

# Upon retrospective

Agility and a Board



Sandra Davey  
**Chair of the Board**



Alan Kirkland  
**Chief Executive Officer**

COMPANY  
BOARD /  
WHO'S  
CHOICE

PROBLEMS  
WE HAD

INGREDIENTS  
FOR CHANGE

AGILITY  
HELPED

MORE TO  
DO

THINGS I  
LEARNED

STUFF  
FOR YOU

# consumer.



**Thermomix  
court action**  
July 2017



## Choose a payment option

### Quarterly

\$26.95 / quarter

Selected

### Annually

\$83.95 / year

Save over 10%

Select

### Two yearly

\$157.95 / 2-years

Save over 15%

Select

## Member-only benefits include

- ✓ **Recommended buys** across 200+ products, including solar, mattresses, whitegoods, TVs and insurance
- ✓ **Insider email** with early access to our latest reviews
- ✓ **Personalised help and advice** on your consumer rights

choice

10TH ANNUAL CHOICE

SH  NKYS



# Cost of clean New Zealand air: Up to \$141 a bottle in China

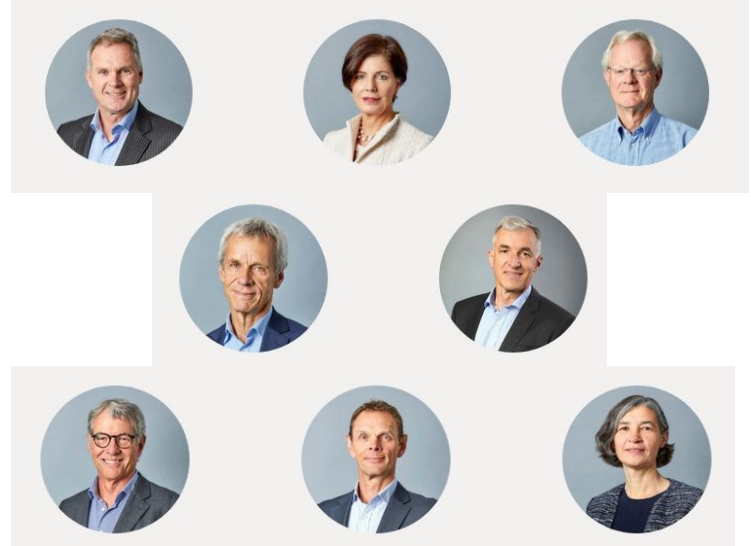
30 Nov, 2016 10:26pm

🕒 2 minutes to read



# Directors play an oversight role

- Strategy & performance
- Legal & financial
- CEO





We have **problems**

# Flat-lining revenue, members declining

- 1 mag, 1 website
- 0 product, 0 UX
- Dev & core platforms outsourced
- 1 view of members
- Monthly publishing mindset
- No investment: shitloads \$\$

The screenshot displays the CHOICE website interface. On the left, there is a navigation bar with 'CHOICE' and a search bar. Below it are links for 'Product reviews', 'Topics', 'Campaigns', and 'About us'. A breadcrumb trail shows 'Money / Insurance / Health /'. The main article is titled 'Should you choose Gold, Silver or Bronze hospital insurance?' with a sub-headline 'We help you decide which of the new health insurance tiers is best for your needs.' The article features three columns with star ratings and icons of hospital buildings. The author is 'Uta Mihm'.

On the right, a product review for the 'Ionmax ION632' is shown. The product is described as a 'Desiccant dehumidifier, Large Size.' It has a 'CHOICE SCORE' of 83%. Below this, specific scores are listed: 'Water removal score 96%', 'Energy efficiency score 77%', and 'Ease of use score 68%'. A 'Buy from' button labeled 'Appliances Online' is present. At the bottom, it states '6 members of the CHOICE community recommend it. Read what they say.'

