

Winning in a digital world



How distributors can create truly agile organizations

Agility

Agility Is The Key To Survival In Good Times And Bad



Martin Zwilling, CONTRIBUTOR
I provide pragmatic advice and services to entrepreneurs and startups. [FULL BIO](#) ✓
Opinions expressed by Forbes Contributors are their own.

Most small businesses are trying. They don't realize that business, conversations, real product info listening, not engaging, and not

Business agility is defined as the new innovation strategies, analyzing Today's customers are much more simply reacting to the "push" market

Rethinking Agile: Learning And Leadership For Business Agility



Jason Bloomberg, CONTRIBUTOR
I write and consult on digital transformation in the enterprise. [FULL BIO](#) ✓
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What comes to mind when you hear the word *agile*? If you're a techie, more likely than not Agile software development methodologies like Scrum will come to mind. For everyone else in large organizations, however, the word suggests *business agility*.

At the inaugural *Business Agility Conference* in New York, organizational consultants, HR and others will explore issues of agile organization design, leadership, HR policies in agile organizations, and business innovation. Discussions of technology generally, and Agile software

The secret to business agility

Post on: Dec 16, 2016 | Director commercial and sales | 0



Half Of Companies Lack Agile Tech To Match Rivals, Survey Finds



Oracle Voice
Simply IT, Drive Innovation [FULL BIO](#) ✓
Chris Murphy, Oracle

stay competitive to the isn't up to the jobs of large global employees consider it and launch applica

HOW TO: HUMAN RESOURCES

How to achieve business agility with tech and people working together

Jun 29, 2017, 3:55am EDT Updated Jun 29, 2017, 10:00am EDT

INDUSTRIES & TAGS Technology Information Technology

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Why Agile Entrepreneurship Makes Sense For Large Corporations Too



The Berlin School Of Creative Leadership, CONTRIBUTOR
[FULL BIO](#) ✓
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By David Slocum

businesses today, change of innovation and the organizations to be agile. IT

businesses ought to turn to nance, from its vantage will help drive business

Early in the last decade, several senior scholars from the Harvard Business School undertook an expansive research project aiming to draw wide-ranging trends about business management across the 20th Century. Anthony Mayo, Nitin Nohria, and others guided the HBS Leadership Initiative that identified three categories of leadership: innovative entrepreneurs, savvy managers

The Key to Every Successful Business is Agility

Christopher Worley, [JULY 2015](#)

in

With most economic indicators suggesting that the Great Recession is coming to an end, it's tempting for a business that has successfully weathered the storm to breathe a sigh of relief and look forward to business as usual. But experience tells us that complacency is the worst mistake a business -- especially a startup -- can make.

Just ask Digital Equipment Corporation (DEC), the precursor to Microsoft and Apple and creator of the minicomputer. By 1990, DEC was rising high, ranked only behind IBM in the computer industry. But under the leadership of Ken Olsen -- who once famously derided the emerging personal computer, saying, "There is no reason for any indi

Why Agility Trumps Efficiency



Greg Satell, CONTRIBUTOR
[FULL BIO](#) ✓
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Explaining Agile



Steve Denning, CONTRIBUTOR
I write about radical management, leadership, innovation & narrative. [FULL BIO](#) ✓
Opinions expressed by Forbes Contributors are their own.

Agile is a vast global movement that is transforming the world of work. The movement took off in software development in 2001 and is now spreading rapidly to all parts, and all kinds, of organizations, as recognized in 2016 by the citadel of general management--Harvard Business Review--with its article, "Embracing Agile," by Darrell K. Rigby, Jeff Sutherland and Hironaka Takeuchi. There are already hundreds of thousands of Agile practitioners all around the world.

