

QRC The Startup Way

Based on The Startup Way, Jan.'2018, Henny Portman

Principles

- Continuous innovation
- Startup as atomic unit of work
- The missing function
- The second founding
- Continuous transformation

Innovation Accounting

Team level

Division level

Enterprise level

Execution

Behaviour change

Customer impact

Financial impact

Crisis

Strategy

Hyper growth

Phase one:
Critical mass

Phase two:
Scaling up

Phase Three:
Deep systems

Recurring common patterns

- Start small
- Build dedicated, cross-functional teams
- Wield the golden sword (clearing away bureaucratic obstacles)
- Design a good experiment (hypothesis, next action, risk containment, a tie between what is measured and one hypothesis)
- Create new ways to measure success (leading indicators)
- Work by exception
- Translate this way of working into terms the organization can understand.

- Identify the challenges faced by pilot teams
- Implement a widespread rollout
- Identify and make use of executive-level champions
- Train representatives of all internal functions
- Establish an in-house coaching program
- Set up the mechanisms of metered funding and growth boards

- From gatekeeper functions (delayed) to enabling functions (accelerated). Create a one-page guide that laid out, in plain English, a series of parameters within which teams would be pre-cleared to work
- Dual roles: support the entrepreneurial efforts of product and project teams and create their own entrepreneurial process to streamline their own functional responsibilities
- Testing and validating
- Ideas and way of working must become deeply baked into a company's DNA

Lean Startup

Hypothesis

Quantitative model

MVP

Tune

Pivot



Value hypothesis
Growth hypothesis

Persevere

Build

Measure

Learn

Growth Board

Tips:

- Small groups, right people
- Frequent meetings
- Action oriented
- Fact based
- No attendance, no vote
- To be the single point of contact of corporate accountability for an internal startup.
- To act as the single clearinghouse for information about the startup for the rest of the corporation
- To provide metered funding to startups

Translation from the vague language of 'learning' to the hard language of dollars or euros.

1

dashboard

2

Business Case

3

Net Present Value

Level: