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DEVELOPMENT AS CHANGE MANAGEMENT: CATALYZING BEHAVIOR CHANGE AND UPGRADING AMONG FIRMS

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DEVELOPMENT AS CHANGE MANAGEMENT: CATALYZING BEHAVIOR CHANGE AND UPGRADING AMONG FIRMS

- The questions to answer
- The problems to address
- The methodology for change
- The examples
- Your questions

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THE QUESTIONS TO ANSWER?

Economic development needs to answer:

- In what businesses our firms compete now or could compete in the future?
- Do they have a competitive advantage?
- What do they need to do to gain their advantage?
- Can they do it individually or jointly?
- How can we help them? Individually and by cluster?

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THE PROBLEMS TO ADDRESS

- Big differences between helping through company level or at joint effort level

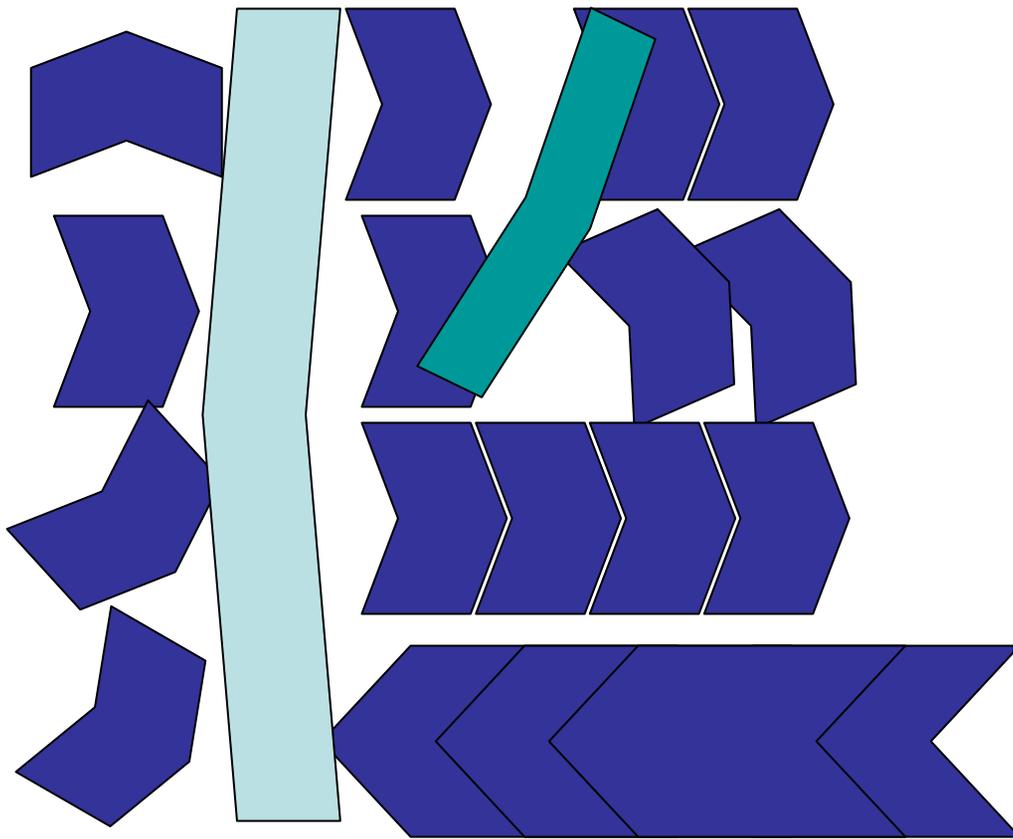
Company level

- Traditional proven tools
- Self-selected motivation
- **Technical assistance**

Cluster level

- New untested methodologies
- Motivation not guaranteed
- **Group change management**

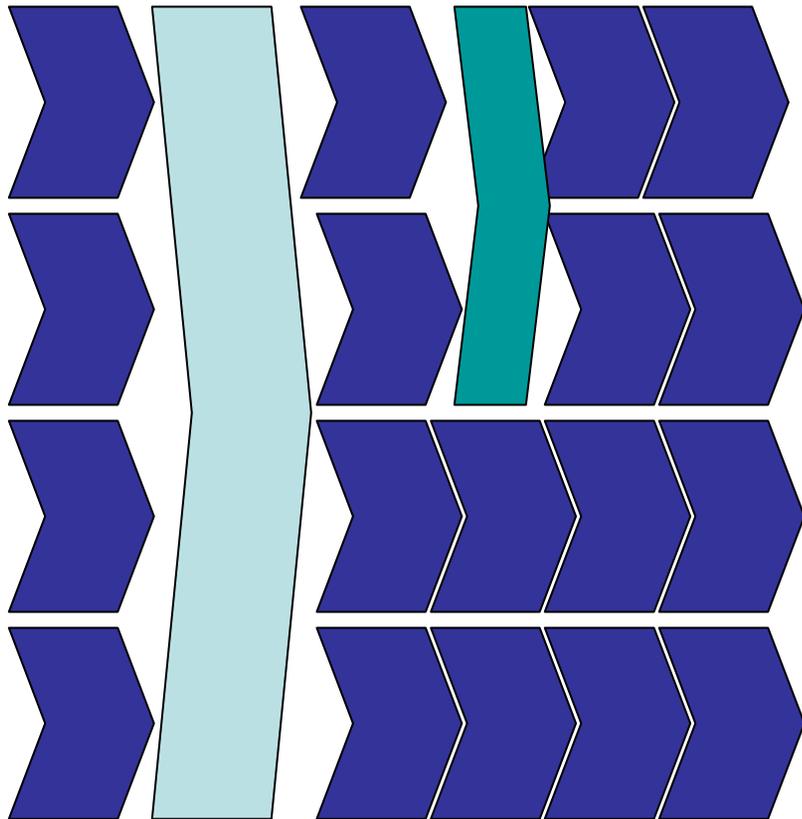
WHAT DOES “GROUP CHANGE MANAGEMENT” MEAN?



How to get each agent pointing in the same strategic direction?

Everybody's strategy points are different

WHAT DOES “GROUP CHANGE MANAGEMENT” MEAN?



