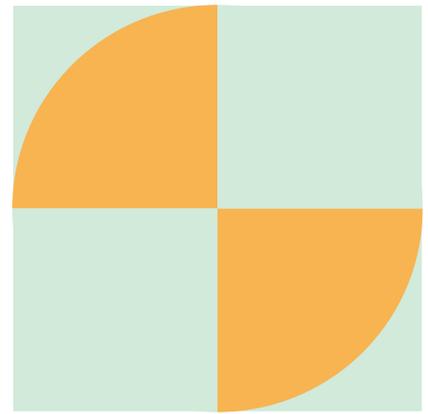
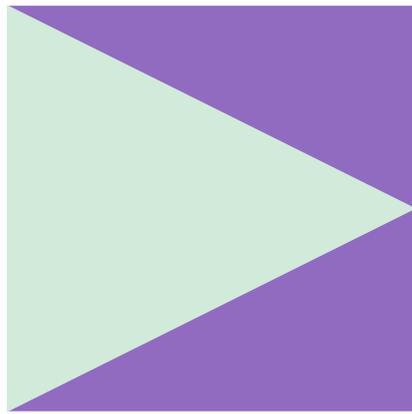
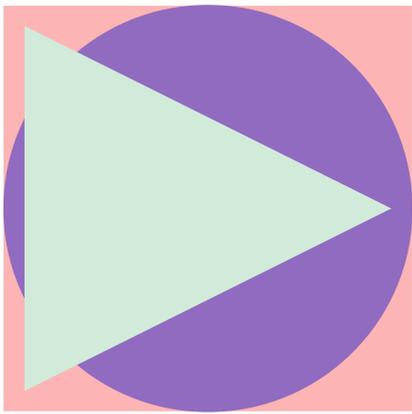


June 2020

# STRATEGY ACTIVATED

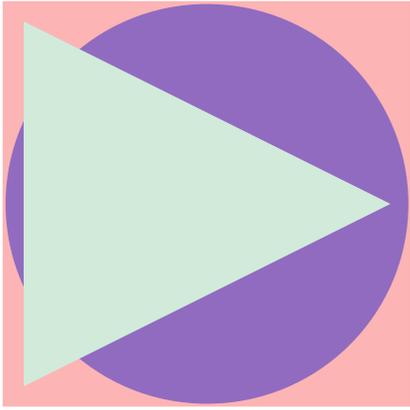
by EY and CORP/U

Making strategic initiatives come to life  
in the workspace of tomorrow



Introduction to a strategic service offering  
— born for the future of remote working





# STRATEGY ACTIVATED

by EY and CORP/U

A solution born for the future of remote working, helping organizations to execute on strategic priorities to catalyze change and value creation.



“In the wake of COVID-19, the need to make strategies ready for the street rather than the boardroom has never been more important.”

**Jakob Wedel | Partner | EY**  
**+45 3063 7290 | [jakob.wedel@dk.ey.com](mailto:jakob.wedel@dk.ey.com)**

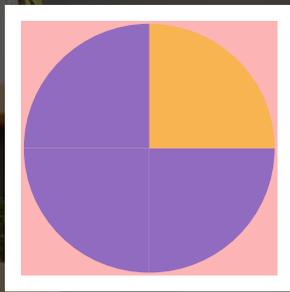


“We believe you must treat your people like the modern-day consumers they are. Their online experience must be fun, fast, simple and brief. Our technology makes that possible”

**Alan Todd | Founder & CEO | CORP/U**  
**+1 212 213 2828 | [atodd@corpu.com](mailto:atodd@corpu.com)**

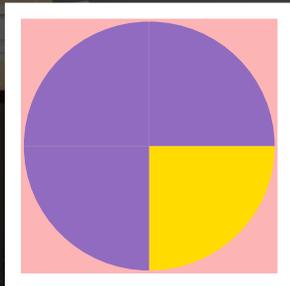
# A CHANGED REALITY

— engaging the digital workforce and remote workers



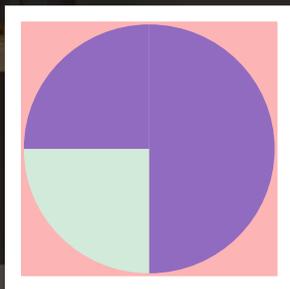
## NEW TIMES, NEW WAYS

In a post-COVID-19 world, leaders must engage their people differently



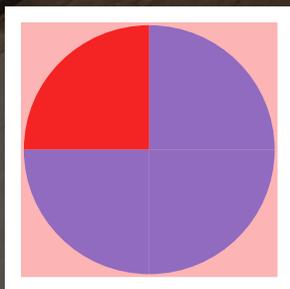
## EXPANDING THE TOOLBOX

A discontinuous world requires a new approach to strategy execution — accelerated by remote working



