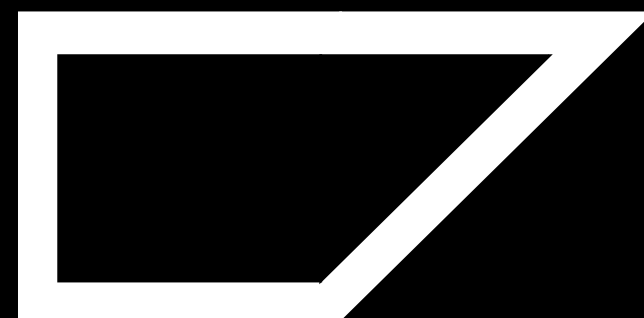
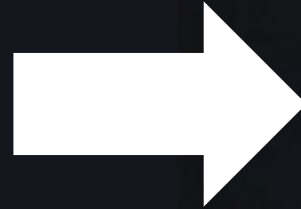


# 21<sup>st</sup> Century Innovation (*The Industrialist's Dilemma*)

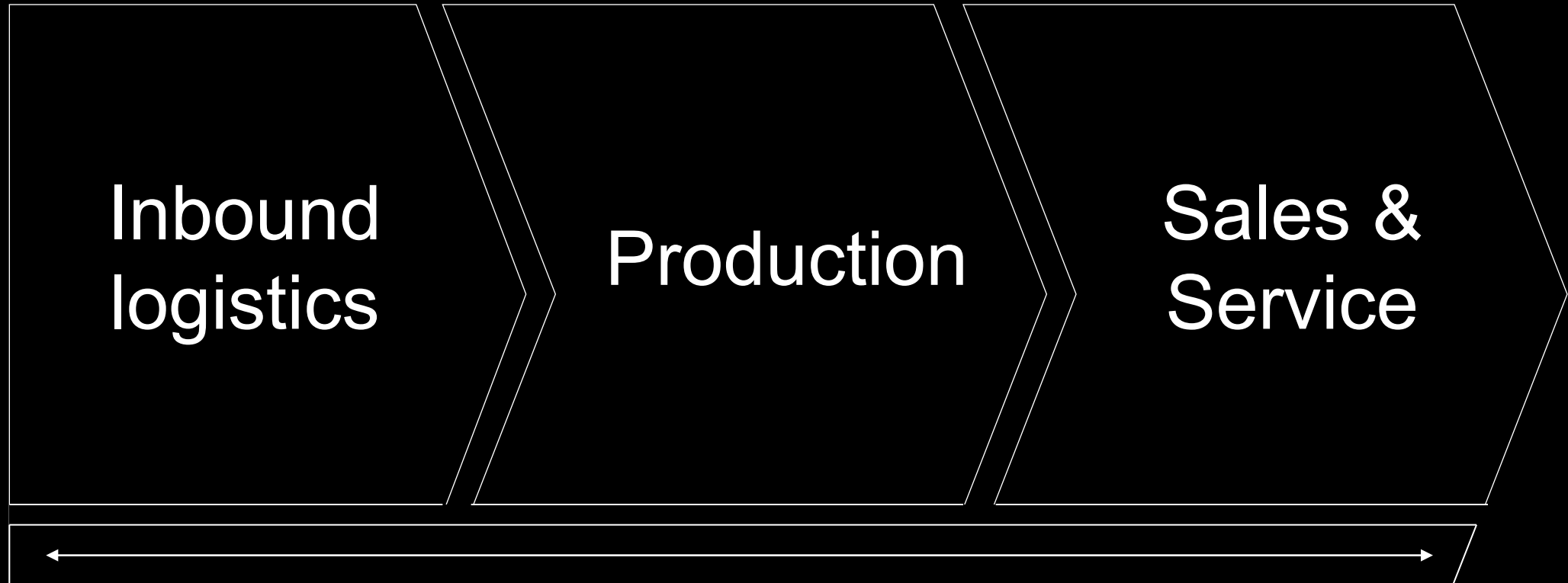


This Guy



The need for digital innovation isn't new





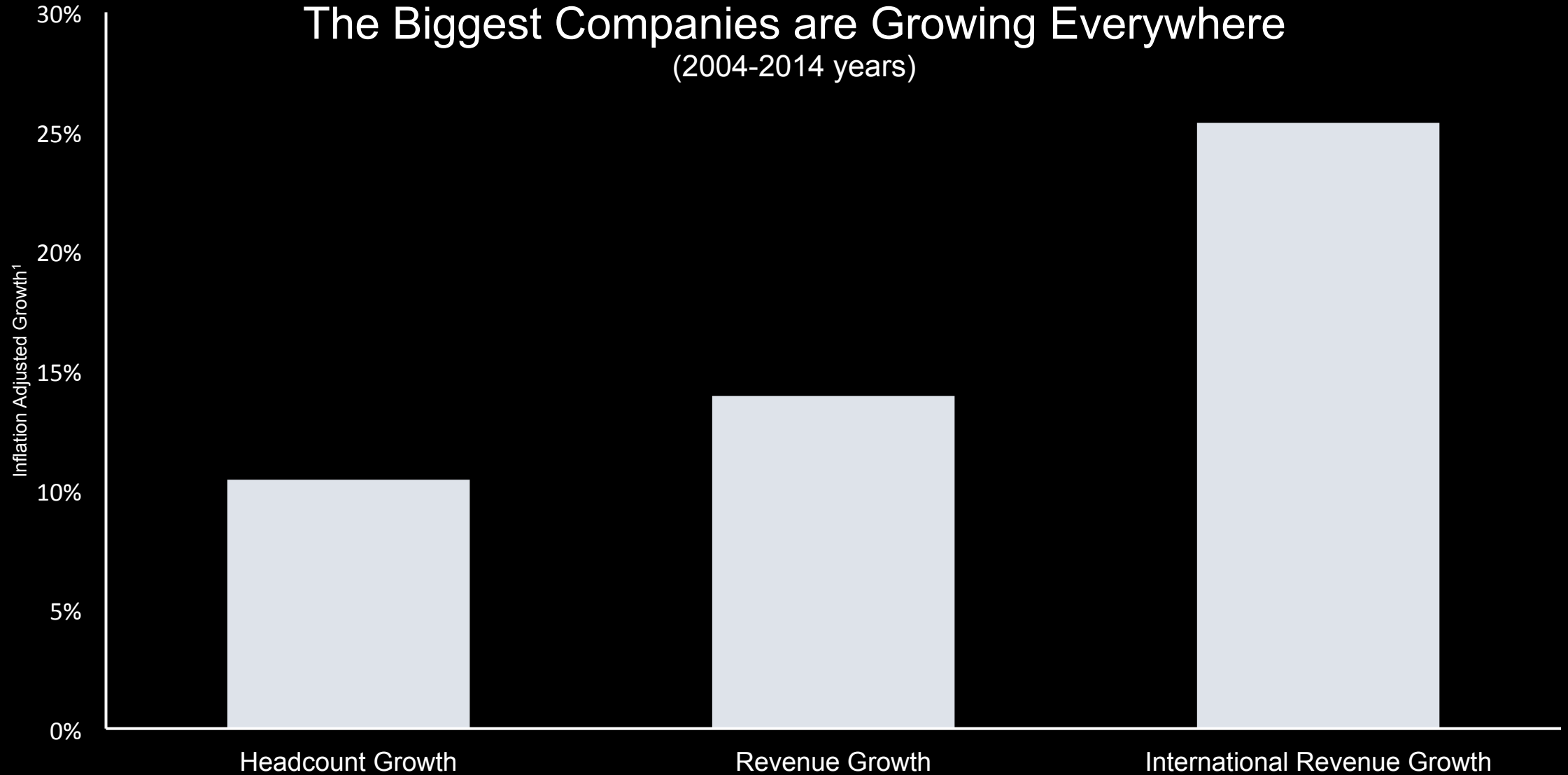
Porter thought IT unified business





# The Biggest Companies are Growing Everywhere

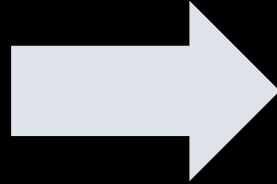
(2004-2014 years)



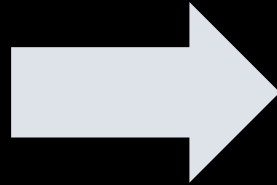
1) Revenue growth derived from Fortune 50 Company reported financial information. International growth and headcount growth derived from Fortune 25 SEC filings where information was disclosed.

