Notitia
The Anniversary Issue
30 Years of Pioneering

The 1980s: the heyday of MTV, shoulder pads and the mullet hairstyle. It was also a time when a group of students decided to found an IT company with the vision of developing top-quality software in Switzerland. While MTV, shoulder pads and the mullet hairstyle are past their prime, the IT company continues to flourish.

Yet this is something we never take for granted. It is true that, in its early years, AdNovum was able to fully capitalize on the Internet boom, but by staying true to its name and embracing the «new», the company always made sure it reacted flexibly to changing market conditions. This meant, for example, scrapping a few of the founder’s principles like never working for a large company or a bank, and never having more than 20 employees. Our customer portfolio today comprises of firms of all sizes, naturally from the financial sector too, and we have more than 600 employees across seven locations. And nevertheless we have retained more central values such as open dealings with one another and cultivating a culture of trial and error.

We have also stayed true to our principle of promoting quality and security. We do not just offer security as a fundamental part of our solutions but also in the form of a product – our NEVIS Security Suite. Overall, our product portfolio has expanded considerably over the years and now comprises of all services in the solution development life cycle. Innovation has been a key principle from the very beginning, something perfectly reflected by our anniversary motto «30 Years of Pioneering». AdNovum has always been on the cutting edge of technology. In the 1990s, it created a superordinate management system for various building management systems and enabled safe access to a host system from the Internet for e-banking. Around 2015, the company had a major involvement in the development of a mobile payment solution, to name just a few of the milestones. But it gets even better: For around two years now, we have been conducting research in our own Innovation Lab, the AdNovum Incubator.

Because innovation – or to be more precise business innovation – is and always will be the key to our success. This is why, together with our customers, we anticipate digital trends, verify use cases and create new customer experiences, working methods and business models. Thanks to this co-creation approach, we integrate the customers in our core processes. They end up with the best possible solution because we are aware of their requirements from the very beginning.

We look forward to taking on new challenges in these eventful times and will continue to be guided by our pioneering spirit.

In five words instead of five sections: now 30 years and counting.

Wishing you an enjoyable read

Chris Tanner
CEO AdNovum
Exciting times
On the occasion of the 30th anniversary, Chairman of the Board Adrian Bult and CEO Chris Tanner take stock and look into the crystal ball.

Alchemy of innovation
Innovation: about the balancing act between freedom and structure, individual work and teamwork, breadth and depth as well as too many and too few resources.

Changing sides – putting an app through its paces
Two Mobility project leads take on the role of end users and test their app developed jointly with AdNovum in Zurich’s city center.

They get the e-scooter app moving
Mobility e-scooter app: What looks simple, requires the combined know-how from various IT specialist areas.
The AdNovum universe
Strong diversity
Zurich
1. A fleet of 9 kickboards for inter-office travel is available
2. In 2017, employees in Zurich drank 22,000 liters of coffee
3. There is a vegan food club in Zurich: Veganovum

Bern
4. Bern has the most ping-pong tables of any AdNovum location
5. Bern has the highest ratio of Nerf guns per employee of all locations
6. If you work in Bern, you can technically swim to work

Lausanne
7. There is a workroom named «le coup du milieu» which is the name of the shot of liquor one drinks while eating fondue
8. Lausanne hosted a team barbecue on the roof of the office after the opening
9. Since opening, the employees have eaten 7 kilos of hazelnuts

Budapest
10. The office is home to a large dinosaur
11. The printers are named after traditional Hungarian food
12. Every Tuesday and Thursday a masseur visits the office

Lisbon
13. What a cozy place: The weekly office meeting takes place in a two-desk workroom
14. The whole office eats lunch together on Fridays
15. When it rains in Portugal, it rains like cats and dogs, sometimes even inside the office

Singapore
16. AdNovum Singapore hosts monthly employee breakfasts
17. The favorite fruit of the employees are bananas
18. Employees always bring back treats when they visit other offices – their favorite is Swiss chocolate!

Ho Chi Minh City
19. All of the rooms are named after tropical fruits
20. Employees are provided with raincoats and bike helmets!
21. Employees meet up each week to play football and badminton
Seven locations
One AdNovum

Today, AdNovum has a global presence and leverages the strengths of its locations for even better customer solutions.

