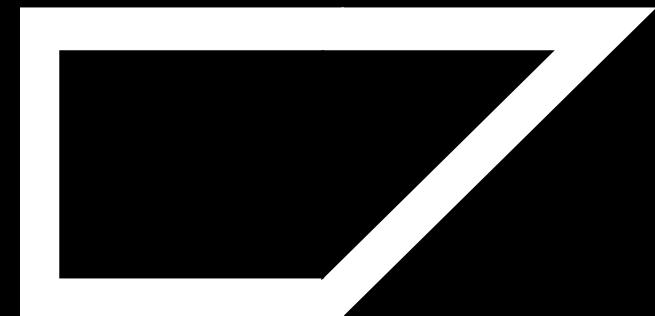
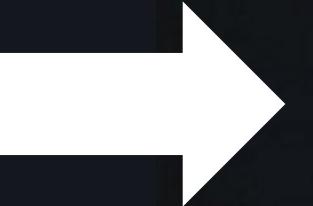


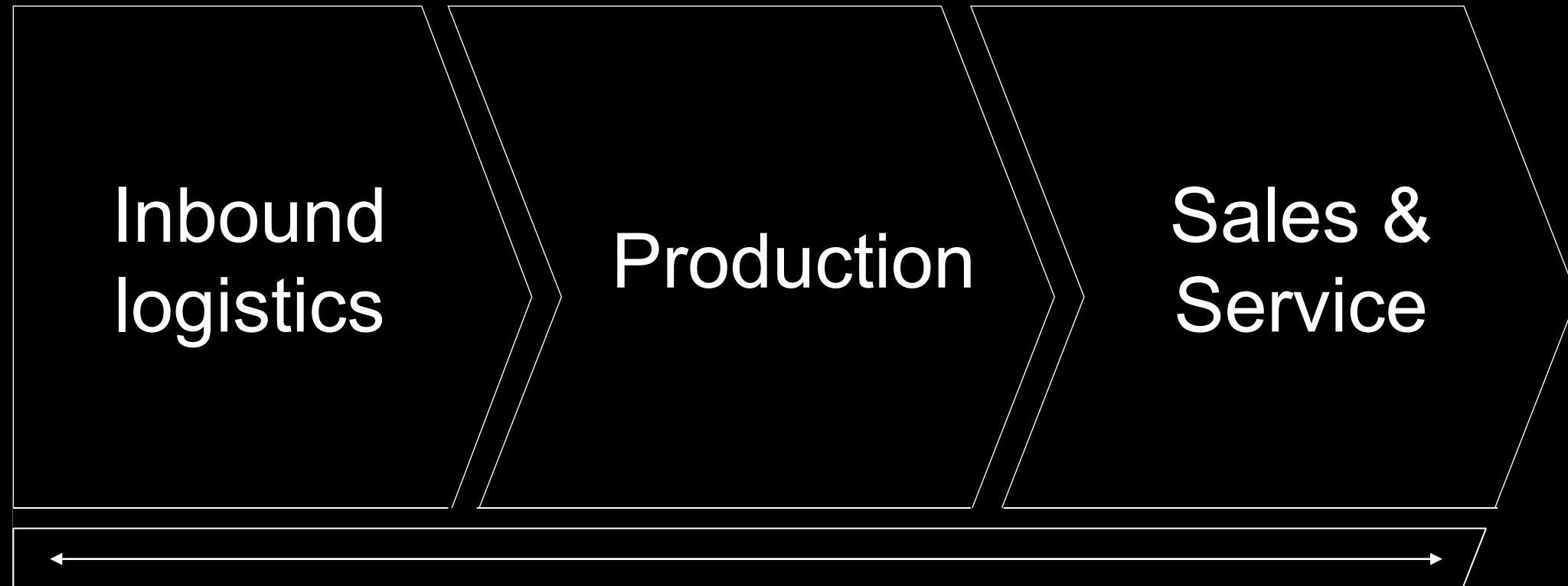
21st Century Innovation *(The Industrialist's Dilemma)*



This Guy



The need for digital innovation isn't new



Porter thought IT unified business



30%

25%

20%

15%

10%

5%

0%

The Biggest Companies are Growing Everywhere

(2004-2014 years)

Inflation Adjusted Growth¹

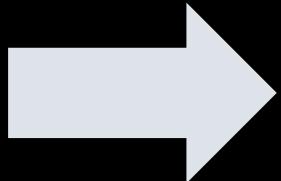
Headcount Growth

Revenue Growth

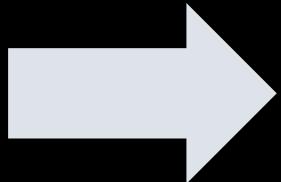
International Revenue Growth

1) Revenue growth derived from Fortune 50 Company reported financial information. International growth and headcount growth derived from Fortune 25 SEC filings where information was disclosed.

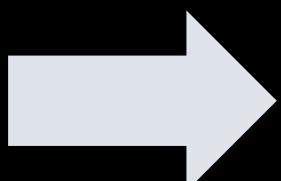
But for your businesses, it's not that simple...



Biggest retailer by market capitalization



Biggest livery service by fleet and countries



Biggest hospitality service by locations

- 1 – What Used to Matter
- 2 – What Matters Today
- 3 – Getting to 21st Century Innovation

What used to matter



Soap



Metrics

A photograph of a building's facade featuring a golden dome and a decorative crest with the word "VERITAS". The building has a classical architectural style with a blue and white color scheme. A large blue diagonal shape is overlaid on the bottom left of the image.

