

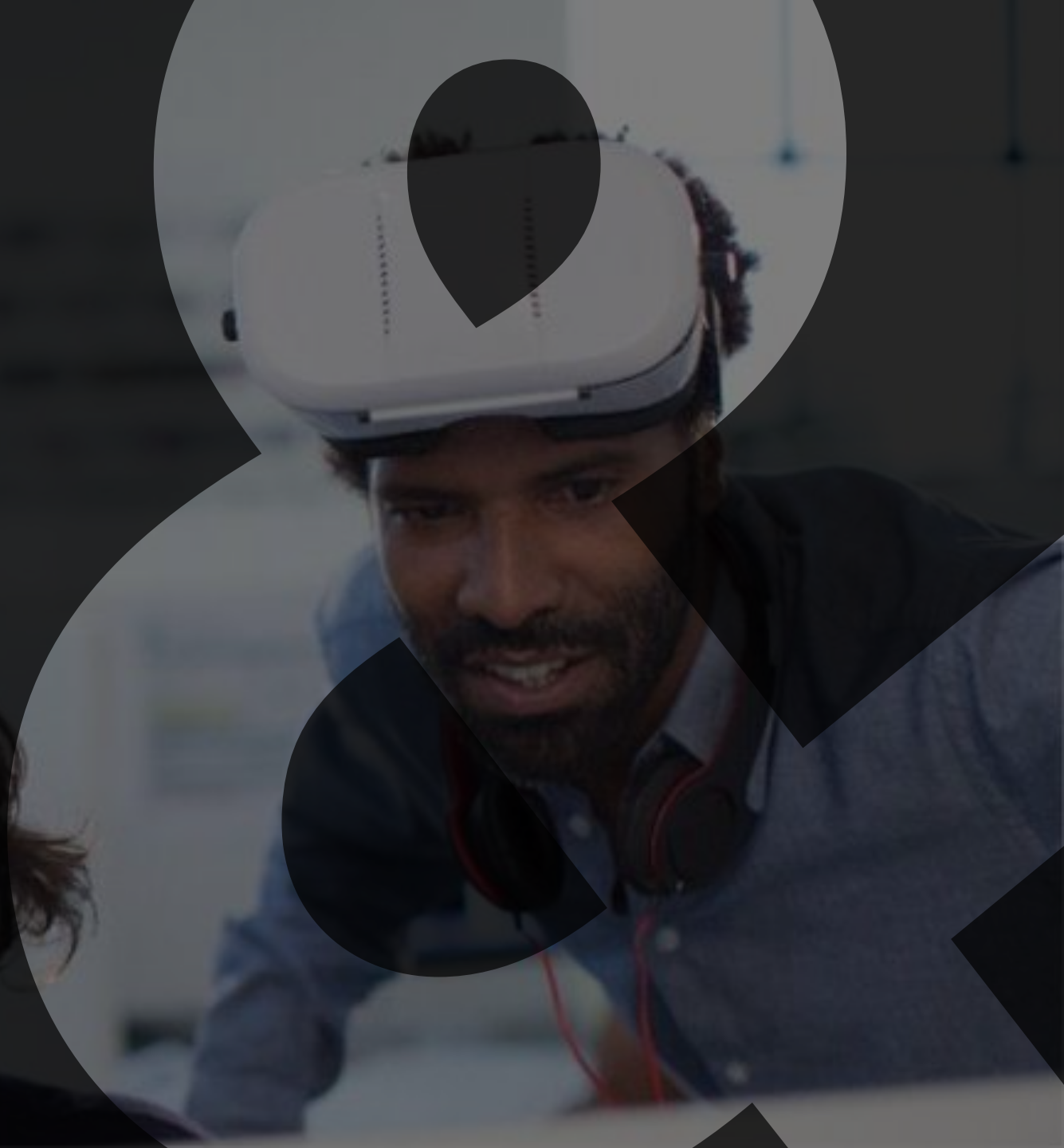
strategy&

It's time to move beyond digital

**'How great leaders transform their
organisations and shape the future'**

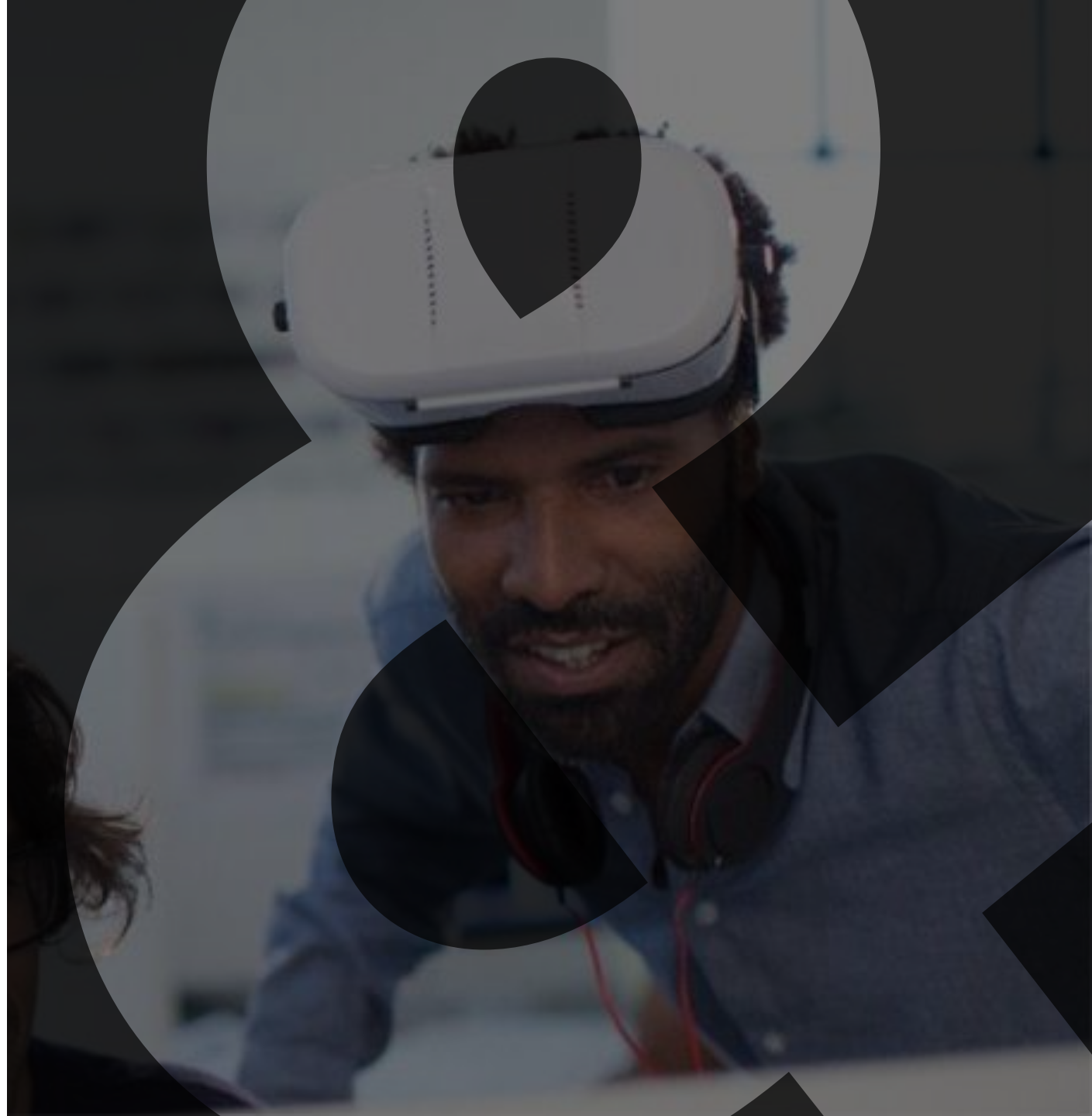


Before we start, we invite you to
assess your readiness for a
world beyond digital using our
**Transformation Maturity
Profiler**. Scan barcode to begin.



■ What we will cover today

- Opening remark by Uyi Akpata (Country & Regional Senior Partner, PwC West Africa)
- Intro to Strategy& by Peter GassMann (Global Leader, Strategy&)
- Strategy& in Africa by Pieter Crafford (Head, Strategy& Africa)
- Keynote presentation by Matt Mani
- Panel discussion
- Audience Q&A
- Vote of thanks & Closing remarks by Omobolanle Adekoya, CMAAS Leader, PwC Nigeria)



■ Housekeeping



This session is being recorded



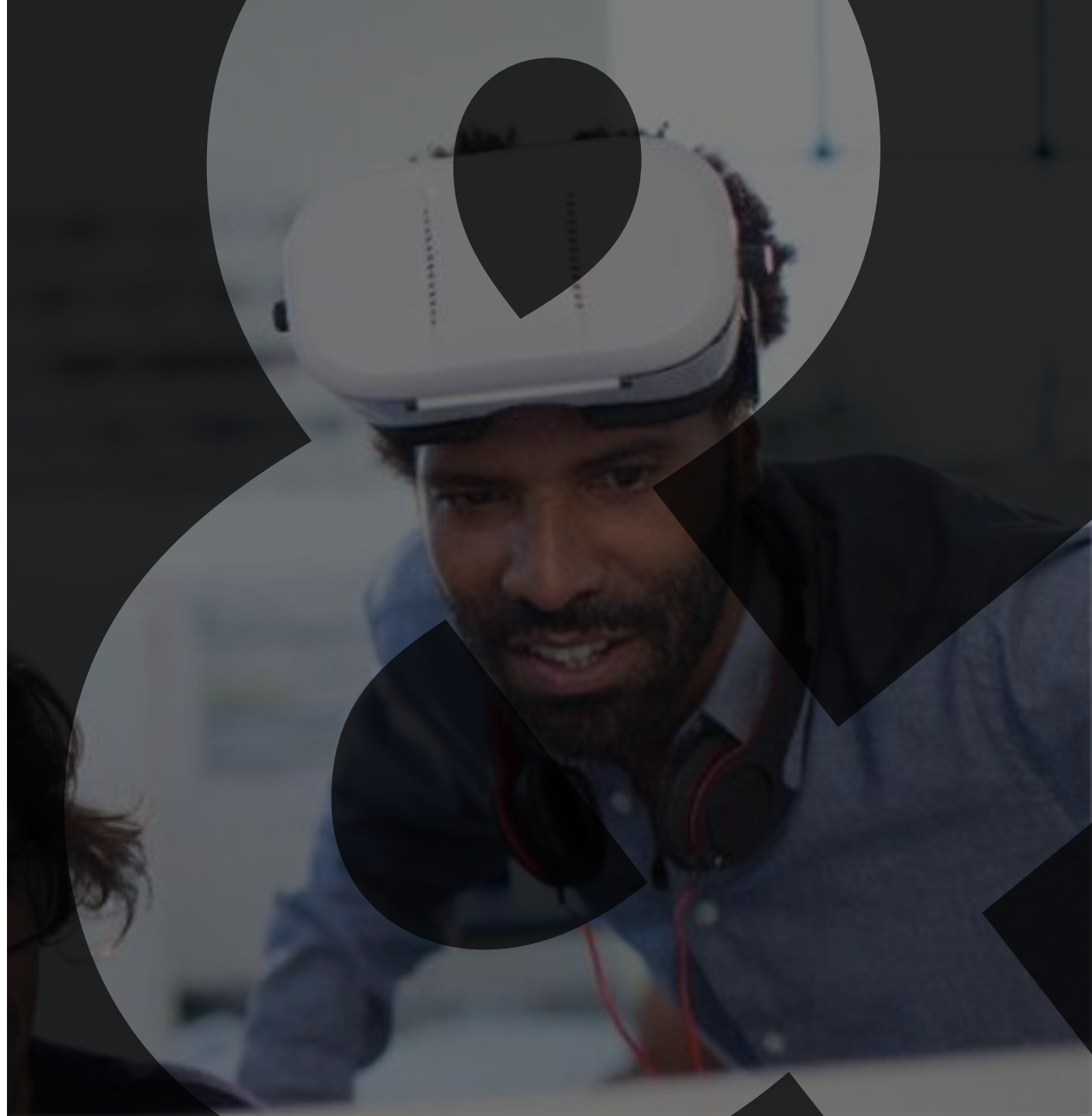
Your microphone is muted to reduced disruptions



