

# W h i



Although it was meant to be just another aircraft, it will be so much more than that. Originally conceived as an A330 upgrade to square up to Boeing's Dreamliner, the Airbus A350 looks, sounds and smells like an aircraft. Yet it is something completely new, completely different. More than half of the whole machine – and 90% of the fuselage – is made not of metal, but of fiber composites.

In an interview with think: act Business, Airbus board member Günter Butschek reveals that this development is nothing short of revolutionary: "We are redefining the subject of aviation" (page 14). Günter Butschek knows what he is talking about, coming from an automotive industry that, 125 years after its history began, is likewise opening a new chapter. Driving on electricity instead of gasoline? Entirely new players in the supply and OEM game? Car-sharing fleets as a new line of business? All this is only the beginning. The ultimate aim is mobility, in whatever form – even on foot. A business model that has lasted over a century is now fighting for its life. And the last word has not been spoken ... The destruction of the environment, scarcity

of resources, urbanization and demographic trends affect the whole planet. In the process, they are rapidly, often abruptly, changing the business models of established industries. Never before have companies experienced such far-reaching upheavals. Nothing lasts for ever. Nokia, once a maker of rubber boots and then equipment provider to the modern information society, has had its day. Apple is the new now. And tomorrow? Who knows? Is this the hand of destiny? By no means. Change can be planned. Change can be wrought. While some lament the demise of the newspaper, the New York Times is earning top dollar on e-subscriptions. On the list of hot innovations, coffee arouses about as much excitement as matches. Can you even earn money with it? You bet you can! Nespresso drinkers pay the equivalent of EUR 80 per kilogram of coffee beans. Thanks in part to George Clooney, perhaps. But certainly thanks to Nestlé's innovative business model.

Ideas may be free, but they are rarely new. The forces of creative destruction were eloquently elaborated by Joseph Alois Schumpeter, who died in 1950. Yet they have never been more topical than they are today. Innovative business models are everywhere, in every industry.

Enjoy your read!

Axel Schmidt  
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## think: act BUSINESS

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