

VARMT VÄLKOMMEN

DIN STRATEGI I EN SNABB VÄRLD

JÖNKÖPING - OCT 19TH, 2018

Future, society and technology * Datadriven decisions and experiences
Platforms & ecosystems * Business models; **THE CONTEXT**

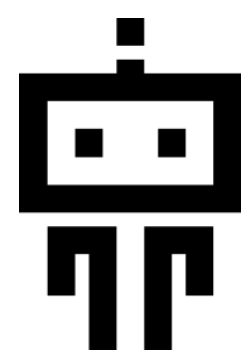
knowit

KNOWIT IN 30 SEC



COMMUNICATIONS

knowit **EXPERIENCE**



TECHNOLOGY

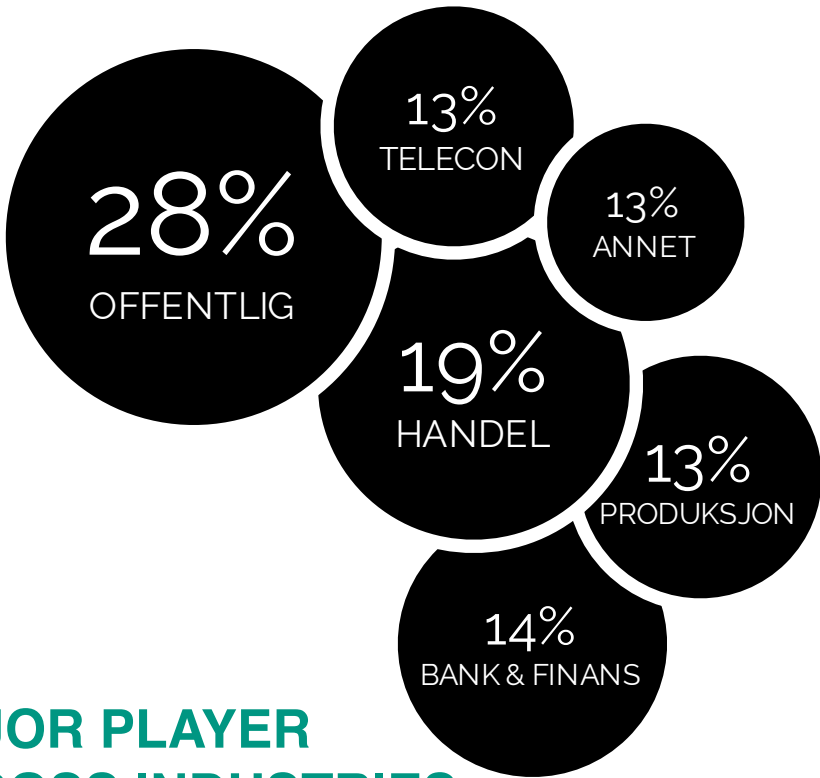
knowit **SOLUTIONS**



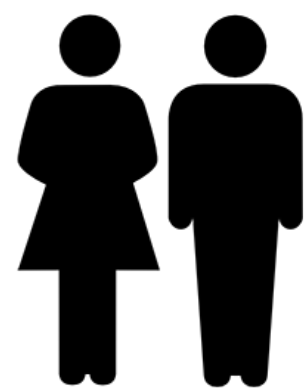
MANAGEMENT CONSULTING

knowit **INSIGHT**

NORDIC



MAJOR PLAYER
ACROSS INDUSTRIES



1900 EMPLOYEES



Nasdaq

PUBLIC LISTED



2.2 BILL NOK

Everyday,
millions
of people
in the Nordics,
use solutions
made by Knowit

Our mission
is to give
these people
a better experience

k



I AM HANNA, AND SO AM I

**Consultant
CEO
Marketing &
communication trained
Mother of Otto,
Greta & Nils
Partner of Pelle
Umeåstudent
Sportsmother
Fotballcoach
Golfplayer
Disalike syringes
Spontaneous
Engaged
Love roofbars
Flexitarian
Caviarhater**



I AM STEIN, AND SO AM I

**Consultant
Founder
Start Up investor
Food- and winelover
Copywriter
Board member and Chair
Speaker and lecturer
Golf nerd
Football-invalid
Cucumber-hater
USC-alumni - branding
Father of 6
Lover
Husband
Frankofile
Arsenal-supporter
GrandDad of 2
Bowie Addict**

k

«How do you want your life to be in 10 years?»





THE SUPER INTERNET ADDRESSES CLIMATE CHANGE



ECOLOGICAL FOOTPRINT

Sustainable civilization



Handwritten signature



**The need
for cars
will be
reduced
significantly;
some
claim 99%**



DIGITAL TRANSFORMATION; EVERYTHING CHANGES

TODAY

TOMORROW

COMPETITORS

BUSINESS MODELS

VALUE PROPS

ECOSYSTEMS

PARTNERS

CHANNELS

BEHAVIOR

EXPECTATIONS

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INNOVATION; THE NEW COMPETITIVE ADVANTAGE



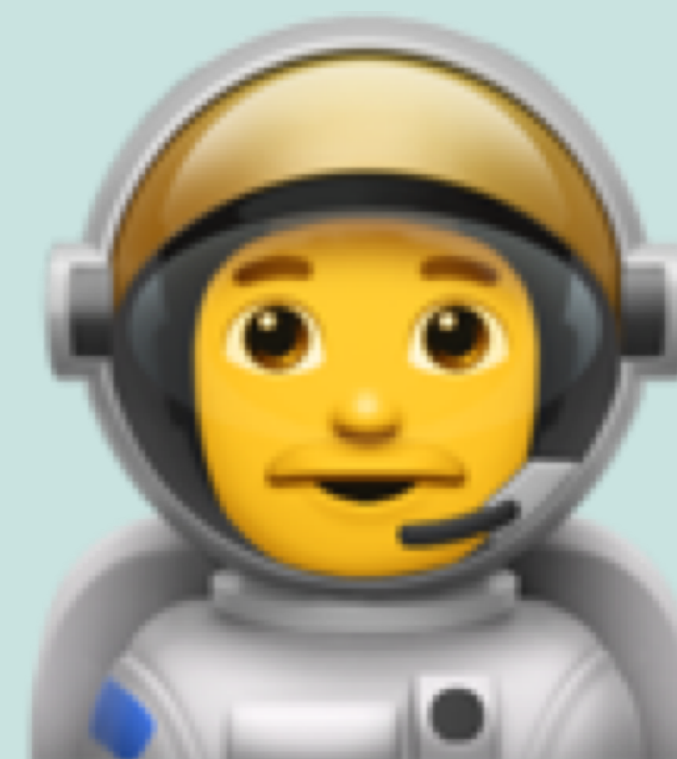
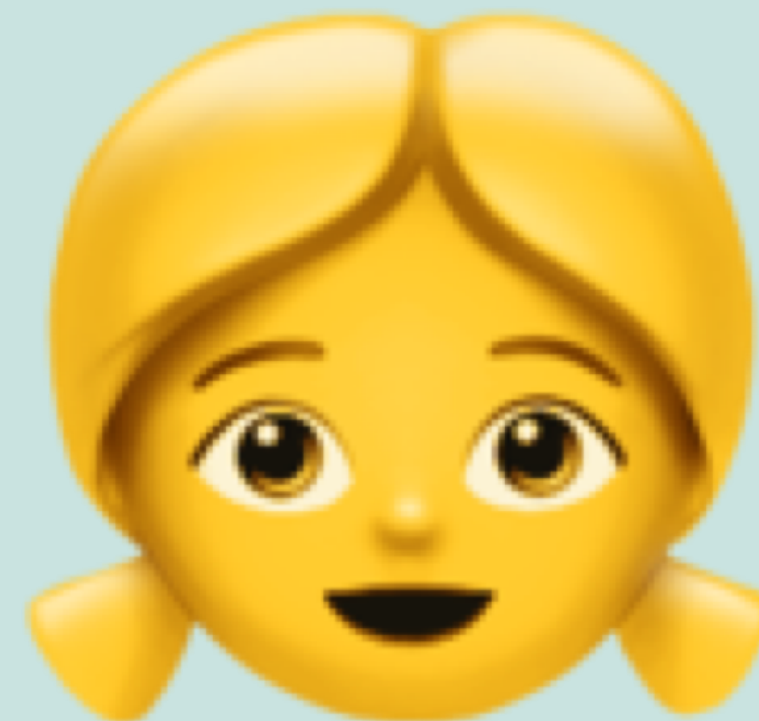
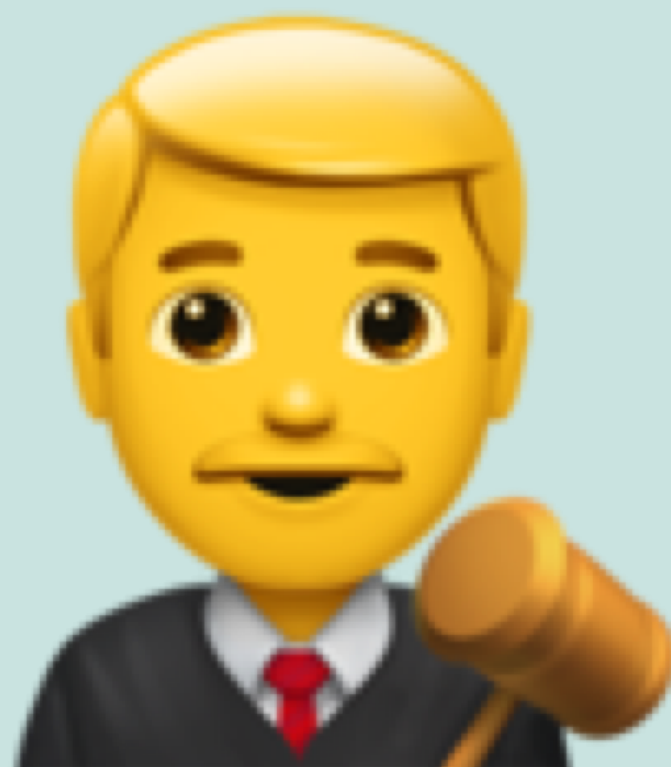
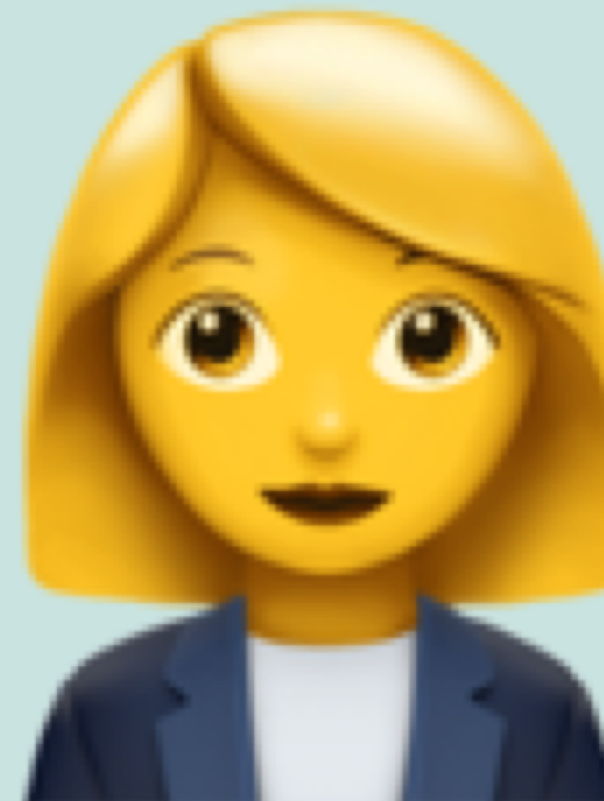
innovation

noun | in·no·va·tion | \i-nə-vā-shən\

: a new idea, method, or device

: the act or process of introducing
new ideas, devices, or methods

Something new
that changes
behaviour.



