

HOW TO BUILD AN ACCELERATOR AT ABSOLUT

Presentation by Mathias Westphal | 17th of May 2017

Grownup



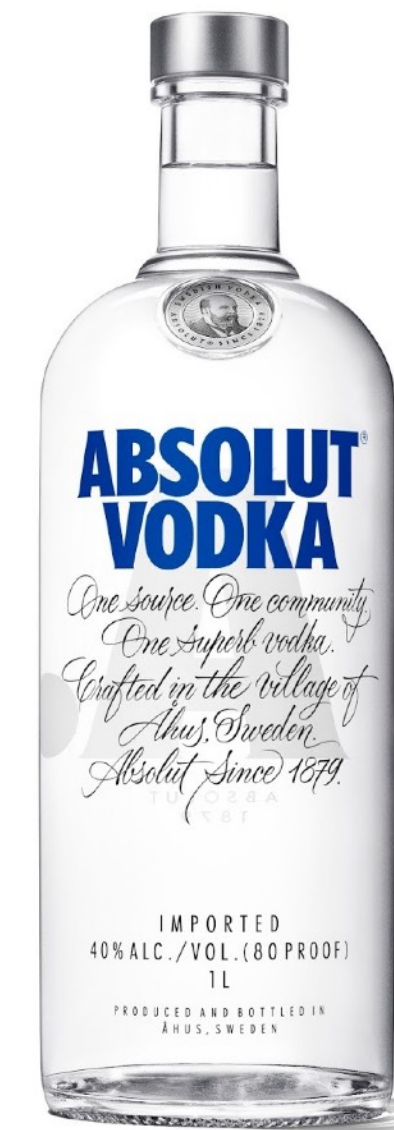
1990

Startup



2000

Grownup



2015

NEW CHALLENGE

ENABLE COMPANIES TO INNOVATE AT SPEED, AND DRIVE SUSTAINABLE GROWTH

RAPID INNOVATION

Discover, prototype and test
future opportunities.
Fast

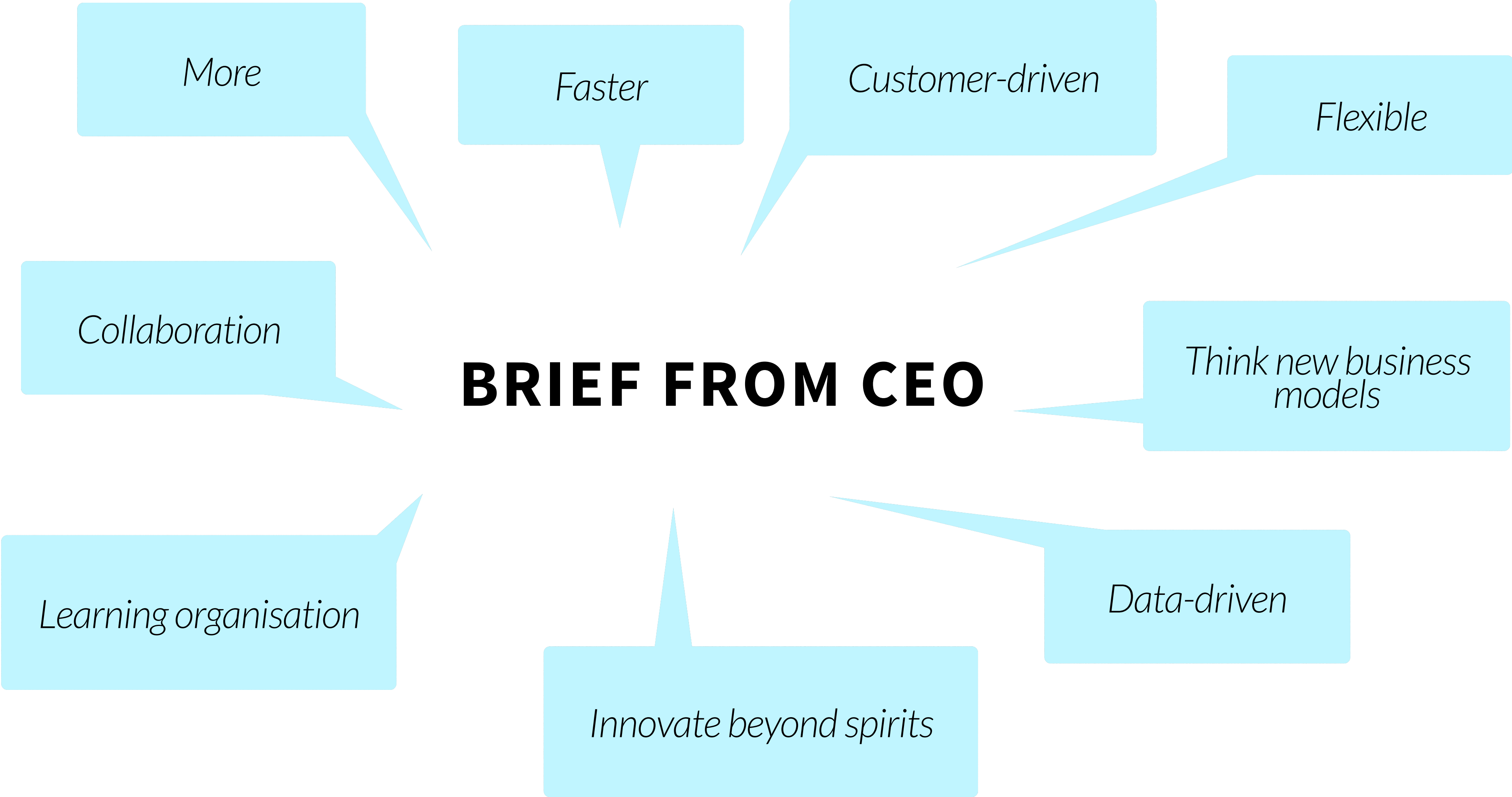
GROWTH MARKETING

Create an automatic system,
that attracts new suspects
and converts them to
customers.

CULTURE DESIGN

Increase speed, flexibility,
collaboration, and become
customer centric.

BRIEF FROM THE CEO

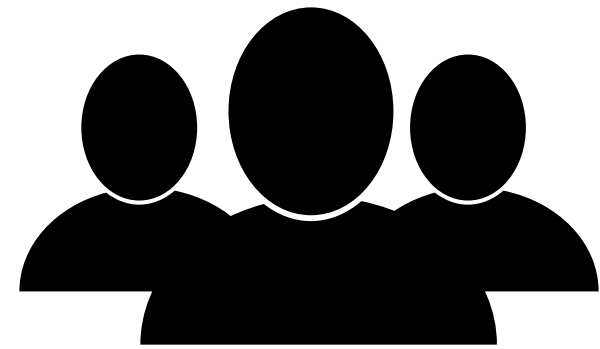


**DO MORE
FASTER
CHEAPER
BETTER**

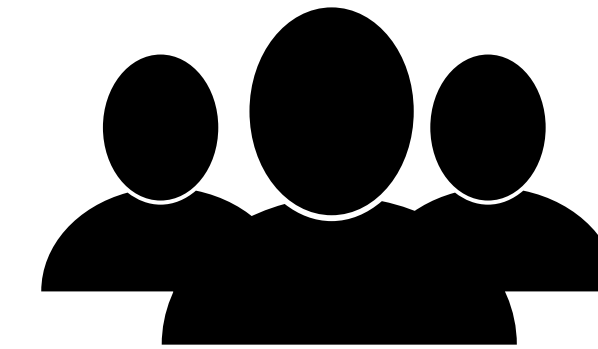


A TEAM...



