

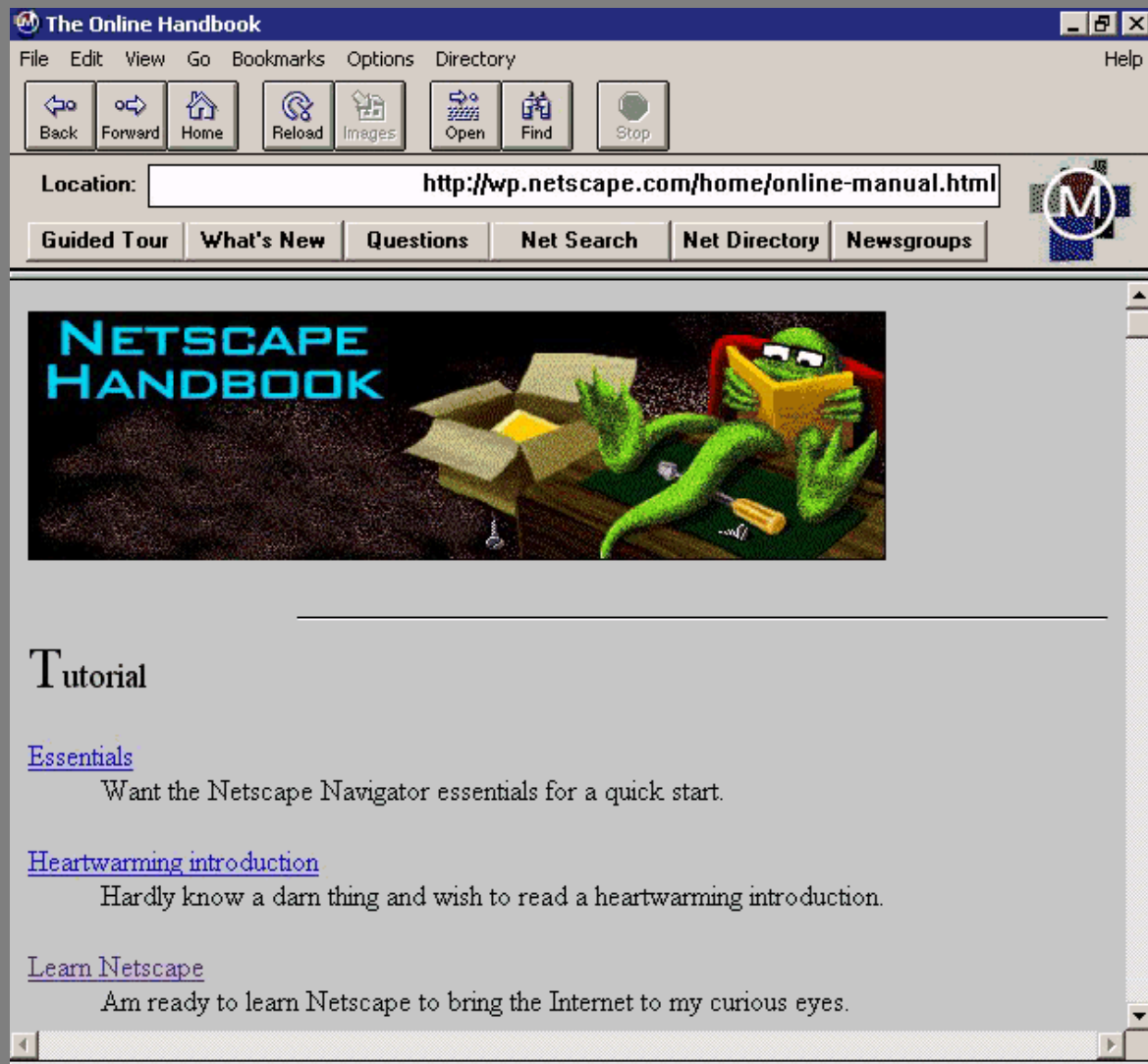
Dual transformation

Strengthen today, create tomorrow

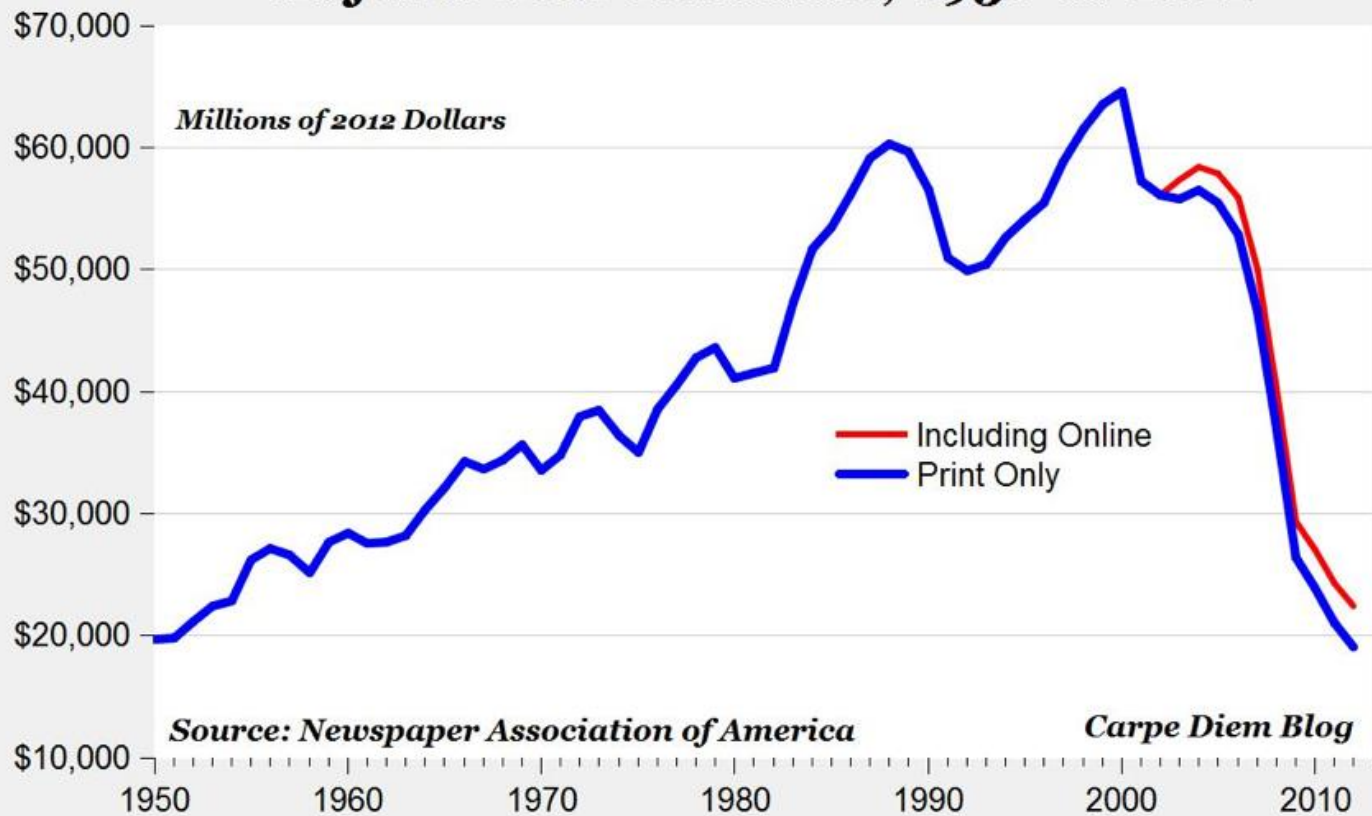






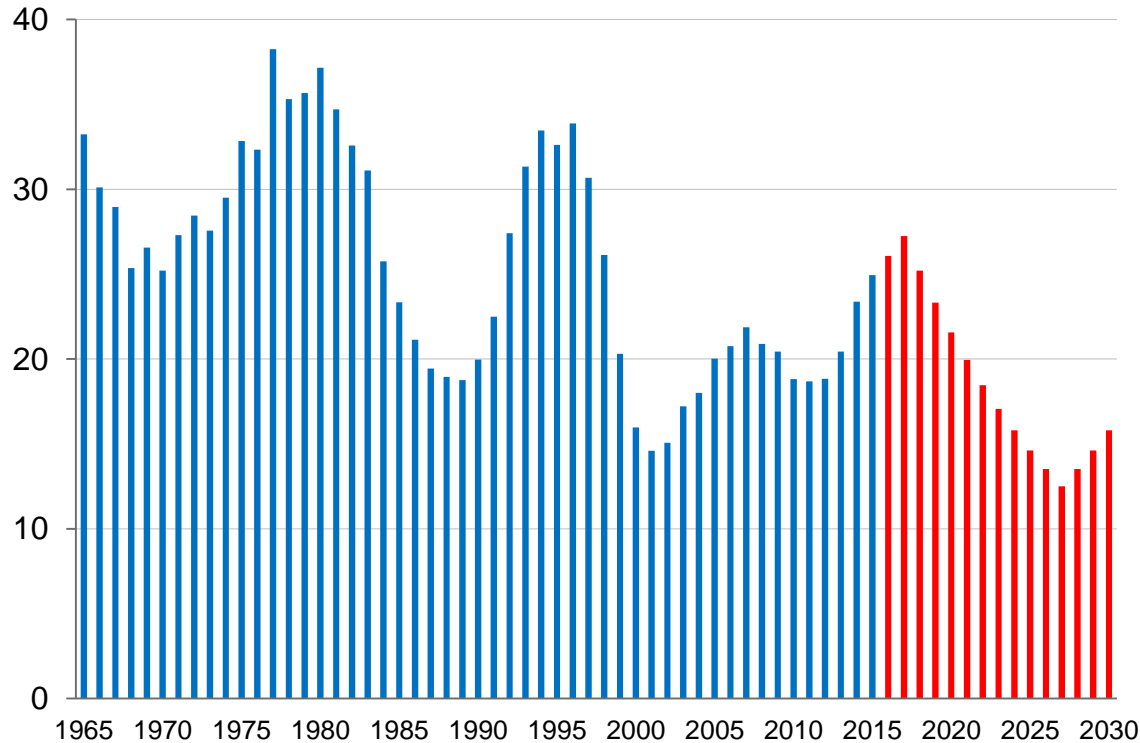


Newspaper Advertising Revenue Adjusted for Inflation, 1950 to 2012



Average lifespan on S&P 500

Rolling 7-year averages



Source: Innosight analysis

Entrants

accenture
High performance. Delivered.



Exits



AVON
the company for women

Disruption

WINTER IS COMING

GAME OF THRONES



