

What if we're 20 years behind?

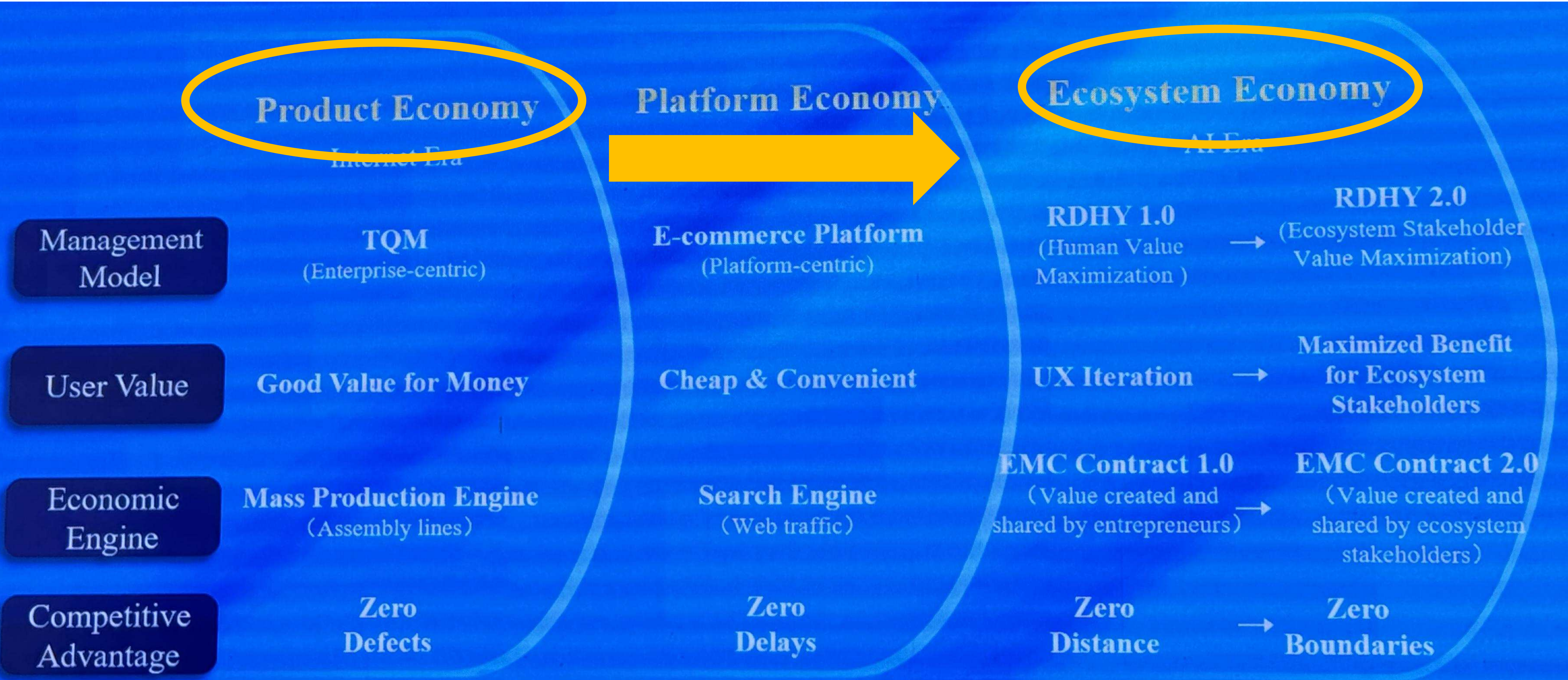
Rethinking Management for the Age of AI

Mirko Kleiner



Rethinking Management for the Age of AI

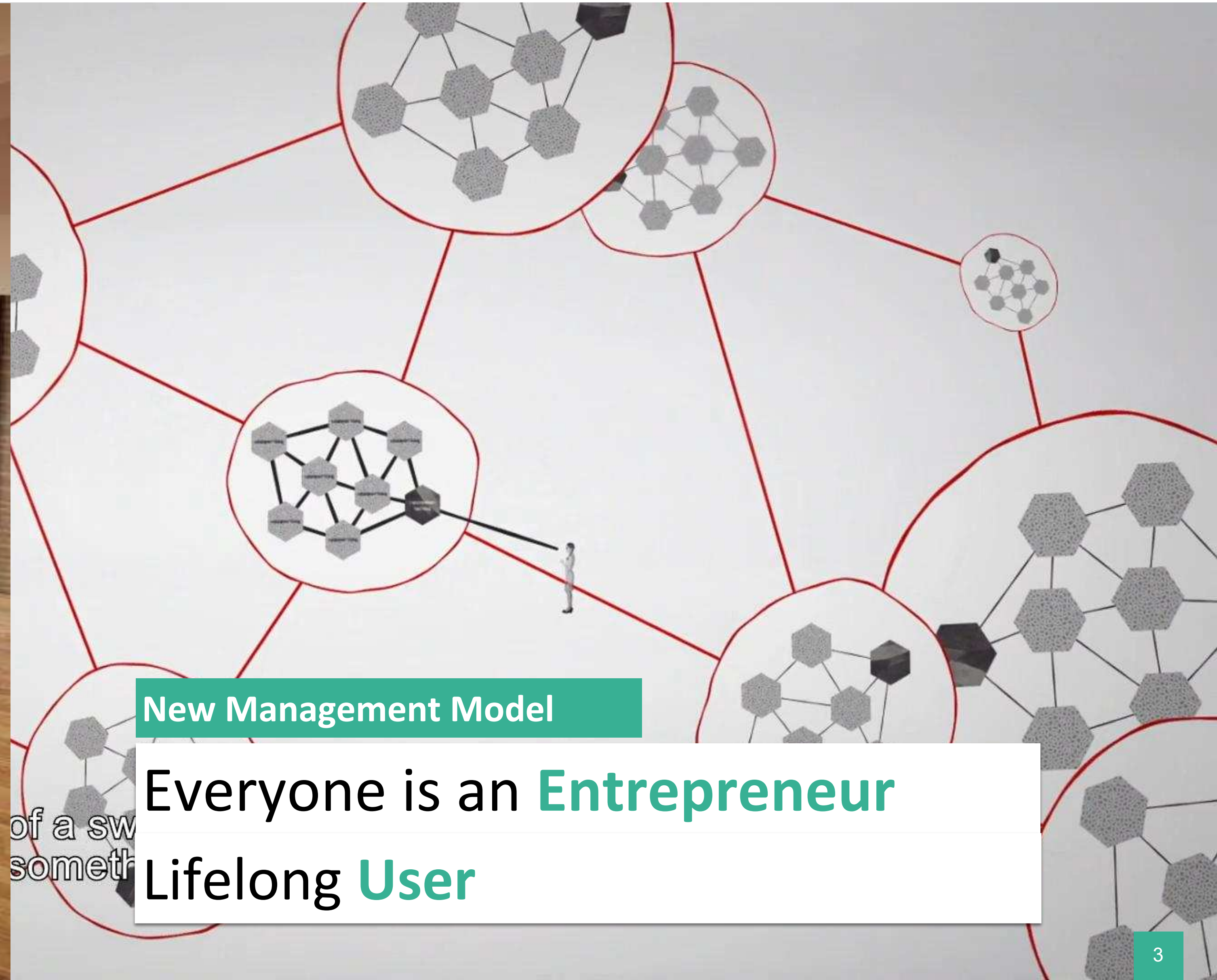
The Industrial Revolution's was continued, Development of Management not



