

HOW Module

Open Culture

April 2021

IRG 100 Roadmap

Why

0.1 Personal Introductions

0.2 Program and business introductions

1.1 Humanized Growth Study

1.2 Leading Humanized Growth

1.3 Decoding the World

1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring



Growth Opportunities

What

2.1 Abundant Markets

2.2 Multiple Business Models

2.3 Evolving Experiences

2.4 Da Vinci Growth CMO

2.5 Da Vinci CMO Attitudes & behaviours

2.6 Humanizing Growth Hacks



Growth Ambition



Growth Ambition Feedback

How

3.1 Human-Centric Transformation

3.2 Open Culture

3.3 Anticipative Organisation

3.4 Whole-Brained

3.5 Diversity for Growth

3.6 Network & Sparring



Growth Plan



Growth Plan Feedback

4.1 The shared growth opportunity

4.2 Cannes preparation

4.3 Cannes: community & impact

Today's Agenda

10' Introduction

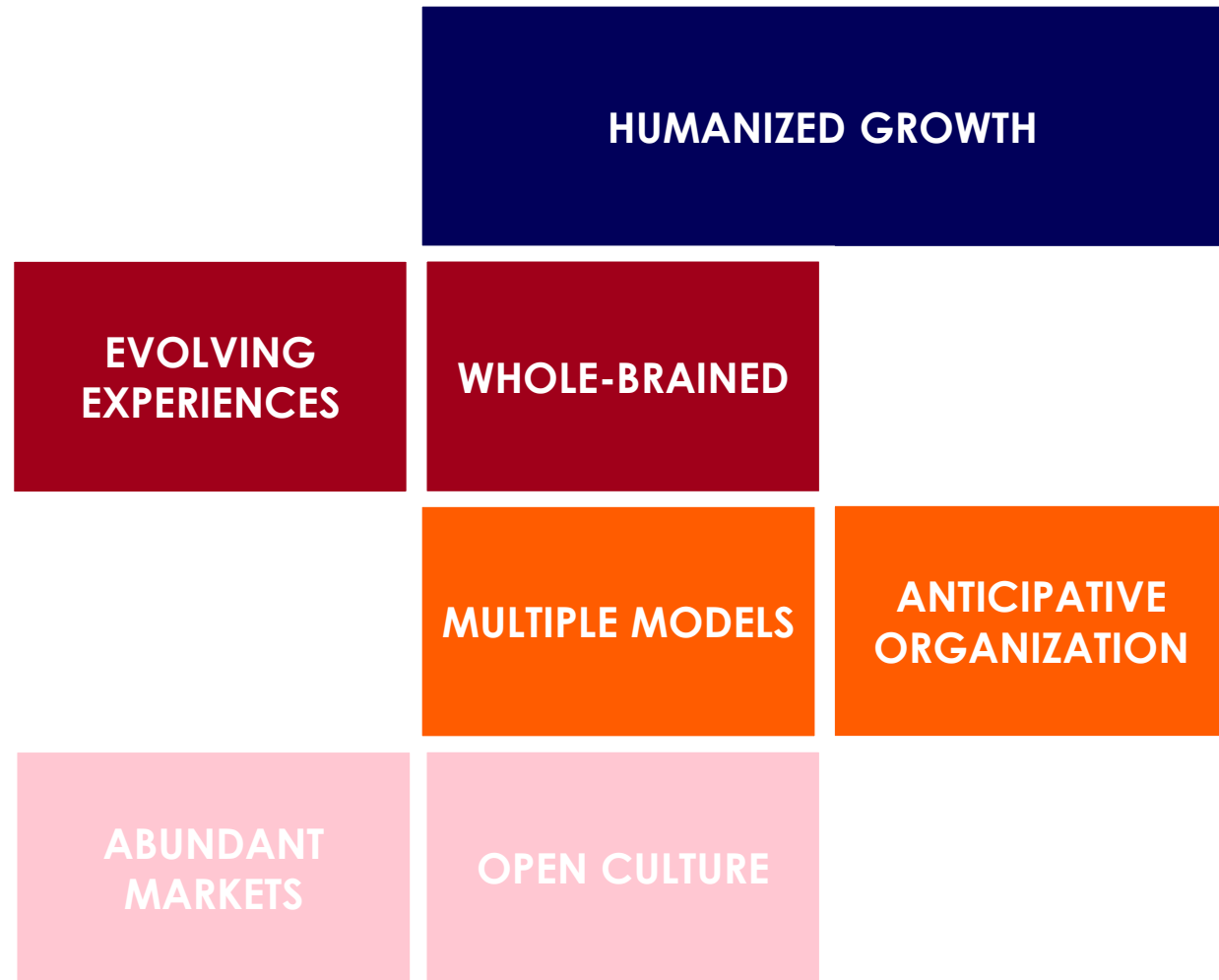
25' Presentation

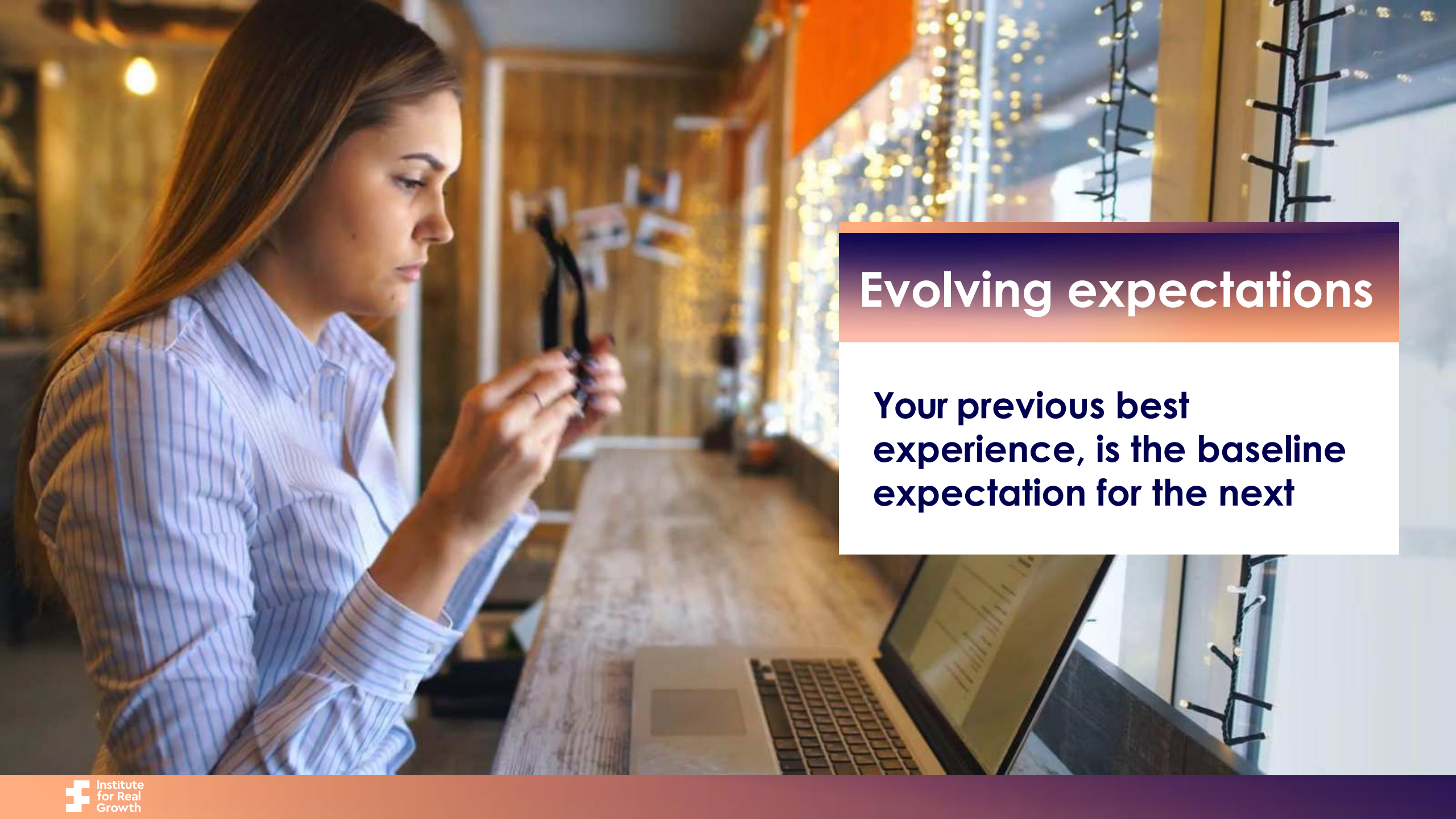
50' Group work & debrief

5' Close & Next steps

Live Poll

The 7 Building Blocks of Real Growth





Evolving expectations

Your previous best experience, is the baseline expectation for the next

Constantly improving your experience

How it works



Overperformers rewrite
the culture script



Microsoft



Building an ecosystem with complementary partners

39%

67%

External
connectivity

Uber | Spotify



More diverse strategic decision-making

48%

72%

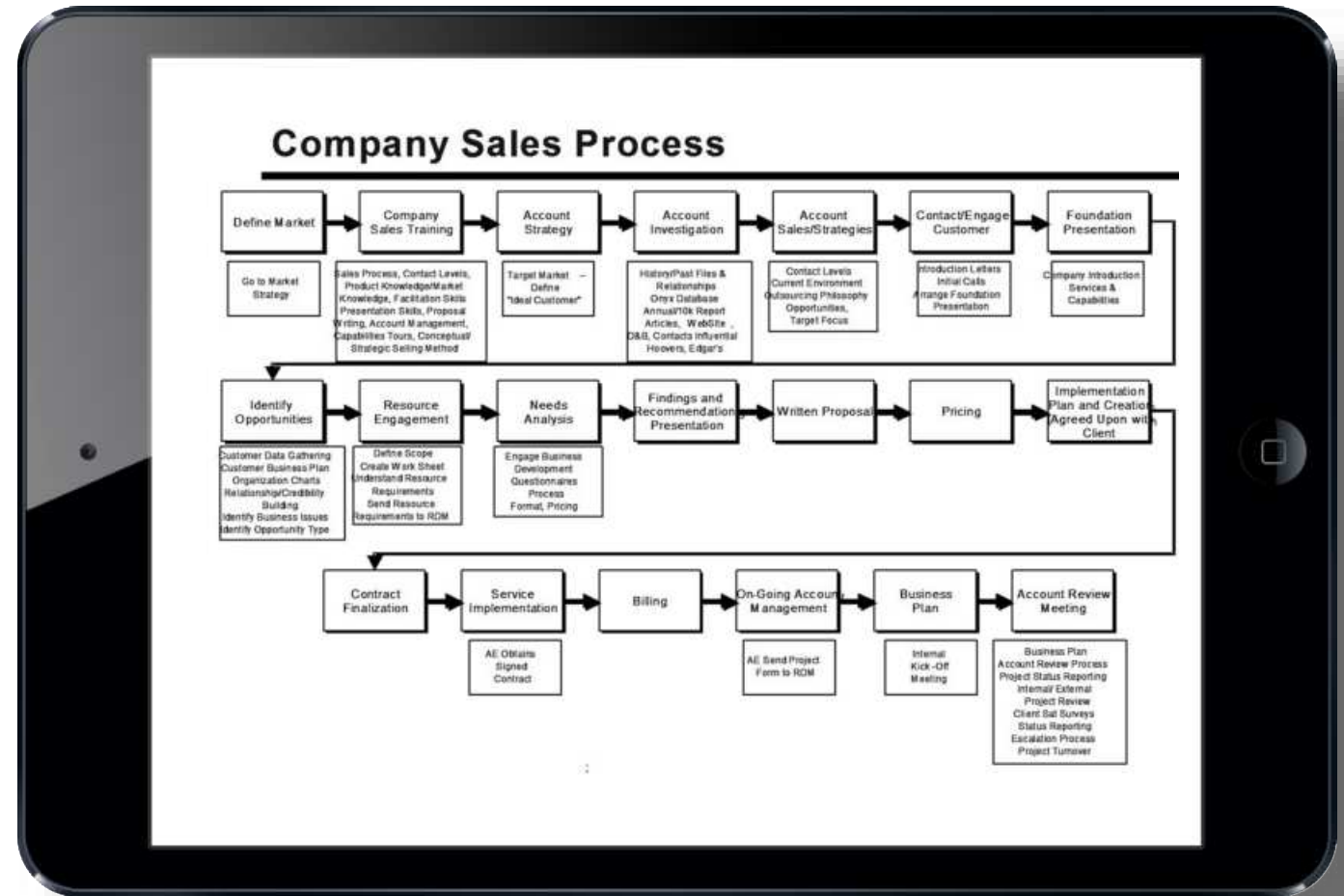
Diversity in strategic decision making

“Procedures, structure & quality”

Index

underperformers 133

overperformers 83





“Innovation, change & entrepreneurship”

Index

underperformers 83

overperformers 150

IT'S ALL
ABOUT YOU



Growth Tribe

Growth through Experimentation

Creating an antifragile culture



Growth
Tribe

1. Experimentation = A Growth Mindset



LOSERS

In the last 15 years, 52% of the fortune 500 companies have disappeared.

1995
average life expectancy
= 75 years

vs

2015
average life expectancy
= 15 years



WINNERS

The world's most innovative and fast growing businesses are **customer and experiment obsessed.**





The 2019 Transformation 20

