

Global Business Change

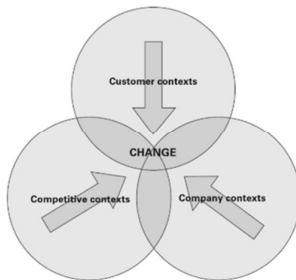
ผ.ศ.มธุปยาส ทองมาก

the key forces for change

ที่มา: Building the Agile Business through Digital Transformation: How to Lead Digital Transformation in Your Workplace

The key forces for change

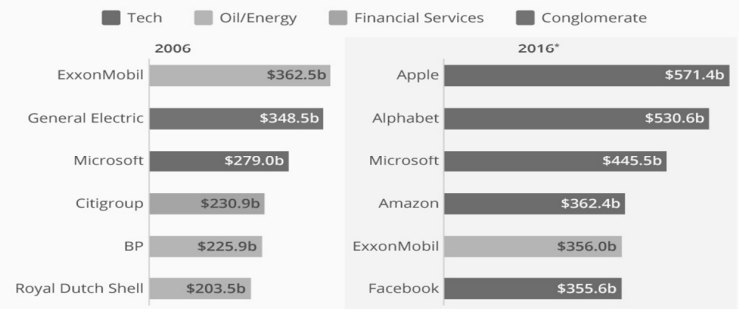
Figure 1.1 Characteristics of change



ที่มา: <https://www.statista.com/chart/5403/most-valuable-companies-2006-vs-2016/>

The Age of Tech

Market capitalization of the world's most valuable public companies



* as of August 1, 2016
Sources: Yahoo! Finance, Forbes

statista

Fortune's List of Most Admired Companies 2018

THE TOP 10

ALL STARS	INDUSTRY
1 Apple	Computers
2 Amazon	Internet Services and Retailing
3 Alphabet	Internet Services and Retailing
4 Berkshire Hathaway	Insurance: Property and Casualty
5 Starbucks	Food Services
6 Walt Disney	Entertainment
7 Microsoft	Computer Software
8 Southwest Airlines	Airlines
9 FedEx	Delivery
10 JPMorgan Chase	Megabanks

To select our 50 All-Stars, Korn Ferry asked 3,900 executives, directors, and securities analysts who had responded to the industry surveys to select the 10 companies they admired most. They chose from a list made up of the companies that ranked in the top 25% in last year's surveys, plus those that finished in the top 20% of their industry. Anyone could vote for any company in any industry.

ที่มา: <http://www.patentlyapple.com/patently-apple/2018/01/fortune-list-of-most-admired-companies-in-the-world-for-2018-has-apple-at-1-for-the-11th-consecutive-year.html>

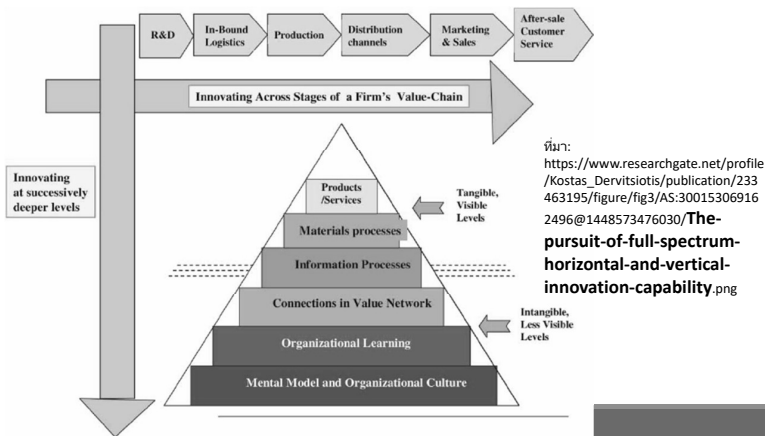
ที่มา: Building the Agile Business through Digital Transformation: How to Lead Digital Transformation in Your Workplace

The key forces for change

- ❖ Transformed competitive contexts
- ❖ Transformed consumer contexts
- ❖ Transformed company contexts

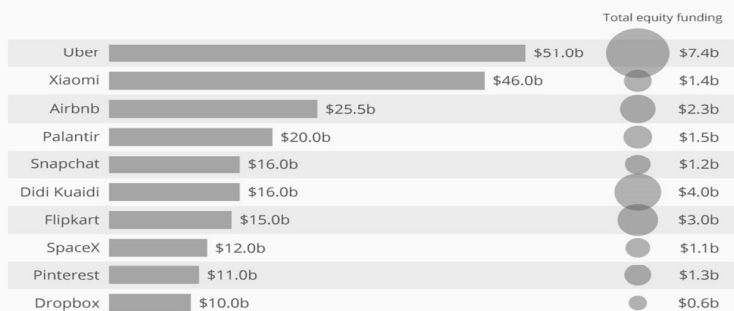
Transformed competitive contexts

- ❖ Horizontal Innovation – competition from anywhere
 - ❖ Horizontal Innovation™ is the effective transfer and application of pre-existing technologies and knowledge from one industrial sector, to help meet a challenge or challenges, in another.
- ❖ The full stack startup
- ❖ The shifting nature of (competitive) advantage
 - ❖ Need more agile organizational strategy e.g. continuous reconfiguration, healthy disengagement, resource allocation that supports agility, innovation proficiency, and leadership