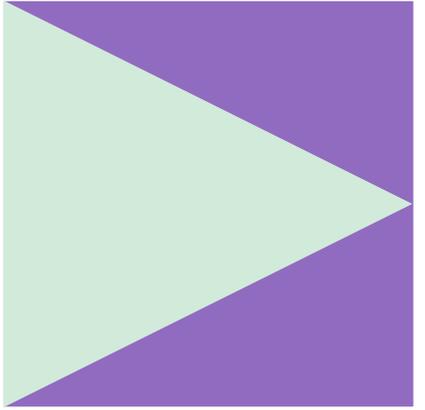
## NOW IS AS GOOD A TIME AS EVER

People are accustomed to change as businesses have been forced to rapidly adopt digital collaboration tools



## DARE TO ENTER DISCUSSIONS

If people understand the rationale behind strategic events, they are more likely to act accordingly



# DRIVE CHANGE IN A DISCONTINUOUS WORLD

## STAYING AHEAD IN A CHANGED BUSINESS WORLD

Today's world of business is discontinuous. It is no longer linear nor predictable. Change is rapid and exponential, industries converge, new technologies are emerging, and new business models turn yesterday's winners into tomorrow's losers. This requires a new approach to strategy execution and introduction of change — particularly as companies need to move with increased speed and agility to maneuver a post-COVID-19 reality.

COVID-19 has reshaped the business world. Less travel, more distant working and greater adoption of digital collaboration tools make the typical means of employee engagement, such as roadshows, town halls and workshops, insufficient. Creating real impact and engagement across teams is likely to become even more difficult than before. In this environment, leaders must engage their people differently — and leverage technology in a meaningful way.

## THE OLD WAYS WERE NO HOLY GRAIL, BY THE WAY

Lengthy documents, top-to-bottom strategy cascading, one-way communication, unattended physical or virtual town hall meetings, and limited engagement are probably to blame for the fact that a solid portion of strategies have failed in the past.

**38%**

is the average decrease in financial performance if strategies are not activated

**14%**

of CEOs consider their company to be effective at executing strategy

95%

of the typical workforce doesn't understand what the strategy is

67%

of strategies fail due to poor execution

## A NEED TO EXPAND THE TOOLBOX

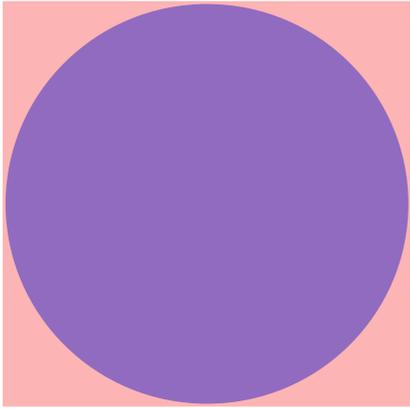
Our experience shows that many companies underestimate the value of making their strategies come to life and that they don't prioritize communication. Time and resources are mainly allocated to the strategy making, but rarely to making employees understand, reflect on and discuss new strategies. At best, companies invest in uniting the leadership team behind the strategy.

Traditional strategy roll-outs often lack scale and speed, which makes the uptake slow and the commitment low. While the broader organization is rarely activated and engaged in creating the strategy, they are expected to understand it and take action accordingly — often with compensation linked to it.

We believe that strategies fail when they do not capture the hearts and minds of the people responsible for execution. Lengthy presentations created for the boardroom rarely relate to people emotionally or intellectually. People unite behind strategic events when they have a shared grasp of the logic and priorities behind it. They act and make decisions in line with a strategy when they are committed to its success.

In a post-pandemic world, leaders need to get creative about how their companies can harvest the collective ingenuity of their people in the era of remote working, digital collaboration and limited travel. Driving real, organization-wide engagement requires a new way of making strategic initiatives come alive.

This is why STRATEGY ACTIVATED has been born.



# TREAT YOUR PEOPLE AS THE CONSUMERS THEY ARE

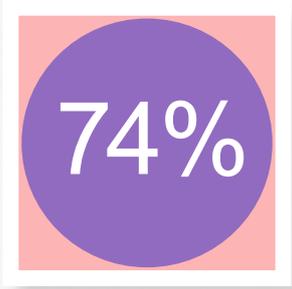
## A WAY TO MAKE STRATEGY READY FOR THE STREETS

Today, strategies must come to life rapidly and at scale. Executives risk that strategies are outdated before they reach the people who are to do the heavy lifting. STRATEGY ACTIVATED is a strategic service offering made for the future of remote working. It's not yet another collaboration tool or digital one-way communication platform for executives. In fact, it's not merely a digital tool at all. It's a way to make any strategy ready for the streets instead of the boardrooms.

