# The Top Challenges Facing Digital Transformation

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Very Important</th>
<th>Somewhat Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing company culture</td>
<td>63%</td>
<td>34%</td>
</tr>
<tr>
<td>Thinking beyond a “campaign mentality” in digital strategy efforts</td>
<td>59%</td>
<td>32%</td>
</tr>
<tr>
<td>Cooperation between departments and team silos</td>
<td>56%</td>
<td>39%</td>
</tr>
<tr>
<td>Resources (people, technologies, expertise) and budget allocation</td>
<td>56%</td>
<td>39%</td>
</tr>
<tr>
<td>Understanding behavior or impact of new connected customer</td>
<td>53%</td>
<td>42%</td>
</tr>
</tbody>
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# 6 Strategies for Digital Learning Success

1. **Less is More**
   - Serve the right amount of learning at the right time.

2. **Support from the Top**
   - Get the C-suite to show public support for the initiative.

3. **Learner-Centered Design**
   - Pick a platform & cadence right for your learners.

4. **Leader Teachers**
   - Reinforce concepts and scale up by having leaders teach.

5. **Learning Partners**
   - Provide a support system to ensure learning is sustained.

6. **Measure What Matters**
   - Evaluate both the learners & the initiative itself.

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THE LEARNING ECOSYSTEM

What Combination of Learning Methods work best for your training?

[Diagram showing various learning methods and technologies, including eLearning, performance ecosystems, eCommunity, and design depth.]
Future trends

Does digital technologies raise quality and improve efficiencies but at the same time drive higher costs of service as more advanced solutions and capabilities become available demanding higher entry investment and maintenance costs?

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Change in performance

Many new digital technologies introduce step change in performance that would have been cost prohibitive in the previous technology generations. But in some industries the technology cost per outcome have be steadily rising in some industries.

kresnayana yahya, digital learning 2018, STIKOM
The digital economy is at a tipping point, a growing 30% of business is shifting online to search and engage with consumers, markets and transactions taking account of retail, mobile and impact on supply channels (3); 80% of transport, real estate and hotelier activity is processed through websites (4); over 70% of companies and consumers are experiencing cyber-privacy challenges (5), (6) yet the digital media in social, networks, mobile devices, sensors and the explosion of big data and cloud computing networks is interconnecting potentially everything everywhere — amounting to a new digital “ecosystem.

Creating value in the digital economy

Disruptive business models across industries and new consumer innovation are increasingly built around new digital technologies such as social media, mobility, big data, cloud computing and the emerging internet of things sensors, networks and machine intelligence. (MISQ Digital Strategy Special Issue (7))
Digital Value reinforcement cycle

- Mobility
  - Creates location context services
  - Multiplicity access to apps & content
  - Creates “long tail” federated services
- Cloud
  - Creates co-presence
  - Create Real Time Experiences & responses
- Machine Intelligence
  - Provides uniqueness profiling
  - Targeting advice
  - Contextual data
- Big Data
  - Data quality insight
  - Creates real time context and feedback responsiveness
  - “wearables”
  - Creates multi sense rich event awareness

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Generative value effects of digitization

- Cloud
  - Mobility
  - Social
  - Big Data
  - Sensors
  - Machine Intelligence
- Reinforcement
  - Affected reinforcement
  - Self-reinforcement
  - Scaling, Innovation

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Developing effective digital workspaces will be fundamental to the value and use of these technologies. There will be not absolute winners and losers as a result of the digital paradox. What is at state is in how the cost and innovation of these technologies can be leveraged to fit specific outcomes.
Value Creating outcomes

- Digitalization creates alignment between attributes and outcomes

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Contextualization</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td></td>
<td>Enjoyment</td>
</tr>
<tr>
<td>Speed</td>
<td></td>
<td>Socialized</td>
</tr>
<tr>
<td>Size</td>
<td></td>
<td>learned</td>
</tr>
<tr>
<td>Weight</td>
<td></td>
<td>Gained Knowledge</td>
</tr>
<tr>
<td>Connectivity e.g. wifi</td>
<td></td>
<td>Saved time</td>
</tr>
<tr>
<td>Ambience</td>
<td></td>
<td>-</td>
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</tr>
</tbody>
</table>

challenges

- The evolution of digital technologies will enable many new types of architect and platforms. How these are constructed into meaningful solutions is both the opportunity and the task ahead.
Real challenge

- The challenge for both business and IT practitioners is how to understand the practical use and advantages as well as the pitfalls and challenges from these digital technologies.

