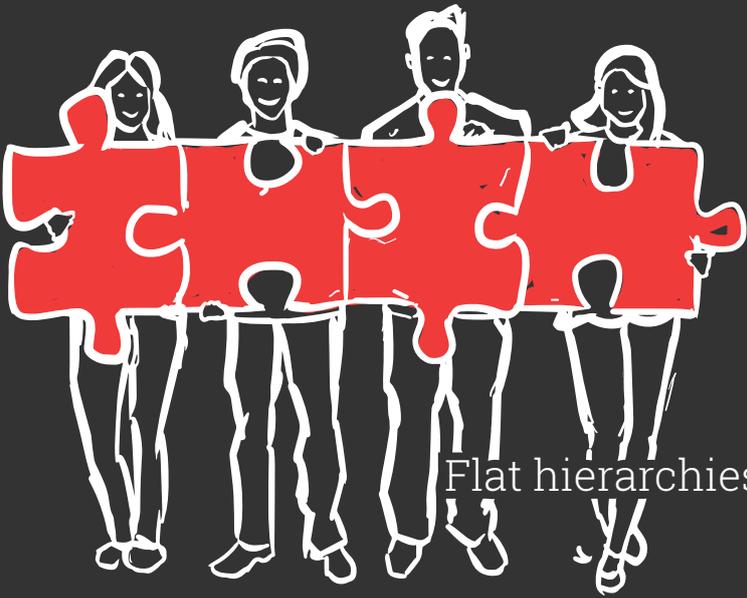
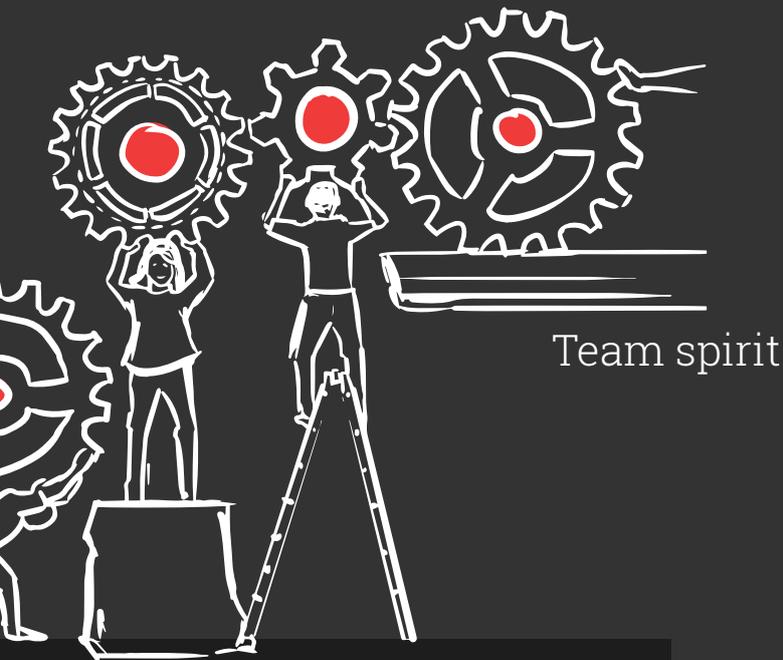


Home-grown competency model



Flat hierarchies

## ETVENTURE'S ECOSYSTEM FOR TOMORROW'S WORKPLACE



Team spirit



Equality

Issue 11

# Highlights

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## ETVENTURE FACTS Q4/2016



200+ digital experts and entrepreneurs



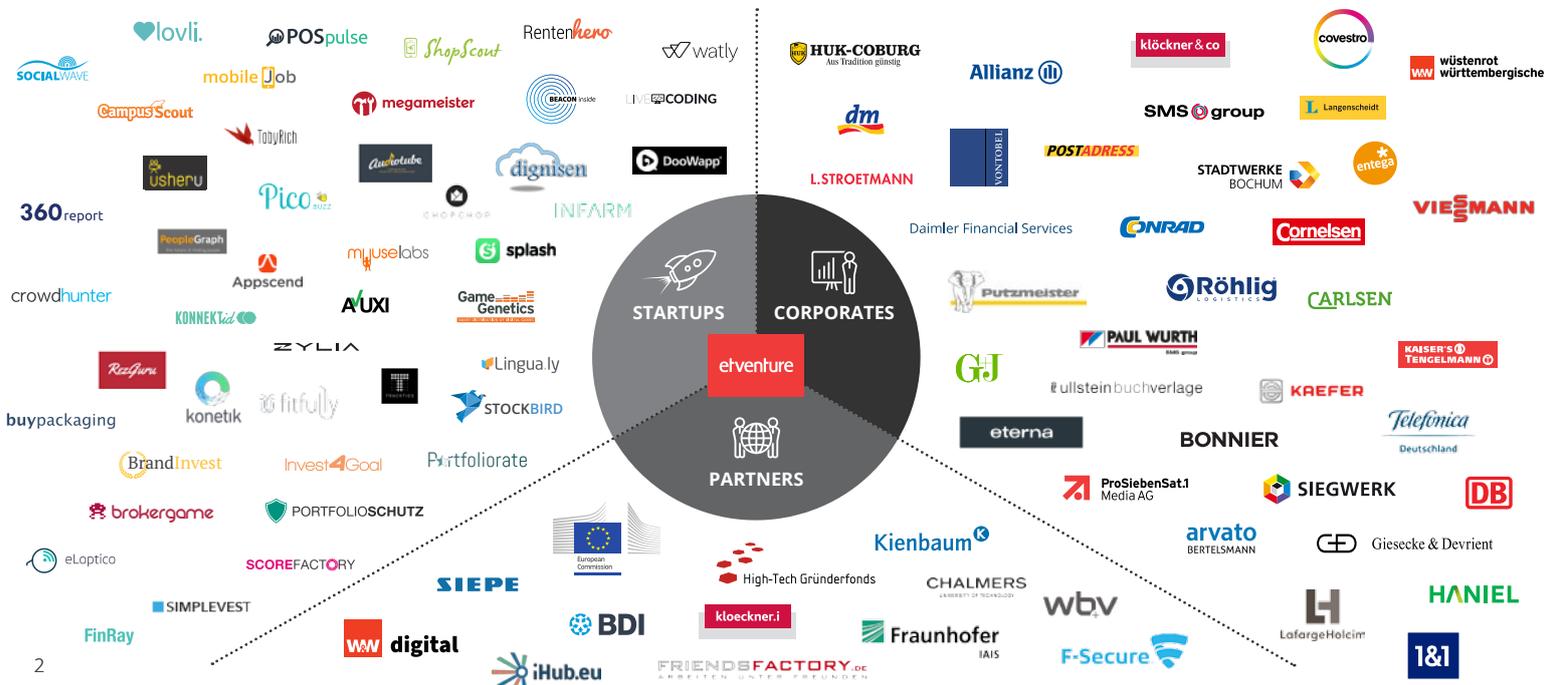
10 locations



50+ startups and corporate businesses



## OUR NETWORK OF STARTUPS AND INDUSTRIAL & PUBLIC SECTOR PARTNERS





## A WELCOME FROM THE FOUNDERS

Dear partners and friends,

For traditional companies, introducing a digital business model calls for more than just technological changes — successful digitization is inextricably linked with a transformation of the company's culture. The era of rigid hierarchies is long gone. Control mechanisms and bureaucracy present a barrier to innovation and speed.

With digitization, the human factor is crucial. Evidence shows that a team will be more dedicated and more productive if its members strongly identify with their company. To achieve this, transparency, openness and flexibility represent key factors, but responsibility and trust take the center stage. Exemplifying these values in a consistent manner is a critical factor for success. For this reason, our goal is to create an innovative ecosystem for tomorrow's workplace, along with a company culture that is open and agile. In this issue, our leading article (beginning on page 6) focuses on our findings and success stories.

A look at our culture on the one hand, and the essence of our brand on the other show how numerous newly founded companies, business divisions and joint ventures paint a picture of etventure's growth. In order to highlight our shared identity, make use of synergies, and combine forces, we have created a uniform branding. This serves as a reflection of the way we are now mapping the entire value creation chain for innovation projects (pages 4 & 5).

etventure is breaking its own records. Over the last year, etventure has developed and built up nearly 100 of its own digital entrepreneurs. These digital talents are now either building independent startups or successfully providing digital support for companies on the market and guiding the process of digital transformation. In the period between October and December 2016, another 30 new employees have joined etventure. These new additions have brought on board more leadership and management staff — including the

new Managing Directors in New York and Zurich. We are furthermore delighted to execute projects for a wide range of new clients all over the world (page 11 onwards). In the same vein, our startups and subsidiaries are yet again looking back on a year of outstanding successes (page 18 onwards).

Even leading German media outlets are now aware of our success, particularly in relation to our methods and execution. For example, the magazine Der Spiegel spent six months observing a client project with the SMS group.

This new edition of the etventure "Highlights" contains plenty of background information and stories from the four business divisions: Corporate Innovation, Startup Hub, People & Education and Innovation Spaces.

We hope you enjoy reading it!

Philipp Depiereux, Philipp Herrmann, Christian Lütcke, Björn Wettergren

# ONLY TRUE ENTREPRENEURS DRIVE DIGITAL BUSINESS

The rapid growth of eventure has led to the emergence of numerous business divisions and new companies, all of which share **eventure's DNA: they have an entrepreneurial mentality and are fully focused on clients and execution.** To communicate the shared identity of the business divisions in a visual way, we have created a uniform branding.



eventure

Startup  
Hub

We build successful startups within the digital sector. Our accelerator and incubator programs help to grow startups, and we actively support and promote startup ecosystems.



It is enjoyable and exciting to follow the business development activities of such a professional startup builder. I am already curious to see what the next milestones will be.