Haier - Leading IoT Company in Appliances

80,000 Employees form 4,800 Micro-Enterprises organized around Value

Haier



New Management Model

Everyone is an **Entrepreneur**

Lifelong **User**

Haier - Leading IoT Company in Appliances

80,000 Employees form 4,800 Micro-Enterprises organized around Value



Business Impact

\$ 2bn Market Value

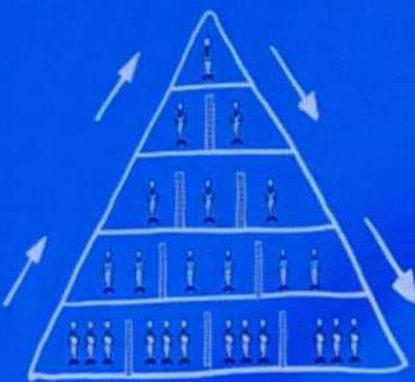
20% annual Growth (Revenues & Profits) over the last 10 years

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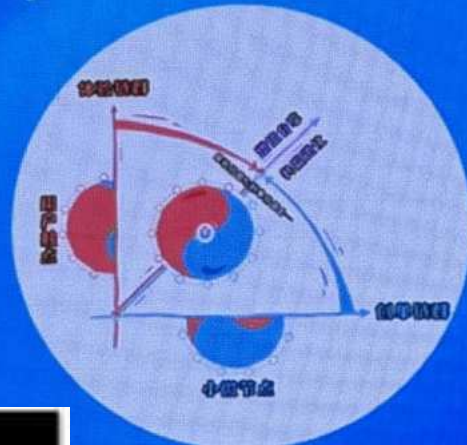
RenDanHeYi 1.0 | Self-organization: Zero Distance Between Enterprises and Users

Product-centric transactional relationships

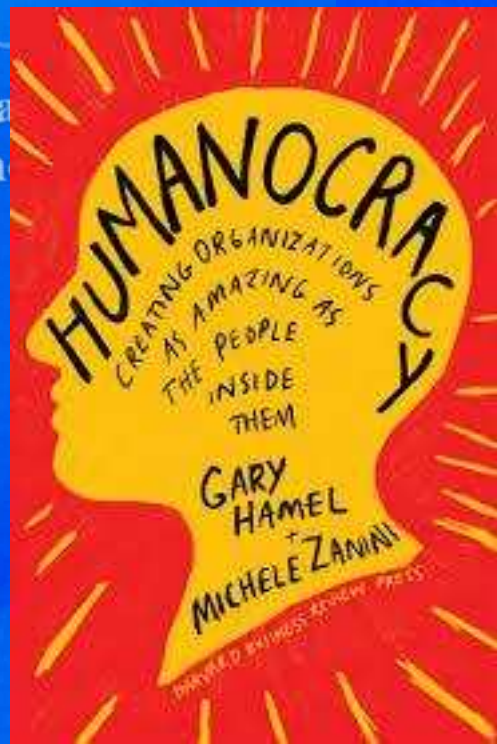


Hierarchical bureaucracy driven by the others

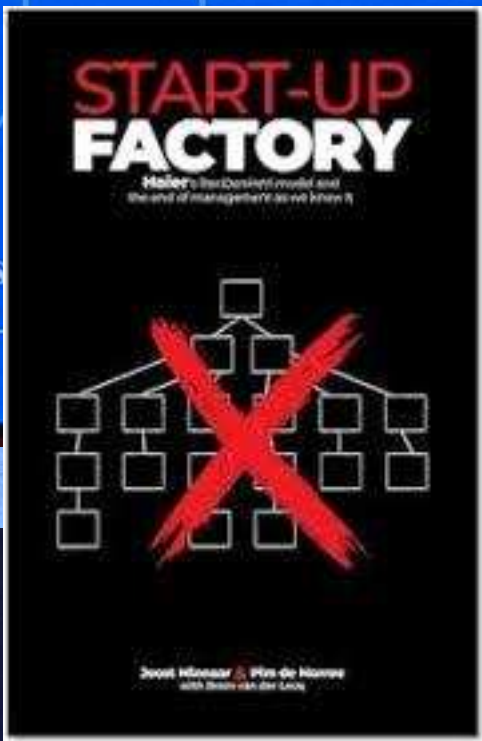
Interactional relationships aimed at iteratively enhancing user experience



organization with EMC contracts



- "Self-organization" is the "prerequisite"
- Haier's RenDanHeYi model is a self-



a new engine in the RenDanHeYi model
— W. Brian Arthur

RenDanHeYi 2.0

Ecosystem Stakeholder Value Maximization

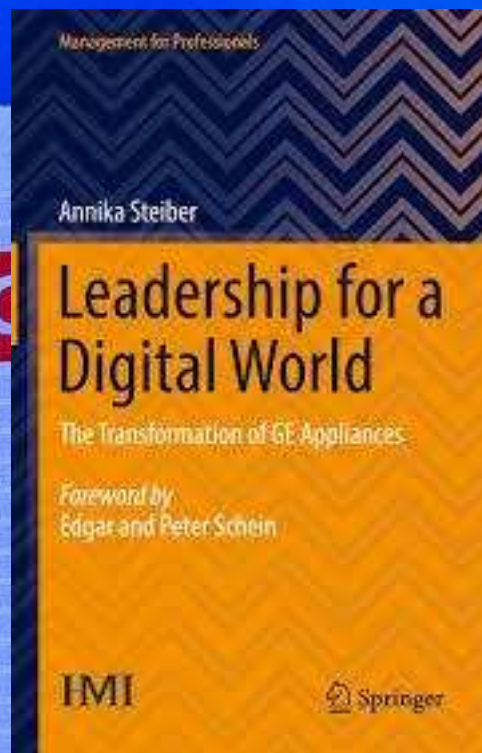
Value creation and sharing among ecosystem stakeholders
Value realization for ecosystem stakeholders