# Busy work

- Projects, activities and features
- What, how and when
- No Why
- No outcomes or goals

DRIVE change in areas where we can have a significant impact for consumers	EXPAND through innovation to assist consumers and grow revenue outside our existing business model	IMPROVE and grow our existing business	LIVE up to the standards we expect of others	
<p><b>DRIVE 1</b> Identify the current and emerging issues where we can make the greatest impact for Australian consumers, and adopt them as organisation-wide priorities</p> <p><b>DRIVE 1.1</b> Run a cross-functional process to establish organisation-wide priorities and review regularly</p> <p><b>DRIVE 1.2</b> Engage supporters and staff in a broader range of issues where we can make a difference for consumers, through our campaigns strategy</p> <p><b>DRIVE 2</b> Take a problem-solving approach to our major priorities, working flexibly across campaigns, content, product development and external partnerships to ensure we have the greatest possible impact</p> <p><b>DRIVE 2.1</b> Establish a cross-functional team around each priority to refine the consumer problem, identify potential responses and identify resources (internal &amp; external)</p> <p><b>DRIVE 2.2</b> Approve and implement action plans around each priority</p> <p><b>DRIVE 3</b> Focus and leverage our external communications through mainstream and social media, to support our campaigns, content and CHOICE products and services</p> <p><b>DRIVE 3.1</b> Revise the media strategy to reflect our major priorities and our new products and services</p> <p><b>DRIVE 3.2</b> Revise our social media strategy to: <ul style="list-style-type: none"> <li>*train and empower staff to use social media as brand ambassadors</li> <li>*grow our Facebook following and experiment in new platforms</li> <li>*better integrate our SM presence with our website</li> </ul> </p>	<p><b>EXPAND 1</b> Establish and implement innovation process and pipeline that ensures a constant stream of new ideas progressing from ideation to launch</p> <p><b>EXPAND 1.1</b> Establish an innovation unit</p> <p><b>EXPAND 1.2</b> Develop and agree on an innovation process</p> <p><b>EXPAND 1.3</b> Develop an initial product roadmap, reviewed regularly through the innovation process</p> <p><b>EXPAND 1.4</b> Implement an external communications plan around the establishment of the innovation unit</p> <p><b>EXPAND 1.5</b> Review &amp; reshape our physical environment to support innovation</p> <p><b>EXPAND 2</b> Build our capabilities in: <ul style="list-style-type: none"> <li>* idea generation</li> <li>* use of data</li> <li>* market analysis</li> <li>* product prototyping and testing</li> <li>* partnering with incubators and startups</li> <li>* building strategic alliances</li> </ul> </p> <p><b>EXPAND 2.1</b> Review our capabilities following establishment of innovation unit &amp; process, and identify how we will address gaps through development and external partnerships</p> <p><b>EXPAND 2.2</b> Conduct a further review mid-year</p> <p><b>EXPAND 3</b> Test and launch new products and services that: <ul style="list-style-type: none"> <li>* assist consumers with decisions they find complex</li> <li>* provide great solutions to discrete consumer problems and/or</li> <li>* drive transformation of markets to benefit consumers</li> </ul> </p> <p><b>EXPAND 3.1</b> Establish a regular product review process that facilitates learning from failures as well as successes</p> <p><b>EXPAND 3.2</b> Test viability of CHOICE Help as a source of non-core revenue</p> <p><b>EXPAND 4</b> Expand our role into complex and/or emerging services sectors, including: <ul style="list-style-type: none"> <li>* financial services</li> <li>* human services that consumers find complex</li> <li>* new and disruptive digital services</li> </ul> </p> <p><b>EXPAND 4.1</b> Identify how we can make better use of external financial services data to free up existing resources</p> <p><b>EXPAND 4.2</b> Seek funding for a project to define consumer needs and product opportunities in superannuation</p> <p><b>EXPAND 4.3</b> Explore aged care sector by developing a strong content and brand</p>	<p><b>IMPROVE 1</b> Use data and consumer research to improve the consumer experience of our brand</p> <p><b>IMPROVE 1.1</b> Implement the data warehouse and support staff to use it in decision making across the organisation</p> <p><b>IMPROVE 1.2</b> Implement an audience engagement plan across all touch points (from social media to magazine and customer service), to improve acquisition and retention based on data about how consumers use our services</p> <p><b>IMPROVE 2</b> Build an organisation-wide culture of continuous improvement, to ensure our processes are efficient and deliver maximum value for consumers</p> <p><b>IMPROVE 2.1</b> Develop and