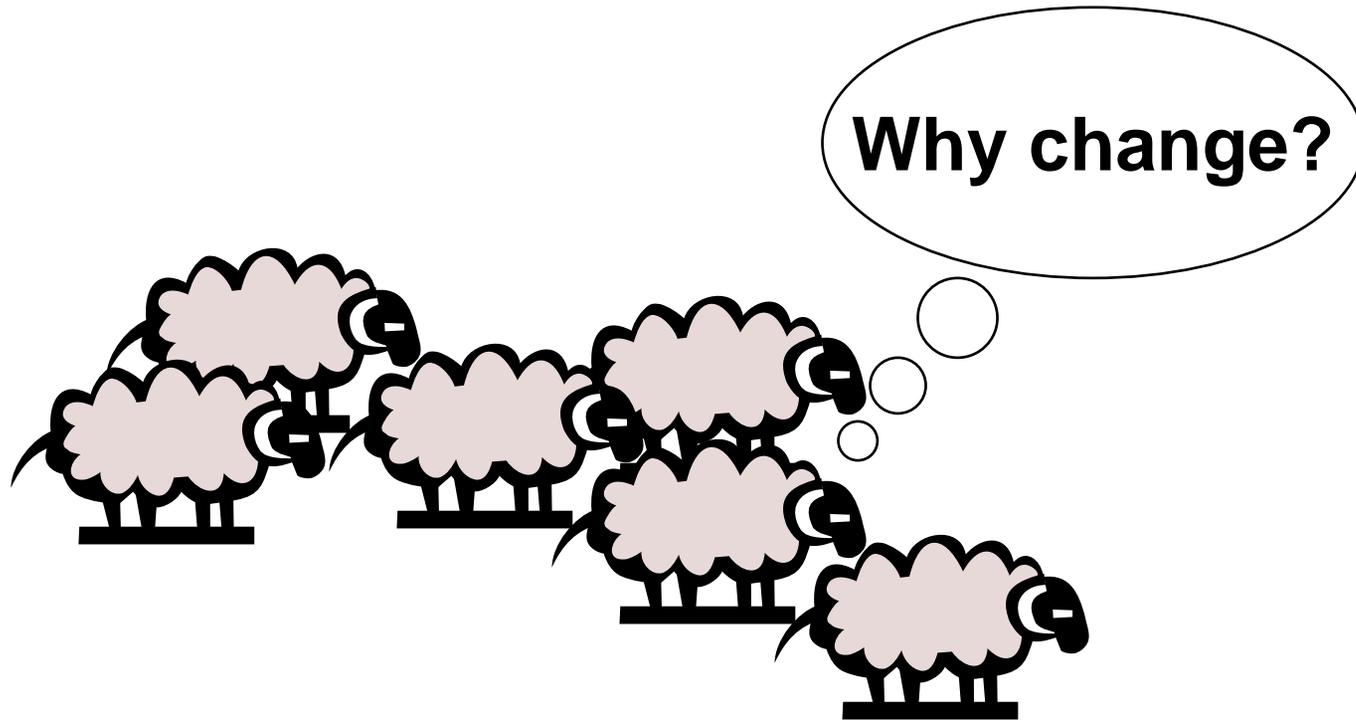
**How do you
get each agent
pointing in the
same strategic
direction?**

The cluster shares a strategic vision

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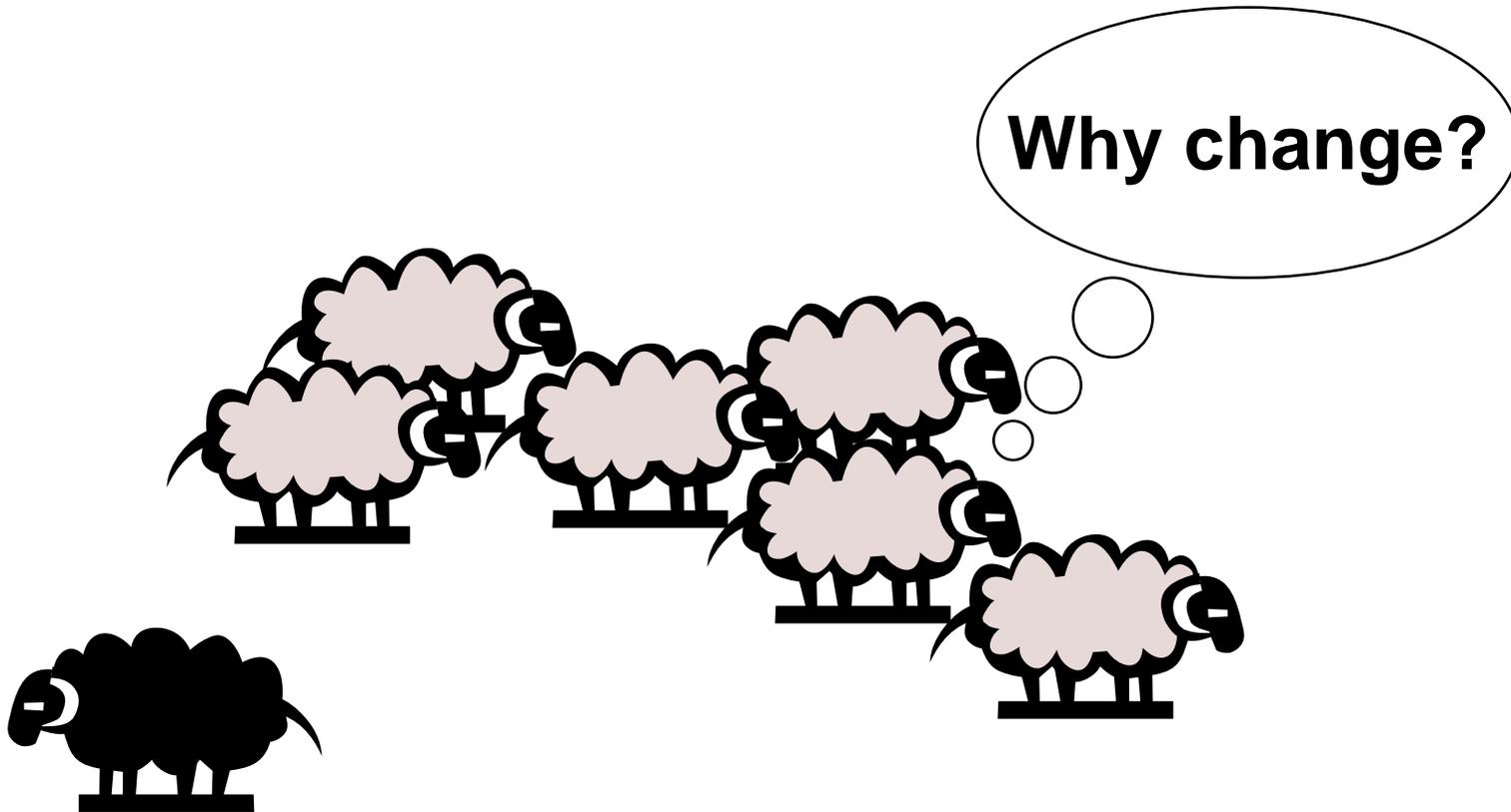
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THE METHODOLOGY FOR CHANGE MANAGEMENT