A vertical green stem is shown against a white background. On the left side of the stem, a caterpillar with a red and orange segmented body and black spiky protrusions is crawling upwards. On the right side, a chrysalis is attached to the stem. The chrysalis is yellowish-brown with a textured, segmented appearance. Below the chrysalis, a butterfly is shown with its wings spread. The wings are primarily red with black and yellow patterns along the edges. A horizontal red band is superimposed over the middle of the image, containing the word "Transformation" in white text.

Transformation



Kylie Jenner undergoes dramatic transformation ditches dark hair for blonde locks

12:22, 24 MAR 2016

BY ALISTAIR MCGEORGE

The reality TV star posed for a series of cute selfies as she showed off a totally new look



547

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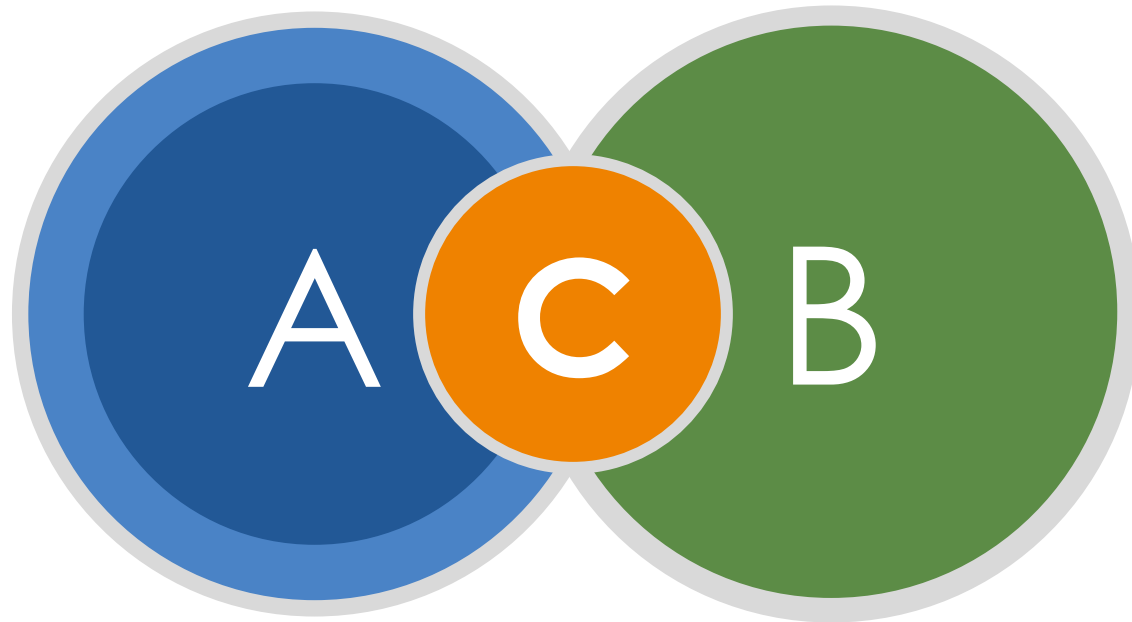
VERNON
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and 'b



