

**PLAYING TO WIN VS  
PLAYING NOT TO LOSE:**

# LIVING BUSINESS



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# **DISRUPTION: WHY DOES IT MATTER?**

**The main C-Suite challenge = delivering profitable growth.**

# GROWTH IS NOW ELUSIVE AND MUCH HARDER TO ACHIEVE

**Disruption Redefines  
Growth Boundaries**

**Past Success is  
Just Not Replicable**

**Traditional Ways Do Not  
Yield Predictable Results**



**Digital  
Speeds**



**Empowered  
Customers**



**New Disrupted  
Markets**



**New Value  
Equations**

## **7 Out of 10**

CEOs state that traditional approaches are increasingly irrelevant.\*

## **3 Organizations**

only stayed in top 10 of most valued over last 10 years.\*\*

## **4 Years**

to reach \$1bn valuation today; previously took 20 years.\*\*

## **Strategy of “More” is Outdated**

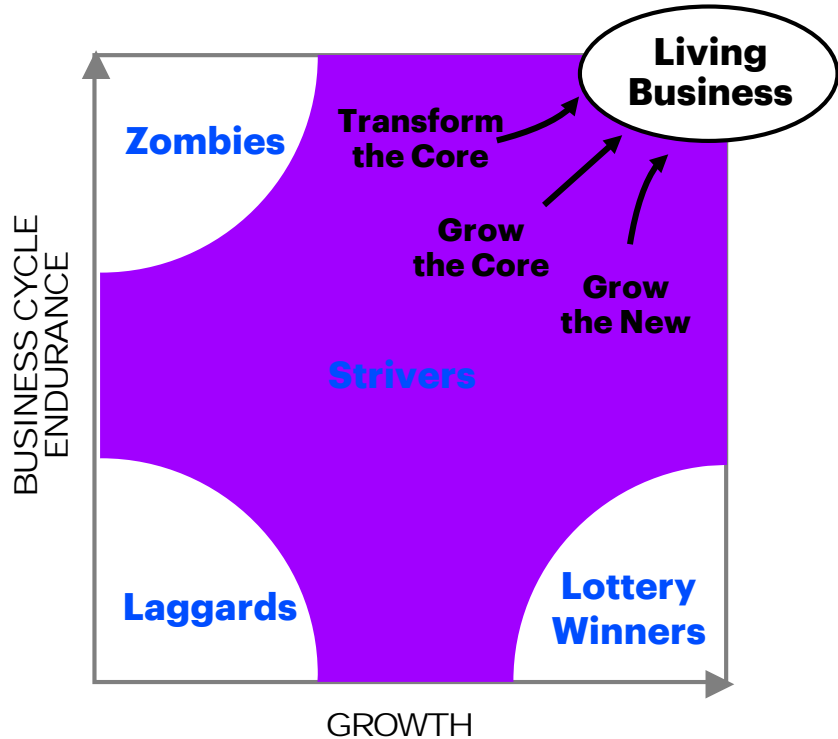
More campaigns, more stores, more loyalty efforts...do not link to more profitable growth.

## **Growth Initiatives Often Fail**

Many growth efforts are too partial, too fragmented and too static to make a real impact.

