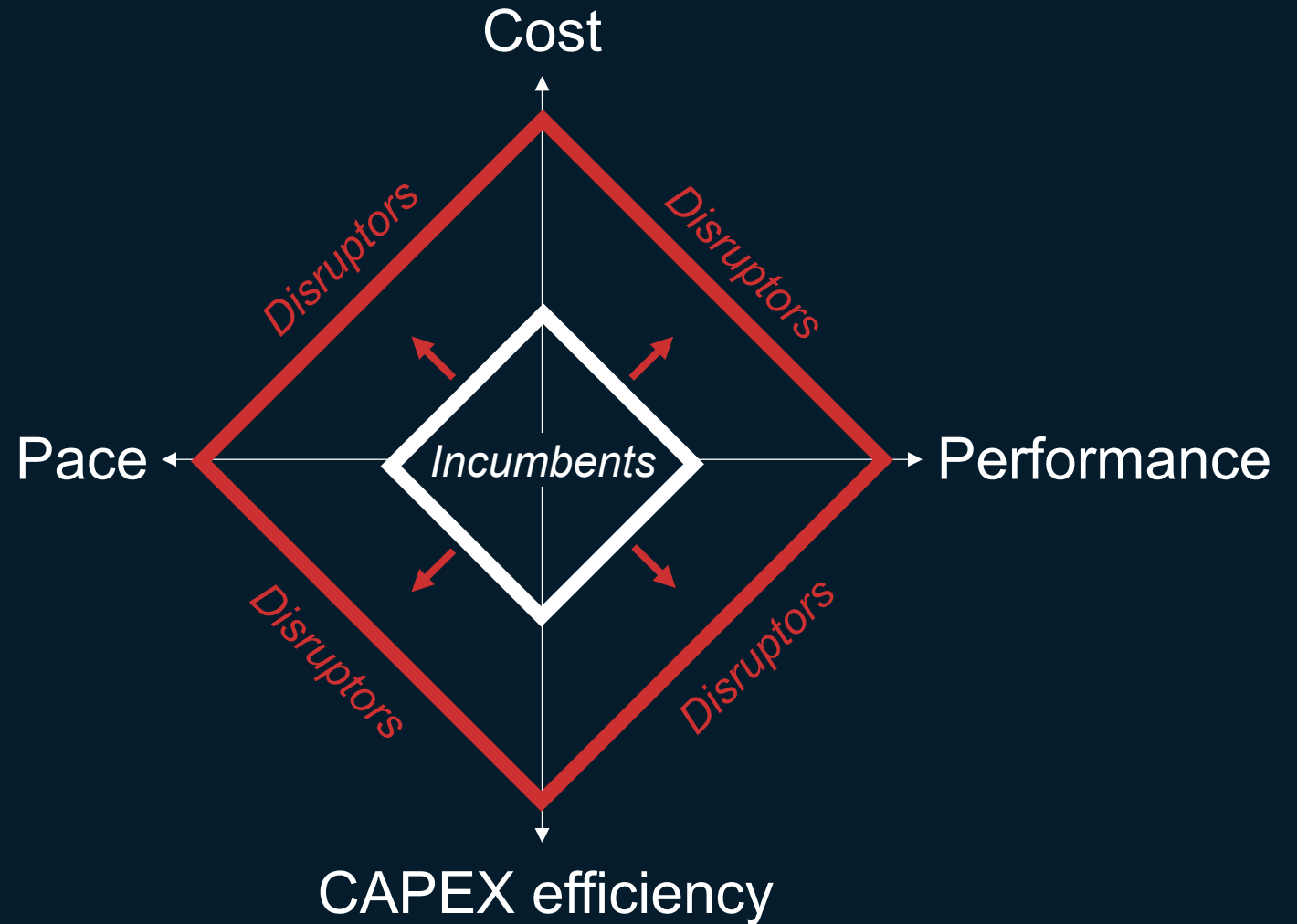


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Speed, Ambition, Execution

How Disruptors Are Shaping a New
Industrial Paradigm

Disruptors
are winning
on cost, pace,
performance,
and capital
efficiency –
simultaneously



The start of a new industrial horizon — and incumbents need to act to stay competitive

1910

Era of industrial automation

Ford and production lines

Task specialization
Economies of scale
Standardization

1990

Era of lean & modularity

Toyota production system

Continuous improvement
Process design for customer value
Eliminate waste in all forms

2021+

Era of innovation execution

Product targets as main driving force
Speed over alignment
Continuous challenge of paradigms