The World's Most Valuable Startups

Valuation of the 10 most valuable venture-backed private companies*



* as of October 2015
Source: The Wall Street Journal

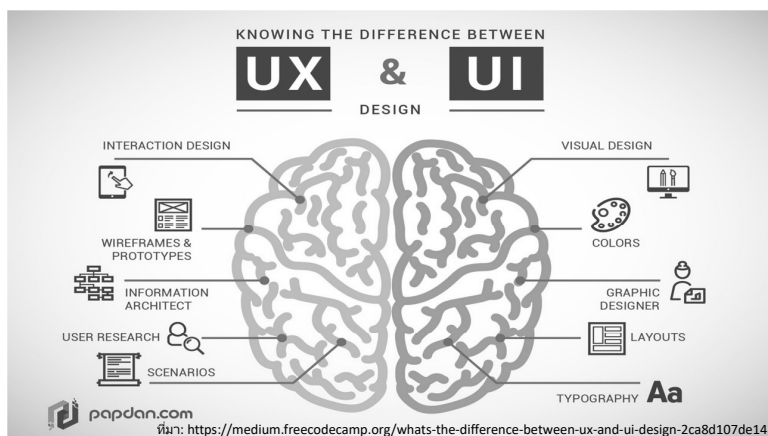
statista

Transformed competitive contexts: DTAC ยกเลิกการวัดผลแบบ KPI ในองค์กร

- ❖ <https://brandinside.asia/why-dtac-say-no-to-kpi/>
- ❖ <https://marketeeronline.co/archives/61685>

Transformed consumer contexts

- ❖ The gateway principle and the customer interface battle
 - ❖ Ever-more sophisticated UI enable the potential for more progressive user interaction and seamless UX.
 - ❖ Ubiquitous digital services: GAFA are building ecosystems of digital touch points around users to perform all manner of tasks.



Disrupting all industries

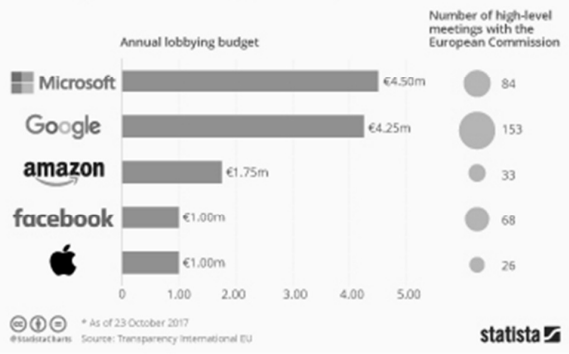
ที่มา: <http://www.afrique-it.com/en/web-tech/google-facebook-apple-and-amazon-four-of-the-worlds-digital-engines>

	g	Apple	f	a
TELECOM & IT	Google Fiber	Apple Sim	WhatsApp	Cloud Drive
HEALTH	Google Calico	HealthKit	Move	amazon.com Marketplace
RETAIL	Shopping express	iBeacon	Facebook "Buy" Button	amazon Grocery Delivery
ENERGY & UTILITIES	nest Smart home	Solar Power	Internet.org project	Fulfillment by Amazon
MEDIA & ENTERTAINMENT	Play	iTunes Radio	Oculus	twitch Gamers Video platform
FINANCIALS	Wallet	Apple Pay	Friend-To-Friend Payment ¹	amazonpayments Payments API
MOBILITY, TRAVEL & LEISURE	Car	CarPlay	Messenger + Uber integration ¹	Media app for connected cars

ที่มา: <https://www.statista.com/topics/4213/google-apple-facebook-and-amazon-gafa/>

U.S. Tech Giants Lobbying in Europe

Annual budget and number of meetings with the European Commission since 2014*



1. Lost Generation (พ.ศ. 2426-2443): เป็นยุคสงครามโลกครั้งที่ 1 ปัจจุบันคนกลุ่มนี้เสียชีวิตไปหมดแล้ว

2. Greatest Generation (พ.ศ. 2444-2467): คือยุคที่คนสงครามโลกครั้งที่ 2 เป็นยุคในการฟื้นฟูและพัฒนาเศรษฐกิจ ผู้คนในยุคนี้จึงมีความเป็นทางการสูง

3. Silent Generation (พ.ศ. 2468-2488): เป็นช่วงสงครามโลกครั้งที่ 2 พอด คนรุ่นนี้มีความจงรักภักดีต่อนายจ้างและประเทศชาติสูง ผู้หญิงเริ่มออกนากำหนดบ้านกันมากขึ้น

4. Baby Boomer (พ.ศ. 2489 - 2507): ยุคสิ้นสุดสงครามโลกครั้งที่ 2 คนยุคนี้คือคนที่อายุตั้งแต่ 49 ปีขึ้นไป เป็นคนที่ใช้ชีวิตเพื่อการพักผ่อน ประหยัด ฉลาดรอบ วนกลอง

5. Generation X (พ.ศ. 2508-2522): เป็นยุคที่โลกมันถึงแล้ว เป็นคนวัยทำงาน โดดเด่นในการพัฒนาซอฟต์แวร์ไอที, คอมพิวเตอร์, เพลงฮิปฮอป และอาจตกทุกข์ได้ยากด้วยตนเองได้ง่าย ไม่ใส่ใจเป็นการ เป็นตัวของตัวเองสูง มีความคิดสร้างสรรค์

6. Generation Y (พ.ศ. 2523-2540): เป็นยุคที่เทคโนโลยีและอินเทอร์เน็ตเจริญรุดหน้า คนกลุ่มนี้ชอบงานด้านไอที มีความคิดสร้างสรรค์ สามารถทำอะไรหลายๆ อย่างได้ในเวลาเดียวกัน เป็นคนมองโลกในแง่ดี ไม่ค่อยมีความอดทน

7. Generation Z (พ.ศ. 2540 ขึ้นไป): คือวัยของเด็ก มิน้อง จะเป็นโตมาพร้อมกับสิ่งอำนวยความสะดวกมากมาย ทั้งมือถือ มีความสามารถในการใช้งานเทคโนโลยีต่างๆ และเรียนรู้ได้เร็ว