These S&P 500 and Forbes Global 2000 companies ranked highest in their new-growth transformation. Each excelled in the development of new products, services, and business models; repositioning its core business; and financial performance.

Company (HQ)	New growth area revenue as % of total business: X%	Stock CAGR* since base year of transformation: X%	Benchmark CAGR: X%
1. Netflix (U.S.)	Original content: 44%	CAGR since 2012: 59%	S&P 500: 10%
2. Adobe (U.S.)	"Digital experiences": 27%	CAGR since 2009: 26%	S&P 500: 10%
3. Amazon (U.S.)	Web services: 11%	CAGR since 2009: 39%	S&P 500: 10%
4. Tencent (China)	Fintech, transportation: 25%	CAGR since 2011: 32%	Hang Seng: 1%
5. Microsoft (U.S.)	Intelligent cloud: 29%	CAGR since 2010: 17%	S&P 500: 9%
6. Alibaba (China)	Fintech, sports, entertainment: 14%	CAGR since 2013: 8%	NYSE Index: 1%
7. Orsted (Denmark)	Offshore wind: 37%	CAGR since 2017: 30%	OMX Copenhagen: 0%
8. Intuit (U.S.)	"Online ecosystem": 14%	CAGR since 2012: 22%	S&P 500: 10%
9. Ping An (China)	Fintech, health tech: 6%	CAGR since 2012: 17%	SSE Index: 2%

10. DBS Group (Singapore)	Digital platforms: 48%	CAGR since 2013: 12%	Singapore Exchange: -1%
11. A.O. Smith (U.S.)	Water tech: 100%	CAGR since 2009: 25%	S&P 500: 10%
12. Neste (Finland)	Renewable fuels: 70%	CAGR since 2010: 24%	OMX Helsinki 25: 7%
13. Siemens (Germany)	"Digital factory initiative": 26%	CAGR since 2012: 8%	DAX Index: 8%
14. Schneider Electric (France)	IoT-enabled solutions: 22%	CAGR since 2012: 8%	S&P Global 100: 6%
15. Cisco (U.S.)	Subscription applications: 43%	CAGR since 2010: 9%	S&P 500: 9%
16. Ecolab (U.S.)	Water & energy services: 44%	CAGR since 2011: 16%	S&P 500: 9%
17. Fujifilm (Japan)	Medical imaging/health care: 18%	CAGR since 2010: 7%	Tokyo Exchange: 6%
18. AIA Group (China)	Wellness & prevention: 10%	CAGR since 2013: 15%	Hong Kong Index: 2%
19. Dell (U.S.)	Infrastructure & security: 51%	CAGR since 2013: 29%	S&P 500: 11%
20. Philips (Netherlands)	Health care: 65%	CAGR since 2014: 6%	S&P 500: 6%

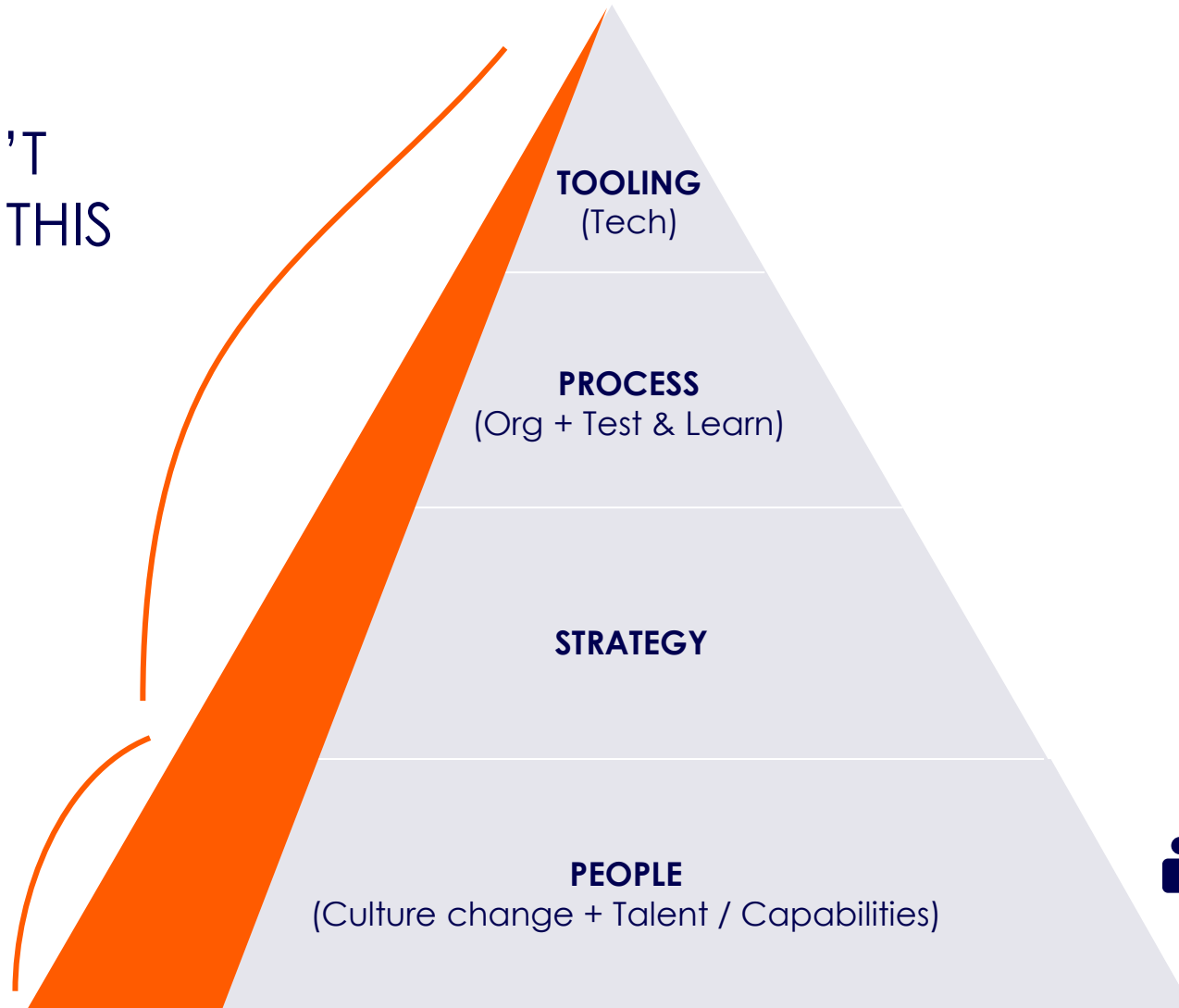
Note: CAGR stands for compound annual growth rate. Dell CAGR includes public stock periods. Source: Innosight

