

# The 3 Cs of future markets

**C**hallenge

**C**ollaboration

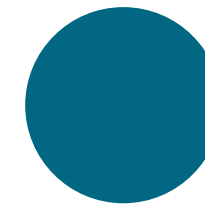
**C**rossovers

Megan Goodwin

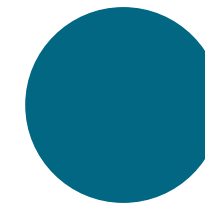
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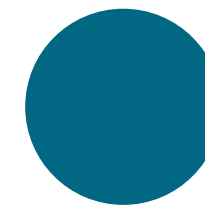
**THERE IS A HUGE  
MISCONCEPTION  
WHEN IT COMES TO  
COMPANIES THAT ARE  
DISRUPTED**



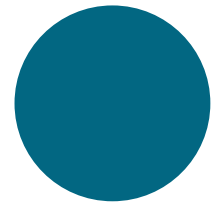
**DO YOU THINK BLOCKBUSTERS  
DIDN'T THINK STREAMING WOULD  
HAPPEN?**



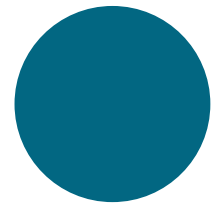
**DID KODAK NOT SEE DIGITAL  
CAMERAS?**



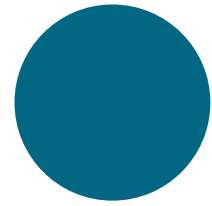
**DID CAR COMPANIES NOT SEE EV'S?**



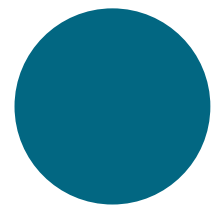
**OF COURSE THEY DID.  
THEY JUST HAD NO IDEA HOW TO CHANGE**



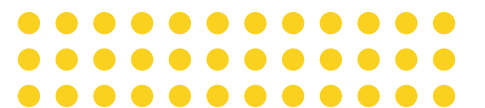
**HOW COMPANIES RESPOND TO CHANGE IS THE ISSUE.**



**THEY ARE NOT SET UP TO....THEY ARE OIL TANKERS  
NOT SPEED BOATS, THEY HAVE THEIR MOMENTUM AND WAYS OF  
DOING THINGS AND CAN'T CHANGE**



**THIS PRESENTATION HELPS EXPLORE HOW THEY CAN**



# AGENDA

- ME
- CONTEXT
- WHY THE 3CS MATTER
- WM EXAMPLES OF THE 3 CS
- TAKEAWAYS

# ME – CONSTANT CHANGE



- Convincing people to change behaviour



- Facilitate interactivity around TV shows – bridge between 2 worlds



- Rejuvenate by translating books into games

- **Constant change**
- **Tech is an enabler**
- **Understanding People is crucial**



**We live in a world of constant change**

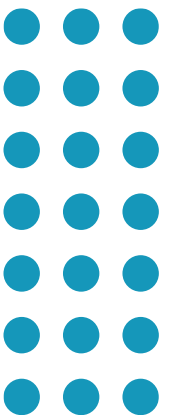


**The great  
disruption has only  
just begun”**

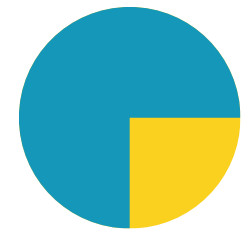
**History has shown that stability is, more  
often, the exception**



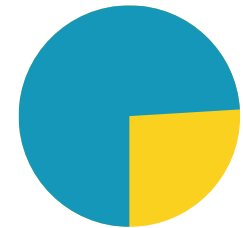
**GILLIAN  
TETT**



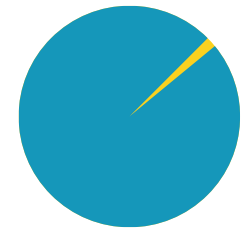
# AlixPartners – surveyed 3,000 business executives around the world:



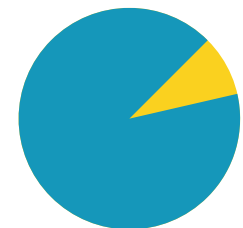
**¾ are facing a high level of disruption from world events right now**



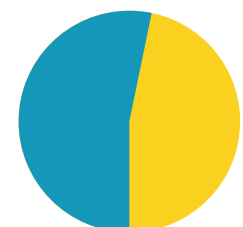
**70 % think their jobs are at risk.**



**98 % believe their business models will have to change in the next three years.**



**88 % of respondents think they should reconfigure their supply chains to cope with deglobalisation**



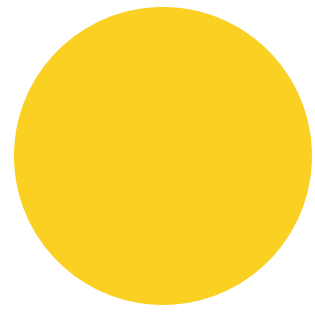
**56 % think that tech innovation is happening so fast that their company cannot keep up**