RenDanHeYi 1.0

Human Value Maximization

Value creation and sharing among entrepreneurs
Self-realization of value for entrepreneurs

Generativity:



new value creation

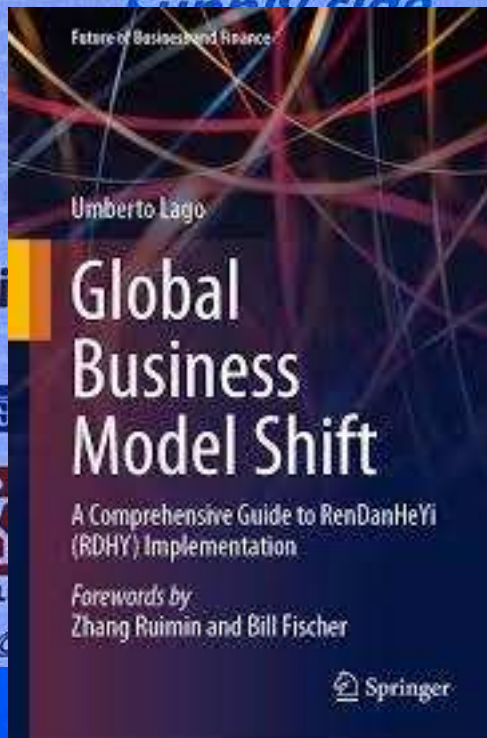
Interaction
(Company ↔ User;
Eco-partner ↔ User)

Community
(User ↔ User)

or online
touchpoint
for users

Demand side

Supply side



Major online touchpoint for partners

Partner



Haier Smart Brain

EMCAS

Customized one-stop scenario solution =
Home electrical appliances (hardware)
+ Zhijia APP (software)
+ Design & Renovation (service)
+ Smart Brain (AI-enabled data flywheel)



