



# Embracing Extinction

How Might Our Practice Survive?

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Dancing with Disruption

Partner Propulsion

State of the Union

GOOGL Survival Instincts

The Role of Business Savvy Intelligence



*is doing things right.  
Doing the right things.*

*- Drucker*



The background image is a photograph of a grand, ornate theater interior. It features multiple levels of balconies with decorative railings. The walls are covered in intricate carvings and murals. A large professional video camera is suspended from a crane in the upper right, pointing towards the stage area. The lighting is warm and focused on the stage.

1912: Founded

1921: 20 theatres

1979: Megaplex earns them a  
Guinness World Record

1992: Digital Signage industry invented by accident

2005: Cineplex-Galaxy acquires Famous Players

2013: Cineplex sidesteps disruption by  
acquiring EK3

Present Day: Cineplex threatened by  
studio/streaming partnerships

A Terse & Pithy  
History of Cineplex Inc.

## A LEADER EMERGES

In 1921, less than a decade after opening their doors, Cineplex transformed themselves into a **runaway market leader** by establishing 20 theatres with a total of 20,000 seats.

They would continue their ascent to the top of the theatre industry, even winning a Guinness World Record along the way.





## THREAT IDENTIFIED

In 1992, the Digital Signage industry was born by accident in a shopping mall in the UK. Ten years later, the DS industry was growing like wildfire.

What business did Cineplex want to be in?







*Management is doing things right.  
Leadership is doing the right things.*

*- Drucker*



## THREAT EMBRACED

Cineplex **sprung into action** by developing an internal Digital Signage practice. Leveraging their brand, they won contracts with the big banks.

However, there was a much larger opportunity worth exploring.





## HOW MIGHT WE...

Tim Hortons, McDonalds, Walmart and Amazon all possessed huge, global opportunities for large-volume, long-tenured digital signage installs as they prepared for a world of [omni-channel big retail](#).

How might Cineplex acquire the capabilities to go from **Thought Leader** to **Practice Dominator** in this greenfield cash cow industry?



## ...DEEPEN THE EMBRACE?

By leveraging their internal DS expertise, they searched for a suitable and complementary acquisition.

In October 2013, Cineplex acquired EK3, **adding the who's who of global retail** to their portfolio in one fell swoop.





## CDN GROWS LIKE WILDFIRE

Today, their DS solutions division - Cineplex Digital Networks - **is on fire**.

They've gone from delivering simple self-checkout kiosks to enabling the [new era of omni-channel retail](#) and [eSports](#).

Does that mean Cineplex has permanently insulated themselves from disruption?

Not even close.

## BLINDSIDED

Netflix, Amazon Instant Video, AND Hulu are negotiating with the major studios to stream full-length movies just two weeks after their theatrical release.

The music never stops.

For Chief Practice Managers, their firm's dance with disruption will prove much more tumultuous.







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## THE POWER OF...

The Chief Practice Manager of one of the most well-respected firms in the country decided to retain a Headhunter to help her attract a high-velocity Rainmaker.

During the conversation, the Headhunter, seeking to increase his fee, smiled, "*What - don't you like selling?*"



## ...FOCUS

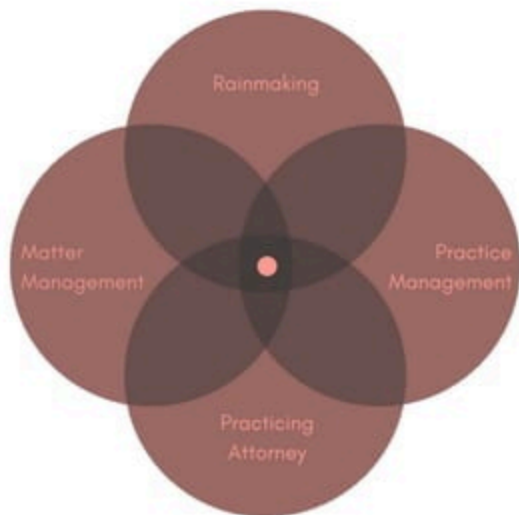
The Partner replied flatly, *"It's not that I don't like selling.*

*I became a lawyer because - first and foremost - I wanted to master the art and science of law, not carry a bag."*





## DIAGNOSING PARTNER MIX



What activities would we like this Partner to focus on?

