

Strategic Management Lecture Notes

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Digital Transformation - People first

ETH Zürich

Strategic Management and Innovation

Oct 3th, 2017 - Patrick Warnking, Country Director Google Switzerland

ETH zürich

Department of Management, Technology and Economics

Chair of Strategic Management and Innovation



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Mission - Culture - Talent



GREAT
PLACE
TO
WORK®

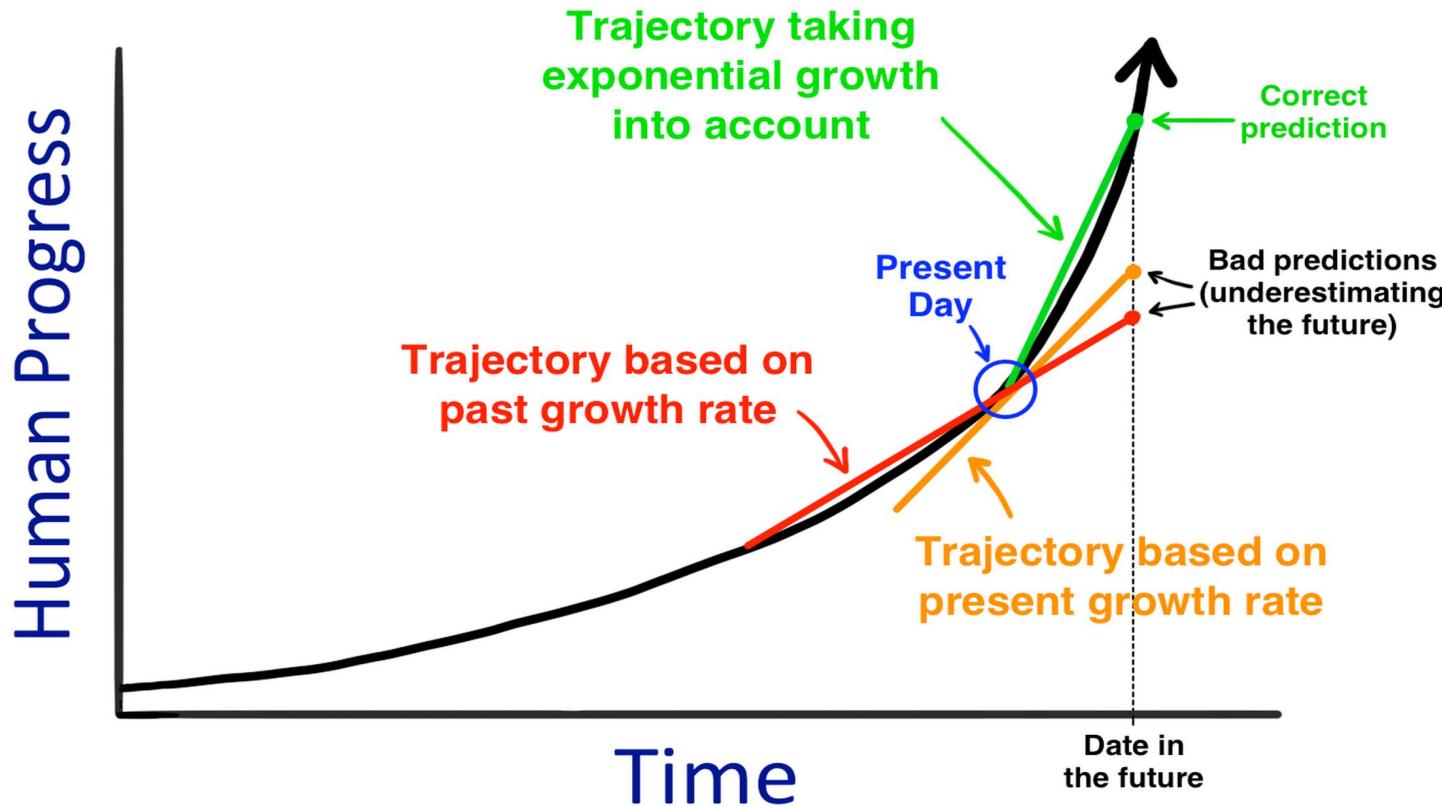
#1

Understand exponential trends





How do you lead in times of exponential change?



Exponential growth: 5+B new users will connect with 50+B IoT

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How about the next wave?