Yet what exactly is Agile? How do you explain Agile when there are more than forty different variants of Agile, as depicted in this graphic by Australian designer Lynne Cazaly.



er video, Circuit City, and Borders are the lines of business may be extinct in just Companies employ financial incentives same," says Amanda Setili, author of *Opportunities in a Fast-Changing World*. Business as usual, which keeps them from how they might take advantage of silos and encourage real debate regarding

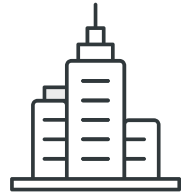
ences. Profit torically d in the declined come

us both to understand individual e the life cycles of growth (and decline) of m changes in social, economic and

creasingly have evolved beyond this s to the unprecedented macro-contexts in y demands more varied and dynamic

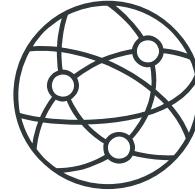
“What keeps me up at night most is wondering if...
...we are moving fast enough and being nimble enough to stay ahead”

SPARKING TODAY'S DISCUSSION



MAKE THE CASE

Why its important for
companies to
increase their pace of
change



DESCRIBE STRATEGIES

Strategies to run your
business to respond
faster to the market
forces

OUR PANELISTS



Manuel J. Perez de la Mesa
CEO,
Pool Corporation

- *CEO and President of Pool Corporation, the world's largest wholesale distributor of swimming pool supplies*
- *Previously served as Vice President of Distribution Operations at Watsco Inc.*



Keith Creehan
Partner,
Oliver Wyman

- *Partner at Oliver Wyman. He leads the firm's Growth Strategy practice area*
- *Experience spans a wide array of industries, including high tech, aerospace, forest products, specialty materials, building products, and pharmaceuticals*



Zach Dennett
VP of Pricing,
Walmart US eCommerce

- *Responsible for pricing, savings actions, and competitive intelligence*
- *Zach lead the creation of Jet's dynamic SmartCart savings*
- *Previously at Oliver Wyman where he focused on Retail and Distribution*



Prasanna Ganesan
Founder and CEO,
Machinify

- *Founder and CEO of Machinify, a start-up helping transform enterprises with AI-driven products and processes*
- *Previously, served as CTO and General Manager of VUDU (acquired by Walmart in 2010)*



01

MAKING THE CASE

Megatrends driving seismic shifts in industries...

TECH & DATA DOMINANCE



NEW CONSUMPTION PATTERNS



SOCIOECONOMIC SHIFTS

TECH & DATA DOMINANCE



Rise of AI and
Machine Learning

Expansion
of Robotics

Emergence
of VR

Universal
Omnichannel

Accessibility
of IoT



NEW CONSUMPTION PATTERNS



Sharing
Economy

Hybrid
Consumer

Hassle-
Free

Transactional
to Consultative



SOCIOECONOMIC SHIFTS



Rise
of millennials

Ageing
societies

Hyper
urbanization

Globalization
of services





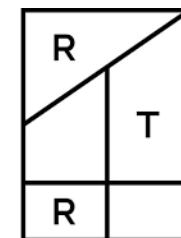
NETFLIX



WARBY PARKER
eyewear



U B E R



Etsy



DOLLAR SHAVE CLUB



“ If change is happening on the outside faster than on the inside the end is in sight ”

Jack Welch, Former CEO, GE

“ In today's era of volatility, there is no other way but to re-invent. The only sustainable advantage you can have over others is agility, that's it... ”

