Popups and startups in a large enterprise

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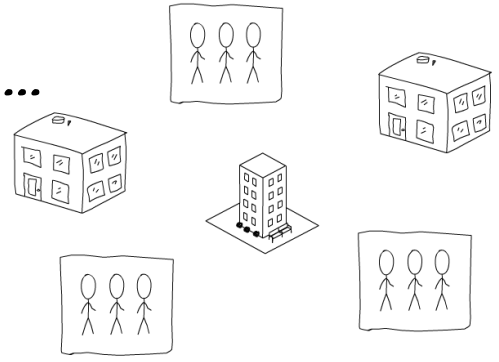
The problem is getting this...

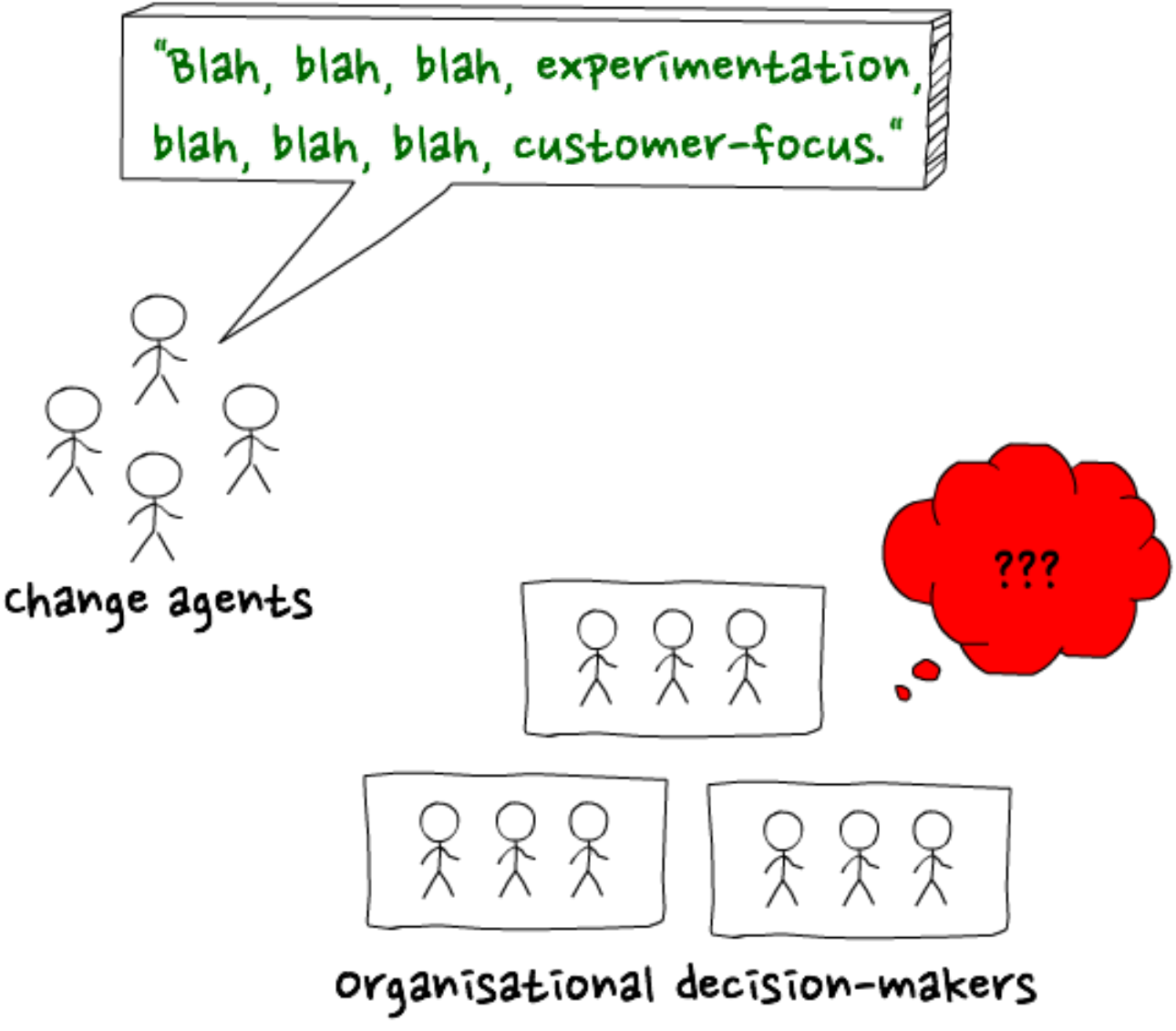


~70 000 salaried + ~130 000 casual

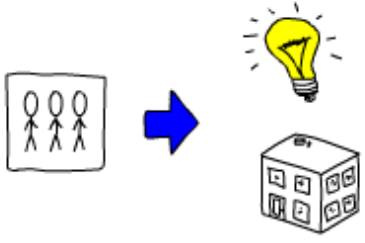
...to do this...

Raise your hand if this sounds like something you're dealing with

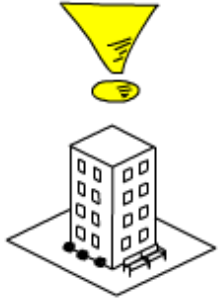
So... how would you do it?


"Blah, blah, blah, experimentation,
blah, blah, blah, customer-focus."
change agents
???
organisational decision-makers

The Plan



Step 1: We go to the store and demonstrate customer-focused experimentation



Step 2: The rest of the organisation is impressed and adopt the approach widely!

You have one week to demonstrate a compelling example of rapid, on-site, customer-focused, experimentation

Goal

Provide a **more convenient shopping** experience for customers

Hypothesis

The biggest problem with grocery shopping is time wasted in checkout

IF we improve self-scanning to shorten checkout time

THEN customers will find the shopping experience more convenient

Experiment

Build a basic self-scanning mobile app to see if customers find the shopping faster and easier

Results

But if it was a store like this that's always quiet then probably not.

Goal

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Experiment

Build a basic self-scanning mobile app to see if customers find the shopping faster and easier

Results

- Not useful for a small store
- Difficult to use when carrying a basket

Goal

Provide a **better meal** experience for customers

Hypothesis