You can type your questions and comments into the Zoom Chat throughout



There will be time during the Q&A to answer your questions



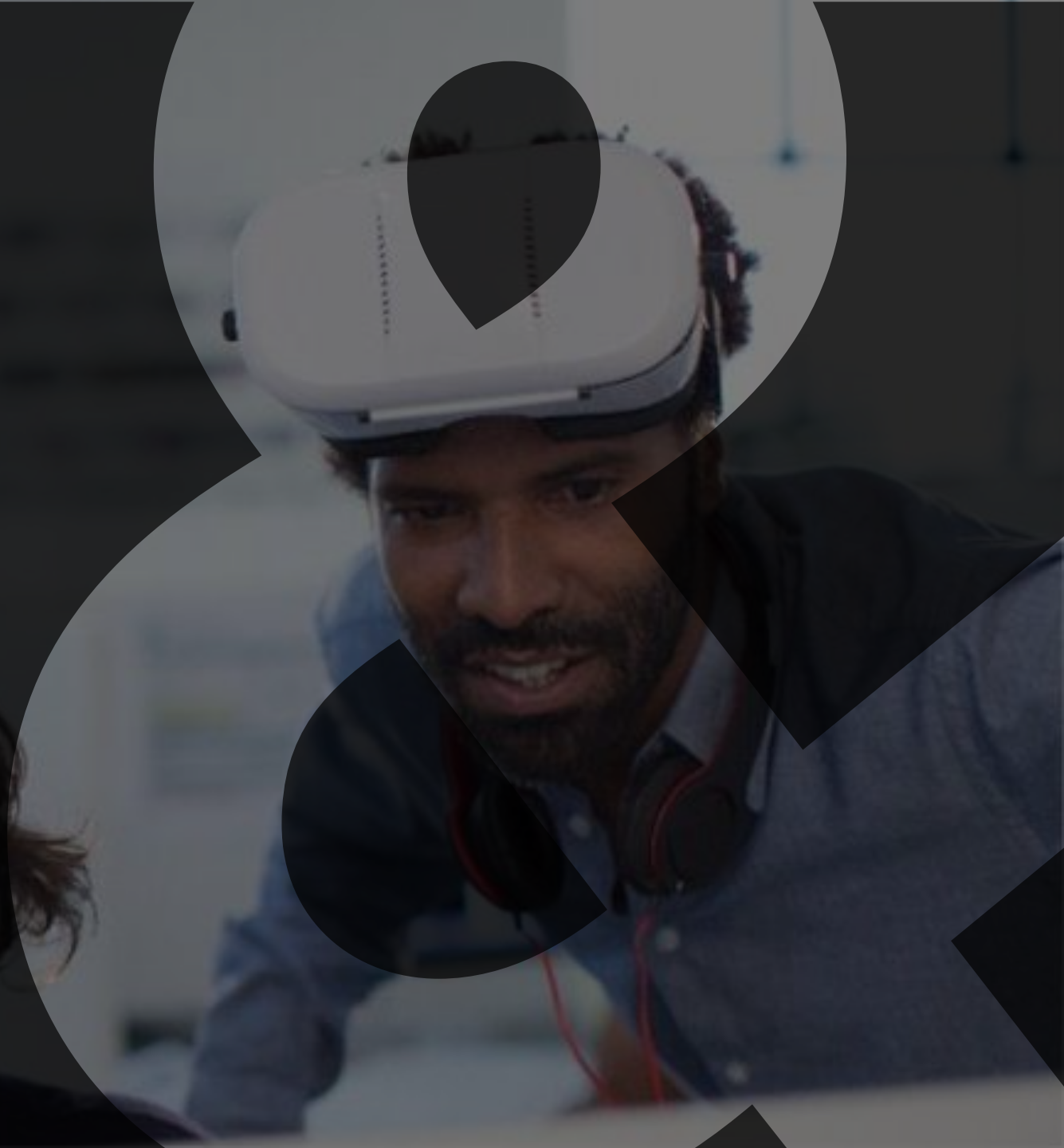
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Opening remark



Uyi Akpata

Country & Regional
Senior Partner, West
Market, PwC



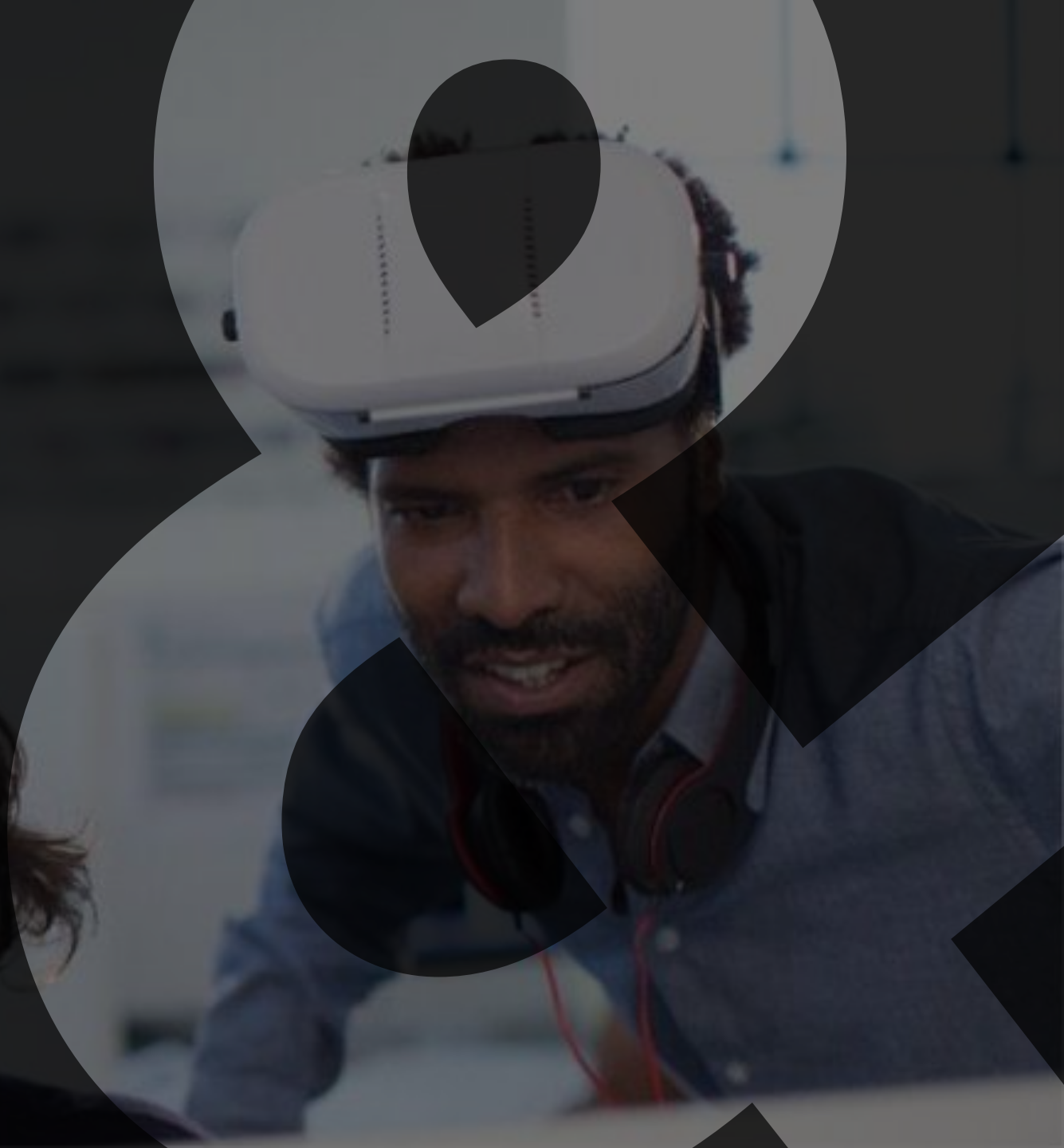
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Intro to Strategy&



Peter
Gassmann

Global Strategy&
Leader





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Introduction to Strategy&

Strategy& West Africa launch
Dr Peter Gassmann
November 30th 2022



Strategy& is PwC's global strategy consulting business



3k+

Strategy& staff

400+

Strategy& Partners

40+

Countries

5+

Planned expansions

Strategy&'s unique capabilities and heritage are what differentiates us in the market



The Strategy& difference

Heritage and reputation – Over a century of strategy consulting experience and unique reputation as “the practical strategists”

Global footprint and global nature – Seamless collaboration across borders

Unique “strategy, made real” value proposition – Leading the profession, uniquely positioned to orchestrate and deliver large scale transformation

Leading ideas, strategic methodologies and foresight – The foresight, experience and methodologies to lead C-suite conversations and helping solve organizations’ toughest problems