Hartmut Ostrowski, Business Angel, former CEO of Bertelsmann AG



eventure

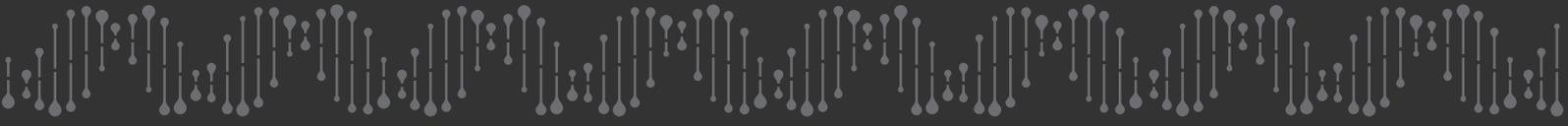
People &  
Education

We provide executive education for managers and develop successful digital entrepreneurs – or entire digital teams – for companies.



Successful digital transformation relies on the work of the managerial staff and specialists who shape the transformation process. The unique way with which Unternehmer-Schmiede combines recruitment with the structured development of digital entrepreneur skills provides us with crucial support. It allows us to train the right junior staff for these tasks, which in turn means we can press ahead with the overall digitization of TAKKT AG.

Felix Zimmermann, CEO of TAKKT AG



etventure

## Corporate Innovation

We assist companies with digital transformation, developing new digital business and establishing their own digital units.

SMS group



In the age of Industry 4.0, the engineering sector is facing great upheaval. etventure has proven to be the perfect partner for the digital transformation of the SMS group. We are very impressed with the entrepreneurial spirit and ability to implement ideas demonstrated by the etventure team. This partnership will enable us to successfully overcome the new challenges of digitization.

Burkhard Dahmen, CEO of SMS group GmbH

etventure

## Innovation Spaces

We offer creative spaces for working innovatively – both for startups and established companies.

HANIEL

kloeckner.i

v&w digital

SMS digital



With etventure's support, we have founded our digital unit Schacht One, which acts as an accelerator for the digitization of our portfolio. Together, we develop ideas for digital products and processes and keep their time-to-market horizons short. The businesses in our portfolio benefit hugely from etventure's expertise in the areas of digitization and project execution.

Stephan Gemkow, CEO of Franz Haniel & Cie. GmbH

# ETVENTURE'S ECOSYSTEM FOR TOMORROW'S WORKPLACE



The etventure team at the 2016 summer team event in Berlin

A new way of thinking is catching on among German companies. Digitization demands rapid decision-making and constant innovation. Experimentation rather than perfection is the key. While many companies are only just beginning to think this way, here at etventure, this mindset is at the core of our philosophy and identity.

etventure is the driving force for developing new, progressive company cultures and working environments. What will work look like in the future? How can we satisfy the wants and needs of our employees? And how can we ensure that our vision of a modern company becomes a reality?

Here at etventure, we have been tackling these questions in great depth over the last few months. We have always been very aware that a company's success cannot be measured by figures alone. Over the last six years, our employees have been the people behind our success stories – they are the ones who have made etventure the company it is today.

## Despite continuing growth, the company retains its startup spirit

We are proud of our startup spirit,

our execution skills, flexibility and speed, as well as our informal atmosphere and the strong cohesion within the etventure team. It is this unique combination that makes etventure so special. The company's consistently high rankings on kununu, Germany's largest employer evaluation platform, further highlight etventure's top position as an employer, ranking at the very top, with a score of 4.5 (out of 5). This rating takes into account all kinds of factors, including the atmosphere in the workplace, manager conduct, equality and the work-life balance. etventure has received consistently high scores

The product management team at the etventure hackathon



4,54



KUNUNU SCORE



in all areas, which explains how the company has become a favorite among employees.

We receive over 100 job applications every week, and the etventure team has now grown to more than 200 entrepreneurs and digital experts.

However, we do not want to rest on our laurels. We want to keep on growing and investing in the development of our employees, while continuing to maintain the special DNA of etventure. The goal is to create an innovative ecosystem for tomorrow's workplace, along with a company culture that is open and agile.

Over the past few months, we have formed new structures and developed employee incentives based on our numerous in-depth discussions with etventure employees.

### Developed in-house: a new kind of competency model for working innovatively

These new structures include the competency and mentoring models that we use to address employee requests for structured forms of continued professional development.



In cooperation with our teams, we have developed our own new models, because the standard models on the market are outdated and incompatible with Work 4.0, our working practices and our innovation methods. We use our own tried and tested methods – even for these internal matters. In keeping with

these methods, the competency and mentoring models were initially tested and optimized as imperfect MVPs (minimum viable products). After this, they were rolled out step by step across the whole company.

The etventure competency model is not a traditional framework. Instead, it features the specific competencies that are needed for successful innovative work in the age of digital transformation. Our innovative approach is also reflected in the ranking and monitoring process: first, employees rate their own abilities in different areas. An employee-run committee then checks this self-assessment and documents the improvements at regular intervals. This process allows us to ensure that individual development is not

dependent on a few senior managers who may not be able to correctly assess the skills of each person.

This new tool is supplemented by a mentoring model, whereby every etventure employee is given a mentor. This mentor acts as the contact person for the employee's personal development. In cooperation with his mentor, the employee defines goals and develops a plan to build up new competencies. Nevertheless, each employee still needs to be the driving force for his or her own development.



### Employee profit sharing

In addition to our work in the area of continued professional development, we also want to keep strengthening employee involvement and the sense

Continued professional development and learning together



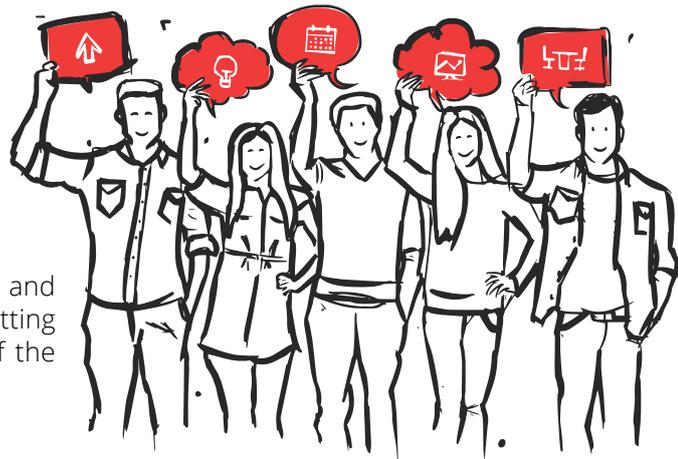
## ETVENTURE'S ECOSYSTEM FOR TOMORROW'S WORKPLACE (CONTINUED)

of togetherness at etventure. An important step towards this goal is the ESOP (Employee Stock Ownership Plan) profit-sharing model, which will be introduced next year. ESOP allows us to offer etventure employees a long-term, direct stake in etventure's growth, which in turn forms an important foundation for participation and motivation.

### A true sense of community

Developing an open company culture is not merely a matter of employees having a financial interest in the company. It also requires a true sense of community. The magic word here is 'communication'. This, however, does not only entail having technical discussions and keeping up to date with what colleagues in other divisions are currently working on. It also means having conversations that help maintain etventure's friendly and even informal atmosphere. To facilitate this, we

employ a variety of approaches, including the use of digital communication tools to connect employees from different locations, giving internal presentations to share our technical expertise, and sitting together and chatting over a beer at the end of the working day.

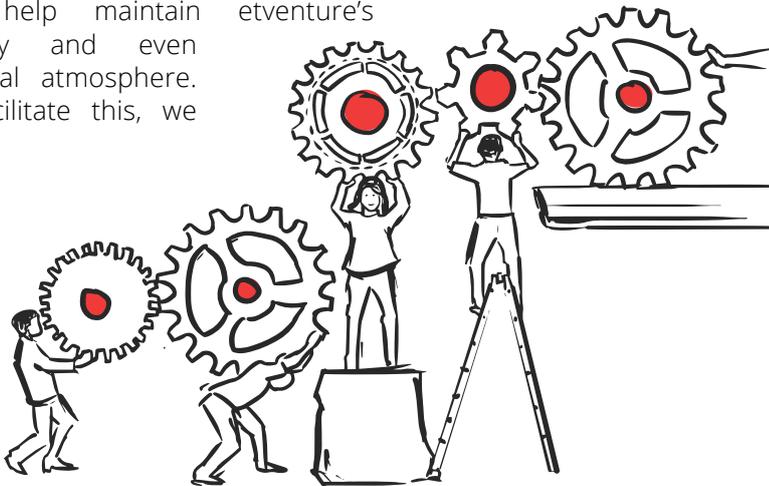


### Openness and tolerance

Despite all these efforts, as the company gets larger, it is impossible to completely avoid the occasional misunderstanding here and there. This is why we have created an online central point of contact for employees. They can use it to

communicate their thoughts and concerns straight to etventure's management. At the same time, this enables us to strengthen and defend our unalterable values: openness, fairness, equality and tolerance.

At etventure, we are united by the passion and enjoyment of doing things in a new, different way – of trying things out, falling down, and getting back on our feet again. The same applies to our people and our company culture. We see ourselves as an MVP, so we try to make small improvements on a daily basis. One thing is certain: if we want to offer credible advice to other companies about digitization and the creation of open, innovative working environments, we need to be pioneers within our own company.



Having fun together



# DIGITIZATION DOES NOT NEED CONSULTANTS - IT NEEDS ENTREPRENEURS. MARKETING CAMPAIGN ENTERS NEXT PHASE



## High-quality reach achieved using media such as Handelsblatt and Manager Magazin

The scratch card was circulated in the leading German business publications Handelsblatt (as an insert) and Manager Magazin (as a stuck-on insert on an advertisement page). The promotional tool was also placed in the first-class carriages of Deutsche Bahn trains and given to passengers on every airberlin flight over a period of one week.



Alongside the print advertising, a web page was created that translated the principle of the offline advertisement into a digital format.