© HBR



You CAN'T
ACHIEVE THIS

Without this



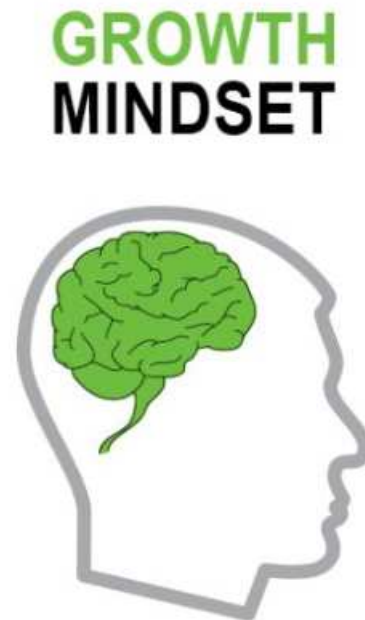
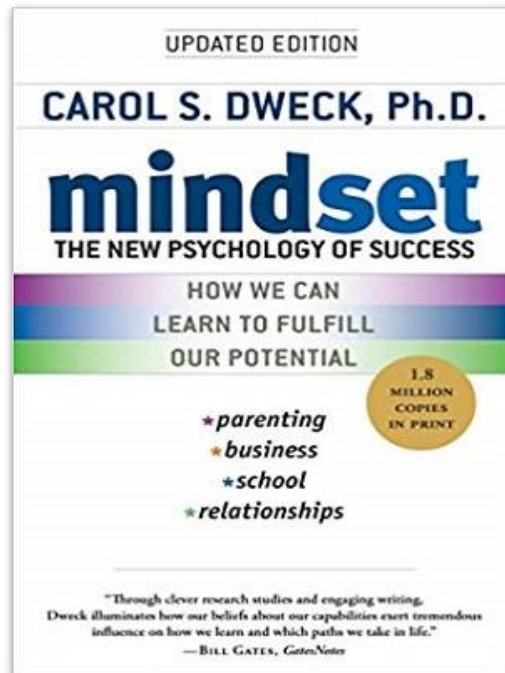
Growth Mindset



DATA & ANALYTICS	GROWTH & INNOVATION	Customer Experience	MINDSET
- State Visualization - State Storytelling - State Analytics - Machine Learning - Statistical Inference - State Project Mgmt - Intelligence Mgmt - State Strategies - State Fundamentals - Managers	- Experimentation - Digital Channels - Change management - Agile - Digital Marketing - Business modeling - Conversion Rate - Optimization - Branding and Culture - Automation	- Service Design - Customer research - User Experience Design - Operational strategy - Behavioral science - Communication & Engineering - Customer Journeys - Product Mgmt	- Growth Mindset - Outside-in mindset - Self-learning mindset - Data-driven mindset - Experiment mindset - Productivity mindset



Growth Mindset



Growth Mindset

GROWTH MINDSET



FIXED MINDSET



Organisational characteristics

Fixed Mindset

- ☐ A small handful of “**star**” **players** are highly valued. Big focus on **status**
- ☐ More **rigid** planning, more waterfall approaches and less innovative thinking
- ☐ More likely to **hire from outside** (‘Buy’ talent) and emphasize applicants’ **credentials** and past accomplishments

Growth Mindset

- ☐ More positive views on **potential to be unlocked** across a wider range of colleagues & employees
- ☐ More innovative, **risk-taking** culture. More experimentation and **less fear of uncertainty**
- ☐ Likely to **hire from within** ranks and value potential and a **passion for learning**



Misconceptions

GROWTH
MINDSET



Myth

Being 'open' or positive'

I'm flexible or open-minded or with having a positive outlook

Rewarding effort is enough

Any and all effort can and should be rewarded

It will happen naturally

Just espouse a growth mindset, and good things will happen

Reality

Being a "work in progress"

Individuals / organisations who believe their talents can be developed (through hard work, good strategies, and input from others)

Rewarding learnings and progress

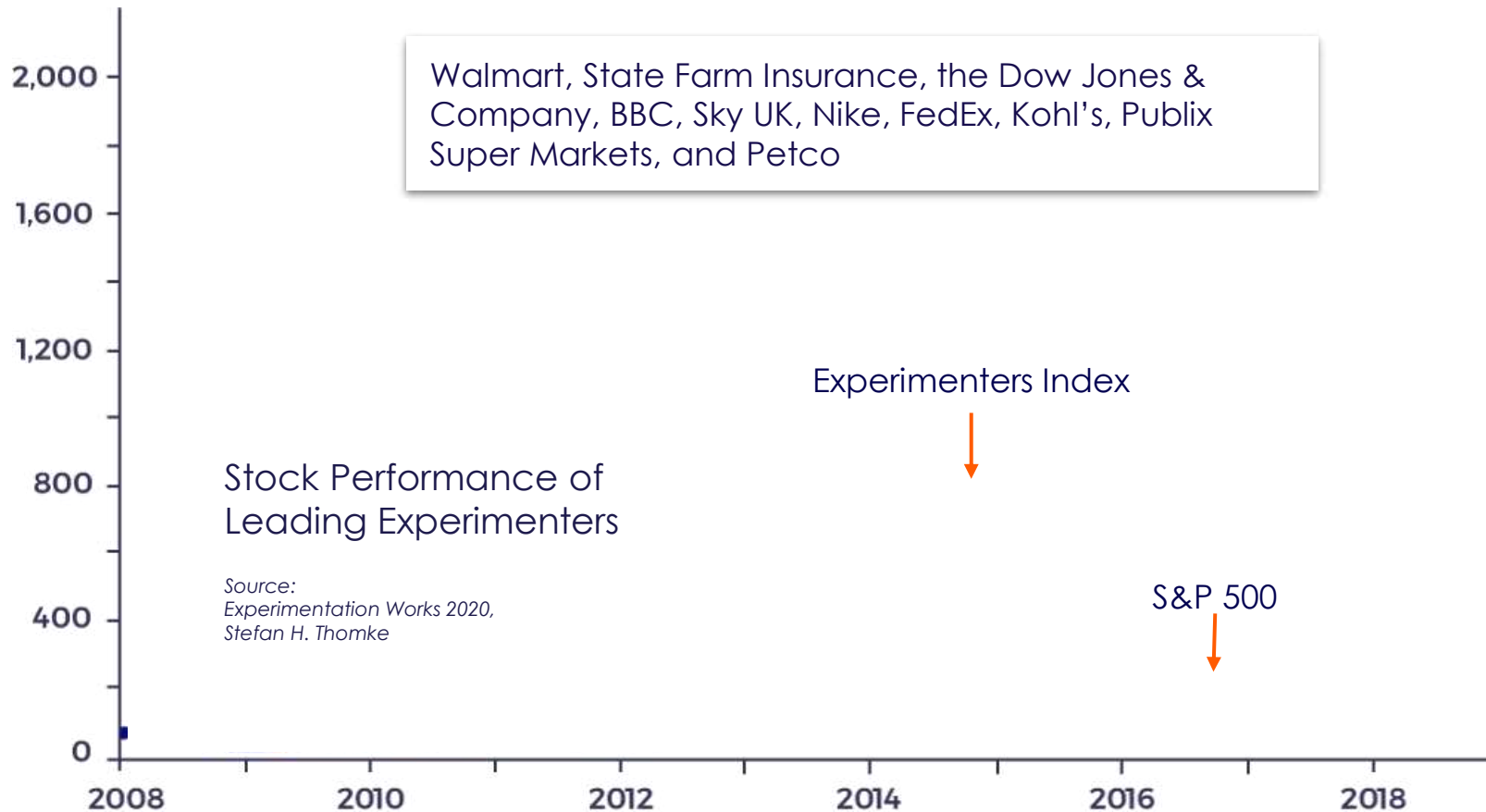
Reward learning and progress. Emphasize the processes that yield these things, such as seeking help from others, trying new strategies, and capitalizing on setbacks to move forward effectively

Implementation is key

Organizations that embody a growth mindset encourage appropriate risk-taking, and organize around it. They enable psychological safety.



Growth Mindset Index



Building Foundational Capabilities

Data & Analytics

- **Data Visualisation**
- **Data Storytelling**
- **Data Analytics**
- **Machine Learning**
- **Statistical Inference**
- **Data Project Mgmt**
- **Stakeholder Mgmt**
- **Data Strategies**
- **Data Fundamentals Managers**

