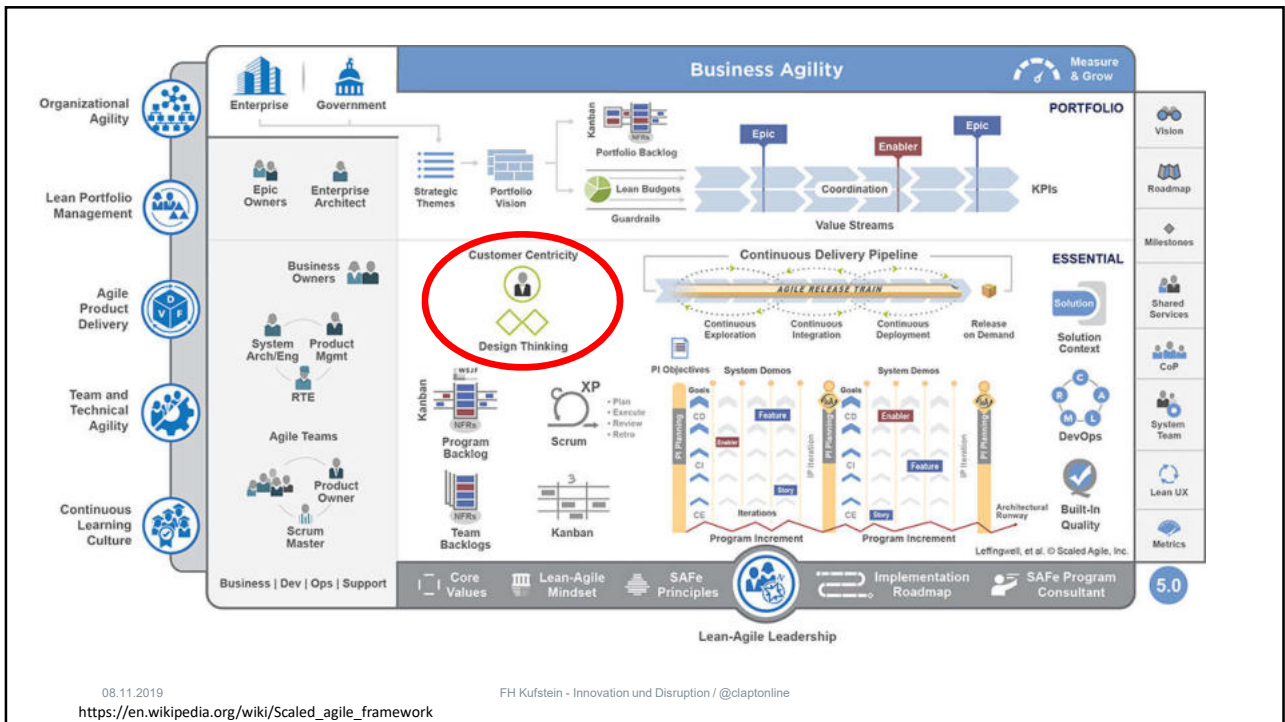
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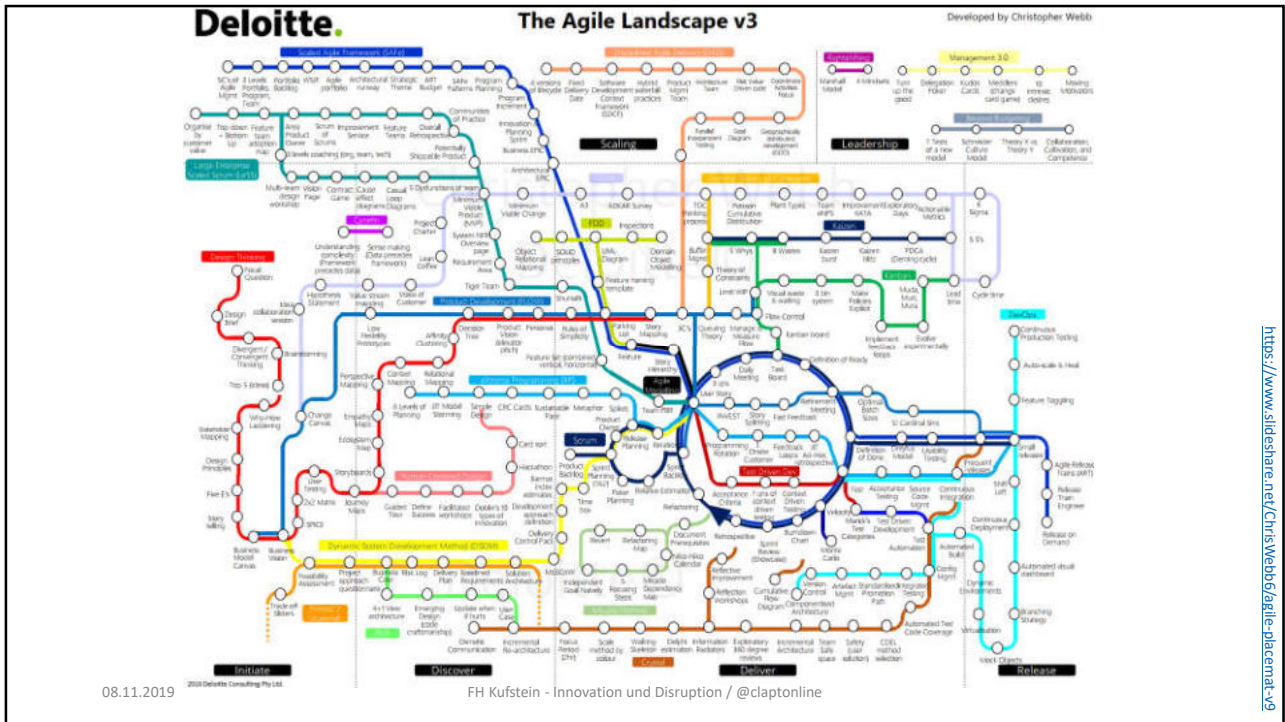
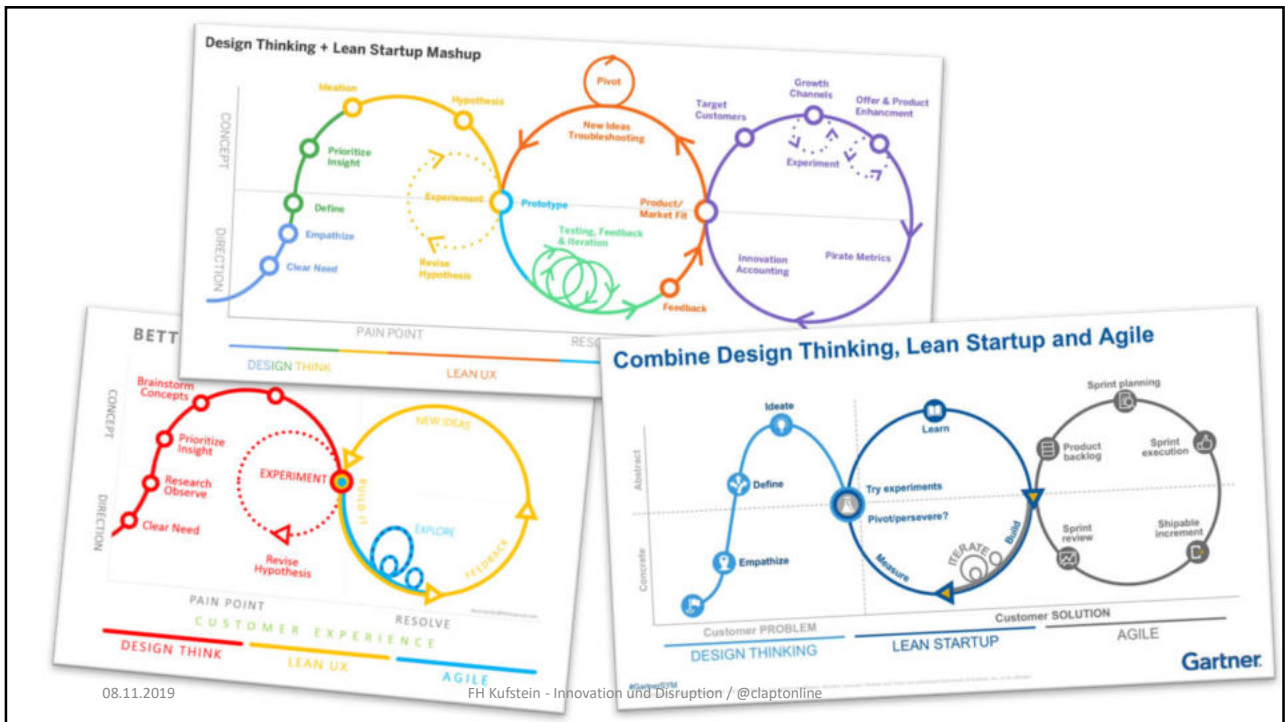
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