

Leverage Data as Currency to Become a Disruptor

PRISME - May 2021

Scott A. Snyder, PhD

Co-Author, *Goliath's Revenge*

President, Breakthru Advisors

Senior Fellow, The Wharton School

***Disruption makes
existing markets,
industries or
technologies
obsolete...***

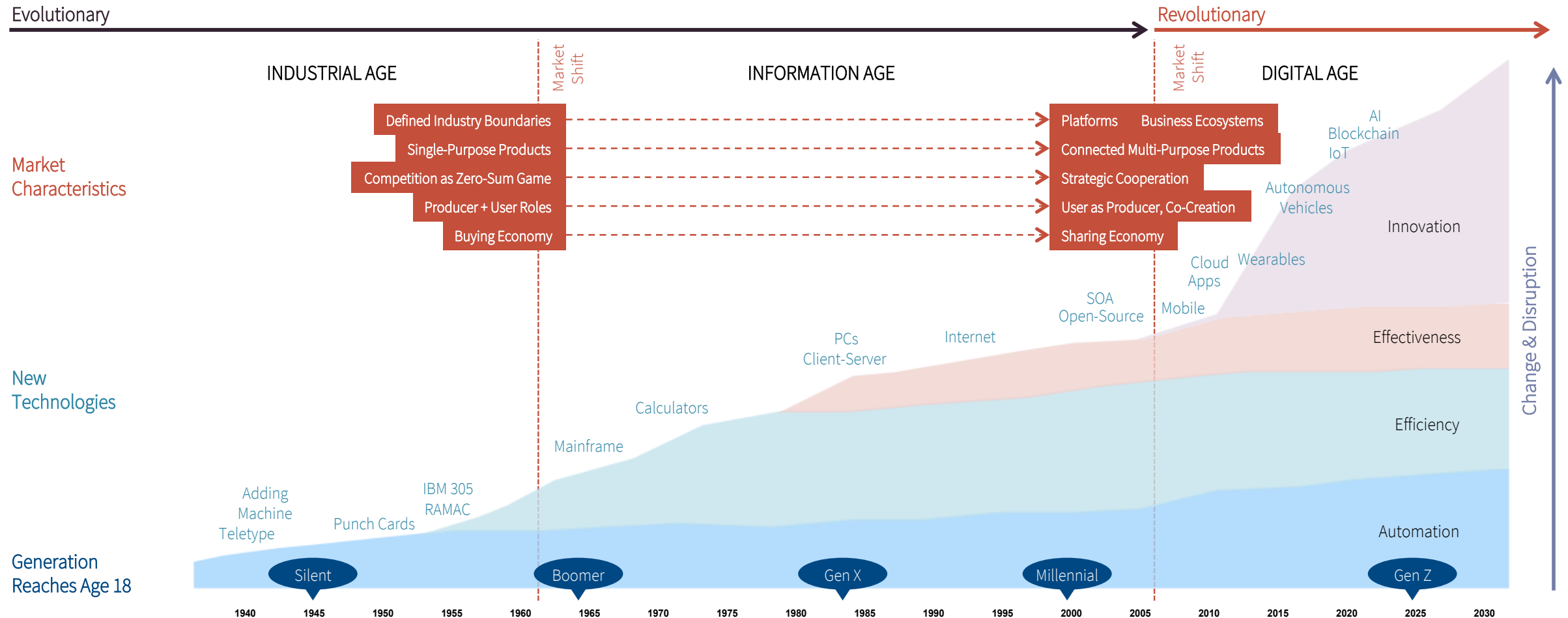
<https://youtu.be/VtvjbmoDx-I>



***“Why join the Navy when you
can be a pirate?”***

- Steve Jobs

DIGITAL IS ACCELERATING THE PACE OF DISRUPTION

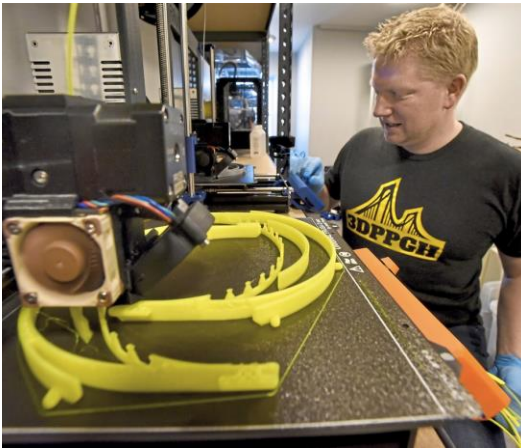
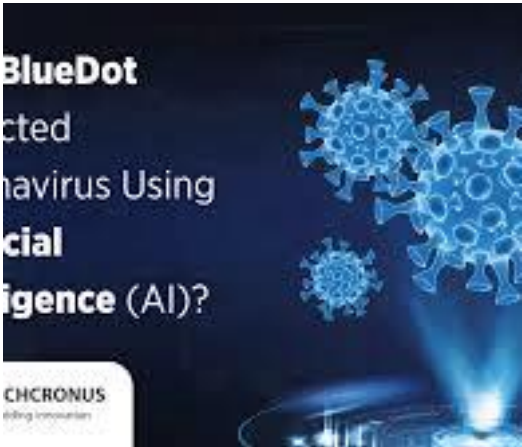


...and eating away 40% of revenue and 25% of profit growth across industries



© marketoonist.com

SOME ARE USING THIS AS A SPRINGBOARD FOR INNOVATION



THE CUSTOMER EXPECTATION RATCHET

- Digital is creating a new expectation for products, services, and user experiences:
 - **Immersive** – Enabling users to interact across a range of touch points – screens, voice, gestures, bio-feedback
