

Workshop

KICKSTART BUSINESS TRANSFORMATION

Design new business capabilities and your future business model - make transformation sustainable.



2 Days



Delivery: Online or Onsite



Product Code: KTB

CEO & Directors

Business Manager

Change Agents & Business Transformation Experts

OD Experts

DESCRIPTION

The world is changing - faster than ever before. This requires organisations to constantly adapt and innovate to stay relevant. But what can business leaders do to not only survive but thrive in times that are characterised by unprecedented change, vast complexity and ever-growing uncertainty? We believe that it starts with *changing the change* - meaning that you do different things and do things differently when it comes to business transformation itself. Why? Because transformation attempts often fail - and they fail mainly due to the following five reasons: Difficulty understanding the complexity of the operating model, inability to think out of the box, ignorance of the company culture, failure to take a "business value first" approach to technology, and finally - a lack of execution.

To address these very obstacles to organisational change, we developed Kickstart: A proven 9 step process including a carefully curated innovation toolkit was designed to help leaders catalyse successful AND sustainable business transformation within the challenging circumstances of the 21st century. During this workshop you will critically examine (or even radically rethink) your existing business model, design new capabilities that meet current and future needs of diverse stakeholders in better ways, and develop a holistic transformation roadmap to implement change you want to see in your organisation... and beyond.

TAKE AWAY

- Develop a shared understanding of your business model, define your unique value proposition, and analyse which internal/external factors influence your operations in a positive/negative way.
- Collect ideas for new capabilities through which you can add or create new value within your business, analyse and prioritise these ideas, validate their potential impact, and map out the time, money and manpower it will take to implement them.
- Create a holistic and pragmatic action plan for putting your purpose into practice.



OVERVIEW

Step 1: DESCRIBE YOUR BUSINESS MODEL

Analyse how you currently create and deliver value, and explore what may be missing or could be modified.

Step 2: IDENTIFY YOUR VALUE PROPOSITION

Get crystal clear on what makes your products and services unique.

Step 3: ANALYSE INFLUENCING FORCES

Investigate which macro-economical factors, new competitors, and shifts in customer values and buying behaviour may challenge your business model. What do these changes mean for your organisation moving forward?

Step 4: COLLECT IDEAS FOR NEW CAPABILITIES

Identify and prioritise what you can do to better support the current and future needs of your customers, employees, partners, and suppliers.

Step 5: EMPOWER THOSE IDEAS

Find out which activities you have to eliminate, reduce, increase, or create within your current business operations to support the development of new capabilities.

Step 6: VALIDATE YOUR CAPABILITY DESIGN

Measure the potential impact of your new capabilities on future business performance along with the time it takes to implement them.

Step 7: DEFINE ACTIVITIES

Get specific on the different things you will do, as well as how you will do things differently to allow for effective and efficient capability development.

Step 8: BUILD YOUR ROADMAP

Build a detailed action plan with defined milestones over the next 3, 6 and 9 month that allows cross-functional teams to implement the new capabilities in an agile, interactive process in all areas and on all levels of the business.

Step 9: COMMIT TO EXECUTE

Decide on the methods, structures, processes and tools you will use to ensure you stay on track and accomplish what you have set yourselves up to achieve: Successful and sustainable transformation!

METHODS & PHILOSOPHY

In this workshop, we won't tell you how to transform your business. You are the experts for your own organisation, which is why we will equip you with the insights, methods, and toolsets you need to become change agents yourselves and catalyse transformation in ways that truly work for you.

The training is structured in 3 phases: *Orientation*, *Creation*, and *Implementation*. Each phase includes 3 steps that we will work through in a collaborative and co-creative way to inspire new thinking through new ways of working. To expand on your insights from the 2 day learning experience and inspire real transformation outside the classroom setting, our Kickstart Playbook (80 pages) serves as a guide for you to independently repeat the tried-and-tested 9 step change process in other contexts - even without our help.



CONTENT & FLOW

Phase 1: ORIENTATE

The first sprint is focussed on (1) describing your current business model, (2) identifying your value proposition, and (3) analysing influencing forces:

- For whom are you creating what kind of value?
- Why should customers buy from you (and not a competitor)?
- What are the beliefs, values, and needs of your different customer segments and how do you meet them today?
- How is the buying behaviour of your customers going to change and what can you do to better relieve their pains and create more gains in the future?
- For what value are our customers willing to pay? For what do they currently pay? How are they currently paying?
- Through which channels do your clients want to be reached?
- What type of relationship do you have with each customer segment, and how will they want to interact with you in the future?
- What are the key resources and activities that of our value creation process? Which additional resources and activities do we need to strengthen our unique value proposition?
- Which partners and suppliers are essential for your business operations? What resources do we acquire from them, and in which activities are they involved? How can they support the transformation of your business?
- How have revenue streams increased / decreased over the years? How will they likely shift moving forward?
- How much does each revenue stream of the business contribute to overall revenues? Which stream is more effective than others? Why?
- What are the most significant costs in our current business model? Which key resources and activities are most expensive? What can we do to lower their expenses or increase revenue elsewhere?
- How do all of your business building blocks connect? Which area needs special attention to ensure successful transformation?
- Which internal challenges do you face when it comes to change?
- Which external trends may impact your business in a positive / negative way in the future? Which opportunities might arise and how can you harness them? What kind of threats may occur and what will you do to overcome them?