**Since 2008 -  
We have ....  
Cognitive shock**

**FT Report,  
Dec 2022**



**CHANGE CREATES CHALLENGES**



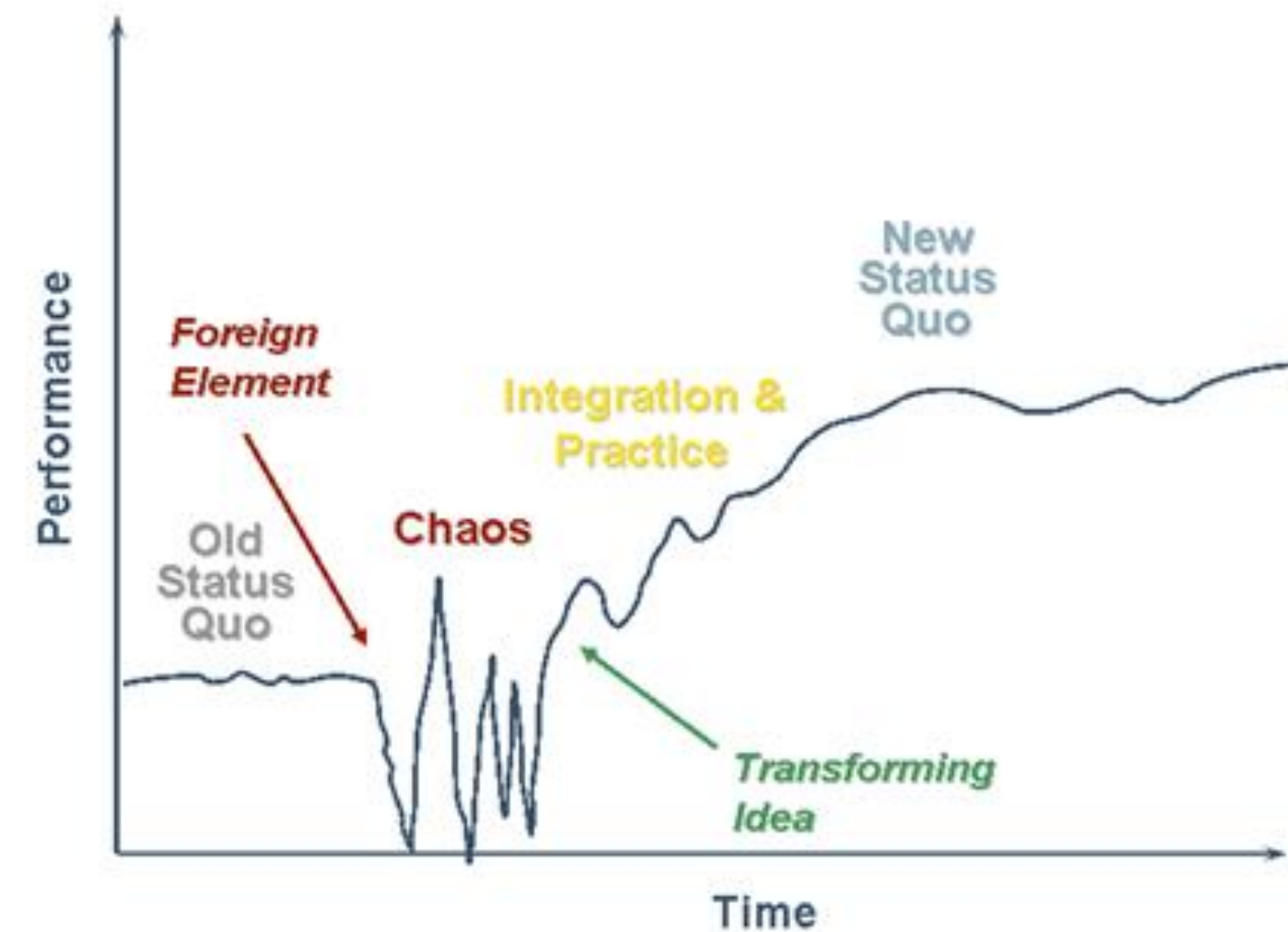
# CHANGE IN THE CONTEXT OF TECHNOLOGY

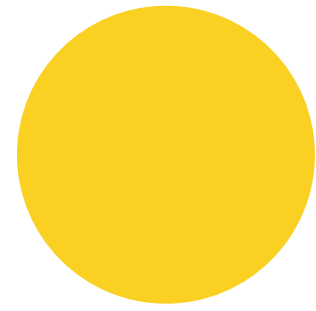
- 1 – Confusing
- 2 – Apply it to what we did before
- 3 – Think of new things to do with it (slowly)

## Internet

- Meet on Zoom but re-think meetings?
- Stream TV but re-think the shows?
- Put homework on google classroom but re-think education?

Satir Change Model –  
Anticipating change





# ARGOS: STORY OF CONSTANT CHANGE

- By 2012 looking at the dark hole of irrelevance
- A seamless retail experience “more choice, available faster”
  - Screen experience - kiosks/web/mobile
  - Accuracy of stock availability
  - Mobilisation of stock- “hub and spoke”
- Acquired by Sainsbury’s in 2016 - multichannel strategy.
  - Standalone replaced within Sainsbury’s.
  - eBay - click-and-collect in-store.
- Xmas 22: 50% + people due postal strikes and unreliable Amazon deliveries





## COMPANY CULTURE

- Adapt to changing customer habits by trialling new ideas and embrace transforming technology where it makes sense for the customer.



