

**VORWERK DIGITAL**

**EMBRACE THE DIGITAL HOME**

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*Co-Founder of Vorwerk Digital*



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*Before we start...*

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Thermomix

**50 YEARS**  
of  
PRODUCT EXPERIENCE



# Thermomix TM5



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## Direct Selling

*Personal demonstration in your home,  
organized by someone you trust,  
to experience the product  
with all your senses.*

When You Choose  
&  
When You Use

*Higher Usage  
Higher Satisfaction  
More Recommendations*

# Digital Product

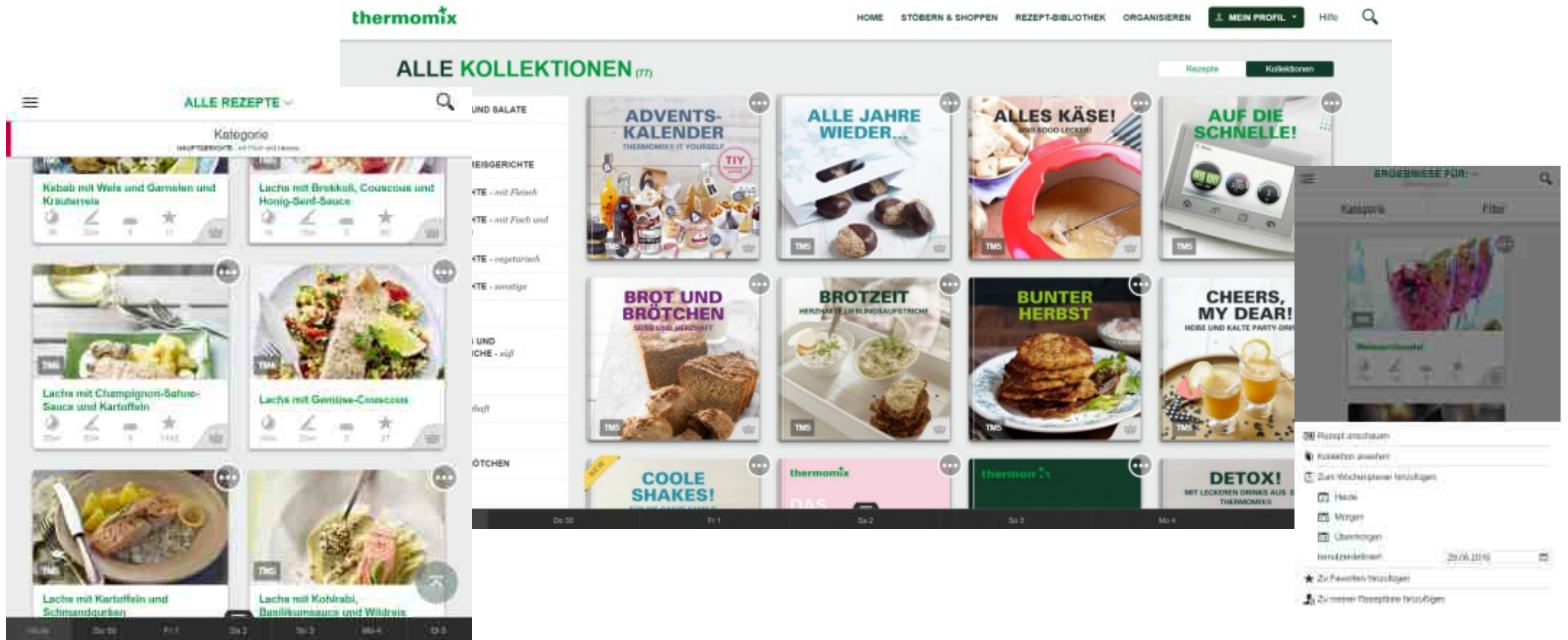


