



SUCCESS STORY

FROM AN ESTABLISHED CORPORATION TO AN AGILE PERFORMANCE ENGINE

How KSB implemented a company-wide cultural change with the digital innovation platform by ITONICS

Ensuring a sustainable competitive edge in an increasingly digital landscape requires proactivity and informed decision making. Companies need to tear down internal knowledge barriers in order to react to any changes in the market, to detect innovation potential and to adapt strategies accordingly.

KSB is a leading supplier of pumps, valves, and related systems. These are used in a large variety of applications ranging from building services, industry and water transport to waste water treatment and power plant processes. Founded in Frankenthal, Germany, in 1871, the company has a presence on all continents with its own sales and marketing organizations, manufacturing facilities and service operations. KSB employs more than 15,000 people.

In order to break down internal knowledge silos, KSB implemented the innovation platform *iport* in 2017. Today there are over 7,043 active users and more than 1,100 ideas have been submitted. Based on the ITONICS innovation platform, all employees worldwide can actively participate in the idea and innovation management.

Following the digitalisation of the idea management, the platform was expanded at the beginning of 2019 in order to include the components 'Corporate Foresight' and 'Competitor Analysis', and has since formed the digital foundation of a KSB-wide cultural change towards an agile performance engine.

7.043

active
users

>1,100

submitted
ideas

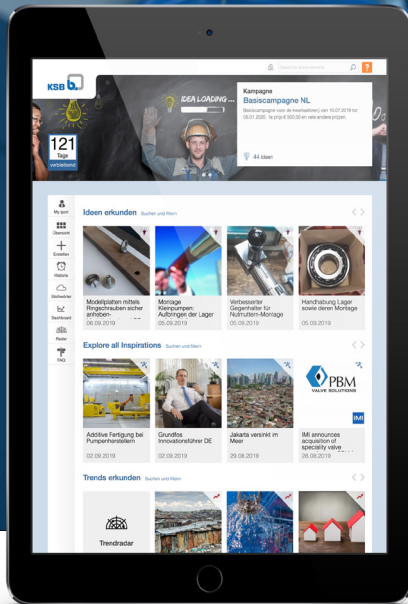
>60 %

saving on processing time
of ideas

16

participating
locations

Previous year's numbers of ideas have already been exceeded at the beginning of September 2019.



“Our biggest challenge was the connection and knowledge sharing between our employees and the establishment of a more integrated process. KSB reacted accordingly by breaking down traditional organizational structures partnering with the solution provider ITONICS.”

– Frank Udo Kimm, Head of Idea Management, KSB

Figure 1: Homepage of the innovation platform *iport*

THE CHALLENGE

Global connection of employees and the establishment of an integrated innovation process

Initial situation at KSB

- Small group of participants, no community
- Small, local improvements
- Mostly only production areas involved
- Little effect of idea management on entire company
- Limitation of idea content by statute
- Limited activation mechanisms

Market situation

- Cutthroat competition in saturated markets
- Outdated business models
- Rapid technological developments
- Increasing regulatory influence
- Companies need to face the changes in order to remain competitive in the future.

OBJECTIVES

1. Transition to a more modern and digital idea management with the possibility to extend to innovation management and establish a transparent platform for creativity, communication, and potential for development
2. Increase in the degree of openness (global and external) and navigation of content towards trends and technologies

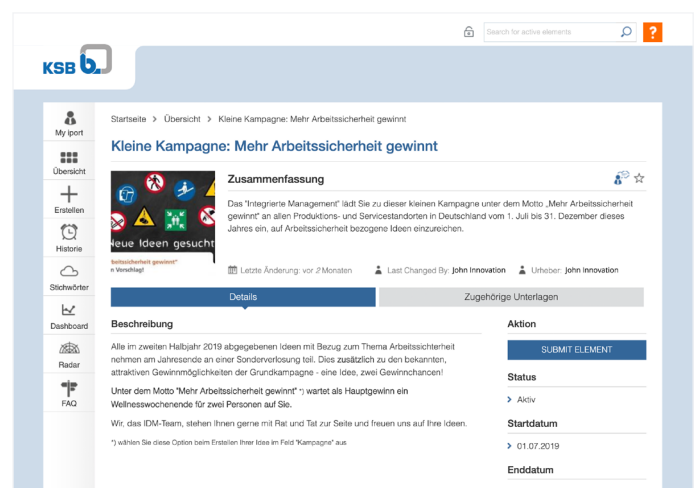


Figure 2: Campaign overview in *iport*

THE SOLUTION

A digital and accelerated idea and innovation process involving all organizational entities