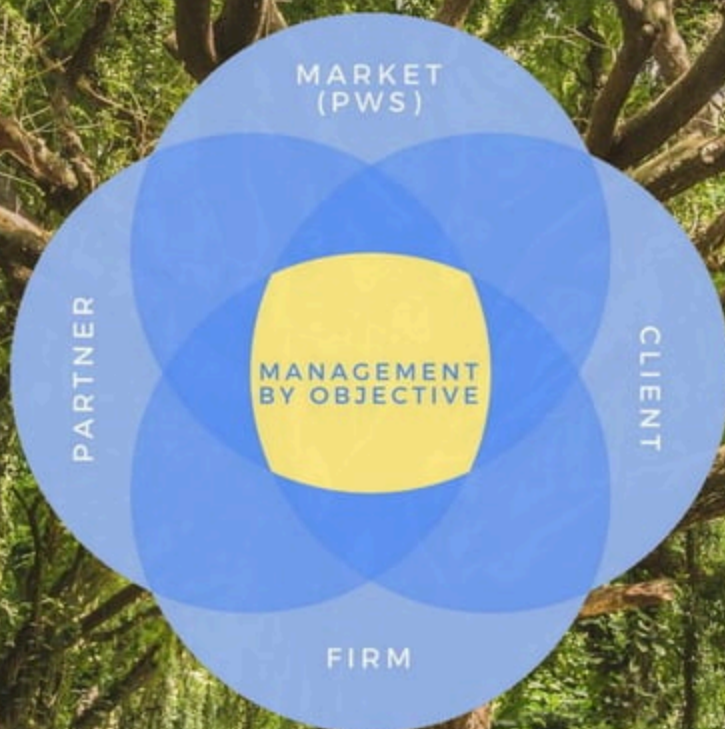
How might we deliver **revenue-generating insights** in the right place at the right time?



## A FOUNDATION OF CONGRUENCE

With all of the focus around revenue realization, leverage, and practice profitability, we sometimes forget the most important part of the equation:

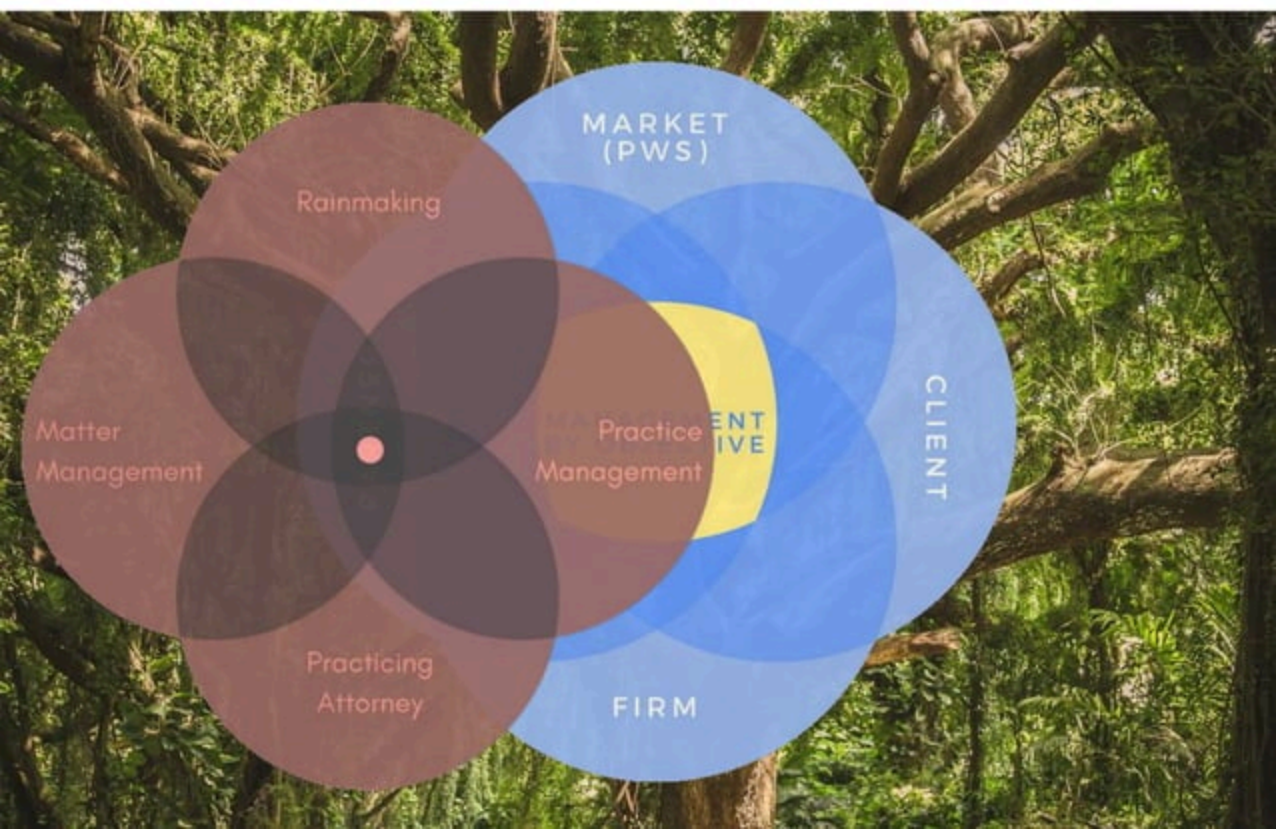
The **union and harmonization of objectives** between firm, partner, and client while **addressing meaningful problems worth solving.**





