



**BREAKDOWNS FOR  
BREAKTHROUGHS**

**FOR MORE RESILIENCE IN  
THE CRISIS AND BEYOND**

**1492**

**GO BEYOND**

**1492.ORG**



# 1\_CORONA SHOCKWAVES

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Massive shockwaves are attacking core stability of your business and are challenging key resources as never before



## DEMAND & SUPPLY CHAIN DISRUPTION

Many Europeans are in quarantine or exit lock, which results in a dramatic disruption in demand and supply. Tourism was already hit in February, followed by the aviation and automotive industry. The interdependency will impact the global economy. That is just the beginning of major restructuring on all levels.

## FINANCIAL SYSTEM AT CRITICAL POINT

Financial interventions from government might buy some time but will not cure the root cause. Helicopter money increases the risk of inflation and is a massive stress test for all FIAT money systems, like the EUR. Insolvencies delayed by many years of unnatural low interest rates can now go from boom to bust in weeks.

## REGIONAL SWING BACK

The global narrative of linear growth in an interdependent civilization has proven serious weaknesses and breaking points, it will never become the same again. We need more interconnected local and regional dimensions to mitigate the risks.

## BUSINESS TRANSFORMATION

Most businesses, regardless of their size or industry, are now forced to transform towards new business models. The times of incremental change is over. Transformation in crises confronts leaders and employees painfully with overwhelming pressure, new rules and new priorities to manage the crisis, recover and transform – all in parallel.

## 2\_REALITY BEATS PROPABILITY

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Economic transformation of entire value chains have begun in all industries, private, and public sector.

# HOW TO TRANSFORM TO THE BETTER DURING A BLACK SWAN EVENT?



### FIRST RESPONDER MINDSET

Most political and business leaders have never experienced such crises, so that they lack the mental stability in attitude, mindset and behavior as well as the skills on crisis management, recovery strategy and leading the transformation towards the future at the same time. Leaders need to prepare for the worst and strive for the best.



### PRIORITIES ALIGNMENT

The ripples caused by multiple shock-waves triggered by the corona virus will stay with us for a long time. The time hesitating in denial, will consume valuable margins to implement appropriate actions. The multiple impacts on demand, supply, financials and politics will change our society and the narrative of our public opinion will swing away from the effectiveness and efficiency “rat races” into inward qualities and purpose driven business models and regional eco-systems.



