A strategic vision for

Trompenaars Hampden-Turner
Culture for Business

for 2031

A story about strategy and narratives.

A strategic vision for
Trompenaars Hampden-Turner
Culture for Business
for 2031

Delft, August 2021

MSc. Strategic Product Design
Faculty of Indutrial Design Engineering
Delft University of Technology

Author
Bart Stegewerns
4365232

Committee
Chair
Dr. ir. Boeijen, A.G.C. van (Annemiek)
Department of Human-Centered Design

Mentor
Ir. Mulder, S.S. (Sander)
Department of Design, Organisation and Strategy

Company
Prof. dr. Trompenaars, A.M.R. (Fons)
Founder and owner at Trompenaars Hampden-Turner

Executive summary

This thesis explored the company Trompenaars Hampden-Turner (THT), its offerings, activities and the context it works in. THT is a company originally founded in 1989 as the Centre for International Business Studies. Trompenaars Hampden-Turner is a relatively small niche consulting company which is renowned in the area of Culture for Business. It is specialised in cultural dilemmas in the business context. Its employees work to improve the integration between people (values, attitudes) and organisations (structures, systems and processes).

THT is a founder-centric organisation, and this poses certain risks and limitations which influence the growth and resilience of an organisation. For THT this means that in order to continue spreading their theories and practise consulting, the founder-centric configuration of the company needs to change. Therefore, the main research question was established as: How can a small founder-centric consultancy become less founder-centric and sustain growth in the coming ten years?

In the first part, information was gathered to create a deeper understanding of the client, domain and the market. First, the company history, business model, products and competitors were analysed. To gather the information needed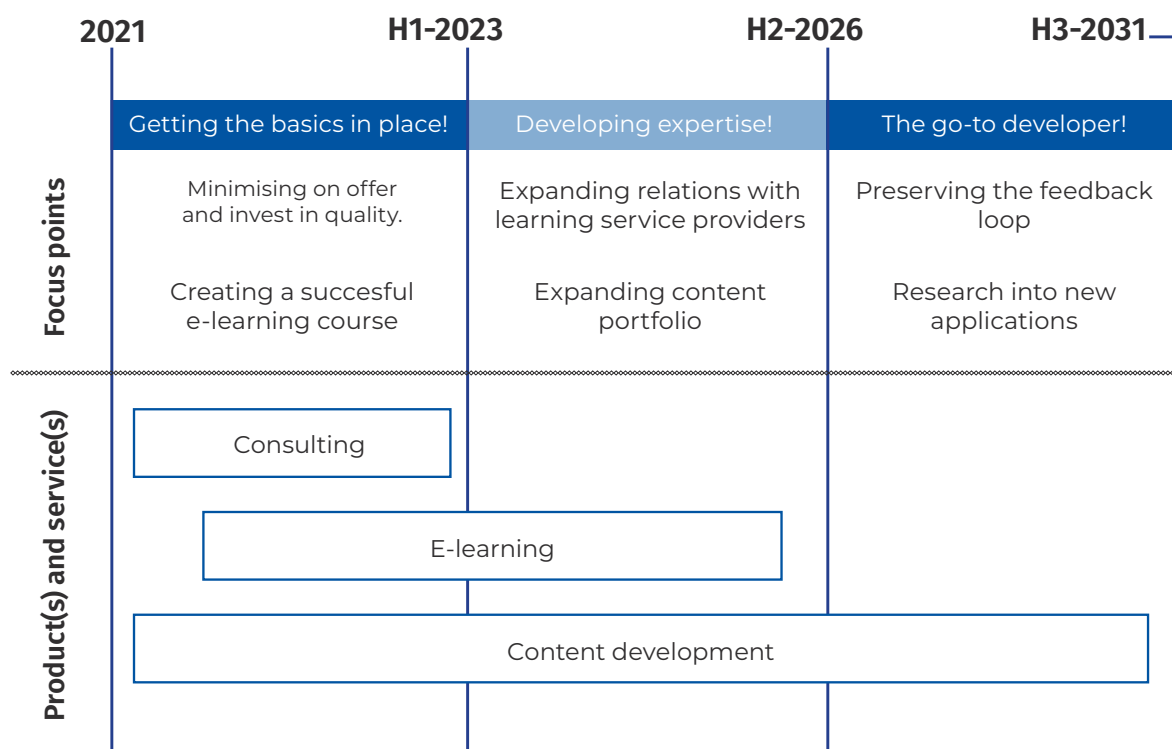, various interviews were held with people working at THT. Secondly, literature was reviewed, looking into managing growth in organisations, founder-led companies and how organisations and consultancies are structured. These research activities resulted in a collection of insights which were used for the strategy creation.

The insights yielded from the research were used to create a story which was written to design a future vision and communicate the vision. Storytelling was chosen to explore the benefits of this method, instead of sketching which is more common in industrial design.

The created future vision called for a strategy in which THT's portfolio consists of digital products such as an e-learning course. Using this future vision, a roadmap was created to strategize this pivot in company activity from consulting to content development. The roadmap is divided into three horizons. The goal of the first horizon is to focus on scaling down the current portfolio and focus on creating a base of e-learning courses. The goal of the second horizon is to expand the portfolio whilst learning service partners are attracted to partially outsource marketing and personal parts of the hybrid learning solutions. The goal of the third horizon is to be the best expert in the field when it comes to developing content.

The proposed strategy for THT was supplemented with a design of the new organisational blueprint and some advice on the corporate communication including the name of the company. For the organisational blueprint, a circular model was chosen to easily scale with the organisation's size or the range of the product portfolio. It was advised for the company name to make it refer to culture rather than the name of specific individuals.

The strategy based on this take on a future vision for THT, combined with trends which were relevant to THT's industry and knowledge on organisational design, resulted in a plan to become less founder-centric and sustain growth in the coming ten years.

	2021	**H1-2023**	**H2-2026**	**H3-2031**
Focus points	Getting the basics in place!	Developing expertise!	The go-to developer!	
	Minimising on offer and invest in quality.	Expanding relations with learning service providers	Preserving the feedback loop	
	Creating a succesful e-learning course	Expanding content portfolio	Research into new applications	
Product(s) and service(s)	Consulting			
	E-learning			
	Content development			

Reading guide

Since this thesis uses storytelling as a method to develop a future vision for Trompenaars Hampden-Turner (THT), a structure for storytelling has been used for the report as well.

Freytag's Pyramid (MacEwan, 2018) describes the five key stages of a story, offering a conceptual framework for writing a story from start to finish. These stages are:
1. Exposition
2. Rising Action
3. Climax
4. Falling Action
5. Resolution

The report distinguishes five parts with the same terms. Each part has two or more subsections.

The conclusions made from the research in part two are summarized in part three.

Acknowledgements

TABLE OF CONTENTS

"

**#
TERMINOLOGY**

Abbreviation	Term	Explanation
B2B	business to business	Business that is conducted between companies rather than between a company and an individual.
	culture	The system of shared beliefs, values, customs, behaviours, and artefacts that the members of a cultural group use to cope with their world and with one another, and that are transmitted through learning (based on Bates and Plog, 1976).
DMU	decision making unit	A team of individuals who participates in a buyer decision process of a company.
LSP	learning service provider	A company that provides courses to a wide variety of customers.
	organisational blueprint	A template from which the organisation is to be build. It defines the grouping of departments.
	start-up	A newly established business.
	strategy strategy roadmap	A plan of action designed to achieve a long-term or overall aim
	sustainable	Able to be maintained at a certain rate or level.
THT	Trompenaars Hampden-Turner	The name of the company of this design project.
UI	User interface	The means by which the user and a computer system interact.

PART ONE - EXPOSITION

Part one sets the scene of this project's story. First, it introduces the origin of the project and the context the project was executed in. Secondly, the challenge is introduced. This part ends with explaining the approach that was chosen to tackle the challenges.

1.1 The protagonist and the inciting incident

In this section the development of the project brief is explained. In a separate section, it is explained why this brief suits a designer.

As a student of strategic product design, I have an interest in making future-oriented plans in order to facilitate an achievement. I also have an interest in culture because I was partly raised in Japan. This made me very aware of cultural differences and how values can clash between people. I worked at two different start-ups during my studies and I enjoyed this because of the tight-knit group of people and the adventure of figuring out how to start a business which does not exist yet. For my graduation project I looked for a project with an external client which would combine these interests.

Trompenaars Hampden-Turner is a relatively small niche consulting company which is renowned in the area of Culture for Business. It is specialised in cultural dilemmas in the business context. Its employees work to improve the integration between people (values, attitudes) and organisations (structures, systems and processes). Examples of its clients are large corporations such as Sony, Nike, IBM and IKEA

(Trompenaars Hampden-Turner, 2021).

There are three main reasons why putting effort into the integration between people from different cultures is important: 1) Different cultures will continue to exist 2) Globalisation increases intercultural communication 3) Awareness of cultural coexistence helps to respect your own culture and learn from other cultures.

The definition of culture in this project is the following: '…[the] system of shared beliefs, values, customs, behaviours and artefacts that the members of a society use to cope with their world and with one another, and that are transmitted from generation to generation through learning' (Bates and Plog, 1976). The existence of different cultures is primarily a result of the varieties of environments that humans live in on this earth. This environment includes immaterial things such as language, religion etc… Each human responds in the appropriate way to her, his or its own unique environment. Therefore, until there are no unique environments, multiple cultures will coexist. In our age of globalization, these different cultures meet more frequently.

Values, beliefs, standards, knowledge, morals, laws, and behaviors shared by groups should be taken into full consideration in intercultural communication and play an important role in trade business, the development of cooperation and friendship between countries. The awareness of the differences in the elements of culture helps to be aware of your own culture as well as respect and learn from other cultures.

Although Trompenaars Hampden-Turner is not a start-up, its challenges met my requirements for a strategic project which involved culture. Also, at the beginning of my graduation project, I was starting a business in design consultancy. With a possible future as design-driven consultant in mind, this was a project through which I could take a look into the world of consulting.

I decided to take on this project and that was the inciting incident, as it is called in Freytag's pyramid, which caused this story to develop.

Using design for strategy

Whenever I talk to people about my study, I often have to explain the relation between business strategy and design. This is because these people often associate designers with drawing products. This section briefly explains why students of a design faculty are fit for making business strategy.

Strategic Design is a field of research which studies how to leverage the discipline of design in the context of strategy and innovation management (Calabretta et al., 2016). More specifically, it focuses on the application of design practices, principles and methods to the formulation and implementation of innovation strategies that benefit people and organisations alike (Calabretta et al., 2016). This field is growing. Designers are able to think beyond the product level. Designers have a holistic, solution based strategy to problems which makes room for system thinking (Stompff, 2012). Many organisations are asking designers to apply their way of thinking to business in pursuit of innovation. This trend is visible within McKinsey & Company acquiring design companies LUNAR (McKinsey & Company, 2015) and Veryday (McKinsey & Company, 2016), Accenture acquiring design consultancy Fjord (Accenture, 2013) and VanBerlo (Accenture, 2020) and PwC acquiring IXDS, a German product design agency and innovation consultancy (Consultancy.eu, 2020).

'It matters because design teaches us how to make things "feel real" while business strategy today remains largely irrelevant to the people who are supposed to make it happen. Designers tell stories; managers too often show spreadsheets -the ultimate abstraction'. (Liedtka, 2010, p. 9)

1.2 The quest

In this section, the organisation's current challenges, the reason why they are important, the assignment and the assignment's relevance to the defined problems are presented.

Trompenaars Hampden-Turner (THT) is a social venture, since it is focused on finding solutions for social problems (Neto et al., 2002). Founder and company director Fons Trompenaars has a strong motivation to facilitate the reconciliation of cultures. Fons Trompenaars is the co-author of the award winning Riding the Waves of Culture, Understanding Cultural Diversity in Business (with Charles Hampden-Turner, 1994). This book promoted the awareness of issues of culture as the world kept globalising. This emphasis is important because the success of social entrepreneurship rests on the entrepreneur's ability to furnish a forceful vision formulated in terms of social rather than economic values (Clastkowski et al., 1996; Piltz, 1995; Waddock & Post, 1991). Being regarded as a leading management thinker and ranked in the Thinkers50 three times (Thinkers50, 2018), the focus of clients is on Fons Trompenaars as an individual.

For external clients, the organisation is founder-centric because Fons Trompenaars is the visible figurehead and clients expect to encounter Fons Trompenaars in doing business with THT. Internally, the organisation is also founder-centric because Fons Trompenaars is the sole conductor of the activities within the organisation. Moreover, the company relies on his guru reputation and network for new clients.

For the short-term, this seems like a good situation. However, there are downsides for an organisation to be founder-centric. 'Organisations do face risks when they tie an executive's personality to their business. A culture leaning on the founder can be highly successful until the executive ages, leaves or gets into trouble' (Clifford, 2013). Moreover, when clients are expecting the service to be provided by the founder, the organisation's productivity is limited by the founder. This means that every attempt to grow is extra weight on the shoulders of the founder.

These risks and limitations influence the growth and resilience of an organisation. If the intention of the organisation is to grow and be resilient in the long-term, founder-centrism is undesirable. For THT this means that in order to continue spreading their theories and practise consulting, the founder-centric configuration of the company needs to change.

Therefore, the main research question is established as:

How can a small founder-centric consultancy become less founder-centric and sustain growth in the coming ten years?

The result of this design project is a strategic vision for THT for 2031. This point in the future was chosen because we want to look ahead as far as possible without taking it to guessing the future. By setting the point to ten years ahead, assumptions on continuing trends remain plausible.

A vision is an image or expression of a desired future. A vision should have four characteristics: (1) clarity; (2) value drivers; (3) artefact; (4) magnetism (Simonse, 2017). Clarity of the vision means that the vision expresses immediate understanding of how someone would experience that future (Reid et al., 2014; Shipley, 2002).

Value drivers are the key benefits of the vision. It should be clear what problem or dilemma is solved (Heinonen & Hiltunen, 2012). These drivers should mainly be social rather than economical since THT was founded to solve social problems. Artefact is the object through which the vision is materialized (Meija

Sarmiento et al., 2015). Magnetism states that the vision should be attractive, desirable and passionate, being able to activate others to action (Reid et al., 2014).

Visioning is often seen as the realm of the artist, the poet, the futurist, and the designer (Reid, 2015) as it sometimes comes from personal inspiration, intuition, observed trends or identified opportunities (Simonse, 2018). This intuition enables designers to empathize with the future (Evans, 2011). I created a vision based on what in my opinion is the most fruitful option for THT.

1.3 The approach

In this section the chosen approach for this design project is presented. The project was divided in four parts. Figure 1 shows a visual overview of the approach.

Part 1. Explore
Background information was gathered to understand the project context and to confirm that the challenge described was the right one to solve the problems which were mentioned at the start. Secondly, the approach for this project was determined in this part.

Part 2. Research
Information was gathered to create a deeper understanding of the client, the domain and the market. First, the company history, business model, products and competitors were analysed. To gather the information needed, various interviews were held with people working at THT. Although the longest conversations were with the CEO, interns were also approached. Secondly, literature was reviewed, which looked into existing literature on managing growth in organisations, founder-led companies and how organisations and consultancies are structured. Moreover, an expert on organisational

design was consulted. These research activities resulted in a collection of insights which were used for the strategy creation.

Part 3. Strategy
The insights from the first and second part were aggregated into a future vision. This vision was created in the form of a story. This part also discusses the choice for storytelling for vision making.
Using the future vision, the business model for 2031 was created and the details elaborated. Secondly, a roadmap was made. The roadmap presents which steps are needed to successfully achieve the future vision in the planned timespan. The strategic roadmapping method is used to create a timeline of needed actions and results.

Part 4. Finalisation
The output of the project was evaluated to see if the answers to the research question were found and requirements for the project were met. Further, the complete project was critically reviewed in order to clarify the limitations and consider related problems. Finally, the project is closed with a personal reflection.

During this project, sketches were used during note-taking and idea generation. Sketches allow creative reinterpretation (Christensen & Schunn, 2009) that can be used to show design solutions, but also conflicts and possibilities (Dym et al., 2005). Sketches are easier to interpret than text (Arntz et al., 2017) and are essential when trying to convey ideas and information. Therefore, it is a predominant activity for the designer (McGown et al., 1998). When generating ideas sketches create a better understanding and immediate interest, as it looks more attractive than text. Sketching was also used when presenting ideas to employees and when facilitating creative sessions.

