# Prosjektledelse Gamification

Entreprenørskap og prosjektledelse
i mediebransjen

Prof. Dr. Nils Högsdal,
HdM Stuttgart, September 10th 2015

# Structure

1. Introduction
2. Business Models
3. The Lean Startup approach: origin and development
4. Corporate Entrepreneurship
5. Changing the attitude –
   TOPSIM management simulation

# Prof. Dr. Nils Högsdal: Academic career



- Studies of Business Administration at the University of Tuebingen and Texas A&M University 1993-1999

- Ph.D. student at the university of Tuebingen from 1999 – 2004 (full time until 2000)

- Various teaching assignements from 1997 onwards

- Design of a number of management simulations with a focus on Entrepreneurship

- Accepted a full-time professorship at Hochschule der Medien (Stuttgart Media University) in 2012

- Focus of research: Lean Startup and Management Wargaming

HOCHSCHULE DER MEDIEN

# Prof. Dr. Nils Högsdal: Entrepreneurial Experience

- An Entrepreneur having
  - Asset Deal and new venture (1999)
  - Growth with a strategic Investor (2001)
  - Internationalisation with a new strategic Investor (2005)
  - Exit as a shareholder (2008)
  - Professor for Corporate Finance & Entrepreneurship (2012) at der Hochschule der Medien in Stuttgart
  - New „Master in innovative Entrepreneurship" together with the (Technical) University of Stuttgart
- Coach and Investor for startups
- Inventor of the German High-School competition „Jugend Gründet"
- Regular trips to Silicon Valley

# Learning Objectives

- We will discuss the role of business models innvoations

- You will understand the lean startup approach

- See how large players in the media industry are using corporate entrepreneurship approaches for business model innovations

- You will see in a management simulation how to bring new approaches and change into an organitation

Business Models

# 2. „WHAT IS YOUR BUSINESS?" (PETER DRUCKER)

# A quick quiz: the business of coffee

- Question: by what percentage did the annual spending on coffee increase over that past 15 years?

Sie sind der Grund, weshalb sich ungeachtet der Bohne, die letztlich in die Tasse kommt, der Preis, den viele hierzulande pro Tasse zahlen, in den wenigen Jahren locker versechsfacht hat, weil die einzeln verpackten Miniportionen viel teurer sind als das herkömmliche Pfund Bohnen. Das lässt die Gewinne von Kaffeefirmen wie Nespresso sprudeln. Und deswegen wächst der Umsatz der Branche insgesamt auch in traditionellen Kaffeeländern weiter, selbst wenn der Pulverabsatz ganz leicht sinkt. Mehr als jeder dritte Haushalt hat laut Erhebungen des Kaffeerösters Tchibo bereits eine Pad-Maschine, fast jeder achte einen Kapselautomaten.

# Print as a business model?

Google übertrifft Print in den USA
Werbeumsätze von 2004 bis 2012 in Milliarden US-Dollar

US-Zeitungen* · US-Magazine · Google (weltweit)
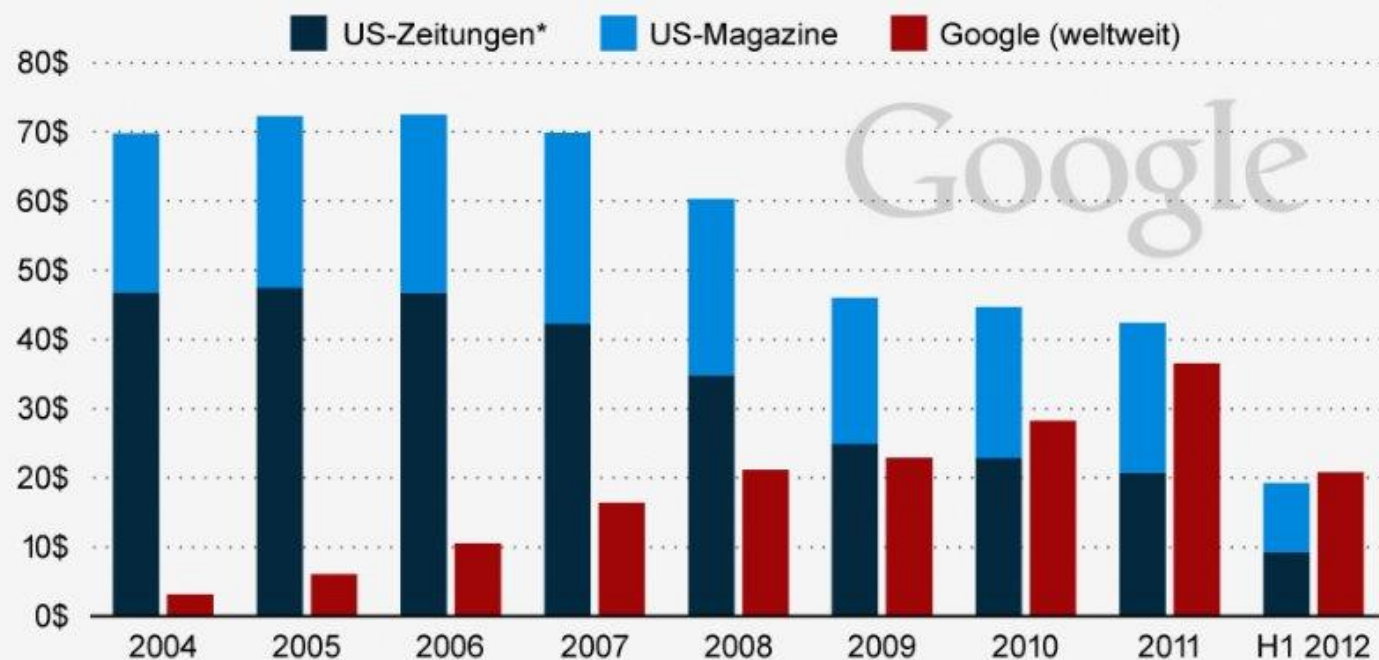
* ohne Werbung auf Zeitungs-Webseiten

statista — Das Statistik-Portal · creative commons · Quelle: Google, NAA, PIB
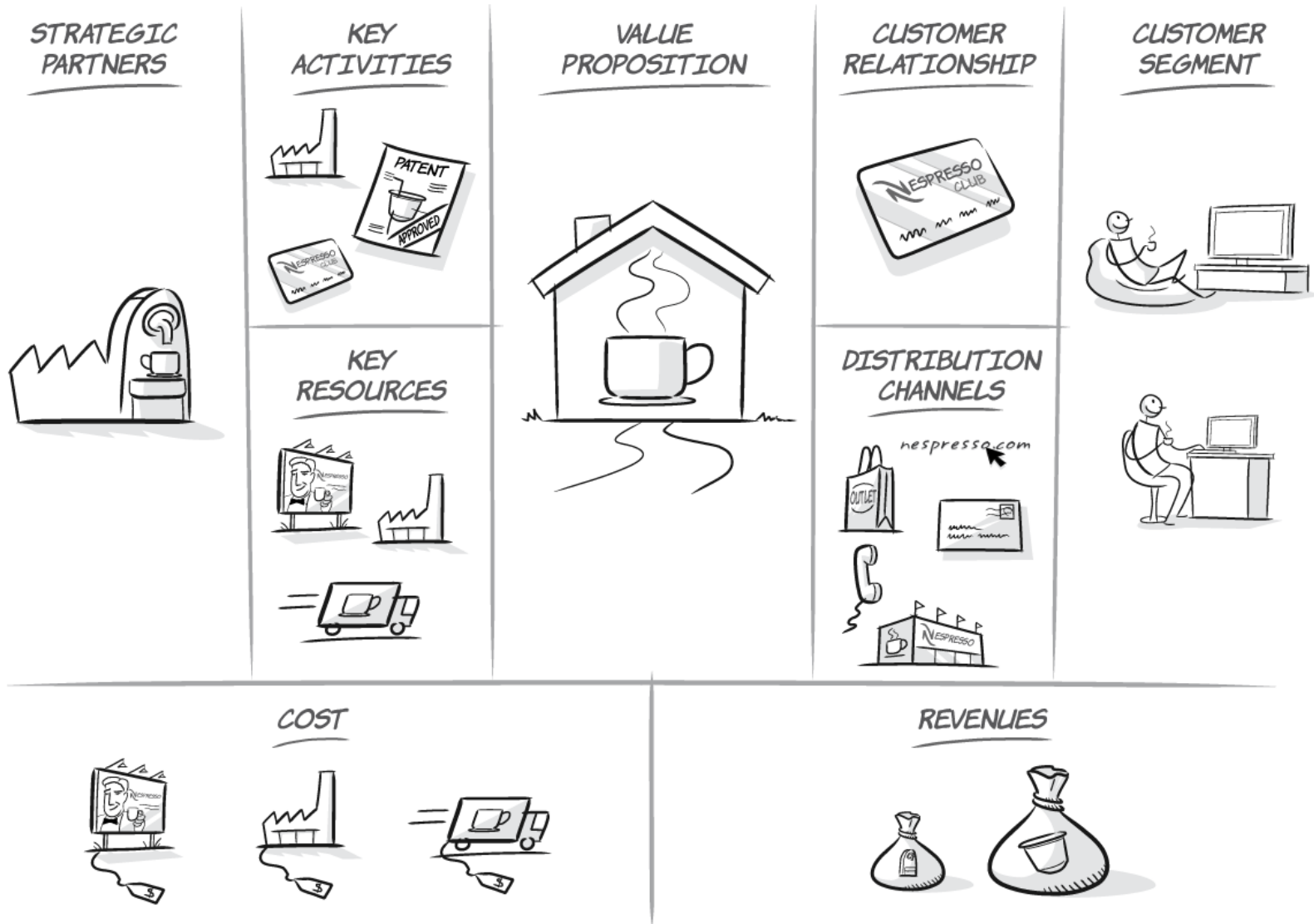
# Examples for Business Models

- What is the business of the following companies:
  - Apple
  - Google
  - Facebook
  - Your trusted local newspaper
- Keep the following questions in mind
  - What is the value created for clients and partners?
  - How is the value generated and what is the „packaging" for various partners?
  - Where are the revenues comming from?