 - **Cognitive** – Analyzing Big Data and Tapping Collective Intelligence to understand situation and context and personalize interactions
 - **Trusted** – Ensuring the necessary privacy and security is applied based on the specific application/situation
- This will require not only technology to win, but also a shift in mindset and way of working.



Ref: Hewlin and Snyder, 2019

EVEN THE BEST DON'T ALWAYS GET IT RIGHT...



Q: Is a hot dog a sandwich?

A: A hot dog is not a sandwich.

Q: But it has a piece of meat with bread on either side.

A: That does not make it a sandwich.

Q: So what is a sandwich then?

A: A sandwich is two pieces of bread with meat, vegetables, or cheese in between.

Q: So "pieces" is the key?

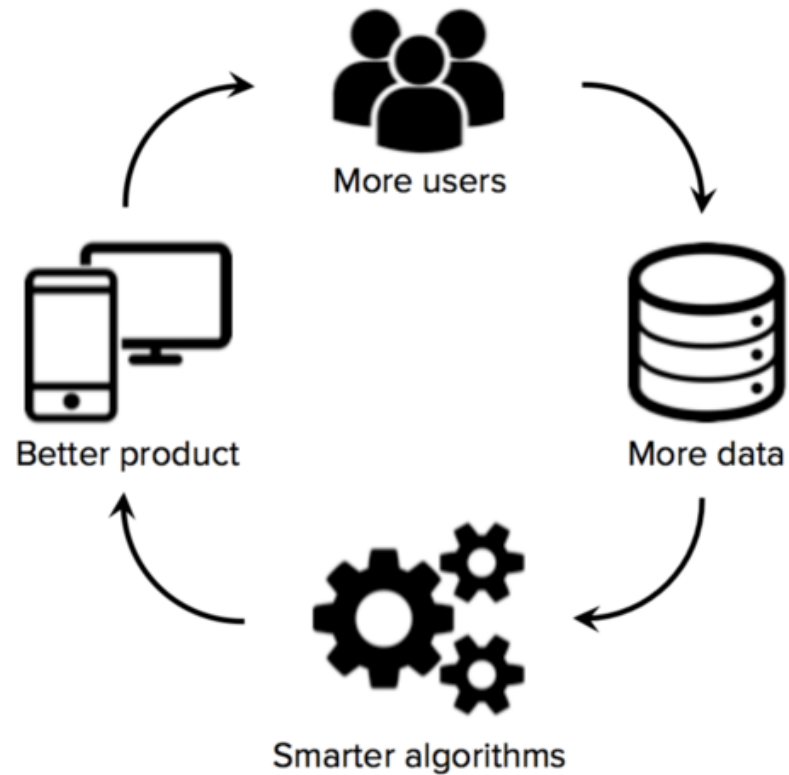
A: Yes, pieces.

Q: If I broke a hotdog roll in two, and put a hotdog between the two pieces, would it be a sandwich?

A: Yes, it would be a sandwich.

