

Introduction to WDHB

# Strategic Learning for Sustained Transformation

Client Stories





WDHB

# Client Stories

Media: TF1

Retail: Carrefour

Consumer Goods: L'Oréal

Manufacturing: thyssenkrupp



Client Story TF1

# Opening the ebony media tower

## Award Winning

TF1's company wide programme won a U-Spring Award, honoring best learning practices and models, in the category "Strategic Transformation"





TF1 Media Group

# Opening the ebony media tower

## Leading French Media Group

With the mission to inform and entertain France, TF1 is the country's **leading mainstream media and integrated communications group**. Operating and producing five free, ad-financed television channels and a number of pay-TV offerings as well as their respective digital equivalents, TF1's capabilities cover the **entire audio-visual value chain**.

## Strategic context

The **multiplication** of media **distribution/consumption channels** and the **diversification** and **simplification** of content production have profoundly **disrupted** the traditional industry business model. Especially market leaders like TF1 run the **risk to be organizationally and culturally complacent** in the face of rapid change.

## Collaboration w/ WDHB

Under the former CEO, a **series of long-distance expeditions** exposed senior personnel to **disruptive contents and trends**, delivering important impulses to the organization's strategic thinking. Two years later, the leadership identified the need to **expose all employees**, assigned to four functional families, to an intense **transformation and innovation focused learning experience**, which WDHB is currently delivering in Paris.



TF1 Media Group

# Broad awareness building

## Directors Committee

Three highly disruptive 5-6 day Learning Expeditions in **global media** hotspots for teams consisting of 12-15 of the group's directors. (n-2, below Management Committee)

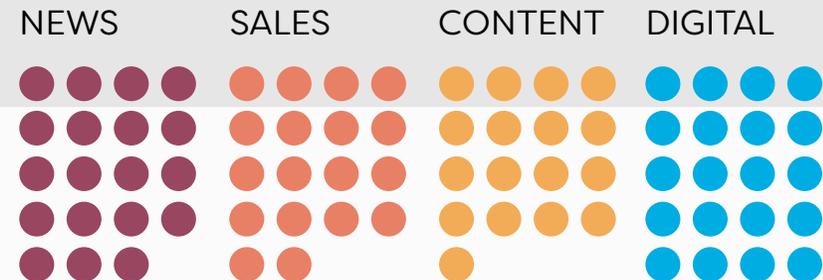
Focus on **evolving market reality** and **innovation approaches**. Tremendous **impact** on strategy and culture. Generates **momentum** to take a leap forward with the arrival of new CEO.



## All Employees

Group-wide **learning program** expected to strengthen strategic **business thinking** and create **awareness about technological/behavioral trends** throughout all ranks of the organization.

Series of around **100 residential three-day programs** interspersed with keynotes, workshops and external visits with relevant content/experience partners. Ongoing **coaching** on change process.





TF1 Media Group

# Next level: Connect Leadership



## LEADERSHIP DE SOI / LEADERSHIP DU NOUS

Atelier de découverte :  
**Neurosciences & leadership**  
Atelier d'appropriation :  
**Les convictions du leadership**

Connaissances sur les modèles  
neuro-comportementaux

Nouvelles pratiques d'auto-regulation et  
d'interaction

Engagements individuels sur les  
principes manageriaux



## GUIDER LA TRANSFORMATION ORGANISATIONNELLE

Atelier sur la **conduite du changement**, avec  
un temps consacré au **storytelling** en période  
de changement.

Prise de conscience sur les chantiers de la  
transformation

Renforcement de la responsabilité des  
managers en tant qu'ambassadeurs

Alignement de la communication autour de  
l'ambition de transformation



## FAVORISER L'INNOVATION COLLABORATIVE

Atelier sur des **nouvelles méthodes  
collaboratives (design thinking & business  
model canvas)** avec un temps pour  
synthétiser les grands

L'empathie et l'ouverture en tant que clés de  
l'actualisation de l'organisation

Experimentation avec des méthodes  
d'innovation

Nouvelles approches de simplification et de  
mise en œuvre collaborative



Client Story Carrefour

# Rethinking Retail



Carrefour

# Rethinking Retail

## | The World's No. 2 in Retail

Founded 40 years ago, Carrefour Group has consistently **championed the volatile retail environment** and become a **global leader in the industry**. Employing over 380,000 employees, Carrefour's 12,296 stores in 2016 managed 13 million checkouts a day and generated an annual revenue of €104.4 billion (over \$118 billion).

