

VENTURE TO VALUE

THE 1492 INVESTOR GRID
ACCELERATES YOUR
PORTFOLIO COMPANIES
TO PEAK PERFORMANCE

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GO BEYOND

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ON THE ROUTE TO ADVENTURE

The success of every venture depends on more than careful planning and precise execution. The business world is complex, and the bias of reductionism and unconscious ignorance allows any forecast to easily collapse by overlooking important signals.

Progressing from good to great performance is like moving from craftsmanship to the level of art, which is not achieved by more specialization. The fundamental difference in quality is that art is holistic and integral in its nature and experience. It is not just better craftsmanship. Our approach stretches beyond financial and legal terms, to accelerate and safeguard investments as they transition from venture to value. The following integral guide is for leaders who want to lead their venture to peak performance faster, with higher yield, and better predictability.

We leverage the fitness of leaders, people, and the entire ecosystem of an investment. We enhance corporate capacities and digitally turn tacit knowledge of the business model into transparent data and predictive insights. We are first mover of technology enhanced changes in mindset and behavior, with a comprehensive track record of Fortune 500 and DAX clients.

THE ALGORITHM FOR SUCCESS

Investments in leadership and culture are prerequisites for successful strategy implementation

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SAFER INVESTMENTS WITH FASTER PERFORMANCE FOR BIGGER RETURNS



In mathematic terms, the algorithm for success is $L + C + S = I$. The I stands for the desired *impact*, which depends foremost on the fitness and integration of leaders (L) and corporate culture (C) with strategy (S).

Comparing the development of Nokia and Apple shows this clearly. When Steve Jobs took control of Apple for the second time, he was in a weak position regarding market cap and technology. The big differentiator to Olli-Pekka Kallasvuo and Steffen Elop, both former Nokia CEOs, was clearly not the money at hand or the technology available. It was the different mindset as leaders, and the culture they created for successfully implementing strategy.

We argue that the best way to leverage leadership and culture for peak performance is through the use of collective intelligence of an organization as a whole, rather than financial expertise only. Experts are good within stable rules. Digitization, demographics, legislation, unforeseen competitors and Covid-19, just to name a few, are creating ever changing dynamics and such an ambiguous environment that only the wisdom of the masses has the reliability your investment deserves, to be safer, faster and performant.

EVERY SUCCESSFUL STRATEGY NEEDS TO BE BASED ON THE RIGHT CULTURE AND LEADERSHIP

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“Culture eats strategy for breakfast.” – Peter Drucker

“LEADERSHIP EATS CULTURE FOR LUNCH!” – 1492

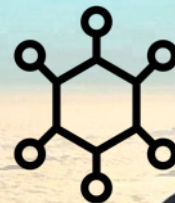
If you want to 10x your business, you have to 10x the mind of your people first! There is no workaround for that universal truth, whether a large multinational or agile start-up on their way from venture to scalable value.

1492 has digitized this transformative journey, offering a software suite that increases enterprise value. It follows our leader-culture-strategy-impact algorithm to achieve maximum impact. This generates the excitement and engagement every successful investment needs.

LEADERSHIP



CULTURE



STRATEGY



IMPACT



PURE FINANCIAL OR LEGAL INVESTMENT FOCUS FALLS SHORT ON THREE CRITICALS ASPECTS

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A holistic strategy approach is necessary to accelerate and realize the full potential of returns while avoiding unnecessary risks



SPEED – Challenge

Re-active steering, cosmetic correction of development and scale-up activities based on retrospective metrics cause massive delays in return on investment and lead time to success for investors. Lack of transparency on critical themes and topics results in immature and unconfident decisions that put mission critical outcomes at risk. Unforeseen delays can render a desired exit or IPO impossible and the return on investment falls behind expectations.

RETURNS – Challenge

Many opportunities and potentials for scaling-up a portfolio company's value are not seen due to limited access to the required resources and expertise at the right time. Furthermore, a narrow perspective on legal and financial content, instead of a holistic meaningful strategic approach, reduces the chance of creating unique break-through ideas and solutions which would grow value significantly.

RISK – Challenge

To cope with the increasing VUCA world (volatile, uncertain, complex, ambiguous), placing all trust in single expert perspectives and opinions is dangerous. It significantly limits the ability to sense shortfalls or deviations in critical areas like scale-up readiness or strategy execution. Prediction failures on the venture-to-value path are recognized too late, resulting in sub-optimal strategic effects.

