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NEW DELHI 5 - 9 DEC. 2011



Membership Benefits Forum

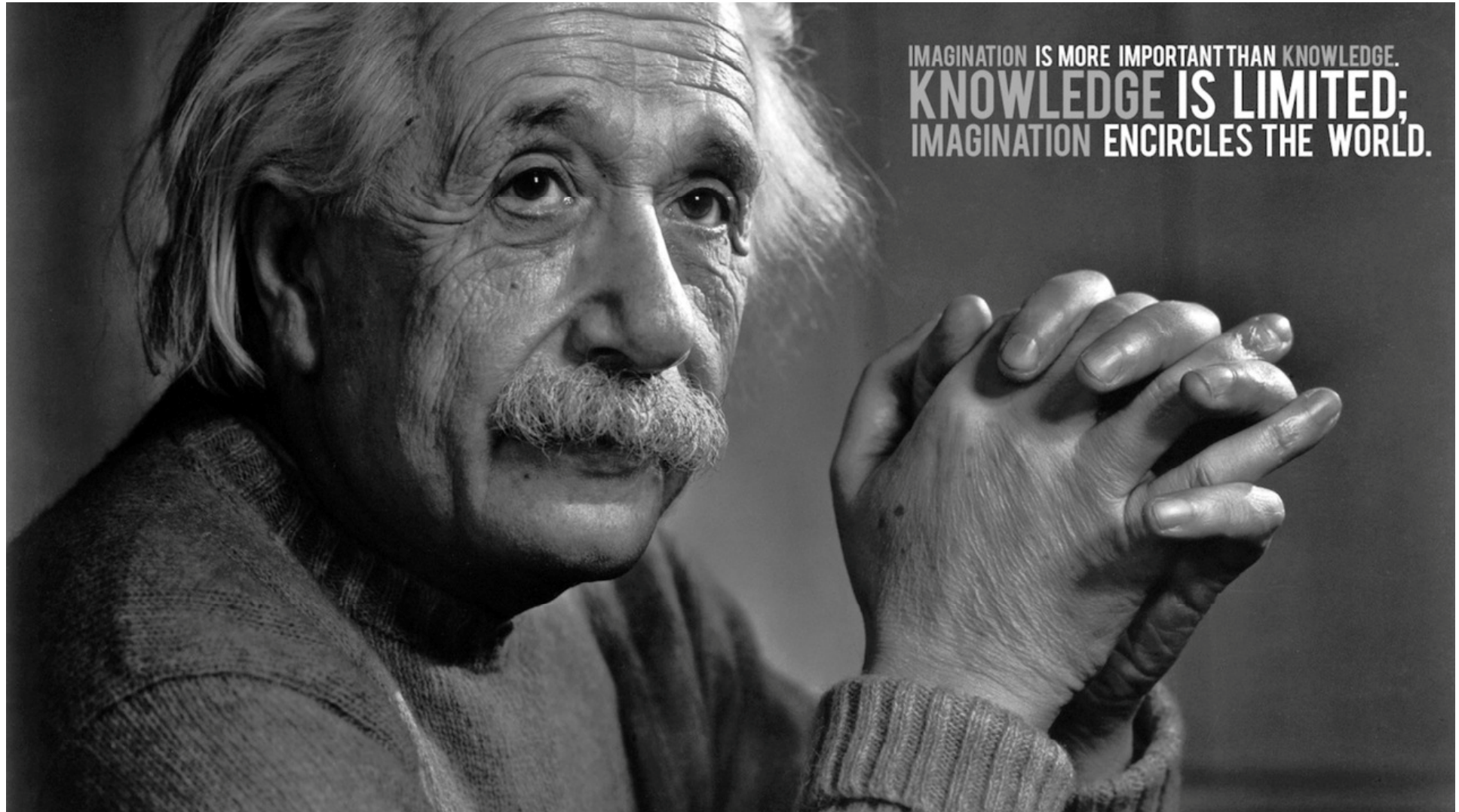


Dr. Luis Vives
Strategy Professor
ESADE Business School





Thinking about the Future



Time Machine – your club in 2020



- 1 element that you want to bring with you
- 1 element that you want to leave behind
- Something that currently does not exist, that you want to find there



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Relevant issues for the future? Challenges & Opportunities