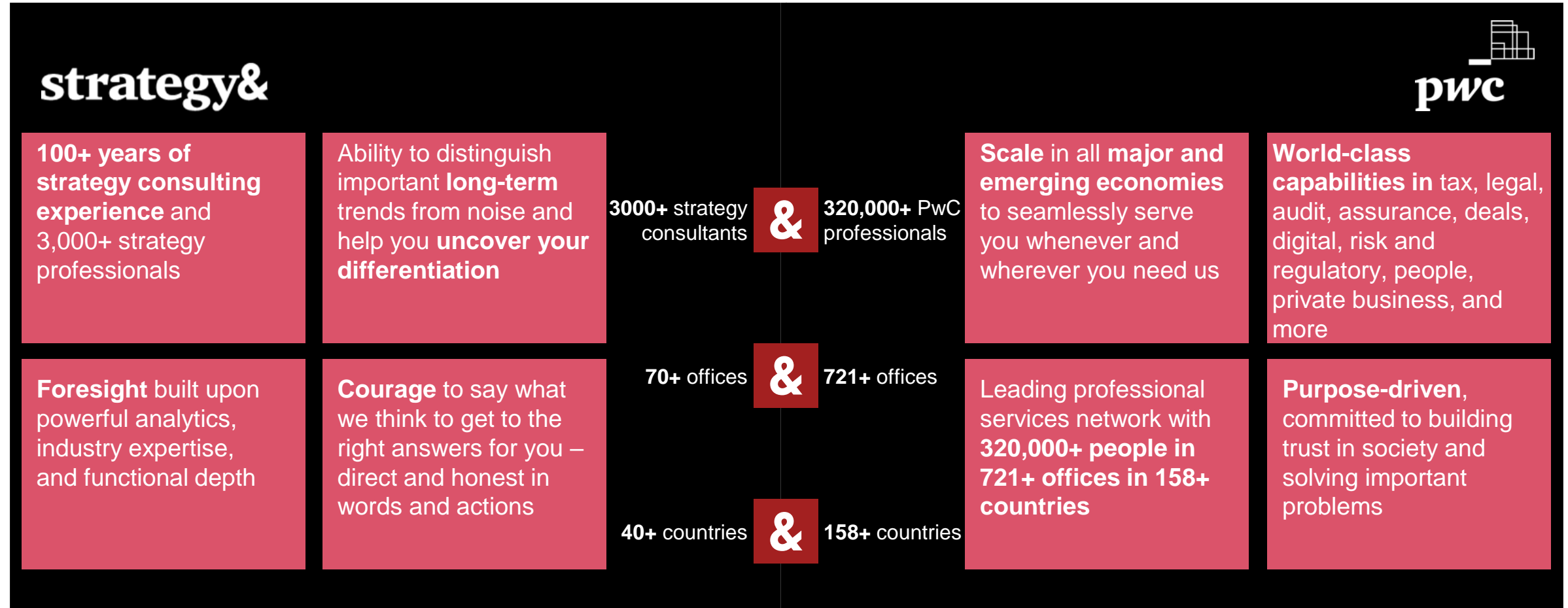
Unrivalled opportunities for professional growth – We recruit the best and brightest and offer them outstanding professional development



Working together with PwC, we couple our strategy business with a world class capabilities network to drive true change



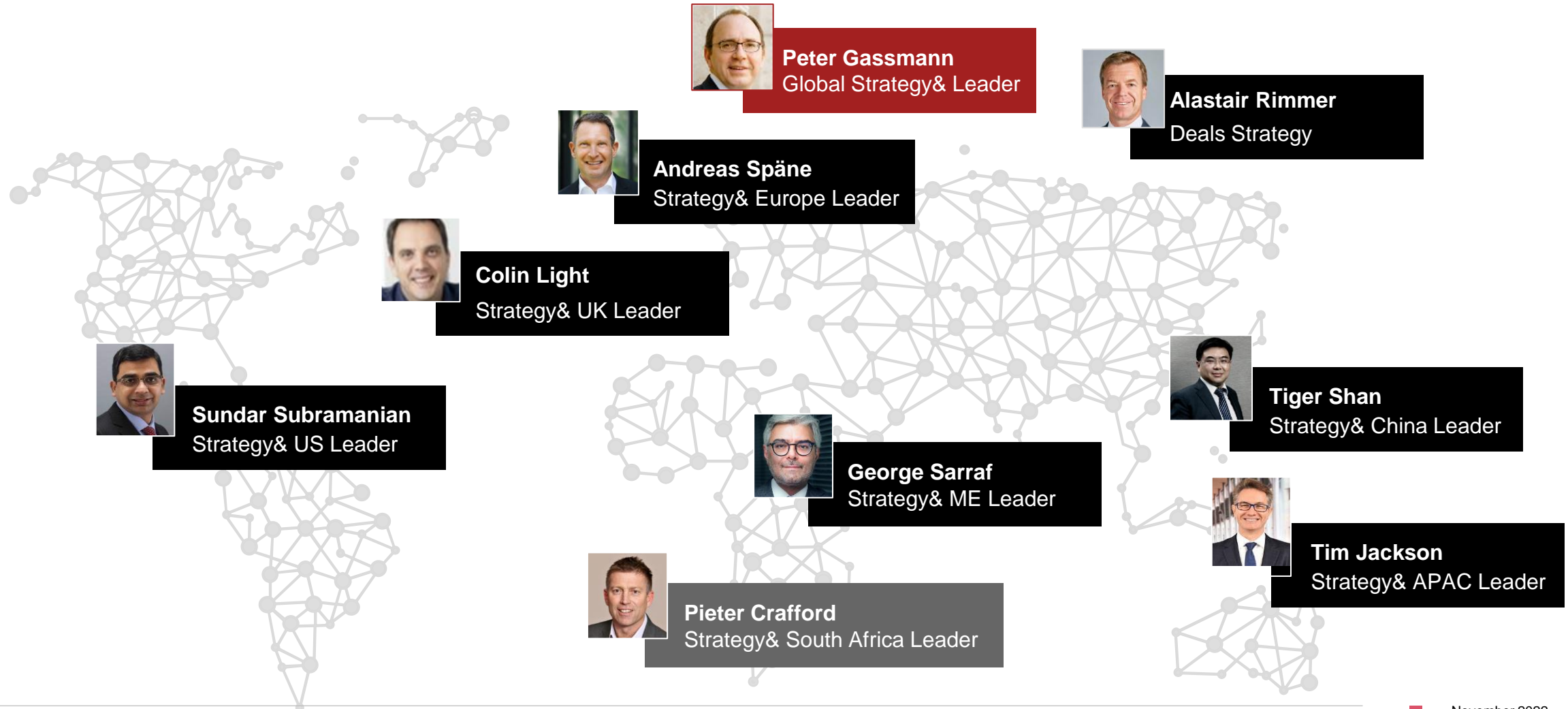
Strategy through execution model



Strategy& is led by Peter Gassmann and collection of regional leaders from across the world



Strategy Capability Global leadership team



We look forward to building our team in West Africa and to what we can achieve together in the region!



Dr. Peter Gassmann

Global Leader Strategy&

peter.gassmann@strategyand.de.pwc.com

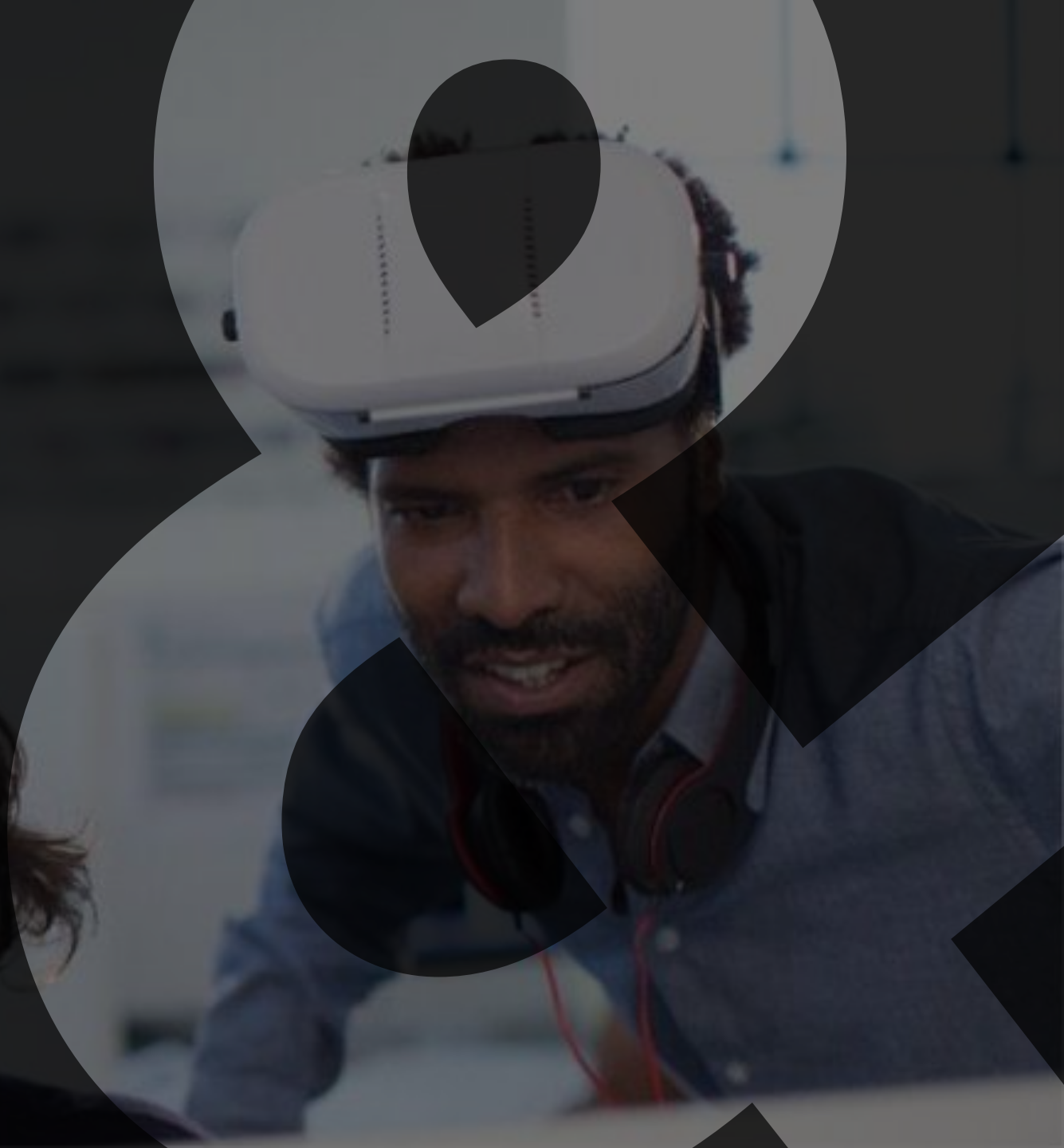
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Strategy& in Africa



Pieter
Crafford

Head, Strategy&
South Africa



Championing economic and social change through delivering innovative and sustainable transformation

Launched in 2014 – On the back of the Booz & co acquisition by PwC

Strong growth over the last 8 years – 7 partners and over 70 strategy consultants

Based in Africa, globally connected – Helping to solve our clients' toughest problems through an African team with seamless reach into our global network

Strategy through execution - Delivering innovative and sustainable strategies that work and then executing through the PwC Africa network of over 10,000 professionals across 32 countries

Purpose led, results oriented – Large scale transformational assignments focused on key African challenges such as Financial inclusion, Energy and Water

Unrivalled opportunities for professional growth – We recruit the best and brightest and offer them outstanding professional development



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Introducing the Speaker



Mahadeva Matt Mani

Partner, Strategy& Netherlands

Mahadeva Matt Mani is a partner with PwC Strategy& and leads the global transformation platform for PwC. He advises executives on business model transformations and operational value creation and productivity programs. He is a coauthor of *Beyond Digital: How Great Leaders Transform Their Organizations and Shape the Future* (Harvard Business Review Press, 2021).