ที่มา: www.jinfinity.co.th/บทความ/gen-ไท้เนมาะกับเบร่าเสลิน

Characteristics	Maturity (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Battering Fixed-gender roles Rural vs. Urban Nuclear families Defined gender roles — particularly for women	Cold War Rock War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-oriented Role of the teenager	End of Cold War Fall of Berlin Wall Reagan / Thatcher Terrorism Live Aid Introduction of first PC Early mobile technology Latch-key kids rising levels of divorce	9/11 terrorist attacks Patriotism Social media Widespread of Iraq Reality TV Google Earth Clashbury	Economic downturn College learning Cable focus iPod/iPhone devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adopters	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — managers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work with organisations not "for"	Career mercenaries — will move freely between organisations and "gig-eo" businesses
Signature product	Automobile	Television	Personal Computer	Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into external) communication devices
Communication preference	Face-to-face	Face-to-face socially, but telephone or e-mail if required	SMS, Text messaging or e-mail	Online and mobile (text messaging)	Facetime
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online — would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

Percentages are approximate at the time of publication.
ที่มา: <https://www.robertson-associates.eu/blog/2013/11/29/which-generation-are-you-xyz-lost>

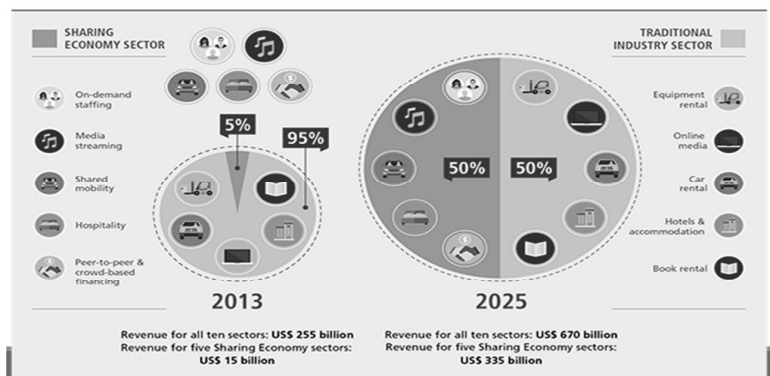
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Transformed company contexts

- ❖ The data explosion
- ❖ Everything becoming a service, and software eating the world
- ❖ From linear to networked dynamics
 - ❖ Sharing economy
- ❖ The heightened impact of talent
 - ❖ <https://adecco.co.th/en/employers/adecco-services-detail/digital-talent>
 - ❖ <https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/the-new-tech-talent-you-need-to-succeed-in-digital>

ที่มา: http://www.dhl.com/en/about_us/logistics_insights/dhl_trend_research/sharing_economy.html#W0a-H9L7T1U

Sharing Economy





ที่มา: <https://futurelab.assaabloy.com/en/security-in-the-sharing-economy/>

รู้จัก 7 บริการจาก Services of Grab

บริการเรียกรถยนต์ หรือรถแท็กซี่ใกล้ที่สุด ราคาประหยัด

บริการเรียกรถมอเตอร์ไซด์ หรือรถจักรยานยนต์ส่งของส่งพัสดุ ส่งพัสดุ ถึงเร็วที่สุด

บริการเรียกรถยนต์โดยสาร หรือรถแท็กซี่พรีเมียม บริการที่สะดวกสบาย

บริการเรียกรถจักรยานยนต์ หรือรถจักรยานยนต์ส่งของ

บริการเรียกร้านอาหาร หรือร้านอาหารใกล้ที่สุด

บริการเรียกรถมอเตอร์ไซด์ หรือรถจักรยานยนต์ส่งของ

บริการเรียกร้านอาหาร หรือร้านอาหารใกล้ที่สุด

บริการเรียกรถยนต์โดยสาร หรือรถแท็กซี่พรีเมียม บริการที่สะดวกสบาย

<https://help.grab.com/hc/th/articles/115015767528-%E0%B9%81%E0%B8%81%E0%B8%A3-%E0%B8%9A%E0%B8%A1%E0%B8%B5%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AD%E0%B8%B0%E0%B9%84%E0%B8%A3%E0%B8%9A-%E0%B8%B2%E0%B8%B7-Which-service-should-I-choose->