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few w



COURT
Court
virtua



Transformation

A



Transformation A

Strengthen today

Key leadership question

Are the metrics changing?

Transformation

B



Transformation B

Create tomorrow

Key leadership question

Is the competitive set changing?

Capabilities Link



Capabilities Link

Flip the dilemma

Key leadership question

Are we picking unfair fights?

1.

Be selective – only link capabilities that incite competitor jealousy or startup envy

2.

Be vigilant – watch out for hidden “DNA carriers” like spreadsheets and brands

3.

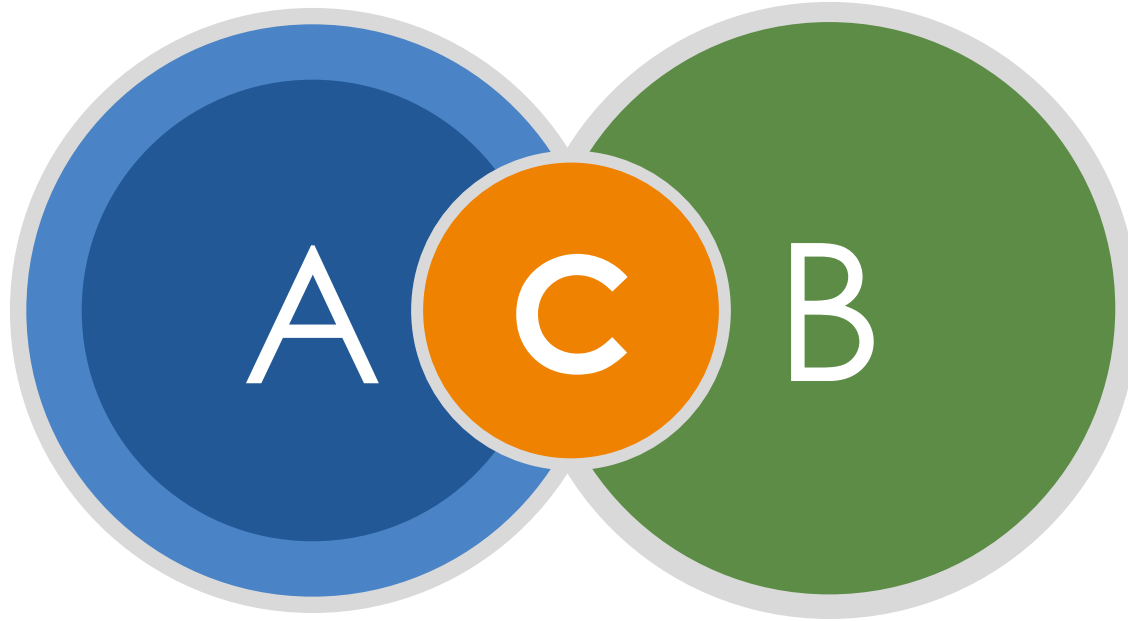
Be focused – “A does A and B does B”

4.

Be structured – consider exchange teams, transfer pricing, or portfolio systems

5.