Zurich
This is where it all began in 1988. Thirty years later, Zurich is still AdNovum’s headquarter and central hub for its global activities. Over 330 engineers, consultants, security experts and other specialist staff provide customized software engineering, consulting and application management services to customers in Switzerland and abroad. AdNovum Zurich provides the strategic framework for the company’s global business activities and starts innovation initiatives to ensure AdNovum is well prepared for the coming 30 years and beyond.

Bern
AdNovum Bern is characterized by a laid-back atmosphere coupled with a challenging business portfolio. Founded in 2004, the location has been constantly growing. It is of strategic importance, as it brings us closer to key customers, and acts as a link between the headquarters and Lausanne. In the years to come, AdNovum Bern wants to further increase its independence and establish itself as the IT provider of choice in the region – and a favorite employer among graduates of local universities.

Lausanne
Founded in 2017, AdNovum Lausanne was able to quickly ramp up a completely new location with senior people from all areas, such as security, project management, development, and architecture. The location connects customers from the Romandie with our global resources. Going forward, it wants to challenge the status quo and bring innovative solutions and value to customers and become the leader in the Romandie – as much for customers as for talent by providing a fun workplace for IT talents across cultures.

New:
NEVIS Security GmbH in Munich
Budapest
Founded as development center and talent pool for AdNovum in 2004, AdNovum Hungary has taken on ever more responsibility over the years. Today, much of the detailed technical analysis and design in projects is done in Hungary. Our Budapest office thus plays a key role not only in terms of its wealth in technical know-how, but also with regard to knowledge about the customers, their needs and their technical landscape. In continuing down this path, we believe that AdNovum Hungary has the potential to become one of the most sought-after IT companies in Hungary.

Lisbon
Our most recent opening in Portugal is the Western European counterpart of AdNovum Hungary. Lisbon was chosen because of the high number of talents available and the sound business environment. After a successful start in July 2017, the location started focusing on software engineering and testing and supporting headquarters in bringing complex greenfield projects live on time and budget. In the longer run, AdNovum Portugal plans to employ additional staff, such as architects and project managers, to run projects end to end.

Singapore
Singapore is our hub for the APAC region. As the Singapore government pursues its Smart Nation initiatives, enterprises are seeking solutions to manage digital identities, and cybersecurity is viewed as increasingly crucial for successful digital businesses. The highly qualified IT staff come from a wide variety of cultural backgrounds, and have helped establish a presence with government agencies and prominent organizations. Sharing a drive to grow and succeed with its customers, the team aims to become the preferred partner in building smart digital solutions.

Ho Chi Minh City
Originally founded to strengthen software development capacities for customers in Asia, AdNovum Vietnam works on projects across the globe today. Our colleagues in Vietnam challenge the way we collaborate by implementing innovative approaches on how to run projects and work with staff in other locations. Through employing highly skilled engineers and testers and creating a work environment and culture where juniors can grow and learn, AdNovum Vietnam aims at becoming a top-choice IT company for passionate and ambitious IT professionals in Vietnam.
Exciting times

In the 30 years since it was founded, AdNovum has built up a respectable business portfolio and a strong international presence. With ever faster changes on the market, speed is of the essence in the company too. **Chairman of the Board Adrian Bult** and **CEO Chris Tanner** are pleased.
How is AdNovum doing?
C. Tanner: Very well, thank you. And we owe its success to our highly skilled, committed and motivated employees. We have been able to promote this success story further with continuous growth. For example, we opened our Lausanne location in 2017 to tap the western Swiss market and our Lisbon site as a nearshore location parallel to Budapest.

What is the market environment like?
C. Tanner: AdNovum is active in a growth market. And that is why we make specific investments in innovation, currently for example in the development of blockchain solutions and the IAM product suite NEVIS, with which we are tapping new markets, such as Germany.