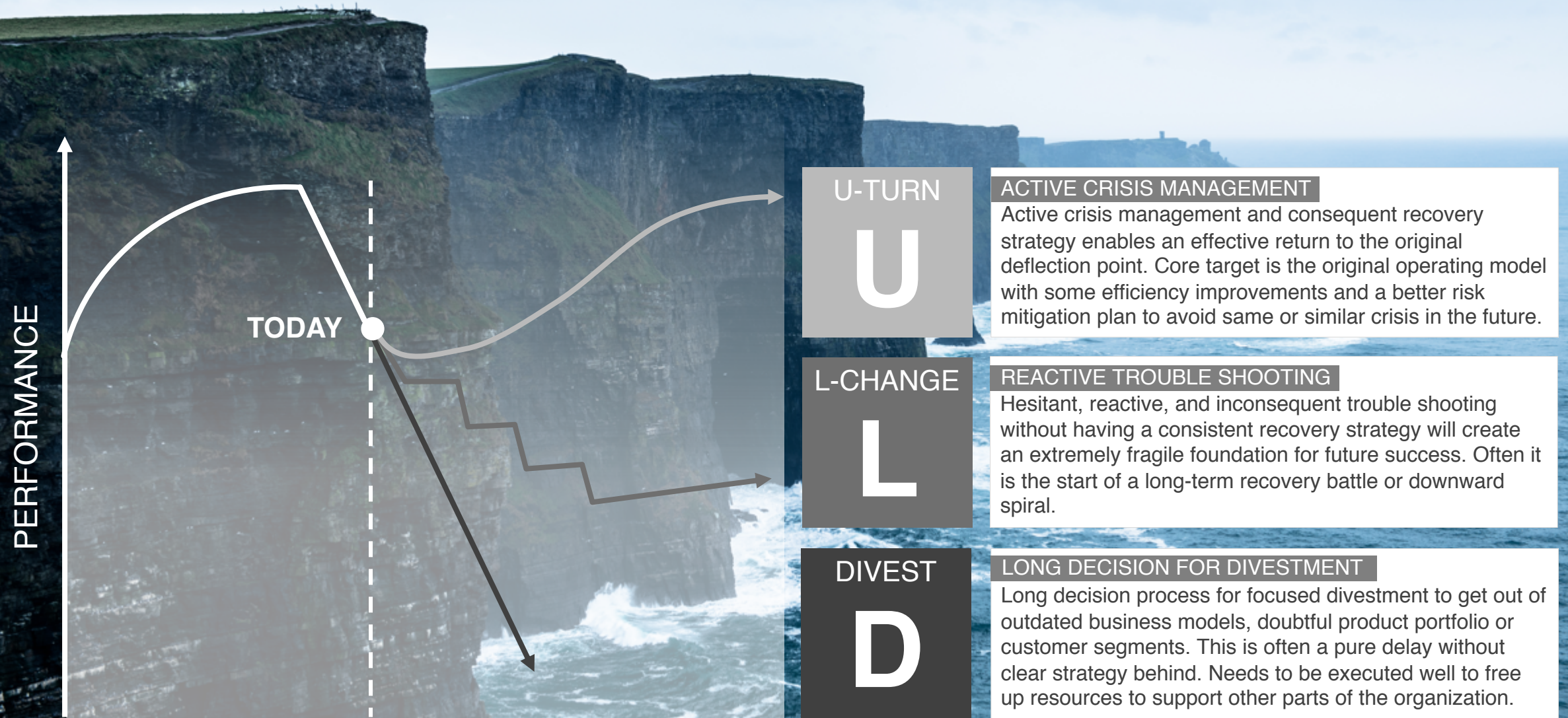
### BUSINESS MODEL TRANSFORMATION

The proven flaws in the globalization model will change the perception how to design business models with much more focus on proximity and accessibility than to global efficiency chains. Interconnected regional eco-systems will move to the foreground. Crisis and recovery is an opportunity to reinventing the business model and refocusing the purpose and vision of an enterprise, before the cost of financing and recovering the old model becomes a trap.



# 3 DIFFERENT TYPES OF CRISIS MANAGEMENT BEHAVIOUR

Classical approaches are impacting future business development in the long-run but are not bold enough





# 4\_1492 V-TRANSFORMATION

Our integral strategy approach offers the opportunity to utilize the black swan event to outperform the market after the crisis

## OUR STRATEGIC APPROACH



### INTEGRAL STRATEGY FOR V-TRANSFORMATION

- 1. RESCUE**
- 2. RECOVER**
- 3. REINVENT**

- RESCUE:** A brave shift towards a fundamentally renewed target picture is necessary to utilize the upward wave as a natural accelerator.
- RECOVER:** Explore new business models, implement new technologies, and establish new ways of working while recovering the core and divest from the outdated.
- REINVENT:** All three aspects need to be addressed simultaneously to ensure success.

## OUR KEY FOCUS AREAS

**FIRST RESPONDER MINDSET**

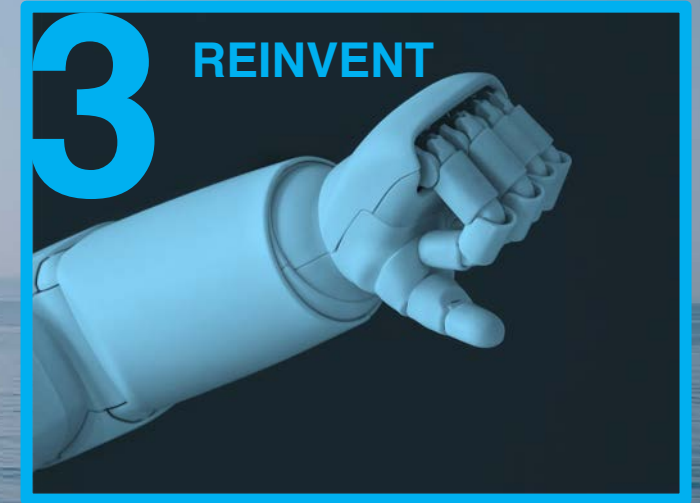
**MENTAL CHANGE**  
Virtual proximity keeps the organization productive. A leadership upgrade enables to engage the entire team for recovery. A new narrative for a purpose driven renewal strategy is igniting the entire ecosystem.

