Tribe
Corporate & Digital Strategy

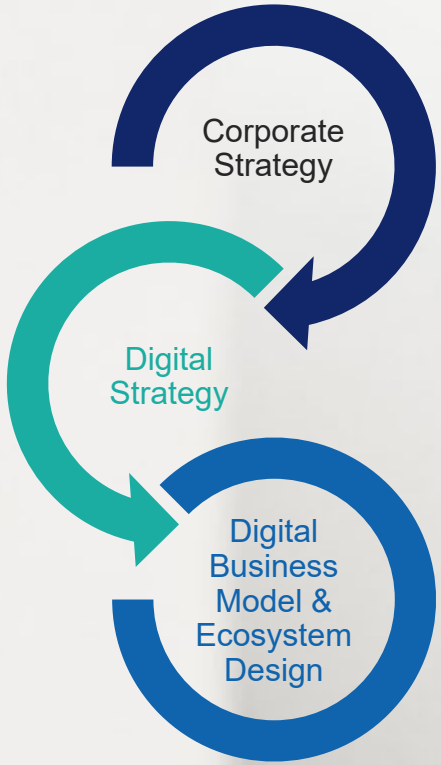
Overview 05/2020

DETECON
CONSULTING

Helping our clients prosper in the digital age

„Longevity in this business is about being able to reinvent yourself or invent the future.“

Satya Nadella, CEO Microsoft



Set digital direction

We anchor DIGITAL in the strategy of our clients,
so that they can thrive in global platform economies.

Initiate & Execute Initiatives

4 digital fields of play give our clients orientation,
so that they can develop valuable digital capabilities and implement effective digital initiatives.

Drive Digital Change

We support our clients in all aspects on their way from an idea to a new business model or ecosystem,
so that they can capture the value of digital markets.

Our Toolbox

- Industry Transformation Model
- Digital Value Creation
- Digital Maturity Model
- Digital Fields of Play & Navigator
- Smart Business Networks
- Platform Innovation Kit
- Company Building

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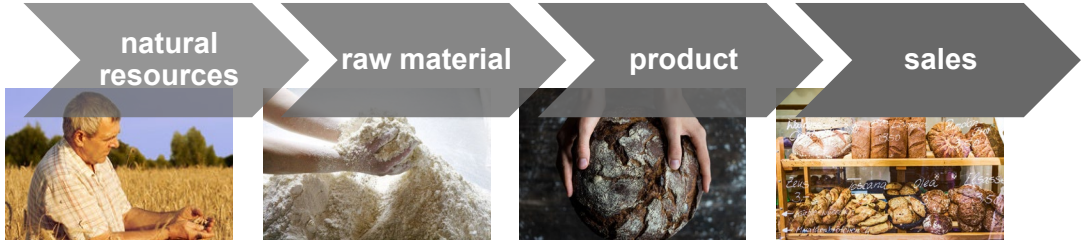
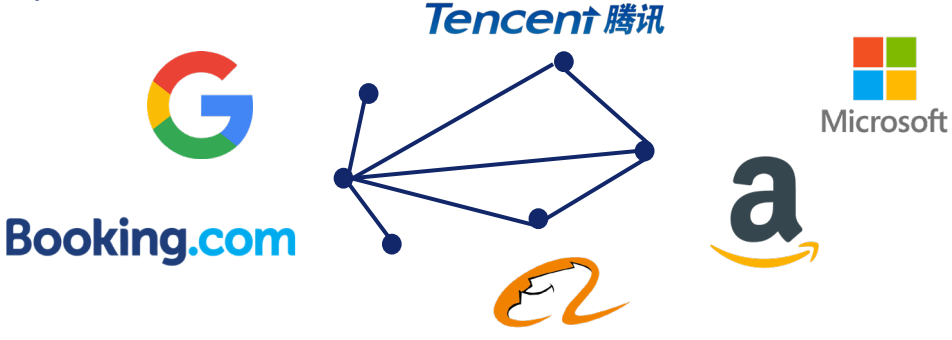
In digital economies linear business models disappear, platform players win. For incumbents, transforming towards ecosystem play is paramount.

