

# CHEMOVATOR

A subsidiary of BASF - We create chemistry

INCUBATING CHEMISTRY BUSINESSES

C



BIA Berlin Innovation Agency



#creating better organizations

## Darius Moeini

Founder @ Berlin Innovation Agency (BIA)  
Lead Trainer @ TOTAL SMO Project Booster 2021

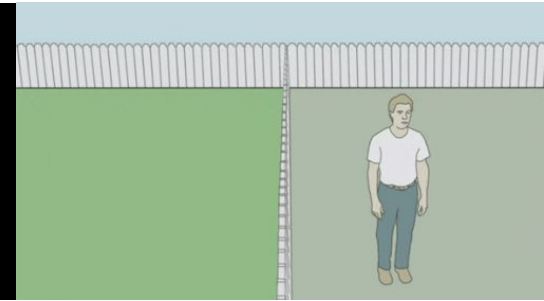
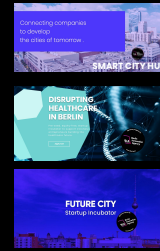
- 2y+ global consulting in business process engineering
- Played with 20+ projects and built 8 of them
- ◆ Startups: Yammy, b+1 media, Twister
- ◆ Agencies: Berlin Startup Consulting, NUMA Berlin, and BIA
- ◆ Programs: Smart City Hub, Startup Accelerator
- ◆ Killed ideas: coworking space, microservices, bio e-commerce...
- 50+ startups: Allyouneed, Clivey, Airbnb, Contentsquare
- 50+ corporates: Estee Lauder, Daimler, ThyssenKrupp...

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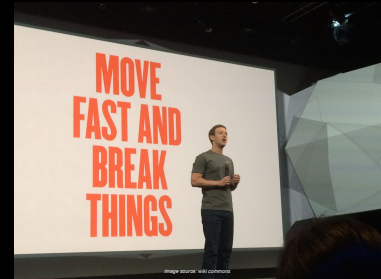
BIA Berlin Innovation Agency

- ★ Innovation Programs
- ★ Change Programs
- ★ Leadership Academy

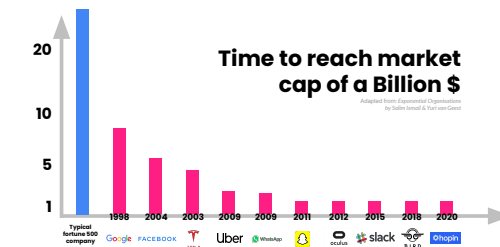
NEW WORK IN ACTION



## What are Startups good at?



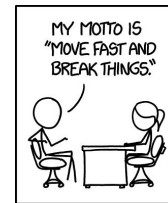
## Digital companies can grow exponentially



## Startup Superpowers

- Speed
- Agility
- Digital
- Momentum
- Mindset

...but startups also struggle with?



JOBS I'VE BEEN FIRED FROM

- FEDEX DRIVER
- CRANE OPERATOR
- SURGEON
- AIR TRAFFIC CONTROLLER
- PHARMACIST
- MUSEUM CURATOR
- WAITER
- DOG WALKER
- OIL TANKER CAPTAIN
- VIOLINIST
- MARS ROVER DRIVER
- MASSAGE THERAPIST

https://kxkd.com/142B/

## What are Corporates good at?



## Corporate Superpowers

- Excellence
- Stability
- IRL Operations
- Resources
- Experience

...but corporates also struggle with?



the world is:

- ★ Volatile
- ★ Uncertain
- ★ Complex
- ★ Ambiguous

meanwhile in large organisations:



**McKinsey & Company**  
 In 1926, the life expectancy of an S&P 500 company was 90 years. By 2010, it was 14 years and studies show that it's getting even shorter. No wonder more and more companies are looking at how they can become a more agile organization. bit.ly/2W9w9ey

**Gallup Workplace**  
 Globally, 86% of employees are either not engaged or are actively disengaged at work. Learn to counteract a lack of engagement in your organization by reading @Gallup's latest perspective paper. on.gallup.com/?q=9xUB  
 #EmployeeEngagement #Changingtheworld #Gallup

CORPORATES



STARTUPS

Future-proof organisations are **hybrid, ambidextrous**

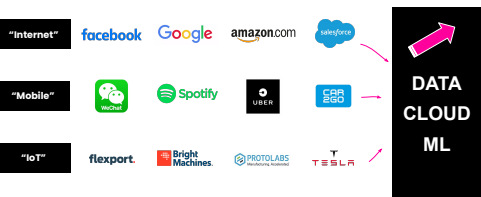


- Speed
  - Agility
  - Digital
  - Momentum
  - Mindset
- Excellence
  - Stability
  - IRL Operations
  - Resources
  - Experience

...so what? We are an **industrial company.**



The third wave of disruption hits **industrial companies**

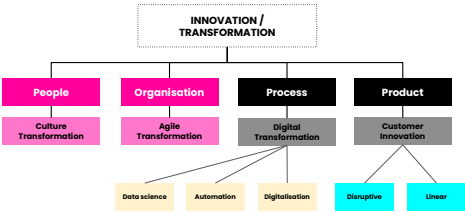


Okay.  
 Let's transform.