# LIVING BUSINESS

## SURVIVING BUSINESS CYCLES WHILE GROWING



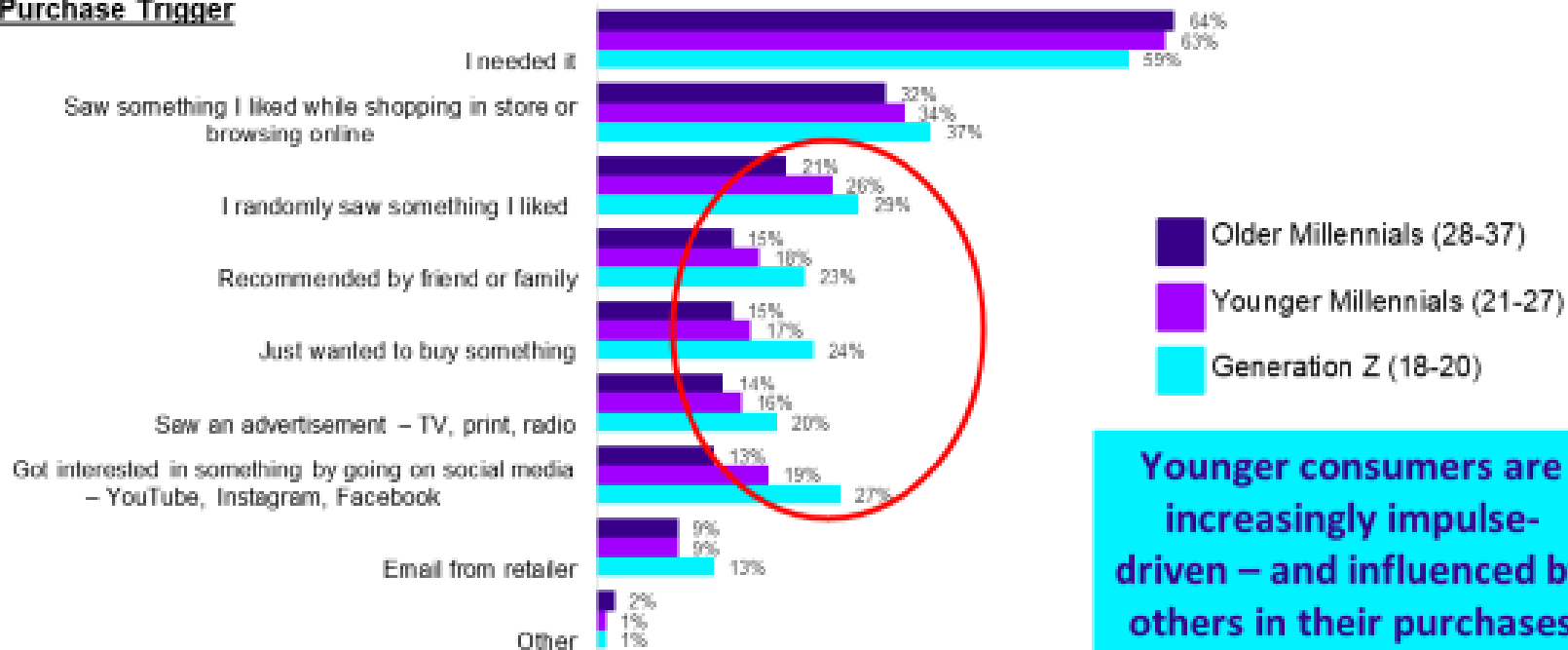
# WHERE ARE YOU?

# RELEVANCE

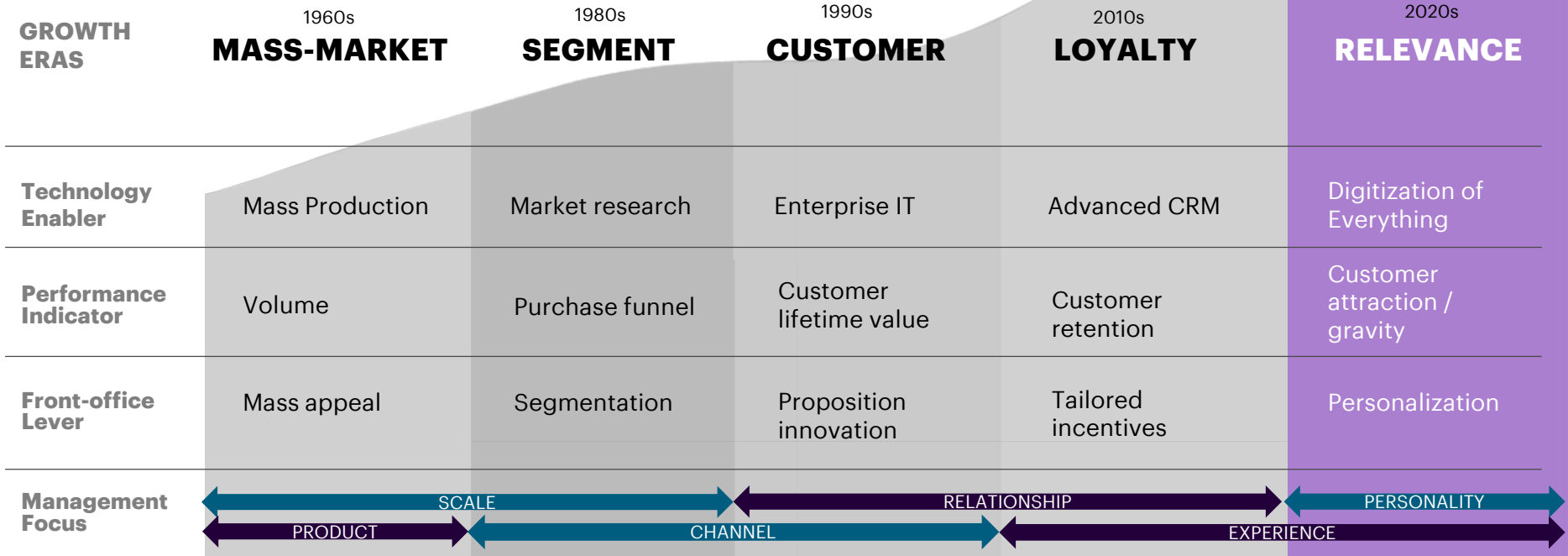
**PLAYING TO WIN:**  
**Delivering sustainable profitable growth**