## PARTNERSHIP BY OBJECTIVES

Based on their Partner Mix, what **key firm outcomes and underpinning KPI's** might this Partner optimize for?





## DATA SANS TRUST IS DEAD

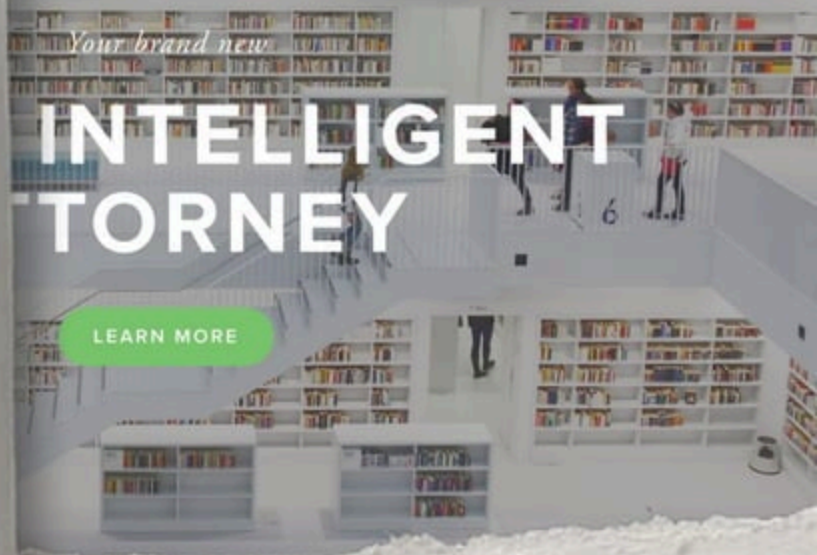


**Beware: communication sans trust is dead.**

**Your BI partner must have the industry-savvy required to interact confidently with your Partner Community and answer the tough questions.**

**Confidence breeds trust.**





*Your brand new*

# INTELLIGENT TORNEY

LEARN MORE

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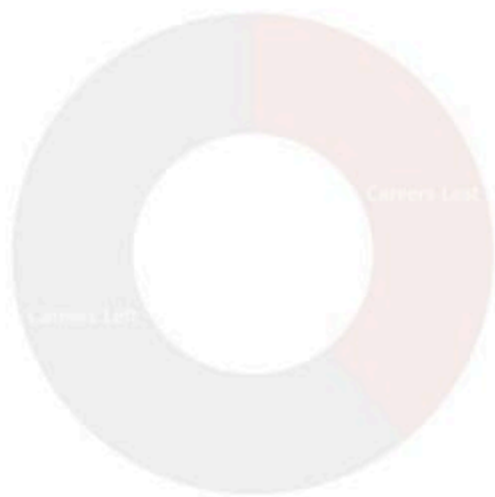
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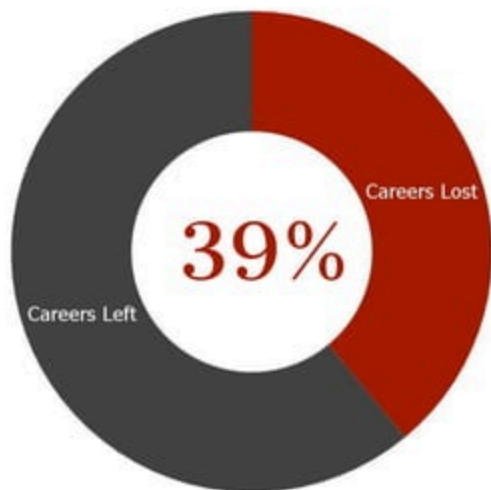
## A CAUTIONARY TALE