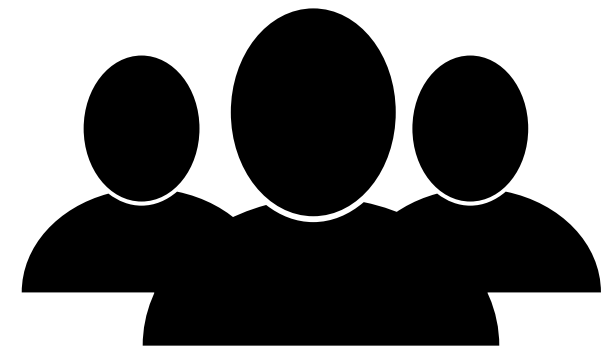


Innovation
Project Leaders

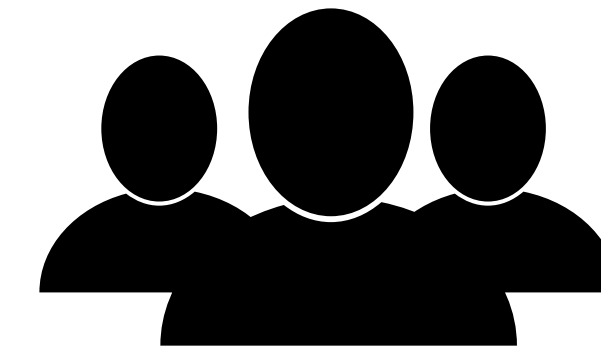


Digital
Project Leaders

**...WITH EXISTING
PEOPLE**



Consumer Insights
Managers



Digital
Developers

**HOW DO WE
CHANGE?**

**We need a new
operating system.**

**It's all about culture,
processes and tools.**

BUILD AN AGILE CULTURE

**To improve the speed,
predictability, transparency,
and adaptability to change.**

- 1. What's the purpose of the team?**
- 2. What type of team we want to be?**
- 3. How do we want to operate?**

**A team designed to accelerate
business growth by solving
existing challenges and unlocking
new opportunities.**

FOUR TEAM PRINCIPALS

CUSTOMER-CENTRIC

DATA-DRIVEN

SPEED

COLLABORATE

ENEMIES WITHIN





**Enable those doing the work
and remove roadblocks.**



**NOT ASKING
FOR ADVICE**

**Publicly celebrating employees
who successfully adapt to
new behaviours.**

A large stack of 100-dollar bills, with the word 'INCENTIVES' overlaid in a yellow box. The bills are stacked in a way that creates a sense of depth and abundance, filling most of the frame. The word 'INCENTIVES' is written in a bold, yellow, sans-serif font, centered within a yellow rectangular border that frames the text. The background is a plain, light color, making the stacks of money stand out.

INCENTIVES

”Motivation means that people do what they want to do in their work, where incentives means that people do whatever management wants”

Who gets stronger in face of failure?

Motivated people.

Who shies away from failure?

Incentivised people.