Be active – top leadership actively arbitrates with a bias towards B



TRANSFORMATION **A**
Strengthen Today

C ABILITIES LINK
Flip the Dilemma

TRANSFORMATION **B**
Create Tomorrow



**This is the
hardest
problem in
business
today**





The **COURAGE** to choose before the platform burns



The Affordable Care Act opened up the black box of what we used to call managed care, so the system became exposed to the light of day.

The question is how you respond.




You can be like the steel industry and go into fetal position, and hope to be the last one standing. Or you can systematically look at your whole value chain.



**The CLARITY to
focus on a
select few
moonshots**

The CURIOSITY
to explore,
even if the
probable
outcome is
failure

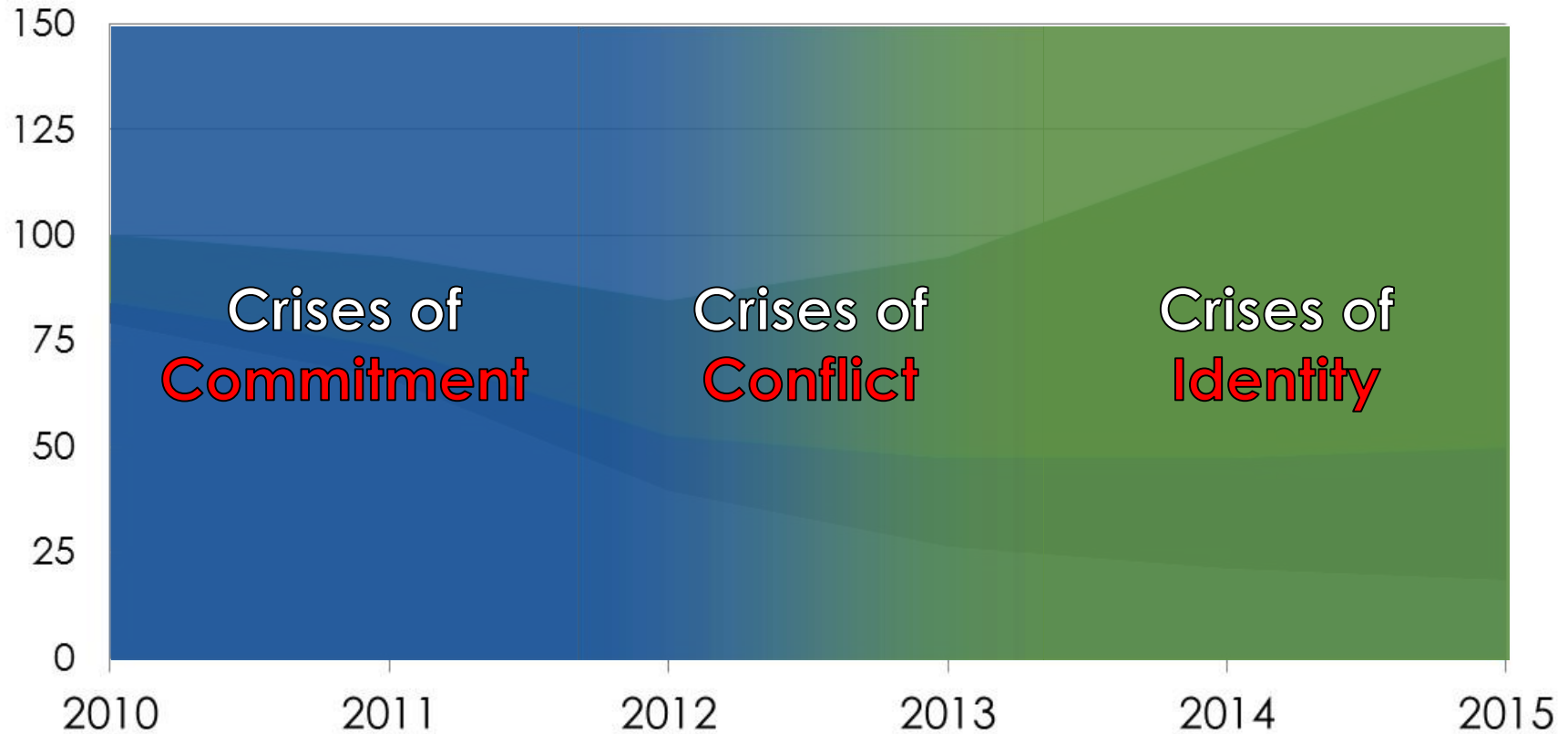


The background of the slide is a collage of three images. The top-left image shows a man in a dark suit and light blue shirt standing. The bottom-left image shows a man with glasses and a patterned tie. The right side of the slide features a larger image of two men; one is in a blue shirt looking down, and the other is partially visible behind him. The text is overlaid on the left side of the collage.

