

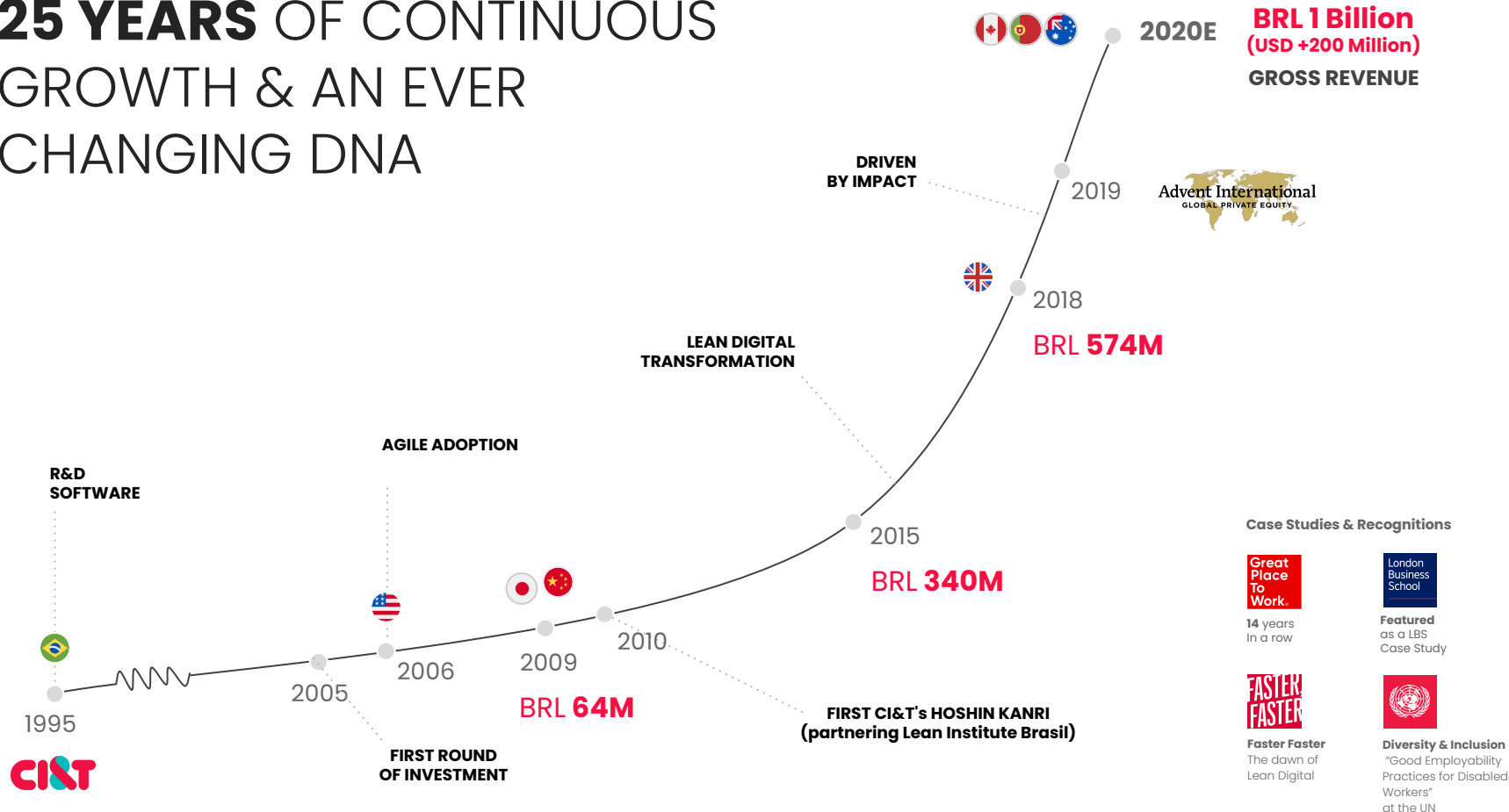
# THE DIGITAL STORM AND THE END OF OLD YOU

*Cesar Gon & Bruno Guicardi*

**CIST**

**25**  
YEARS

# 25 YEARS OF CONTINUOUS GROWTH & AN EVER CHANGING DNA



## USA

Atlanta  
Austin  
Chicago  
Houston  
New York  
Philadelphia  
Princeton  
San Antonio  
San Francisco