Urban shoppers would like quick meals that are also healthy

IF we provide recipes and an easy way to gather the ingredients

THEN customers will prefer this over packaged meals and find the shopping experience superior

Experiment

Build a basic recipe app and an associated ingredients shelf to see if customers will find this better

Results

Email it to yourself.
I would definitely use it. It's a very good idea. Love it.

Goal

Provide a better meal experience for customers

Hypothesis

Urban shoppers would like quick meals that are also healthy

IF we provide recipes and an easy way to gather the ingredients

THEN customers will prefer this over packaged meals and find the shopping experience superior

Experiment

Build a basic recipe app and an associated ingredients shelf to see if customers will find this better

Results

- Customers really like the concept
- No customers actually converted

What did we learn?

Urban shoppers are not suburbs shoppers

Urban shopper

- Not driving, no where to park
- Baskets, not trollies
- Singles and couples
- Typically buying for that day

Suburbs shopper

- Driving, too far to walk
- Trollies, not baskets
- Families
- Bulk buying

The job is the meal, not the ingredients

urban shopper

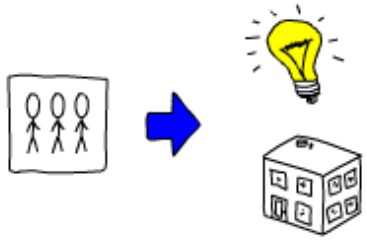
"what do I want to eat tonight?"

Suburbs shopper

"what do I need to restock?"

We have more to learn...
but this approach
accelerates the learning

The Plan



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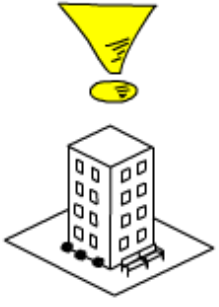
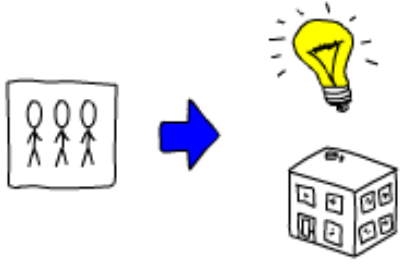


Step 2: The rest of the organisation is impressed and adopt the approach widely!