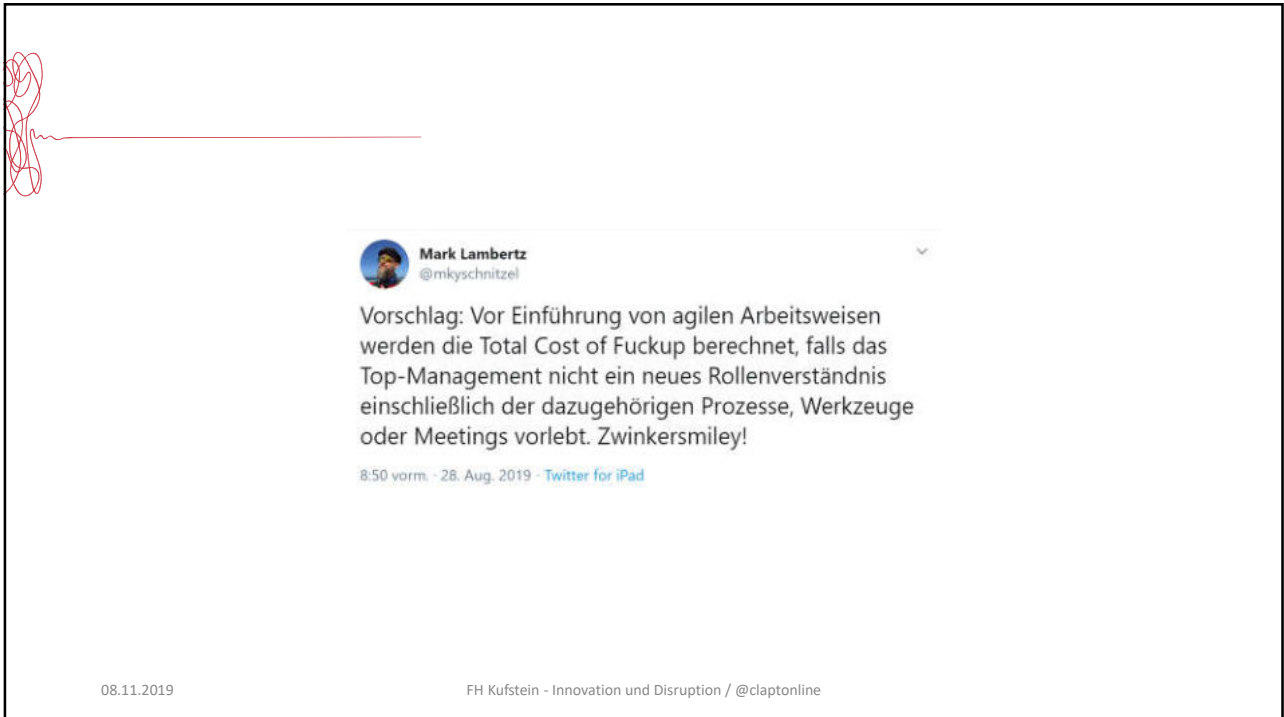
https://en.wikipedia.org/wiki/Scaled_agile_framework