**What makes
a group
innovative?**

T + D + F



Opportunity mapping



Focus boarding

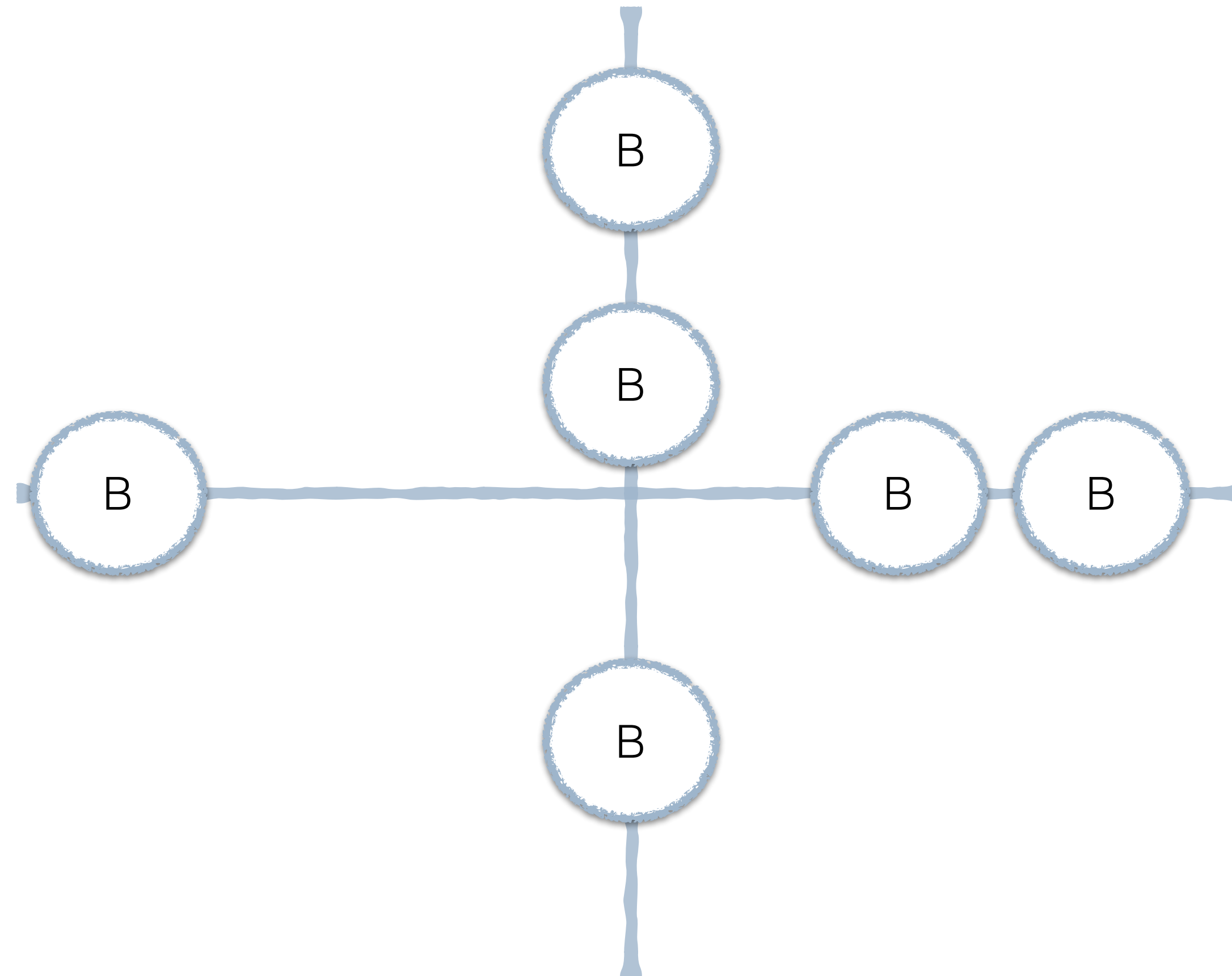


100

High impact



Never gonna do



Likely to do
«Do we have the resources?»



Low impact

QUESTIONS CEO'S ASK

CHALLENGES



- Do we understand the changes we face?
- Who could be a threat to us?
How can we monitor them?
- Should we focus on the changes we believe will happen in our industry or on who is trying to take our place in the value chain?
- How can we challenge other actors in our or others' value chain?