# Guided Cooking





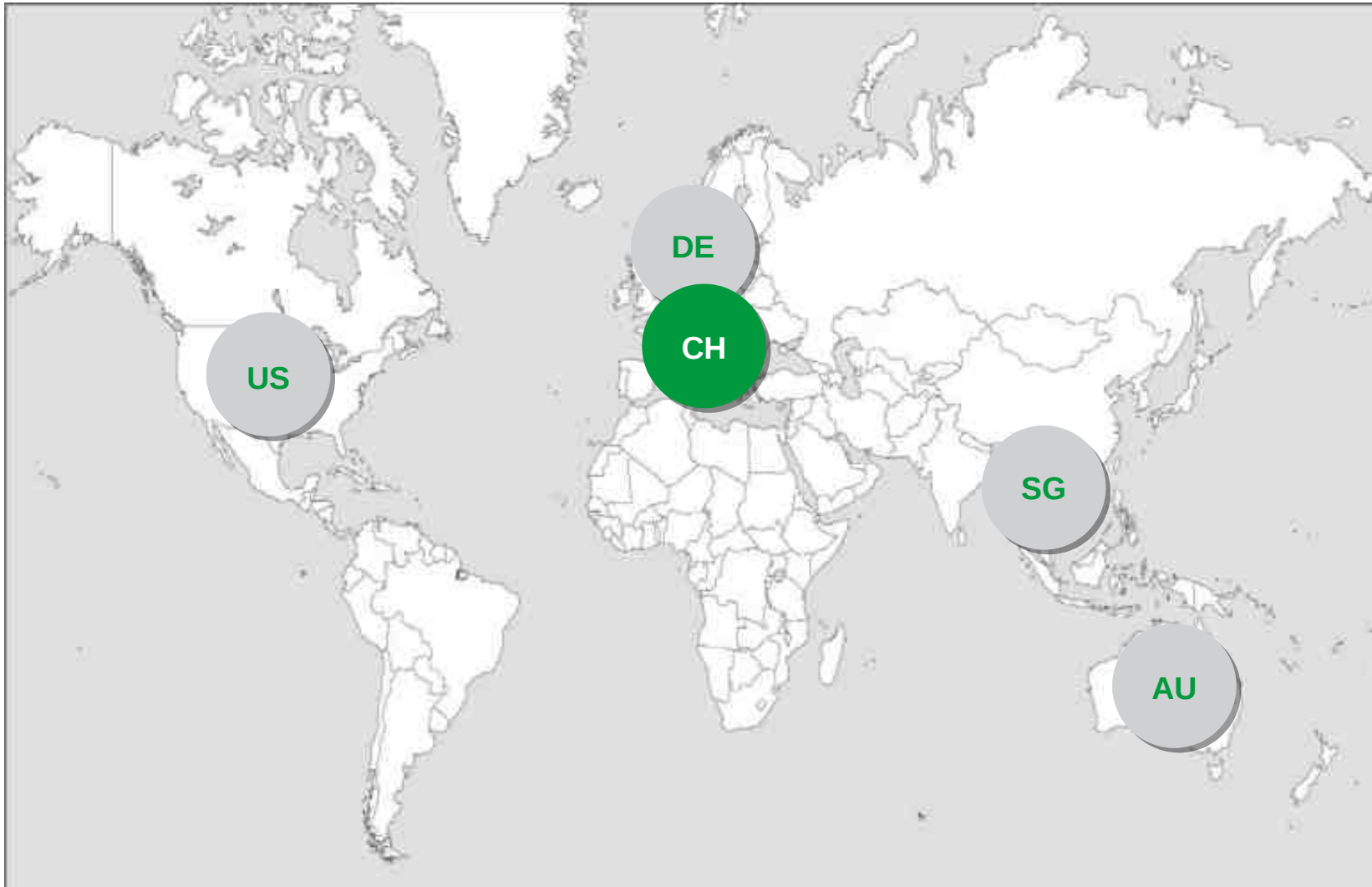
# Cookidoo Platform



# Global Business



# Global Platform



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## Vorwerk Digital Platform Buzzwords

- Self-Contained / End-to-End / Cross-Functional
- You Build It – You Own It
- Pace Layering for Time-to-Market
- Cloud First: XaaS (Constant Rebuild / Refresh)
- Continuous Everything & Release Everything („Toggle“)
- Self-Service for / by the People
- Code Everywhere = Automate Everything (e.g. Infrac. as Code)
- Crowd Feedback (Blue/Green, Canaries, Fix Forward)
- Start Left (Shift Left)
- Container-Centric Compliance Pipeline