https://www.slideshare.net/ChrisWebb/agile-landscape-v3



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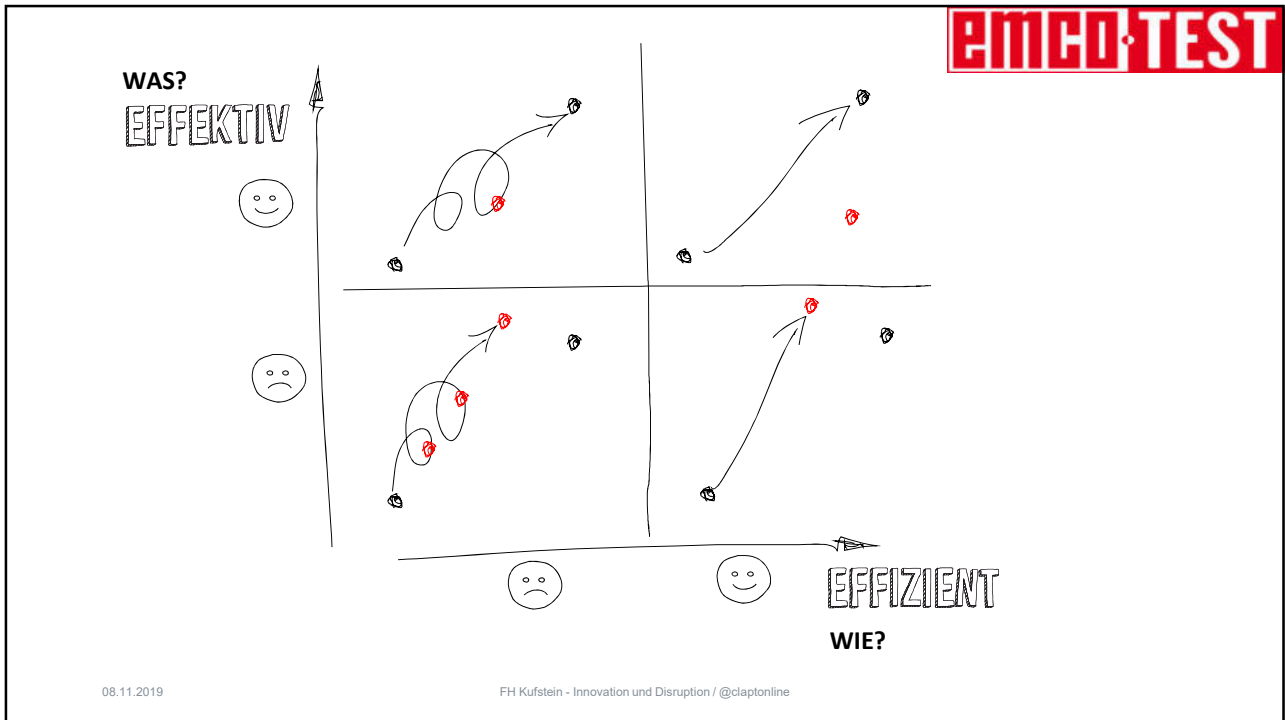
Volatility - Unbeständigkeit
Uncertainty - Unisicherheit
Complexity - Komplexität
Ambiguity - Mehrdeutigkeit

