

Endringer i store selskaper, hvorfor er det så vanskelig?

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Agenda



1. Why is «Tech» and «digital» so important?
2. Key drivers for change in a digital world
3. Strategic dilemmas
4. What to measure?

"The Internet is the first thing that humanity has built that humanity doesn't understand, the largest experiment in anarchy that we have ever had.

Eric Schmidt, Executive Chairman of Alphabet



"Borders I have never seen one. But I have heard they exist in the minds of some people."

Thor Heyerdahl ,Norwegian Explorer

THREE RESPONSES TO CHANGE:



1. DENY

2. FIGHT

3. EMBRACE



The classic DENY examples...

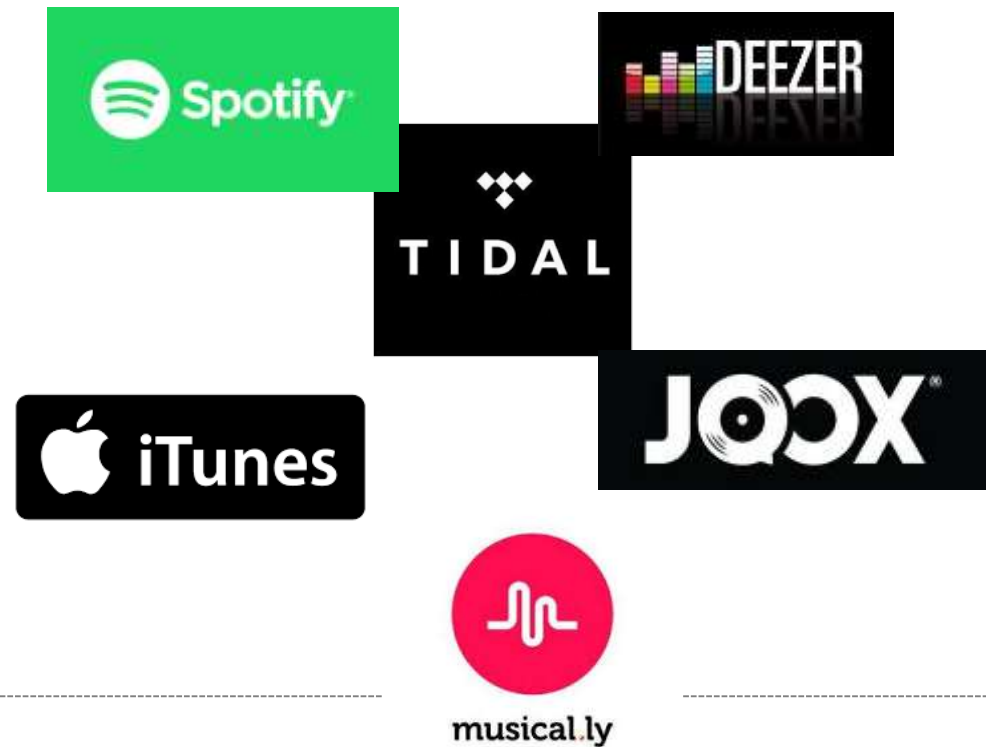


The classic FIGHT example...

Majors vs Pirates



New Kids on the Block



The classic EMBRACE example

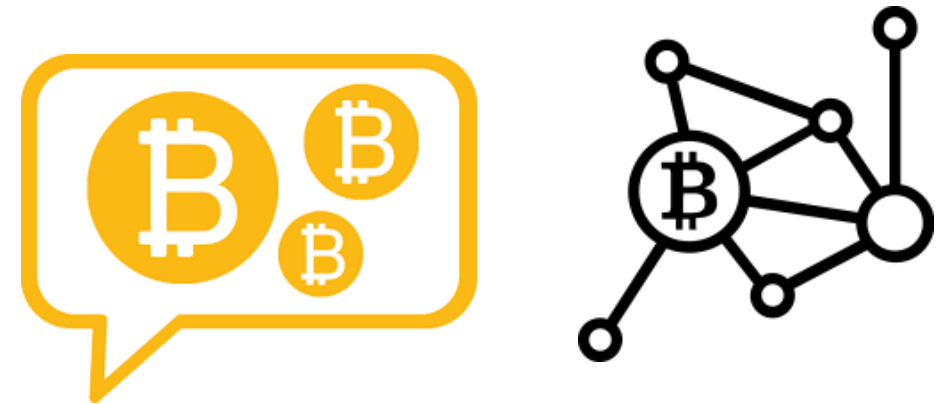


.....Is history repeating it self

Traditional Banks and currencies



Blockchain and digital currencies



Why is it so hard?

- The existing business is performing at “all time high”
- New products and Ideas will challenge the old business
- It is tempting to focusing on short term results...