## Created by etventure

Similar to the previous marketing campaign, which involved rotating disk-flyers and was launched in May 2016, the scratch card was developed in-house – from the idea and concept right to the design and marketing – and produced in partnership with our advertising media partner, wb+V GmbH.

Yet again, etventure was able to showcase its creativity and ingenuity as well as its digital expertise. The scratch card promotion enabled etventure to build on the huge success of the previous campaign, which not only boosted brand awareness but also generated new business contracts.

The scratch card in Manager Magazin and Handelsblatt; distribution in the first-class carriages of Deutsche Bahn trains and on airberlin flights

In October, after the huge success of last spring's marketing campaign, etventure launched an additional broad-coverage campaign featuring an 'etventure scratch card'. Our slogan 'Digitization does not need consultants, it needs entrepreneurs' remains etventure's leitmotif, and we are once again using an inventive approach to set ourselves apart from traditional consultancies.

The scratch card portrays etventure as a mover and shaker in the area of digital transformation. The campaign ran in the Handelsblatt and Manager Magazin publications, and scratch cards were distributed in the first-class carriages of Deutsche Bahn and on airberlin flights.

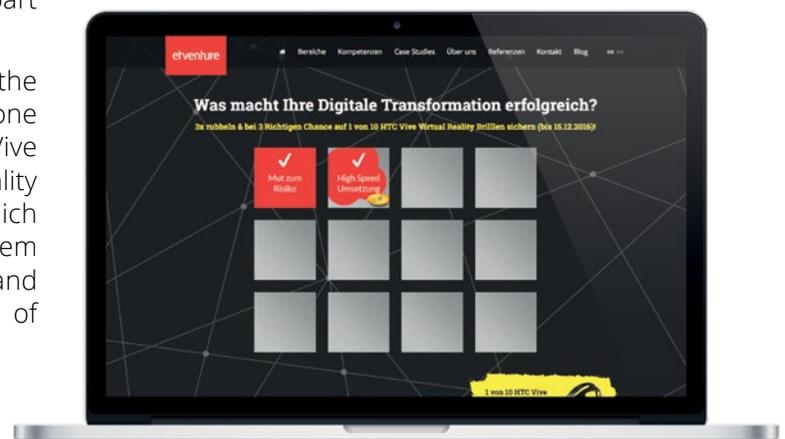
## Factors required for successful digital transformation

The etventure scratch card, which was designed as a promotional

game, shows the decisive factors for successful digital transformation. In contrast to these factors, the scratch card includes the qualities and activities of traditional consultancies. As they fail to meet the needs of businesses in the era of digital transformation, they appear with a cross rather than a tick.

Participants were able to enter the prize draw by revealing three correct factors for success until December 15. They could either use a scratch card or take part online.

Entrants had the chance to win one of ten HTC Vive virtual reality headsets, which will allow them to gain first-hand experience of digitization.



The marketing campaign's website (in German)

## SAYING GOODBYE TO PRODUCT-CENTRIC APPROACHES

Shaping the digital transformation of society and industry – that is etventure's ambition. As a central innovation method from Silicon Valley, Design Thinking plays an essential role in etventure's approach to the topic of digitization. Sebastian Neumann, who is an expert in Design Thinking at etventure, tells us how he sees the current status quo of Design Thinking, especially in Germany.



*Sebastian, for many companies, Design Thinking is a very new method. Why is it necessary?*

My colleagues and I are exposed to a wide range of sectors in which the approach to work has traditionally been very product-centric. Some classic examples include the engineering sector and the automotive supply industry. In these sectors, engineers use the expertise that they and their predecessors have developed over the course of many decades in order to develop world-class products, and that's a good thing. However, during product development, it would be even better to shift the focus away from the complexity of the latest product and towards the actual needs of the user. With Design Thinking, we do just that. We apply the method to the traditional industries and businesses, such as banking, engineering, logistics, banking and insurance. Our development process does not begin with the solution. Instead, we start by looking at the problems experienced by future customers and we develop an iterative solution that is tested repeatedly by users on the market.



*It requires far-reaching cultural change to move away from the desire to develop what is perceived to be a perfect product before launching it on the market. Do the more traditional companies ever manage this?*

Design Thinking is definitely a topic that is closely linked to strategy. This kind of thinking will only work in large

corporations if it comes from the top-level management – or, for SMEs, from the CEO and proprietors. I get the impression that managers at these levels are very receptive. In the age of digitization, there are barely any companies whose business models have remained unchanged. As a result, a lot of attention is being given to methods that open up new opportunities for keeping up with the fast pace of change.



*So is it a case of overhauling everything and only using Design Thinking?*

It's generally not quite that rapid and radical either. It always depends on the company, of course. It is often advisable to start off by allowing Design Thinking processes to take place within a protected space. In this space, which is outside of the traditional corporate structures, innovative projects can be rapidly developed using other new methods inspired by startups.

The next step is to observe: How well is the method received? What kind of ideas and products have flowed out of it, and how can these findings be applied to the remainder of the business operations? How can Design Thinking ultimately be embedded in the company? As I have often observed first-hand, this method leads to rapid acceptance and helps to make the transformation process successful. This is because success stories from within the company have an impact on the company's transformation.



**Sebastian Neumann**

Design Thinking Expert  
at etventure



**In the age of digitization, a lot of attention is being given to methods that open up new opportunities for keeping up with the fast pace of change.**

# ETVENTURE CORPORATE INNOVATION IS GROWING ITS BASE OF NEW AND EXISTING CLIENTS

During recent months, etventure has yet again acquired numerous new corporate clients and exciting digital projects. There is thus no doubt that 2016 will become another record year for etventure.

## etventure attracts new clients including LafargeHolcim, Siegwerk and Covestro

By gaining LafargeHolcim as a new client, etventure has attracted the largest building materials manufacturer in the world, which has a turnover of around CHF 60 billion. etventure's relationship with LafargeHolcim also opens up entirely new markets. Initial digital projects have already been successfully launched and numerous pilot markets in Europe are in the pipeline.

In addition to this, the etventure team has begun work on initial innovation projects for the international, market-leading printing inks manufacturer Siegwerk. In August, etventure's client base expanded with Covestro AG, formerly Bayer MaterialScience — another global company in the chemical industry. Furthermore, etventure has successfully attracted a range of other clients from the B2B and B2C sectors.



## Successful digital projects with existing clients

Alongside the launch of new innovation projects, the etventure team also celebrated great success in digital projects for existing clients in the second half of 2016. For example, there has been good



The etventure team at work on a Corporate Innovation project



progress in the partnership with Röhlig Logistics. Using Australia as a test market, a team comprising members from etventure and Röhlig developed an online service for the simple management of freight – along the entire logistics route (p. 16). PUMPNOW, the first digital project arising from the partnership with the global market leader in specialized construction machinery, Putzmeister, was also launched (p. 16).

## Management team bolstered and the rest of the team continues to grow

Due to strong growth, the etventure team has also expanded at the management level. During the past few weeks, Peter Feldmeier and Daniel Groos joined etventure as Principals in the Corporate Innovation division. They both bring many years of experience in managing innovation projects and developing digital business models. etventure has also appointed former Principals Johannes Hack and Joern Soyke as Partners in the Corporate Innovation division, thus further reinforcing the management team.

Yet again, the etventure team as a whole has expanded significantly.

More than 200 entrepreneurs and digital experts are now based in ten different locations around the world, driving digital transformation by developing etventure's own startups and growing new businesses for corporate partners.



etventure Corporate Innovation Partners: Johannes Hack (left) and Joern Soyke (right)



The new Principals who have joined the team: Peter Feldmeier, Daniel Groos and Lars Lücke (f.l.t.r.)

## ETVENTURE EXPANDS THE CORPORATE INNOVATION BUSINESS IN THE USA AND SWITZERLAND ...

Digital transformation is a crucial challenge for companies – not only in Germany but all over the world. In line with this, etventure is continuing to pursue growth and internationalization by opening a new premise in Asia and expanding the sites in Zurich and New York.

By appointing two new Managing Directors for Switzerland and North America, etventure is increasing its managerial involvement in both of these markets.

### Lukas Bower is the new Managing Director for North America

Lukas Bower is based in New York and has been overseeing business in North America since September. With over 20 years of experience in the areas of corporate innovation and digital transformation, he most recently built up the entire US business for the technology and digital consultancy Squiz.

By appointing a dedicated Managing Director for North America, etventure is taking the next key step in terms of growing its business activities in this market.

Management staff from etventure will help him to build up the business in North America and the operational team will expand over time.

### Huge demand in the birthplace of digitization

Even in the birthplace of digitization, there is enormous demand for digital consultancy services that have a clear focus on execution. "Although the startups in Silicon Valley apply the Design Thinking and Lean Startup methods, this does not mean that large American corporations are



The etventure office in New York

taking the same approach. Most large corporations in the USA are also trying to press ahead with innovation from within their own companies. Yet at the core of their businesses, they are still dominated by engineering-driven thinking that focuses on perfection. This means that they fail when it comes to digitization," explains Lukas Bower, Managing Director for North America.

By contrast, etventure uses prototypes to test and develop digital business models within a protected space that is outside the company's established structures. With this agile and radically user-focused approach, new digital projects can be launched on the market very quickly.

Germany is not the only country where this approach works. etventure has a track record of developing digital strategies and prototypes for the American market, and it has done so for the industrial companies SMS group and Kloeckner Metals. As Bill Partalis, CEO of Kloeckner Metals Corporation, observed: "Our close partnership with etventure has enabled us to digitize our supply chain from scratch. We would not be where we are today without etventure's expertise, speed and agility."

[www.etventure.com/usa](http://www.etventure.com/usa)

### Mario Fäh is managing business activities in Switzerland

Mario Fäh, who is based in the Zurich office, has been pressing a head with expansion in Switzerland since September.