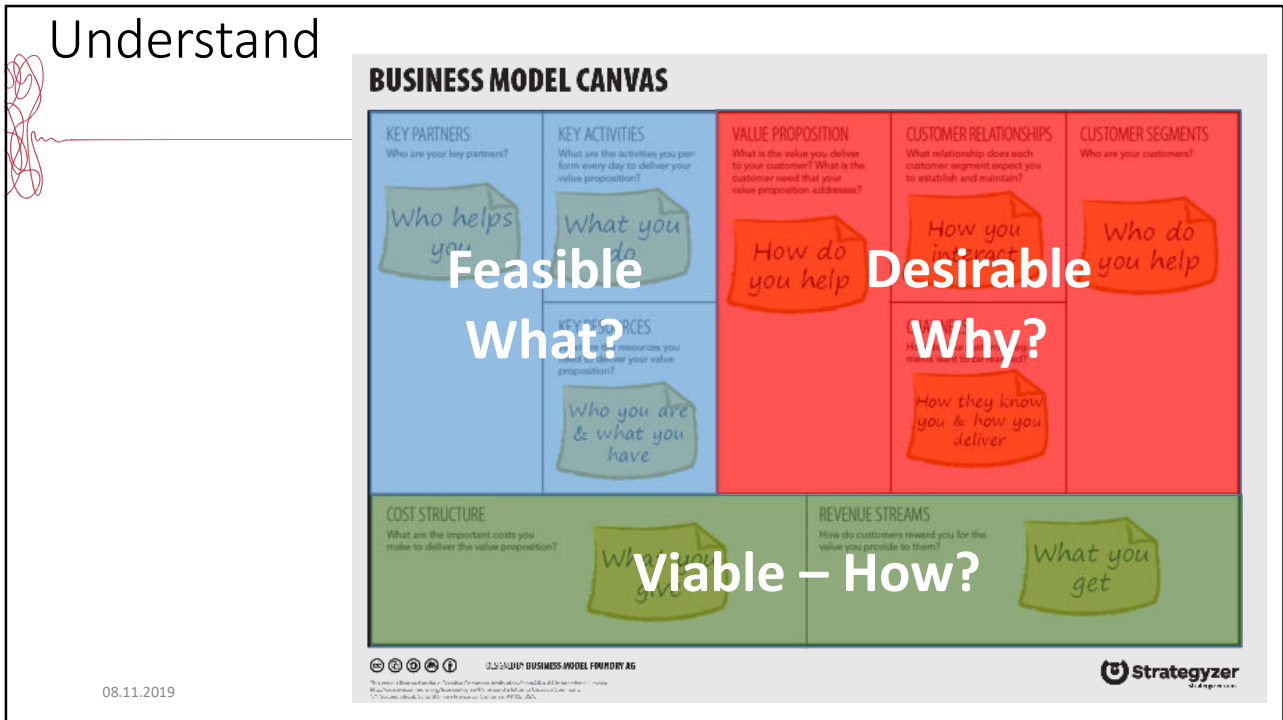
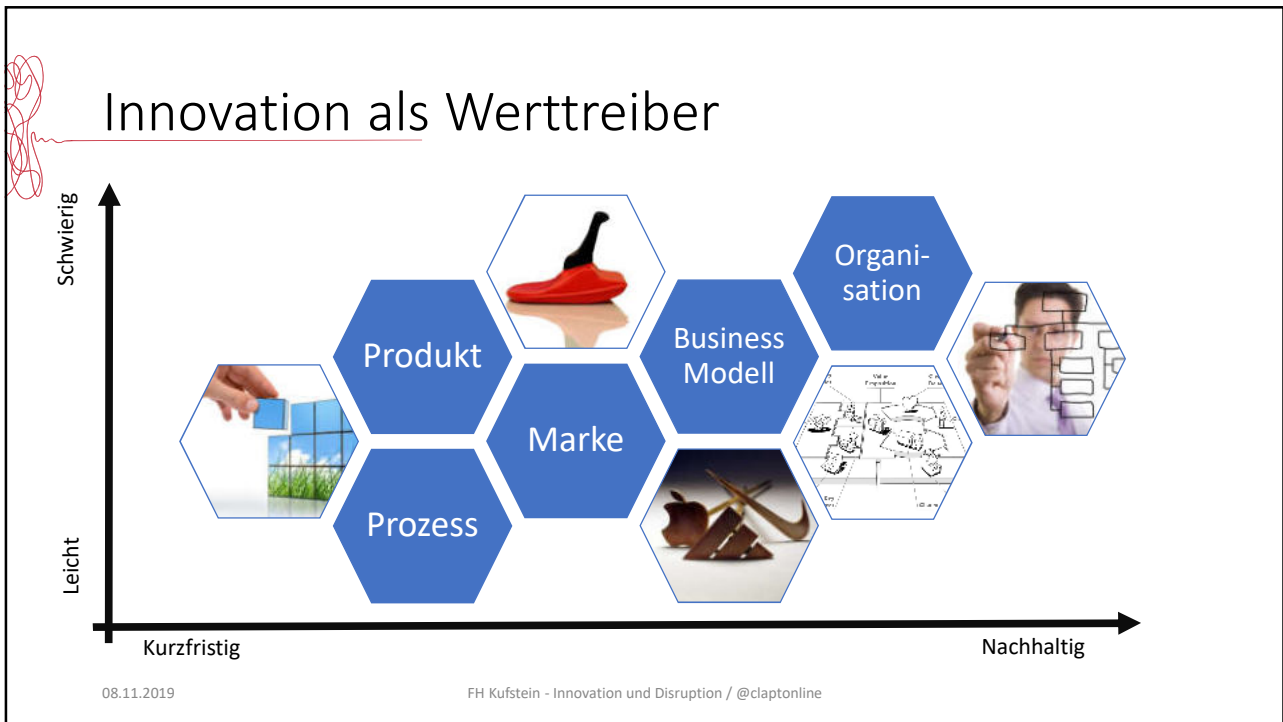
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