LEADING WITHOUT FRONTIERS
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A visual story and perspective on:

→ Why the pace of change is accelerating in society today

→ Businesses & public services that have been re-imagined by using technology creatively

→ How to envision & deliver innovative solutions with impact

→ The case for change
The computer, as we know it, has disappeared.

But it has not gone away; it has simply merged with our everyday surroundings. Bikes, cars, trains, buildings, shops in fact the whole urban space is the actual computer. Technology has become ubiquitous and central to growth and innovation in today’s economy, through economic, social and political factors, impacting consumers, citizens, and organizations.

It is embedded in a vast array of services and devices, and has become industrialized, accessible and affordable. Enabling people and businesses to continuously find new and enhanced uses for technology in everyday life and business. To do what was previously impossible. The explosion of data has allowed businesses to view online and in-person behavior patterns more comprehensively. Which has extended audience intelligence, and dramatically improved segmenting accuracy and timeliness. Organizations are enabled to capture, aggregate, augment and manipulate significant amounts of information about internal and external transactions, which can lead to the discovery of patterns in behavior, improved management of business metrics, and a more consistent and connected customer experience.

Society has become increasingly technologically mediated. The role of ubiquity has never been more important. The design process helps mediate the relationship between practical function and how technology works within a society. Helping imagine and explore the implications of new capabilities.

This visual story provides business leaders with insights and true stories from the cutting edge across multiple industries, and an approach to help rapidly shape and deliver their digital strategies to gain a competitive advantage from technology.
Here are four trends that illustrate the blurring boundary between digital and physical presence.
AUGMENTED REALITY

Businesses are connecting products in the real-world to experiences in virtual environments. The streets and places we pass through are gradually becoming more augmented by an interactive layer of digital content and information.

Most of the world’s music is available instantly at your fingertips. We have access to many of the movies since the beginning of cinema. Playing games and watching movies online, lets people enjoy a film together and interact online despite geographic differences. With the help of multiplayer gaming, digital media delivery services, and motion controllers, it almost seems like your friends are in the same room with you as you play. Online photo-sharing which enables people to take pictures, apply digital filters to them, and share them on a variety of social networking services. Never has it been easier to be entertained—yet we’re always seeking more.

LET ME ENTERTAIN YOU
The explosive growth of social networking, has had a massive impact on how people organize themselves online. Facebook has become part of everyday life. YouTube is an endless source of entertainment and education. People want to share stories about their real experiences and build a personal brand around their passions, beliefs, and activities. In the 1990s, we in the developed world learned how to use the Internet. Since then, we’ve internalized the Internet and made it part of our social routine. These demonstrate just the beginning of a shift from mass media to media by the masses, in which media is re-defined as countless conversations by non-journalists.

Where oneself can often fall subject to reading the social reviews and commentary, than the actual story itself. Which begs the question of who’s in control, who actually is the journalist?
These trends show the continued blurring of the boundary between virtual and physical presence. How we, as humans, have become increasingly driven by our primal need for social recognition and celebration. The convergence of device functionality. Mobile access to information. Our need to be social, curiosity for authentic content and insights, and the human need for balance.
Ultimately all commercial businesses aspire to do the same thing: Make money. The difference is how they do it how they prioritize, organize and execute. Driving business value fundamentally requires three actions. Connecting strategy by how your company intends to create value with business operations on what your company actually does, and prioritizing the right investments, is leadership’s critical task and an increasingly difficult task to do well.
Many businesses are enhancing real world products by connecting them to virtual experiences.

In many countries today, people are growing up taking for granted the permanent digital aesthetic embedded in their lives.

The ability to generate demand with the right people in the right place is key.

Monetize experiences through social commerce and advertising services and apps.

Gather and analyze customer data to gain insight and agility to help businesses evolve and iterate.

