

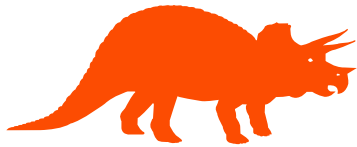


Chet Kapoor

How does a 100-year old company  
become a platform business?

# Technologies have changed the market context

## This has happened before



Those who fail to  
adapt to change



Those who adopt  
the technology



Those who (re)build  
their business around  
the change

Historically companies that built their business to take full advantage of new technology were **disruptive**



**i'm lovin' it**®

A large cargo ship is shown from a high-angle perspective on the deck, moving across a vast blue ocean. The deck is filled with stacks of colorful shipping containers in shades of yellow, red, blue, and orange. In the distance, another ship is visible on the horizon under a clear sky. A semi-transparent white circle is centered over the image, containing the Walmart logo and tagline.

**Walmart**   
Save money. Live better.

A white circular graphic is centered on the page. Inside the circle, the text "amazon.com" is written in a bold, black, sans-serif font. Below the text is the Amazon logo, which consists of a curved orange arrow pointing from the letter 'a' to the letter 'z'. The background of the entire image is a blurred photograph of a computer workstation, showing a monitor, keyboard, and mouse on a desk.

**amazon.com**

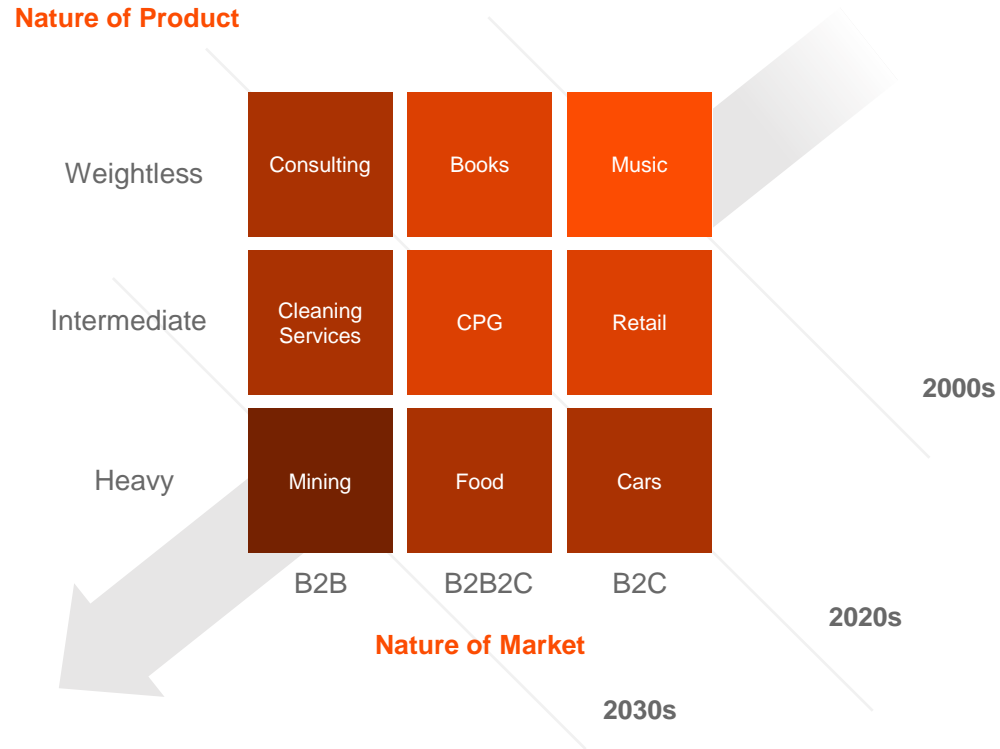


UBER

Companies are  
rebuilding their businesses around  
today's digital technology



# Digital is transforming every business



# Digital leaders come from many industries



from a better shoe to a better you



from a brick-and-mortar pharmacy to a digital one-stop shop for health care consumers



digital as catalyst for the fully personalized shopping experience



becoming a utility platform to create a whole new ecosystem of value



building IT for the new digital context



from an entertainment company to a comprehensive business-to-consumer digital services platform



from traditional publisher to technology innovator with digital learning platform



