

"Redefining our digital existence, one universal standard at a time. Board Member Perspectives"

In an era dominated by digitalization, our existence is shadowed by a parallel digital reality that influences how we live, work, and interact. "Our Digital Shadow of Reality" explores the emerging challenges posed by this digital transformation, drawing parallels with the journey to the Moon—both are monumental quests requiring a holistic, collaborative approach. This book dives into the intricacies of a bottom-up digital supply chain (DSCaaUSncL) that can serve as a universal standard, no coding required. From personal digital supply chains to global governance and international security, Dr. Patrick Schur provides a thought-provoking exploration of digital youth empowerment and the intersection of technology, health, and societal values. Prepare for a journey that challenges your perception of the digital world and calls for radical change through innovative digital diplomacy and moral relativity.

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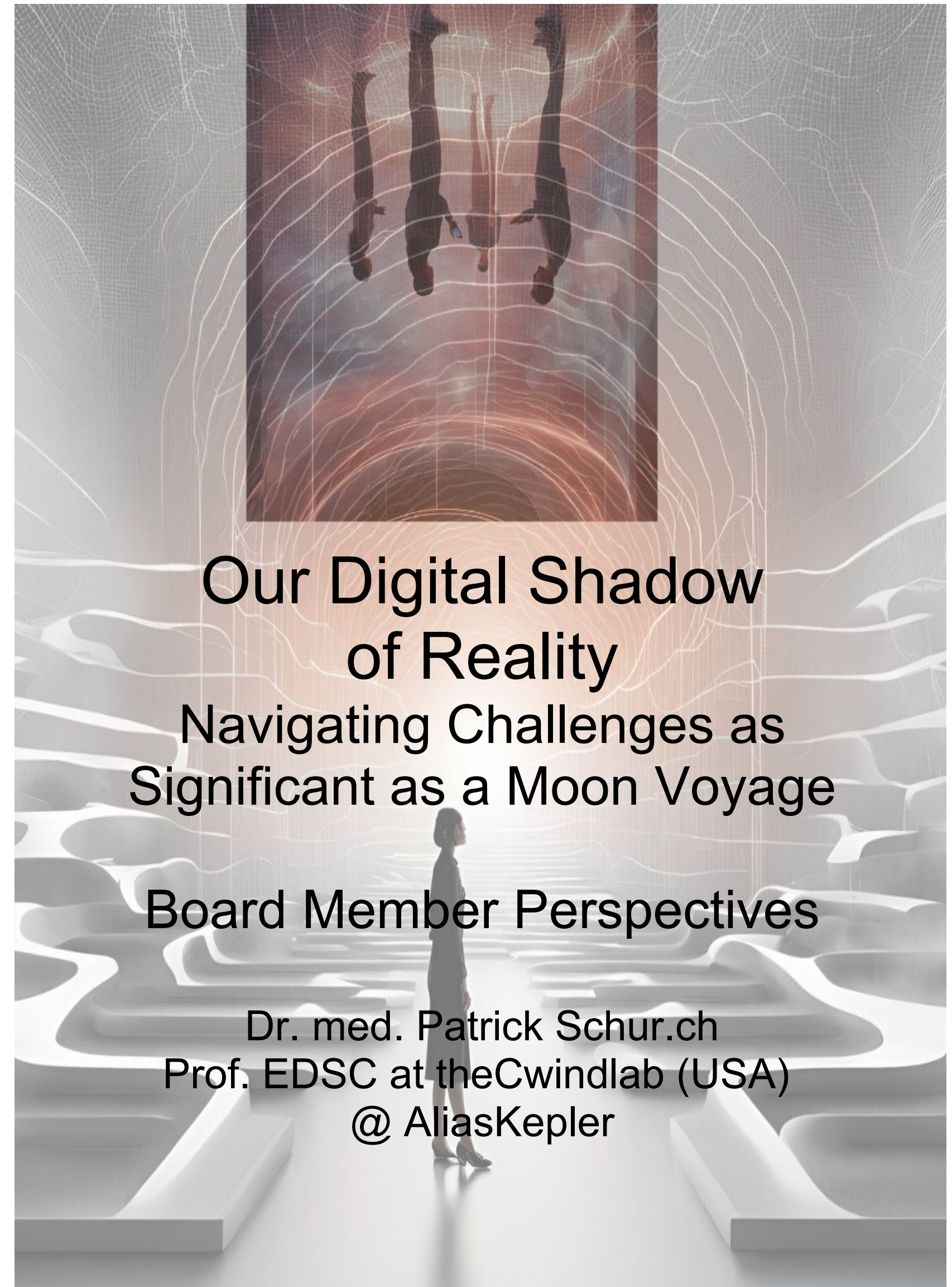
"The vault resembles a brain that appears to be spilling over, so much so that everyone walks upon it. Within the vault, the collaboration with other people mirrors our own image, reflecting our collective efforts. The whole scene unfolds like an old, grooved vinyl record, rich with information, yet still challenging to integrate and interface."

Author Bio:

Dr. med. Patrick Schur.ch @ AliasKepler is a physician with a diverse background in internal medicine, digital health innovation, and supply chain management. Holding an Executive MBA in Supply Chain Management from ETH Zurich, Dr. Schur has led multiple initiatives to improve healthcare through information transparency and digital transition/transformation. With extensive experience in hospital leadership and startups, he is also a professor of Ethical Digital Supply Chains of theCwindlab (USA), focusing on universal governance and technology-driven empowerment. Dr. Schur is committed to creating a balanced digital world that integrates health, technology, and human values.



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OUR DIGITAL SHADOW OF REALITY

Navigating Challenges
as Significant as a Moon Voyage

-

Board Member Perspectives

Bottom-Up Challenges Like a(-versa)(i-) Journey to the 'Moon' from a Holistic Diplomacy and Moral Relativity perspective with Radical Mass Media Technology based on Digital - Supply - Chain - as - an - Universal - Standard - no - coding - Language (DSCaaUSncL): Exploring Personal Digital Supply Chains, Universal Governance, International Security & Politics and Personal 'Digital Youth' Empowerment in life, work, health, war and webs

Dr med.Patrick Schur.ch, Prof. EDSC @theCwindLab
@AliasKepler #AliasKepler

“An eye-opening read that challenges the conventional views on digital governance and offers a blueprint for a future where technology serves humanity.”

—

Prof. Dr. Stephan M. Wagner, ETH Zurich

“A masterful analysis of digital transformation through the lens of healthcare, supply chains, and societal impact.”

—

Dr. Massimo Ruffo, Kantonsspital Baselland

"Dr. Patrick Schur is a visionary whose integrative thinking and holistic approach to digital transformation are reshaping our understanding of technology's impact on society. His commitment to knowledge integration and his ability to bring diverse resources together at crucial points are not only innovative but essential in our rapidly evolving digital world. His work stands as a testament to the power of dedication, creativity, and a truly interdisciplinary approach to problem-solving."

—

Rod Franklin, Full Professor of Practice in Logistics and Academic Director at Kuehne Logistics University, Hamburg

Acknowledgments

I am deeply grateful for the support and inspiration from my family, friends, and mentors, each of whom has played an essential role in my journey.

- To Professor Dr. J. Rod Franklin, thank you for your invaluable guidance and encouragement throughout my exploration of medical supply chains. Your expertise, shared generously despite your busy schedule, has been instrumental in shaping my work. Your insights have broadened my perspective on how to address the complex challenges in this field. I am grateful to have learned from your wealth of experience.

- To my mother, who tirelessly manages the household and family finances and has always been a beacon of support. This book is wrapped in my appreciation for you. It reflects my own constructive (and at times confrontational) navigation through the realities of healthcare resources in Switzerland, highlighting the solutions we seek for our digital youth. Thank you for being there, always. This work is a tribute to your influence on my life.

- To my father, who has stood by my side with constant love and support. Your openness in sharing the journey of your success with Switzerland's largest brewery—through both good times and difficult ones—has taught me resilience and perspective. Your patience as I navigated my medical studies, especially through the challenges of my eye infection, has been invaluable. Your listening ear as I shared my journey and experiences in medicine gave me the calm and motivation I needed, sustaining my health and focus through my exams. I am deeply grateful to you.

- To my children—Nea, born September 30, 2013, who proudly wears my “World Needs Better Bubbles” campaign shirt, embodying hope and the future we are working toward; Ella, born February 17, 2022, the little “sleeping coder” who brings boundless joy and inspiration; and Fabia, born August 7, 2016. Fabia, you often asked me to read you the story of the brave animals at the pond, where true courage meant not doing what others expected but daring to be different. That story and your love for it have deeply strengthened me, reminding me of the power of forging one's own path with bravery and conviction. Each of you, in your unique way, motivates me to strive for a better world. You remind me daily of the importance of innovation, integrity, and resilience.

- To Francoise Nellen, my dear friend and “Romandie mother”, whose friendship began on a gondola in Blatten Belalp and has enriched my life ever since. Thank you for your

unwavering companionship and support. You have been a steadfast presence on my path, and I am truly grateful for you.

To all, thank you for shaping my life and work in ways both big and small. This journey would not have been possible without you.

The journey from concept to implementation represents a collaborative evolution, and this book captures the organic growth of many minds working toward shared understanding. This work builds upon the natural progression of ideas in technology, healthcare, and supply chain management.

Special appreciation to:

- The ETH Zurich community for nurturing organic innovation in supply chain management
- Healthcare professionals who shared insights into natural workflow evolution
- Development teams who helped realize these concepts
- Patients who demonstrated the need for intuitive digital resource management
- Colleagues who contributed to the natural evolution of these ideas

With heartfelt appreciation,

Patrick

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Abstract / Management Summary

"Our Digital Shadow of Reality" begins with a fundamental question: How do we navigate the digital shadows cast by our increasingly interconnected world? Dr. Patrick Schur offers a detailed examination of a digital supply chain framework (DSCaaUSncL) that could redefine how we manage personal and professional data, security, and governance. Drawing from his extensive experience in healthcare, business, and technology, Dr. Schur shares insights on the future of digital diplomacy, moral relativity, and youth empowerment in a hyper-digitalized era. From health to international politics, this book seeks to bridge the gap between the digital and physical worlds.

This paper explores the strategic framework for TheCwind Solutions Inc. (CA), which seeks to revolutionize digital interactions through a comprehensive, personal resource management ecosystem called BubblePress. Leveraging advancements in Nano-Bio-Cogno-Convergence, the company addresses the growing demand for secure, personalized, and integrated digital interactions in an era defined by information transparency and individual empowerment. TheCwind positions itself as a leader in creating tools for decentralized, human-centric digital ecosystems that support users in both personal and professional spheres.

Key societal trends—such as digital personalization, information sovereignty, and the rising importance of ethical and transparent supply chains—drive the company's strategic vision. TheCwind's solution emphasizes bottom-up co-creation, allowing users to take ownership of their personal data, digital interactions, and resource flows, thereby offering a unique competitive advantage. The central proposition lies in its biometric, secure, and interoperable protocol, which bypasses traditional platform dependencies and introduces an ethical supply chain through transparent, direct interactions. This approach aligns with the UN's Agenda 2030, supporting sustainable, human-centered technological progress.

TheCwind's unique selling proposition (USP) is BubblePress—a decentralized resource management system that enables seamless, real-time integration of digital and physical user experiences without the need for intrusive platforms. By adopting this protocol, users gain control over their data and resources, creating a trusted digital space for self-

governance, reduced dependency on centralized systems, and increased operational transparency. The company's solution is reinforced through a "bio-cross-chain protocol," which integrates social and functional resources into a single, unified interface, positioning it to cater to emerging demand for more meaningful and secure digital engagements.

However, implementing such a disruptive approach is not without challenges. Obstacles include resistance from established digital and supply chain stakeholders, potential adoption barriers among traditional users, and technical hurdles associated with building an interoperable system across diverse digital ecosystems. To address these, TheCwind emphasizes ethical governance, agile resource management, and strategic partnerships to support its pioneering platform.

In summary, TheCwind Solutions Inc. leverages cutting-edge technology to address the global demand for ethical, interoperable, and human-centered digital ecosystems. Through BubblePress, TheCwind provides users with the tools to manage their resources and digital identities autonomously, positioning the company as a leader in the future of personalized, ethical digital services.

Introduction

In the rapidly evolving landscape of digital technology, TheCwind Solutions Inc. stands at the forefront of innovation, revolutionizing how we perceive and manage supply chains. Founded by Dr. Patrick Schur in February 2019, this Silicon Valley-based company is dedicated to redefining digital resource management through the integration of artificial intelligence. TheCwind Solutions goes beyond traditional supply chain models by introducing the concept of "EndOfChain" digital resources. These resources are visualized in a way that emphasizes human-centered, resource-focused interactions, redefining end users as collaborative creators rather than mere consumers.

The company's mission is to craft a universal control system that integrates seamlessly with digital ecosystems, creating "Ethical Supply Chains" where the contributions of knowledge workers are acknowledged and valued. By leveraging advanced AI technologies and innovative platforms like BubblePress™, TheCwind Solutions endeavors to bridge gaps across diverse sectors, enabling secure and transparent collaborations.

Central to their vision is the notion that transformation and interoperability must transcend individual organizations and services. This holistic approach ensures the free flow of knowledge and resources, supporting both responsible individuals and valued services in alignment with global sustainability goals. Through these pioneering efforts, TheCwind Solutions envisions a future where digital resource management is not just a technological advancement, but a fundamental shift towards a more inclusive and ethical digital economy.



Company description

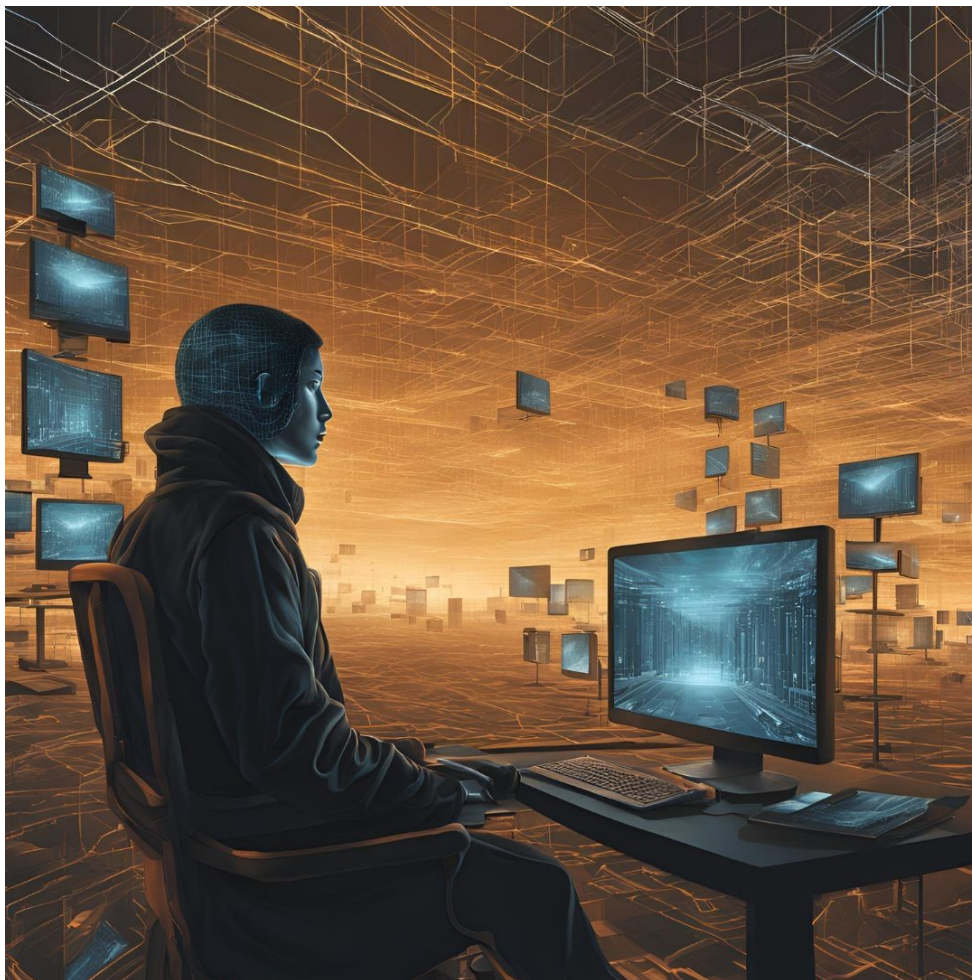
TheCwind [/ ðə / si / wind /] solutions inc. CA (USA) was founded by Dr. med. Patrick Schur in the state of California in “Silicon Valley” as a stock corporation in February 2019. The independently managed small business entity emerged from a continued business idea under the supervision of Professor Rod Franklin (ETH Zurich) as an advisor and with ongoing support from the law firm Gearhart Law (USA). Chatbots with artificial intelligence will help everyone, but society will need a universal control system that runs on universal supply chains. Digital resources support chains / supply chains «EndOfChain» play a central role and not only include short-sighted material chains and money flows, but also include all resources and can be visualized digitally in a body-centered, human-centered and resource-addressed manner. For these co-creators at the end of the chain or “co-creators” it is important to view them personally not only as customers, but in the best case as patients or as their representatives. In the working world there are not only employees, but also “knowledge workers” working at the front, whose final steps are in the sense of an “Ethical Supply Chains” to be valued as values and to support digitally omnipresent. Transformation/interoperability cannot only be seen around and between companies, services and institutes. Knowledge must socially flow and will find its way, differentiated between primary and non-primary services and systems, but above all across territories, management boundaries, silo boundaries, subject boundaries, (digital) system boundaries valued, responsible people, but to be supported.