**TECH WIPE
OUT BORDERS
BETWEEN
INDUSTRIES;**

**CREATES NEW
BUSINESS
MODELS**



Apple Pay



AI

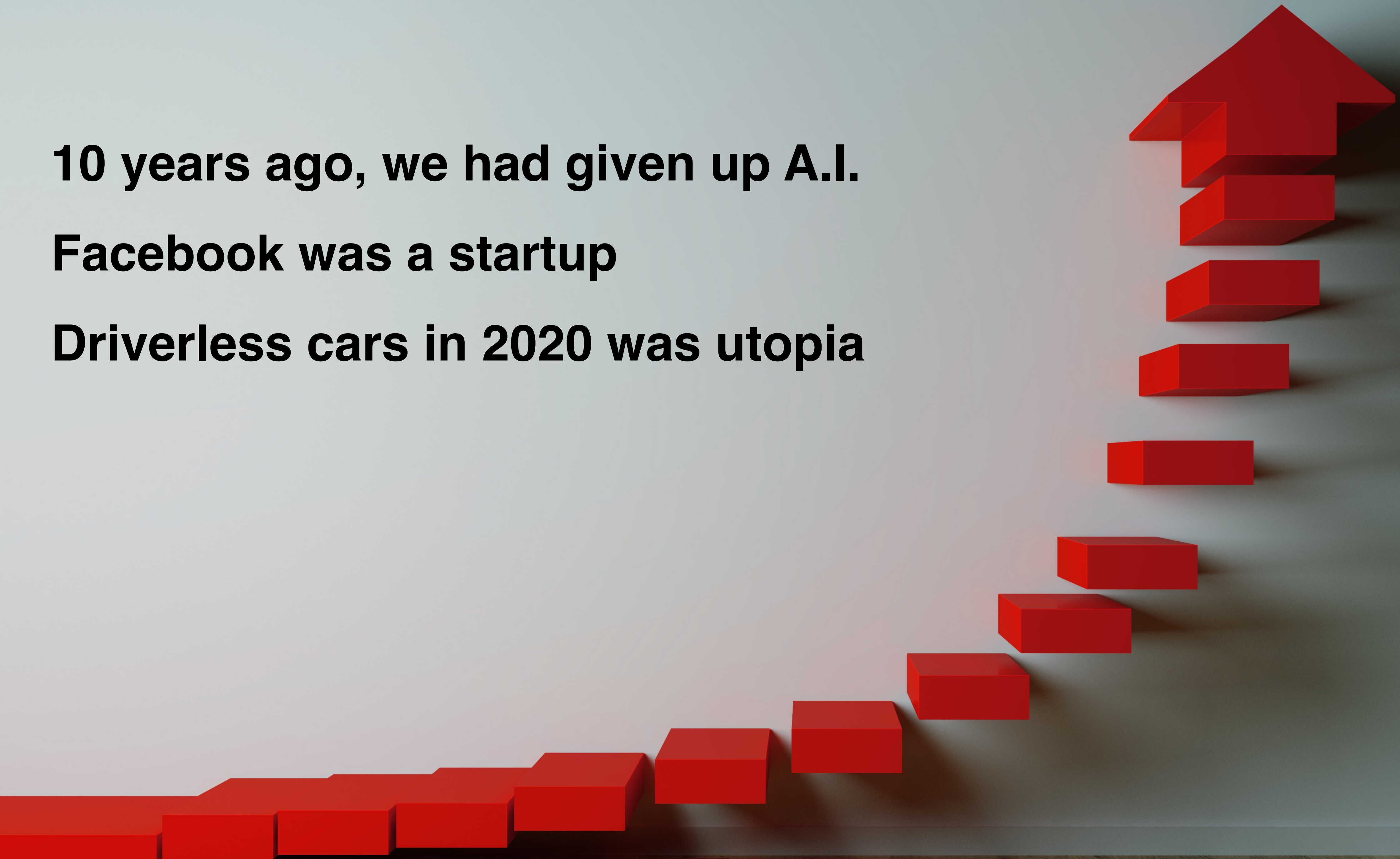
THE BIG BLUE GOES COOL



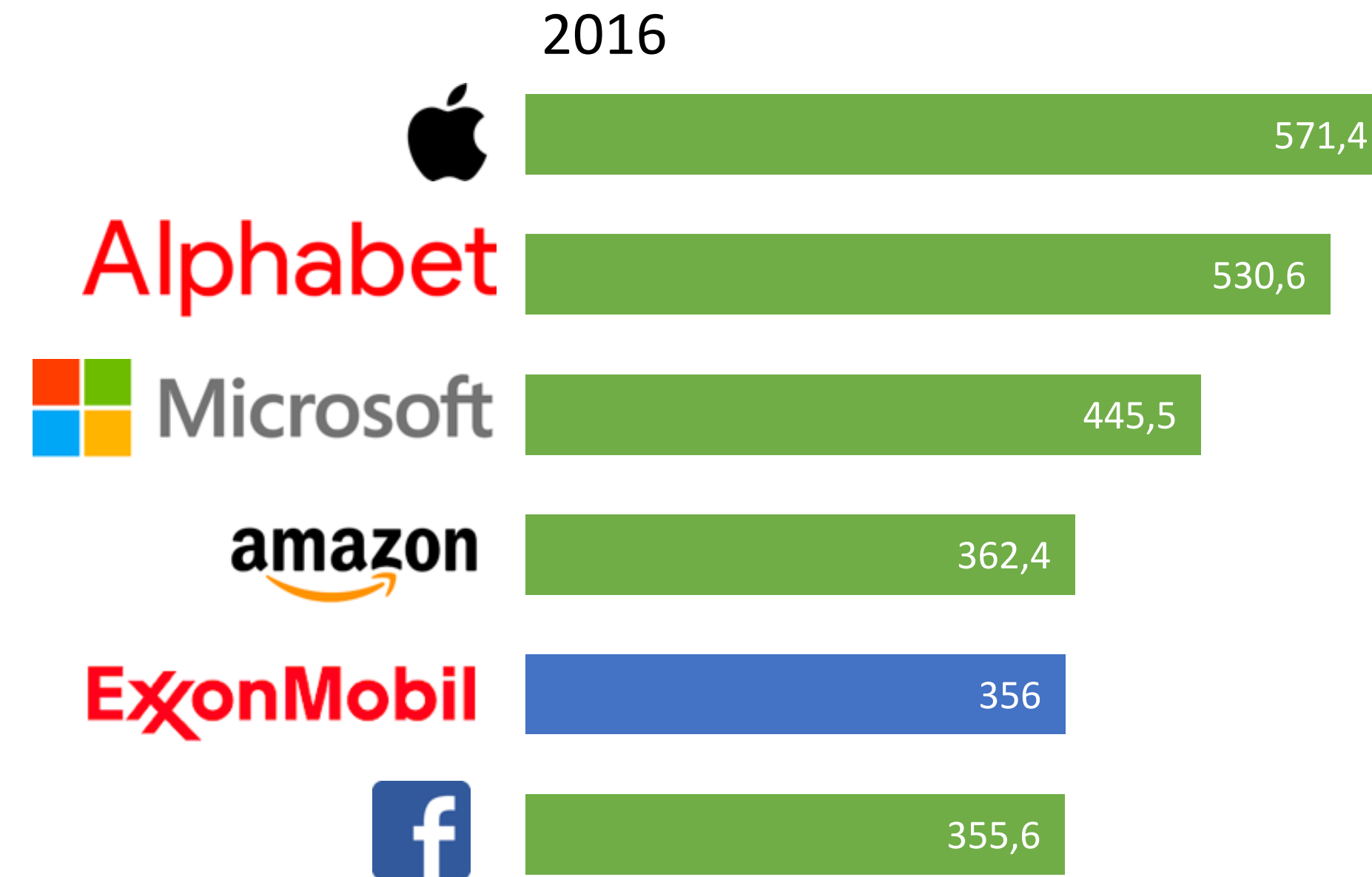
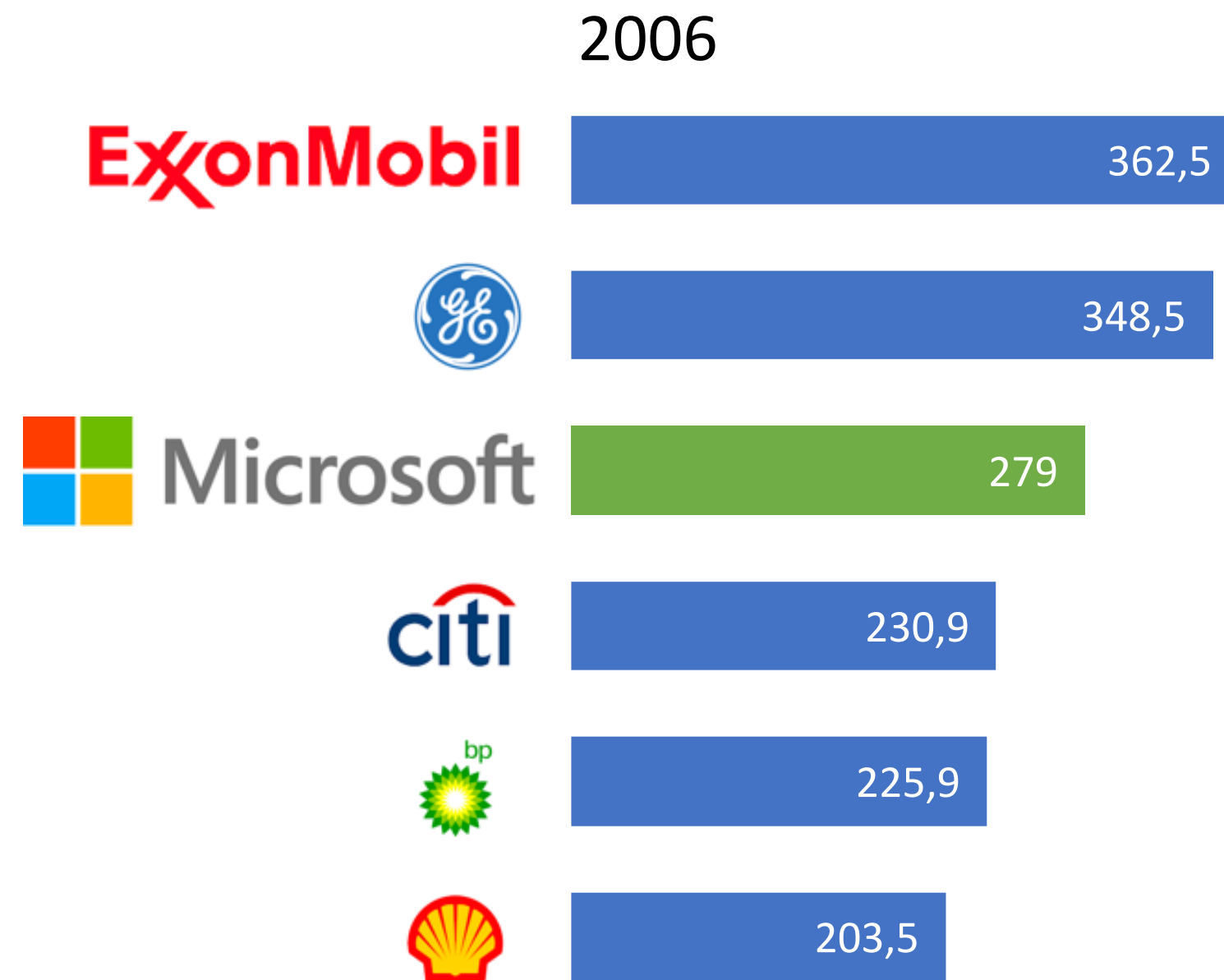
10 years ago, we had given up A.I.

Facebook was a startup

Driverless cars in 2020 was utopia



In 2006, only one tech company made top 6 most profitable



Source: Yahoo Finance, Forbes



AI

BY 2022, 70 % OF CUSTOMER INTERACTION WILL INVOLVE AN EMERGING TECHNOLOGY; 20 % BY AI

AI:s naturliga hem: CRM-avdelningen

"Väldigt sällan – jag vågar till och med sticka ut hakan och säga aldrig – handlar AI-filmer om marknadsföring och kommunikation till kunder, och hjälten är ännu mer sällan en CRM-analytiker", säger Martin Dicksved, Senior Analyst & Marketing Automation Specialist på Friends & Insights. "Men det är just i denna bransch som AI kommer bryta igenom på bred front först."

**«Only 5 % of CEO's feel
they have mastered
digitalization to a degree
that they can differentiate
themselves from the
competition.»**

Forrester Consulting, 2016



And too many of them uses the optimal recipe for being disrupted

- Stable business model for many years
- Operational focus - long-term planning
- High entrance threshold for others - The company's position has been protected
- Weak entrepreneurial competence
- Public listed; low risk investments; no new bets
- Management culture - ask for solutions; little acceptance for problems

***«If you want to know where disruption
will happen; look for inefficiency»***

Digital platforms and ecosystems

PLATFORM



High-efficiency bundling of
transport needs with available capacity.
Large value creation - Low value capturing.
(Transaction model)

ECOSYSTEM



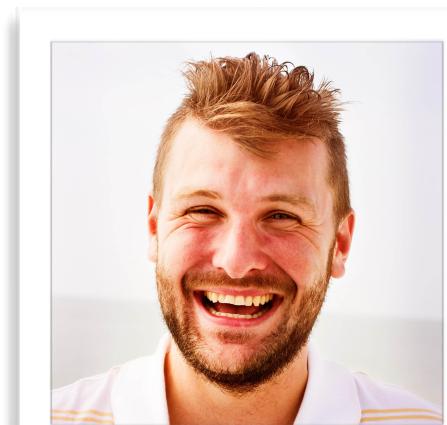
High-efficiency bundling of
accommodation needs with available capacity.
More affiliated value chains and business models.
Large value creation - Large value capturing .

amazonprotect

Datadriven aggregator or competitor?