What

- What can be done using digital technologies to enhance customer experience, employee productivity and sell more products and services.
Where

- Where to position in a digital market, create generative reinforcing positive behavior and feedback for better market branding

Who

- Who are the beneficiaries of the digital economy and the impact on the roles and jobs of business and IT professionals
Why

- Why do enterprises and industry marketplaces need to understand the disruptive effects of these digital technologies and how to leverage these for competitive advantage.

How

- How to architect and design robust digital solutions that support the enterprise, its supply chain and extended consumers, customers and providers.
Platforming – a strategy for contextualization

- Digitalization creates alignment between attributes and outcomes

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Tips and tools for creating and presenting wide format slides
Millenials hidup dalam Digital Ecosystem

Digital culture jadi bagian utama kehidupan Millenials
Semua sumber informasi terbuka dan mudah di Akses
Habit untuk mencari / Searching jadi budaya
Kerja team/ kelompok jadi model belajar utama
Action, performance dan create new things
Belajar Mandiri di Era digital

- Sumber dan bahan belajar: tersedia melimpah
- Akses dan bahan, contoh praktek dan pemecahan masalah sudah tersedia
- Pendekatan belajar: mulai dengan fondasinya/landasannya
- Problem base Learning jadi model belajar mandiri yang paling baik

Proses belajar Baru: CONSTRUCTIVISM

- Belajar tidak hanya lewat theory dan urutan seperti text book
- Makin banyak persoalan disajikan dari persoalan, problem, masalah dan diurai dengan pendekatan pemecahan masalah
- Tersedia Youtube, buku, tulisan, pemecahan masalah, diskusi cerdas dan analisa tajam dari para pengguna ilmu
Bahan pembelajaran : utama

- Praktek dan pengembangan diri jauh lebih banyak tersedia di lapangan, di dunia nyata dan di praktek cerdas yang berhasil
- Semua analisa berawal dari rasa ingin tahu, rasa ingin maju dan rasa ingin berbuat sesuatu berbasis analisa
- Proses mengambil keputusan hanya bisa belajar di dunia praktek

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Pengembangan Diri : masalah utama

- Mengembangkan diri itu hanya terjadi kalau tumbuh kemauan, niat, tekad dan kesediaan mengubah arah hidup
- Belajar dan mengalami banyak pengalaman dan terlibat langsung dalam kegiatan praktek, kegiatan kerja bareng, ber Kolaborasi

**DOING TO LEARN**

Management waktu

- Kemampuan mengatur waktu
- Mengisi waktu secara produktif
- Memacu diri menggunakan waktu secara tepat dan sec ara cerdas
- Sediakan waktu yang cukup : 5 jam sehari, 3 jam praktek dan 2 jam berkumpul[ul teman]
What are 21st century skills? These 4 C’s:

- **C**ommunication: Sharing thoughts, questions, ideas & solutions.
- **C**ollaboration: Working together to reach a goal. Putting talent, expertise, and smarts to work.
- **C**ritical **T**hinking: Looking at problems in a new way and linking learning across subjects & disciplines.
- **C**reativity: Trying new approaches to get things done equals innovation & invention.

Portals to a digital learning future.
Where we want to go

- Wisdom
- Understanding
- Knowledge
- Information
- Data
- Noise

21st Century Learning

- Digital-Age Literacy
  - Basic, Scientific, Economic and Technological Literacies
  - Visual and Information Literacies
  - Multicultural, Literacy and Global Awareness

- Inventive Thinking
  - Adaptability, Managing Complexity and Self-Direction
  - Curiosity, Creativity and Risk Taking
  - Higher-Order Thinking and Sound Reasoning

- Effective Communication
  - Teaming, Collaboration and Interpersonal Skills
  - Personal, Social and Civic Responsibility
  - Interactive Communication

- High Productivity
  - Prioritizing, Planning and Managing for Results
  - Effective Use of Real-World Tools
  - Ability to Produce Relevant, High-Quality Products
Tips and tools for creating and presenting wide format slides
Never stop Learning