(BubblePress™) is a digital-reversing-twin synchronously running interface to artificial intelligence, based on a no-coding (operating) system of UNiversal-SUPPLYchains, which uses/addresses/visualize all resources and flow/cycles in an ecosystem (as a «object») by a new internet protocol with a Hashtag-like perversive i-bubbletag ∞ (as a «subject»), via a bio-metrically secure Internet protocol, the 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP) that can be logically visualized (digital and human synchronous process similarities / “flow similarities” and digital push/pull actions / “push/pull actions” as a common denominator / “i-bubbles”) and addressed. This digitally, artificially addressable and guided intelligence should at best socially balanced (and therefore comprehensible in accordance with the UN 2030 Agenda for Sustainable Development and the Human Rights Charter) and according to personal information “stewardness” via trustworthy / “trusted”, safe / “secure” and untraceable / “non-traceable” information channels. The resulting digital shadows acts through digital synchronous web app people flows/streams: as a leadership assistant gameification (voice/call routing/work flow/life flow assistant for the drama/short-circuit of any compromises), as a social coach, as a marketer, as a guardian angel / bodyguard, as a supply chain applicator/expert, as a stream navigator and interference assistant, as a reference assistant, as legal assistance for confirmation or evidence, as an individualized, autonomous intelligence representation».

The founder's initiatives and advertising campaign «World Needs Better Bubbles» and «MeTooNoSupply» was able to reach business schools and social media, but it still did not become global political, national, in the local press, university, professional politics, in the startup scenes, corporates, administration and politics as a unique opportunity for jobs recognized because, in particular, the legal foundations have already been laid internationally. At no time was there any support in terms of personnel, technology, research development or financial support, including during and after the Covid-19 pandemic in 2022 and against ongoing state-political and professional-political monopolies.

Why is Holacracy in non-digital companies, organizations and state apparatus not realized? "because of the money"? “because of digital and/or supply chain incompetence”? or “because of digital insufficiency”? These current institutions/companies

need to learn that we are not only seen as amateurs, but are also co-creators of our personal resource world “streams” and our synchronous web human app processes/flows. For state, social and medical institutions, in addition to the primary professional competence of the employees, the implication/indication of comprehensive logistics/supply chain competence or assistance also applies to co-creators (as well as patients with a duty to cooperate) and frontline employees all resources (information, processes, time, money, materials, human power and other values) includes. This can be done in one personal digital resource supply chains Assistant / Coach / Marketeer / Bodyguard / Applicator / Navigator / Interference Assistant / Reference Assistant / Legal Assistance up to patient-compatible/centered or patient-representative, but above all resource-centered with (BubblePress), but above all made addressable from the outside in the mutual 'handshake' of the party(s) stewardness accordance.



In his part-time job, the founder will advocate online for the «Ethical (Resource) Supply Chain Certification» on www.endofchain.ch demand for Swiss medical services and training and to politically question the “general principles in luxury and power medicine” in Switzerland.

Board Motivation Statement by Dr. Patrick Schur

"In the near future, solutions will emerge from the ground up."

Every institution or socially balanced reference intelligence aims not only to be strong but also to be good. As leadership and technology evolve, so too does our trust in them. To successfully transform "good" ideas into effective services, we need up-to-date knowledge. In our increasingly complex daily operations, we often overlook the need for straightforward access for employees who lack expertise in supply chain management. Furthermore, we place significant weight on supply chain and supply chain management within the leadership hierarchy, which, in my opinion, should be directly accountable to the executive team in every service-oriented organization. This structure should encompass all disciplines, extending to front-line staff and ideally engaging directly with our (potential) clients and patients across all medical specialties.

To facilitate this excellence, we require user-friendly interfaces and access to the systems that drive this level of digital perfection, while continuously overcoming the inertia of outdated leadership models and the fatigue associated with lean processes.

In the medical field, we encounter an artificially created complexity that necessitates comprehensive operational solutions. It is imperative that we address this complexity through digital advancements, which are long overdue. As a member of the Board of Directors and the Hospital Council, I am committed to addressing this phenomenon and advocating for an ideology grounded in respect and dual competency.

The optimal capture and utilization of resources is a topic of much discussion, yet it remains unrealized in our digital world. We lack a common digital "denominator" and need alternative platforms and positions to achieve these objectives collaboratively. I am dedicated to creating and shaping these pathways for capable leaders in our organization.

Legal Aspects of Serving on State, Hospital, and Corporate Boards

Summary of "Legal Aspects of Serving on State, Hospital, and Corporate Boards"

This chapter addresses the complex legal landscape surrounding conflicts of interest that arise for individuals serving on state, hospital, and corporate boards. It draws upon the author's extensive experience as a physician and Deputy Chief Physician, highlighting how traditional medical leadership models in Switzerland have created barriers to effective governance and accountability in healthcare.

Conflict of Interest Overview: The chapter begins by detailing a specific situation where the author experienced a conflict of interest, emphasizing how the entrenched medical leadership structure often results in a disconnect between hospital boards and frontline healthcare providers. The author illustrates that physician contracts frequently overlook non-medical skills and that mandatory memberships in professional associations lead to ineffective leadership. Additionally, a lack of innovative digital solutions hampers resource management and adaptability within the healthcare system.

Legal Obligations and Breaches: The discussion extends to the legal obligations of board members and corporate directors, underscoring breaches of due diligence that stem from professional associations and political standards. At the global level, the chapter references universal constitutional rights that advocate for health and fundamental human rights. Nationally, regulations mandate qualified leadership but often lead to inefficiencies due to overextension and misallocation of resources. Furthermore, the chapter highlights how compulsory membership requirements can result in pseudo-decentralization, ultimately hindering innovation and effective governance. These legal and ethical failures contribute to power vacuums and conflicts of interest within the healthcare landscape.

Potential Legal Consequences: The author outlines the potential legal ramifications of these conflicts, including civil penalties and reimbursement issues as per the Swiss Code of Obligations. The lack of accountability for patient grievances indicates a broader systemic failure, with foreign professionals sometimes stifling the development of local

talent. The chapter warns of the consequences of censorship within medical institutions that suppress open communication, further complicating effective governance.

Measures to Address Conflicts of Interest: To resolve these issues, the chapter suggests practical and legal measures that could enhance accountability and governance. The author advocates for a shift towards a peer-to-peer Anglo-Saxon model in Swiss hospitals to replace ineffective hierarchical structures. Flattening hierarchies and closing non-performing institutions are proposed as ways to combat "end-chain incompetence." The text emphasizes the need for a digital ecosystem that facilitates resource optimization, ensuring that knowledge flows freely beyond bureaucratic constraints. The integration of artificial intelligence could assist leadership in managing complex oversight tasks, provided that such systems are based on a shared digital framework that promotes social equity.

In conclusion, the chapter offers a comprehensive analysis of the legal and ethical complexities faced by board members in healthcare. It calls for transformative measures to foster a more accountable and responsive system that prioritizes patient needs and enhances the roles of all stakeholders involved.

Legal Aspects of State, Hospital, and Corporate Board Responsibilities:

i) Describe a situation where you encountered a conflict of interest during your duties.

How can the conflict of interest in the chosen situation be precisely described?

As a practicing physician with experience as a Deputy Chief Physician, Senior Consultant at university hospitals, and in private practice, the proximity to patients and the flow of professional knowledge are critical. The traditional medical leadership model, integrated within an operational framework that distances patients from external interaction, has been prevalent in Switzerland for almost 25 years. However, in today's digital era, this model has created unnecessary and artificially complex structures, evident in the following examples:

Hospital boards, management, and administration often operate without frontline knowledge, leading to a disconnect.

Physician employment contracts lack incentives to recognize non-medical skills among frontline doctors.

Compulsory membership in associations with weak or non-existent leadership structures hampers professional autonomy.

Limited adaptability of (semi-)closed systems, which restricts innovation and responsiveness.

A lack of digital, patient- and frontline-centered resources, or an absence of integral “digital twin support” systems, resulting in inefficient resource management.

General misunderstanding of the role of co-creators within lean management, and restricted access to assistance within the opaque domain of “Supply Chain Management.”

ii) Which legal obligations of politicians, hospital board members, or corporate directors are implicated in this conflict, and what duties were breached? Specify the relevant legal provisions.

These breaches, which also reflect lapses in due diligence within the social sector, are rooted in standards set by professional associations and executive politicians. Examples include:

At the global level, universal constitutional rights advocate for fundamental human rights such as health, freedom, and the pursuit of happiness.

At the national and economic level, regulations impose requirements, such as the need for multiple qualified professionals in leadership roles and the overextension of professors at university institutions, originally intended to serve as learning centers.

At the professional association level, mandates like compulsory membership for physicians in territorially designated regional societies (e.g., FMH Statutes Article 8 on “Mandatory Membership in a Base Organization”) have led to a pseudo-decentralization of what should be centralized responsibilities, hindering resource management, innovation, cost-sharing, and team-building.

These issues in service delivery and administrative overhead conflict with ethical, social, and economic standards. Within the political, board, hospital, and professional association spheres, as well as at the departmental and organizational levels, this results in power vacuums, service gaps, conflicts of interest, and breaches of duty, including failures of due diligence at the highest levels.

iii) What legal consequences could arise from this situation? Provide the legal foundations and refer to the situation described above.

Global Level: Universal constitutional principles suggest that no authority will enforce the rights of voiceless patients. There is little accountability to ensure that patients can voice their concerns publicly, leading to situations where they remain unheard and unsupported.

Furthermore, the rapid influx of foreign professionals has sometimes inhibited the development of local trainees, and censorship of doctors' opinions by clinics, even when unrelated to patient confidentiality, has stifled open communication, emphasizing control over power rather than addressing essential resource management.

National and Economic Level: Legal ramifications include civil and tax penalties, reimbursement of services, and instances of international competition distortion (Swiss Code of Obligations, Article 678). Operational inefficiencies arise from multiple layers of management, unnecessary duplications of leadership, and a reluctance to adopt digital replacements for traditional, labor-intensive models, further inflating costs. These issues persist without effective oversight from hospital boards or policymakers, and thus remain unaddressed from a legal standpoint.

Professional Association Level: The absence of mandatory membership for physicians in regional societies, and the potential revocation of the ZSR (Zahlstellenregister) number, effectively revokes their license to practice. This does not contribute to patient-centered, resource-efficient, or evidence-based daily operations.

iv) What legal and practical measures can be taken to avoid or resolve conflicts of interest? Refer to the situation described and explain which measures are appropriate.

There are always alternative solutions. These may include transforming the Swiss hospital culture into a peer-to-peer Anglo-Saxon model, replacing less effective structures, flattening existing hierarchies, or even closing non-performing institutions entirely. The concept of “end-chain incompetence”—the lack of understanding and digital integration across “EndOfChains” or ethical supply chains—persists within monopolistic, autocratic structures, executive leaderships across universities, state boards, and medical professional associations (e.g., FMH and World Medical Association). These systems, at the expense of social frameworks, often lead to unanticipated “surprise listings” and the uncontrolled disclosure of information within these (semi-)closed systems.

Knowledge, however, will inevitably flow, bypassing traditional power structures, bureaucratic regulations, and state-controlled economies. Artificial intelligence can complement leadership capabilities by managing oversights across extended professional domains, but it requires guidance systems based on a shared digital framework. This digital ecosystem should facilitate seamless, socially balanced access to optimized logistics, allowing for timely and logical decision-making interventions. These guidance systems must operate in synchronization not just with systems, but also with collectives of

individuals in decoupled institutions. They should empower co-creators—digitally supported individuals operating within evolving and holacratic decision-making environments—and enable decision-making for responsible, capable individuals and their representatives.

Risk Management at TheCwind Solutions Inc.

Summary of Chapter: Risk Management at TheCwind Solutions Inc.

Risk Map Analysis

TheCwind Solutions Inc., a small IT enterprise operating in a high-risk environment, has developed a comprehensive risk map to identify key challenges affecting its operations. As a single-founder entity with closed information cycles and strict non-disclosure agreements, the organization highlights four primary risks:

Team Formation & Market Dynamics: The most significant risk, with a 50% probability of occurrence and high impact ratings of 10 and 9. Challenges in building cohesive teams and adapting to market demands pose substantial threats to operational stability.

Financial Exposure: This risk has a 30% probability and damage ratings of 9 and 7, primarily relating to funding and investments in core technology development.

Technological Competence Development: Essential for sustainable growth, yet carries inherent risks due to frequent updates and a lack of continuity in technology management.

Regulatory Compliance: With a 25% probability of occurrence, varying international regulatory responses can have moderate to high impacts (rated at 6).

The accompanying "Risk Map" illustrates these factors visually, with technological research and development (Tech) as the anchor point, reflecting the company's focus on seamless development. Budget planning (denoted by \$ CHF in green) and skills development are manageable, while team dynamics and market innovations introduce higher but less predictable risks.

Justification of Risk Probability and Impact for Key Risks

The chapter emphasizes that the most critical risks for TheCwind Solutions are Team Formation and Technological Competence Development. The potential loss of team members due to frequent development cycles is significant, compounded by cultural conflicts inherent in the founder's dual role as a physician and IT leader. These dynamics can lead to operational disruptions and a weakened company culture, affecting continuity and public perception.

Additionally, maintaining core technological expertise is crucial, yet constant updates and lack of consistency pose serious challenges. Without a robust foundation, the risk of falling behind competitors in a fast-evolving market becomes increasingly likely.