Growth & Innovation

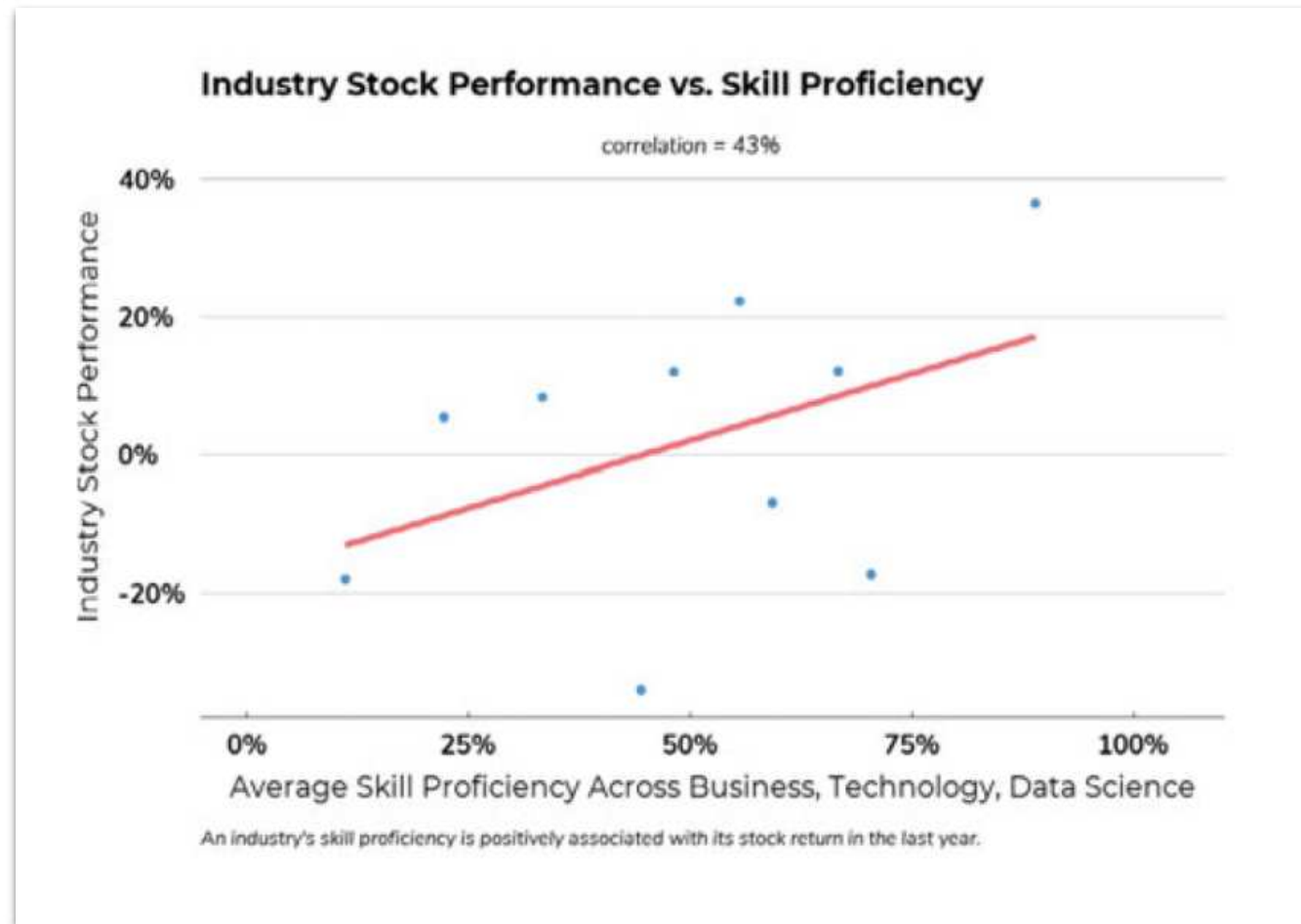
- **Experimentation**
- Digital channels
- Change management
- Agile
- **Digital Marketing**
- **Business modeling**
- **Conversion Rate Optimisation**
- Branding and Culture
- Automation

Customer Experience

- Service Design
- **Customer research**
- **User Experience Design**
- Omnichannel strategy
- **Behavioural science**
- Communication & copywriting
- **Customer Lifecycles**
- Product Mgmt

Mindset

- **Growth Mindset**
- Outside-in Mindset
- Self-learning Mindset
- Data-driven Mindset
- **Experiment Mindset**
- Productivity Mindset



Source: Coursera Global Skills Index 2020



Our success at Amazon is a function of
how many experiments we do per year, per month, per week and
per day. Being wrong might hurt you a bit but **being slow will kill you.**



Growth Mindset

Very low

Very high

Yourself



Your direct team



Department/BU



Organisation



2. Rituals of Experimentation

Rituals



Embracing false positives



This didn't work out

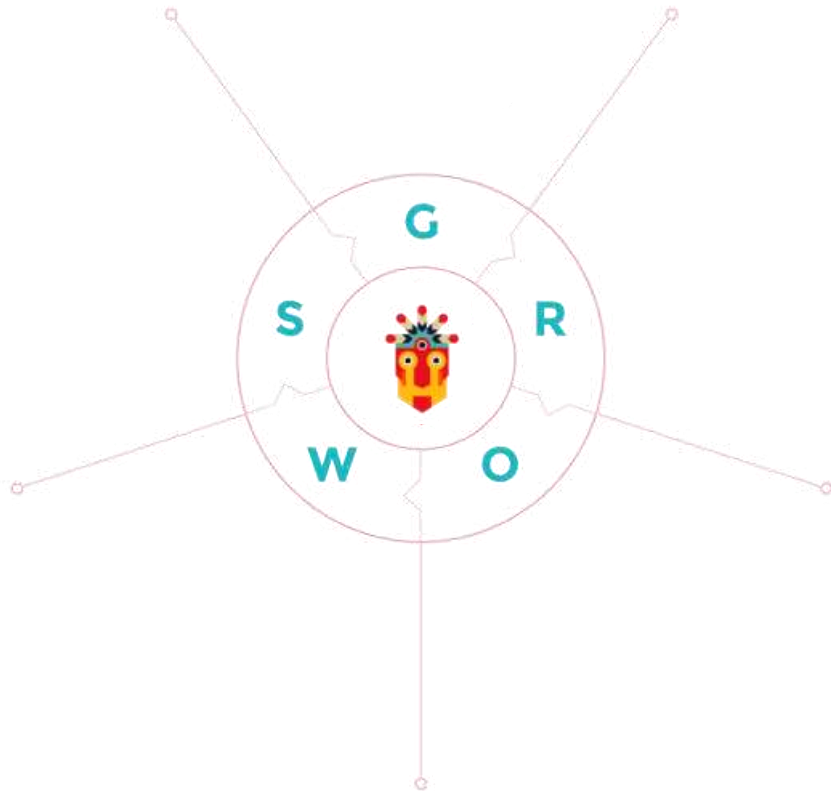
But we learned this



Let's test it!



Other rituals



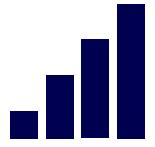
Cross functional teams	Data-informed decisions	Stakeholder alignment
Psychological safety	Rewarding learning	Learning time dedication
Qual & Quant research	Hypothesis ranking	Experiment design
Sprint planning	Visible Kanban boards	Escalation paths
Participatory budgeting	Retrospectives	Thinking in incremental bets
Impediment removal team	Win/Fail board & parties	Documentation & sharing

SMALL POLL



How much do you as a leader enable your teams to embrace a growth mindset in their daily business?



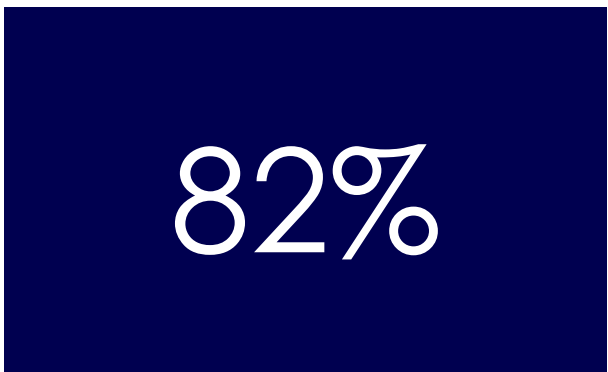


POLL

How much do you as a leader enable your teams to embrace a growth mindset in their daily business?

- ☐ All the time
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Not at all

Leadership



“All the time + Often”

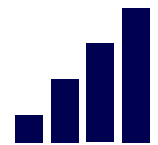
Teams



“All the time + Often”

Source: Growth Tribe n=376





POLL | careful with confirmation bias

To what extent does our organisation deliver a “superior experience to our customers?”

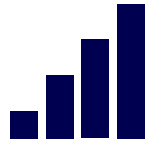
What the companies say

80%

What the customer says

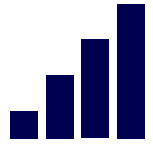
8%

Source: Bain, “Closing the delivery gap”



POLL | Leading indicators of growth mindset / experimentation adoption

- ✓ Data-informed
- ✓ Continuous experimentation
- ✓ Incremental approach
- ✓ Psychological safety “ok to fail”
- ✓ Continuous learning
- ✓ Systems thinking
- ✓ T-shaped
- ✓ Disruptive thinking



POLL | Typical blockers to Growth Mindset / Experimentation

⊘ Failure is frowned upon / psychological safety

⊘ Lack of resources

⊘ Lack of time dedication

⊘ Lack of necessary capabilities (need to outsource) ex: Data; Experiment design...



⊘ Budget allocations

⊘ Yearly planning

⊘ Egos

⊘ “We’ve tried this already” attitude

⊘ No limited blast radius “what will the customer think?”

⊘ Immune system not aligned

→ Legal

→ Compliance

→ Branding

→ Governance

⊘ Clear structures /escalation paths for support

⊘ No access to data / data is siloed off

⊘ No incentives to take risks

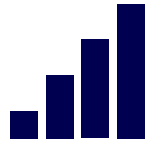
⊘ Incentives on velocity vs KPI improvement