# IN TODAY'S DISRUPTED MARKETPLACE CUSTOMER RELEVANCE IS THE KEY TO GROWTH

## Purchase Trigger

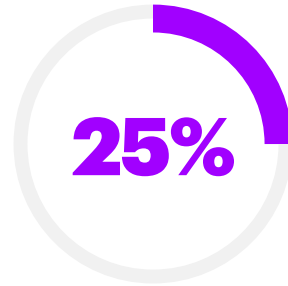


# A NEW GROWTH ERA: FROM LOYALTY TO RELEVANCE



# TO WIN IN THE ERA OF RELEVANCE

Companies need fluidity and agility to continuously accommodate customers' ever-evolving needs and circumstances.



of customers say that they'd quit **doing business altogether** with a company that wasn't relevant.



more likely that a company perceived as relevant by its customers will be **recommended to friends & family.**

**rel·e·vance** /ˈrɛlɪv(ə)ns/

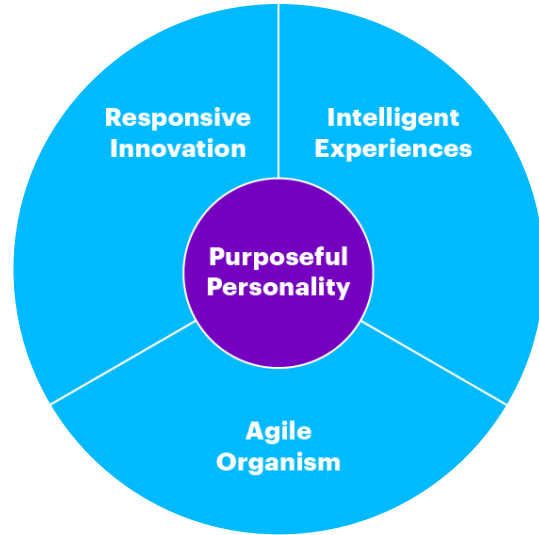
**Noun:** The quality or state of being closely connected or appropriate.



# **BECOMING A LIVING BUSINESS**

**What do they do? And how do they do it?**

# A LIVING BUSINESS STARTS WITH FOUR “VITAL SIGNS”...



# A LIVING BUSINESS

## ...AND THEN EXECUTING FIVE CAPABILITY SETS AT SPEED.

### TARGET NEW OPPORTUNITIES

Target core and disruptive growth initiatives to fuel responsive innovation.

### REWIRE CULTURE

Rewire your workforce with a customer-first mindset.