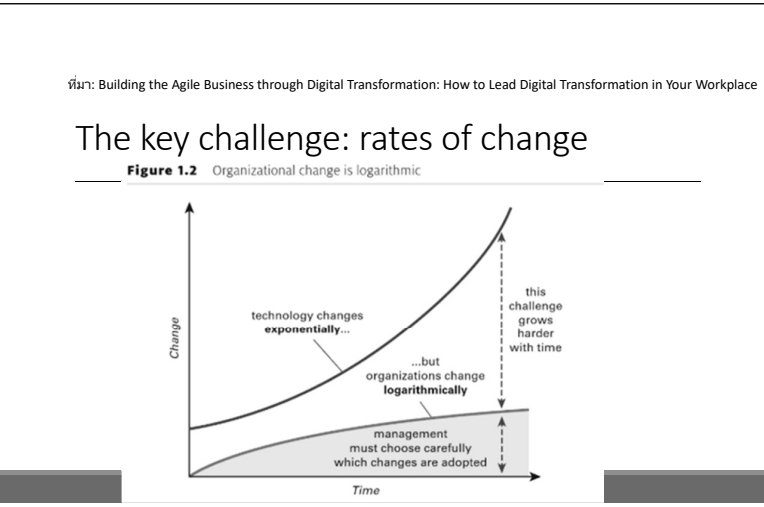
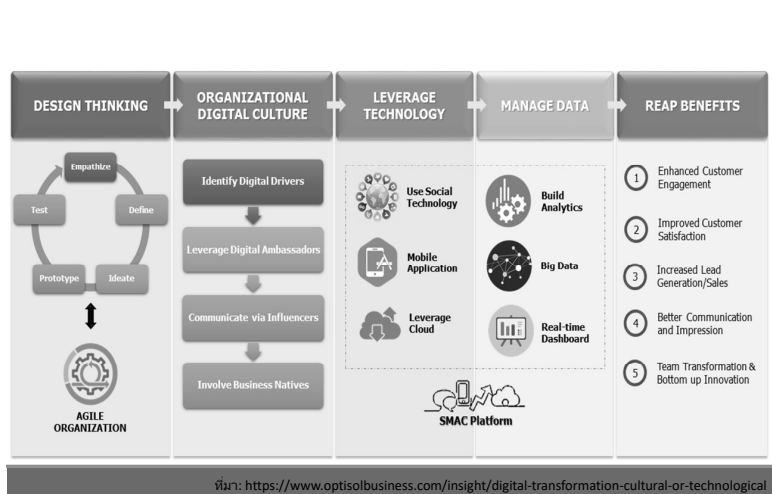
ตอบใจทุกผู้ใช้ ถูกใจทุกบริการ เรียกละเลย!

ที่มา: Building the Agile Business through Digital Transformation: How to Lead Digital Transformation in Your Workplace

The agile context model

Table 1.1 Questions to workshop

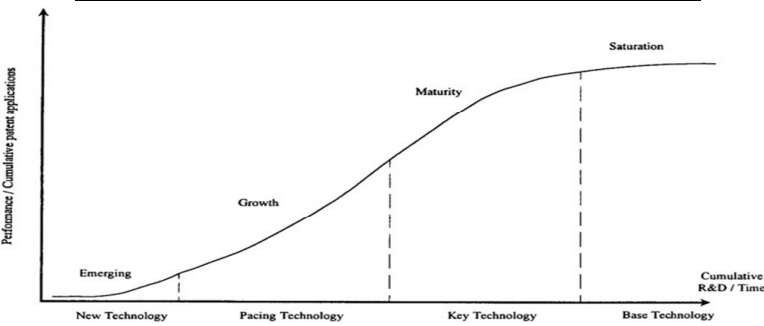
	Velocity	Focus	Flexibility
Competitive	What are the market factors that prevent you from moving quickly?	How does your vision and strategy compare to your competitors?	Are there cultural aspects to the industry that create inertia?
Customer	How well does your organization understand shifting customer need?	How well is your strategy and innovation linked to your customer need?	How quickly are you able to respond to shifting customer need?
Company	What are the key forces for inertia in your organization?	How well is organizational execution linked to a compelling vision?	How well does your culture support agility?



How digital disrupts

ที่มา: <https://www.sciencedirect.com/science/article/pii/S0040162512002478>

Technology life cycle



D/ISRUPTION

THE FIVE STAGES OF DISRUPTION

- 1 THE KODAK MOMENT**
Kodak was fatally slow in recognizing the camera market's rapid switch to digital. The sales from the rapid obsolescence of its consumer business - film - declining camera sales hastened the end but it was this collapse of film and processing that freed them off.
- 2 INTERNET INFRASTRUCTURE**
From the late '90s, huge sums of money poured into building network infrastructure but by the late 2000s, the market was overbuilt and the revenue left alone the profit margins. The answer was such a mounding 'You'll know' that the bubble burst and market valuations were severely reduced. Disruption had been diagnosed.
- 3 DISRUPTIVE BUSINESS MODELS**
In itself, Uber's technology is not particularly innovative. However, the company's 'zero marginal cost' model offers a delivery that is not a model with no reducible incremental costs to break, allowing other business models such as restaurant food delivery services to add Uber to the package. Its horizontal integration with no marginal cost, and technology a zero marginal cost = valuable disruption.
- 4 IOT AND ARTIFICIAL INTELLIGENCE**
The Internet of Things will soon provide an end-to-end view of a product, from manufacture and distribution through to retail and use. At the very least, this will save costs by matching production to consumption and reducing inventory. Data analysis by artificial intelligence will also spot patterns invisible to humans, enhancing customer engagement.
- 5 THE ADOPTION CURVE**
Adoption curves are becoming steeper. Ten years ago, virtual reality had virtually no users before Oculus Rift entered the market but not in 500 price tag. Spotting the opportunity, Google boldly launched Google Cardboard, a \$3 box that turns a smartphone into a VR headset, paving the way for a more profitable Google product down the line.

These same five principles can be seen happening across numerous business sectors. Value and profit become entrenched in the data sets held by the industry leaders, moving revenue away from where it's traditionally been made. Such a profound shift can and does create social change as AI has, and will continue to create unemployment in previously 'safe' sectors.