Do you really think it's this easy?



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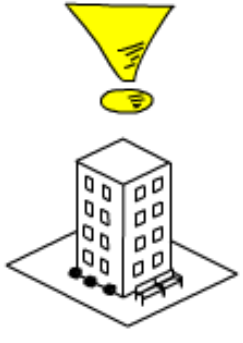
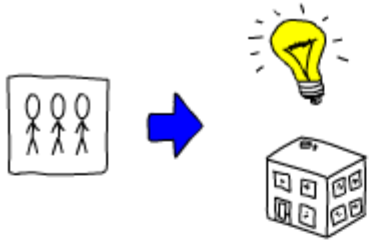


Step 2: The rest of the organisation is impressed and adopt the approach widely!

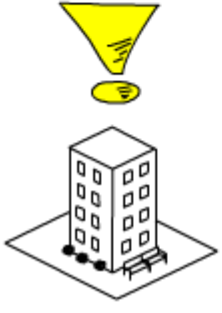
Raise your hand if you know about underpants gnomes

The Reality



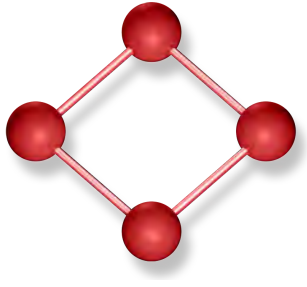
Step 1: We go to the store and demonstrate customer-focused experimentation

Step 2



Step 3: The rest of the organisation is impressed and adopt the approach widely!