## Canada

Toronto

## United Kingdom

London

## Portugal

Lisbon

## Brazil

Campinas  
Belo Horizonte  
Rio de Janeiro  
São Paulo

## Japan

Tokyo

## China

Ningbo  
Shanghai

## Australia

Brisbane

THINK GLOBALLY  
**LEARN LOCALLY**

ânima  
EDUCAÇÃO

cielo

Panasonic

ABInBev



astellas

GrupoBoticário 6

ALPARGATAS

Telefônica  
vivo

Invesco

Coca-Cola

VISA

ALPARGATAS

elo

IMPACTING  
THE WORLD'S  
**MOST VALUABLE  
BRANDS**

BLACKROCK

Itaú

raízen

bradesco

motorola  
a lenovo company

Google

iHeartMEDIA

PORTO  
SEGURO

Johnson & Johnson

Nestlé

HONDA

Ingredion

Carrefour

BANK OF THE WEST  
BNP PARIBAS

SulAmérica

MITSUI  
SUMITOMO

KOHL'S

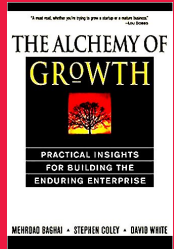
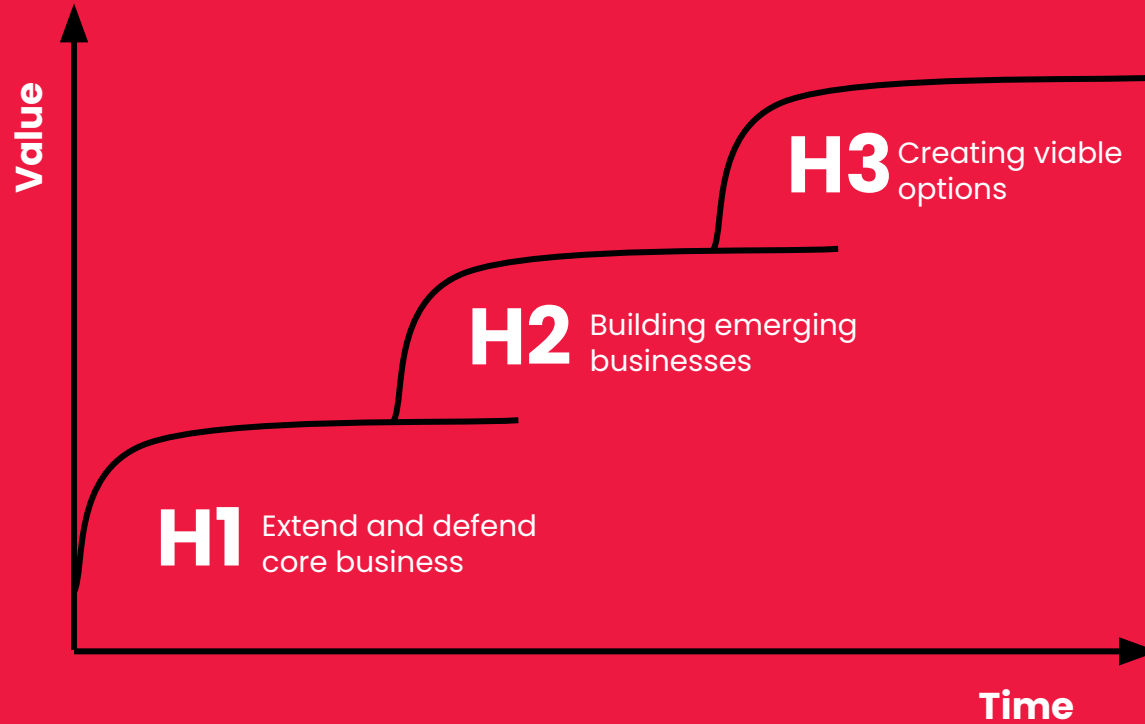
C&T