Jeff Bezos, Founder Amazon

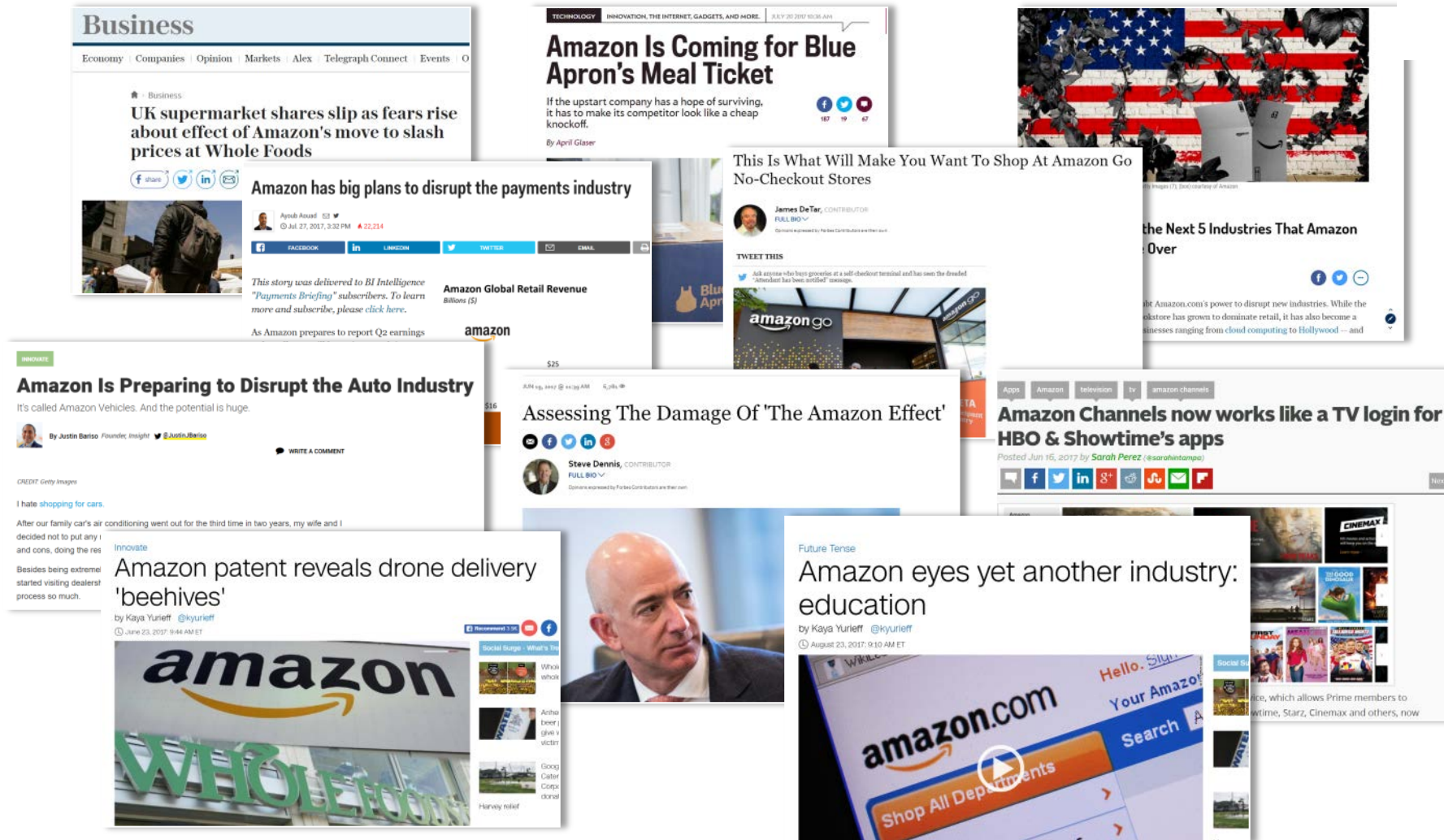




02

THE STRATEGIES

How did Amazon become the company on everyone's mind?

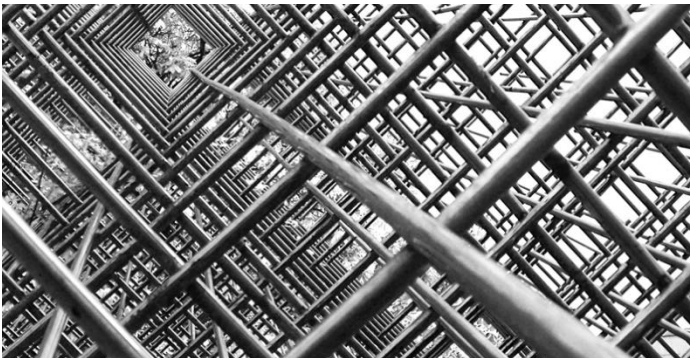


Strategies for agility

- 1 A culture of **customer obsession** and reinvention



- 3 A structure to **innovate quickly** and embrace failure



- 2 **High velocity** decision making



- 4 Thinking like a **day 1 company**, not a day 2 company



1

A culture of customer obsession and reinvention

An iceberg floating in the ocean. The tip of the iceberg is above the water line, and the much larger base is submerged below the water line. The background is a blue sky with white clouds above the water and a deep blue ocean below.

Customer satisfaction

Products today

New product categories

Cut cost of doing my business

Finance my business

Improve my sales

Reduce my risk

Give me data on my market

....

