

Expert Group

# **A Game-Changing Organization**

A New Era Calls for a Different Philosophy and Approach

# Takeaways

1. A new era calls for an innovative new philosophy and approach ("new rules, new game") and a focus on the following building blocks: Leadership, Capabilities, Way of Working, and Governance.
2. Always gear your organization and work to the customer's perspective.
3. In addition to customer centricity, putting people first is one of the key factors to success: create an inspiring work environment, leverage the human capital available in your organization, and make sure your team has the diversity and capabilities it needs in order to thrive.

Host



Chair



# A New Era Calls for a Different Philosophy and Approach

The "A Game-Changing Organization" expert group has tried to establish the main characteristics and success factors of a game-changing organization. We analyzed successful retail and retail-adjacent organizations such as Coolblue, Zappos, Booking.com, and Amazon, as well as other organizations that have achieved success in their field (including Netflix) and organizations that had the courage to undergo high-risk transformations, such as ING, which has implemented a fully *agile* approach. We concluded that there isn't one example of a game-changing organization that ticks all the boxes, but we did identify recurring elements or dimensions that are important for companies seeking to be game changers. We compiled these success factors and are presenting them in this blue paper.

Whether you're talking about a data-driven company like Booking.com, ING's agile transformation, Coolblue's customer-oriented way of working, or *Netflix' governance structure*, what is it that makes these organizations so successful? In other words, how do they make a difference for their customers? How did they change the game, what can retail organizations learn from this, and how do we replicate this within our own organizations?

## 1. A Game-Changing Organization

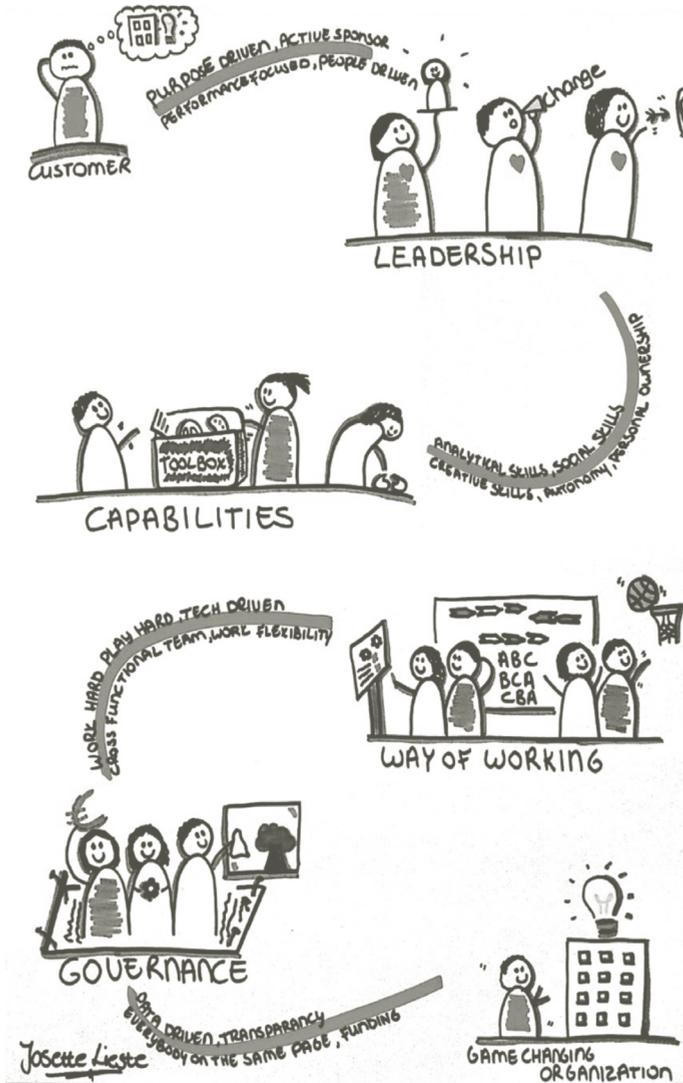
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Game-changing organizations think and act from the customer's perspective. This means you need to have a solid understanding of your customers and their behavior and structure your organization in a way that enables you to support them in their customer journey as effectively as possible. This will increase your relevance to your customer as a retail organization – in fact, you're turning your customer into a fan. We have identified the four key building blocks of a game-changing organization:

- Leadership
- Capabilities
- Way of Working
- Governance

These building blocks are illustrated in an animation on the next page and will be briefly described in this blue paper.

## 2. What Makes for a Game-Changing Organization?



The building blocks of a game-changing organization

## 2.1 Leadership

- **Purpose-driven:** Your organization is clear on why it exists, what problem you are solving, and what need you are fulfilling.
- **Active sponsor:** The organization's leadership team drives the change in words and actions.
- **Performance-focused:** Actions and outcomes are the central focus.
- **People-driven:** Management puts the employees first.

## 2.2 Capabilities

- **Analytical skills:** Employees are able to interpret and apply data.
- **Social skills:** Employees have strong communication and interpersonal skills.
- **Creative skills:** Employees think outside the box.
- **Autonomy/personal ownership:** Employees are driven by the question: "What can I do to contribute to the organizational objectives?"

## 2.3 Way of Working

- **Work hard/play hard:** As an organization, aspire to foster a safe and inspiring environment in which people work hard and interact with each other in a positive way that results in new ideas.
- **Tech-driven:** On a day-to-day basis, technology plays a dominant role in change and progress within all teams.
- **Cross-functional teamwork:** We are not bound by structures; we work on a multidisciplinary basis.
- **Flexibility:** We easily adapt our approach to changing circumstances.

## 2.4 Governance

- **Data-driven:** We monitor internal and external events and developments and adjust our strategy accordingly.
- **Transparency:** Decisions, standards, and values are clear to all parties concerned.
- **Everybody on the same page:** Management is consistent in its external communications.
- **Funding/resources:** Budgets safeguard innovation and organizational development.

### 3. Where to Start as an Organization?

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What is the first step your organization should take in order to become game-changing? While it's good to be inspired by the examples you see around you, it is arguably even more important to engage in a dialog within your organization. To facilitate this process, we have created a game-changing Go Fish game, which you can order from us by scanning the QR code. This game will help you generate a discussion in your organization about how game-changing your organization really is in terms of the various building blocks we outlined above.



*The "A Game-Changing Organization" Go Fish game*

You can also contact us through [gamechangerz.nl/contact](https://gamechangerz.nl/contact) to sign up for an inspiring workshop that will teach you how to become a game-changing organization.

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