THE BUSINESS AGILITY BEHIND RIOT’S K/DA
THE FICTIONAL BAND THAT TOPPED REAL WORLD CHARTS
The Copernican Revolution
The Copernican Revolution in Business
**Organisation Centric Culture**

- What products can we sell to our clients?
- What services can we sell to our clients?
- What relationships do we need to establish with our clients?
- How can we make money from our clients?

**Customer Centric Culture**

- What does our client need to get done now and how can we help?
- What relationship do our clients expect us to establish with them?
- What value do our clients need to see before they are willing to pay?
A POWER SHIFT THAT CAN BE FELT
Bradd Jaffy
@BraddJaffy

United Airlines has lost about a billion dollars in market value this morning
cnb.cx/2onZUFQ
THE INTERNET & GLOBALIZATION
BARRIERS TO ENTRY
The Copernican Revolution in Business
OUR MISSION
WE ASPIRE
TO BE THE MOST
PLAYER
FOCUSED
GAME COMPANY IN THE
WORLD
PLAYER > RIOT > TEAM > ME
The Copernican Revolution in Business
PURSUE BUSINESS AGILITY FOR THE SAKE OF THE CUSTOMER NOT THE COMPANY
BEFORE WE START OUR STORY ...
Opportunity to Delight Players
100M+ views on Youtube in the first 4 weeks
#1 on Billboard World Digital
#11 on Google Play Top Songs
#1 on iTunes K-pop Chart
#2 on iTunes All Pop
#1 on QQ music's all songs ranking
#2 Naver Music (Korea)

To put that into perspective - if K/DA were a real band, it would be considered the most successful debut for a kpop group in YouTube history.

K/DA wasn’t just for League; a worldwide audience quickly took notice of the authenticity and craft behind it, earning it mainstream attention everywhere from the MTV VMAs to Korean talk shows.
LET’S TAKE A LOOK BEHIND THE SCENES
Domains of Business Agility
An operating model for the next generation of organizations

BUSINESS AGILITY INSTITUTE
The Copernican Revolution in Business
### RELATIONSHIPS

<table>
<thead>
<tr>
<th>WORKFORCE</th>
<th>BOARD</th>
<th>PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agility requires a mission-aligned, passionate, empowered workforce built of individuals with a strong culture fit and potential over fit for a specific position.</td>
<td>Agility requires an open, 2 way, relationship between an organization’s leaders and the board of directors, built upon customer-focus and long-term success, which enables the company leaders to go after long-term bets, as opposed to short-term wins.</td>
<td>Agility requires partnerships crafted with flexibility and driven by customer value so both an organization and its partners are able to adapt in a coordinated and complimentary manner, rather than a series of contractual transactions.</td>
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Agility requires leaders to recruit, hire, nurture and develop people with a strong fit for future potential and mission alignment, over fit to position.

Agility requires a One Team mindset of co-creative efforts to achieve shared goals that span functions, teams, and divisions within the organization.

Agility requires leaders who sets, and clearly communicates, an adaptive strategy that empowers teams to identify opportunities to execute that strategy in potentially innovative and previously unforeseen ways.
CAMP “n”
Desired Impact and Bold Steps
- Strategic Options and Goals
- Strategic Initiatives (Outcome Based)
DEFINITIONS

OUTPUT
A “thing” produced and delivered to an audience.

OUTCOME
The behavioral change(s) that occur in a member or members of the audience.
<table>
<thead>
<tr>
<th><strong>TARGET AUDIENCE</strong></th>
<th><strong>NEEDS, OPPORTUNITIES, PAIN</strong></th>
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</thead>
<tbody>
<tr>
<td>Which market or market segment does the product address? Who are the target customers and users?</td>
<td>Which problem does the product solve? What benefit does it provide?</td>
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<table>
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<tr>
<th><strong>DESIRED BEHAVIORAL CHANGE</strong></th>
<th><strong>POTENTIAL MEASURES FOR OUTCOMES</strong></th>
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<tbody>
<tr>
<td>List of desired behavioral changes for the specific audience</td>
<td>How will we know if we are achieving our desired outcomes.</td>
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</tbody>
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<tr>
<th><strong>IMPACT</strong></th>
<th><strong>OUTPUTS (PRODUCT IDEAS)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The desired effect towards the vision by the outcome at scale</td>
<td>List of potential Outputs - things produced and delivered to your audience</td>
</tr>
</tbody>
</table>
STRATEGIC INITIATIVES
Supports by articulating clear vision of what “good” looks like & providing clear strategies, impacts and outcomes

EMPOWERED TEAMS
Own executions and provide constructive, iterative, meaningful feedback to affect strategic vision and approach
Agility requires business operations governance frameworks that enable, rather than stifle, individuals and teams pursuing emergent opportunities.

Agility requires operations to adapt and continuously evolve as needed in service of creating value for customers.

Agility requires the ability for an organization to create coalitions or change structure as needed to embrace new opportunities with ease and without disruption.
GROWTH MINDSET

Agility requires deep ownership and accountability so individuals close to the work and customers drive timely decision making and adaptations.

OWNERSHIP AND ACCOUNTABILITY

Agility requires that individuals are open to learning by doing, continuous learning and personal development as well as being comfortable operating and making decisions in a dynamic and ambiguous environment, free from the fear of failure.

CRAFT EXCELLENCE

Agility requires craft excellence that continually improves over time, is the most impactful to creating value, and enables individuals to take advantage of emergent opportunities for customers.

INDIVIDUALS
https://www.youtube.com/watch?v=WxOFvpplvAM
REBELLION

YOUR HEADED UPSTREAM

SERIES OF CONFLICTS BETWEEN THE RIGHT WAY & THE EASY WAY

TURN YOUR BACK ON WHAT'S COMFORTABLE & SAFE AND WHAT PEOPLE CALL COMMON SENSE

THE EASY WAY OUT WILL ALWAYS BE THERE IT ONLY GETS TOUGHER

DON'T LOOK BACK!

LEAST RESISTANCE

PATH OF LEAST RESISTANCE

SERIES OF CONFLICTS BETWEEN THE RIGHT WAY & THE EASY WAY

WELCOME TO THE GRIND...WE’VE GOT WORK TO DO

There was a reason … in the first place
https://www.youtube.com/watch?v=FIdfXDXVx8
THE BA GRIND IS A JOURNEY THAT REQUIRES

PERSISTENT EFFORT...

... OVER A LONG TIME ...

WITH A GROWTH MINDSET

AND HAS NO SHORTCUTS!
THE BA GRIND IS A JOURNEY THAT REQUIRES

AND HAS NO SHORTCUTS!
QUESTIONS?