Explore

Research

Strategy

Finalisation

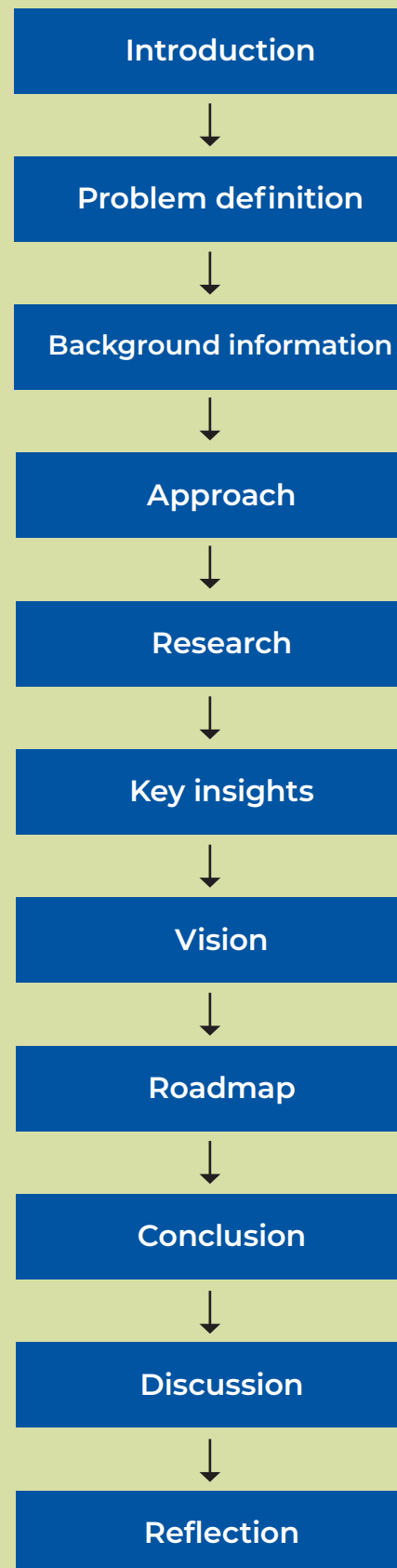| Introduction |
| Problem definition |
| Background information |
| Approach |
| Research |
| Key insights |
| Vision |
| Roadmap |
| Conclusion |
| Discussion |
| Reflection |
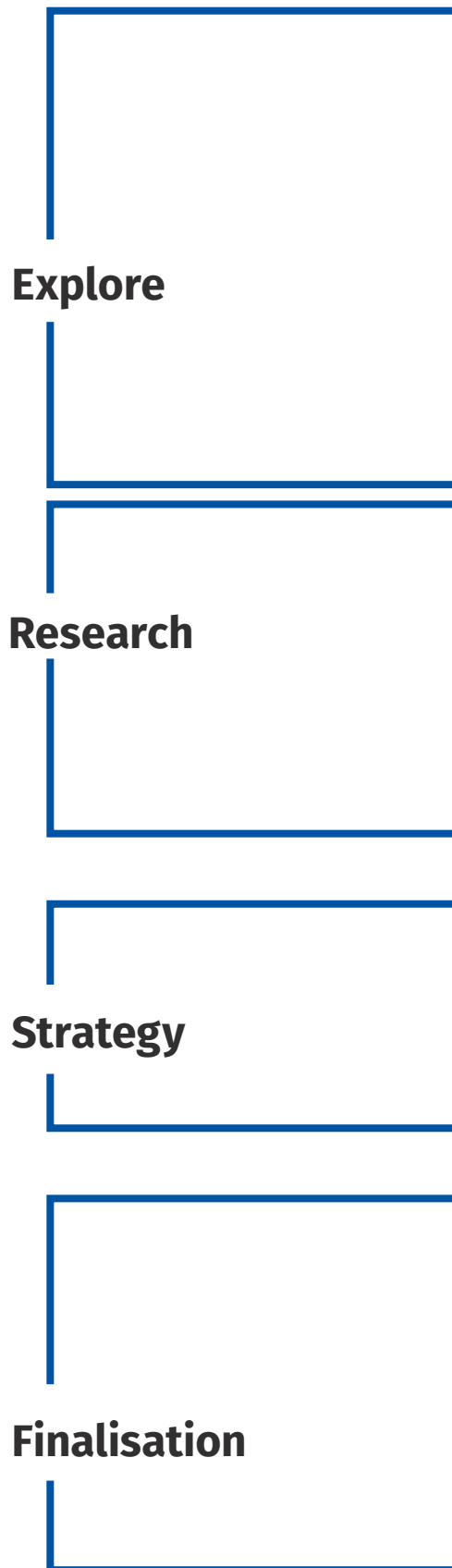
Figure 1: Project approach

PART TWO - RISING ACTION

In this part named Rising action, is the research phase in which information is gathered to create an understanding of the client, domain, and the market. The conclusions made from the research in this part are summarized in part three.

2.1 Philosophy

The vision, purpose and values of THT are stated on their website (Trompenaars Hampden-Turner, 2021) as:

Vision
Offering our clients the world's best blended offering to connect different cultural viewpoints because helping people to integrate is to help the world to become a better place.

Purpose
We connect viewpoints using research-based approaches to address differences in cultural orientations and solve dilemmas which arise from differences in cultural orientation for high performance.

Values
– Inspiring/Active: We successfully inspire ourselves and our clients by leading them to action.
– Innovative/Memerious: We successfully innovate by looking at where we are coming from.
– Passionate/Rational: We successfully work passionately by making rational and logical decisions.
– Effective/Efficient: We successfully deliver quality work by working in an efficient manner.

"We want to be the best shop for digital products on cultural dilemmas. Moreover, we want to facilitate workshops where clients solve the dilemma themselves using our guidance and lots of example cases that we know. Our website needs to become 'the website to go to' in this world when it comes to culture and our success would be defined by the number of people who use or distribute our content" **'Interview with F. Trompenaars, THT office, Amsterdam, 15 April 2021'**

2.2 History of Trompenaars Hampden-Turner

Fons Trompenaars (born 1953, Amsterdam) was raised by his French mother and Dutch father, both in France and the Netherlands. He has moved between cultures his entire life. After studying business economics he did his PhD research at Wharton School of the University of Pennsylvania on the effect of culture on how people organise themselves.

He founded the Centre for International Business Studies (CIBS) in 1989, a consulting and training organization for international management (Vrije Universiteit Amsterdam, n.d.). He worked with a team of three colleagues on consults focussing on foreign cultures and preparing expats before being sent abroad. They switched to organising training at office locations of corporates because this was more efficient compared to traveling around the world to individual clients. By 1993 the team had grown to fifteen people. In 1998 Fons Trompenaars approached KPMG, a network of firms in many countries with three lines of services: financial audit, (tax) accounting, and advisory (KPMG, 2018). This initiative aimed at further reducing traveling and training KPMG personnel. The company was bought by KPMG and renamed Trompenaars Hampden-Turner. The name includes Hampden-Turner as a form of gratitude to Charles Hampden-Turner (born 1934, London). Charles Hampden-Turner is a British management philosopher and researcher in international and strategic management. He wrote multiple books together with Fons Trompenaars. In addition to being a consultant, Fons Trompenaars became a popular keynote speaker.

Due to the Sarbanes-Oxley Act of 2002,which forbade financial institutions to mix consultancy and accounting practices, KPMG needed to divest their consultancy division. KPMG wanted to sell the division to Atos Origin, an IT group, so Fons Trompenaars bought THT back from KPMG. THT continues operating by giving trainings. In 2015, THT was bought by KPMG's consultancy division for the second time. Fons Trompenaars hoped to create a steady revenue stream training many KPMG employees and to use the KPMG network to obtain new clients. These ambitions were not met by KPMG and THT became independent again in 2017. Digitisation was an addition to the fleet rather than a course change. Several tools were developed in a joint venture with KPMG called 'The Culture Factory'. THT changed to an organisation structure where the consultants work freelance and less than four people are on the company's payroll. This light version of THT receives requests for keynote events and becomes more like a speaker booking agency. Fons Trompenaars is busy doing keynotes, his assistant arranges peripheral matters, and income from the presentations is used to finance development of their webtools. Figure 2 shows a timeline of THT's history and its relation to KPMG.
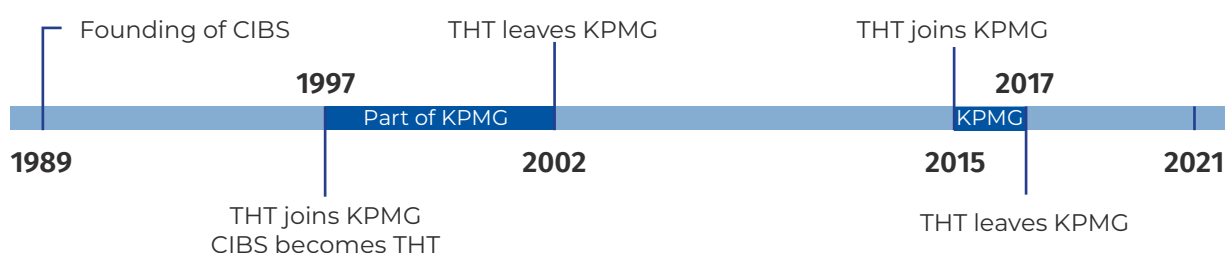
Figure 2: Timeline of THT and its relation with KPMG

Key Partners 🔗	Key Activities ✔	Value Propositions 🎁
-Universities	-Keynote presentations	-Evidence-based content
-Teaching aid developers	-Physical workshops	-Close collaboration with
-Academics (such as	-Writing books and	clients
Peter Woolliams)	articles	-Recognition and
-Freelance consultants	-Creating e-learning	reconciliation
	-Client support	
	Key Resources 🏭	
	-Assistant to	
	management	
	-Interns	
	-Fons Trompenaars	

Cost Structure 🏷	Revenue Strea
-Permanent staff	
-Office space	
-Office equipment	
-Freelance staff	

Figure 3: Business model canvas for THT 2021

A business model canvas is used to h
understand how an organisation d
business. It can also be used for analy
comparisons, performance assessment
communication and innovation purpo
(Osterwalder & Pigneur, 2010). To understa
how THT does business, all the parts of
canvas were analysed (See figure 3).

Value Proposition
The value proposition describes
product or service offering, the custor
segments and relationships in the busin
model canvas.

The organisation believes that valu
provided by offering a wide range of train
combined with tools to understand a
apply the Trompenaars' theories, wh
are built on evidence-based knowled
These models are used to guide client
solving the cultural problem themsel

2.3 Business model analysis

Customer Relationships ♥	**Customer Segments** ◗
-Dedicated personal assistance	-Education institutions
-Long term	-Multinational corporations
	-Large corporate organisations
Channels 🚚	
-Education	
-Facebook	
-LinkedIn	
-Instagram	
-Website	

ams 💰
  -Speaking fees
  -Licenses
  -Project fees
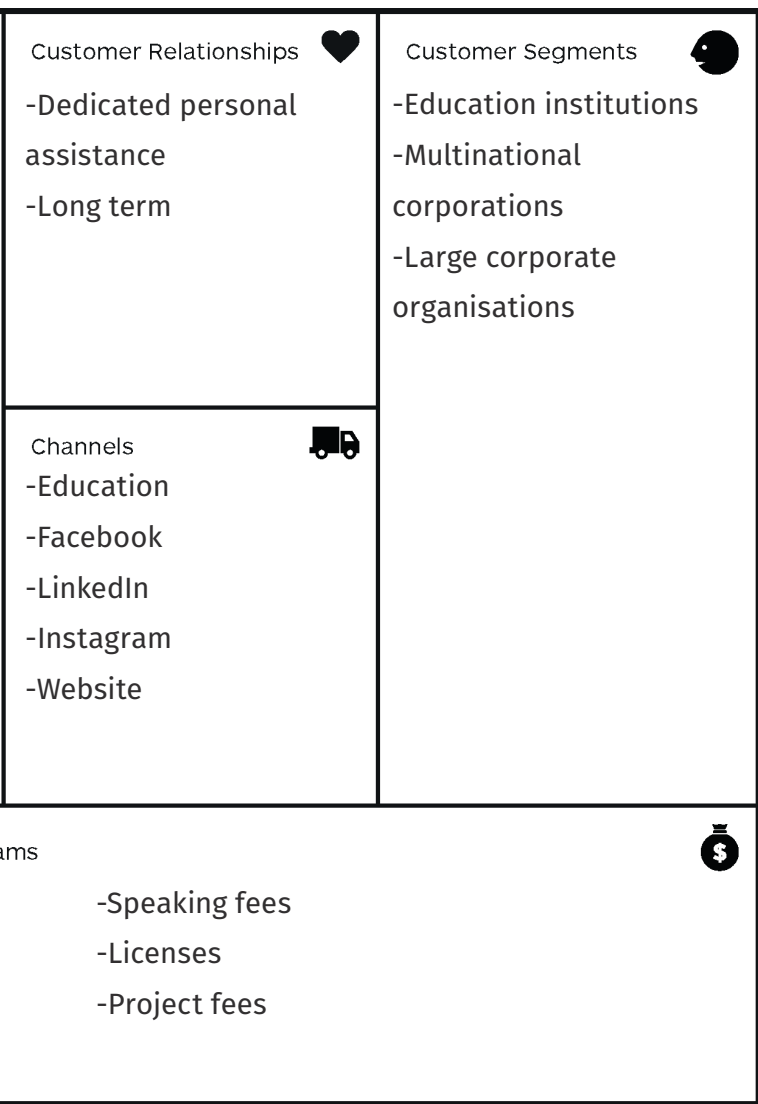
help
loes
ysis,
 or
oses
and
the

Secondly they believe that licensed trainers are necessary to continue training people all over the world. Further, Fons Trompenaars provides presentations in order to inspire audiences to reconcile differences.

   THT's customers are mostly multinational or large corporate organisations. Relationships are built by personal and frequent communication.

the
mer
ess

Value creation and delivery
   The value creation and delivery tells about the key activities, resources, channels and partners in the business model canvas.

 is
ing
and
nich
dge.
 in
ves.

   Key activities are writing books and articles, organising workshops, public speaking, lecturing, creating web tools and client support. Key partners for the activities are feelance trainers, external academics Charles Hampden-Turner and Peter Woolliams.

Important resources THT needs for the activities is Fons Trompenaars. Channels used for the delivery are the networks of the employees, LinkedIn and the website.

   Value capture
   The value capture is about the cost structure and revenue streams in the business model canvas.

   The main costs for THT are the regular employees, the office, office equipment and the freelance employees. The revenue consists of fees earned for projects, licensing and public speaking. THT's revenue since 2017 was mainly generated by supporting merger and acquisition projects and doing keynote presentations. The turnover in 2020 was about €46,000, which is about 8% of its turnover in 2019. The turnover in 2019 was about €560,000 (de Vos, 2021).

2.4 Product analysis

THT's services were analysed and are divided into six categories.

1) Mergers and acquisitions

This category focuses on guiding merger and acquisition projects by giving attention to cultural differences and how to build a new culture after the merger.

2) Culture change

This category focuses on assisting in driving the need for change by enriching the existing culture with the desired one.

3) Globalisation

This category focuses on maximising the benefits of cultural diversity through the effective reconciliation of dilemmas.

4) Leadership

This category focuses on helping to improve cross-cultural team performance by connecting different viewpoints.

5) Diversity and inclusion

This category focuses on managing and leveraging the business benefits of intercultural diversity.

6) Culture for business

This category focuses on supporting in many business areas, such as innovation, internationalization, sustainability, risk management and more...

THT uses its own 4R approach with each service, the focus of these products is to not only compare cultural profiles but to also reconcile the problems which arise from the cultural difference.

The 4R's consist of recognition, respect, reconciliation and realisation.

Additionally, THT provides a diagnostic toolbox with 23 tools. The tools are clustered into five different categories; quick scans, personal profilers, organisation profilers, country profilers and organisation comparers. For a detailed description of the tools and the mapping see appendix 2.

2.5 Structure analysis

THT is currently a small company with four people on the payroll, namely the CEO, his personal assistant, a developer and a marketing specialist. There are two levels in the current operation. Fons Trompenaars, who is on the first level and decides course, priorities and is involved in all decision-making. Everyone else is on the second level and commits to Fons Trompenaars' ideas. There is a group of interns coming and going who support a part of the company activity.

Fons Trompenaars has locked himself in a position where he can not leave the firm. The first lock is experience. He has more experience in this business and the application of his theory compared to the rest of the team. The second lock is profit. Fons Trompenaars' public speaking and merger and acquisition guidance has been 80% of the income of the last years before Covid-19. The third lock is value. Because of the over-dependence, there is not much

value left if Fons Trompenaars would leave the firm. Therefore it is not interesting for investors to become the new owner. Moreover, there is no minority shareholder he could sell his share to, because there are no other shareholders. The network partners, Charles Hampden-Turner and Peter Woolliams are not formally part of THT.