### SCALE WITH PARTNERS

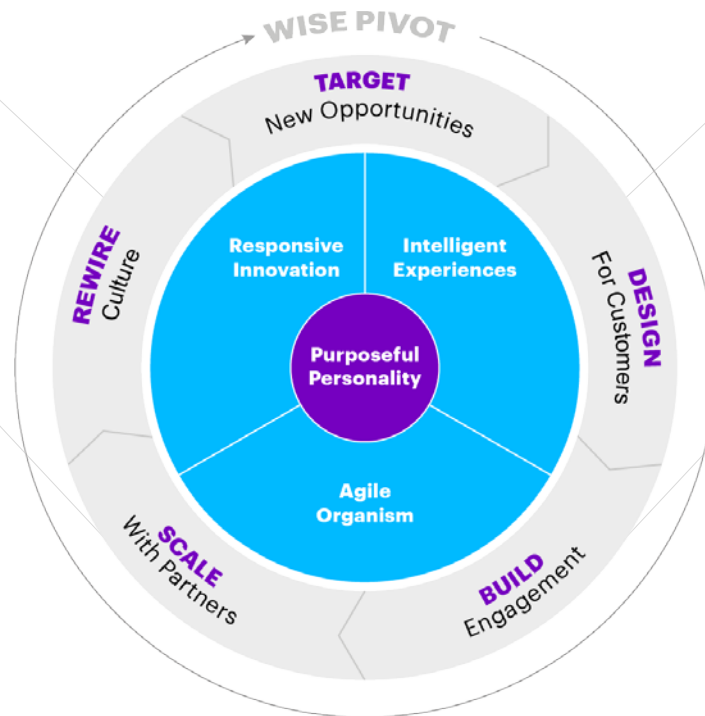
Scale with a broad and new set of ecosystem alliances.

### DESIGN FOR CUSTOMERS

Design products and services as hyper-relevant platforms.

### BUILD ENGAGEMENT

Build intelligent marketing and sales experiences.



# LIVING PROOF

**Examples of Living Businesses, from across the globe, and across industries.**

**MBANK**

**STARTING A  
BUSINESS IN ONE  
SIMPLE  
STEP**

**mBank has developed a digital service model, “mPower Business Starter”, that enables customers to launch a new business in one efficient transaction, and about 10 minutes.**



# CARNIVAL CRUISE LINES

# EXPERIENCES REINVENTED FOR GROWTH

**Elevated cruise vacation  
experience by connecting people,  
places and cultures from around  
the world in a more profound way.**



**FIAT**

# **INTELLIGENT & RELEVANT ATSCALE**

**FIAT is changing the art and science  
of seeking, buying, selling and  
service...with digital at the heart.**



**NIKE**

# **PARTNERSHIPS TO POWER BRAND EXPERIENCES**

**Nike is using an array of partners to extend relevant offers to customers, unlock customer data and advance the brand.**

“We see massive potential in a future where more Nike products are connected, bringing consumers inspirational content and serving as the onramp for Nike membership. And you can envision where that future goes, where consumers seamlessly engage with us through digitally connected products that continue to inform our design, manufacturing and distribution capabilities, creating new growth opportunities.”

**- Mark Parker, Nike CEO**

Source: [diginomica.com](https://diginomica.com)

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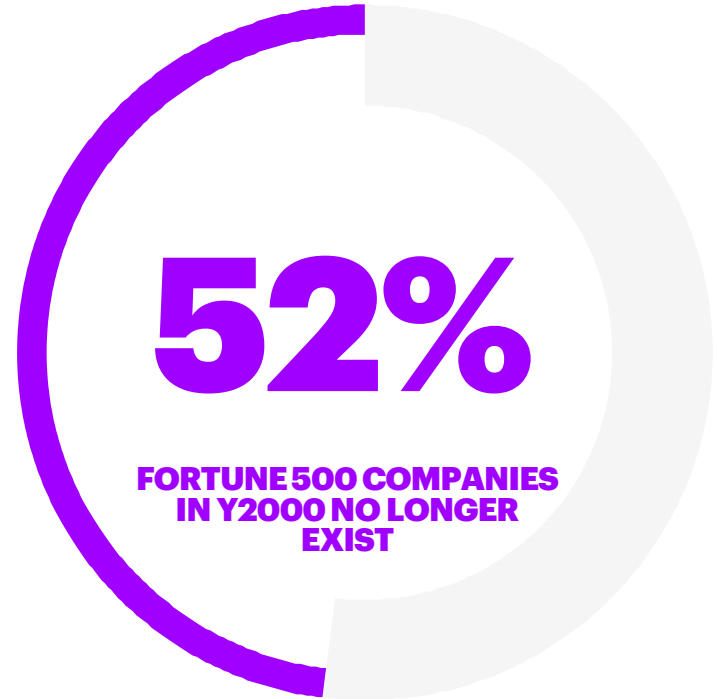




# NO TIME TO WASTE

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**A track record of sustained success is no longer a reliable predictor of future growth, or even survival.**



# THANK YOU

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