# Walgreens

More than one refill per second via mobile devices

6x sales increase versus store only

Over 75 partner apps using QuickPrint APIs

Platform for telehealth



Digital loyalty program:  
83M members in 12 months

Connect fitness app or device to loyalty account



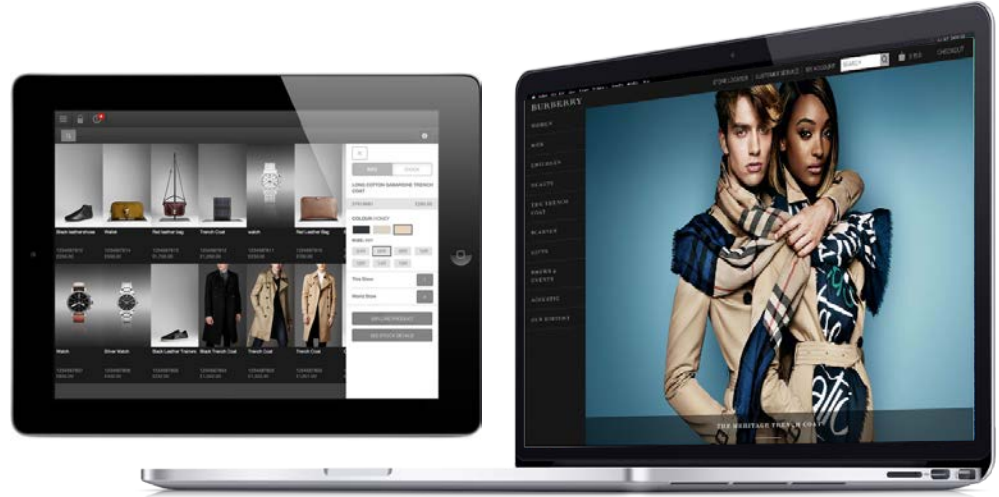
BURBERRY

## Providing exclusivity through its clienteling app

500+ stores globally

Detailed customer preference information for Burberry sales associates

A fully personalized experience for Burberry customers



“Digital has been the catalyst for everything in the company.”