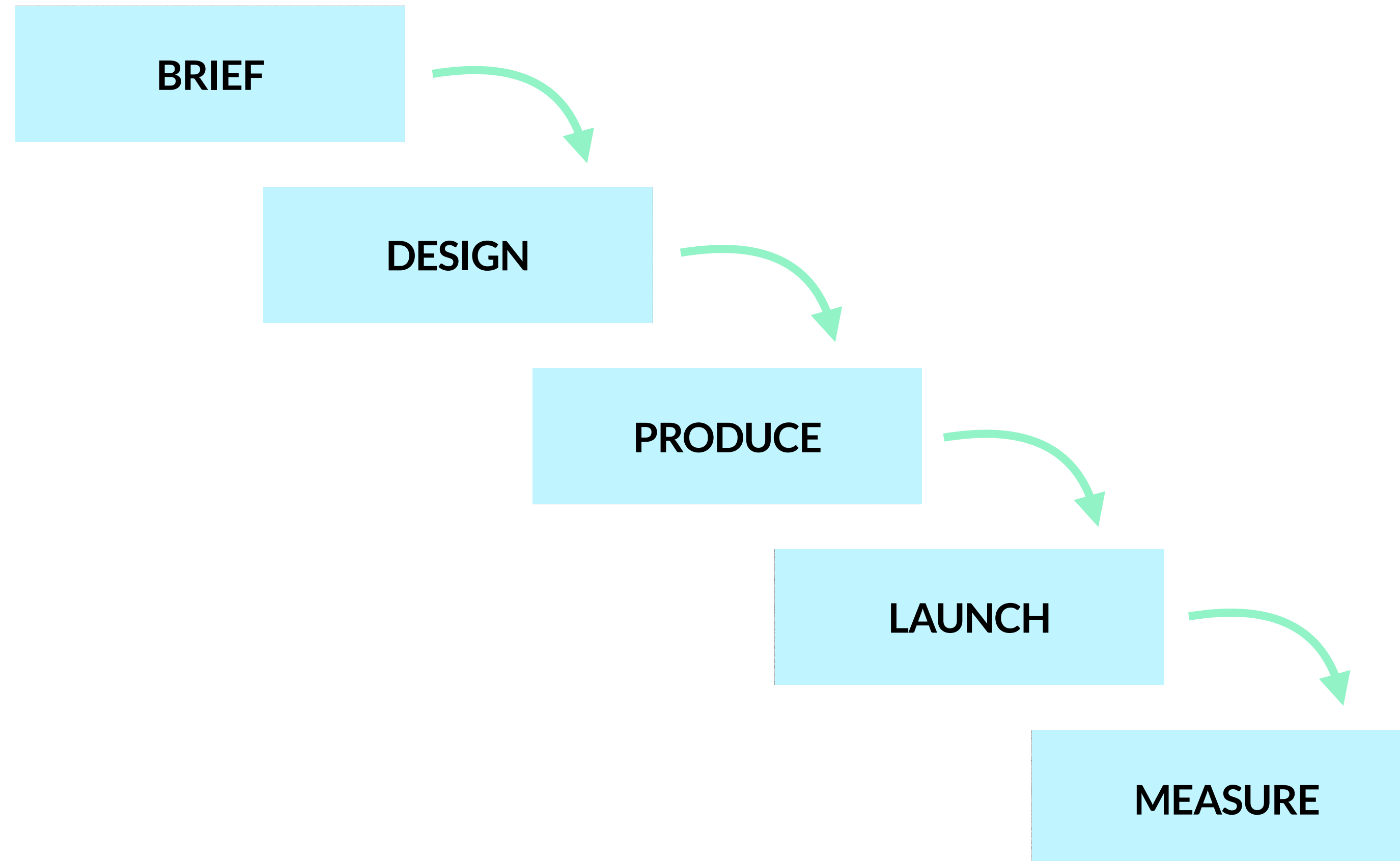
Mandate and accountability

PROCESSES AND TOOLS

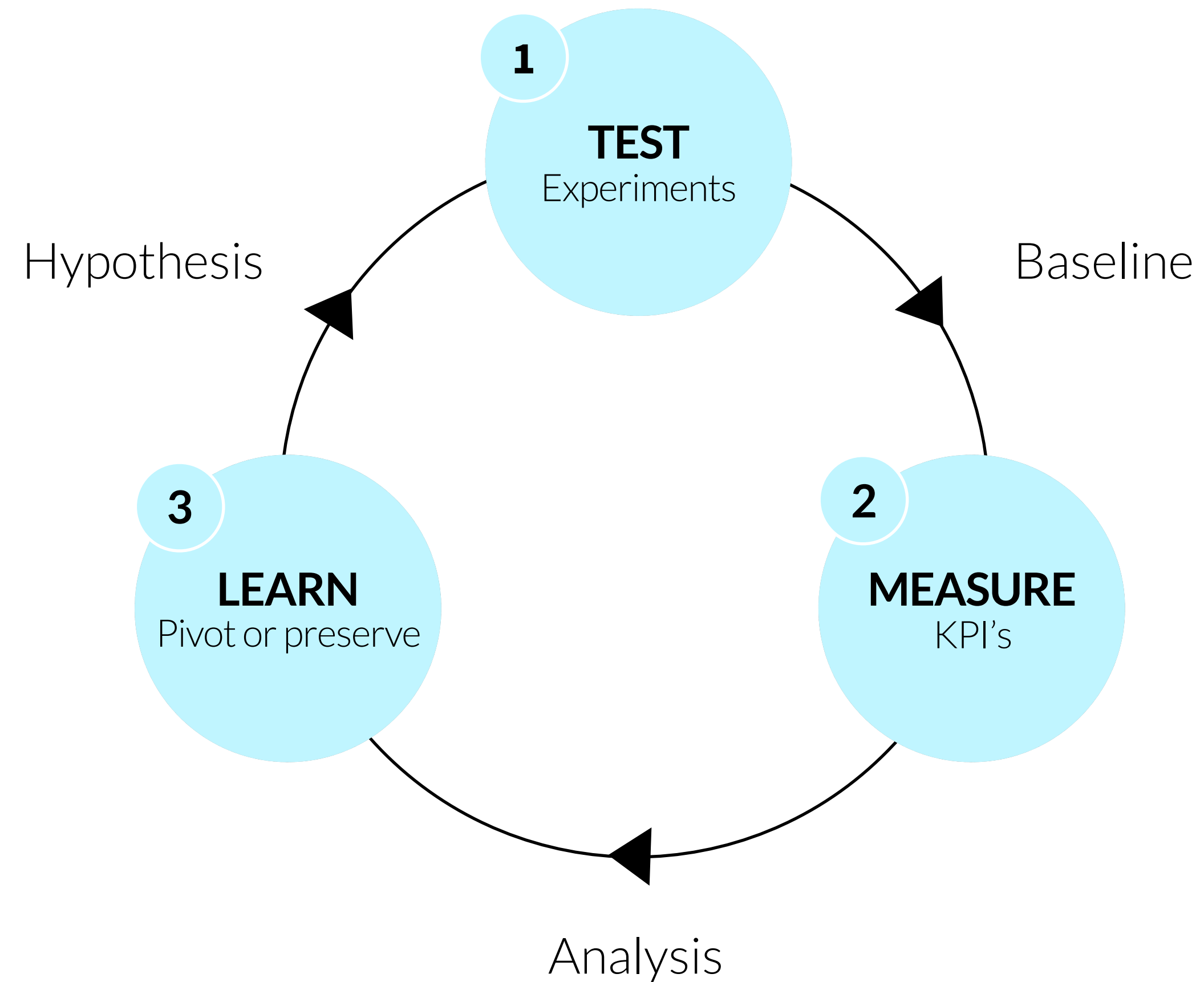


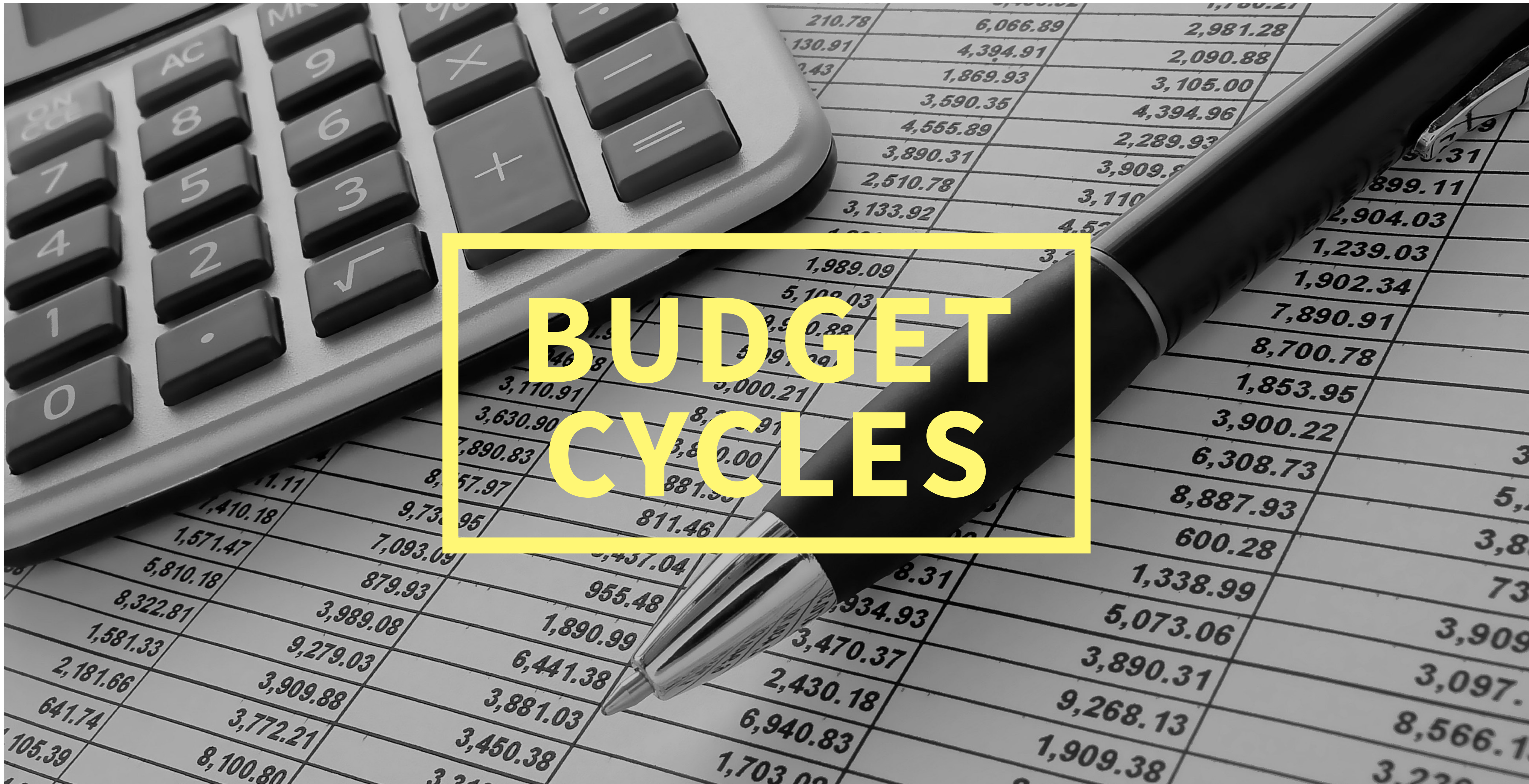
WATERFALLS