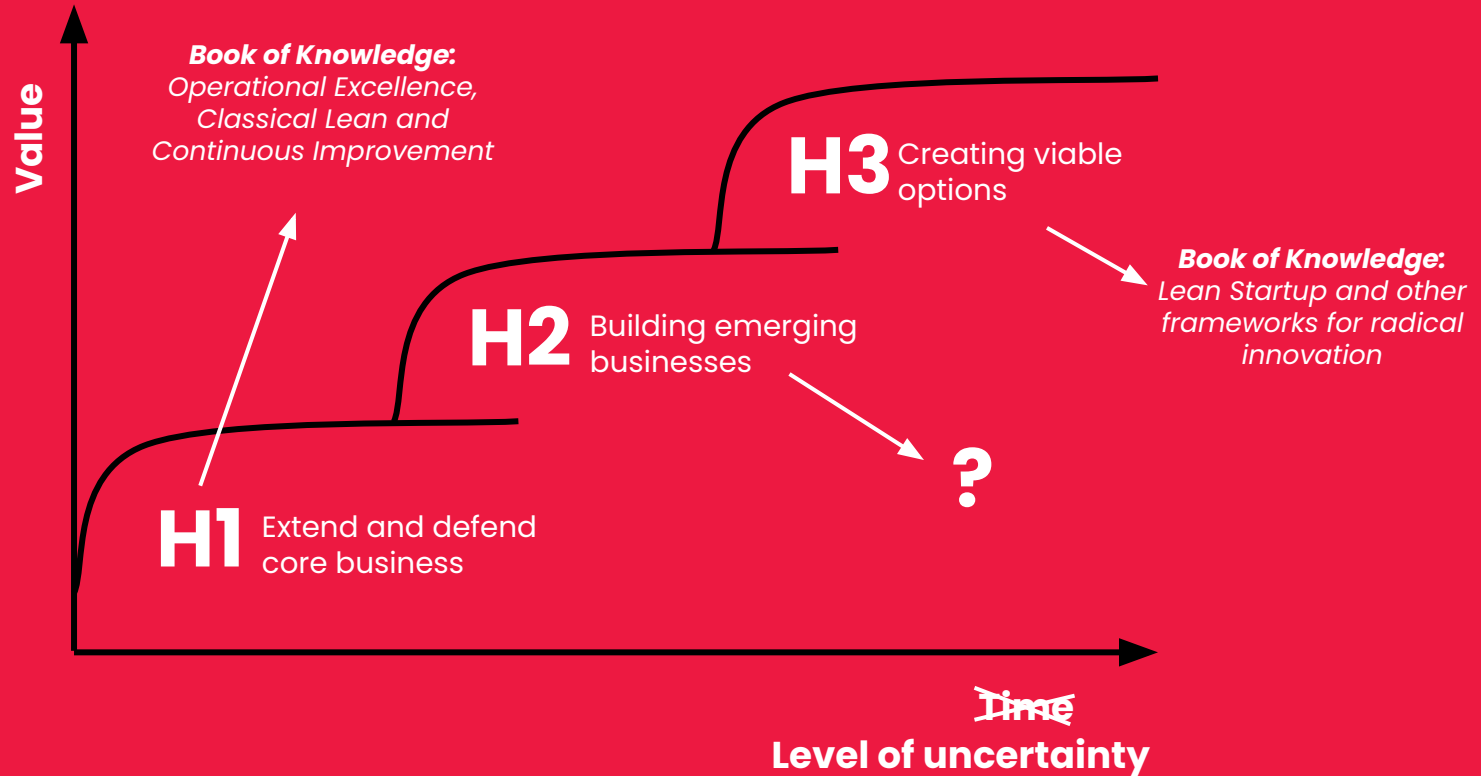
How should successful companies react  
to the **DIGITAL STORM**?

How should **YOU** react to the  
**DIGITAL STORM**?

# Strategy: The Three Horizons of Growth



# Strategy: The Three Horizons of Growth



AND THE  
DIGITAL  
STORM IS  
JUST  
BEGINNING...

NETFLIX



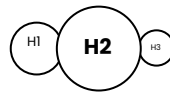
Uber



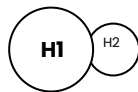
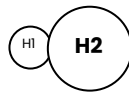
amazon