#1 Mobile first

#2 Everything connected

#3 Video, VR & AR

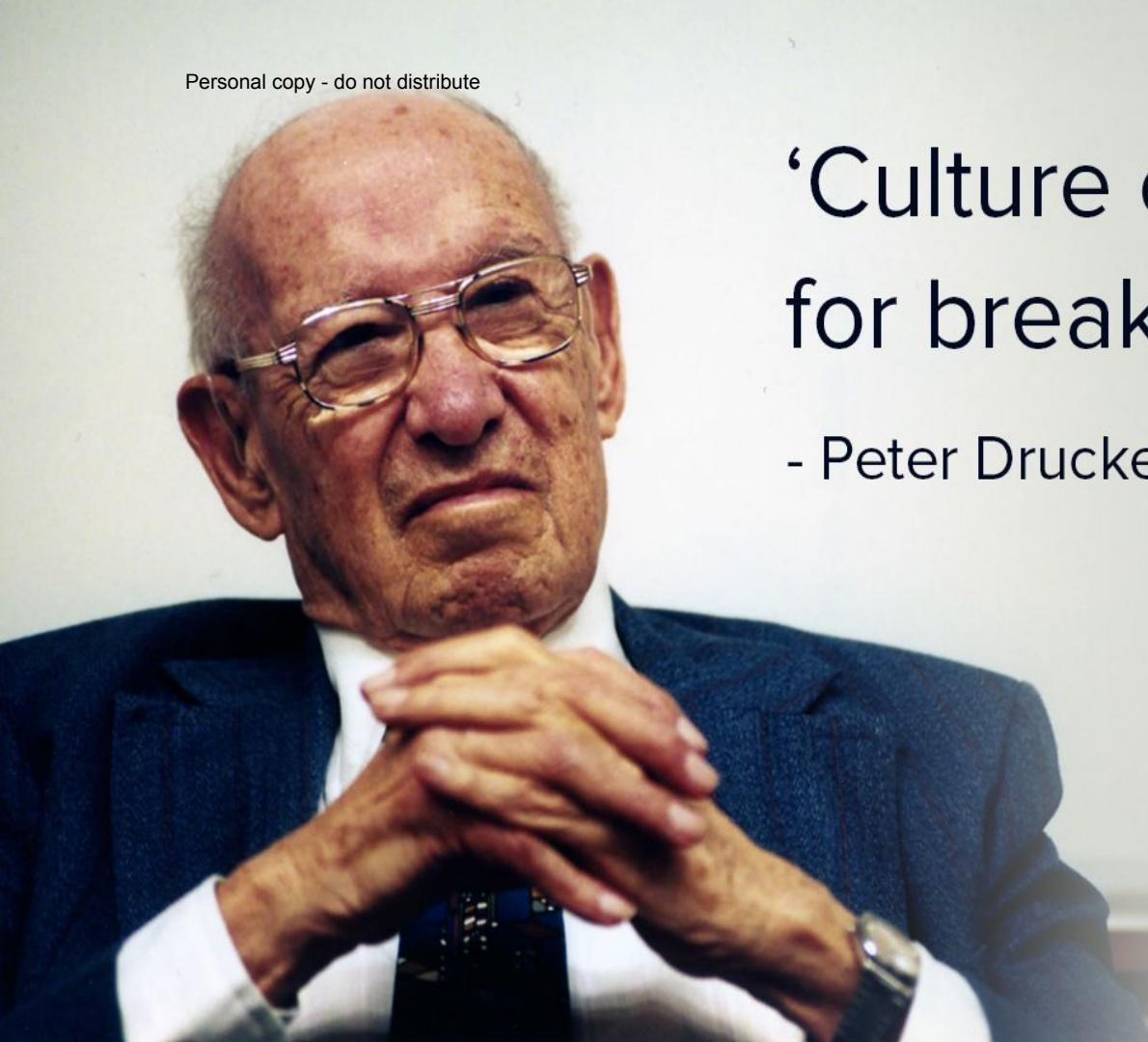
#4 Machine Learning

#5 Search, Assistant & Devices

#2

Invest in talent and culture



A black and white photograph of Peter Drucker, an elderly man with glasses and a suit, resting his chin on his hand.

'Culture eats strategy
for breakfast'

- Peter Drucker



SALESSCREEN

A portrait of Sir Richard Branson, an elderly man with long, wavy, light-colored hair and a beard, smiling warmly at the camera. He is wearing a dark blue suit jacket over a white shirt.

*“Clients do not come first.
Employees come first.
If you take care of your
employees, they will take
care of the clients.”*

Sir Richard Branson



"Give people slightly more trust, freedom, and authority than you are comfortable giving them. If you're not nervous, you haven't given them enough."

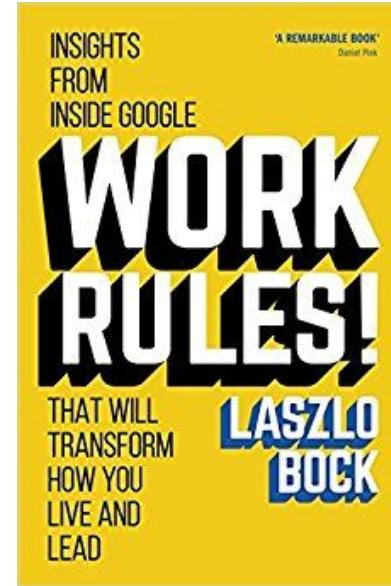
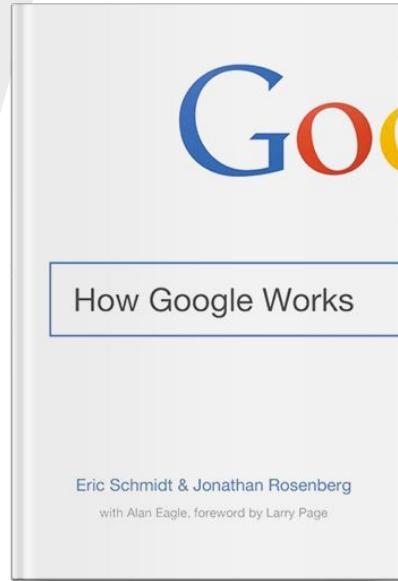
Laszlo Bock, previous SVP People Operations



“**If you give people freedom, they will amaze you.** They'll do remarkable things, and all you need to do is give them a little infrastructure and a lot of room to change the world. And I think that holds in any industry.”

Laszlo Bock
Google's former SVP of People Operations

How Google Works



Create an environment where smart creatives can thrive at scale

The only way for business to consistently succeed today is to attract smart creative employees and create an environment where they can THRIVE at scale...



Key tenets to Google's culture of innovation

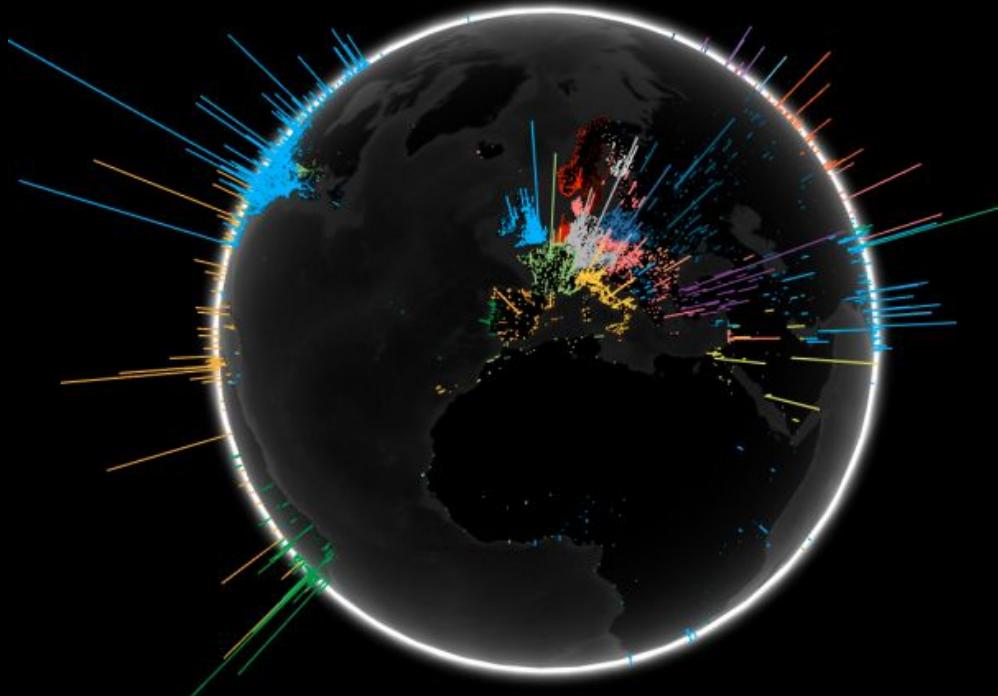


1. Mission that matters
2. You're brilliant, we're hiring
3. A license to pursue dreams
4. Think 10x
5. Default to open
6. Ideas come from everywhere
7. Focus on users, not competition
8. Launch and iterate
9. Data, not opinions

