No way to improve a Manual for the operation of a steam engine so, that one can use it for operating a solar energy system.

The economy and the processes are increasingly intelligent. Therefore, man is becoming increasingly important with his skills and his behavior.
Phases of Scientific Innovation
(Paradigm shift)

1. „common“ science classic base
   - Activity: Solving puzzles
   - Limited catalog of problems
   - Not radically innovative
   - Precision of information
   - Perfecting tools and instruments

Base: The Paradigm
- Activity: Solving puzzles
- Limited catalog of problems
- Not radically innovative
- Precision of information
- Perfecting tools and instruments

2. Crisis in the theory
   - Paradigm to be weakened
   - Insecurity of specific science
   - Rival theories
   - Discussion about fundamental principles

3. Scientific revolution
   - Coexistence of supposed incompatible MindSets
   - Polarisation of opinions
   - New candidates for paradigm
   - New paradigm to be conceived

4. „common“ science higher level
   - Abolition of inconsistencies
   - Suiting the terms, wording, metrics, formulas to the new real reality
   - Joung generation as multiplier
   - Activity: Solving puzzles

Change of paradigm
Switch to a new point of view

Anomalies,
Crisis in the reality
Explanation model fails

Literature:
Hochuli Gerhard R.: Das Wesen wissenschaftlicher Revolution, Herbsttagung Club NTB, 1983
Kuhn Thomas: Die Struktur wissenschaftlicher Revolutionen, Suhrkamp Taschenbuch 25, Frankfurt 1981

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peter.bretscher@bengin.com
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Upgrade of Classic Economic Theory by proven findings from other sciences

"We also need to develop an economic theory appropriate to a world economy in which knowledge has become the key economic resource and the dominant... source of comparative advantage."

Peter E. Drucker
The Atlantic 11/1994

"There is nothing more practical than a good theory."

Albert Einstein

If the facts don’t fit the theory, re-invent the theory until it fits facts and needs.

Project NEMO (New/Next Economic Model)

INSEDE

Business Engineering Systems
Generic base and framework (includes intangible assets and subjective value metrics). Compatible to classic MindSet.
Registered Copyright TXu 512 154. > 10'000 3D models and papers. R&D 'til now > CHF 4.5 Mio.
Enabling Next Level of Economic Reasoning

Project NEMO ...

... with its INSEDE ...

... and the Business Engineering Systems ...

Reality of Business has changed – new models/maps needed

Aft er opt imizing fostering Rights – Disruptive innovation

1950 Integrated IC Focus

Integrated IC Focus

The combination of both worlds with which intangible realities can be explained

Physicists and engineers have already developed several times in the last

Debug and re-invent Economics – Intellectual Capital is a good start

Four main components

- Structure
- Measures/Metrics
- Orientation
- Relation

... eliminating systemic limits and gives way for sustainable solutions.

Clever solutions waiting outside old box thinking

99% compatible with traditional rules and tools.

Annex 1 ... of agreement UBS & UNIZH, 22 May 2012

Thematic Foci of Chairs

The Chairs shall focus on topics related to economics and financial markets. Particular emphasis will be placed on funding and establishing chairs in interdisciplinary and innovative areas of research that promise important scientifical insights.

Chair that examine the following themes in an integrated and interdisciplinary manner will be considered:

(i) the macroeconomic and financial foundations of economics,
(ii) the legal and institutional foundations, and
(iii) the entrepreneurial, organizational, and management bases of economic life.

The graph below and the subsequent detailed description illustrate important potential topics that may be covered by the planned chairs.

The new chairs will cover three central areas of economics.

The Chairs strive to solve fundamental problems beyond disciplinary boundaries and perform innovative research that has a positive and sustainable effect on the economic dynamics and competitiveness of Switzerland.

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Project NEMO (New/Next Economic Model)  
The combination of both worlds

Development of Business Theory  
(S-Curve of Product Development)

1759  
Moral Sentiments  
Adam Smith

1776  
Wealth of Nations  
Adam Smith

1782  
Anna Goeldin  
Last witch beheaded  
(Switzerland)

Rational MindSet I  
Classic:  
- Tangible Assets  
- Monetary Value Metric

Rational MindSet II  
Additional:  
- Intangible Assets  
- Subjective Value Metric

1750 1800 1850 1900 1950 2000 2050

MS-DOS  
64 Bit  
32 Bit  
16 Bit  
8 Bit  
4 Bit

Project NEMO  
New/Next Economic Model  
The combination of both worlds
The theories are the ones who consciously and unconsciously in many cases allow and restrict the decisions and actions. Really new sustainable solutions only arise if current theories are expanded.