The gap is mindset and structure



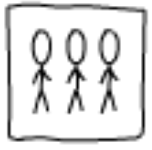
Mindset

Assumptions about how the world works

Structure

The "body language" communicating organisational assumptions

Deliverables



Pop-up Lab

Enterprise

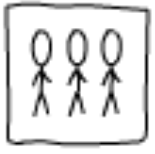
concrete, external

customer focused

Abstract, internal

procedure focused

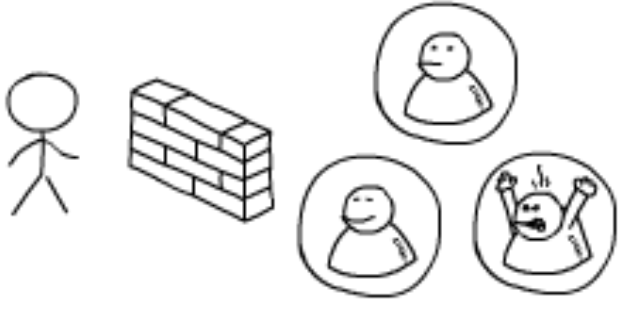
Customer interaction



Pop-up Lab

Enterprise

Direct, in-context, face-to-face

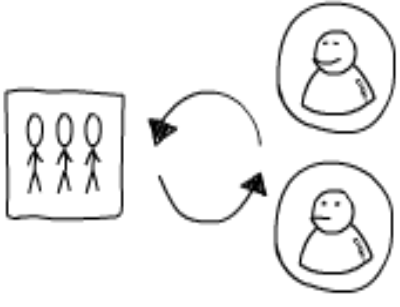


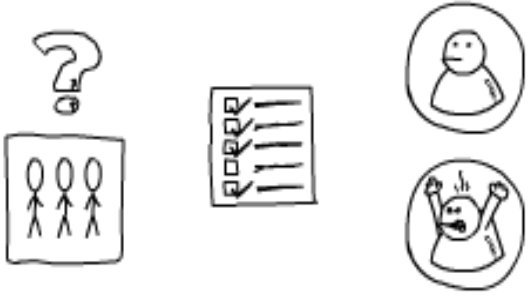
Mediated, out-of-context, abstract

GOVERNANCE

Pop-up Lab

Enterprise





close stakeholder interaction, team autonomy

Muddied intent, infrequent stakeholder interaction, order-taking

PREPARING FOR THE FUTURE

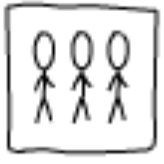
Pop-up Lab

cheaper experiments,
faster adaptation

Enterprise

Better, more expensive
forecasting

Decision Making



Pop-up Lab

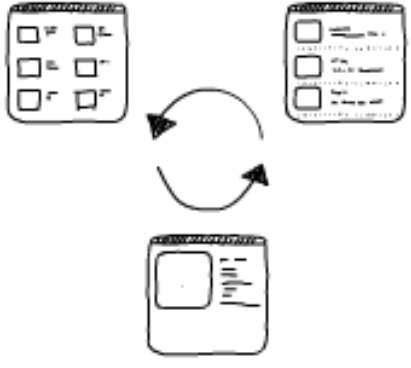
Enterprise

Learning based on actual customer response

HiPPO - Highest Paid Person's Opinion

Delivery

Pop-up Lab



Rapid prototyping, able to switch direction quickly

Enterprise

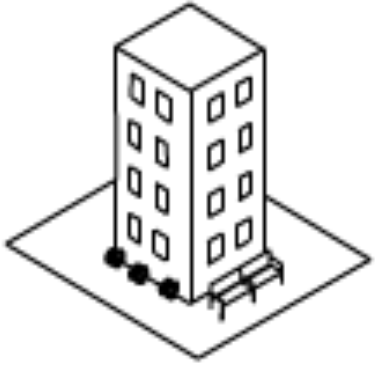
It sure does take a long time to do anything...

You may have noticed that we've just presented problems... what's the solution?

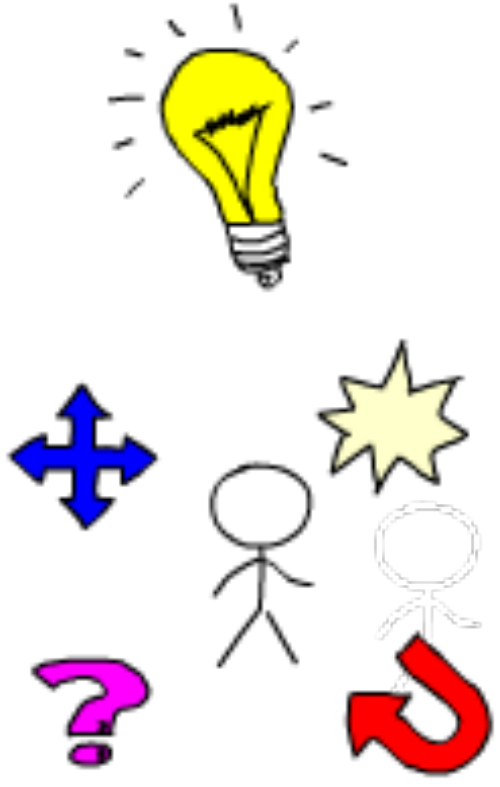
Step 2 is about belief

"I believe it"

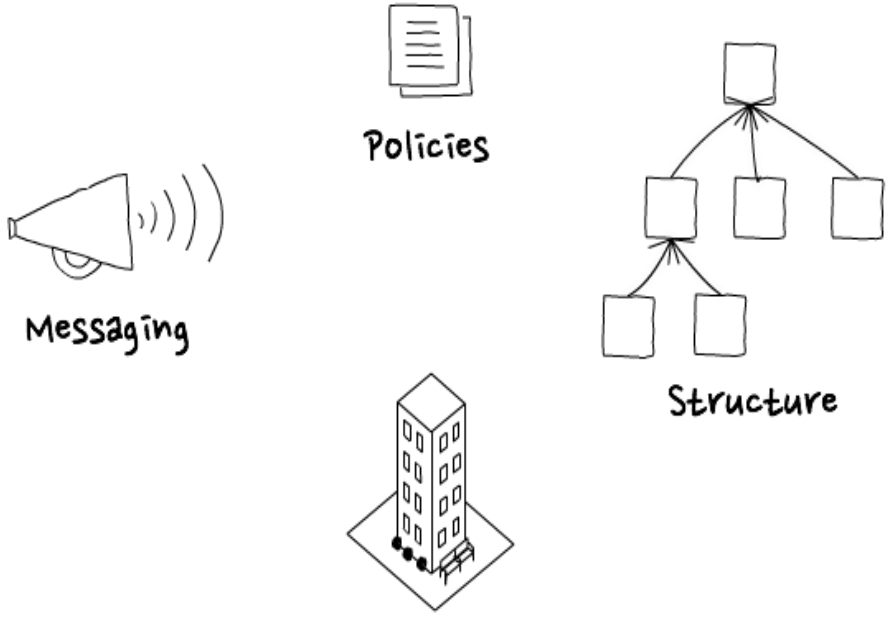
"My organisation believes it"