*Angela Ahrendts, former CEO Burberry*



Fast Company's #1  
"Most Innovative" 2013

28M+ Nike+ community,  
65M women connected digitally



Profits up 57%

Doubling their  
market cap



Connected Experience

Pace of change ↑

Platform Technology

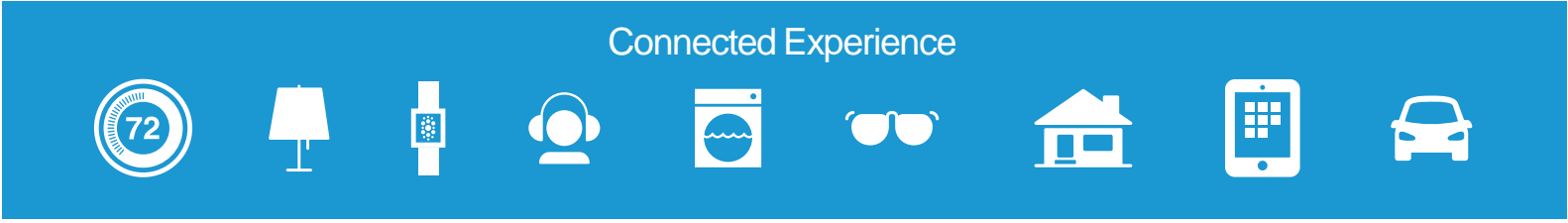


ESB / Integration

CRM	ERP	Database	Data Warehouse	Data Lake

System of Record

Connected Experience



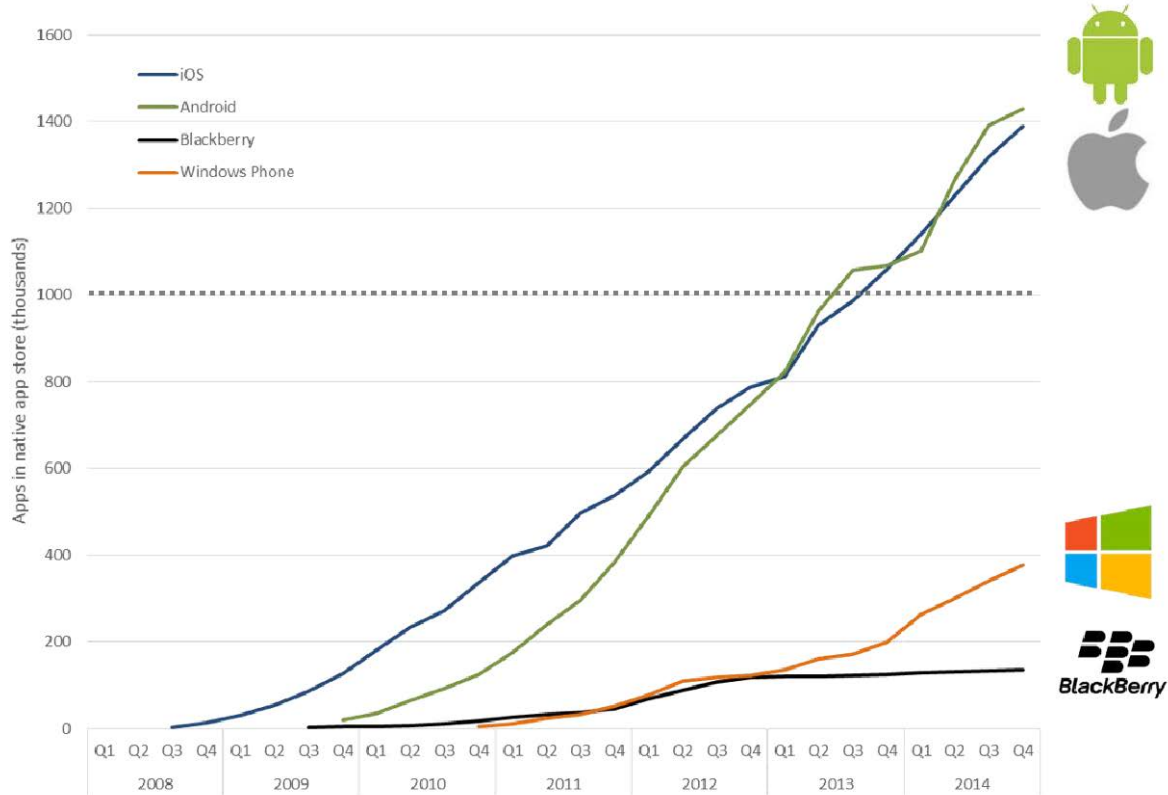