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

**amazon**



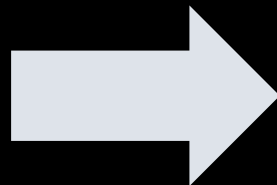
Biggest retailer by  
market capitalization



Biggest livery service  
by fleet and countries



**airbnb**



Biggest hospitality  
service by locations

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

What used to matter



Soap





Metrics





Hierarchy factories

What matters today





**BORDERS**

Not that stuff



FOXCONN  
DT11726  
02 8736

That stuff for rent

What matters today









Scalable





Reinforceable

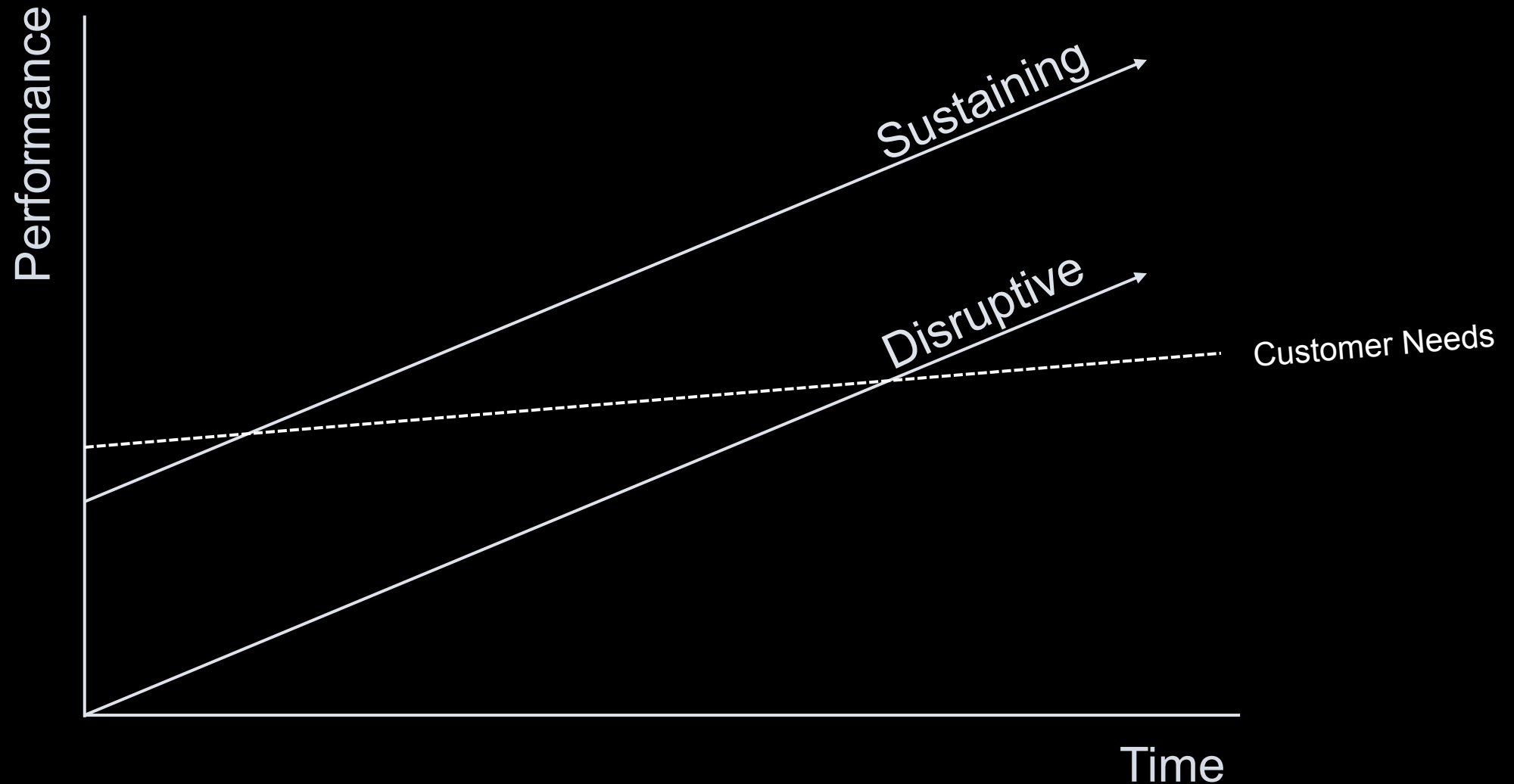




Defensible



# All these things enable textbook disruption



How to innovate in the 21<sup>st</sup> Century

# Step 1: Admit Reality

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







Step 2: Recall what you do



## Step 3: North Star





A large, blue, 3D Visa logo is mounted on a white wall in a large industrial hall. The logo is made of thick, blue material and is illuminated from below. The background shows the interior of a large building with a high ceiling, metal beams, and various industrial equipment. The lighting is bright, and the overall atmosphere is professional and modern.

# VISA

Step 4: New Orgs, Metrics, & Partners



A close-up photograph of a pizza on a dark, textured stone platter. The pizza is topped with melted cheese, pepperoni slices, blueberries, green herbs, and red onions. A semi-transparent dark blue overlay covers the left side of the image, containing white text.

Step 5:  
Enlarge the pie





It's not easy – but it's necessary