SELF-EXCITING CIRCUIT

Place your investment on a path of organic growth

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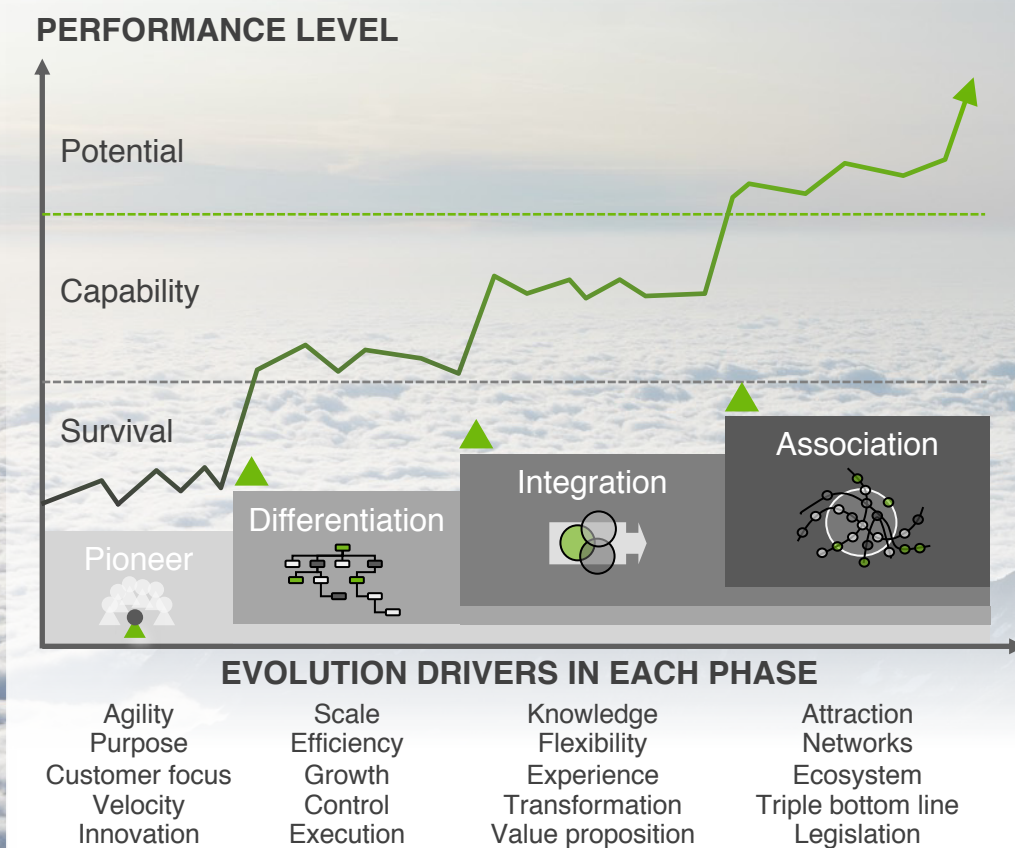
MORE SPEED – Solution

1492's participative approach creates broad **engagement** of leaders and employees. The resulting **transparency** is powered by the organization's collective intelligence. Instant insights on **relevant** strategic and operational hot spots drive focused and assertive decisions. Armed with real **confidence** allows cultural, organizational, and strategic transformations to be implemented and sustained. Together with upgraded business models this leads to peak performance. More traction in the business then leads to even higher engagement. The result is a self-exciting circuit like the Fibonacci curve, nature's blueprint of growth.

INCREASE PERFORMANCE AND RETURNS BY FOSTERING ORGANIZATIONAL EVOLUTION

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Effective transitioning from one phase to another gets you from the level of survival to the full potential of your investment



BIGGER RETURNS - Solution

It is crucial to relentlessly focus on the appropriate value adding activities depending on the evolutionary stage an investment is currently in. There are four distinct phases in any organizational evolution. In the pioneering phase, a strong start-up mentality of leaders and teams is necessary to prepare for the differentiation phase. Size, scale, and specialization are key. Many traditional companies never make it to the integration phase, where advanced organizational structures and a co-creative mindset are necessary. In the final association phase, companies establish or join wider ecosystems to create even more economic and social impact.

1492 fosters the proper utilization of scarce resources, budget and assets to transition through these phases based on collective intelligence. Co-creation and collaboration beyond organizational boundaries provide access to exponentially superior expertise and insights for innovation, scale-up, and improved value proposition. This results in bigger returns with less effort.

MITIGATE RISKS THROUGH COLLECTIVE INTELLIGENCE

The P.A.C.E. framework boosts collective intelligence with crowdsourcing

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LESS RISK - Solution

Creating a timely and holistic view on all aspects of a fast growing and maturing business is the baseline for early indication of deviation, escalation and steering in real-time. Advanced technologies harness the collective intelligence of the company. Thus, success and failure become more predictable and visible at the earliest possible stage. This facilitates timely risk mitigation via counter measures.