The general structure of the company is shown in figure X, an image which was provided by the executive assistant (See figure 4).

Because there are only two levels and each department is dependent on the other, there is a family-like feeling during online meetings and at the office. The CEO is close to his employees and gives attention to everyone in meetings. His schedule is managed by the executive assistant. In order to get in contact with Fons Trompenaars, the policy is to consult his assistant instead. There is a biweekly company meeting with everyone. The meetings I attended
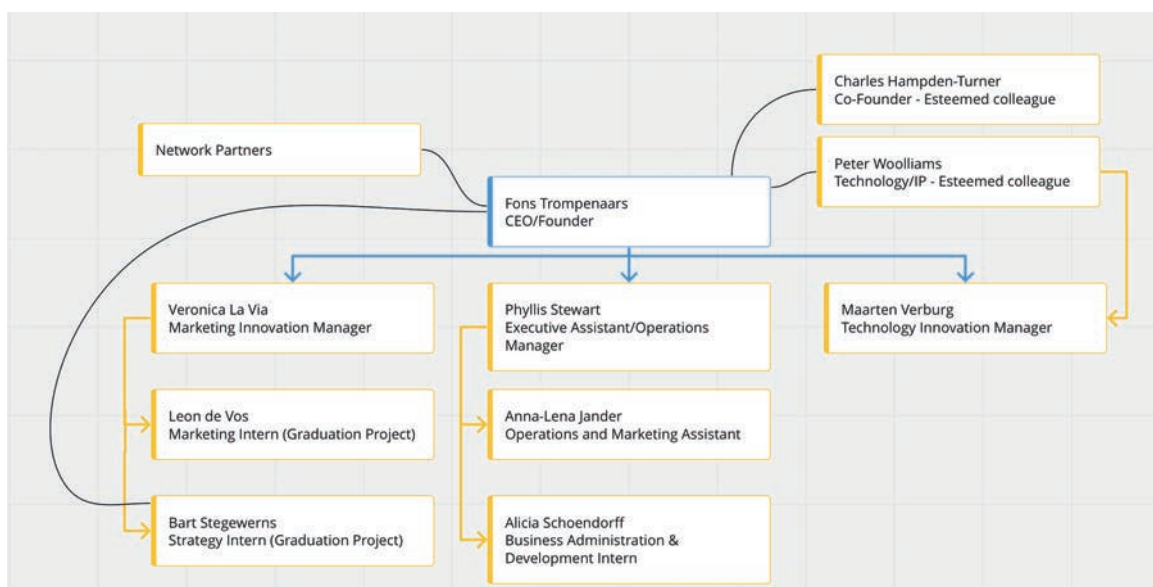

Figure 4: Company Structure THT (de Vos, 2021)

were not structured by means of an agenda and we jumped from one topic to another. Things like targets or key performance indicators were never mentioned. I would summarise the culture as cosy and loose. Talking about socio-cultural dimentions, the level of hierarchy is low (van Boeijen & Stappers, 2015). Leadership comes solely from Fons Trompenaars as he is the only member of the board. A Dutch senior man whose prominence is based on knowledge and experience. The identification is more individual and expressions are more emotional rather than neutral. Truth is very contextual because by working with different cultures they know many experiences are contextual.

2.6 Competitor analysis

THT is a distributor of cross-cultural management theory wrapped in a service. Although THT is active in a niche market, there are more distributors on this type of academic research based theories. Below, some key players in this field are listed and shortly introduced.

Hofstede Insights
The scientist Geert Hofstede studied cross-cultural groups and organisations. His book Cultures and Organisations, Software of the Mind was published originally in 1991. This book is the most cited book on cross-cultural management. Hofstede Insights is an international company which organises training and certification programs on the Hofstede theory. It has facilitators in 60 countries and a headquarter in Helsinki. (Hofstede Insights, 2021). It is a network of consultants where no one is placed central in the practise. They enjoy the advantage that Hofstede's model is much more known.

Erin Meyer
Erin Meyer is a professor at business school INSEAD, who is gaining popularity in this field. She published her book "The Culture Map" in 2014. She seems to gain popularity amongst the younger generation of readers. The book is based on her work at INSEAD. It is possible to book a tailored keynote or workshop. On her website there are also paid cultural profilers. She is central in the organisation and it looks like a proprietorship. She combined theories of others with her own perspective. Her work is mainly comparing cultures.

Cross Culture
CrossCulture provides consultancy and training based on the Lewis model. The team consists of six people including Richard Lewis. The Lewis Model was developed in the 1990s and articulated in Richard Lewis' When Cultures Collide (Lewis, 1996). This model is rooted in Edward T Hall's concepts of monochronic and polychronic cultures. Richard Lewis expanded these concepts to linear-active and multi-active, then added the new concept of reactive.

The tools and services that THT offers were clustered together with the offering of the competitors (See appendix 2). Comparing THT's offering to those of others, four clusters were identified which were not common with others (See figure 5). Quick scans, comparisons with other organisations, consultancy and tools on leadership.

	THT	Erin Meyer	Hofstede ins.	Cross culture
Quick scans	X			
Personal profilers	X	X	X	X
Organisation profilers	X	X	X	
Country profilers	X	X	X	X
Compare with other organisation	X			
Consultancy	X			X
Training/certification	X		X	X
Leadership	X			
Books	X	X	X	

Figure 5: Competitor analysis scheme

2.7 Market trend analysis

In this section, market trends which are relevant to this project are presented.

Cultural training

Technavio, a market research company with global coverage suggested that the market size for cross culture training is going to increase by USD 1.22 bn during 2020-2024 (Technavio, 2021). This growth would be driven by the expected rise in expatriate assignments. It is important for these assignments that employees have the skill to perform in foreign environments, especially if their role is strategically important. As a result companies enroll their employees in cross-cultural training programs.

E-learning

Web-based virtual learning enables employees to access a much wider range of materials in contrast to printed and audio-visual course materials. With advances in technology, the usage of the virtual learning environment has increased. "Factors such as gamification of content, and increased focus on blended learning will have a significant impact on the growth of the cross-cultural training market

value during the forecast period," says a senior analyst at Technavio.

In the Netherlands, the signs that this market is expanding are clear. Six percent of the Dutch population wants to follow an online course within a year. The average price of a course is €1,290. This represents a potential market revenue of €1.1 billion (Multiscope, 2021). Examples of popular learning service providers (LSPs) in the Netherlands are LOI, GoodHabitz and NHA. The global e-learning market size surpassed €210 billion and is expected to grow at a growth rate of 21% between 2021 and 2027 (Wadhwani & Gankar, 2021).

COVID-19

The corona pandemic is a crisis to most businesses and a business boost to some. A lot of employees have involuntarily experienced remote working and it is here to stay. In 2020, Growmotely conducted a study where 74% of professionals answered that they believe remote work will become the new normal. This opinion is also shared by 76% of entrepreneurs, signaling a challenge for a lot of B2B service providers (Growmotely, 2021).

This increases the demand for

remote and virtual learning and training solutions. The pandemic was a difficult time for THT. The travel restrictions thwarted speaking events, which THT was doing mainly at the beginning of the pandemic.

Driving growth

In the 2021 edition of the PwC CEO survey the most important trends for executives were researched. The top 3 investmenrs planned to drive growth are digital tranfsormation, initiatives to realise cost efficiencies and cybersecurity.

According to this survey, investments in digital transformation are going to increase the most. The excerpt shows that 83% of the CEOs are planning to do this (See figure 6).

Exhibit 6

Nearly half of CEOs plan to increase their rate of digital investment by 10% or more

Question

How do you plan to change your long-term investments in the following areas over the next three years, as a result of the COVID-19 crisis? (Showing only 'increase moderately [3–9%]' and 'increase significantly [≥10%]' responses)
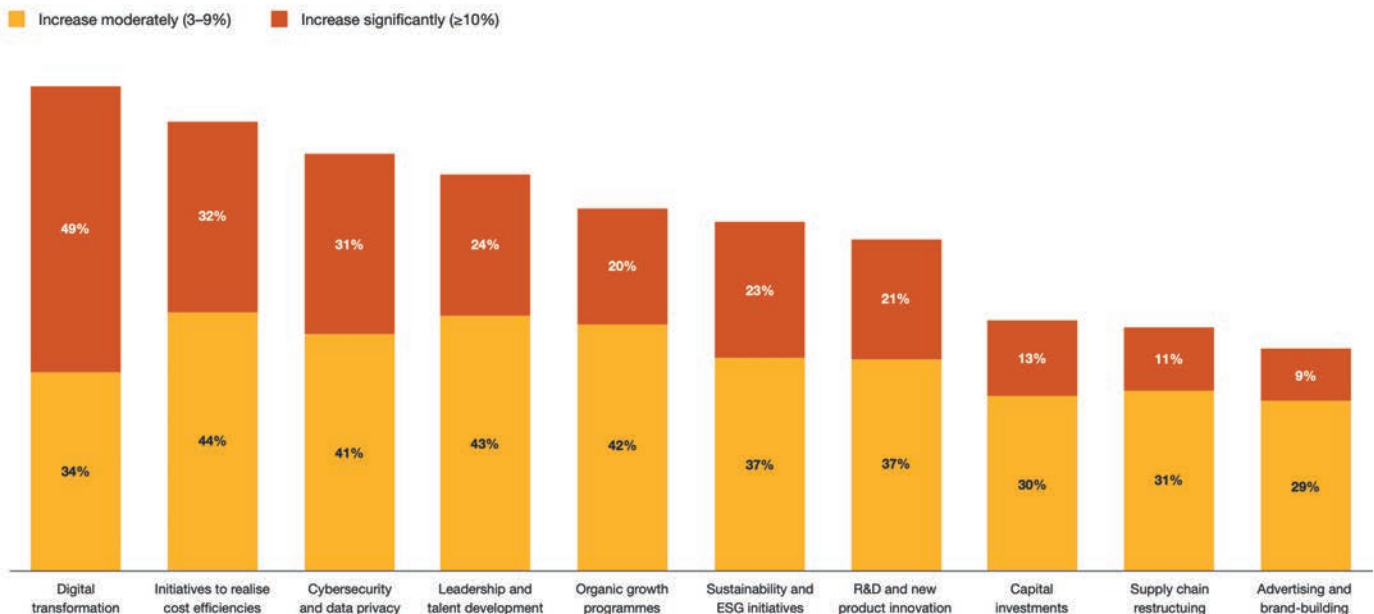

Figure 6: Change of long-term investments (PwC, 2021, p.13)

2.8 Management consulting

The hierarchy of consultancy purposes can be divided into eight fundamental objectives (Turner, 1982).

1. Providing information to a client.

2. Solving a client's problems.

3. Making a diagnosis, which may necessitate redefinition of the problem.

4. Making recommendations based on the diagnosis.

5. Assisting with implementation of recommended solutions.

6. Building a consensus and commitment around corrective action.

7. Facilitating client learning—that is, teaching clients how to resolve similar problems in the future.

8. Permanently improving organizational effectiveness.

Instead of analysing firms by area of expertise (corporate strategy, operations management, human resources etc...) or the phases (contracting, diagnosis, data collection,implementation etc...) this hierarchy is based on the purpose. THT is mainly active on level 7 as it endeavours to have the customers solve their dilemmas by themselves and train people to do the same.

As in most industries, a company needs a competitive advantage to be successful. A competitive advantage is a key dimension of survival and success in environments where organisations must compete with each other. This advantage should be something that the firm can maintain for a long period of time. To know or develop your advantage, you need to know your industry. The strategy of a company should also be in line with internal capabilities. If you think you have an advantage, it is important not to sit back. In the consulting business, there is most certainly another player in the field who is trying to perform better than you. The good thing about competitive advantage is that you can always try to build one, although there are no blueprints for it. Not everyone will survive in this industry, but everybody can give it a try. This is how the field has been developing. Not by collective efforts of the complete industry, but by a countless number of individual efforts from small and large consultancies.

According to Maister, there are three key benefits that clients seek: expertise, experience and efficiency. The difference in priority that clients give to these benefits can strongly differ. Expertise is of high value when clients have a truly unique problem that does not seem to have similarities with industry common issues. When the problem is known to be recurring within the industry, clients seek for a firm with experience instead of the creative and talented experts. The priority on efficiency is the highest when the problem is believed to be something that every firm can solve adequately. In this last case cost and project duration, thus efficiency, plays a bigger role in selecting the consultancy firm (Maister, 1993).

2.9 Organisation typology

The strategic function typology by Martin Simon provides a framework which categorises businesses in four types depending on their output and market position. The four types with examples for each type is shown in figure 7. Martin Simon has given each type its own ideal organisation structure. He claims that problems arise when a single organisation starts to become a blend of two different types because the ideal structures are different and they compete (Simon, 1989). When a consultancy company launches a product department, this new department becomes a foreign body in the organisation. When the revenue and size of this department increase, conflicts and confrontations arise with the 'old' company.

		Relationship with the customers	
		Task	**Market**
Nature of the offer	**Capacity**	- Ministries - (Semi-)governmental organizations - Staff services - Payroll company with technology for the client	- Consultancy firms - Contractors - Real estate agents - Employment agencies - Payroll companies with their own technology
	Product	- Money or passport printing companies - Suppliers who are dependent on 1 or 2 clients	- Project developers - Producers of products or their own services - Retail businesses

Figure 7: The strategic funtion typology (Simon, 1989, p.83)

THT is not a company which is founded to specifically support another firm or to be a preferred supplier. Therefore, it has a market relation to its customers, because the customers are free to choose for THT. In figure 8 and 9, you can see the two ideal structures for a product and a capacity output company operating in a free market. For capacity output companies, it is all about the trust that clients have in the firm to solve their problem. Clients who seek products, look at product characteristics and compare these to their needs.
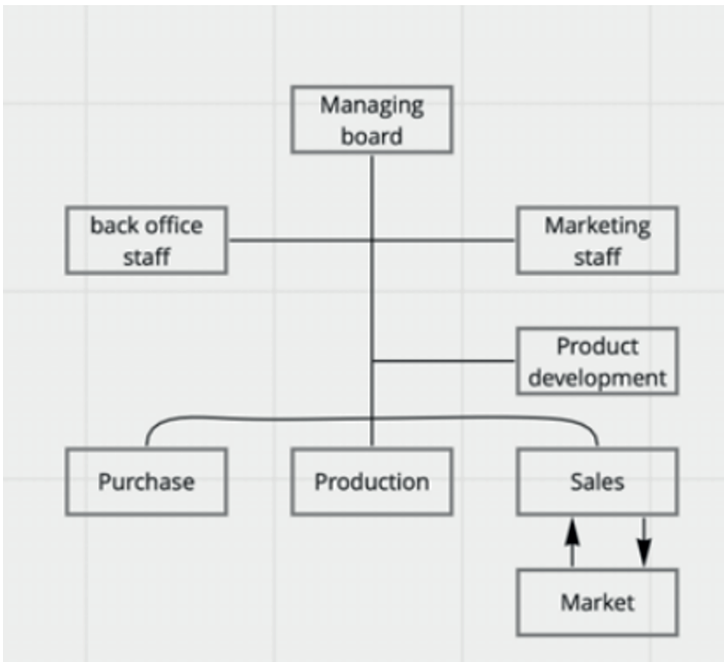
Figure 8: Basic structure for a organisation with a product function. (Simon, 1989, p.63)
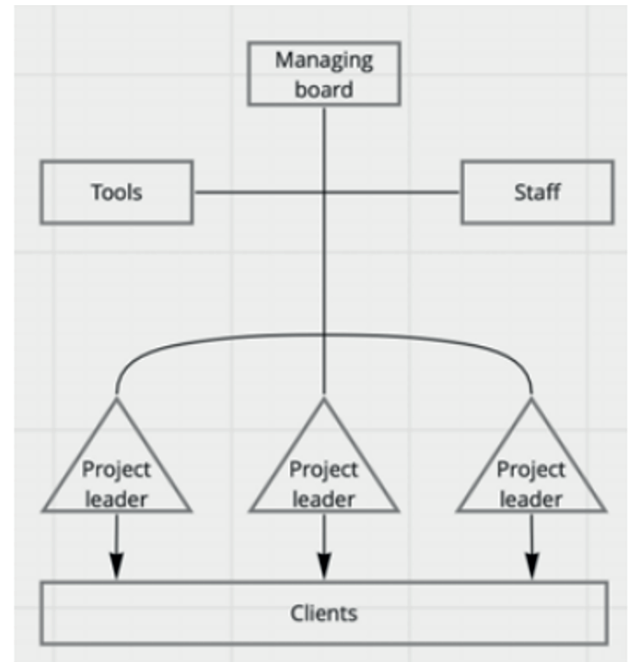