NEW SKILLS

TRAINING

Continuing Education
1. **Student Eligibility**: All students are digital learners.
2. **Student Access**: All students have access to high quality digital content and online courses.
3. **Personalized Learning**: All students can customize their education using digital content through an approved provider.
4. **Advancement**: Students progress based on demonstrated competency.
5. **Content**: Digital content, instructional materials, and online and blended learning courses are high quality.
6. **Instruction**: Digital instruction and teachers are high quality.
7. **Providers**: All students have access to multiple high quality providers.
8. **Assessment and Accountability**: Student learning is the metric for evaluating the quality of content and instruction.
9. **Funding**: Funding creates incentives for performance, options and innovation.
10. **Delivery**: Infrastructure supports digital learning.
The main points to consider regarding digital workplace evolution

10 REASONS FOR CONTENT CURATION

- Preserving instructional time
- Utilizing resources more effectively
- Providing greater access to content
- Protecting digital rights
- Encouraging innovation
- Ensuring quality in content
- Nurturing a sense of community
- Promoting equity among users
- Supporting online safety
- Saving money and resources
Content Strategy

- Create
- Research
- Measure
- Promote
- Publish
- Optimize

Are You Prepared For Disruption?
Multitasking

- Multitasking is a way of life for this generation
- Two tasks at once or cognitive toggling?
Millennials’ Preferences

Millennials
- want to learn by working collaboratively
- have a preference to learn in their own time and on their own terms
- seem to appreciate structured activities that permit creativity

Millennials’ Preferences – Working Collectively: Focus Groups
**Millennials’ Preferences**

- want to be involved with “real life” issues that matter to them
- most millennials are comfortable with technology – plugged in since they were babies (exceptions related to SES)
- differences among first generation students in terms of proficiency with technology

**General Strategies for Engaging Millennials**

- Provide High, Clear Expectations
- Offer individual feedback
- Engage with/through technology where appropriate
- Utilize group work: collaborative learning techniques
Specific Strategies for Teaching Millennials

- Teaching style—
- what they want
  - High Energy
  - Passionate
  - Inventive
  - Humorous
  - Active
  - Entertainment

(Smetanka, 2007)

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 Specific Strategies for Teaching Millennials

- Teaching style—
- what we know
  - Clarity
  - Organization
  - Feedback
  - Availability/rapport
  - Class time management
  - Engaging

(Pascarella & Terenzini, 2005)

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How to Design Learning

- Understanding and need driven
- Use and utilize their Energy
- Participation is a must, collaboration most preferable
- Maker, doer and self organizing

IT World Wide Employment

<table>
<thead>
<tr>
<th>Countries</th>
<th>IT Employment</th>
<th>Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia</td>
<td>22%</td>
<td>30%</td>
</tr>
<tr>
<td>Hungary</td>
<td>20%</td>
<td>32%</td>
</tr>
<tr>
<td>Czech</td>
<td>22%</td>
<td>30%</td>
</tr>
<tr>
<td>Poland</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>India</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>China</td>
<td>24%</td>
<td>15%</td>
</tr>
<tr>
<td>Philippines</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Brazil</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>Mexico</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Argentina</td>
<td>20%</td>
<td>20%</td>
</tr>
</tbody>
</table>
The Echo Boom/Millennials...

- The Millennials are the children born between 1982 and 2002 (peaked in 1990), a cohort called by various names:
- The Millennials are almost as large as the baby boom - some say larger - depending on how you measure them (approximately 81 million, civic).
Belajar di ERA digital

- Ukuran keberhasilan itu mengutamakan: kreativitas, Integrasi beragam persoalan untuk SOLUSI
- Den gan sedikit LOGIKA, kemampuan DESIGN , ada banyak kerjaan bisa dikerjakan

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Ekonomi Kreatif: peluang kerja

- Dengan talenta yang ada makin banyak kesempatan kerja yang tidak memerlukan pengakuan administratif.
- Ketrampilan, skill dan keberanian akan mendatangkan kesempatan untuk berkarya.

Persaingan saat ini

- Persaingan saat ini hanya membutuhkan: KEJUJURAN, INTEGRITAS, KOMUNIKASI dan KEMAUAN BELAJAR.
- Dengan kekuatan personality sudah bisa mendapatkan kepercayaan untuk kerja sambil belajar dan belajar untuk kerja.
Where we want to go

 equidistant from the source of the mundane noise.
The 8 Essential Elements of Digital Literacies

Cu Cultural
Cg Cognitive
Cn Constructive
Co Communicative
Cf Confident
Cr Creative
Ct Critical
Ci Civic
DATA is first class citizen
What skills do adult learners need for successful transitions?