PRECISION – to find the needle in the hay

Individual experts fail to predict the future when rules or frame conditions change rapidly. For complex challenges, diverse crowds of practitioners along with experts reliably deliver high quality results with greater precision. They capture more perspectives and leverage the wisdom of the crowd.

ACCELERATION – with parallel processing

The digital process stacks the development, communication and implementation of measures to shorten the time to action dramatically. Collecting and evaluating ideas in real-time, while involving those who are affected, creates the necessary momentum to transform your investment fast.

COMMITMENT – through co-creation and motivation

Openly discussing and building on each other's ideas boosts morale, collaboration, and engagement. It helps to identify the right resonance spots for transformation. Broad involvement reduces friction and political games. The right cultural drivers ensure sustainable support and discipline of execution.

EFFICIENCY – for better decisions at lower cost

Generate reliable insights and shape the culture of your organization positively at the same time. Based on an intuitive and lean web solution, crowdsourcing can be done remotely and almost instantly. For more information, please check our 1492 white paper on crowdsourcing <https://www.linkedin.com/feed/update/urn:li:activity:6668938490593509376>

**ONE EXPERT IS SMART,
THE CROWD IS SMARTER**

VISION AND FOCUS

“PLANS ARE USELESS, BUT PLANNING IS INDESPENSABLE” – Eisenhower

To plan for success and avoid the standard pitfalls of speed, returns and risk, 1492 has created the Investor Grid. It's comprised of 6 phases covering all stages of investment, from the first evaluation of a potential investment to its successful exit.

With the right vision of where to go and a clear focus of what to do in each phase, you can maximize the value growth of your investment.

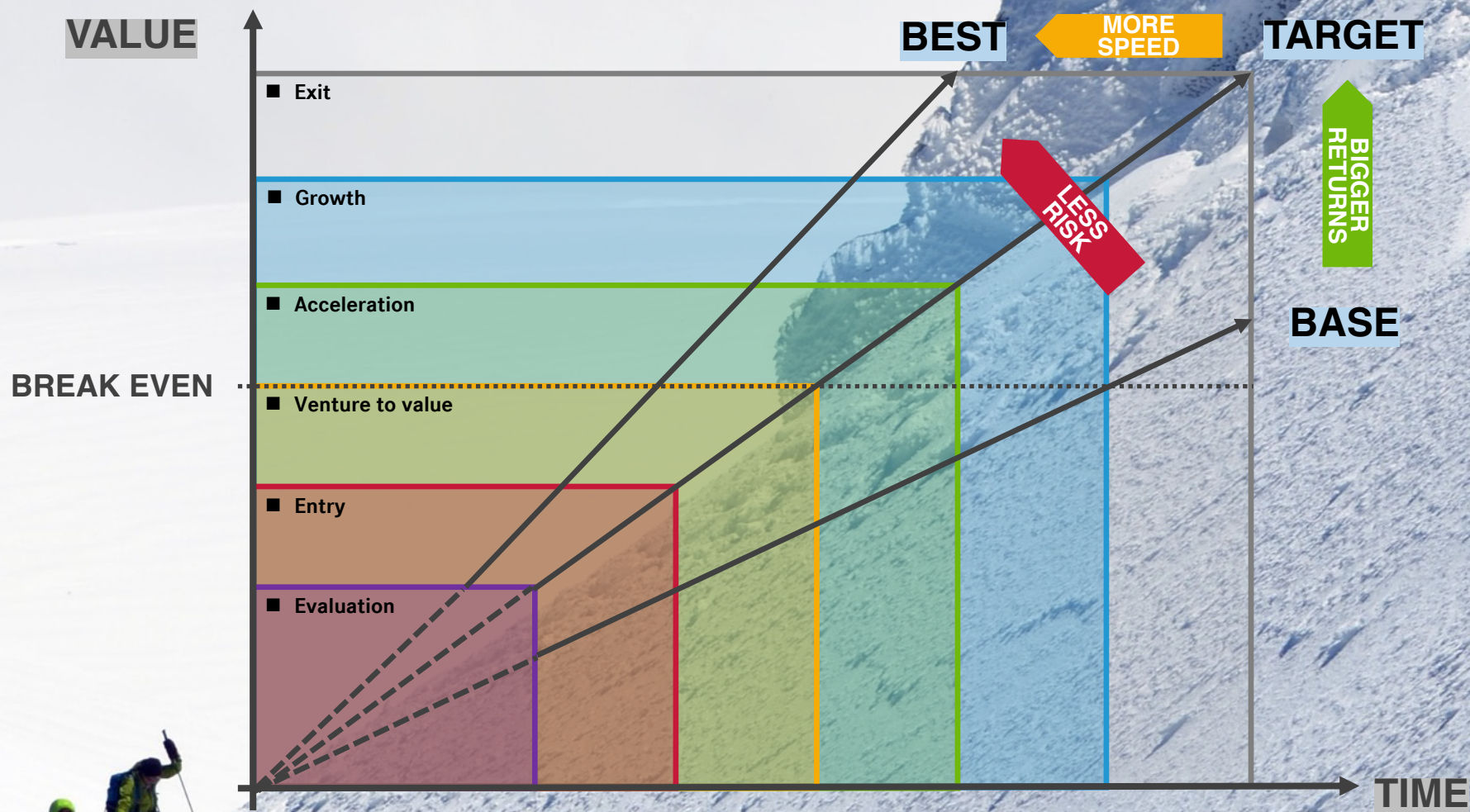
The 1492 Investor Grid helps you to establish a growth path that leads to a **best-case** scenario, instead of a mere **target-case** or even **base-case**. It leverages all our insights and enables you to operationalize them.

