

LEADING WITHOUT FRONTIERS

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A visual story and perspective on:

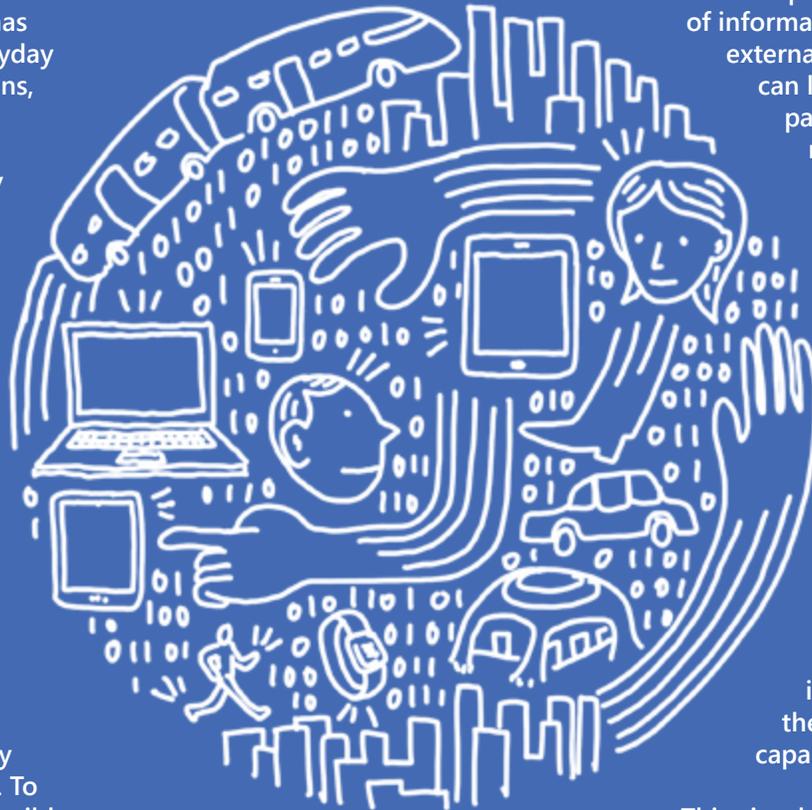
- WHY the PACE of CHANGE IS ACCELERATING in SOCIETY TODAY
- BUSINESSES & PUBLIC SERVICES that HAVE BEEN RE-IMAGINED BY USING TECHNOLOGY CREATIVELY
- HOW to ENVISION & DELIVER INNOVATIVE SOLUTIONS with IMPACT
- THE CASE for CHANGE

WHY the PACE of CHANGE is ACCELERATING in SOCIETY TODAY

The computer, as we know it, has disappeared.

But it has not gone away; it has simply merged with our everyday surroundings. Bikes, cars, trains, buildings, shops in fact the whole urban space is the actual computer. Technology has become ubiquitous and central to growth and innovation in today's economy, through economic, social and political factors, impacting consumers, citizens, and organizations.

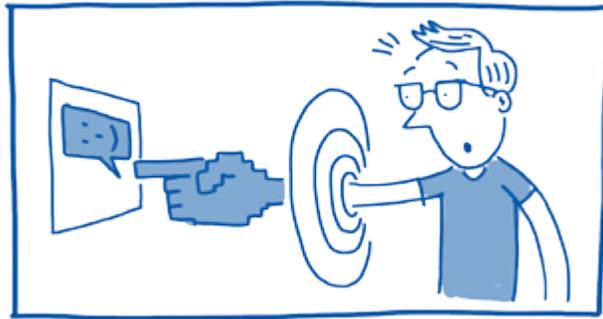
It is embedded in a vast array of services and devices, and has become industrialized, accessible and affordable. Enabling people and businesses to continuously find new and enhanced uses for technology in everyday life and business. To do what was previously impossible. The explosion of data has allowed businesses to view online and in-person behavior patterns more comprehensively. Which has extended audience intelligence, and dramatically improved segmenting accuracy and



timeliness. Organizations are enabled to capture, aggregate, augment and manipulate significant amounts of information about internal and external transactions, which can lead to the discovery of patterns in behavior, improved management of business metrics, and a more consistent and connected customer experience.

Society has become increasingly technologically mediated. The role of ubiquity has never been more important. The design process helps mediate the relationship between practical function and how technology works within a society. Helping imagine and explore the implications of new capabilities.

This visual story provides business leaders with insights and true stories from the cutting edge across multiple industries, and an approach to help rapidly shape and deliver their digital strategies to gain a competitive advantage from technology.