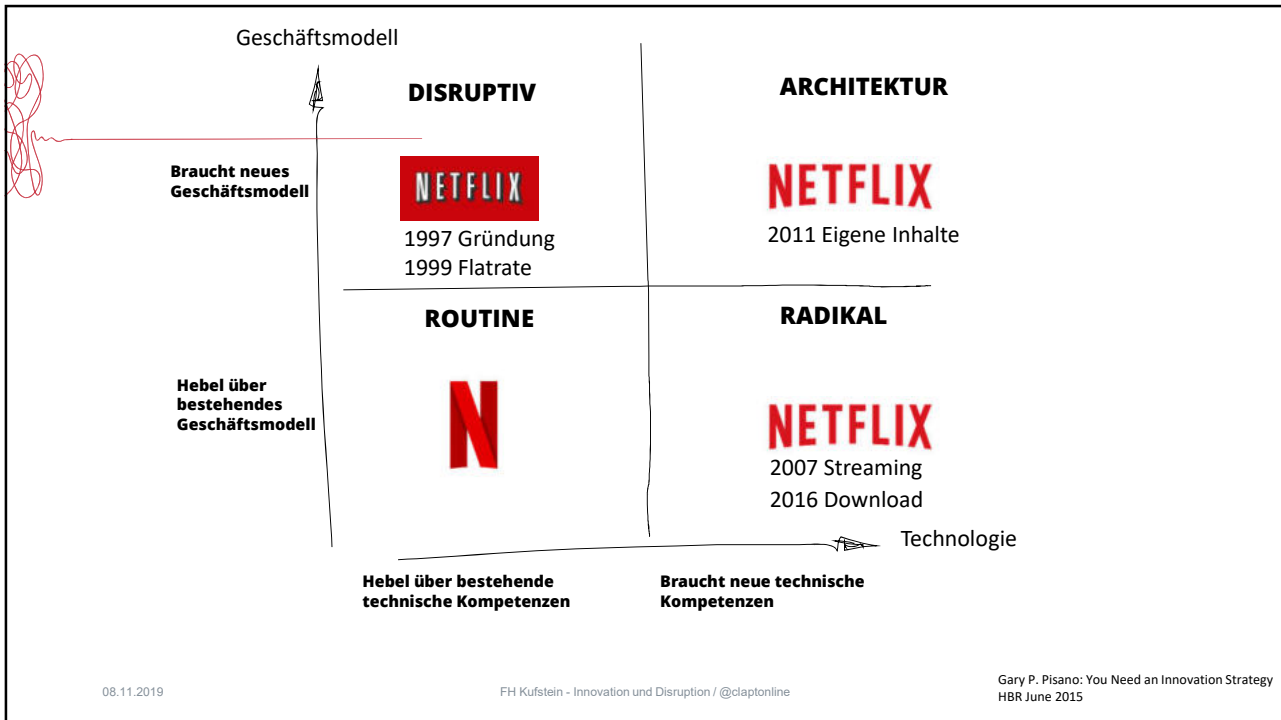
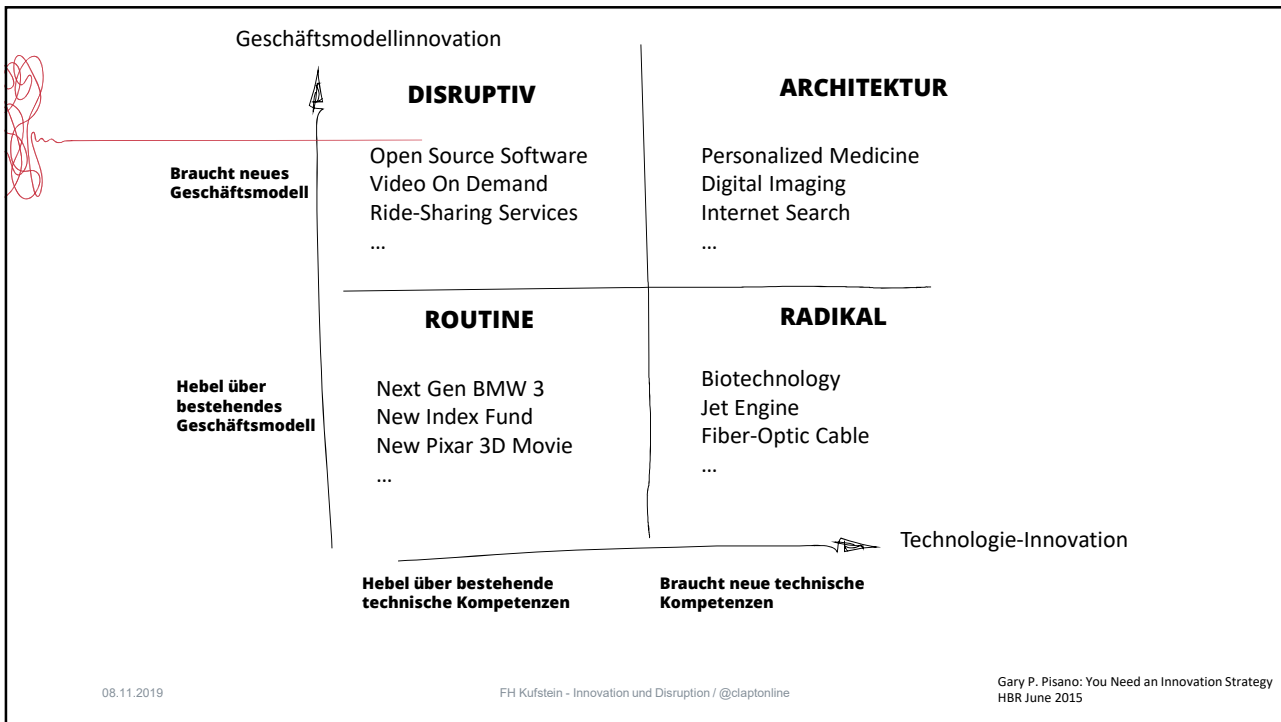
VUCA VS FUBAR