Measures to Mitigate Key Risks

To address the identified risks, several strategic measures are proposed:

Team Formation: During the onboarding process, candidates will be assessed for relevant experience in small enterprises and proficiency in ARM full-stack development through questionnaires and practical challenges. Understanding the financial needs of team members is essential for fostering a supportive environment. Team-building activities, such as internal hackathons, alongside clear communication, are recommended to enhance cohesion and reduce turnover.

Technological Competence Development: Mitigating technology risks involves rigorous testing and validation of tech stacks, as well as establishing partnerships with reliable vendors. A strategic outreach approach utilizing podcasts and social media will help promote understanding and support for innovation within the organization. Continuous skill development through various educational avenues is encouraged, ensuring the knowledge base remains strong.

Economic Justification for Risk Mitigation Measures

These risk mitigation measures are critical for TheCwind Solutions Inc.'s survival and growth. The company's AI interface has substantial market potential, aiming to automate customer service, sales, and support through AI-driven information management ("i-bubbles"). Enhancing user experience with AI tools will foster customer loyalty and satisfaction.

The chapter outlines potential revenue models, including pay-per-click equivalents, subscription-based pricing, and consultancy services, tailored to specific industry needs, particularly in e-commerce, healthcare, and finance. Strategic partnerships in Silicon Valley and collaborations with existing AI platforms are essential to expand market reach and leverage network effects, ultimately positioning TheCwind Solutions for sustained success.

a. Risk Map Analysis

As a small IT enterprise operating in a high-risk environment, and as a single-founder entity with closed information and development cycles (mandating non-disclosure agreements), TheCwind Solutions Inc. identifies the following key risks:

Team Formation & Market Dynamics: The highest risks, with an occurrence probability of 50% and a significant impact rated at 10 and 9 respectively, stem from challenges in building cohesive teams and navigating market demands.

Financial Exposure: With a 30% probability and a damage rating of 9 and 7, financial risks primarily relate to funding and investment in core technology development.

Technological Competence Development: Building core technological competencies is crucial but carries inherent risks.

Regulatory Compliance: Internationally varied regulatory responses present a 25% probability of occurrence, with moderate to high impact (rated at 6).

The “Risk Map” (Figure 1) illustrates these critical factors, each represented by a circle. Technological research and development (Tech, shown in purple) serve as the anchor point, given that seamless development and prototyping are the company's primary focus. This remains the most predictable aspect until scaling comes into play.

Budget planning and investing in skills development (denoted by \$ CHF in green) are also relatively predictable and manageable. Team-building processes involve phased onboardings, including internal hackathons, and subsequent team consolidations (Team in dark blue). Legal safeguards such as intellectual property protection (IP, patents, trademarks, and copyrights marked in yellow) are vital for sustaining the company’s assets and validating expenses. Market dynamics (in red) represent higher but less predictable risks. Innovation, particularly when it triggers regulatory responses (represented by § in light blue), requires a thoughtful approach to ensure proper understanding and compliance.

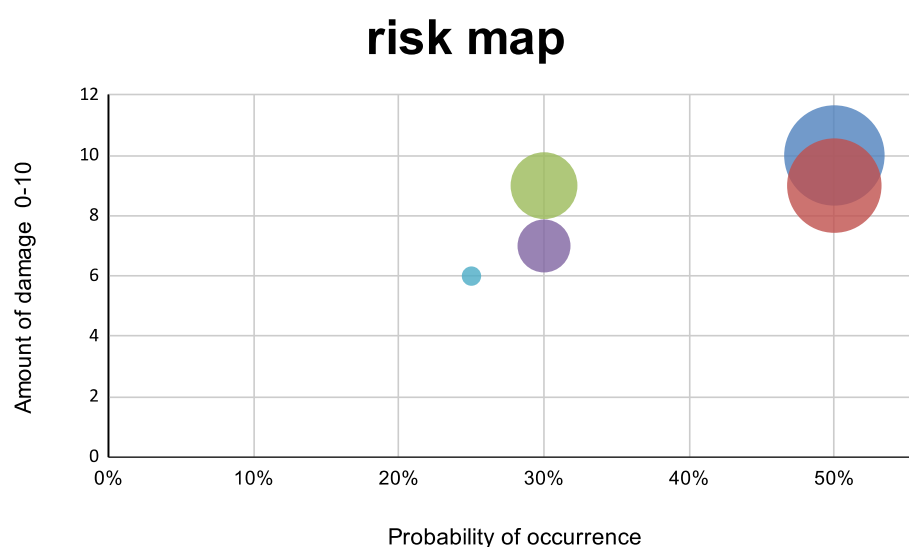


Figure 1: Risk Map for a Small IT Enterprise

b. Justification of Risk Probability and Impact for Key Risks

The two most critical risks for an early-stage company like TheCwind Solutions Inc. are Team Formation and Technological Competence Development. These risks cannot be mitigated purely through financial means:

Team Formation: The probability of losing team members, and thus complementary skill sets, is high due to frequent development cycles, including engineering and re-engineering. This risk is further compounded by the unique commitment required from team members. The founder's dual role as a Swiss physician and IT company leader creates a challenging dynamic, balancing cultural differences between a conservative, traditional healthcare environment and a more open, innovation-driven culture prevalent in Silicon Valley. Conflicts, high turnover, or skill gaps can disrupt operations and negatively impact company culture, leading to a high potential for damage. Team changes may result in a loss of continuity, company history, and public perception of achieved milestones.

Technological Competence Development: Building and maintaining core technological expertise is essential for sustained growth but is also fraught with challenges. Frequent updates, enhancements, and a lack of continuity can hinder long-term technological advancement. Without a strong foundation, the risk of falling behind competitors in a rapidly evolving market is high.

c. Measures to Mitigate Key Risks

To address these risks, the following measures are recommended:

Team Formation:

During onboarding, potential candidates should be assessed for their experience in small enterprises, expertise in ARM full-stack development, and their ability to present independently completed software projects, including prototypes. This evaluation will include questionnaires and hands-on challenges to ensure a strong fit.

Understanding the living costs and financial requirements of team members is essential to supporting their needs during the early phases of the company.

Effective team-building events, such as internal hackathons, alongside transparent communication and collaboration strategies, can foster team cohesion and reduce turnover.

Technological Competence Development:

Technology risk mitigation includes rigorous testing and validation of various tech stacks, building redundancies, and establishing partnerships with reliable vendors.

To counteract systemic conflicts and lack of institutional support, a strategic approach involving podcasts, blogs, and social media marketing is necessary. These efforts will raise awareness, counteract ignorance or conflicts, and promote support for innovation.

Continuous skill development through remote work, bootcamps, and international university programs in computer science will be pursued by both the founder and co-founders, ensuring sustained technological growth.

Self-funded education and training during breaks from the founder's primary role will further strengthen the company's knowledge base.

d. Economic Justification for Risk Mitigation Measures

The above measures are essential for the survival and success of a small high-risk entity like TheCwind Solutions Inc. From a business perspective, the company's AI interface has significant potential for market growth. By leveraging AI-driven information and flow containers ("i-bubbles"), TheCwind Solutions aims to create a unique market environment, where companies can automate customer service, sales, and support functions.

Integrating AI-driven tools such as chat systems, streams, and version control will enhance user experience and engagement, leading to higher customer satisfaction and loyalty. Self-validation templates for third-party providers will build trust, distinguishing TheCwind Solutions from competitors.

A strategic focus on industries such as e-commerce, healthcare, and finance—where AI integration can drive substantial benefits—will be key. The revenue model can include "pay-per-click" equivalents, subscription-based pricing, or consultancy, escrow, and commission fees tailored to target customers' preferences.

By building strategic partnerships within Silicon Valley, and collaborating with existing chatbot platforms and AI companies, TheCwind Solutions can expand its reach and tap into a larger customer base, benefiting from network effects and brand association.

Financial Leadership

Summary of Chapter: Financial Leadership

Discussion on Value Creation and Tensions Related to Investment, Financing, and Distribution Policies: Exploring Potential Optimization Strategies

This chapter delves into the financial leadership of TheCwind Solutions Inc. and its strategic decision to expand into the Swiss market, highlighting the potential for value creation while acknowledging the associated tensions and risks.

Value Creation: TheCwind Solutions Inc. has exhibited significant progress in value creation through its growth strategy, marked by successful product launches and strategic partnerships that have increased revenues and market share. Expanding into the Swiss market presents a unique opportunity to tap into a new customer base and cater to the distinct needs of Swiss clients, further enhancing value creation.

Tensions: The expansion into Switzerland introduces complexities regarding investment, financing, and distribution strategies. Key challenges include resource allocation for comprehensive market research, compliance with local regulations, establishment of efficient distribution channels, and brand awareness efforts. Striking a balance between ensuring adequate financing for these initiatives while maintaining profitability and managing financial risks requires meticulous planning.

Optimization Strategies: To effectively navigate these tensions and improve financial performance during market entry, TheCwind Solutions Inc. should adopt several optimization strategies:

Market Research and Localization: Conducting in-depth market research will provide insights into Swiss market dynamics, customer preferences, and regulatory requirements. Tailoring products and services to suit local needs will enhance market acceptance.

Strategic Partnerships and Alliances: Identifying local strategic partners can leverage their existing networks and market knowledge, expediting market entry while providing valuable insights into the local business landscape.

Financial Planning and Risk Management: A robust financial plan should be developed to outline the costs associated with market entry, potential opportunities, expected ROI, and risk assessments. Financial forecasting and scenario planning are essential for effective evaluation.

Evaluation of Market Expansion into Switzerland: TheCwind Solutions Inc. is evaluating its potential entry into the Swiss market through various methods, including:

Market Analysis: A thorough examination of Swiss customer preferences, industry trends, and regulatory frameworks will facilitate data collection through market research and competitive analysis.

Financial Feasibility: Assessing establishment costs, market potential, ROI, and risks is crucial. Financial forecasting and cost-benefit analyses will support this evaluation.

Regulatory Compliance: A successful market entry depends on understanding Switzerland's legal landscape, including tax regulations and data protection laws, to ensure compliance and mitigate legal risks.

Cultural and Linguistic Considerations: Acknowledging cultural nuances and linguistic diversity is vital for effective communication with clients and partners. Cultural sensitivity training and local talent recruitment can aid in smooth market integration.

Competitive Analysis: Evaluating the competitive landscape will help identify key players, market shares, and strengths and weaknesses, allowing for strategic positioning in the market.

Risk Analysis: Utilizing a SWOT analysis will enable TheCwind Solutions Inc. to capitalize on strengths, address weaknesses, seize opportunities, and mitigate threats.

Critical Discussion: The chapter emphasizes the importance of chosen evaluation methods, noting that market analyses and financial feasibility studies often rely on assumptions that may not be accurate. Additionally, cultural and competitive research can be resource-intensive. Therefore, compatibility with Swiss market demands and understanding the competitive landscape are essential to gauge potential market share. Regulatory hurdles must also be considered to ensure a seamless market entry.

Actions for the Board of Directors: To enhance outcomes in this evaluation, the Board of Directors can implement the following initiatives:

Pilot Project: Launch a small-scale pilot project in Switzerland to gather market feedback and refine strategies prior to a full-scale expansion, thus minimizing risks.

Strategic Partnerships: Establish collaborations with local Swiss companies to enhance credibility and gain insights, facilitating a smoother entry and improving competitive advantages.

Talent Acquisition and Training: Recruit local talent and provide training on language and cultural awareness to ensure effective communication and understanding of customer needs.

Risk Management and Scalability: Develop a comprehensive risk management plan with contingencies to address challenges such as currency fluctuations, ensuring scalability and financial stability.

Continuous Evaluation and Adaptation: Implement a robust monitoring system to track market expansion progress, allowing for regular strategy reviews based on market feedback to remain competitive and adaptable.

In conclusion, the chapter highlights the strategic financial leadership necessary for TheCwind Solutions Inc. as it embarks on its journey into the Swiss market, underlining the importance of thorough evaluation, strategic planning, and continuous adaptation to ensure successful expansion.

Discussion on Value Creation and Tensions Related to Investment, Financing, and Distribution Policies: Exploring Potential Optimization Strategies

Value Creation: TheCwind Solutions Inc. has demonstrated a positive trajectory in value creation through its growth strategy, successful product launches, and strategic partnerships. These elements have contributed to increased revenues and market share.

Expanding into the Swiss market presents an opportunity for further value creation by tapping into a new customer base and addressing the unique needs of Swiss clients.

Tensions: Entering the Swiss market introduces potential tensions concerning investment, financing, and distribution strategies. The company must allocate resources for market research, understanding local regulations, establishing distribution channels, and building brand awareness within Switzerland. Ensuring adequate financing for these initiatives while maintaining profitability and managing financial risks necessitates meticulous planning.

Optimization Strategies: To address these tensions and enhance financial performance while expanding into the Swiss market, TheCwind Solutions Inc. should consider the following optimization strategies:

Market Research and Localization: Conduct comprehensive market research to gain insights into Swiss market dynamics, customer preferences, and regulatory requirements. Tailoring products and services to meet the specific needs and preferences of Swiss customers will enhance the likelihood of market acceptance.

Strategic Partnerships and Alliances: Identify potential strategic partners in Switzerland to leverage their existing networks, market knowledge, promotional events, and customer relationships. Collaborating with local partners can expedite market entry and provide valuable insights into the local business landscape.

Financial Planning and Risk Management: Develop a robust financial plan that outlines the costs associated with market entry, potential market opportunities, expected return on investment, and associated risks. Financial forecasting, cost-benefit analyses, and scenario planning will be critical in this evaluation.

Evaluation of Market Expansion into Switzerland for TheCwind Solutions Inc.:

TheCwind Solutions Inc., a technology firm specializing in software development and consulting services, is considering an expansion into the Swiss market. To assess this move, various evaluation methods can be employed, including market analysis, financial feasibility studies, and risk assessments.

Market Analysis: A thorough market analysis will provide valuable insights into Swiss customer preferences, industry trends, regulatory frameworks, and potential demand for TheCwind Solutions Inc.'s services. Utilizing market research, surveys, and competitive analysis will facilitate the collection of relevant data.

Financial Feasibility: Evaluating the financial feasibility of entering the Swiss market is paramount. This involves assessing establishment costs, market potential, expected return

on investment, and associated risks. Financial forecasting, cost-benefit analyses, and scenario planning will aid in this assessment.

Regulatory Compliance: A successful market entry hinges on a thorough understanding of the legal and regulatory landscape in Switzerland. By evaluating the legal framework, including tax regulations, intellectual property rights, and data protection laws, TheCwind Solutions Inc. can ensure compliance and mitigate legal risks.

Cultural and Linguistic Considerations: Understanding cultural nuances and linguistic diversity in Switzerland is crucial for effective communication and relationship-building with potential clients and partners. Conducting cultural sensitivity training and hiring local talent can facilitate smoother market entry and integration.

Competitive Analysis: Analyzing the competitive landscape in Switzerland will help identify key competitors, their market shares, strengths, and weaknesses. This assessment can be conducted through market research, competitor profiling, and benchmarking exercises, enabling TheCwind Solutions Inc. to strategically position itself in the market.

Risk Analysis (Refer to Appendix: SWOT Analysis of TheCwind Solutions Inc.): By evaluating internal strengths and weaknesses alongside external opportunities and threats, TheCwind Solutions Inc. can develop strategies to leverage its strengths, address weaknesses, capitalize on opportunities, and mitigate potential market threats.