**Projekt NEMO (New/Next Economic Model)**

**INSEDE** (Institute for Sustainable Economic Development)
- partners.insede (Partner, sponsor, user, provider....)
- solutions.insede (Solutions, applications, basics....)
- projects.insede (Projecte, optionen, proposals....)
- optin.insede (Beteiligungsprojekte......)
- open.insede (open Institute)

Business Engineering Systems (Tools beyond Business Administration)
- Basics
- Applications
  - MindWare
  - SoftWare

The theories are the ones who consciously and unconsciously in many cases allow and restrict the decisions and actions. Really new sustainable solutions only arise if current theories are expanded.

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**Development of Business Theory**
(S-Curve of Product Development)

**Moral Sentiments**
- Wealth of Nations 1776
- Adam Smith
- Keynes
- Schumpeter
- Marx
- Gauss
- Towne
- Taylor

**MS-DOS**
- Classic
  - Tangible Assets
  - Monetary Value Metric

**Additional**
- Intangible Assets
- Subjective Value Metric

---

**New freedoms**
- partners.insede (Partner, sponsor, user, provider....)
- solutions.insede (Solutions, applications, basics....)
- projects.insede (Projecte, optionen, proposals....)
- optin.insede (Beteiligungsprojekte......)
- open.insede (open Institute)

Business Engineering Systems (Tools beyond Business Administration)
- Basics
- Applications
  - MindWare
  - SoftWare

The theories are the ones who consciously and unconsciously in many cases allow and restrict the decisions and actions. Really new sustainable solutions only arise if current theories are expanded.

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**Rational MindSet I**

**Rational MindSet II**
Reality of Business has changed – new models/maps needed

- **Innovations-management**
  - Tangibles, Intangibles
  - People, Finance

- **Identity & Strategy**

- **Informations-management**

- **Value management**
  - Risk, Options
  - Objective, subjective

- **Resource management**

- **Business Engineering Systems**

- **a) structuring**

- **b) quantifying**

  ... enhanced reasoning

- **New Economy**
Four main components
Structure – Measures/Metrics – Orientation – Relation

1. Structuring the Elements of a Corporation
   Three levels: Offerings, Processes, Prerequisites
   - Products / Goods
   - Services
   - Rights / Licences
   - Management – Offerings – Background
   - Processes
   - Departments of enterprise:
     - Primary Resources:
       - Products
       - Business Means
       - Documents
       - Know-How
       - Rights
       - Finance
     - Departments:
       - Marketing & Sales
       - Research & Development
       - Fabrication & Procuring
       - Quality & Environment
       - Personnel & Services
       - Logistic & Finance

2. Quantifying means (numbers and indicators)
   - from P&L account to the P&L profile
   - numbering system for tangible and intangible values

3. Development of Enterprise (Strategies, options....)
   - Market-oriented (outside-in) and offerings-oriented (inside-out)
   - "Outside-In" Compiling need of customers/markets efficiently
   - "Inside-Out" Solving customer's needs/Making markets for existing potential

4. Closed Loop Business Relations
   - planning, design, optimize Value Adding Net [VAN], beyond borders
   - from the supplier of the supplier to the customer of the customer
   - 1. Level: Systems
   - 2. Level: Type of Business
   - 3. Level: Primary Resources
   - before optimizing
   - after optimizing
Clever solutions waiting outside **old red box-thinking**

1. Start with classic Business Administration.
2. **Break up its limits**, include intangible assets and subjective value metric.
3. Look for already existing intangible assets and solutions.
4. Use it for complementary strategy to solve people’s real problems.
Debug and re-invent Economics – Intellectual Capital is a good start

[based on human’s real needs & potential, integrate intangibles (knowledge...) and postulate adequate metric]

Physicists and engineers have already developed several times in the last 300 years, qualitative and quantitative models with which intangible realities can be explained.
Further information (stay tuned)

Timeline of Business Engineering Systems
(with links to original papers and other papers)

INSEDE (Institute for Sustainable Economic Development)
Ingenieurbüro für Wirtschaftsentwicklung
Peter Bretscher, Dipl. Ing.
Alpsteinstrasse 4
CH 9034 Eggersriet (Switzerland)
Mobile: +41 79 650 49 04
peter.bretscher@bengin.com
peter.bretscher@insede.org

Web:
http://insede.org
http://bengin.net
http://google.com/+PeterBretscher
https://twitter.com/peterbretscher
http://www.linkedin.com/in/peterbretscher
http://www.facebook.com/peter.bretscher