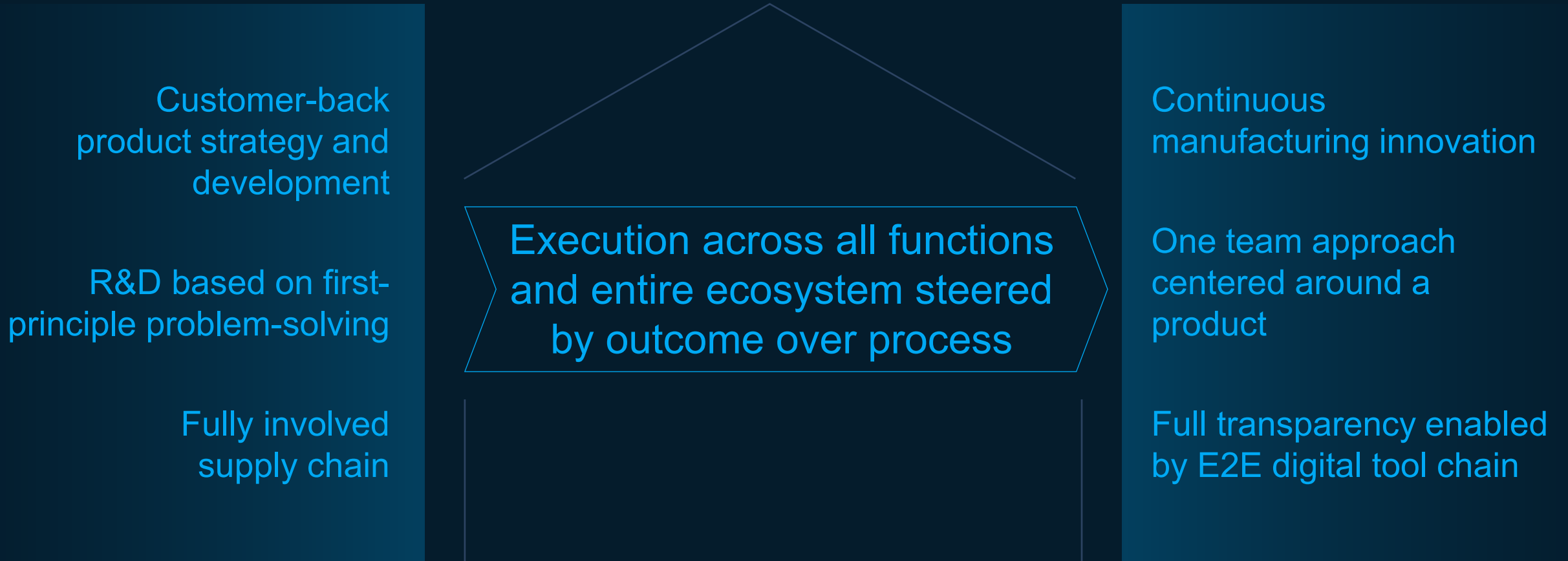
The Innovation Execution model starts with absurdly high ambition — tied directly to product targets



Very high
targets on product

High or even absurdly high ambition tied to product specific targets on +10% cost ramp-down, step-changes in performance, 2-3x speed of product cycles — product as master hierarchy

Cross-functional execution turns ambition into delivery

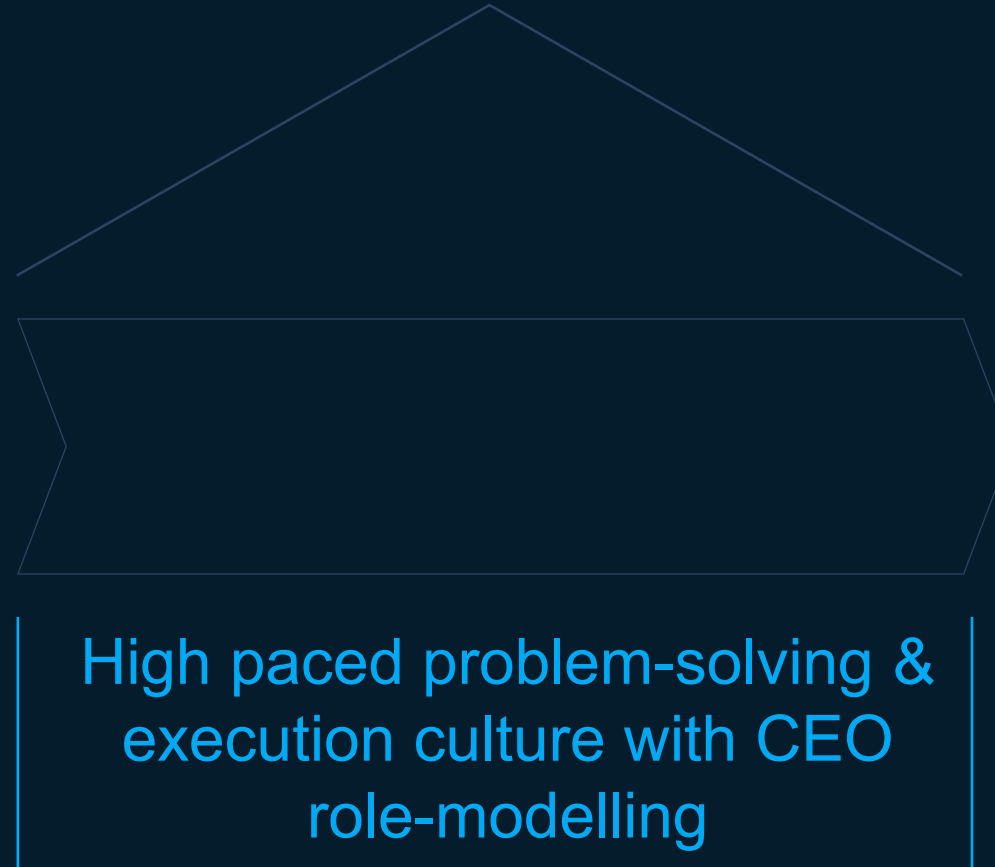


Culture is the foundation: speed, transparency, one team

Leadership with bias
to doers

Challenge everything
mindset, with sole focus
on delivery

Rapid decision making,
where speed is key



Full transparency on
all levels and across
functions

One-team with common
goal as only true target

The principles behind Innovation Execution

Absurdly high ambition

Product as master hierarchy

End-to-end accountability

Full transparency

Customer backed mission

First-principle solving

Suppliers side-by-side

One team winning together

Speed in everything

Relentless progress

Leaders on the floor

Rapid decision making

Product team leads vs. line

Small cross-functional team

Your leadership is the key success factor to make it happen

Aim high

Anchor targets to top competitors and customer expectations

Challenge

Question every assumption and existing truth – from process to paradigm

Believe

Embody and own the conviction; the team will mirror it

Unconstrain

Grant teams full autonomy; steer only on cost and timeline

Act

Stay on the shop floor; reinforce new behavior; persist through discomfort

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