Delight customers with valuable experiences that build on the exceptional products and services that you deliver to customers today, creating flow and feedback.
Businesses face continuous pressures to drive technological innovation and to use technology to:

- **ACHIEVE REVENUE GROWTH EXPECTATIONS**
  - Generate revenue by leveraging technology for competitive differentiation

- **ACCELERATE TIME TO MARKET**
  - Deliver business change and solutions to market faster and more effectively

- **IMPROVE ORGANIZATIONAL PRODUCTIVITY**
  - Optimize the workforce to thrive in the ever-changing work environment

- **INNOVATE**
  - Enable the development of new business models, products, services & experiences

- **STREAMLINE OPERATIONS**
  - Optimize effectiveness of business operations, ease business integration, lower costs and utilize assets

- **EXECUTE**
  - Deliver an exceptional experience from end-to-end

Delivering services & solutions based on these scenarios means competitive advantage gained, improved business performance, accelerated time to market, and/or ability to better deliver on customer needs.
Getting a **Competitive Advantage with Technology**

**Cloud**

Ubiquitous connectivity and data storage with attractive economics provide a platform that is driving innovation and business transformation.

**Social**

Helping businesses be more competitive by allowing people to work in a familiar way, accelerating productivity and innovation, whilst using customer management tools, search and advertisement solutions to help better monetize business opportunities by building new business models and win customers.

**Mobile**

Enable any device anywhere and embrace diverse work styles by supporting devices and building apps to support new business models and needs.

**Big Data**

Makes data of any volume, variety, velocity, and variability an organizational asset by turning information into value streams, enabling Insight decisions that drive business impact and create business value.
True stories of businesses and organizations who have used technology creatively to solve business problems, instigate market-making change, and gain a competitive advantage.
Aging infrastructure, struggling to scale out services, meet evolving expectations, whilst coping with economic austerity and dwindling financial resources.

Providing better online access to services and information, responding faster to everything from citizen requests to natural disasters, better handling burgeoning populations, and providing energy-efficient solutions to improve quality of life as well as save money.

Reducing costs by improving inefficiencies to solve crime and police officer productivity.

Delivering digital services that improved policing and crime solution, multi-device applications to support front line policing, improve police officer effectiveness and Citizen engagement through faster crime booking process, and better access to insightful information and intelligence to solve crimes.
Ineffective ability to leverage expertise and advisor value across all branches and lack of current and consistent business insights to help better manage the business.

Better use of expertise and advisor value across all branches, business intelligence for managing the business, lower cost commodity technologies that directly supported business goals of higher market share, Branch as advice center, and best in class customer journey.

A shrinking market, lack of product and service diversification, and dated technology solutions. Unable to take advantage for new digital technology innovations to find new ways of winning customers.

Extending leadership position by innovating on new differentiated and profitable digital products, services and experiences that resulted in increased subscriptions and market share.
ENGAGING RETAIL EXPERIENCES to WIN CUSTOMERS

A brick and mortar only channel.

Using digital solutions to drive competitive advantage, improve business performance, deliver engaging and memorable shopper experiences to win shoppers and retain their loyalty.

OPTIMIZING PRODUCTION to MAKE BETTER QUALITY— and SAFER—CARS

Fragmented collaboration process across three separate divisions.

Streamlined productivity and empowered employees to build better cars around the globe.
How can I get a competitive advantage with technology?

How can I improve business performance with technology?
How To Envision & Deliver Innovative Solutions with Impact
Every successful business needs to continuously innovate or it will cease to exist over the longer term.

Incremental innovation is small improvements to an existing product or service that usually helps maintain or improve its competitive position over time.

Mature businesses tend to innovate “inside the sphere” (incrementally). Because they tend to know their customers well, know how to reach them, and want to build on their current products and services.

Radical innovation is often breakthrough and disruptive in that it provides something new to the world that we live rejecting convention and overturn the current status quo conventions and by significantly changing customer expectations in a positive way.

Most startups are heavily biased toward radical innovation and innovate “outside the sphere”. Because they typically have a higher risk but offers higher returns, target new markets and relies on new business models, and can end up replacing existing products and services.

People tend not to see incremental change. They see disruptive change that is often provocative and impactful. That’s not to say incremental innovation is inferior by any means. The key is maintaining a balance, and knowing when to innovate between radical and incremental innovation over the long term.
USE A PEOPLE-CENTERED APPROACH TO CREATE BUSINESS VALUE

Making money and being successful. Doing things better and in new ways.

How technology works and enables the business process & experience.

Optimal impact happens at the intersection of these competencies.

Researching, synthesizing and creating unique & compelling user experiences that competitively differentiate.