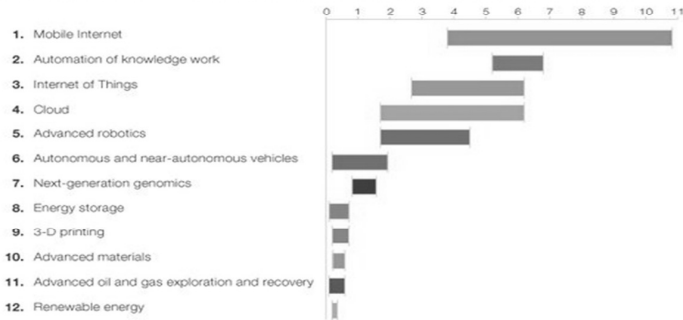
THE DISRUPTION OF DISRUPTION ISN'T OVER YET...

disruptionhub.com

ที่มา: <https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/disruptive-technologies>

A gallery of disruptive technologies

Estimated potential economic impact of technologies across sized applications in 2025, \$ trillion, annual



Digital Transformation

DIGITAL TRANSFORMATION
คือ การนำเอาเทคโนโลยีดิจิทัลต่างๆ มาประยุกต์ใช้ให้เกิดผลทางธุรกิจนอกเหนือจากการค้า แต่เป็นเรื่องของประสิทธิภาพในการทำธุรกิจ และขีดความสามารถในการแข่งขันด้านการทำงาน ลดต้นทุน เพิ่มความพึงพอใจของลูกค้า

อาศัย 3 สิ่ง คือ

1. วิสัยทัศน์ ที่เฉียบแหลม ของผู้บริหาร
2. พนักงาน ที่พร้อมพัฒนา
3. กลยุทธ์ดิจิทัล สร้างสินค้าหรือบริการใหม่ๆ

Think BIG

ที่มา: DR.SOMSAK WATTANASRI - THAI CSSA

Digital Transformation

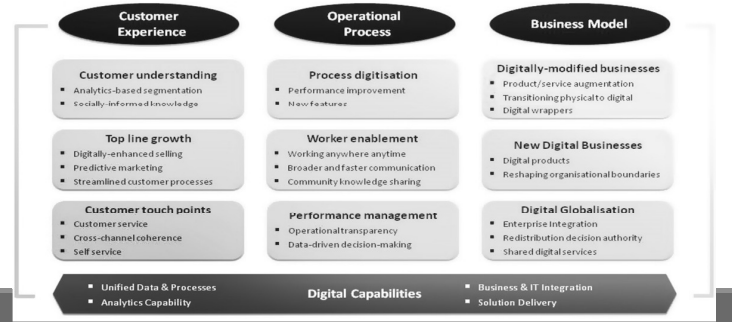
- Empowered employees
- Engaged customers
- Transformed products
- Optimized operations

ที่มา: <https://www.catapultsystems.com/services/digital/>

ตัวอย่างการลงทุนเพื่อ Digital Transformation ของบริษัทใหญ่ใน 3 ปีข้างหน้า



A Framework for Digital Transformation



TRENDS IN BUSINESS TRANSFORMATION EXECUTIVE EUROPEAN SURVEY

ABOUT CAPPGEMINI:
 A GLOBAL LEADER IN CONSULTING, TECHNOLOGY SERVICES AND DIGITAL TRANSFORMATION, CAPPGEMINI IS AT THE FOREFRONT OF INNOVATION TO ADDRESS THE ENTIRE BREADTH OF CLIENTS' OPPORTUNITIES IN THE EVOLVING WORLD OF CLOUD, DIGITAL AND PLATFORMS. BUILDING ON ITS STRONG 50-YEAR HERITAGE AND DEEP INDUSTRY-SPECIFIC EXPERTISE, CAPPGEMINI ENABLES ORGANIZATIONS TO REALIZE THEIR BUSINESS AMBITIONS THROUGH AN ARRAY OF SERVICES FROM STRATEGY TO OPERATIONS. CAPPGEMINI IS DRIVEN BY THE CONVICTION THAT THE BUSINESS VALUE OF TECHNOLOGY COMES FROM AND THROUGH PEOPLE. IT IS A MULTICULTURAL COMPANY OF 200,000 TEAM MEMBERS IN OVER 40 COUNTRIES. THE GROUP REPORTED 2017 GLOBAL REVENUES OF EUR 12.8 BILLION.

Some key findings

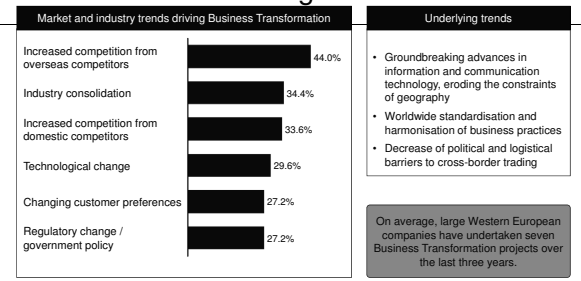
- On average, large Western European companies have undertaken seven Business Transformation projects over the last three years
- Business Transformation has become a central way of working; however, less than one third of companies feel that they excel at it
- Companies do well in the top-down dimension, but less so in the bottom-up dimension of Business Transformation
- Implementation is by far the riskiest stage within the execution of a large-scale Transformation
- Shortcomings in execution, and insufficient acceptance by company employees are the most important reason for Transformation failure
- Ongoing support from senior management is by far the most important success factor for Business Transformation

What is our understanding of Business Transformation?

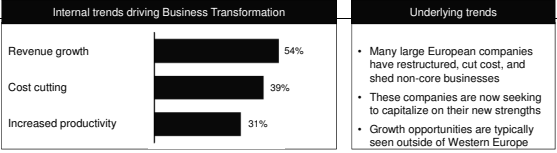
Business Transformation Programs are complex, performance-enhancing initiatives that cross functional and geographical boundaries within large organizations.

Business Transformation Programs bring about fundamental changes in the way a business is run; they need to integrate the dimensions of strategy, structure, processes, people and IT technology and therefore require a holistic approach.