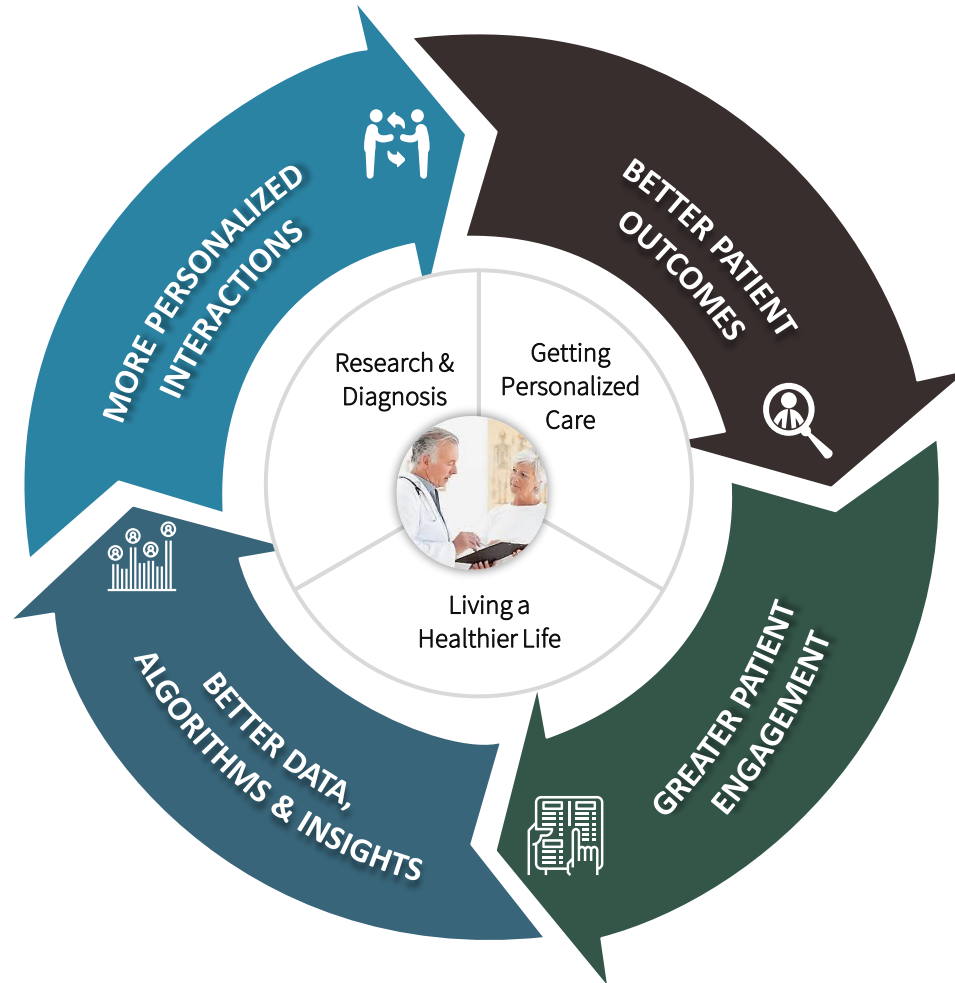
CREATING A DATA FLYWHEEL

Creating a Data Flywheel



Ref: Hewlin and Snyder, 2019

CREATING YOUR DATA FLYWHEEL IN HEALTHCARE

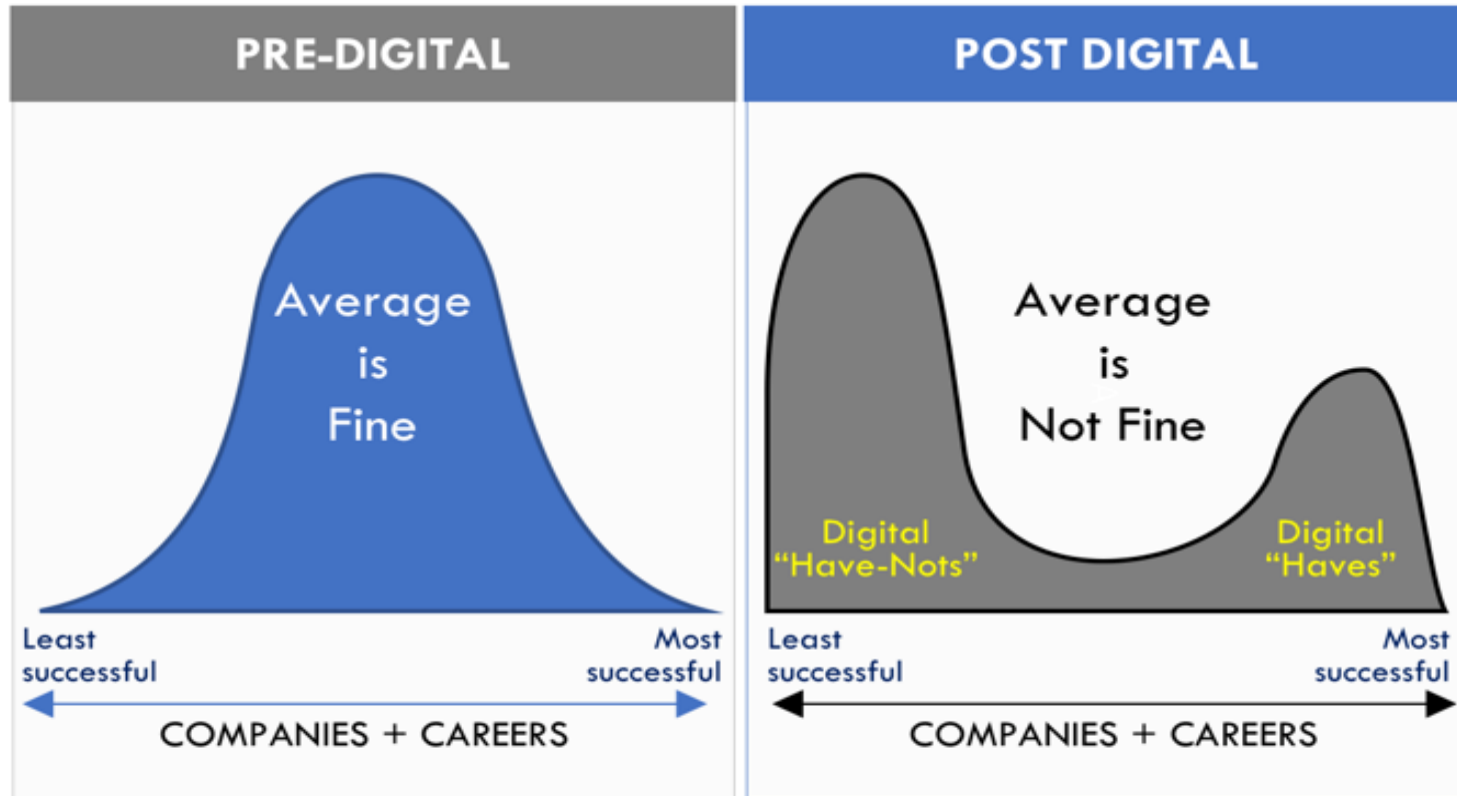


DIGITAL DISRUPTION IN PHARMA R&D

Where do you think digital and data have the biggest potential to disrupt the current Pharma R&D Model?
(Chat in your answer)

IN THE DIGITAL WORLD, WINNER TAKES MOST

THE END OF AVERAGE



Ref: Hewlin and Snyder, 2019

“The biggest impediment to a company’s future success is its past success.”