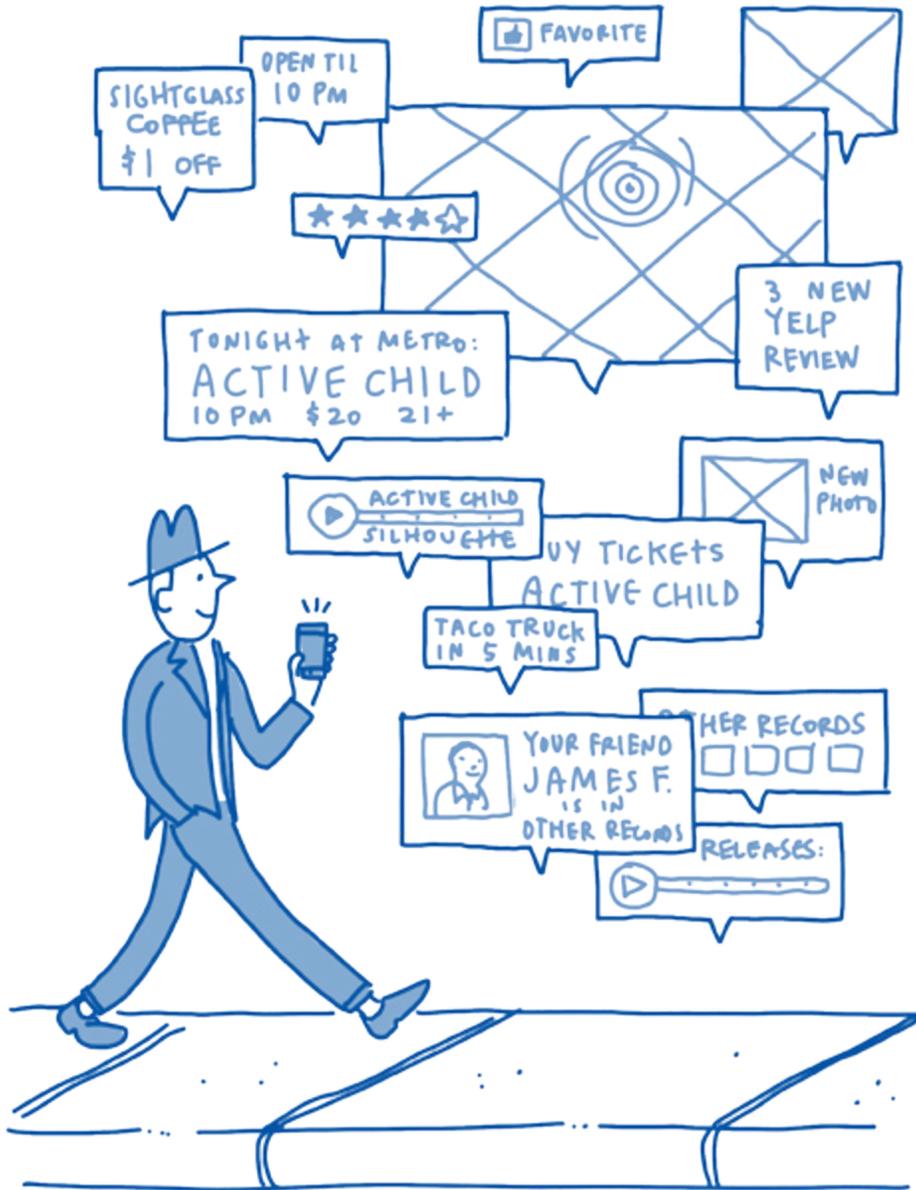


Here are four trends that illustrate the blurring boundary between digital and physical presence.



AUGMENTED REALITY

Businesses are connecting products in the real-world to experiences in virtual environments. The streets and places we pass through are gradually becoming more augmented by an interactive layer of digital content and information.



LET ME ENTERTAIN YOU

Most of the world's music is available instantly at your fingertips. We have access to many of the movies since the beginning of cinema. Playing games and watching movies online, lets people enjoy a film together and interact online despite geographic differences. With the help of multiplayer gaming, digital media delivery services, and motion controllers, it almost seems like your friends are in the same room with you as you play. Online photo-sharing which enables people to take pictures, apply digital filters to them, and share them on a variety of social networking services. Never has it been easier to be entertained—yet we're always seeking more.



EXPLOSIVE GROWTH of DIGITAL NETWORKING

The explosive growth of social networking, has had a massive impact on how people organize themselves online. Facebook has become part of everyday life. YouTube is an endless source of entertainment and education. People want to share stories about their real experiences and build a personal brand around their passions, beliefs, and activities. In the 1990s, we in the developed world learned how to use the Internet. Since then, we've internalized the Internet and made it part of our social routine.



WHO's the JOURNALIST NOW ?

These demonstrate just the beginning of a shift from mass media to media by the masses, in which media is re-defined as countless conversations by non-journalists.

Where oneself can often fall subject to reading the social reviews and commentary, than the actual story itself. Which begs the question of who's in control, who actually is the journalist?





These trends show the continued blurring of the boundary between virtual and physical presence. How we, as humans, have become increasingly driven by our primal need for social recognition and celebration. The convergence of device functionality. Mobile access to information. Our need to be social, curiosity for authentic content and insights, and the human need for balance.

FIND the **FUTURE** BY FOCUSING on NEW DRIVERS of BUSINESS VALUE.