Competition and industry consolidation are the most important external trends driving Business Transformation

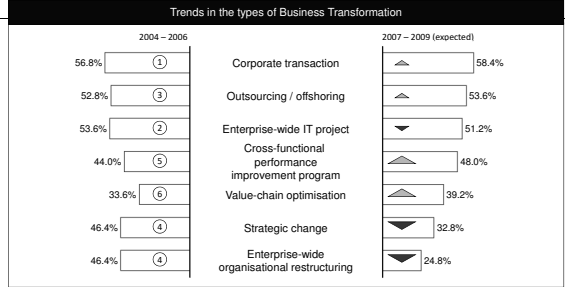


Growth has become the most important internal driver for Business Transformation

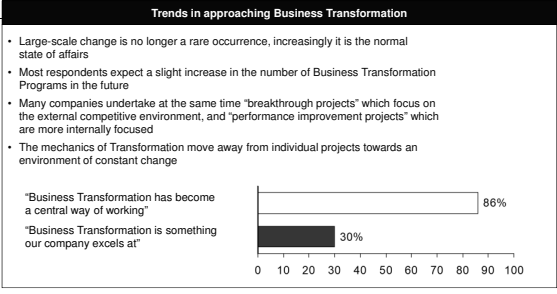


"Our deepening understanding of doing business in Asian cultures will make Mergers and Acquisitions a more compelling growth strategy for Western companies, while companies in India and China will increasingly see such transactions as a means to create globally competitive brands." – Richard Scase, Prof. of Organizational Behaviour, University of Kent, UK

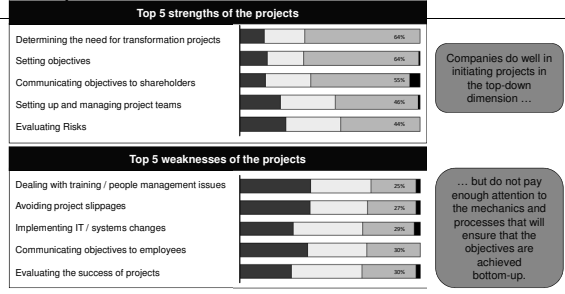
Corporate transactions and outsourcing / offshoring remain the most prevalent types of Business Transformation



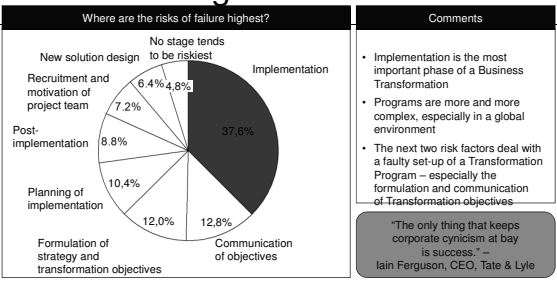
Business Transformation has become a central way of working; however, less than one third of companies excel at it



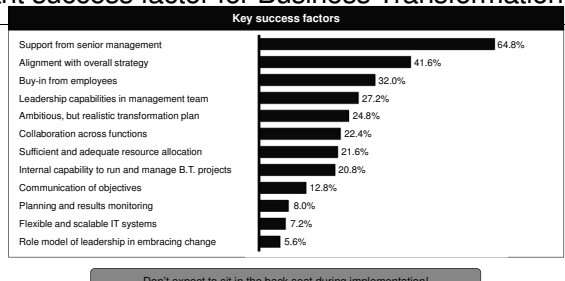
Companies do well in the top-down dimension, but less so in the bottom-up dimension of Business Transformation



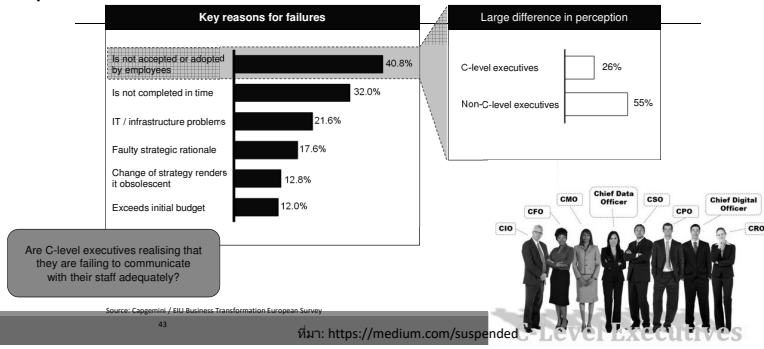
Implementation is by far the riskiest stage within the execution of a large-scale Transformation



Ongoing support from senior management is by far the most important success factor for Business Transformation



Insufficient acceptance by company employees is the most important reason for Transformation failure