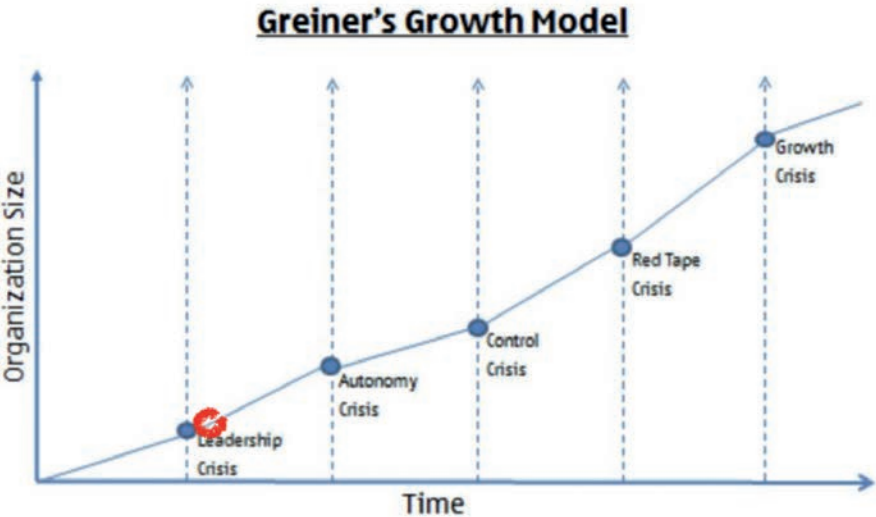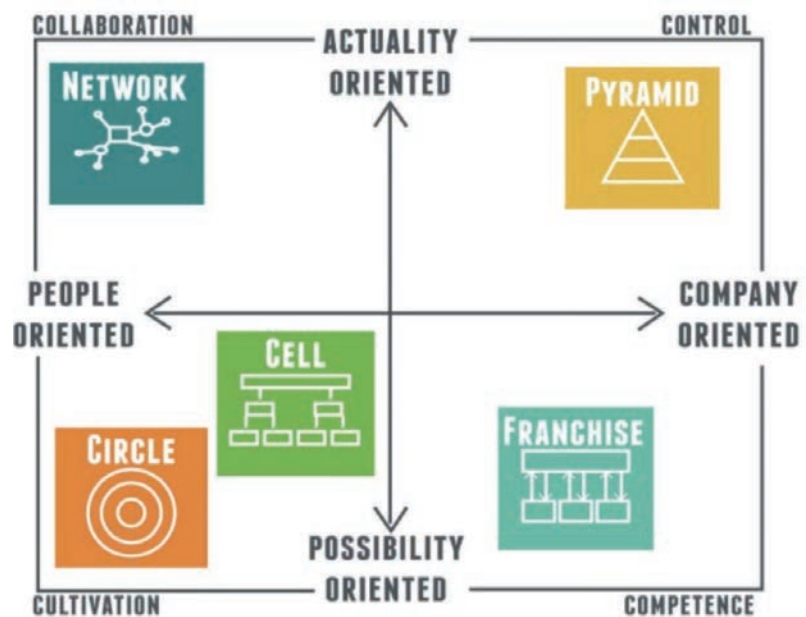*Figure 9: Basic structure for a organisation with a capacity function. (Simon, 1989, p.73)*

Figure 10: Representation of Greiner's model and THT's position (1972)

Figure 11: Placements of the five organisational blueprints (Post et al., 2015, p.15)

2.10 Organisational growth

Challenges to growth

It is impossible to pinpoint a growth model which successfully grows a service organisation. Choosing to grow is the easiest part of growing. Greiner's growth model shows the evolution of growing organisations and different growth stages. (Greiner, 1997) Greiner defines five phases where each phase ends with a crisis where structural change is required to move on to the next phase. Each crisis is about a different problem and there are no prescribed solutions for any of them (See figure 10). Since there is a clear leader at THT and the organisation is far from the size where autonomy becomes a problem, THT is just at the start of the second phase. It must be noted that the model suggests professional management is needed to clear the leadership crisis, but founders often take on this role.

Another factor which complicates growth in the consulting business is the lure of becoming an independent consultant. This is not mentioned in the growth model, but was pointed out by Han van der Meer, who has been a consultant on organisational design for 42 years (H. van der Meer, personal communication, April 9 2021). Large companies have high costs, and at consultancies, these costs need to be covered by the billable hours of the consultants. As a consultant it is easy to compare your salary to the price of the billable hours, which represent your value in the market. The result is consultants who start their own practice after some years because they are confident that they can attract clients, whilst keeping the overhead costs lower. A higher proportion of the market value and therefore revenue can be kept as income.

Blueprints for growth

If the parts of an organisation (e.g., teams, departments, or subdivisions) do not closely reflect the essential parts of the product, or if the relationship between organisations do not reflect the relationships between product parts, then the project will be in trouble (Coplien & Harrison, 2004). This is why the basic blueprint of the organisation, as discussed in section 2.8, should correspond to the offering. This is also the case for the growth of a company. The way it plans to grow should be reflected in the organisational blueprint as well.

A research into organisational blueprints within Dutch service firms presented five common blueprints (Post et al., 2015). The blueprints are shown in figure 11. Each blueprint has its examples of successfully grown organisations and not one of them is better than the other. The favoured orientation for the company is used as a guide in the choice for a blueprint. Also, these blueprints were often slightly adapted and not used in their theoretical form. The blueprints are a way of visualising responsibilities rather than the physical department structure. Each model has its pros and cons. For instance in the pyramid structure, there is less room for people in the top compared to the bottom which results in an up or out policy, but the control is very strong.

Creative session on structure and future with Fons Trompenaars

To understand how Fons Trompenaars was thinking about the future, a creative session at the office was organised. The session consisted of two parts. In the first part, Fons Trompenaars was asked to sketch the company in 2040. This is a way of forcing someone to make ambitions and thoughts on the future explicit. Figure 12 shows THT as a farm in the middle with a lot of activity. The chimney with smoke was used to depict this. This farm was surrounded by individuals and houses who represent clients (people) and other culture advisories (house). The surrounding space including these objects was divided into sections which represent service categories. The categories mentioned were examples from the current portfolio (see 2.4). In the second part, the different blueprints from the Dutch firms were discussed with Fons Trompenaars. With the sketch from the first session on the side, it was discussed which blueprint would fit his vision the most.

The sketch was later detailed without Fons Trompenaars, applying some of the insights (See figure 13 and 14). Figure 15 is a cross section of figure 13 which included clients.
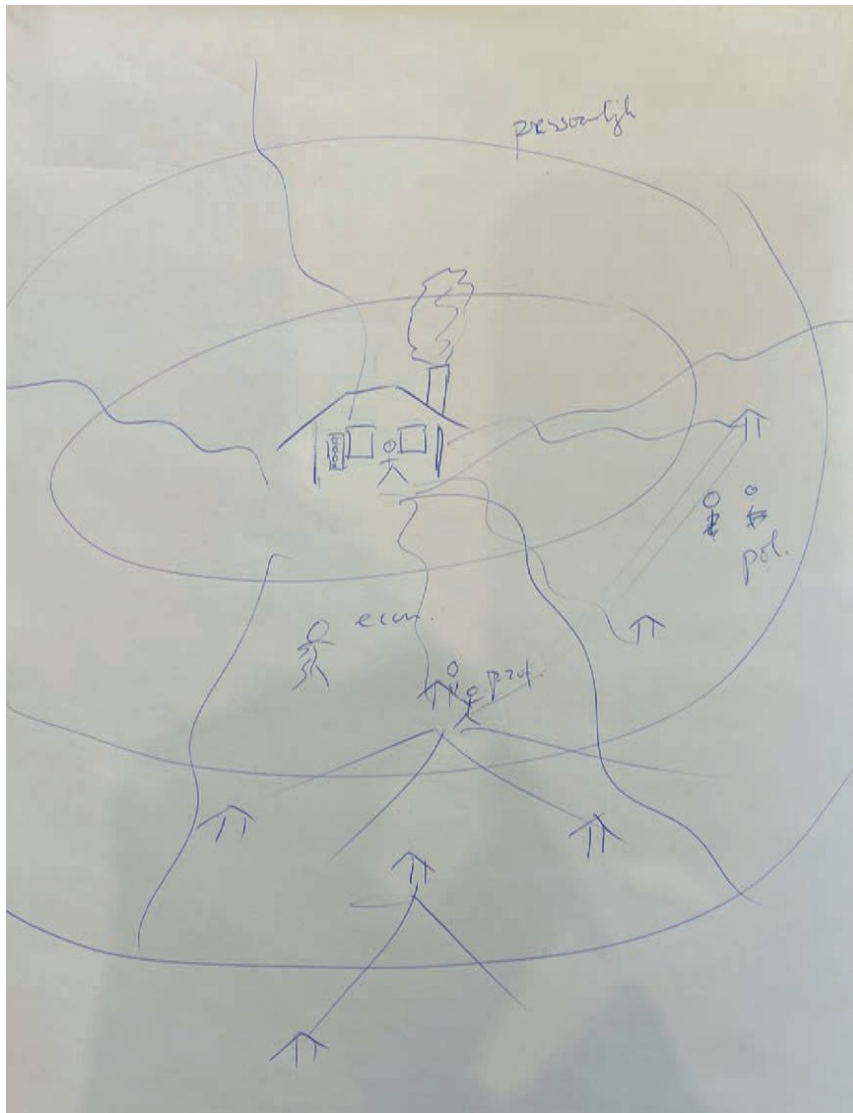

Figure 12: Sketch made during the creative session with F. Trompenaars at THT office, Amsterdam, 15 April 2021.
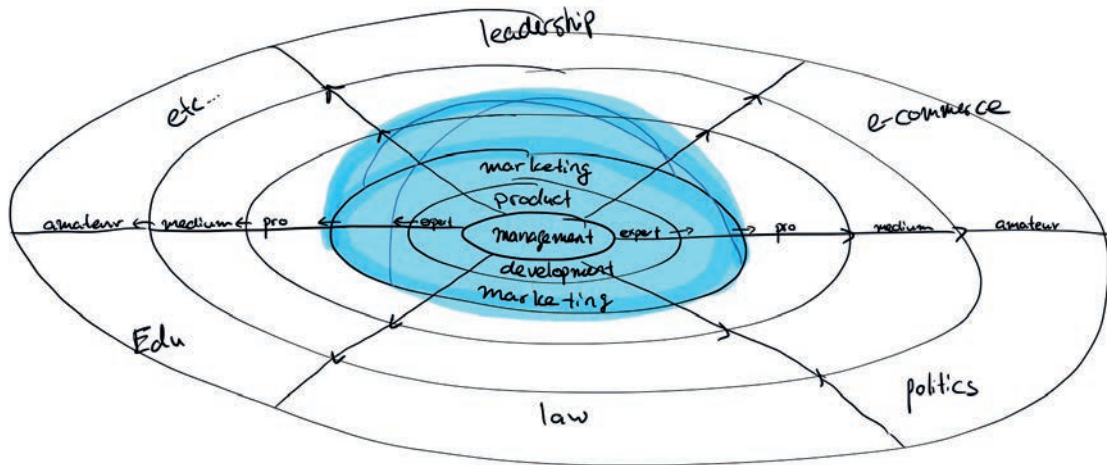
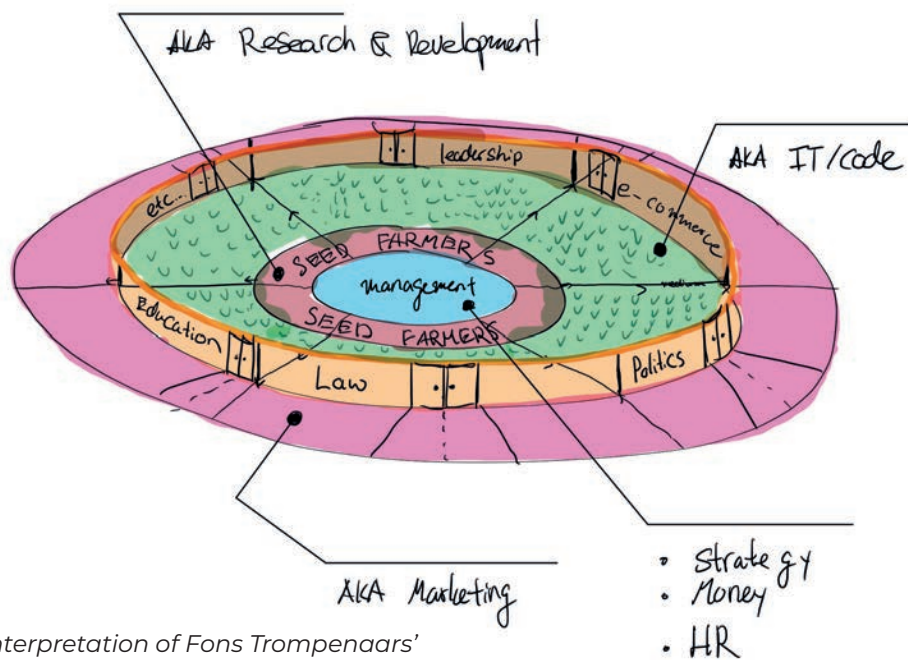*Figure 13: A quick interpretation of Fons Trompenaars'*
sketch (See figure 12)

Figure 14: A visual interpretation of Fons Trompenaars'
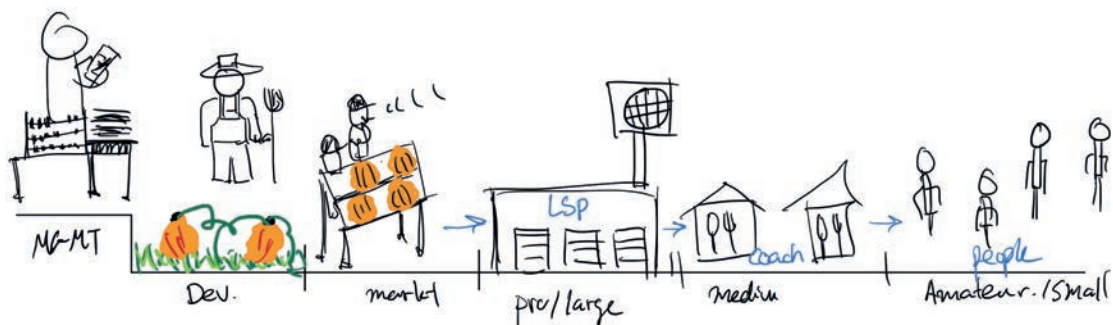*sketch (See figure 12)*

Figure 15: Sketch of a possible cross section taken from
figure 13.

2.11 Leading an organisation

Founder-led companies have different reputations. Atlantic Consultants advises to be very cautious dealing with founder-centric companies. Symptoms are listed such as:

· Started by a boomer 25-40 years ago

· Mantra is "We've always done it this way"

· Working in the business, not on the business

· Their greatest strengths are often their greatest weaknesses

· In founder-centric companies, there are often great ambiguities among people in terms of roles and responsibilities.

These points do not sound positive. This is in sharp contrast with the performance of founder-led companies in the Standard & Poor's 500. The S&P 500 is a index of the 500 largest publicly-traded companies in the United States. According to a research by Bain & Company based on figures from 2014, the companies where the founder was the CEO outperformed the rest.

The researchers continued looking for the reason for this exceptional performance. They found three sets of hard-edged practices, which traced back to how the founders started the business initially. The three practises are: business insurgency, frontline obsession and an owner's mindset (Zook, 2017).

The suggestion that only a small percentage of founders grow into good leaders (Thammaiah, 2020) would explain the negative connotation. Apparently there is a large group of founders who do not succeed in passing on the three key practices.

Fons Trompenaars' ideas have spread worldwide. He has been listed in the Thinkers 50 for several times. His personal renown overshadows any particular organisational affiliation. THT's fame is based on the success of his books and public performances rather than on its consulting activities. From this point of view, THT consists of consultants whose fame emerges from a process of celebrification that focuses on the increasing visibility of their ideas (Guthey et al., 2009). Apparently we need these kinds of gurus according to Ernst and Kieser (2002) who suggested that ideas from gurus have been pushing the uninterrupted growth of the consulting industry for over half a century. The credibility of a management idea stems from the author's status, which can be based upon academic research, experience of consultancy or experience of management. Logically, as Micklethwait and Wooldridge (1996) have highlighted, guru ideas can also directly impact the reputation and revenues of a particular consultancy.