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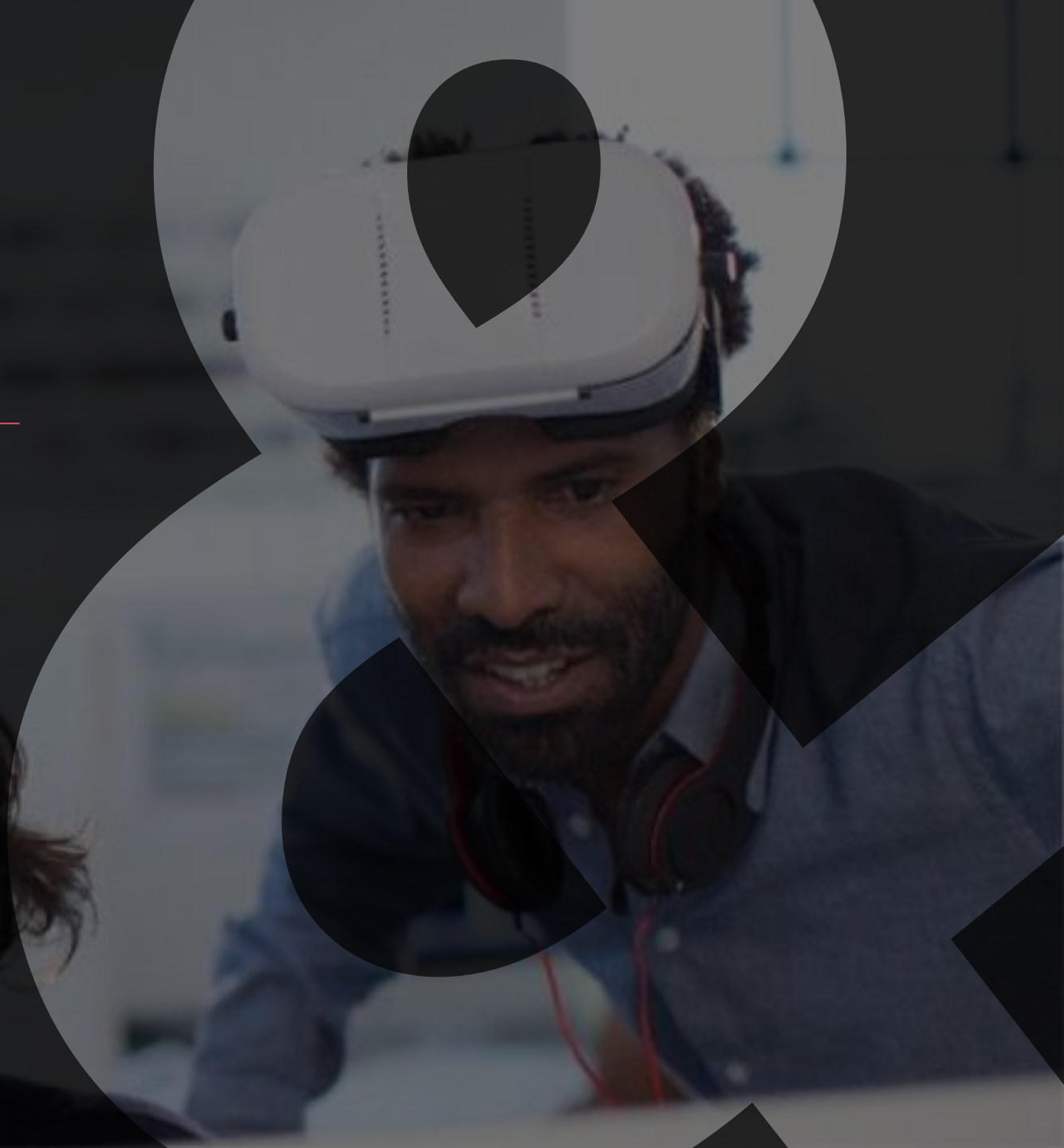
Beyond Digital

How Great Leaders Transform Their Organisation
and Shape the Future



**Mahadeva
Matt Mani**

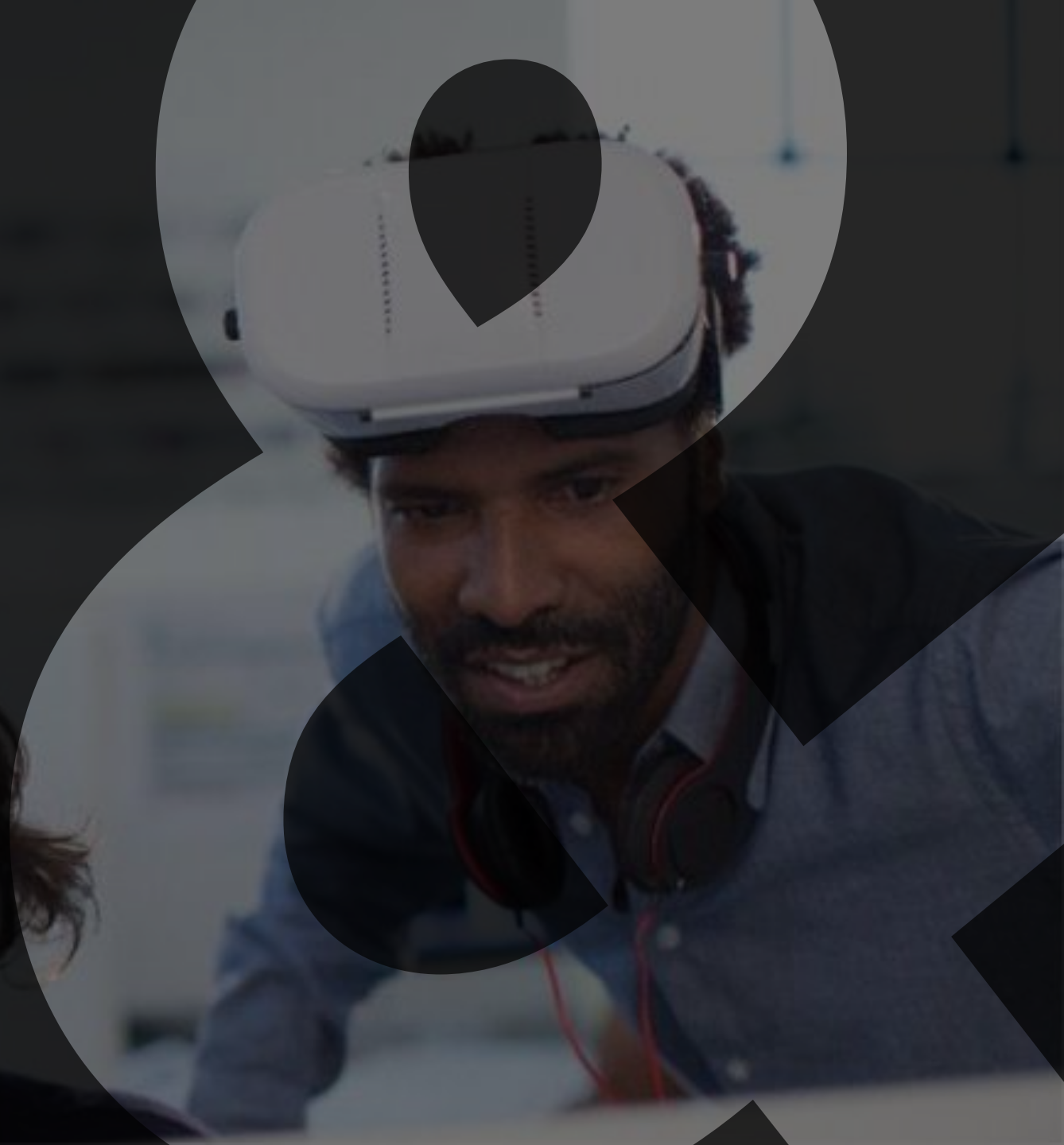
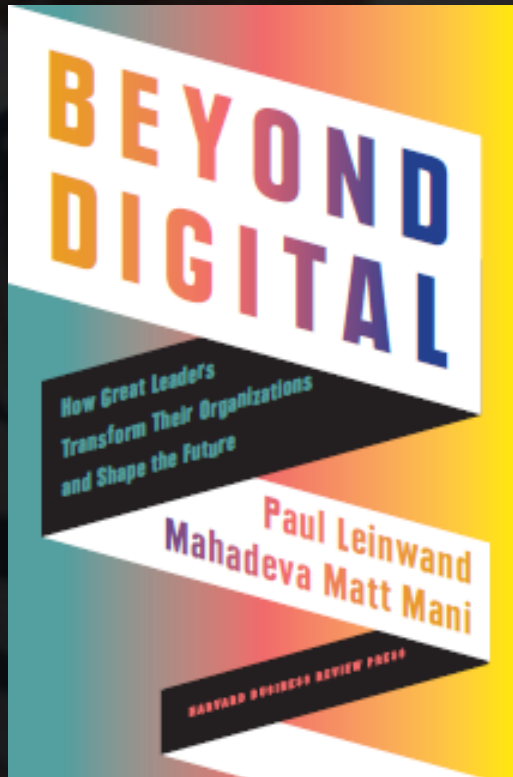
Partner, Strategy&
Netherlands



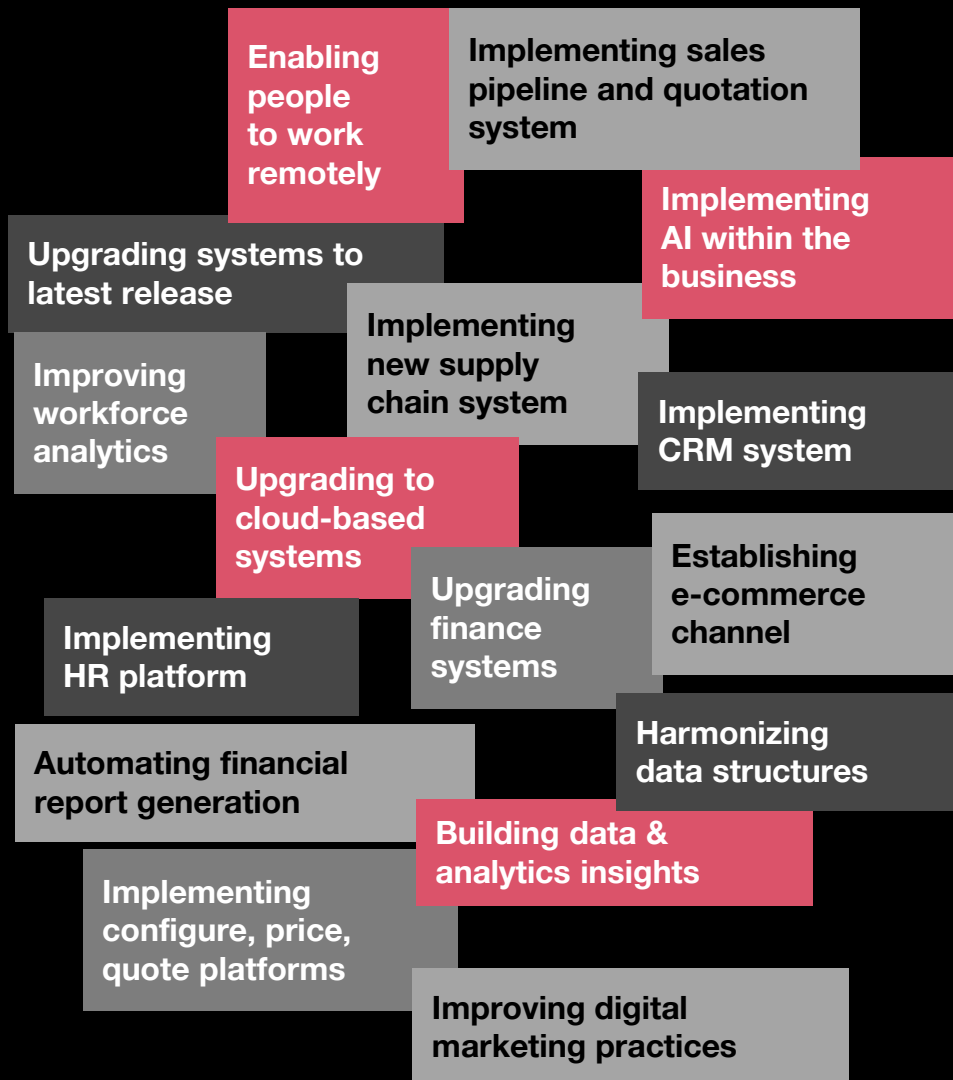
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Beyond Digital