holders

Stakeholder (Enterprise) Value

Validation | Butterfly Effect

Rethinking Management for the Age of AI

The Industrial Revolution's was continued, Development of Management not



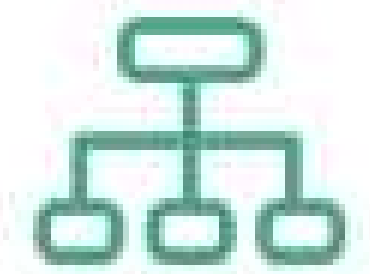
Between an Entity, its
Users & Data

Zero
Distance



Between
Entities

Zero
Boundaries



Within
an Entity

Zero
Bureaucrazy

Win-Win

Management Principle: Everybody is an Entrepreneur

Learning from the User Interaction via 2'000 Quantum Shops across China

Haier



Management Principle: Everybody is an Entrepreneur

Learning from the User Interaction via 2'000 Quantum Shops across China

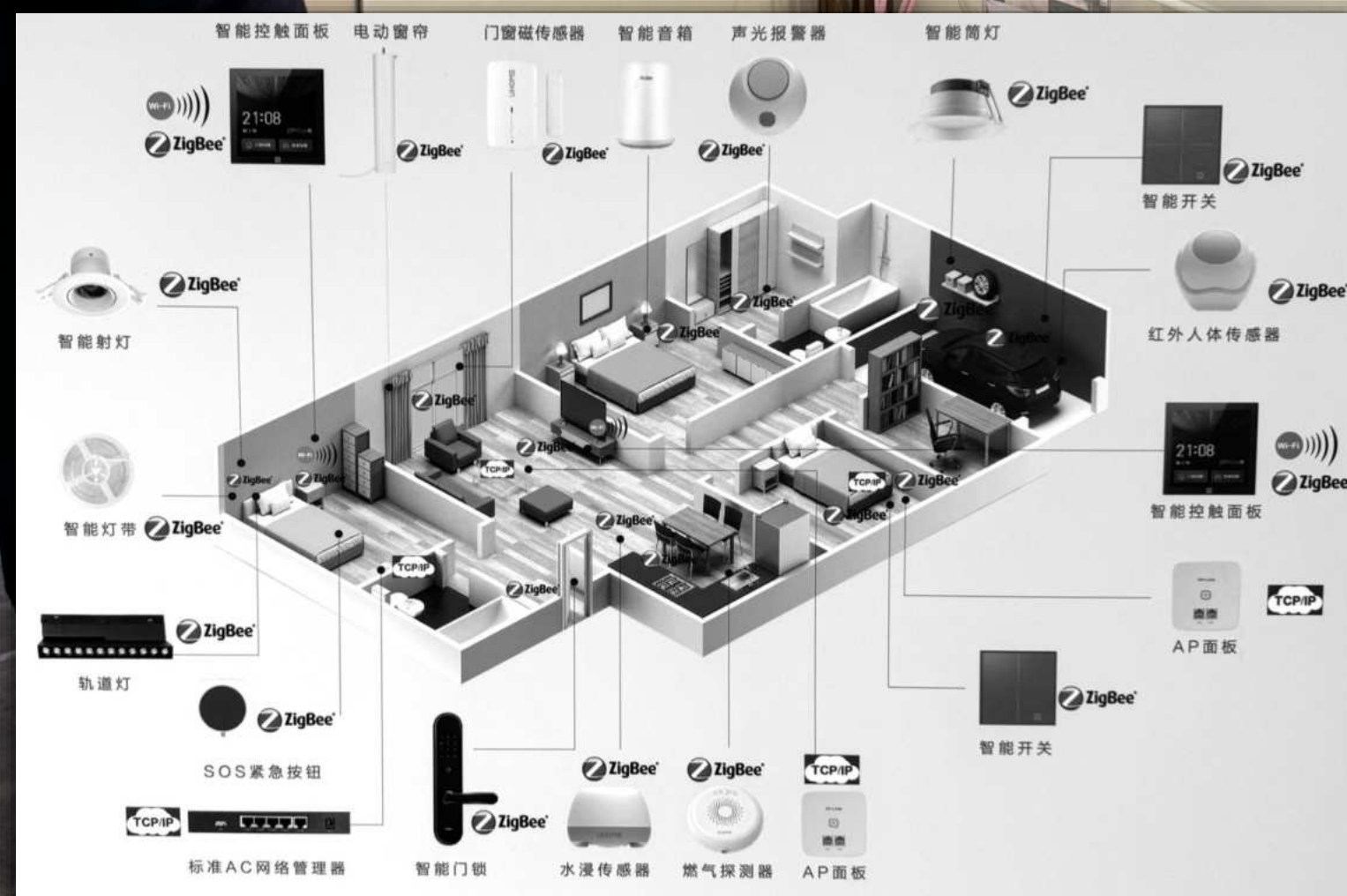
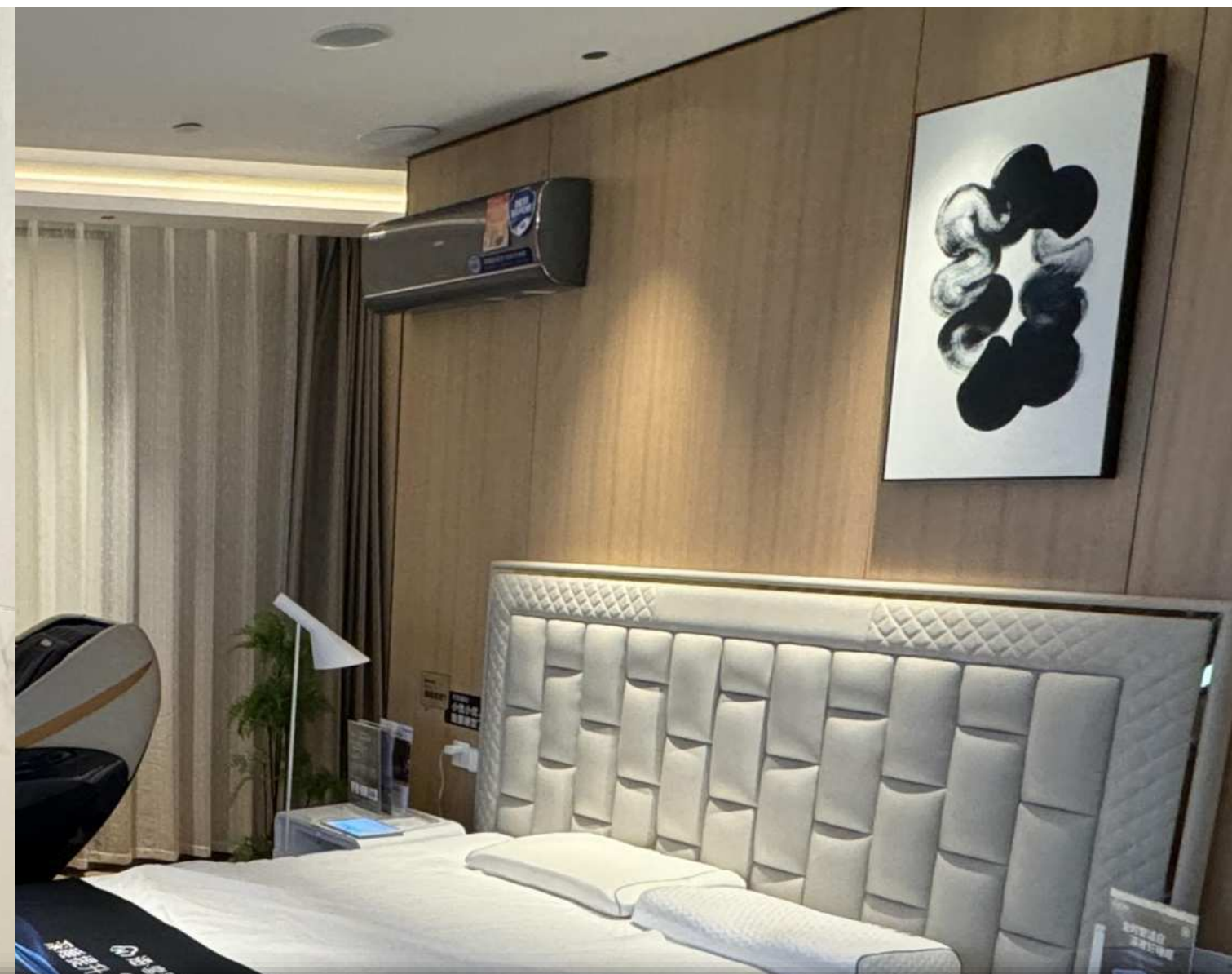
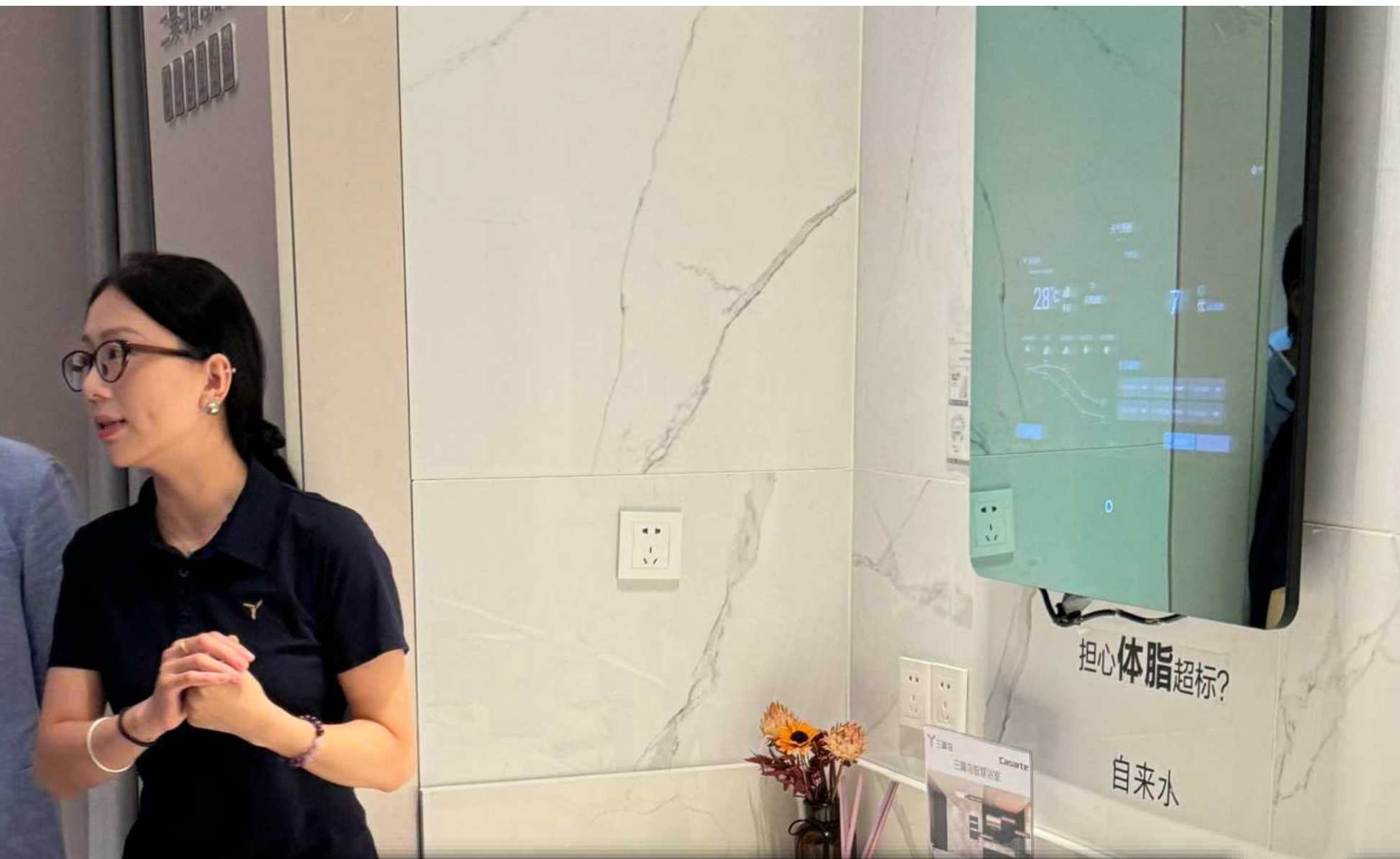