# CHALLENGES



**MANY OF THE RULES HAVE CHANGED**

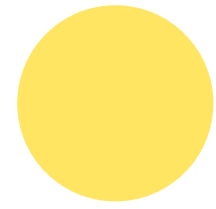


**COMPETITION IS NOW DIFFERENT**

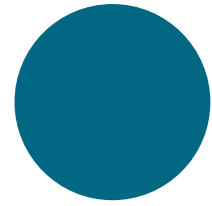


**DIFFERENT CULTURES ARE REQUIRED**

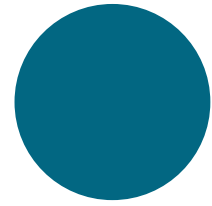




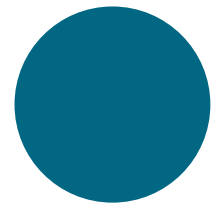
# **BUSINESS CONTEXT**



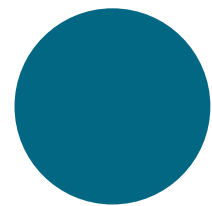
**Interest rate hikes and recession**



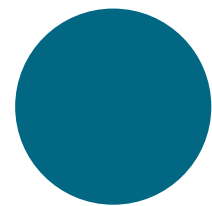
**Energy crisis – political instability**



**Automation – reduction in manual/physical processes**

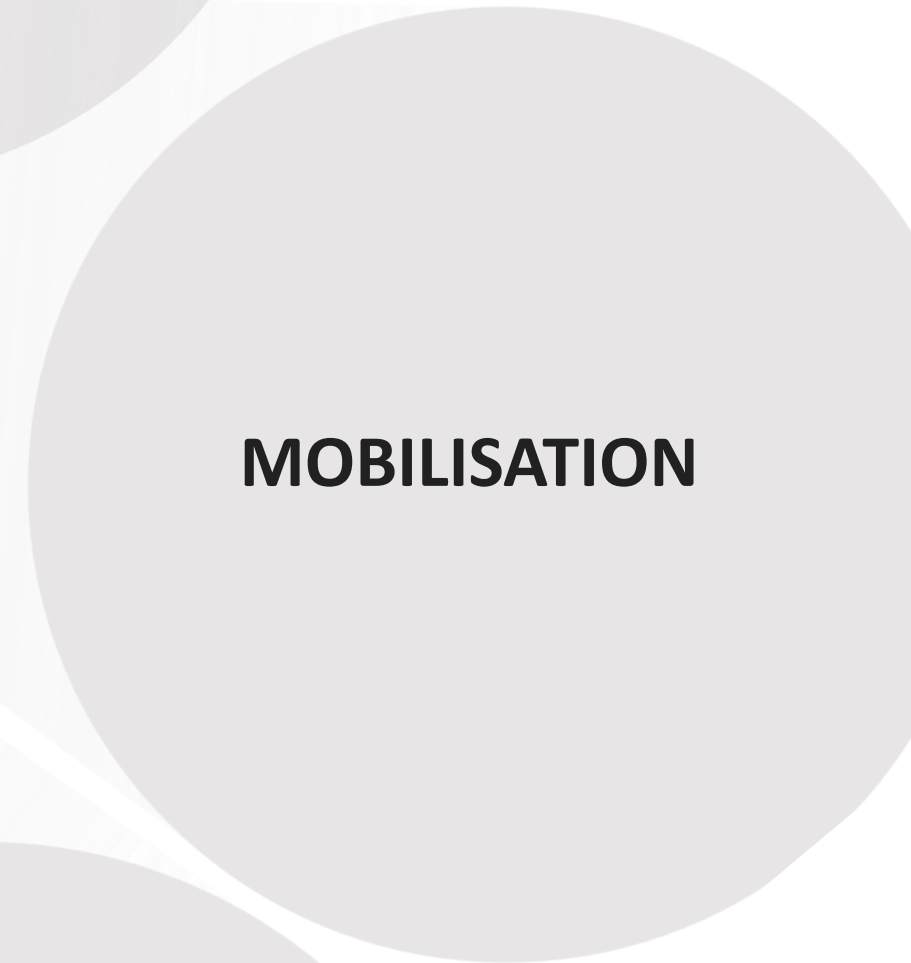
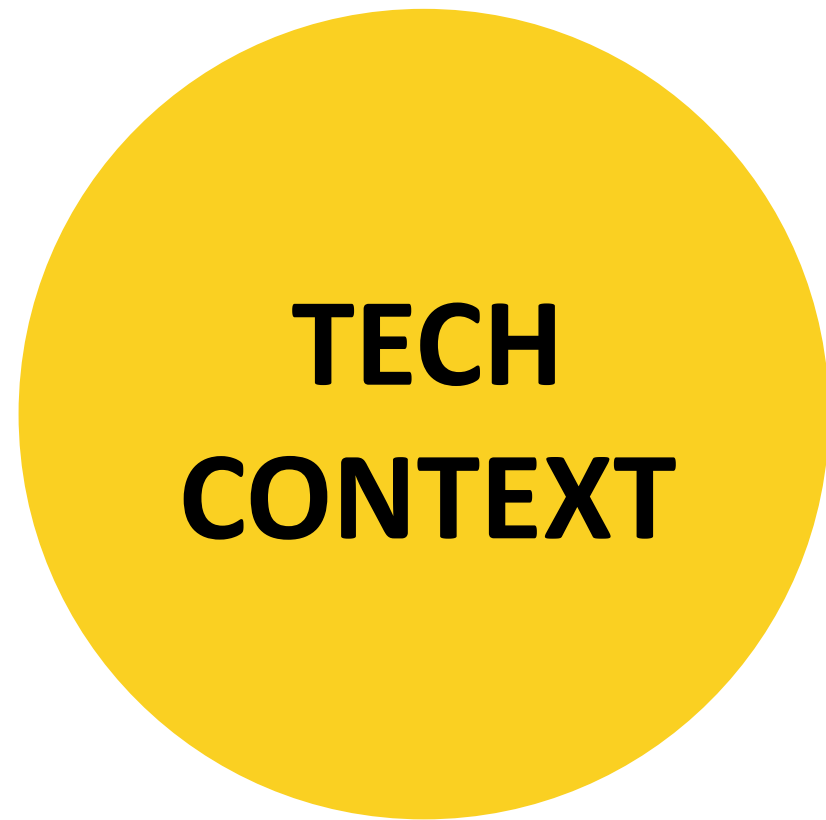