From linear value chains …



… to platform economies



Rise of the platform players (ranking in terms of market cap)

2009		Prior decade	2019		Prior decade
1.	PetroChina	n/a	1.	Apple	# 11
2.	Exxon Mobil	# 9	2.	Microsoft	# 3
3.	Microsoft	# 1	3.	Amazon	# 101
4.	ICBC China	n/a	4.	Alphabet	#10
5.	BHP Billiton	# 260	5.	Facebook	n/a
6.	Walmart	# 5	6.	Berkshire H.	# 26
7.	CCB	n/a	7.	Alibaba	n/a
8.	Petrobras	# 241	8.	Tencent	# 168
9.	HSBC	# 42	9.	J&J	# 16
10.	Alphabet	n/a	10.	Visa	# 94

platform business model

Source: BCG Henderson Institute

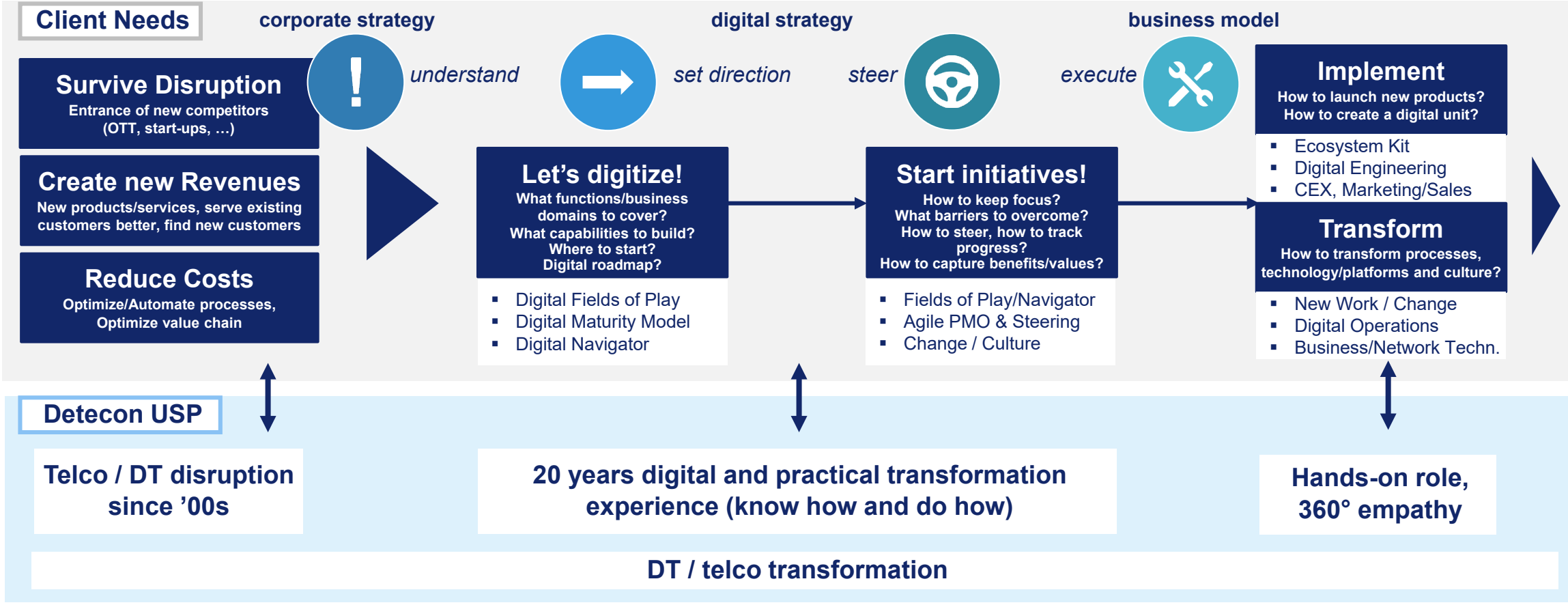
Look to Amazon (or any other platform player) as the role model: Grow an ecosystem leveraging your assets and customer relationships.