1. Mission that matters

- Unified vision
- Purpose toward corporate objectives
- Why it matters to me

Objectives and Key Results
(OKRs)



2. You're brilliant, we're hiring

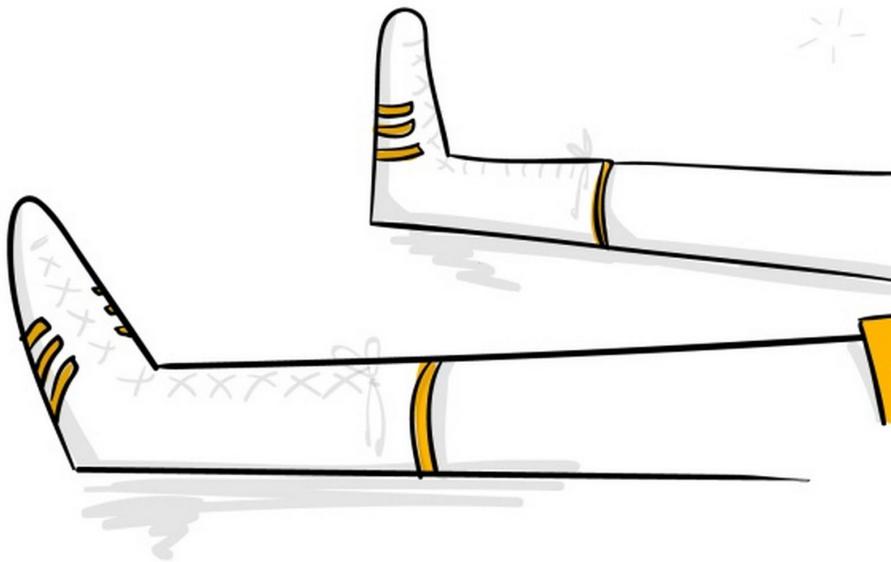


- Set the bar very high
- Resist “good enough”
- Hire via wisdom of crowds
- Involve all employees in hiring
- Hire for cultural fit

3. A license to pursue dreams

*Individuals and small teams can have a massive impact.
They can create new ideas, experiment, fail and try again
and get their success to global markets.*

- Freedom to take risks
- 20% time
- Transformation / Innovation Labs
- Googler-2-Googler learning
- Grow / gLearn
- Small teams ... Big impact



4. Think 10x

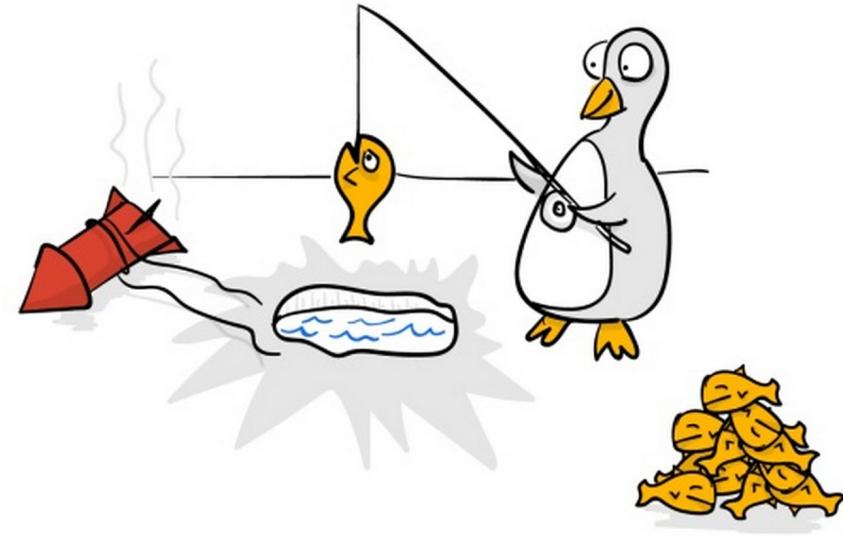
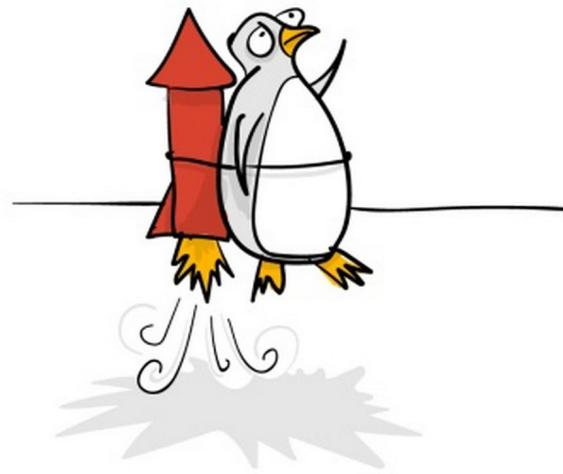
"If you want cars to run at 50 miles per gallon, fine you can retool your car a little bit.

But if I told you it has to run on a gallon of gas for 500 miles...you have to start over."

Astro Teller
Engineering Director, Google X



4. Think 10x



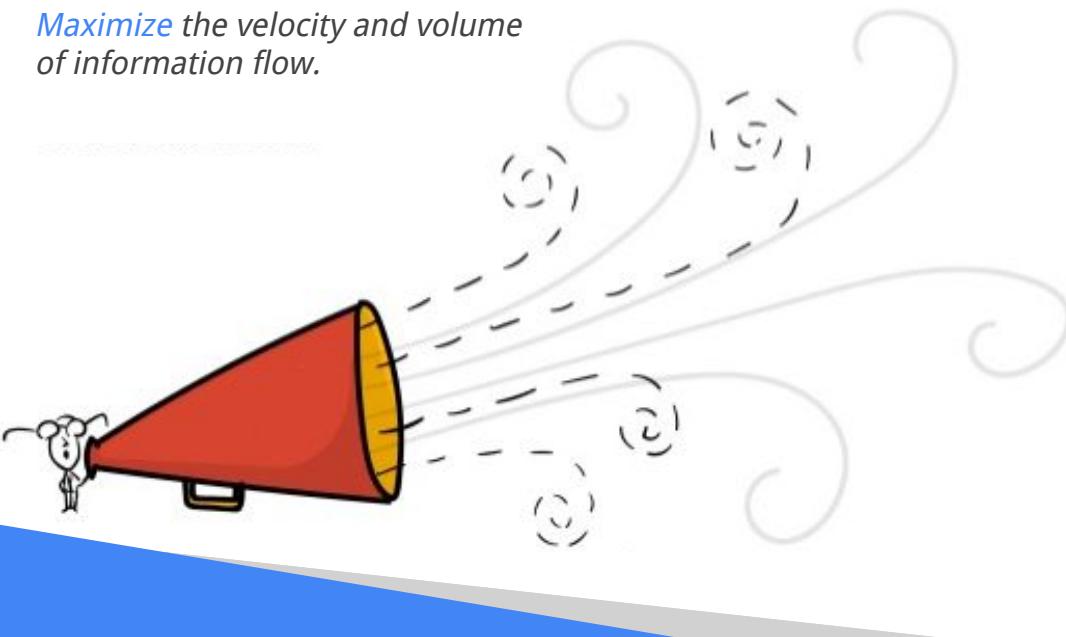
Set unattainable goals,

...and fail well.