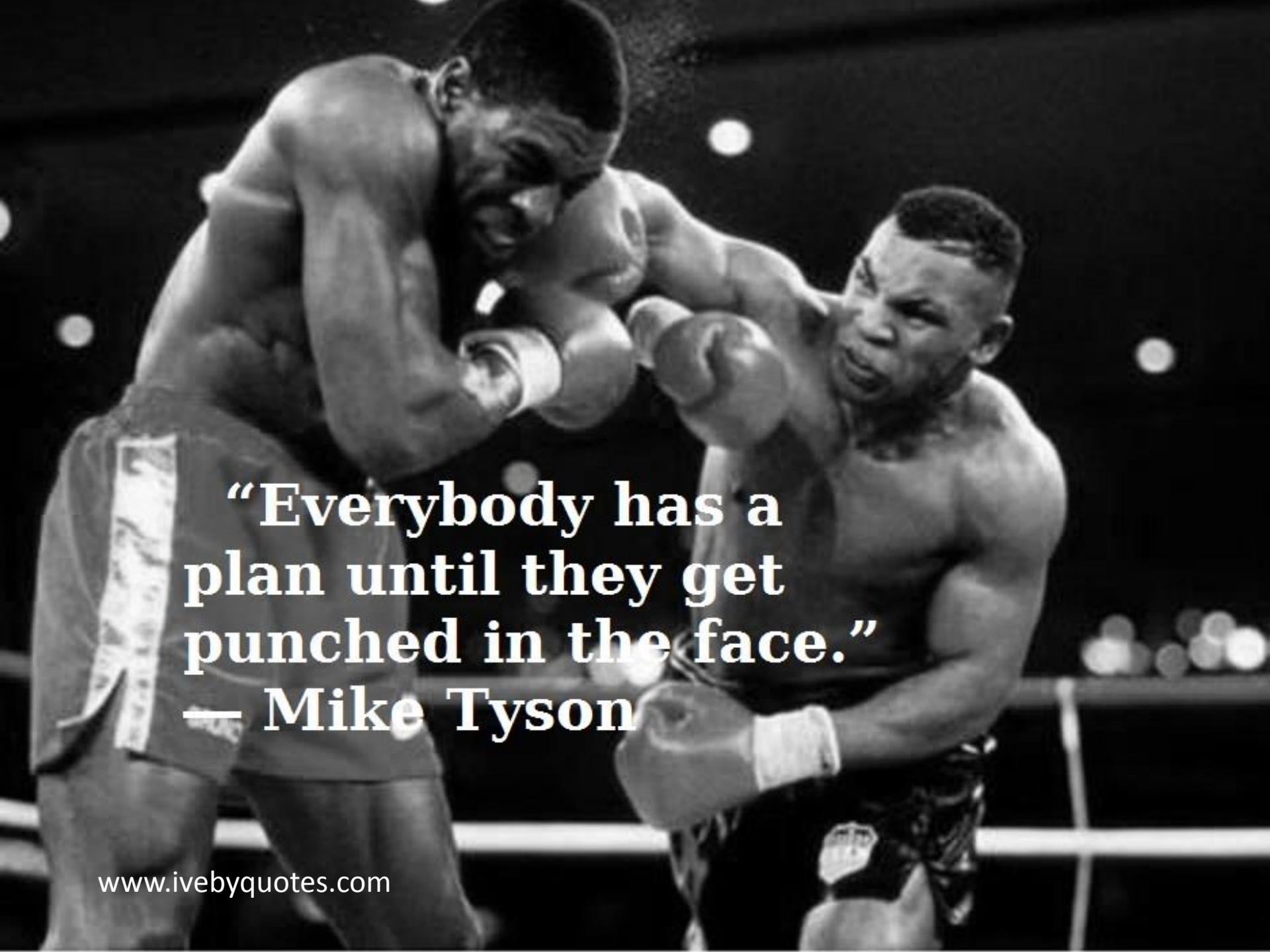# The Business Modell Canvas by Osterwalder and Pigneur as the new standard



drawings by JAM

# Back to Nespresso

Developping Business Models

# 3. THE LEAN STARTUP APPROACH

"Everybody has a plan until they get punched in the face."
— Mike Tyson

# Food for thought

- Question 1: what percentage of startups fail?
  - Answer: depending on the statistics: between 60% an 95%
  - Only 5% of the startups execute according to their their business plan
- Question 2: Why do startups fail?
  - Lack of capital/funding?
  - ...
  - A flaw in the business model!

# Report: 75% of Venture-backed Start-ups Fail

BY JOHN MCDERMOTT

One Harvard Business School professor says that a high number of venture-backed start-ups kick the bucket, while the industry says otherwise.

91 SHARES

When it comes to venture capital, maybe you shouldn't believe the hype.

About 75% of U.S. venture-backed start-ups fail, according to Harvard Business School senior lecturer Shikhar Ghosh.

The failure rate Ghosh reported to the *Wall Stree Journal* is far higher than industry reported failure rates, which range from 20% to 30%. The National Venture Capital Association, for instance, estimates that only 25% to 30% of venture-backed start-up fail completely.

Ghosh told the outlet that venture capitalists "bury their dead very quietly."

But the discrepancy may be due to different definitions of failure, he added. Ghosh's research estimates 30% to 40% of high potential start-ups end up liquidating all assets--a failure by any definition. But if a start-up failure is defined as not delivering the projected return on investment, then 95% of VC companies are failures, Ghosh said.

# Lean Startup
# Framework and definition

- Definition: a startup is
  - temporary organization designed to search
  - for a repeatable and scalable business model
- Startups Fail Because They Confuse *Search* with *Execute*
- The Lean Startup Framework comprises a set of tools and processes aimed at validating hypothesis about customers early while staying agile in the process

# Key Elements
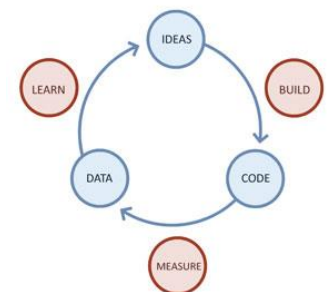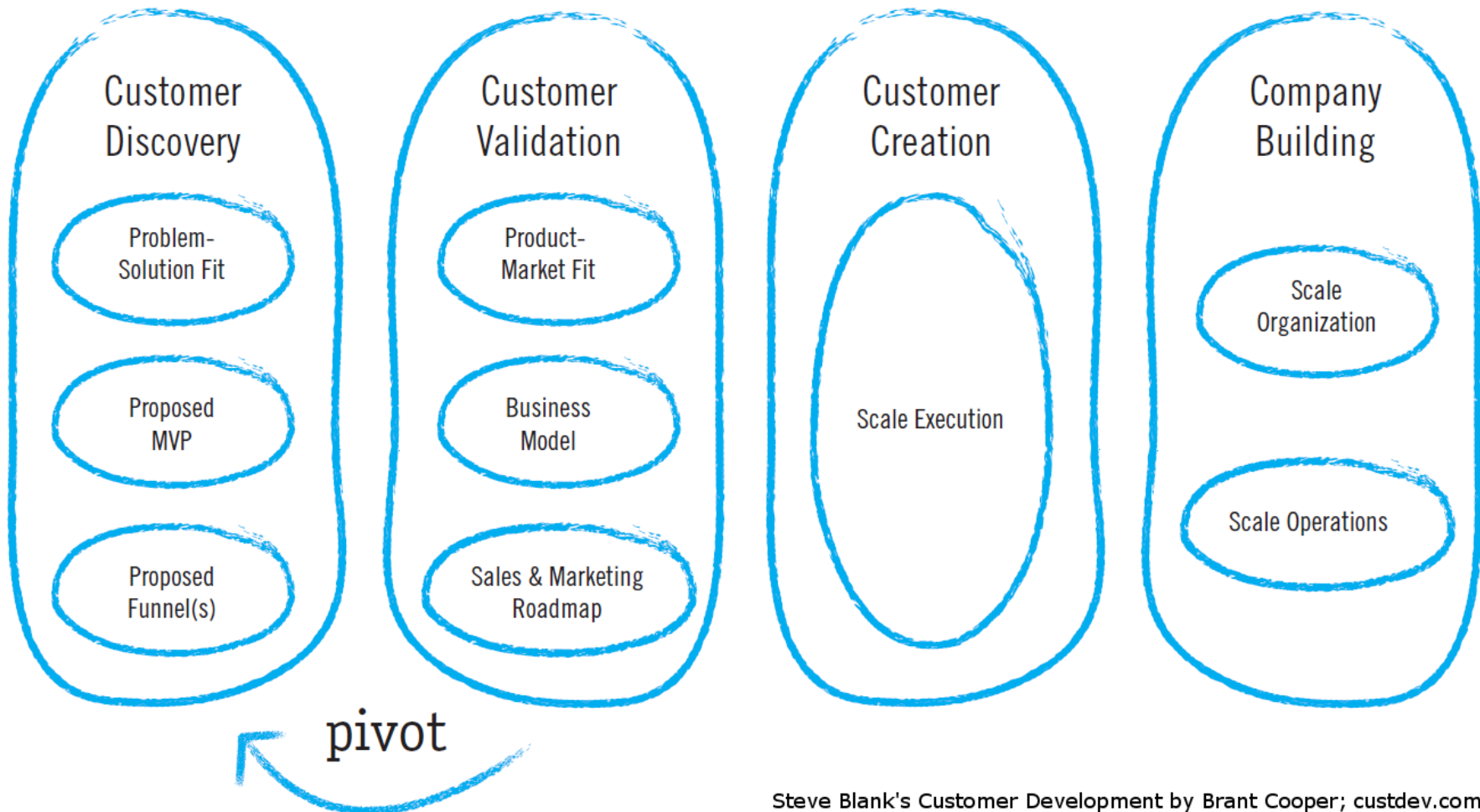


- Structure: The Business Model Canvas

- Process: Customer Discovery/ Development /… process



- Individual Concepts such as

  - „Minimum Viable Product"

  - „Pivot"

  - Innovation in small batches (Continous deployment/split testing) and

  - Build-Measure-Learn (Actionable Metrics)
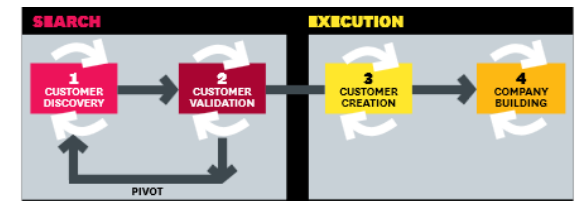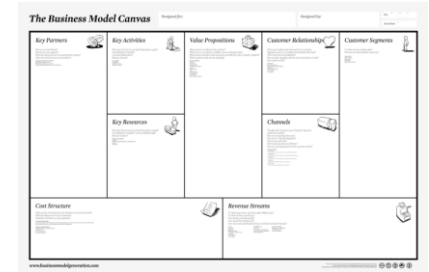


Minimize *TOTAL* time through the loop

# Customer Development is
## *how you search* for the model

# Back-up: Business Model Canvas

**Key Partners** — 6

Who are our Key Partners?

Who are our key suppliers?

What are we getting from them? Giving them?

**Key Activities** — 7

What Key Activities do we require? Manufacturing? Software? Supply chain?

**Key Resources** — 8

What Key Resources we require? Financial, physical, IP, HR?

**Value Propositions** — 1

Which of our customer's problems are we helping to solve?

Which customer needs are we satisfying

What are the Key Features of our product that match customers problem/ need?

**Customer Relationships** — 4

How will we Get, Keep and Grow Customers?

**Channels** — 3

Through which Channels do our Customer Segments want to be reached?

**Customer Segments** — 2

Who are our most important customers?

What are their archetypes?

What Job do they want us to get done for them?

**Cost Structure** — 9

What are the most important costs inherent in our business model? Fixed? Variable?

**Revenue Streams** — 5

How do we make money? What's the revenue model? Pricing tactics?

Innovation

# 4. CORPORATE ENTRRENEURSHIP

# From grassroots to mainstream?

https://archive.harvardbusiness.org/cla/web/pl/product.seam?c=25903&i=25905&cs=f85785d3580feb87e2bce1535af10c2f

**Harvard Business Review**

REPRINT

SPOTLIGHT ON ENTREPRENEURSHIP

Why the Lean Start-Up Chang[e] Everything

by Steve Blank

## Listen to Customers

During customer development, a start-up searches for a business model that works. If customer feedback reveals that its business hypotheses are wrong, it either revises them or "pivots" to new hypotheses. Once a model is proven, the start-up starts executing, building a formal organization. Each stage of customer development is iterative: A start-up will probably fail several times before finding the right approach.