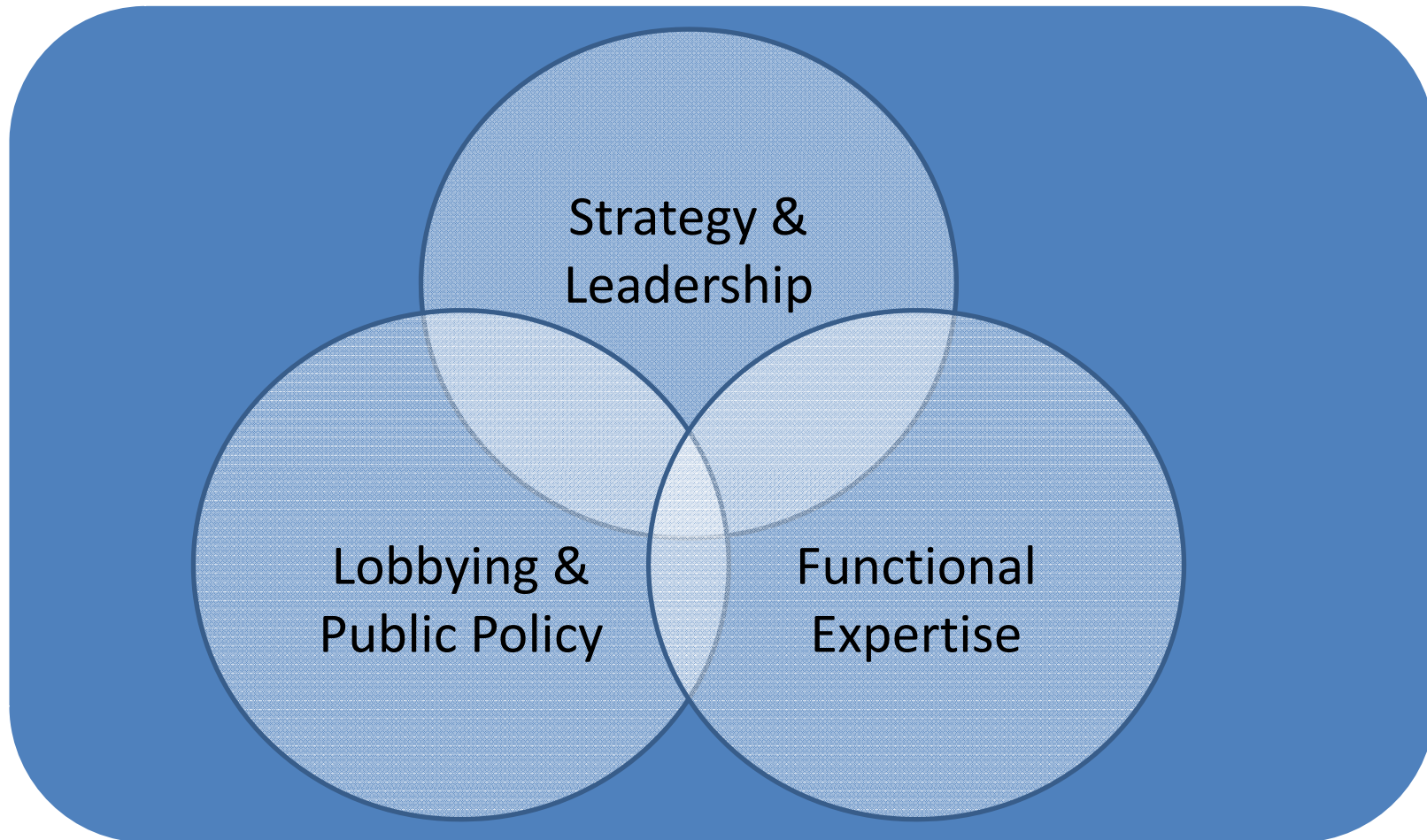




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FIA University





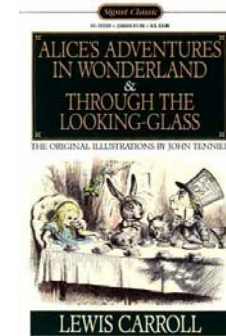


**CHANGE
AHEAD**





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“Looking through the Glass”, L. Carroll



“The Red Queen Among Organizations: How Competitiveness Evolves”, W. P. Barnett, 2008

Several companies are experiencing severe pressures...





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Nintendo®



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ESADE®



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Are you a problem solver?
An innovator?
An agent of change?
Are you ready to make the world work smarter?

Are you an IBMer?