5. Default to open and share everything you can

*When it comes to **communication**,
default to **open**.*

*Maximize the velocity and volume
of information flow.*



- TGIF
- Public KPIs
- Shared Googlegeist results
- Eric's Quarterly Town Hall

6. Ideas come from everywhere

Amit Singh

Goog / Biz / Tech News

Posts About Photos Videos

Amit Singh Jul 13, 2012 - Public

Welcome to 1-800-Flowers to +Google Enterprise. They plan to use Google Apps and Google plus to become a social enterprise and break down the boundaries inside their company.

Google Apps launch - Executive promo »

Google Apps is coming to 1800flowers Inc. Come join the fun, and Google with Yoogle !

Add a comment...

151 IN HIS CIRCLES

- Jeremiah Dillon
- Steve Morgens...
- Kevin Gough
- Kunal Singh

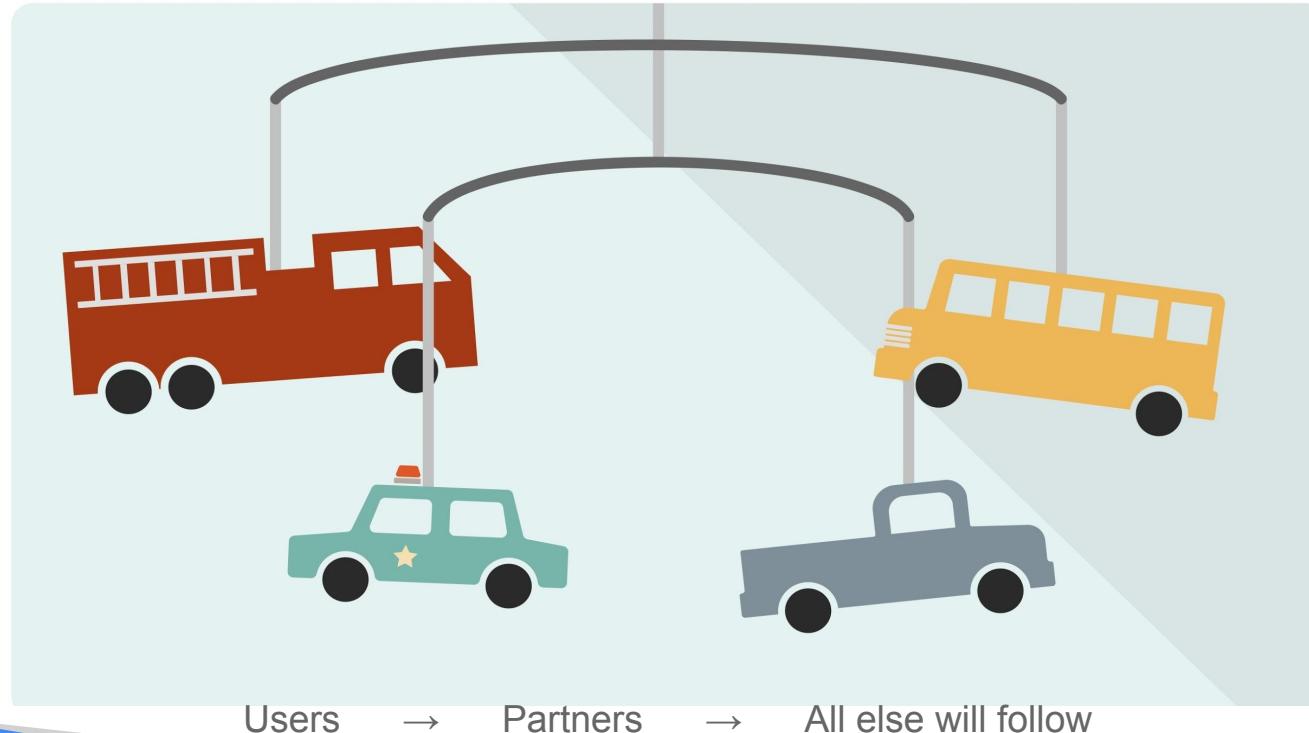
Internal Social

Engage beyond email

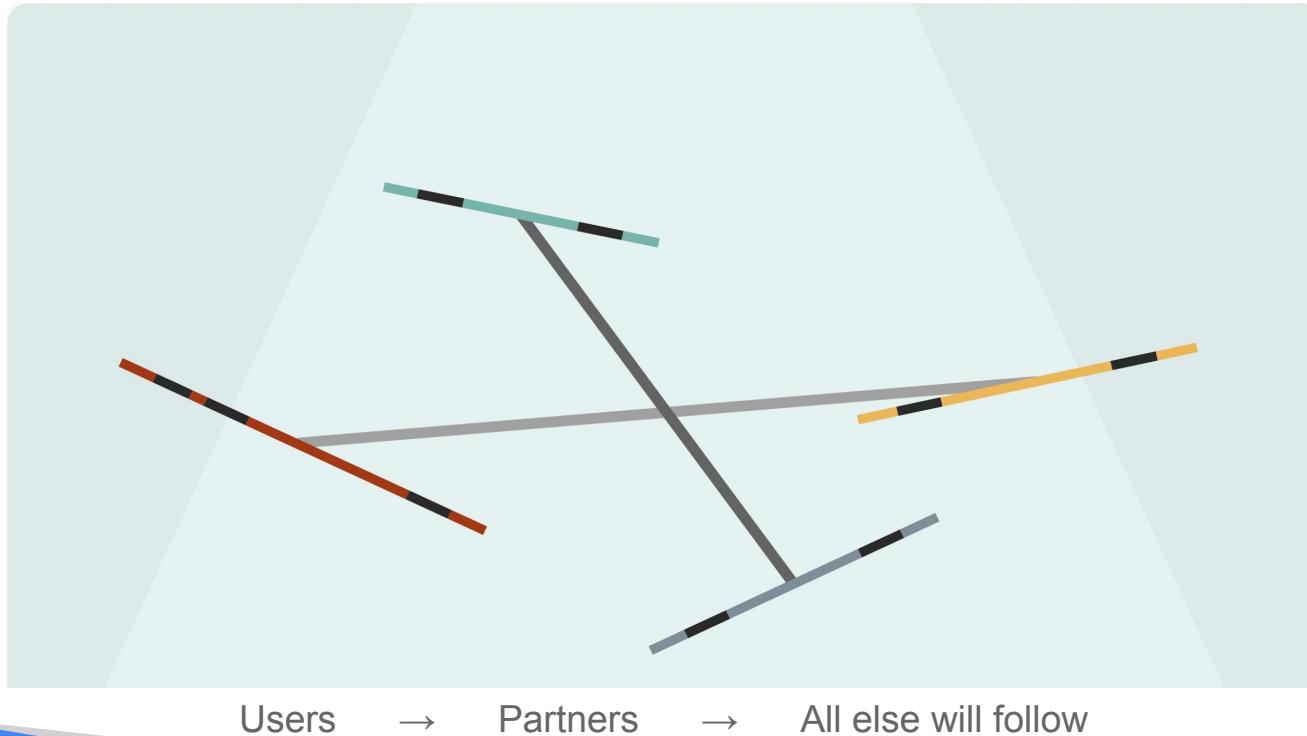
Bureaucracy Busters

saving Google from red tape

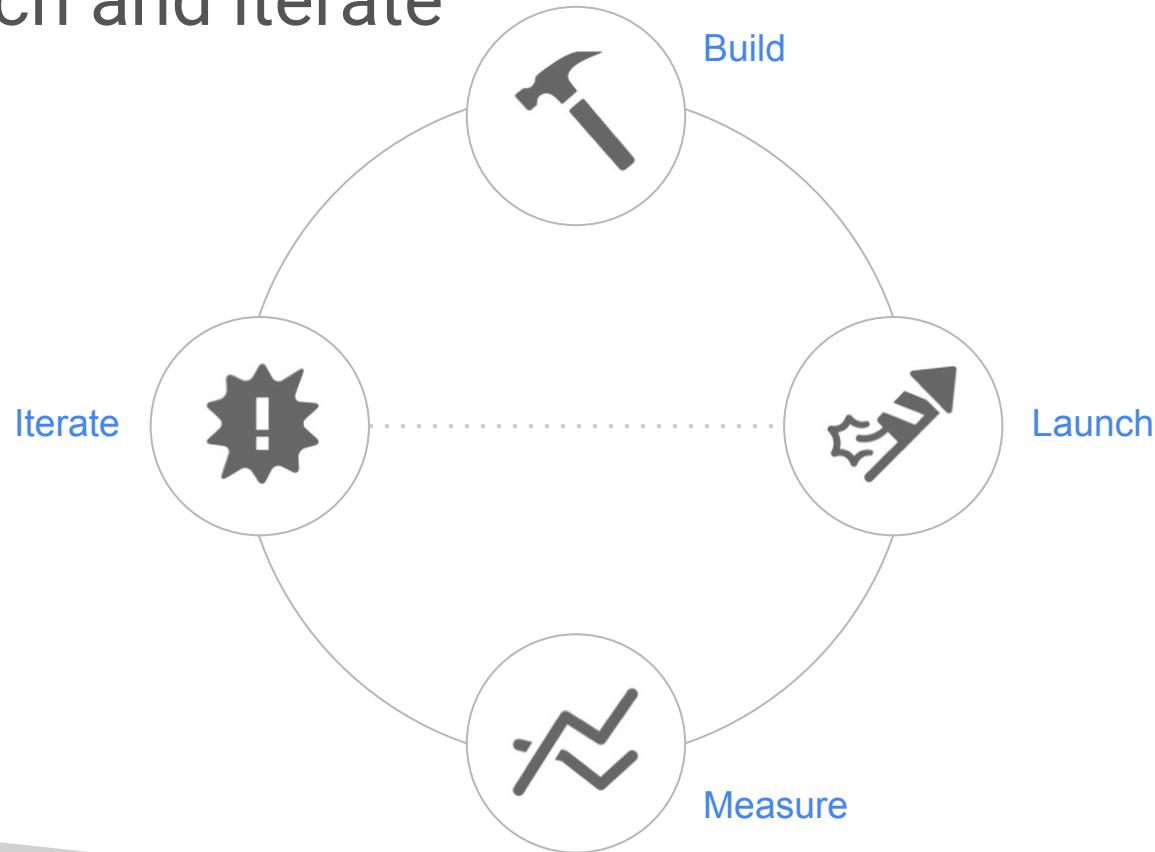
7. Focus on your users, not the competition



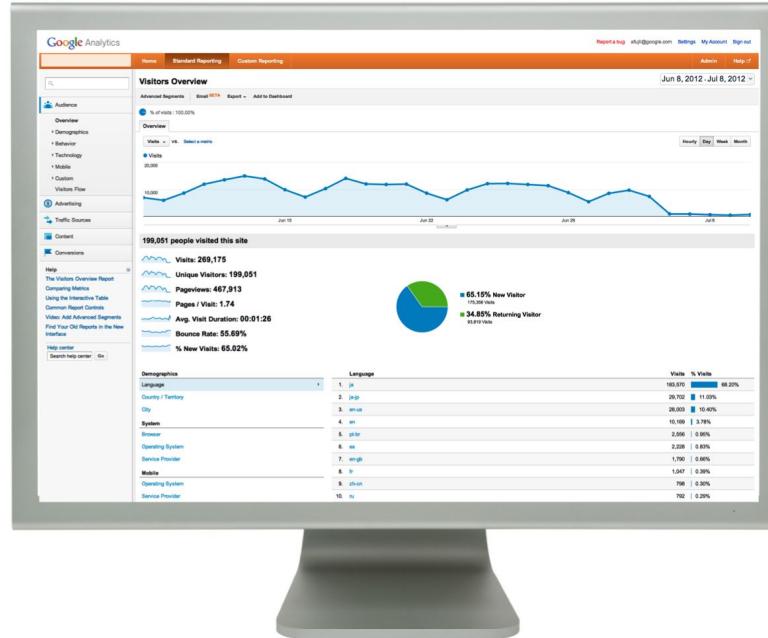
7. Focus on your users, not the competition