**SEARCH**

**EXECUTION**

1 CUSTOMER DISCOVERY → 2 CUSTOMER VALIDATION → 3 CUSTOMER CREATION → 4 COMPANY BUILDING

PIVOT
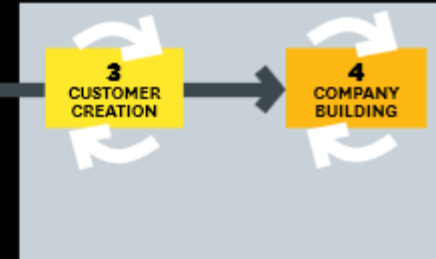
**1** Founders translate company ideas into business model hypotheses, test assumptions about customers' needs, and then create a "minimum viable product" to try out their proposed solution on customers.

**2** Start-up continues to test all other hypotheses and tries to validate customers' interest through early orders or product usage. If there's no interest, the start-up can "pivot" by changing one or more hypotheses.

**3** The product is refined enough to sell. Using its proven hypotheses, the start-up builds demand by rapidly ramping up marketing and sales spending, and scales up the business.

**4** Business transitions from start-up mode, with a customer development team searching for answers, to functional departments executing its model.

# The Business Modell as the new holy grale

Incremental innovation has been and continues to be main performance engine, but business model innovation expected to play a bigger role moving forward

|  | In the past | Going forward | Change |
|---|---|---|---|
| The improvement of existing products or services | 83% | 79% | -4pts |
| The development of entirely new products or services | 63% | 66% | +3pts |
| The development of new business processes to improve profitability | 61% | 63% | = |
| The development of more affordable new products and services | 56% | 56% | = |
| The development or improvement of products customized to local needs | 55% | 53% | = |
| The development of new business models | 46% | 52% | +6pts |
| The development of more sustainable processes, products or services | 44% | 48% | +4pts |
| The development of new customer services | 39% | 42% | +3pts |

The improvement of existing products or services

The development of new business models

Source:
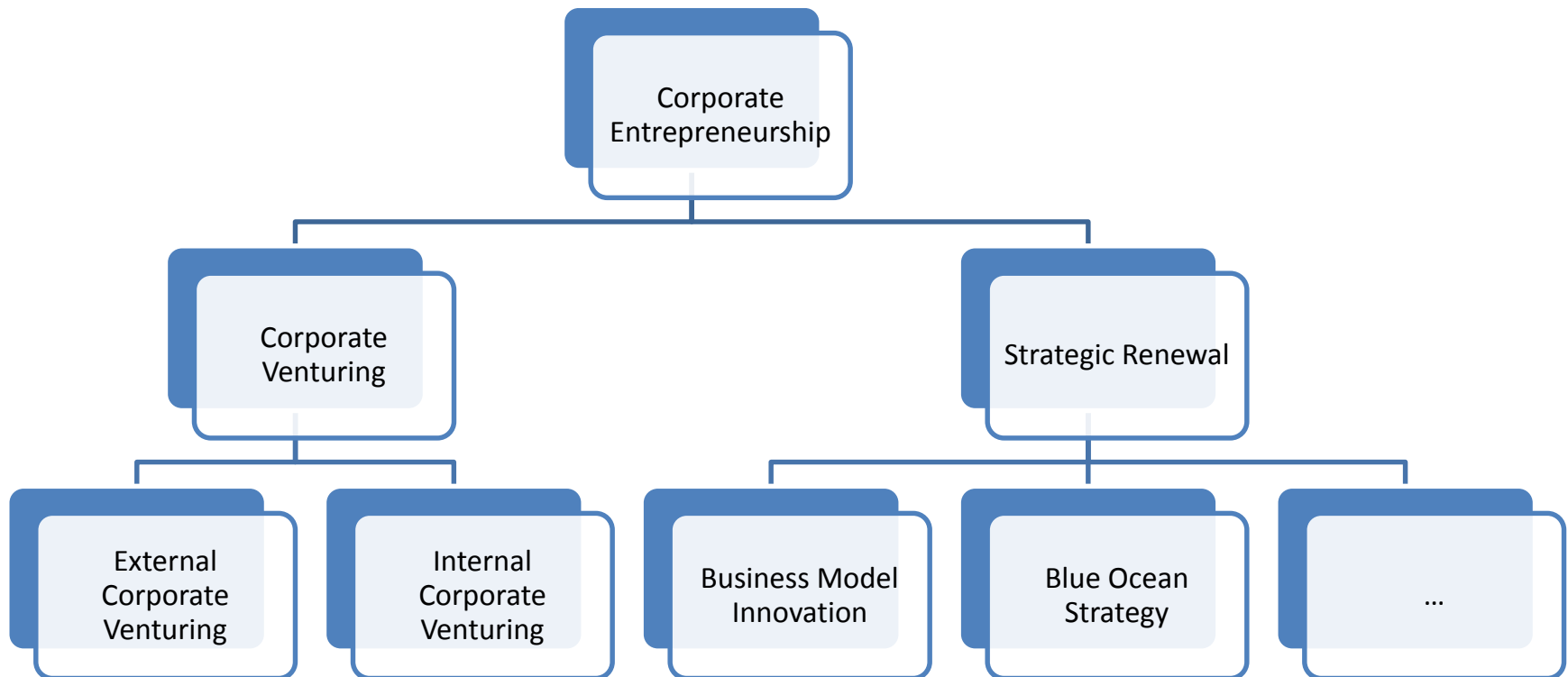http://www.ge.com/sites/default/files/Innovation_Overview.pdf

# Definition: Corporate entrepreneurship

"Corporate entrepreneurship encompasses two types of phenomena and the processes surrounding them:

1. The birth of new businesses within existing organizations, i.e. internal innovation or venturing, and

2. the transformation of organizations through renewal of the key ideas on which they are built, i.e. strategic renewal."

(Source: Guth and Ginsberg,
Corporate Entrepreneurship 1990, p. 5).

# Overview



```
                    Corporate
                  Entrepreneurship
                  /              \
      Corporate                    Strategic Renewal
      Venturing                    /      |      \
      /        \          Business Model   Blue Ocean   …
External      Internal     Innovation      Strategy
Corporate     Corporate
Venturing     Venturing
```

24

# (Corporate) Entrepreneurship as a process



**Accelerate**
- Success
- Scaling of the business model, pivot, growth, financing

**Incubate**
- Deployment
- Validation of the Business Model and Product Development

**Ideate**
- Experience
- Innovate, Design Thinking, Prototyping and customer discovery

**Educate**
- Disvovery
- Share the ideas and shift in mind
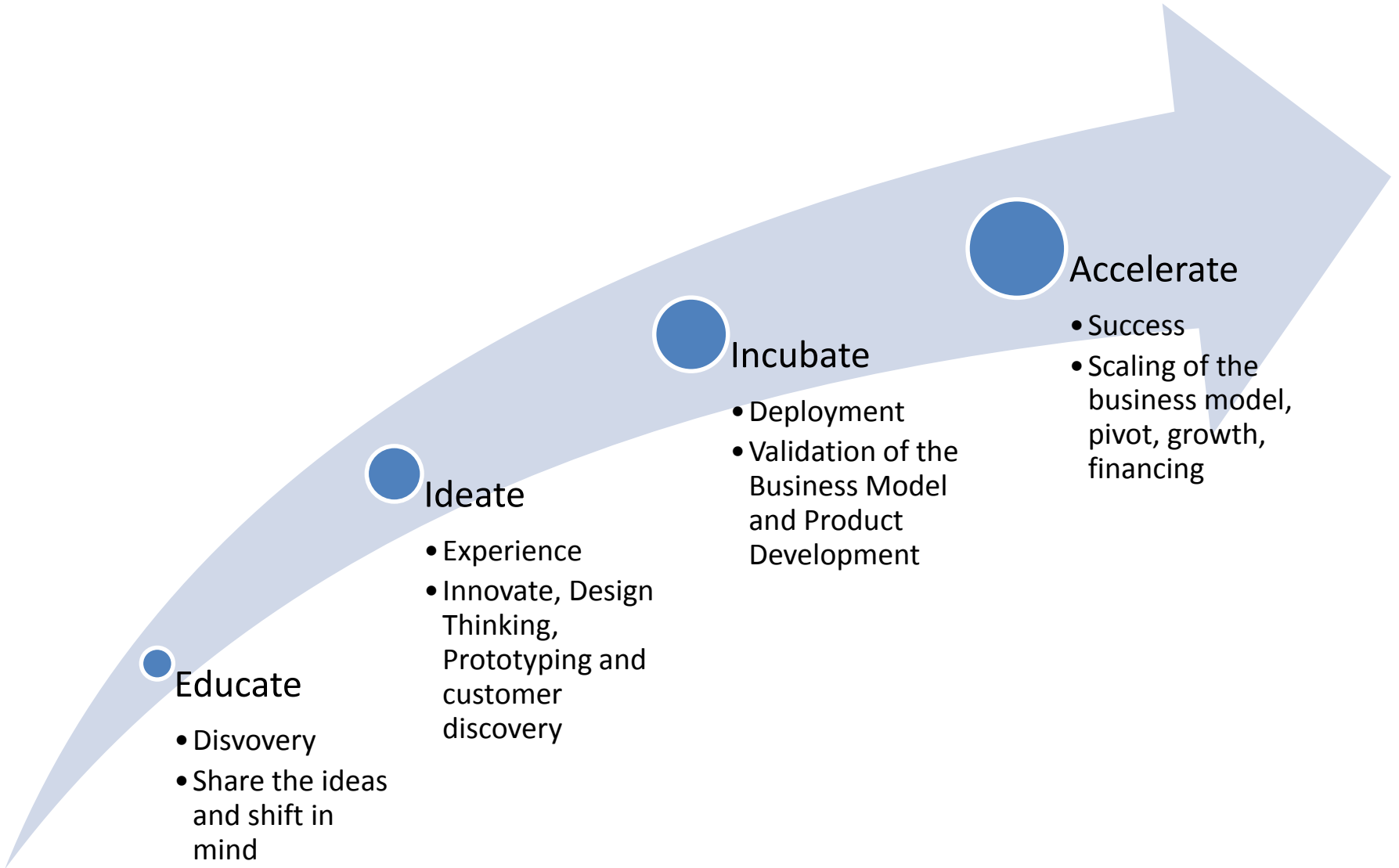
# Case Study: Digital growth by Axel Spinger