**PRIORITIES ALIGNMENT**

**TURNAROUND SKILLS**  
Even now you can mobilize the workforce to contribute to retrenchment. A crowdsourcing is aligning all stakeholders for the necessary portfolio decisions. A transformation roadmap provides orientation for renewal.

**BUSINESS MODEL**

**LEAP FORWARD**  
Reallocated assets in the rescue phase are funding necessary recovery and renewal. A successful recovery is providing the stability for a renewal strategy harvesting emerging opportunities.



## WHAT YOU GET



1. **Virtual proximity** enabling your leaders and their teams to take advantage from the V-Transformation



2. **Mobilized workforce** by participative approach for intelligent retrenchments and co-creative recovery



3. **Improved cost position** and secured liquidity to finance recovery plans and to secure the core business

1. **Leadership upgrade** enabling leaders to engage employees for quick start recovery and renewal

2. **Crowd sourced decision matrix** which parts of your business need to be re-shaped, recovered or reinvented for fast execution

3. **Consequent recovery** to safeguard the business, committed by all stakeholders and financed by focused resource reallocation

1. **New narrative** of a post-crisis and purpose driven innovation campaign in the entire business ecosystem

2. **Transformation roadmap** reinventing the business model with significant stronger market position and differentiating assets

3. **Execution readiness** for a renewal strategy with strong resilience to cope with future disruptions



## 1.1 VIRTUAL MOBILIZATION



### CHALLENGE

#### CRISIS MEANS INSECURITY

- In times of crisis, people, teams, and organizations feel unsafe. Performance, creativity and **efficiency goes down**. Therefore people need more communication, information, and connectedness.
- **Remote working** disrupts value creation, exchange of ideas and opinions in a meaningful way. Uncertainty in combination with physical distance **creates serious obstacles** to keep leaders and teams together and maintain performance.

### SOLUTION

#### VIRTUAL COLLABORATION

- **Design and execution** of effective virtual team meetings, workshops and co-creation events fosters **meaningful and transparent** communication with real-time updates.
- Virtual **joint learning, emotional sharing**, and feedback with high frequency and low intensity drives social proximity.

### YOU GET

#### STABILIZING LEADERSHIP AND COOPERATION

- **Increased virtual proximity** and skilled leaders, keeping a clear mind using the opportunities to flip the odds during crisis and beyond
- A workforce **accepting the facts**, coping with emotional stress and despite of disruption, fully mobilized to contribute to intelligent retrenchments & recovery
- Breakdowns perceived as preparation for **breakthroughs**.

## 1.2 ASSET REALLOCATION



#### DIVESTMENT ACCELERATE RECOVERY & TRANSFORMATION

- **Openness of stakeholders** for streamlining the operating model is needed to identify more quickly upcoming new growth opportunities.
- Determination to **bold divestments** is necessary, to fund new investments in e.g. technology, business models & geographical ecosystems.
- **Mobilizing and aligning** the internal and external ecosystem for what to come is challenged by uncertainty and physical distance.

#### COLLECTIVE INTELLIGENT IDENTIFICATION & SELECTION

- A **participative approach** delivers fact-based insights helping to select potential cost reduction, divestment and renewal opportunities.
- Full **remote crowdsourcing** solution engage various contributor groups across the entire eco-system while preparing for recovery and renewal.
- **Transparency and involvement** drives engagement in a collaborative analysis of results and virtual co-creation of potential scenarios.

#### OPERATIONALIZE ASSETS FOR SUCCESS

- **Strong commitment** in reallocating assets by strategic divestments and consequent cost reduction will secure liquidity to finance recovery & renewal plans.
- **Engagement** of internal and external eco-system partners will prepare for what to come. Taking a position to help getting out of the crises instead of being victims.