PART THREE - CLIMAX

In this section, the insights from the first and second part are aggregated into a future vision. This vision is presented in the form of a story. This part also discusses the choice for storytelling for vision making.

3.1 Key insights

In this section the insights from the research are listed. When knowledge gained during research was significant for the creation of the future vision and strategy, it was listed as an insight.

Philosophy
Fons Trompenaars believes in offering hybrid solutions within their services. Hybrid means there are online as well as offline activities organised. Offline activities facilitate a personal connection with clients. This is a strong preference of the client.

History
The organisation has always been looking for a solution to minimise travel and maximise reach. This has been evident from its efforts to train trainers and to partner with a big consultancy firm. The permanent team is preferred to be kept small. This organisation strives for efficiency.
Unfortunately it has been demonstrated that it is difficult for THT to work with international multilocal companies with a franchise style structure. Therefore the ambition to train a lot of personnel at large consultancy firms is hard to achieve. In order to increase reach,

more employees can be recruited or a new construction to partner with an external organisation should be created.

Fons Trompenaars founded the organisation and THT is his life work when it comes to career so he will not easily disconnect. He is optimistic about his future involvement in the company and does not seem to worry about the continuity of the company. The future vision should have a solution to safeguarding the continuity of this organisation.

Business model
Fons Trompenaars has a large network in which he is famed. This is a valuable resource together with his experience in applying his theory to business situations. The resources needed for the value capture are bound to Fons Trompenaars. In order to safeguard the continuity, the value creation should be untied from Fons Trompenaars. This needs to be transferred in phases.

Product
The use of research based content and the focus on reconciliation differentiates THT from competitors.

By putting the use of the 4R's and THT's mission central, instead of Fons Trompenaars, the message to clients and therefore client's expectations become less person-related.

The current product range is very broad, especially looking at the size of the team which needs to facilitate these different products. A smaller range of products gives the team focus. These products should be scalable because otherwise the team size will limit the growth. Also, the long list of products makes it very hard for potential clients to understand what is offered. Focusing on a limited number of core products would make it easier for the team as well as for the client.

Structure

The organisation is very small. Contributors to the business and publications are often independent of THT. Fons Trompenaars mentioned that this keeps the organisation flexible, but everyone has a different task so there is no back-up if someone becomes incapacitated. There are interns but they come and go so the level of help they can offer is limited.

Even if THT was to accomplish significant growth in activity using digitisation, the team needs to expand in order to safeguard continuity and allow more activities. In order to have Fons Trompenaars less central in this founder-centric situation, THT needs more staff and divided responsibilities, or products that are standardized to a certain degree so copies can be offered. Digital solutions are not maintenance-free tools to increase revenue. These products need development and also customer service.

The parts of an organisation (e.g., teams, departments, or subdivisions) should reflect the essential parts of the products.

The name of THT suggests that the structure of the company starts with Fons Trompenaars and Charles Hampden-Turner at the top of the pyramid. As a visitor of the office, this idea is strengthened by the portrait at the office (see Figure X). The position in the top layer is the case for Fons Trompenaars, but not for Charles Hampden-Turner. Charles Hampden-Turner is not part of the company. The corporate communication should be more aligned with the reality, a diverse international team supporting learning about cultures.

Competitor

Competitors are less focused on the reconciliation of problems which arise from cultural differences. Also, they are very founder-centric or do not offer quick scans, comparisons with other organisations or tools on leadership as THT does. The quick scans offered by THT, which are simplified versions of full-feature insight tools, could be used as free demonstrations to draw clients in.

Market trends

Currently companies get beaten by competitors who are able to scale better and faster. Digitisation is key in scalability. The push for digitisation has become stronger since the Covid-19 pandemic where multiple countries were in lockdown and remote working became an unintended default. If the services are not adapted to this micro trend, which is part of the mega trend digitisation, doing business will become difficult.

The need for remote solutions and the aim for THT to become less

founder-centric pushes towards a choice for online content creation such as e-learning products.

Typology

A company should not mix product and market capacity. One or the other should predominate in operation and company structure. Having two entities controlled by the same staff leads to the mixing of these capacities. In THT's case, one function will become a competitor of the other. THT is in between two capacities at this moment. A choice should be made which one to choose as the main capacity.

Growth

When creating a strategy roadmap, it is important to take the growth challenges of Greiner's model into account. This means the next growth challenge for THT is the autonomy crisis.

When choosing to stay in consultancy, something positive should be put in place to make starting an own business less attractive for consultants.

Scalability is important in the organisational blueprint in the sense that the department's structures remain clear even when more and more people are added to the organisation.

From the blueprints presented in section 2.10, the circular model would fit Fons Trompenaars' vision as it is cultivation-based and keeps the employees close together.

Leadership

Guru has become a label in discussing influential and popular (management) thinkers regardless of the background of the particular individual. Gurus should be embraced within the organisation to a certain extent. However, letting them run the business has risks unless this is a quality they are famed for. Founders really need to take on a new role to be a good leader, which is not always the thing they are the most passionate about or good at. You can not clone someone and their passion, but it is possible to transfer passion and ambition to others who have the skills which an organisation needs.

3.2 Storytelling

In this section, theory on storytelling is studied as a tool for the creation of future visions. This was done because instead of visualising a future vision, I adopted the concept of a strategic narrative as a method to continue developing the vision

Although sketching was defined as my communication tool at the beginning of the project, this changed when insights were leading me to a vision for the organisation. My sketches kept being too abstract to convey the synthesis that was going

on in my mind. Moreover, I could not judge if I had already thought of everything that needed to be a part of the vision. If the story made sense to others, I would know that the vision is clear and when gaps would arise, it would indicate that more thinking would be needed there. For this reason I decided to start writing about the vision instead. Creating a captivating narrative, a story.

Stories are central to human intelligence and memory. Cognitive scientist William Calvin describes how

we gradually acquire the ability to formulate plans through the stories we hear in childhood. From stories a child learns to "imagine a course of action, imagine its effects on others, and decide whether or not to do it" (Calvin, 1994, p. 103). In a very fundamental way storytelling and creating a vision are related. This is also because a narrative approach is claimed to be of value when thinking about organisational complexity (Tsoukas & Hatch, 2001). Creating and manipulating written sentences are not merely outputs from neural processes but, just as crucially, they shape the cycle of processing that constitutes a mental act (Menary, 2007). Therefore, it helps for the creator to externalise thoughts.

Stories also have benefits for the reader, whom the creator wants to convey a message to. A good story (and a good strategic plan) defines relationships, a sequence of events, cause and effect, and a priority among items—and those elements are likely to be remembered as a complex whole. That likelihood, supported by a substantial amount of cognitive science, argues strongly for strategic planning through storytelling. (Shaw et al., 1998).

Freytag's Pyramid (MacEwan, 2018) describes the five key stages of a story, offering a conceptual framework for writing a story from start to finish. These stages are:

1) Exposition
The author introduces the main characters, time period, and tone, and sets up the "inciting incident."
Some force of will on the part of the protagonist or an outside complication forces the protagonist into motion. This is called the inciting incident.

2) Rising Action
Now that the chief action has been started, the story builds in action toward the climax. Any characters who have not as of yet been introduced should be introduced here.

3) Climax
The climax is still the point at which the story reflects and afterward becomes the mirror story, the counter-play.

4) Falling Action
In the falling action, things continue to improve, leading up to the "force of the final suspense".

5) Resolution
This is the denouement in which the main character is finally undone by their own choices, actions, and energy.
After the denouement, there is a moment of catharsis, where the action of the story is resolved and the tension releases as the audience takes in the story's final outcome.

A story also corresponds with the characteristics a vision should have, mentioned in section 3.5.

(1) Clarity;
    Good stories are clear
(2) Value drivers;
    The resolution phase reflects and shows the value of the action.
(3) Artefact;
    The story's manifestation is the embodiment. Examples of manifestations are a movie, website, podcast or book.
(4) Magnetism
    Good stories capture the imagination and the excitement of the reader.

Using strategic narratives is a practice within strategy consultancies (e.g. MasterStory) where it is their

business to convert complex abstract information into a compact and high-impact narrative. There are also companies who use writing and narration as valuable tools for internal use. 3M and Amazon are both organisations where the use of powerpoints and bulletpoints is discouraged.

It was chosen to write a specific story which wouldn't go too much into metaphors to disguise it is about THT, because strategies are tailor-made and can not be used for multiple companies. The story has an open end as there is a limit set to 2031 for the strategic vision. However, until that point is reached in the narrative, the outcomes are defined. The story should have a length of approximately five minutes reading time to keep it concise and make for a low-threshold manifestation.

'Bullets allow us to skip the thinking step, genially tricking ourselves into supposing that we have planned when, in fact, we've only listed some good things to do'.
(Shaw et al., 1998)

3.1 Moving from 2021 to 2031

In this section the final story, which is a result of multiple iterations, is presented. This story is meant to communicate the vision on how the organisation should be structured, what kind of products need to be offered and how.

*O*nce upon a time there was a king who had devoted his life to helping people understand each other. As a child he experienced how people who come from different kingdoms have different lives and values, which make it challenging to work together. His name was King George. George had developed a trick to solve these problems and people were interested in hearing about this. The king was often invited to go to villages in kingdoms all over the globe. In teaching and giving advice George did not need much staff at the castle. Just a little support would suffice in getting his ideas out there. George loved helping people this way.

After many successful years George realised that he wanted to do things differently. This was because he felt that his goal, talking to many many people, still was not achieved. He was limited by what he could do on his own. He wanted to help more people, but a man can only be at one place at the time.

King George decided to grow a special vegetable. He called this magic vegetable the cultcumber. It was magical because by eating this cultcumber your brain was trained to better understand people who came from far away. The king used birds which could fly to other kingdoms and deliver the cultcumber to kings and villagers. Growing vegetables was new

for George, so he asked an experienced farmer to help. Creating the seeds for the cultcumber was taking a lot of time and the king was still thinking how he could maximise his impact on the world.

On a cold day in the winter someone knocked on the door of the king's castle. It was a young woman who was familiar with the quest George was devoting his life to. This young woman's name was Nia and she wanted to help the king with his mission. Nia had some experience in creating plans to achieve new goals. The king welcomed her. After interviewing the king extensively and getting to know all about his kingdom and castle, the young Nia went into the woods to think what she would do if he was in the king's position.

Nia thought deeply how she could best organise the king's dreams and in a way that it need not be changed in the near future again. Nia started to make a painting for the king, showing a possible future of the kingdom. The blossoms at the castle were blooming in the spring sun when Nia came back to present her painting.

Nia started pointing out that a kingdom where everything is dependent on the king is not resilient. He continued by stating that George should move to a large farm where he could grow a lot of vegetables together with a diverse group of people supporting his dreams. And so the king did.

George continued investing in the development of the seeds of the cultcumber. The cultcumber was designed to have a taste most people like. The

cultcumber was sold at various markets.

Knowing that people would be interested and be ready to pay for the cultcumber, the success that followed was not a surprise for the farmers. They could make a lot of money selling the cultcumbers. From the start of the cultcumber the farmers and George knew not everyone liked the taste of it. The cultcumber's success made it possible to hire more farmers. With the new farmers they started developing new magic vegetables to serve people who did not like the cultcumber.

Nia's painting already showed how to divide all these farmers working on the vegetables. The land was separated by the number of vegetables that were cultivated and according to how popular they were. The farmers were a group of enthusiasts discussing the best ways to grow vegetables and each of them was responsible for one of the vegetables. The couriers who brought the vegetables to the market also exchanged a lot of knowledge but were responsible for a specific category. George was a happy member of the group of seed farmers. With each new successful product, such as the lead-tuce, George started experimenting with new seeds to produce.

Ten years later, Nia was on a holiday and came across George's former kingdom by accident. When she asked a farmer at the border if she could speak to King George, the farmer said that George had retired but was around sometimes. Curious to know what had changed, she visited the country estate. Nia was welcomed by Norah. Norah told Nia that she was convinced by George,

using promising plans, to become the new leader of the kingdom. After working closely with the seed farmers for a couple of years, George decided to retire. 'It was a great pleasure to work with him and I am very thankful that he left a farm with very passionate people for me to continue with.' They agreed that George excels in transmitting his passion for this field to others with his words.

Pleased with what she saw, Nia thanked Norah for the tour of the domain. On her way out of the kingdom, walking between the fields, Nia encountered George. The two were very happy and surprised to see each other. Nia asked George how his life had been. George was pleased to tell how the new ambitions enabled him to gradually step down and stopped being the only pivot in the middle. He no longer had to manage all parts of the farm and was able to enjoy other things that come in life. They shook hands wishing each other the best and everyone lived happily ever after.

In the next part, this story is used as a guideline to create the strategy.

PART FOUR - FALLING ACTION

—

In this section, the steps that are needed to achieve the future vision are presented. The strategic roadmapping method is used to create a timeline of needed actions.

When we cast the story into the MasterStory mould by Ashraf Ramzy (see appendix 1), it shows the essence of this strategic narrative:

THT can not scale and has a vulnerable configuration. This is because its revenue is generated only by the CEO who is also a guru in his field. If the CEO is incapacitated or the firm loses market share, it can not continue to put effort in its mission. The CEO needs to prioritise the continuing existence of this organisation by making the key figure replaceable. This can be achieved by spreading knowledge and methodology using digital solutions. The organisation can handle more activity without proportional scaling in physical size. This results in a CEO-independent revenue stream and a more resilient organisation. Join the pivot from consultancy to content development!

Following this vision, a roadmap was created to guide the company to these results by 2031.

4.1 Roadmap to 2031

Figure 16 shows a roadmap, a step-by-step action plan to achieve set goals. The roadmap has three horizons, horizon 1 (H1), horizon 2 (H2), and horizon 3 (H3).

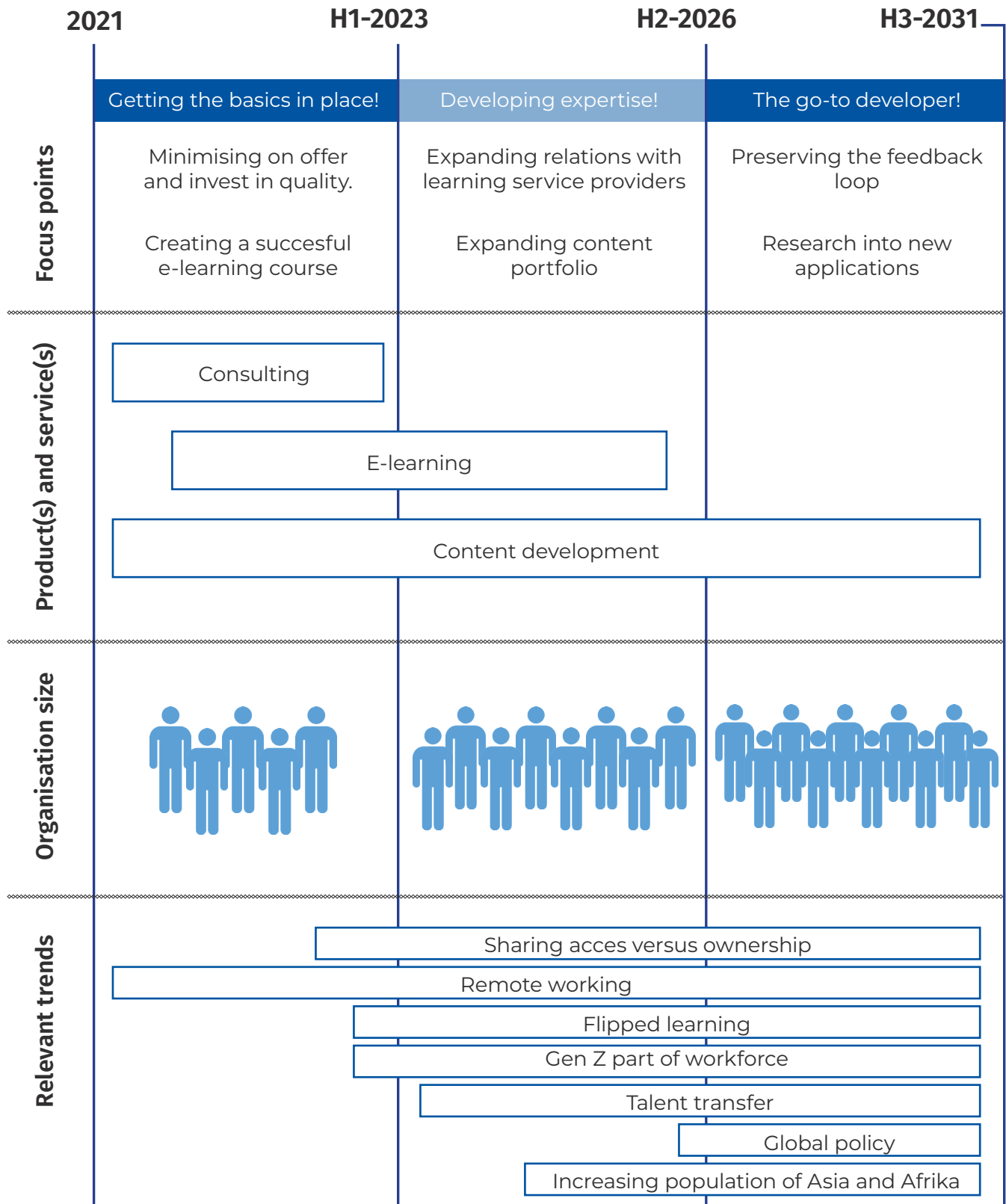|	2021	H1-2023	H2-2026	H3-2031
	Getting the basics in place!	Developing expertise!	The go-to developer!
Focus points	Minimising on offer and invest in quality. Creating a succesful e-learning course	Expanding relations with learning service providers Expanding content portfolio	Preserving the feedback loop Research into new applications
Product(s) and service(s)	Consulting E-learning Content development		
Organisation size			
Relevant trends	Sharing acces versus ownership Remote working Flipped learning Gen Z part of workforce Talent transfer Global policy Increasing population of Asia and Afrika		