Critical Discussion:

The chosen evaluation methods provide a comprehensive assessment of the market expansion scenario. However, market analyses and financial feasibility studies heavily rely on assumptions and market data that may not always be accurate or current. Additionally, cultural analyses and competitive research can require significant resources and time. These factors should be considered during the evaluation process to ensure a balanced and realistic assessment. A critical discussion of the findings should include evaluating the compatibility of TheCwind Solutions Inc.'s products and services with the demands and preferences of the Swiss market. Furthermore, understanding the competitive landscape and market saturation in Switzerland is essential to determine the potential market share that TheCwind Solutions Inc. can achieve. It is also crucial to consider possible regulatory hurdles and compliance requirements to ensure a smooth market entry.

Actions for the Board of Directors to Initiate for Improved Outcomes in the Evaluation Scenario: To achieve a positive outcome in this evaluation scenario, the Board of Directors can discuss and initiate the following measures:

Pilot Project: Implement a small-scale pilot project in Switzerland to gauge market response and validate assumptions before committing to a full-scale expansion. This will help mitigate risks and refine strategies based on real-world feedback.

Strategic Partnerships: Forge collaborations with local Swiss companies or technology partners to enhance credibility and gain market insights. This can facilitate a smoother market entry and improve competitive advantage.

Talent Acquisition and Training: Hire local talent and provide language and cultural training to ensure effective communication and understanding of customer needs. Building a diverse workforce will enhance market adaptability and strengthen customer relationships.

Risk Management and Scalability: Develop a comprehensive risk management plan with contingencies that address potential challenges such as currency fluctuations or changing market dynamics. Ensuring scalability will accommodate projected growth in the Swiss market while maintaining financial stability and operational efficiency.

Continuous Evaluation and Adaptation: Implement a robust monitoring and evaluation system to track the progress of market expansion. Regularly reviewing strategies based on market feedback will help stay ahead of competitors and adapt to market dynamics effectively.

Leadership in Innovation and Digitalization

Chapter Summary: Leadership in Innovation and Digitalization

Company Overview - "VR Glasses"

"VR Glasses" is positioned within the cutting-edge technology sector, specializing in virtual reality (VR) solutions aimed at enhancing user experiences across various industries, including healthcare, education, and entertainment. With a focus on immersive technologies, the company seeks to redefine how users engage with digital environments, creating innovative applications that leverage the potential of VR. In an era marked by rapid technological advancement, "VR Glasses" is committed to remaining at the forefront of innovation, continuously adapting to market needs and user expectations.

Handling of Innovation and Transformation by "VR Glasses"

"VR Glasses" adopts a comprehensive approach to innovation and transformation, leveraging a bottom-up co-creator perspective within a digitally synchronized ecosystem. This method emphasizes collaboration among all stakeholders, from engineers to end-users, fostering an environment conducive to radical innovation. For instance, the company's recent initiative to develop a VR platform for remote healthcare consultations exemplifies its commitment to transformative solutions. This platform not only enhances patient engagement but also addresses the growing demand for telehealth services amid the challenges presented by the COVID-19 pandemic.

However, despite these advancements, the company faces significant hurdles in realizing radical innovations. The Swiss healthcare system, characterized by its hierarchical structure and slow adoption of new technologies, presents a formidable backdrop. The system's reliance on traditional methods often stymies the integration of groundbreaking solutions like VR. Furthermore, issues such as information asymmetry and a lack of trust in new technologies can hinder progress. Effective communication channels and a clear strategy for stakeholder engagement are vital to overcoming these barriers.

The Swiss healthcare system exemplifies these challenges. The introduction of digital patient records has faced resistance, with concerns about data privacy and interoperability stalling progress. Despite the potential benefits of enhanced patient care, the system's

complexity and hierarchical decision-making have resulted in delays and inefficiencies. The ability of "VR Glasses" to innovate within this environment hinges on its capacity to navigate these obstacles and foster a culture of collaboration and openness.

Concrete Recommendations for "VR Glasses"

Foster Strategic Partnerships: To advance its innovation agenda, "VR Glasses" should seek strategic partnerships with leading research institutions and technology firms, such as MIT and ETH Zurich. Collaborating with these organizations can provide access to cutting-edge research, resources, and expertise essential for developing radical innovations. Additionally, engaging with interdisciplinary teams will facilitate knowledge exchange, promoting the integration of VR technology into various sectors, particularly healthcare.

Challenges and Stumbling Blocks:

Technical Complexity: The development of advanced VR solutions requires significant technical expertise and resource allocation. Ensuring that the team possesses the necessary skills will be crucial.

Cultural Resistance: Collaborating with established institutions may encounter resistance from internal stakeholders who may be hesitant to embrace external ideas and processes.

Enhance Stakeholder Engagement for Digital Patient Records: For the successful implementation of digital patient records, "VR Glasses" should prioritize stakeholder engagement by fostering open communication among physicians, hospitals, and insurers. This engagement should be complemented by educational initiatives to build trust and understanding around the benefits and data protection measures associated with digital records.

Political Resistance: Achieving consensus among various stakeholders can be politically challenging. Building strong relationships with local authorities and advocating for the long-term advantages of digital patient records will be essential.

Implementation Complexity: The integration of digital patient records into existing systems requires careful planning and coordination. Developing a coherent strategy that outlines roles, responsibilities, and timelines is critical for navigating these complexities.

In conclusion, "VR Glasses" must embrace a proactive and collaborative approach to innovation, focusing on strategic partnerships and stakeholder engagement to overcome

the inherent challenges within the Swiss healthcare system. By prioritizing these areas, the company can position itself as a leader in the intersection of VR technology and healthcare, ultimately driving significant advancements in both fields.

Task 1: Company Overview - "VR Glasses"

Task 2: Handling of Innovation & Transformation by Your Society/Company "VR Glasses"

Task 3: Concrete Recommendations for Your Society/Company "VR Glasses"

Task 1: Company Overview - "VR Glasses"

Briefly describe the company (or chosen sector)

Study Subject: TheCwind solutions inc. CA

TheCwind [/ ðə / si / wind /] solutions inc. CA (USA) was founded by Dr. med. Patrick Schur in the state of California in "Silicon Valley" as a stock corporation in February 2019. The independently managed small business entity emerged from a continued business idea under the supervision of Professor Rod Franklin (ETH Zurich) as an advisor and with ongoing support from the law firm Gearhart Law (USA). Chatbots with artificial intelligence will help everyone, but society will need a universal control system that runs on universal supply chains. Digital resources support chains / supply chains «EndOfChain» play a central role and not only include short-sighted material chains and money flows, but also include all resources and can be visualized digitally in a body-centered, human-centered and resource-addressed manner. For these co-creators at the end of the chain or "co-creators" it is important to view them personally not only as customers, but in the best case as patients or as their representatives. In the working world there are not only employees, but also "knowledge workers" working at the front, whose final steps are in the sense of an "Ethical Supply Chains" to be valued as values and to support digitally omnipresent. Transformation/interoperability cannot only be seen around and between companies, services and institutes. Knowledge must socially flow and will find its way, differentiated between primary and non-primary services and systems, but above all across territories, management boundaries, silo boundaries, subject boundaries, (digital) system boundaries valued, responsible people, but to be supported.

(BubblePress™) is a digital-reversing-twin synchronously running interface to artificial intelligence, based on a no-coding (operating) system of UNiversal-SUPPLYchains, which uses/addresses/visualize all resources and flow/cycles in an ecosystem (as a «object») by

a new internet protocol with a Hashtag-like perverse i-bubbletag ∞ (as a «subject»), via a 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP) that can be logically visualized (digital and human synchronous process similarities / “flow similarities” and digital push/pull actions / “push/pull actions” as a common denominator / “i-bubbles”) and addressed. This digitally, artificially addressable and guided intelligence should at best socially balanced (and therefore comprehensible in accordance with the UN 2030 Agenda for Sustainable Development and the Human Rights Charter) and according to personal information “stewardness” via trustworthy / “trusted”, safe / “secure” and untraceable / “non-traceable” information channels. The resulting digital shadows acts through digital synchronous web app people flows/streams: as a leadership assistant gameification (voice/call routing/work flow/life flow assistant for the drama/short-circuit of any compromises), as a social coach, as a marketer, as a guardian angel / bodyguard, as a supply chain applicator/expert, as a stream navigator and interference assistant, as a reference assistant, as legal assistance for confirmation or evidence, as an individualized, autonomous intelligence representation».

The founder's initiatives and advertising campaign «World Needs Better Bubbles» and «MeTooNoSupply» was able to reach business schools and social media, but it still did not become global political, national, in the local press, university, professional politics, in the startup scenes, corporates, administration and politics as a unique opportunity for jobs recognized because, in particular, the legal foundations have already been laid internationally. At no time was there any support in terms of personnel, technology, research development or financial support, including during and after the Covid-19 pandemic in 2022 and against ongoing state-political and professional-political monopolies.

Why is Holacracy in non-digital companies, organizations and state apparatus not realized? "because of the money"? “because of digital and/or supply chain incompetence”? or “because of digital insufficiency”? These current institutions/companies need to learn that we are not only seen as amateurs, but are also co-creators of our personal resource world “streams” and our synchronous web human app processes/flows. For state, social and medical institutions, in addition to the primary professional competence of the employees, the implication/indication of comprehensive logistics/supply chain competence or assistance also applies to co-creators (as well as patients with a duty to cooperate) and frontline employees all resources (information, processes, time, money, materials, human power and other values) includes. This can be done in one personal

digital resource supply chains Assistant / Coach / Marketeer / Bodyguard / Applicator / Navigator / Interference Assistant / Reference Assistant / Legal Assistance up to patient-compatible/centered or patient-representative, but above all resource-centered with (BubblePress), but above all made addressable from the outside in the mutual 'handshake' of the party(s) stewardness accordance.

In his part-time job, the founder will advocate online for the «Ethical (Resource) Supply Chain Certification» on www.endofchain.ch demand for Swiss medical services and training and to politically question the “general principles in luxury and power medicine” in Switzerland.

Task 2: Handling of Innovation and Transformation by Your Society/Company "VR Glasses"

Systematically outline how the company addresses the topic of innovation and transformation, and select a specific example of innovation that characterizes the current approach to innovation. Be critical and reference the module content in your analysis. Especially question the company's ability to realize radical innovations!

Study Object or “corpus moribundi”: Swiss Healthcare System with Premium Shock

Leadership Lens: Bottom-up co-creator perspective in an open, digitally synchronized ecosystem that is potentially socially balanced and assisted.

Questioning the Swiss healthcare system regarding the realization of radical innovations: The final digital "step" in the previous "web" system should primarily rest in the responsibility and ownership of the bottom-up co-creator and requires an open, patient-oriented, sustainable digital synchronized system with appropriate information channels, common resource standards, micro-processes, and potentially comparable, flexible, “Hippocratic ethical and evidently trustworthy” & “lean/efficiency-optimized or optimizable” & “addressable in a perverse manner” service base structures.



Figure: Sustainable Development Goals of the United Nations

In the Swiss healthcare system, even mass-established innovations are often only introduced after generational delays among people/physicians. The “social” Swiss healthcare system is a multiple-led, i.e., medically and operationally managed externally and internally, predominantly decoupled, yet strictly hierarchically “top down,” ‘supply chain’ incompetent or unsupported capsule, which creates an artificially maintained complexity that hinders transparency and communication, and politically prevents or renders the exchange of life-critical resources unaddressable, despite the healthcare system being socially funded and primarily should be sustainably, integrated/information-symmetrically, and fairly managed. Therefore, it is self-evident that any innovations in the Swiss healthcare system are implemented only in relation to leadership generations, and if at all, inadequately introduced, resource-distorted, or potentially point-optimized and decoupled from primary services, frontline “forces,” and “global” resources within a self-fertilizing leadership framework.

Analysis of IT Innovation Activities in the Swiss Healthcare System According to Criteria:

Leadership and Hierarchy: The healthcare system is described as strictly hierarchical and led from the top down, which could potentially hinder innovations. Decisions and changes may have to traverse numerous levels, resulting in delays and obstructions.

Complexity and Transparency: The artificially created complexity within the healthcare system could impair transparency and complicate the innovation process. Open communication and data exchange are limited, and there is unwavering faith in the existing “leadership” and technology, which in turn hampers the adoption of new technologies.

Relevant foundational studies and analyses of the channels have been published at ETH and Kalaidos Zurich.

Analysis of IT Innovation Activities in the Swiss Healthcare System According to Options:

Internal Development versus External Partnerships: The healthcare sector may tend toward developing service innovations internally, which could fail due to “supply chain” insufficiency. External partnerships with specialized technology companies and externally supported system designs could accelerate the innovation process and add expertise from outside.

Integration and Information Symmetry: Historically, the healthcare system is characterized by information asymmetry. In both vertical and horizontal interactions, there are information asymmetries and hidden agendas. Measurements can address the information asymmetry across all levels of healthcare services. For an overarching innovation to be integrated into the existing IT infrastructure, it must anticipate the information flows between various stakeholders in the healthcare system, making it attractive and optimized for all stakeholders in a “patient or patient-representative” manner. To achieve this, resource carriers, referred to as “UNiversal-SUPPLY Chains,” or “End-of-Chains,” must emerge as real-digital entities, making resources and service structures more easily and effectively usable on common and comparable denominators, thereby indirectly enhancing care.

Concrete Innovation Example in the Swiss Healthcare System:

Digital Patient Records or Patient Asset/Representation in a Society with High Values, the Swiss Values, Ignoring the ‘Swiss VR Code of Best Practice’ in Medicine

Mr. Guholz, CEO of Hirslanden Zurich, describes the result of the Swiss patient record in his LinkedIn post as follows: “The electronic patient record is here – and no one wants it!! Over three million people in Switzerland would have access to a digital medical file. Yet, hardly anyone wants it. The next expensive IT debacle is looming. A PDF graveyard.” The currently produced patient record is far from a system that enables a senior physician or chief physician to bring “the system” to life.

Data Protection Concerns: Swiss values place a high premium on data protection and privacy. The introduction of a centralized patient record raises concerns about the protection of sensitive medical data and may fail to gain patient trust without continuous foundational physician co-creation in decentralized statistical digital systems.

Hierarchical Structures: The introduction of a centralized patient record requires cooperation among many stakeholders in the healthcare sector, including physicians, hospitals, insurers, etc. The hierarchical structure will lead to delays and difficulties in implementation. Based on previous experiences at the national level, this seems nearly impossible, very cumbersome, and costly. Previous systems aimed for “leaning” but did not allow for digital “accountability,” “co-carrying,” and “co-designing” at the lowest hierarchical level with evolutionary leadership and at the co-creator level.

Resistance to Change: In a strongly hierarchical environment, some stakeholders may resist adapting their work processes to the new digital patient record. This will hinder the smooth introduction and use of the record and necessitate a bottom-up solution.

Complexity and Interoperability: The complexity of the Swiss healthcare system could complicate the interoperability of the centralized patient record with existing systems. This could lead to challenges in data integration and exchange. Interoperability typically ends at the boundary of each IT company, system, and healthcare institution. The ownership and management of patient data remain an illusion for patients and their representatives in the Swiss healthcare system. Compliance with ethical guidelines from SAMW and the general presence of monopoly companies (lack of extension of the Swiss VR Code to medical coincidence centers) may be of great significance when cooperating with technology companies and processing data within a centralized patient record. The IT innovation activities in the Swiss healthcare system are overwhelmed by the described hierarchy, complexity, and lack of interoperability. The introduction of this specific innovation example requires an open digital system and open bottom-up communication among stakeholders in the healthcare sector, which, however, rebuffs against the "failing" healthcare system, individual patient representation, and the highest Swiss values.

