



**BENTHURST&CO**

STRATEGY REALIZATION



# Wat hebben Lego, het All Blacks rugby team en Avatars met elkaar gemeen?

Wat organisaties kunnen leren van industrieleiders

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Masterclass PvkO – Klantgericht organisatie & positieve bedrijfsresultaten - 15 september 2015



UNIVERSITY OF AMSTERDAM



Business



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# Who is annoyed by...

## Low product quality ...



# Lack of difference?



# Bad service?

2,50	Kipcorn	2,90	Cheeseburger	2,10	Crispyburger	3,20
1,70	Kipnuggets	1,80	Mitrallette	2,40	Veggieburger	3,00
1,70	Megamix	2,50	Frikandel			3,00
1,80	XXL	2,50	Boulet	4,40	Baguette	
1,80	Macho	2,50	Mexicano	4,40	Frikandel	2,60
1,80	Garnaalkrokot	2,00	Saté	4,70	Boulet	2,60
3,20	Mamoet/+saus	2,00/2,50		5,60	Mexicano	2,90
					Saté	3,80
					met groenten	+0,60

Mogelijk met alle snacks

<b>Suggesties</b>	
Villa Burger	2,60
Villa Mitrallette	5,00
Villa Baguette	4,00

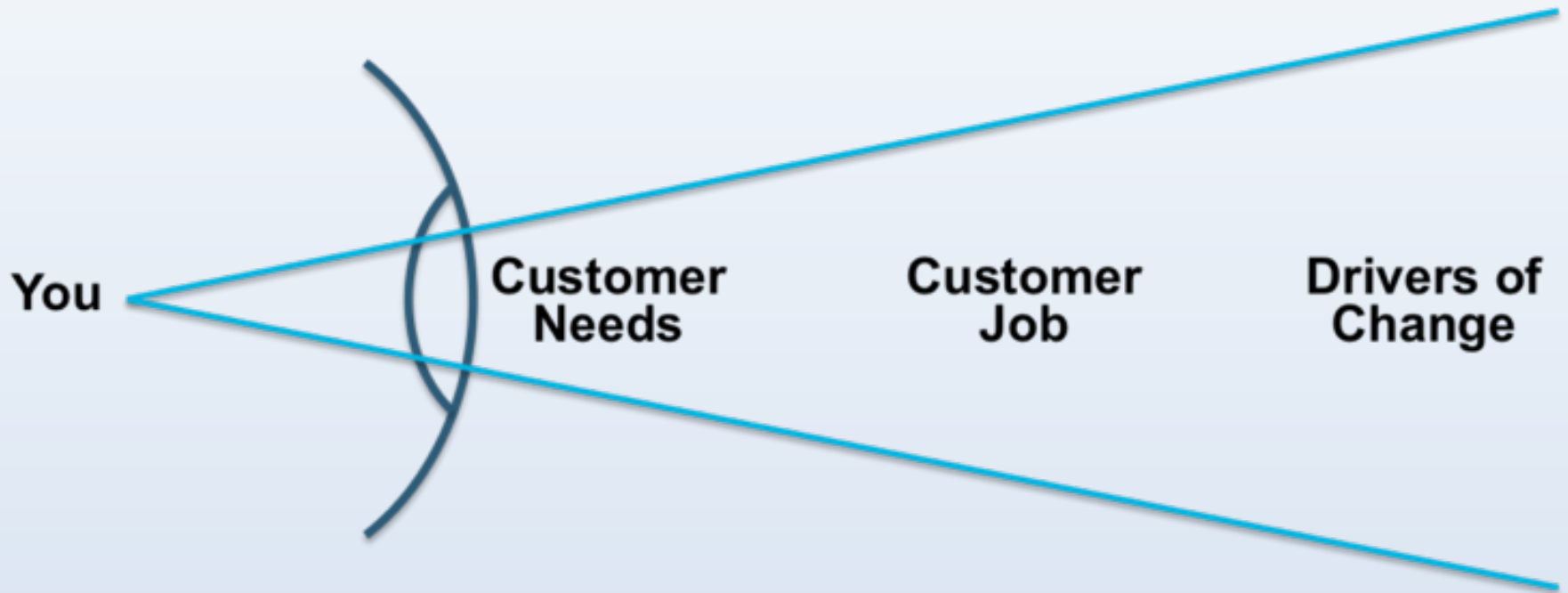
Frituur  
**Villa De Frit**  
H. Hooverplein 1  
LEUVEN

Villa de Frit  
H. Hooverplein  
LEUVEN



How would the world look like if  
more organizations are *passionate*  
about quality and caring for  
customers...

