Seeing Around Corners
The interview you don’t want to be in
The Rise And Fall Of BlackBerry
Sales of BlackBerry smartphones (in million devices)*

* Figures to 2013 are retail shipments, from 2014 sales to end-users
Source: BlackBerry
Strategic Inflection Points

The Inflection Point Curve
- Andy Grove

Inflection Point

Business Reaches New Heights

Business Declines
Direct-to-Consumer brands have traditional competitors reeling.
TransferWise chases Western Union

Total FX Flows - When will the fintech catch the incumbent

Source: Company Filings, FXC Intelligence Analysis
Consumer FX flows shown for Western Union
FinTechs in the U.S. that have raised more than 100M in total equity funding, but are not yet valued at over $1B:

- MoneyLion
- Oportun
- commonbond
- LendUp
- Payoff
- BlueVine
- behalf
- Metromile
- PERSONAL CAPITAL
- Betterment
- Collective Health
- Bill.com
- ADDEPAR
- wealthfront
- C2FO
- YapStone
- ePayments as a Service
- Remitly
- BLEND
- Lemonade
- ALKAMI
- POYNT
- motif

Source: Crunchbase, Pitchbook
Do I have mechanisms to come in direct contact with the ‘edges’?

In 2015, as the study was beginning, Gap announced it would require schedules to be posted at least 10 days in advance at all its stores in the United States. But schedules can nonetheless change quickly. According to interviews the researchers conducted with workers and managers, sales promotions mandated by corporate headquarters often required a large increase in worker-hours on short notice. So did preparing for store visits by executives.

“It’s just been a roller coaster with promo changes,” one manager told the researchers. “This week alone the window changed three times.”

Another manager reported having “probably extended two to three shifts every day in the run up to the visit” by an executive.
Am I regularly gaining exposure to diverse perspectives?
Am I trusting and empowering small, agile teams?

**Context, not Control**

Provide the insight and understanding to enable sound decisions

**Context (embrace)**
- Strategy
- Metrics
- Assumptions
- Objectives
- Clearly-defined roles
- Knowledge of the stakes
- Transparency around decision-making

**Control (avoid)**
- Top-down decision-making
- Management approval
- Committees
- Planning and process valued more than results

(Netflixf)
Do I have mechanisms for fostering ‘little bets’?
Do I regularly get out of the building to see what’s going on?
Are incentives aligned with hearing uncomfortable news?

% respondents who would recommend their company to a friend

Kraft Heinz: 29%
Nestlé: 70%
General Mills: 75%

Source: glassdoor.com April 16, 2018
Am I making sure I’m not in denial?
Go to where the future lives

Trinity and Loom bands
1. Do I make sure I have direct contact with the ‘edges?’
2. Do I incorporate diverse perspectives in my decisions?
3. Do I empower small, agile teams?
4. Do I make resources available for little bets?
5. Do I regularly get out of the building?
6. Does my organization reward truth-telling?
7. Have I checked that I am not in denial?
8. Do I deliberately seek out aspects of the future that are here today?
Strategy
+
Innovation
+
Digital
Concluding Thoughts

▷ Strategy isn’t what it was…
▷ Inflection points don’t happen instantly – this creates the opportunity
▷ Being aware of what is going on at the edges is a first step to seeing around corners
Thank You!

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