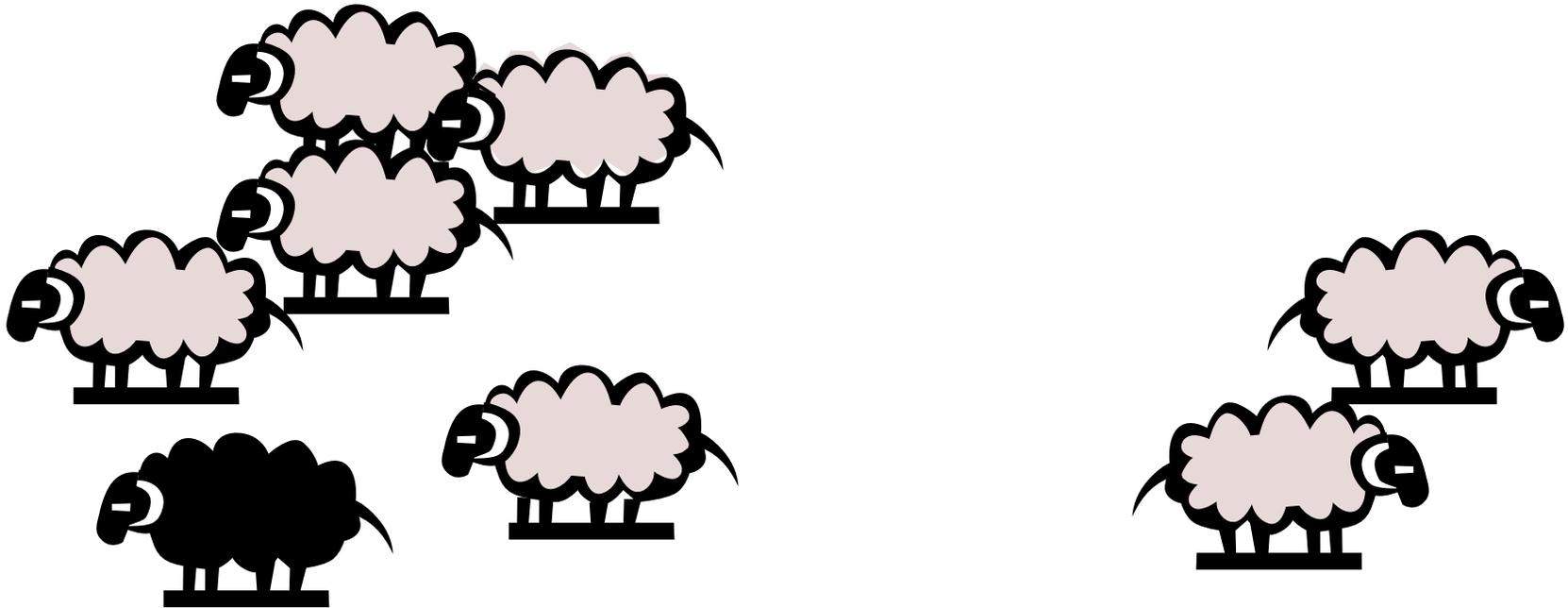
**Lack of clear pressures, incentives,
capabilities,...**

THE METHODOLOGY FOR CHANGE MANAGEMENT



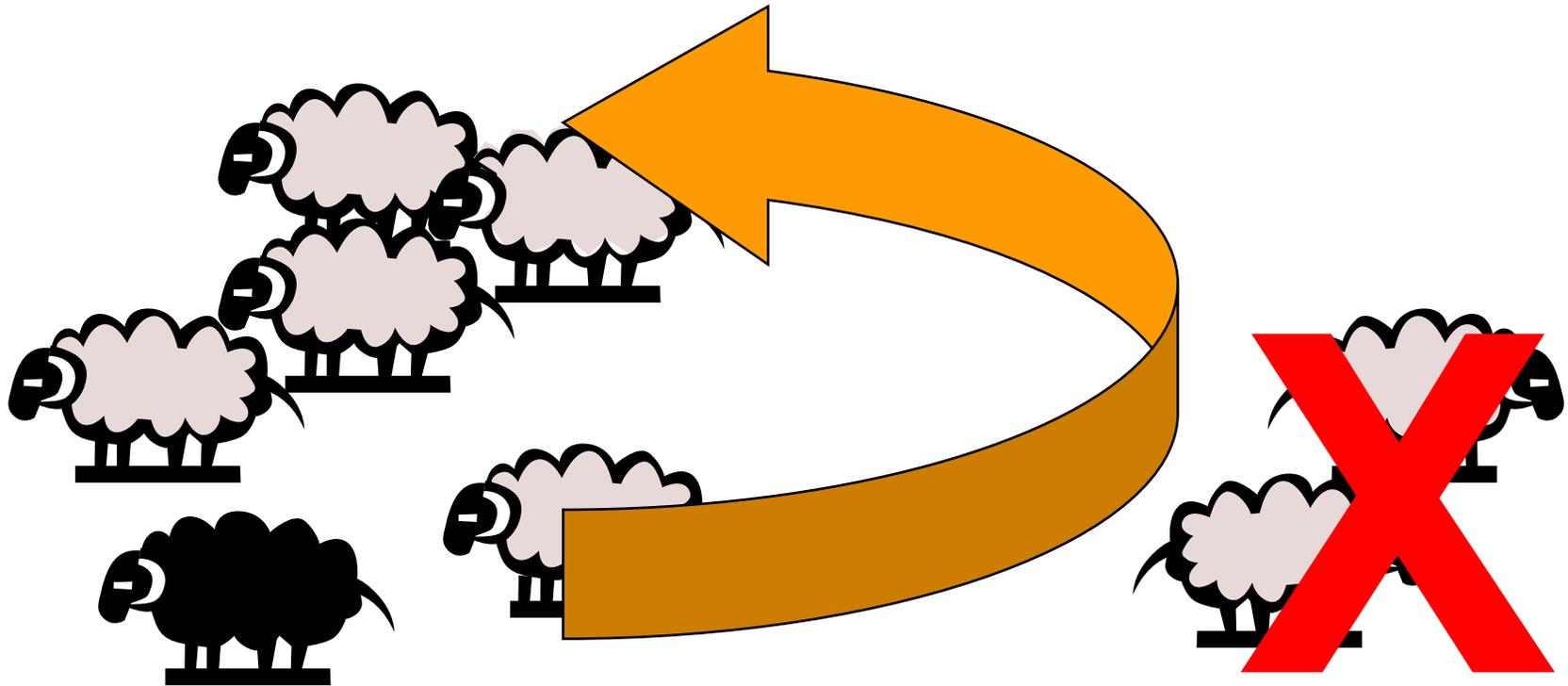
**Not enough to preach clusters,
partnership and collaboration**