How are these skills defined?
- Northstar Digital Literacy Standards

Content for teaching and learning:
- Life Skills
- Occupational
- Science & Social Studies
- Civics/citizenship
- Other

Drives
- Change Nature
- Change Dynamics
- Change Rate & Speed

Effects
- Risks
- Instability
- Flux

V: Volatility
- Change Rate
- Change Dynamics
- Change Rate & Speed

U: Uncertainty
- Unpredictability
- Potential Surprises
- Unknown Outcomes

C: Complexity
- Tasks Correlation
- Multifaceted
- Influencers

A: Ambiguity
- Ideal vs. Actual
- Misinterpretation

Vision
- Take Actions
- Probe Changes

Understanding
- Wider Understanding
- Different Perspectives

Clarity
- Key Focus
- Flexible
- Creative

Agility
- Decision Making
- Innovation
[Data-Driven Learning Strategy]  

**Learner**  
(designers are constructors)

- Motivator  
- Connecting Learner Community  
- Navigator (content brokering)  
- Learner Attribute (style)  
- e-Portfolio (or digital badge backpack)  
- Narrator (learner create context, reflection)

**Data Analyst**

- Standards  
- Interoperability  
- Analysis (data mining)

**Learning Designer**

- Learning theories  
- Psychology  
- Design (experience design, UI)  
- Subject Matter Expertise

Gamified layer on data from across platforms

**Big Data**

Inform

Integrate

Iterate

Co-design
I am a Maker

I learn by making things.
I explore, customize, and combine things.
I take risks and learn from failed attempts.
I understand that things can get messy when you’re tinkering.
I keep trying even when I get stuck.
I take my work seriously without taking myself seriously.
I make connections.

I think. I feel. I make and I make with my hands.

I share my creations and processes with other people.
I am comfortable not knowing.
I observe and draw inspiration from things around me.
I find and build communities where everyone is welcome.
I pause to document and reflect on my process.
I keep imagining, wondering, and asking questions.
I create not just consume.
Kesempatan kerja INDEPENDENT

- Bisa motret, bisa mendayagunakan SOCIAL MEDIA, bisa mengintegrasikan Informasi dan PELUANG Business, mau business ONLINE
- Semua ini Pekerjaan INDEPENDENT, tidak perlu modal, tidak perlu punya BOSS, tidak perlu punya karyawan

Kreativitas jadi kekuatan UTAMA

- Menjadi DESIGNER apa saja: product, model komunikasi, packaging, kata kata, penulis naskah komunikasi
- CERDAS JALANAN lebih penting dan utama ketimbang cerdas diatas kertas/ ijasah.
- TRAMPIL Instagram SAJA BISA MENG CREATE FOLLOWERS
“Software is eating the world.”

—Marc Andreessen

A critical, informed expert user of digital technologies who has an awareness of the issues surrounding the use of those technologies, and a commitment to life-long learning.

Opportunities to practice digital skills in a ‘real world’ context

Opportunities to develop expertise in using relevant digital technologies

Opportunities to experience and explore relevant digital technologies
Smartivity
Activities for Smarter Learning

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The Skills Revolution

DIGITIZATION AND WHY SKILLS AND TALENT MATTER
Perubahan sedang terjadi saat ini memasuki Revolusi Industri 4.0

**SEARCH**
- Google
- Yahoo!

**TRANSACTIONAL**
- Amazon

**INTERACTIONAL**
- Facebook
- Twitter
- Instagram
- Airbnb
- Uber

**COLLABORATIVE**
- "Social Network"
- "Sharing Economy"

**INTERNET OF THINGS**
- Massive Spread of Digital

Sumber: Oliver Wyman, Leonard, E-Marketer, The Digital future project
The Pace of Technological Change

Technology is getting smaller, more mobile and smarter.

Source: PhoCusWright Inc.
**Multiple Intelligences**

- **Intrapersonal**
  - Understanding yourself, what you feel, and what you want.

- **Naturalist**
  - Understanding nature and organic processes.

- **Spatial**
  - Seeing and mapping the world in 3D.