2

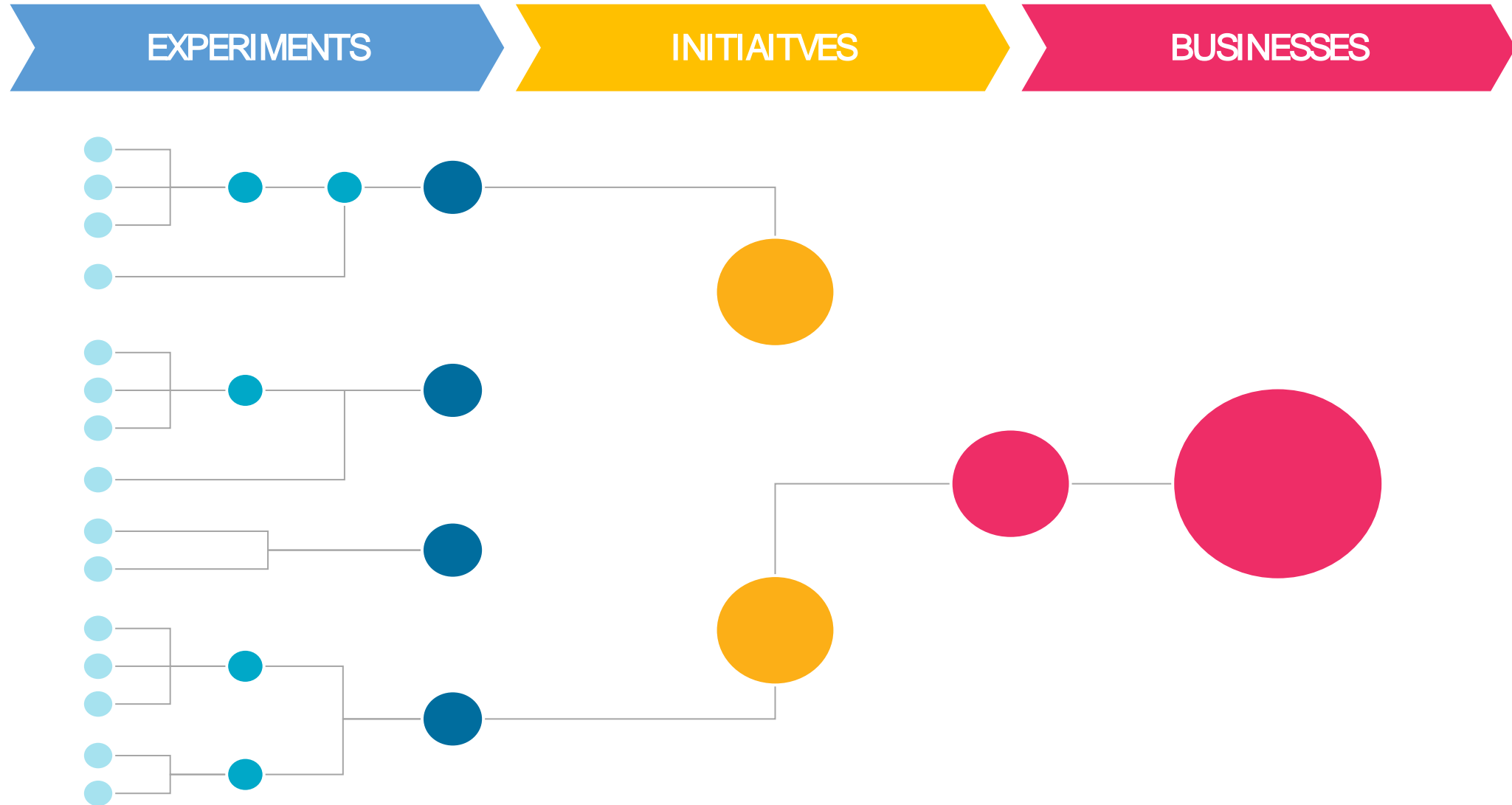
High velocity decision making



" If you wait for 90% of the information, you're probably being too slow."

3

A Structure to **innovate quickly** and embrace failure



An aerial photograph of the Amazon Spheres in Seattle, showing three large glass domes in the foreground and several modern high-rise buildings in the background. The city skyline and the Space Needle are visible in the distance under a clear blue sky.

4

Thinking like a **day 1 company**, not a day 2 company

“Day 2 is stasis. Followed by irrelevance. Followed by excruciating, painful decline. Followed by death. And that is why it is ***always Day 1.***”

Jeff Bezos, Founder Amazon
Amazon 2016 Annual Report