THE METHODOLOGY FOR CHANGE MANAGEMENT



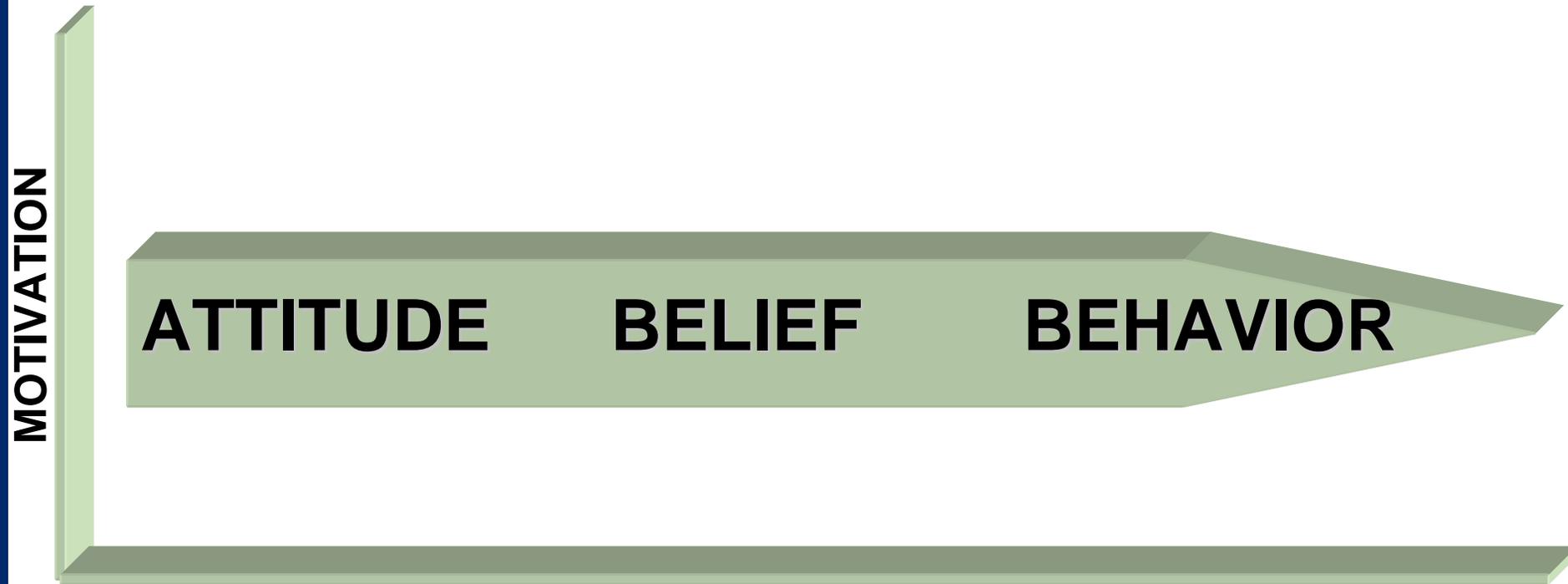
First point out a better business, then ask them to collaborate

THE METHODOLOGY FOR CHANGE MANAGEMENT



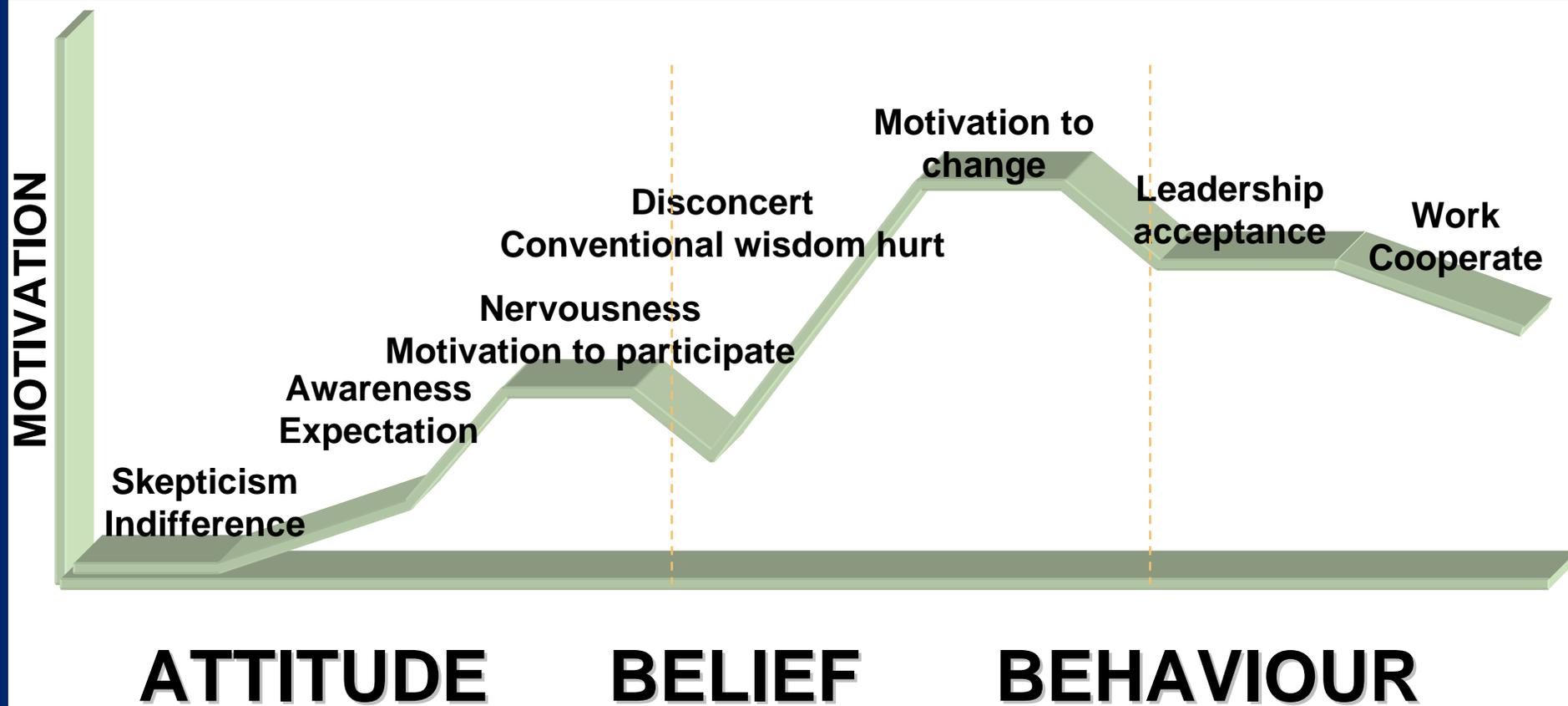
But, how to catalyze behavioral change?