Ultimately all commercial businesses aspire to do the same thing: Make money. The difference is how they do it how they prioritize, organize and execute. Driving business value fundamentally requires three actions. Connecting strategy by how your company intends to create value with business operations on what your company actually does, and prioritizing the right investments, is leadership's critical task and an increasingly difficult task to do well.

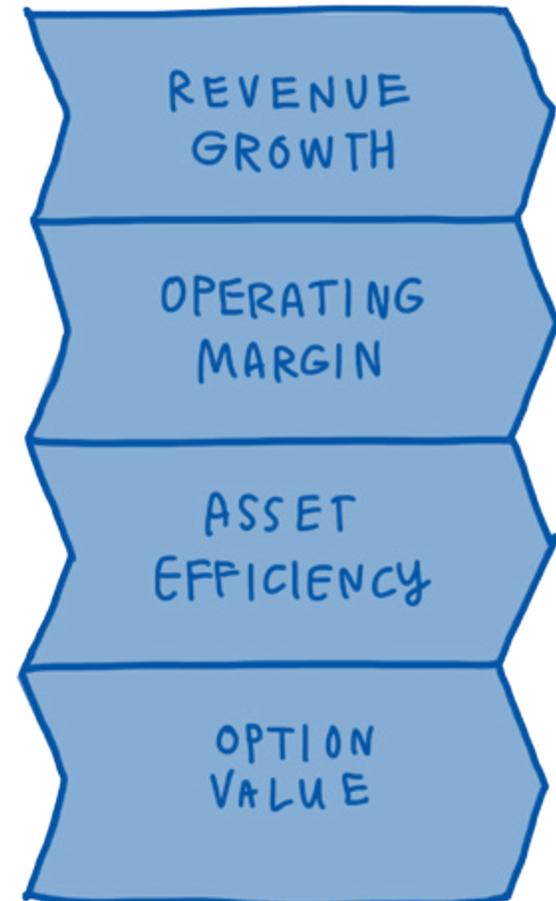
PRIORITIZE INVESTMENTS



MANAGE the BUSINESS



BUSINESS VALUE REALIZED

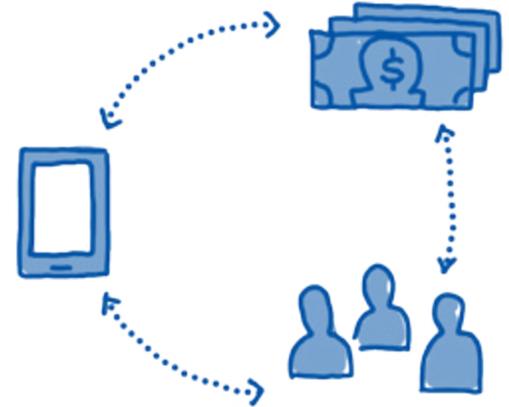


CREATING DIGITAL SOLUTIONS to MAKE MONEY

Many businesses are enhancing real world products by connecting them to virtual experiences.



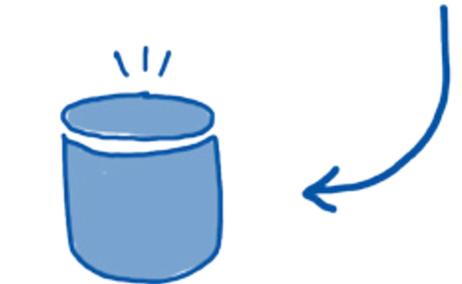
Monetize experiences through social commerce and advertising services and apps.



In many countries today, people are growing up taking for granted the permanent digital aesthetic embedded in their lives.



Gather and analyze customer data to gain insight and agility to help businesses evolve and iterate.



The ability to generate demand with the right people in the right place is key.



Delight customers with valuable experiences that build on the exceptional products and services that you deliver to customers today, creating flow and feedback.



WHEN OPPORTUNITY KNOCKS — WILL YOU RESPOND? WILL YOU KNOW HOW?

Businesses face continuous pressures to drive technological innovation and to use technology to:



ACHIEVE REVENUE GROWTH EXPECTATIONS

GENERATE REVENUE BY
LEVERAGING TECHNOLOGY for
COMPETITIVE DIFFERENTIATION



INNOVATE

ENABLE the DEVELOPMENT of
NEW BUSINESS MODELS, PRODUCTS,
SERVICES & EXPERIENCES



ACCELERATE TIME to MARKET

DELIVER BUSINESS CHANGE and
SOLUTIONS to MARKET FASTER
and MORE EFFECTIVELY.



STREAMLINE OPERATIONS

OPTIMIZE EFFECTIVENESS of
BUSINESS OPERATIONS, EASE
BUSINESS INTEGRATION, LOWER
COSTS and UTILIZE ASSETS.