- **Linguistic**
  - A master of spoken and written language.

- **Musical**
  - Capacity to recognize, create, reproduce, and reflect on music.

- **Bodily-kinesthetic**
  - Using one's body in highly differentiated and skilled ways.

- **Logical-reasoning**
  - Skilled at deductive reasoning, detecting patterns, and logical thinking.

- **Interpersonal**
  - Interacting, communicating, and reading people.

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**Visual**
- **See to Learn**

**Auditory**
- **Hear to Learn**

**Kinesthetic**
- **Do to Learn**

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LATIH diri untuk TRAMPIL

• Ketrampilan lebih utama dari sekedar kemampuan Akademik

• LATIH diri membaca, Bicara, Menulis, dan apa saja Ekspresi yang menghasilkan KARYA

• Ini jaman SERVICES: kerjakan sesuatu yang MELAYANI orang lain/customer
Apa prasyarat utama:

- Kemampuan baca, Baca cepat dan mengerti, baca cerdas dan membangun Imaginasi
- Ketrampilan Internet, searching, tracing, tracking. Menelusuri sumber informasi, sumber bahan belajar dasar, soal dan problem solving. Youtube dan Video Explainer yang mampu menerangkan sebuah gagasan. Trampil VR, AR
Problem ada di dunia business: kebutuhan untuk memperbesar, mempercepat, create Value for speed, Crowd, Interactive, SOLUTION web base

Pengenalan pada masalah dunia business harus jadi awal pembentuk Idea dan process business
Figure 2.2 Geospatial Technology & Digital Ecosystem Yielding Value to Economy & Society
The Digital Challenge:
Germany as an international player has key engineering strengths – Pressure to do move to digital Business Models continues to grow

International Benchmark Result of acatech Digital Performance study

Growing Pressure
1. Business Models
2. Organization
3. Infrastructure
4. Digital Talent

Key Strengths
- Engineering Capability
- Importance of Production
- Sustainability

Future Business Importance
high
low

Future Business Importance
low
high

Relative German Strength vs. USA & China

Zwischenbilanz Industrie 4.0: In Deutschland fehlen vor allem digitale Geschäftsmodelle
The TMG Approach
Design, enable and build the InsideOut Ecosystem

Inside Out Ecosystem Solution

1. Design
   - The Platform Business System
     - Resource orchestration: Unity-of-effort
     - Cross-boundary interaction: Demand & Supply Roles
     - Focus on ecosystem value: Smart Service Growth

2. Enable
   - The Digital Team Platform
     - Governance System
     - Joint Consciousness
     - Empowered Execution

Markets
- Customers
- Competitors
- Stakeholders
- Society

Periphery
- Central Smart Services Roles
- Front-Line Roles

Phase I
- Demand
- Supply

Phase II
- Demand
- Supply

Build
- External Digital Team
- Internal Digital Team

Value-Unit System

Digital Leadership Implication:
Focus narrowly on product-centric market leadership is no longer a viable option

The Emergence of the hybrid Digital Business Model

The Platform Model
- Capturing Digital Potential with...
- New Business Models by adding communities and network effects
- How to leverage the strength in process and product engineering?

The Value Ecosystem
- Outside Value Creation by Information & Knowledge

The Linear Business Model
- Optimization of new business processes and product features
- Inside Value Creation by Material & Energy

Source: acatech
Germany is leading the linear Business Model Paradigm

Industry 4.0: The Digitization of the product support-based business models

Industry 4.0 Assembly Industry

Industry 4.0 Process Industry

Source: Siemens

Competition moves from Products to Platforms:
US Smart services start-ups are unleashing a wave of disruptive business model innovations

Transformation of Business Models
Example Mobility

Smart Products

Smart Service

Traditional Business
Year: 1916
Empl: 116,000
Mkt Cap: 53B
Hard Assets

New Business
Year: 2009
Empl: 5,000
Mkt Cap: 60B
Soft Assets

Whoever controls the service platforms will also gain control of the entire value chain...
...the global race for control of the data and platforms is already truly underway...
**The German Business Model Trap:**
German companies appear to be “trapped” by their product support-based business models

**The German product-centric Business Model**

- Focus Smart Products/Industry 4.0
- Focus Smart Services

Source: acotech

Digital Focus today: Optimize and increase the efficiency of existing processes

---

**New Competition is driven by hybrid Digital Business Models**
Blending of Smart Products and Smart Services creates new competitors