THE WATERFALL MODEL IS OBSOLETE



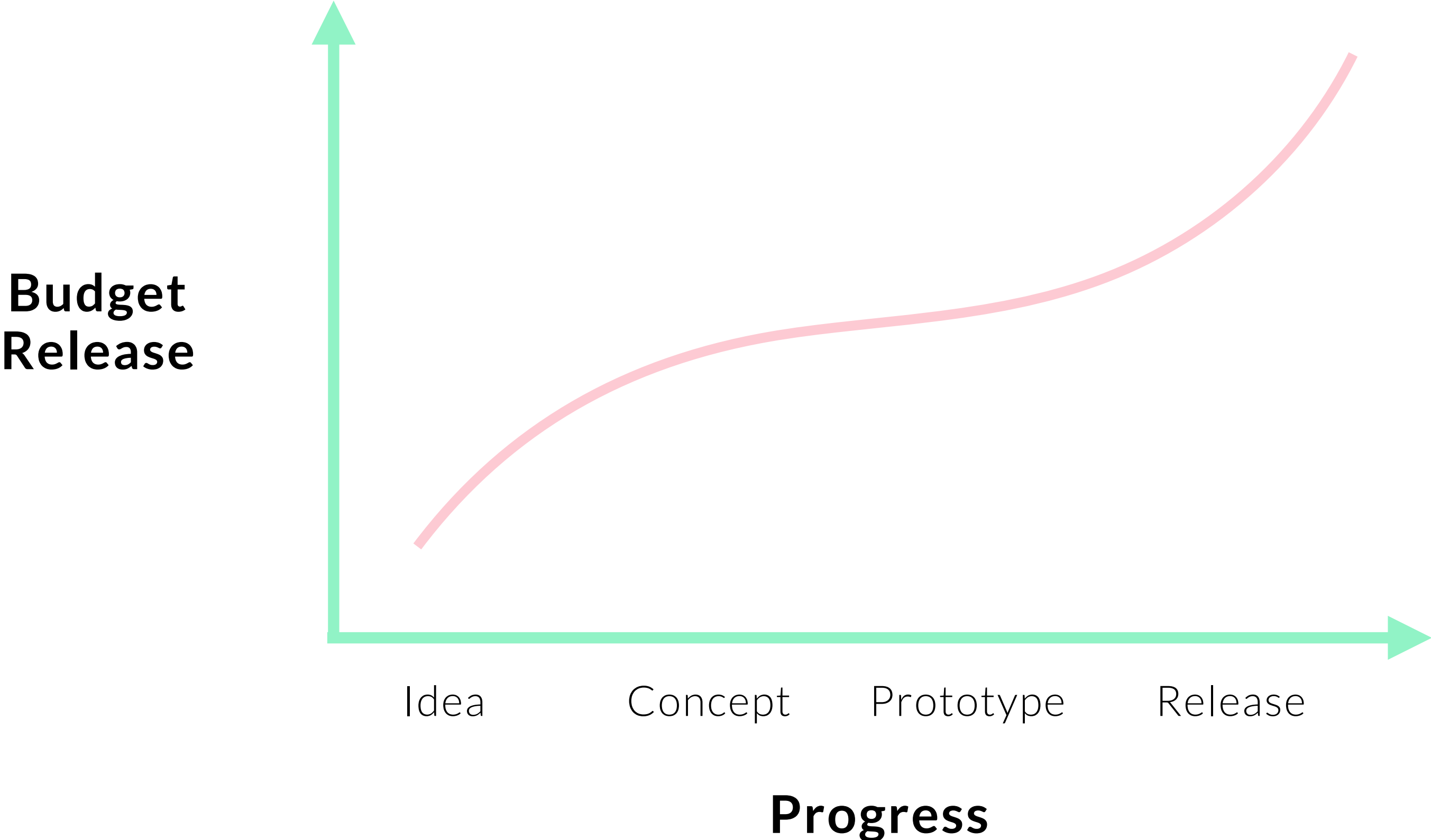
LEARNING, THROUGH THE BUILD-MEASURE-LEARN FEEDBACK LOOP





BUDGET CYCLES

INVESTMENTS LINKED TO PROGRESS - NOT FIXED TO BUDGET CYCLES



