QRC Make disruption work

Based on Make disruption work, QRC by Henny Portman, Aug'2019

Delight

- **Lead** (active vision, empower others and live and breathe the customer-first mindset)
- **Act** (let go of the old way, take tough decisions, possibly disrupt your own business, experiment
- **And tell the story** (what-who-when, the bigger picture, why, be honest, be yourself)

Discover

- **Look up** (Disruption curve)
- **How it works** (Customer needs, market share, remove barriers > exponential growth)
- **It's only just the beginning** (Robotics and automation, self-driving vehicles, AI, 3D printers, VR and AR, IoT)

Drive

Forge a winning organization
1. Conversion equation and 5 capabilities: marketing, IT development, category/product management, logistics and operations, data analytics and business intelligence
2. Teams: be multidisciplinary and co-located
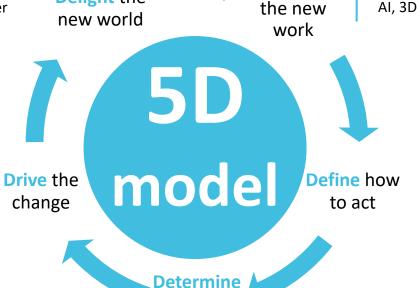3. Location: centralize skills, localize for local knowledge

Forge a winning team
1. Leaders: business builders not guru geeks. Characteristics: adaptable, self-learning, bias to action, analytically strong
2. Staff: 1 per €1m
3. Insource/outsource: own everything

Drive the transformation
1. All wheel drive
2. Give direction
3. Keep driving
4. And looking up

5D model

- Delight the new world
- Discover the new work
- Define how to act
- Determine what you need
- Drive the change

Define

The new rules of the game
1. End customers are the real assets
2. Fat margins get stolen
3. Winner takes all
4. Digital is a new channel
5. People search for needs not brands
6. Customer expect the best, period

The winning strategy
1. Be customer-first
2. Be early
3. Be bold
4. Be active
5. Be acquisitive
6. Be strong
7. Rethink your KPIs

Determine

Organization-wise, you'll need:
1. Purpose
2. Talent
3. A customer-first culture

and to
1. Test-and-learn
2. Start small and stay close
3. Organize according to horizon

Technology-wise, you'll need to:
1. See tech as a business driver
2. Test-and-learn
3. Future-proof: 4 principles: go modular, prioritize, connect, manage
4. Evolve out of the past

Make Disruption Work
a CEO handbook for digital transformation
Alexandra Jankovich & Tom Voskes