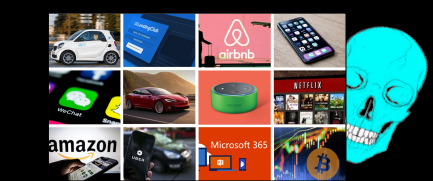
Transform what exactly?

Everybody lies.

Clarity & honesty are paramount success factors



b2c cases everywhere, what about b2b?



**Distribution Channel Innovation**

Stahlbleche (10 Produkte gefunden)

Luhtblech Hx 2.00-2.50, Stahl DC01	Details, Varianten & Preise
Luhtblech Hx 6.00-6.70, Stahl DC01	Details, Varianten & Preise
Luhtblech Qg 10.00-12.00, Stahl DC01	Details, Varianten & Preise
Luhtblech Qg 10.00-12.00, Stahl feuervers. Vormaterial Z100.140	Details, Varianten & Preise
Luhtblech Qg 10.00-14.00, Stahl DC01	Details, Varianten & Preise

**Process Innovation**

flexport

**Production Innovation**

**Product (Hardware) Innovation**

Qualcomm Halo™  
 One powerful parking spot.

**Product (Software) Innovation**



Data & Cloud are the enablers of scaled tech.



**Challenge Case**  
 Open Innovation

Waste Trucks as Sensor Platforms

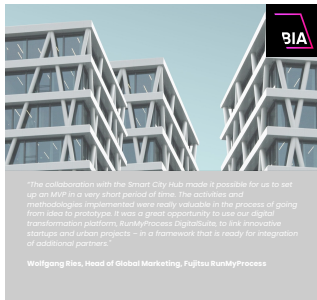
Alba Group, a leading global recycling and environmental services company with headquarters in Berlin, developed qualified applications in collaboration with Vialytics, a Stuttgart-based machine learning startup, to turn recycling vehicles into smart sensor platforms. The first application focuses on street-quality (potholes, blockages & weather-condition) and can be extended to be applied to other urban systems.



**ALBA**  
 ALBA Group, Innovation Manager, ALBA Group

**Digital Transformation for Smart Buildings**

Fujitsu and Fujitsu RunMyProcess, in collaboration with the startups Comyo and LeafTech, developed a portal for building managers, offering a menu of individually selectable and configurable services for building management. The cloud portal, called RunMyBuilding, launched the MVP with the 2 startup sample services in energy management and access management, but plans to onboard many more.

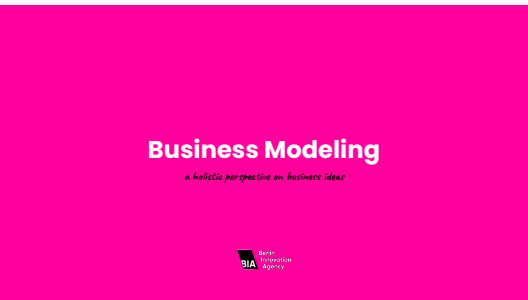


"The collaboration with the Smart City Hub made it possible for us to set up an MVP in a very short period of time. The activities and methodologies implemented were really valuable in the process of going from idea to prototype. It was a great opportunity to use our digital transformation platform, RunMyProcess digital suite, to link innovative startups and smart projects – as a framework that is ready for integration of additional partners."

Wolfgang Bies, Head of Global Marketing, Fujitsu RunMyProcess



**What does it mean for BASF?**



**Business Model Canvas**

*This quality of ideas cannot last out when you don't need help in your business and financial modeling. You do!*

**Why working with a Canvas?**

- 1-page Business Plans
- Can be used for any concept
- Simplified version of a complex concept
- Work-in-Progress, Iterative (Revised often)
- Holistic view on a business model
- Visual description (use 1 post-it per message, color code when necessary, show dependencies)

**Business Model Canvas:** Better for existing business models and if you are looking for more operational details. Can be accompanied by Value Proposition Canvas.

**Lean Canvas:** Better for fresh ideas with a focus on Problem discovery. Simpler and faster.

**The Business Model Canvas**

Start here!

FEASIBILITY | DESIRABILITY | VIABILITY

If you want to dig deeper for the value proposition, you can work with the VP Canvas, also by Strategyzer.