**Increase in near shoring**



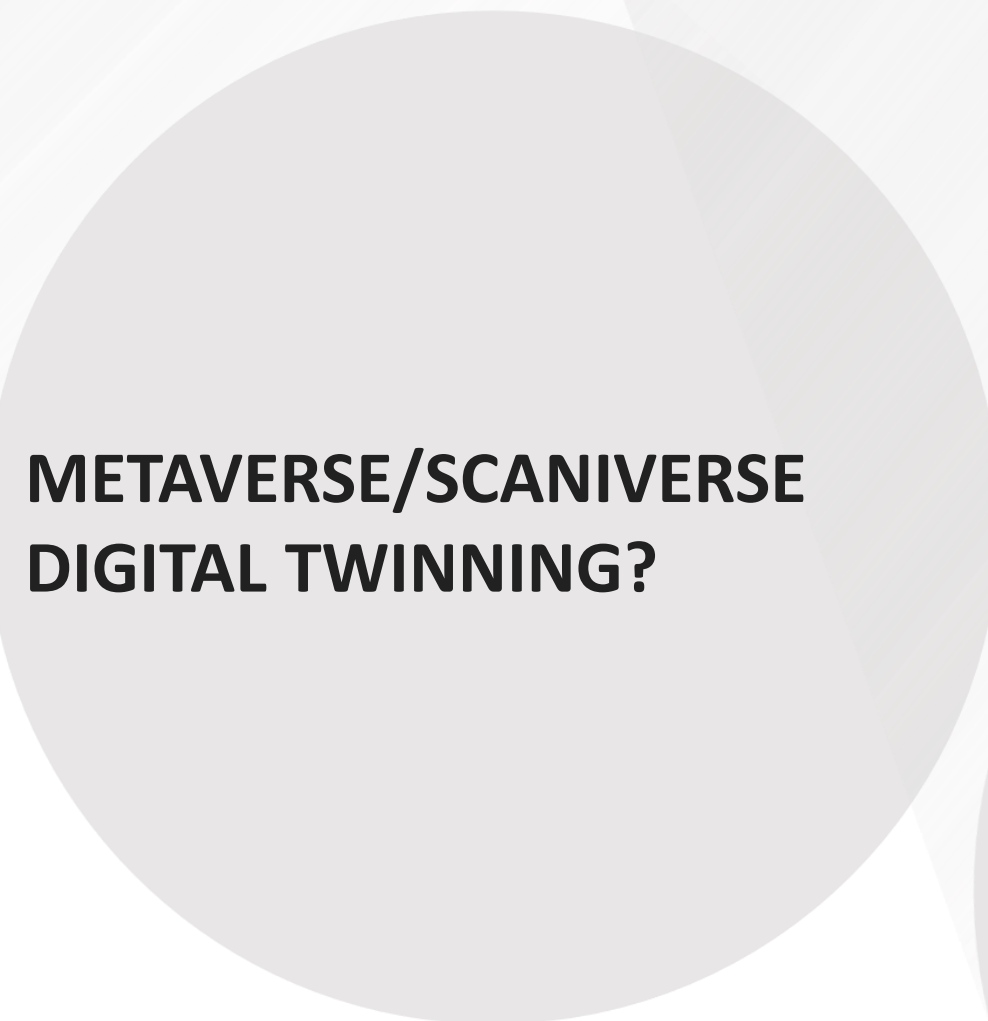
**ESG going mainstream as push for net zero**

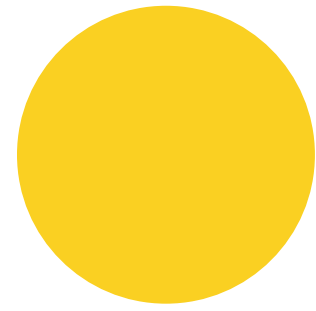




**Technology is evolving so rapidly**

**Having the knowledge to which to use and why**





# GAME CHANGER IS TALENT MANAGEMENT

- **Re-Skilling**

- 94% of work force re-skilled by 2030
- Education?

- **Talent Management**

- Fractional work
- Intergenerational motivators
- Flexibility/empowerment /trust

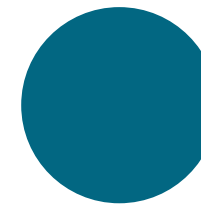
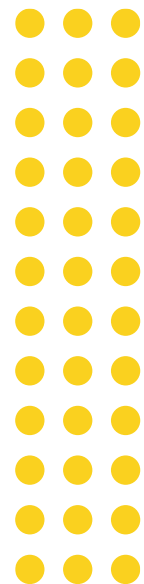