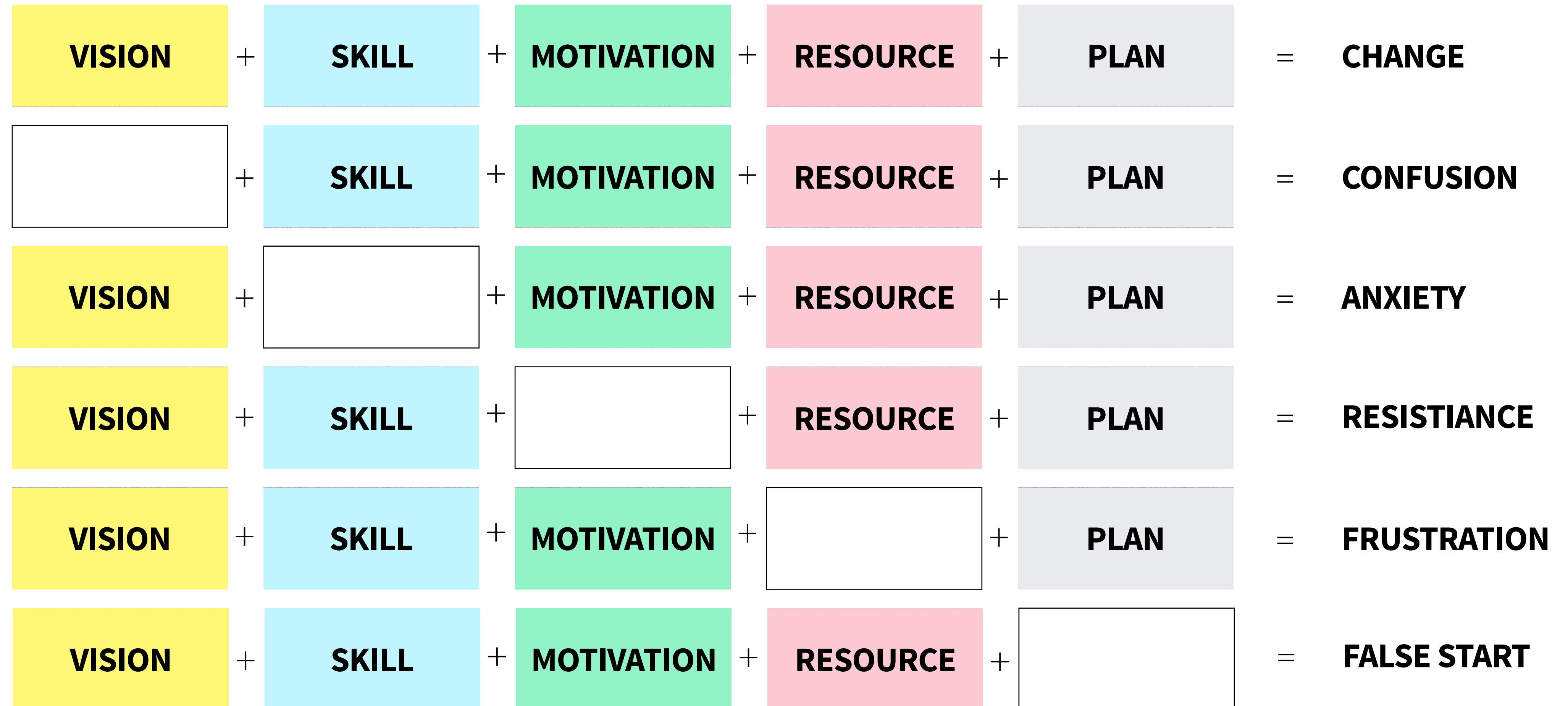


**Stripping out bureaucracy
– removing organisational layers,
simplifying rules and policies,
and identifying and eliminating
non-critical work**

SUMMARY



**CHANGE
HURTS**



Adapted from Knoster, T.

- **Increased speed to market**
- **Reduction of development cost**
- **Significantly more motivated staff**



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