## | Strategic Context

Triggered by new **technological opportunities** and the associated changes in **consumer behavior** and market landscape the retail industry is subject to **tremendous disruption**. The new reality requires fresh thinking about **client relationships, business models** and **organizational aspects**.

## | Collaboration w/ WDHB

When **Université Carrefour** was established in 2013, the organization solicited WDHB's expertise for the design and delivery of the experiential part of the **prestigious multimodular Master Carrefour program** in collaboration with IMD Business School. Since then, WDHB has **actively shaped the curriculum** of the corporate academy giving room to the experimentation with **new tools and approaches**.



**LEADERSHIP**  
Develop your talents of leader



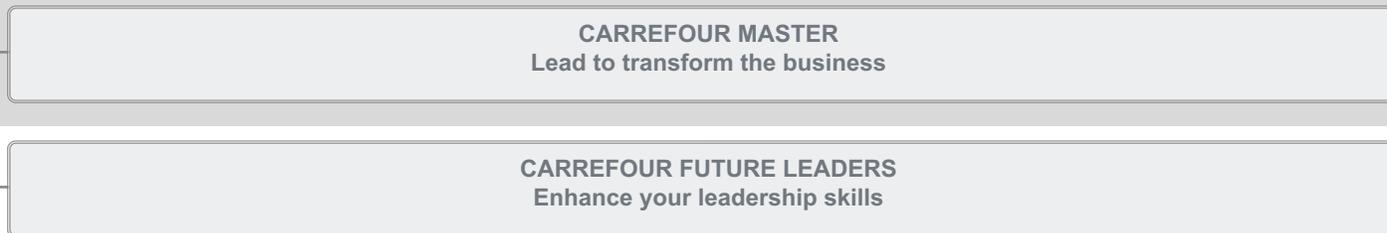
**INNOVATION**  
Re-invent our Business Models



**CUSTOMER**  
Improve our Customer's Experience



CYCLES



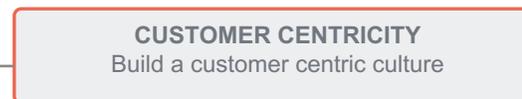
**Design & delivery of the first of three modules of Carrefour's flagship program Master Carrefour**



**Design, delivery & facilitation of all 3 major Learning Expeditions**



LOCAL





Carrefour

# Overview of 3 Pillar Programs

## INVENTING TOMORROW'S RETAIL

The program covers a number of forces shaping the landscape of the retail industry and peeks into different approaches to organizational innovation and business model reinvention.

### Associated Methodology

Lean Startup

### Location 2017

Minneapolis – San Francisco

## EMBRACING INDIVIDUALITY

Experiences allow participants to explore to concepts of individuality and diversity from different angles and links latest neurobehavioral insights to leadership capabilities for positive impact.

### Associated Methodology

Neurobehavioral Leadership

### Location 2017

Toronto

## DESIGNING CUSTOMER-CENTRIC JOURNEYS

Various dimensions of customer centricity (intimacy, insight, experience, innovation) are studied across several industries and participants familiarize themselves with relevant methodologies.