Chris Tanner, you took over at AdNovum in 2014. How has AdNovum changed since then?
C. Tanner: AdNovum has continued to grow and has become more international. To support growth in terms of staff, we have expanded our strategic HR and actively promote our AdNovum culture. Our market is growing, which is very positive. But demands in terms of specialist expertise, usability and agility are growing too. Values such as quality, adherence to deadlines and budget, which are distinguishing features of Swiss engineering culture, are increasingly being seen as a commodity and are thus becoming less of a USP.

How is the job market developing?
C. Tanner: The situation is tougher. It has become more difficult to recruit qualified employees at all AdNovum locations. We have been able to assert ourselves as an employer of choice and are still offering highly rewarding fields of activity at an international level.

Which trends in the business environment are currently relevant, or will be in the future, for AdNovum?
A. Bult: Everyone is talking about digitalization. This discussion is finding its way into decision-making bodies. For AdNovum that means you have increasingly business people as contacts and no longer just the CIO. It also makes it necessary for us to show customers, for example by using prototypes, what digitalization really means for them in their business.

What are AdNovum’s strengths and what do they mean in terms of positioning and the further development of the company?
A. Bult: AdNovum distinguishes itself with its compelling engineering of IT solutions. With NEVIS, the company has been active for some time now in product business. And it is exactly this positioning that AdNovum strives to continuously hone. Apart from that it should be the first port of call when it comes to taking customers through
The situation on the job market is tougher. However, we have been able to assert ourselves as an employer of choice and still offer highly rewarding fields of activity at an international level.

Chris Tanner
CEO

It is an amazing opportunity for AdNovum to lead its customers through the digital transformation. Like a truffle dog, it sniffs out projects with which customers can differentiate themselves on the market.

Adrian Bult
Chairman of the Board

the digital transformation – as a doer. Because there’s lots of companies that can talk about it.

Chris Tanner, do you agree?
C. Tanner: Absolutely. AdNovum’s engineering strengths can really hold their own in the drafting and creating of secure and scalable solutions in the enterprise area. By covering the entire solution development life cycle and by innovating solutions over time, customers’ investments remain protected. Our customers’ core processes will change with the digital transformation. It is no longer just a question of an increase in efficiency and optimization, but of new ways of doing business. We’ll have to take these aspects into consideration more in the future. With the AdNovum Incubator, we address new technology trends which are relevant for our customers and proactively help them to transform their core processes.

How do you see AdNovum within your sector?
A. Bult: When customers think about security in the IT environment, they think of AdNovum. We are also well known as a high-end engineering company that delivers what it promises in top quality. Our engineers translate customer requirements into IT solutions.

C. Tanner: The combination of know-how in the IT security sector with our expertise in the entire software development life cycle in the enterprise sector makes the AdNovum offering unique on the market.

Will AdNovum continue to grow?
A. Bult: Our top priority is the profitability of AdNovum. Primarily we want to improve our market position and create value for our customers. That could mean further growth. We will also continue to work on the subjects of productivity and innovation.

What makes the products and services offered by AdNovum different from those of the competition?
A. Bult: In terms of the services, the very high quality as well as our adherence to time lines and budgets. In terms of the products, it is our tailored IAM that offers customers high flexibility and scaling.

AdNovum is known for its quality and drive. How do you ensure top quality in spite of increasing price pressure?
A. Bult: That is easy and challenging at the same time. If customers can make a mark for themselves on the market with quality and speed, they are usually willing to pay an appropriate price. To be able to continue to operate profitably, we will have to understand each customer’s business even better, what I mean is interact with the decision makers, show them how they can differentiate themselves on the market, and accompany them during implementation. For this purpose, we have to redirect our focus to the outside. We’re not going
to get everything served to us on a silver plate, even if outstanding skills in the IT solution business are always sought-after skills. Clear strategy certainly helps.

**C. Tanner:** The digital transformation does not stop outside AdNovum’s doors. Our own digital transformation is one of the hot topics we are going to have to address to meet the market’s needs in terms of time to market, quality and costs.

**How do you manage to build secure and stable solutions with ever shorter half-life periods of technology?**

**C. Tanner:** Our 30 years of experience in building solutions and technology spotting help us to judge the relevance of new technologies for our customers. When we develop solutions, we stick to open standards to create sustainable design. AdNovum moves in an area of tension called bimodal IT. On the application side, you need agility and friendliness toward the customers; on the back-end side, stability and security. We respond to that with an optimal solution architecture and different procedures in the development of front- and back end.