VISIONARY

FOCUS

THE 1492 INVESTOR GRID

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1/ EVALUATION

Tacit knowledge of leadership, culture and strategy are critical success factors of any Due Diligence. They complete the evaluation of the target investment beyond financial and legal criteria for better predicting the likelihood of growth and success.

CHALLENGES

DON'T MARRY IN HASTE

- Window dressing, hidden hurdles and obstacles as investment risks
- Organizational, cultural and leadership weaknesses below the surface
- Hidden potential, expertise and assets
- Blackbox beyond the balance sheet
- Limitations of growth and strategic potential

SOLUTIONS

BEYOND THE BALANCE SHEET

Mandatory holistic view on all aspects of an organization above and below the surface along six fundamental strategic dimensions

- Brand, identity & reputation
- Value propositions & market differentiation
- Portfolio & competitiveness
- Org. capabilities (e.g. leadership, engagement, infrastructure, systems,)
- Business ecosystem & key stakeholders
- Operational excellence

YOU GET

KNOWING WHAT IS

- Review of strategy and status quo for goodwill, brand value & value proposition
- Portfolio performance and gap analysis
- Organizational capability map & score
- Employee engagement index
- Current business ecosystem evaluation & positioning (customers, suppliers, partners)
- Benchmark and best-practice comparison

2/ ENTRY

The first 100 days are crucial to mobilize the organization, co-create a meaningful target picture, and set the strategic direction. The participative 1492 approach delivers a resonating narrative driving engagement and enterprise value.

NO SECOND CHANCES FOR FIRST IMPRESSIONS

- No clear direction at the start, wasting time and resources
- Not leveraging the “power of the beginning”
- Lack of first visible signs of change
- Disengaged organization, key stakeholders, and ecosystem
- No focus on the highest potential people, partners and assets

MOBILIZATION AND DIRECTION

Engagement and orientation through participative approach and co-creation of strategic direction

- Strategic crowdsourcing
- Top-management strategy workshops
- Co-creation of target picture and high level strategic objectives
- Stakeholder engagement workshops
- Strategy alignment workshops
- Customer perceived value mapping and magnitude of development need

THE TRAJECTORY TO SUCCESS

- New strategic narrative, vision & mission for transformation and growth
- Strategic frame & game field extension
- Translation of investment hypothesis into strategic themes for growth
- Strategy attractiveness Index
- Transformation & development readiness/willingness index
- Strategic capability development need

3/ VENTURE TO VALUE

Growth and transformation need visible signs of change, manifesting an “always better never perfect” attitude. Leadership must be a role model in seeking every opportunity to improve the performance level of the organization and realize break-even.

LET'S MOVE

- Slow realization of significant added value
- Persistent experience trap and comfort zone
- Imbalance of promoters vs. distractors and contributors vs. complexitors regarding strategy implementation
- Unstable leadership and guidance
- Lack of transparency on expertise, competencies and skills

DEVELOPING PEOPLE

Improve transformation readiness through meaningful target setting, balanced measures and indicators, and relevant enabling of leaders and their teams.

- Objective setting and performance management principles
- Leadership assessment, development, & coaching
- Transparent strategy execution steering based on defined deliverables and KPIs
- People profiling, development & recruitment support

STRATEGY IMPLEMENTATION

- Dynamic strategy execution, planning & steering
- People and leadership competence map
- Company-wide target setting and performance management
- People development roadmap & interventions
- Strategy execution dashboard

4/ ACCELERATION

To speed up development and organizational learning, real-time feedback is a prerequisite. The self-exciting circuit allows faster capability and capacity building, with a clear focus on the right cultural, structural, and strategic topics.

