

# Challenge #4

## The Disruptive Innovation Framework Challenge

# The Disruptive Innovation Framework Challenge

And its motivation

## How might we ...

develop a framework that allows small and medium sized enterprises like LAUDA with quite limited innovation and human resources, to continuously and automatically monitor the latest innovations that might disrupt their business models in order to make data driven strategic decisions?

## About your Partner:

We help our customers' users to become more successful in their industries. To do this, we develop digital products and business models along the customer journey. To increase the availability and performance of equipment and systems, but also to optimize the benefits. With measurable business impact. To achieve this, we are continuously expanding our ecosystem by investing in startups and co-creating with partners. We are new.degree - The LAUDA Digital Innovation Hub. We are part of LAUDA DR. R. WOBSE GmbH & Co. KG, the world leader in precise temperatures.

## Why this Challenge?

Even the most successful business and market leaders face customer, competitive and business growth challenges. Many successful companies fall victim to evolving technologies and disruptive innovation. This is due to their inability to anticipate change and adapt it. Any business can be blindsided by sudden changes and disruptions in the market. This is true especially for the SME's since they cannot invest huge amount on innovation and other expenditures such as technology, brand, human resources etc. Increase in the R&D expenditures of larger companies not only helps them stay ahead of innovation & technology but also maintain their dominant positions in global market which is a crucial aspect for the SMEs. Hence SMEs should find new ways with their available resources to protect their business against emerging innovations.

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## How do we get there?

Within 14 weeks the matched interdisciplinary teams working on the New Degree challenge will tackle the challenge by applying a Design Thinking and Lean Startup approach to come up with human-centred solutions that add real value for their identified target market.

At first they will do a Deep Dive into user and customer research of LAUDA but also other companies around the world to develop a holistic view of the challenge and its underlying problems and needs. From understanding the daily work of new.degree's employees, personal needs and motivational factors to understanding the behavior and needs, the job of the teams will be to look inside the company with a lot of curiosity but also analyse external best practices. The teams will find who else in the market faces the same underlying problems to scope the total market opportunity for any kind of solution that they will develop. Starting with a broad challenge statement the challenge partner and our coaches will help the teams to uncover concrete problems, user stories and needs that really matter. Based on the findings as a team from interviews, observation and market research we will develop a joint problem understanding and look for fields of opportunity to design the best framework to monitor the latest innovations that will potentially affect the business model of LAUDA.

This problem understanding will be the strong foundation for the prototypes. In the second stage, the prototyping, the teams will first co-create a lot of different solution ideas. After receiving initial feedback and selection the most promising ideas they will build rapid prototypes with our trainers. The prototype can be everything addressing the core need they have identified. From hardware to software, from product to service - their creativity is the limit. Their biggest challenge: prototype what matters!

In the last stage of the Corporate Campus Challenge it's about making the idea tangible, scalable and functional. The teams will test and iterate the prototype together with the target market, most important stakeholders as well as with the city administration office employees to get a first reality check. We will help the teams to facilitate learnings from potential customers, users and improve your prototype until the finals. Besides that, the coaches will help them to get a first estimation for a business case and how they can scale their solution. Finally, we will develop a perfect pitch that combines all elements of the learning journey that the teams will present on our big graduation event.

# Readings and Links

related to this challenge to get started and understand context  
(e.g., links, websites, reports, press releases, trends,...)

- <https://hbr.org/2015/12/what-is-disruptive-innovation>
- <https://www.christenseninstitute.org/disruptive-innovations/>
- [https://link.springer.com/chapter/10.1007/978-3-658-34166-4\\_4](https://link.springer.com/chapter/10.1007/978-3-658-34166-4_4)
- <https://link.springer.com/book/10.1007/978-3-662-64515-4>
- <https://www.gsb.stanford.edu/faculty-research/books/lead-disrupt-how-solve-innovators-dilemma> (new edition:  
<https://www.amazon.com/Lead-Disrupt-Innovators-Dilemma-Second/dp/150362952X>)

# Your **Contact** at New Degree



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