THE METHODOLOGY FOR CHANGE MANAGEMENT



By applying a psychological group dynamic process at cluster level

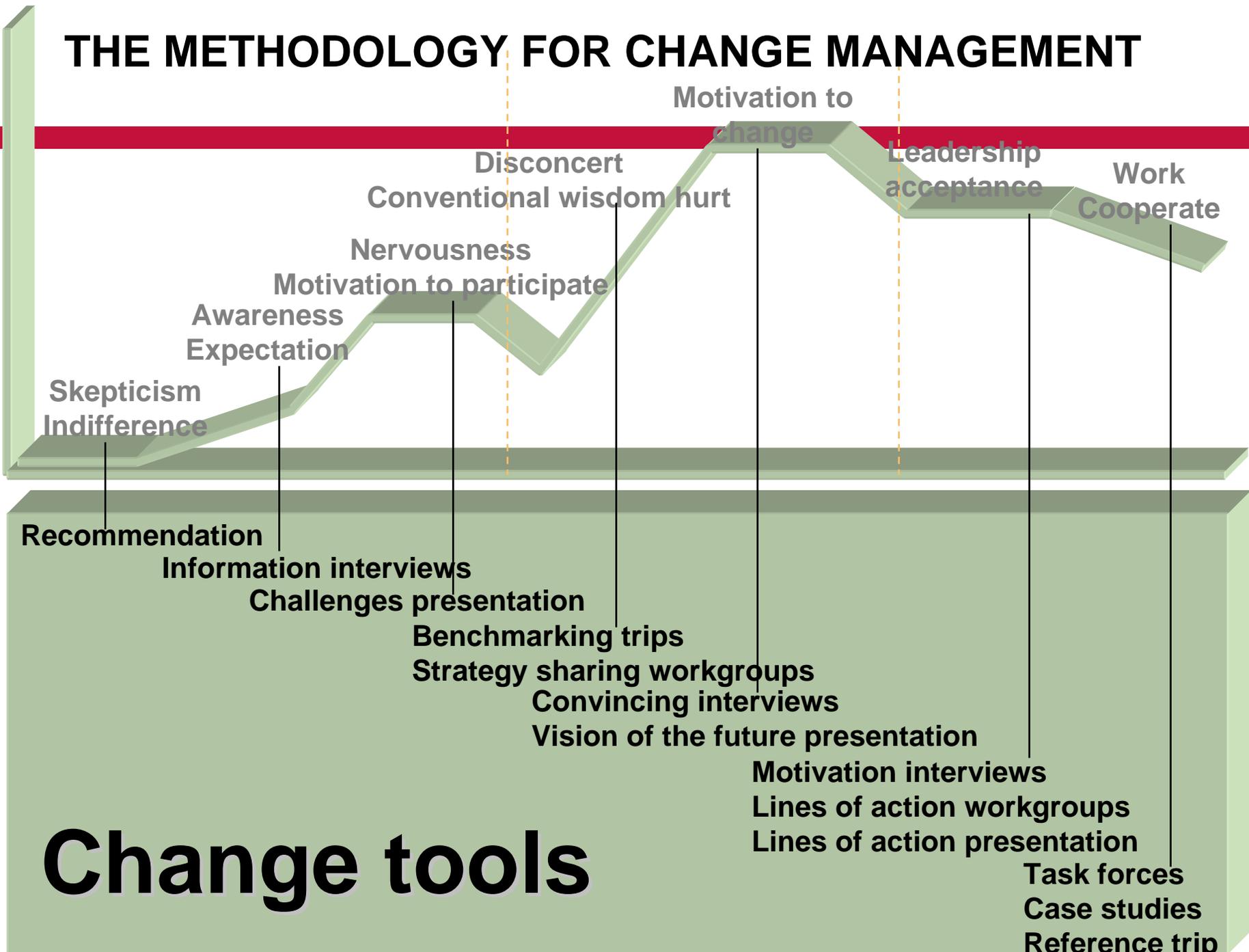
THE METHODOLOGY FOR CHANGE MANAGEMENT



Motivation to change is modulated throughout the process

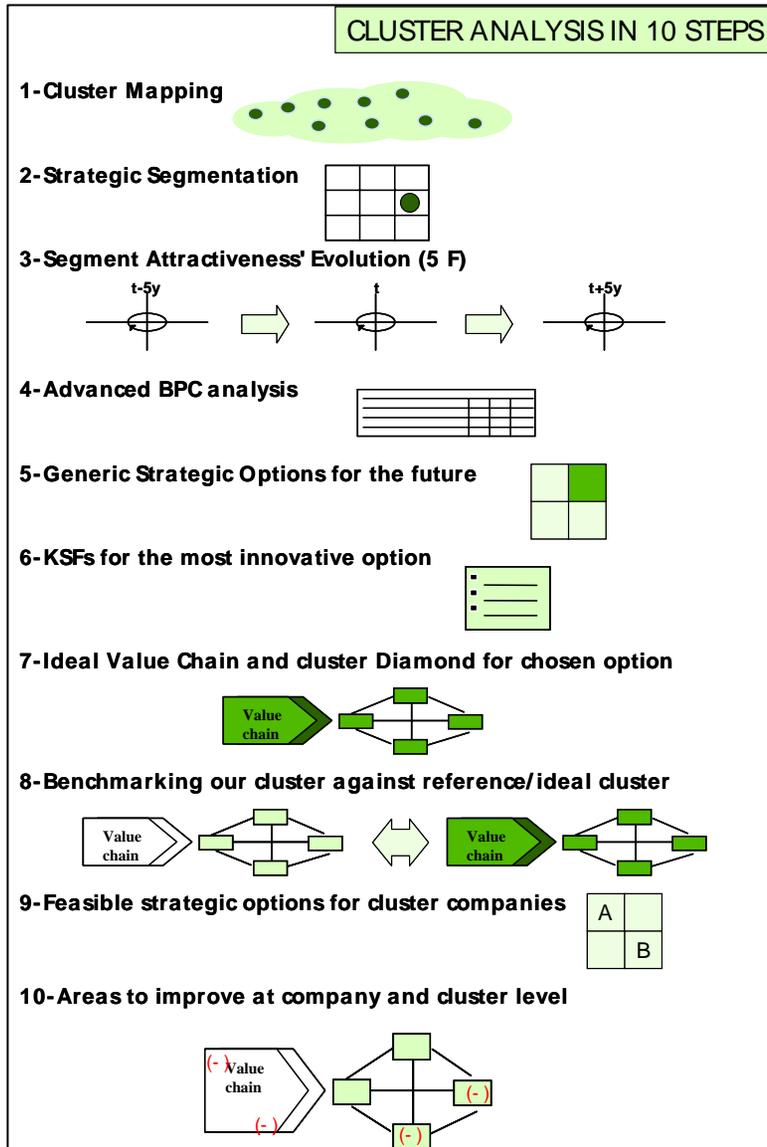
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MOTIVATION