ESB / Integration

CRM	ERP	Database	Data Warehouse	Data Lake
				



System of Record

# Developers have conquered the phone with apps . . .





... and are well on the way to conquering



the car



the home



cities



factories



healthcare

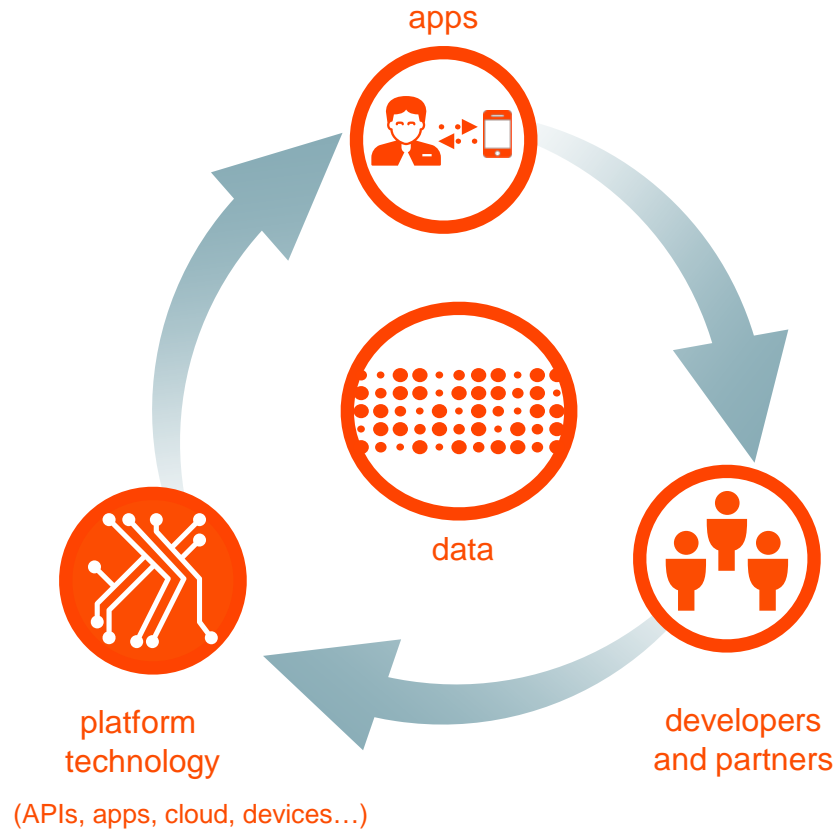


wearables

... everything  
really!

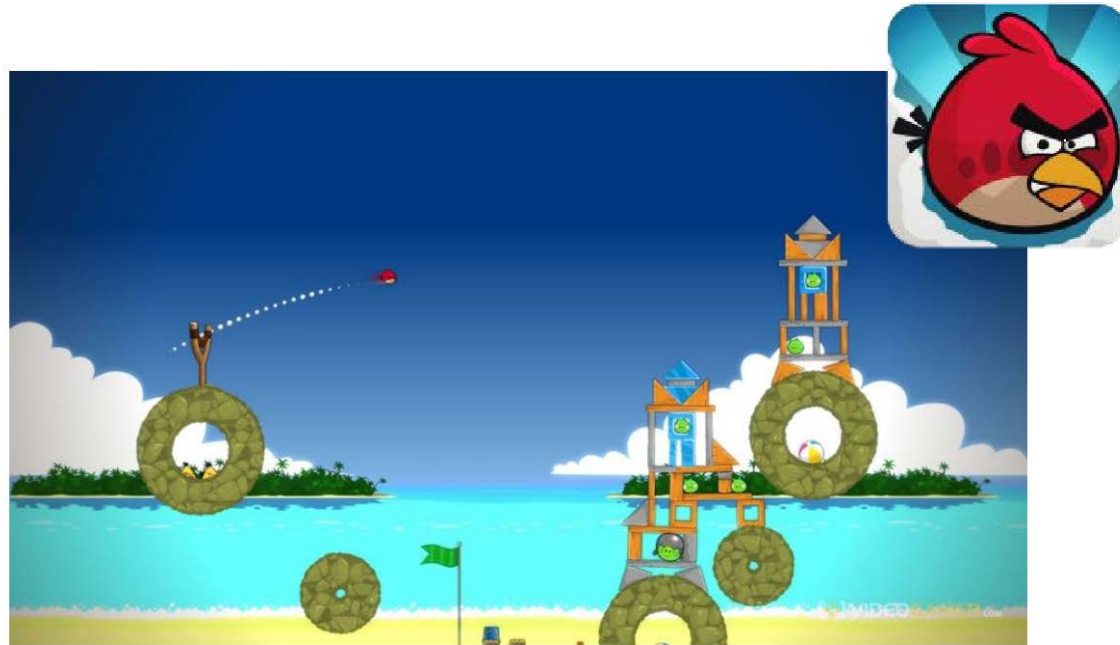
Every business needs a  
**vibrant** developer ecosystem  
internal and external