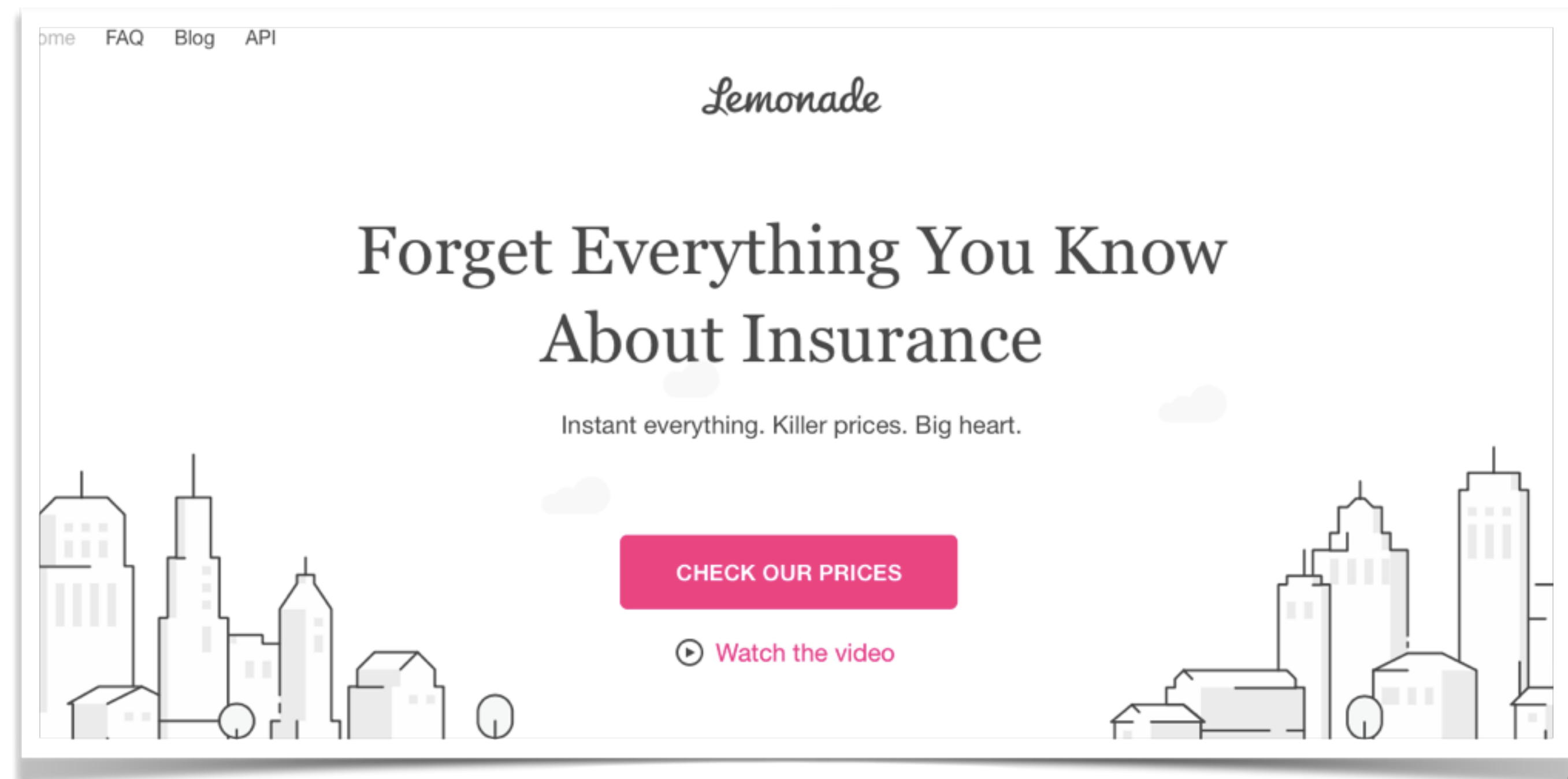
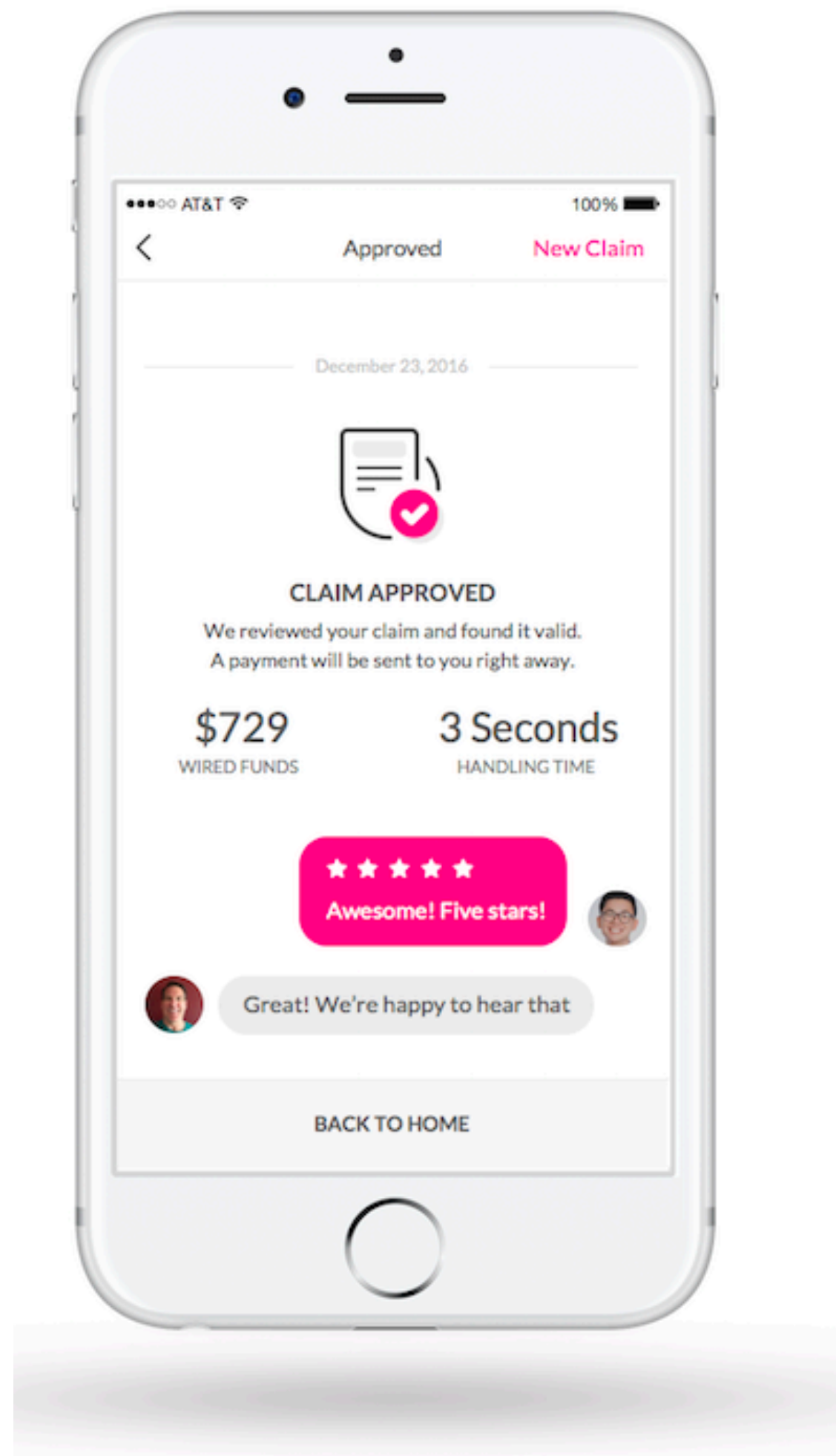


amazon



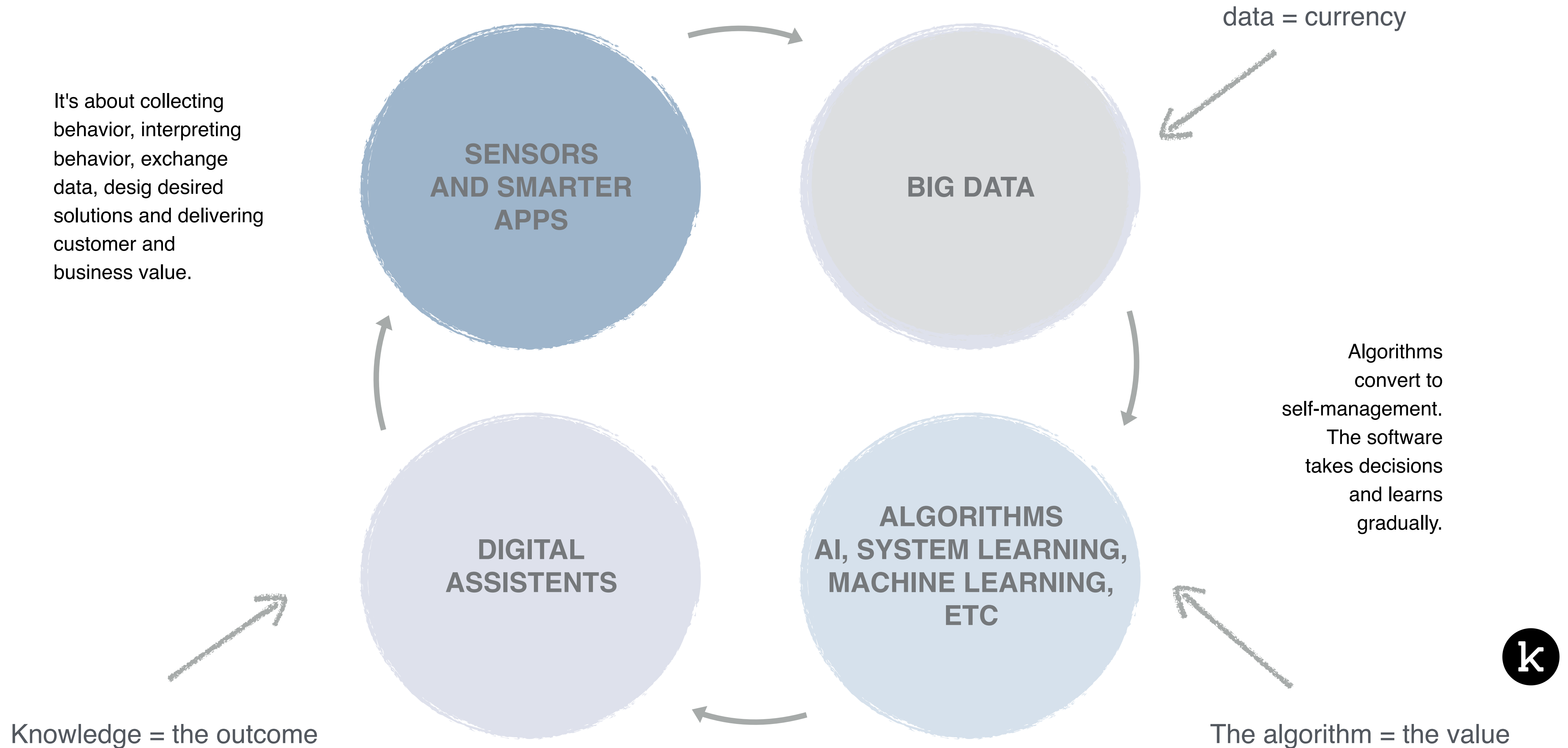
The cloud based platforms claim the client

Don't benchmark against mature businesses.
The world champions should be the benchmark.

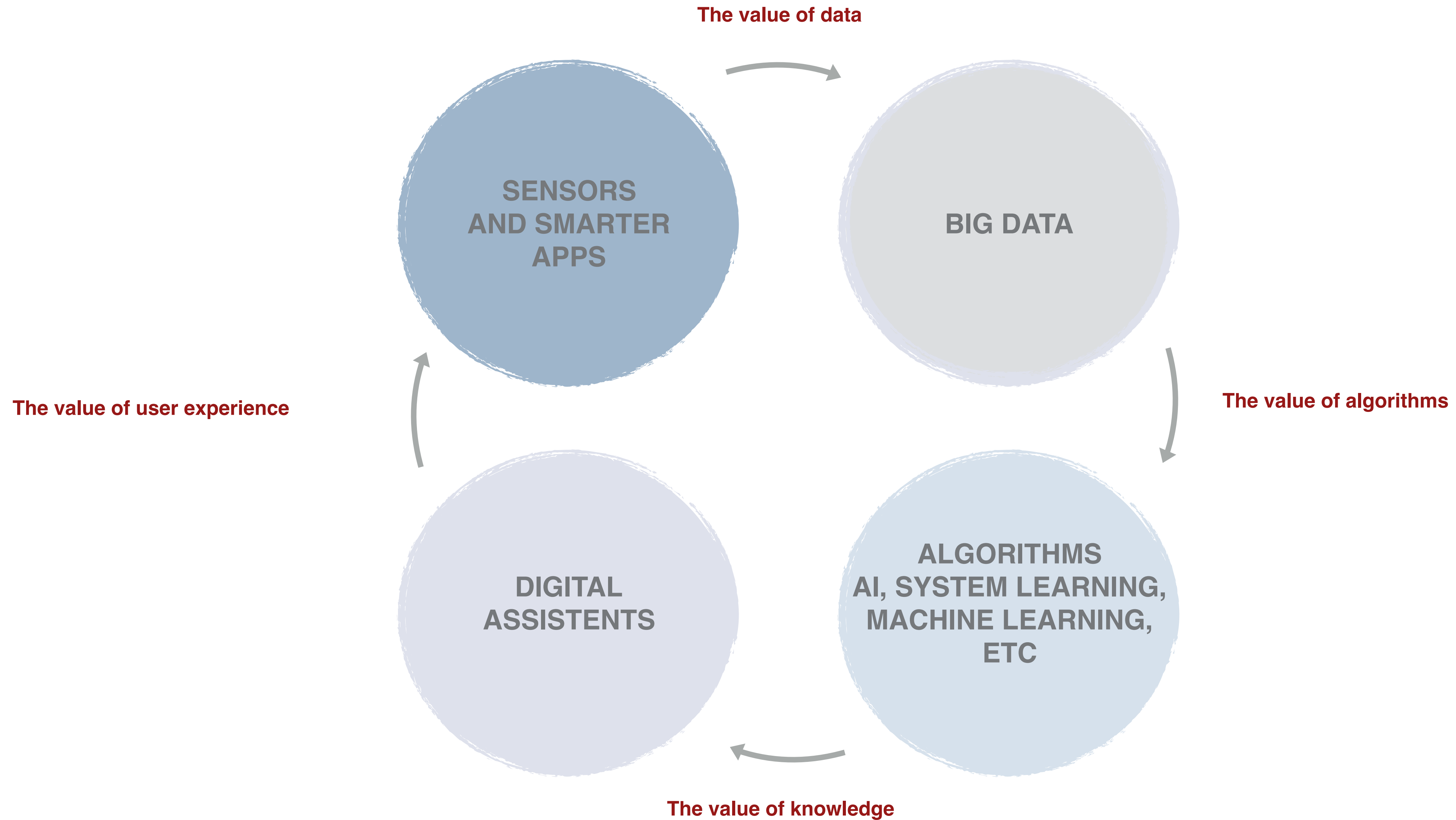


The competition is global. And the client is the boss.