**HOW DO WE COPE  
WITH THIS COGNITIVE  
SHOCK?**

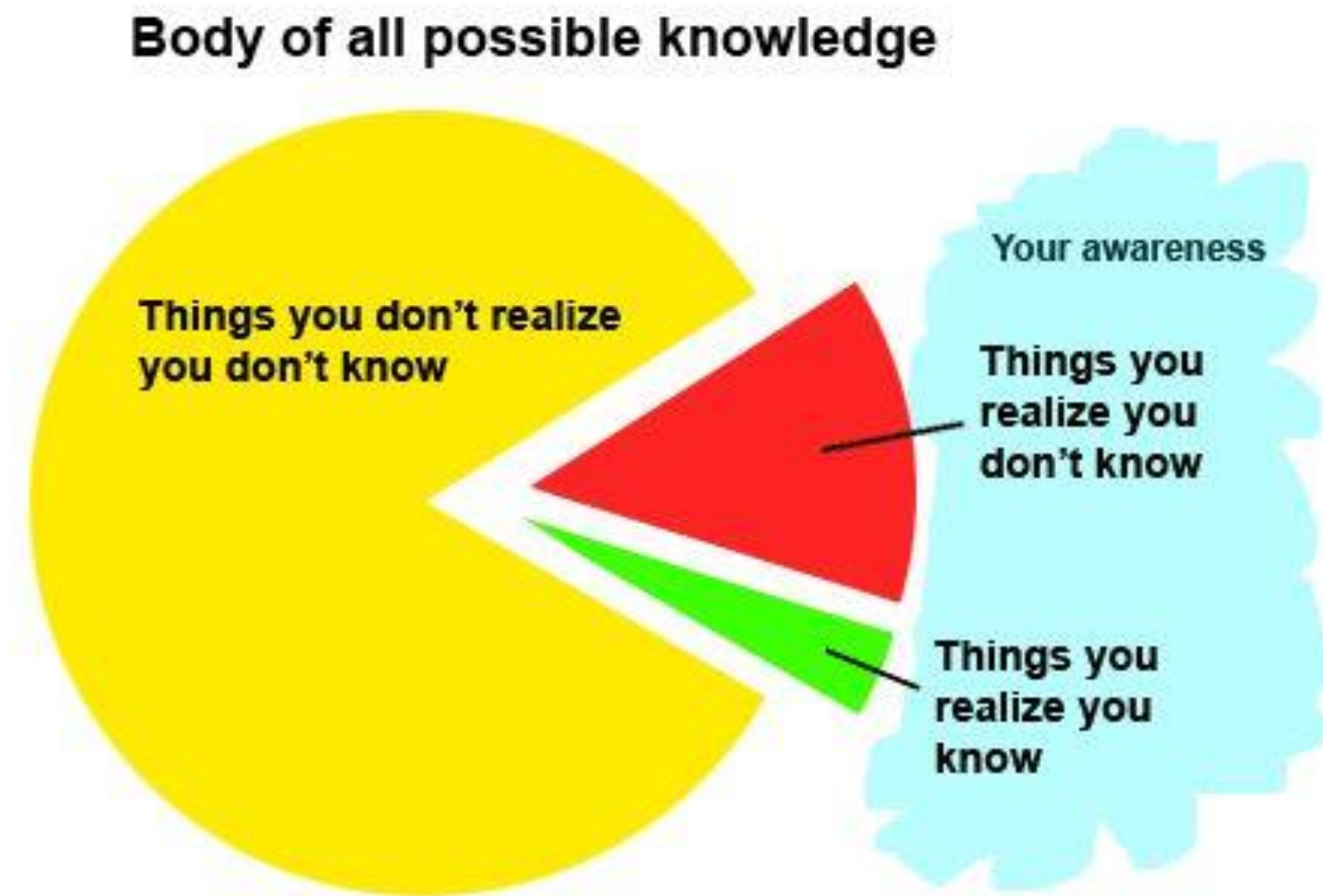
**COLLABORATION**



**UNCERTAINTY DEMANDS A BROADER  
PERSPECTIVE AND DEEPER  
UNDERSTANDING**

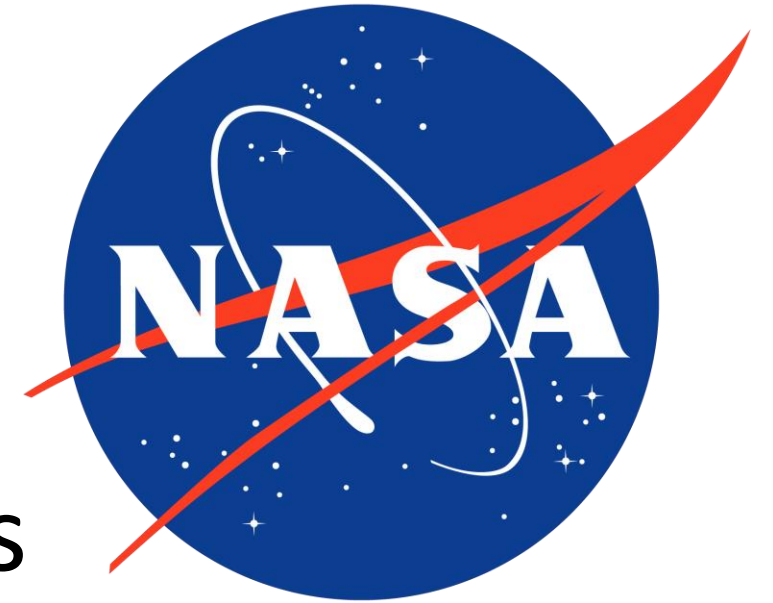


# DO YOU KNOW WHAT YOU DON'T KNOW?

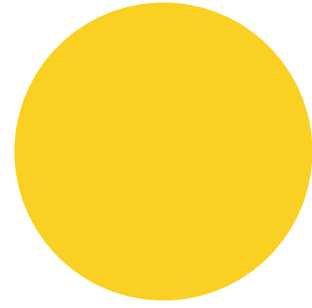


- **COLLABORATIONS** mean more likely to find out

# NASA



- Over 70% complex problems solved by experts from other disciplines
- Different disciplines unlock maximum insight due to exponential no of innovations
- Culture of open innovation