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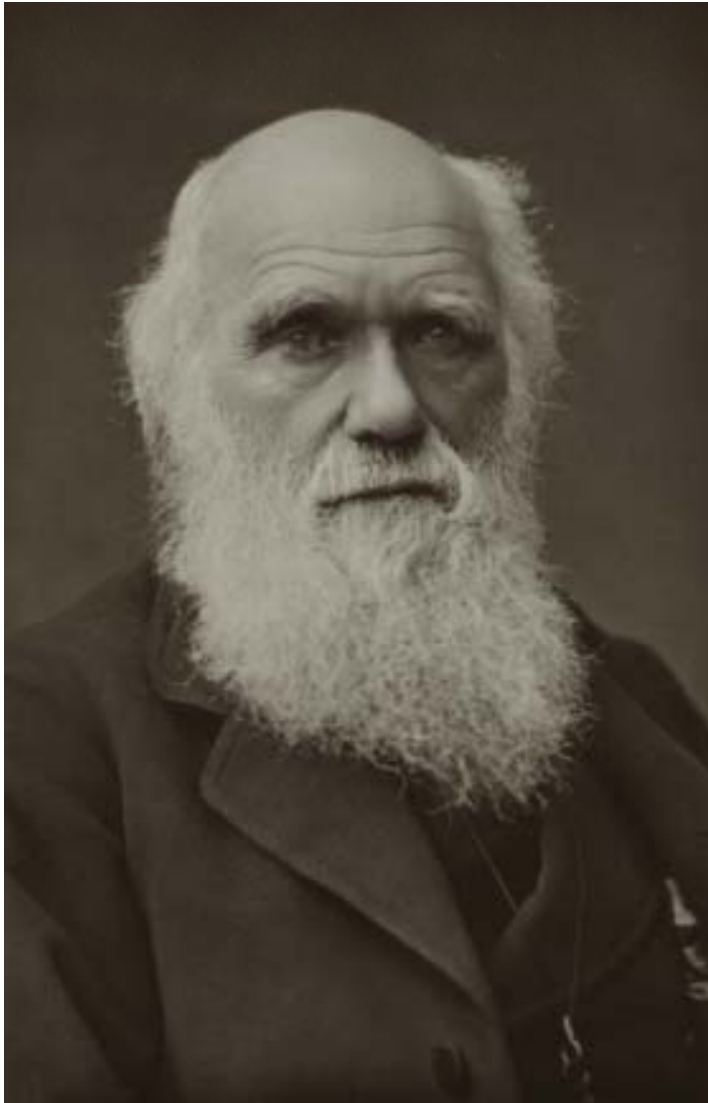
NOKIA



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“It is not the strongest of species that survive, nor the most intelligent, but the one most responsive to change”

Charles Darwin



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We need to abandon our traditional view of strategy...





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Sun Tzu's THE ART OF WAR

孫子兵法



Copyright 2004
Gary Gagliardi

Businesses must both *cooperate* to create value and *compete* to appropriate value

Vodafone, Telefonica share European networks

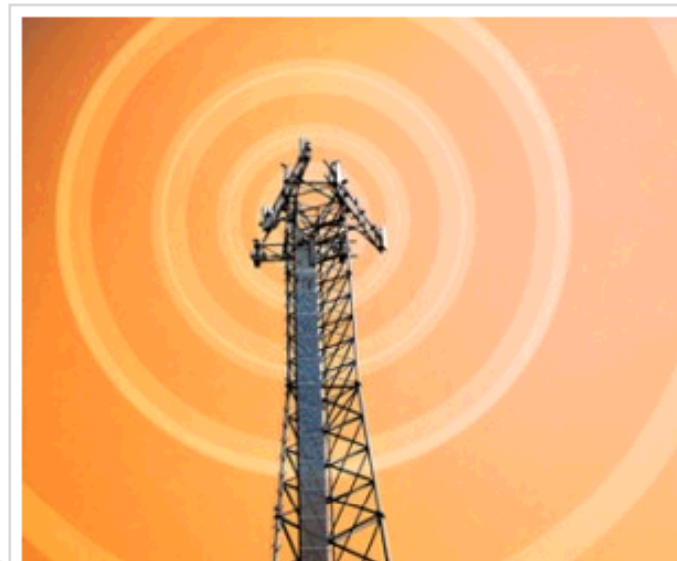
March 23, 2009 Written by [James Middleton](#)

 [Print](#)  [Email](#)

The rumours were true. Vodafone, the world's biggest operator by revenues, and pan-European carrier Telefonica, owner of the O2 brand, are sharing network infrastructure across Europe.