**Participation in Project A bridges the gap between early stage and later stage investments**

Early stage

axel springer

PROJECT A VENTURES

AXEL SPRINGER PLUG & PLAY ACCELERATOR

axel springer ideas

| Development | Market entry | Expansion | Monetizing/Maturing |

http://svenruoss.files.wordpress.com/2013/11/bildschirmfoto-2013-11-06-um-21-56-00.png
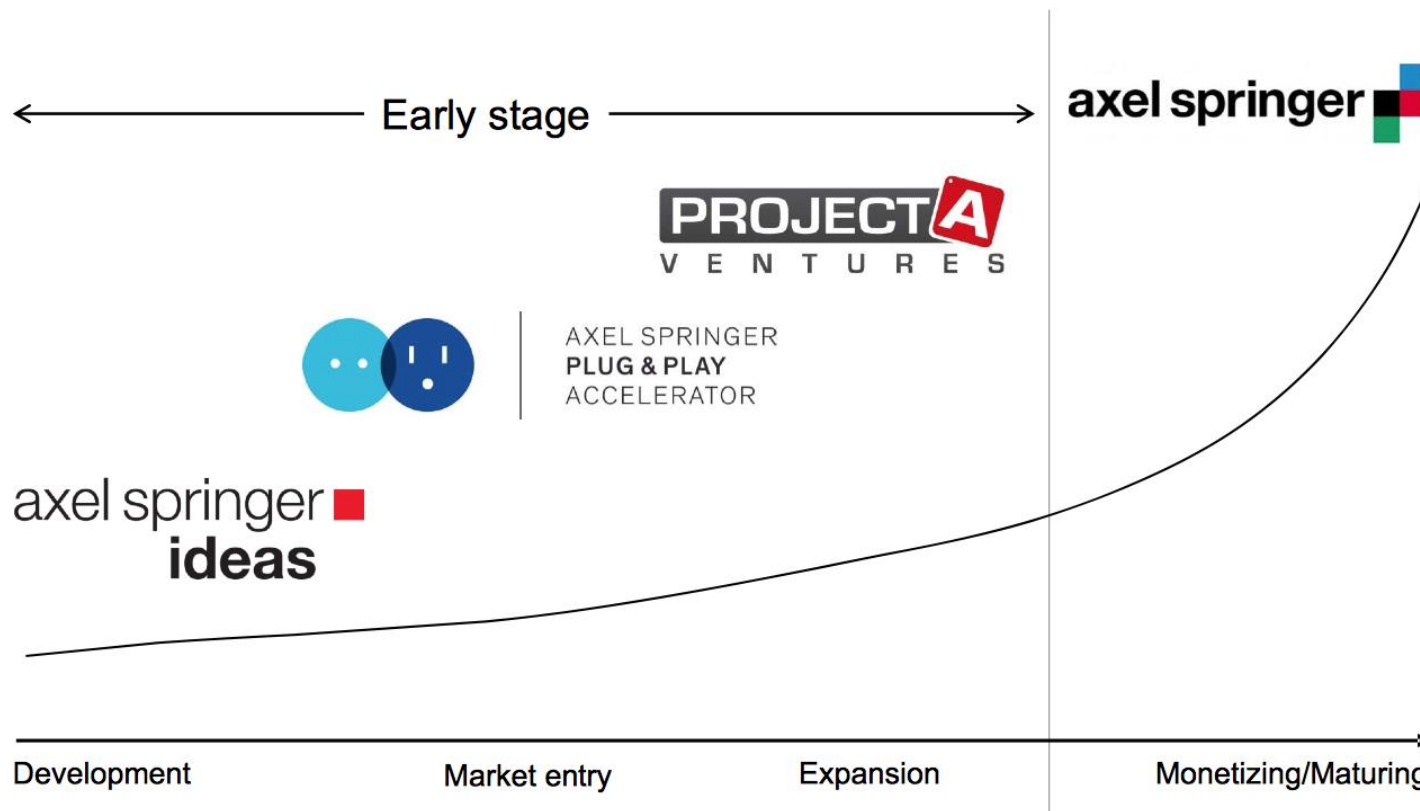
# How Business Models Change

- Revenue Streams: „Freemium"
- How are movies being distributed
- What do you mean in Social Media: „Paid – earned –owned"
- Activities: Who is providing the content for Huffington Post
- Value Proposition: „Information at your fingertips" vs. „All the news that's fit to print"
- Key ressources: „"I really don't know whether we'll be printing the Times in five years, and you know what? I don't care either"
- Customer segments:
- Partners: Virtual Network Operators oder Buchvertrieb über Kindle

# A little more: the 55 patterns

**4. The 55 business model patterns**

| No | Pattern name | Affected BM components | Exemplary companies | Pattern description |
|---|---|---|---|---|
| 1 | ADD-ON | What Value | Ryanair (1985), SAP (1992), Sega (1998) | The core offering is priced competitively, but there are numerous extras that drive the final price up. In the end, the costumer pays more than he or she initially assumed. Customers benefit from a variable offer, which they can adapt to their specific needs. |
| 2 | AFFILIATION | How Value | Amazon Store (1995), Cybererotica (1994), CDnow (1994), Pinterest (2010) | The focus lies in supporting others to successfully sell products and directly benefit from successful transactions. Affiliates usually profit from some kind of pay-per-sale or pay-per-display compensation. The company, on the other hand, is able to gain access to a more diverse potential customer base without additional active sales or marketing efforts. |
| 3 | AIKIDO | Who What Value | Six Flags (1961), The Body Shop (1976), Swatch (1983), Cirque du Soleil (1984), Nintendo (2006) | Aikido is a Japanese martial art in which the strength of an attacker is used against him or her. As a business model, Aikido allows a company to offer something diametrically opposed to the image and mindset of the competition. This new value proposition attracts customers who prefer ideas or concepts opposed to the mainstream. |
| 4 | AUCTION | What Value | eBay (1995), Winebid (1996), Priceline (1997), Google (1998), Elance (2006), Zopa (2005), MyHammer (2005) | Auctioning means selling a product or service to the highest bidder. The final price is achieved when a particular end time of the auction is reached or when no higher offers are received. This allows the company to sell at the highest price acceptable to the customer. The customer benefits |

ed?

# All the 55 patterns :-)

| | | | | |
|---|---|---|---|---|
| Add-On (Model 1) | Direct Selling (Model 12) | Integrator (Model 23) | Orchestrator (Model 34) | Self-Service (Model 45) |
| Affiliation (Model 2) | E-Commerce (Model 13) | Layer Player (Model 24) | Pay Per Use (Model 35) | Shop-In-Shop (Model 46) |
| Aikido (Model 3) | Experience Selling (Model 14) | Leverage Customer Data (Model 25) | Pay What You Want (Model 36) | Solution Provider (Model 47) |
| Auction (Model 4) | Flatrate (Model 15) | License (Model 26) | Peer-To-Peer (Model 37) | Subscription (Model 48) |
| Barter (Model 5) | Fractionalized Ownership (Model 16) | Lock-In (Model 27) | Performance-Based Contracting (Model 38) | Supermarket (Model 49) |
| Cash Machine (Model 6) | Franchising (Model 17) | Long Tail (Model 28) | Razor and Blade (Model 39) | Target The Poor (Model 50) |
| Cross Selling (Model 7) | Freemium (Model 18) | Make More Of It (Model 29) | Rent Instead of Buy (Model 40) | Trash-To-Cash (Model 51) |
| Crowdfunding (Model 8) | From Push-To-Pull (Model 19) | Mass Customization (Model 30) | Revenue Sharing (Model 41) | Two-Sided Market (Model 52) |
| Crowdsourcing (Model 9) | Guaranteed Availability (Model 20) | No Frills (Model 31) | Reverse Engineering (Model 42) | Ultimate Luxury (Model 53) |
| Customer Loyalty (Model 10) | Hidden Revenue (Model 21) | Open Business Model (Model 32) | Reverse Innovation (Model 43) | User Designed (Model 54) |
| Digitalization (Model 11) | Ingredient Branding (Model 22) | Open Source (Model 33) | Robin Hood (Model 44) | White Label (Model 55) |

Management Simulation TOPSIM – Change Management

# 5. CHANGING AN ORGANIZATION TO BECOME MORE ENTRPRENEURIAL

# 3 Levels of Change

**Row faster!** — Improve outcome without changing the way people work

**Change rudder blade!** — Achieve higher targets by adjusting practices

**Change behavior!** — Adapt to new environment and reach higher performance goals

# Driver of Behavior

What
the leader sees
and attempts
to address

What
the leader
cannot
see and
therefore might
fail to address

**Behavior**

**Mindset**

**Thinking and feeling**

**Values and beliefs**

**Needs being met
or not being met**

We have to
operate on
the hidden drivers

**- the mindset
of individuals
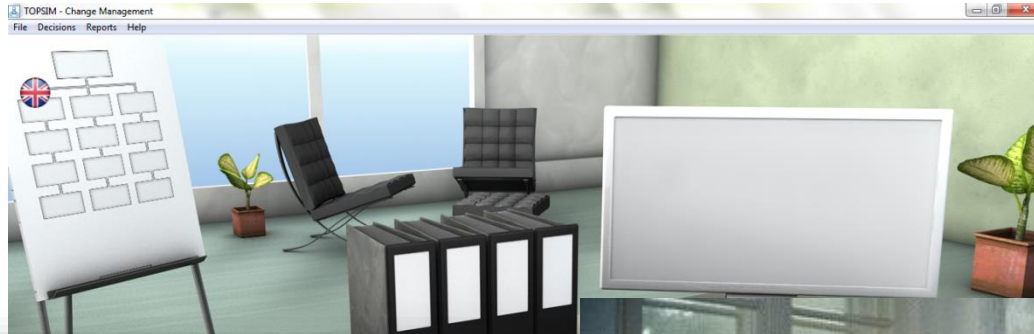and groups -**

to sustainably
change behavior.

# TOPSIM – Change Management

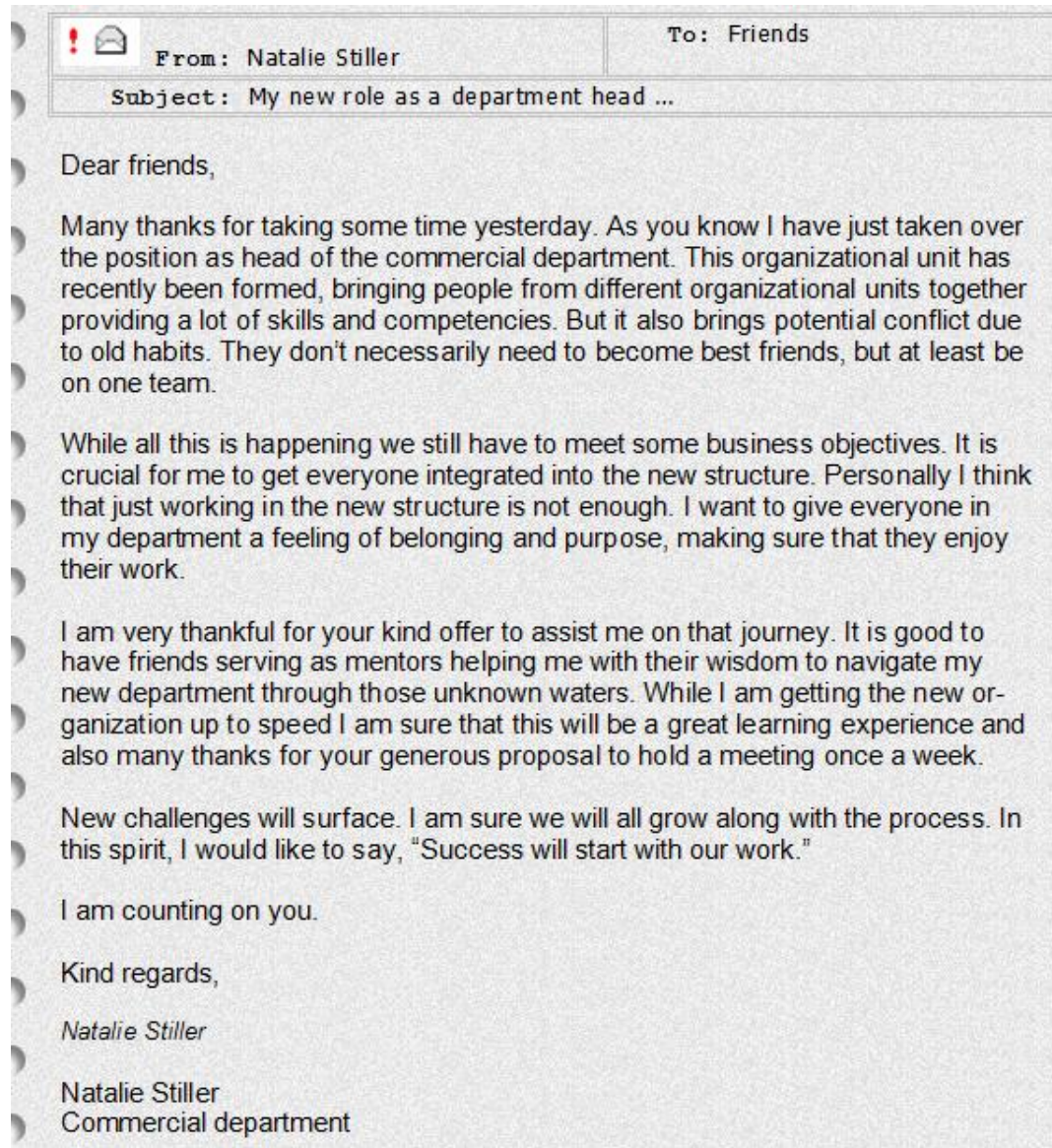## Introduction to the Coverstory
## People Management

Version 4.2

# The Idea

- A Flight Simulator for Managers

# E-Mail from a Friend

**From:** Natalie Stiller   **To:** Friends

**Subject:** My new role as a department head ...

Dear friends,

Many thanks for taking some time yesterday. As you know I have just taken over the position as head of the commercial department. This organizational unit has recently been formed, bringing people from different organizational units together providing a lot of skills and competencies. But it also brings potential conflict due to old habits. They don't necessarily need to become best friends, but at least be on one team.