IMPROVE ORGANIZATIONAL PRODUCTIVITY

OPTIMIZE the WORKFORCE to THRIVE
in the EVER-CHANGING WORK
ENVIRONMENT

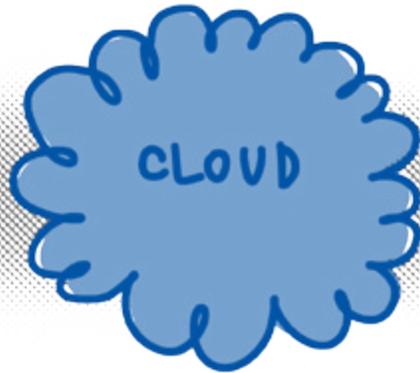


EXECUTE

DELIVER an EXCEPTIONAL
EXPERIENCE from END-TO-END

Delivering services & solutions based on these scenarios means competitive advantage gained, improved business performance, accelerated time to market, and/or ability to better deliver on customer needs.

GETTING a COMPETITIVE ADVANTAGE with TECHNOLOGY



Ubiquitous connectivity and data storage with attractive economics provide a platform that is driving innovation and business transformation.



Helping businesses be more competitive by allowing people to work in a familiar way, accelerating productivity and innovation, whilst using customer management tools, search and advertisement solutions to help better monetize business opportunities by building new business models and win customers



Enable any device anywhere and embrace diverse work styles by supporting devices and building apps to support new business models and needs.



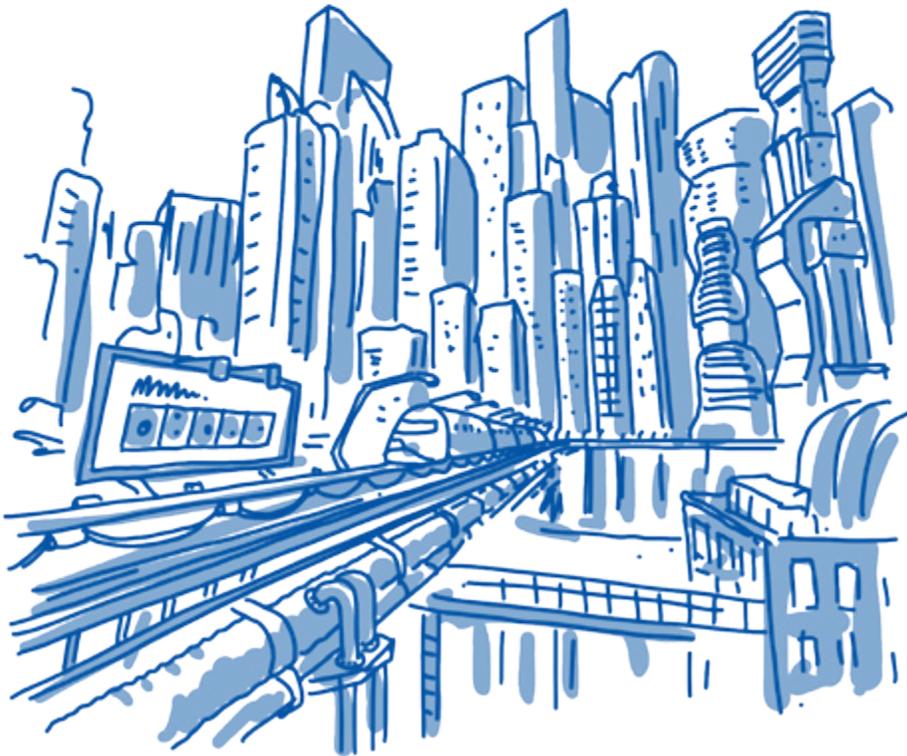
Makes data of any volume, variety, velocity, and variability an organizational asset by turning information into value streams, enabling Insight decisions that drive business impact and create business value.

BUSINESS & PUBLIC SERVICE RE-IMAGINED

True stories of businesses and organizations who have used technology creatively to solve business problems, instigate market-making change, and gain a competitive advantage.



NEXT GENERATION CITIES for BETTER LIVES



FROM

Aging infrastructure, struggling to scale out services, meet evolving expectations, whilst coping with economic austerity and dwindling financial resources.

to

Providing better online access to services and information, responding faster to everything from citizen requests to natural disasters, better handling burgeoning populations, and providing energy-efficient solutions to improve quality of life as well as save money.

DIGITIZING POLICING to REDUCE CRIME.



FROM

Reducing costs by improving inefficiencies to solve crime and police officer productivity.