Financial Engineers, the former Kings & Queens of Wall Street, have seen their **livelihoods devoured** by high-frequency algorithmic trading.



## NO ONE IS SAFE




The Legal Sector finds itself in the same position.

In fact, Deloitte argued that the profession stands to lose 114,000 jobs - **a whopping 39% of the workforce** - in the next twenty years due to sophisticated [RPA and automation](#).







*The mind fears the unknown  
because it has no control over it.  
- Rodney Stephens*



## SOBERING UP

To continue managing our practice as if [IBM Watson](#) isn't darkening our clients' doorsteps is **existentially naive**.



*Your brand new*

**SUPER INTELLIGENT  
ATTORNEY**

LEARN MORE



# LEGALLY-BINDING SMART CONTRACTS ON THE BLOCKCHAIN

With Agrello, smart contracts can be used, for the first time, as a viable legal instrument to streamline businesses and enable an accessible P2P sharing economy.





## HEAVY WEIGHS THE CROWN

Given that software is eating the world, how might our practice survive? How do we play a part in the emerging invisible economy?

What will we need to learn? What can't we learn in time that we must outsource given our forecasted time to market constraints?





abet

Google<sup>x</sup>

Fiber

Google Capital

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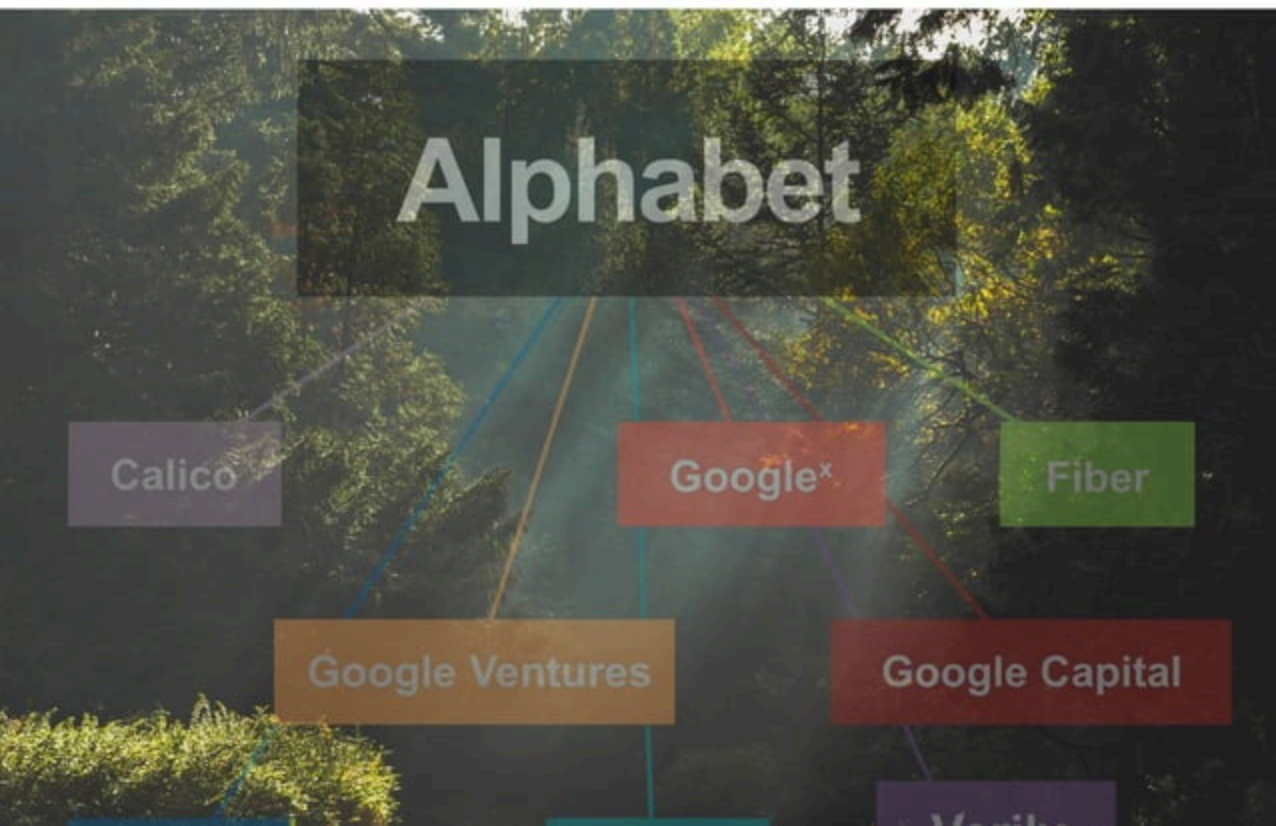
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## LEARNING THE ALPHABET