Figure 16: Roadmap to 2031

4.2 Product strategy

The present consultancy practice at THT does not show a sustainable future as partnerships do not succeed and the activities can only increase when there are more permanent consultants. Combining this with the trends in remote working and the need to digitise, it is necessary to discover a new path. For THT this is the path of content development. This is something which it always has done, starting from building a model, the books and the courses around it. Figure 17 shoes the strategy across the three horizons. The strategy for the first horizon (H1) is to offer a complete package to the decision making unit (DMU) of B2B clients. The DMU is a team of individuals who participates in a buyer decision process of a company. This package includes the e-learning content, the user interface which manifestates the content, and workshops that are developed and provided by THT inhouse. In horizon two (H2) and three(H3), the strategy is to partner with learning service providers (LSPs) who will be developing the interface and adding extra value, such as workshops, by themselves. The content development will remain as THT's task, which is its core capability.

The CEO strongly supports the concept of blended learning. Complementing the online self-service tools and courses with an interactive workshop to conclude, adds a personal touch and connection with the organisation. Moreover, the host and the participants can check if the content is understood correctly, and there is room to ask questions. This is different from consulting and is merely an addition to the online content which can be scaled more easily compared to consulting. Also, different participants can exchange their experiences. The interactive sessions are a valuable instrument for the organisation to collect feedback from users. Therefore, it would be best if these sessions were hosted by the employees who are developing the e-learning courses.
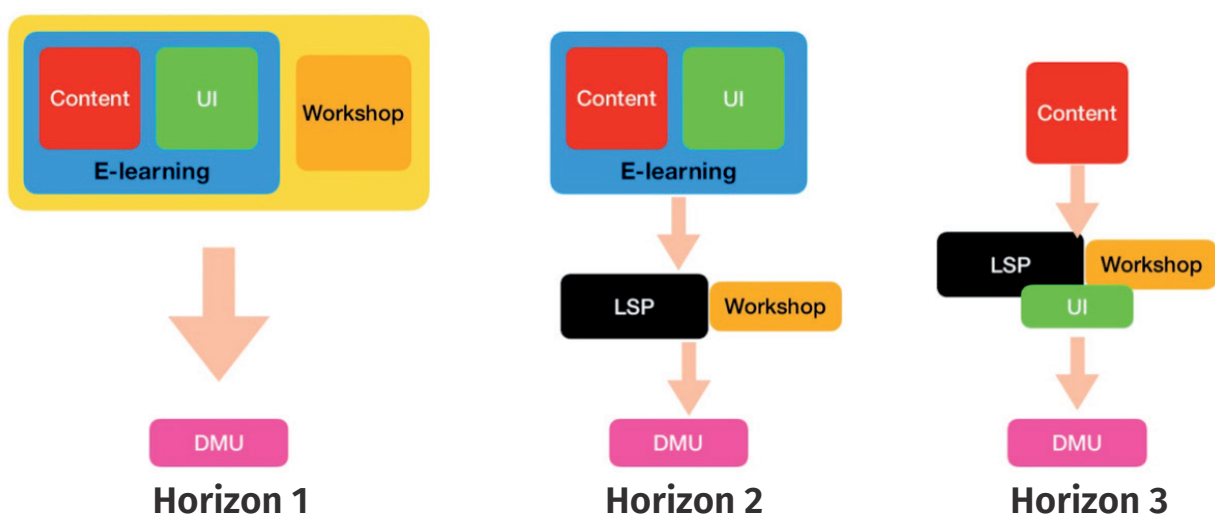

Figure 17: Product strategy across the three horizons

H1 - Focus in content offering

THT's current toolbox provides 23 tools (see section 2.4). It is an abundance of tools and detailed descriptions that need to be read carefully in order to understand the differences. For an organisation of four people this is a lot to manage, because managing implies marketing, selling and updating the tools. Moreover, many tools have an overlap. Updating tools to today's standards also takes much time.

Building and showcasing only a small base of one or two fully functional and appreciated tools has the following advantages:
  -The team is able to focus its efforts on a manageable number of tasks.
  -Adjustments which follow from customer feedback can be implemented faster.
  -The time to market can be shortened.
  -Choosing a base of tools helps communicate the core expertise of the organisation.
  -Less prioritised tools can be hidden from the cluttered range of tools.
  -It creates an opportunity to rethink the range and combine tools where possible.

This small base would ideally be a course which explains the essentials of Trompenaars' theory and provides examples how this could be used in business cases. Developing this first series is still financed by consulting and keynotes.

The target group in this horizon are B2B clients, businesses looking to train themselves. Free demonstrations or material could be placed on the website to make the models accessible for youth and students, which should be seen as a long-term investment.

H2 - Expanding product portfolio

At this horizon, THT has gained a lot of knowledge about content creation for e-learning and how to organise this inhouse. The close feedback loop in the previous years was able to facilitate this. With the experimental phase done, THT can showcase their curriculum to various learning service providers. The learning service providers can buy licenses to use the e-learning programme cheaper compared to the direct B2B clients of THT because the workshop is not included. The learning service provider can manage the price by changing the value of the package with workshops or online live lectures. Moreover, learning service providers can become an exclusive partner or buy licenses in bulk. THT can help with facilitating the workshops by training or recommending hosts.

H3 - Being the best expert

The final horizon is to be the go-to developer of content on cultural topics in business. This can be achieved with a small team when the marketing to end customers, the technical side of e-learnings and other non-development tasks are taken care of by the learning service providers. This creates the room within THT to invest in developing content for specific fields or for fields which do not exist yet.

In this phase, THT can target its marketing and sales efforts to learning service providers. For the first horizon, the types of digital tools which THT is going to provide is spread over the customer adoption funnel. This marketing model has five phases (See figure 18).

The quick scans are a good way to trigger interest after awareness is created by books or exposure on online channels. Leads with information, such as e-mail address, are gathered using the quick scans which creates the possibility to send follow-up information to the potential customers. Using the awareness, interest and decision phases we can draw leads into the last phase of the funnel; action. This is where the client decides to purchase more InDepth courses or tools. After the tools are used or the courses are completed, THT must bind clients to them trying to build a relationship. Examples are creating a closed acces forum or giving clients access to a dilemma database.

For the second and third horizon, the target group is changing and channels used for learning service providers need to be added. It will be necessary to approach LSPs actively, but they are relatively easy to find because it is in their interest to appear in online search engines such as Google. Moreover, there are education fairs which THT could attend. LSPs which THT should target are the ones that serve the following types of clients:

-Education institutions
-Multinational corporations
-Corporations with international relations
-Government institutions with international relations
-Corporations with multinational teams
-Professions which require periodical education

Phase	Awareness	Interest	Decision	Action	Customer relationship
Goal	Marketing	Give a peek	Follow-up	Purchase/participate	Bind
Activity	Books, Talks, Socials, LinkedIn, Google Ads, Blog	Emails, targeted content	Automated emails, product information and specials		Forum, certificate, dilemma database
Products	Book	QuickScan, Webinar		hybrid e-learning	

Figure 18: Customer adoption funnel for THT

4.3 Organisational structure

A circular organisation blueprint

Combining the approach with the research on blueprints in the service industry and a creative session with Fons Trompenaars, the circular organisation blueprint was chosen. The people and possibility oriented circular organisation enables the departments to work independently on their specific function, only reaching out to the other layers when they need advice. This divides responsibility, increases ownership for the rest of the organisation and puts the CEO less central in daily decision making. The teams become more independent and resilient. Additionally, it enables the organisation to easily scale according to content category and size. Figure 19 shows a drawing of the blueprint. The capital letters stand for:

A. Management core

The inner circle is responsible for strategy development and taking care of financing.

B. Research, content development and coaching/content support

This layer has the lead of the category and supports the content development with evidence-based knowledge and practical experience by hosting the sessions at the end of more intensive courses.

C. IT department

The programmers in this layer are the translators of the content to digital tools.

D. Marketing and sales

The marketing and sales layer finds the best channels and ways to reach the targeted audience per category.

E. Customers

Clients mainly interact with the marketing and sales layer.

F. The section line

This line divides the organisation in sections according to the product categories such as education, leadership, dilemma reconciliation etc.. The number of division lines is not fixed and section sizes do not have to be equal. The sections are an extra structure added on top of the departments so people within departments are also assigned to a certain product or product line.
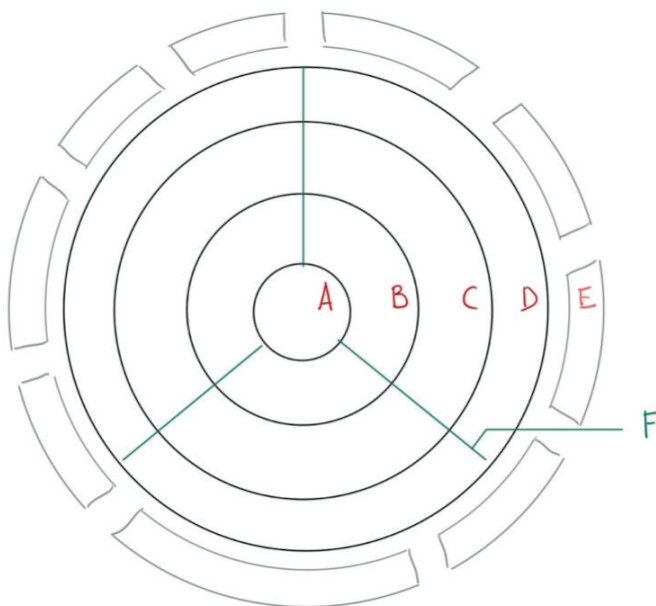

Figure 19:
Organisatoinal
blueprint for THT

Heirs to the management core

In the middle of the circular blueprint, there is the management core, which is very important as it provides guidance to the rest of the organisation. It sets long-term goals and facilitates the right conditions for the employees to execute their work. When the number of employees increases to grow further, the expertise in management becomes even more critical. Growth comes with phased challenges (see part 2.10) and experience with these challenges is certainly no luxury. Fons Trompenaars is an academic who likes to be in the field. In the future vision for THT, the CEO will not be in the position to be able to do academic research, teaching or book writing. A plan needs to be in place on how to attract and groom someone into this position. It is not possible to clone a guru, but it is possible to find someone that supports the organisation's mission from another background.

4.4 *Corporate communication*

Reflecting the mission in the corporate communication

It was difficult to observe the company culture during the project, which was executed almost entirely from home due to the Covid-19 pandemic. One of the layers that make up culture in Hofstede's onion model (Hofstede et al., 1990) is mutual hero's. The hero layer was interesting in this context in particular. This concept is about the shared heroes within a culture. This was interesting because Fons Trompenaars and Charles Hampden-Turner are represented where possible in the company, starting with a large portrait of the two men in the office. THT is a diverse organisation with employees of different sex, age and backgrounds. However, these other faces are underexposed. The image was masculine, senior and white. Gurus should be embraced for the benefits they bring, but there are more faces to THT. One reason to change this image is that clients should not always expect to deal with Fons Trompenaars himself.. A second reason is thatTHT's business is about diversity, so reflecting the team's diversity in its(visual) communication supports the company activities.

Name

Trompenaars Hampden-Turner is a long name for a company and is not clear to customers, as there is no Hampden-Turner present in the company. Neither does the name clarify the company activities. The name of an organisation is part of the brand identity and should be used to its fullest potential. A name already used by THT in the administration is 'the culture factory'. This is an example of a name which is much more descriptive, short and is independent of a set of individual names. Using the mission of THT and its values, a more suitable title, which is not always shortened to three letters, can be the centre of a refreshed brand identity for the new-style THT. To give a direction, here are some names which would fit a more descriptive style. When choosing a new name it should be researched if this name is already registered or trademarked.

-Culture in Business

-The Culture Lab
-Culture Global
-Culture Cult
-Reconcile-it
-Pro Global

The circle

'The circle' is a physical board which is placed on the office wall. It not only shows all the faces of the people that make THT work, but also clarifies the company structure by having the blueprint on the wall.

People's pictures can be placed onto the different departments and the section lines can be adapted using ropes. It visually represents the team. It helps to understand the new circular model the organisation has to get used to. Also when changes are implemented to the teams or a new division is added, the new roles are clearly communicated. Figure 20 and 21 show a before and after if the circle was used instead of Trompenaars' and Hampden-Turner's portrait.

Figure 20: Picture of the wall at THT office, Amsterdam

Figure 21: 'The circle' on the wall at THT.

47

Key Partners 🔗	Key Activities ✓	Value
-Learning service providers -Academics and researchers	-Marketing & sales to LSP -Writing books and articles -Research -Content development -Client support -Providing free content to students	-Evide -Focus -Comp -A pro experi
	Key Resources 🏭 -Research and development employees -Experience applying the Trompenaars method -e-learning software -IT systems	

Cost Structure

-Salary

-Office space

-Office equipment

-Software investment

4.5 Business model 2031

The business model canvas was filled using the information stated in part 4.1 to 4.5 (See figure 22).

