

Workshop

# KICKSTART BUSINESS TRANSFORMATION

A step-by-step process for catalysing business model (r)evolution



2 Days



Delivery: Classroom / Online



Product Code: KTB

✓ CEO & Directors

✓ Business Manager

✓ Change Agents & Business Transformation Experts

✓ OD Experts

## DESCRIPTION

Did you know that only 47% of executives are confident that their change initiatives will result in actual organisational transformation? Since many business transformations fail, KPMG conducted a study to identify the top five reasons for that to happen. These include little understanding of the complexity of one's business model and environment, the inability to come up with innovative business solutions by thinking and acting in radically new ways, a lack of consideration of national and organisational culture when it comes to embedding change, insufficient alignment and integration when it comes to new technologies and existing organisational routines, and finally, no change management plan or poor implementation.

Our Kickstart Business Transformation Workshop solves the very problems that stand in the way of successful organisational (r)evolution. In interdisciplinary teams we will create a shared understanding of your organisation, business model, as well as external influencing factors. By working both analytically and creatively, we will uncover obstacles and opportunities in regards to what and how you have to change as a business. On this basis we decide which new business capabilities you have to develop to thrive in the future and design a detailed roadmap for their implementation.

## TAKE AWAYS

- You will bring together colleagues from other areas of your organisation and develop a common picture of your business model and external influencing factors that impact it
- You will engage in our transformative business process that is both analytical and creative to develop ideas for new business capabilities that will allow you to thrive in the future
- You will design the necessary business capabilities in detail and determine which measurable business outcomes you aim to realise through their development
- You will develop a roadmap for organisational transformation that includes regular reviews and retrospectives to ensure successful change implementation
- You will learn how to work with the analytical tools and creative collaboration methods we have summarised in our Kickstart Business Transformation Playbook in order to continue running your own organisational transformation workshops iteratively and independently

## OVERVIEW

### Phase 1: ORIENTATE

To kickstart the innovation process, you and your team will develop a holistic picture of your current business model and value proposition. Then, you will analyse the four external influencing forces that impact your organisation and determine which changes are necessary to maintain or evolve your value proposition to meet market demands.

### Phase 2: CREATE

In the second phase of the workshop, you will use a variety of creative methods to find, evaluate and elaborate in detail on what your company must be able to do (but cannot do yet) to remain successful despite changing market conditions. This is what we refer to as 'capability design'.

### Phase 3: IMPLEMENT

In the final phase of the workshop, you will determine individual and collective actions and responsibilities for implementing the new business capabilities. You will also define what value each capability should measurably create for your customers and your company. Based on the desired outcomes, you will create a change management plan and detailed roadmap with regular reviews and retrospectives to ensure successful implementation and sustainable transformation.

## METHODS & PHILOSOPHY

We are not here to tell you how to change. Each organisation is a highly unique and complex social organism who you are the real experts for. That is why our intention is to equip you with innovative and effective frameworks, methods, and tools through which you can identify and realise the necessary changes yourself without being dependent on external consultants.

The basic idea of our Kickstart Business Transformation Workshop is: "Teach me how to do it myself". By learning not only how to develop your business model, but how to harness the power of collective intelligence by engaging in iterative and co-creative processes, you can become your own in-house consultants who can generate innovative business solutions on their own - time and time again.



# CONTENT & FLOW

## Phase 1: ORIENTATE

The first sprint focuses on (1) describing your current business model, (2) identifying your value proposition, and (3) analysing influencers:

- For whom do you create 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 are you meeting them today?
- How will your customers' buying behaviour change, and how can you help them overcome challenges and succeed?
- What value are our customers willing to pay for? What are they currently paying for? How are they currently paying?
- What channels do your customers want to be reached through?
- What kind 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 in our value proposition? What additional resources and activities do we need to strengthen our unique value proposition?
- Which partners and suppliers are essential to the business? What resources do we obtain from them, and what activities are they involved in? How can they support the transformation of your business?
- How have revenue streams increased/decreased over the years? How are they likely to change in the future?
- How much do each of the company's revenue streams contribute to total revenue? Which stream is more effective than others? And why?
- What are the key costs in our current business model? Which key resources and activities are the most expensive? What can we do to reduce their costs or increase revenue elsewhere?
- What external trends could have a positive or negative impact on your business in the future? What opportunities might arise and how can you take advantage of them? What threats might arise and what will you do to overcome them?

## Phase 2: CREATE

In the second sprint, we will (4) brainstorm ideas for new capabilities, (5) bring those ideas to life, and (6) validate your capability design:

- What does your company need to be able to do to create new/greater value for various stakeholders? What of these things can't the company do today?
- What can you do to "kill" your business given the challenges of the influencers you've identified? Which of these things are you already doing? And what can you do to avoid these undesirable outcomes?
- What could you eliminate from your business model to support the development of new capabilities? What is not essential and, if eliminated, could save significant costs?
- What activities could you reduce/increase? Are there customer needs that are over-served/under-served?
- What new value could you create? What could you offer customers that your company does not yet offer them or that is not even offered in our market?

- If you cut/increase/decrease/start doing something in a particular area of the business, how would that impact customer segments and your overall value proposition?
- How are the new capabilities you need to develop interrelated and need to be developed in parallel? Are there any dependencies? If so, which ones need to be developed first? Do we have the resources (time, money, personnel) to develop the capability ourselves, or do we rely on third parties?
- How does this capability add value? Is it a facilitator or a benefit to customers? Does it help us target a new customer segment? Or does it help us retain existing customers longer, deepen our relationship with them, offer up-selling/cross-selling, or even create an entirely new revenue stream?

## Phase 3: IMPLEMENT

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

- Can you express each identified capability in one sentence? What does it mean for your organization to have this capability?
- What can you eliminate/change/add in terms of your own behaviours as well as organisational activities, workflows, processes, tools, resources, investments, communications, compensation, training, education, etc. to kick-start the development of each key capability?
- How might people inside and outside your organization react if you initiate the new approach outlined above? Do you anticipate resistance, aggression, sabotage, ignorance, fear, debate, etc.? If so, from which individuals/departments and what can you do to make them proponents rather than opponents of the change?
- What changes do you want to achieve in the next 3, 6, and 9 months by implementing the new capabilities? Who will take responsibility for what actions? How can you leverage the power of cross-functional teams to create synergies in the development process?
- What tools and structures will you use to ensure you stay on track? How often will you hold what type of meetings? What sub-teams need to be formed and kept on track? Who will take responsibility for this and manage it?

# OUR BUSINESS TRANSFORMATION PLAYBOOK

How do we start the transformation?

This is the most common question we receive from executives.

The answer: Start with a *Kickstart*.

This intensive workshop brings together people from different parts of your business to jointly explore changing customer needs, internal organisational challenges, external mega trends, and how the business model has to be transformed to get “future fit” through the design and implementation of new business capabilities. Our Kickstart Business Transformation Playbook (86 pages) is a key part of the workshop and gives you a step-by-step guide on how to continue developing innovative business solutions in iterative cycles on your own after the workshop.



“... 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 sawiness. Responsibility beyond profits. Systems thinking and agility. Culture consciousness. The creativity of all.

## CONTACT



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