In 2015, Google became Alphabet. The strategy behind this **change** was simple.





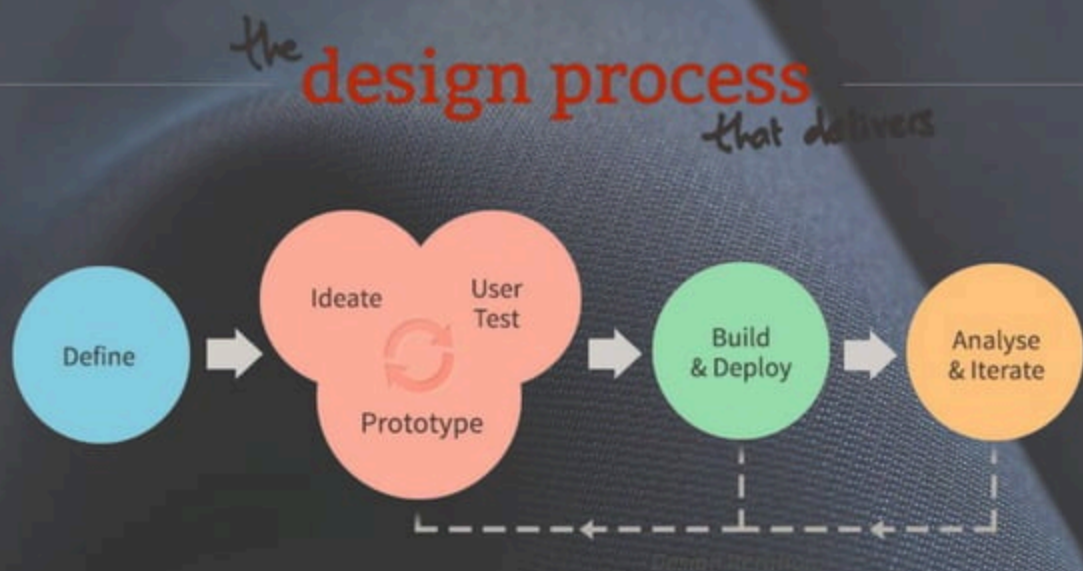
*Fundamentally, we  
believe this allows us  
more management  
scale, as we can run  
things independently  
that aren't very  
related. - Larry Page*



## THE KEYSTONE ALGORITHM

A year later, Jake Knapp, a visionary Design Partner from Google Ventures' launch tank, published Sprint.