⊘ Getting lost in ideation/discussions vs execution

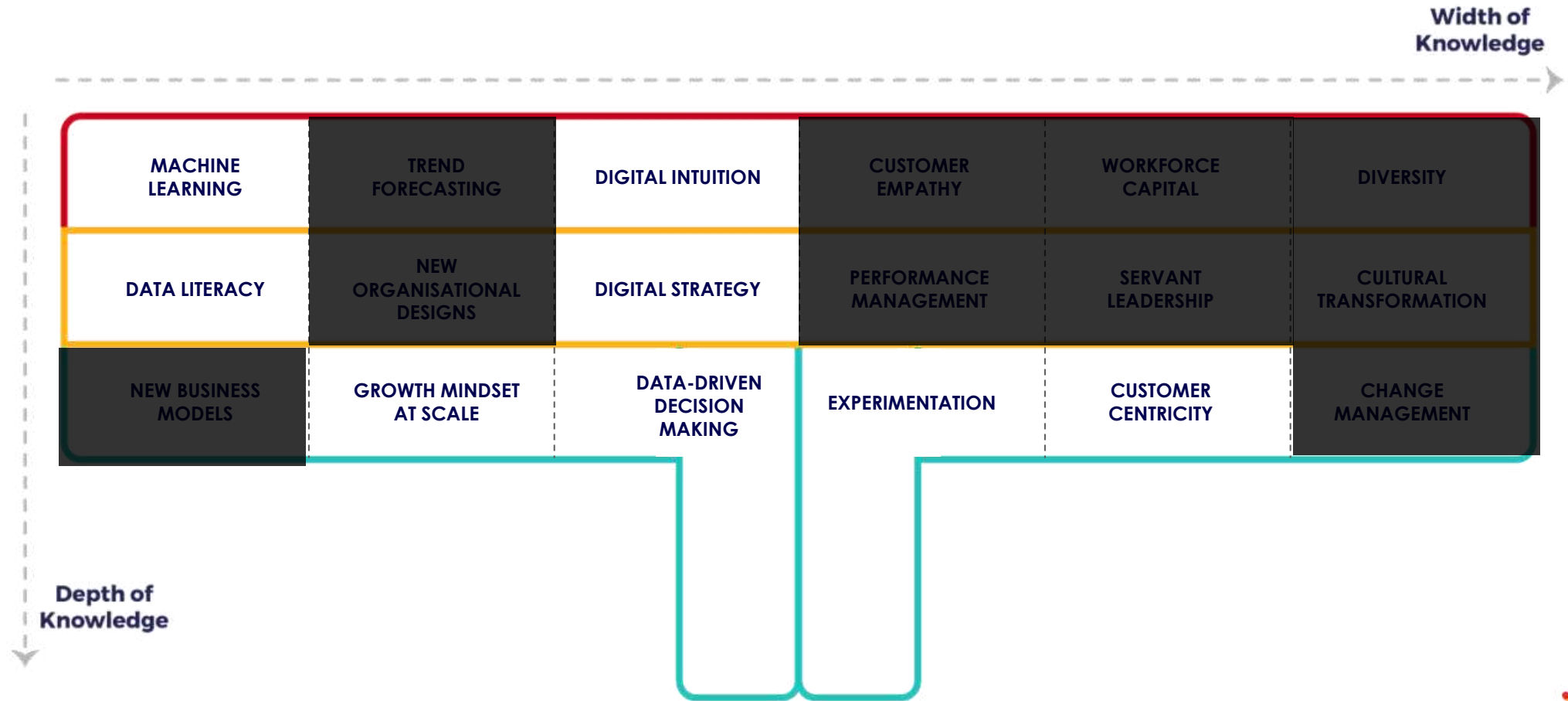
⊘ I can't access a credit card

Source: Growth Tribe survey of 465 teams





POLL | T-shaped Leader





Let's look at some use cases for inspiration

3. Use Case 1



MisterGreen
ELECTRIC LEASE

OPERATIONAL LEASE

ONZE ELEKTRISCHE AUTO'S

UPDATES

WIJ DOEN MEER

OFFERTE



Full Operational Lease

SNELLE OFFERTE

ONZE LEASEAUTO'S

KLANTEN OVER ONS



**Growth
Tribe**

Onze snellaadstations

Schade

Onderhoud

Winterbanden

Over ons

Policy



2-6 months lead time



Experiment 1

Experiment 2

Experiment 3

Experiment 4

Experiment 5

Experiment 6

Experiment 6

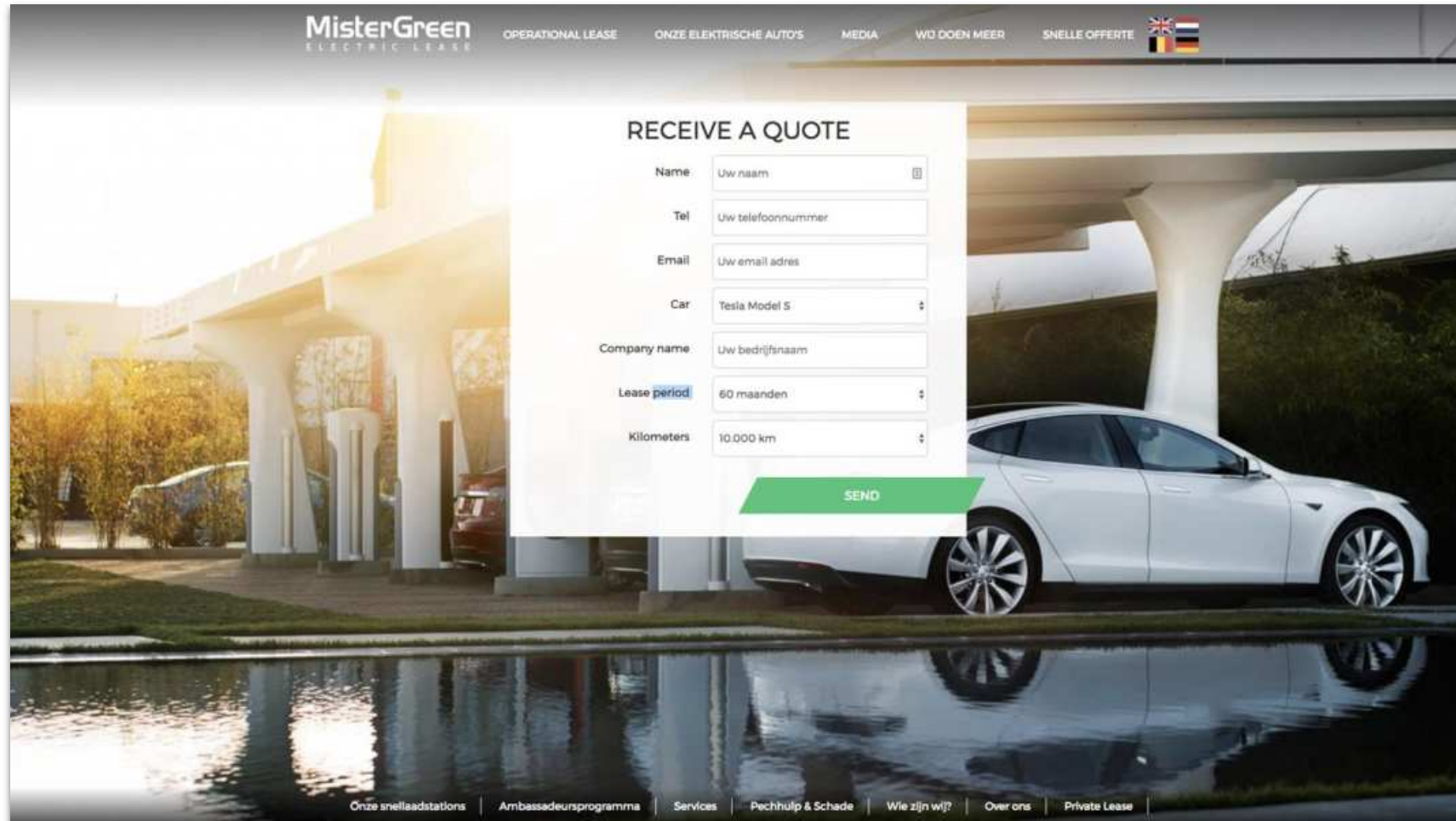
Experiment 7

Experiment 8

Experiment 9



2-6 months lead time



The image shows a screenshot of the MisterGreen website. The background is a photograph of a white Tesla Model S parked under a modern concrete bridge structure, with its reflection visible in a pool of water in the foreground. A white rectangular form titled "RECEIVE A QUOTE" is overlaid on the center of the image. The form contains several input fields and a "SEND" button. The website's navigation bar at the top includes the MisterGreen logo, "ELECTRIC LEASE", and links for "OPERATIONAL LEASE", "ONZE ELEKTRISCHE AUTO'S", "MEDIA", "WIJ DOEN MEER", "SNELLE OFFERTE", and a flag icon. The footer at the bottom lists links for "Onze snellaadstations", "Ambassadeursprogramma", "Services", "Pechhulp & Schade", "Wie zijn wij?", "Over ons", and "Private Lease".

MisterGreen
ELECTRIC LEASE

OPERATIONAL LEASE | ONZE ELEKTRISCHE AUTO'S | MEDIA | WIJ DOEN MEER | SNELLE OFFERTE

RECEIVE A QUOTE

Name:

Tel:

Email:

Car:

Company name:

Lease period:

Kilometers:

SEND

Onze snellaadstations | Ambassadeursprogramma | Services | Pechhulp & Schade | Wie zijn wij? | Over ons | Private Lease

Experiment 6

Drive targeted traffic



Facebook Ads

New landing page



‘Limited blast radius’



MisterGreen
ELECTRIC LEASE

**De Tesla Model S,
voordelig en
snel geleverd!**

Voornaam & Achternaam *

Vul hier je voornaam & achternaam in:

Email *

Vul hier je e-mail adres in:

Telefoonnummer *

Vul hier je telefoonnummer in:

Bedrijfsnaam *

Vul hier je bedrijfsnaam in:

Ja, ik wil een offerte aanvragen!

“The Tesla model S,
cheap and delivered
quickly”

Experiment 6

Drive targeted traffic



Facebook Ads

New **self service**
onboarding

Typeform

New landing page



1 Person



Email sent out





Tesla Model S Configurator

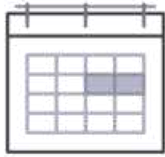
Here you can compose and save the desired configuration of your dream car. If you want you can skip this section like to advise on a particular component.