Kevin Nolan CEO GEA – A Haier Company

Strategy lies within the ME. There's
no corporate strategy

Management Principle: Lifelong User

From single Products to Customers Scenarios



An example of Haier's evolution in the appliance product line can be seen through four transformative waves:

Wave 1: Smart Appliance – Connecting individual products to the internet.

Wave 2: Smart Home – Enabling products to communicate with each other through IoT.

Wave 3: Smart Living – Creating a seamless user experience across all products.

Wave 4: Smart Building – Designing an integrated user experience throughout entire buildings.

This represents just one of Haier's paradigm shifts. Imagine in **Wave 4**, renting a flat that was fully built, maintained, and equipped by Haier, where all appliances are included in your monthly rent—essentially eliminating competition.

Haier's leading Plattform Business – They are 20 years ahead!
The Energy Plattform empowers 3rd Party



Haier's leading Manufacturing – They are 20 years ahead!

Mass Customization meets Digital Twin for Manufactory

Haier



Application Areas & Examples

Where could RDHY be used & how?

Application Areas	.. as Part of	Leading Examples
Setup & Formation (New)	Project	Joint Development of COVID19 Vaccine by Pfizer, Biotech, Fosun
Assessment & Continuous Improvement (Existing)	Product / Business Case	Buurtzorg
Transformation (Existing)	Product Line	Handelsbanken
Scaling (Existing)	Value Stream / Supply chain	Tesla, Polestar

Pfizer + BioNtech + Fosun: Joint Development of the COVID19 Vaccine



Trust-based Collaboration across Companies with no Contract

Key Principles & Project characteristics

Focus on common purpose	True synergy by complementarity	Trust based collaboration	Highest level of Transparency	Risk-taking approach & Flexibility for partners	Science, data driven governance & active leadership guidance
- Develop a vaccine in the fastest possible manner to save lives and end pandemic - Tremendous shared sense of purpose across the entire ecosystem led by common focus on the public good (across industry, research community, public institutions and regulators, NGOs) - Rapid feedback loops between industry & regulators - Commercial interests were not a major rationale for action – neither company had visibility in the beginning into the commercial opportunity	- BioNTech brought the innovation and immunological competence, Pfizer brought the clinical competence and execution muscle - None of the partners could do it alone with such a speed - Similar constellation with Fosun enabling to reach the Chinese population	- Existing institutional and personal relationships with Pfizer going back to 2018 fostered mutual trust which leveraged both sides' strengths - Trust that science & data will guide us and our decisions - Trust that foreseen and unforeseen challenges can be solved in real-time by competent teams - Trust that contractual issues could be solved later in a fair-fashion with mutual understanding of the needs of the parties	- Unprecedented information sharing in real time – example of commitment to share research findings in real time via preprint publications - High public visibility helped to create a spirit of transparency which contributed to high level of trust and a focus on the public good	- Against all odds, BioNTech decided to reallocate substantial company resources and start a COVID-19 vaccine program - Unprecedented financial risk taking of parties in the presence of uncertainties - Typical risk management stage-gates were bypassed due to focus on higher end objectives (for example, developing multiple candidates in parallel to see which ones could be the best, scaling up manufacturing before knowing the outcome of Phase 3 trials) - high level of flexibility for the parties to do what needed to be done to reach objectives	Establishment of Joint Committees of subject matter experts (manufacturing, clinical, regulatory, etc.) who meet on a regular basis Establishment of a Joint Steering Committee to discuss and resolve issues. High level of focus on the project at executive levels allowed the organizations to move swiftly when obstacles presented



Ugur Sahin

Ugur Sahin CEO Biotech

In Crisis there's **no Time** for **Contracts**

eRevo - Scaling a Business Model via a Partner Ecosystem in just 1 DAY!

