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Martin Kaschny • Matthias Nolden

Innovation and Transformation

Basics, Implementation
and Optimization

 Springer

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Foreword

When I was invited to write this foreword my first reaction was a hesitant one. When I saw the table of contents of the book I changed my attitude as I could see the benefits for its readers. The content as such was so highly reflecting my own practical experience—25 years in management and over 15 years in transformation management consulting.

This book is of relevance for all managers and innovation teams, because it describes in a clearly structured format all elements to be covered when dealing with innovation and transformation. The underlying methodology is not only important for innovation, it often has been successfully applied also to revitalize and redirect existing organizations and make them ready to contribute to development of growth in the innovation area.

When a first innovation and transformation development milestone is reached, the same methodology can be applied for further developments either within an intentional set-up of a separated innovation team or by starting to make other parts or functions of an organization ready for contributions to the transformation in a well-synchronized way. Finally, I would like to mention that innovation and transformation management needs clear leadership. From experience I can say that successful innovations and transformations are highly based on the common understanding and spirit of the team leader plus the total team.

The described approach gives managers and contributing consultants an excellent base for a clear logic how to organize responsibilities within the innovation team. The book contributes with its clear structure and with embedded examples to an easy reading and understanding, thus building an excellent base for its application.

Some words about the underlying methodology. As a manager and a consultant I always had to deal with innovation and transformation management. Transformation management includes additional topics such as start-up management, very high growth management, and also re-direction or restructuring management. Exposed to implement these different requirements, I was constantly looking for appropriate methodologies. Based on literature and joint work as manager with consultants, a very pragmatic, down-to-earth methodology was iteratively developed. Many customers and colleagues have contributed. The customer feedback highly contributed to the simplicity, understandability, and ease of application. The input from the colleagues and consultants ensured completeness and scalability for smaller up to larger organizations. I am very thankful to all these contributors—it was

iterative team work and it will be carefully developed further. And I highly appreciate that these many valuable and practical contributions have been incorporated into this book.

Special thanks to the authors of this book who over many years have studied the market for appropriate innovation and transformation methodologies and most importantly have applied the described approach successfully.

I wish the authors of the book continuing success in teaching and applying the described methodology and all readers easy access to it.

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This book was created in a zone of tension between theory and practice. Often it was necessary to support theoretical statements with practical examples or checklists. Conversely, we also had to substantiate practical experience with scientific evidence. In particular, the following students have made outstanding contributions to the solution of such questions: Jessica Bertsch, Maik Boldt, René Cimski, Franziska Förster, Florian Kettel, Jennifer Kuhn, and Jennifer Trembaczowski.

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In an intensive exchange with the two authors, the following three students worked on the creation of chapters two (Company transformation) and three (Strategy and positioning): Crispin Becher, Johannes Braun, and Sascha Hachentahl.

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Koblenz, May 2018

Martin Kaschny
Matthias Nolden

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