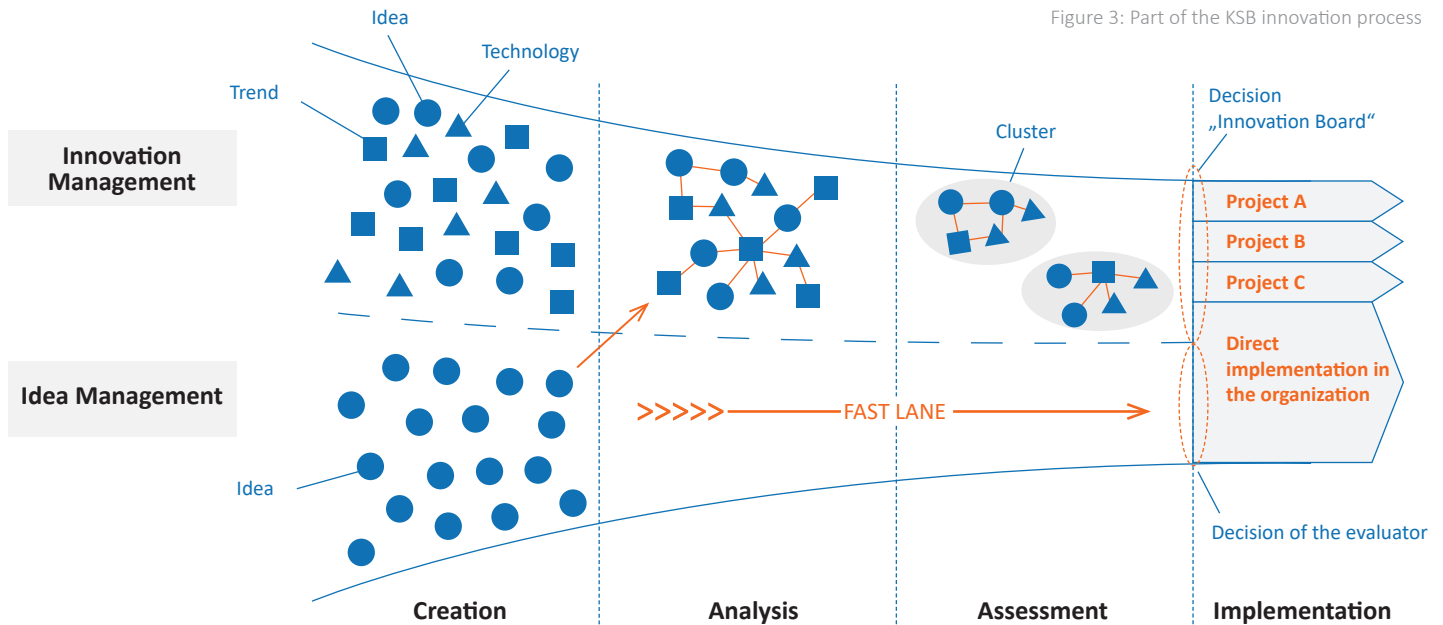


Figure 3: Part of the KSB innovation process

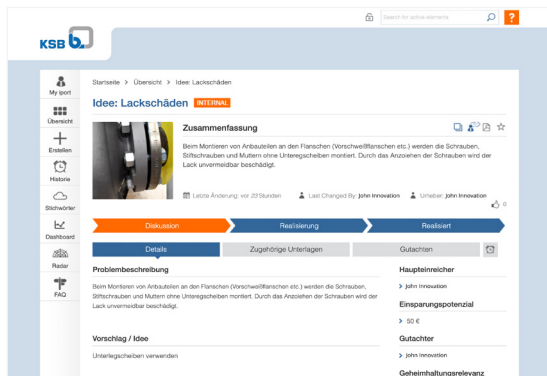


Figure 4: Detail page of a submitted idea

1. Digitalization of idea management

The innovation platform *iport* has been active since 2017 and primarily serves the purpose of helping employees submit ideas for process, product, and service optimizations.

Each idea is assigned to a specific idea category (e.g. work safety, resource efficiency), which is then evaluated by an appropriate expert who decides upon the official acceptance of the submission.

Submissions for improvement with a calculable benefit under € 1,500 become part of a lottery. Ideas with a benefit of more than € 1,500 undergo a special assessment and are also awarded and integrated separately.

2. More openness in innovation management

Since the beginning of 2019, the platform has been expanded to include trends, technologies, and patents. This extension by ITONICS Radar allows direct monitoring of competitors for the assessment of the company's business model. All this information is bundled into action fields (clusters) and then linked together to be analyzed in a temporal context.

Ultimately the innovation board decides which cluster findings to transfer to bigger projects or directly implement in the organization. The defined innovation fields can also support further idea campaigns or subsequent innovation processes.

