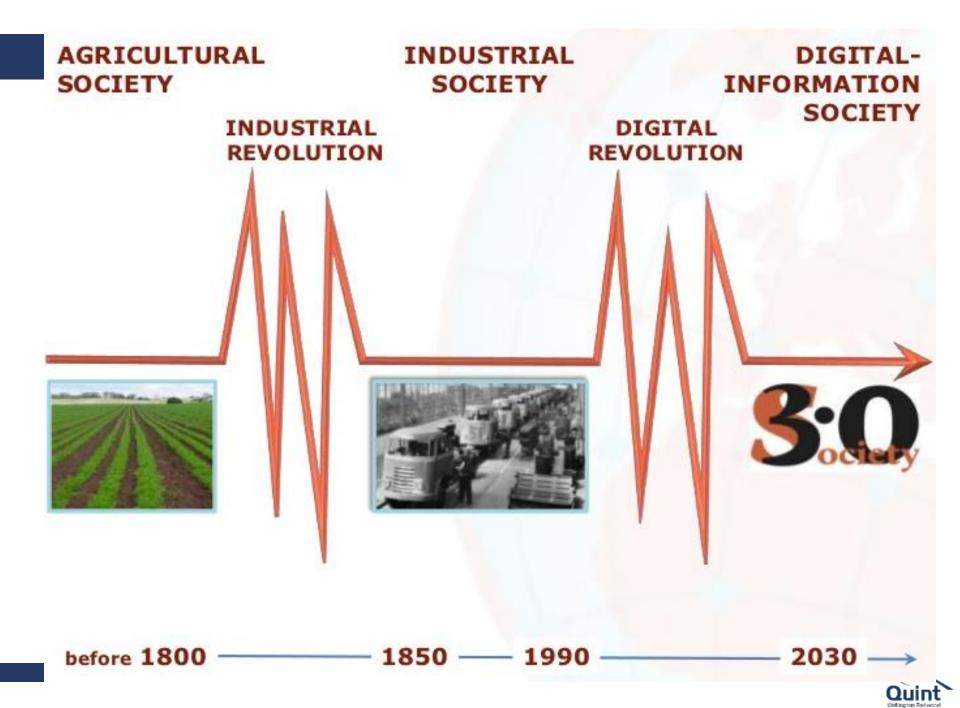


### Strategic priorities for CEOs in the digital age

Antonio Crespo
Chief Digital Officer
Quint Wellington Redwood
@antoniocrespo

**ACG Holland** 







### Technology is part of our lives...







#### Sounds familiar?



96% of smartphone owners have it less than 1 meter from their body, 24 hours a day



### Dealing with a digitally empowered customer...



Firms who were born during the 'age of manufacturing' have business models, processes and technology that are organized around their **product / brand** 

Firms who were born during the 'age of distribution' have business models, processes and technology that are organized around their **store** front / branch

Firms who were born during the 'age of internet' have business models, processes and technology that are organized around their channels Firms who need to be successful in today's 'age of the empowered customer' need to <u>reimagine</u> their business model, processes and technology and re-shape them around the **customer journey** 

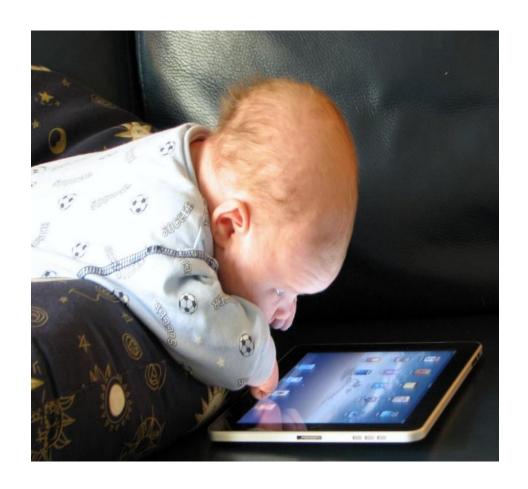


## Customers live a new digital life measured by benchmarks





### What is Digital Transformation?



"The realignment of, or new investment in, technology and business models to more effectively engage digital customers at every point in the customer experience lifecycle"

- Altimeter



## Maturity levels and reasons for Digital Transformation

"Radical"
Transformation

Business models that need **radical transformation** if they want to survive in the market, forced by **external forces**. The market is about to suffer from a disruptive innovation.



Business models which have been **transformed** in a natural way, subject to **internal forces**.