Setup a Supplychain with the Lean Ecosystem Canvas collaboratively

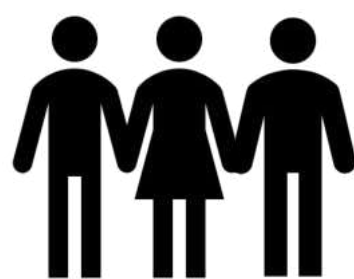


GOTO CANVAS

Lean-Agile Procurement@Scale



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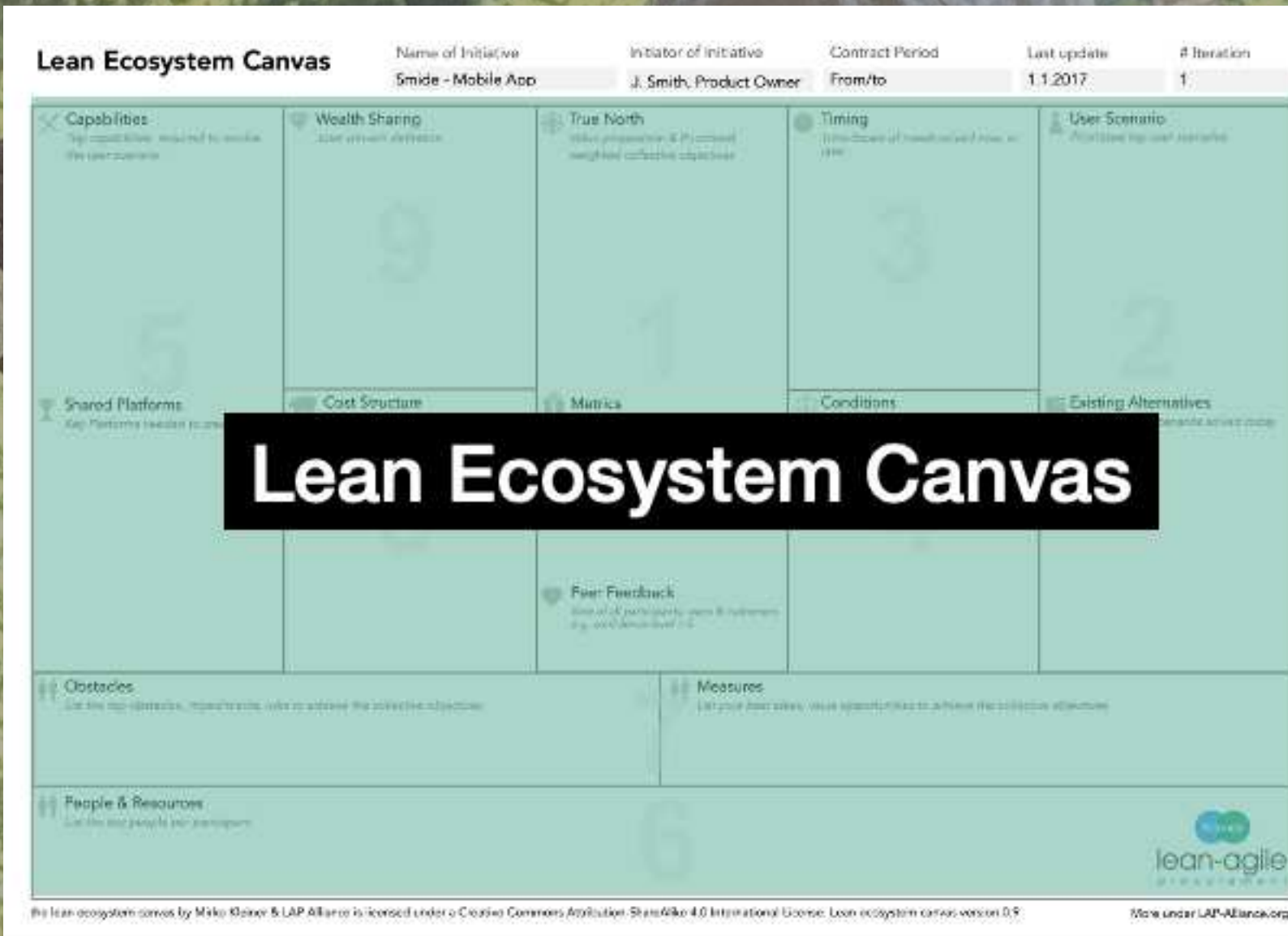