How Great Leaders Transform Their
Organisation and Shape the Future



Most companies are busier than ever digitizing



But digitizing what your company has always been doing is no longer enough to gain a competitive edge.



That's because the fundamental model of value creation has changed



Revolution of demand

- The internet has given customers access to more choices and insight into the quality of these choices
- Being good just isn't good enough anymore



Revolution of supply

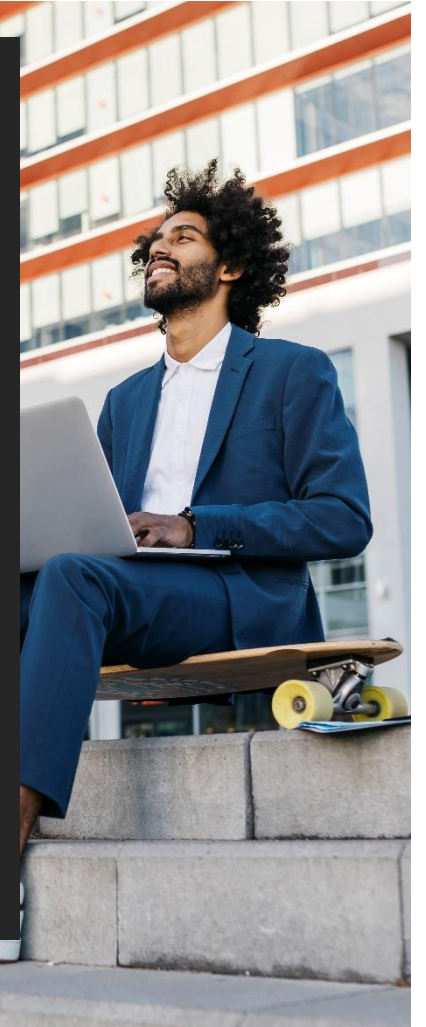
- Value of scale in mass production, distribution, marketing, and back-office operations has eroded
- Decline in friction has reduced barriers to cooperation and enabled ecosystem plays



Transformation of context

- Executives must balance many factors (beyond profit) when deciding how to create value
- ESG is at the heart of the future world agenda
- Global interconnectedness raises uncertainty and risk

Creating value requires building scale in capabilities (rather than captive assets) and working with ecosystems to address some of the massive problems the world needs to resolve.



We researched 12 leading established companies to learn how they transformed to succeed in the beyond digital world



Participating companies



The research revealed 7 leadership imperatives to create value in the new way and secure your place in the future



How your company faces the external world

1

Reimagine your company's place in the world



2

Embrace and create value via ecosystems



3

Build a system of privileged insights with your customers



How your company sets itself up to create fundamental advantage

4

Make your organization outcome-oriented



5

Invert the focus of your leadership team



6

Reinvent the social contract with your people



How you lead

7

Disrupt your own leadership approach





Example: Philips reimaged its future to focus on health technology, transforming health outcomes for billions of people



Company story: Philips

2011: Conglomerate selling range of products



Healthcare



Lightning



Consumer Lifestyle



Health Technology

Now: Health technology company enabling integrated healthcare solutions using the power of data and AI across the health continuum

- Solutions that integrate products, services, tech, and data and that improve people's health along the entire health continuum



- Innovation from patient's POV, rather than product POV
- Quadruple aim: better health outcomes, improved patient experience, improved staff satisfaction, lower cost of care

Example: To improve construction site productivity via smart construction, Komatsu had to orchestrate its ecosystem



Company story: Komatsu

Step 1: Single company

Individual process optimization

Step 2: Ecosystem

Connection of whole construction process via LandLog platform

Step 3: Ecosystem

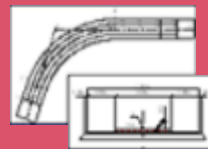
Multi-site connection

Surveying



Drone 3D survey /measurement

Planning



3D construction plan/simulation

Construction



3D construction/ mgmt. with ICT machine & apps

Inspection



Drone 3D finished landform inspection



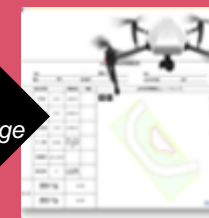
Data exchange



Data exchange



Data exchange





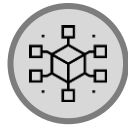
Example: Adobe adopted a data-driven operating model – its deep customer insights inform all of the company's choices



Company story: Adobe



100s of KPIs provide basis of real-time understanding of customer behavior



Data analyzed in robust and scalable manner across the organization



VP-level metric owners take data-driven decisions based on clear customer journey KPIs

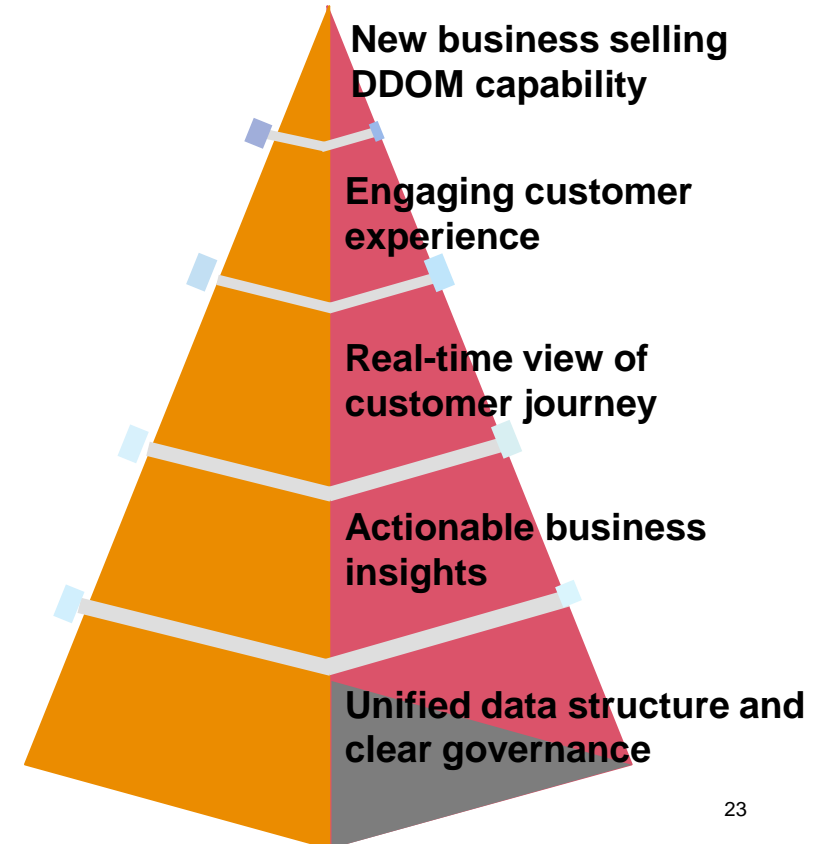
Discover

Try

Buy

Use

Renew





Example: Honeywell broke down its traditional siloed organization to bring its connected aircraft business to life



Company story: Honeywell

Late 1990s: Selling wealth of aircraft components

- Selling products (e.g., engines, brakes, navigation gear) and providing few services (e.g., airplane maintenance)
- Development of each product / service by different unit

After 2010: Launching “connected aircraft” by integrating products and services

- Selling connected aircraft services: connected maintenance, connected weather radar, Wifi access, ...
- Major reorganization to break down traditional silos and work more holistically
 - IT, data analytics, engineering experts from home functions into one team
 - New product managers and data analytics experts
 - “Translators” to facilitate discussion between wheels/brakes/avionics and connectivity experts
- Massive training initiative and changed incentives



Example: When Nadella “hit refresh” at Microsoft he worked hard to reposition his leadership team



Company story: Microsoft

Pre-refresh

“The team I inherited was more like a group of individuals... Each leader in the group was, in essence, CEO of a self-sustaining business. Each lived and operated in a silo, and most had been doing so for a very long time.”

- Satya Nadella, CEO Microsoft¹

Leadership team transformation as part of refresh

Many new top team members

- Chief People Officer to drive cultural transformation
- New role to own and drive ecosystem relationships
- Fresh talent to lead new growth Cloud and Enterprise businesses

Leaders must both “perform and transform”

- Improving day-to-day performance...
- ...And driving fundamental transformation in business models across Microsoft

New behaviors and mechanisms to make them stick

- Commitment to “dynamic learning culture” in the leadership team
- Leaders close meetings by asking, “Was that a growth mindset or fixed-mindset meeting? Why?”