Google



nybank



# The Pandemic imperative: focus on generating impact thru very short cycles



# THE DAWN OF **LEAN DIGITAL**

The primordial soup for cultural change

**Lean  
Leadership  
Development**

**Lean Design  
& Delivery**

**Lean  
Management  
System**



# 4 PILLARS

of digital transformation... and to  
be a **H2 master**

**Customer-**  
centricity

Small  
**autonomous**  
teams

Aim for  
**audacious**  
goals

**Quick experiments**  
to create a learning  
organization



# THE BIG SHIFT

for the leaders

**Control**



Inspire with purpose

**Know-it-all**



Learn-it-all

**No mistakes**

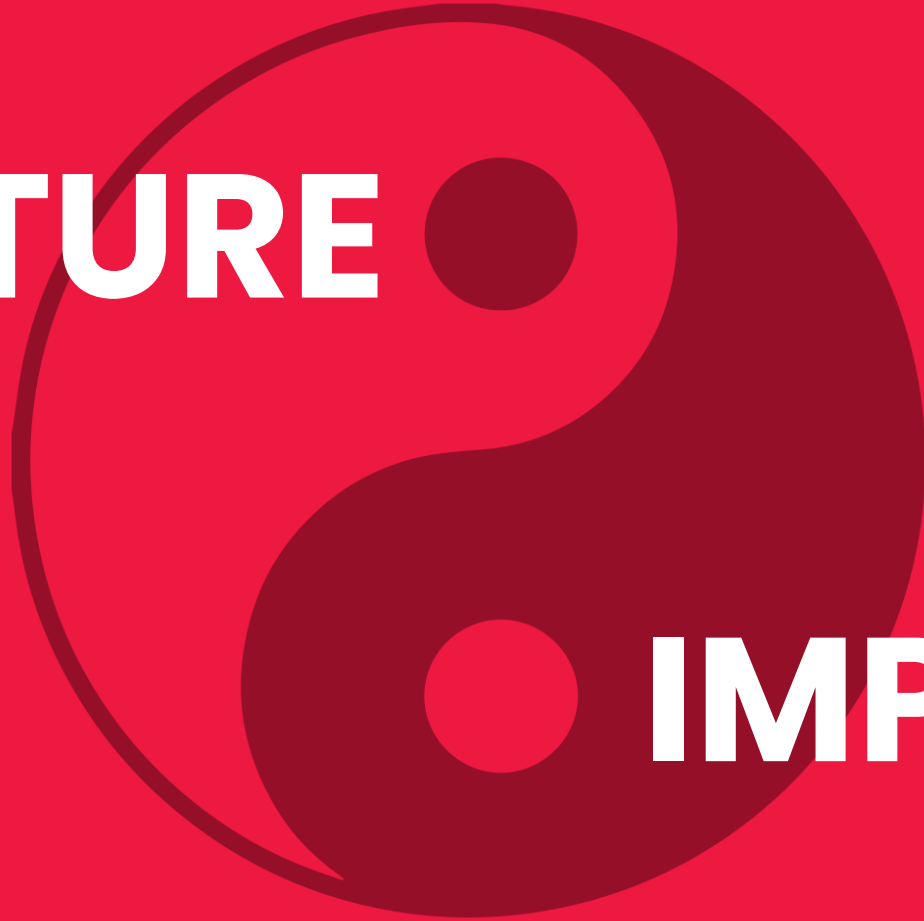


Experiment



**CULTURE**

**IMPACT**



# SPEED: THE DIGITAL EQUATION

$$\begin{array}{ccccccc} \text{1} & + & \text{1} & + & \text{1} & = & \infty \\ | & & | & & | & & \\ \text{STRATEGY} & & \text{DESIGN} & & \text{ENGINEERING} & & \end{array}$$

# DEEP DIVING IN IMPACT CASES

01

 **CENTAURO**



02

*Coca-Cola*



# Creating new avenues for growth

The largest sporting goods retailer  
in Brazil and Latin America.

**CIST** +  **CENTAURO**





A large group of approximately 30 people, likely a company team, are posing for a group photo. They are arranged in several rows, sitting on the floor and on wooden bleachers. The background is a light-colored brick wall. At the top of the wall, the hashtag "#amazinglyfast" is written in large, white, three-dimensional letters. On the right side of the image, there is a red rectangular box with the word "CEO" in white capital letters. The people are dressed in casual attire, including t-shirts, hoodies, and jeans. Some are wearing lanyards. The overall atmosphere is professional yet relaxed.

The image displays two mind maps created using sticky notes on a light-colored background.