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Sahil Lavingia @shl

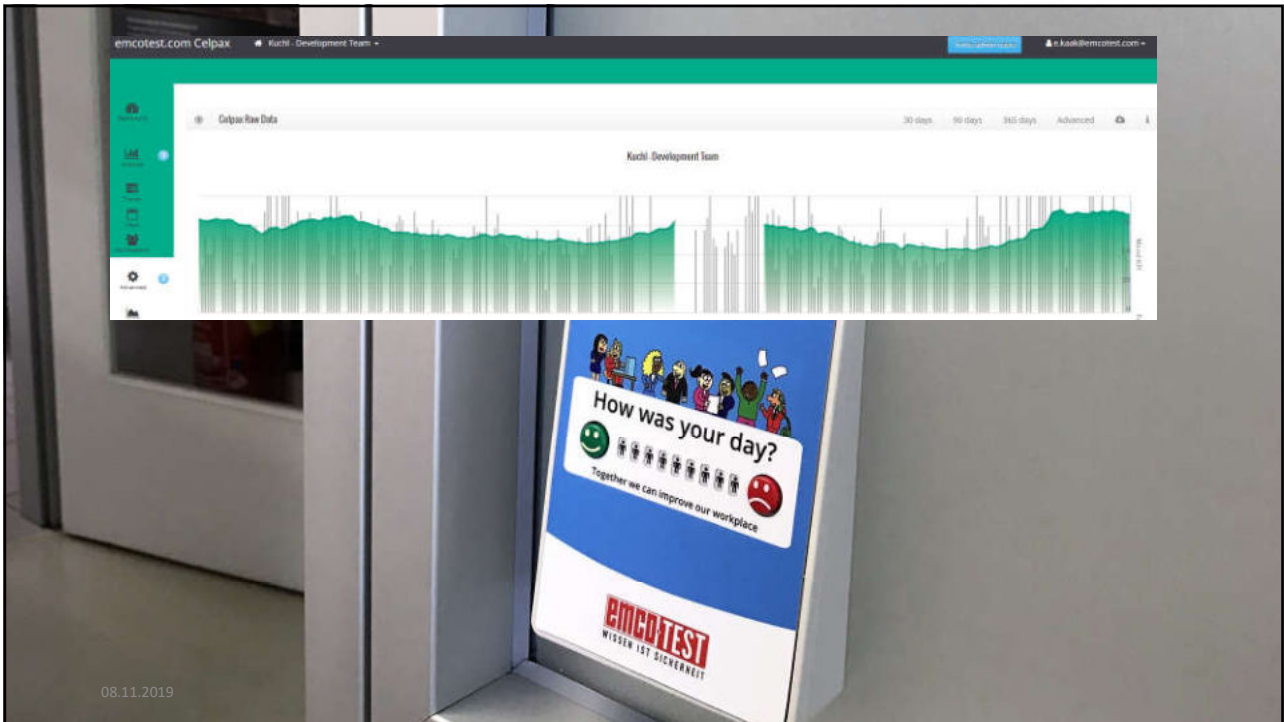
People don't want to use your software.

They want to lose weight, laugh, be entertained, get smarter, spend time with loved ones, go home on time, sleep adequately, eat good food, be happy.