Task 3: Concrete Recommendations for Your Society/Company "VR Glasses"

Develop two concrete recommendations based on your analysis that will significantly advance the company's innovation efforts. These should not focus on specific product/service ideas but rather on the management of innovation and transformation within the chosen company and the influence of VR on this. It is important not only to convey how you plan to proceed and why but also to identify the specific challenges and potential stumbling blocks you foresee

Study Object or “corpus moribundi”: Swiss Healthcare System with Premium Shock

Study Subject: TheCwind solutions inc. CA

Recommendations for the “Management” of economiesuisse extended to the Swiss Healthcare System with coincidence centers (previously referred to as hospitals or medical institutions) and for the “Management” of international/national resource communities:

Recommendation for the Study Subject ‘TheCwind solutions inc. CA’:

Concrete Challenges and Possible Stumbling Blocks:

Technical Complexity: The introduction of a new Internet protocol and the creation of digital twin structures beyond human-visible dimensions could be extremely technically demanding. The development of such groundbreaking technologies requires extensive expertise and resources.

Contact persons and partnerships with the following organizations should be pursued:

Dark Web Display/Search

Massachusetts Institute of Technology (MIT)

Stanford University

Boston Dynamics

ETH Zurich

Recommendation for the “Management” of economiesuisse extended to the Swiss Healthcare System with coincidence centers:

Integration of Digital Patient Records: The introduction of an integrated digital patient record should consider various stakeholders, promote collaboration among physicians, hospitals, and insurers, and prioritize patient data protection.

Concrete Challenges and Possible Stumbling Blocks:

Political Resistance: Achieving consensus among multiple stakeholders in a hierarchical structure could prove challenging. Politicians and local authorities must acknowledge the long-term advantages of digital patient records and collaborate to enhance cooperation among all parties involved.

Implementation Complexity: The implementation of a digital patient record is complex and involves coordination among various stakeholders. Investing in a well-defined and coherent strategy is crucial to navigating this complexity.

Trust Building and Communication: Building trust among patients and healthcare providers is essential. Transparent communication about data protection, benefits, and roles can foster acceptance of the digital patient record and avoid future pitfalls.

Innovative Approaches: Exploration of radical, disruptive innovations should be pursued through continuous patient-oriented, decentralized, and cooperative collaboration, and rapid feedback loops should be established.

Strategic Leadership "Testing Technology and Leadership Belief Cycles"

Summary: Strategic Leadership - Testing Technology and Leadership Belief Cycles

In this chapter, "Testing Technology and Leadership Belief Cycles," we explore how megatrends are reshaping the business environment and influencing strategic leadership at TheCwind Solutions Inc. The primary focus is on the emergence of personalized individuals shaped by Nano-Bio-Cogno-Verso technology convergence. This trend reflects a significant shift in how information is shared and utilized, emphasizing the importance of personal agency and mass customization within the community.

Task 1: Trends from Megatrends in Society or the Business Environment

The chapter emphasizes that emerging trends in society, particularly the rise of digital personalization, are fundamentally altering the strategic landscape for organizations. As new generations embrace open information sharing across borders, companies must adapt to this evolution. TheCwind Solutions Inc., positioned at the intersection of digital technology and community engagement, stands to benefit from these changes. This personalized approach is crucial for understanding human needs and enhancing service delivery, especially given the technological advancements in holistic information systems. This trend is vital for TheCwind as it directly impacts its business foundation. By focusing on personal digital supply chains and community-centric solutions, the company can leverage this trend to redefine traditional roles and responsibilities in the supply chain. This approach not only fosters trust but also encourages a cooperative ecosystem where all participants, from co-creators to end-users, are engaged.

In responding to this trend, TheCwind can implement simple digital interfaces that facilitate communication and collaboration among its users. This aligns with the UN Agenda 2030 for Sustainable Development, promoting a socially balanced ecosystem that emphasizes transparency and ethical practices in resource management.

Task 2: Competitive Advantage of TheCwind Solutions Inc.

TheCwind Solutions Inc. possesses a clear competitive advantage rooted in its unique approach to resource management and community engagement. The company distinguishes itself through its innovative BubblePress platform, which fosters personal

digital ecosystems without the need for extensive coding knowledge. This allows users to navigate complex supply chains intuitively, fostering inclusivity among co-creators and prosumers.

To protect and maximize this advantage, TheCwind should focus on continuous innovation and adaptation. By investing in user-friendly technologies and ensuring the platform remains accessible, TheCwind can maintain its leadership position. This involves creating robust partnerships and alliances that enhance the platform's capabilities while ensuring ethical practices are at the forefront of its operations.

Task 3: Focus of the Company's Leadership Strategy

The leadership strategy of TheCwind revolves around fostering a co-creative environment where every individual, regardless of their technical background, can participate and contribute. This approach recognizes the evolving nature of leadership in a digital context, emphasizing personalization and collaboration. The strategy seeks to establish a framework that aligns personal values with community goals, ensuring that all participants feel empowered and engaged.

For the strategy to be successful, it should prioritize adaptability and responsiveness to change. Continuous feedback mechanisms and open lines of communication will enable the organization to remain aligned with its community's needs. Competitors may undermine this strategy by developing alternative platforms that offer greater convenience or lower costs, highlighting the need for TheCwind to remain vigilant and responsive.

Task 4: Obstacles to Strategy Implementation

Implementing this strategy at TheCwind Solutions Inc. requires overcoming several obstacles, primarily rooted in traditional organizational structures that may resist change. A cultural shift is necessary, moving from top-down hierarchies to more collaborative and participatory models. This transformation involves rethinking existing processes and fostering an environment where innovation is encouraged and supported.

As a visionary leader (VR), my role will be to champion this cultural shift, promoting inclusivity and transparency in all interactions. By advocating for a more adaptive approach to leadership, I can help TheCwind navigate the complexities of this evolving landscape, ensuring that we remain at the forefront of digital transformation and community engagement.

In conclusion, the chapter underscores the necessity for TheCwind Solutions Inc. to embrace emerging trends in technology and community engagement actively. By leveraging its competitive advantages and fostering an inclusive leadership strategy, the company can effectively navigate the challenges and opportunities presented by the rapidly changing digital landscape.

Task 1: Trends from Megatrends in Society or the Business Environment: Weighting, Influencing Factors, and Scope of Action

Task 2: Competitive Advantage of the Company and Description

Task3: What is the focus of your company's 'strategy'?

Task 4: What obstacles must your company overcome to successfully implement the 'strategy'?

Task 1: Trends in society or the business environment can completely change the basis of 'strategy.'

Discuss a trend from the megatrends we've discussed or another trend of your choice.

Why is this trend important for your company?

How will it influence your company's business foundation?

How can your company respond to it?

The chosen study object and company is TheCwind Solutions Inc., CA (USA). The purpose of TheCwind Solutions Inc. CA is reflected in its name and logo. The name of TheCwind.com Solutions Inc. CA originated from our pooling of community forces represented by a sail shaped like the letter "C." "TheCwind" acts like a sail in the ocean, gathering and building community strength. We are reinventing the "Create Design Code Build Validate/Align" for everyone in a trusted, personal ecosystem. We use other waves as depicted in the logo, symbolizing "leadership in progress" and this potential community(ies).

New generations are more open to sharing information across borders, viewing information exchange as a convenience or a trend toward "Nano-Bio-Cogno-(Verso) Technology Convergence" to achieve a better understanding of their "humanity" or to provide it, primarily certified professionally rather than primarily supply chain certified. Due to significant advancements in electronic and holistic information technology, a more personalized individual is emerging with mass customization services, still lacking

successful common resource denominators and 'interoperability.' This is continually reflected in misguided hopes concerning traditional resource representations, where previous platforms with enforced royalty have supposedly led to a "paperless office" or "paperless clinical trials," or that a company's new building would come with an "automatic improvement of the service system," or that traditional technology implementations would automatically expect an "improvement of services." Thus, a personalized individual with Nano-Bio-Cogno-Verso technology convergence/understanding is selected as the main trend.

Why is this trend important for your company?

We are the cause and subject of a 'mobile, body-near Y Revolution' at the frontline, the "EndOfChain" in the global communications, computer, and software industry. Leadership is already lived, digitally synchronized, publicly shared learning for learners and personally digital-assisted co-creators in a narrower or broader framework of (digital) representative and thus "EndOfChain certified" resource communities, potentially with a socially balanced ecosystem. These 'supply chain' incompetent co-creators require simple digital interfaces with a common denominator for the professional perfection of the "logistics in a narrower or broader sense"/"(digital) supply chain" or, in shared responsibility, across borders and leadership responsibilities, thereby enabling process transparency without time loss while maintaining their own identity. Anonymous neutralizable insights from other process landscapes are made visible through repeated, often communication-related errors during user interaction, without the need for access rights and without opening a new ("intrusive") information channel, through a so-called (BubblePress) system, "object," and biometrically secure internet protocol, the 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP), "subject," logically visualizable and thus comprehensible in line with the UN Agenda 2030 for Sustainable Development and the Human Rights Charter.

How will "the personalized individual with Nano-Bio-Cogno-Verso technology convergence" and its guided understanding influence your company's business foundation?

"We will change the way we communicate, work, engage, protect, reference,
socialmedize!" - Dr. med. Patrick Schur

“Wir werden den Weg der Kommunikation, Arbeit, Engagements, Verteidigung,
Referenzierung und Sozialmediasierung verändern!” - Dr. med. Patrick Schur

In stark contrast to the obligatory course reading for this module "Strategic Leadership at VR and GL Level in SMEs" by Roman Lombriser (see preface page 1), we have arrived at the following realization regarding the assumed non-existence of 'strategy':

“The new meaning of KPIs in New Corporate Governance, adding ethical (resource) supply chain competence, should be:

keep people interested

keep people informed

keep people involved

keep people inspired

keep people (digital) situationally assisted

keep people in front of your client supported

... (loss of intersection of any interface:-) ?...

keep frontline feedback/errors just-in-time along their supply chains physically/digitally synchronized, recorded, integrated, and controlled, because you should be in the front office. If not... we should have digital reflections and digital-reversing-twin solutions (e.g., BubblePress).

keep supply chain experts at the top of the hierarchy with just-in-time button-up perspective backup & through your frontline people/their back office and across any other resources and competences for the very last trusted just-in-time step injection.

keep (second) errors and feedback public, because you need to change...**

— Dr. med. Patrick Schur

“Die neue Bedeutung von KPIs in der Neuen 'Corporate Governance', die ethische Ressourcen- und Lieferkettenkompetenz hinzufügt, heisst:

Halten Sie das Interesse der Menschen aufrecht

Halten Sie die Leute auf dem Laufenden

Die Leute einbeziehen

Menschen inspirieren

Menschen (digital) situativ unterstützen

Halten Sie die Menschen an der Front vor Ihrem Kunden unterstützt

... (Verlust der Schnittmenge einer Schnittstelle :-) ?...

Sorgen Sie dafür, dass Rückmeldungen/Fehler an vorderster Front entlang der physischen/digitalen Lieferketten zeitnah aufgezeichnet, integriert und kontrolliert werden, da Sie im Frontoffice tätig sein sollten. Wenn nicht .. sollten wir die digitalen Reflexionen und digitalen-verso-twin Lösungen zur Verfügung haben (z.B. BubblePress).

Sorgen Sie dafür, dass Supply-Chain-Experten top positioniert sind und mit einer Just-in-Time-über-eine-von-unten-nach-oben-Perspektive per Knopfdruck den Überblick über jede andere Ressource und Kompetenzen mit Ihren Frontline-Mitarbeiter/deren Backoffice erschaffen, um den allerletzten vertrauenswürdigen Schritt zu erfüllen / zu erreichen.

Halten Sie (Zweit-)Fehler und Rückmeldungen öffentlich, denn Sie müssen sich ändern...

** - Dr. med. Patrick Schur

Despite great respect for humanity, their (still) existing organizations, and the achievements made, we are not willing to accept a new world owned by others digitally for us, or by other institutions / large companies for us, or where the previous resource chain is lost during resource acquisition, or where learning processes of learners are involuntarily interrupted, instead of allowing humanity to own what belongs to them personally, or the modern, (digital) representative and thus "EndOfChain certified" resource communities, a socially balanced reference intelligence with digital-physical synchronized supply chain competence.

Go for UNiversal-SUPPLYchains

"EndOfChains" as Co-Creators!

Lol to olo you!

Visit www.WorldNeedsBetterBubbles.ch

If the business foundation is to be solely territorial money to bring this construct to life and maintain it autonomously, then the present invention replaces the "OK" and "Cancel" or the informed consent of static mobile applications with intelligent sequences of addressable service actions or cycles in a dynamic system, where service providers pay per click for utilized service bubbles, addressed by ∞ i-bubbletags. This allows the system of the present invention to earn fiduciary fees, commission fees, and/or consulting fees for specialized services. The present invention can also be used by supply chain managers. We go to the edge of our customers and offer unique process service insights on our i-bubblepedia. Our goal is to be the first address and reference worldwide for consulting and benchmarking any evident and efficient delegation, activity, and service processes.

Further commercial consulting services of “EndOfChains” with (BubblePress) application on personal resource chains in relation to “resource communities” (see appendix)

Task 2: Does your company have a clear competitive advantage?

If so, what is it and why does this factor distinguish you from competitors (unique selling proposition)?

What can your company do to protect and optimally utilize this advantage? If not, what could your company do to gain a clear competitive advantage?

What investments would be necessary?

Does your company have a clear competitive advantage? If so, what is it and why does this factor distinguish you from competitors (unique selling proposition)?

The last digital/physical “step” in the current “web”/life system should primarily lie in the responsibility and ownership of the bottom-up co-creator, internationally politically (World Internet Engineering Task Force (IETF) - USA; Wide Web Consortium, Inc. (W3C) – USA) and militarily through NATO - North Atlantic Treaty Organization or UN Peacekeeping Operations, and calls for an open, patient-oriented, and UN Agenda 2 sustainable, digitally synchronized system and corresponding information channels, common resource denominators, and micro-processes, and potentially comparable, flexible, “to-hippocratic ethical and evidently trustworthy” & “lean/efficiency-optimized or optimizable” & “to-perversively-addressable” & “reversible service-based

Task 3: What is the focus of your company’s ‘strategy’? Is this ‘strategy’ sufficient to be successful? How should the ‘strategy’ be changed? What could a competitor do to undermine your ‘strategy’?

What is the focus of the ‘leadership’ strategy of your company?

The focus is on every co-creator, every prosumer, and every non-programmer and ‘no-coder evolutionary leader’ in a digitally/physically synchronous resource world. The means to this end for these non-programmers and evolutionary leaders is:

(BubblePress)

Personal moderated resource stream with dynamic agenda, communication, collaboration, engagement, (life)(version control) productivity – AI, Resource and Core Relation Manager, non-intrusive cockpit with marketplace ecosystem based on a perverse addressable stewardess of hashtag equivalents (olo) ∞, called i-bubbltag “subject” and based on a selective counter/filter with the same resource denominators (information, time,

money, material, human power) synchronized web app human flow, flow similarities, flow projections, life/work cycles and one-way/tandem action push & pulls “object” (Digital-reversing, outside of the human visible, personal pursuing dimensions, complementary twin structures/references) as a no-coding standalone system and trusted (software and hardware-based) visual-tactile biometric secure, non-traceable data submissions/internet protocol, called 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP) for no platform-forced royalty but with personal stewardship of decentralized personal resources and functionality without intrusive information channels. The digital shadow through digital synchronous web app human flows/streams acts: as Work Assistant, as Social Coach, as Marketer, as Guardian Angel/Bodyguard, as Supply Chain Applicator/Expert, as Stream Navigator and interference Assistant, as Reference Assistant, as Legal Reassurance or Legal Evidence Management, as Individualized, autonomous Intelligence Representation.