While all this is happening we still have to meet some business objectives. It is crucial for me to get everyone integrated into the new structure. Personally I think that just working in the new structure is not enough. I want to give everyone in my department a feeling of belonging and purpose, making sure that they enjoy their work.

I am very thankful for your kind offer to assist me on that journey. It is good to have friends serving as mentors helping me with their wisdom to navigate my new department through those unknown waters. While I am getting the new organization up to speed I am sure that this will be a great learning experience and also many thanks for your generous proposal to hold a meeting once a week.

New challenges will surface. I am sure we will all grow along with the process. In this spirit, I would like to say, "Success will start with our work."

I am counting on you.

Kind regards,

*Natalie Stiller*

Natalie Stiller
Commercial department

# The Context

- ## Operations
  - You are looking at the commercial department
  - The department consists of a combination of region-specific and cross-divisional functions

- ## The change incident
  - This department is expected to support internal venture activities and act like a startup
  - This is the first month with the new restructuring

- ## Your role
  - You and your team are friends of the department head
  - Your task is to help her in engaging each and every individual in this department thereby securing its future performance and success

# The 5-Phase Model of the Simulation

TOPSIM – Change Management is based upon a phase model that measures an individual's level of "involvement" while an organization undergoes a change process.

| Awareness | Motivation | Committment | Performance | Anchoring |

Your Target:

- Get everyone engaged and productive in the new structure
- Ensure that necessary knowledge and skills are actively imparted through appropriate instruments and mechanisms (interventions)
- Achieve the highest commitment to the change from all your employees by the end of the change project

# 1ˢᵗ Phase - Awareness

# Your source of information
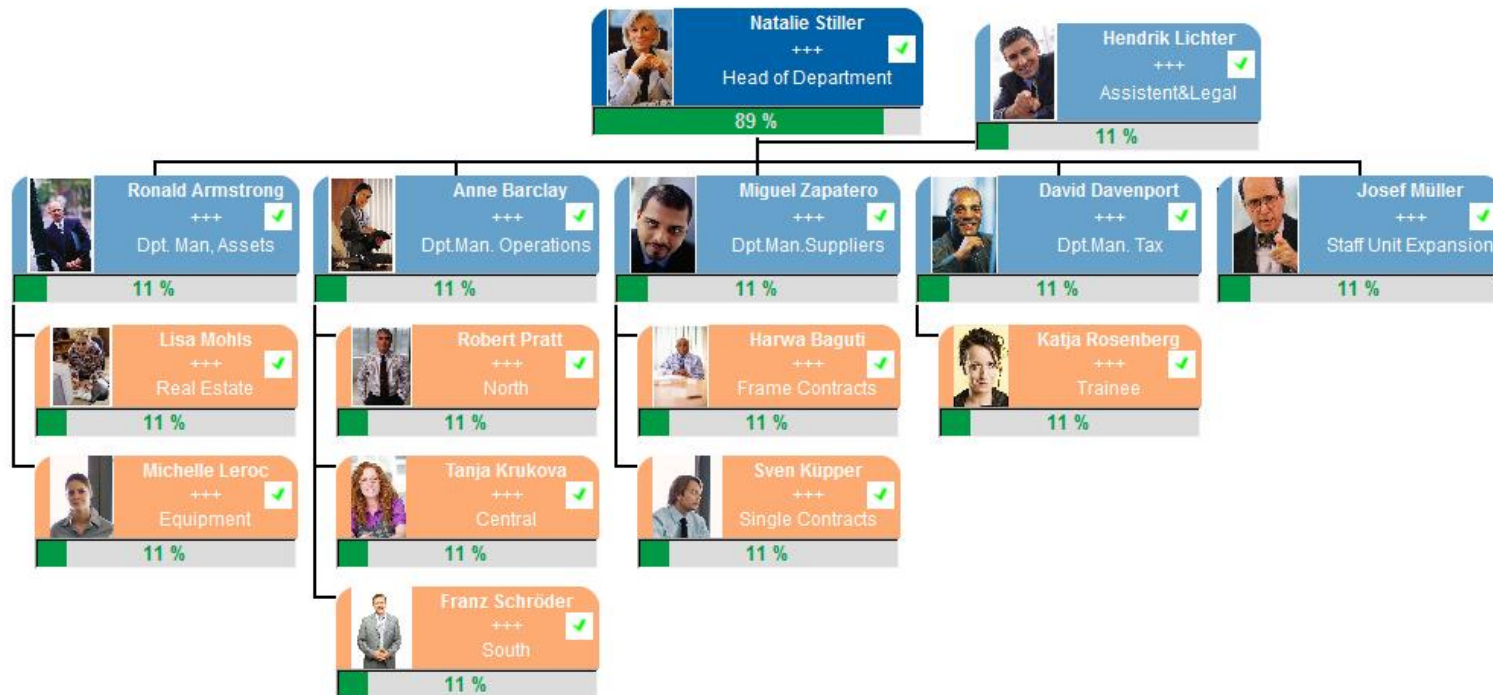
# Personalities (Example)

Name: Natalie Stiller

Position: Department's Head

**Strengths:**
- action-oriented
- strong work ethic
- change Agent

**Weaknesses:**
- impatient with others
- may ignore practicalities
- possible work life imbalance

**Reactions:**

Natalie Stiller likes working where she can achieve immediate visible results. On the other hand she dislikes routine and detail oriented work. She is motivated more by the big picture and goals than by regulations and procedures.

# Relationship Network

# Choice of Interventions

- According to tasks

  Awareness, Motivation, Commitment, Performance, Anchoring/Sustainability

- According to influence
  - "Catch-all"-Interventions
  - "Team"-Interventions
  - "Individual" Interventions

- According to time aspects
  - Certain interventions do have a best effect at a certain moment
  - Effects have a bigger impact by choosing logical successors or predecessors
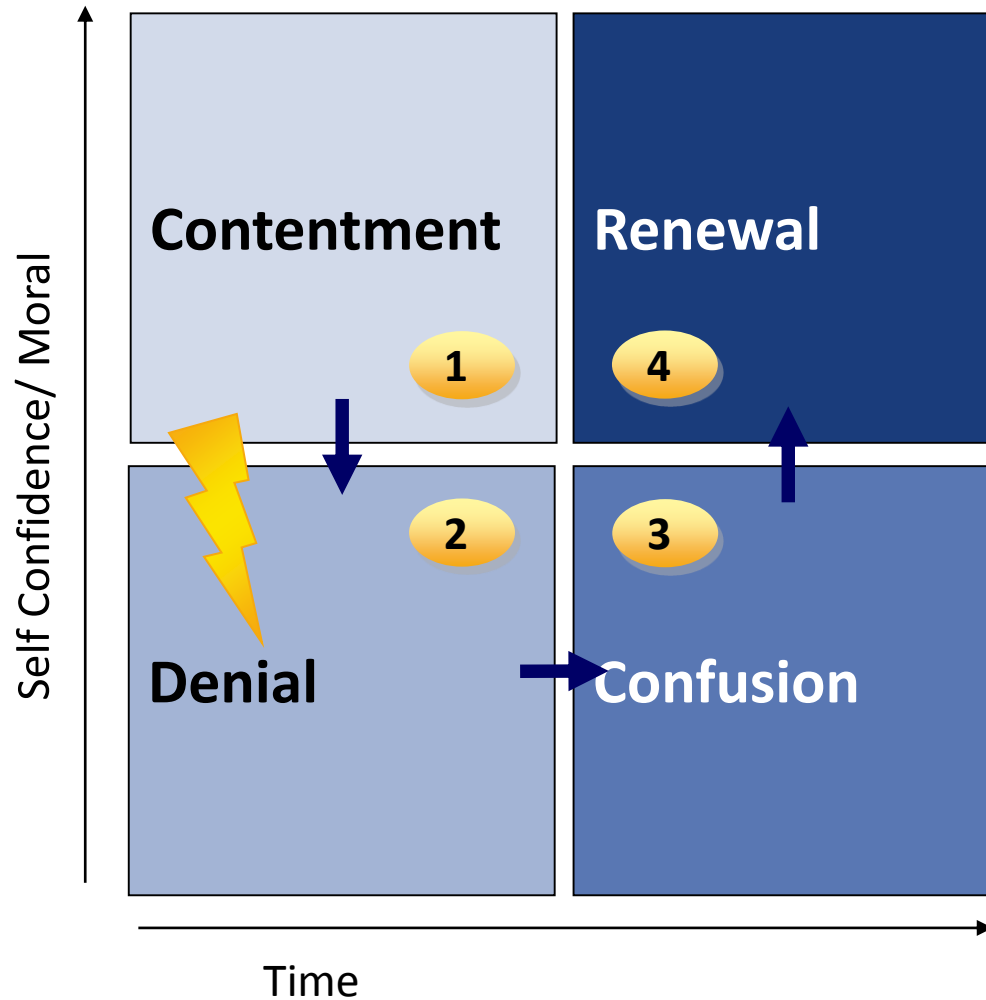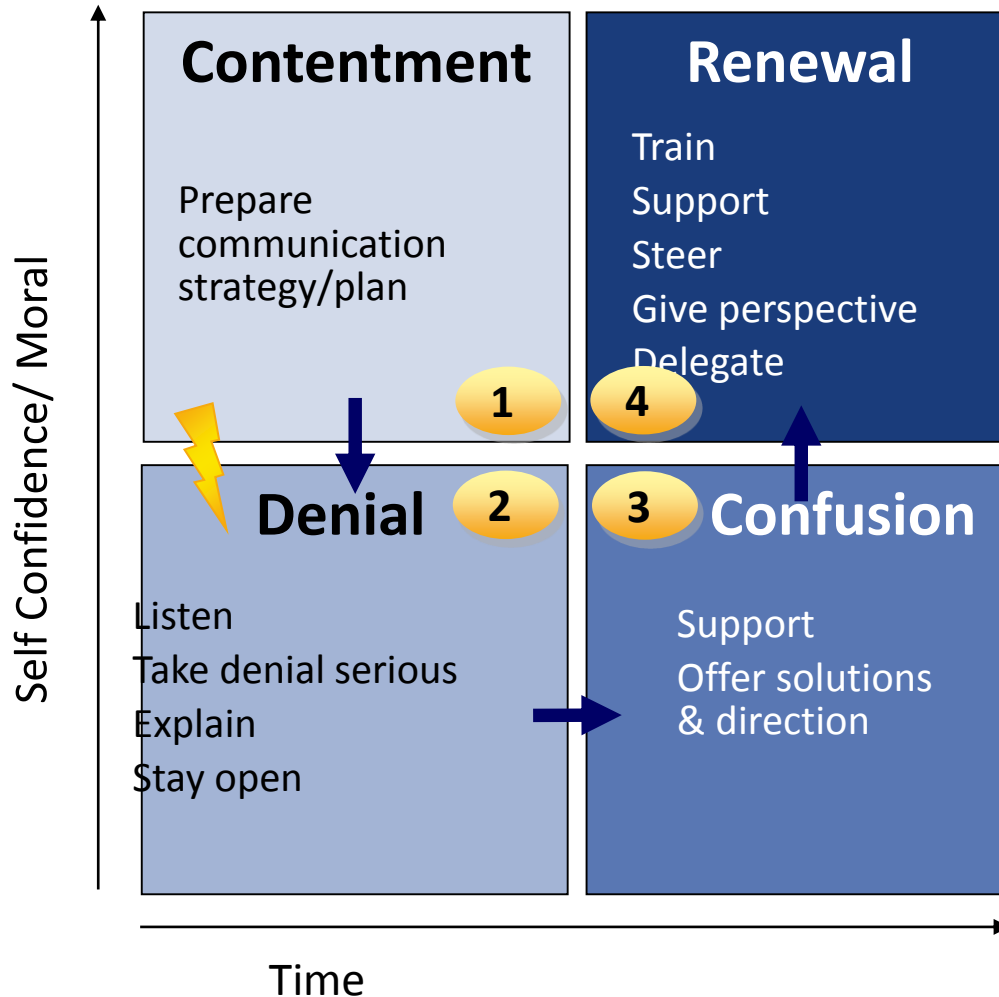
# 1st Month – Creating Awareness

