Leading Growth and Transformation
How Leaders and Organizations Accelerate Their Progress to the Future

2019 Sportfishing Summit | October 10, 2019
2019 Special Report on Fishing

FEMALE PARTICIPATION
UP 6.6% IN LAST 3 YEARS
42.4 MILLION
TOTAL PARTICIPANTS
+7% IN LAST 3 YEARS
3 MILLION NEW PARTICIPANTS
UP 5.5 MILLION IN LAST 3 YEARS

YOUTH PARTICIPATION
UP 7.4% IN LAST 3 YEARS
49.4 MILLION
TOTAL PARTICIPANTS

HISPANIC PARTICIPATION
DOUBLED OVER LAST 10 YEARS
4.4 MILLION

FLY FISHING PARTICIPATION
AT AN ALL-TIME HIGH
6.9 MILLION

FULL REPORT AT rbff.org/specialreport
“We never saw it coming”

VP Marketing
SOME SUBTLE HINTS...

1. 2016: Amazon released their own Wickedly Prime food brand
2. 2016: Amazon announces the Amazon Go grocery store
3. 2015: “Grocery Industry Tries Not to Freak Out as Amazon Plans Its Own Food Line”
4. 2007: Launched Amazon Fresh and have been expanding consistently outside Seattle since 2013
5. 2006: Amazon starts selling food
6. 1999: Amazon buys 35% of homegrocer.com
PRESENT VALUE OF $1,000 INVESTED IN JANUARY 2010

Present value as of March 23, 2017; adjusted for splits and dividends.

- Domino's: $21,238
- Netflix: $18,565
- Tesla: $14,987*
- Amazon: $6,328
- Apple: $4,610
- Google: $2,619

* Tesla went public on June 29, 2010. Number based on $1,000 investment in the company's IPO.

Sources: Statista, Yahoo Finance
“The crust tastes like cardboard.”

“We needed to become a brutally honest company.”

Patrick Doyle
CEO, Domino’s Pizza
You got 30 minutes and you got Domino’s Pizza headed your way. Our delivery experts have specifically engineered the Pizza Tracker to keep you up to date on the status of your order from the moment it’s prepared to the second it leaves our store. You got tracking where tracking has never gone before.

**YOUR LOCAL STORE:**
Contact your Domino’s with any questions:
2282 South Main Street
Ann Arbor, MI 48103
734-332-1111

**YOUR ORDER DETAILS:**
1. Small (10'') Hand Tossed Pizza
   Extra Cheese, Sauce, Pepperoni, Italian Sausage.
2. Chicken Kickers
3. 2-Liter Coke

**RATE YOUR DOMINO’S**
When your pizza arrives tell us how it was.
(Rate our service from 1-5)

STORE AVERAGE: ★★★★★
LEAVE US A MESSAGE
Companies don’t transform, **leaders** do…
THE TRANSFORMATION JOURNEY...

1. **TELL YOURSELF THE TRUTH:** Move from awareness of change to ownership for leading change!

2. **FOCUS ON GROWTH:** Create constructive tension by choosing a *burning ambition* over a *burning platform*!

3. **ALIGN, ALIGN, ALIGN:** Re-orient from working hard in agreement to doing the hard work of alignment!
1. TELL YOURSELF THE TRUTH

Move from Awareness to Ownership!
AWARENESS ➔ OWNERSHIP

The journey of transformation is first psychological, then strategic!
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What’s changing in your industry that you need to take ownership for and start responding to more proactively?
ASSUMPTIONS

“It’s a fine line between experience and baggage”
What assumptions are you making that are worthy of more objective examination?
If the rate of change outside of your business is faster than the rate of change inside... you are becoming less relevant!
II. FOCUS ON GROWTH

Create constructive tension by choosing a *burning ambition* over a *burning platform*!
BURNING AMBITION
“Escape the gravity of your own success”
SOLVING THE HIGHER ORDER PROBLEM
Adobe Buys Omniture: What Were They Thinking?

“...We were transparent. We over-communicated. When we did that, and when Wall Street saw the traction we were getting with the initial release, the stock started to move.”

Mark Garrett – ADOBE, CFO

Wall Street Journal, September 16, 2009
Adobe Systems Incorporated: Eliminate the mandatory "creative cloud" subscription model.

“I am 100% against forcing users from standalone products to the cloud. I do not trust the cloud. I do not want my work on the cloud. This is terrible move by Adobe and I hope there are others out there that will reject this development and refuse to buy into the scam.”

Dan – ADOBE, Customer

Petition Closed
This petition had 50,183 supporters
“The lens that you use to look at your opportunities will determine how aspirational you’ll be or how ambitious you are...it was one of those go-big moments...we had to decide to burn the boats”

“My job is to set goals where people say they can’t quite connect the dots yet, because if you do it’s probably not aspirational enough”

Shantanu Narayen – ADOBE, CEO
“We needed to transform from order takers into people who brought advice to the customer... and we needed to come to the realization that every company is a technology company”

Stanley Bergman, Henry Schein CEO
22% YoY since 2000
Where is an opportunity for you to elevate the impact you’re having on customers’ and anglers’ lives?
TRUTH

No professional or organization is entitled to their competitive advantage
III. ALIGNMENT
Re-orient from working hard in *agreement* to doing the hard work of *alignment*!