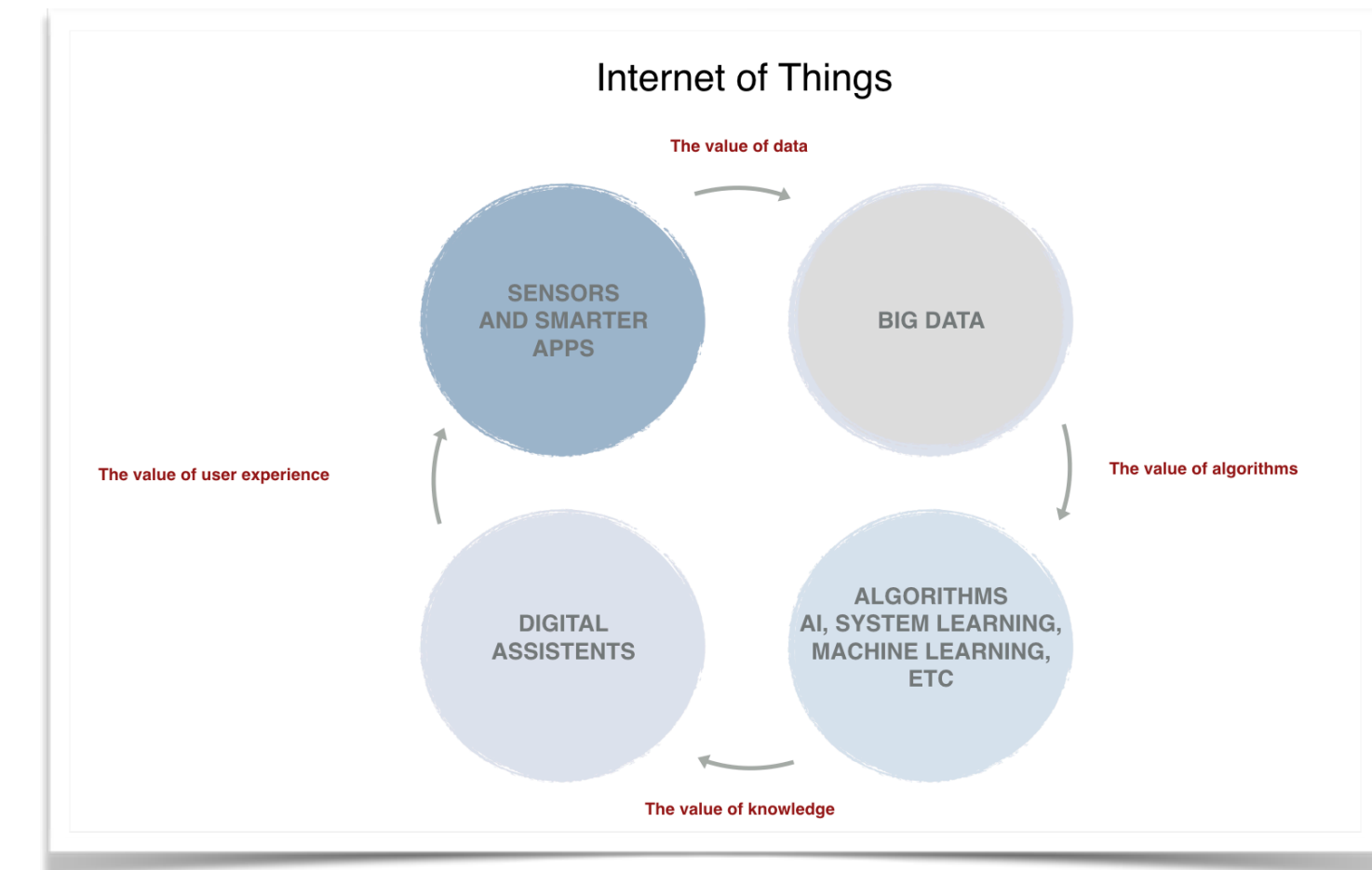
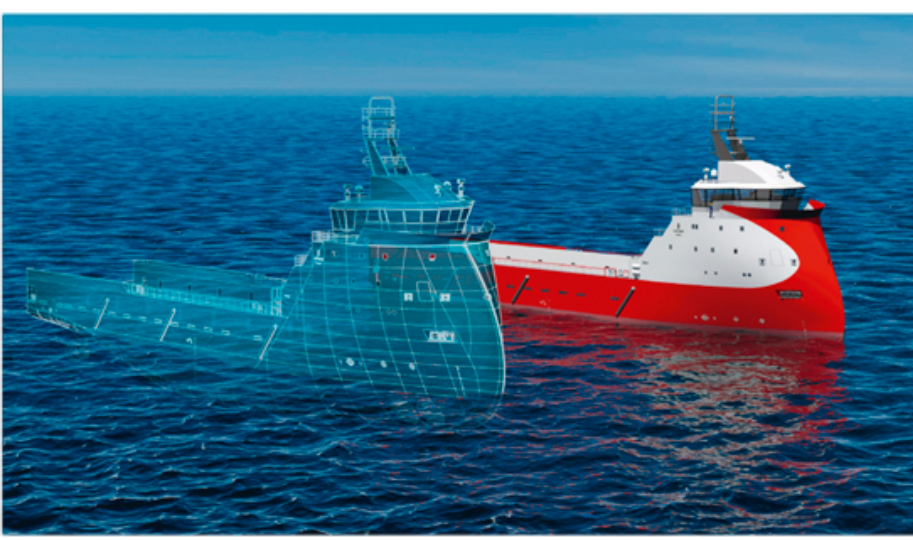
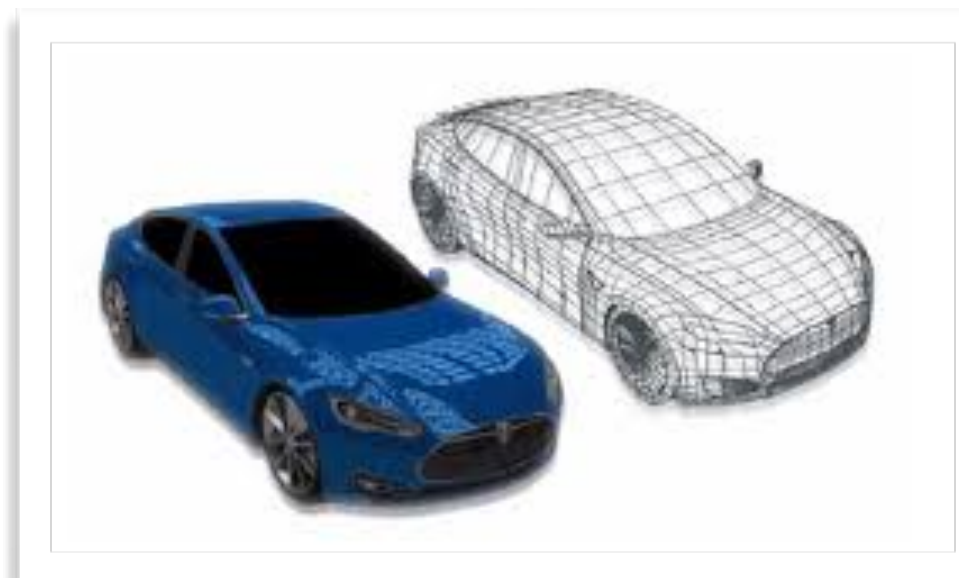
Internet of Things



Internet of Things



Digital twins - objects that reflect a unique physical object



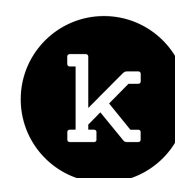
- More robust than CAD
- **Digital twins' link to the real world, potentially in real-time**
- The use of advanced Big Data and AI
- The ability to interact with them and assess “what if” scenarios