Change tools

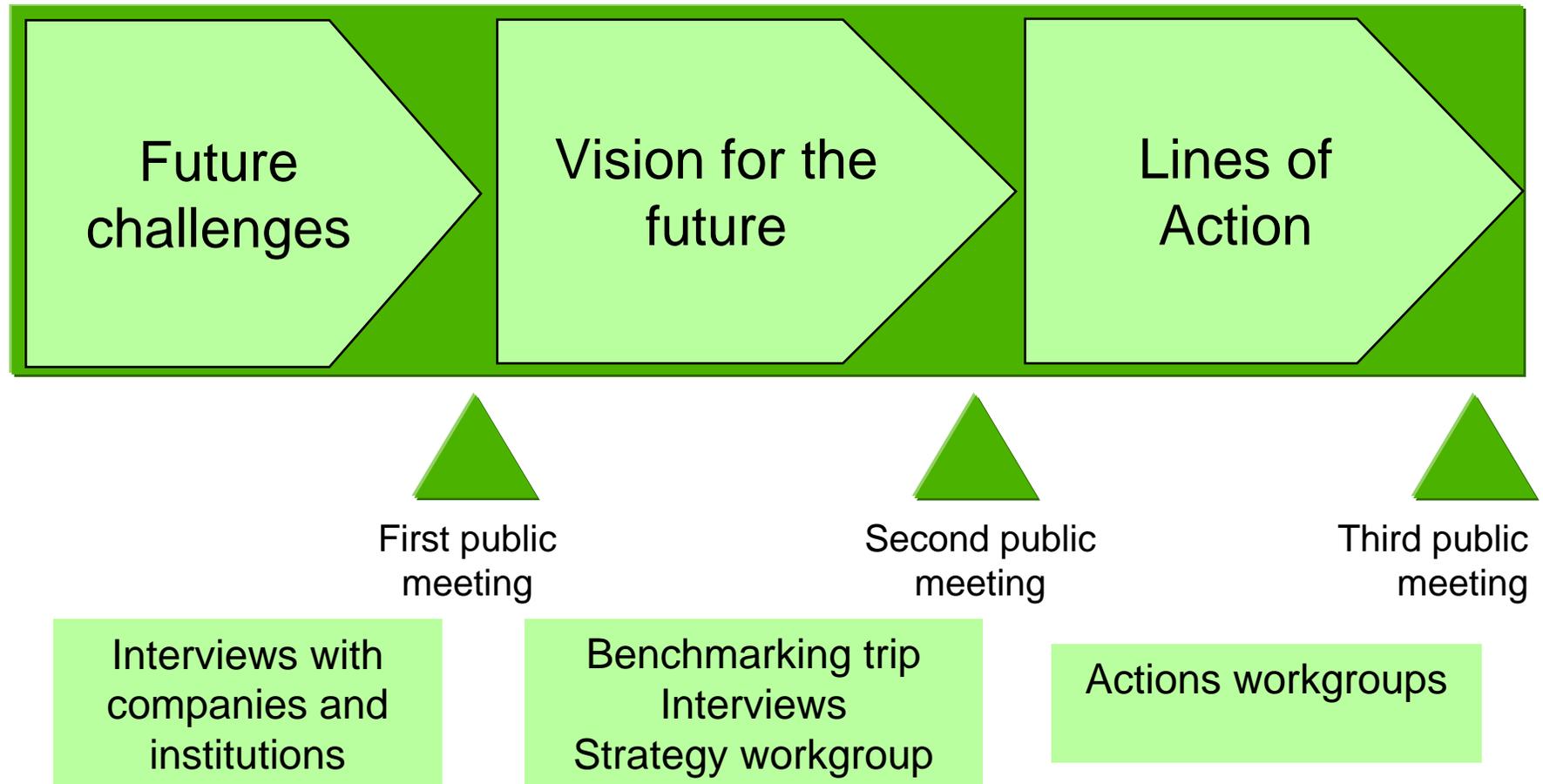
THE METHODOLOGY FOR CHANGE MANAGEMENT



The change tools are build upon a very robust business strategy analysis, with company and value chain global benchmarking