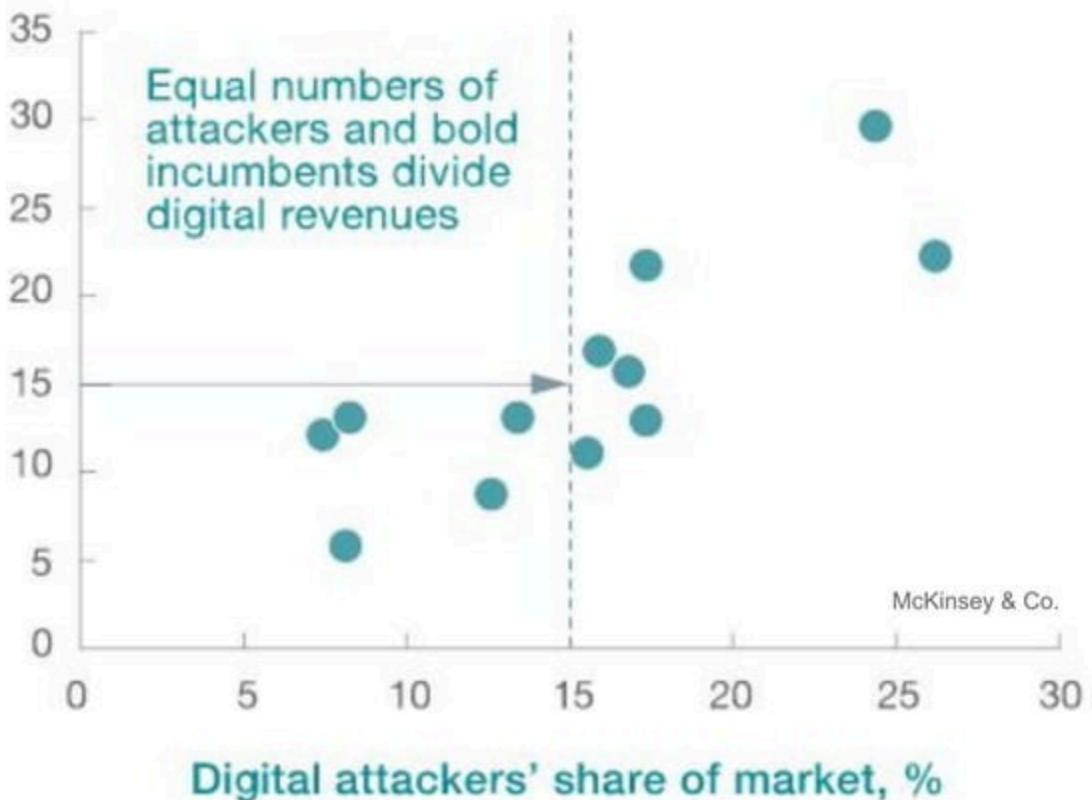
Sprint contains the **most validated algorithm for product/feature development ever created**, with successful case studies from AirBnB, Uber, and Slack.