AquaCloud

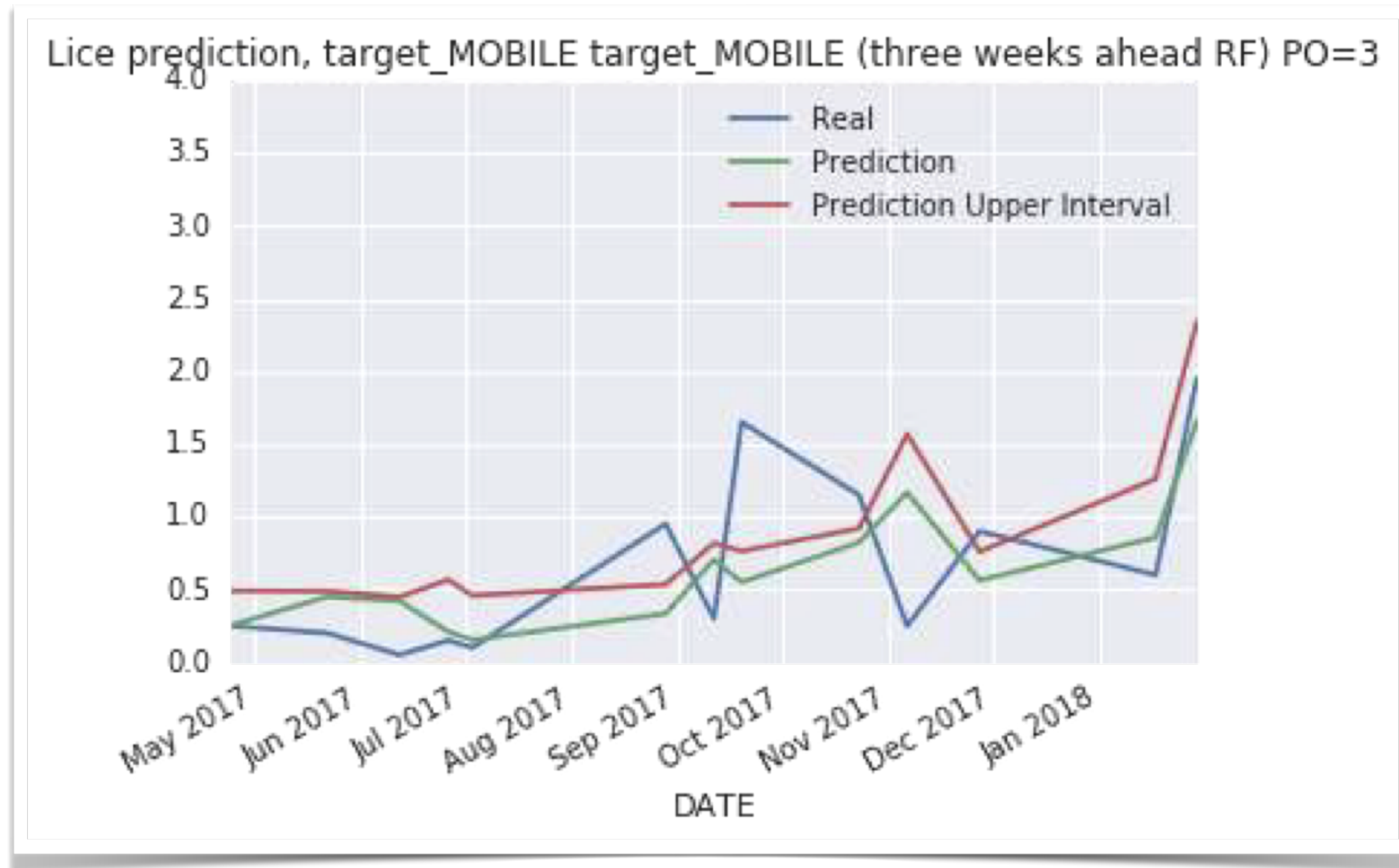
INTELLIGENT ANALYTICS
FOR FUTURE GENERATIONS



Norwegian Centres of Expertise
NCE Seafood
Innovation Cluster



AquaCloud & IBM Watson: prediction model for the resurgence (uppsving) of lice

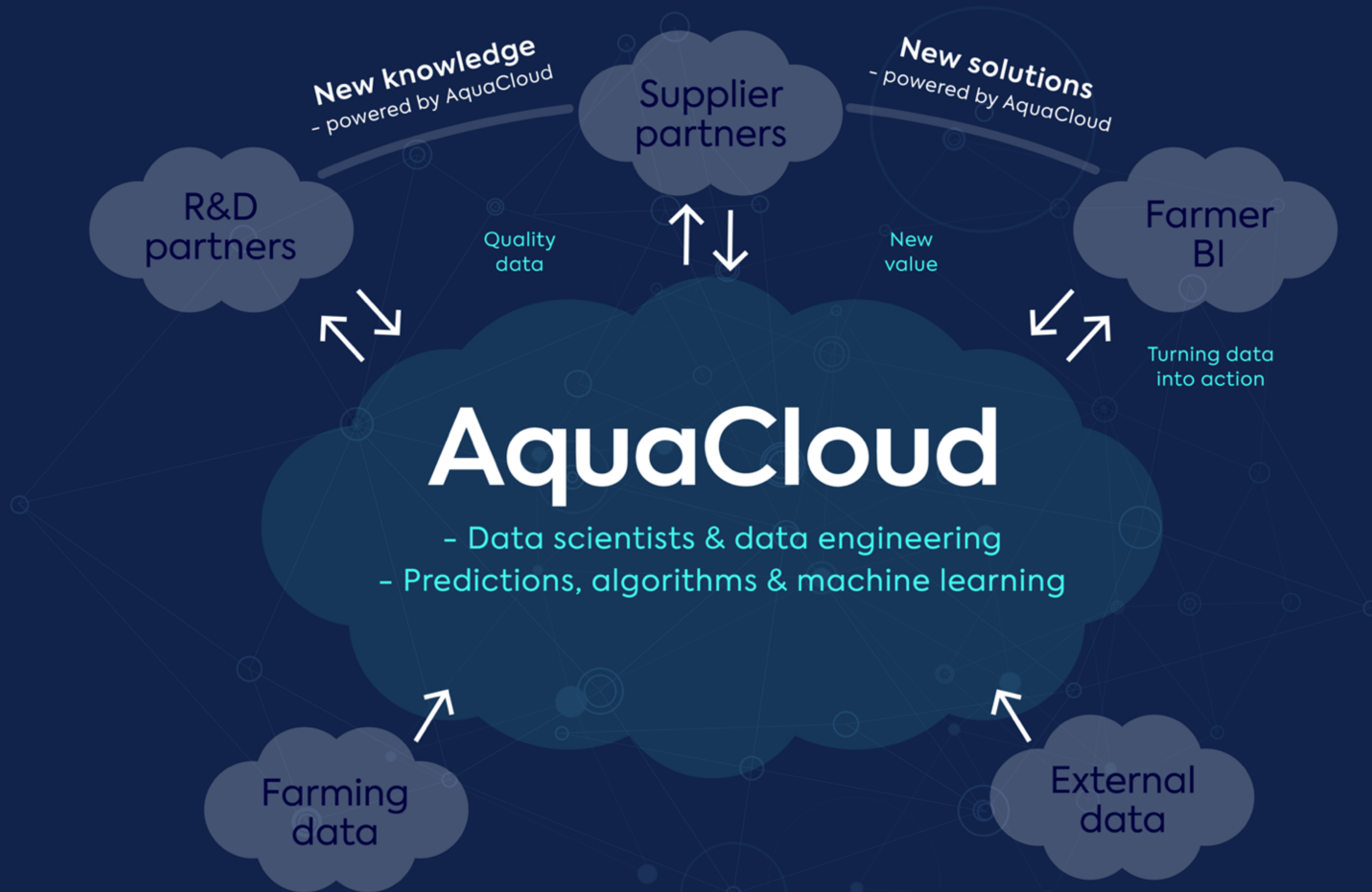


Planning

Algorithms

Learning

50 % of all the fish cages in Norway, now uses this model



AN ECOSYSTEM OF INTERCONNECTED VALUE CREATORS



Norwegian Centres of Expertise
NCE Seafood
Innovation Cluster

GAFA

Google



facebook

amazon



GAFA

Google



facebook

amazon

FASHION

CARS

MOBILE

DRUGS

HEALTH

LOGISTICS



PUBLISHING

ENERGY

INSURANCE

FINANCE

PAYMENTS

GROCERY

k

Make utility simpler, cheaper, and more fun



Recipe

Redefine the market

Power to homes, workplaces and vehicles; a virtual full range provider of services within a universe of associations to energy as a common denominator

Complementary services

Offer the market more and better dimensions with regards to the term energy. (Gamification)

Increase demand

Collaborate with producers, importers, electricians, bank and finance, insurance, etc.

Bundle services

Heating cables, heating foil, ceiling panels, solar cells, batteries, assembly, financing and insurance

- They cut costs and streamline work processes; including robots (RPA & Chatbots)
- They develop self-service solutions and prioritize good digital user experience
- They strengthen their innovative ability and innovation culture
- **Currently, we do not have many Nordic companies that build digital ecosystem based on large amounts of data ...**



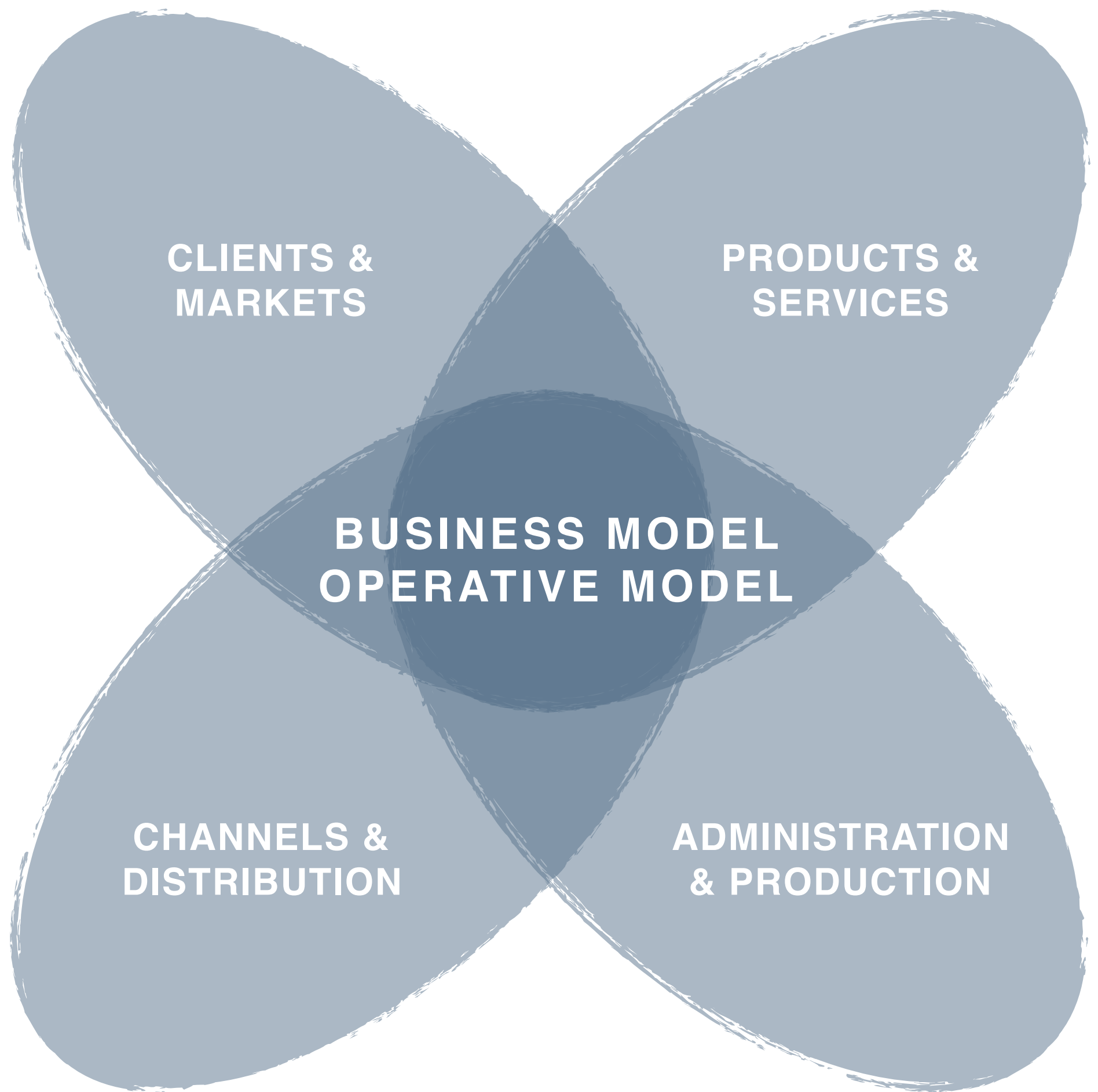
The background of the image is a dark, teal-colored field filled with numerous vertical streaks of light green and yellow. These streaks resemble digital data or code falling from the top, similar to the 'Matrix' effect. The streaks vary in length and intensity, creating a sense of motion and depth. The overall effect is a high-tech, digital atmosphere.

«Change is *not* to
throw digital dust at
existing processes.»»