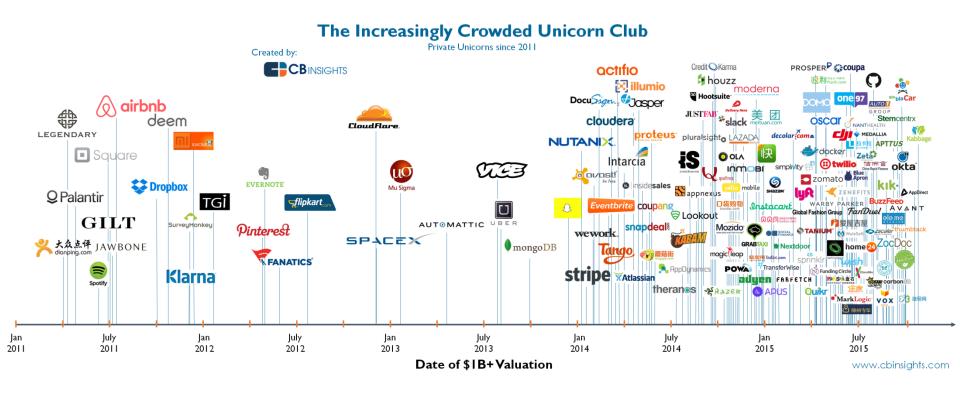


Business models **born** in the **digital era**, which have evolved similarly to their market, and keep on evolving.

Maturity



### Unicorns Club is increasingly crowded...





### New business models are arising





the world's largest taxi company owns no vehicles



le world's most popular media owner creates no content



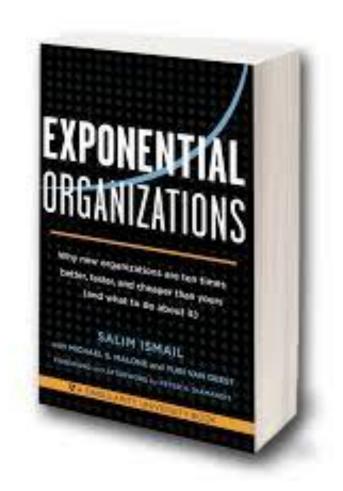
the most valuable retailer has no inventory



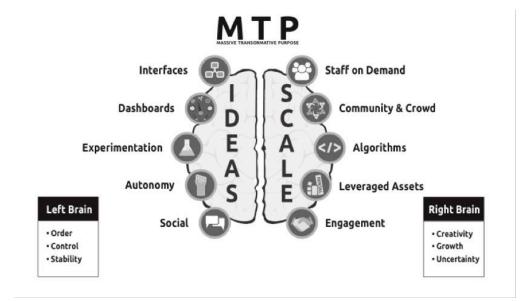
the world's largest accommodation provider owns no real estate.



#### The world is no longer linear...

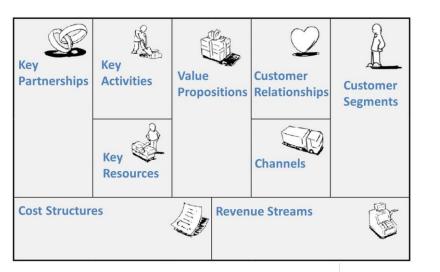


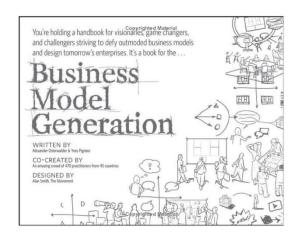
"In the next 10 years, 40% of all S&P 500 companies will disappear from this list"





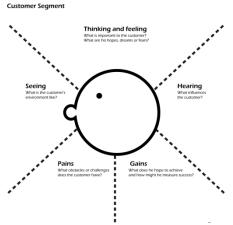
### Management tools are changing















# Digitalisation is transforming the traditional value chain in the retail industry...

#### Traditional Value Chain

New Value Chain: Value Ecosystem & Omni-Channel

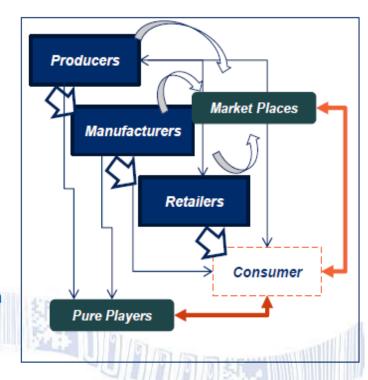


- From a linear value chain
- From the traditional supply chain: P->F->R->C
- From well established actors with clear roles.
- From information workflows based on B2B

Digitalisation

- From basically national value chains
- From other agents(LSPs, solution providers,,...)
   hardly integrated.

- ... To a networked chain
- ... **To** new emerging channels
- ... To new actors (market places, pure players,...)
- ... **To** information flows between the companies and the consumer
- ... **To** global supply chains more difficult to integrate
- ... To the need to integrate a growing number of objects (products, assets, documents, ...)





### Omnichannel experience

Consumers are demanding a seamless, simple shopping experience.