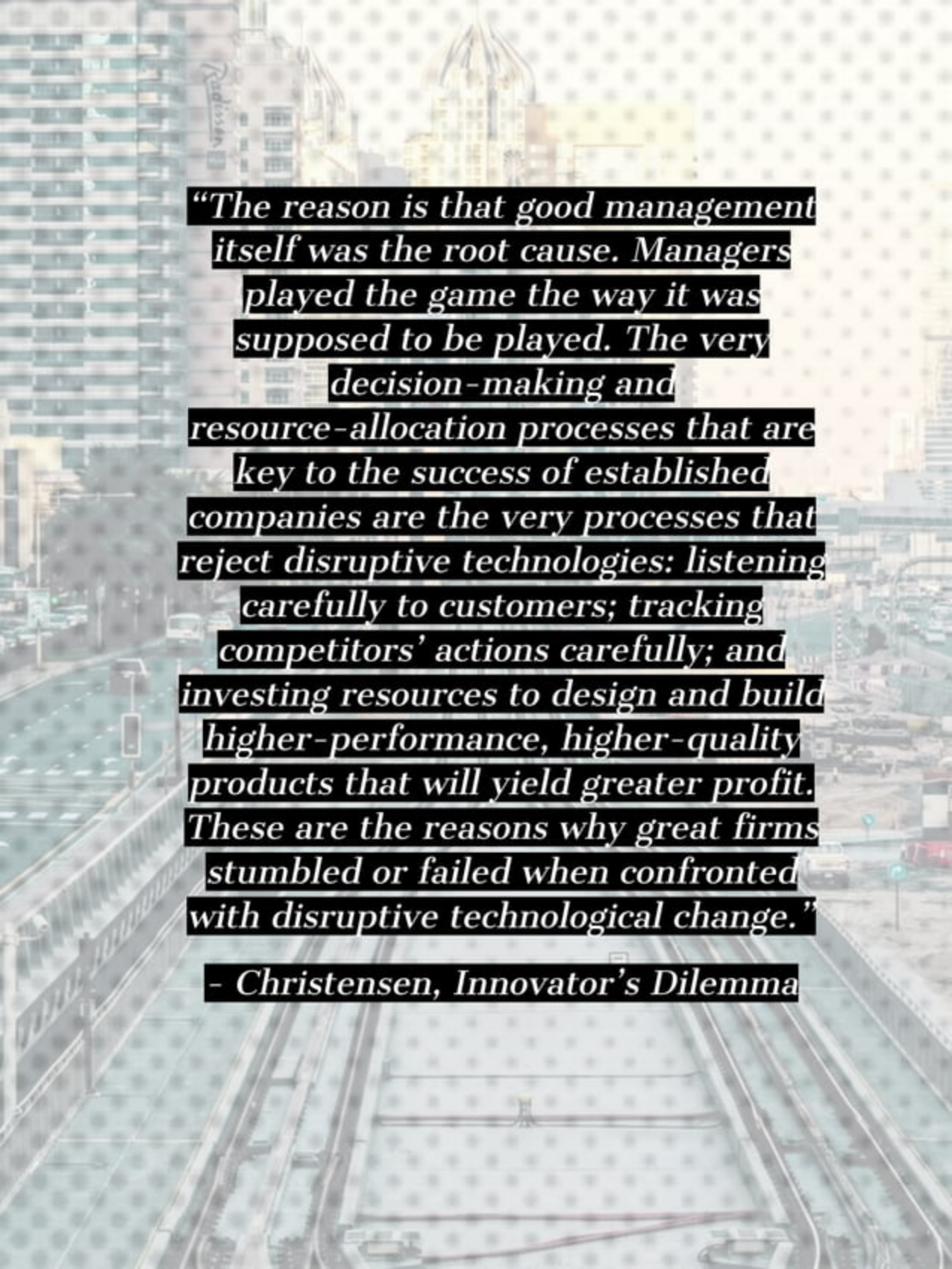
## THE INNOVATOR'S DILEMMA

In his landmark work, *The Innovator's Dilemma*, Christensen argued that **the very management principles** that delivered profits to a mature organization were the same best practices that would eventually doom it.