**Lots of teams at AdNovum are spread across several locations. How do you manage to work together efficiently?**

**C. Tanner:** AdNovum is shaped by a Swiss engineering culture. Values and management principles are lived and breathed by long-term members of staff at our locations and then taken on by the local employees who themselves continue to live these values. Nearshoring is crucial to virtual collaboration. Important aspects in this are minimal time differences between the locations, their accessibility as well as their cultural proximity.

**A. Bult:** Thanks to our internal AdCulturum initiative, we constantly nurture our common DNA that helps us stick together as an organization. Collaboration is also made all the easier by long-term employees going out to the locations and the fact that generally there is a high level of autonomy among the employees.

**Everything is being digitalized, the shortage of skilled labor is thus a permanent problem in IT. How do you deal with that?**

**A. Bult:** It’s crucial to have success, exciting projects and the image of being on the front line creating IT solutions for our customers with innovative technologies. Because good engineers naturally want to have projects they can really get their teeth into. Therefore, it is a task of management to ensure that AdNovum remains an attractive employer with plenty of «tough nuts» to crack.

**So is AdNovum innovative?**

**A. Bult:** Yes. It must be said though that innovation has suffered a little along the way and needs to be strengthened again. It is an important managerial task to ensure there is plenty of leeway to do just that as well as provide the resources – in other words time, talent, finances. Our blockchain initiative is a perfect example of innovation.

**The blockchain initiative was launched by the AdNovum Incubator, AdNovum’s innovation lab. What is the purpose of this lab?**

**C. Tanner:** The AdNovum Incubator is the organizational vehicle for driving innovation forward. In the business development life cycle process, market and technology topics are assessed and their relevance for our customers investigated. For the hot topics we decide are relevant, we develop prototypes or minimum viable products (MVP) in the AdNovum Incubator and simultaneously check the market echo. If the market is interested in the subject, we spread the know-how within the organization. In turn that enables us to realize customer projects in accordance with specific time, budget and quality requirements.

**And what about security?**

**C. Tanner:** IT security is a key to digital transformation. Our offering in terms of security is constantly being extended and supplemented. In IT Consulting, for example, we developed Cyber Risk Assessment and successfully brought it to market. A further example is the partnership with Arxan for application hardening with which we make apps developed by AdNovum unchangeable on mobile devices. The success of the NEVIS Security Suite is based on continuous product innovation and security is omnipresent in the solution development life cycle too. Our IAM consultants take care of security in identity and access management.

**Where do you currently see the highest hurdles for a company such as AdNovum?**

**A. Bult:** Where there is a hurdle, there is also an opportunity. It is an amazing opportunity for AdNovum to lead its customers through the digital transformation. Like a truffle dog, it has a finely tuned nose and sniffs out projects with which customers can differentiate themselves on the market with innovative solutions. Another big opportunity: when NEVIS penetrates the market with its IAM solution.

**What are you looking forward to most?**

**C. Tanner:** The industrialization of IT is progressing and the digitalization of companies is gathering speed. So there are lots of new and exciting tasks coming AdNovum’s way. Co-creation with customers and partners will win through as a new model. The aim is to generate value together.
Changing sides – putting an app through its paces

Since April 2018, Mobility has been offering e-scooters in Zurich. Mobility project leads Monika Kull and Manuele Fragnito have tested their app and the scooters as end users.

Andrea Duttwiler  Gerry Nitsch
What is it like when IT specialists change sides and test out their offer themselves? We decided to field-test the e-scooters from Mobility. The test takers were the project leads of the e-scooter app, Monika Kull and Manuele Fragnito. Monika Kull, technical project lead of the customer front ends, is responsible for ensuring the smooth running of the app and customer portal as the interface between development partners, customer and end customer. As overall project lead, Manuele Fragnito focuses on the purposeful use of resources and coordinates the flow of information between the technical project leads and those responsible for business.

Alongside 2,930 vehicles at 1,500 locations throughout Switzerland, Mobility has been offering its 177,100 customers 200 electric scooters in Zurich since April 2018. Thanks to modern technology, the self-service sharing system is available 24/7 and is simple, inexpensive and fully automatic.

