WHEN MEETS DAVID

US startups and large organizations differ culturally in important ways:

<table>
<thead>
<tr>
<th></th>
<th>Risk taking</th>
<th>Involving employees in business strategy</th>
<th>Unrestricted by bureaucracies</th>
<th>Entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td>LARGE ORGANIZATIONS</td>
<td>46%</td>
<td>66%</td>
<td>74%</td>
<td>84%</td>
</tr>
<tr>
<td>STARTUPS</td>
<td>66%</td>
<td>52%</td>
<td>42%</td>
<td>40%</td>
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When culture gaps are managed properly, large organizations and startups can bridge the divide and drive benefits well beyond initial technological and market gains.

The most dangerous gaps might be hidden

Internal cultural gaps between the hierarchical layers in large US organizations can be greater than David-Goliath gaps.

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</tr>
</thead>
<tbody>
<tr>
<td>LEADERS</td>
<td>56%</td>
<td>28%</td>
<td>76%</td>
<td>28%</td>
</tr>
<tr>
<td>STAFFERS</td>
<td>28%</td>
<td>72%</td>
<td>40%</td>
<td>72%</td>
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</tbody>
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WHAT TO DO?

For US leaders, making a David-Goliath collaboration succeed requires both skillful management and continual monitoring of both the external and internal culture gaps.

Define your common ground

Define your common ground, that will become the foundation for a successful collaboration, in terms of both cultural similarities that will be shared by both parties.

Know yourself

Leaders may initiate the David-Goliath collaboration, but it’s staffers who need to make it work. Therefore, it’s important to assess the inevitable cultural differences and to develop a plan to mitigate them.

Be prepared to change your DNA

Identify parts of the startup’s culture, including desired behaviors and employee mindsets, that you want to adopt to increase your organization’s competitiveness. Monitor the collaboration to ensure that any potential synergy between the two cultures is being realized.

If you get the culture right, most of the other stuff—like great customer service, or building a great long-term brand, or passionate employees and customers—will happen naturally on its own.

To learn more, please visit: www.accenture.com/DavidGoliath

Methodology: Accenture Strategy conducted a study involving an online survey of 700 respondents, equally split between large organizations and startups, in Australia, Brazil, France, Germany, India, Japan, the U.K. and U.S. The study explored the differences in culture between large organizations and startups, and was conducted in September 2016.

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David-Goliath culture gaps kill—or enhance—your collaboration?

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