Value Drivers	Best Practice	Ambition VW (Example)
1. Superior Customer Experience (based on „ICT 2032“ *)	■ Digital goods (media, apps) ■ Customer Experience (1-Click, Dash Button) ■ Devices (Kindle, FireTV, Alexa)	■ Moia ■ Volkswagen We ■ Online Sales Platform (diconium) ■ After Sales
2. Open Business Platform / Ecosystem	■ Market Place ■ Payment ■ (Self) Publishing ■ Advertisement Platform	■ Dealer Network ■ Volkswagen Automotive Cloud ■ Elli / Volkswagen Naturstrom®
3. Intelligent Infrastructure	■ Storage ■ Logistics (AmazonFLEX, Amazon Air) ■ Amazon Go (Shops) ■ AWS	■ Volkswagen Industrial Cloud ■ Logistics (inkl. Logistics-as-a-Service) ■ Factories

“sandwich play”, ambidexterity

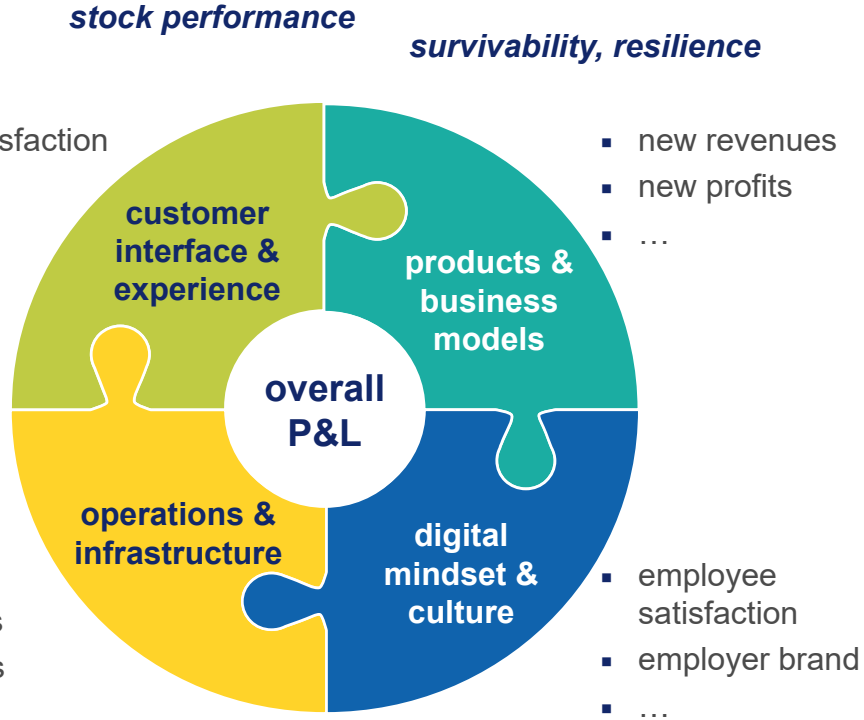
* https:/merlin.detecon.com/Merlin/detailPage/class_Documents/%7B8FDA9471-4DA4-489E-A91A-272A41EB38CE%7D (2011)

We help our clients find market-oriented answers to bringing their business into the digital age. We leverage our experiences from telco transformation.



A digital strategy is paramount to success in the digital age. It aligns the company on direction and way forward & helps track progress and success.