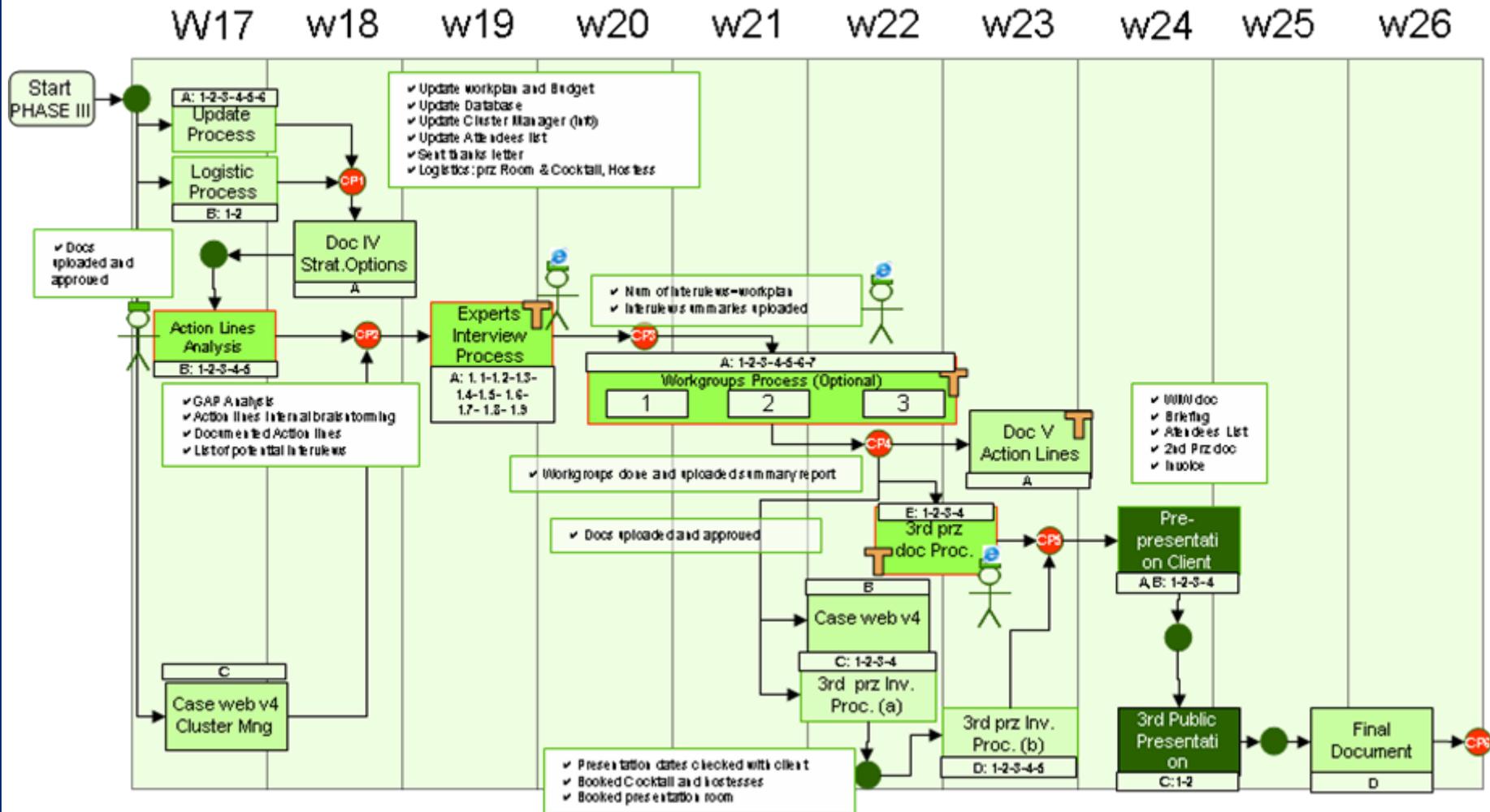
THE CRI® METHODOLOGY FROM COMPETITIVENESS

6 months



THE CRI® METHODOLOGY FROM COMPETITIVENESS

The CRI® task workflow and manual



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The questions to answer

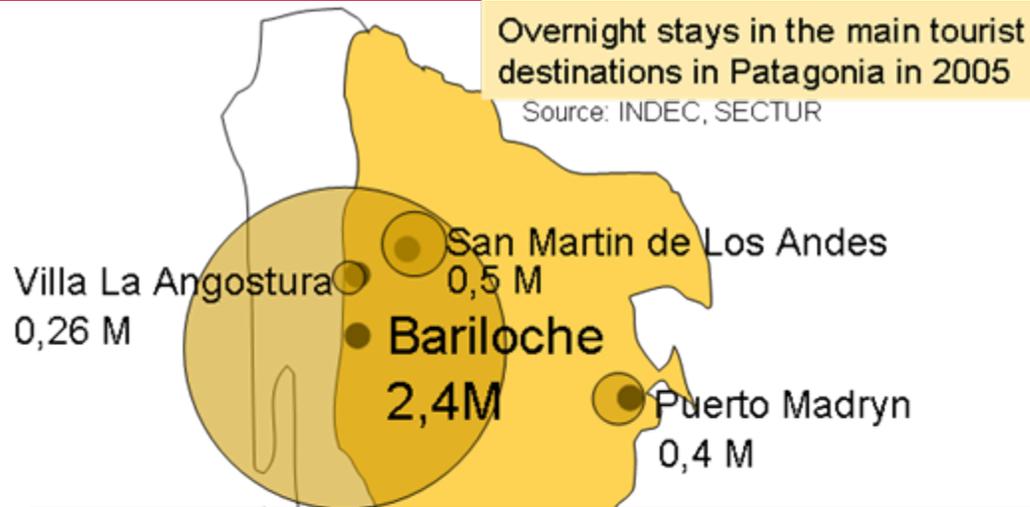
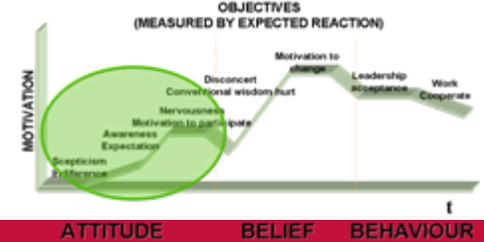
The problems to address

The methodology for change

The examples

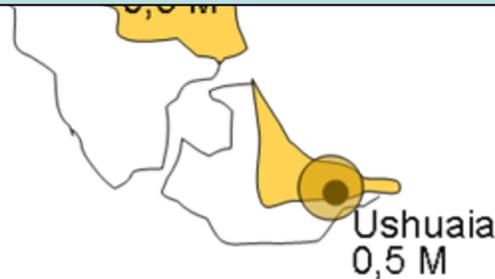
Your questions

THE EXAMPLE: CHANGING THE TOURISM CLUSTER AGENTS IN BARILOCHE

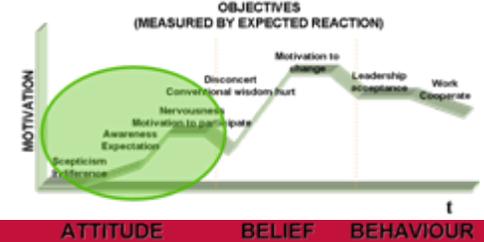


Phase 1: Engaging agents:

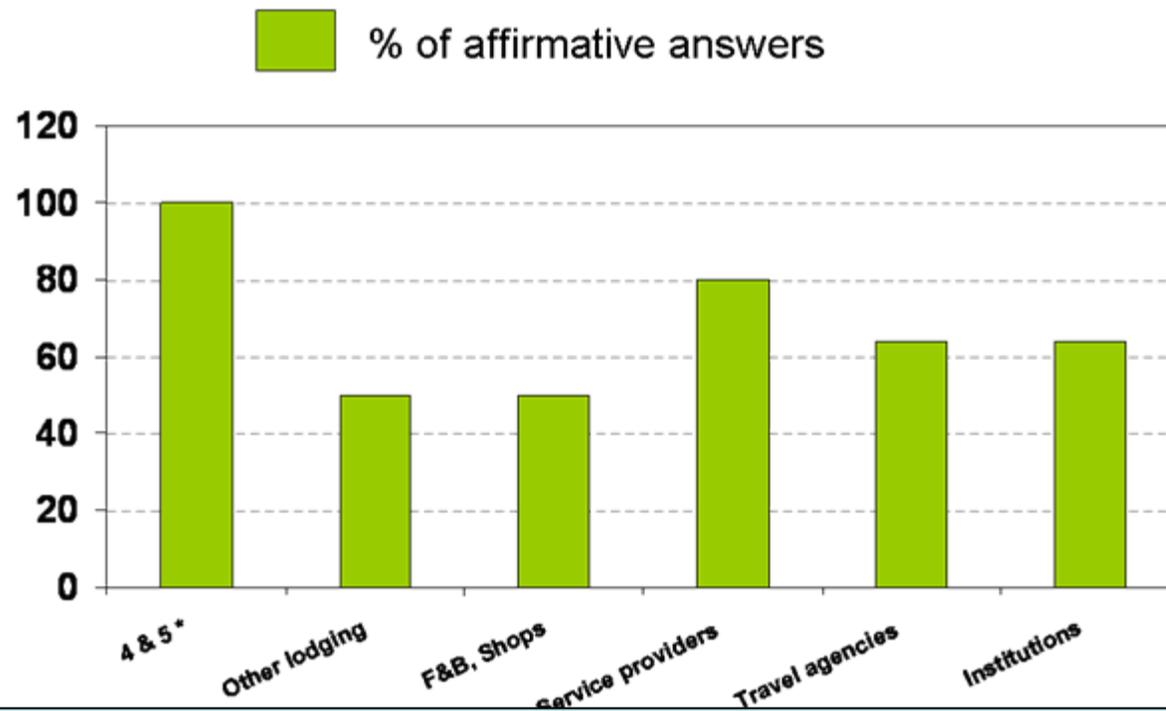
- 60 interviews before public launching
- 1st meeting to listen and say nothing