Example: Cleveland Clinic established a Chief Caregiver Office to engage the 70k+ caregivers across the health-care system



Company story: Microsoft

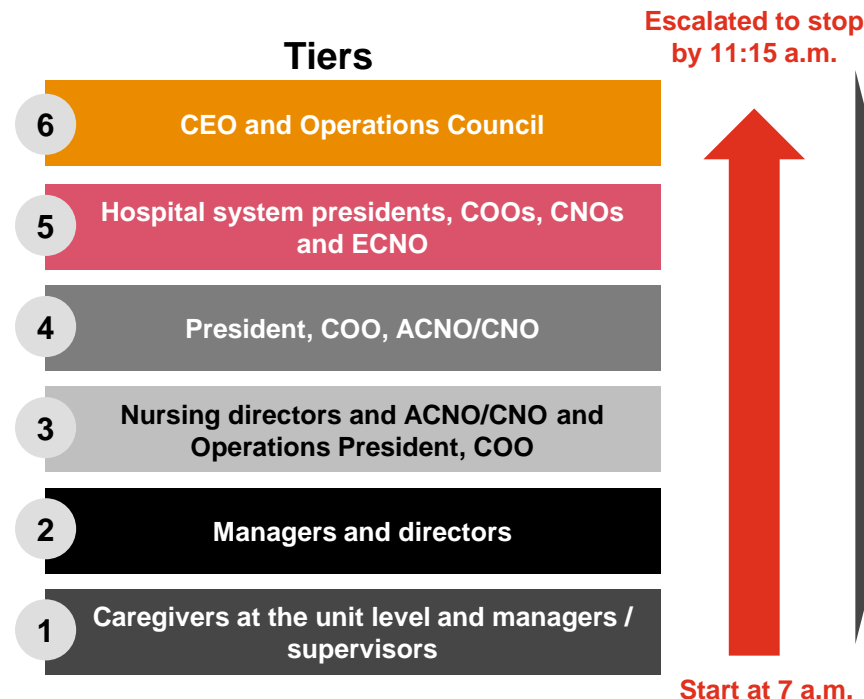
Chief Caregiver Office

New C-level position to drive employee engagement among all **70k+ caregivers** and **support team-of-teams concept**

Source: Interviews with Cleveland Clinic leadership team

Strategy&

Cleveland Clinic connects the whole organization, every day, via tiered huddles



Key outcomes

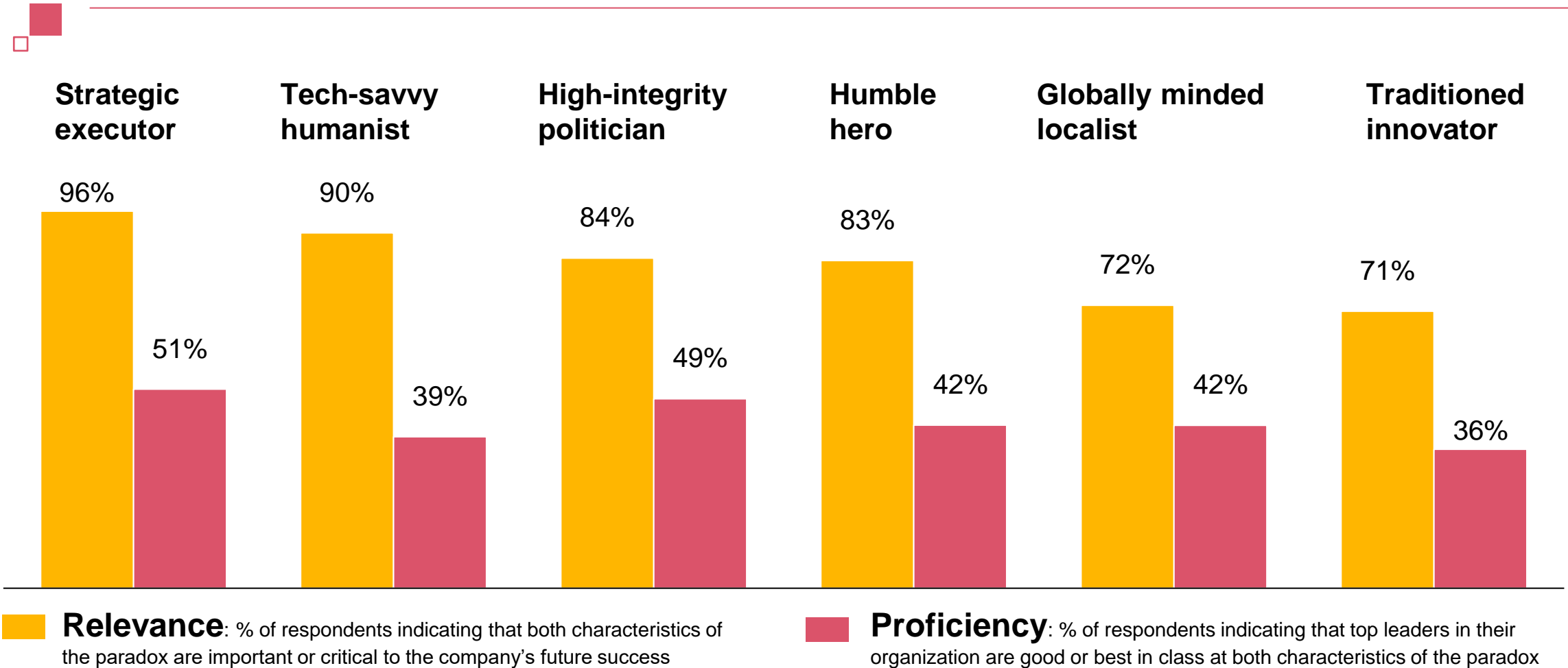
For seniors: gain understanding of what is happening on the ground and solve real problems

For employees: shape company direction

Today's environment requires a broader approach to leadership – leaders need to disrupt themselves

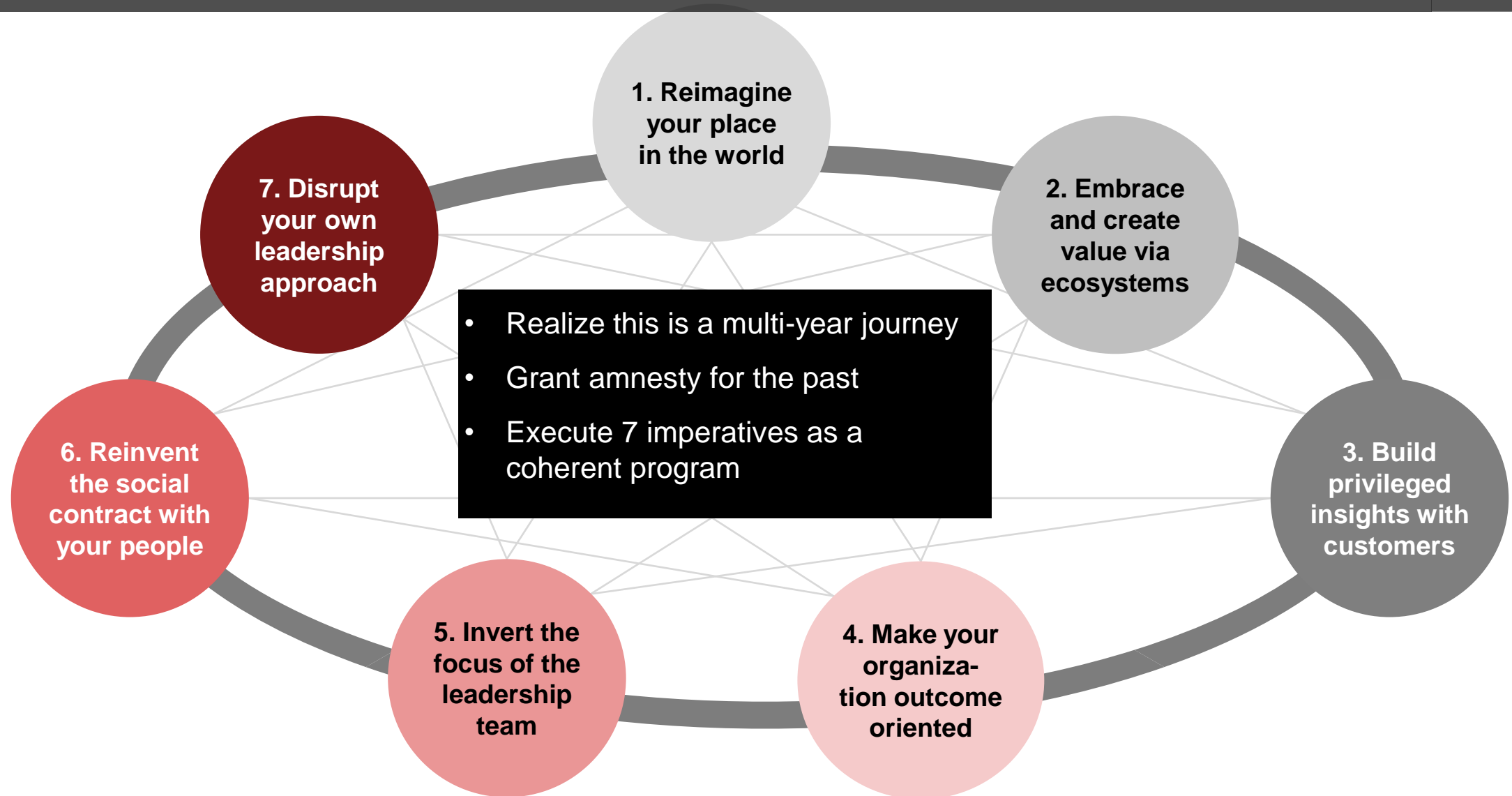


Importance of and proficiency at six paradoxes of leadership



Source: Strategy& survey with 515 participants in 2021, Strategy& analysis

To succeed with this transformation, you need to tackle the 7 imperatives as a coherent system