His experience with digitization in the areas of media, communications and packaging amounts to 15 years. Having co-founded PAS Media, he managed the company as its CEO for twelve years. Together with etventure Associate and Partner Björn Wettergren, he will be working on the Swiss market from the Zurich office.

In Switzerland, etventure has already executed successful innovation projects for the Vontobel bank and the long-standing Swiss company Orell Füssli.

An education partnership has also been launched, enabling a practical, hands-on training and development for digital experts.

[www.etventure.ch](http://www.etventure.ch)



## ... AND OPENS A LOCATION IN ASIA



Maren Lesche from the etventure Startup Hub at the StartHubs AsiaBerlin roadshow

### Site opened in Hong Kong

etventure's expansion continues, as it is now developing digital projects from its office in Hong Kong – etventure's first site in Asia. Furthermore, etventure is helping Asian companies to establish and grow their businesses in Europe. Conversely, etventure is also helping Western companies to acquire new clients and partners in Asia.

As part of a client project for a German corporation, the etventure team has been conducting client interviews throughout Asia. The client's requirements and pain points were used as an impetus for generating ideas. The initial prototypes that flowed from these ideas are currently being tested by local clients in Singapore, China, and

Hong Kong. These prototypes will go live early next year in the form of a new digital B2B channel for Asian clients.

etventure is also joining forces with a partner company to help with a pro bono project in Asia. The goal of the project is to work together with partners to reach low-income target groups. This partnership will result in the development of products destined to improve living conditions in rural regions. In the course of the project, potential partners will take part in joint workshops to discuss business models and specific execution options. etventure's role is to share its expertise regarding the definition and rapid development of new business models.

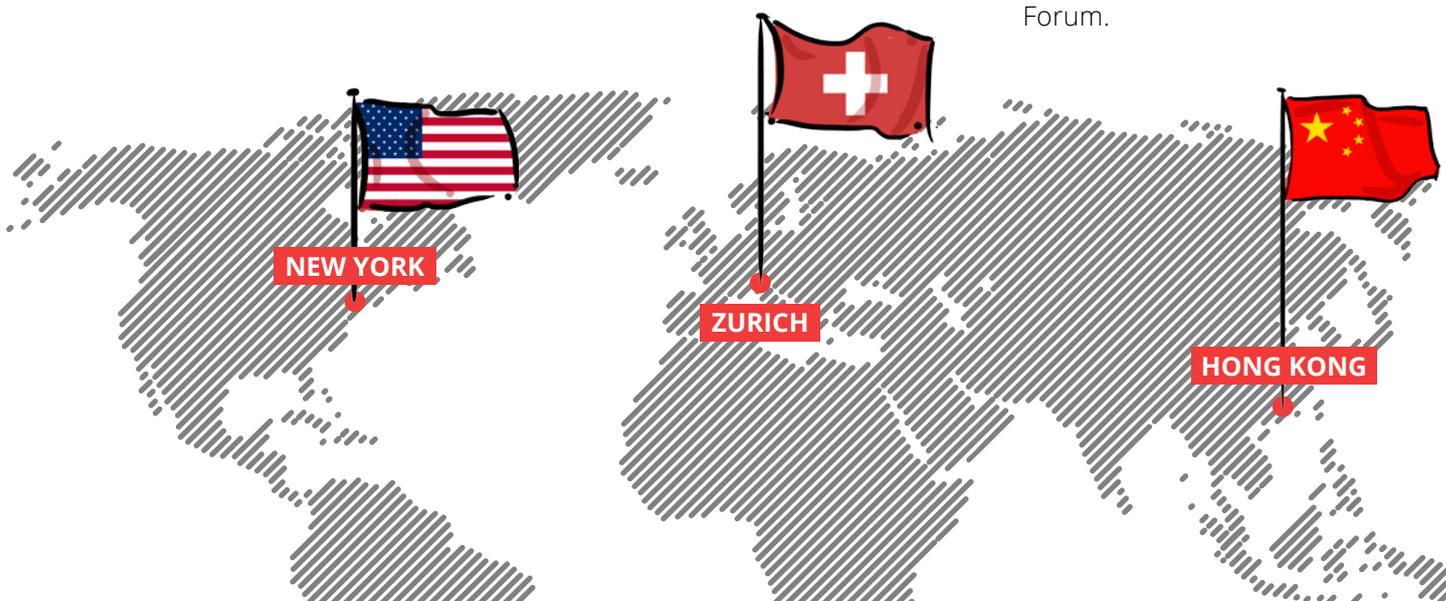
### A delegation visits Shenzhen

The Dragon-STAR Plus program is aimed at selected European companies and organizations that are seeking partnerships and opportunities to develop their businesses in China. As etventure's application to the program was successful, company representatives were invited to join a delegation that visited Shenzhen from November 16 to 21. The Industry of Things and the combination of hardware and software for new approaches to digital business were the main focuses of the business matching trip. During the trip to Shenzhen, etventure had the opportunity to establish contacts with local companies and take part in the China Hi-Tech Fair.

### StartHubs AsiaBerlin roadshow

The StartHubs AsiaBerlin roadshow was organized by the city of Berlin. Maren Lesche, the Communications Manager of etventure's Startup Hub division, was invited on the ten-day trip, which included visits to Bangalore, Manila and Jakarta.

The aim of the roadshow was to get to know some innovative startups in Asia and to create international networks. The trip included business visits, excursions, startup events and conferences, such as the Startup Europe India Summit and the Sankalp Forum.



## ETVENTURE SUCCESSFULLY LAUNCHES ITS OWN SERIES OF EVENTS: THE 'CEO CIRCLE'



The initiators at the Digital Transformation CEO Circle at the Zollverein Coal Mine Industrial Complex in Essen, left to right: Dr. C. Lüdtkke, H. Forker, Prof. Dr. J. Kawohl, P. Depiereux, S. Gemkow, B. Dahmen and P. Herrmann

By launching the Digital Transformation CEO Circle, etventure has created its first independent event format that is specifically targeted at the CEOs of large companies. Each event is initiated by the three founders and managing directors of etventure, along with an academic partner, Prof. Dr. Julian Kawohl, and the CEOs of large German companies.

The goal is to provide an exclusive, confidential space that allows participants to discuss the success factors and pitfalls of digital transformation, talk about their experiences, and work together to develop solutions. The kick-off event took place on October 11 at the Zollverein Coal Mine Industrial Complex in Essen, on the premises of Schacht One, the digital unit that etventure established together with the family equity company Haniel. Events at other locations are already in the pipeline.

### Food for thought in a confidential setting

How is it possible to convert a vision for digital transformation into a tangible business success? This is the question that was addressed at the first Digital Transformation CEO Circle. At the event, the Founders and Managing Directors of etventure Philipp Depiereux, Philipp Herrmann and Dr. Christian Lüdtkke, along with

Prof. Dr. Julian Kawohl and three other co-initiators of the event — Stephan Gemkow, CEO of Franz Haniel & Cie., Burkhard Dahmen, CEO of the SMS Group, Herbert Forker, CEO of Siegwerk — met with a selected group of CEOs.

### Learning by doing

In addition to the keynote speech from Prof. Dr. Julian Kawohl, Philipp Depiereux gave a presentation about how to put a stop to the 'status quo' mentality in a company and the importance of a 'protected space' if digitization is to be successful.

This was followed by a panel discussion, during which the participants shared and discussed their experiences regarding the topic of 'Converting a vision into a tangible business success.' The event was concluded with a round table discussion, during which CEOs developed specific approaches to solving their problems.

### Positive feedback from CEOs validates event format

The unique factor of the CEO Circle

is its exclusive focus on the CEOs of businesses. Comparable events tend to mainly target middle management. By contrast, the nature of the target group at the CEO Circle events alone addresses a factor that is crucial to the success of digital transformation: the absolute commitment of the CEO. "The overwhelmingly positive feedback from participants showed us that by creating the CEO Circle events, we have identified a format that offers CEOs tangible added value. It has also shown us that our specific focus on the top levels of management is completely unique," said Philipp Depiereux.

### Another CEO Circle event is in the pipeline

The CEO Circle event in Essen launched an event format that is unique to etventure and will be continued in 2017. The next Digital Transformation CEO Circle will take place in Stuttgart on February 9, 2017. The co-initiators at this event will be Jürgen Albert Junker (CEO of Wüstenrot & Württembergische AG), Hartmut Jenner (CEO of Alfred Kärcher Vertriebs GmbH), Dr. Gerald Karch (Putzmeister Holding GmbH), and Prof. Dr. Julian Kawohl. Plans are underway for additional dates in Germany and Switzerland.

Group discussion at the CEO Circle



# ETVENTURE AT THE 'SZ WIRTSCHAFTSGIPFEL' ECONOMIC SUMMIT AND THE HANDELSBLATT BUSINESS SALON



**Süddeutsche Zeitung  
Der Wirtschaftsgipfel**

From November 17 to 19, prominent representatives from business, politics and society at large gathered at the Adlon Kempinski Hotel in Berlin for the tenth SZ Wirtschaftsgipfel economic summit. The topics discussed included current global challenges, digitization and disruption, and innovation. Alongside top-level speakers such as the Federal Minister of Finance Wolfgang Schäuble, and the heads of leading German corporations, Founder and Managing Director of etventure Philipp Depiereux also took part in a panel discussion.

etventure not only acted as the main sponsor of the economic summit, but also contributed to the constructive exchange of views on key topics by participating in many of the discussion events and engaging in one-to-one conversations.

## Making decisions in a period of uncertainty

The event, whose tagline was 'Making decisions in a period of uncertainty', consisted of three days of discussion about the changes in the global economy, important social trends

Johannes Hack, Corporate Innovation Partner at etventure, at the Wiesn-Roundtable event in Munich



The etventure lounge at the SZ Wirtschaftsgipfel 2016



Philipp Depiereux at the C-Suite event

and the resulting consequences. On the first evening of the conference, a 'Night of the European Economy' dinner was held at which Martin Schulz, President of the European Parliament, gave a speech. Following this, the top-ranking guests at the etventure Dinner Table discussed their experiences and established new contacts.