8. Launch and iterate



9. Use data, not opinions



Data beats opinions

- Measure constantly
- Use data, not brute force for consensus

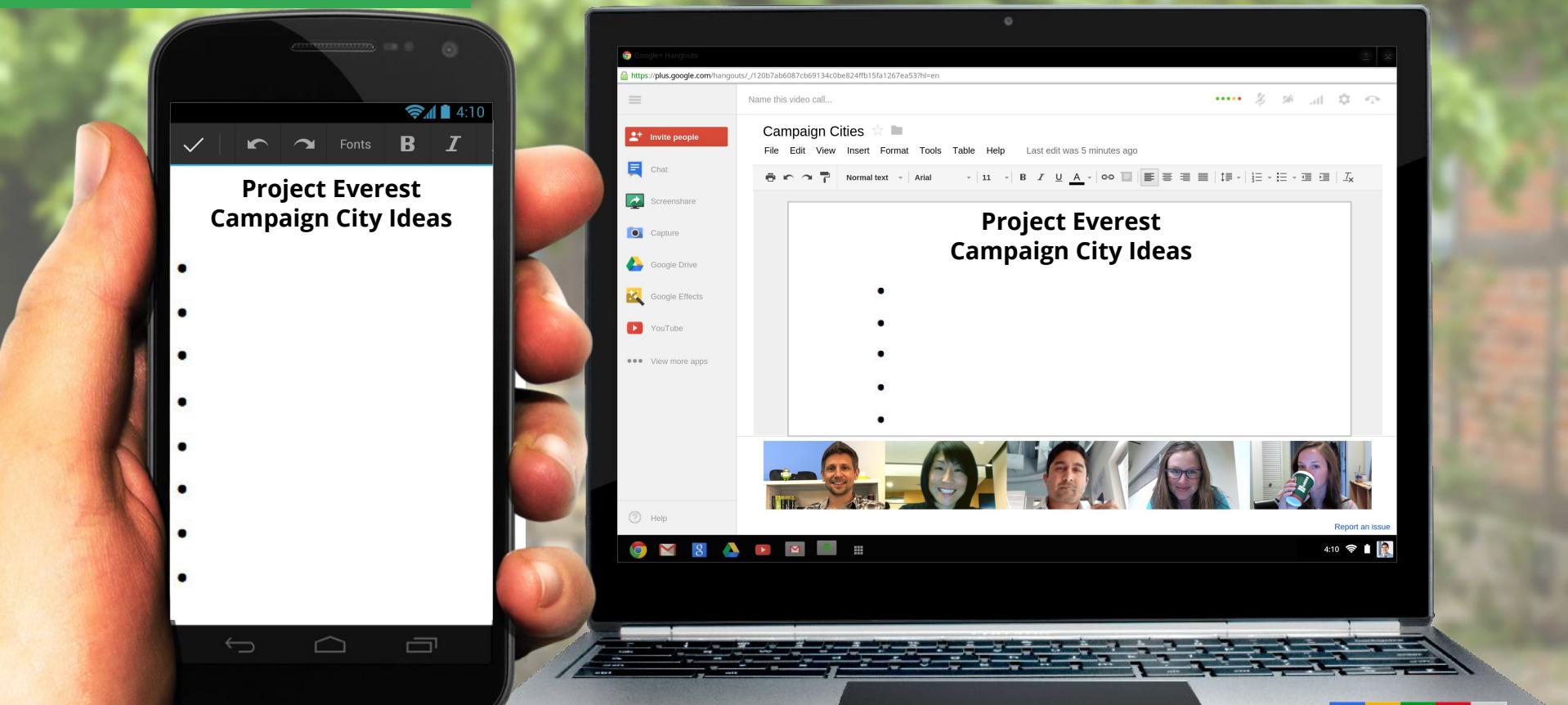
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Have some fun!

cloud culture

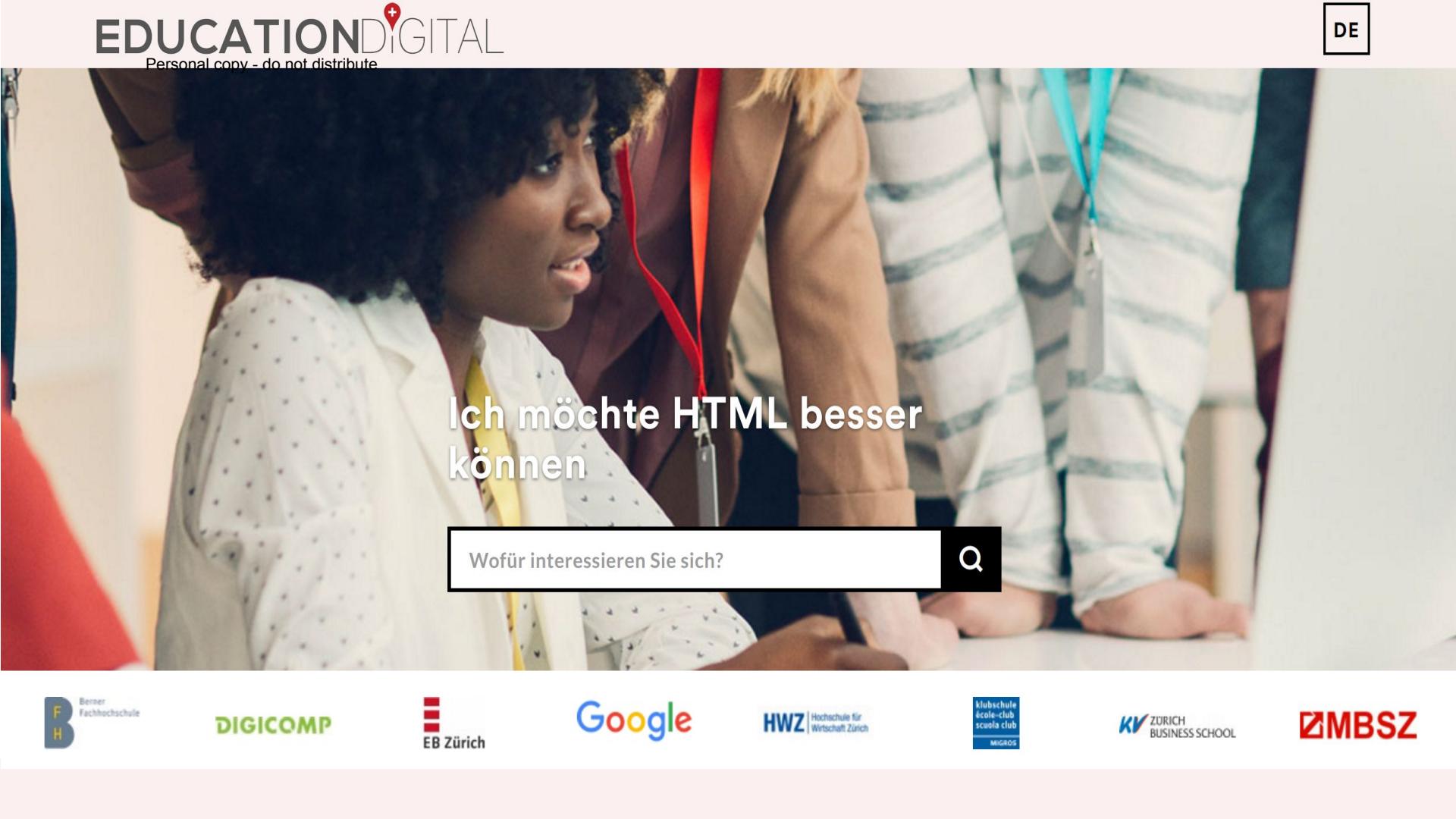
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feedback & leadership





Ich möchte HTML besser
können

Wofür interessieren Sie sich?