From: Natalie Stiller

To: Friends

Subject: My current challenges ...

Dear Friends,

I have just returned from the management conference. A lot of information was conveyed to me with some things obviously making sense while others still re-quire further explanation and adaptation.

The new structure is implemented and the names of the members of my new team have just been finalized. There are some surprises with Josef Müller being assigned to my department. An independent thinker, he most likely thought that he himself would be heading a department. Let's see if he is willing to integrate. There are some other interesting characters like Armstrong and some people who I have mentored in the past. On the whole, I think they should become a good team despite the fact that they have been on opposite sides of the fence in the past. Even then, I still have to get them up to speed.

Something else is complicating things further. We are just about to move into the freshly renovated offices and all the seating arrangements have been left to my decision.

As a whole most team members know each other, but in some cases they have worked as counterparts and not as colleagues. A lot of job roles have changed to a certain extent and despite existing job descriptions things have not completely moved into a new routine with some tasks still floating around in the department.

Those are some of my immediate to do's:

- Communicate the results of the management conference
- Decide on the new seating assignments for my new team
- Make sure everyone gets to know each other.

Any recommendations and advice would be greatly appreciated, I am counting on you.

Kind regards,

Natalie Stiller
Commercial department

**September**

# Pick your interventions

| Intervention | Yes | Week |
|---|---|---|
| Memo from Department Head | | |
| Department Head Speech | | |
| Kick-Off-Meeting | | |
| Questionnaire | | |
| Assignment New Seating Plan | | |
| Info on Bulletin Board | | |
| Action Plan | | |
| Conversation with the 8 persons showing the least awareness | | |
| Working Lunch with the group heads | | |
| Mediation between Ronald and Natalie due to past differences | | |
| Work out Seating Plan with volunteers from each group | | |
| Fireside Talk with a member of the board | | |
| Outdoor-Training with all team members available | | |
| Brainstorming Meeting with volunteers | | |

# The 4 Room Model of Change
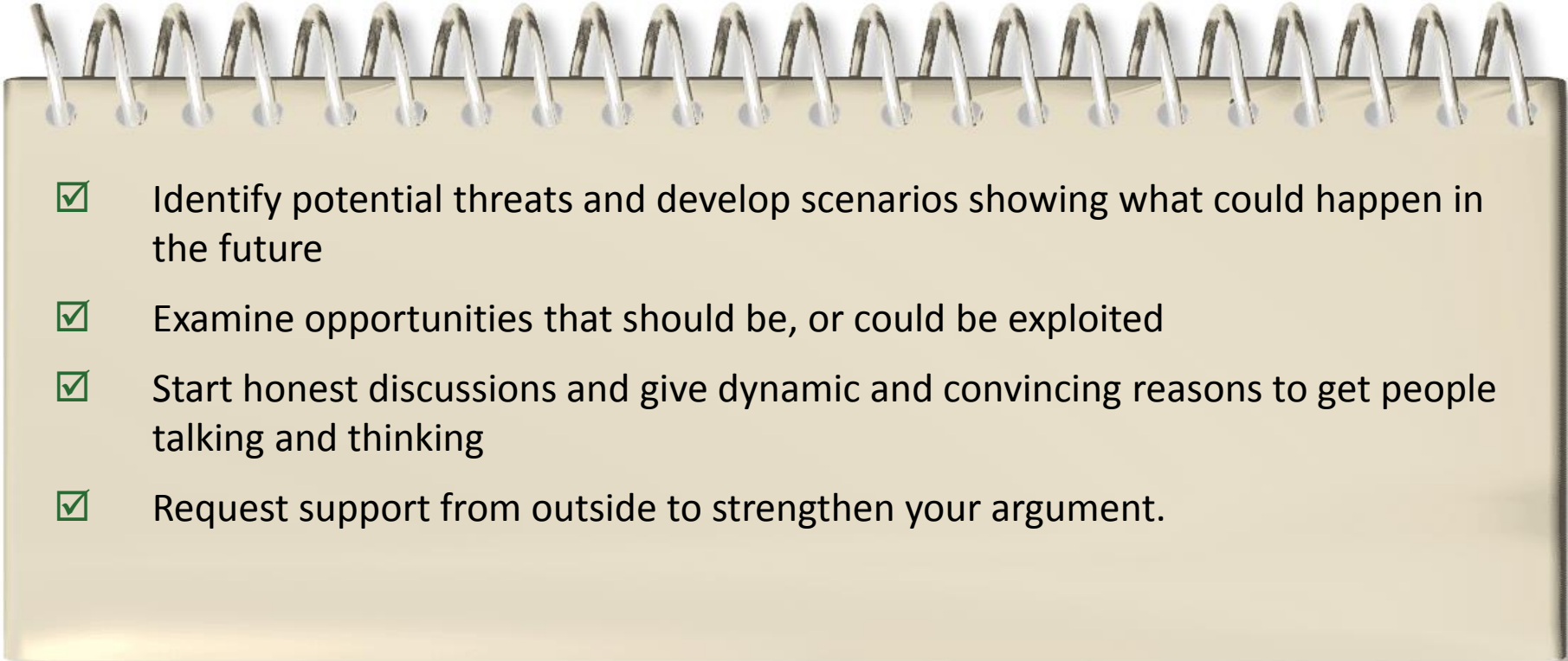
# Required action from a leader



**Self Confidence/ Moral** (y-axis)

**Time** (x-axis)

**Contentment**

Prepare communication strategy/plan

1

**Renewal**

Train
Support
Steer
Give perspective
Delegate

4

**Denial**

2

Listen
Take denial serious
Explain
Stay open

3

**Confusion**

Support
Offer solutions & direction

# 8-Steps Change Model by Kotter

1. Increase urgency

2. Build the guiding team

3. Get the Future Situation clear

4. Communicate the Future Situation

5. Remove obstacles

6. Create short-term wins

7. Keep the change flow going

8. Make it day to day business.
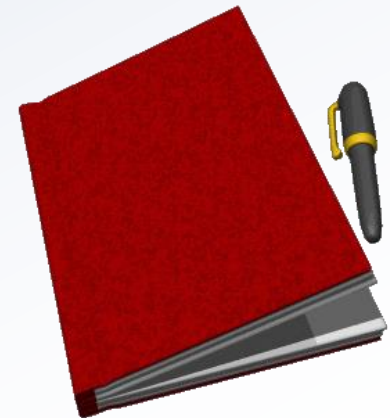
# Step 1: Increase Urgency
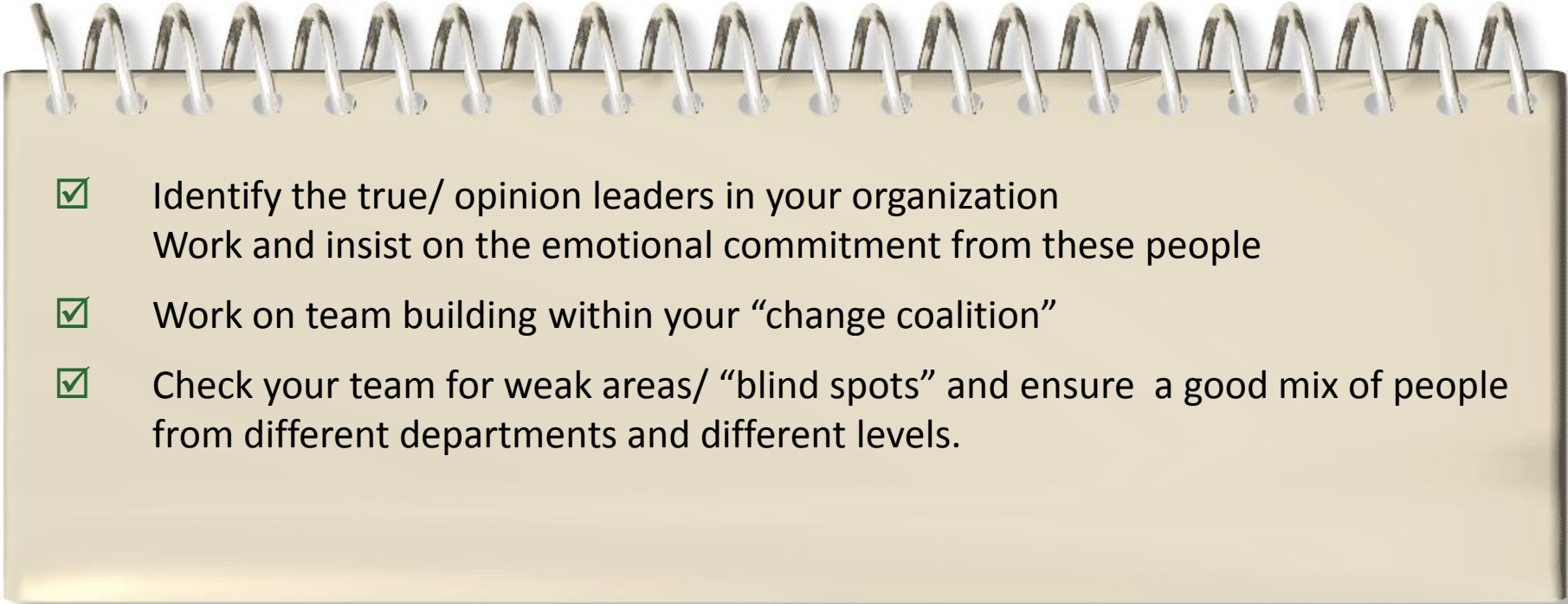
▸ Inspire people to try the lean startup philosophy
▸ Make objectives real and relevant.