### Associated Methodology

Customer Journey Mapping

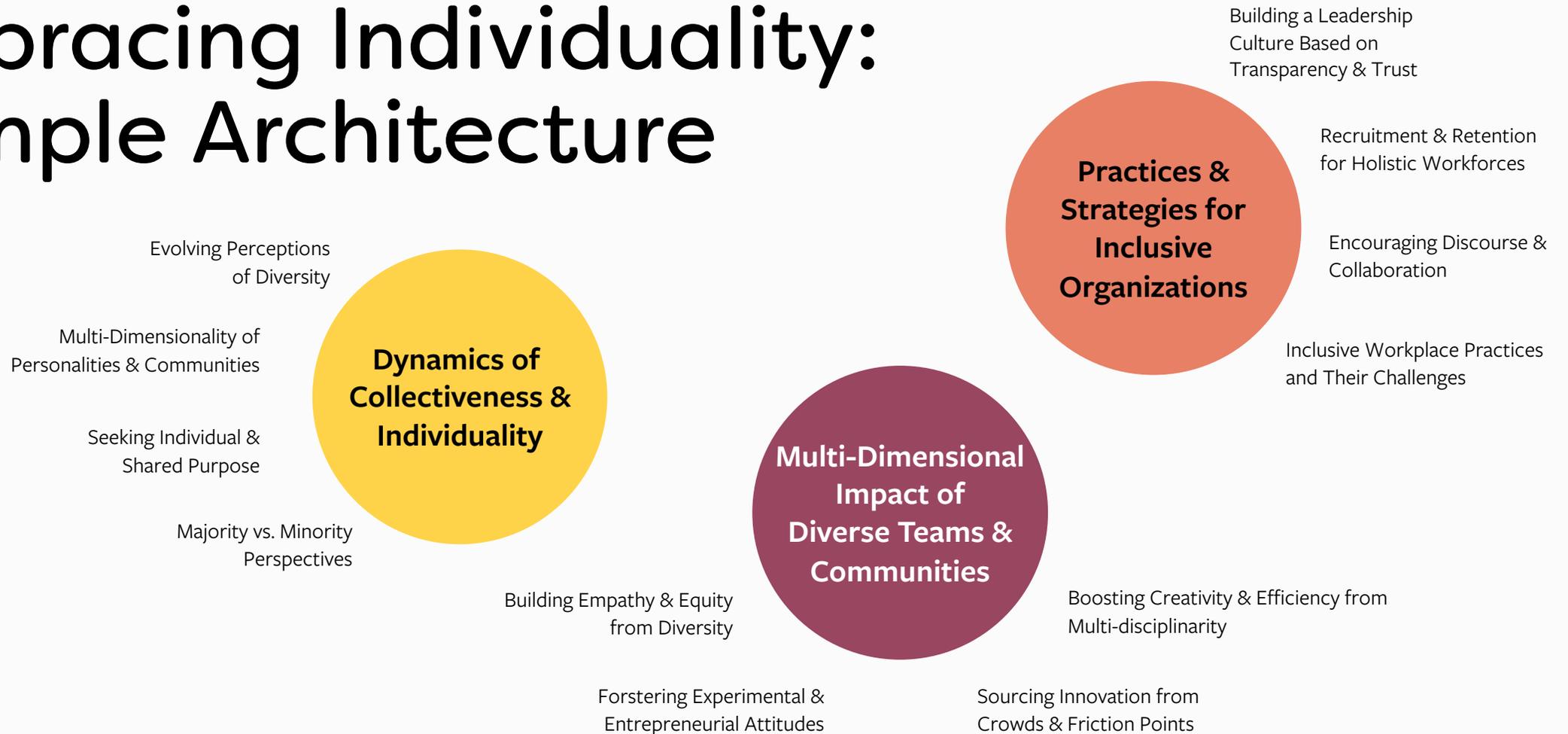
### Location 2017

Singapore - Shenzhen / Hong Kong



Carrefour

# Embracing Individuality: Sample Architecture





Carrefour

# Embracing Individuality: Exchange Partners





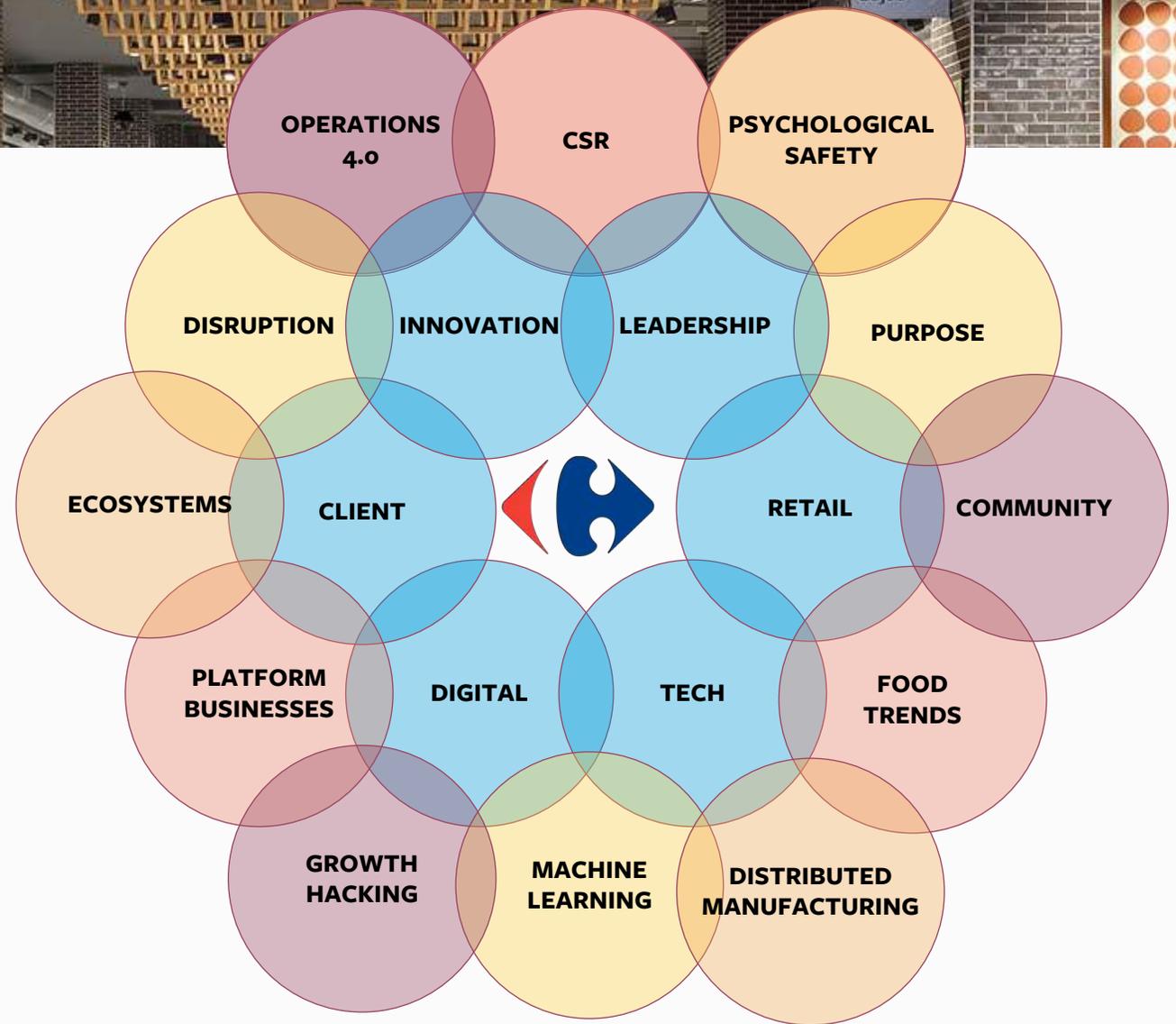
Carrefour

# Thematic perspectives

## Regular outlook

As part of the continuous curriculum work with Université Carrefour, WDHB provides the client annually with **perspectives** how to **develop** programs in a **strategic, methodological and thematic dimension**.

As an example we have reviewed the **main content axes** of recent programs and identified topics that could be considered **next level** at the intersection of those axes.





Client Story L'Oréal

# Highway to disruption



L'Oréal

# Highway to disruption

## | Global Beauty Leader

For over a century, L'Oréal has devoted its energy and competencies to **one sole business: beauty**. As the global number one in this field, L'Oréal is present with a **flotilla of 34 complimentary brands** in 140 countries on five continents. In 2016, the 89,300 employees of L'Oréal have contributed to sales of 30.48 billion dollars at an operating profit of 5.36 billion dollars.

## | Strategic Context

A few years ago, L'Oréal has embarked on an important **transformation journey**. What was triggered by the desire to build digital into the company's operations has expanded into a more **fundamental overhaul** of the organization's thinking around **how to respond to the various shifts** observed in customers, markets, employees and technologies.