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About the Panelist

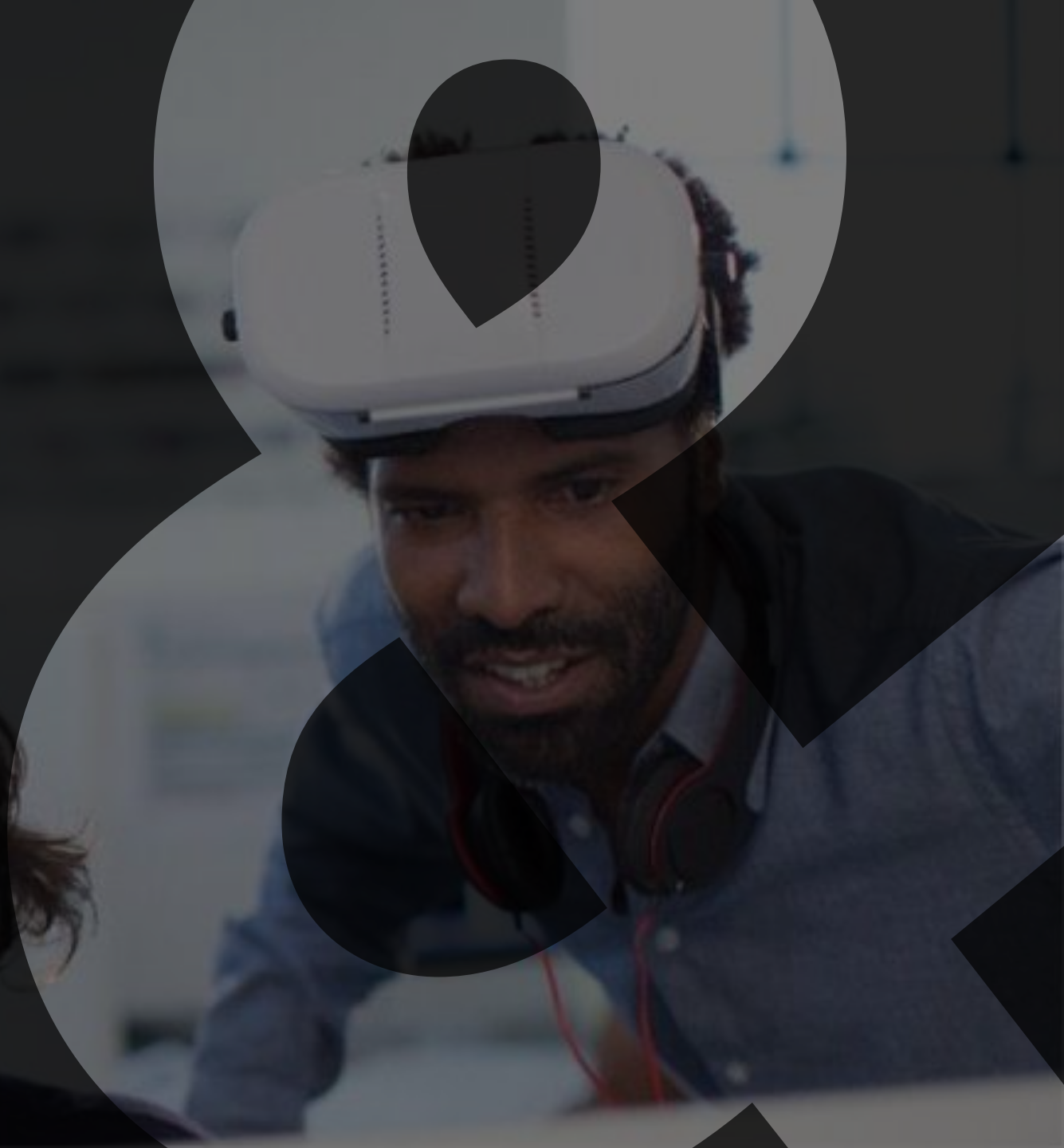


Abubakar Suleiman

Managing Director/ Chief
Executive Officer Sterling Bank

Abubakar Suleiman is an economist and a banker with over 20 years of experience in consulting and financial services. As the Chief Executive Officer of Sterling Bank Plc, his top priority is to optimise the impact of financial intermediation in critical sectors that can catalyse growth and create a future of shared prosperity for all Nigerians.

These sectors are Health, Education, Agriculture, Renewable Energy and Transportation, and are at the H.E.A.R.T of Sterling.



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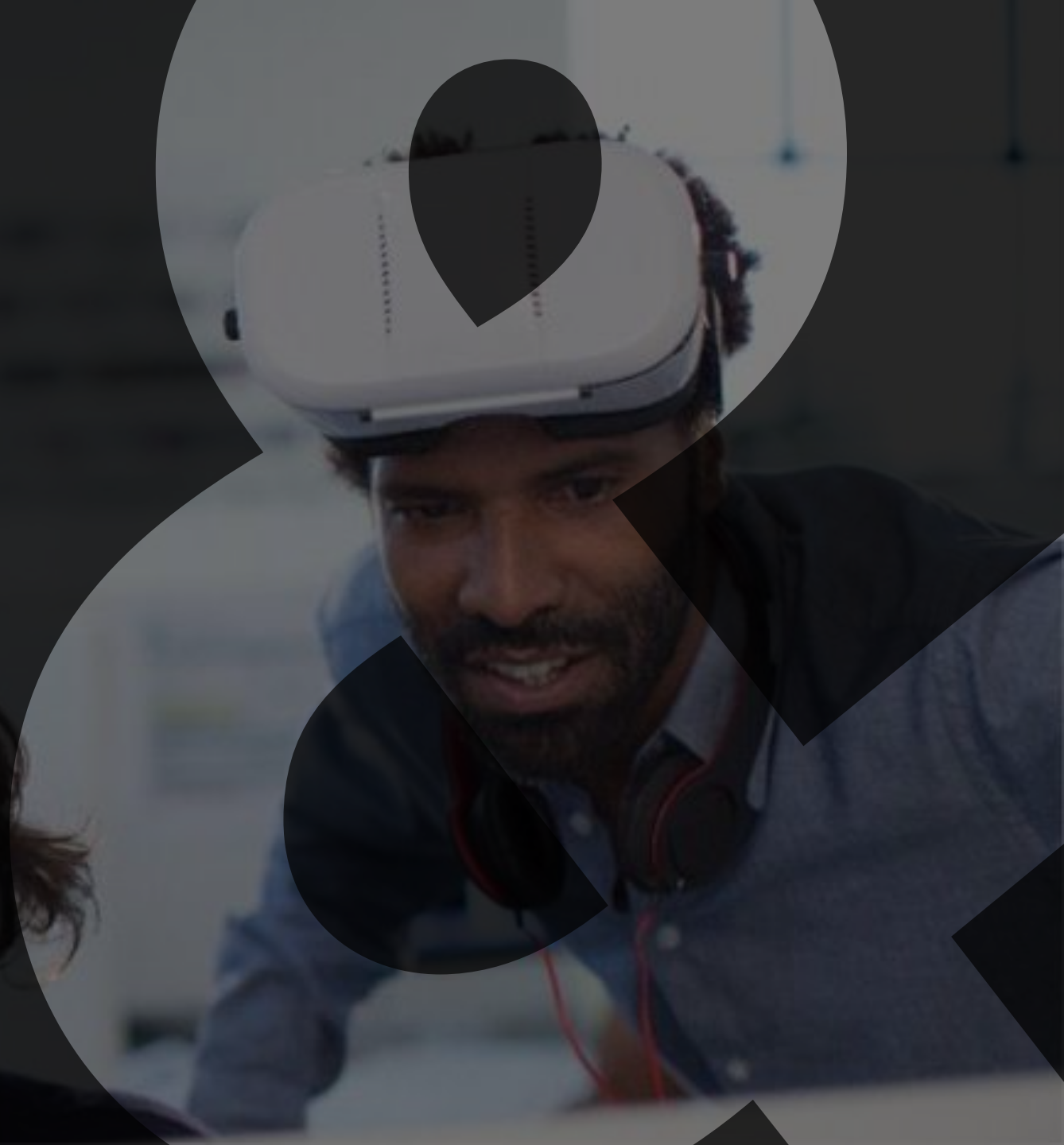
About the Panelist



Oluwafemi Lawal

Digital and Innovation Manager,
NLNG

Oluwafemi Lawal is a Digital and Innovation Manager at the Nigeria Liquefied Natural Gas(NLNG). He has over 20 years experience in the oil and gas industry in downstream, liquefied natural gas, upstream services , production and exploration. His experience includes roles in Production unit management, operations, process control, process technology, project management, change management, production loss mitigation, proactive monitoring and digital transformation.



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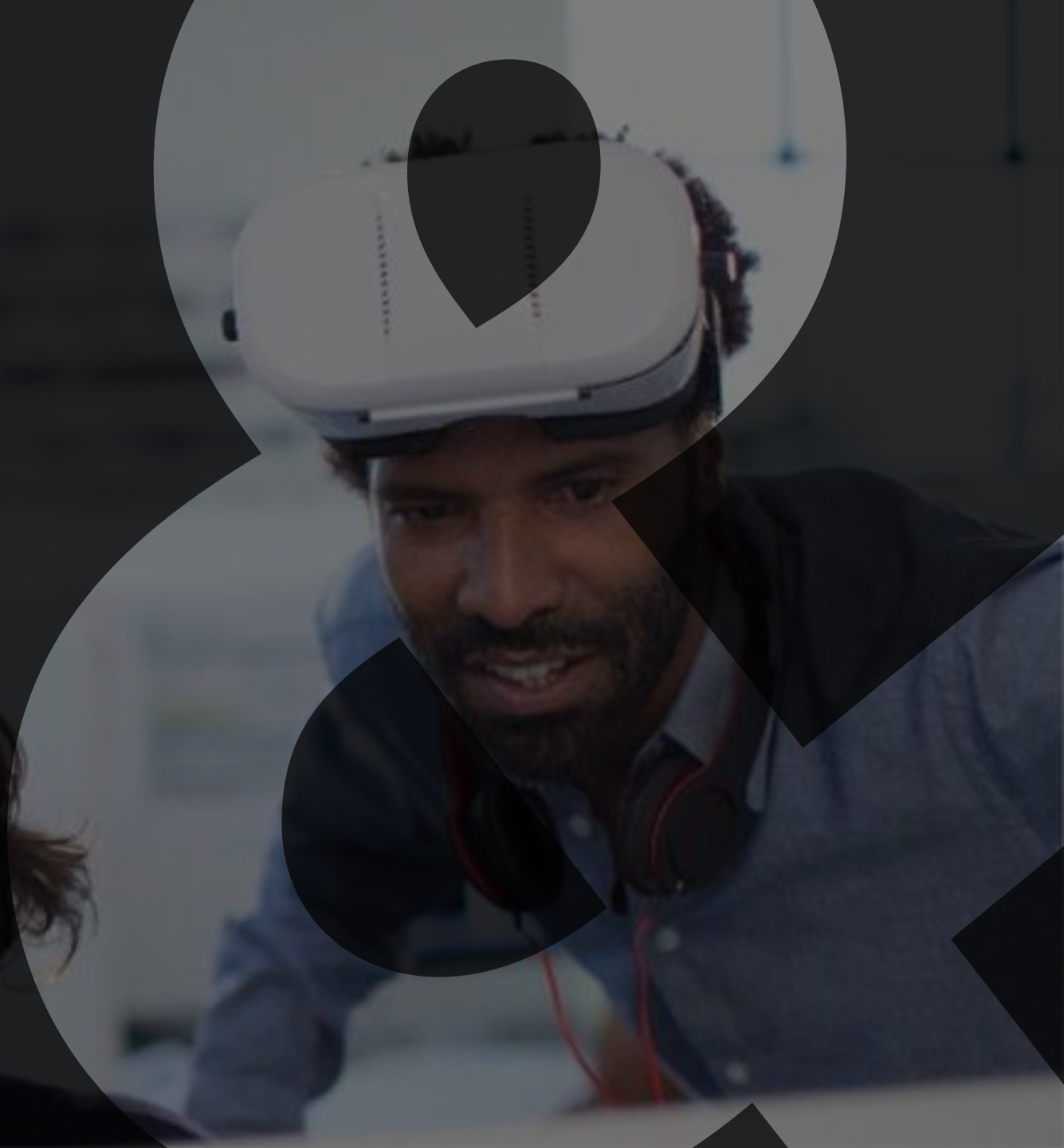
About the Panelist



