



A Roadmap to Digital Transformation

By Khurram Hamid – Chief Digital Officer, Pfizer

ABOUT ME

I have had the humbled privilege to have worked and lead digital transformation for some of the biggest companies in the world unlocking approx \$300 million in value through digital transformation strategy and execution.



Today I will share with you my combined experiences on how to deliver on digital transformation

WE LIVE IN THE 4TH INDUSTRIAL REVOLUTION



WHAT IS DIGITAL TRANSFORMATION ?

It is not a Marketing Strategy
nor a Sales Strategy or an IT
Strategy.....

WHAT IS DIGITAL TRANSFORMATION ?

It's a Commercial Business Strategy
which combines IT, Sales and
Marketing that Delivers

Increased Revenue

Through selling from
eCommerce

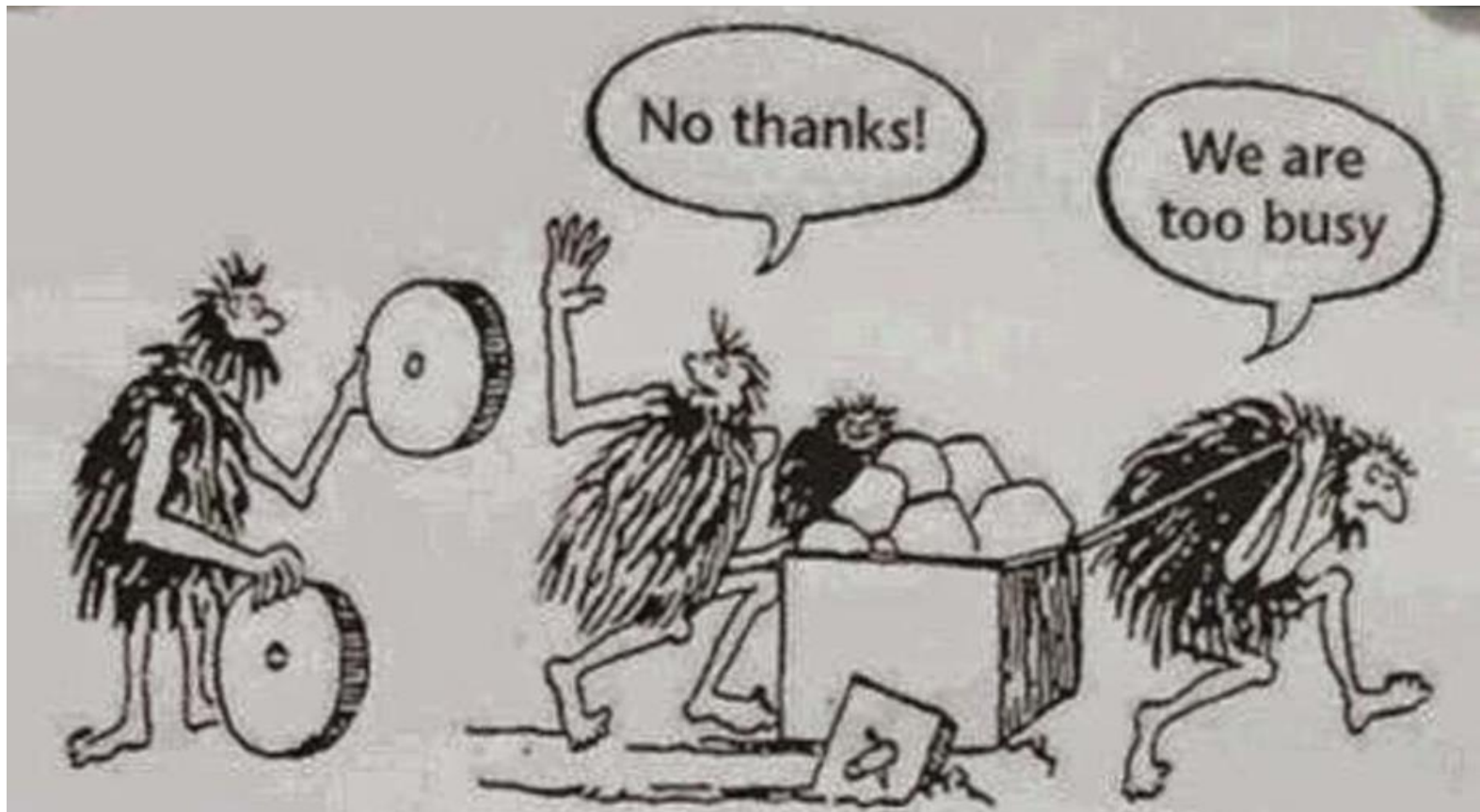
Increased Profit

Through reaching the right
customer

New Business Development

Through new digital
products and services

IN ORDER TO START YOUR DIGITAL JOURNEY
SENIOR LEADERSHIP NEED A GROWTH RATHER
THAN A FIXED MINDSET



WHO ARE PREPARED TO

Learn **Fast**

Fail **Fast**

Scale **Fast**



WHATS THE ROI OF DIGITAL TRANSFORMATION ?

Winners



Innovation: Pioneered streaming video services
Result: \$6B revenue (2014)

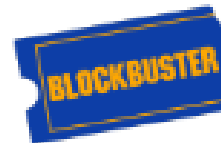


Innovation: Pioneered digital ride-sharing
Result: \$10B revenue (2015)



Innovation: Pioneered eCommerce platforms
Result: \$89B revenue (2014)

Losers



Mistake: Didn't adapt to streaming video
Result: bankrupt (2010)



Mistake: Didn't adapt to digital photography
Result: bankrupt (2012)