DELIVERING INNOVATION

1. RESEARCH

Engaging employees, customers, and partners in multi-disciplinary research.

Generate ideas and envision the potential. "Imagine if...?" "What if...?" "How could we..?" "Wouldn't it be incredible if...?"

2. ENVISION

Design the service, the product and the experience.

3. DESIGN

Prototype the commercially viable technologically feasible ideas and explore the end to end experience.

4. PROTOTYPE

5. INDUSTRIALIZE

Implement, bring solution to market effectively and profitably.
Tools & Techniques for Complex Problem Solving

Situational leadership identifies the right leadership style to adapt to solve the problem at hand, depending on the situation.

In-depth examination of context, cross-cultural comparisons, observation of participants, and long-term immersion in the area of research. Cultural anthropology in particular emphasizes cultural relativity, holistic thinking, and the use of findings to frame cultural critiques.

Service design helps you design to the needs of your customers so that a service is people-centric, competitive, and relevant to customers by helping your business to better understand the behavior, needs, and motivations of the customer.

Ethnographic studies is based on the study of people within their own environment through the use of qualitative research and analysis to describe a cultural group.

Scenario planning determining the target stats and events that likely will impact a customer, and identifying underlying assumptions and core underpinnings to develop successful solutions.

Observational analysis to gather rich information about a customer’s journey, the products and services an organization provides that go beyond their immediate interactions in a particular digital or physical touch point.

Scenario planning determining the target stats and events that likely will impact a customer, and identifying underlying assumptions and core underpinnings to develop successful solutions.

Competitive analysis involves reviewing industry trends, finding key performance benchmarks, analyzing the strategies and tactics in competing organizations, identifying tactics that support revenue growth objectives while mapping to strategic themes.

Ideation management involves generating, developing, and communicating new creative ideas an essential part of the design process. Ideation is a formal method of brainstorming that involves all stages of a thought cycle, from innovation to development to actualization.
The purpose of organizational development is to provide leading-edge thinking practice and programs. To foster innovation and creativity, drive continuous learning and improvement, intelligently balancing innovation with governance, and providing people and teams with the right autonomy and flexibility to deliver. Motivated people inspire customer loyalty, and that loyalty drives real profitability and sustainable growth. Organizations that can think like their customers and deliver products, services and experiences from their perspective, will be well-equipped to address the complexity of delivering iterative and rapid increments of business value and outcomes.
In a study carried out by Jeneanne Rae, then co-founder of Peer Insight LLC in 2010, an index was created of the total returns for organizations that instill an innovative customer-centric approach, versus the Standard & Poor's (S&P) 500. The marked difference in the performance of these organizations, provide a distinct pattern and direct impact in their peer group. Not only are there notable outcomes for their customers and employees, it leads to tangible returns for shareholders. Such as improved profit, lower costs, accelerated innovation, enhanced brand equity, and faster change.

At the end of the day, it’s about people and execution. Breaking down decaying organizational silo’s from rigid functional and operational structures, to highly skilled, focused and nimble teams, that are dedicated to creating and delivering solutions to the problem at hand in a rapid, progressive and optimal way. Recruiting and managing the right skills mix blended into the right team system and dynamics. Getting the right organizational balance comes from having the right core values, guiding principles, behaviors, capabilities, skills and capacity to execute.

The fundamental difference is about attitude, imagination and execution →
FOSTERING THE RIGHT LEADERSHIP STYLE
to LEAD WITHOUT FRONTIERS

ATTITUDE

- Keep true to your ideals.
- Those instincts are almost always right. (Instinct is everything)
- Conformity is reverse: not progress.
- Be true to yourself and do your own thing at your own pace and with your own style.

IMAGINATION

Creativity is the ability to look at the same thing as everyone else — but see something different.

- Look left when everyone else is looking right.
- It’s a sure sign that what you do is bold & innovative if you’re walking to your own beat.

EXECUTION

- Provocative actions change minds.
- People, society & business are profoundly impacted by radical innovation that changes thinking, tastes, perceptions, and behavior for the better.
- If you have something authentically different to offer — you’ll excite, inspire, and ultimately thrive.
Microsoft Services empowers customers to achieve more by accelerating business value captured from their digital experiences.

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