(BubblePress)

Persönlicher moderierbarer Ressourcenstrom und dynamischer Agenda, Kommunikation, Zusammenarbeit, Engagement, (Lebens-)(Versionskontroll-)Produktivität – KI, Ressourcen- und Core-Relations-Manager, unaufdringliches Cockpit mit Marktplatz-Ökosystem basierend auf einer perversen adressierbaren Stewardess von Hashtag-Äquivalenten (olo) ∞, genannt i-bubbletag “Subjekt” und basierend auf einem selektiven Zähler/Filter mit denselben Ressourcennenner (Informationen, Zeit, Geld, Material, menschliche Kraft) synchronisierte Web App Menschlicher Fluss, Flussähnlichkeiten, Flussprojektionen, Lebens-/Arbeitszyklen und Einweg-/Tandem-Aktion Push&Pulls “Objekt” (Digital-reversing, außerhalb der menschlich sichtbaren, persönliche verfolgende Dimensionen ergänzende Twin Strukturen / Referenzen) als eigenständiges System ohne Codierung und als vertrauenswürdige, (Software und nicht Hardware basiertes) visuelles-taktil-biometrisches sicheres, nicht nachverfolgbare Datenübermittlung und Internetprotokoll, genannt 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP) für keine Royaltät erzwungene Plattform, sondern mit persönlicher Verwaltung dezentraler persönlicher Ressourcen und Funktionalität ohne aufdringlichen neuen Informationskanal. Der digitale Schatten durch digitale synchrone Web-App-Menschenflüsse/-ströme agiert: als ArbeitsAssistent, als SocialCoach, als Marketier, als Schutzengel / Bodyguard, als SupplyChain Applicator/Expert, als Stream Navigator und InterferenzAssistent, als Referenzassistent, als Juristischer Beistand zur

Bestätigung oder Beweismittelführung, als individualisierte, autonome Intelligenzrepräsentant.

Is this 'strategy' sufficient to be successful? How should the 'strategy' be changed?

We would rephrase these questions in the absence of a 'strategy' with social reversing and logical inversion.

What advantages would a digitally usable leadership system based on (BubblePress) bring to the renewal of (digitally) representative and thus "EndOfChain certified" "resource communities" / a socially balanced reference intelligence with digital-physical synchronous supply chain competence?

What advantages would this have for today's generation with the newly created, organized resource communities and responsibilities based on (BubblePress) in terms of an Ethical Supply Chain Code?

State Economy, State Chancellery, and Administration: Formation of coincidence centers and task force centers. Optimal insight and use of the omnipresent resource world. Strengthening holistic resource competence, responsibility, and politically executive leadership. Simplified leading of executive and non-executive politics and administration. Simplified continuous change management and reorganization.

Social Services/Church: Formation of coincidence centers. Simplified continuous change management and reorganization. Optimal insight and use of the omnipresent resource world.

Medicine/Healthcare: Formation of coincidence centers. Refusing administrative power into medical expertise and thereby dissolving the unnecessarily multiple leadership corpus at the expense of supporting staff. Simplified continuous change management and reorganization. Optimal insight and use of the omnipresent resource world. Better thriving of trainees without reference to individual power structures. Elevation and top positioning of the Ethical Supply Chains "EndOfChain" in the organizational chart and code.

Training Officers or (Medical) Bodies "Universities": Formation of coincidence centers. Refusing administrative power into expertise and thereby dissolving the unnecessarily multiple leadership corpus at the expense of supporting staff. Elevation and top positioning of the Ethical Supply Chains "EndOfChain" in the organizational chart and code. Simplified continuous change management and reorganization. Optimal insight and use of the omnipresent resource world. Better thriving of trainees without reference to individual power structures.

Free Economy: Lower national and cantonal taxes, expansion of supply chain competence in the board of directors and top management, optimization of cooperation among decentralized, multi-centric, time-shifted work, profit maximization, simplified continuous change management and reorganization. Shared leadership standards and guiding structures with less state regulation and coercive measures/sanctions.

New employees/self-employed individuals are no longer misused as a means to an end by state organizations, (professional) societies for the introduction, implementation, and enforcement of new technologies, new requirements, and new laws (with sanctions), as the previous generation missed this or overlooked their continuous renewal. Employees experience digitally assisted work with secure working environments and workflows through socially balanced interdisciplinary reference intelligence with easily manageable resource guiding systems, interference systems, and version control systems. Further improvement of communication, which is usually a misunderstanding / 'disconnection of information.' Communication has already improved today, but it clearly shows that there is more over-information channeling, multiple channeling / #overchanneling, more cross-communication / #crosscommunications, more over-processing / #overprocessing, more unnecessary repetitions and recordings / #nopulls #nopings #nosnowballs #doppeltgemoppeltes, more unnecessary material wastage, missing material memory / #nowildstock, more time-location-situative interface errors / #noworkaround #nosilothinking, more unnecessary pathways / #nostarruns #motions, more disconnected control or leadership / #lostdelegations #nolostdelegations #crosseddelegations #nocrosseddelegations, and more errors / #nearmissedevents #errors #handoffs.

Masses: Lower national and cantonal taxes. Strengthening of resource competence and responsibility. Reinforcement and acceleration of a constructive cultural balance. Simple digital interfaces with access to strong and good "resource communities" / a socially balanced interdisciplinary reference intelligence with easily manageable resource guiding systems and interference systems.

What could a competitor do to undermine your 'strategy'?

This question is adjusted as we are, at best, talking about leading patients or clients and coincidence centers.

A personally controllable or controlled total (collecting all resources on a common denominator, across languages) supply chain resilience with ethical resource and supply chain competence would emerge, personally digitally (optimizing the best of supply chain) assisted with (publicly) interdisciplinary, evident competence learned.

Task 4: What obstacles must your company overcome to successfully implement the 'strategy'? What changes must be made? What role can you play as a VR in this?

What obstacles must your company overcome to successfully implement the 'strategy'? What changes must be made?

This question suggests that question 3 in this performance assessment was answered negatively, i.e., that 'strategies' exist at all and that leadership has been inadequate and unsuccessful.

A system change in an administration / in an organization / in a company is assumed but is always perceived only as point-optimized top-down hierarchically, despite non-interaction at all levels under leadership, as always? Are we not rather leading forces to maintain personal resources? Is this a certified, (rather a medical) taken-over/delegated responsibility that not only encompasses primary expertise that we then extend to the complex, department, and silo?

We would not speak here of obstacles, but rather of a resetting by a society that adapts and changes through a double innovation. The question arises whether traditional resource communities (traditional state apparatus / institutions / companies) are worth rethinking / still important

Personnel and Organizational Leadership

Summary: Personnel and Organizational Leadership at TheCwind Solutions Inc.

In the rapidly evolving landscape of corporate governance, TheCwind Solutions Inc. recognizes the critical need for adaptive personnel and organizational leadership to align human resource management with strategic objectives. This chapter delves into the necessity for revising compensation frameworks, particularly focusing on variable salary components for top management, including the CEO and executive board members, in light of public and internal demands for transparency and accountability.

To navigate the pressing challenges within the Swiss healthcare context, the chapter advocates for a transformative shift in the compensation system. It proposes the transition from traditional supply chain management to a Reality Digital Omni Resource Supply Chain approach. This innovative model prioritizes transparency, accountability, and enhanced roles in resource management while emphasizing the importance of aligning leadership with organizational values and end-user perspectives. It underscores that while variable salary components can incentivize performance, they also carry risks such as fostering short-termism and potential misalignment with the organization's core values. A balanced approach that prioritizes equity among all stakeholders is crucial for maintaining employee morale and organizational integrity.

The chapter outlines a strategic development and implementation plan for the revised compensation system. A cross-functional team composed of board members, HR professionals, and external consultants will spearhead the initiative. Their tasks will include assessing current compensation practices, benchmarking against industry standards, and engaging stakeholders to gather insights. Effective communication and training programs will be essential to ensure all employees understand the changes and the rationale behind them.

Moreover, as TheCwind Solutions Inc. prepares for the retirement of its current CEO, the chapter delineates a comprehensive strategy for CEO succession planning. This plan incorporates several key elements:

Central Requirements: The new CEO should demonstrate strategic thinking, innovation, stakeholder management skills, and a robust understanding of technology and finance.

Board and Management Team Engagement: Active participation from both the board and management team is vital for defining the job description and evaluating candidates to ensure alignment with the organization's vision.

Utilization of External Service Providers: Engaging external recruiters will broaden the talent pool and enhance the objectivity of the selection process, while internal candidates, although familiar with the organization, may bring inherent biases.

Proposed Process Steps: A structured recruitment process will include defining job requirements, announcing the position, screening applications, conducting interviews with an emphasis on behavioral assessments, and ensuring a smooth onboarding experience.

As organizations face skilled labor shortages, TheCwind Solutions Inc. must proactively enhance its employer attractiveness. This involves modernizing the workplace across four key dimensions: infrastructure, technology, work models, and organizational culture. By creating flexible work environments, leveraging advanced digital tools, adopting hybrid work models, and fostering an inclusive organizational culture, the company can appeal to the emerging workforce.

In collaboration with executive management, initiatives will be introduced to revamp the employer branding strategy and enhance employee engagement programs. This includes mentorship opportunities, continuous professional development, and employee feedback mechanisms to promote personal and professional growth. By addressing the evolving needs of skilled workers and cultivating a culture of empowerment and collaboration, TheCwind Solutions Inc. aims to position itself as a leader in attracting top talent and enhancing overall competitiveness.

Through these strategic initiatives, TheCwind Solutions Inc. not only tackles the complexities of skilled labor shortages but also establishes a precedent for modern organizational leadership that values human capital as an essential resource for sustainable growth and innovation.

The chapter concludes by affirming the organization's commitment to ethical practices and transparent governance, essential for navigating the challenges of an increasingly digitalized world.

Task 1: Variable Salary Components

Task 2: CEO Recruitment

Task 3: Aligning Personnel Management with Strategic Objectives

Task 4: Workplace 4.0 - Enhancing Employer Attractiveness amid Skilled Labor Shortages

Task 1: Variable Salary Components

Variable salary components (bonuses) are increasingly under public scrutiny. In this context, boards of directors and management teams are often called upon to review and, if necessary, adjust the compensation systems for top management (CEO and executive board members) in their companies. Consider what adjustments to the compensation system are necessary for your company and why. Discuss the benefits and advantages as well as the risks and disadvantages of variable salary components for your company. Finally, explain how and by whom you intend to develop the new, adjusted compensation system and how it should be implemented.

The chosen study subject and company is TheCwind solutions inc. CA (USA). The chosen study object or “corpus moribundi”: Swiss healthcare with premium shock.

Before compensation systems or salary systems and any required management structures can be discussed within this question, the ideologies, visions, technologies, and applications of these technologies in corresponding ecosystems or in companies with their appropriate or adaptable cultures need to be clarified. From the ideology, vision, and culture of the aforementioned and chosen study subject, traditional logistics or supply chain competencies should receive an upgrade in the traditional organizational chart and at the board level and hospital council level, should (if still present) be top positioned at the executive level/medical management level, and through a transition to the reality (digital) Omni Resource Supply Chain Force should experience support from personally and digitally assisted (based on Reality Digital Omni Supply Chains) knowledge workers/prosumers or co-creators.

Professional supply chain managers are under daily pressure to ensure that their supply chains operate smoothly and calmly; however, these chains should encompass all resources and be determined by the end chain / "EndOfChain" (patients, consumers, users, frontline workers, overhead, etc.) in all processes that make these people loved and happy. For those willing to learn, these should be co-designed and logically visualized, not fundamentally separated from the outside, and in case of ownership change, information

chains should not be severed again. The decisions of supply chain managers should be in the interest of all chains, including end chains, but are usually limited to company/organization/administration-related concerns. Depending on the multiple competencies of the same person, an ethical, social, and subject-specific orientation of the Digital Omni Resource Supply Chains in certified resource communities could become possible.

Holacracy, a self-management system of companies / organizations / administrations / churches, is discussed as an option for efficient leadership and a solution to the shortage of skilled workers. Holacracy, derived from the ancient Greek words ὅλος (“whole, complete”) and κρατία (“rule”), is a form of governance within companies, thus a form of hierarchy and power exercise that assigns power to roles and circles. However, we believe that only personal, evolutionary, digitally-assisted self-leadership, possibly socially balanced, without hierarchy and without digital platform royalty, is most effective in managing resources, life cycles, and responsibilities (e.g., (BubblePress)). Holacratic systems of companies/organizations/administrations/churches with dynamic adjustment of roles at regular intervals are particularly suitable to replace small, family-run, closed, dictatorial company systems/organizational systems/administrative systems/church systems, as these often prevent delegation when they are unable to provide the desired digital support and to distribute their delegations.

A company-based, organization-based, administration-based, church-based compensation in flat hierarchical leadership systems/holacracy is tied to a neutral person or role and is based on transparency and traceability of role-related resources, which, however, still suffers from a lack of resource transparency without Reality Digital Omni Resource Supply Chains. The following requirements for compensation systems are discussed. They are based on adjustments to roles, independence of decision-makers, transparency, corporate budget, performance, competencies, responsibility, workload, working conditions, market value, and labor law.

The reason why IT companies tend to implement this holacracy model may be due to the fact that the production of digital services occurs through digital means and is reliant on primary and non-primary services. In contrast, non-IT companies/organizations/administrations/churches do not implement this model as they either lack digital employees and are thus digitally incompetent and/or digitally dependent, and/or the digital processes are insufficient for digital independence, refined coordination, refined stewardship, non-digital resources, and processes (lacking a common digital

synchronous denominator for resources and processes or a substitute for digital interoperability), and/or are poorly managed in the digital supply chain, and/or in the social domain, the social aspect does not receive a digital representation of anti-value/recycling, or the leadership structure is problematically inert. An example of a problematic leadership structure would be the healthcare system (see attachment), which is fully decoupled from the outside, governed by generations and multiple leadership tiers, but strictly organized hierarchically from top to bottom, resulting in inertia, making the introduction of a holocracy in an entity/a coincidence center, though sensible from a resource and process transparency perspective, should rather be introduced/implemented socially cross-sectorally and digitally Omni supply chain competent.

Thus, a bottom-up perspective as an end chain / "EndOfChain" can be anticipated, which makes compensation in a non-company-based way, such as personal co-creation unnecessary, provided that a Reality Digital Omni Resource Supply Chain (assistants) with personal resource addressing, common denominators or addressability and shareability of resource streams from outside in, and synchronous web-human-app life/work processes/cycles/flows with push/pull actions is in place. The nature and role of (beta) feedback (one of the core services in the (BubblePress) operating system) can be asked more timely and effectively in a Reality Digital Omni Resource Supply Chain (assistants) from the bottom-up competencies of the co-creator, enabling the frontline to facilitate the last trustworthy step from the back office in a timely manner.

Holacratic leadership under the assumption of a Reality Digital Omni Resource Supply Chain promises advantages as resource communities can be better and faster defined based on individual or functional stewardship, as they can measure resources of any kind better and faster from a bottom-up perspective, and in holocratically led entities, the roles or circles can allow easier and flatter management due to better visibility and traceability of resources and services, thereby enabling more progressively controlled or consensual transparency as well as more bottom-up responsibility. After the implementation of Reality Digital Omni Resource Supply Chains, holacracy with a holocratic compensation system and its requirements can be reliably supported and monitored by an external specialized consulting firm (e.g., Clevis Consult www.clevis.de) in both primary and non-primary tasks/processes.

