



# DIGITAL TRANSFORMATION

## Talents and Organization

Portorož, September 29, 2016

## Key facts



# 2006

Founded August 2006

# Vienna

Headquarter in Vienna, Austria

# 2000 people

Highly skilled workforce in all major  
IT Solution areas

# Digital

Leader in Central and  
Eastern Europe

# 10 years

Fast growing regional IT solutions  
player in the last 10 years through  
M&A as well as organic growth  
despite the crisis

# 15 countries

Austria, Russia, Ukraine, Romania,  
Serbia, Bosnia and Herzegovina,  
Slovenia, Macedonia, Montenegro,  
Hungary, Poland, Bulgaria, USA,  
Canada, Australia

# Our digital expertise

Financial services

Manufacturing

Utility

Telecom / Services



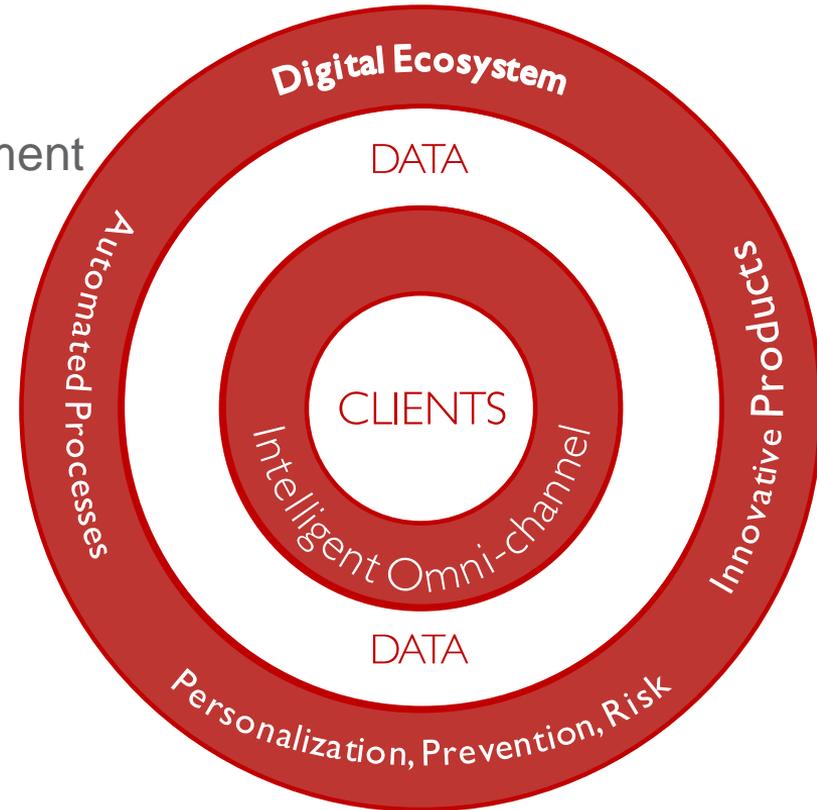
# Digital Transformation

## New Digital Business Model



Convert to:

- Immediate fulfilment
- Transparent
- Open
- Automatic
- Low cost
- Personal



# “Self-service and Currency of TIME”

Kate Fitzpatrick, Strategist e3: “Digital trends for travel industry in 2015 and beyond”, whitepaper

“We live in a culture of instant fulfilment, where expectations are set by immediacy of mobile and social media. Customers will gladly adopt new technologies and serve themselves if that means they can avoid waiting.”

# How to Transform?

***Start from Strategy not Technology***

1) Digital Strategy

2) Digital Transformation

3) Implementation

4) Execution



Change &  
Adapt

# What's the problem?

## Klaus Schwab:

There are two main problems:

- 1) To articulate threat – opportunity
- 2) Talents – on company, country or global level



*The Kodak is for*  
*Send*  
The Eastma  
Price, \$25.00 — Loaded for  
Re-loading, \$2.0

In 1975 Kodak engineer  
Steven Sasson made the first  
digital camera.  
Kodak created digital division.