## | Collaboration w/ WDHB

After choosing WDHB as partner in a **highly competitive selection process** and demonstrating **highest satisfaction** after a number of high-stakes projects, L'Oréal has concluded a **framework contract** naming WDHB a **preferential provider** of experiential learning programs. Our team continues to work with **business leaders and learning specialists** in the design of impactful opportunities.

L'Oréal

# Progression with diverse audiences

**November 2015:**  
Executive Committee



To better understand the challenges linked to the company's **digital transformation**, the Executive Committee visited the San Francisco Bay Area and met with key players of the digital economy. The realization of the **magnitude of change** triggered a number of strategic and cultural transformations.

**February 2016:**  
Global Brand Presidents



A learning of Executive Committee concerned the fundamental **revolution of the marketing space** and the need for brands to adopt to the rules of a new reality. A tailor-made Learning Expedition in NY and SF offered insights into the workings of the various **new platforms** and surfaced both **structural and organizational questions**.

**February 2017:**  
Country & Zone CEOs



Following the program for Brand Presidents, the next expedition offered Country and Zone CEOs, as primary actors in the markets, **new perspectives** on the disruption of **innovation and distribution ecosystems**. The group was also able to knit a network of change-agents that persists until today.

**November 2017:**  
Executive Committee



The observations of the past expeditions have underscored the **depth of disruption** and set the **rapid pace** of change. At the same time, a **number of clear directions** have started to emerge from a **fundamental reconsolidation** of touchpoints and players. Those get **closer attention** in a new program for the Executive Committee.