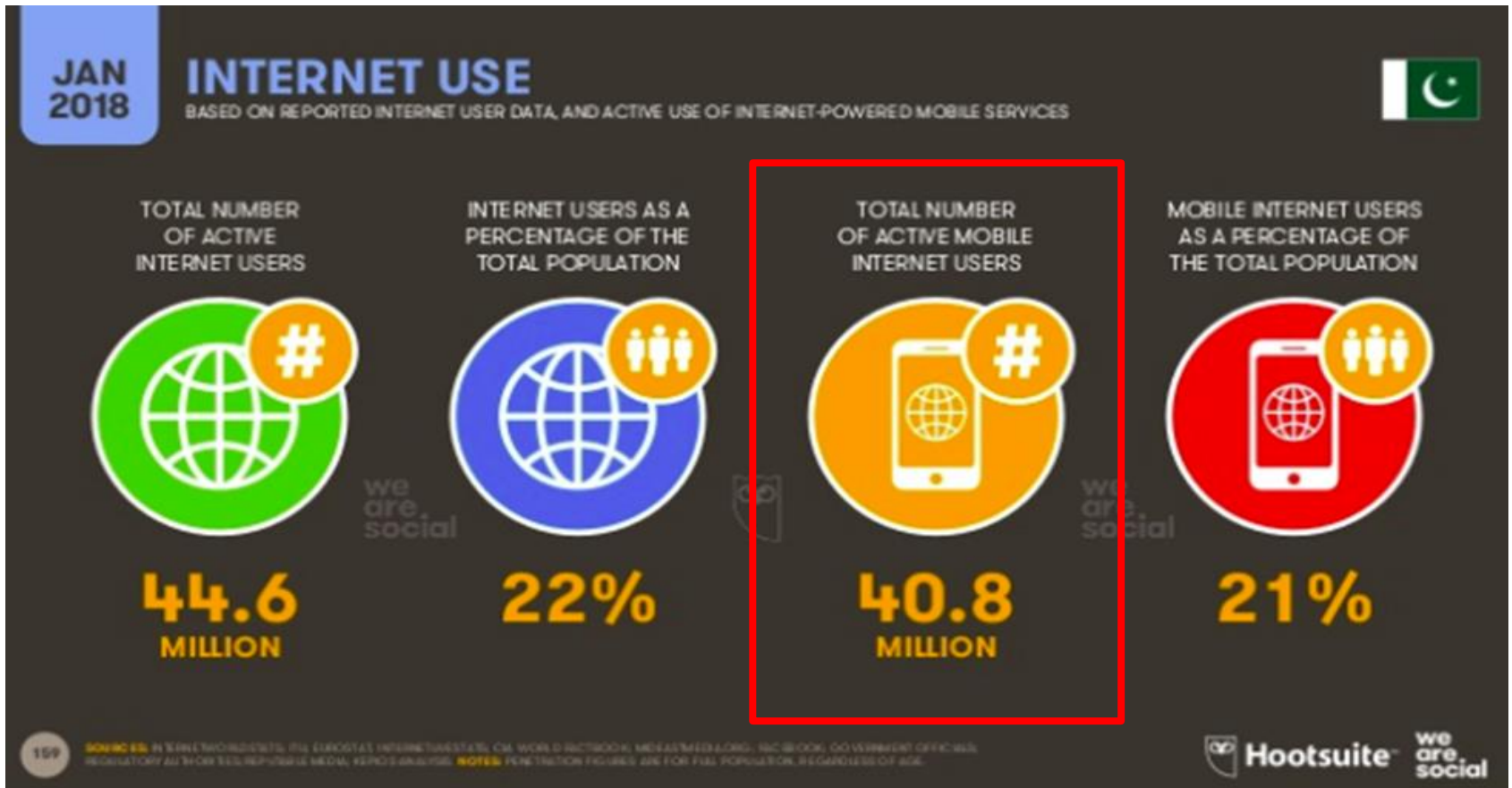


Mistake: Didn't adapt to eCommerce
Result: bankrupt (2011)

ANWSER : YOUR EXISITANCE

Step 1 : Who is Your Customer ?

WHO IS YOUR CUSTOMER ?



Pakistan Mobile Internet Population is Bigger than the Entire Population of Saudi Arabia (33 Million)

A photograph of a large crowd of young people, likely Mexican, at a soccer match. They are cheering with their hands raised in the air. Many have their faces painted with the colors of the Mexican flag (green, white, and red). One person in the foreground is holding a sign that says "GO AWAY GO". The image is overlaid with a white rectangular box containing text.

The Majority are

MILLENIALS (1980 – 2000)

The Digital Economy Always On and Always Relevant Experiences

2018 *This Is What Happens In An Internet Minute*



Digital disruption has already happened.



The largest movie
house owns no
cinemas
(Netflix)



Largest software
vendors don't write
the apps
(Apple/Google)



The world's largest
taxi company owns
no taxis
(Uber)



The largest
accommodation
provider owns no
real estate
(Airbnb)