Hierarchy factories

What matters today

A black and white photograph of a Borders book store. The building features a large, illuminated sign that reads "BORDERS" in a bold, sans-serif font. The sign is mounted on a dark, textured facade with a diamond pattern. The building has a curved roofline and a glass-enclosed entrance. The sky is cloudy and overexposed in the background.

BORDERS

Not that stuff



FOXCONN
DTI1726
02 8736

That stuff for rent

What matters today

00000000 00000000 0
1010 00100000 01100011 01101010 01010100 0
1101110 01110100 00100000 01101111 01101111 0
0100000 01111001 01101111 01101111 01101111 0
0101 01110011 01110011 01100011 01100011 01100011 0
1 01101110 01100001 01110010 01110010 01110010 0
1101110 01110100 00100000 01101111 01101111 0
1010 00100000 01100011 01101010 01010100 0
1110 01100001 01110011 01101111 01101111 0
0 00101110 00001010 01010100 01010100 01010100 0
1100001 01110001 01110001 01101111 01101111 0
00000000 00000000 00000000 00000000 00000000 0

Scalable



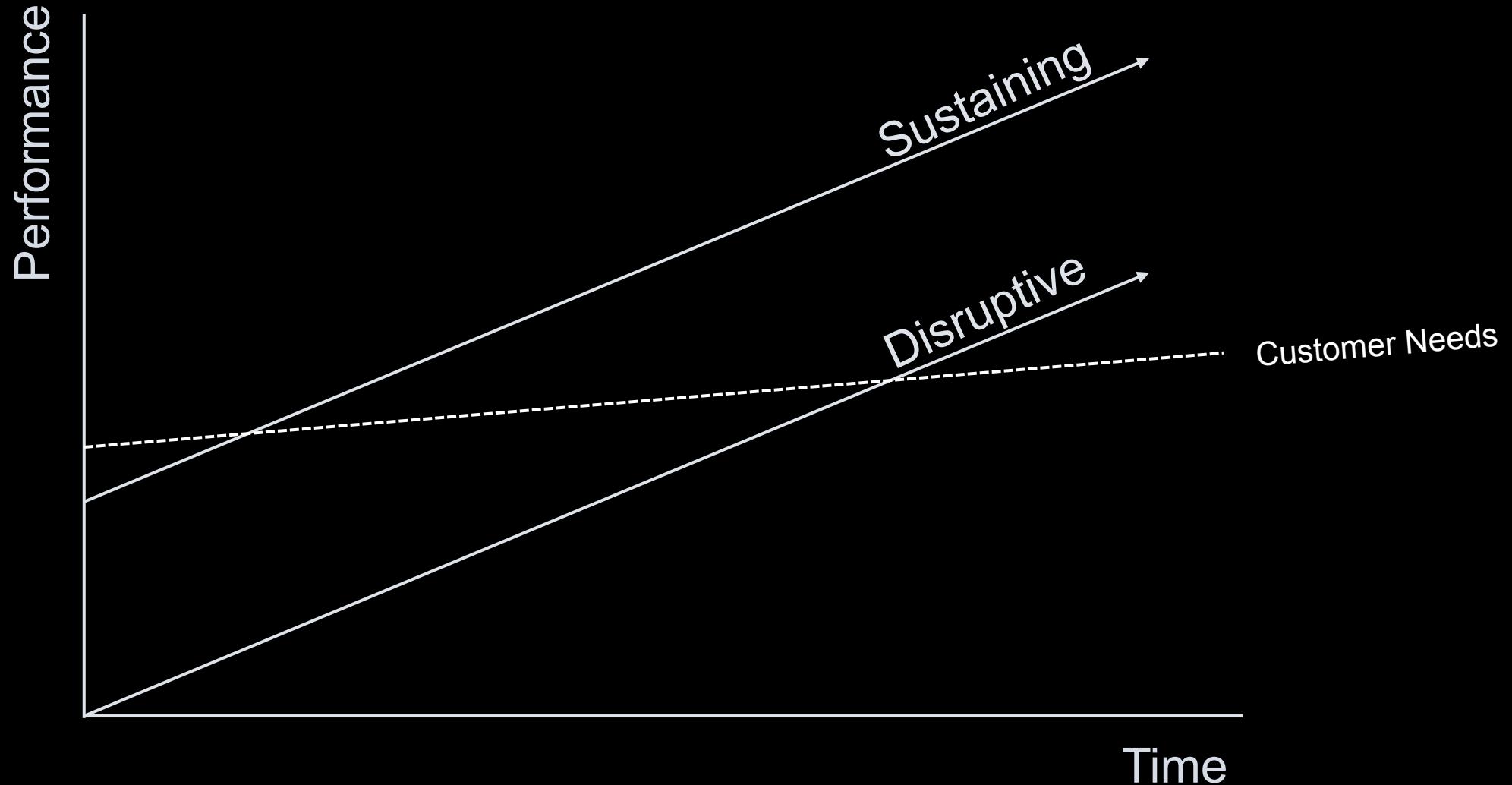


Reinforceable



Defensible

All these things enable textbook disruption



How to innovate in the 21st Century

Step 1: Admit Reality

The things that made companies great in the 20th century, will not make companies great in the 21st century



Step 2: Recall what you do

Step 3: North Star



A large, illuminated blue Visa logo is mounted on a white wall. The logo is a 3D-style representation of the word "VISA" in a bold, sans-serif font. The letters are a vibrant blue color with a slight gradient and a thin red outline at the base. The wall behind the logo is white and has a subtle shadow or gradient effect. The background shows the interior of a large industrial or warehouse building with a corrugated metal roof, metal beams, and some hanging equipment.

Step 4: New Orgs, Metrics, & Partners



Step 5:
Enlarge the pie



It's not easy – but it's necessary