Your product is only as good as the experiences it enables people to have.

[Tweet vertalen](#)
6:02 p.m. · 15 aug. 2019 · [TweetDeck](#)

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The image shows a computer monitor displaying a dashboard for 'emcotest.com Celpax' with a green header and a line chart titled 'Kuchl - Development Team'. Below the monitor is a physical survey kiosk with a blue and white design. The kiosk asks 'How was your day?' and features a row of 10 smiley faces for rating. Below the faces is the slogan 'Together we can improve our workplace' and the 'emcotest' logo with the tagline 'WISSEN IST SICHERHEIT'.

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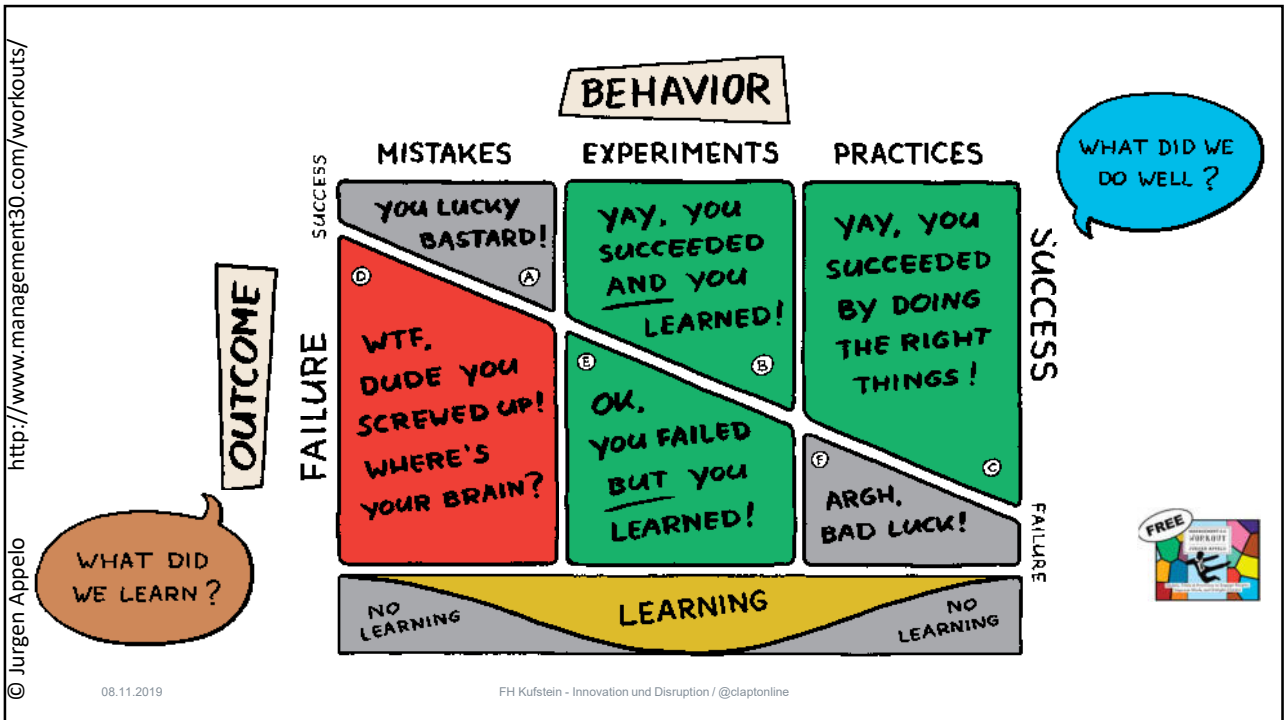
Trickkiste
Der Messerhersteller Emco-Test riggert Ideen und Innovationen seiner Kreativkiste mit ungewöhnlichen Mitteln.

1. **Lego Serious Play**
2. **Kudo Cards**
3. **Inspiro Cards**
4. **Moving Motivators**
5. **Lean Coffee**

«Das sind keine Maßnahmen, die wir einsetzen, weil sie big oder cool sind.»

Industriemagazin 10/2019

FH Kufstein - Innovation und Disruption





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#INKOMPETENZKOMPENSATIONSKOMPETENZ



EMCO-TEST

**CREATIVE
DESTRUCTION:
MASCHINENBAU, 4.0
UND PFERDEMIST**

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EMCO-TEST Prüfmaschinen GmbH

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