% of incumbents within industry  
with offensive strategy

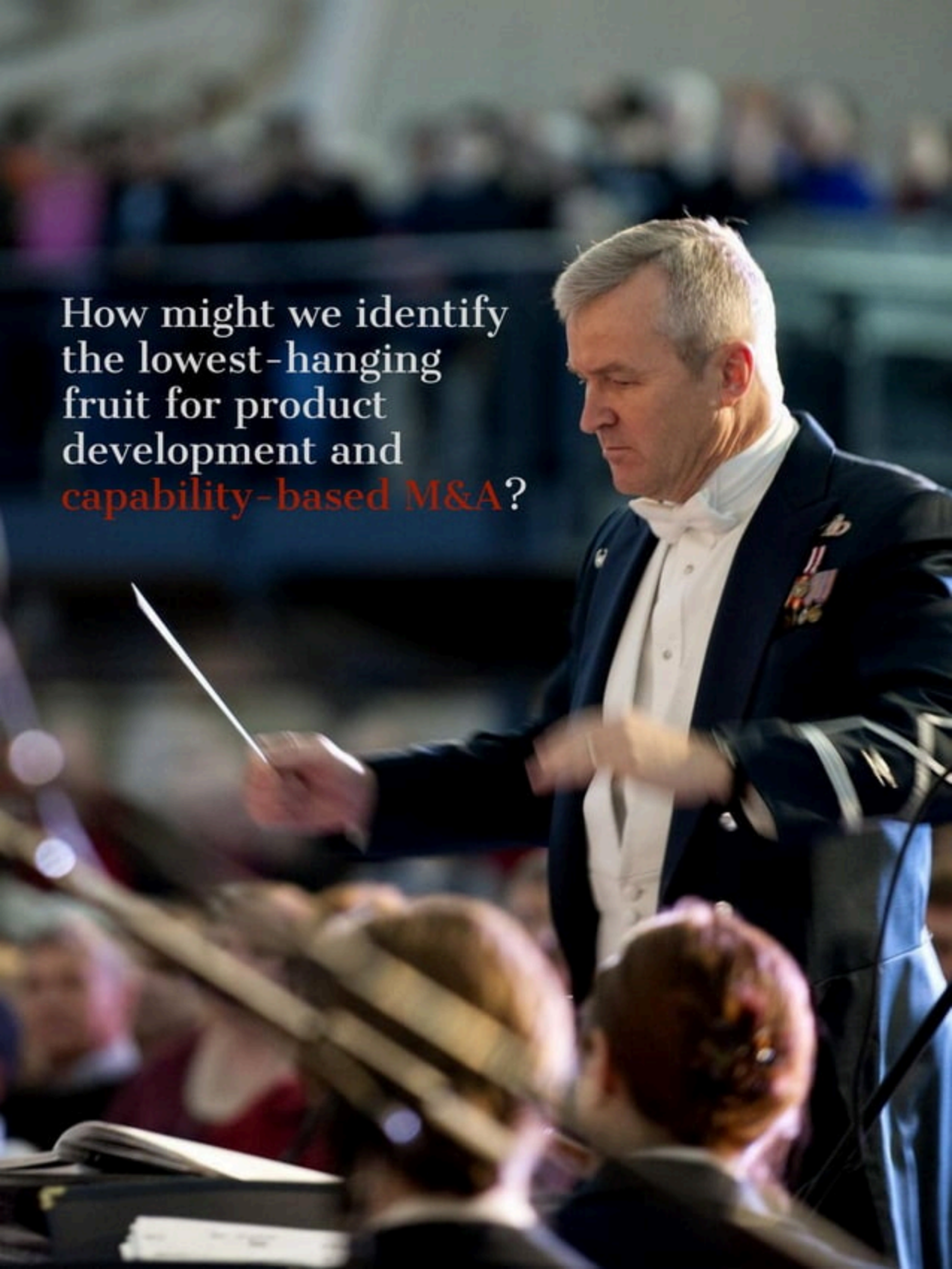




An aerial photograph of a multi-lane highway interchange in a city. In the background, several tall skyscrapers are visible, including one with a distinctive pointed top. The text is overlaid on the image, centered horizontally and spanning most of the vertical space.

***"The reason is that good management itself was the root cause. Managers played the game the way it was supposed to be played. The very decision-making and resource-allocation processes that are key to the success of established companies are the very processes that reject disruptive technologies: listening carefully to customers; tracking competitors' actions carefully; and investing resources to design and build higher-performance, higher-quality products that will yield greater profit. These are the reasons why great firms stumbled or failed when confronted with disruptive technological change."***

***- Christensen, Innovator's Dilemma***

A man in a dark blue military-style jacket with medals on the lapel and a white shirt with a cravat is conducting an orchestra. He holds a baton in his right hand and gestures with his left. The background is a blurred audience in a concert hall.

How might we identify  
the lowest-hanging  
fruit for product  
development and  
**capability-based M&A?**



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# VALIDATING GO-TO-MARKET HYPOTHESES



Product Development & Industrial Innovation Gurus know that the union between data and contextual inquiry (watching your consumers consume in their natural habitat) is the easiest and most valid way to discover and select go-to-market hypotheses worth exploring.

day 1



**understand**

- who are the users
- what are their needs
- what is the context
- competitor review
- formulate strategy

2



**diverge**

- envision
- develop lots of solutions
- ideate

3



**decide**

- choose the best idea
- storyboard the idea

4



**prototype**

- build something quick and dirty to show to users
- focus on usability not making it beautiful

5



**validate**

- show the prototype to real users outside the organisation
- learn what doesn't work

## DATA-DRIVEN DRIVERS BY UBER

"In April of 2014, Korsos joined Uber, where he founded and led its optimization and economics quant team.

The team helped develop Uber's pricing system technology—such as setting and optimizing fares—for projects including UberPool and UberEats."

(Source: Fortune)





## UNCOVERING PROBLEMS WORTH SOLVING

MANAGEMENT  
BY OBJECTIVE

The Chief aim of BI/Data Science is to help us uncover and address Problems Worth Solving across the Four Zones. (i.e. What are my best source of leads?)

Today, this endeavour requires **business-savvy technical data engineers** who understand practice economics AND your competitive landscape.

You don't need an order taker. You need a business capability enabler.



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When you're ready to define your  
first concrete Business Outcome.

Unicorn Launching

*Powered by Courageous  
Business-Savvy Technologists*

[github.unicornlaunching.io](https://github.com/unicornlaunching)