Strategic focus

«Eat or be Eaten»
Expand core business

Delivering next generation of services for defined market segments



«Mean & Lean»
Strengthen & streamline
core business

Streamline the delivery of existing
offers to existing customers

«Change or Die»
Transform/change core business

Deliver entirely new offerings to market segments
Which may not even exist today

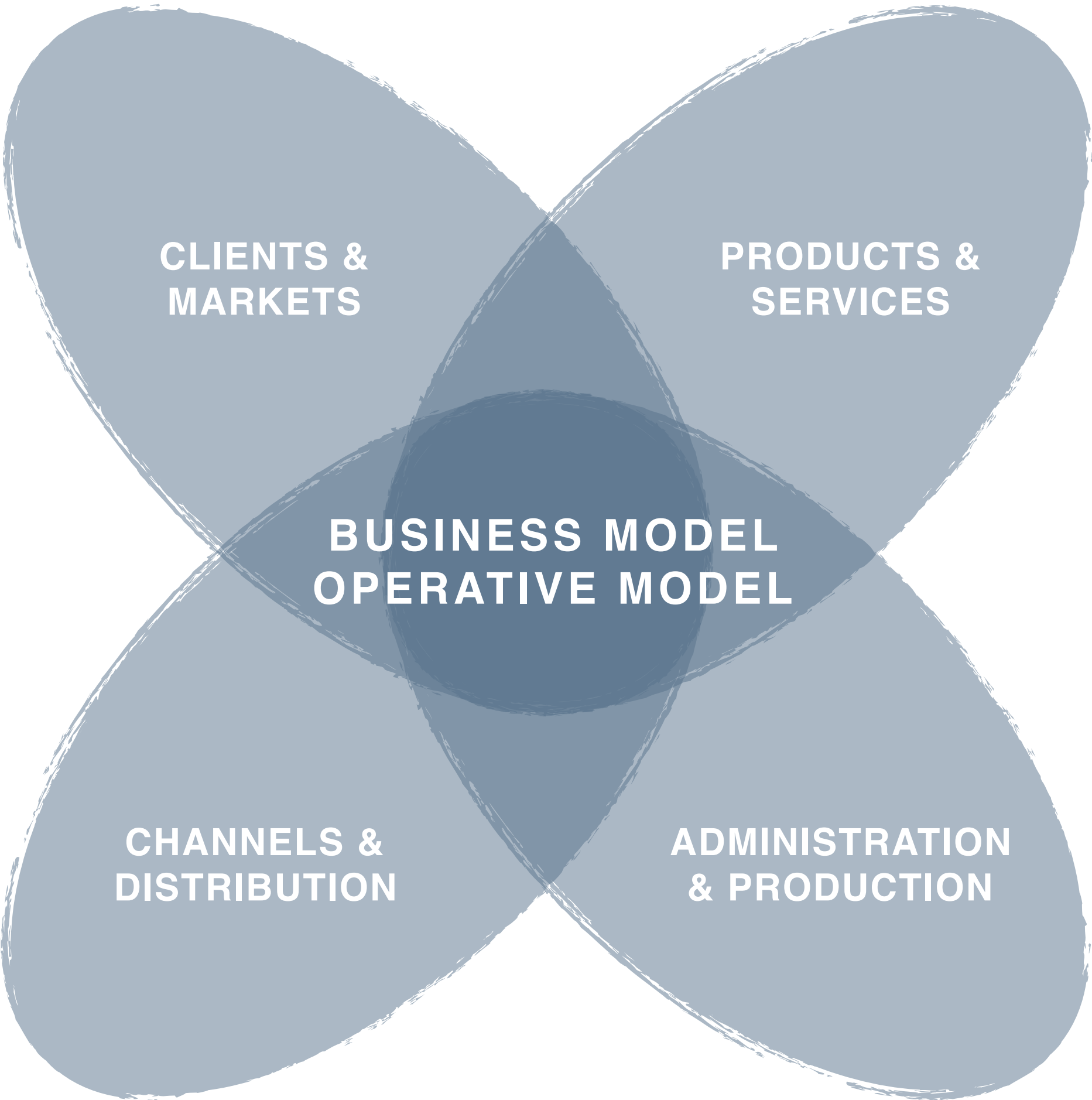


Strategic focus

«Eat or be Eaten»
Expand core business

Delivering next generation of services for defined market segments

The key to
innovation
lies here



Streamlining does not
build culture for innovation

«Mean & Lean»
Strengthen & streamline
core business

Streamline the delivery of existing
offers to existing customers



«Change or Die»
Transform/change core business

Deliver entirely new offerings to market segments
Which may not even exist today



«Digital is not another
app, e-commerce-site
or online service.»

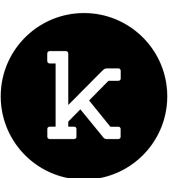
Your strategy in a rapidly changing world

DIFFERENTIATION



Get your story straight

Make sure *identity, storytelling*
and corporate culture become
strategic resources



Your strategy in a rapidly changing world

DIFFERENTIATION



INSIGHT



Get your story straight

Make sure *identity, storytelling*
and corporate culture become
strategic resources

Get to know your client

Dette krever *reell kundeinnsikt*. Ikke bare
antatt eller opplevd, men faktisk kundeinnsikt.

Your strategy in a rapidly changing world

DIFFERENTIATION



INSIGHT



INNOVATION



Get your story straight

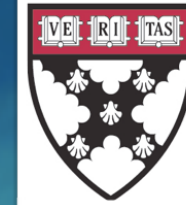
Make sure *identity, storytelling* and corporate culture become strategic resources

Get to know your client

Dette krever *reell kundeinnsikt*. Ikke bare antatt eller opplevd, men faktisk kundeinnsikt.

Come up with new ideas

Idéer som kutter transaksjons-kostnader, skaper nye samhandlings-arenaer, personaliserer og kobler tilbud og etterspørsel mer effektivt; hyperpersonaliserte kundedialoger.



HARVARD
BUSINESS SCHOOL



Business understanding

- Analyze positioning / in depth understanding of the brand

Business understanding

- Strategy, vision, mission, values, brand
- Objectives and ambitions
- Stakeholder mapping
- Industry understanding
- Competitor Analysis

Internal mapping

- Gather relevant insight from core systems
-

Internal mapping

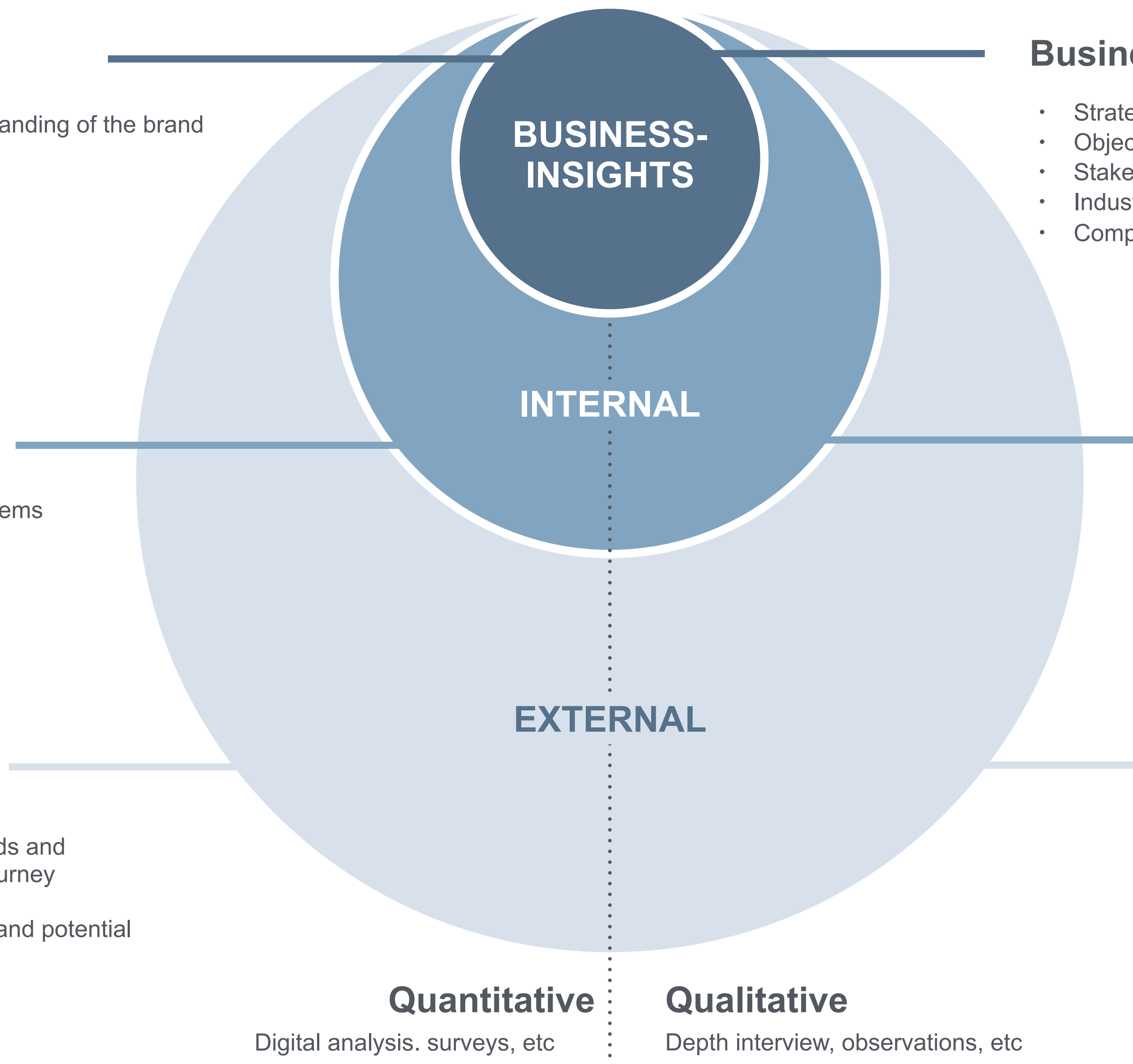
- Interviewing employees
- Interviewing internal stakeholders
- Observing processes and routines
- Gather relevant insight from core system

External mapping

- Target Group insight from SoMe
- Key word Analysis to reveal user needs and questions throughout the customer journey
- Content analysis from SoMe
- Web analysis to reveal user patterns and potential in existing solutions

External mapping

- Interviewing users
- Interviewing external stakeholders
- Observing processes and routines
- Gather relevant analyses / data from digital channels