STRATEGY ACTIVATED helps executives make strategic events become tangible and relevant for their employees through meaningful, fun and intellectually stimulating engagement. It allows executives of large corporations to rapidly drive understanding and buy-in for strategic events such as corporate direction setting, recurring calibration of expectations, operational changes, and more.

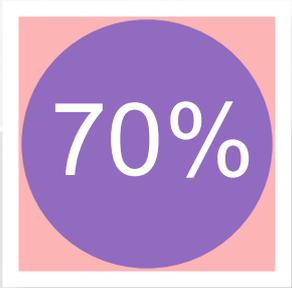
## PEOPLE ARE READY, ALREADY

STRATEGY ACTIVATED is enabled by an online, social media-like platform. And yes — it also works on iPhones, Androids and tablets. It's a tech foundation that enables executives to treat their people as the modern-day consumers they are outside of work. People are accustomed to social media platforms, such as LinkedIn and Instagram, and the outbreak of COVID-19 has accelerated the uptake of digital collaboration technologies. People are ready, already.



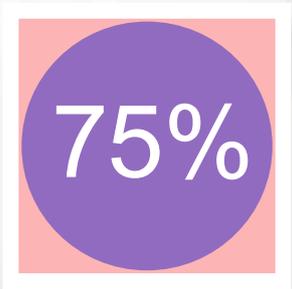
74%

OF LEADERS INTEND TO SHIFT SOME  
EMPLOYEES TO REMOTE WORK PERMANENTLY



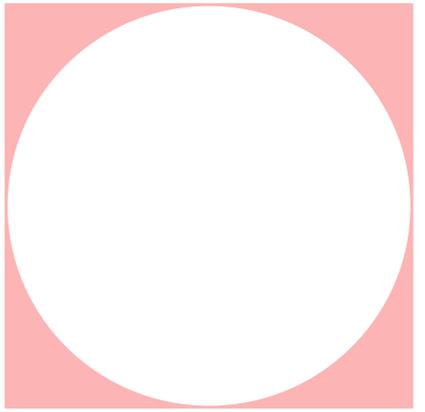
70%

OF LEADERS ARE WORRIED ABOUT A FALL IN  
PRODUCTIVITY FROM REMOTE WORKING



75%

OF EMPLOYEES WOULD LIKE TO CONTINUE TO  
WORK FROM HOME, AT LEAST PARTIALLY



# WELCOME OUTSIDE

## UNWRAPPING THE BOX

It really doesn't take much for executives to engage their people with the overriding objective to encourage them to take action, every day, in alignment with the strategy.

## WATCH

STRATEGY ACTIVATED breaks down the strategic event (such as a corporate strategy) into a sprint-based curriculum for 3-10 days with themed topics each day. Each sprint should contain 20-150 people and there is no upper limit to how many sprints you can run at the same time. Each day, people will spend ~30 minutes exploring 3-5 individual sessions in which they are exposed to different assets (e.g. an inspiration video or a short read). It should ideally also contain a thematic discussion to engage people in structured dialogue. Each session must be short and sweet and take your employees no more than 20-30 minutes to complete. Most importantly, it must be fun, fast and meaningful to your employees.

## PEOPLE LEARN IN DIFFERENT WAYS

There is no 'one-size fits all' when it comes to learning. People absorb knowledge in different ways. A key concept of STRATEGY ACTIVATED is to make strategy street, which means more variation in terms of learning material. Lengthy boardroom-type PowerPoint presentations are not welcome. The objective is to create a safe environment where people individually — and therefore the organization as a whole — can learn at, or above, the speed of change that happens around them. It is about harvesting the collective ingenuity of people and teams.



ONLINE  
PLATFORM



SPRINT-BASED  
CURRICULUM



ANALYTICS

**READ: STRATEGY**  
Bite-sized reads outlining key messages and concepts



READ

WATCH

**WATCH: ANIMATIONS**  
Conveying complex messages in a simple way



**WATCH: INTERVIEWS**  
Setting direction and evoking followership



**UNDERSTAND**  
Intellectual stimulation, accelerated activation

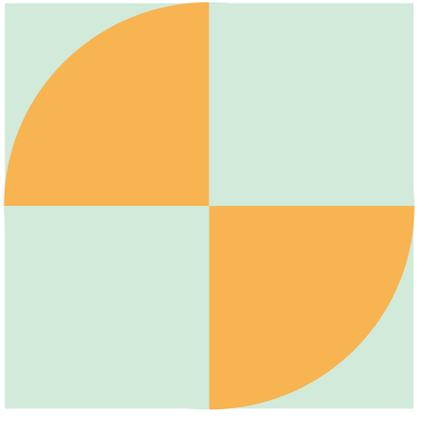


LEARN

REFLECT



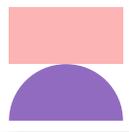
**DISCUSS**  
Engage thematic discussions and engage leaders in dialogue



# RAPID BUY-IN TO STRATEGIC EVENTS

STRATEGY ACTIVATED allows companies to rapidly drive understanding and buy-in around major strategic events. The list is not exhaustive, as a “strategic event” is really any change that executives need their people to unite behind and have a shared grasp of the logic, governing thought and priorities.