1 Days

3 Partners

1 Room

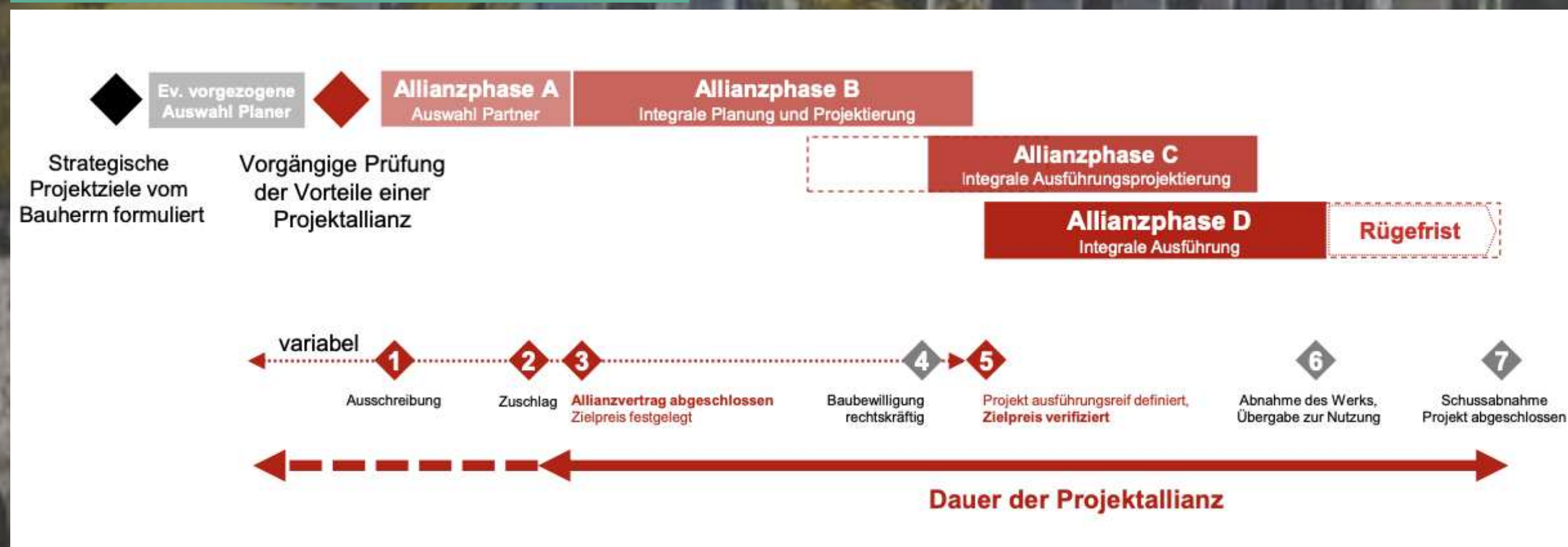
Kickstart



Procurement of a Project Alliance for Construction

Dialog lead to mutual Agreement with Risk-/Cost-/Profit Share

Lean-Agile Procurement



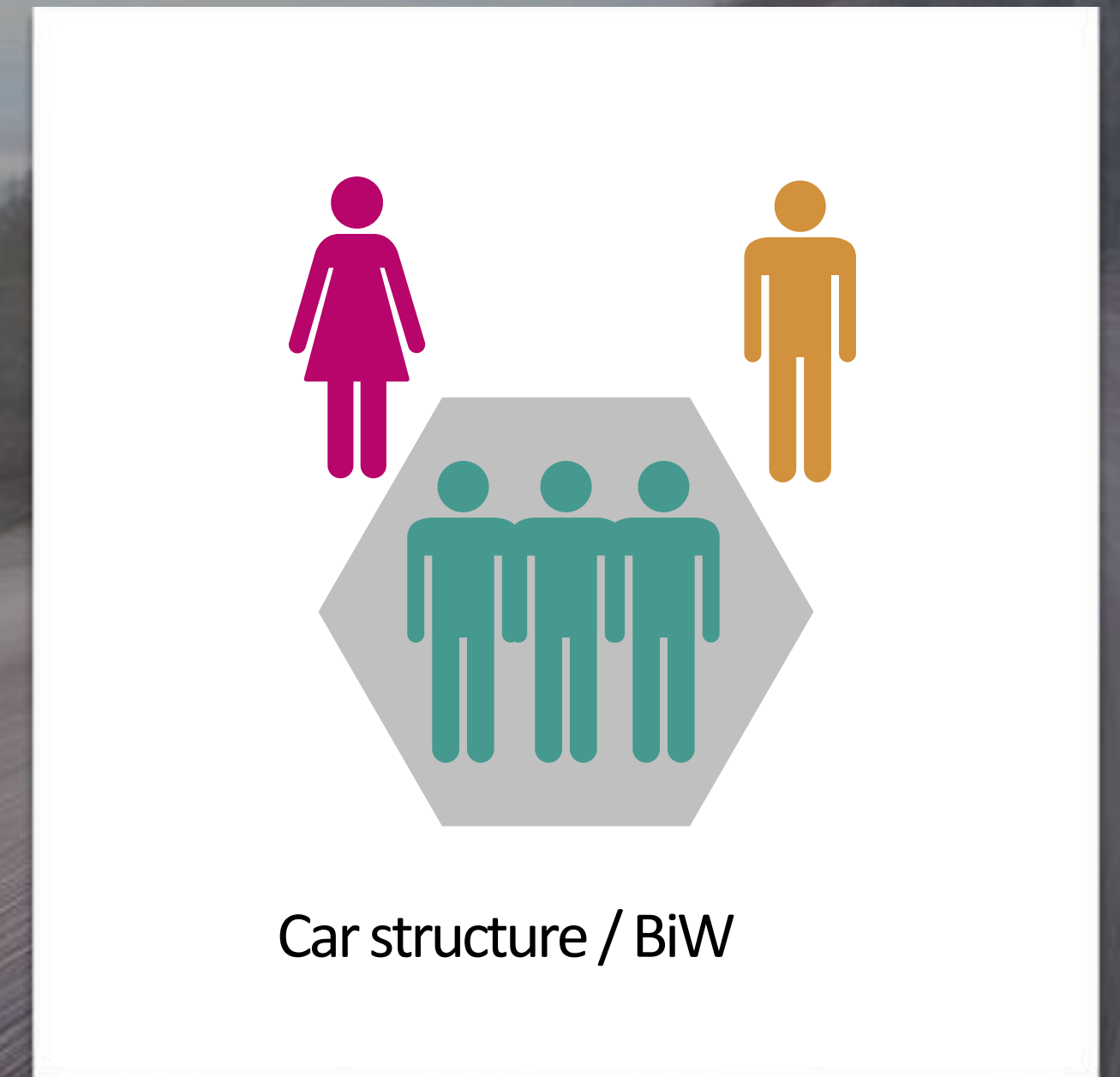
Lightyear 2: From a static Supply to an Adaptive Partner Ecosystem

Scaling Agile and the Product at the same Time



Things are coming together

LAP + S@S + xManufacturing + Agile Leadership + ..