Configure

key ENTER



Early signals of Experiment 6



2 Days



1 Person



€130 +
Labour Cost +
€5-8 / Lead



1 Hard Conversion (sale)
in the 1st day

Het beste Tesla Model 3 lease contract van Nederland

Tesla Model 3



Totaal per maand
€ 589
ex. btw

1. Auto configureren

800% increase in
leads and sales



Kleur



Velgen



GROWTH MINDSET



Data & Analytics

Growth & Innovation

Customer Experience

Mindset

Experiment 1

Experiment 2

Experiment 3

Experiment 4

Experiment 5

Experiment 6

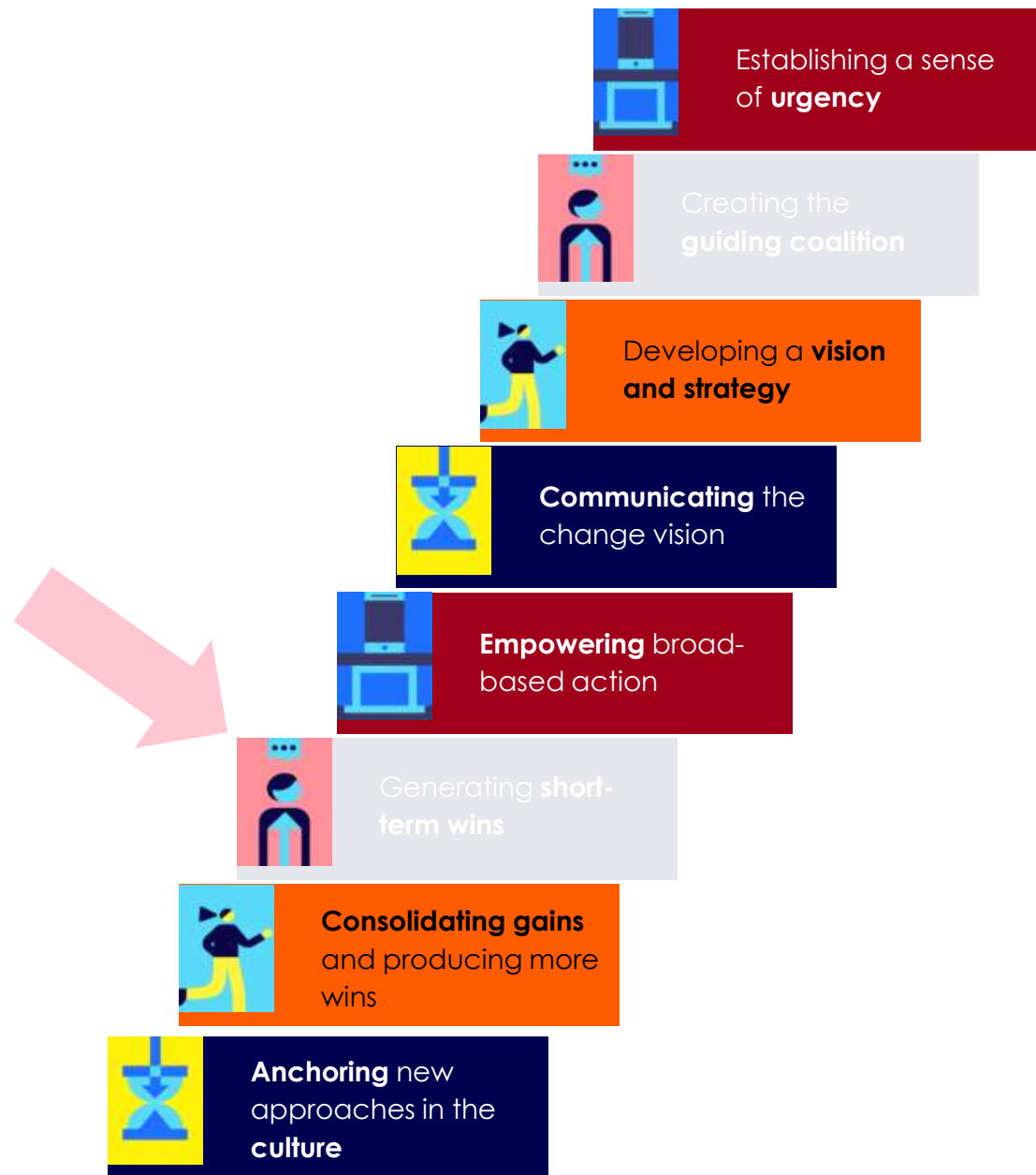
Experiment 6

Experiment 7

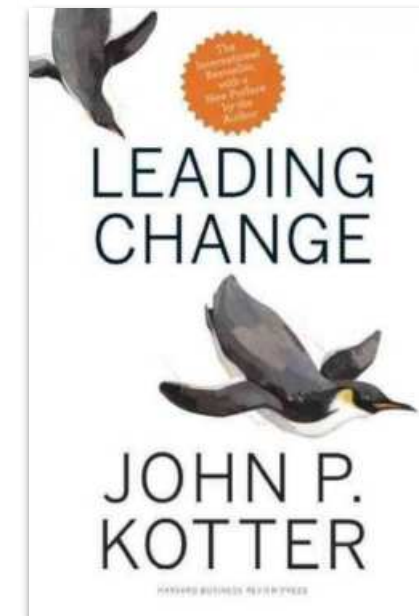
Experiment 8

Experiment 9





Kotter 8 steps to leading change



De groenste leasemaatschappij van Nederland

- ☆ Tesla specialist
- ☆ Duurzame lease partner
- ☆ 10 jaar ervaring in elektrisch rijden

Elektrische auto's →



...en we zijn nog niet van plan te stoppen

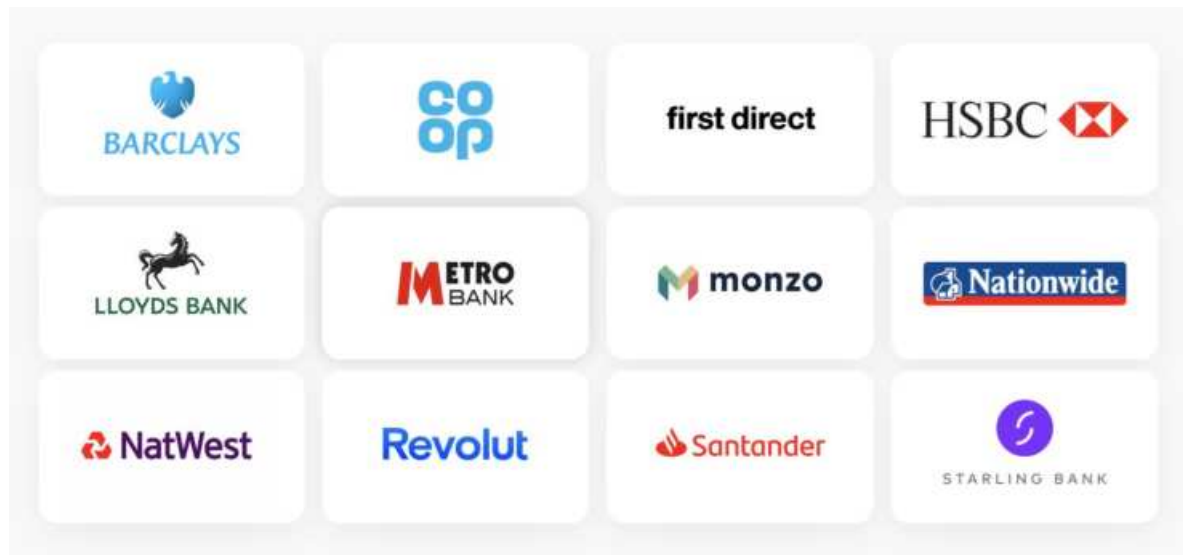
4. Use Case 2

Reducing Friction

A screenshot of the N26 mobile app interface. The app is in a dark theme. At the top, there's a header with the N26 logo and navigation links. Below the header, there's a large text area that says "Your account, in just 8 minutes". Underneath this, there are two input fields: "E-mail" and "Country of residence". To the right of these fields is a large blue button that says "Open Account". Below the input fields, there's a section titled "Designed around your mobile lifestyle" with a short paragraph of text. The overall design is clean and modern, with a focus on simplicity and ease of use.