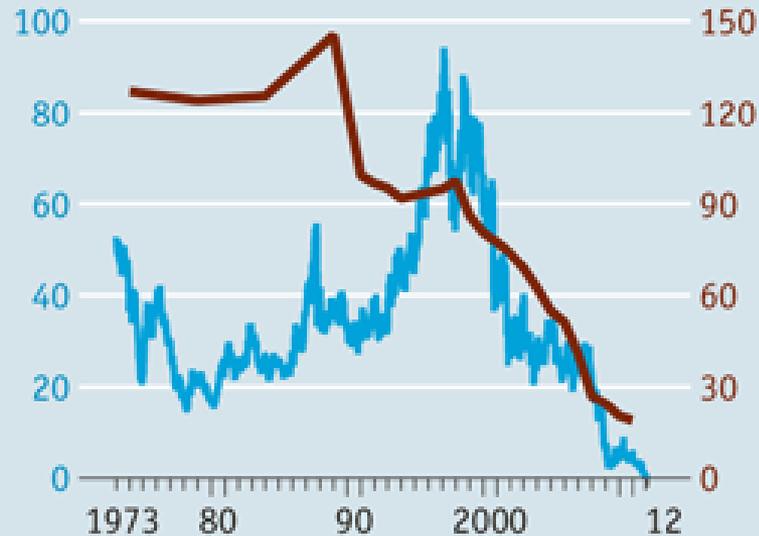


## An ugly picture

Kodak's:

*share price, \$*

*employees, '000*



Sources: Company reports; Thomson Reuters

# Kodak

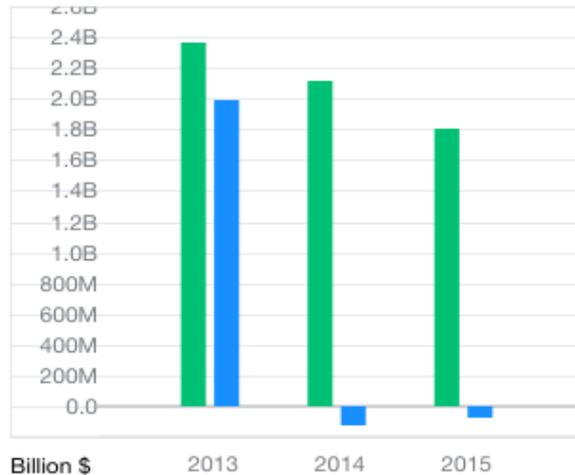
Market Cap **621.92M**

P/E Ratio (ttm) **-68.79**

## Financials >

**Annual** Quarterly

Revenue Earnings



- Strong Buy
- Buy
- Hold
- Underperform
- Sell

0 Jun 0 Jul 0 Aug 0 Sep

## Recommendation Rating >





**FUJIFILM**  
Value from Innovation

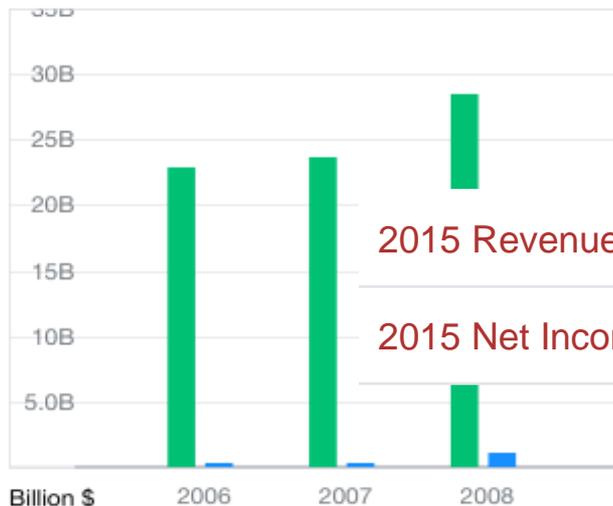
Market Cap **16.95B**

P/E Ratio (ttm) **15.94**

**Financials >**

**Annual**

■ Revenue ■ Earnings



2015 Revenue **20,772B**

2015 Net Income **1,143B**

**Recommendation Trends >**



**Recommendation Rating >**



# *Willy Shih:*

## *The Real Lessons From Kodak's Decline*

1. Digital
2. Scaling down is hard
3. Ecosystem Troubles
4. Organizational Inertia?



“Wise business people concluded that it was best not to hurry to switch from making 70 cents on the dollar on film to maybe five cents at most in digital.”

—

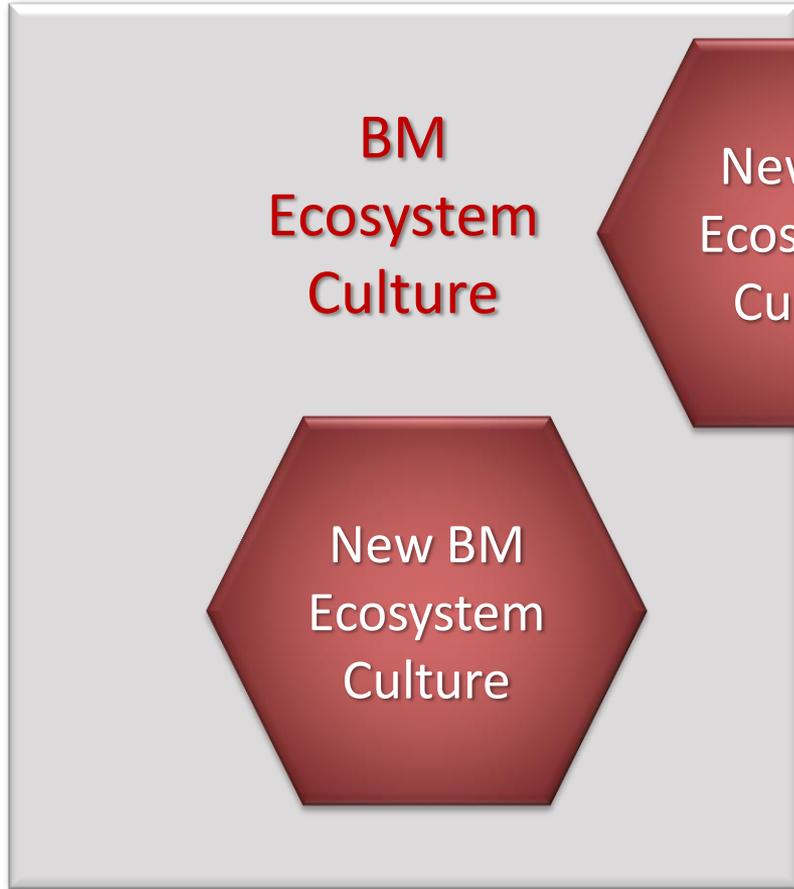
Larry Matteson, Former Kodak Executive

# Talent and Organization

DISRUPTION	DIGITAL TRANSFORMATION	DIGITAL OPTIMIZATION
CEO	CEO	CIO
Visionary & Leader	Leader	Project Manager
Dictatorship	Organization & Culture	Efficiency
EXPECTED RESULT		
High risk, High reward	Risk, Enabling Growth	No risk, couple % Risk to be disrupted

Today

# Organization and Culture



BM  
Ecosystem  
Culture

New BM  
Ecosystem  
Culture

New BM  
Ecosystem  
Culture

Inside

Edge

Outside

# New Frontier Group

New  
Frontier  
Solutions

New  
Frontier  
Innovation

Spin offs

Startups

Acquisitions

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Shaping future.  
Delivering results.