# THE POWER OF CROSS OVERS

Maximize possibilities

Maximum insight

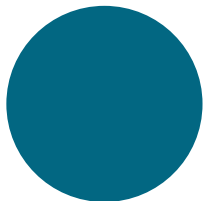





**BUT COLLABORATION  
AND CROSS OVERS  
ARE HARD**



NEED A CULTURE THAT VALUES AND  
REWARDS EXPERIMENTAL

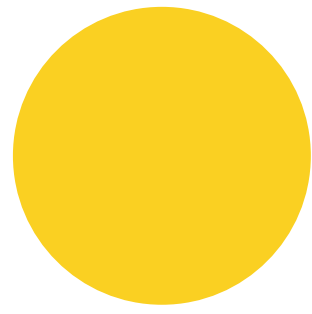


WM PIVOT PROGRAMMES HELP  
FACILITATE AND UNLOCK THIS



**CASE  
STUDIES**

- **Quanta Dialysis Technologies**
- **Kew Technology**
- **Impression Technologies**



# STORY OF CHALLENGE/ COLLABORATION AND CROSSOVERS

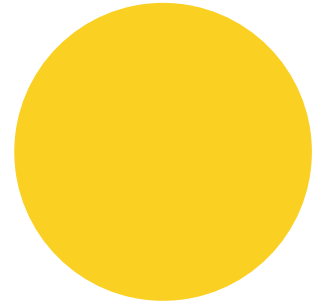
Prof Clive Buckberry: Game changing approach to kidney dialysis (2022 MacRobert Award)

## Human context

- Hospital visits 2/3 times per week for 4 hours to cleanse blood
- Massive impact on life; work, holidays, families
- At home = liberation of lifestyle



**CHALLENGE 1** - cleaning valves that get clogged up with deposits during dialysis.



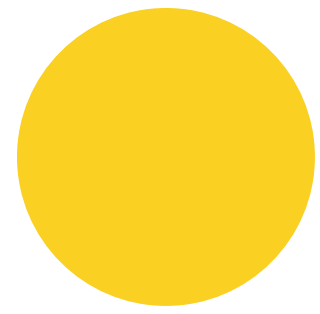
## CHALLENGE, COLLABORATION AND CROSSOVERS

- But team identified valves which filter pulp in juice dispensers
- The fact they are disposable means that are sterile and removes the need for cleaning!
- CHALLENGE 2 - **simple and intuitive** - Smallfry helped develop the usability



**BEFORE AND AFTER :**

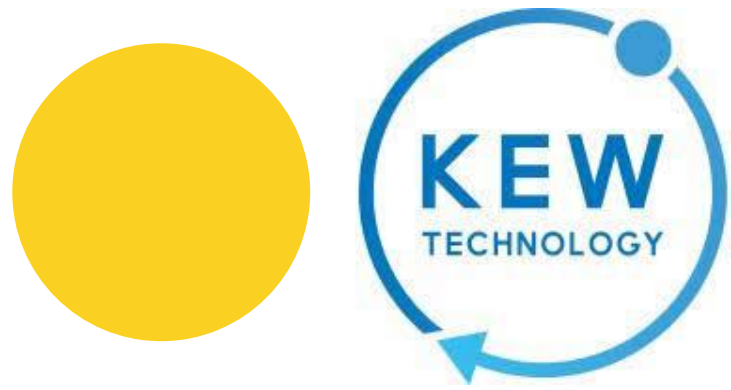




# CHALLENGE, COLLABORATION AND CROSSOVERS

## CHALLENGE 3 – Brilliance is also the vulnerability - data

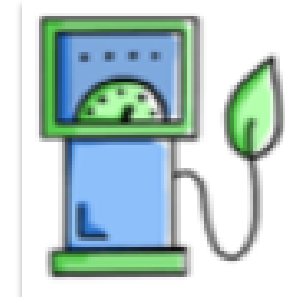
- > 40 sensors monitor dialysis session and feeds into central health-checking system.
- **Cybersecurity and data security** risk - enhanced for FDA approval.
- External collaboration - Dr Philip Bennett FREng
- ***CROSS OVER - Physics meets Engineering meets MedTech***



## CHALLENGE, COLLABORATION AND CROSSOVERS

- Challenge: de-carbonise HGV and Aeroplanes – Electrification?
- Part of PIVOT scheme and Aerospace UP funding to turn domestic and agriculture waste into low grade fuel
- Kew Tech facility (£28M) makes “syngas” from waste, then converted using The Fischer–Tropsch (FT) process into liquid hydrocarbons.
- Using crossover technology developed in South Africa (expertise built under apartheid sanctions making oil from coal)
- **Waste-management to transport and automotive to aerospace**

### Low-carbon Diesel



Department  
for Transport

Future Fuels for  
Flight and Freight  
F4C

**In progress**

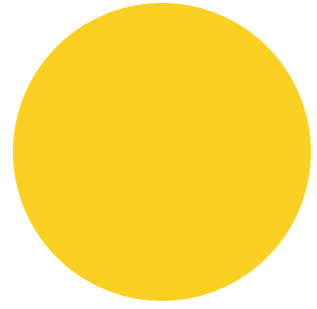
### SAF (SPK)