## 2.1 EXECUTIVE UPSKILLING



### CHALLENGE

#### CAPABILITY TO COPE WITH CRISIS & PREPARE FOR RECOVERY

- Crisis brings the **weaknesses of leaders** and co-workers concerning their mindset, attitude and skills to the surface.
- Under-developed personalities get **trapped in an anxiety** reaction that results in counterproductive toxic communication describing problems instead of solutions for recovery and reinvention - job titles or hierarchical mandates will not be enough to keep the status or shape the change.

### SOLUTION

#### VIRTUAL JOINT LEARNING & DEVELOPMENT

- **Collective intelligent team development** using a holistic set of tools, like “Social Network Analyses of Relations” (Sonar), “Culture Benchmark” (CuBe) or real-time pulse check of team health by the “Swarm Radar”
- “Morning University” as a shared, continuous learning path for teams combined with **interactive distance learning** for leaders and teams in a “transformation journey”

### YOU GET

#### COMPETITIVE RECOVERY & RENEWAL CAPABILITIES

- **Leadership upskill** enabling to engage the entire team for a quick start recovery and renewal phase
- Remote time utilized for **bonding, resilience, and motivation** to engage people as foundation for a new culture and ways of working

## 2.2 RECOVER & SECURE CURRENT BUSINESS



#### RECOVER TO THE “NEW NORMAL”

- **Hesitation** in taking and accepting instruction in an unpredictable situation will slow down the speed of change.
- Doubts about deflection points create **disputes** and negotiations before a consensus is achieved how to move forward.
- **Immature cultural reflex** lets the social system retard and accept central decisions, overriding decentral insights and the wisdom of the crowd.

#### QUICK-START & COLLABORATIVE IMPROVEMENT

- **Courageous transparency** and involvement leads to security and acceleration.
- **Co-creation** of remote swarms or agile teams effectively balance top-down frameworks within which employees autonomously innovate solutions for fast recovery.
- The 1492 **participative approach** integrates all stakeholders across organizational boundaries while effectively managing business continuity and baseline productivity as a foundation.

#### AHEAD OF THE CURVE IN SPEED & EFFECTIVENESS

- Crowd sourced **solution recommendations** (wisdom of the entire ecosystem) which parts of your business need to be re-shaped, recovered or reinvented.
- **Ecosystem liaisons** formed for crisis recovery will be the effective foundation for the post-recovery phase.
- **Consequent recovery** of the improved existing success model as restart



## 3.1 REFLECTION & ANTICIPATION



CHALLENGE

### DON'T MAKE THE SAME MISTAKE TWICE

- **Superficial analysis** and hiding mistakes prevent organizations to learn from the past and identify root causes for multiple domino effects which caused the disruption of our previous business model.
- **Protective thinking** and a lack of phantasy hinders leaders set up programs from the future into the future to define opportunities beyond normal risk mitigation.



SOLUTION

### LESSONS-LEARNED TO BUILD ORG. RESILIENCE

- **Radically honest reflection** on key shortfalls, root causes, interdependencies to mitigate future risks and to disrupt the market with a new business model
- **New target picture** creation by thinking from the future into the future instead of extrapolation from an irrelevant past to reduce defense and grasp opportunities
- **Collective intelligent team composition** within and outside the own organization to anticipate multiple perspectives how to address future opportunities



YOU GET

### PREPARATION BEYOND RISK MITIGATION

- **Shared insights** and constant learning of leaders, teams and organizations will result in a faster than ever change in business models and ecosystems.
- A **new narrative of the post-crisis era** finds its stable backbone in the infinite purpose of local or regional ecosystems and communities.

## 3.2 TRANSFORMATION STRATEGY



### RIDE RECOVERY WAVE TO ACCELERATE RENEWAL

- **Collapsing markets**, systems and rules are both threats and opportunities which is ambiguous and confusing. That needs to be proactively addressed before they fully emerge.
- The **slower the adaptation** to the emerging circumstances the lower will be your share and the stronger will be the negative effect to reach a save position in the ecosystem.

