

Sustainability in the Digital Economy

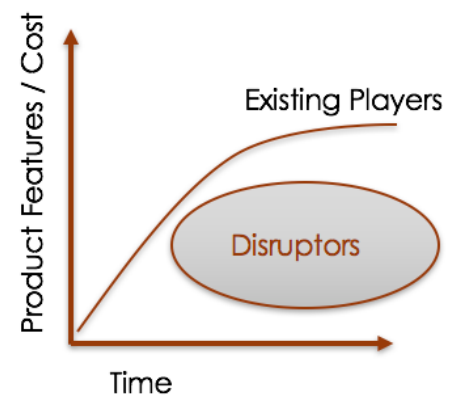
The Digital Economy requires companies to be agile to the demands of Customers – new business models, improved internal and external visibility resulting in continuous and innovative operational improvements

New Value Types for Customers:

1. Cost (e.g. Buyer Aggregation, Consumption based Pricing)
2. Experience (e.g. Disintermediation, Customisation, Instant Gratification, Automation)
3. Platform (e.g. Communities, Service Ratings, Sharing Economy, Big Data)

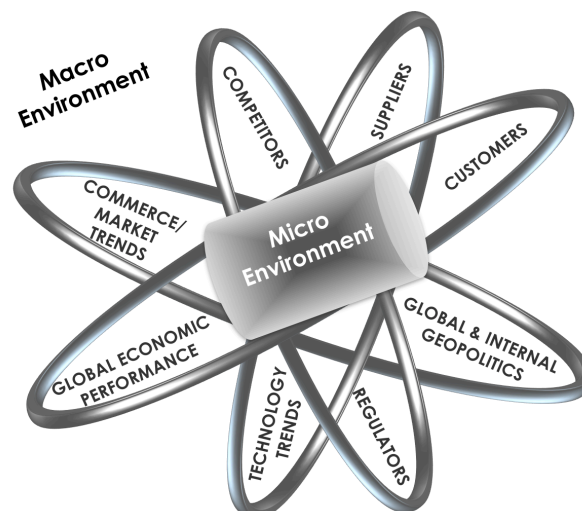
Disruption:

Product / Service offering to satisfy more than one Value criteria



Requirement for an “Agile” Organization

1. **Awareness** of Change in the Macro (External) Environment



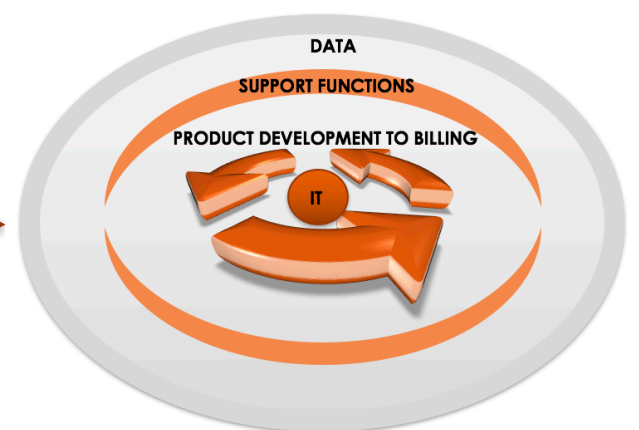
2. **Awareness** of Change in the Micro (Internal) Environment

- Results of Strategic and Operational Projects (e.g. Complexity increases)
- Lag Indicator (e.g. Financial, Customer satisfaction) Trends
- Partnerships, Mergers, Acquisitions

3. Enable the move from **Linear to Circular Value Chain**



Operational Business Intelligence to drive Continuous Optimisation and Innovation



4. Introduction of **Lead Indicators** to measure

- Flexible Strategic planning based on External Scenarios
- Legacy in Technology, Processes, Culture, Decision Making
- Impact of Innovation & continual Learning
- Customer flexibility enabled in selection and payment of products / services