**AEROSPACE**  
UNLOCKING POTENTIAL

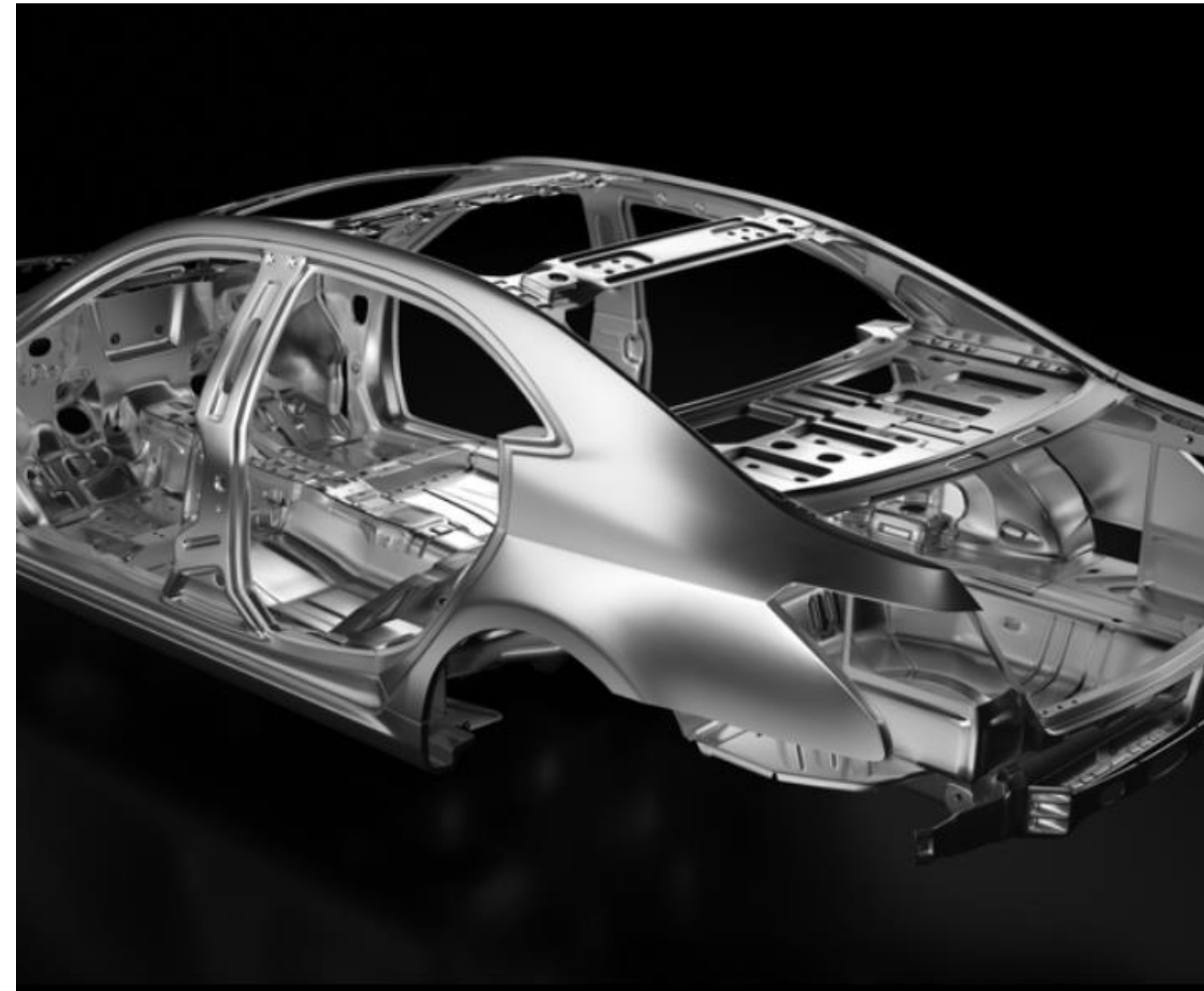
**PIVOT**

**Follow-on plan  
Q3/Q4 2022**

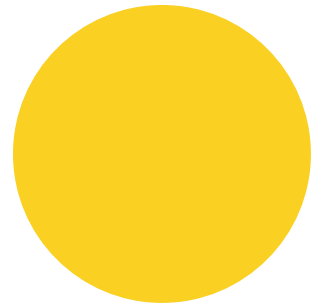


# IMPRESSION TECHNOLOGIES **TORY OF 3C'S**

- Impression uses engineered aluminium forming to make high speed forming, light weight, complex parts; car bodies
- PIVOT – applied Hot Form Quench (HFQ)<sup>®</sup> to aerospace industry i.e. aircraft seat back.
- Main challenge – cultural understanding – certainty and measurability/regulation