Lightyear 2: From a static Supply to an Adaptive Partner Ecosystem

Scaling Agile and the Product at the same Time



Car structure / BiW



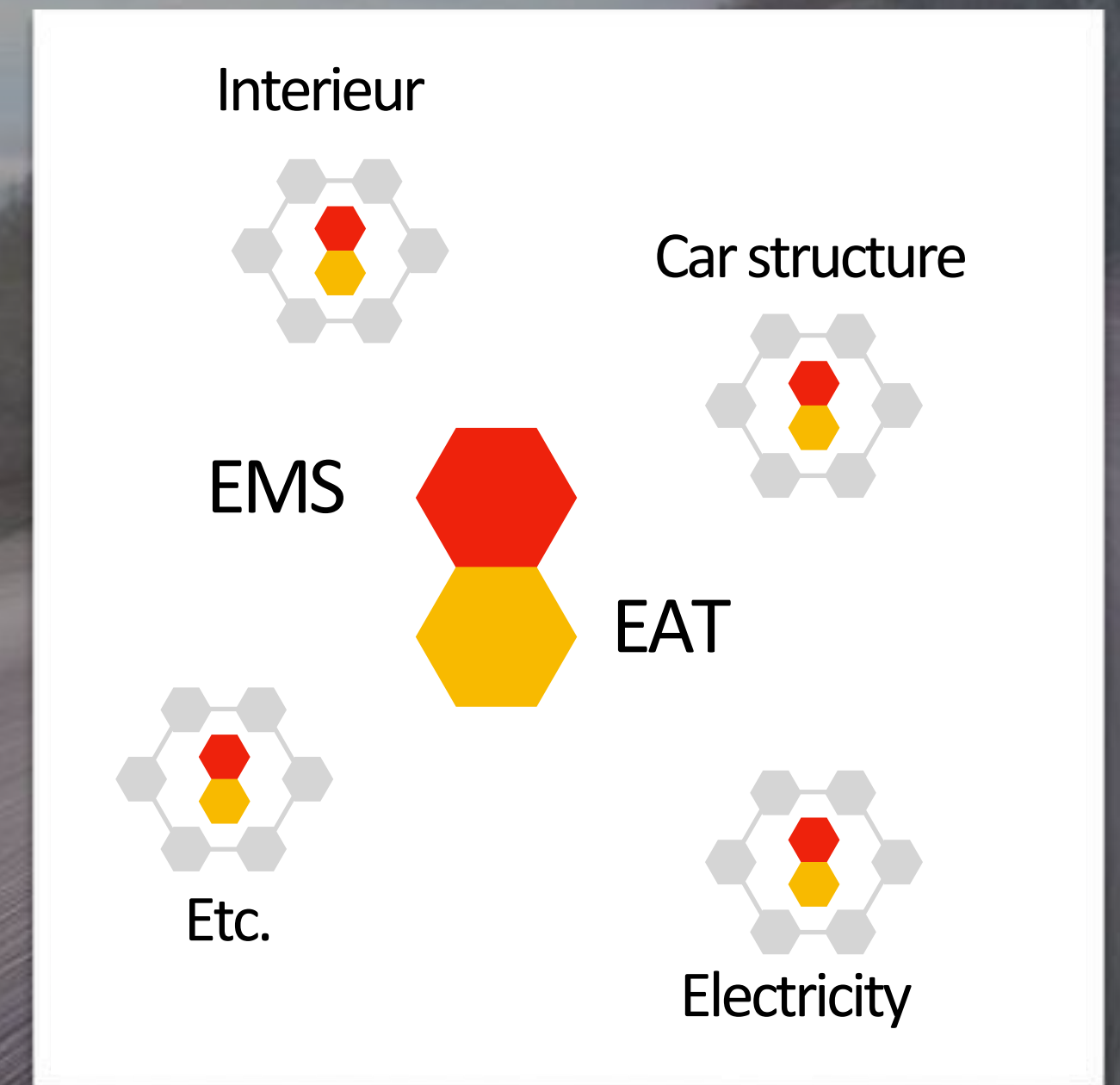
Cross-Company Innovation

Develop the Partner **Ecosystem** & the **Product**

End-to-End Accountability & Competence **across Companies**

Lightyear 2: From a static Supply to an Adaptive Partner Ecosystem

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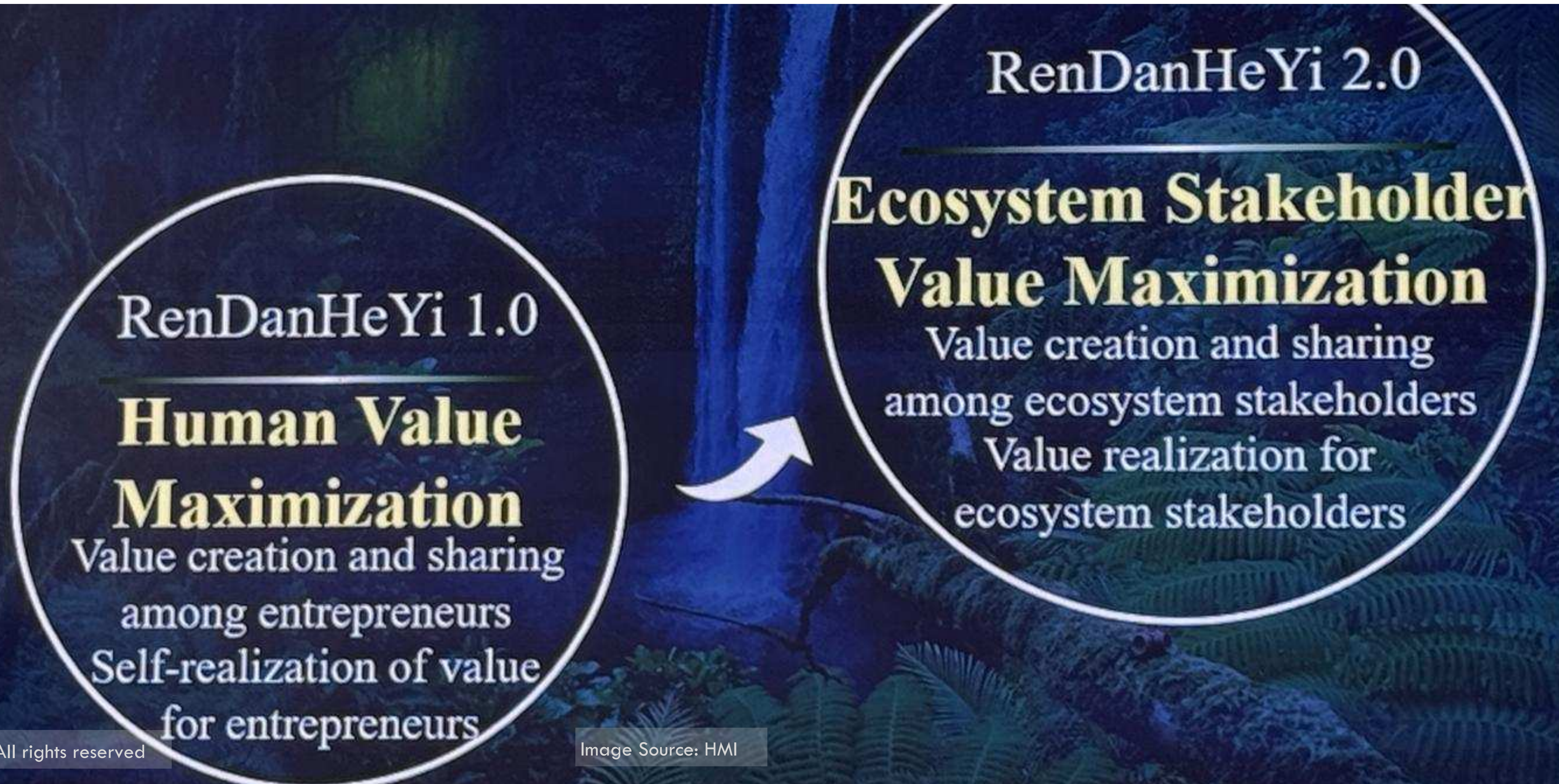
End-to-End Accountability & Competence **across Companies**



So what's
in it
for me?

Let's Rethinking Management for the Age AI

With a Win-Win Mindset we can change the Economy, Society & Environment to the better!





FREE

Ken Schwaber & Jeff Sutherland

RDHY The ~~Scrum~~ Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020

Download Slides

THANK YOU!

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