Large phone
companies own no
teleco infra.
(Skype, WeChat)



Popular media
owners create no
content
(Facebook)



The fastest
growing banks have
no actual money
(SocietyOne)

DIGITAL COMPANIES ARE NOW THE LARGEST COMPANIES IN THE WORLD

2018				2008			
Rank	Company	Founded	USbn	Rank	Company	Founded	USbn
1.	Apple	1976	890	1.	Exxon	1870	492
2.	Google	1998	768	2.	General Electric	1892	358
3.	Microsoft	1975	680	3.	Microsoft	1975	313
4.	Amazon	1994	592	4.	AT&T	1885	238
5.	Facebook	2004	545	5.	Proctor & Gamble	1837	226
6.	Berkshire	1955	496	6.	Berkshire	1955	206
7.	J&J	1886	380	7.	Google	1998	198
8.	JP Morgan	1871	375	8.	Chevron	1879	192
9.	Exxon	1870	367	9.	J&J	1886	192
10.	Bank of America	1909	316	10.	Walmart	1962	184

Source: Bloomberg, Google

Step 2 : Understand What You
Want to Do ?

GSK – Digital Road Map (Example)

CH Digital Strategy

The future of Digital



Step 3 : How are Going to Execute ?

Using the 5Ps Digital Transformation Framework

1. People
2. Process
3. Platforms
4. Partners
5. Programs

DO YOU HAVE THE RIGHT PEOPLE AND RIGHT OPERATING MODEL ? (GSK Example)