**WHAT ARE YOUR CHALLENGES?**



# CROSS THINKING

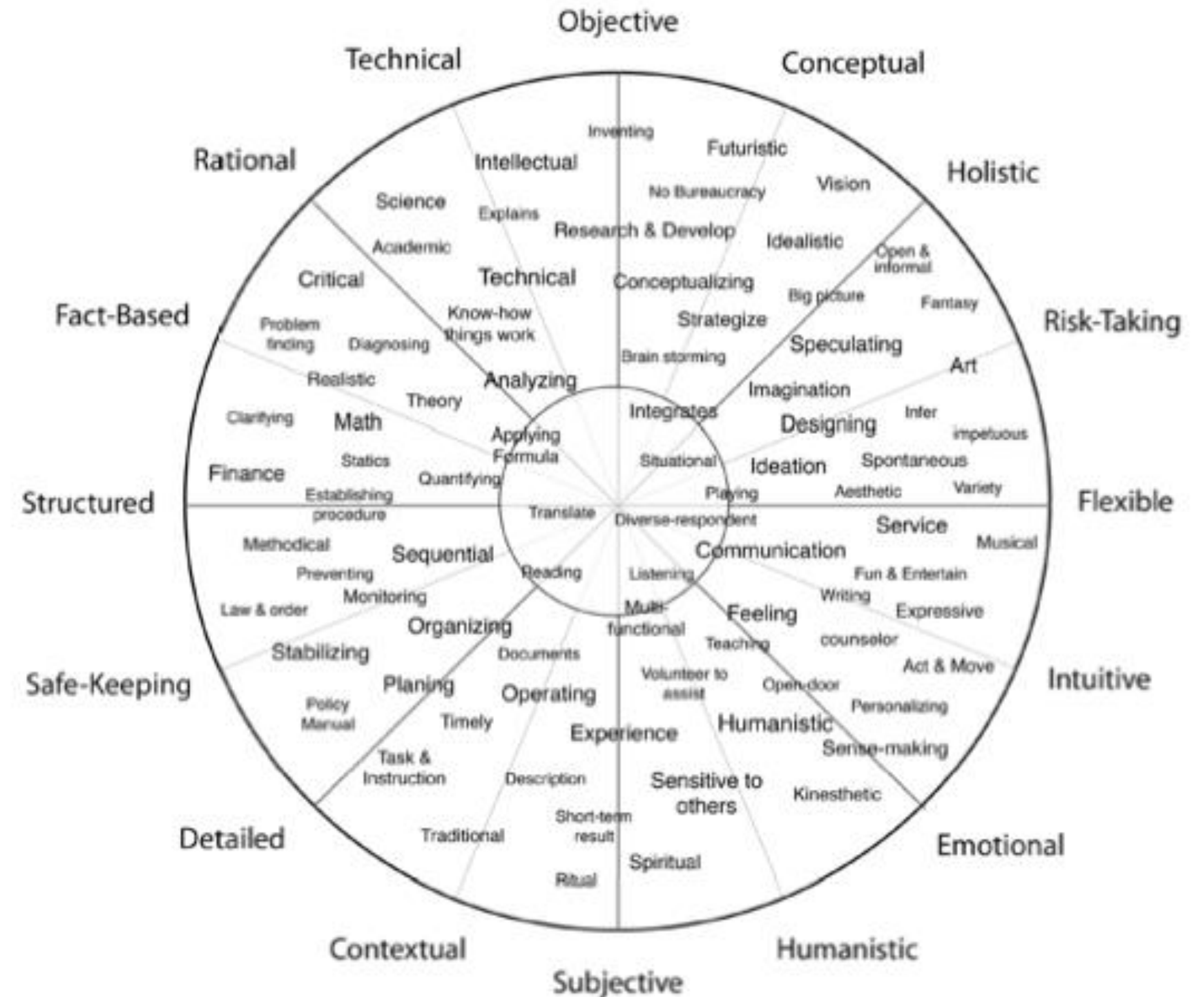
- **Better** decisions are made **faster** by teams with **Cognitive diversity\***

- Individuals process information in different ways

- **!** Optimum levels

## 3 axis

- Attitude to risk
- Gut vs fact
- Thinking vs action



\* Reynolds and Lewis 2017 Study in HBR



# CHALLENGE YOUR CULTURE

- 1. WHY IS IT HARD TO DISAGREE AT WORK WHEREAS IT IS CONSIDERED HEALTHY AT HOME ?**

TRUST ? LONGEVITY ? EXPECTATION? HIERARCHY? CARE?

- 2. DO YOU ACTIVELY ENCOURAGE CRITICAL THINKING AT WORK?**

ALGORITHMS/CHATGPT/ECHO CHAMBERS






# ENGINEERING A CROSS THINKING DECISION-MAKING ENVIRONMENT


**Be aware;**

- **Hierarchy** - blocks debate.
- **Conformism bias** (group think)

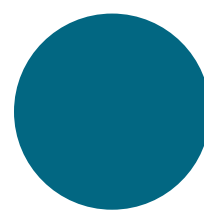
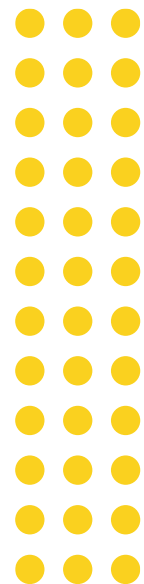
**Best method is safe space – How?**

- **Different** backgrounds and cognitive styles
  - Prepare before - in isolation
  - Use a **structure** -assign **roles**; time-keeper, facilitator, recorder, meta-observer; roles stop loudest voices having most influence
  - **Encouragement** to contradict
- 

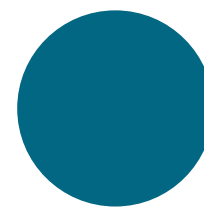




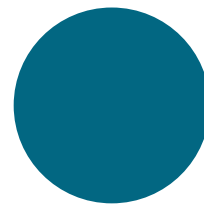
**HOW DO WE  
PREPARE OUR  
ORGANISATIONS  
FOR THE FUTURE ?**



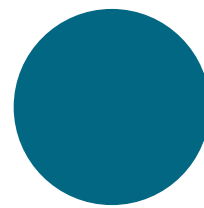
**EMBRACE CHALLENGE**



**ENCOURAGE COLLABORATION**



**SEEK CROSS OVERS**

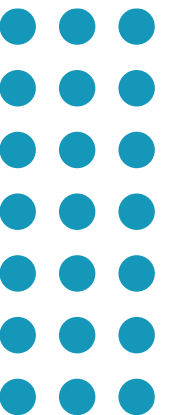


**ACTIVATE COGNITIVE DIVERSITY**

**BUILD A CULTURE WHICH CREATES KPIs AND REWARDS FOR THIS APPROACH**



**create a culture of  
cognitive dexterity“**



# DOES YOUR ORGANISATION HAVE COGNITIVE DEXTERITY?

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