implement a roadmap of continuous improvement for the website</p> <p><b>IMPROVE 2.2</b> Map the ways consumers engage with us and identify and implement improvements to business processes</p> <p><b>IMPROVE 2.3</b> Introduce an individual and team-based approach to continuous improvement linked to individual goals, as the basis for developing an organisation-wide approach</p> <p><b>IMPROVE 3</b> Ensure our content is engaging, unique and highly valued by consumers at different life stages</p> <p><b>IMPROVE 3.1</b> Develop and roll out a new content strategy to define what we produce and how we distribute it, then measure and iterate upon it as a living document</p> <p><b>IMPROVE 3.2</b> Drive user engagement in UGC to increase the depth of products in categories and the breadth of product categories themselves</p> <p><b>IMPROVE 3.3</b> Implement full market coverage in our key product categories, to provide some content on all models on the market</p> <p><b>IMPROVE 3.4</b> Develop a video strategy to define how video can have greatest impact in consumer engagement and revenue generation and reshape our processes to support it</p> <p><b>IMPROVE 4</b> Provide information and tools for consumers who care about the ethical aspects of products and services</p> <p><b>IMPROVE 4.1</b> Identify aspects of ethical consumption that consumers care about, and feed these into our organisation-wide priority-setting process and content strategy</p>	<p><b>IMPROVE 5</b> Make membership more valuable by providing tools and benefits to members, and better communicating the value of membership</p> <p><b>IMPROVE 5.1</b> Explore partnerships with other organisations who are looking to add value for their own customers or staff</p> <p><b>IMPROVE 5.2</b> Negotiate benefits for members with other organisations, such as discounts with large retailers</p> <p><b>IMPROVE 5.3</b> Simplify membership options</p> <p><b>IMPROVE 5.4</b> Add new products and services to the membership bundle</p> <p><b>IMPROVE 5.5</b> Grow the CHOICE Help service</p> <p><b>IMPROVE 6</b> Give consumers who don't want to be members more ways to support us financially</p> <p><b>IMPROVE 6.1</b> Develop new forms of discrete content sales to replace single report purchases</p> <p><b>IMPROVE 6.2</b> Test appetite for a membership project based on our advocacy and campaigns</p> <p><b>IMPROVE 7</b> Increase the reach and value of CHOICE Recommended</p> <p><b>IMPROVE 7.1</b> Agree on and implement a roadmap for expanding CHOICE Recommended</p> <p><b>IMPROVE 8</b> Pursue extra revenue for our testing and content work</p> <p><b>IMPROVE 8.1</b> Respond to opportunities to earn money for government funding of work we want to do</p> <p><b>IMPROVE 8.2</b> Leverage test facilities and product expertise to increase external revenue</p>	<p><b>LIVE 1</b> Set high standards for privacy, data security and consumer rights</p> <p><b>LIVE 1.1</b> Appoint privacy officer and implement continual monitoring of policies and processes</p> <p><b>LIVE 1.2</b> Define how we are willing to collect and use data, consistent with our purpose and values</p> <p><b>LIVE 1.3</b> Audit data collection, storage and policies to identify areas for improvement and publish a new privacy and data policy</p> <p><b>LIVE 1.4</b> Audit our business practices and customer interactions against Australian Consumer Law and identify where we want to exceed compliance</p> <p><b>LIVE 2</b> Ensure that our workforce has the skills, diversity and engagement necessary to support this strategy</p> <p><b>LIVE 2.1</b> Identify and implement change management processes to support the strategy</p> <p><b>LIVE 2.2</b> Map existing skills and capabilities against strategy to develop a workforce plan covering resources, skills, processes and professional development</p> <p><b>LIVE 2.3</b> Complete the Living the Values project and integrate into our policies and processes</p> <p><b>LIVE 2.4</b> Audit our workforce diversity and develop a diversity action plan</p> <p><b>LIVE 3</b> Expand our social impact through community engagement and support for organisations advocating for vulnerable consumers</p> <p><b>LIVE 3.1</b> Develop and implement a staff-led social impact strategy</p> <p><b>LIVE 3.2</b> Identify partnership opportunities with organisations representing Indigenous communities and people with a disability</p> <p><b>LIVE 4</b> Reduce our environmental impact</p> <p><b>LIVE 4.1</b> Audit our environmental impact and develop an improvement plan, including three-year targets</p> <p><b>LIVE 5</b> Advance consumer rights through the international consumer movement, especially in the Asia-Pacific region</p> <p><b>LIVE 5.1</b> Support CI campaigns that resonate with Australian consumers and improve communication with members and staff about our international role</p>