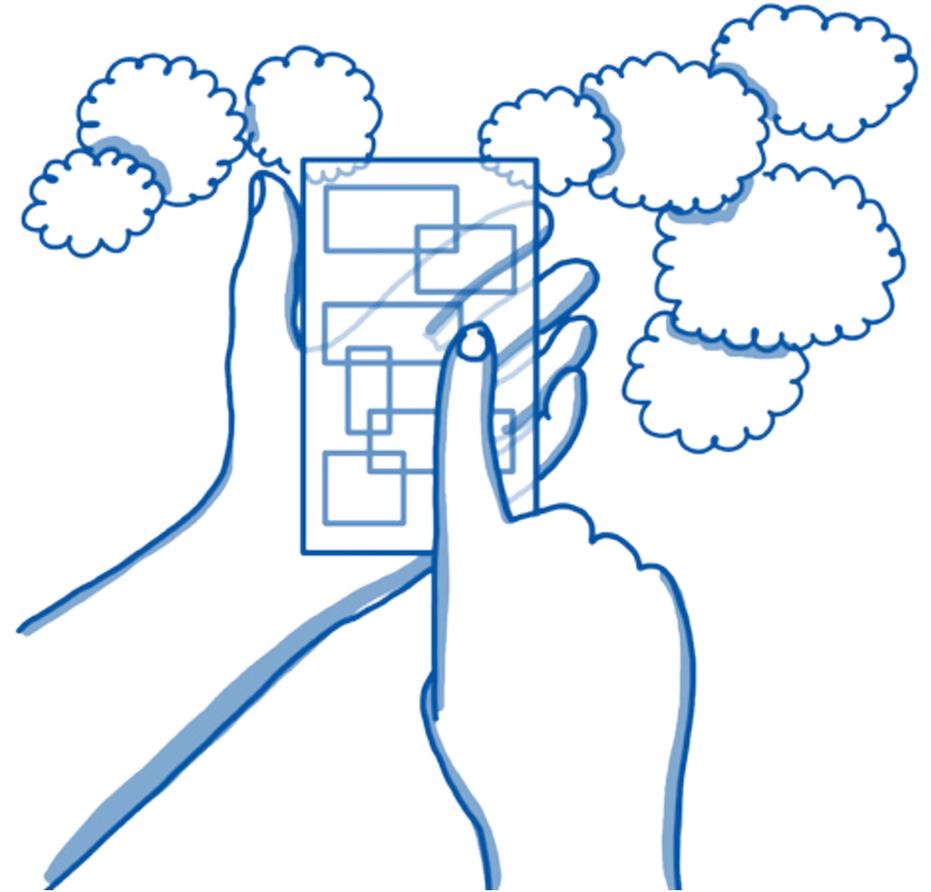
to

Delivering digital services that improved policing and crime solution, multi-device applications to support front line policing, improve police officer effectiveness and Citizen engagement through faster crime booking process, and better access to insightful information and intelligence to solve crimes.

NEW CLASS of IN-BRANCH SERVICE to GROW WALLET-SHARE



DELIVERING TELECOMMUNICATION SERVICES to INCREASE SUBSCRIPTIONS



FROM

Ineffective ability to leverage expertise and advisor value across all branches and lack of current and consistent business insights to help better manage the business.

to

Better use of expertise and advisor value across all branches, business intelligence for managing the business, lower cost commodity technologies that directly supported business goals of higher market share, Branch as advice center, and best in class customer journey.

FROM

A shrinking market, lack of product and service diversification, and dated technology solutions. Unable to take advantage for new digital technology innovations to find new ways of winning customers.

to

Extending leadership position by innovating on new differentiated and profitable digital products, services and experiences that resulted in increased subscriptions and market share.

ENGAGING RETAIL EXPERIENCES to WIN CUSTOMERS



OPTIMIZING PRODUCTION to MAKE BETTER QUALITY- and SAFER-CARS



FROM

A brick and mortar only channel.

to

Using digital solutions to drive competitive advantage, improve business performance, deliver engaging and memorable shopper experiences to win shoppers and retain their loyalty.

FROM

Fragmented collaboration process across three separate divisions.

to

Streamlined productivity and empowered employees to build better cars around the globe.

HOW CAN I GET a
COMPETITIVE
ADVANTAGE with
TECHNOLOGY?



HOW CAN I IMPROVE
BUSINESS
PERFORMANCE with
TECHNOLOGY?