Propositions 🎁

nce-based content

sed on reconciliation

paring organisations

vider with

ence

Customer Relationships ♥

-Dedicated personal
assistance

-Long term

-Events

-Fairs

-Discounts

Channels 🚚

-Fairs

-LinkedIn

-Website

Customer Segments

LSPs who serve:

-Education institutions

-Multinational corporations

-Corporations with
international relations

-Government institutions
with international relations

-Corporations with
multinational teams

-Professions which require
periodical education (NL)

🏷️ Revenue Streams 💰

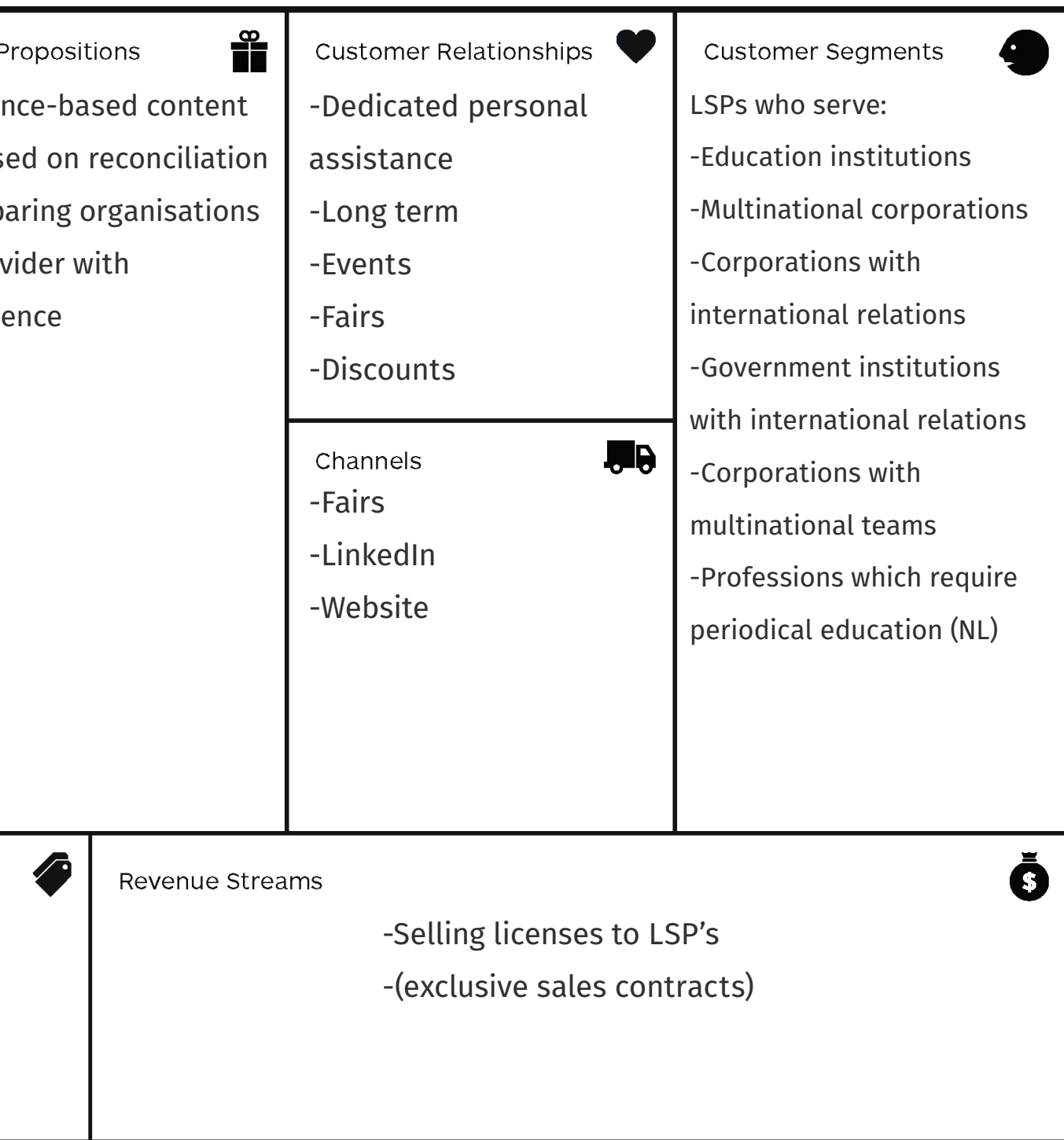-Selling licenses to LSP's

-(exclusive sales contracts)

Figure 22: Business model canvas for THT 2031

PART FIVE - RESOLUTION

5.1 Conclusion

Answering the research question

This thesis explored the question; *How can a small founder-centric consultancy become less founder-centric with a sustainable future ahead?*

Using the research questions, the company Trompenaars Hampden-Turner was analysed extensively to gain a good understanding of the company and their current and future context. The insights yielded from the research were used to create a story which was written to communicate the strategy to the CEO Fons Trompenaars. The story was also used to further detail the strategy and create a roadmap. This roadmap shows different horizons in time, each with a different focus on what should be prioritised in that phase in order to achieve the future vision.

In the proposed future vision Trompenaars Hampden-Turner's activity is switched from consultancy to e-learning content development. This is regarded to be the most important step for this consultancy to become less founder-centric with a sustainable future ahead for the company. The roadmap describes three steps to achieve this.

The first step is focussing on a small number of e-learning products which are offered directly B2B. This

is financed by the present consulting and speaking assignments. These first e-learning products will create a strong base for further development.

The second step is focussing on finding learning service providers. Learning service providers are companies that provide courses to a wide variety of customers. These companies have their own target groups and help THT's content to reach more people. It thus saves THT marketing efforts, which the company can use to broaden the content portfolio.

The third and last step is to only have learning service providers as clients who organise the user interface and additional course activities themselves. THT focusses on research and development of content where culture and business come together.

A part of the founder-centric problem is solved with this new business model because the revenue comes from selling licenses of digital products and not from consultancy or speaking hours of Fons Trompenaars. In order for the company to attain growth a new organisational structure is introduced. The design of such a structure is called a blueprint. The blueprint created uses a circular blueprint. Each department is a ring surrounding

the management department in the middle. Each product line takes a slice of this cake and divides roles within the departments. On the basis of this blueprint, teams will be more independent and other departments will be consulted for advice rather than permission.

While answering the research question, this project contributes knowledge to the field with regards to strategy and storytelling. The literature on strategy and storytelling is not yet advanced. This thesis hopefully inspires strategic designers to use storytelling as a much more dominant design and communication tool within strategic design processes.

5.2 Discussion

Methods

The process has shown how storytelling can be used as a good tool for conveying strategy. It made it possible to materialise the whole vision without missing pieces and the company was able to understand the narrative and give feedback on the future vision. I would advise using this approach when a designer feels visualisations do not completely convey the message. This could be because the designer needs to structure the thoughts first, and writing a narrative helps for that. It could also be that the visual is harder to present, because it needs a presenter or additional explanation. When the designer is not able to join the moment of presenting the future vision to the client, a story helps avoiding misinterpretation by the recipient. Examples are deliverables by email or remote clients. Using storytelling is less suitable when the future vision needs to be presented to a wide audience where the level of literacy and comprehension of the used language and subject is uncertain.

Limitations

The provided strategy is one way to achieve the future vision. There are more ways to achieve the vision and we can not judge without looking into the future if this roadmap is going to be very valuable or not at all. Similar pivots at small consultancies were not found during this research to gain insights from.

Due to the limited knowledge on the consultancy industry in practice, this only came from one source which was THT. If there were more people involved with experience in the consulting industry, a strategy in which THT continued to do consulting and still would meet the desired outcome of the project may have been feasible.

THT empasized that it is a company that is in close contact with the clients. With the new strategy the distance between the end-user and the content developer will increase. Customers who previously worked with Fons Trompenaars could prefer this interaction over the digital solutions or find the interaction with the digital services very impersonal.

A suggestion for further research is to involve clients and learning service providers in a conversation about the future of digital offerings in the field of cultural training. By doing this insights which indicate the potential

of the new strategy can be gathered.

This project was done remotely most of the time. This has also limited the possibilities to oberve the company culture and how the current structure is influencing the dynamics at the office and beyond.

THT's progress during the project
The ideas which are incorporated in the proposed product strategy are not completely new to THT. During the six months of the internship, THT has been putting efforts into some of their digital tools and their strategy.

Fons Trompenaars sees a future in digital hybrid solutions but this future vision proposes a pivot instead of adding digital solutions to the current consulting activities THT already does.

Thank you for reading!

References

Accenture. (2013, May 22). Accenture Completes Acquisition of Fjord, Expanding Digital and Marketing Capabilities. https://newsroom.accenture.com/industries/communications/accenture-completes-acquisition-of-fjord-expanding-digital-and-marketing-capabilities.htm

Accenture. (2020, February 18). Accenture Acquires Dutch Product Design and Innovation Agency VanBerlo to Help Clients Build Smart Connected S. https://newsroom.accenture.com/news/accenture-acquires-dutch-product-design-and-innovation-agency-vanberlo-to-help-clients-build-smart-connected-solutions.htm

Arntz, S., Verbaan, R., Eisenbart, B., & Cardoso, C. (2017). Show me the pictures: The effect of representational modalities on abductive reasoning in decision making.

Calabretta, G., Gemser, G., & Karpen, I. (2016). Strategic Design (1st ed.). BIS.

Calvin, W. H. (1994). The Emergence of Intelligence. Scientific American, 271(4), 100–107. https://doi.org/10.1038/scientificamerican1094-100

Christensen, B. T., & Schunn, C. D. (2009). The Role and Impact of Mental Simulation in Design. Applied Cognitive Psychology, 21, 1057–1075. https://doi.org/10.1002/acp.1464

Clastkowski, J., Baily, C. H., & Baily, J. (1996). Social entrepreneurship as a stimulus to new venture creation. Frontier of entrepre- neurship research, Babson College, MA.

Clifford, S. (2013, June 22). When a Founder Is the Face of a Brand. The New York Times. https://www.nytimes.com/2013/06/21/business/media/when-a-founder-is-the-face-of-a-brand.html

Consultancy.eu. (2020, February 3). PwC buys German product design and innovation agency IXDS. https://www.consultancy.eu/news/3800/pwc-buys-german-product-design-and-innovation-agency-ixds

Coplien, J., & Harrison, N. (2004). Organizational Patterns of Agile Software Development (1st ed.). Pearson Education (Us).

de Vos, L. (2021, June). The prominence of cultural models. Hanze University of Applied Sciences. https://research.hanze.nl

Dym, C. L., Agogino, A. M., Eris, O., Frey, D. D., & Leifer, L. J. (2005). Engineering Design Thinking, Teaching, and Learning. Journal of Engineering Education, 94(1), 103–120. https://doi.org/10.1002/j.2168-9830.2005.tb00832.x

Evans, M. (2011). Empathizing with the Future: Creating Next-Next Generation Products and Services. The Design Journal, 14(2), 231–251. https://doi.org/10.2752/17563061 1x12984592780087

Greiner, L. E. (1997). Evolution and Revolution as Organizations Grow. Family Business Review, 10(4), 397–409. https://doi.org/10.1111/j.1741-6248.1997.00397.x

Growmotely. (2021). Future of work. https://www.growmotely.com/future-of-work#download

Guthey, E., Clark, T., & Jackson, B. (2009). Demystifying Business Celebrity (1st ed.). Routledge.

Heinonen, S., & Hiltunen, E. (2012). Creative Foresight Space and the Futures Window: Using visual weak signals to enhance anticipation and innovation. Futures, 44(3), 248–256. https://doi.org/10.1016/j.futures.2011.10.007

Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases. Administrative Science Quarterly, 35(2), 286. https://doi.org/10.2307/2393392

Hofstede Insights. (2021). About us. https://hi.hofstede-insights.com/about-us

KPMG. (2018). Global Review 2018. https://home.kpmg/xx/en/home/campaigns/2018/12/global-review.html

Liedtka, J. (2010). Business Strategy and Design: Can this Marriage Be Saved? Design Management Review, 21(2), 6–11. https://doi.org/10.1111/j.1948-7169.2010.00059.x

MacEwan, E. J. (2018). Freytag's Technique of the Drama (6th ed.). Franklin Classics.

Maister, D. H. (1993). Managing the Professional Service Firm (1st ed.). Simon & Schuster.

McGown, A., Green, G., & Rodgers, P. A. (1998). Visible ideas: information patterns of conceptual sketch activity. Design Studies, 19(4), 431–453. https://doi.org/10.1016/s0142-694x(98)00013-1

McKinsey & Company. (2015, June 1). Landing LUNAR. https://www.mckinsey.com/about-us/new-at-mckinsey-blog/landing-lunar#

McKinsey & Company. (2016, November 11). New day for Veryday. https://www.mckinsey.com/about-us/new-at-mckinsey-blog/new-day-for-veryday

Mejia Sarmiento, R., Pasman, G., Hultink, E.-J., & Stappers, P. J. (2017). Developing DIVE, a design-led futures technique for SMEs. In C. Vogel, & G. Muratovski (Eds.), Proceedings of the IASDR Conference RE: Research (pp. 770–787). Cincinnati:

IASDR.

Menary, R. (2007). Writing as thinking. Language Sciences, 29(5), 621–632. https://doi.
org/10.1016/j.langsci.2007.01.005

Multiscope. (2021, February 11). E-Learning markt groeit met €1,1 miljard. http://www.
multiscope.nl/persberichten/e-learning-markt-groeit-met-1-1miljard/

Neto, M., Paulo, F., & Froes, C. (2002). Empreendedorismo social: a transição para a
sociedade sustentável. Rio de Janeiro: Qualitymark.

Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation (1st ed.). Wiley.

Piltz, D. M. (1995). A study of the characteristics and start-up activities of entrepreneurs
in non-profit (non-governmental) organizations. Unpublished dissertation, Nova
Southeastern Univer- sity, School of Business and Entrepreneurship.

Plog, F., & Bates, D. G. (1976). Cultural Anthropology (3rd ed.). Knopf.

Post, D., Meer, Van Der, H., & Hammer, M. (2015). Organisational blueprints for growth in
service firms.

PwC. (2021). PwC 24th Annual Global CEO Survey. https://www.pwc.com/gx/en/ceo-
agenda/ceosurvey/2021/report.html

Reid, S. E. (2015). Vision and Radical Innovation: A Typology. Adoption of Innovation:
Balancing Internal and External Stakeholders in the Marketing of Innovation.
https://doi.org/10.1007/978-3-319-14523-5

Reid, S. E., Roberts, D., & Moore, K. (2014). Technology Vision for Radical Innovation and
Its Impact on Early Success. Journal of Product Innovation Management, 32(4),
593–609. https://doi.org/10.1111/jpim.12221

Shaw, G., Brown, R., & Bromiley, P. (1998). Strategic Stories: How 3M Is Rewriting
Business Planning. Harvard Business Review, May-June. https://hbr.org/1998/05/
strategic-stories-how-3m-is-rewriting-business-planning

Shipley, R. (2002). Visioning in Planning: Is the Practice Based on Sound Theory?
Environment and Planning A: Economy and Space, 34(1), 7–22. https://doi.
org/10.1068/a3461

Simon, M. (1998). De strategische functie typologie. Kluwer.

Simonse, L. (2018). Design Roadmapping (1st ed.). BIS.

Stompff, G. (2012). Facilitating Team Cognition: How designers mirror what NPD teams
do. OBS.

Technavio. (2021, July). Cross-cultural Training Market by Deployment and Geography - Forecast and Analysis 2021–2025. https://www.technavio.com/report/cross-cultural-training-market-industry-analysis

Thammaiah, N. (2020, April 28). Founder to Leader: Building People-Centric Organisations. Seedtoscale. https://www.seedtoscale.com/content/founder-to-leader-building-people-centric-organisations

Thinkers50. (2018, May 6). Fons Trompenaars. https://thinkers50.com/biographies/fons-trompenaars/

Trompenaars Hampden-Turner. (2021, August 9). Trompenaars Hampden-Turner. https://www.thtconsulting.com

Tsoukas, H., & Hatch, M. J. (2001). Complex Thinking, Complex Practice: The Case for a Narrative Approach to Organizational Complexity. Human Relations, 54(8), 979–1013. https://doi.org/10.1177/0018726701548001

Turner, A. N. (1982, September). Consulting Is More Than Giving Advice. Harvard Business Review. https://hbr.org/1982/09/consulting-is-more-than-giving-advice

van Boeijen, A., & Stappers, P. J. (2015). Crossing cultural chasms : towards a culture-conscious approach to design (dissertation). https://designandculture.info/wp-content/uploads/Proefschrift-AGC-van-Boeijen.pdf

Vrije Universiteit Amsterdam. (n.d.). AMR Trompenaars. Retrieved 15 March 2021, from https://research.vu.nl/en/persons/amr-trompenaars

Waddock, A. S., & Post, J. M. (1991). Social entrepreneurship and analytic change. Public Administration Review, 51(5), 393–401.

Wadhwani, P., & Gankar, S. (2021, May). E-Learning Market Size By Technology (Online E-Learning, Learning Management System (LMS), Mobile E-Learning, Rapid E-Learning, Virtual Classroom), By Provider (Service, Content), By Application (Academic [K-12, Higher Education, Vocational Training], Corporate [SMBs, Large Enterprises], Government), COVID-19 Impact Analysis, Regional Outlook, Growth Potential, Competitive Market Share & Forecast, 2021 – 2027. Global Market Insights. https://www.gminsights.com/industry-analysis/elearning-market-size

Zook, C. (2016, March 24). Founder-Led Companies Outperform the Rest — Here's Why. Harvard Business Review. https://hbr.org/2016/03/founder-led-companies-outperform-the-rest-here

Appendices

Appendix 1 - How to create a MasterStory®

A handout by MasterStory®, provided by founder Ashraf Ramsey was used to mould the future vision story into a short MasterStory®.

Accoriding to Ramsey, all storytelling in business follows the Hollywood model. Dramatic - Heroic - Redemptive. The plotline has phases and an emotional purpose in each phase.

1. Disruption - Fear & Urgency
2. Intervention - Hope & Suspense
3. Resolution - Relief & Joy

The MasterStory® template was used to get to the essence of the story.

1) Answer the following question with a minimum of words yet a maximum of meaning.