**Top Mind Map: BUSINESS VISION**

- H1**
  - Business Plan
  - Strategy
  - Marketing Plan
  - Financial Plan
  - Operational Plan
  - HR Plan
  - Legal Plan
  - IT Plan
  - Environmental Plan
  - Communication Plan
  - Risk Management Plan
  - Contingency Plan
  - Exit Strategy
- H2**
  - Business Model
  - Value Proposition
  - Revenue Model
  - Cost Structure
  - Channels
  - Customer Segments
  - Key Partners
  - Key Activities
  - Key Resources
  - Key Relationships
  - Key Processes
  - Key Metrics
  - Key Risks
  - Key Opportunities
  - Key Challenges
  - Key Success Factors
  - Key Differentiators
  - Key Competitors
  - Key Stakeholders
  - Key Interests
  - Key Influencers
  - Key Enablers
  - Key Constraints
  - Key Assumptions
  - Key Hypotheses
  - Key Questions
  - Key Answers
  - Key Insights
  - Key Learnings
  - Key Takeaways
  - Key Conclusions
  - Key Recommendations
  - Key Actions
  - Key Results
  - Key Outcomes
  - Key Impacts
  - Key Benefits
  - Key Costs
  - Key Risks
  - Key Opportunities
  - Key Challenges
  - Key Success Factors
  - Key Differentiators
  - Key Competitors
  - Key Stakeholders
  - Key Interests
  - Key Influencers
  - Key Enablers
  - Key Constraints
  - Key Assumptions
  - Key Hypotheses
  - Key Questions
  - Key Answers
  - Key Insights
  - Key Learnings
  - Key Takeaways
  - Key Conclusions
  - Key Recommendations
  - Key Actions
  - Key Results
  - Key Outcomes
  - Key Impacts
  - Key Benefits
  - Key Costs
- H3**
  - Business Plan
  - Marketing Plan
  - Financial Plan
  - Operational Plan
  - HR Plan
  - Legal Plan
  - IT Plan
  - Environmental Plan
  - Communication Plan
  - Risk Management Plan
  - Contingency Plan
  - Exit Strategy

**Bottom Mind Map: IMPACT**

- IMPACT FILMMAKING**
  - Impact Film
  - Impact TV
  - Impact Radio
  - Impact Print
  - Impact Digital
  - Impact Mobile
  - Impact Social
  - Impact Gaming
  - Impact AR/VR
  - Impact AI
  - Impact Blockchain
  - Impact IoT
  - Impact Cloud
  - Impact Big Data
  - Impact Analytics
  - Impact Automation
  - Impact Robotics
  - Impact Nanotechnology
  - Impact Biotechnology
  - Impact Space
  - Impact Energy
  - Impact Environment
  - Impact Health
  - Impact Education
  - Impact Culture
  - Impact Society
  - Impact Economy
  - Impact Politics
  - Impact Law
  - Impact Ethics
  - Impact Religion
  - Impact Art
  - Impact Sports
  - Impact Entertainment
  - Impact Media
  - Impact Communication
  - Impact Information
  - Impact Knowledge
  - Impact Innovation
  - Impact Creativity
  - Impact Imagination
  - Impact Inspiration
  - Impact Motivation
  - Impact Passion
  - Impact Dedication
  - Impact Commitment
  - Impact Persistence
  - Impact Resilience
  - Impact Adaptability
  - Impact Flexibility
  - Impact Openness
  - Impact Curiosity
  - Impact Wonder
  - Impact Awe
  - Impact Gratitude
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility
  - Impact Modesty
  - Impact Simplicity
  - Impact Minimalism
  - Impact Sustainability
  - Impact Responsibility
  - Impact Accountability
  - Impact Transparency
  - Impact Honesty
  - Impact Integrity
  - Impact Trustworthiness
  - Impact Reliability
  - Impact Consistency
  - Impact Predictability
  - Impact Stability
  - Impact Security
  - Impact Safety
  - Impact Health
  - Impact Wealth
  - Impact Power
  - Impact Influence
  - Impact Prestige
  - Impact Fame
  - Impact Glory
  - Impact Honor
  - Impact Respect
  - Impact Admiration
  - Impact Appreciation
  - Impact Gratitude
  - Impact Love
  - Impact Affection
  - Impact Care
  - Impact Compassion
  - Impact Empathy
  - Impact Understanding
  - Impact Respect
  - Impact Tolerance
  - Impact Patience
  - Impact Humility</

The image displays two mind maps created using sticky notes on a light-colored background.