Benefits of digital strategy can be measured with typical domain-specific KPIs and also show in long-term business performance



Top transformation performers 2019

	COMPANY	CEO	NEW GROWTH AREAS (% of total business)	STOCK CAGR (vs. benchmark since base year of transformation)
#1.	Netflix*	Reed Hastings	original content (**44%**)	**59%** (vs. 10% for S&P 500 since 2012)
#2.	Adobe*	Shantanu Narayen	"digital experiences" (**27%**)	**26%** (vs. 10% for S&P 500 since 2009)
#3.	Amazon*	Jeff Bezos	Amazon Web Services (**11%**)	**39%** (vs. 10% for S&P 500 since 2009)
#4.	Tencent	Pony Ma Huateng	fintech, transportation (**25%**)	**32%** (vs. 1% for Hang Seng – 2011)
#5.	Microsoft*	Satya Nadella	intelligent cloud (**29%**)	**17%** (vs. 9% for S&P 500 since 2010)
#6.	Alibaba	Daniel Zhang	fintech/sports/entertainment (**14%**)	**8%** (vs. 1% for NYSE Index since 2013)
#7.	Ørsted	Henrik Poulsen	offshore wind (**37%**)	**30%** (vs. 0% for OMX Copenhagen – 2017)
#8.	Intuit	Sasan Goodarzi	"online ecosystem" (**14%**)	**22%** (vs. 10% for S&P 500 since 2012)
#9.	Ping An	Ma Mingzhe	fintech and health tech (**6%**)	**17%** (vs. 2% for SSE Index since 2012)
#10.	DBS Group	Piyush Gupta	global digital platforms (**48%**)	**12%** (vs. -1% for Singapore Xchange – 2013)
#11.	A. O. Smith	Kevin Wheeler	water tech (**100%**)	**25%** (vs. 10% for S&P 500 since 2009)
#12.	Neste	Peter Vanacker	renewable fuels (**70%**)	**24%** (vs. 7% for OMX Helsinki 25 – 2010)
#13.	Siemens	Joe Kaeser	"digital factory" initiative (**26%**)	**8%** (vs. 8% for the DAX Index since 2012)
#14.	Schneider	Jean-Pascal Tricoire	IoT solutions (**22%**)	**8%** (vs. 6% for S&P Global 100 since 2012)
#15.	Cisco	Chuck Robbins	subscription applications (**43%**)	**9%** (vs. 9% for S&P 500 since 2010)
#16.	Ecolab	Douglas Baker Jr.	water and energy services (**44%**)	**16%** (vs. 9% for S&P 500 since 2011)
#17.	Fujifilm	Shigetaka Komori	healthcare/medical imaging (**18%**)	**7%** (vs. 6% for Tokyo Exchange – 2010)
#18.	AIA Group	Ng Keng Hooi	wellness & prevention (**10%**)	**15%** (vs. 2% for Hong Seng Index – 2013)
#19.	Dell Tech.**	Michael Dell	infrastructure & security (**51%**)	**29%** (vs. 11% for S&P 500 since 2013)
#20.	Philips	Frans van Houten	healthcare (**65%**)	**6%** (vs. 6% for S&P 500 since 2014)

digital transformation focus

Source: HBR

Detecon has successfully delivered a wide range of projects on digital strategy and business models across different industries and regions.

Client	Description
DKV	**Digital Strategy for a mobility services provider** ▪ Development of an overarching digital strategy and customer-centric development of digital business models and services ▪ Design and setup of a new digital solutions unit reporting to the CDO
SW//M	**Digital Strategy for a large German municipal utility** ▪ Development of a digital strategy and implementation concepts for various new business models for energy-related services ▪ Identification of ecosystem partners and design of internal capabilities and operating model
T	**Platform Business Model Development for a European telecom and IT service provider** ▪ Design of and business development for a digital business platform supporting all stakeholders over the lifecycle of large commercial buildings
Endress+Hauser	**IIoT Strategy for a global measurement device company** ▪ Development of an IIoT-related business strategy and a corresponding product and service portfolio ▪ Identification of ecosystem partners and design of internal operating model
Haier	**Digital and Innovation Strategy for a global electric (white) goods manufacturer** ▪ Establishment of an ecosystem- / co-innovation-based innovation management for digital household goods ▪ Process redesign with a focus on digitization and establishment of customer relationship management

We are happy to talk to you about your digital business model innovation needs.

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