Source: <https://builtformars.co.uk/>

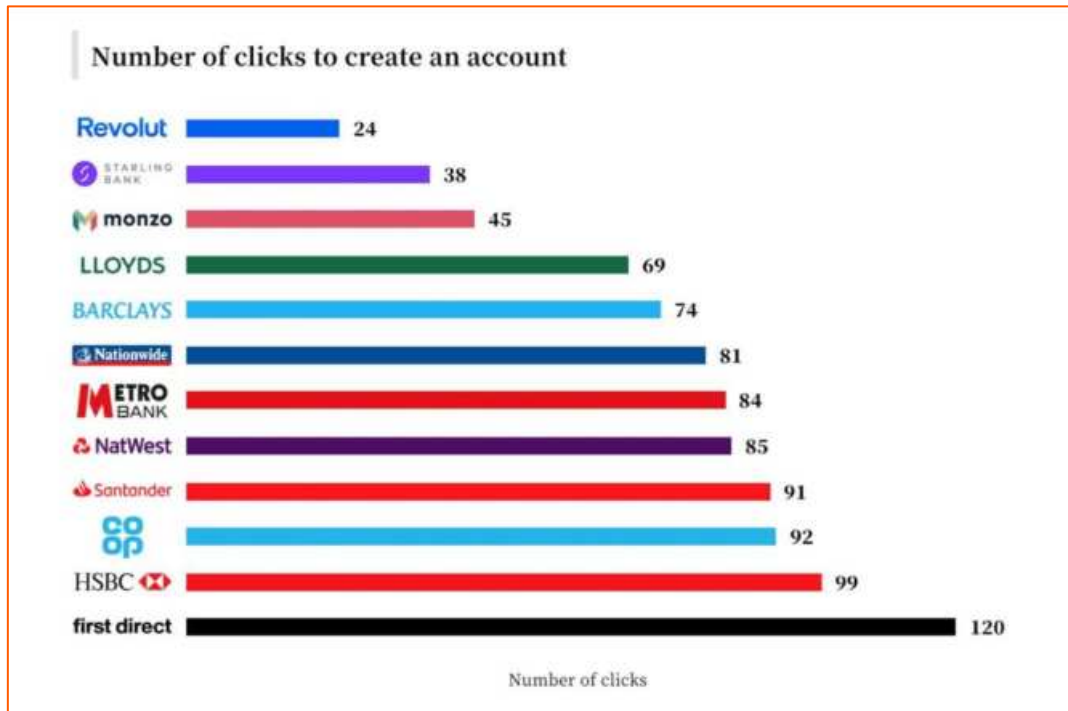
Reducing Friction



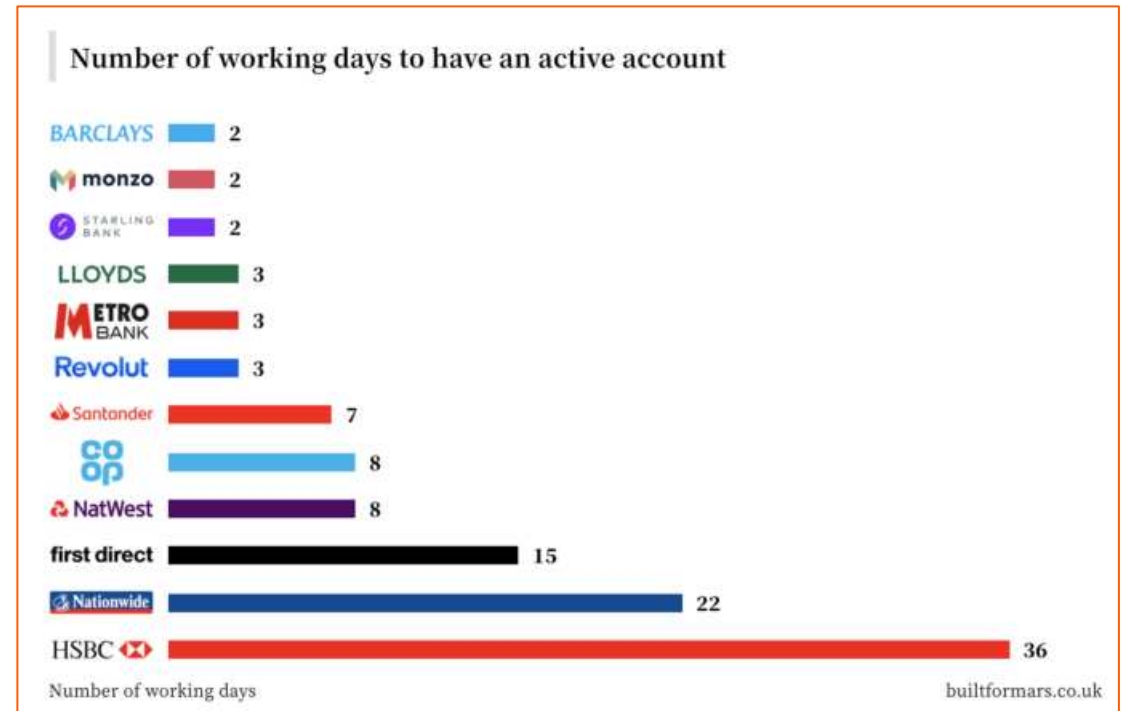
Source: <https://builtformars.co.uk/>

Reducing Friction

Significantly less effort



Significantly less time



Reducing Friction



Open an account directly through the app

Start spending now using Apple Pay



Add to Apple Wallet

Changed the perspective of when your account is 'open'

Uses digital identity verification:



Revolut



Does not use this method:



Remove the worst part of the traditional experience



Creating a memorable experience when your card arrives

By the way



ONE

Opening an account

It took **18x longer** to open an account with HSBC that it did with Monzo.

8 min read - May 21



TWO

Making my first payment

Payment notifications were **at least 2x faster** with the challenger banks, and in some cases **100x faster**.

10 min read - May 28

Includes 12 case studies



THREE

Freezing my card

There were the **only 3 banks** to send notifications when someone attempted to use a frozen card.

6 min read - Jun 4

Includes 10 case studies



FOUR

International payments

It cost **at least £20** to send £1 (GBP) to a US bank (USD) with three banks.

8 min read - Jun 11

Includes 12 case studies



FIVE

Open Banking

It took nearly **4x longer** to authorise an Open Banking payment with Lloyds than it did with Starling.

8 min read - Jun 18



SIX

Customer support

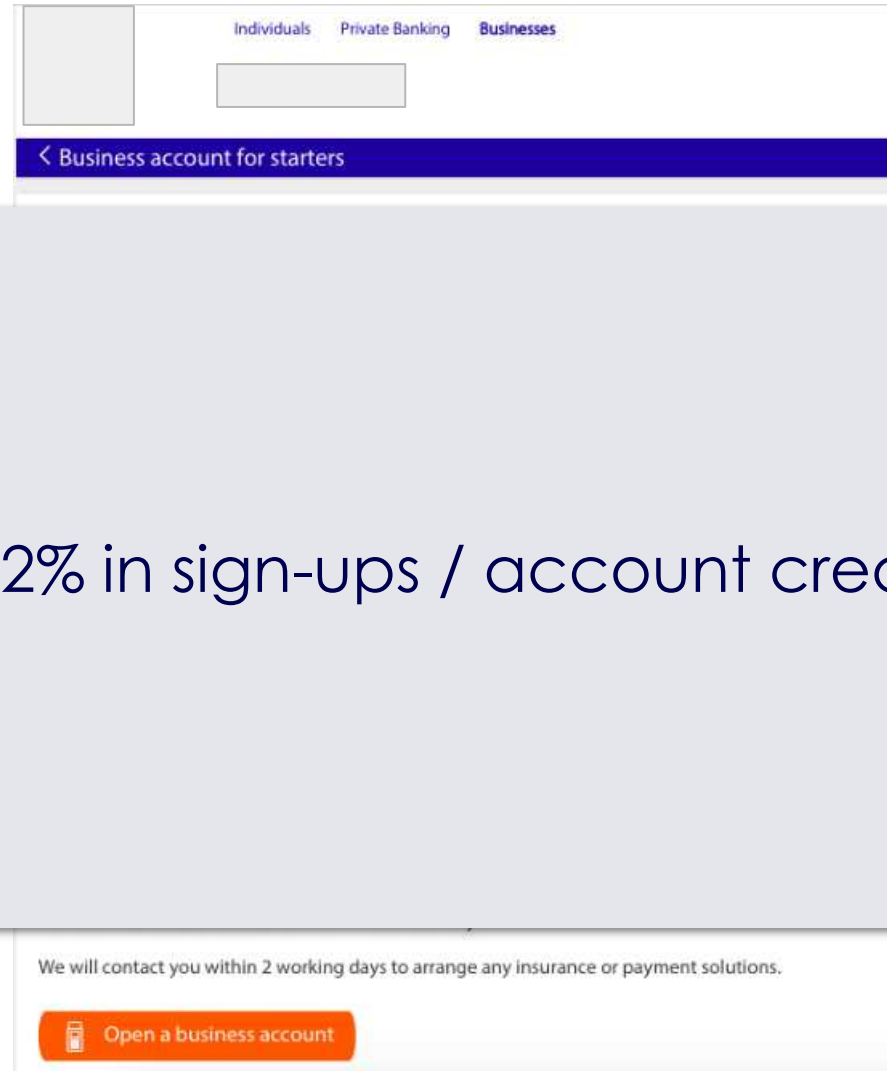
Revolut only ever replied to **20%** of my live chat support messages, and don't have a phone line.

9 min read - Jul 2

Flipping the wow

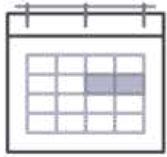
Time to WOW-moment

+22% in sign-ups / account creations



The screenshot shows a web interface for opening a business account. At the top, there are three tabs: 'Individuals', 'Private Banking', and 'Businesses', with 'Businesses' being the active tab. Below the tabs is a search bar. A dark blue navigation bar contains a back arrow and the text '< Business account for starters'. The main content area is a large light gray rectangle with the text '+22% in sign-ups / account creations'. Below this, there is a line of text: 'We will contact you within 2 working days to arrange any insurance or payment solutions.' At the bottom, there is an orange button with a smartphone icon and the text 'Open a business account'.

How long did that take?



97 Days



14 Person

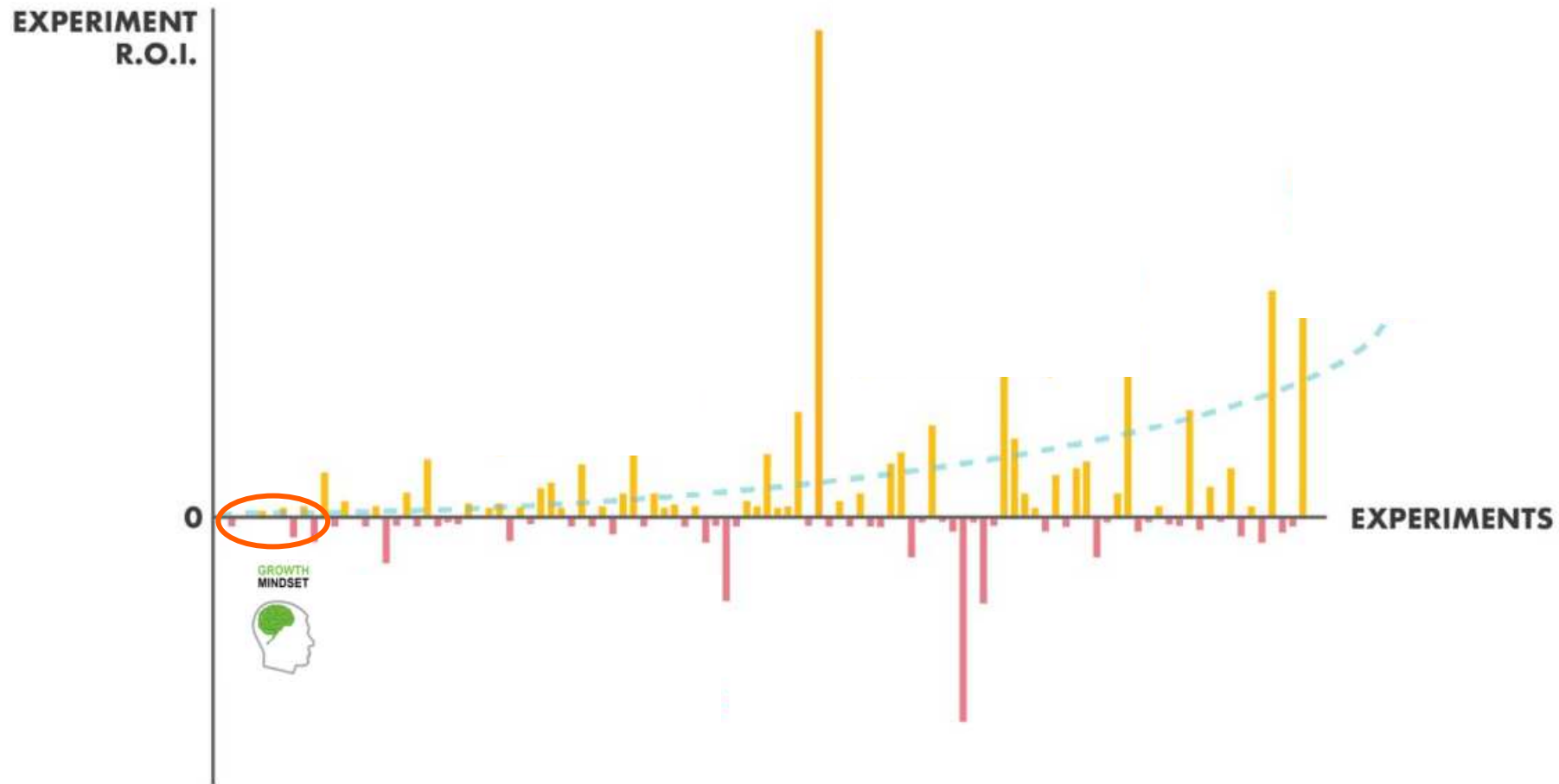


€28000
(out of pocket +Labour
Cost)