# Vorwerk's Perspective Shifted

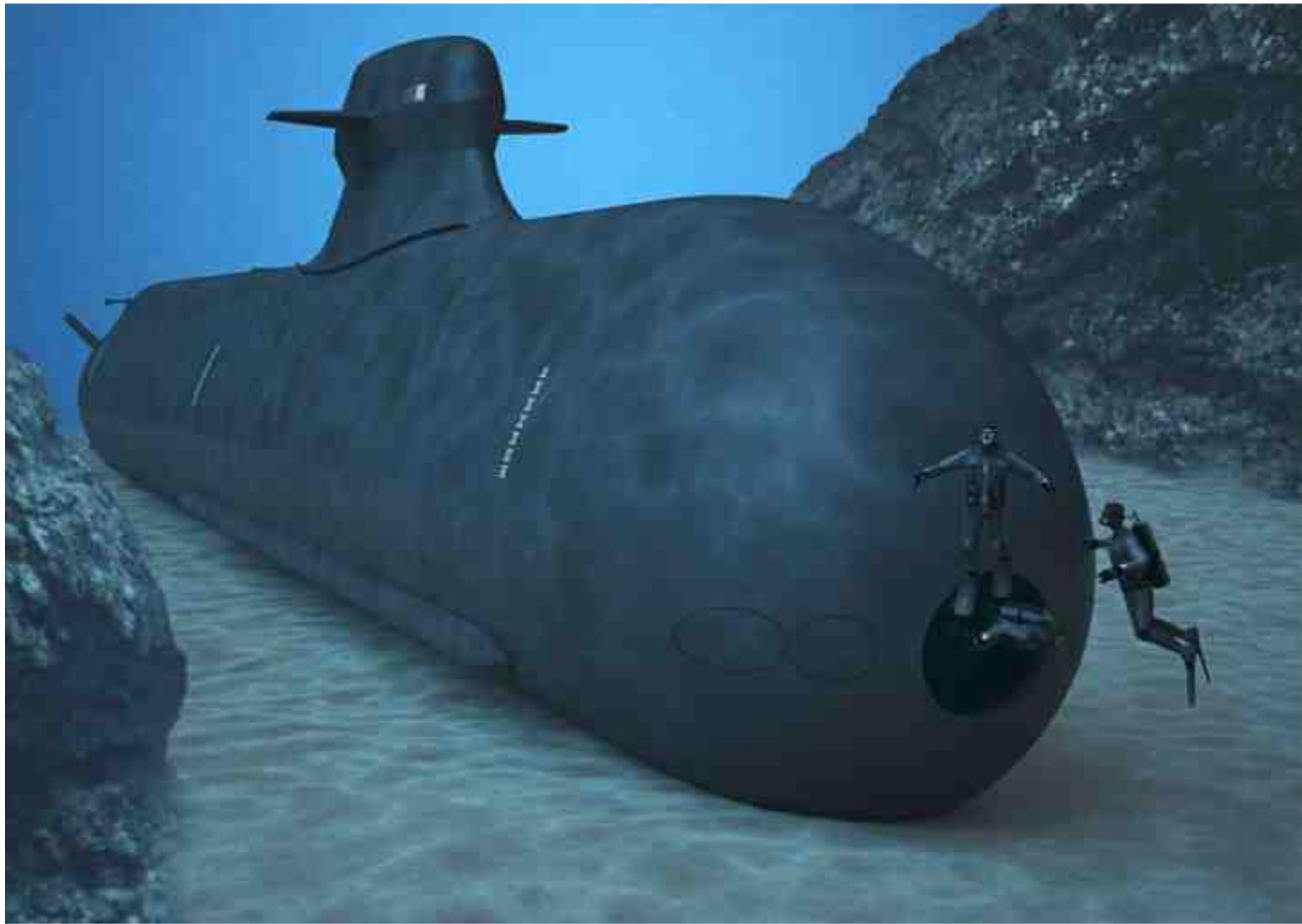


*Digital is a competitive advantage and a key driver for our business.*



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*How did we get here?*



## Can you build...



*...with the existing  
Corporate Mindset  
and Equipment?*

*...Successful Digital  
Business Platforms...*



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*No.*



*Cost Efficiency & Synergy  
Prevention of Mistakes  
Escalation-Driven („Stop“)*



*Time-to-Market  
Learn & Adapt („Fail Fast“)  
Innovation-Driven („Trial + Error“)*



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*Some of the underlying  
problems...*

**Traditional European („German“) Companies**

*Cost of Goods & Services*

*Cost of Poor Quality*

*Very Good One-Off Products*

*Selling Ownership*

*Total Cost of Ownership*

**Digital Leaders (US, China, ...)**

*Cost of Delay*

*Cost of Change*

*Cont. Improving Experience*

*Promoting Usership*

*Total Cost of Bullshit*

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*How can we get better at that?*

## The 6th Avenue Situation



Until 1945, the 6th Avenue was one of the most dangerous streets in New York, full of drugs and crime – despite many attempts and large law-enforcement programs.

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## Change Requires Holistic Approaches

*Tearing down the overhead railway that kept the streets in the dark and installing large amounts of new street lights.*

*Introducing legislation that required the local businesses to keep the lights on even during night.*

*Appealing to the patriotism of businesses by renaming the street from „6th Avenue“ to „Avenue of the Americas“, and allocating buildings for official government business.*



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## The New Iron Triangle



## Keep an eye on...



Dementors.



Punishing the 99%.

Keep an eye on...



They found better „super-app“ names.



Leading Star.

## Some Results from Our Teams

100 Mio. € Digital Business  
1.5 Mio. IoT Devices  
3.0 Mio. Users  
**TODAY**

Fast Growing Digital  
Subscription Business  
Integrated Content  
Strategy  
(Stories & 3rd Parties)

Digital Leader Award  
Digital Champion Award  
German Marketing  
Award

Focus on Continuous  
Everything, e.g.:  
Continuous Evolution  
Continuous Re-Planning  
Continuous Delivery  
& Deployment

Agile & Emergent:  
Business Models  
Investment Decisions  
Contracting

Great Attitude:  
Great people want to work  
with other great people on  
great things.