Google und Pro Juventute starten mehrjährige Partnerschaft

08.02.2016

Gemeinsame Förderung von Medienkompetenz bei Jugendlichen

Der Umgang mit Neuen Medien ist eine bedeutende Herausforderung für Jugendliche und Erwachsene. Zur Förderung der Medienkompetenz junger Schweizerinnen und Schweizer lancieren Google Schweiz und die Jugendorganisation Pro Juventute eine mehrjährige Partnerschaft. Das gemeinsame Ziel: Kinder und Jugendliche in unserem Land sollen unterstützt werden, verantwortungsvoll und kompetent mit Neuen Medien umzugehen. Im Rahmen der Partnerschaft entwickelt Pro Juventute zusammen mit der

Aktuelles

Newsletter

Kampagnen

Medien

Medieninformationen

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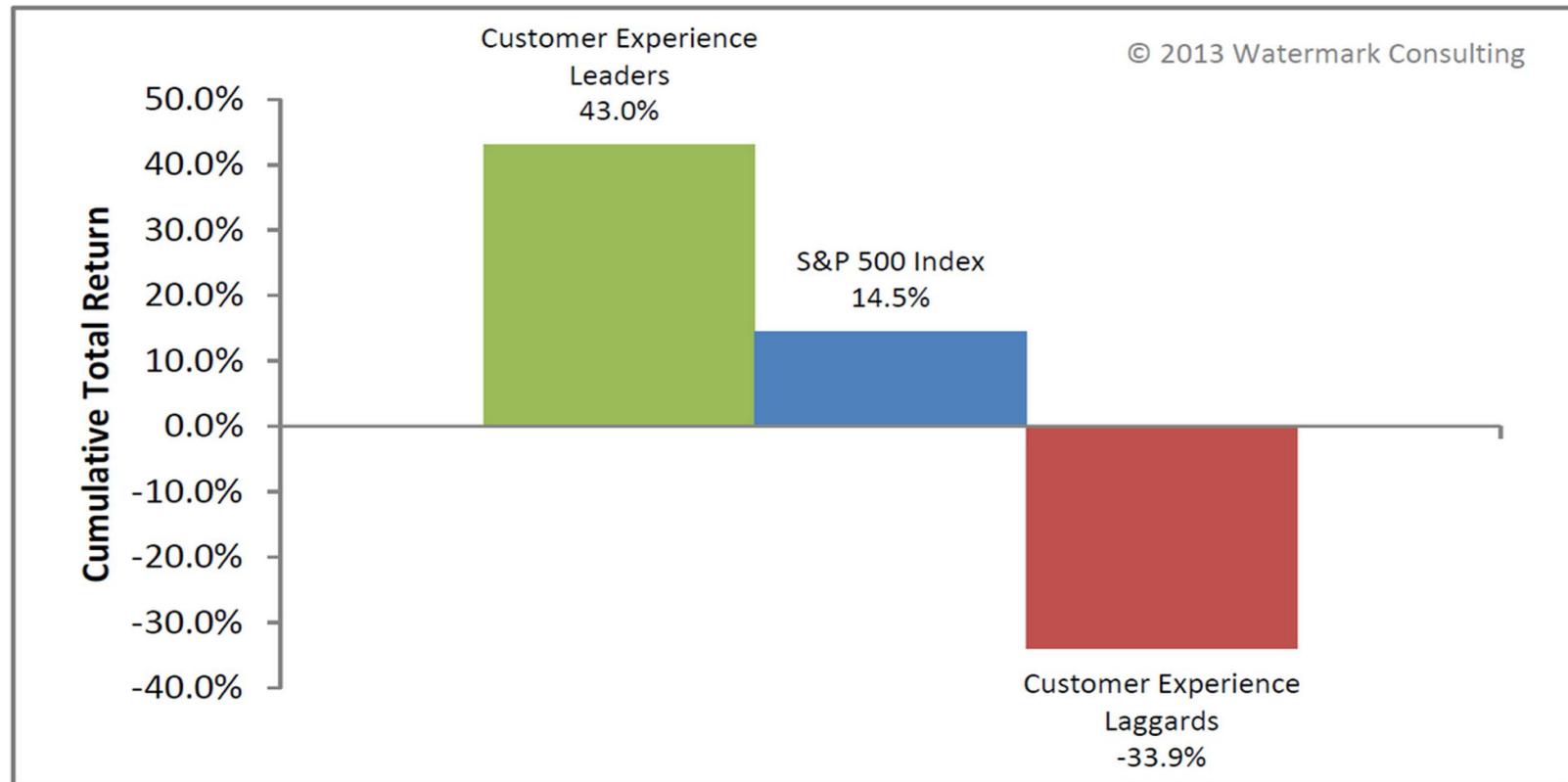
#3

Invest in 1:1 customer value

Customer experience leaders outperform the market

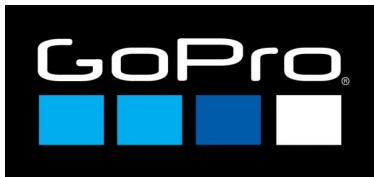
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6-Year Stock Performance of Customer Experience Leaders vs. Laggards vs. S&P 500 (2007-2012)

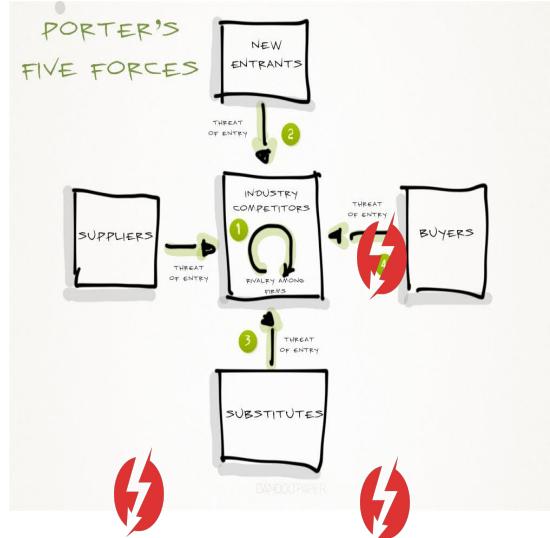


Watermark defines Customer Experience Leaders and Laggards as the top ten and bottom ten rated public companies in Forrester Research's 2007-2013 Customer Experience Index studies. Comparison is based on performance of equally-weighted, annually readjusted stock portfolios of Customer Experience Leaders and Laggards relative to the S&P 500 Index.