#### With expectations of:

- Infinite choices in assortment, price and fulfilment
- Increased amounts of accurate product data for decision making

Access to any product, anywhere, anytime from any device





# Four key elements for a successful omnichannel strategy



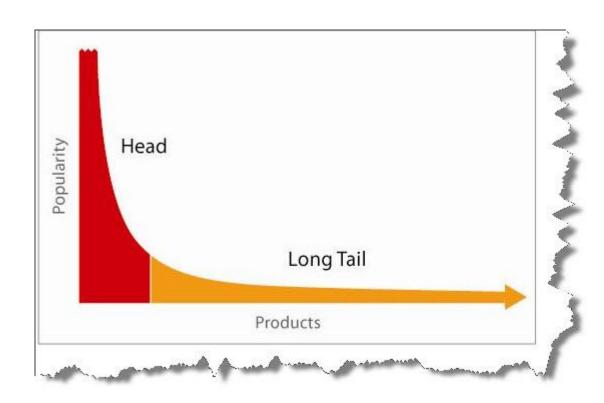


#### New business models: The Long Tail

### amazon.com

"We sold more books today that didn't sell at all yesterday than we sold today of all the books that did sell yesterday."

Josh Petersen, Amazon Employee explaining the long tail to a colleague that did not get it





#### Freemium Business Models



### Free + Premium = Freemium





"Give your service away for free, possibly ad supported but maybe not, acquire a lot of customers very efficiently through word of mouth, referral networks, organic search marketing, etc., then offer premium priced value added services or an enhanced version of your service to your customer base."

Fred Wilson, Union Square Ventures



## Most of the challenges has an organizational nature...

## THE TOP CHALLENGES FACING DIGITAL TRANSFORMATION

		Very important	Somewhat important
	Changing company culture	63%	34%
	Thinking beyond a "capaign mentality" in digital strategy efforts	<b>59</b> %	32%
(Tab	Cooperation between departments and team silos	<b>56</b> %	39%
	Resources (people, technologies, expertise) and budget allocation	<b>56</b> %	39%
	Understanding behavior or impact of new connected customer	<b>53</b> %	42%



# ... and CEOs must establish a digital transformation agenda

"Show up where the customer is at"

"Create seamless & amazing experiences along the customer journey"

"Drive online customer acquisition"

"Enhance cross sell"

"Develop deep insight into customer behaviour"



"Digitize 'channel to fulfilment' through Business Service Redesign"

"Drive digital adoption across customer base"

"Deploy new way of working in IT and Operations"



where Information Technology is just a set of tools...





## And Digital Transformation becomes a CEO priority







Customer understanding

Process Digitization

Digitally modified Business

Top line growth

New working means

New Digital Business

Omnichannel Experience

Performance Management Digital Globalization

Digital capabilities



### Quint Wellington Redwood



#### Focused, Independent, Global Coverage

Boutique firm focused on transforming and maximizing business value thru Information Technology Presence in 20 countries; headquartered in the Netherlands We do not provide BPO or ITO services

#### Broad range of services, from Digital Transformation to Sourcing

Academy - over 15.000 trainees world wide each year
Lean IT - founding member of the Lean IT Association
Service Management - award winning ITSM implementations
Governance, Security, Architecture, Information Mgt - deep knowledge if IT
M&A - support business decisions on IT investments





#### **Best Practices and Tools**

Sourcing Library, eQuivalent and Market Alignment Framework

#### Proud to be #1

Currently awarded the title World's Best Outsourcing Advisor by the IAOP

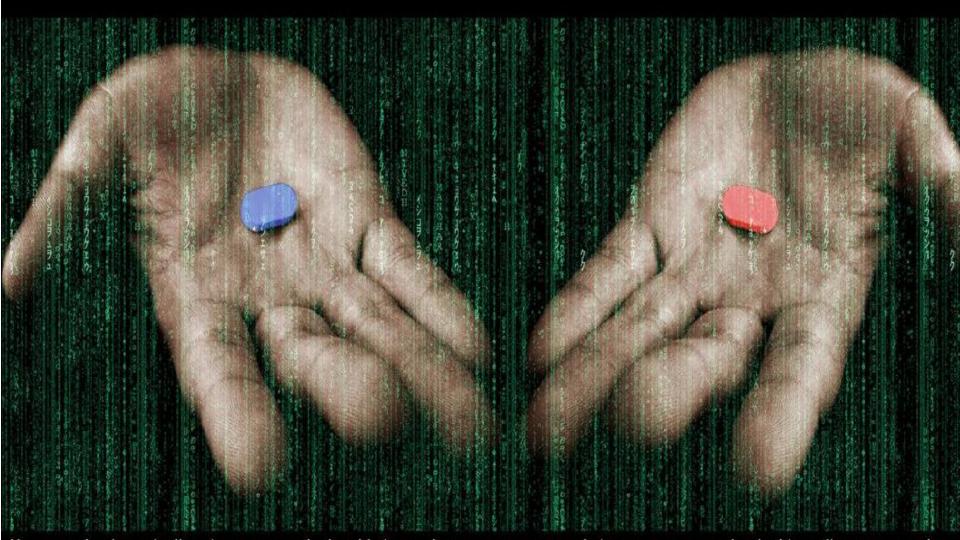






### After this there is not turning back





You can take the red pill, wake up in your bed and believe what ever you want to believe or you can take the blue pill, stay in wonder-land and I will show you how deep the holerabbit goes



Dare to challenge

www.quintgroup.com