



GERMANY:
DIGITAL TRANSFORMATION
OF A HIDDEN CHAMPION

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REINHAUSEN AT A GLANCE

Market leader in global niches of electrical power engineering

Founded in 1868,
trademark "MR"
established in 1901

Family-owned
by majority since
five generations

Market leader e.g. in
transformer control &
high voltage testing

3,250 employees,
75 % located in
Germany

36 subsidiaries,
6 affiliated
companies

750 million EUR turnover
(B2B), highest available
rating (AAA)



> 80 %
of all products
ever delivered are
still in operation

> 50 %
of electricity consumed
worldwide passes
through our products.



Hidden Champion
2013



EFQM Recognised
for Excellence 2013



Industry 4.0
Award 2013

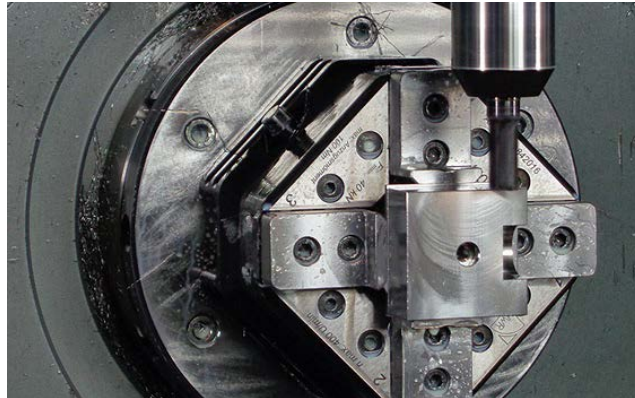


Great Place to Work
Germany 2015



Innovation Award
German Industry 2016

THE TIMES THEY ARE A-CHANGIN'



DIGITAL TRANSFORMATION (INDUSTRY 4.0)

Still slow in automation, digitalization has now reached the electrical power engineering industry (accelerated spread of technology)

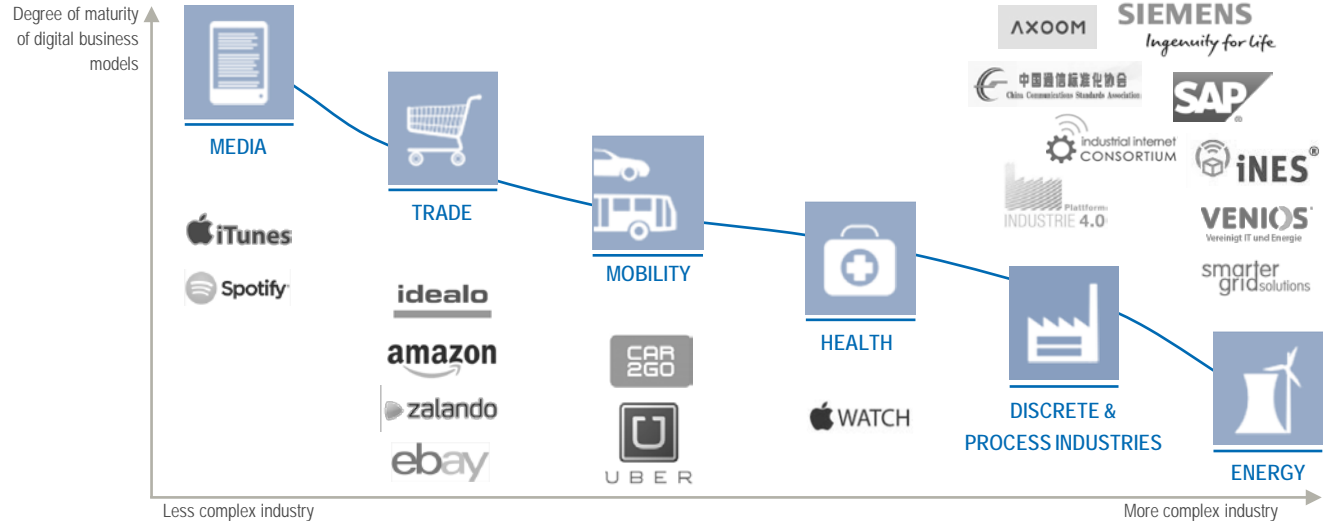
Technologies

Digitization, smart sensors, connectivity, big data analytics, in memory-computing, cyber-physical systems ...



Applications

New business models and ecosystems, shifting focus from hardware to software, transformation of corporate culture ...



From sale of products to sale of solutions (solution provider)



Involvement of customers in own value chain (customer inclusion)



Niche products from mass product components (mass customization)



Processes in the cloud (transaction-based platforms)



Data-driven platform business models (multi-sided platforms)

FROM MECHATRONICS TO INTEGRATED SOLUTIONS

Concerns about a rising potential for Disruption



Entrepreneurial approach as former core competence of Hidden Champions



SIMPLE, INSPIRING VISION



EXPERTS IN USE CASES



DONE IS BETTER THAN PERFECT

Liability for employees committed to Production



Creative Destruction requires protection against prevailing Incrementalism



DIGITAL INCUBATOR

COLLABORATION

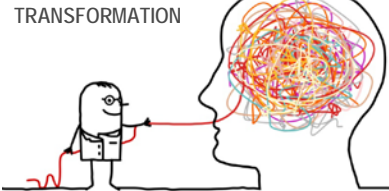


ACQUISITION

Software is much more profitable than Hardware



Digital Change determines the architecture of future Value Added



TRANSFORMATION

TRANSPLANTATION



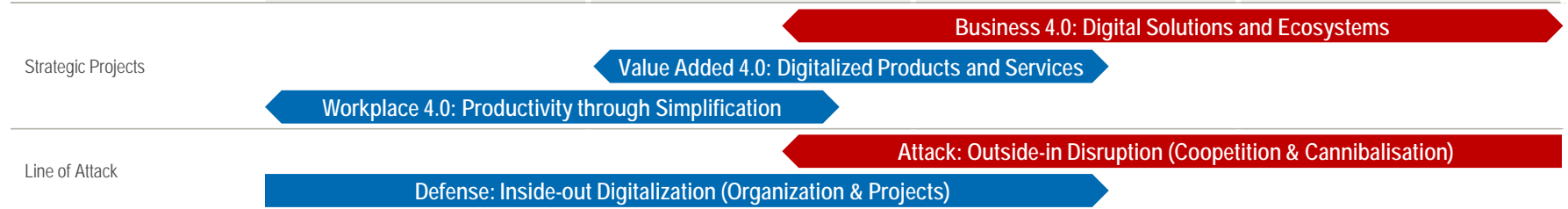
CAPITULATION





AMBIDEXTERITY: EXPLOITATION AND EXPLORATION

Requirements	Qualified Employees & Cultural Change	Lean Management & Data Availability	Trusted Brand & Risk Management	ICT Competencies & Open Innovation
Maturity / Objects	Workplace	Operations	Products	Business
Data Collection and Processing	Modern Assets Mobile and immediate access ...	Ubiquitous Data Real-time transparency ...	Customer Behavior Personalization via software ...	Software Turnover Data based services and portals ...
Communication and Networking	Responsible Employees Attract and train digital talents ...	Automatic Control Assistance systems ...	Intimate Contact Remotely connected devices ...	New Applications Metered revenue concepts ...
Integration and Transformation	Intrapreneurial Spirit Agile management methods ...	Seamless Interaction External data & machine learning ...	Autonomous Systems Digital Twins at the OEM ...	Adaptive Ecosystems Multi-sided B2B platforms ...



THE POWER BEHIND POWER.

www.reinhausen.com



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