☑ Identify potential threats and develop scenarios showing what could happen in the future

☑ Examine opportunities that should be, or could be exploited

☑ Start honest discussions and give dynamic and convincing reasons to get people talking and thinking

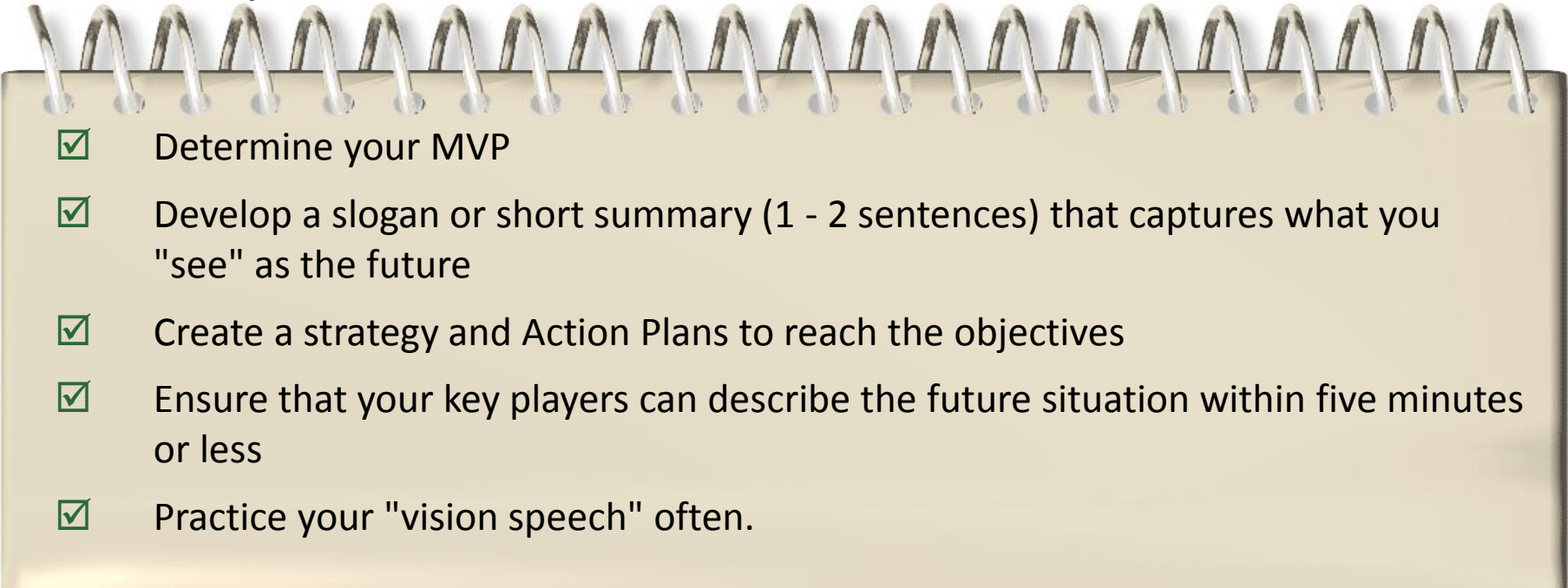☑ Request support from outside to strengthen your argument.

# Step 2: Build a Guiding Team

▸ Choose the key players
▸ Emotional commitment as crucial criterion
▸ Consider the right mix of skills and levels in the team.

☑ Identify the true/ opinion leaders in your organization
Work and insist on the emotional commitment from these people

☑ Work on team building within your "change coalition"

☑ Check your team for weak areas/ "blind spots" and ensure a good mix of people from different departments and different levels.

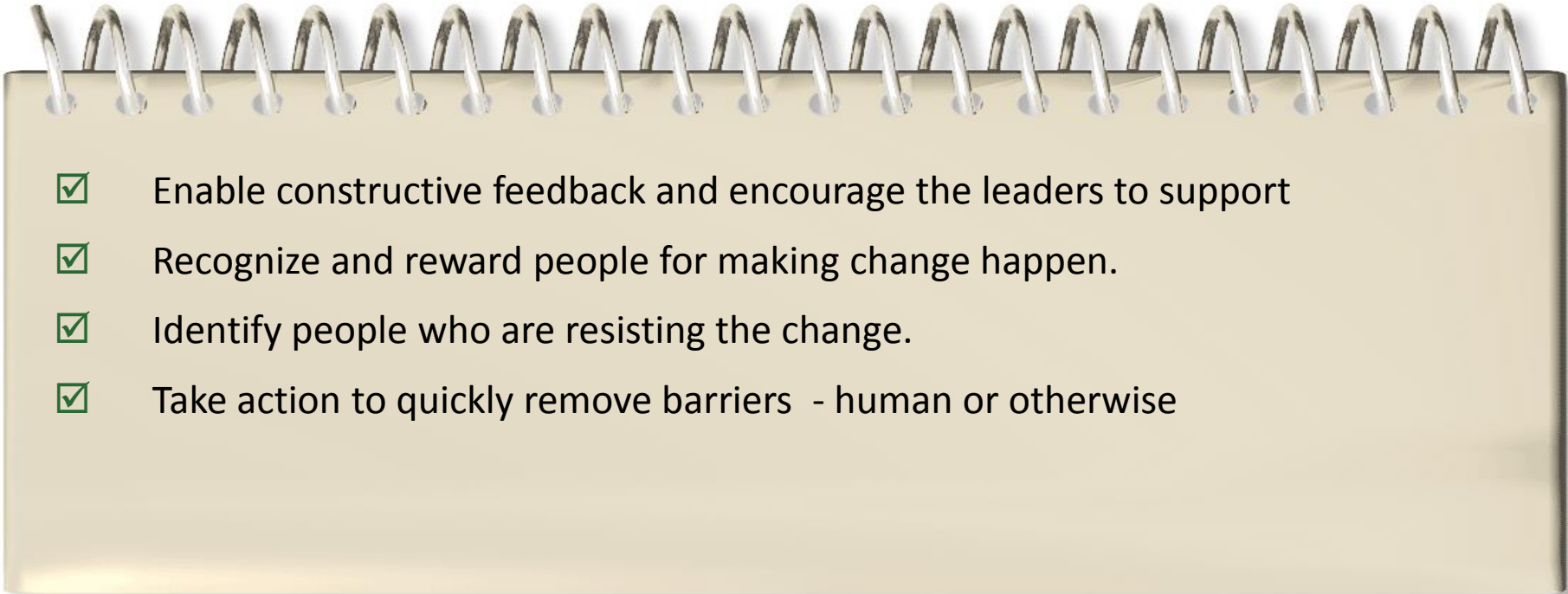# Step 3: Get the Future Situation Clear

▸ Get the team to establish a clear picture of the future situation
▸ Develop a strategy
▸ Focus on emotional and creative aspects necessary to drive service a efficiency.

☑ Determine your MVP

☑ Develop a slogan or short summary (1 - 2 sentences) that captures what you "see" as the future

☑ Create a strategy and Action Plans to reach the objectives

☑ Ensure that your key players can describe the future situation within five minutes or less
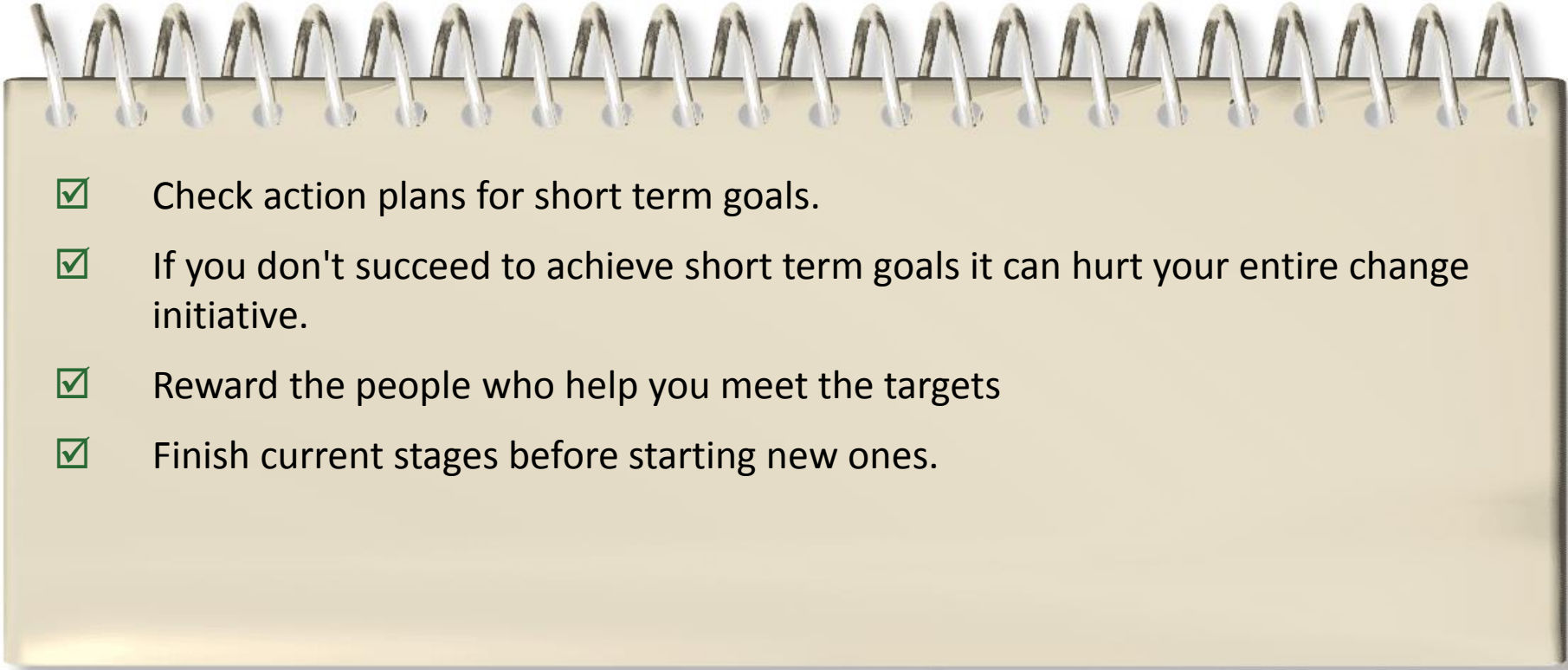
☑ Practice your "vision speech" often.

# Step 4: Communicate the Future Situation

▸ Involve all people concerned
▸ Communicate the essentials
▸ Appeal and respond to peoples' needs.

☑ Talk often about the desired future situation

☑ Openly and honestly address peoples' concerns and anxieties

☑ Apply your slogan to all aspects of operations - from training to performance reviews

☑ Lead by example

☑ Practice your "vision speech" often.

# Step 5: Remove Obstacles

▸ Compare given situation with desired situation
▸ Identify and understand the small failiures.

☑  Enable constructive feedback and encourage the leaders to support

☑  Recognize and reward people for making change happen.

☑  Identify people who are resisting the change.