Depending on which requirement is prioritized in this holocratic model, compensation can be based on 'badge-based pay' (competencies of employees are publicly viewable, making the compensation of each employee calculable), 'team-based pay' (team

compensation), 'self-based pay' (compensation determined by the employee themselves), 'peer-based pay' (feedback from colleagues), 'stakeholder-based pay' (evaluation from recipients of the service), and 'lead link-based pay' (lead link as decision-maker). While operational agility, low leadership costs through flat hierarchies, community building with higher productivity, and employee recognition are clear advantages of the self-management system holacracy, there are disadvantages, e.g., employees must fit the organization/show a person-to-organization fit, and the unpopular but necessary tasks, which often cannot be digitally supported, must be taken into account in the corresponding roles and compensation systems.

Task 2: CEO Recruitment

CEO Recruitment – For example, the CEO of your company will retire due to age at the end of next year. As a member of the board of directors, you need to address succession planning. Develop a plan on how you want to best fill this position. Specifically, address the following aspects:

Central requirements of the function

Involvement of board and management team members

Utilization of external service providers (pros and cons) and handling of internal candidates

Proposed process steps and selection instruments.

The chosen study subject and company is TheCwind solutions inc. CA (USA). The afterlife with the money-producing products of the study subject has already been discussed in the previous two performance assessments.

This is about a succession scenario or the afterlife with semi-functional to minimally lively products/minimal viable products (MVP) (BubblePress) (intentionally not money-producing) "object" and with the projected product i-bubbletag ∞ (intentionally not money-producing) "subject" under the leadership of a military-political task force from the current stealth mode of the American corporation or the Omni reference to the entire web, to the IT industry, to Swiss society, organizations, economy, and church with a healthy sole founder/solo founder or key person, and with "good standing" of their own company/organization/community under continuous involvement of the internationally operating law firm.



«Organization .X,Y,Z Wanted... »

The control of global web development lies solely in the USA. There is no politically militarily IT-competent association that represents the United Nations, human rights, and at the same time is e-Gig potent and implements the (BubblePress) "subject" in a new Wikipedia-like pre-autonomous leadership structure and (digitally) representative and thus "EndOfChain certified resource community" and thus fulfills the (BubblePress) "subject" development goals.

For the safe prototyping of the "subject" and its definitive testing with the "object", the aim is to form an ARM-like and web high-end - no-limit Rocket Team, which is equipped with comprehensive military-international support/competence for the AI-optimized product launch in the wild. This task requires an agile, convincing, credible, and entrepreneurially minded CEO, who can bring more synergy to the organization through research and development, a cross-cultural, cross-societal, and cross-disciplinary perspective, and the idea of attracting and mobilizing relevant competence, resources, and talents (Omni supply chain).

Central requirements for the position include:

Strong strategic thinking and implementation ability, demonstrated in previous leadership roles.

Proven experience in leading diverse teams in complex and changing environments.

Ability to foster innovation and drive product development.

Strong communication and stakeholder management skills, including experience in working with external partners.

Knowledge of technology trends and market dynamics relevant to the industry.

Understanding of financial principles and business management to ensure organizational sustainability.

The board and management team members must be actively involved in the recruitment process to ensure alignment with the organization's vision and values. Board members should participate in defining the job description, evaluating candidates, and making the final decision. Management team members can provide insights into the necessary skills and qualities needed for success in the role, as well as assist in the interview process.

Utilizing external service providers for recruitment can bring in expertise, a wider talent pool, and an objective assessment of candidates. However, this approach may come with high costs, less control over the process, and potential cultural misalignment. Internal candidates can offer a deep understanding of the organization, but there may be biases or limitations in their ability to meet the strategic demands of the position.

The proposed process steps for recruitment should include:

Define job requirements and create a detailed job description.

Announce the position internally and externally, using various channels.

Gather applications and conduct initial screenings.

Organize interviews with selected candidates, including the board and key management members.

Assess candidates using structured evaluation criteria.

Make a final decision based on a comprehensive evaluation of candidates.

Develop an onboarding plan for the new CEO.

Selection instruments could include behavioral interviews, case studies, reference checks, and psychometric assessments to ensure a comprehensive understanding of the candidates' capabilities.

Task 3: Aligning Personnel Management with Strategic Objectives

Begin by articulating the significance of personnel and organizational leadership within your company or organization, and delineate the roles of individuals involved in this process.

a) Illustrate your HR strategy, detailing its connection to the overall corporate strategy and the organizational competencies you aim to cultivate.

b) If an HR strategy is not currently in place, identify which elements of your corporate strategy should be incorporated into a prospective HR strategy and the organizational capabilities that should be developed.

Additionally, elaborate on how you, as a board member, will regulate responsibilities concerning HR strategy, overseeing its implementation and ensuring compliance. Present options for modifying, adapting, or maintaining existing practices to solidify or enhance strategic direction.

The chosen case study subject and organization is TheCwind Solutions Inc. (CA, USA).

Note: This inquiry is directed toward traditional companies/organizations and leadership structures. The term "strategic alignment," derived from the ancient Greek στρατηγία (strategia), meaning "generalship," does not capture the primary trend within today's digital landscape, often referred to as "digital youth."

"We will change the way we communicate, work, engage, protect, reference, and socialize!"

Dr. med. Patrick Schur

Human resources represent one of the key resources we measure, visualize, learn from, and manage through our BubblePress digital-reversing-twin interface and internet protocol. This initiative supports holocratic leadership through our technology, the Reality Digital Omni Resource Supply Chains.

For our case study, recruiting employees involves identifying potential candidates through networks aligned with a person-to-flat-organization fit, profiling competencies, and, if necessary, assigning roles and forming responsible resource stewardship circles. The Human Resources (HR) department of the selected case study entity operates through continuously moderated LinkedIn groups and engages with external communities, particularly during the "active phase," through our digital-reversing-twin interface facilitating connections, contracts, and marketing. Given the current "quiet phase" characterized by cost pressures, there is no delegation to a recruiting role as an "HR person" indicated.

Organizational competencies and processes, like all core digital services of the BubblePress system, are managed through an Engagement Center, transitioning into a push/pull center that integrates product and service work cycles with stewardship, rather than obscuring delegation ('Badge-Based Pay' competencies are publicly accessible, enabling calculable compensation for each employee).

Engagement, contracts, and collaborations require more than mere feedback or superficial interactions; they necessitate a robust digital-reversing-twin synchronous system that facilitates comprehensive feedback, integration, and constructive reconciliation of interactions and work activities ('Stakeholder-Based Pay' evaluation of service recipients).

Task 4: Enhancing Employer Attractiveness amid Skilled Labor Shortages

Initially, describe the significance of skilled labor shortages and employer attractiveness within your company or organization. Briefly explain how modern the workplace is within your organization today, and highlight opportunities for improvement that will enhance your organization's attractiveness as an employer and address the needs of emerging generations. Address all four dimensions examined in various models:

- Infrastructure/Architecture – Space
- Technology
- Work Model – Place
- Organizational Structure, Culture, and Leadership – Talent

Elaborate on how you, as a board member, will collaborate with the executive management to initiate, commission, and manage related projects.

The chosen case study subject and organization is TheCwind Solutions Inc. (CA, USA).

The selected case study, "corpus moribundi": Swiss healthcare system facing premium shock.

Nano-Bio-Cogno-(Verso) by Patrick Schur

What needs arise for new generations concerning infrastructure/space, technology, work models, and collaborative culture?

We, TheCwind Solutions Inc. CA, along with the BubblePress team, are catalysts and subjects of a 'mobile or body-near Y Revolution' in the global communication, mobile, computer, software, and internet industries. We develop products that support holocratic leadership or personal, evolutionary leadership in a resource-oriented and human-centered manner, particularly for individuals in their lives.

New generations are increasingly open to sharing information across borders, viewing it as a convenience to achieve a better understanding of their "humanity," often delegating responsibilities to certified professionals rather than primarily supply chain-certified individuals. Given the significant advancements in electronic and holistic information technology, we see a more personalized individual emerging, engaged in mass interactions and adaptive services, yet still lacking a common resource denominator and interoperability.

The primary driver and challenge behind this profit-driven, one-sided transformation of work is digital technology. However, within the context of isolated (digital) operating systems, platforms, primary and secondary services, and administrative overheads, the

focus often falls on (Digital) Supply Chain. The personal driver for a personalized individual, leveraging Nano-Bio-Cogno-(Verso) technology convergence, seeks a work-life balance and navigation within resource streams across the spatial-temporal continuum of general well-being and hopefully socially balanced public learning/establishing processes to enhance their understanding of “humanity,” whether digitally assisted or via primary service differentiation.

A new working world, whether referred to as 4.0 (Workplace 4.0 = Leadership 4.0 + Space 4.0 + Technology/Digital 4.0 + Work Model 4.0 + Company Culture 4.0) or otherwise, is subject to the forces of accessible markets, effectively utilized resources and technologies, logistics/supply chain competencies, and the presence or absence of defined logistics/supply chain silos, as well as personal, assisting tools providing access to resources through the ‘(Digital) Logistics/(Digital) Supply Resource Chains’ black box.

For instance, the “garages” of the founders of Apple, Amazon, Google, and Disney have managed to thrive in America without significant territorial resource constraints, utilizing the internet to reach a global audience and offering flexibility primarily to customers willing to pay—ultimately making the “final” decision based on value (usually monetary).

Conversely, the power of monetary chains in healthcare, the focus of our case study, continues to reside not with socially balanced, responsible, digitally assisted power patients, but rather with resource monopolies, such as health insurers, lobbying groups, coalitions, professional societies, industry journals, state media, and government economies—operating on their ‘chosen’ (digital) power platforms while often consciously maintaining separations from digital engagement.

What initiatives would I, as a board member, propose alongside the executive management that are not already in motion?

Current digital solutions are often developed with a systemic exclusionary intent, originating externally rather than primarily from within. Furthermore, they rarely adopt a bottom-up perspective for the workplace or frontline operations, often relying on B2B third-party interoperability and platforms, which can lead to monopolistic behaviors. Importantly, these solutions are seldom designed for (potential) patients, nor for valued, omnidirectional (that is, digitally engaged across primary and secondary processes with all resources) knowledge workers and professionals, nor for willing and valued co-creators rather than amateurs.

Personal, evolutionary leadership embodies digital synchrony, publicly shared learning for learners, and for personally digitally assisted co-creators within a closely-knit or broader

framework of digitally representative and thus "EndOfChain certified resource communities" ideally situated within a socially balanced ecosystem. These 'supply chain'-incompetent co-creators require simple digital interfaces with a common resource denominator to achieve professional excellence within the box of "logistics in the narrower or broader sense"/"(digital) supply chain," or—where responsibilities are shared—across resource boundaries and leadership accountabilities, enabling process transparency without time loss and without sacrificing integrity. Anonymous, neutralizable insights from other process landscapes can be derived through repeated, often communication-related errors during user interactions, all without the necessity of access rights and without the initiation of a new, "intrusive" information channel, rendering system interactions visible without requiring platform royalties. For example, the BubblePress (operational) system serves as a digitally-reversing-twin synchronous interface with artificial intelligence, underpinned by an ecosystem based on no-coding, designed to render all resources accessible as "objects," supported by a biometrically secure internet protocol, the 'Bio-Cross-Chain- Collaboration / Cooperation / Coexistence (olo) ∞ Internet Protocol' (BCCCOP), in alignment with the UN 2030 Agenda for Sustainable Development and the Human Rights Charter, making it logically visualizable and comprehensible.

Significance of Geolocated or Geolocationally Dependent (Regime-Compliant) Skilled Labor Shortages?

(Potential) skilled workers require a constructive leadership prioritization, where not only wage comparisons occur but primarily a personal, evolutionary leadership is digitally supported. Those who fail to train sufficient skilled personnel must plan for their needs as in a command economy, swiftly import them from abroad, or rely on digital/robotic options to replace and situationally support the remaining skilled workers in both their primary and non-primary services. Since the practice of importing skilled labor has been in place for over a century without improving the situation relative to the gross national product and trainees, the only remaining options appear to be a digital/robotic solution or a consolidated self-reduction of society and its sustaining structures.

Regarding the future workplace environment, my work in Applied System Engineering has focused on creating evidence and efficiency in universal (medical) service delivery through global process transparency and excellent process documentation.

Moving towards a new workplace environment requires a thorough examination of the present working environment. Traditional paradigms, driven by the old economy, primarily focus on knowledge management. In contrast, the new workplace environment (Workplace

4.0) calls for enhanced collaboration and participation, leveraging 'executable' work processes for sustained progress in a fragmented system. This transformation includes establishing new roles and competencies, as well as digital tools and engagement channels, enabling seamless collaboration in fluid working environments.

Appendix

A. Evaluation of #endofchainsupply Assistance and Access to the "Supply Chain" Box of Personal Resources - Published on www.swissmedicine.ch www.endofchains.ch by Professor EDSC, Dr. med. Patrick Schur, Copyright © 2021

Status 1: Supply Chain Degree of the (Medical) Chief (Cloud Drive Sorted by Name)

Status 2.1: Medical Supply Chain Device/System/Department for Resources (Information)

Description: Real-time landscape of end-to-end closed loops of information and processes beyond boundaries, featuring interaction-channel profiling and algorithmic just-in-time projections versus established processes.

Status 2.2: Medical Supply Chain Device/System/Department for Resources (Time)

Description: Holistic agenda for primary and non-primary services in hospitals and other entities; includes a messaging system designed to eliminate waiting rooms and reduce waiting times.

Status 2.3: Medical Supply Chain Device/System/Department for Resources (Material)

Description: Incorporation of the BD Rowa Vmax storage and dispensing robot for efficient material management.

Status 2.4: Medical Supply Chain Device/System/Department for Resources (Money)

Description: End-to-end bill flow with processes for rejection, correction, and approval, encompassing external bills and patient transport bills; features debtor and creditor workflows, and cost-effectiveness flow monitoring.

Status 2.5: Medical Supply Chain Department for Resources (Human Resources)

Description: Continuous profiling, channel management, engagement cascades, lean management, fast-track systems, and social media marketing with approval systems.

Status 3: Digital (Biometric-Crypto-Secure, Action-Responsible Trusted Supply Based on Non-Coding & End-of-Chain Resource Allocation)

Description: Situational just-in-time assistant system as a service for medical coworkers in primary service, providing continuously updated 'lean e-protocols'.

Status 4: Digital (Biometric-Crypto-Secure, Action-Responsible Trusted Supply Based on Non-Coding & End-of-Chain Resource Allocation)

Description: Situational just-in-time assistant system for medical coworkers in add-on primary services, such as study management, including participant/patient inclusion/exclusion, study investigator management, and overhead reduction (no "paper war"), with continuously updated 'lean e-study protocols'.

B: Enhancing Personal Resilience in Resource Chains through "EndOfChains" and BubblePress

This chapter provides a comprehensive roadmap for strengthening personal resource chains, with a focus on enhancing financial performance and resilience amidst disruptions. Utilizing the BubblePress application, it addresses the limitations of traditional crisis management tools, which often lead to dependency rather than sustainable growth.

Key Strategies for Resilience Enhancement:

Achieving Full Personal Transparency: The chapter emphasizes the importance of understanding one's personal value chain. By identifying critical components and monitoring high-risk resources, individuals can enhance decision-making processes. Implementing a risk scoring system, complemented by traffic light indicators, enables proactive management of irreplaceable resources, thereby facilitating collaboration with trusted partners to mitigate potential disruptions.

Evaluating Core Services and Interactions: Accurate assessment of the demand for resources is vital. The chapter discusses the necessity of trusting demand signals from interactions, recommending flexibility in service offerings and prioritizing customer relationships based on their criticality.