We see many efforts focused on better serving the customer need less on envisioning the drivers of change



# Vivid stories on engagement from leading companies like Royal DSM, High Tech Campus Eindhoven, Newtricious and Janssen Pharmaceutical Companies of Johnson & Johnson



*"At its heart, the book grapples with the question of how to build innovation into daily practice with emphasis on engaging the consumer into new products or services. Many firms become entrapped in their legacy and 'the innovator's dilemma' but Huizenga shows that many stalwarts are capable of escaping from this captivity by engaging the customer to pave the road to new opportunities, similar to Apple which continues to reinvent itself by disruptively investing in their interface with customers."*

**Johannes M Pennings**  
**Emeritus Professor of Management**  
**The Wharton School, University of Pennsylvania**

*"The Knowledge Enterprise is essential reading for all managers about the management shift from R&D and technology-driven to customer-driven innovation. The author not only makes a compelling design for strategy realization but also provides an answer to 'why' companies succeed in transforming their business model ..."*

**Fred Boekhorst**  
**Senior Vice President Philips Research**  
**Philips Electronics**

*"The power of the 'knowledge enterprise' ultimately depends on the ability to organize business innovation. The book reveals the stories of change, engagement, teamwork and orchestration to unleash and spark revenue-generating new business ..."*

**Jérôme Verhagen**  
**Managing Director /CEO**  
**NV Industriebank LIOF**

More information on:

[www.benthurst.com](http://www.benthurst.com) ; [www.managementboek.nl](http://www.managementboek.nl)

[www.worldscientific.com/worldscibooks/10.1142/p964](http://www.worldscientific.com/worldscibooks/10.1142/p964)

[www.amazon.com/The-Knowledge-Enterprise-Technology-Management/dp/1783265426](http://www.amazon.com/The-Knowledge-Enterprise-Technology-Management/dp/1783265426)



# Benelux & Switzerland study on engagement

We asked: *“How do companies behave on Customer Engagement?”*

- CEM Maturity Model®
- In depth, 50 question Qualitative survey of 25 companies
  - Interviewed CMO’s, CCO’s, CEMs and Marketing Managers
  - Representation of companies operating in P&C insurance, Life Insurances, Health Insurance, Retail & Private Banking
- CEM Maturity Model® Benchmark survey: August – November 2014
  - An assessment across 8 strategic and organizational dimensions
  - Benchmark framework classified companies on 4 stages of maturity in Customer Engagement
  - Across 3 countries
    - Switzerland
    - Netherlands
    - Belgium



# Lessons from leading companies



# Transition leadership - DSM – Bright Science. Brighter Living.™

Royal DSM is a global science-based company active in health, nutrition and materials



Our **purpose** is to create **brighter lives** for people today and **generations to come**

Transition leadership starts with an absolute aspiration - Solving unmet needs of our times

# We're inspired by our patients.

**Welcome to Janssen Pharmaceuticals, Inc.**

*"Our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services..." — Our Credo*