On Monday, the two carriers announced network sharing contracts across Germany, Spain, Ireland and the UK with detailed discussions ongoing in the Czech Republic.

The programme is expected to deliver significant business improvements, including cost savings amounting to hundreds of millions of euros for both companies over the next ten years, through a reduction of operating costs, and the ability to jointly build out new sites.



Strategic Renewal

Three critical components to manage your strategic renewal:

1. Know well your “VALUED CUSTOMER”
2. Design an innovative “VALUE PROPOSITION”
3. Become an “ORCHESTRATOR”

Valued Customer



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INCOME

>70	B1	T2	T3	T4	T5	
40-70		A2	A3	A4	A5	
24-40		B2	B3	B4	B5	
12-24		C1	C2	C3	C4	C5
<12		D1	D2	D3	D4	D5

25 35 50 60

AGE

Source: Bankinter, Morgan Stanley Spanish Banks Conference

Value Proposition



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American girls on the go!

2011
Road
Trip

FEATURED
highlights

Plan an American Girl
store visit for
spring break.

◀ 1 of 4 ▶

Start exploring what's new
for dolls and girls!

Shop now

Shop

Play

Visit



DOLL HAIR SALON

Menu

Open during store hours
no stylist is available, please step over to the nearest sales associate for assistance

<p>BRAIDED STYLES:</p> <ul style="list-style-type: none"> 1 braid, down - \$20 1 braid, tucked - \$20 2 braids, down - \$20 2 braids, looped - \$20 2 half-braids, down - \$20 1 ponytail flip with braid - \$20 <p>PIGTAIL STYLES:</p> <ul style="list-style-type: none"> 2 pigtails - \$10 2 half-pigtails - \$10 <p>OTHER STYLES:</p> <ul style="list-style-type: none"> All down - \$15 Ponytail veil - \$20 Bitty Twins—long hair - \$10 Bitty Twins—short hair - \$5 	<p>PONYTAIL STYLES:</p> <ul style="list-style-type: none"> 1 ponytail - \$10 1 ponytail flip - \$15 1 fancy flip - \$15 1 half-ponytail - \$10 1 half-ponytail flip - \$15 <p>STYLE OF THE MONTH:</p> <ul style="list-style-type: none"> Style of the Month - \$20 <p>Add Pampering Plus:</p> <ul style="list-style-type: none"> Pampering Plus - \$5 <p>Doll Ear Piercing:</p> <ul style="list-style-type: none"> 18" American Girl dolls - \$14
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Doll Hair Salon service includes:

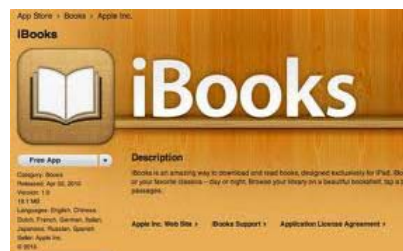
- Complete brush-out and tangle removal
- Ribbon and/or elastic bands used in style
- Water-misting of doll's hair
- Hair-care tip sheet
- Choice of style \$5, \$10, \$15, or \$20 options
- Hair accessory to share with your doll

Please ask a stylist to assist you.

Orchestration



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If it's on iTunes, it's on TV. Introducing **Apple TV**

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GDS: Chauffeur Services

Drivania offers an online tool to travel agents and tour operators, so that they can manage the chauffeured car services...

[Read more](#)

Limousine Services

Drivania is a global provider of **premium chauffeur driven services** for business and pleasure in over 450 cities worldwide...

[Read more](#)[twitter](#)

Oops, you dont have any status yet :)!

How can we do it?



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We need to think fresh about innovation...



Mt. Fish

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... in order to create new things, you have to take the
'courage' to fail



“Fail faster,
succeed
sooner”

...and emerging markets have proven to be a great source of innovative thinking!



“Rather than follow its historical path of developing high-end products and adapting them for emerging markets, GE is developing local technologies in (emerging) regions and then distributing them globally.”

Conclusions

- To be successful in today's world:
 - Understand very well our **valued customer**
 - Develop innovative **value propositions**
 - Become an **orchestrator**

And to do it, we may need to think about **new ways**
(and geographies) to innovate!



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