CEO

CDO

Media and
Analytics

Content and
Commerce

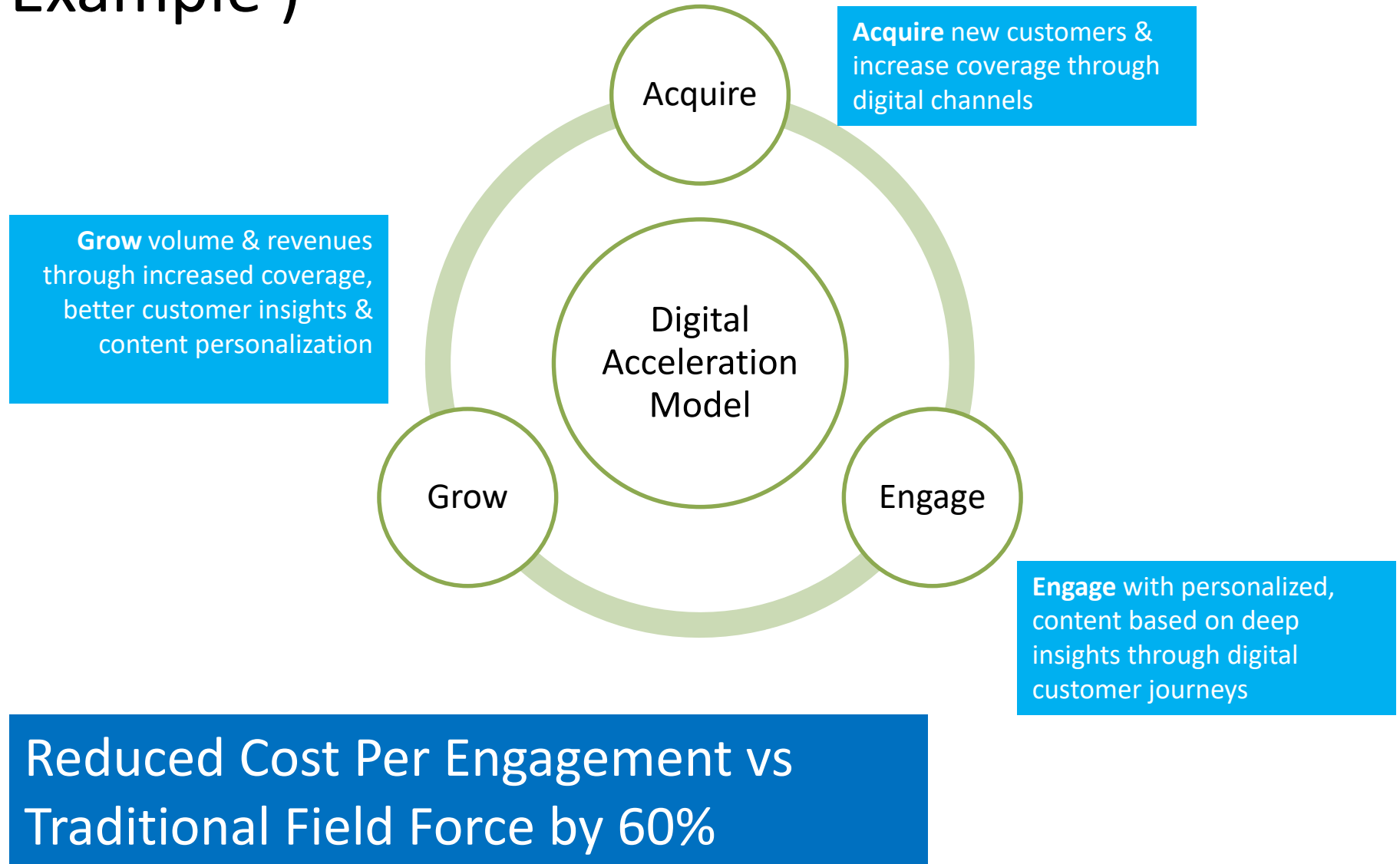
Platform

Digital
Innovation

Content Hubs
by BU

Digital
Innovation
Hubs

WHAT ARE THE KEY PROCESS AREAS ? (Pfizer Example)



DO WE HAVE THE RIGHT PLATFORMS TO PROVIDE VALUE - (P&G Example)



Mobile Commerce Sales Increased by 200% to \$25 million in 18 months in China

DO WE HAVE PARTNERS TO IDENTIFY AND COMMERCIALISE NEW INNOVATION - (Pfizer Example)

Area 2071 a UAE Government Accelerator Partnering to Solve Billion People Problems changes Pfizer relationship from a seller of pills to a strategic healthcare partner



Partners of the Future

We have forged partnerships with a number of powerful organizations with a collective reach to over 200 countries – these are our Partners of the Future, driven by a common purpose to positively impact a billion or more people worldwide.