**The CONVICTION to
persevere at
predictable
moments of truth**

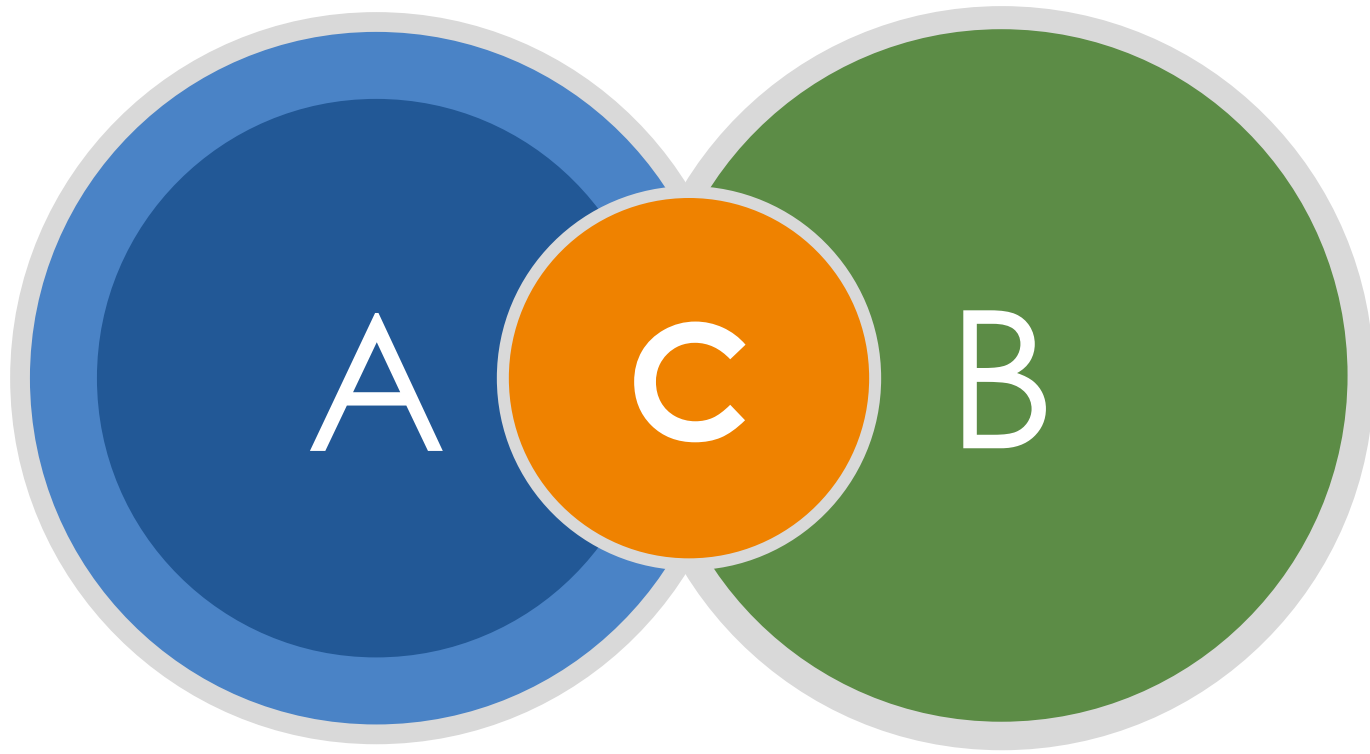
Deseret Net Income under Gilbert

Indexed to 2010 total = 100





**This is the
hardest
problem in
business
today**



The **courage** to choose The **curiosity** to explore
The **clarity** to focus The **conviction** to persevere



**This is the
greatest
opportunity in
business
today**



Kodak



80B

550B



494B



334B



36B

30B



25B



13B



10B



6.6B



4.7B



3.9B



2.2B



2.0B





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