THE EXAMPLE: CHANGING THE TOURISM CLUSTER AGENTS IN BARILOCHE

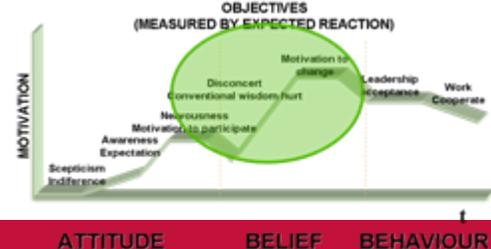


Limit student tourism during the high season



Even within the first meeting audience there were very different views on key issues

THE EXAMPLE: CHANGING THE TOURISM CLUSTER AGENTS IN BARILOCHE



Opportunities that are under-developed

We are waiting for a large Convention Hall when today we have enough infrastructure in place to host simultaneously 6000 people in smaller meetings in Bariloche

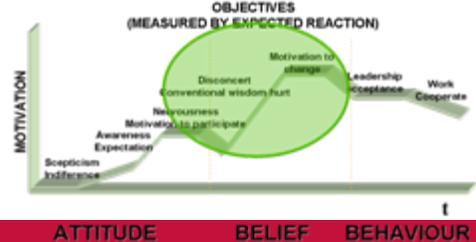
Tamaño de salones	Nº de personas reunidas en simultáneo	Nº de establecimientos	Establecimientos
< 149 pax			Peuma Hue, Designs, Isla Victoria, La Cascada, Sunset, Liao americano, Edelweiss, Kenton, en, Tres Reyes, Nevada, cristal, Mascardi, Pire Hue, El Retorno
Entre 150 y			americano, Nahuel Huapi,

... and we only have 3100 beds in 4 & 5* hotels, & 3* bungalows

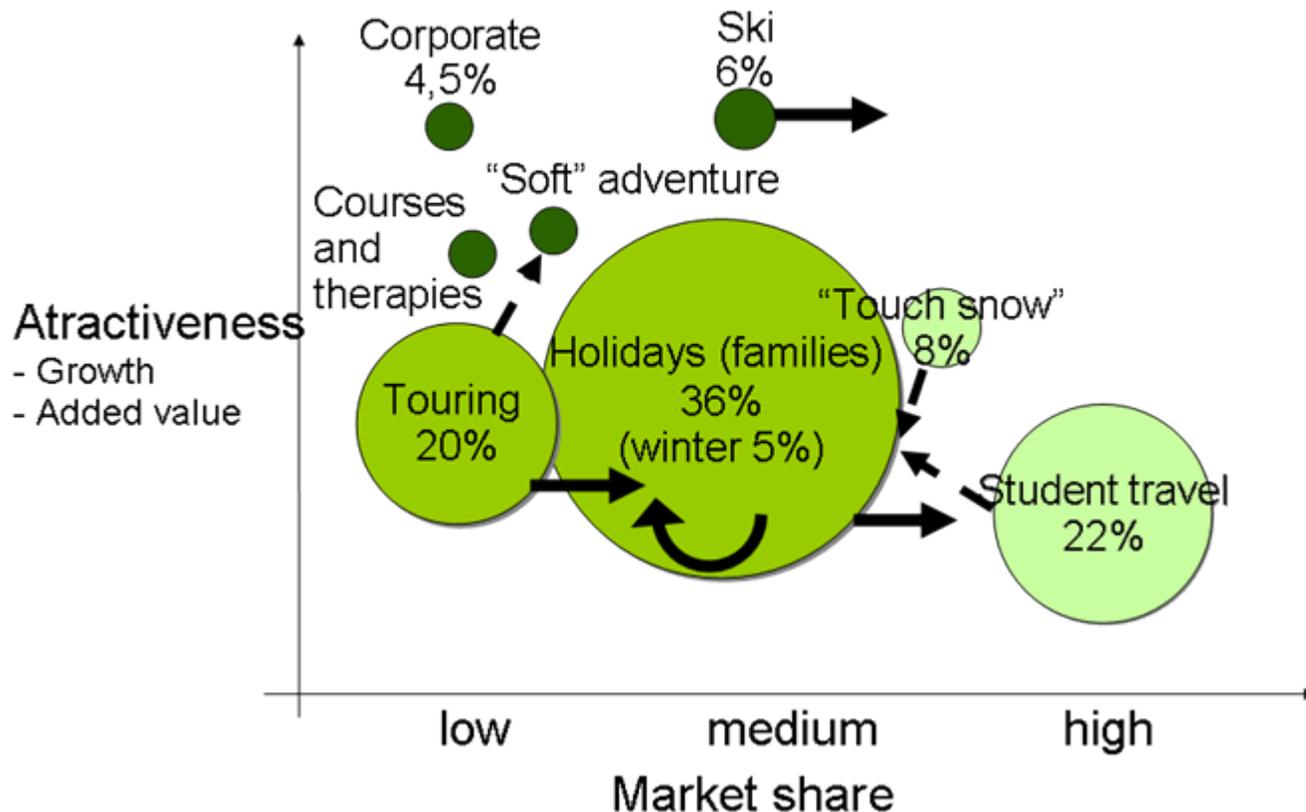
Phase 2: Thorough analysis and breaking conventional wisdom:

- Key demand in Sao Paulo & Bs. As.
- Reference trip to Savoie & Andorra

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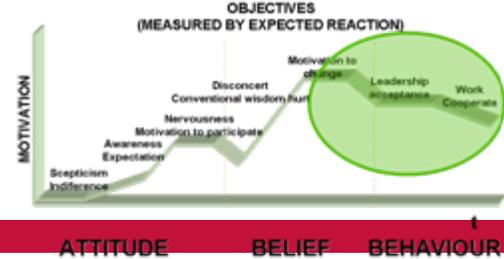


Products to be developed



2nd meeting: Choosing **where** to focus implies also where **not** to focus

THE EXAMPLE: CHANGING THE TOURISM CLUSTER AGENTS IN BARILOCHE



Action Line: Structure and commercialisation of supply: “Active” corporate tourism in Bariloche

Phase 3: Engage action leadership and be very specific

- define 4-5 very straightforward and differential action lines.

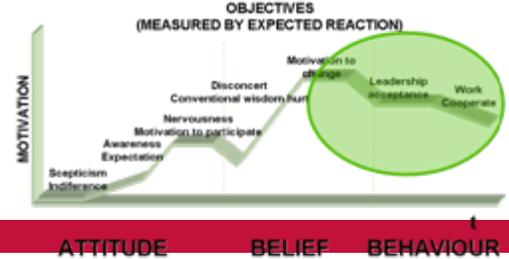
(Other consulting exercises carried out to date stopped at diagnostic phase)



Adventure tourism service providers

Specific training on HR capabilities, leadership development, team building, etc.

THE EXAMPLE: CHANGING THE TOURISM CLUSTER AGENTS IN BARILOCHE



Action Line: Structure and commercialisation of supply: “Active” corporate tourism in Bariloche

Hotels

Adventure tourism service providers

Travel agencies and specialised promotion

Specific training on HR capabilities, leadership development, team building, etc.

airlines
Joint negotiation with

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THANK YOU!

**Please visit www.microlinks.org/breakfast
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