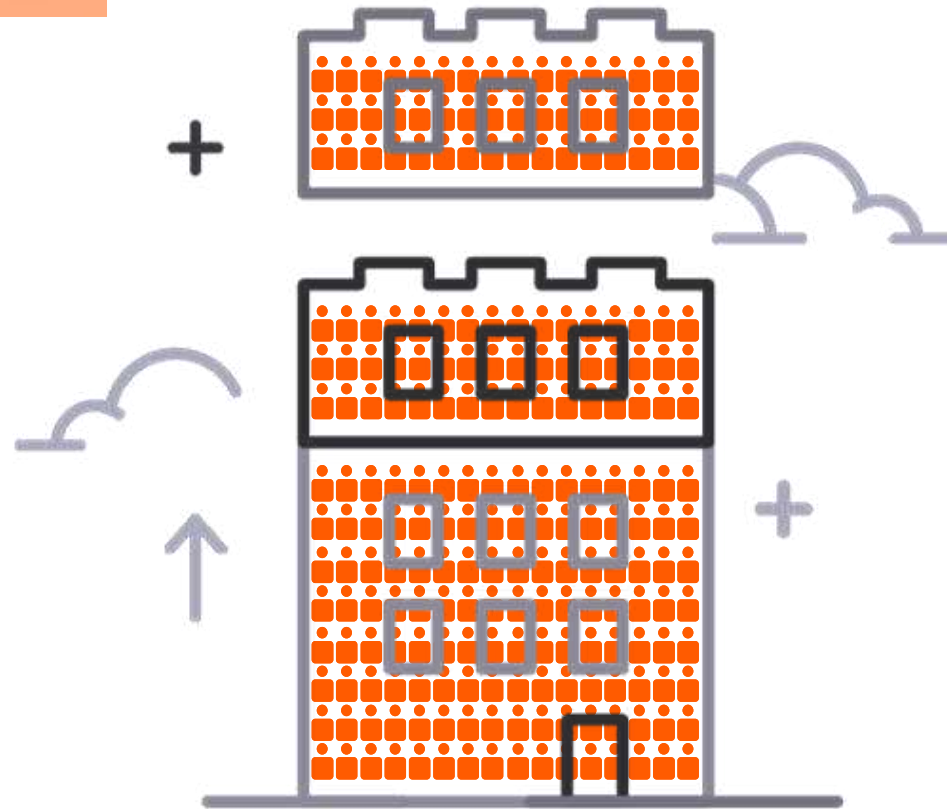


22+ Account creations

A typical journey



Change at the molecular level



Our Activity



**‘Every journey starts
with the first step’**

OMTM

One Metric That Matters

Experiment Design

Experiment Design

Brief description of the experiment

I/We believe that

We believe that by doing **X** the outcome can be **Y**

Start date

End date

Experiment Design

Experiment Design

Brief description of the experiment

I/We believe that

We believe that by doing **X** the outcome can be **Y**

Start date

End date

Experiment Design

Experiment Design

Brief description of the experiment

I/We believe that

We believe that by doing **X** the outcome can be **Y**

To verify that, we will

Describe your experiment in detail

And measure

Describe what you will measure to validate or invalidate your experiment

We are right if

Describe your minimum success criteria

Start date

End date

Possible blockers

Working around challenges rather than being blocked

Estimated costs





Experiment Design

Brief description of the experiment

Describe your experiment on how to deliver a greater customer experience

I/We believe that

We believe that by doing X the outcome can be Y
(Make sure it's testable, measurable and not too broad)

To verify that, we will

Describe your experiment in detail
(Include as much detail as possible)

And measure

Describe what you will measure to validate or invalidate your experiment
(Both quantitative and qualitative data)

We are right if

Describe your minimum success criteria
(What is the minimum goal we are setting to decide whether our hypothesis is validated or not)

Start date

End date

Possible blockers

Working around challenges rather than being blocked

Estimated costs





Experiment Design

Brief description of the experiment

I/We believe that

To verify that, we will

And measure

We are right if

Start date

End date

Possible blockers

Estimated costs





Our success at Amazon is a function of
how many experiments we do per year, per month, per week and
per day. Being wrong might hurt you a bit but **being slow will kill you.**



Thanks 😊

Deepdives

SPOTLIGHT ON TALENT AND PERFORMANCE

How Netflix Reinvented HR

Trust people, not policies. Reward candor.
And throw away the standard playbook.
by Patty McCord



Next session

Why

- 0.1 Personal Introductions
- 0.2 Program and business introductions

- 1.1 Humanized Growth Study
- 1.2 Leading Humanized Growth
- 1.3 Decoding the World
- 1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring

 Growth Opportunities

Key

- | | |
|---|---|
|  Set-up & Finale |  Sparring |
|  Core curriculum |  Milestone |
|  Leadership |  Feedback |

What

- 2.1 Abundant Markets
- 2.2 Multiple Business Models
- 2.3 Evolving Experiences
- 2.4 Da Vinci Growth CMO
- 2.5 Da Vinci CMO Attitudes & behaviours
- 2.6 Humanizing Growth Hacks

 Growth Ambition

 Growth Ambition Feedback

How

- 3.1 Human-Centric Transformation
- 3.2 Open Culture
- 3.3 Anticipative Organisation
- 3.4 Whole-Brained

3.5 Diversity for Growth

3.6 Network & Sparring

 Growth Plan

 Growth Plan Feedback

- 4.1 The shared growth opportunity
- 4.2 Cannes preparation
- 4.3 Cannes: community & impact

Challenger Board



Agency Partnering

verizon✓





Lubomira Rochet
Chief Digital Officer

Friday April 23
9 AM EDT | 2 PM BST | 9 PM CST

L'ORÉAL

[Register here](#)

Hosted by IRG Founder **Frank van den Driest**



Diego Scotti
Chief Marketing Officer

Friday May 07
9 AM EDT | 2 PM BST | 10 PM CST

verizon

[Register here](#)

Hosted by IRG Founder **Marc de Swaan Arons**



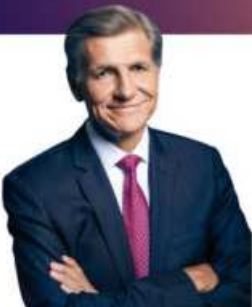
Lorraine Twohill
Chief Marketing Officer

Friday May 21
9 AM EDT | 2 PM BST | 10 PM CST

Google

[Register here](#)

Hosted by IRG Founder **Marc de Swaan Arons**



Marc Pritchard
Chief Brand Officer

Friday June 11
9 AM EDT | 2 PM BST | 10 PM CST

P&G

[Register here](#)

Hosted by IRG Founder **Frank van den Driest**



Ramon Laguarta
Chairman & CEO

Friday June 18
9 AM EDT | 2 PM BST | 10 PM CST

PEPSICO

[Register here](#)

Hosted by IRG Founder **Frank van den Driest**



Maarten Wetselaar
Integrated Gas, Renewables and Energy Solutions Director

Friday June 25
9 AM EDT | 2 PM BST | 9 PM CST

Shell

[Register here](#)

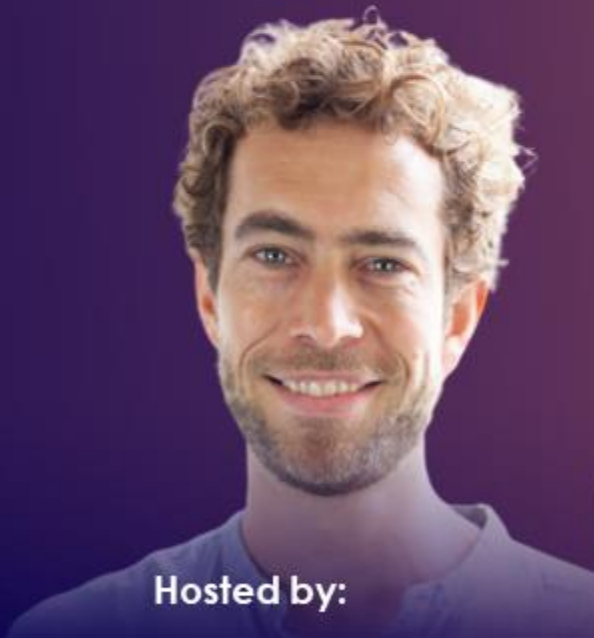
Hosted by IRG Founder **Frank van den Driest**

IRG Café

Friday April 23

10 AM EDT | 3 PM GMT | 10 PM CST

Join an open and interactive session, following the Humanizing Growth webinar with special guest **Lex Bradshaw-Zanger**



Hosted by:

Aljan de Boer

Community Director
Institute for Real Growth



Eva Linderborg

Content Director
Institute for Real Growth



Lex Bradshaw-Zanger

CMO UK & Ireland
L'Oréal

Virtual Cannes Finale in your calendar

Monday June 21
9 AM EDT | 2 PM BST | 9 PM CST



Sanda Ojiambo
CEO
United Nations
Global Compact



Alexis Nasard
CEO
Kantar



Conny Braams
*Chief Digital &
Marketing Officer*
Unilever

Mark Read
CEO
WPP



Carol Chen
*Global Marketing
VP*
Shell



**Hans Ploos van
Amstel**
CFO
The Partners Group



See you next week!