DO WE HAVE THE RIGHT PROGRAMS WHICH DRIVE ENGAGEMENT - (P&G Example)

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PAGE ONE | EMERGING AMBITIONS

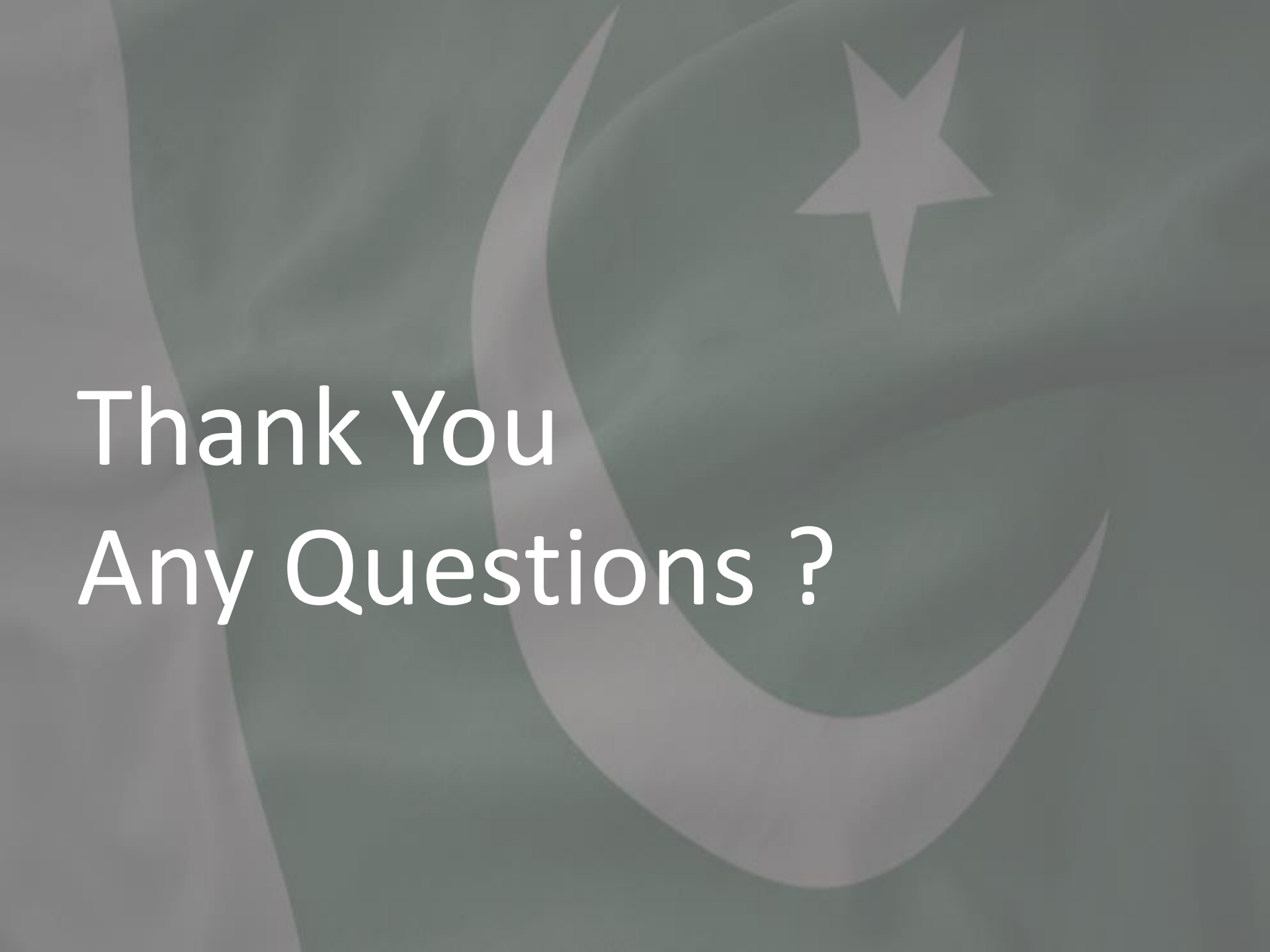
P&G's Global Target: Shelves of Tiny Stores

It Woos Poor Women Buying Single Portions; Mexico's 'Hot Zones'

Providing Mobile SMS and Mobile App for a Small store Owner to Manage their Business drove 200% increase in sales of P&G Products

In Summary

- 1) Have a Commercial Digital Driven Mindset
- 2) Don't expect instant results need to have at least a 2 year investment plan
- 3) Setup for Success with right level of resource and investment
- 4) Do Learn Fail and Do Learn Scale.....Fast
- 5) Have a Digital Team focused on the medium to long term and promote and reward risk
- 6) Partner and acquire instead of building solutions and services

The background of the slide is a faded, grayscale version of the Malaysian flag. It features a large, light-colored crescent moon and a five-pointed star (Keris) on a darker field, with horizontal stripes visible in the background.

Thank You
Any Questions ?