In addition to the panel discussion with Philipp Depiereux on the topic of 'The digital transformation of companies,' etventure also hosted a coffee break – a platform for exciting conversations and effective networking.

## etventure at the 'C-Suite' business salon

'Mission 2016: the art of digital transformation' was the tagline for the Handelsblatt C-Suite Next Level Leadership event in July. Among the attendees were giants from the areas of politics and business such as EU Commissioner Günther Oettinger and former Federal Minister of Economics and Labor, Wolfgang Clement. Founder and Managing Director of etventure, Philipp Depiereux, gave a presentation about the learnings companies can draw from unsuccessful innovation processes.

## Other event highlights from 2016

- Philipp Depiereux at the 'Tag der Weltmarktführer' (Global Market Leaders Day) in Ahaus, North Rhine-Westphalia
- Dr. Christian Lüdtkke at the 8<sup>th</sup> Global Peter Drucker Forum in Vienna
- Philipp Herrmann at the Daimler and Benz Foundation's innovation forum in Berlin
- Johannes Hack at bayme vbm in Schwarzenfeld, Bavaria
- Laura Kohler and Johannes Ellenberg at the first Unternehmertreff (meeting for entrepreneurs) in Stuttgart
- Philipp Depiereux at the DIE ZEIT event series 'smarter\_mittelstand' (smart SMEs), at various locations
- Peter Feldmeier and Philipp Depiereux at the 'd!conomy' event in Düsseldorf
- and many more

# CLIENT INSIGHTS: DIGITAL TRANSFORMATION WITH RÖHLIG AND PUTZMEISTER

## Röhlig Logistics: digital business made 'down under'

Client focus is a top priority for the international logistics company Röhlig Logistics. Naturally, Röhlig invited etventure on board as a partner to assist with the development of digital solutions for its clients. In recent months, the etventure team has been working with Röhlig to develop the first pilot project for the test market 'down under' in Australia. etventure was involved at every stage: the ideation process, prototyping, developing an initial MVP (minimum viable product), product roll-out, and market testing. As a result, the online service Röhlig SONAR was developed in cooperation with clients such as Harley Davidson, Australia, facilitating the easy management of time-sensitive freight along the entire logistics route. Clients are informed of any delays and have access to a direct means of contact with Röhlig. All these features can be accessed by any of the client's employees and via a wide range of digital devices.

"Other logistics providers still stick to the traditional methods and channels of communication, which risks letting new digital providers take over the client-facing side of things. By contrast, Röhlig is proactively engaging with digitization," explains Project Manager Wibke Ellinghaus. "By developing SONAR, we have built a tool that gives Röhlig's clients real-time transparency, along with an intuitive interface."

## Construction machines of the future: establishing the 'Innovation Factory' for global market leader Putzmeister

Although digital technology is just starting to take root in the construction industry, it is evident that this traditional sector will not escape digitization. This is why the specialist machine builder Putzmeister, the global leader in concrete and material placing equipment with additional business units focusing on mortar and industrial technologies as well as on underground construction, has been working with etventure since October 2015 to develop digital innovations in business models, machine-to-machine communication, and building information modeling.

The move towards digitization has led to the creation of the company's own digital unit, the Innovation Factory. This 'protected space' is set apart from the core organization, without the constraints of core processes, making it possible to identify client problems, devise solutions and translate these into business ideas.

## Initial revenue within a few hours of the first prototype going live

The first prototype to flow from the partnership was already launched in September: PUMPNOW



One of the Putzmeister innovation team's prototypes

(www.pumpnow.de) is an online platform offering a flexible way of renting out screed pumps.

The platform provides skilled tradesmen with quick and flexible access to the specialist machines they require, including the necessary accessories and desired equipment. At the same time, they are spared the often-tedious process of transporting the machines, with the price including all costs for maintenance, service and insurance. As a result, skilled tradesmen only pay for the period during which they are actually using the machine. This is a great help, particularly for smaller companies that struggle to afford the high costs involved with procuring and running these types of machine. Managing to attract its first clients within a short period of time, PUMPNOW has proven to be a well-received idea.

Röhlig and etventure: working together on innovation



The Innovation Factory team, which is made up of employees from Putzmeister and etventure



## ETVENTURE CLIENTS IN THE MEDIA: THE TRADITIONAL INDUSTRIAL SECTOR IS BANKING ON DIGITIZATION



Media reports about etventure's business building process and client case studies

There has been a rise in media coverage of the etventure approach to digital transformation and of the digital activities pursued by etventure and its corporate clients. This coverage has included articles in the German publications DER SPIEGEL, Handelsblatt and DIE ZEIT.

### Four pages of coverage in DER SPIEGEL

DER SPIEGEL dedicated a four-page article to the partnership between etventure and the plant manufacturer SMS group, which has a turnover of EUR 3.4 billion. For the article, journalist Ann-Kathrin Nezik spent time with the team for a period of six months.

In her article, she explains that etventure's approach can be seen as a revolution for the traditional steel industry: "etventure believes that the only companies that will survive in the digital era are those that react quickly enough. They believe in imperfection, trying things out and discarding them again. They think in terms of weeks." (from: DER SPIEGEL, 40/2016, pp. 72–75).

View the article (in German) online at [bit.ly/spiegel-schmerzpunkte](http://bit.ly/spiegel-schmerzpunkte).

### Traditional consultants are founding digital initiatives while etventure is developing real solutions

Editor of German newspaper Die ZEIT, Moritz Depenbrock, also wrote about etventure, the SMS group and the digital transformation of the 'old economy' in his article 'Who will get us out of here?' He explains the way that etventure's user interviews establish the client's pain points and are used as the base to develop digital solutions to these problems.

For his article, Depenbrock also looked at the digital initiatives of traditional consultancies such as McKinsey, BCG and Deloitte. The question regarding the specific outcomes from these initiatives was, however, left unanswered.

The only tangible example of digital transformation presented in the article was the partnership between etventure and the SMS group.

View the article (in German) online at [bit.ly/zeit-digitaleinheit](http://bit.ly/zeit-digitaleinheit)

### Experimentation rather than perfection

etventure and its clients Haniel and Siegwirk Druckfarben occupied a prominent position in Handelsblatt's cover story. Its subject matter was 'Digital Germany: How business can master the transformation.'

In the article, etventure Managing Director Philipp Depiereux explained that digitization calls for a new way of thinking – turning away from perfectionism and towards experimentation and testing.

The success stories that were cited as examples were Schacht One, the digital unit that Haniel founded in cooperation with etventure, and the digital transformation process at Siegwirk Druckfarben.

Numerous other media outlets have also reported about how Schacht One was founded. For example, Horst Ellermann gave a detailed report about Schacht One's characteristics in the CIO magazine. "Dirk Müller of Schacht One has entered into an office-sharing community with the startup builder etventure – and not with Accenture or one of the other large consultancies," he writes.

Read more about it on our blog [bit.ly/handelsblatt-mehr-chance](http://bit.ly/handelsblatt-mehr-chance)

## ETVENTURE IS CONSOLIDATING ITS STARTUP ACTIVITIES AND BRINGING THEM INTO THE ETVENTURE STARTUP HUB DIVISION

As part of the restructuring of the various business divisions, etventure will now be consolidating all of its startup activities and bringing them into the etventure Startup Hub division. The goal is for all of the long-standing internal expertise in the areas of startup building and startup growth to be brought together with the established, international startup network, and to use the resulting synergies more effectively.

The main areas of activity for the etventure Startup Hub include working with investors to build startups (company building). Moreover, the etventure Startup Hub builds bridges in order to promote networking between startups and established companies, as well as offering companies the startup screening service Corporate Meets Startup and the startup pilot program for facilitating and assisting the formation of partnerships. The third pillar of the Startup Hub focuses on growing a startup ecosystem. This focus area includes the EU projects managed by etventure, such as the EuropeanPioneers accelerator, EU initiatives WELCOME and 'IoT-EPI,' as well as support provided to startups in the form of specialist presentations – such as those given at the 'startup EUvolution' series of events.



**The consolidation of etventure's startup activities means that the European Innovation Hub is now the etventure Startup Hub – an active player in the global startup ecosystem, and a 'company builder' that also creates connections between startups and established companies.**

**Laura Kohler**

Managing Director etventure Startup Hub

etventure

Startup  
Hub

### Sebastian Esser joins the team as Head of Company Building

Sebastian Esser has been successfully recruited to manage etventure's company-building activities and to further develop the portfolio of startups. As a recognized startup expert, he will be the new Head of Company Building. He has many years of experience under his belt, both as

a founder of his own startups, such as Home eat Home and CEO Event GmbH and as a company builder. His company-building experience includes roles at Team Europe and the Coca Cola Founders Network. He also held the role of Director of Strategic Cooperations at Vertical Media, the media house behind startup media outlets such as Gründerszene and Heureka.

### Three questions for Sebastian Esser, Head of Company Building



*In your eyes, what makes etventure special?*

What I find so exciting about etventure is the combination of three elements. Firstly, the way in which our Corporate Innovation projects give us access to large companies from a range of sectors. Secondly, the Startup Hub's far-reaching, international network of startups. And last but not least, the etventure DNA — the entrepreneurial approach and the focus on execution when building digital business models. I want to make strategic use of these three pillars to found new companies that are built on the pillars of this set-up.

drawing board right through to seed financing.

This should involve a distinct focus on the initial stages of an idea. At the moment, there are no other comparable company builders for these initial stages. We want to fill this gap and we provide clients with the right expertise and the right market access.