- Dan Schulman | CEO of PayPal

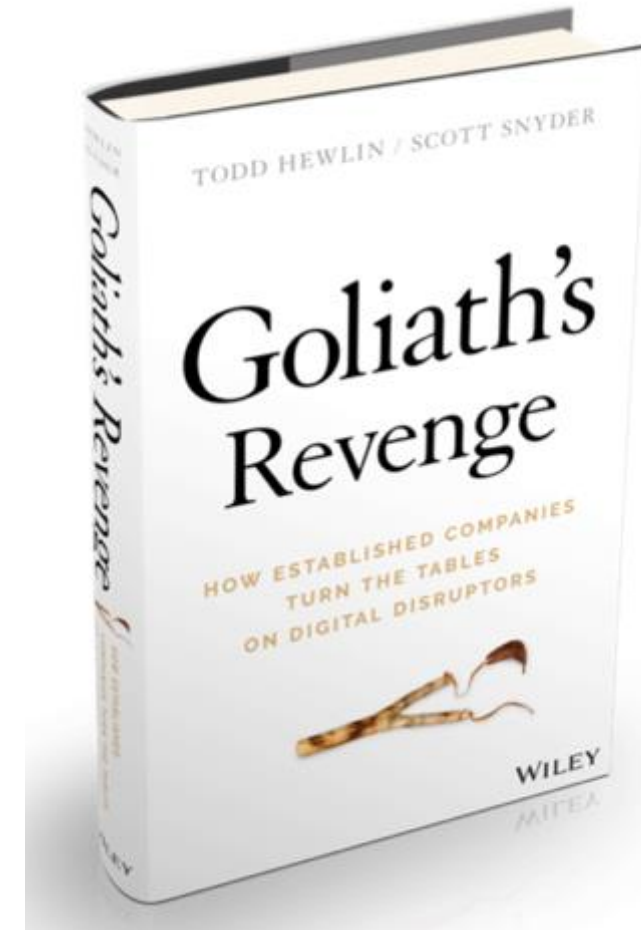
TURNING THE TABLES ON DISRUPTION – DOMINOS PIZZA



ESTABLISHED COMPANIES CAN BECOME DIGITAL DISRUPTORS

Six Rules for Winning the Disruption Game:

- 1. Deliver Step Change Customer Outcomes**
 - Leverage your crown jewels to change the game
- 2. Pursue “Big I” and “little i” Innovation**
 - Empower employees for little i to build a culture of innovation
 - Protect Big I from the weight of the core business
- 3. Use Your Data as Currency**
 - Fuel and attract innovation by sharing data assets
- 4. Accelerate Through Innovation Networks**
 - Create ecosystems to tap into external innovators
- 5. Value Talent Over Technology**
 - Close the Digital and Innovation Leadership Gap
- 6. Reframe Your Purpose**
 - Attach innovation to a higher purpose
 - Reframe the business you are in to play big



Reference: Hewlin and Snyder
Wiley, Q1 2019

Ref: Hewlin and Snyder, 2019

RULE #2: PURSUE BIG I AND LITTLE I INNOVATION

build.
create.
eat

build.
create.
eat.
nap.
repeat.

RULE #5: VALUE TALENT OVER TECHNOLOGY



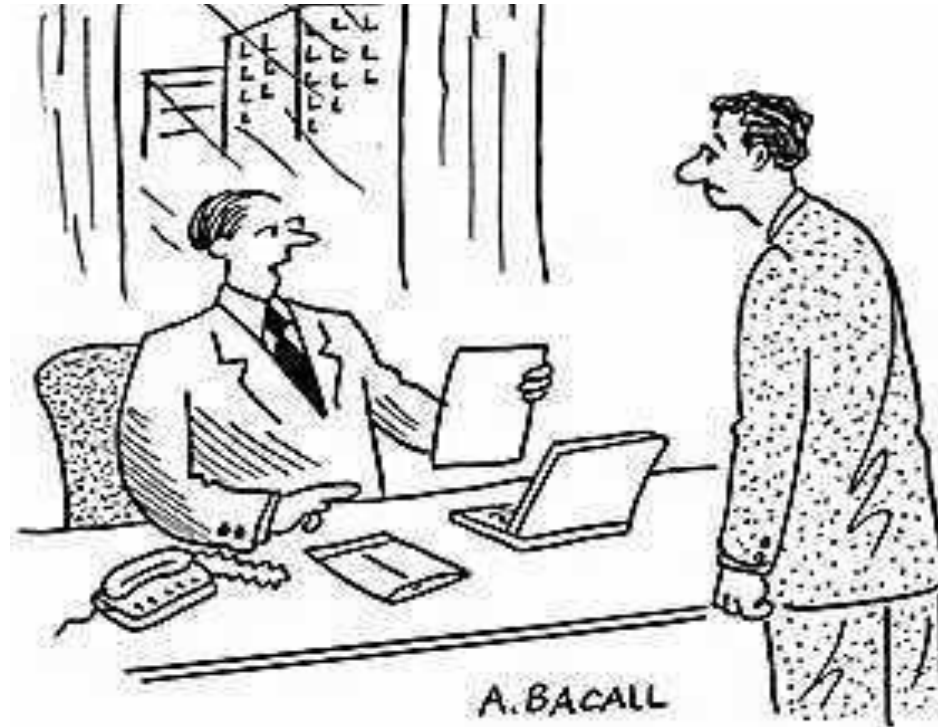
Ref: Hewlin and Snyder, 2019

HOW READY ARE YOU TO BE A DISRUPTOR?