Digital Culture

Barriers in Digital Transformation

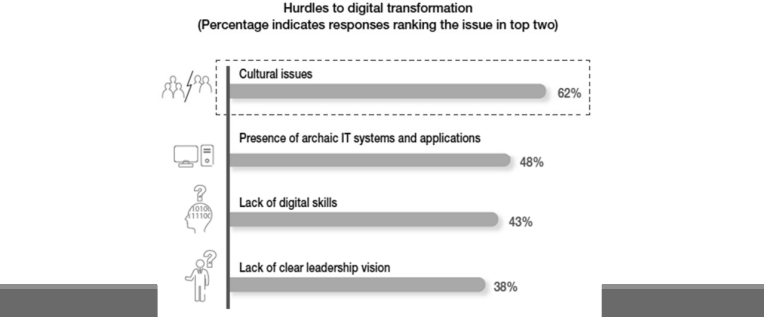
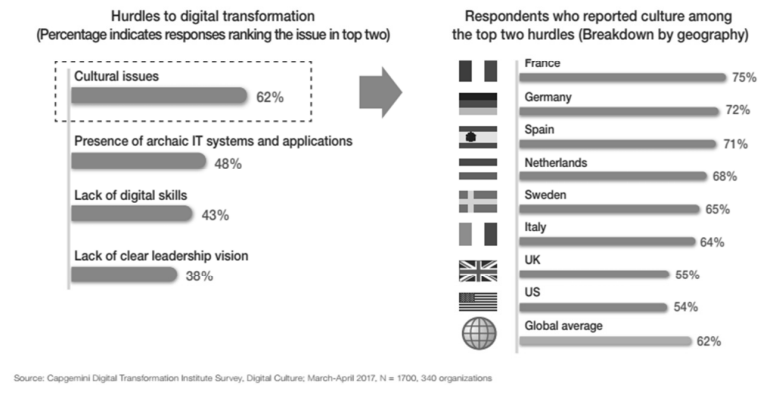
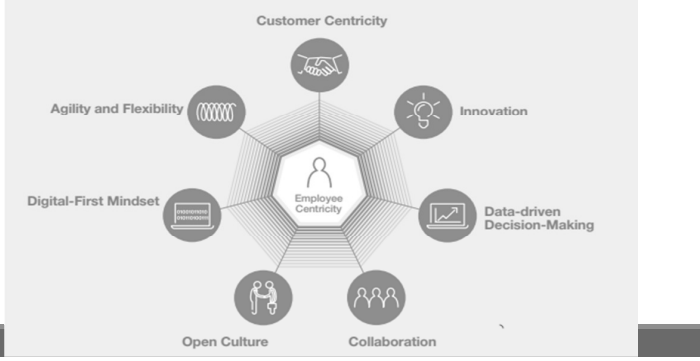


Figure 1: Culture is the number one hurdle to digital transformation

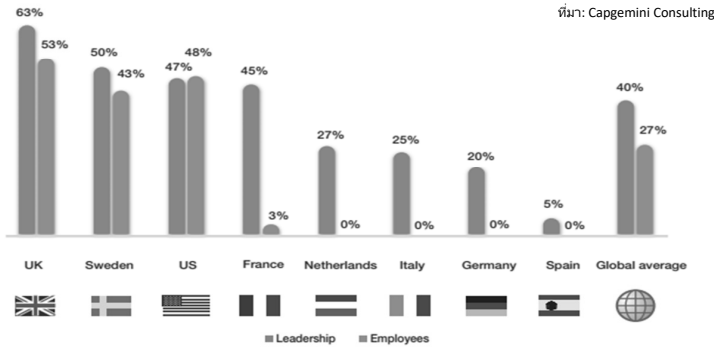


What is Digital Culture



Employees don't see their organizations' culture as "digital"

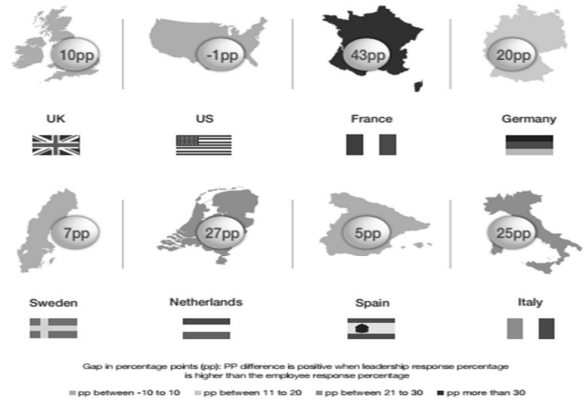
Figure 2: Percentage of leadership and employees who agree that there is a high prevalence of digital culture in their organization



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

Figure 3: Geography breakdown of the leadership-employee disconnect on the prevalence of digital culture in their organization (in percentage points, pp)



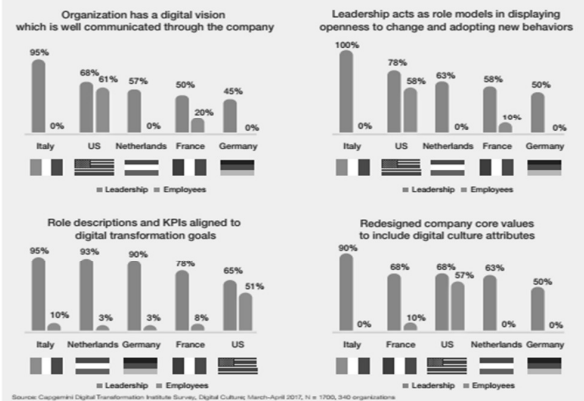
ที่มา: Capgemini Consulting

Understanding the leadership—employee divide

- ❖ We found that senior executives in these countries have failed to do a number of things including:
 - ❖• Articulate the culture vision in order to give managers and employees a standard for their work
 - ❖• Adapt cultural pursuits to accompany a digital vision
 - ❖• Act as mentors and role models to achieve over-arching cultural ambitions
 - ❖• Adjust KPIs or the incentive structure to align with the transformation goals, or embed desired behavioral changes in core value statements.