NETFLIX



zalando



$$(1:1)^*N$$

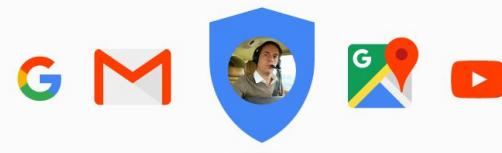
100% 30 d.a.



Booking.com



My Account



Welcome, Patrick Warnking

Control, protect, and secure your account, all in one place

My Account gives you quick access to settings and tools that let you safeguard your data, protect your privacy, and decide how your information can make Google services work better for you.

Sign-in & security >

Control your password and account-access settings.

Personal info & privacy >

Manage your visibility settings and the data we use to personalize your experience.

Account preferences >

Set language, accessibility, and other settings that help you use Google.

Browse the current reports



Government requests to remove content

A list of the number of requests we receive from governments to review or remove content from Google products.



Requests for information about our users

A list of the number of requests we received from governments to hand over user data and account information.



Requests by copyright owners to remove search results

Detailed information on requests by copyright owners or their representatives to remove web pages from Google search results.



Google product traffic

The real-time availability of Google products around the world, historic traffic patterns since 2008, and a historic archive of disruptions to Google products.



Safe Browsing

Statistics on how many malware and phishing websites we detect per week, how many users we warn, and which networks around the world host malware sites.



Encryption of email in transit

A report on how much email exchanged between Gmail and other providers is protected from snooping while it crosses the Internet.

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LISTENING
ENGAGING
INSPIRING
TRANSFORMING

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Test how mobile-friendly your site is.

Find out how well your site works across mobile and desktop devices.

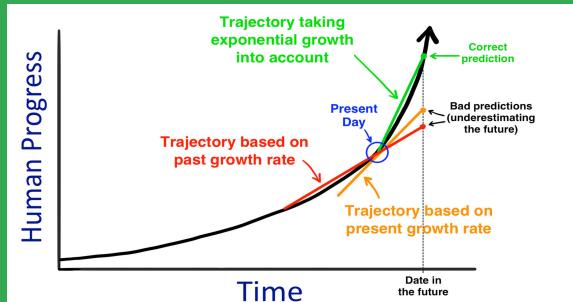
Enter your website URL

TEST NOW

<https://testmysite.thinkwithgoogle.com/>

Strategy in a company: 3 critical success factors

Understand exponential trends



Lead investments in talent and culture



Invest in 1:1 customer value



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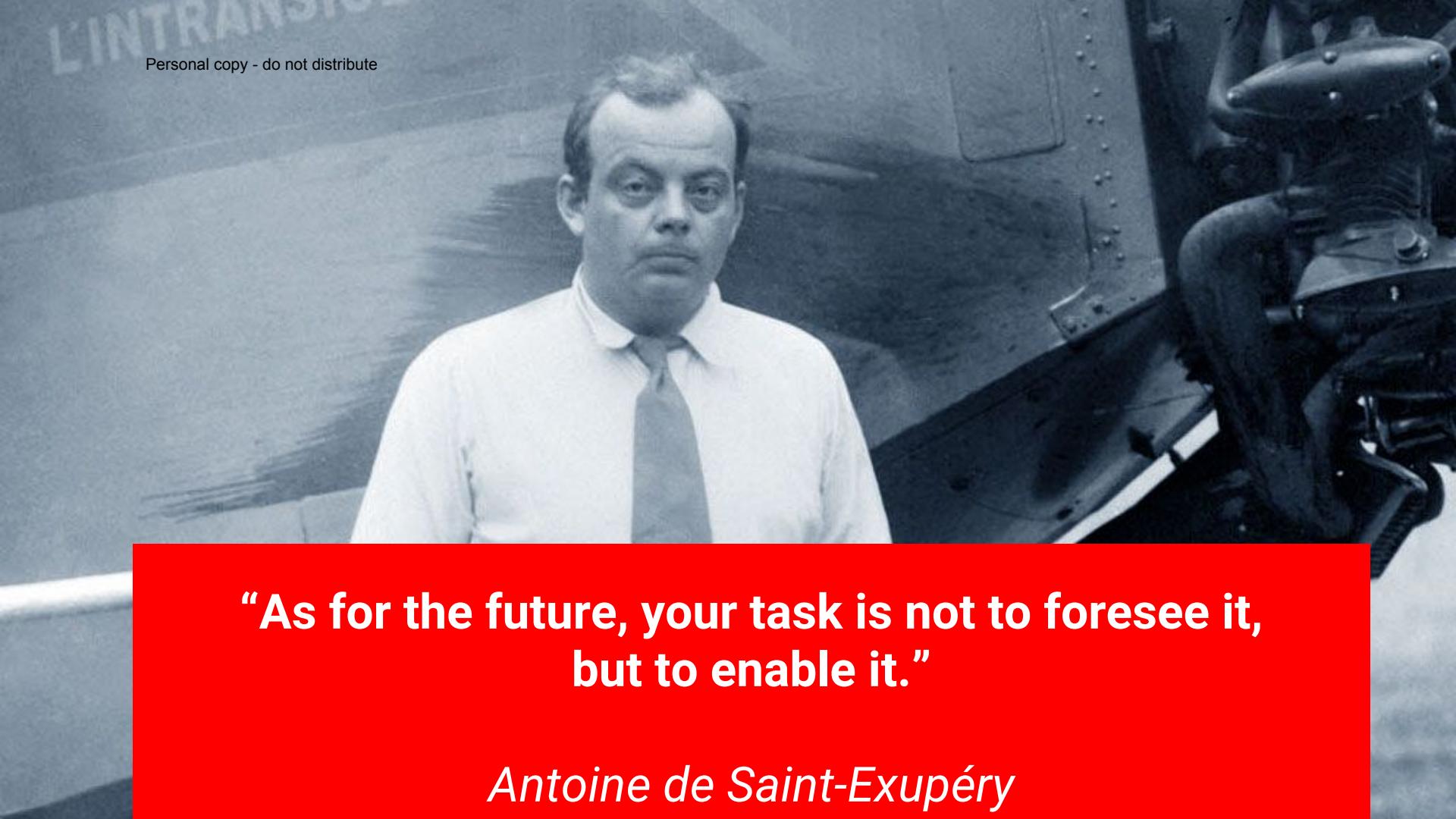


Google Zürich: Innovation made in Switzerland



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**“As for the future, your task is not to foresee it,
but to enable it.”**

Antoine de Saint-Exupéry

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The web will never
again be
as early and slow
as today.

Google

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Merci





Q & A