Which rule presents the biggest challenge for your organization? (Chat in your answer)

Rule	Grade
#1) Deliver Step-Change Customer Outcomes	
#2) Pursue little I and Big I Innovation	
#3) Use Data as Currency	
#4) Accelerate through Innovation Networks	
#5) Value Talent over Technology	
#6) Reframe Your Purpose	

AVOIDING THE TRAPS

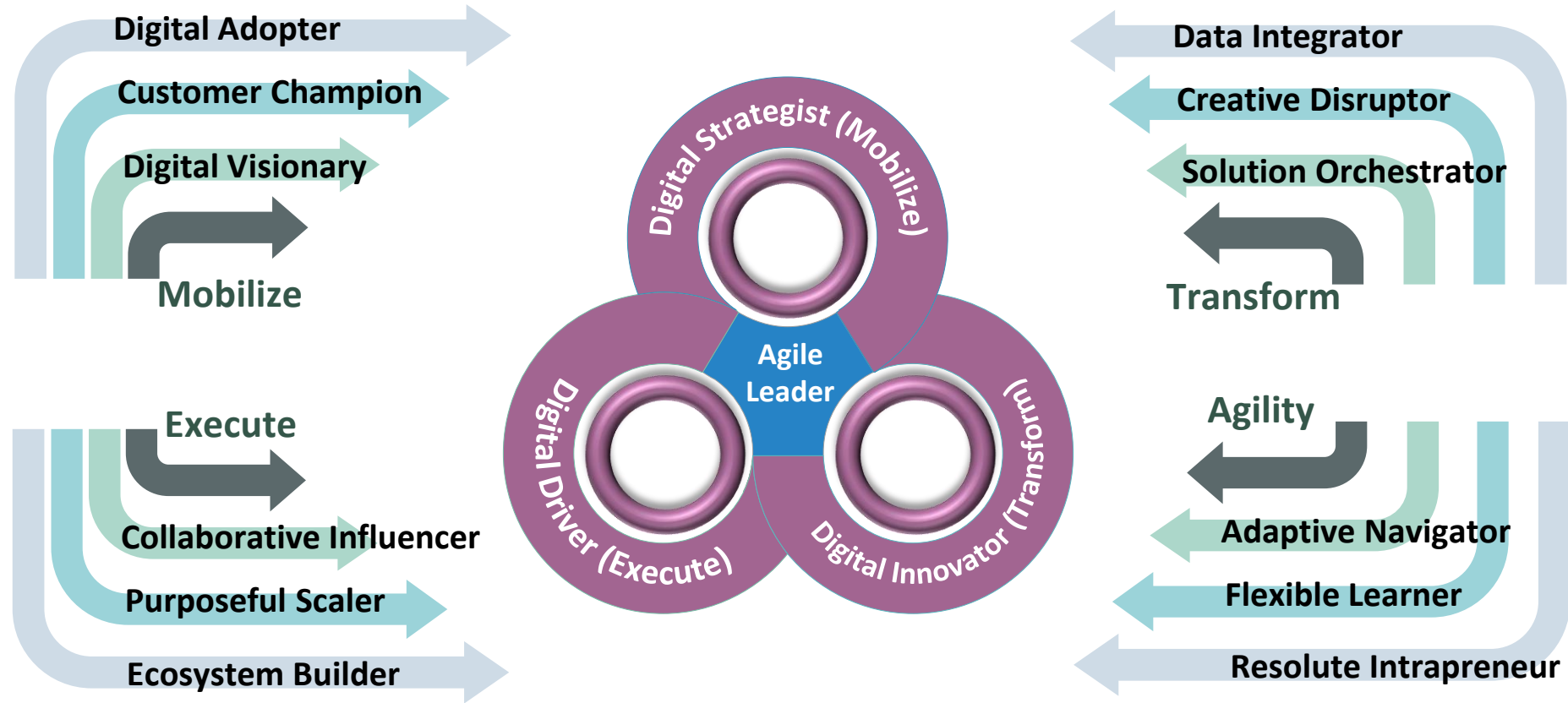


"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like that before."

LEADERS NEED TO BE TRIATHLETES



DIGITAL DEXTERITY WILL BE CRITICAL IN EVERY ROLE



Ref: Heidrick Consulting

WHERE IS YOUR DIGITAL DEXTERITY?

**Which area of digital dexterity to you need to develop most?
(Chat in your answer)**

1. Digital Strategist
2. Digital Driver
3. Digital Innovator
4. All of the Above
5. None – Already Strong on All Three



“How can we build a culture of learn-it-alls versus know-it-alls?”

QUESTIONS?



TO LEARN MORE



Scott A. Snyder

Managing Partner, Breakthru Advisors

Senior Fellow, The Wharton School

snyder4g@gmail.com

<http://www.goliathsrevenge.com/scottsnyder>