How to
ENVISION & DELIVER
INNOVATIVE SOLUTIONS
with IMPACT



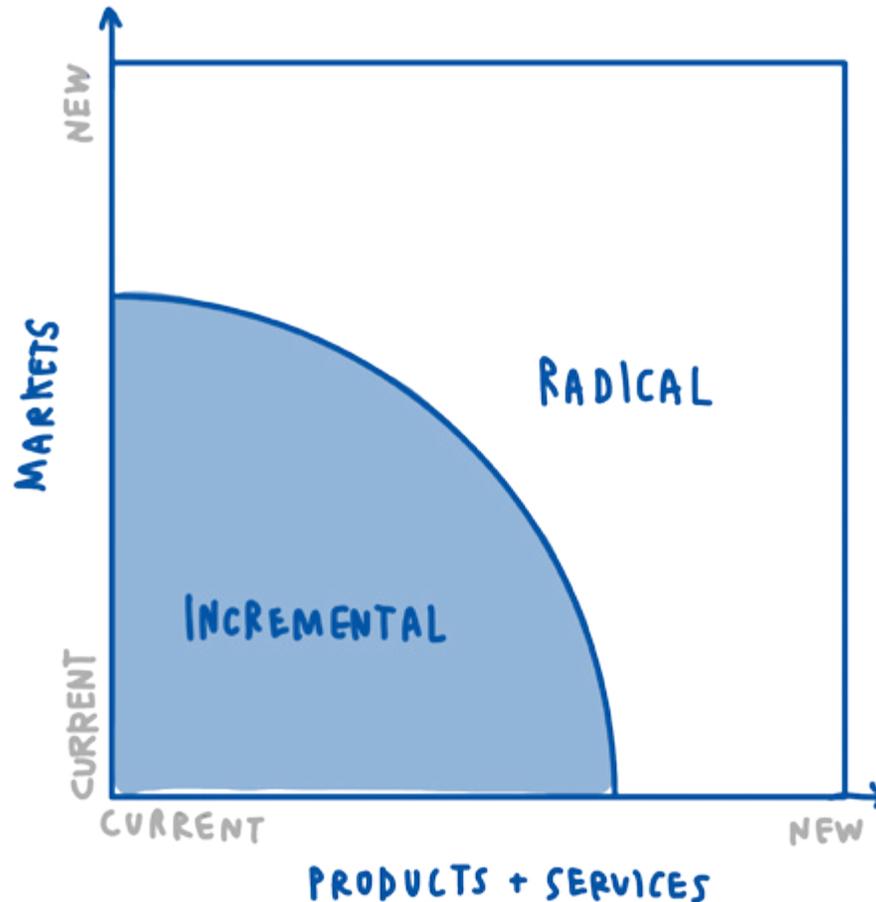
THE POLES OF INNOVATION: RADICAL VS INCREMENTAL

Every successful business needs to continuously innovate or it will cease to exist over the longer term.

Incremental innovation is small improvements to an existing product or service that usually helps maintain or improve its competitive position over time.

Mature businesses tend to innovate "inside the sphere" (incrementally). Because they tend to know their customers well, know how to reach them, and want to build on their current products and services.

Radical innovation is often breakthrough and disruptive in that it provides something new to the world that we live rejecting convention and overturn the current status



quo conventions and by significantly changing customer expectations in a positive way.

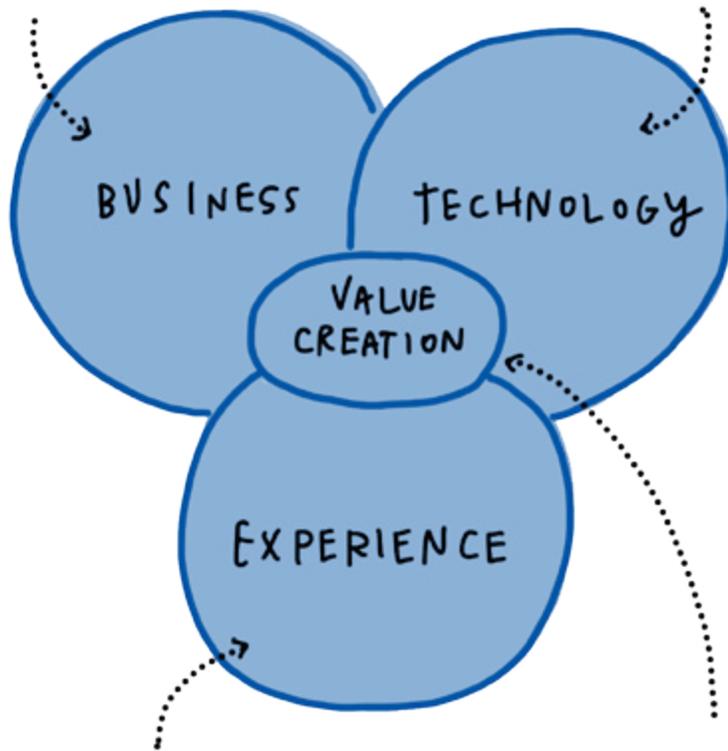
Most startups are heavily biased toward radical innovation and innovate "outside the sphere". Because they typically have a higher risk but offers higher returns, target new markets and relies on new business models, and can end up replacing existing products and services.

People tend not to see incremental change. They see disruptive change that is often provocative and impactful. That's not to say incremental innovation is inferior by any means. The key is maintaining a balance, and knowing when to innovate between radical and incremental innovation over the long term.

USE A PEOPLE-CENTERED APPROACH to CREATE BUSINESS VALUE

Making money and being successful. Doing things better and in new ways

How technology works and enables the business process & experience



Researching, synthesizing and creating unique & compelling user experiences that competitively differentiate

Optimal impact happens at the intersection of these competencies

DELIVERING INNOVATION

1. RESEARCH



Engaging employees, customers, and partners in multi-disciplinary research.

2. ENVISION



Generate ideas and envision the potential. "What if...?" "How could we...?" "Wouldn't it be incredible if...?"

3. DESIGN



Design the service, the product and the experience.

4. PROTOTYPE



Prototype the commercially viable technologically feasible ideas and explore the end to end experience.

5. INDUSTRIALIZE



Implement, bring solution to market effectively and profitably.