*What are your plans and goals for etventure?*

My goal is to develop a company-building concept at etventure that is interesting to idea generators and investors alike. To do this, we intend to put together a small, very experienced core team that will then draw up an attractive equity model for top-class, motivated founders. By doing so, we will position ourselves as a partner that uses a clear structure and a fast pace to implement a wide range of concepts from the



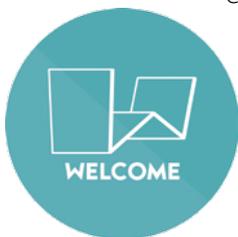
*What do you think your task as the Head of Company Building looks like?*

My task is to ensure that we have the underlying conditions that position etventure as the perfect partner for company building. The way that etventure is set up allows us to make use of synergies among the divisions, to significantly outperform the other players on the market and to scale ideas more rapidly. Working together with us will substantially minimize risk for our partner companies and investors.

## WELCOME offers workshops and matchmaking to support startups

As a partner of the EU project WELCOME, etventure's Startup Hub connects founders, investors, mentors and entrepreneurs to grow a Europe-wide startup ecosystem. In recent months, the etventure Startup Hub has held numerous workshops for young and prospective entrepreneurs, and has found that there is a huge appetite for such events. The 'startup EUvolution Berlin' meet-up event group now has around 1,300 members, and the workshops focus on a wide range of topics, including recruitment, financial modelling, SEO, and storytelling.

As part of the WELCOME project, fledgling startups are also supported by being given the opportunity to present



their ideas at programs such as the Startup School in San Francisco and events such as South Summit in Madrid and IoT World in Dublin. This allows these startups to grow their networks. WELCOME links up founder teams with investors at matchmaking and mentoring sessions.



WELCOME startup events

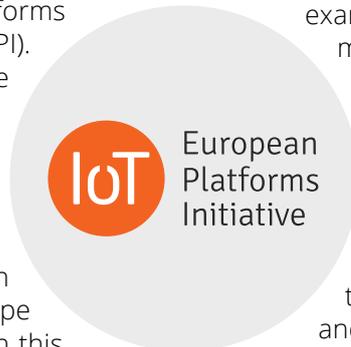


IoT-EPI at international conventions

## IoT-EPI: seven research consortia, 120 partners, 50 million euros of funding

Another EU project that is coordinated by etventure's Startup Hub division is the IoT European Platforms Initiative (IoT-EPI). Its goal is to promote technology standards for the development of successful Internet of Things (IoT) products in Europe. In total, seven research and innovation consortia across Europe are working together on this project. The program has received around EUR 50 million of funding from the European Commission. Across Europe, there are more than 120 partners involved in the project, including companies such as Siemens, Bosch and BMW, as well as SMEs and research institutes.

In addition to representing the IoT-EPI at conventions such as the Mobile



World Congress in Barcelona and the IoT Week in Belgrade, etventure's Startup Hub also held workshops on business models in the IoT sector and developed strategies for developing communities. One example of this was the IoT meet-up event in Vienna, in cooperation with IoT Austria.

The next step will be a call for tenders, in which more than 100 IoT projects will receive technical support and funding of up to EUR 150,000. This will be targeted at SMEs, startups, companies, research centers and European universities.

Another highlight of the initiative will take place in March 2017 and will involve around 20 teams coming together in Berlin to work on IoT solutions at the IoT-EPI Challenge event.



## NEW STARTUP IN THE ETVENTURE PORTFOLIO: EVERLEAN

In addition to the impressive growth of the existing etventure startups (see the following pages), a new startup was founded in the last six months. In line with the tried-and-tested etventure approach, everlean is currently being tested live on the market.

### App-based lean management with everlean

The newest startup in etventure's portfolio serves as an immediate payoff for the business processes of a company, as everlean is a digital solution that supports lean management activities. The idea behind everlean is the general principle that employees are the most qualified experts when it comes to the processes they use. They are



confronted with these processes every day and they experience the pain points first-hand. Employees can use everlean's app to submit suggestions for improvements and present ideas for optimizing processes, which are sent straight to the relevant manager. The status of the idea's execution can be followed digitally. In addition to vastly simplifying administrative processes, this approach also means that companies benefit from the creative potential of their staff. Even the lean management process is becoming lean!

The current focus of everlean's activities is acquiring pilot clients and continuing to develop and optimize the product. In September, everlean was a guest and bronze partner at the 'TOP Transfer Forum – Lean meets Industrie 4.0' event. The



Yannick Müller presenting everlean

everlean team used the event as a chance to talk with more users, and was extremely positively received by the relevant target groups.

[www.everlean.de](http://www.everlean.de)

## RECENT ACCOMPLISHMENTS OF ETVENTURE STARTUPS

### Over 600 clients: mobile recruiting solution resonates with German employers



Large-format poster at the Zukunft Personal trade show

The startup mobileJob is reporting good progress so far in its effort to become the undisputable standard solution for employee recruitment in the non-academic job market. It now has more than 600 regular clients, and a turnover of over one million euros.

The reason for its popularity among employers and job applicants is the unique approach taken by mobileJob in the somewhat sedate recruitment market. With the invention of the mobile express application, which makes use of social

recruiting, and an application process reserved for mobile devices, the search for employees becomes much faster and more targeted.

In keeping with this impressive growth curve, there have been a number of high-profile events in mobileJob's calendar in recent months.

The company, which was founded by Steffen Manes, successfully introduced itself to a broad group of HR professionals at this year's edition of the leading HR trade show Zukunft Personal in Cologne. Besides

taking part in panel discussions and introducing the mobileJob approach in numerous presentations and at the trade show booth, the mobileJob team established many new contacts with employers and HR influencers at its own client event on the first evening of the trade show. An irreverent poster campaign organized by mobileJob also caused a stir around the trade fair venue in

Cologne (see photo).

In addition to appearing at other important industry events, such as the Kienbaum annual conference or the HR Innovation Roadshow, mobileJob has also set a clear course for further growth in its product development. One prime example of this is the completely revised website, which has now been made more

user-friendly for candidates and human resource managers.

In summary, mobileJob is becoming increasingly established in the German-speaking job market and is well on its way to becoming an indispensable partner in personnel recruitment for all sizes of employers.

[www.mobilejob.de](http://www.mobilejob.de)

## POSpulse expands further in Europe and acquires additional prominent clients

POSpulse has also enjoyed uninterrupted growth. Over recent months, the digital market researchers have begun operating in the Czech Republic and Italy, in addition to the DACH region, and now work is also getting under way in Poland and Spain. POSpulse now has

The POSpulse team



a panel of 150,000 scouts throughout Europe.

The number of employees continues to grow too, with approximately 40 permanent members in the POSpulse team.

Furthermore, the start-up has gained additional prominent clients, including Mars Food and EDEKA in Germany, as well as Beiersdorf in Italy. POSpulse was also one of five startups that were chosen to take part in the Mondelēz International Program, Shopper Futures, which aims to develop and execute innovations for the future of retail. This led to Mondelēz Germany becoming another one of POSpulse's

high-profile clients.

To help clients tap their full potential at the point of sale, POSpulse has developed the CHEMP 360°™ model.

CHEMP stands for Continuous High Execution Model by

POSpulse, and aims to

continuously improve the performance

of manufacturers and retailers. Instead of a

one-off portrayal of the current situation,

CHEMP 360° results in a continual review of

follow-up measures and

recommendations for action, which in turn strengthens the overall consultative approach of POSpulse.

[www.pospulse.de](http://www.pospulse.de)

## European Court of Justice judgment makes Socialwave the benchmark for hotspot solutions

In a new judgment, the European Court of Justice has ruled that providers of open Wi-Fi hotspots have an obligation to request identification from users. In the future, however, a simple identification request will be sufficient.

This makes the Socialwave technology the ideal solution for Wi-Fi hotspots, since the judgment renders VPN solutions obsolete. These solutions, although common in Germany, are cumbersome and objectionable in terms of

data protection law. Socialwave, on the other hand, uses a simple identification and login procedure and a direct network connection – a much faster and cheaper process that is less prone to error.

The continually growing demand is testimony to this: more than 2,000 clients are now using the Socialwave solution.

## RECENT ACCOMPLISHMENTS OF ETVENTURE STARTUPS (CONTINUED)



Over the last six months, the number of clients has almost doubled.

New clients include the traditional

bakery Wimmer, apparel store Mode Reischmann, fitness studio chain Clever Fit, and the Ulla Popken chain of fashion stores. In addition to the core market of the DACH region and the Netherlands, Socialwave hotspots are now being used in Ireland, too. Socialwave is currently registering

half a million logins per month and this figure is growing. The team at the etventure startup is continuing to grow as well, now comprising 15 employees on its Berlin and Munich sites.

[www.socialwave.de](http://www.socialwave.de)

### CampusScout receives a six-digit sum growth finance

Good news for CampusScout: In September, the etventure startup obtained growth funding. As part of the EU-funded program 'Gründung innovativ', CampusScout will receive a six-digit funding package over a period of 18 months. The goal is to use the funding to further develop its innovative technology, a digital platform to help people with vocational training and university placement. In addition, CampusScout is hiring more employees and

expanding its activities beyond the education sector to include the corporate field as well.

By asking candidates about their interests, specialist knowledge and preferred location beforehand, CampusScout can search for suitable students or employees in a far more focused manner than conventional recruitment

platforms and can take the criteria of university and company clients into consideration.

In this way, CampusScout guarantees a more efficient recruitment process and a perfect fit between the candidate and the employer or educational institution.

[www.campuscout.com](http://www.campuscout.com)

### 360report: sustainability becomes mandatory by law

In September, the German Federal Government approved the draft legislation for implementing the EU Directive on corporate social responsibility (CSR). As of January 1, 2017, sustainability reporting has become a legal requirement for the first time. This will impact all corporations that have a balance sheet total of EUR 20 million or more, generate more than EUR 40 million, or employ more than 500 persons on average over the year. This means that CSR reporting will go from being optional to mandatory. Companies

that fail to fulfill their reporting requirements could face fines of up to EUR 10 million.

