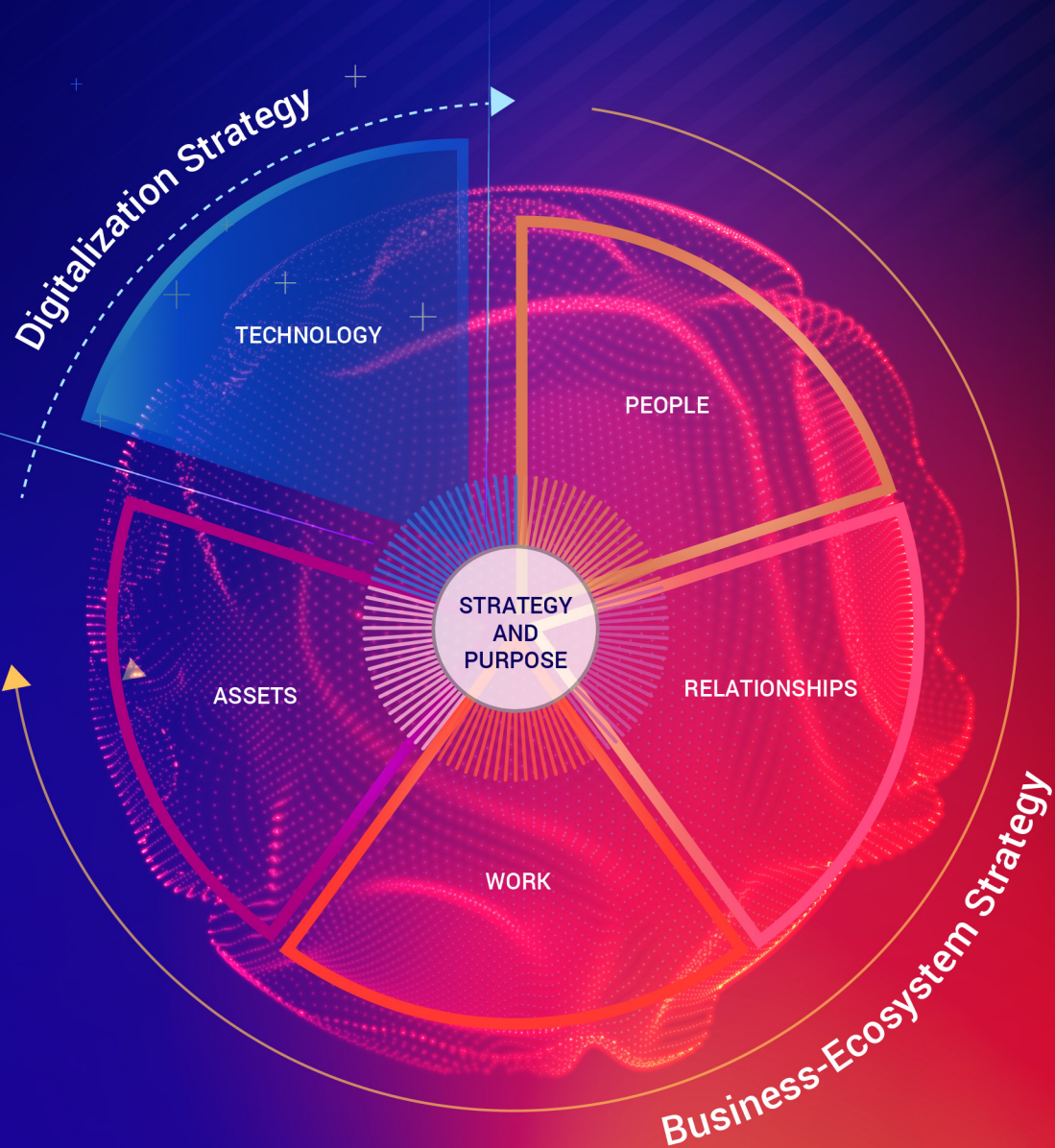
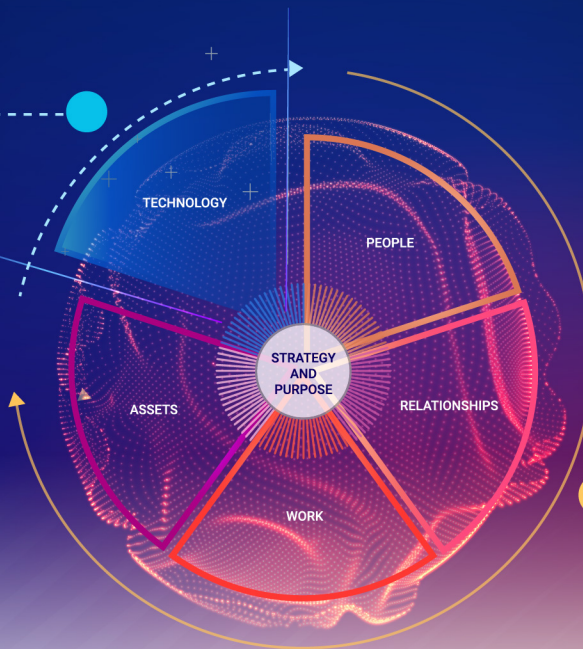


BUSINESS ECOSYSTEMS & EXPERIENCES

Transforming the organization for new value and growth in the Digital Age



With all focus on digital, what's lost is organizational
TRANSFORMATION



Digitalization Strategy

While the enterprise Digitalization Strategy builds the critical digital spine and technology capabilities needed for the future, these strategies enable, but don't deliver, the transformed business and operating models.

- Creates new or rebundled products and services using digital
- Delivers omnichannel customer and worker experiences
- Captures digital opportunities through technology programs like big-data, analytics, IoT, e-commerce, and cloud
- Increases productivity through automation and operational excellence
- Experiments with platform ecosystem opportunities via technology, building core aggregator capabilities and infrastructure

Finds incremental sources of value in an environment of digital enablers.

Business-Ecosystem Strategy

A Business-Ecosystem Strategy focuses on accelerating sustainable organizational change -- new relationships, new exchanges, and new ways of working -- in the digital-business model.

- Finds new value opportunities by activating dormant assets and relationships in new business models and digitally-capable ecosystems
- Iteratively explores ecosystem expansion for new participants that serve long-tail markets
- Defines a Digital Operating System that self-governs relationships among existing and new human-machine participants in an emerging operating model
- Accelerates cultural transformation and builds new organizational capabilities by modeling new behaviors, anticipating dynamic new work designs and driving adoption of new work practices

Creates exponential value by amplifying and extending digital in a connected business ecosystem.