# Developer Ecosystems – Virtuous Cycle



The **nature** of apps is changing

# Yesterday: The traditional app



The value is delivered by the app itself  
(even when connected to a backend service)

# Today: The companion app



the value is delivered by the device  
the app is just the remote control

# Tomorrow: The data app



the value comes from combining all kinds of data  
the app processes triggers and signals across devices, sensors, and APIs

What do 100 year  companies have?  
data

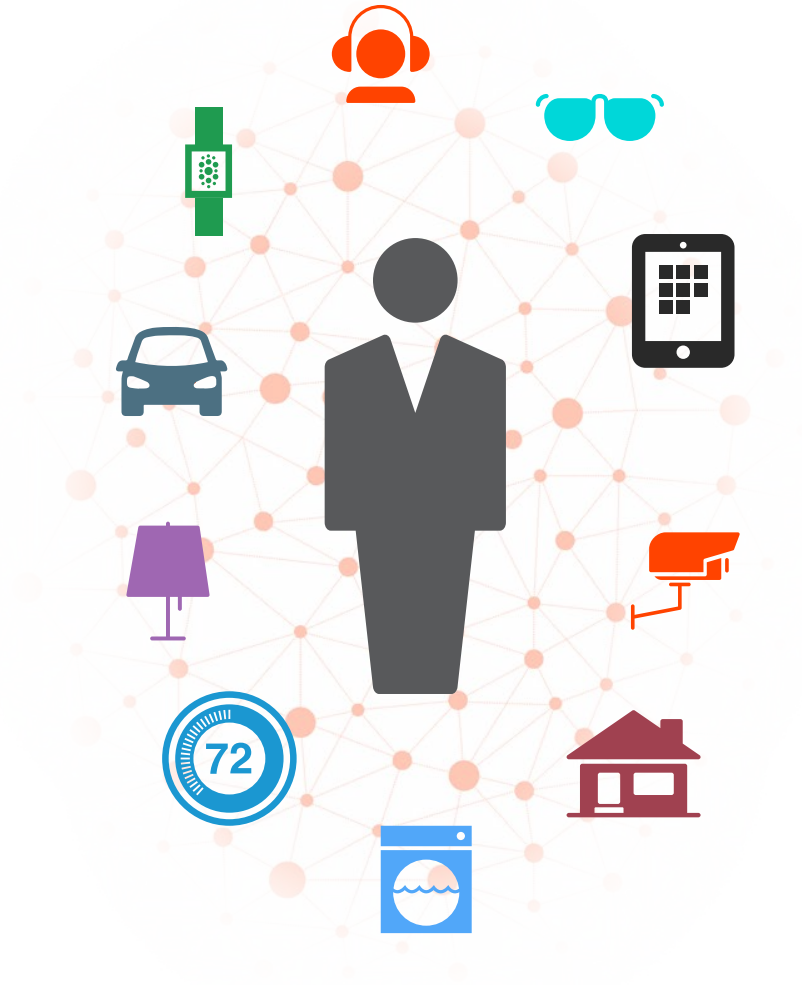


# Liberating this data requires transforming this old world

Value chain  
Delivers products  
That generate profit



... merging the value chain  
with the new reality of digital





platform  
technology



developer  
ecosystems

A blue silhouette of a person's head and shoulders, with a smartphone icon positioned to the right of the head.

liberated data  
+  
agile platform technology  
+  
vibrant developer ecosystem  
= platform business



Thank you