At the same time, demand is growing for intuitive tools that can be used to create a sustainability report. After all, the CSR management of most companies is scarcely professionalized at all and is needlessly complex. 360report has developed a software solution that allows any company to generate a CSR report inexpensively – at the touch of a button. More than 200 licenses have been sold so far.

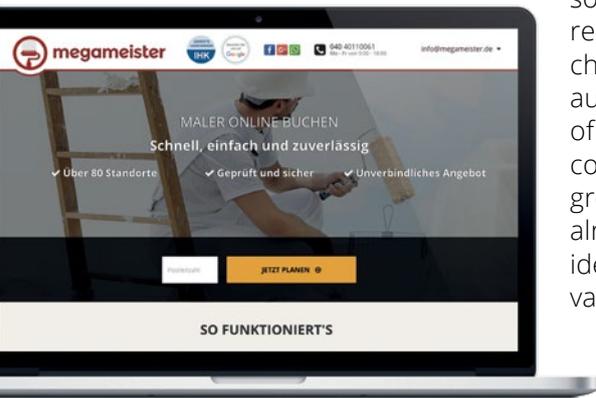
Furthermore, 360report is continuing to develop its services in the field of energy management and energy auditing. The objective is to make the solutions even more client-oriented and intuitive. Clients are increasingly requesting tailor-made solutions as well. Currently, for example, a pilot project is being prepared with E.ON Energie Deutschland GmbH.

[www.360report.org](http://www.360report.org)



# W&W DIGITAL GROWS WITH ITS EXISTING STARTUPS AND WORKS ON NEW AREAS OF BUSINESS AND INNOVATION

W&W Digital has successfully launched three business models on the market: Rentenhero, Megameister and Immowert. Now the joint venture between etventure and Wüstenrot & Württembergische is branching out into new areas of business and innovation.



The Megameister portal

## Megameister generates five-digit monthly turnover

By developing Megameister, W&W Digital had already ventured out of its core fields of FinTech, InsurTech and PropTech. The high-quality digital portal for skilled tradesmen services at fixed prices is now achieving a five-digit monthly turnover.

To grow the startup further, Alexander Leuchte, an experienced entrepreneur, has taken the reins. He and the team significantly improved the key performance indicators within a short period of time, and the startup is about to complete a Series A round of funding.

[www.megameister.de](http://www.megameister.de)

## Development of an e-health model and a digital underwriting agent

The new business model Therap.io is a response to the increasing focus on e-health. Therap.io serves as a personal coach that helps people adhere to their therapy. As a follow-up to physiotherapy, the app presents its users with exercises

developed by therapists and tailored to the clinical symptoms in question. Target schedules and progress tracking provide users with long-term motivation and support.

W&W Digital is also working on the development of a digital underwriting agent. The agent independently develops individual insurance solutions and transmits them to relevant customer groups using digital channels. It has been given signing authority and commercial power of attorney by German insurance companies for this purpose. Target groups and their needs have already been analyzed, and product ideas have been drawn up and validated based on this analysis.

The next step is the market execution of the underwriting agent. W&W Digital has now created its first product, which is a package for young professionals called Carefree Insurance Coverage.

## 'Insurance for Digital Natives' study

In preparation for the digital underwriting agent service, W&W Digital and the market researchers at MRS Insights carefully have analyzed the digitally savvy target group and what they expect of insurance. The results were summarized in the 'Insurance for Digital Natives' study. The study shows that the traditional sales channels hardly reach digital

natives at all. If these potential customers are not to be lost to InsurTechs, insurance companies must offer transparent, easily understandable and individually tailored insurance products, as well as use digital channels for sales and communication. For the study, W&W Digital and MSR Insights selected a unique style of research that combines traditional market research with startup innovation methods. This allowed them to achieve a deep understanding of the target group and at the same time gave them the ability to convert their insights directly into marketing strategies and customer-focused products.

## W&W Digital team grows and moves to its own office

At W&W Digital, recent months have also brought about big changes in terms of staff and office space. The startup hired Sebastian Timm as an independent Head of Product and Johannes Simon as a Head of Portfolio for W&W Digital's various business models. In mid-September, W&W Digital also moved into its own office, not far from etventure's Berlin office.

With the growing team, the successes of the first startups, and the development of new fields of business, W&W Digital is aiming to become a hotbed of innovation for the European insurance business.

[www.ww-digital.de](http://www.ww-digital.de)

### Main results of the 'Insurance for Digital Natives' study



#### Below-average closing rate

Whereas 12% of consultations end without a sale in the market, for digital natives the rate is 42%.



#### In search of security, but under-insured

Although they wish for insurance, digital natives are far less insured than the market as a whole.



#### Transparent, flexible, comprehensible, digital

Digital natives want transparent insurance products that are tailored to their needs.



#### Focus on illness and incapacity for work

Issues like illness and incapacity for work are central. Insurance for tangible assets is secondary.

The full results of the study are available online: [www.etventure.de/ww-studie](http://www.etventure.de/ww-studie) (in German)

# FINTECHCUBE LAUNCHES FIRST APP



FinTechCube, the joint venture between etventure FintechStars and the Munich-based data and software provider FINANCE BASE, is expanding its own Fintech ecosystem further and launching its first business models in the market.

## Stockbird – the personalized real-time trading app



### STOCKBIRD



Stockbird, a trading app that delivers product recommendations that are tailored to its users, is currently in the final phase of development and will soon be available for download in the App Store. Many investors are overwhelmed by the abundance of information and do not know which investment products are appropriate for their strategy. Stockbird filters and personalizes real-time signals for stocks, indices and currencies and immediately supplies the user with suitable product recommendations via push notifications. The signals from Stockbird are linked to derivative products, i.e., the investor can purchase either the underlying asset or an appropriate derivative.

Out of a FinTechCube portfolio consisting of eight business models in total, Stockbird is the first startup project to be launched on the market as a concrete product. Other fintech business models have also been met with great interest, including Portfolio-Butler and Brand Invest. Following successful tests, FinTechCube is currently in discussions with several potential clients about these business models.

In addition, FinTechCube has signed



The benchmark study on the digital transformation of banks

up a major new client: DJE Kapital AG, one of the largest owner-operated asset managers in the German market.

## Benchmark study on digital transformation in the banking sector

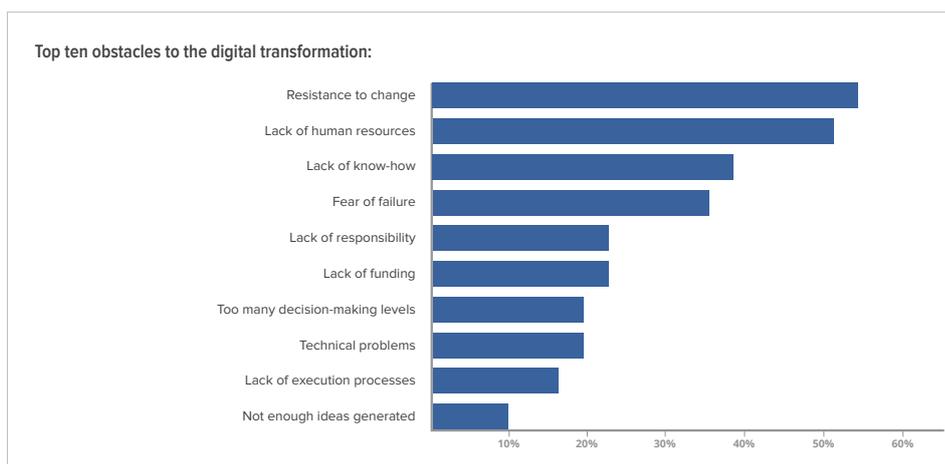
To what extent is digitization spreading throughout the German financial sector? This question is the focus of a current benchmark study by FintechStars. The study shows that banks are very self-critical in this regard: decision-makers consider progress achieved in digitization to be only slight to moderate. At the same time, almost 60 percent of the institutes surveyed considered digital transformation to be one of the top three issues in their company. The study also found the main inhibitors of digitization are internal, with the most significant

hindrance being resistance to change by employees.

Banks consider cooperation with fintechs to be especially promising: 95 percent of those who participated in the survey are convinced that working together with digital players would be helpful for their own companies. Banks with fintech partnerships adopted digital technology almost three times faster than banks without – illustrating that these partnerships really are worthwhile.

The necessity of digitization is confirmed on the client side as well. For example, half of all private customers want their banks to cooperate more with financial startups. In addition to surveying 30 banks for the study, FintechStars also asked more than 200 private customers what they wanted modern, digital banking to offer.

[www.fintechcube.com](http://www.fintechcube.com)



## BERLIN SCHOOL OF DIGITAL BUSINESS DEVELOPS NEW, INNOVATIVE EXECUTIVE EDUCATION FORMATS

Digital transformation also requires a more open, more flexible management culture. A mere appreciation of digitization by managers does not suffice. They must also learn to relinquish control. Instead of commanders, the digital age requires moderators. The Berlin School of Digital Business (BSDB) prepares managers for this change and imparts digital know-how. For the corresponding training, the team led by Founder and Managing Director Dr. Birte Gall continually creates innovative formats that meet with great interest among business leaders. Over the last six months, for

example, Daimler and other clients have embarked on new programs with the BSDB.

### Daimler's managers undergo the Digital Readiness Check

In the newly designed Digital Readiness Check, approximately 60 participants from the top two management tiers of automaker Daimler are being tested to evaluate their appreciation for technological and digital developments. They are being asked questions such as:

Where do I rank as a manager in the context of digital transformation?

The existing training formats are still meeting with great interest among companies as well. During the last six months, there was particularly strong demand for the Startup Learning Journey. On this popular course, participants are introduced to the methodology and the mindset of the Lean Startup principle. They then meet selected startups and talk with the entrepreneurs.