# Inevitable kraken of doom

- New tech, new players
- Faster, better funded
- Disruption
- VUCA





# Our old ways aren't working



# Ingredients for change at Board and LT

Being + diversity + flat power structures



# Other ingredients for change @Board

- Diversity at Board level
  - Gender, capability, age and cognitive behaviour
  - Product, tech, agile
- Growing focus: product + innovation + insourcing our core IP
- New Things
  - Radical lean incubator
  - Attitude shift with risk and experimentation
- Appetite for investment
- Spare cash reserves





Reflect & learn: Retro's

Organise & eliminate waste:  
Self-selection & No Objection Decision  
Making

Invest, plan, focus: OKRs

# Doing is Great

OKRs liberated us  
from outputs,  
reclaiming  
outcomes and the  
Why



# It's way better :)



# More to learn and do

PRE-CRAWL (1-2)

CRAWL (3-4)

WALK (5-6)

RUN (7-8)

FLY (9-10)



# Being is Better

Recruit Directors for mindset + diversity



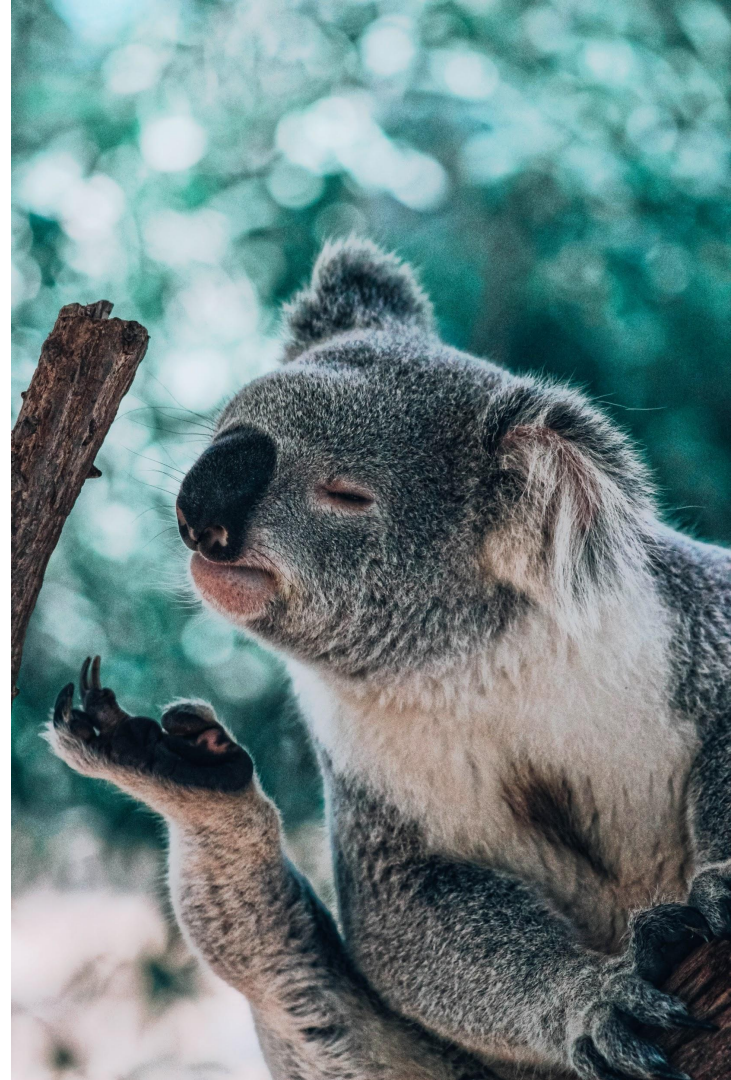


**Upon reflection  
Agility helps us, as a  
Board, with  
problems we have**

# Leaders and Boards ...

**It's YOU**

**Believe it, practise it, role  
model it**



# Something for you

## Directors with a predisposition

- Research them
- Approach them
- Invite us to coffee
- Give us ideas
- Ask us what we are doing

## For those that haven't woken up

- Find where they hang. Go and present
- Invite them to come see
- Show what's different: explain benefits for customers AND staff
- Give the cynical evidence



# Something for you

Directors with a predisposition to not be woken up

- Research the market and the competition. Go and
- Approach the board and explain the benefits. Go and
- Invite them to see the product. Write them to come see
- Give us a presentation. Show what's different: explain
- Ask us what we can do for you. Show the benefits for customers AND staff
- Give the cynical evidence

**Boards need people like you**



Thank you