We move from the company’s testing ground to Zurich’s city center. «Unlike the Mobility cars, you can just leave the scooters at any location», explains Manuele Fragnito at the start. Reservations are also equally spontaneous. The principle is referred to as «free-floating» – rent, drive, leave. In city traffic, this is how the scooters offer users the greatest possible flexibility.

It’s fast and simple to reserve: All you have to do is type in your current position in the app, select a scooter from the list and reserve it. Click on the app to open the top case which contains two different-sized helmets; a further click and the scooter is ready to go. In the past, this did not always run smoothly. «Developing the app brought its own challenges with it as Mobility customers use I don’t know how many different types of cell phone in just as many different situations», says Monika Kull, who as project lead is always looking to optimize the operation and the quality of the app. «We’re currently eliminating the app’s last teething problems.»

The helmet is now on, so we can get started. First we check all the buttons and switches: lights, turn signals, warning lights. We press the green button to roll back a little and get into the starting position. The first thing we notice is the scooter’s weight. When you stop you need strength to hold it in position, but that in turn means stability while driving. The second thing we are amazed at is the noise – or rather the lack of it. «The electric engine is virtually silent, this is why you really don’t notice just how fast the scooter accelerates», says Monika Kull. The scooter’s speed is limited to a maximum of 45 km/h. But it is nevertheless a good idea to take it easy round corners. After all there are not only construction sites and one-way streets to negotiate in the city, but also pedestrians, trams and of course cars. Talking of cars: With red lights slowing us down at regular intervals, drivers don’t bother tailgating. This is highly appreciated.

We use the gas and brake pedals; otherwise there is nothing to do. There is time to enjoy the trip. While cars and trucks have to stand in long traffic lines at times, we can wind our way between them and get to our destination faster than some cars. And then of course there is the subject of parking. The scooters can be left at any public parking facilities for two-wheelers. Then you just terminate the reservation in the app and you’re done. You receive an invoice at the end of the month charged per minute.

And if we suddenly stop before we have finished our trip because the battery has run down? «That won’t happen», says Manuele Fragnito. «If the battery drops below a certain charge level, a message is issued automatically and we change the battery.» And until that happens, the particular vehicle is removed from the selection list. The e-scooters are certainly very popular. But Mobility won’t be taking stock until the end of the year.

Developing the app brought its own challenges with it as Mobility customers use I don’t know how many different types of cell phone in just as many different situations.

Monika Kull
Technical project lead
They get the e-scooter app moving

What looks simple, requires the combined know-how from various IT specialist areas.

Verena Müdespacher

On Mobility’s side, I am responsible for the overall project, from procurement and distribution of the scooters to ordering the software from MIAG and defining maintenance and operational procedures.

Tabea Leibundgut
Project leader Mobility

Monika Kull
Project leader MIAG

As an interface between development partners, customer and end customer, I clarify the requirements with the business. The goal is to achieve the best possible user experience. I am also responsible for the smooth integration of the solution into the app and the customer portal.

Manuele Fragnito
Project leader MIAG

My main task is the targeted use of resources in the software project. In addition, I ensure the flow of information within the project and support the development of the necessary back-end services.

Mobility e-scooter app project

Mandated by Mobility, AdNovum and their IT subsidiary MIAG together with additional partners have developed the e-scooter app. With the app, users book e-scooters based on a free-floating approach. To balance user experience and technical requirements, IT specialists from various areas teamed up.
Bettina Niklaus
Project leader AdNovum
I coordinate the cooperation with MIAG as well as the activities of the development team. Our setup requires clear and fast communication and quick decisions. The smoother the cooperation, the more efficient the project.

Alex Biró
Software engineer
Our team in Hungary consists of eight to ten software engineers who develop both back-end and front-end components. When everything has to be done so quickly, flexibility is key. I always help where it’s most needed.

István Hetesi
Local development lead
As a local development lead in this fast-moving, agile project, I need to ensure that everyone carries out the tasks they’re best suited for in order to meet our ambitious deadlines and deliver high-quality software.