**Smart Product**

**Smart Service**

BMW

Mercedes-Benz

Tesla

Apple

Google

Uber

**Value Chain Disruption**

THIS IS YOUR CAR IN 2020
Pre-empt the new competition by Disrupting Inside-out
Leverage Industry 4.0 Smart Services Development by integrating the Business Model, Organization, Infrastructure & Talents

Disrupting Inside-Out Approach

Industry 4.0 Elements

Disrupting Inside-Out Framework

Creating Smart Services with four Ecosystem Building Blocks to disrupt existing markets and create new ones

The Disrupting Inside-Out Ecosystem Building Blocks
Building the disrupting InsideOut Ecosystem

The simultaneous development of business model, organization, infrastructure and smart talent is key success factor

Best Practice Disrupting Inside-Out Example: Nike Digital Sport

Integrated Smart Service Development

Outcome: Value Based Customer Service

Disrupt inside out: making it happen

Leveraging the Capabilities of the Disrupting Inside-Out Framework to accelerate the Smart Service Strategy Execution

The InsideOut Ecosystem building process

Start here

1. Generate Smart Service Ideas
2. Design Digital Business Model
3. Build the Smart Service Organization
4. Provide Digital Team Platform
5. Accelerate Eco-Systems

Design Thinking Iteration

Typical Digital Team areas:
- High degree of creative work
- Global business areas
- Cross-boundary work
- Large basic processes
- Areas with knowledge gaps
Start here:
Generate Smart Service Portfolio as “Market of ideas” around the Customer

The Smart Service Strategy: Pipeline of competitive advantages

Smart Service Portfolio:
The Market of Ideas around the Customer
Example

Context of Smart Services

Step 1: Design the Digital Business Model
The Smart Service Growth Engine

Smart Service Business Model: The Platform
Step 2: Build the Smart Service Organization
The Dual Management System

The hierarchy-network dualism of the organization

Smart Products

Management-driven hierarchy

Smart Services

Leadership-driven network

The Value Chain: Nike Example

Social Marketing

Digital Product Design

Customized Manufacturing

Efficiency & Excellence

Adaptability & Innovation

Cross-Functional Community
- Digital marketing
- Digital product innovation
- Digital commerce
- Digital technologies
- Customer analytics

The Value Ecosystem: Nike Example

Step 3: Provide the Digital Team Platform
The Infrastructure as third Operating Dimension

The enabling Infrastructure Dimension

Digital Leadership-driven network

Company Infrastructure

Digital Team Platform

- Transparency
- Cooperation
- Feedback
- Learning
- Coordination

Doer: Duplication

Role of the employee

Creator: Innovation

Self-Organized Governance System

Controlled Smart Factory/ERP

SAP Industry 4.0

Smart Products Industry 4.0
Step 4: Accelerate Eco-Systems

Inside-out scaling of the Digital Team-of-Teams Governance

Outcome:
Integrated Smart Service Development is key factor of success
Build new Smart Services
(Example)
The Advantage of Smart Service Value Creation:
Smart Service Business Models create Growth and Profit

Capturing Smart Service Business Model Potential: US Perspective

Industry 4.0 Elements

The Profit and growth consequences of Smart Services

Initiatives

Revenue Impact

Profit Impact

Smart Product Initiatives

Smart Service Initiatives

Base: 150 global companies in 30 industries

Technology Management Group Profile

TMG helps companies create, build and launch new digital initiatives from within their organization

<table>
<thead>
<tr>
<th>Automotive</th>
<th>Engineering</th>
</tr>
</thead>
</table>
Perubahan utama cara belajar:

- Fakta, data praktek harus jadi UTAMA
- Proses dan pengalaman mempraktekkan itu penting sekali
- Belajar realita, belajar praktek nyata. DATA Driven. Bahasa utama adalah Data statistik yang bisa menjelaskan makna: Informasi dan di analisa untuk jadi knowledge. Di praktek an menjadi sebuah pengalaman, pemahaman dan akhirnya jadi knowledge.
Ayo Ajak Teman, pandu dan jadilah pemimpin

Exponential Business

Digitalization
Deception
Disruption
Demonetization
Dematerialization
Democratization
END OF SLIDES
THANK YOU

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