Individuals believe given the right experience



Organisations "believe" through messaging, policy, and structures

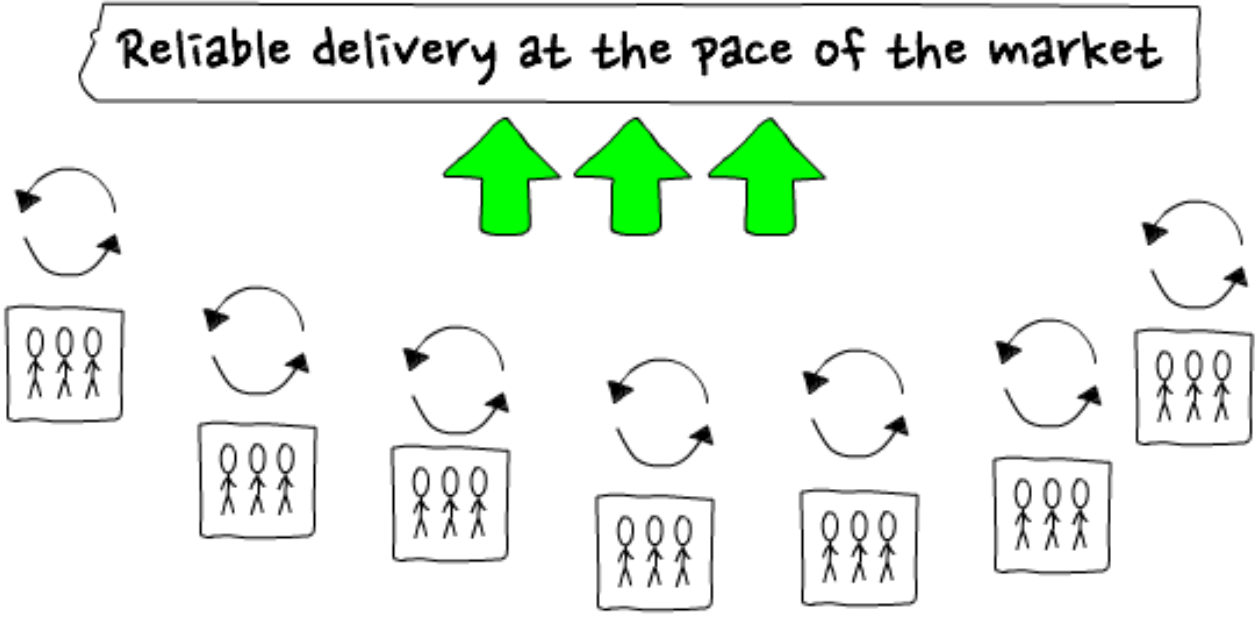


A SUCCESSFUL STEP 2 MUST ADDRESS...

1. Individual belief by providing appropriate experiences
2. Organisational belief by adjusting messaging, policy, and structures

What is our actual Step 2?

Get delivery teams to create roadmaps toward a collective goal



So, what do you think?

Do you think this Step 2 will work?

Acceptance check

1. Does it address creating experiences to address individual belief?
2. Does it address organisational belief by adjusting messaging, policy, and structures?

Why does it end up like this?

The key lesson

A one-off event, no matter how successful, does not in itself create systemic change BUT rather creates space for systemic change...

AND even then, it's not easy