Eszter Kulcsár
Tester
I make sure that UIs and basic flows meet the design requirements. With many people from different locations working on the same vision, communication is a key element.

Vitor Bernardo
Solution architect
I define the architecture of the solution and the integration with the external partners’ components. The agile setup sometimes requires extremely fast technical decisions. A good project overview therefore is crucial.

Teddy Huber
UX designer
Responsible for the app’s GUI design and user experience, I focus on the requirements of both customer and users. Therefore, I often use the app to book an e-scooter myself.

Check out the app mobility.ch
Alchemy of innovation

Innovation arises when an emerging technology meets a deeply rooted need. The AdNovum Incubator wants to understand, model and support innovation with a three-phase process so that AdNovum and its customers can continue to play their pioneering role in the future.
he wind is blowing strong from the east. Snowflakes are swirling in the sky as the airplane slowly rolls toward the runway. You’ve really been looking forward to this vacation! In just a few hours, you will be sitting and relaxing in the warm sun. Thanks to technology. But what is now an everyday process is the result of centuries of research. Because it was not until scientists had understood the basic mechanisms of flying – the special wing profile that gives the vehicle the necessary lift – that the «birds» actually stayed in the air.

If you look back at the social and technological development of the last few centuries, you will see that real and lasting innovation always arose when an emerging technology met a deeply rooted need. Just like the alchemists who tried to convert base metals into gold in the Middle Ages, we want to create added value by merging innovative technological capabilities and core customer needs. The AdNovum Incubator wants to understand, model and support the mechanisms of innovation with one method: the alchemy of innovation. It consists of the three phases «observe», «incubate» and «convert».

Observe
Every day we consume a flood of information from different sources. We read the newspaper, listen to conversations on the train, surf the Internet, read e-mails, etc. We are always «on» and that gives rise to ideas. To prevent us from going crazy, our brain helps us to process this flood of information. It filters out what is unimportant or already known, and only lets what is important or challenges our current mind-set access our consciousness.

This separation of what is the same and what is different is key to being able to abstract or generalize. It is a question of immediately realizing that this animal we are seeing right now is a dog because it looks very similar to other dogs we know. However, we also notice that this dog is special in his own way.

Something very similar happens in what is referred to as deep learning. Just like in our brain, neural networks are also hierarchically organized in deep learning. Every layer represents a specific level of abstraction. The lower layers recognize patterns at a deep level of abstraction, the upper layers at a high level of abstraction. The more information that is learned or processed, the greater the quality of the abstractions. And that is also true of our brains.

For everything new we learn, generalization takes place without our knowledge and provides us with a multilevel classification of what has been learned. We use this to order the information in our inner knowledge tree, referred to as a knowledge graph. Everybody has their own unique knowledge graph – their personal view of what is referred to as reality. If we want to explain something to other people, we are always trying to make them understand a part of our knowledge graph.

Innovation is about extracting ideas from observations and applying them to new areas. To do this, we primarily need to fully understand the basic idea, the basic mechanisms of a process. Only then are we able to benefit from it. That is why it is helpful to ask ourselves, for example, «What makes this topic special?» or «How does it distinguish itself from similar topics?». This triggers an automatic «matching». In other words, once we have understood the basic idea of a cool solution, we think about a problem that could also be solved using this idea. This results in a hypothesis for an innovation. You
cannot make an idea and its matching happen. Sometimes the inspiration comes when you are in the shower; at other times nature may provide the decisive clue.

**Incubate**

So how does idea incubation work? In the first step where an idea has emerged in the «observe» phase, it has to be given a form as a hypothesis in a way that others can understand it. Whether the idea is viable or not can be gauged from the response it receives. A certain momentum is generated when people like the idea and start spinning their own ideas or variants thereof. When substantial responses have been generated, we validate the idea with experiments. Is it practicable? Were the assumptions made realistic? Validation usually takes place in the form of a proof of concept or a prototype – and most effectively with an existing or potential customer in what we call the co-creation phase, where we pursue a common goal at eye level.

In the simplest case, the hypothesis is confirmed and the phase is concluded. Often the result can look promising, but the hypothesis has not yet been fully confirmed and needs to be adjusted because we have gained new insights. It is also possible to land a «lucky punch»: At first sight, the experiment seems to have failed, but once we understand exactly what has happened, we discover a completely unexpected result that has great benefits. Naturally, a hypothesis might be wrong. The more courageously we pursue an idea, the more often this occurs. And this is just as important as a confirmed idea. Because a hypothesis which cannot be confirmed will nevertheless still provide valuable insights.

**Convert**

Once a hypothesis has been confirmed and there are specific application possibilities, we examine whether an offering can be crafted from it. To this end, we develop a classic business case that focuses on the added value for the end user. If added value and market potential are proven, we define the organizational and financial framework conditions for successful design, implementation and marketing. A promising business case is implemented in different ways to suit the situation.

If the solution can be used as a product – while being aligned with AdNovum’s strategy and offering – and can be developed in good time with our own resources, we implement it internally. A multidisciplinary agile team with members from different business and support units is responsible for product design and development as well as the marketing of the first MVP. What is crucial to success is that the team members all work together at one place and concentrate on the task at hand. And it must be said that an agile approach has proved its worth. If the solution is successful on the market, it is assigned to an existing business unit or transferred to a new business unit.

If the framework conditions for internal implementation are not met, the solution is developed externally and, if necessary, together with partners. This may involve the foundation of a separate start-up or joint venture.

Individual software development is also an option if the solution meets the needs of a customer or if the customer is interested in developing the solution themselves but needs a technology partner. This is the classic approach of AdNovum, for which various models, for example shared risks / shared revenue, are possible.

**Innovation culture and constraints**

Innovation is not a science which takes place systematically in accordance with defined principles. Rather it is a mental state, a culture that needs to be cultivated to bring forth, capture and substantiate new ideas. This culture is distinguished by a number of aspects: Those involved have the time and the freedom to familiarize themselves with new topics. They can experiment as even failed experiments reveal new insights which could possibly lead to new ideas. The environment is one of trust, openness, exchange and collaboration as well as one where risk taking is allowed.

At the same time, it is important to define targets and constraints, which is effectively the validation process of an idea. Furthermore, adequate, but by no means unlimited resources should be available so that the team has to concentrate on the essential. In other words: Innovation is a balancing act between freedom and structure, individual work and teamwork, breadth and depth as well as too many and too few resources – and it is precisely these areas of tension that make innovation so incredibly exciting.

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**AdNovum Incubator anticipates digital trends**

Innovation arises when a new or unexpected application of a technology fulfills an urgent need. The AdNovum Incubator specifically promotes innovation. Together with customers, it anticipates digital trends, verifies use cases for emerging technologies and creates new customer experiences, working methods and business models. With this co-creation approach, our customers can also make the most of their digital potential and innovative power. And that is the key for them to attain market leadership in their sector.
LENNY’S 30-MINUTE MEAL

Salmon chimichurri

For sauce, wash herbs, pat dry and pluck the leaves.

Peel the garlic clove, prepare the lemon zest and juice.

Now finely mix the herbs, garlic clove, pine nuts, Parmesan cheese, chili, lemon zest, lemon juice, sherry vinegar and olive oil. Next, season with salt and pepper as desired.

Pour the chimichurri sauce over the salmon. Serve with green salad or cooked vegetables as desired.

Employees and guests of AdNovum have been enjoying the cuisine of Michael Steffen, aka «Lenny», since 2016: sometimes home-style, sometimes creative – always honest.

4 salmon medallions, 120 g each
2 tablespoons of olive oil
½ bunch of cilantro
½ bunch of marjoram
½ bunch of thyme
½ bunch of plain parsley
1 garlic clove
1 tablespoon of pine nuts
1 tablespoon of grated Parmesan
¼ lemon, zest and juice
1 pinch of chili
1 tablespoon of sherry vinegar
100 ml olive oil
Salt and pepper

Place salmon medallions on a baking sheet and season with salt and pepper. Then sprinkle with olive oil and cook in a preheated oven a 100 °C for 25 minutes.

Lenny’s tip
Let chimichurri mature in the fridge overnight or, for even better flavor, an entire week.
Discover where innovation happens.
adnovum.ch