**The Business Model Canvas**

<b>PROBLEM</b> 1	<b>SOLUTION</b> 4	<b>UNIQUE VALUE PROPOSITION</b> 3	<b>UNFAIR ADVANTAGE</b> 9	<b>CUSTOMER SEGMENTS</b> 1
<b>KEY METRICS</b> 8	<b>CHANNELS</b> 5	<b>REVENUE STREAMS</b> 6		
<b>COST STRUCTURE</b> 7				

★ **WORKSHOP TIME** ★

**Think like a Startup**  
*modern innovation methods*

Context of [entrepreneurship] | [management in unpredictability]

Problem	known	known
Solution	known	un-known

Waterfall, Traditional Management

Context of [entrepreneurship] | [management in unpredictability]

Problem	known	known	un-known
Solution	known	un-known	un-known

Waterfall, Traditional Management | Agile Methods, e.g. Scrum | Design Thinking

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Waterfall, Traditional Management | Agile Methods, e.g. Scrum | Design Thinking | Lean Startup

Double Diamond: 2 rounds of **diverging & converging**

Design Thinking focuses on the users real needs

While traditionally the focus of the innovation process has been to find the overlap of

- ECONOMIC VIABILITY and
- TECHNICAL FEASIBILITY,

Design Thinking makes sure not only to add, but to start with:

- HUMAN DESIRABILITY

The 5 **user research** stages of Design Thinking

**Empathize:** Interviews, Shadowing, Desk research

**Define:** Persona, Experience, Problem Statement

**Ideate:** Brainstorm, Creative methods, Prioritize

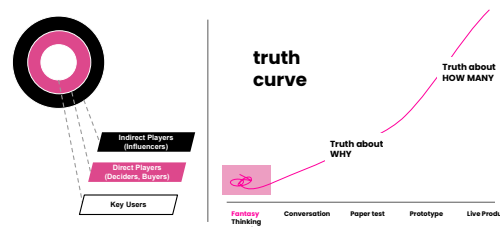
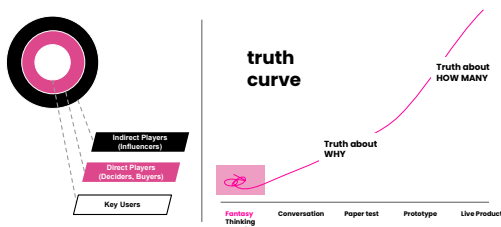
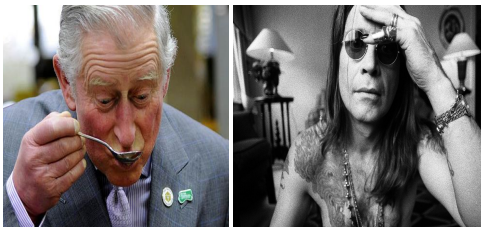
**Prototype:** Wireframes, Storyboards, Concept pitch

**Test:** User feedback, A/B testing, Iteration



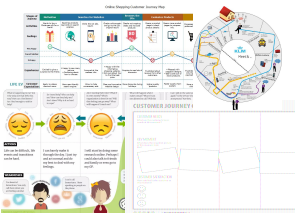
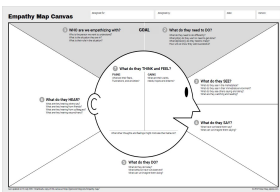
think of this person:

very famous, **born in 1948**, male, **raised in the UK**, married, **wealthy**, has children, **like dogs**, loves the Alps



- User Interviews**
- Best case you can shadow your users, but in most cases you can only interview them. Differentiate between research and interview questions.
- Avoid closed questions (yes/no)
  - Avoid average questions (leave no room for self-perception, e.g. "which newspapers do you read?")
  - Avoid biased questions
    - Leave room for surprises (what are your unknown unknowns - e.g. what would you do if you had a magic wand?)
  - Be naive: you are not the user
  - Listen more than speak
  - Ask why why why !!!

Empathy maps can be a powerful tool to collect learnings and reflect on insights.



- User journey / experience mapping**
- Understanding the end to end experience across channels, touchpoints, etc. of your users, buyers, and influencers. This will also help you understand the money, transactions, tech, and data flow.
- Key phases / moments
  - Touchpoints / actions
  - Needs per touchpoint
  - Pain points & High points
  - Information / channel
  - Tech / device
  - Software / data

**Clark Andrews**

- User / customer persona**
- Creating a realistic archetype that you can relate to and design your product and business for. Remember: Traditional customer segmentation puts Prince Charles and Ozzy Osbourne in the same bracket. This helps you to understand their differences in behaviour. Add following information:
- Biographic data
  - Pictures, quotes ...
  - Relevant behaviour
  - Relevant interests
  - Needs, pain points
  - Goals, High Points

**Joana**, the business traveler.  
**Andreas**, the lifestyle aficionado.  
**Dennis**, the tourist.  
**Jessica**, the local.

What are your assumptions about your business model, your idea, your users, buyers, their needs, ... ?

What do you KNOW?  
 What is an assumption?

Start talking to people NOW.



BIA Berlin Innovation Agency

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