## CORPORATE DIRECTION SETTING



- Corporate strategy
- Divisional strategies
- Functional strategies

## EXPECTATION CALIBRATION



- Budget release and forecast
- Quarterly business reviews
- Organizational review

## SALES ACCELERATION



- New product releases
- Customer programs
- Field force reconfiguration

## OPERATIONAL CHANGE



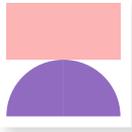
- Reshaping supply chains
- Cost outs
- New tech introduction

## M&A EVENTS



- Buy & Integrate
- Sell & Separate
- Corporate ventures

## CORPORATE DIRECTION SETTING



**IMAGINE** a global pharma company engaging its entire workforce on its long-term strategy and the implication for each business area, region and local markets — in just ten days

## EXPECTATION CALIBRATION



**IMAGINE** a global industrial equipment manufacturer engaging functional leaders and teams as part of the quarterly business reviews to make them understand how their hard work contributes to the greater scheme of things — in just two days

## SALES ACCELERATION



**IMAGINE** a global consumer products company rolling out a new product line across selected regions and engaging their full sales force to educate themselves on the products and discuss the best go-to-market approaches — in just five days

## OPERATIONAL CHANGE

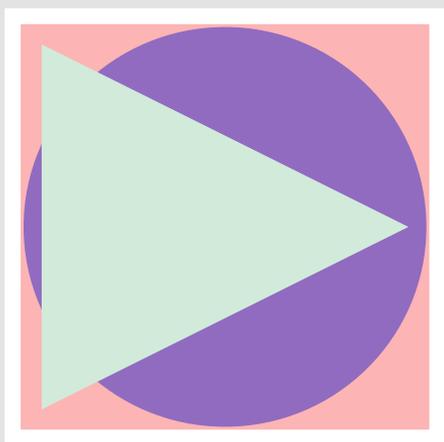


**IMAGINE** a global advanced manufacturer engaging its full Operations and Supply Chain function to tackle-and-solve how to best adjust budgets amid disruptions across the supply chain — in just three days

## M&A EVENTS



**IMAGINE** a private equity portfolio company speeding up the integration of a recent bolt-on acquisition by swiftly ensuring a shared understanding of the underlying investment rationale and its implications for the business — in just five days



# HOW DO YOU MAKE STRATEGY READY FOR THE STREET?

## STRATEGIZE



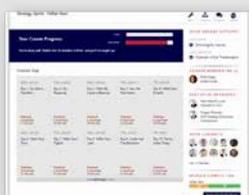
Prepare the strategic event



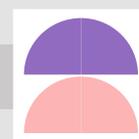
## PLAN THE SPRINT



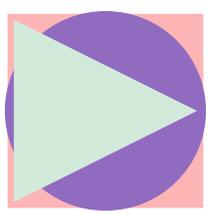
Develop the curriculum for the sprint



## PRODUCE CONTENT



Develop bite-sized assets for the sprint (videos, reads, etc.)

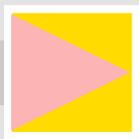


## STRATEGY ACTIVATED

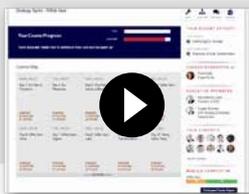
by EY and CORP/U

STRATEGY ACTIVATED allows companies to rapidly drive understanding and buy-in around major strategic events

## RUN THE SPRINT



Onboard participants, moderate and ensure progress



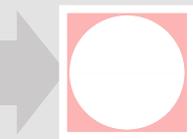
## MEASURE IMPACT



Perform advanced analytics throughout and after the sprint



## REINFORCE



Build communities to continuously reaffirm strategic priorities



CORP/U and EY aspire to make great strategies come to life with speed and scale on a leading strategy activation platform. We want to make strategy ready for the streets. Together we bring a proven and tested approach to set leaders and their people up for successful strategy execution by developing shared understanding and building buy-in to new strategies and the underlying set of choices.

## COLLABORATION

EY collaborates with CORP/U, a provider of a leading digital learning platform that allows people to read, watch, reflect on and discuss change initiatives. The platform gives leaders insights into the level of understanding and commitment to their company strategy, helping them to successfully execute on their strategic priorities.

## ABOUT CORP/U

CORP/U offers a digital SaaS learning platform that help companies activate strategic initiatives and prepare for a rapidly changing future. The platform leverages advanced analytics to provide leaders with real-time evidence about their employees' understanding, advocacy, commitment, and barriers to strategic initiatives.

## ABOUT EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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