MAKING THE PACE

- Complacency regarding scale-up and acceleration
- Conflicting governance, processes and policies
- Lack of transparency on work methodology, tools & systems
- No early warnings and indications of deviation or failure
- Unclear organizational effectiveness and likelihood of success

DEVELOPING THE ORGANIZATION

Prepare and guide the organization towards acceleration and scale-up path through next generation ways of working, data-driven real-time feedback and steering.

- Capability assessment for growth, expansion and future fitness
- data, tools and work methodologies
- Organization effectiveness and efficiency analysis & measures
- Holistic data-driven real-time feedback
- Advisory for future readiness regarding
- Independent directory and advisory board

BIGGER, BETTER, FASTER

- Expansion and growth plan execution
- Data-driven transformation & development tracking
- Effectiveness and efficiency gains
- Board Teamwork Index
- Advanced steering and escalation through new ways of data-based working
- Dynamic strategy alignment and top-down communication to employees

5/ GROWTH

Only a resilient high-performance culture will take a company from the level of capability to its full potential. Organizational endurance for constant growth and renewal is key to create best-case returns and outperform the markets.

CHALLENGES

IF YOU THINK BIG, THINK BIGGER

- Lack of confidence for dynamic growth and value realization
- No resilience and sustainability
- Diminishing momentum and engagement
- Unclear investment strategy for resources & development
- Outdated strategic themes, deliverables and targets
- Organizational deficits hindering exit considerations

SOLUTIONS

ENDURANCE FOR SUCCESS

Create scale-up readiness through ongoing strategic and organizational renewal, with balanced investments and high motivation.

- Crowdsourcing for new ideas and development opportunities
- Leadership support for growth, renewal, and expansion activities
- Identify and co-create strategic growth potential beyond exit through ecosystem engineering
- Ongoing change communication

YOU GET

PREPARED FOR THE BEST

- Strategy projection and development of further growth opportunities as part of exit value creation
- Growth readiness for leadership team and organization
- Leadership team alignment and preparation for potential exit
- Ecosystem design and integration
- Well-informed, engaged and resilient workforce

6/ EXIT

The investor engagement in this final stage must focus on motivation and retention of most valuable people and assets. Internal and external communications, as well as post-exit plans, must be handled with utmost sensitivity.

MAKE IT HAPPEN

- Insufficient exit communication and team engagement for new shareholder/owner
- Improper talent and expertise retention & succession
- Unforeseen post-merger integration shortfalls and risks

EXIT SUPPORT

Support meaningful and sustainable exit or IPO by focused exit readiness, communication and engagement.

- Leadership team assessment & composition for exit / IPO
- Exit / IPO communication framework
- Top talent identification for potential retention & succession
- Post-merger integration preparation, and identification of potential risks and shortfalls

PATH TO THE FUTURE

- Leadership and organization readiness for Exit / IPO
- Communication and announcement plan
- Strategic roadmap for post IPO phase
- Risk mitigation plan for talent retention and succession

OUR VALUE PROPOSITION

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

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OUR CONTRIBUTION



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 of building 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

Through 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 #digitization
#re-org_support #turnaround
#cost_cutting #divesting

WHY

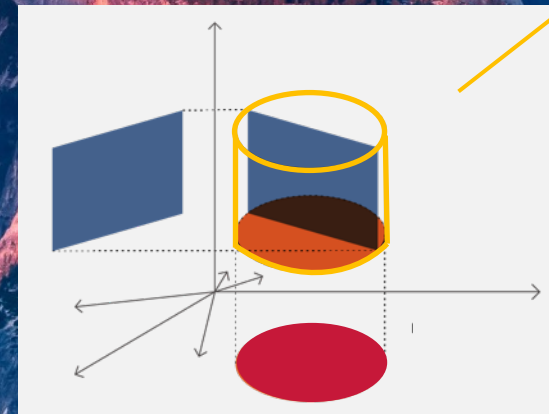
INTEGRAL CONSULTING

#collective_intelligence
#whole_system_change
#purpose&vision
#ecosystem_engineering

HOW

SYSTEMIC CONSULTING

#co-creativity&innovation
#high_performance_culture
#top-executive_coaching
#organizational_development
#new_work&leadership
#technology-enhanced_transformation



Harvard Business Manager published 1492 Best-Practice
Collective Intelligence in Aftermarket Service
(Results: – 25% cost and + 300% revenue)



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PEAK PERFORMANCE