### RADICALLY RENEW STRATEGY TO USE OPPORTUNITIES

- **Innovation** around new customer needs, market conditions, and opportunities
- **Gain speed** by utilizing co-created results from earlier rescue and recovery phases, like crowdsourcing insights
- **Strategy re-design** regarding corporate identity, market segments, value proposition, portfolio, organizational capabilities, delivery ecosystem and new KPIs
- **Program management** to adjust the pace of transformation

### READINESS FOR STRENGTHENED MARKET POSITION

- Attractive, meaningful and achievable **desired state of the future**
- Corporate capabilities with **strong resilience** and viability in the place of most potential in the ecosystem
- Strengthened **performance culture** to use deviations to the benefit of all
- **Transformation roadmap** reinventing the business model with significant stronger market position and a new integral impact

# 9 OUR VALUE PROPOSITION

We are integral consultants with strong roots in expert and systemic consulting – and masters of collective intelligence

## OUR CONTRIBUTION TO THE SITUATION



**Immediate Speed**

### WE KNOW VIRTUAL.

Building on years of consulting in blended settings, using virtual and physical approaches qualifies us to have immediate effect on mindset and behavior with minimum ramp-up.



**Full Passion**

### WE ENGAGE PEOPLE.

Based on storytelling communication, customer experience design and our knowledge to build virtual proximity and communities, we ignite your people to join the journey.



**Proven Experience**

### WE HAVE DONE IT BEFORE.

Building on own and other's best-practices, academic research, plus our understanding of successful and failed transformations make us unbeatable.



**Powerful Synergy**

### WE ARE CO-CREATORS.

Your internal know-how combined with our expertise to co-create and deliver results will ensure to realize the right business priorities and drive purpose fulfilment.



**Managed Resonance**

### WE MAKE THE PACE.

By collective intelligence and steering the emotional resonance, transformation becomes more predictable with less risk, and delivers better results with higher engagement.

## OUR UNIQUE PROFILE

### WHAT

#### EXPERT CONSULTING

- #strategy development DAX
- #execution excellence
- #re-org. support #governance
- #cost cutting #divesting
- #digitization

### WHY

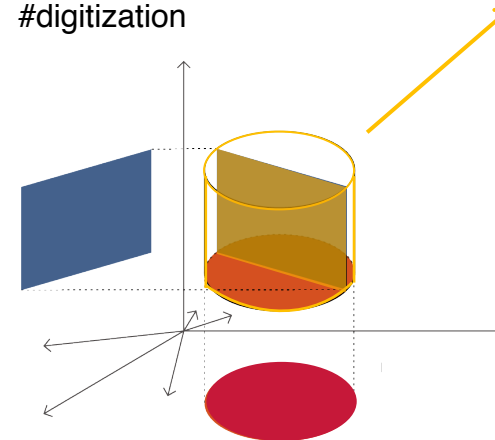
#### INTEGRAL CONSULTING

- #collective intelligence
- #transforming large systems
- #purpose & vision
- #ecosystem engineering

### HOW

#### SYSTEMIC CONSULTING

- #co-creativity & innovation
- #high performance culture
- #top-executive coaching
- #organizational development
- #new work & leadership
- #technology-enhanced transformation



Published 1492 Best-Practice  
Harvard Business Manager

Collective Intelligence in Aftermarket Service  
(Results: -25% cost and +300% revenue)



# 10\_THAT'S HOW IT STARTS

Clear strategies, lean structures and fast processes were the necessary prerequisites for the marketability of an organization yesterday. In Covid-19 times, however, these are just significant hygiene factors of profitability and survivability of the organization. A first responder mindset has become significantly more relevant and will decide on the successful adaptation to the environment, and the shaping of the entrepreneurial potential, in the future.

## Using breakdowns for breakthroughs

In a world of ambiguity and constant disruptions, reinventing one selves in all aspects has become the critical factor in making these changes effective and efficient. Essential aspects are:

- A maximum **sense of purpose**
- A performance culture of **radical impact**
- The obsession to anticipate customers **need** behind the need
- A climate of **agile learning** and **co-creative innovation**
- End-to-end **self-responsibility** and **entrepreneurial thinking** and **acting**
- **Collective intelligent leadership** and **collaboration**

1492

THE SUCCESS  
OF YOUR ORGANIZATION  
STARTS IN THE MINDS  
OF YOUR PEOPLE!

