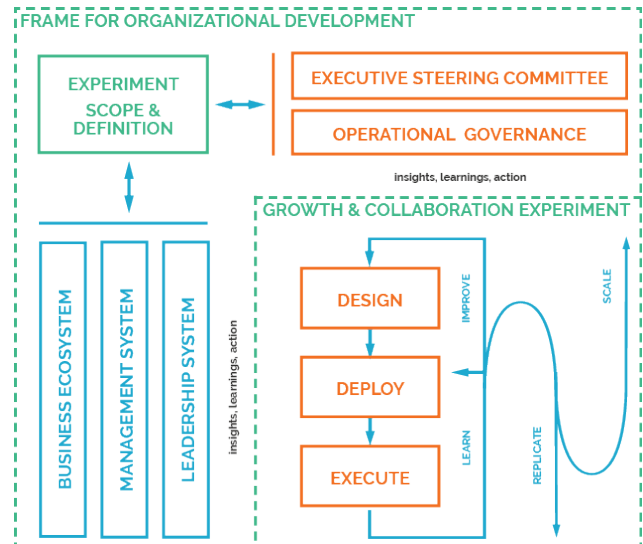


# THE HYBRID EXPERIENCE

FLAGSHIP SOLUTION: T.H.E GROWTH EXPLORATION JOURNEY.

## A FRAMEWORK FOR REAL CHANGE

This method start with one simple question: What do we need to do differently to be successful? From there, we set up small experiments to test the answers to that question. The experiments provide freedom to do what it takes to reach the goals, within clearly defined rules and boundaries. The outcome is two-fold, achieving quick wins in strategic growth areas in the market, and a wealth of learning that informs the rest of the organization of how to respond to change in the market. The processes engages talent at all levels to take ownership of the business impact, overcome obstacles and incorporate learnings.



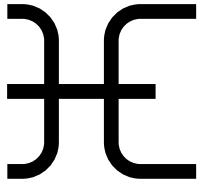
## WITH A SIMPLE PROCESS, PRAGMATIC TOOLS AND HANDS ON ENABLEMENT

We set up people for success in these experiments. We facilitate a process that is simple yet detailed, making it easy to engage in the project at any level. Participants are provided with intuitive management tools for every step in the process, and we adapt our level of engagement to the ability of the participants. Beyond facilitating the process, we enable the people, and we go as deep as needed and wanted by the client to make it a success. Throughout the project, we transfer the knowledge of how to manage the entire growth exploration journey, so that the client can integrate the approach as a continuous way of operating and managing ongoing change and growth.



## START NOW

We propose an immersive discovery workshop to get started. The outcome of this workshop is a set of insights and new perspectives on how to work in a networked, dynamic and experiment driven way. It also provides self awareness for the team on what is working and what is not in the current set up, and how to address change. The third key deliverables is a draft mapping of potential micro-game changers. These three key deliverables can be used as a starting point for the Growth Exploration Journey, or as input to drive change within the clients regular management and operational activities.



# The Hybrid Experience

## CUSTOMER CASE STUDY: SPEEDBOATS IN ACTION

### THE SITUATION

Our client has an iconic brand, and a track record and legacy of industry leadership across technologies, customer relationship and organizational management. The longstanding strengths became weaknesses however, as a radical shift in technology, customer behavior and global disruptive competitors emerged...



### THE CHALLENGE

The client's organization has grown into a highly efficient, professional and specialized machine over many years, leading to the historic success. The expertise has been designed to respond to specific needs in the market, and to respond to change in a certain way. Both the way the organization responds to needs and to change went obsolete over a relatively short time. This is not about the people, the organization is packed with highly skilled and competent people and leaders. It is about inevitable organizational inertia... It is not an option to re-engineer the entire organization. Overhauling the complete system of product offering, organization structure, financial model, compensation etc would be too disruptive to the organization. Changing only part of the system would not generate the expected impact. And doing nothing would lead to an inevitable decline of the business.

### THE SOLUTION

We started with a one day workshop with the executive leadership team, exploring the principles of a potential future. We continued to explore how perspectives and perceptions differed and converged among the participants. We finished with a set of rapid micro-workshops on possible game-changers in the different functions. This workshop allowed to set up small virtual work-groups (speedboats) in the run of a few weeks, and these speedboats went into immediate execution of business initiatives to test elements of the future business model. There were clear instructions, training and governance of the speedboats, which allowed them to experiment freely without the inertia of the larger organization and within the boundaries of the strategy and directions of the company.

### THE IMPACT

The participants in the projects were motivated to engage and take on the challenge, as they co-created the project in a way that worked for them. The conversation about change and growth changed and people found common ground to work together, circumventing potential resistance to change. A-ha moments and realizations were generated and shared with the larger audience. The speed boats made quick, tangible progress which provided credibility to the project and confidence of the way forward to the business and the company at large.