

Bachelor-Thesis Wirtschaftsingenieur | Innovation

Engaging in lean and agile Business Development Strategies



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Abstract

Rail freight is currently undergoing a very exciting transformation. The introduction of a disruptive innovation that will change the European rail freight market. The objective of this paper is to develop a new business development strategy in B2B markets based on the new digital automatic coupler DAC and the cooperation with Voith. This work is carried out within the framework of a bachelor thesis. Voith launches a disruptive innovation with the CargoFlex (DAC), acting as an enabler of (digital) service-oriented business. They are leading to an interesting change in Europe-wide rail freight transport. The practical experience in the project confirms the finding that the sheer amount of literature on the topic makes the exact interpretation of a targeted and neat approach difficult. Approaches that are initially perceived to be correct are revised, and established cycles flow into one another. Practical experience also shows that Anderson et al.'s (2008) understanding of understanding, creating and delivering value still confirms its relevance today. This relevance can be countered by neglecting the importance of the

Lean Startup (Service) Design Thinking and Action Research aspects. However, these are of importance, especially in the case of uncertainties regarding future use cases. Disruptive innovations do not allow for a conventional business development strategy, which is why a new elaboration of such a strategy is proposed in this thesis. One that is characterized by approaches of Service Design Thinking, Lean-PSS/Startup and Action Research a targeted, agile customer-oriented business development strategy.

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Semester:
FS22