Vish Ashiagbor

Country Senior Partner, PwC
Ghana

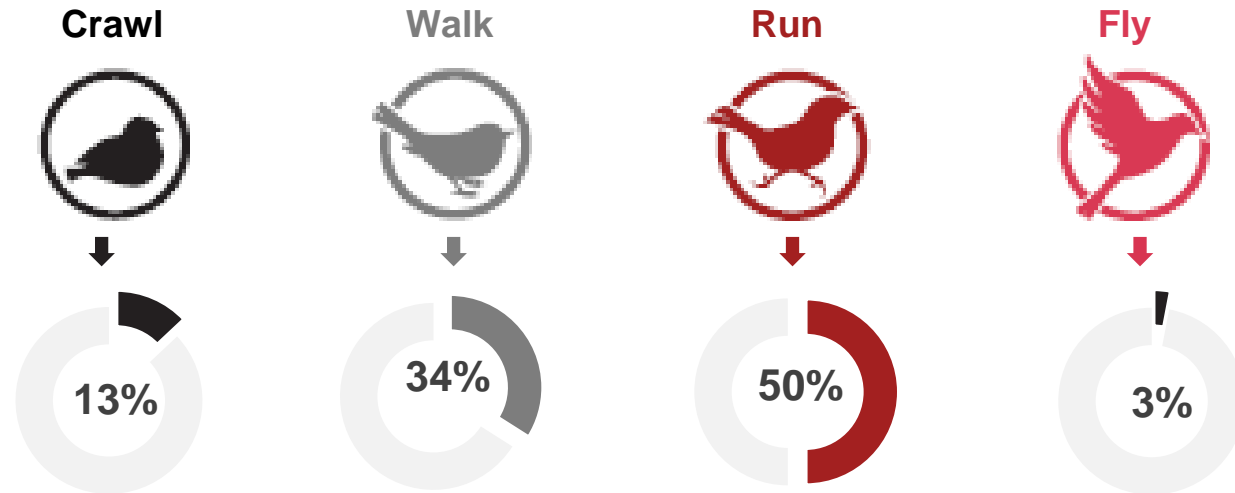
Vish Ashiagbor is the Country Senior Partner of PwC Ghana and Advisory Leader for West Africa. He has over 25 years of professional experience in assisting businesses and governments to navigate the complex field of transactions and deals, including due diligence work, investment appraisals, and business valuations.



In Nigeria, several organisations have made some progress towards achieving transformation maturity, however significant gap still exists

Our ongoing survey of executives in Nigeria (n=38) reveals that most companies are in the “Run” stage of their transformation maturity journey...

n = 38 Different stages of Transformation Maturity



~60% of “Runners” are in the Financial Services Industry

Revenue range for most “Runners” is \$0-\$1Bn

Significant opportunity exists – few companies in the “Fly” horizon

Revenue growth of most “Runners” is above industry average

- Organisations in the “Walk” and “Crawl” stages are still early in the evolution of transformation maturity and need to significantly **embrace ecosystems** to create value and **reimagine their place** in the changing competitive landscape to be well positioned to “Fly” and succeed in the “beyond digital age”
- “Runners” must remain vigilant, continue to assess their organization’s differentiating capabilities and pay close attention to all the seven leadership imperatives to be at the fore front of transformation maturity in Nigeria and shape their own future

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Panel Discussion



Abubakar Suleiman

Managing Director/ Chief
Executive Officer Sterling Bank



Oluwafemi Lawal

Digital and Innovation
Manager, NLNG



Vish Ashiagbor

Country Senior Partner,
PwC Ghana



Moderator

Segun Zacccheaus

Partner, Strategy& West
Africa

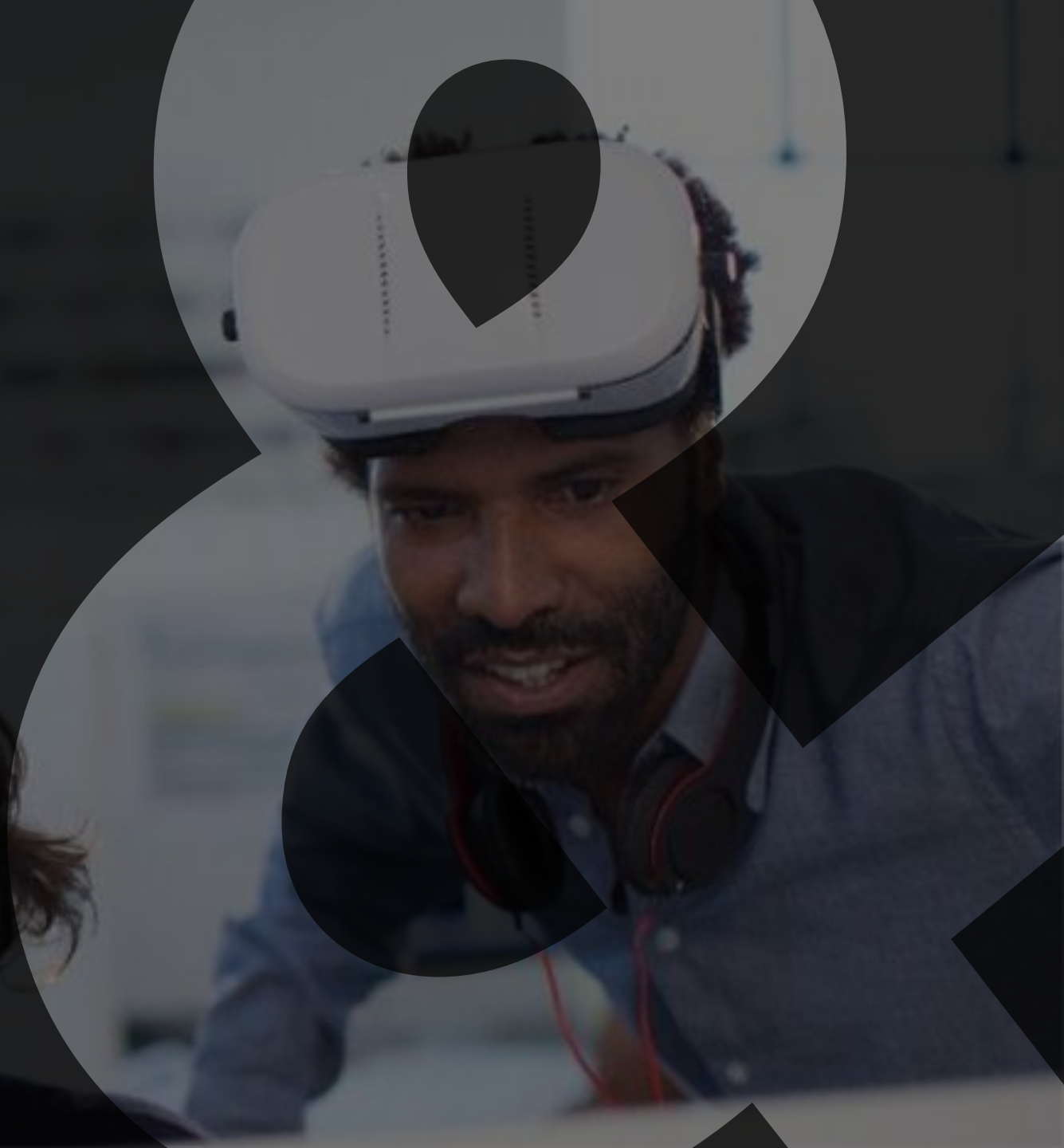


Mahadeva Matt Mani

Partner, Strategy&
Netherlands

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Audience Q&A



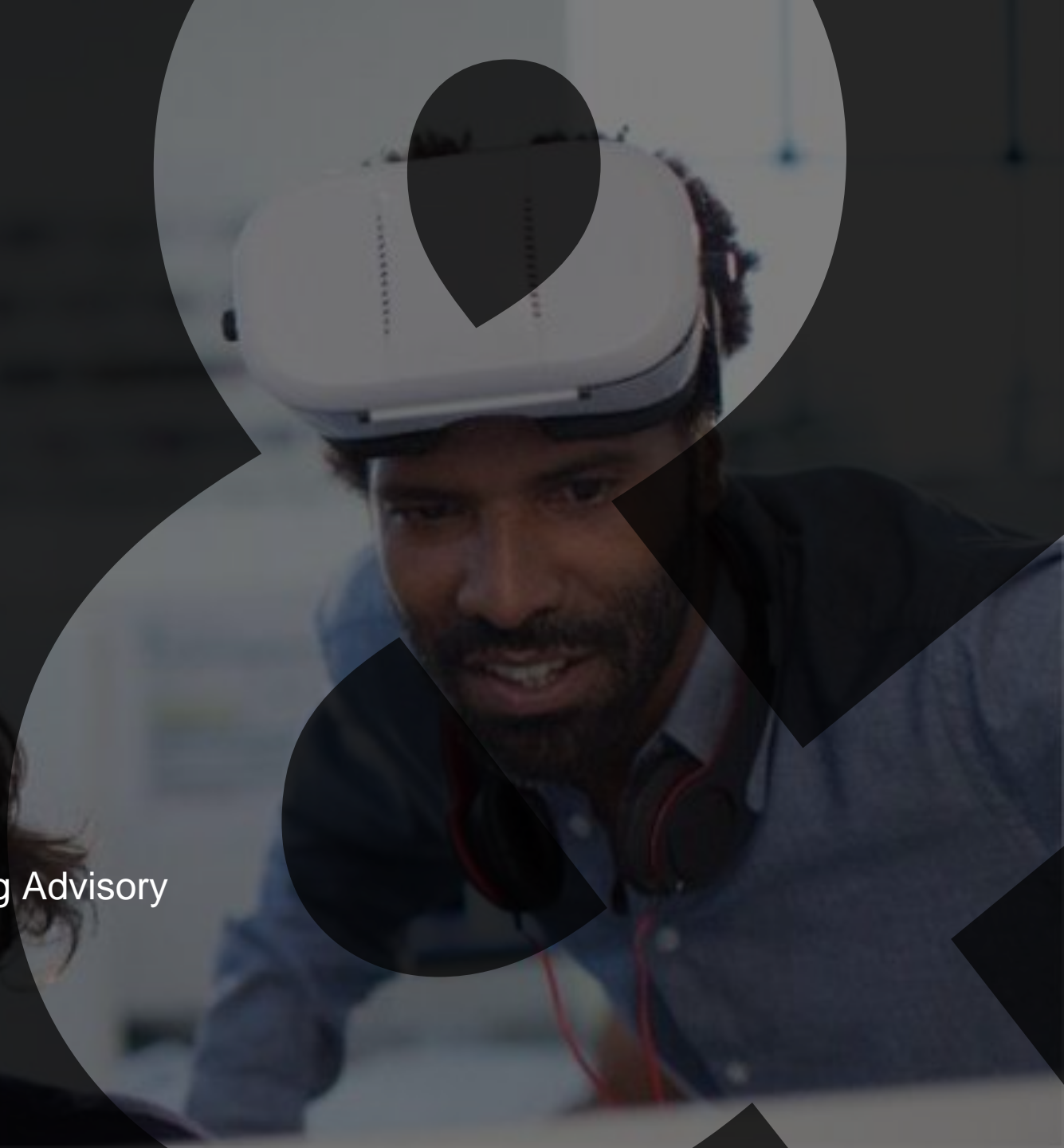
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Vote of thanks & closing remarks



Omobolanle
Adekoya

Capital Markets Accounting Advisory
Leader, PwC Nigeria



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Olusegun Zaccheaus

Partner and Lead, Strategy&
West Africa

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Thank You for Attending

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