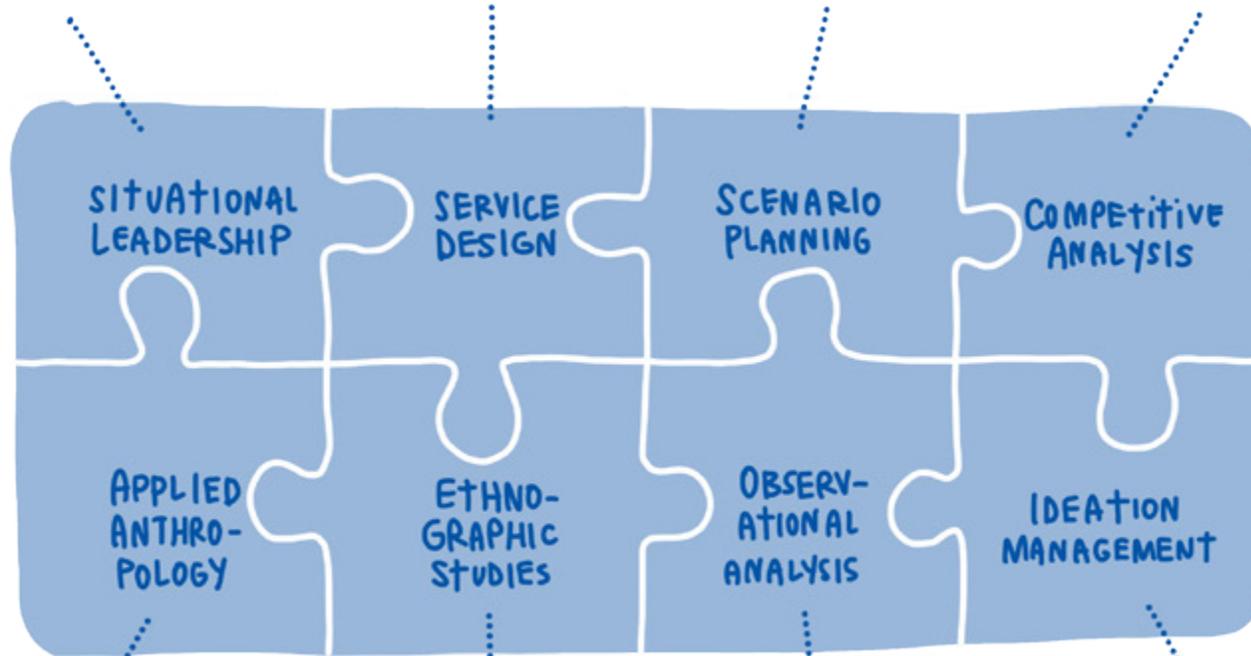
TOOLS & TECHNIQUES for COMPLEX PROBLEM SOLVING

Situational leadership identifies the right leadership style to adapt to solve the problem at hand, depending on the situation.

Service design helps you design to the needs of your customers so that a service is people-centric, competitive, and relevant to customers by helping your business to better understand the behavior, needs, and motivations of the customer.

Scenario planning determining the target stats and events that likely will impact a customer, and identifying underlying assumptions and core underpinnings to develop successful solutions.

Competitive analysis involves reviewing industry trends, finding key performance benchmarks, analyzing the strategies and tactics in competing organizations, identifying tactics that support revenue growth objectives while mapping to strategic themes.



In-depth examination of context, cross-cultural comparisons, observation of participants, and long-term immersion in the area of research. Cultural anthropology in particular emphasizes cultural relativity, holistic thinking, and the use of findings to frame cultural critiques.

Ethnographic studies is based on the study of people within their own environment through the use of qualitative research and analysis to describe a cultural group.

Observational analysis to gather rich information about a customer's journey, the products and services an organization provides that go beyond their immediate interactions in a particular digital or physical touch point.

Ideation management involves generating, developing, and communicating new creative ideas an essential part of the design process. Ideation is a formal method of brainstorming that involves all stages of a thought cycle, from innovation to development to actualization.

THE CASE for CHANGE.