PHARMACEUTICAL COMPANIES  
OF *Johnson & Johnson*

# Absolute aspiration - Becoming number 1 in 5 therapeutic areas

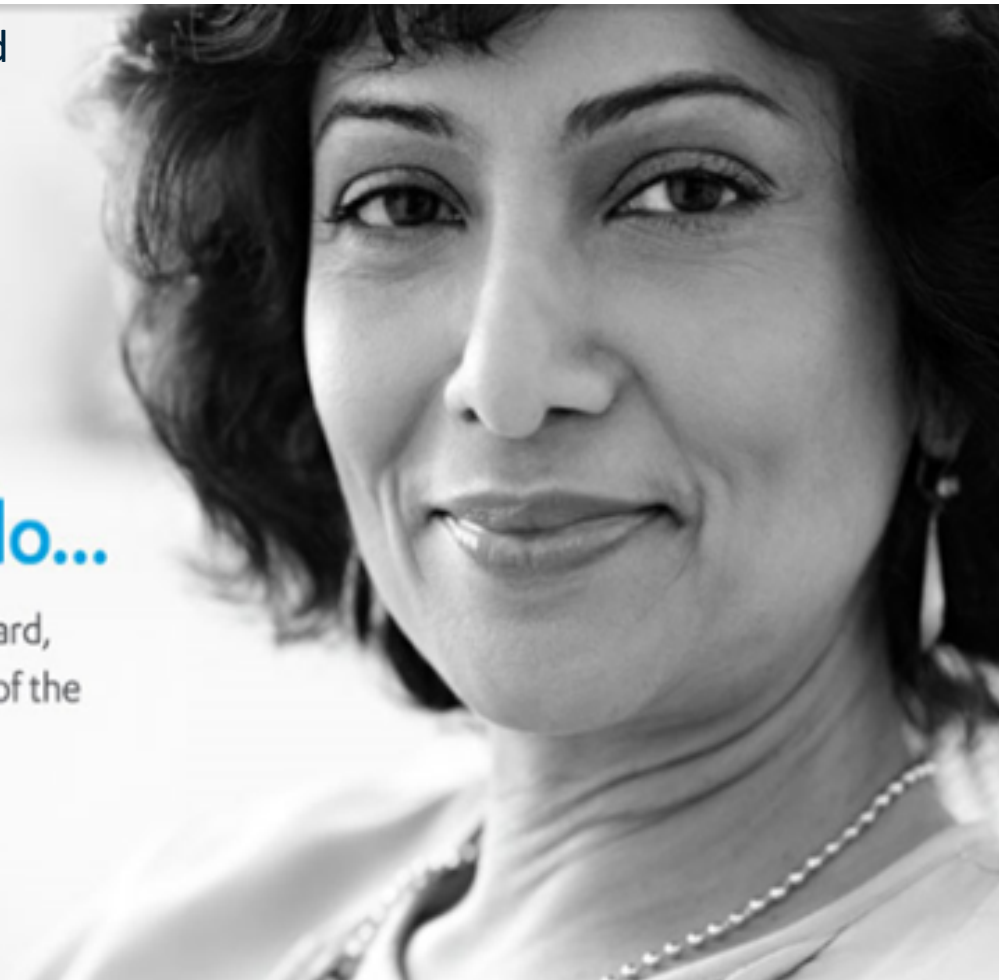
Tapping into the best science in the world and driving open innovation

**We believe there are no limits to what science can do...**

As new advances in medicine and technology move forward, we work with experts across disciplines to address some of the most serious unmet medical needs of our time.



PHARMACEUTICAL COMPANIES  
OF *Johnson-Johnson*



# How to organize? Janssen Pharmaceuticals – 5 rules of engagement



1. Unmet medical needs
2. Focus on solutions for five therapeutic domains
3. Collaborative innovation – ‘the world is our lab’
4. Team focus (Rugby sports, Avatar teams & ColaLife example)
5. Getting proof of concept

## The card game – 3 questions



# We study the practices of strategy, organization and innovation at organizations and industries – and use it to improve *your* work



*Study revealing some gradual but fundamental changes of the – once static– Belgian insurer and broker landscape (2012 - 2014)*



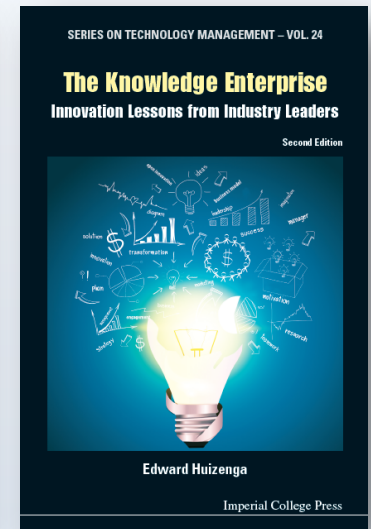
*Multi country study (NL, BE, CH) on organizational practices in customer engagement (2014)*



*Thought provoking evaluation and forward looking assessment of the Dutch health market, 7 years after the large scale privatization (2013)*



*How iconically competent organizations attract individual talent around an absolute aspiration, and how they stay at the top of their game for more than a century (2013)*



*How organizations master innovation, realize a transition leadership strategy and rebuild their business model for the next stage of growth (2015)*



## More on Benthurst & Co



### IT'S CONSULTING, BUT NOT AS YOU KNOW IT.

"Consulting as we know it is changing. Information availability inside and outside organizations is on a non-abating winning streak and the way people interact through new technologies is reshaping the core of how we organize and get things done. This is creating major opportunities for consulting to do things differently. We don't have all the answers - yet - of what consulting will look like in 5 or 10 years time. But we are working hard on taking the best bits from the past, mix it with the cutting edge of today, and splice in the emerging possibilities of the future. This provides exciting opportunities not only for our clients, but also for ourselves, to work and collaborate in completely new ways and to be part of the wave to renew the consulting industry"

Creating real value for clients works better if you are happy, focused and relaxed.  
With experience, modern media and adjusted clock speed.

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