[www.berlin-sdb.de](http://www.berlin-sdb.de)



## BSDB AND FINTECHCUBE'S DIGITAL FINANCE BERLIN EVENT

Banks have now recognized that working with innovative fintechs can lead to a win-win situation. By incorporating the products of startups into their portfolio and marketing them through their own open banking platform, they enrich their product range with modern, customer-oriented offerings and obtain digital access to new target groups.

The bank thus becomes a "fintech supermarket" - in which customers can select appropriate financial products and services that are tailored to their needs.

In early October, about 120 companies from the traditional financial sector and from fintechs - more than twice as many participants than at the first edition of the event last year - attended the Digital Finance Berlin gathering to discuss topics including fintech supermarkets, open banking platforms and models for cooperation between banks and fintechs.

The Berlin School of Digital Business and FinTechCube again provided an exciting program with a large variety of specialist presentations,

speed networking sessions and innovative formats such as the FinSlam. Participating firms included Commerzbank, UBS, DKB, Deutsche Bank, Linklaters and PwC as well as a total of 17 fintechs, including Barzahlen.de, companisto, vaamo, SumUp, True Wealth and Rentenhero.

Digital Finance Berlin has thus quickly become an important platform for the financial and fintech sector. Or, as IT Finanzmagazin puts, "An event you should keep on your radar from now on."

[www.digital-finance.berlin](http://www.digital-finance.berlin)

## DIGITAL ENTREPRENEURS DO NOT EXIST – SO UNTERNEHMER-SCHMIEDE IS DEVELOPING THEM



Like globalization 15 years ago, digitization is influencing companies profoundly. In particular, it affects their business models and therefore also the issues of management and the entire workforce. To press ahead with digital transformation, companies need a completely new type of employee who has specific skills: they need 'digital entrepreneurs.' These employees are radically user-focused and apply innovation methods. They are comfortable with taking risks and have a focus on execution. At the same time, they combine competencies from both the startup and corporate world. They therefore act as bridge-builders who can set up and lead digital teams and pursue digital projects, while integrating innovations throughout the organization.

### Core competencies: entrepreneurial mindset and digital know-how

At present, however, there are no 'all-rounders' of this sort available in the marketplace, so they need to be developed. This is the objective of the Unternehmer-Schmiede, the joint venture that was founded in the spring of 2016 by etventure and

HR and management consultancy Kienbaum. As a factory for developing managers and specialists with entrepreneurial digital expertise, the joint venture combines recruitment with the structured development of skill profiles and networking among digital entrepreneurs.

### Mathias Weigert is the new CEO of Unternehmer-Schmiede

In August, Mathias Weigert was appointed as the new CEO of Unternehmer-Schmiede. With over 15 years of consulting experience in the fields of HR and change management, the 45-year old has also shepherded startup entrepreneurs along their path to growth in numerous projects. Mathias Weigert thus has the right background and skills to forge links between the corporate and startup worlds and drive the growth of Unternehmer-Schmiede.

He describes Unternehmer-Schmiede's mission by stating, "The clear promise we make to the market is this: the digital entrepreneurs that we recruit and train will make your digital business activities sustainable in the long run. With etventure, we have

already shown that this approach works: Within a year, more than 100 digital entrepreneur profiles were developed and built up, and are now successfully executing digital projects for companies."

### TAKKT AG becomes a client of Unternehmer-Schmiede

The concept is meeting with keen interest among business leaders: Over the past few months, Unternehmer-Schmiede has booked its first client orders. One of the first large corporate clients is TAKKT AG, an international holding company with a portfolio of B2B mail order specialists for office equipment. For TAKKT, Unternehmer-Schmiede is designing a program for future digital entrepreneurs. In addition to developing the concept for the 18-month program, Unternehmer-Schmiede is also managing the recruitment of future digital entrepreneurs. Through HR workshops, Unternehmer-Schmiede will also enable the human resources department at TAKKT to recruit digital entrepreneurs on its own using the right methods.

[www.unternehmer-schmiede.de](http://www.unternehmer-schmiede.de)

Mathias Weigert (center) with team members of etventure and Unternehmer-Schmiede at TAKKT AG



## ACCELERATE STUTTGART BRINGS STARTUP SPIRIT TO COMPANIES IN SOUTHWEST GERMANY

Accelerate Stuttgart has been majority-owned by etventure since June and is based in the heart of Stuttgart. Beside renting out inspiring office space, it also facilitates networking between corporates and startups, offering numerous opportunities for networking, including innovative event formats.

### Corporate Startup Meetup and a gathering for company representatives

The fifth Corporate Startup meet-up at Stuttgart Accelerate Spaces gave five startups the opportunity to present their business ideas to the 70 participants in attendance, including numerous representatives of established companies. In the process, the startups established valuable contacts. The events aim to facilitate networking between local entrepreneurs, intrapreneurs and digital pioneers and to inject some startup spirit into Stuttgart-based corporations.

Accelerate Stuttgart had also teamed up with the etventure Startup Hub to hold a gathering of company representatives the same afternoon. Approximately 30 representatives of established companies from Baden-Württemberg (including Kärcher, Daimler, and Zeiss)



took part in the meeting to learn about topics such as digitization, corporate innovation and cooperation between corporates and startups.

### Building bridges between corporates and startups

“In the future, facilitating collaborative networks will increasingly be a central concern,” explains Laura Kohler. “We therefore offer startups and companies a common platform and act as bridge-builders between

the corporate and startup worlds. This leads to the creation of tangible new business, in addition to the networking activities.”

Along with Laura Kohler, Nils-Christoph Ebsen, Managing Director of W&W Digital, spoke about how companies can profitably collaborate with startups and how genuine innovation can be developed at established companies.

[www.accelerate-stuttgart.de](http://www.accelerate-stuttgart.de)

At the fifth Corporate Startup Meetup at the Accelerate Spaces, connections were forged between established companies and startups



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# ETVENTURE IN THE MEDIA

**DER SPIEGEL**

October 1, 2016

Pain points everywhere (in German)

[bit.ly/spiegel-schmerzpunkte](http://bit.ly/spiegel-schmerzpunkte)

**Handelsblatt**

October 21, 2016

Opportunity rather than risk (in German)

[bit.ly/handelsblatt-mehr-chance](http://bit.ly/handelsblatt-mehr-chance)

**DIE ZEIT**

September 29, 2016

Who will get us out of here? (in German)

[bit.ly/zeit-digitaleinheit](http://bit.ly/zeit-digitaleinheit)

**manager**  
magazin

09/2016

Wanted: superheroes (in German)

[bit.ly/manager-magazin-superhelden](http://bit.ly/manager-magazin-superhelden)

**Handelsblatt**

November 17, 2016

Be fast, be clever, fail (in German)

[bit.ly/handelsblatt-schnell-sein](http://bit.ly/handelsblatt-schnell-sein)

**VDI nachrichten**

September 8, 2016

In a protected space (in German)

[bit.ly/vdi-nachrichten-etventure](http://bit.ly/vdi-nachrichten-etventure)

**private banking**  
magazin

September 2, 2016

How a bank can build its own fintech supermarket (in German)

[bit.ly/private-banking-fintech](http://bit.ly/private-banking-fintech)

**BILANZ**

August 25, 2016

The digital entrepreneur does not yet exist (in German)

[bit.ly/bilanz-digitaler-unternehmer](http://bit.ly/bilanz-digitaler-unternehmer)

**Süddeutsche Zeitung**

November 1, 2016

The awakening (in German)

[bit.ly/sz-erwachen](http://bit.ly/sz-erwachen)

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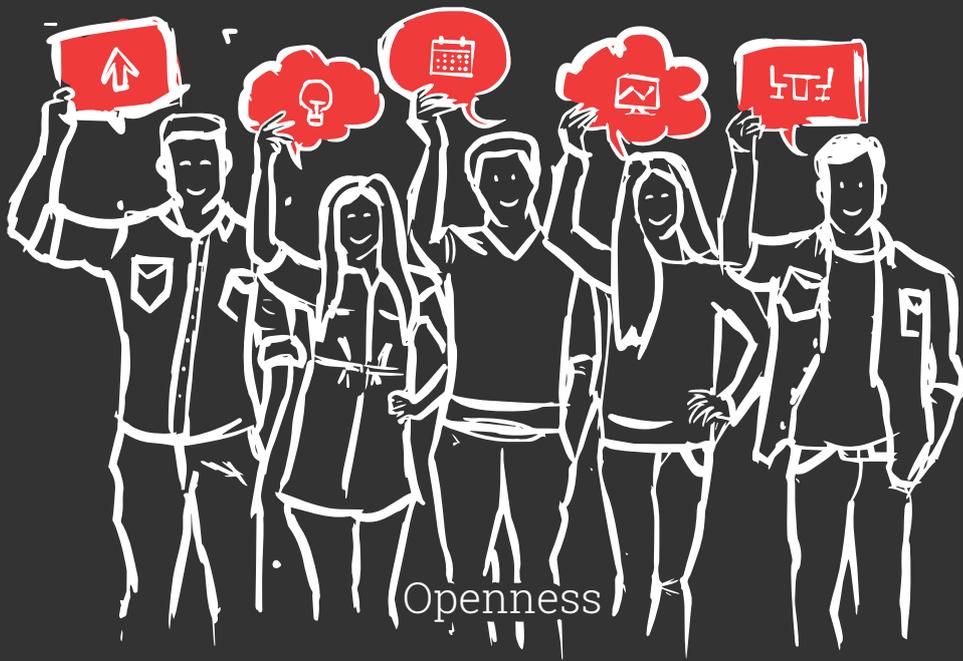
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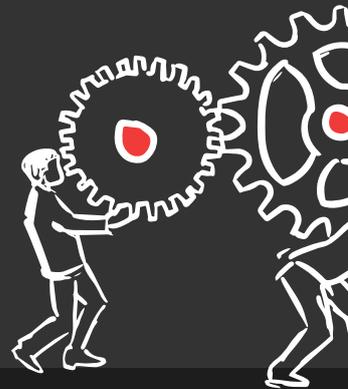


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