**Who you compare yourself with
defines where you are focusing**

70 %

Core

20 %

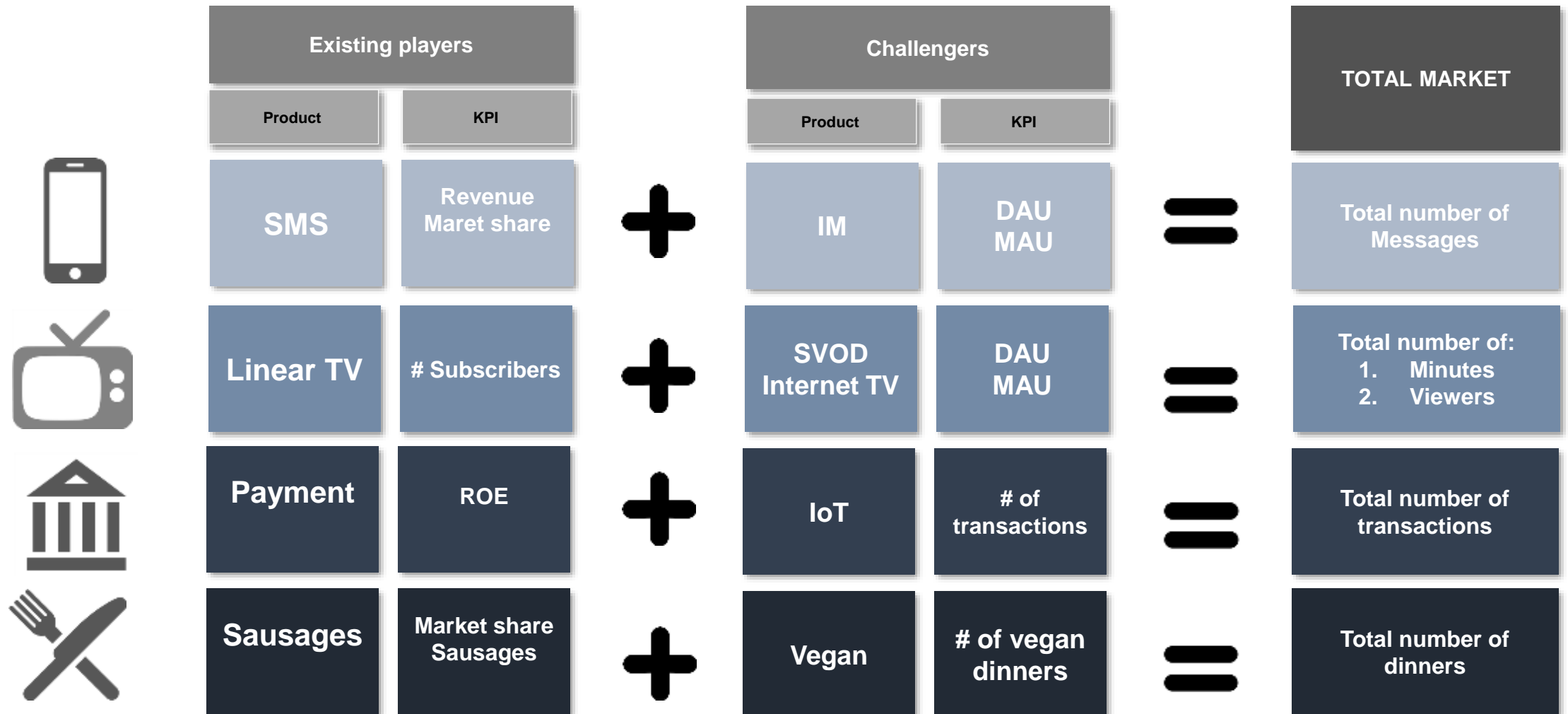
Adjacent

10 %

New

In order to drive change, you need to adjust what you measure

- What is your share of the TOTAL market?



We need to revisit who we define as our competitors, and what and how we measure to better understand if people like what we do

1



To whom do we compare ourselves?

From traditional players



skandia:

Danske Bank

To the challengers



skandia:

Danske Bank

Klarna



Revolut

2



What is our focus when we develop new products?

From project management

- Time
- Cost

To product – og service development

- Time from customer feedback until new feature deployed
- Deployment frequency and #successful deployment
- Time to roll back and recovery

3



How can we measure if people like us?

From downloads

- How many people downloaded the service?

To users

- How many USE our service?
- How often do they use it?
- How long do they stay with us?
- How satisfied are they?

Some Questions to ask:

1

Which Industry are we in?

2

Where do the industry grow?

3

Where and how do the money flow?

4

Who are the thought leaders?

5

Where do we see innovation?

6

What kind of assets do we have in order to add value?

**"Inspiration, limitation and reaction
stimulate creativity"**
- Unknown

Thank you!



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