Disruption
- What is the situation?
  - ◊ An advisory firm can't scale and has a vulnerable configuration.
- What is the problem?
  - ◊ Revenue is generated only by the guru CEO.
- What are its worst consequences?
  - ◊ The firm can not continue putting efforts in their unique mission.

Intervention
- Who is going to act?
  - ◊ The CEO (and his colleagues)
- What is the right thing to do?
  - ◊ Prioritise the continuing existence of this organisation.
- What is the right way to do it?
  - ◊ Making the CEO replaceable.

Resolution
- What is the solution?
  - ◊ Spreading knowledge and methodology using digital solutions
- What are the results of the solution?
  - ◊ The organisation can scale without scaling in physical size.
- What are the benefits of these results?
  - ◊ A CEO independent revenue stream and a more resilient organisation.

Call to action
- What do you want the reader to do?
  - ◊ Join the pivot from consultancy to content!

2) Storyline. Copy and paste the answers below. Then edit the answers into a clear, coherent and compelling narrative, that creates immediate and instant clarity:

An advisory firm can't scale and has a vulnerable configuration. This is because its revenue is generated only by the CEO who is also a guru in this field. If the CEO overcomes anything or the firm loses market share, it can not continue to put effort in their mission. The CEO needs to prioritise the continuing existence of this organisation by making the key figure replaceable (to some degree). This can be achieved by spreading knowledge and methodology using digital solutions. The organisation can scale activity without scaling in physical size. This results in an CEO independent revenue stream and a more resilient organisation. Join the pivot from consultancy to content!

3) Transformation. Specify the nature of the transformation that takes place from the beginning until the end. To do so, copy and paste the answers from the section "disruption" and from the section "resolution", and edit them below into a clear, coherent and compelling change statement:

An advisory firm can't scale and has a vulnerable configuration. Revenue is generated only by the guru CEO. The firm is risking not being able to put effort in their unique mission in the future. Therefore it needs to spread knowledge and methodology using digital solutions. This way, the firm can scale without scaling in physical size.

Appendix 2 - Analysis of the current offering of Trompenaars Hampden-Turner

GENERAL TOOLS

Dilemma Scan - Interviewing tool for key issues within an organisation.

New Ways of Working Scan - measure how employees feel about their current work

Covid-19 Resilience Test

Culture for Change Scan - differences between current and desired organisational cultures

Culture for Quality Scan - quickly assess your organisation's Quality Profile

Supplier Alignment Scan - assess your organisation's Corporate Culture and compare with your new business partner

Culture for Innovation Scan - assess your organisation's Innovation Profile

Servant Leadership Profiler - explores the dilemmas of leadership

Career Fit Scan - helps job seekers and recruiters to identify the culture fit

Culture for Risk Scan - assess your organisation's Risk Profile

M&A Scan - assess your organisation's Corporate Culture and compare with your new business partner organisation.

Culture for Safety Scan - assess your organisation's Health and Safety Profile

WEBTOOLS CONCERNING INDIVIDUALS AND TEAMS

Culture for Business App - compare the personal cultural profile with all the countries

Generation for Business App - ?

Gender for Business App - provide a better understanding of gender differences,

Intercultural Awareness Profiler - diagnostic questionnaire designed to assess the personal orientation in intercultural business issues

Intercultural Competence Profiler - measures an individual's competence in dealing with cultural differences

Team Performance Profiler - an input to increase the awareness of the team's cultural orientation differences

WEBTOOLS CONCERNING ORGANISATIONS

Personal Value Profiler - review and examine their personal values in the context of their professional work

Organisational Culture Profiler - diagnosing the dominant culture of the organisation using 4 typologies

Intercultural Competence Profiler - individual's competence in dealing with cultural differences

Organisational Values Profiler - review and examine the degree to which opposite demands are reconciled

Integrated KAI - Finding out your dominant cognitive style

Globalization Readiness Scan - consider and reflect on their organisations' readiness to be effective in international/global business

THT and Competitor Tools

18 Aug 2021

Organisational Culture Scan

Culture Compass

online master... Inter cult... manag...

Tests

Covid-19 resilence test

Dilemma Scan

Culture for Safety Scan

Culture for Quality scan

New ways of working Scan

Culture for change scan

Culture for Innovation scan

Globalisation Readiness Scan

Culture for risk scan

Profilers

Servant leadership profiler

Inter cultural Awareness profiler

Team mapping tool

Organisational Culture profiler

Integrated KAI

Inter cultural competence profiler

Corporate culture Mapping tool

Team performance profiler

Personal Value Profiler

Personal profile Tool

Team culture Scan

Organisational values profiler

Personal profiler

Cultural Adaptability Profil (er)

Theory

Books

Books

Bo...

?

Generation for business app

Them and M...

Career
fit
Scan

scan

Supplier
Alignment
Scan

M & A
Scan

Play

Cross-cultural
Dialogue
Mat

Compare

National
Cultural
Profiles

country
mapping
tool

Country
comparison

physical
culture
"maps"

Learn

Culture
for
Business
APP

Gender
for
business
APP

ook

Figure 23: Business model canvas for THT 2031

Appendix 3 - Project brief

IDE Master Graduation
Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

❗ USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME
Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name	Stegewerns	4763
initials	B	given name	Bart
student number	4365232		
street & no.		
zipcode & city		
country		
phone		
email		

Your master programme (only select the options that apply to you):

IDE master(s): ( ) IPD   ( ) DfI   (☑) SPD

2nd non-IDE master: _____

individual programme: ___ - ___ (give date of approval)

honours programme: (Honours Programme Master)

specialisation / annotation: (Medisign)
(Tech. in Sustainable Design)
(☑ Entrepeneurship)

SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	Dr. ir. Boeijen, A.G.C. van	dept. / section:	HCD-DA
** mentor	Ir. Mulder, S.S.	dept. / section:	DOS-MOD
2nd mentor	Prof. Dr. Trompenaars, AMR		
	organisation:	Trompenaars Hampden-Turner	
	city: Amsterdam	country:	The Netherlands

comments
(optional)

❗ Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

❗ Second mentor only applies in case the assignment is hosted by an external organisation.

❗ Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

Procedural Checks - IDE Master Graduation

TUDelft

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair   Dr. ir. Boeijen, A.G.C. van   date   25 - 02 - 2021   signature

Digitally signed by Annemiek
Date: 2021.02.25 16:04:20 '+01'00

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 24   EC

Of which, taking the conditional requirements into account, can be part of the exam programme   24   EC

List of electives obtained before the third semester without approval of the BoE

◻ YES   all 1st year master courses passed

◯ NO   missing 1st year master courses are:

name   J. J. de Bruin   date   02 - 03 - 2021   signature

J. J. de Bruin, SPA
Digitally signed by J. J. de Bruin, SPA
Date: 2021.03.02 10:49:55 +01'00'

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ◻ APPROVED   ◯ NOT APPROVED

Procedure: ◻ APPROVED   ◯ NOT APPROVED

- also approved for Entrepreneurship
- do not use an unknown abbreviation (THT) in the title

comments

name   Monique von Morgen   date   16 - 03 - 2021   signature

Initials & Name   B   Stegewerns   4763   Student number   4365232

Title of Project   Building a sustainable organisation: Proposing a future vision for THT

TUDelft

Building a sustainable organisation: Proposing a future vision for THT   project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date   22 - 02 - 2021   29 - 07 - 2021   end date

INTRODUCTION *

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Many companies become successful as a result of the strong vision and leadership of the founder. This is because success of social entrepreneurship rests on the entrepreneur's ability to furnish a forceful vision formulated in terms of social rather than economic values (Clastkowski, Baily, & Baily, 1996; Dees, 1998, Piltz, 1995; Waddock & Post, 1991). Therefore, it is easy for the organisation to become dependent on the founder internally and externally. 'Organisations do face risks when they tie an executive's personality to their business. A culture leaning on the founder can be highly successful until the executive ages, leaves or gets into trouble' (Clifford, 2013). Also, when clients are expecting the service to be provided by the founder, it limits growth. Trompenaars-Hampden Turner (THT) is a consultancy specialised in cultural dilemmas in business contexts. They work to improve the integration between people (values, attitudes and potentials) and organizations (structures, systems and processes). Examples of THT's clients are large corporations such as Sony, Nike, IBM and Ikea. Clients reach out to THT for several services. The types of services can be divided into six categories.

-Mergers and acquisitions
-Culture change
-Globalisation
-Leadership
-Diversity and inclusion
-Culture for business

THT is operating with a small team and licensees who work for the company on a freelance basis. Being the co-author of the book 'Riding the waves of culture' and co-founder of THT, Fons trompenaars is a figurehead in this context. Clients seem to value the personal interaction with Fons Trompenaars. THT has been investing in online tools to digitise some of their activities. Covid-19 is exerting an additional push on digitisation since meeting people in person is restricted.

In the ambition of THT to restructure the organisation, I see an opportunity to research more ways to do so apart from digitisation. In addition, THT could use a future vision on the positioning of the less founder-centric and future-proof version of itself and in what way clients could interact with the firm.

Clastkowski, J., Baily, C. H., & Baily, J. (1996). Social entrepreneur- ship as a stimulus to new venture creation. Frontier of entrepre- neurship research, Babson College, MA.
Dees, J. G. (1998). The meaning of social entrepreneurship in non- profit and voluntary discussion groups. ARNOUVA-L@WUNUN. WUNET.EDU.
Piltz, D. M. (1995). A study of the characteristics and start-up activities of entrepreneurs in non-profit (non-governmental) orga- nizations. Unpublished dissertation, Nova Southeastern University, School of Business and Entrepreneurship.
Waddock, A. S., & Post, J. M. (1991). Social entrepreneurship and analytic change. Public Administration Review, 51(5): 393–401.
Clifford, S. (2013, June 22). When a Founder Is the Face of a Brand. The New York Times. https://www.nytimes.com/2013/06/21/business/media/when-a-founder-is-the-face-of-a-brand.html

space available for images / figures on next page

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30   Page 3 of 7

Initials & Name B   Stegewerns   4763   Student number 4365232

Title of Project   Building a sustainable organisation: Proposing a future vision for THT
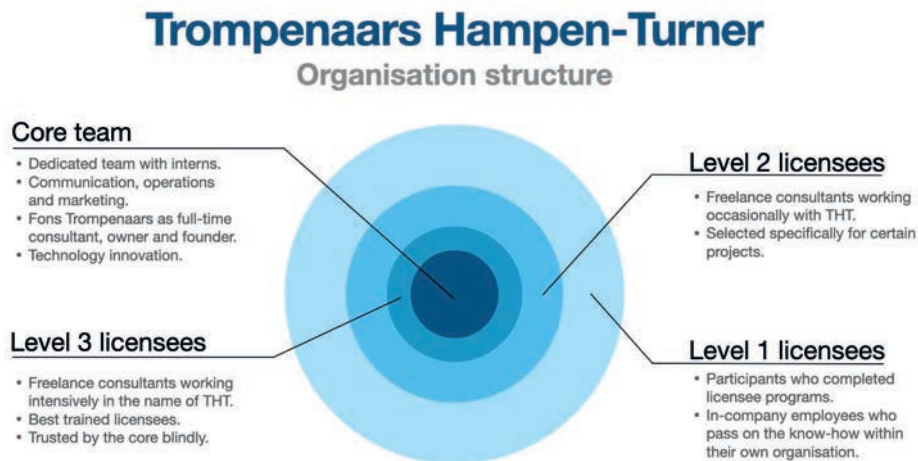
introduction (continued): space for images

image / figure 1:   Trompenaars Hampden-Turner // organisation structure

image / figure 2:   Trompenaars Hampden-Turner // stakeholders

Personal Project Brief - IDE Master Graduation

PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The founder-centric brand is exposed to a risk and limits potential growth. What are strategies to become less founder-centric, decrease risk and facilitate growth? The problem is how to turn a consultancy firm with a figurehead full of charisma into a brand which is less dependent on an individual.

Knowledge problems (What do we need to know?)
-What is the current image of THT?
-What are other consultancy firms doing when it comes to positioning?
-Existing best practises of depersonalisation of firms.
-Change of culture when companies grow.

Design problems (What attribute is missing?)
-A future vision and a way to communicate this
-A strategic plan showing the actions to reach the vision

ASSIGNMENT **
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

During this project, a new way of positioning THT internally and externally is researched and designed to create a sustainable organisation which is less founder-centric. The different recommendations will be aggregated into a visualised vision, a strategy roadmap and one or more concepts for possible touch points according to the new guidelines.

I am going to research the culture and brand of THT internally and externally. In addition, literature will be reviewed on the themes of owner managed firms, how culture changes with organisation growth and how consultancies operate generally. Together with the research, THT's most unique capabilities and trends on consultancy firms, a new vision on the company will be defined. The insights will lead to the design of a new vision and growth strategy including a roadmap and a one or more concepts for possible touch points such as the website (external) but also for employees and interns (internal).

*TU*Delft

PLANNING AND APPROACH **
Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date   22 - 2 - 2021   29 - 7 - 2021   end date
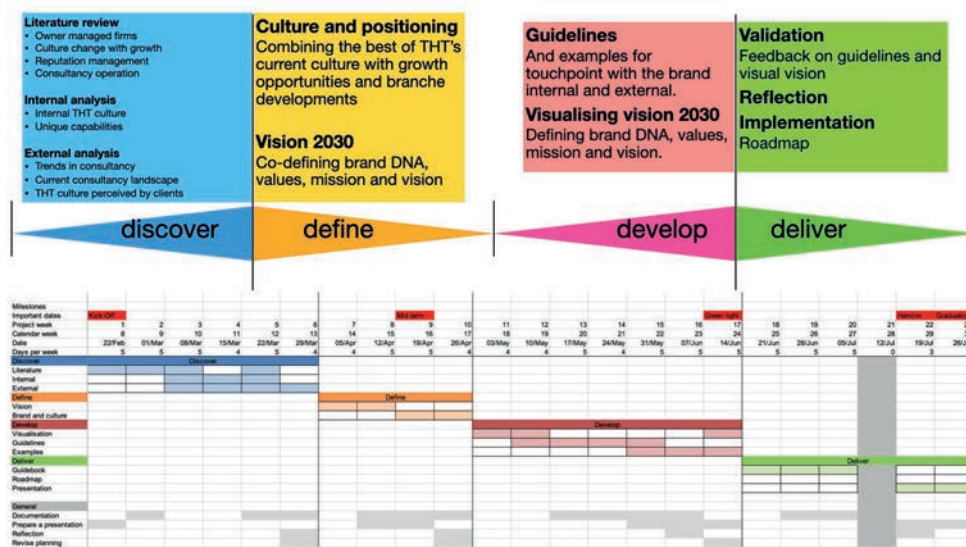
The project is based on the Double Diamond Design Process (Design Council, 2015) [1]. In this process, diverging alternates with converging. During the Discover phase, a literature review, and internal and external analysis is done on the themes mentioned in the assignment. During Define, the gathered input will be analysed. The a position statement and desired culture will be defined. These outputs give the design directions the project needs to start with the Develop phase. During the Develop phase, a visual will be made on 2030 vision as a way to express it so everyone can understand. Guidelines for touchpoints will be set and one point is chosen to develop a experience concept for in detail. In the Deliver phase, the concepts will be bundled together with a implementation roadmap and validated using a team of clients and employees.

1. Design Council (2005). Double Diamond Design Process.

Personal Project Brief - IDE Master Graduation

MOTIVATION AND PERSONAL AMBITIONS
Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

I set up this project because I became interested in the topic of providing cultural advice in a business context. Before my introduction to THT, I wasn't even aware that there are organisations doing business on this subject. Besides the cultural aspect, this project is also about growing a company and getting to know more about that fits my interest in start-up's and entrepreneurial challenges. My father also owns and runs a company where he is a key figure and I am also setting up a design consultancy. So there are multiple aspects of this project which have a connection with things in my personal life or my interests.

This project is about making a future vision on a brand and this topic has never been as dominant in previous large projects. Therefore I want to prove my competences on this. My learning ambition is mainly that I want to be able to solve such cases more often. I want to acquire a better understanding and experience with branding tools.

Some practical skills which I need to work on for this project is stakeholder communication and working individually. I am not a lone wolf kind of person and really like working with others. I am glad to graduate at a company where I can have contact with the company supervisors to discuss and also have contact with fellow interns but it is still an individual project. I also feel I have many stakeholders and I need to figure out what is the best way to involve them in the process (how often, what kind of content, in what way).

FINAL COMMENTS
In case your project brief needs final comments, please add any information you think is relevant.

MSc. Thesis
August 2021

Bart Stegewerns