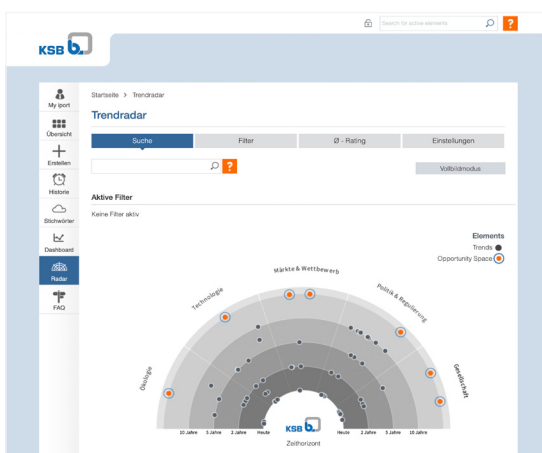
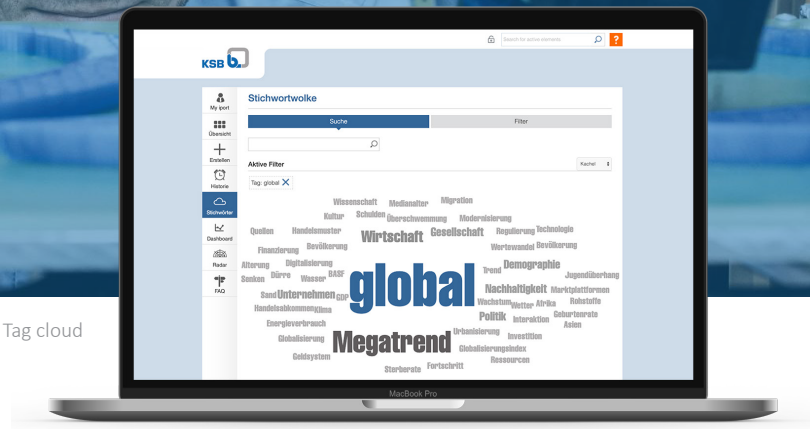


Figure 5: Radar with relevant trends and opportunity spaces

– Dr. Maximilian Stieler, Innovation Manager, KSB



The digital backbone of a KSB-wide innovation network

- 7,043 users from 16 locations are active on ***iport***. More than 1,100 ideas were submitted since the launch of the platform.
- KSB digitalized the entire manual process from idea submission to assessment in order to develop faster improvement processes.
- The processing time of an idea from submission to implementation continuously decreased by more than 60 % (reference year 2017).
- Employees can now comment, like, and discuss each other's ideas - on the platform and offline. The feature allows to share knowledge more easily across the company.
- Gamification and targeted incentivized campaigns increase the system's attractiveness and user motivation.

► Ideas are processed with more openness increasing the quality and thematic diversity of all submitted ideas.

- **Ipport** is a global knowledge and information platform. The company created a single point of truth for holistic innovation management.
- A cultural change towards a more open and **transparent community** established since the introduction of this new system.
- By incorporating the **expertise of various departments** most topics are now handled more dynamically in the foresight process, **reducing knowledge silos**.
- It is easier to **identify experts** and the appropriate **contact person** in each specific field.
- **Cross-departmental cooperation** is encouraged while the **synergy effects** between the company suggestion system and corporate foresight become visible.
- It is now possible to **identify strategic innovation fields** for growth in possible attractive markets and use them to generate new ideas.
- A comprehensive **dashboard** enables **continuous performance management** and controlling of all idea management activities.

About ITONICS

ITONICS is the leading provider of software solutions and services in innovation management. Founded in Nuremberg in 2009, the company employs around 100 people at four locations.

In addition to its headquarters in Nuremberg, ITONICS has offices in Germany (Berlin), the USA (New York) and Nepal (Kathmandu). ITONICS' end-to-end approach enables an integrated innovation process on a single web-based collaboration platform.

Why ITONICS

- **Strategic approach:** The ITONICS methodology and tools link strategy, innovation, and execution and can be managed by a small team.
- **Perfect match:** The customizable software modules can be configured to your individual needs. We guarantee the perfect fit to already existing best practices within your organization.
- **Partnership for excellence:** Bring your innovation management to the next level! Our best practice workshops, periodic health checks, benchmarks, and training sessions guarantee a sustainable and world-class innovation management.
- **Global engagement:** We manage and operate global open innovation challenges and enable worldwide

With the modular software suite, companies can design and manage their entire innovation strategy. By combining profound industry know-how and scientific expertise, ITONICS creates the conditions for the development of disruptive innovations and sustainable strategies.

Large and medium-sized companies worldwide rely on ITONICS including Audi, CISCO, DZ Bank, INTEL, PepsiCo, Siemens and Total.

technology and trend scouting projects. You can trust our vast industry expertise that ranges from automotive to chemicals, defense, fashion, financial services, and FMCG to governmental agencies and research institutes.

- **Trust:** As a leading provider of services and software solutions in innovation management the protection of your data assets is one of our major obligations. Getting certified in ISO/IEC 27001:2013 underlines this ongoing endeavor.
- **24/7 support worldwide:** You can rely on our team of experts 24/7 and receive individual support and advice.

Our Customers



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