☑  Take action to quickly remove barriers  - human or otherwise
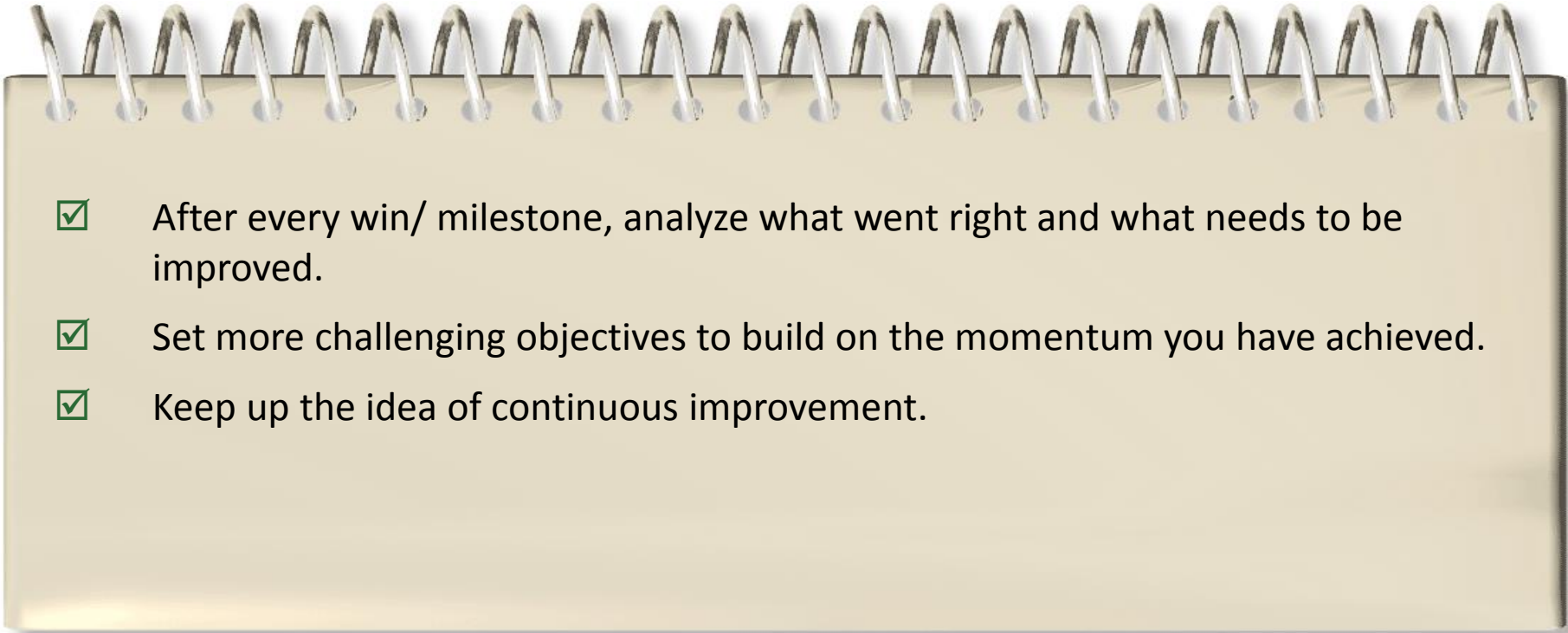
# Step 6: Create Short-Term Wins

▸ Set aims that are easy to achieve - in bite-size chunks.

▸ Focus on a manageable number of initiatives.

☑ Check action plans for short term goals.

☑ If you don't succeed to achieve short term goals it can hurt your entire change initiative.

☑ Reward the people who help you meet the targets
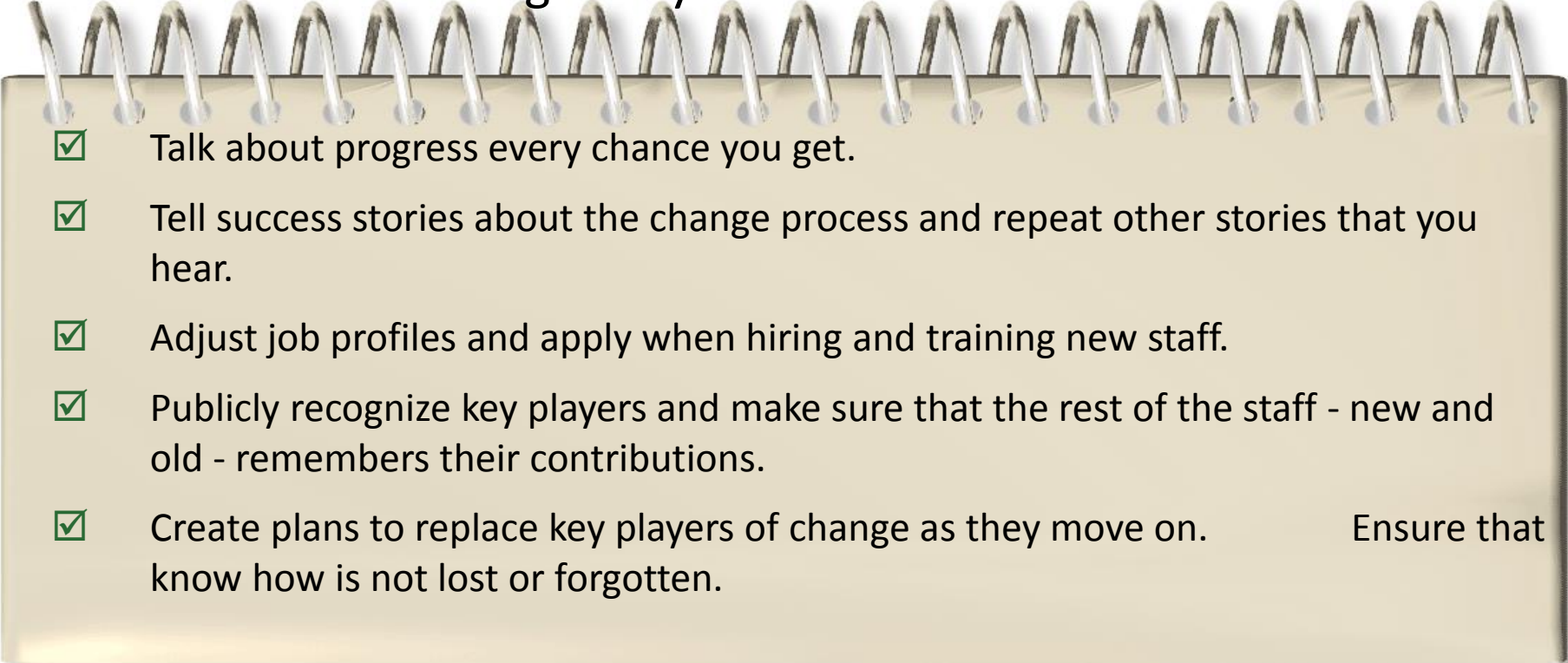
☑ Finish current stages before starting new ones.

# Step 7: Keep the Change Flow Going

▸ Encourage ongoing progress reporting
▸ Highlight achieved and future milestones.

☑ After every win/ milestone, analyze what went right and what needs to be improved.

☑ Set more challenging objectives to build on the momentum you have achieved.

☑ Keep up the idea of continuous improvement.

# Step 8: Make It Day-to-Day Business

▸ Make sure that the lean philospopy becomes
   the routine situation
▸ It is not called "change" anymore.

☑   Talk about progress every chance you get.

☑   Tell success stories about the change process and repeat other stories that you
    hear.

☑   Adjust job profiles and apply when hiring and training new staff.

☑   Publicly recognize key players and make sure that the rest of the staff - new and
    old - remembers their contributions.

☑   Create plans to replace key players of change as they move on.        Ensure that
    know how is not lost or forgotten.

# Managing 4 Rooms in 8 Steps
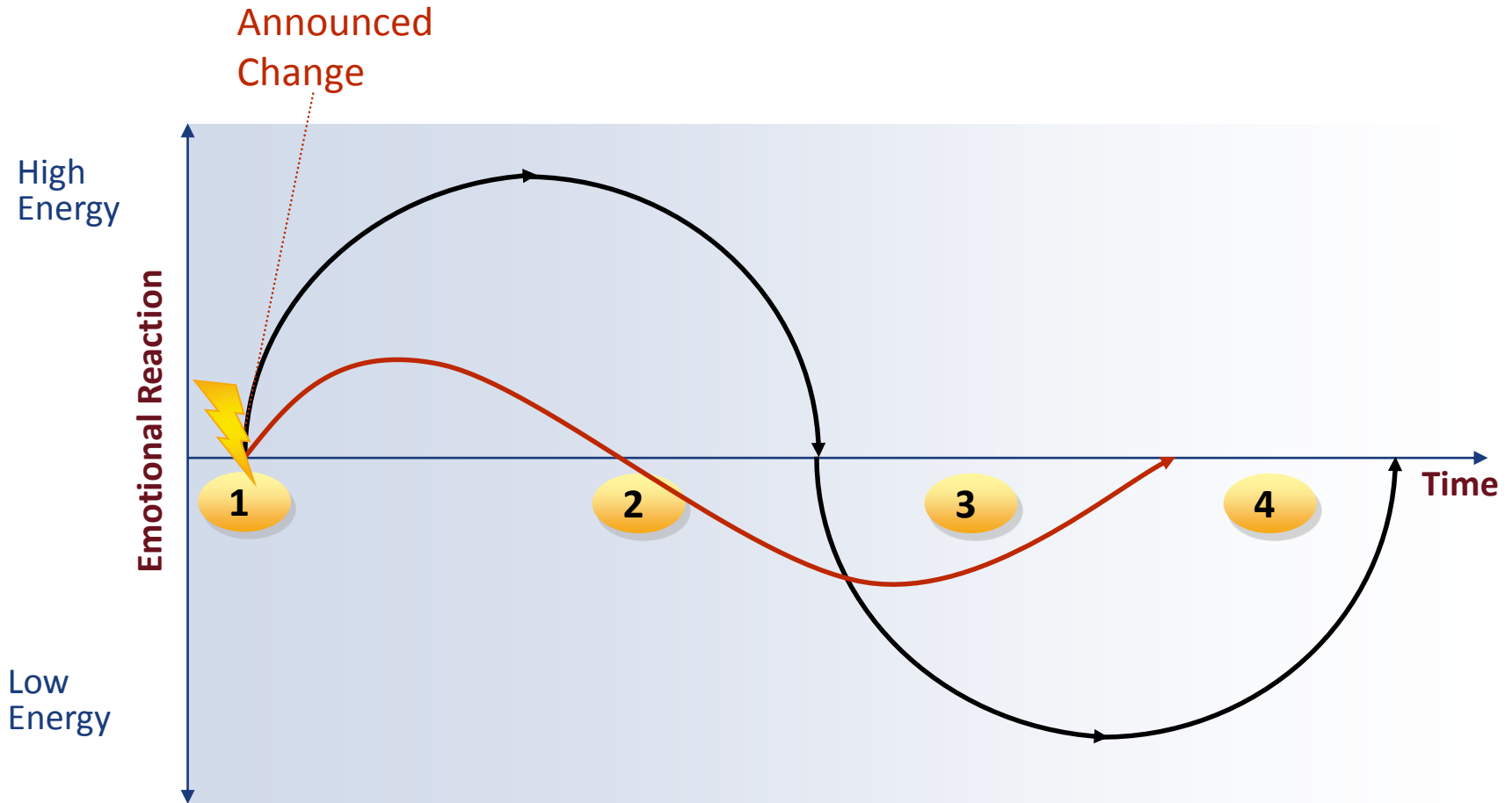
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