L'Oréal

# Various Spin-Offs

**April 2016:**  
SLM APAC, Seoul



For the **annual leadership meeting** of the Asia-Pacific Zone we designed and facilitated a two-day program in Seoul bringing the representatives closer to the **dynamic word of Korean business and beauty**. Experiential activities as **design workshops, store visits and casual stakeholder** dinners complemented the content-oriented activities.

**November 2017:**  
Lancôme Europe, New York



For a community of decision-makers from Lancôme in Western Europe, we're organizing a day of immersion into the **marketing ecosystem of New York**. Meeting with partners at various digital platforms we identify practices and strategies to **win with millennial consumers** in the **age of influencer driven engagement**.

**February 2018:**  
Operations ManCom, SF



Currently under preparation, a week-long Learning Expedition for the leadership of L'Oréal's Operations organization will provide the newly rehauled team with **relevant learnings and strategic momentum on technological and organizational topics**. At the same time, the program will serve as a strong moment to create **alignment and cohesion**.



L'Oréal

# Various Spin-Offs

**February 2018:**  
SLM APAC, Hong Kong



Following the ExCom expedition in 2017, we had the opportunity to work with Jochen Zaumseil and co-designed and delivered the **Senior Leadership Meeting** focused on **online and offline retail** with international keynote speaker Doug Stephens and various visits & experiences.

**June 2018:**  
SLM EE MEA, Dublin



A special focus on the **acceleration of online retail** and the necessary behavioral shift to support a **culture of agility and transparency** shaped the design of the Senior Leadership Meeting of the **Eastern Europe and Middle East & Africa Zones** in July 2018.

**August 2018:**  
PPD ManCom



On the occasion of a ManCom meeting for the Professional Products Division, our team supported a weeklong program of **exploration and exchanges in New York City** focused on understanding the new **business models** in professional hairstyling, which are disrupted by the growing number of **flying beauty professionals**.

A photograph of a modern glass skyscraper at dusk. The building's facade is illuminated from within, showing a grid of windows. The ThyssenKrupp logo, consisting of three interlocking circles, is prominently displayed on a large glass panel in the center of the building. The sky is a deep blue with some light clouds. The overall scene is a low-angle shot, making the building appear tall and imposing.

Client Story thyssenkrupp

# Inspiring the transformation marathon



thyssenkrupp

# Inspiring the transformation marathon

## | Diversified Conglomerate

Founded through the **merger of two major German industrial groups**, each with its own dynamic history, thyssenkrupp is a **diversified conglomerate** with expertise centered around the areas of **materials, engineering and plants**. With roughly 150,000 employees in 80 countries organized in **five business areas**, the company generated revenues of 42.7 billion euros in fiscal year 2014/15.

## | Strategic Context

A few years ago, following a number of impactful reorgs and leadership changes, thyssen-krupp launched its **Strategic Way Forward** with a number of new focus areas and initiatives. This multi-year initiative exposed the heterogeneous conglomerate to **profound structural and cultural transformation** while being in a **volatile business environment** and amidst a number of difficult business decisions.

## | Collaboration w/ WDHB

As part of the Strategic Way Forward, special attention was given to **leadership development**. The tk Academy developed a proprietary **Leadership Competency model** and selected **new partners for a complete overhaul** of its core programs. WDHB was selected as the **experiential learning partner** for the core programs tailor-made for **two executive populations** and has worked closely with the tk Academy.

# Specific setups per target group

## L1

Executives of L1 level may select to engage with their team in an organizational review and coaching process

### **Organizational Capabilities Assessment**

Multi-factor stakeholder survey about an operating unit's organizational fitness

### **Mirror Workshop**

Workshop with leadership and select stakeholders to analyze survey results and define focus areas

### **Multi-Team Learning Expedition**

Inspired by the focus areas of the various teams, the expedition offers an opportunity for groups to gain outside-in perspectives, cultivate peer-to-peer coaching and align as a team around a strategy.

### **Agenda Workshop**

Based on the the insights gleaned and decisions taken during the expedition, teams build action-plans.

Team-focused

## L2

Individuals of L2 level are nominated into a multi-modular leadership and strategy development program

### **360° Assessment**

Based on diversified feedback, Individual participants gain insights about their strengths and development areas

### **Business School Module**

Participants attend a one-week module at IMD Business School with focus on strategic thinking and personal skills

### **Multiple Differentiated Learning Expeditions**

The contents explored during the business school module are paired with real-life examples centered around cultures of excellence, customer-centric innovation and organizational practices.

### **Reconnection Event**

The groups from the thematically or geographically differentiated expeditions meet to share their insights.

Individual-focused