3

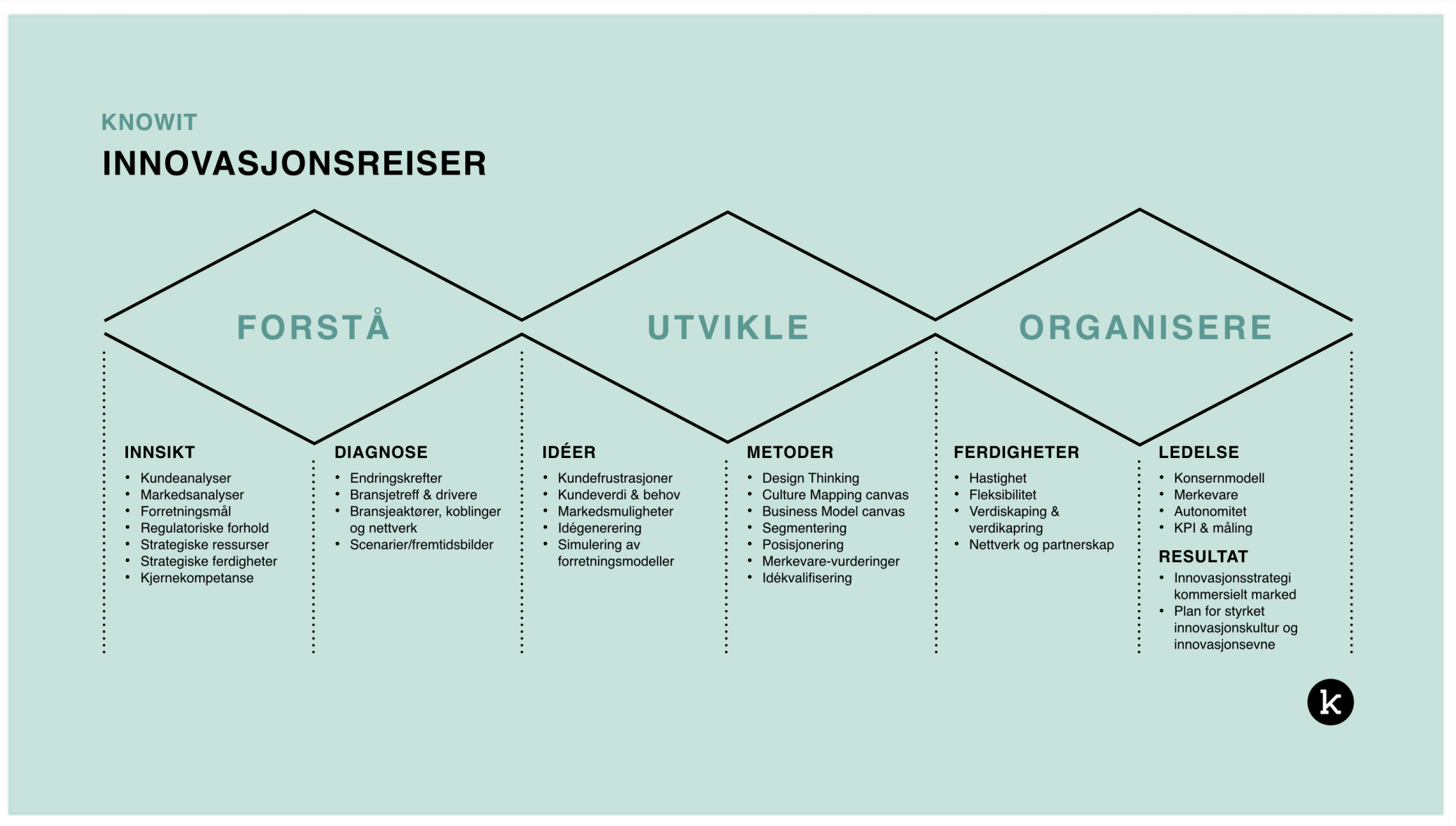
**The lightmaker did not invent the lightbulb
The cart-maker did not invent the car
The Mail Service did not invent e-mail**



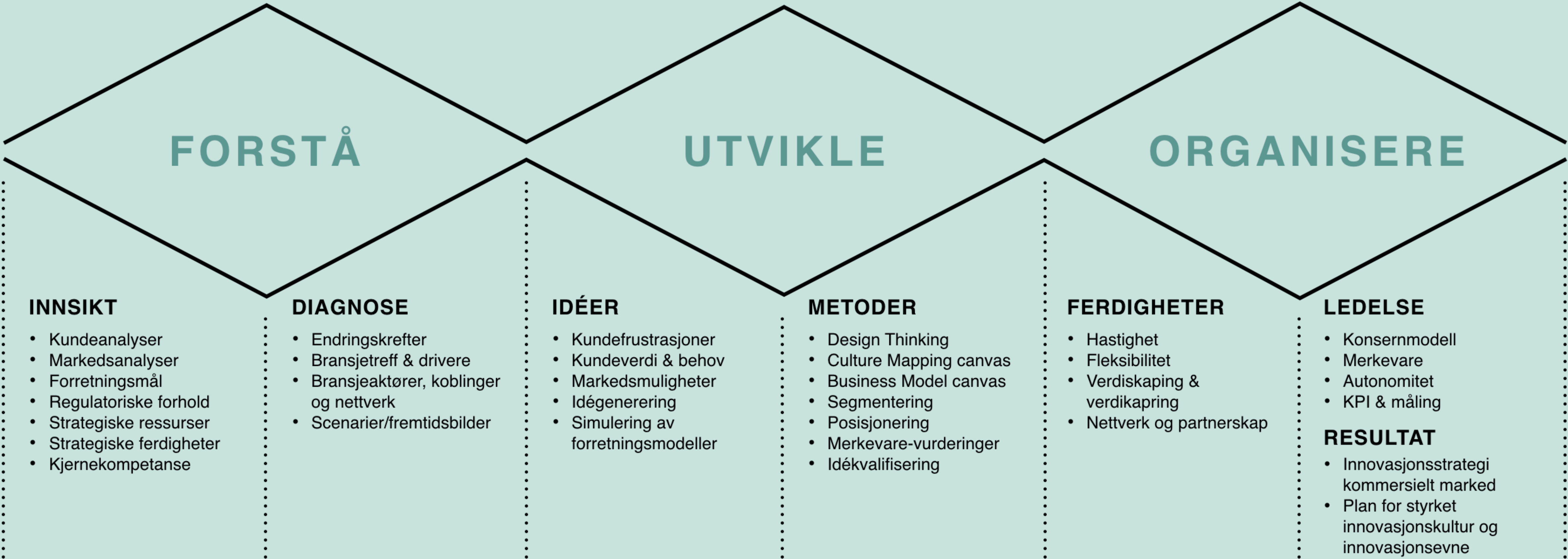
INNOVATION

IS TRICKY

k



INNOVASJONSREISER



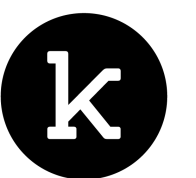
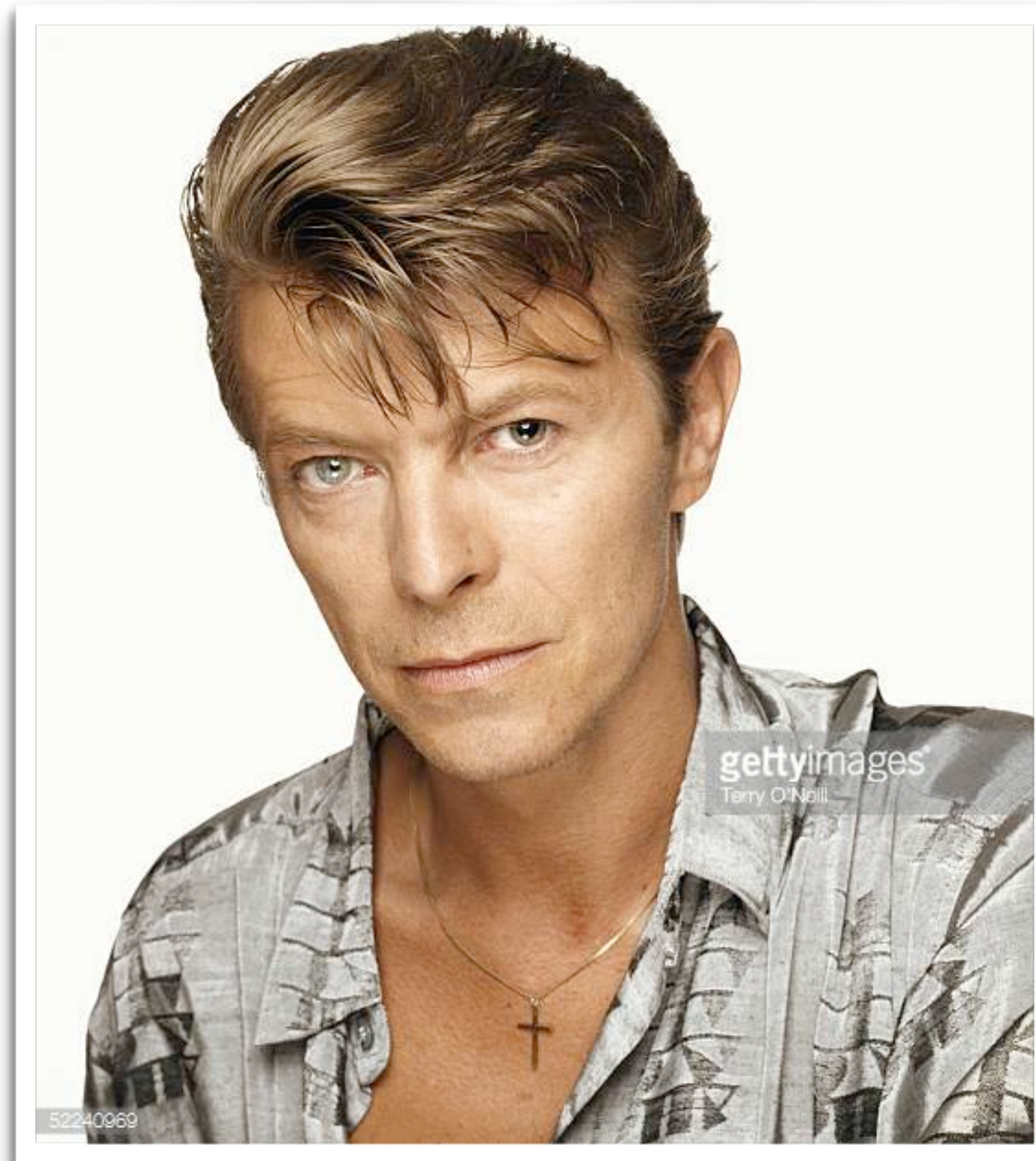
Some takeaways

- Digitalization turns existing business models upside down, and new platform-based ecosystems are developed in line with new customer needs.
- Successful businesses focus on data driven decisions, to deliver customers the most useful experiences.
- The distinction between communication and technology is wiped out.
- Technology will be much more clearly combined with empathy, customer centricity, affinity and creativity.

More

- Konkurrensfördelen är övergående.
- Expansion i kärnverksamheten bygger på innovationskultur.
- Globaliseringen är den starkaste drivkraften för innovation.
- Mät dig mot världsmästare.
- Innovation är en färdighet som måste utbildas.
- Bryt reglerna i ett innovationslaboratorium.
- Teknisk skuld är inte en acceptabel ursäkt.
- Knowit kan vara din "personliga tränare"

**"Do you feel safe in the area you work with, you're working with wrong things.
Always go a little further into the water than you feel comfortable with.
When you do not reach the bottom, you're in the right place to do something exciting."**





TAKK FOR OSS

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knowit.se/tomorrow