Differentiating Services: Effective scenario planning is essential for forecasting resource utilization and managing potential bottlenecks. By identifying strategically valuable resources and understanding logistics capacity, individuals can make informed decisions about resource allocation, enhancing their operational efficiency.

Long-term Resilience Planning: As immediate challenges are addressed, it is crucial to focus on future resilience. The chapter advocates for the integration of digital tools and community collaborations to build a resilient supply chain that supports sustainable growth beyond crisis management.

Developing a Baseline for Forecasting: Utilizing existing data, individuals can establish a foundational forecast for their resource needs, aligning high-risk factors to visualize scenarios effectively. This proactive approach aims to prepare individuals for demand fluctuations and potential interruptions.

Simulating Scenarios:

Conducting comprehensive simulations and stress tests is recommended to evaluate the implications of various demand and supply scenarios. This exercise clarifies vulnerabilities and helps prioritize areas needing attention.

Creating a Personalized Management Dashboard:

A customized dashboard linking resource implications and forecasts is proposed to enhance transparency and facilitate risk-adapted planning. This tool is designed to support ongoing management efforts and inform decision-making.

Implementing the Dashboard Action Plan:

The chapter concludes with a call to establish clear action plans based on the dashboard's insights, thereby reinforcing a long-term perspective on personal resource management.

Leadership Insights and Systemic Challenges:

The author reflects on systemic issues within the Swiss healthcare system, highlighting the complexity and information asymmetry that hinder effective resource management. Innovations such as BubblePress can only succeed if they facilitate transparency and accountability across the healthcare landscape.

Recommendations for Governance:

To address the lack of ethical supply chain practices, the chapter advocates for amending the Board of Directors' Code of Best Practice for Corporate Governance to include ethical standards applicable to various sectors, including healthcare. The proposed Ethical Supply Chain Code aims to promote accountability and transparency, particularly in decentralized environments lacking robust leadership.

In summary, this chapter provides a multi-faceted approach to enhancing personal resilience within resource chains, combining innovative digital tools with a strong emphasis on ethical governance and collaboration.

C: Advisory Services of “EndOfChains” Utilizing BubblePress Application on Personal Resource Chains in Relation to Resource Communities

Steps to Enhance Personal Resilience in Your Resource Chain, Specifically Strengthening Financial Performance:

It is imperative to ensure that your personal resource chain is resilient within its leadership context. However, many crisis management tools tend to focus on short-term solutions, often creating dependencies. How can you address current disruptions while simultaneously laying the groundwork for more sustainable and independent improvements?

Drawing from our expertise in supply chain management, the introduction of universal digital supply chain components, and the potential for automated personal scenario registration, we can outline actionable steps using the BubblePress platform and its core adaptable services. These steps will empower you to leverage digital assistants or engage a supply chain applicator or expert.

Achieve Full Personal Transparency:

Understanding the components of your personal value chain at any given moment can significantly influence decision-making. However, partial transparency often arises from discrepancies in personal resource chains, such as financial and material supply chain data. This can be logically visualized and resolved. Begin by identifying your critical components and processes, pinpointing relevant situational factors. Monitor your selected resource components within the stream to categorize and catalog other high-risk resources that lack alternatives. For each irreplaceable resource component, establish a risk score based on its uniqueness and implement a corresponding traffic light system within one-way or tandem microservices. Allow the assistant to review historical resource chains and assess the risk of disruption by other parties, potentially involving a certified resource entity. For risks that could halt or slow operations or escalate costs, proactively coordinate with Tier-1 partners and peers or identify viable alternatives.

Evaluate Your Realistic Core Services and Interactions (Customers/Peers):

Personal crises can alter the demand for certain resources. Thus, accurately estimating the realistic utilization of core services and interaction demands is critical. Reflect on whether demand signals from immediate interactions are credible and trustworthy. Flexibility in the prerequisites of one-way or tandem microservices or contractual terms can be beneficial, as can prioritizing interactions/customers based on vital bottleneck significance to safeguard key sources/relationships.

Differentiate Services Between Primary and Non-Primary Offerings, Including Production and Distribution:

Scenario planning aids in forecasting impacts on your personal and tied resources. While optimistic long-term projections are common, a dose of realism is essential when releasing money, time, or other critical resources. To maximize the utilization of available future capacity, identify which resources hold the highest strategic value, are crucial for health and human safety, and possess revenue potential. Understanding current and future logistics capacity based on transport modes or health situations is also vital, as is prioritizing capacity and time sensitivity. Gain comprehensive insights by utilizing assistants such as SocialCoach, marketers, protectors/bodyguards, supply chain applicators/experts, stream navigators and interference assistants, reference assistants, and legal advisors for validating or evidencing insights relevant to your personal context, as well as for marketing, sales, and operational management.

Consider Long-term Personal Resilience, Including External Services:

While addressing immediate challenges will understandably take precedence, it's crucial to start designing a resilient supply chain for the future as progress is made. Formulate and categorize processes and tools in the assistant that were developed during the crisis, collaborating with digitally representative and “EndOfChain” certified resource communities—entities with socially balanced reference intelligence and digitally-physically synchronized supply chain expertise. This collaborative approach can enhance the entire ecosystem.

The digitization of resource chain management can improve speed, accuracy, and flexibility, helping to anticipate risks, achieve better transparency, and coordinate effectively across the resource chain to resolve emerging issues. Once the crisis has

passed, conduct a thorough assessment of the vulnerabilities within your automatically registered resource chains.

Develop a Baseline of Target Resources, Situational Sets, and Scenarios:

Utilize existing data to create a foundational forecast for needs, demand, supply, performance, and, if applicable, financial projections. Identify internal and external data or reliable and certified streams that can enhance your forecasts by aligning high-risk factors and visualizing scenarios to simulate. The outcomes should offer a clear approach with recommendations on which interactions, data, and signals to incorporate, along with specific high-risk scenarios based on demand shifts, resource interruptions, and the absence of contingency planning.

Simulate Scenarios:

Conduct end-to-end simulations, including stress testing, to evaluate demand, supply, and performance forecast scenarios. Model these based on vital bottleneck impacts—often financial—leveraging your business acumen, artificial intelligence (AI), or personal knowledge. This exercise will clarify the implications of demand, supply, and performance scenarios, providing a quick diagnosis of high-risk areas along the resource chain.

Create a Personalized Management Dashboard with Extensive Resource Chains and Trusted Interactions:

The dashboard should clearly link implications and models, allowing for transparent, risk-scenario-adapted planning and aiding in the development of an overview of your risks. It should be fully customized, featuring a detailed mid-term resource forecast for each scenario, including resource breakdowns, impacts, and outcomes.

Implement the Dashboard Action Plan:

This includes establishing a clear action plan for each scenario. When executed correctly, it will provide an overview of your resource chains and forecasts regarding vital bottleneck impacts for each scenario, thus mitigating risks. This establishes a robust foundation for a long-term perspective on your resource chain to ensure sustained risk reduction.

Leadership Example:

“In a hospital, you order three coffees on the first day and receive three milks the next day, prompting a correction request. By the third day, it’s just two milks. If you provide feedback, the response is far from courteous. By the fourth day, your concerns are irrelevant as you’re being discharged.” — Dr. Patrick Schur

Leadership, Resource, and Information Asymmetry in the Swiss Healthcare System:

The Swiss healthcare system is characterized by complex hierarchical structures that, while operationally and medically managed, create an artificially sustained complexity. This complexity hinders transparency and communication, obstructing the vital exchange of resources. Although the system is socially funded, it should ideally operate in an integrated, information-symmetrical, and fair manner. Thus, it is evident that established innovations in the Swiss healthcare sector are often introduced within narrow leadership paradigms, often disregarding supply chain competency and primarily focusing on superficial enhancements, disconnected from essential services and frontline operations.

Historically, the healthcare system has suffered from information asymmetry, with both vertical and horizontal interactions revealing hidden intentions. Metrics are one way to address this asymmetry across healthcare service levels. It is essential that overarching innovations, such as BubblePress, can only be integrated into existing IT infrastructures if they anticipate information flows between the various stakeholders in the healthcare system, making them attractive and optimized for all parties involved.

To achieve this, resource carriers—termed “UNiversal-SUPPLY Chains” or “End-of-Chains”—must be developed in real-digital formats, facilitating effective utilization of resources and service structures based on comparable benchmarks, thereby indirectly improving care. The artificially created complexity within the healthcare system, including the disregard for the Swiss VR Code of Best Practice, further impedes transparency and stifles the innovation process. Open communication and data exchange are limited, as is faith in existing leadership and technology, adversely affecting the introduction of new technologies. Foundational analyses of information channels have been published at ETH and Kalaidos Zürich and forwarded to regional authorities and the federal government.

Existing systems, rooted in historically hierarchical structures, prioritize a superficial “leaning on” approach but fail to enable digital accountability and engagement at the grassroots level of co-creation. Interoperability typically ceases at the boundaries of each IT enterprise, system, and healthcare institution. The ownership and management of

patient data remain an illusion for patients and their representatives within the Swiss healthcare system. Adhering to ethical guidelines set by the SAMW, along with the dominance of monopolistic firms, is crucial when collaborating with technology companies and processing data within a centralized patient dossier. The activity surrounding IT innovation in the Swiss healthcare sector is overwhelmed by the aforementioned hierarchy, complexity, and lack of interoperability.

Recommendation for Board Members/Board of Trustees and Their Professional Policy Levels:

The absence of an #EthicalSupplyChain is glaring. An amendment to the Board of Directors' "Code of Best Practice for Corporate Governance" is needed, extending from corporate governance to monopolies such as state economics, social services, the church, and medicine. The implementation of an Ethical Supply Chain Code, along with the certification of Ethical Supply Chains, termed "EndOfChains," is called for based on the outlined criteria for medical entities responsible for training. While ethical supply chains are not a form of medicine, they transcend short-term insights, urging a comprehensive Swiss VR/Hospital Council Code for all resources, ideally implemented with digital support. This should particularly apply to organizations that exhibit weak or absent leadership and seemingly lack accountability in decentralized environments.

The introduction of concrete examples of innovation necessitates an open digital system and a close bottom-up communication approach among healthcare actors, which unfortunately faces resistance from the struggling healthcare system and high Swiss values.

D: Reflections & Inspirations

As you reach the end of this journey, let these thoughts and inspirations guide you forward.

For the National Health Politics in Switzerland: 'HellSana.ch @ HellWCia.ch'

“Execution pays your salary. Innovation pays your pension.” (Steve Blank, 2020) ...

“There are individuals creating medicine to secure a professorship in this country and ultimately ensure their pension... There are others engaging in scientific endeavors for the same reasons... Some solo founders are developing new medicine, supply chains for everyone, and computer science innovations to champion progress, but nobody seems to care about resources until the visible tip of the iceberg, labeled ‘success,’ emerges... suddenly... and then it’s all for free, securing the professor’s pension without a hitch... The iceberg is far larger than it seems!! A Hero!”

Dr. med. Patrick Schur, 2023

“As you can see from my resume on www.swissmedicine.ch, I pursue an alternative medical ideology and professional policy internationally, nationally, politically, as well as on all social media, compared to the ‘old’ professional societies, which are not only territorially politically patient-centered but remain so. Leadership is based on belief in leadership and technologies, or it is not.”

“How sensible this act of a mandated FMH membership according to Art. 8 is, depends solely on their power or the statutes of the FMH. Unfortunately, it still does not lie within socially balanced, responsible, digitally assisted power patients in ‘resource communities’ without health insurance and state economy, and it may never be due to artificially maintained complexities in this country.”

“Digital social is more social than territorial, generational physicians, additional laws without prior innovation of new digital systems, professional compulsory memberships, power platforms without platform competition, and measures of a bureaucracy such as coercive measures or sanctions, which only know a common denominator in their

professional standard game, the nepotism / lobby / medical coalitions! Why are younger generations or new employees or co-founders/partners being exploited as means to an end to activate the currently powerful generation and its current rules/regulations/laws in their digitally incompetent implementations/concepts and results?"

"There is indeed an FMH competence without supply chain competence; this is unfortunately still the 'state of the art' among all chief physicians, professors, and PDs; those who lead medically-anarchically from the top down will be regulated by a powerless politics... Good ideas need societies to be successful. Those who allow knowledge to flow, leading the end chains from bottom to top, patient-centered, resource-competent, and resource-competent informed, will not need double or multiple leadership and overhead and will also allow medical education to thrive better." www.endkette.ch
www.endofchain.ch www.endofchainsupply.ch

"Dear Population,

So you have a retired, regime-compliant FMH fanatic who only sees patient-centeredness, a foreign-bought specialist sailing, and a state-secured board policy without sails, or mainly the wrong statutes without medical incentives, and you present the perfection of logistics while bypassing the theory of 'patient-centered' in their basement? 'Good climate'?!
I have a different medical ideology for you without coercive measures but with more comprehensive resource competencies!!!"

"Dear Colleagues,

A population and its institutions like FMH do not only need a new name change when we live so resource-oriented, integrated, and isolated... and have closed off the digital, free, and soon to be enslaved again... which labor slaves do we want?! Despite our intelligence, something will surely be certain... 'Bottom-up' is not a position, dear doctors; bottom-up is only a perspective." www.doctorsvoice.ch

"Let the #PowerPatient cut the money chain on their 'chosen' digital power platforms via hellSana.ch @ hellWCia.ch, so they can then be forgotten before the unnecessary professional societies, state media, and state economy supply-chain incompetent as always, dear Federal Council... ;-)"

“Digital is invented digitally and not at the physical board or executive table, with/without ‘email’ repressions, ignorance, and disconnection/withholding of the supportive chains or ethical resource and supply chain competencies to be learned! We are alone, the beginning and the end of our actions. We are also the ones who stand in each other's way, tense and block each other.”

Dr. med. Patrick Schur

“Knowledge will flow together even without leadership and strategy.”

Dr. med. Patrick Schur

“Digital synchronous is the leadership, and there is no strategy. Strategy is replaced by a bottom-up perspective, which is digitally supported. Bottom-up is not a position, but a perspective.”

Dr. med. Patrick Schur

“Science is the practice in the useful ignorance of experts.”

Dr. med. Patrick Schur

Is there a need for e-health at all?

People UnSpotify.ch ! TheCwind Founders

—

Will this work prompt national media coverage?

In an era dominated by digitalization, our existence is shadowed by a parallel digital reality that influences how we live, work, and interact. "Our Digital Shadow of Reality" explores the emerging challenges posed by this digital transformation, drawing parallels with the journey to the Moon—both are monumental quests requiring a holistic, collaborative approach. This book dives into the intricacies of a bottom-up digital supply chain (DSCaaUSncL) that can serve as a universal standard, no coding required. From personal digital supply chains to global governance and international security, Dr. Patrick Schur provides a thought-provoking exploration of digital youth empowerment and the intersection of technology, health, and societal values. Prepare for a journey that challenges your perception of the digital world and calls for radical change through innovative digital diplomacy and moral relativity.

You wanted to share my thoughts? write a review



Dr. med. Patrick Schur.ch @ AliasKepler is a physician with a diverse background in internal medicine, digital health innovation, and supply chain management. Holding an Executive MBA in Supply Chain Management from ETH Zurich, Dr. Schur has led multiple initiatives to improve healthcare through information transparency and digital transition/transformation. With extensive experience in hospital leadership and startups, he is also a professor of Ethical Digital Supply Chains of theCwindlab (USA), focusing on universal governance and technology-driven empowerment. Dr. Schur is committed to creating a balanced digital world that integrates health, technology, and human values.