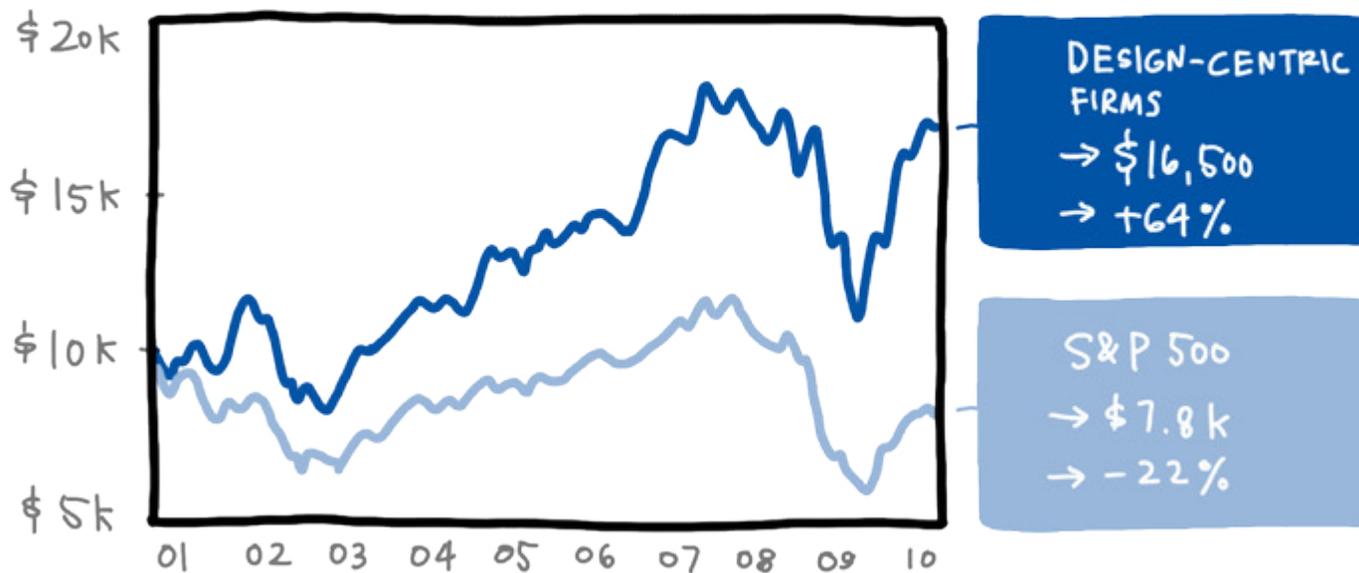
The purpose of organizational development is to provide leading-edge thinking practice and programs. To foster innovation and creativity, drive continuous learning and improvement, intelligently balancing innovation with governance, and providing people and teams with the right autonomy and flexibility to deliver. Motivated people inspire customer loyalty, and that loyalty drives real profitability and sustainable growth. Organizations that can think like their customers and deliver products, services and experiences from their perspective, will be well-equipped to address the complexity of delivering iterative and rapid increments of business value and outcomes.



BUSINESS IMPACT MADE

In a study carried out by Jeneanne Rae, then co-founder of Peer Insight LLC in 2010, an index was created of the total returns for organizations that instill an innovative customer-centric approach, versus the Standard & Poor's (S&P) 500. The marked difference in the performance of these organizations, provide a distinct pattern and direct impact in their peer group. Not only are there notable outcomes for their customers and employees, it leads to tangible returns for shareholders. Such as improved profit, lower costs, accelerated innovation, enhanced brand equity, and faster change."

CORPORATE DESIGN INDEX 10 YEAR PERFORMANCE



Source: In a study carried out by Jeneanne Rae, President & Co-Founder, Peer Insight LLC.

Note: All performance is based on total returns including stock price fluctuations and the payment of dividends. Portfolios are equally weighted.

At the end of the day, it's about people and execution. Breaking down decaying organizational silo's from rigid functional and operational structures, to highly skilled, focused and nimble teams, that are dedicated to creating and delivering solutions to the problem at hand in a rapid, progressive and optimal way. Recruiting and managing the right skills mix blended into the right team system and dynamics. Getting the right organizational balance comes from having the right core values, guiding principles, behaviors, capabilities, skills and capacity to execute.

The fundamental difference is about attitude, imagination and execution →

FOSTERING the RIGHT LEADERSHIP STYLE to LEAD WITHOUT FRONTIERS

ATTITUDE

KEEP **TRUE** to your **IDEALS**.

THOSE INSTINCTS are ALMOST
≧ ALWAYS RIGHT. ≦
(INSTINCT IS EVERYTHING)

CONFORMITY IS REVERSE:
NOT PROGRESS.

BE TRUE to YOURSELF and DO YOUR
OWN THING at YOUR **OWN PACE**
and WITH YOUR **OWN STYLE**.

IMAGINATION

CREATIVITY is the ABILITY to
LOOK at the SAME THING as
EVERYONE ELSE - BUT SEE
SOMETHING **DIFFERENT**.

LOOK LEFT WHEN EVERYONE ELSE IS LOOKING RIGHT

IT'S A **SURE SIGN** that
WHAT YOU DO IS
BOLD & INNOVATIVE
IF YOU'RE WALKING to
YOUR OWN BEAT.

EXECUTION

PROVOCATIVE ACTIONS
CHANGE **MINDS**.

PEOPLE, SOCIETY & BUSINESS
are **PROFOUNDLY IMPACTED** by
RADICAL INNOVATION that
CHANGES THINKING, TASTES,
PERCEPTIONS, and BEHAVIOR
for the ≧ BETTER. ≦

IF YOU HAVE SOMETHING
AUTHENTICALLY **DIFFERENT**
to OFFER - You'll EXCITE,
INSPIRE, and ULTIMATELY THRIVE.

ENGAGE the MICROSOFT ENTERPRISE STRATEGY TEAM

The Microsoft Services' Enterprise Strategy team provide unparalleled technology expertise to accelerate business value and outcome-based solutions.

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