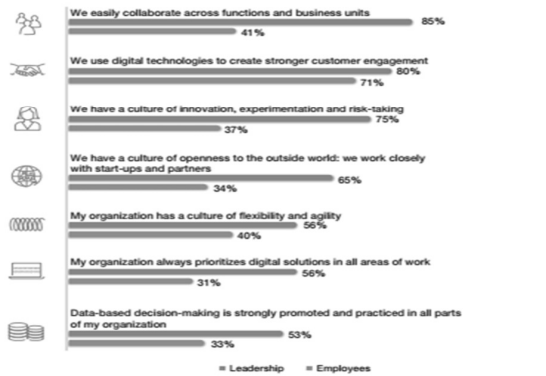
ที่มา: Capgemini Consulting

Figure 4: Percentage of leadership and employees who agree with the following statements:



ที่มา: Capgemini Consulting

Figure 5: Percentage of leadership and employees who agree that there is high prevalence of digital culture dimensions



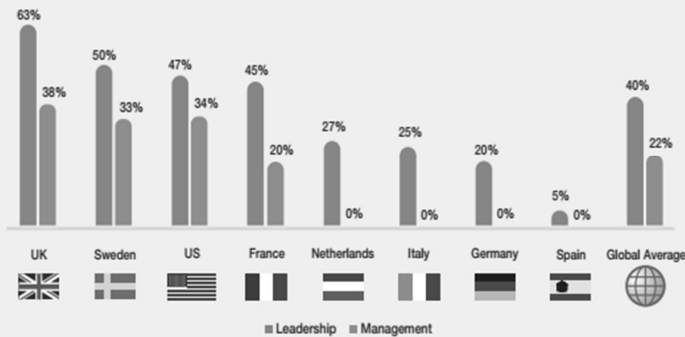
41% vs. 85%
Percentage of employees vs. leadership who believe they easily collaborate across their organization

Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

Management does not feel empowered to be a catalyst for the culture change agenda

Figure 6: Percentage of leadership and management who agree that there is a high prevalence of digital culture in their organization



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

Figure 7: Percentage of leadership and management who agree with the following statements:



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

Leadership believe they have a digital vision, employees disagree

Figure 8: Percentage of leadership and employees who agree with the following statements on digital vision:



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

Innovation exists in theory, but not necessarily in practice

Figure 9: Percentage of leadership and employees who agree with the following statements on innovation initiatives:



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

66% vs 32%
Percentage of leadership and employees who believe there is no bureaucracy for submitting ideas

ที่มา: Capgemini Consulting

Collaboration is a myth, say employees; leadership disagrees

Figure 10: Percentage of leadership and employees who agree with the following statements on key collaboration initiatives:



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

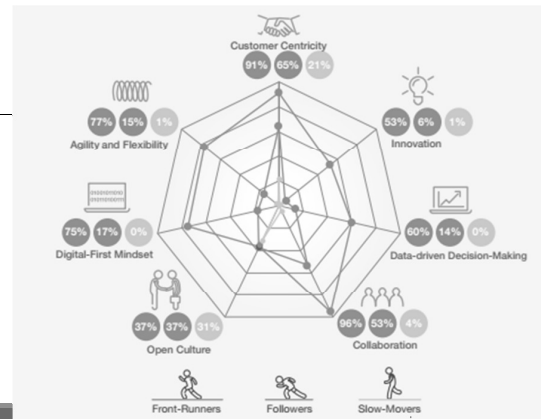
ที่มา: Capgemini Consulting

Who are the digital culture leaders?

The Front-Runners represent close to a third of the organizations we surveyed (34%) and are characterized by a combination of the two following key features:

1. They have performed consistently well across the seven dimensions of digital culture
2. Their leadership has largely succeeded in aligning the wider organization to the desired culture.

Profile of Front-Runners



Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

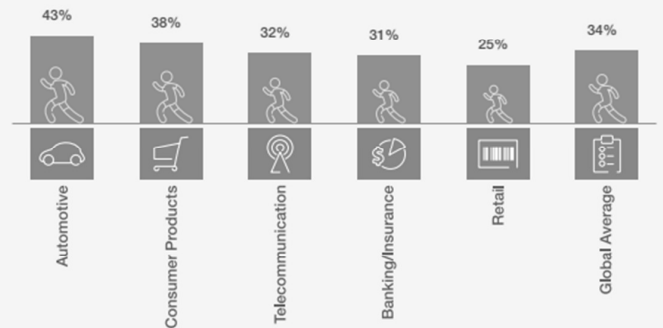
ที่มา: Capgemini Consulting

Strong representation of Front-Runners in the UK, Sweden and the US (Front-Runners by geography)



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Automotive has the highest proportion of Front-Runners (Front-Runners by sector)

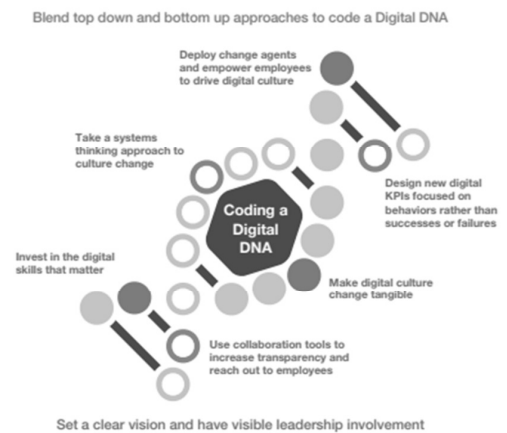


Source: Capgemini Digital Transformation Institute Survey, Digital Culture, March-April 2017, N = 1700, 340 organizations

ที่มา: Capgemini Consulting

How to evolve your digital culture?

Coding a Digital DNA



Group Discussion

❖ แบ่งกลุ่มเป็น 6 กลุ่ม

❖ ยกตัวอย่างองค์กรมา 1 องค์กร แล้วมองภาพองค์กรย้อนหลังตั้งแต่อดีต (ตอนที่ยังไม่นำเทคโนโลยีดิจิทัลเข้ามาใช้) – ปัจจุบัน (นำเทคโนโลยีดิจิทัลอะไรเข้ามาช่วยอย่างไรบ้าง) – อนาคต (ทำนายความเปลี่ยนแปลงขององค์กรในอนาคต) ว่าจะมีความแตกต่างในเรื่องความเป็นดิจิทัลขององค์กร อย่างไร

❖ นำเสนอกลุ่มละ 2-3 นาที