Social Learning:

Map out your current business model using the Business Model Canvas, develop a customer profile and match it with your Value Map to create a concise value proposition for each customer segment. Then, conduct an analysis of the 4 influencing forces on your business model through a PESTLE Analysis, an evaluation of your partner ecosystem, a trend analysis of changing demands and buyer behaviour, as well as an examination of competing business models. Finish with a SWOT Analysis to summarise the strengths, weaknesses, opportunities, and threats your organisation faces in the next 1, 3, and 5 years.

Phase 2: CREATE

In the second sprint we will (4) collect ideas for new capabilities, (5) empower those ideas, and (6) validate your capability design:

- What must your business be able to do to generate new / greater value for different stakeholders? Which of these things is the business not able to do today?
- What can you do in order to “kill your company” given the challenges of the influencing forces you identified? Which of these things are you doing already? And what can you start doing to avoid these unwanted outcomes?
- What could you eliminate from your business model to support the new capability development? What is not essential, and if eliminated, could save considerable costs?
- What activities could you reduce/increase? Are there some customer needs that are being over-/under-served?
- Which new value could you create? What could you offer to customers that your company isn’t providing them with yet or that isn’t being served at all right now in our market?
- If you eliminate/raise/reduce/create something in a specific area of the business, what would be the effect on customer segments and your value proposition as a whole? What difference would it make? Which new capabilities would empower these shifts? And do you already have them or do they still need to be developed?
- Based on the list of new capabilities that you need to develop, which ones are connected to each other and must be developed in parallel? And are there certain capabilities that are dependent on another? If so, which must be developed first? Do we have the resources (time, money, people) to develop the capability ourselves or are we dependent on any 3rd party?
- How does this capability create value? Is it a pain reliever or gain creator for customers? Does it help us to address a new customer segment? Or does it help us to keep existing customers longer, deepen the relationship with them, offer any up-selling/cross-selling, or even allow us to build a completely new revenue stream?



Social Learning:

Use TRIZ and the 4 Action Framework to brainstorm what your business must be able to do to thrive in the future, but isn’t able to do just yet. Then, work with the SCRUM Matrix to prioritise the new capabilities you need to develop based on the time it takes to implement them, as well as the impact (new/additional value creation) they will have for customers.

Phase 3: IMPLEMENT

In the third and final sprint we will (7) define activities, (8) build your roadmap, and (9) commit to execute:

- Based on your list of validated new capabilities, how can you express each capability in one sentence? What does it mean for your organisation to be capable of this? How does it look like? Does your whole team have the same view?
- What can you remove/change/add in terms of your own behaviours, as well as organisational activities, workflows, processes, tools, resources, investments, communication, compensation, education, training etc. to kickstart the development of each key capability?
- How may people within and outside your organisation react if you initiate the new course of action outlined above? Do you expect resistance, aggression, sabotage, ignorance, anxiety, discussions etc.? If so, from which individuals/departments and what can you do to turn them into supporters, rather than opponents of change?
- What changes do you want to achieve over the next 3, 6 and 9 months by implementing the new capabilities? Who will take responsibility for what action item? How can you harness the power of cross-functional teams to create synergy in the development process?
- Which tools and structures will you use to ensure you stay on track? How often is who going to have what kind of meetings? What sub-teams need to be formed and stay informed? Who will lead and track?



Social Learning:

Apply the RCA Canvas, build a 3-6-9 Roadmap and work with the Purpose-Structures-Processes Framework to kickstart your transformation!

WHAT COMES WITH IT?

- (1) **Best-in-class facilitation:** Our coaches and consultants have collaborated with diverse clients such as LinkedIn, BMW, BASF, Bosch, Tesla, Amazon, and Google, helping groups of 5 to 100+ participants in mid-sized to large companies in more than 50 countries to catalyse successful AND sustainable business transformation.
- (2) **Carefully curated content and context:** We guide your team through our tried-and-tested 9 step transformation process in ways that allow for new ways of thinking through new ways of working. Thus, you will not only learn *what* to do, but *how* to collaborate for better results. Combined with the development of a strong *why* that may guide your journey of change far beyond this workshop, we provide you with a holistic approach that allows for holistic transformation in all areas of the business.
- (3) **A (r)evolutionary leadership mindset:** In all our workshops, we help participants to expand their self-awareness, challenge the status quo, and create meaningful relationships with others to jointly navigate through complex and uncertain times.

“... the value and inspiration from this workshop are spot on!”

Mark Herberger
Manager of Digital Transformation @ Ingram Micro

ABOUT US

triangility is a vibrant community of Learning Designers and Leadership Experts from diverse disciplines who join their forces to pursue on one common goal: To empower positive transformation in people and organisations through the principles, competencies, and practices of New Leadership.

We believe that the world needs more than just great management:

It needs human-centred innovation. Diversity and liberated workplaces. More dialogue than discussion. Digital and technological saviness. Responsibility beyond profits. Systems thinking and agility. Culture consciousness. The creativity of all.

Together we create!

CONTACT



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