STRUCTURE  
CHANGE

STRATEGY CHANGE

CULTURE  
CHANGE

THE COLLECTIVE INTELLIGENCE 11



# 11\_ OUR STORY

The **1492** consulting group was founded in 1996 as a think tank. Since that time, we have driven our development as dedicated as that of our clients.

It is our purpose to support organizations during **paradigm shifts**. The challenge of doing something different or new is, that it is not stranger than you think. **It is stranger than you can think!**

Our joy to accompany people in difficult times has since deepened and spurred us to engage more and more **game changing** methods.

We develop transformation processes and implement them **together** with our clients. In a paradigm shift, we offer the full potential of our experts, to guarantee our clients to achieve the **next evolutionary stage**.

Since 1998, we have been working internationally and are leading in activating and **shaping the collective intelligence of companies**.

1492

WE DEVELOP TRANSFORMATION JOURNEYS

TOGETHER WITH OUR CLIENTS

AND IMPLEMENT THEM





**3M** Borken – **ABB** Zurich – **AGILENT** San Francisco – **AGRANA FRUIT** Vienna – **AIRBUS** Toulouse – **AIT** Vienna – **GOVERNMENT OF ALBANIA** Tirana – **ALTIA** Helsinki – **ALLIANZ** Munich – **ALMIRALL** Munich – **AMD** San Jose – **AMGEN** Munich – **AOK** Potsdam – **ARAL** Bochum – **ASHRIDGE BUSINESS SCHOOL** Berkhamsted – **AUSTRIAN AIRLINES** Vienna – **AUSTRO CONTROL** Vienna – **AUSTRIAN JUICE** Kroellendorf – **AZ MEDIA** Cologne – **BAUER** Schrobenhausen – **BAYER** Leverkusen – **BAYER SCHERING** Berlin – **BAYRISCHE LANDESBANK** Munich – **BBDO** Dusseldorf – **BFI** Klagenfurt – **BLACKBERRY** Waterloo – **BMW** Munich – **BOEHRINGER INGELHEIM EEC** Ingelheim – **BOSCH** Hildesheim – **BOSTON CONSULTING GROUP** Dusseldorf – **BRAU AG** Linz – **CANON** Vienna – **CHINA POST** Beijing – **CISCO** San Francisco – **CITY GROUP** New York City – **COMBITEL** Munich – **COMDISCO** Munich – **COMMUNISYSTEMS** Leipzig – **CREDIT SWISS** Zurich – **DAIMLER** Stuttgart – **DANZAS** Hamburg – **DEGUSSA** Frankfurt – **DEUTSCHE BAHN** Frankfurt – **DEUTSCHE BANK** Frankfurt – **DEUTSCHE TELEKOM** Bonn – **DOMO CHEMICALS** Leuna – **DPD** Aschaffenburg – **DR OETKER** Bielefeld – **DRÄGER** Lübeck – **EADS** Paris – **EBAY** San Jose – **EC** Cochrweiler – **EFFEM** Verden – **ELCA** Zurich – **ELECTRONICPARTNER** Dusseldorf – **EMIRATES** Dubai – **E-PLUS** Dusseldorf – **EVN** Maria Enzersdorf – **FAIRCHILD DORNIER** Oberpfaffenhofen – **FENIX OUTDOOR INTERNATIONAL** AG Munich – **FEDERAL MINISTRY REPUBLIC OF AUSTRIA** Vienna – **FH URSTEIN** Salzburg – **FRAPORT** Frankfurt Main – **GRASL & PARTNER** Vienna – **GREINER HOLDING** Kremsmunster – **HAPPY & NESS** Vienna – **HELSINGIN SANOMAT** Helsinki – **HEWLETT & PACKARD** Cuppertino – **HSBC** Dusseldorf – **IBM** Munich – **IDENTITÄTER** Vienna – **INTERNATIONAL COMMITTEE OF THE RED CROSS** Geneva – **INTERNATIONAL FEDERATION OF THE RED CROSS** Geneva – **JK ERGOLINE** Bad Honnef – **JOHNSON CONTROLS** Hannover – **JUMPTOMORROW** Vienna – **KAPSCH** Vienna – **KÄSSBOHRER** Salzburg – **KIND&CO** Wiehl – **KOHLBECKER** Gaggenau – **KPMG** Berlin – **LAMODA** Moscow – **LUFTHANSA** Cologne – **LUFTHANSA TECHNIK** Hamburg – **LANGNESE IGLO** Hamburg – **MASTERFOODS** Verden – **MBE** Berlin – **MERCEDES-BENZ** Berlin – **MÜNCHNER RÜCK** Munich – **NESPRESSO** Lausanne – **NIKE** Beaverton – **KNORR-BREMSE** Munich – **NOKIA** Helsinki – **OBERBANK** Linz – **ORS** Vienna – **OUTFITTERY** Berlin – **PKZ** Zurich – **POST AG** Vienna – **POSTBUS AG** Vienna – **PREMIUM AEROTEC** Augsburg – **PRITIDENTA** Stuttgart – **QUESTER** Vienna – **RBI** Vienna – **RAIFFEISEN SOFTWARE GmbH** Vienna – **RAIFFEISEN SOLUTIONS** Vienna – **REEMTSMA** Hamburg – **REPOWER** Pochiavo – **RHI** Vienna – **RSG** Vienna – **RUDOLF STEINER SCHULE** Witten – **ROTTENBURGER WERKE** Rottenburg – **RTL** Cologne – **RZB** Vienna – **SAMSUNG** Seoul – **SAP** Walldorf – **SAPPI** Graz – **SECURITAS** Bremen – **SIEMENS** Munich – **SINOPEC** Beijing – **STARBUCKS** Seattle – **STORCK** Hannover – **STYRIA** Graz – **SUN MICROSYSTEMS** Los Altos – **SWISSLIFE** Zurich – **TEEKANNE** Dusseldorf – **TESAT** Backnang – **THOMAE KG** Ingelheim – **TILAK** Innsbruck – **TIROL KLINIKEN** Innsbruck – **TNS** Hamburg – **TOYOTA** Aichi – **TPN NETWORKS** Munich – **TREVOX** Mexico City – **TRIQUINT** Munich – **TVM** Dubai – **UNIFY** Munich – **UNILEVER** Rotterdam – **UNIQA** Vienna – **UNIVERSITÄT SEEBURG** Seekirchen – **UNIVERSITÄT WITTEN/HERDECKE** – **VESTAS** Arhus – **VICTORIA'S SECRET** Columbus – **VIRGIN ATLANTIC** London – **VOLKSWAGEN** Braunschweig – **VORWERK** Wuppertal – **WALT DISNEY COMPANY** Burbank – **WHIRLPOOL** Benton Harbor – **YAHOO** Sunnyvale – **YPO** Washington – **ZAPPOS** Las Vegas – **ZDNET** Munich – **ZFU** Zurich – **ZIFF-DAVIS** Munich





**MICHAEL HENGL**

CEO

RESPONSIBILITY

- Board advisory
- Whole system change
- Executive Coaching
- Post merger integration
- Strategy alignment
- Transformation management

EXPERIENCE

- 35+ years of management and consulting
- Mobilizing large systems
- Corporate mental change
- Cultural campaigning



**MAXIMILIAN KAMMERER**

MANAGING PARTNER

- Service culture
- High performance organizations
- Business Models
- Value Design
- Executive Communication

- 35+ years of industry and consulting
- IT Service
- Apple Senior Executive
- Nokia Senior Executive



**DAVID ROHRMANN**

MANAGING PARTNER

- Co-creative strategy development
- New work
- Culture transformation and communication
- Crowdsourcing
- Community Management

- 12+ years of consulting and academic research
- Former project lead for Leadership 2020
- ICRC Academic Manager



**DR. BERNHARD SCHMALZL**

SENIOR PARTNER

- Cross industry transformation programs
- Collective Intelligence
- Strategy and Culture
- Sales
- IT Service (ITIL) & Service Culture

- 25+ years of industry and consulting experience
- 18 years ITK industry senior manager
- 15 years as vice president
- 4 years Daimler Change





# 1499 BREAKTHROUGHS