**Top Mind Map: BUSINESS VISION**

- Central Title:** BUSINESS VISION
- Branches:**
  - H1:** Includes notes on "Strategy", "Business Model", "Value Proposition", "Revenue Model", "Marketing", "Distribution", "Channels", "Partners", "Competitors", "Barriers to Entry", "Exit Strategy", "Funding", "Pitch Deck", "Business Plan", "Financial Projections", "Risk Assessment", "Legal Structure", "Intellectual Property", "Data Collection", "Analysis", "Reporting", "Communication", "Stakeholder Engagement", "Feedback Loop", "Iteration", "Scalability", "Sustainability", "Social Impact", "Environmental Impact", "Governance", "Ethics", "Transparency", "Accountability", "Trust", "Reputation", "Brand", "Culture", "Values", "Mission", "Vision", "Goals", "Objectives", "Key Performance Indicators (KPIs)", "Metrics", "Data Visualization", "Storytelling", "Public Relations", "Media Relations", "Social Media", "Community Building", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing".
  - H2:** Includes notes on "Market Research", "Competitive Analysis", "SWOT Analysis", "Porter's Five Forces", "PESTLE Analysis", "Stakeholder Analysis", "Value Chain Analysis", "Business Model Canvas", "Lean Canvas", "Business Model Innovation", "Disruptive Business Models", "Platform Business Models", "Subscription Business Models", "Freemium Business Models", "B2B Business Models", "B2C Business Models", "D2C Business Models", "Direct-to-Consumer Business Models", "Dropshipping Business Models", "White Label Business Models", "Private Label Business Models", "OEM Business Models", "Contract Manufacturing Business Models", "Franchise Business Models", "Licensing Business Models", "Joint Venture Business Models", "Strategic Alliances Business Models", "Partnerships Business Models", "Ecosystems Business Models", "Networks Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models", "Partnerships Business Models", "Alliances Business Models", "Networks Business Models", "Ecosystems Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models".
  - H3:** Includes notes on "Marketing Strategy", "Sales Strategy", "Distribution Strategy", "Partnership Strategy", "Competitive Strategy", "Barriers to Entry Strategy", "Exit Strategy", "Funding Strategy", "Pitch Deck Strategy", "Business Plan Strategy", "Financial Projections Strategy", "Risk Assessment Strategy", "Legal Structure Strategy", "Intellectual Property Strategy", "Data Collection Strategy", "Analysis Strategy", "Reporting Strategy", "Communication Strategy", "Stakeholder Engagement Strategy", "Feedback Loop Strategy", "Iteration Strategy", "Scalability Strategy", "Sustainability Strategy", "Social Impact Strategy", "Environmental Impact Strategy", "Governance Strategy", "Ethics Strategy", "Transparency Strategy", "Accountability Strategy", "Trust Strategy", "Reputation Strategy", "Brand Strategy", "Culture Strategy", "Values Strategy", "Mission Strategy", "Vision Strategy", "Goals Strategy", "Objectives Strategy", "Key Performance Indicators (KPIs) Strategy", "Metrics Strategy", "Data Visualization Strategy", "Storytelling Strategy", "Public Relations Strategy", "Media Relations Strategy", "Social Media Strategy", "Community Building Strategy", "Partnerships Strategy", "Alliances Strategy", "Networks Strategy", "Ecosystems Strategy", "Platforms Strategy", "Tools Strategy", "Technologies Strategy", "Innovation Strategy", "Research & Development (R&D) Strategy", "Patents Strategy", "Trademarks Strategy", "Copyrights Strategy", "Licenses Strategy", "Royalties Strategy", "Revenue Sharing Strategy".

**Bottom Mind Map: IMPACT**

- Central Title:** IMPACT
- Branches:**
  - IMPACT FILMMAKING:** Includes notes on "Storytelling", "Scriptwriting", "Production", "Distribution", "Marketing", "Funding", "Pitch Deck", "Business Plan", "Financial Projections", "Risk Assessment", "Legal Structure", "Intellectual Property", "Data Collection", "Analysis", "Reporting", "Communication", "Stakeholder Engagement", "Feedback Loop", "Iteration", "Scalability", "Sustainability", "Social Impact", "Environmental Impact", "Governance", "Ethics", "Transparency", "Accountability", "Trust", "Reputation", "Brand", "Culture", "Values", "Mission", "Vision", "Goals", "Objectives", "Key Performance Indicators (KPIs)", "Metrics", "Data Visualization", "Storytelling", "Public Relations", "Media Relations", "Social Media", "Community Building", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing".
  - IMPACT INVESTING:** Includes notes on "Market Research", "Competitive Analysis", "SWOT Analysis", "Porter's Five Forces", "PESTLE Analysis", "Stakeholder Analysis", "Value Chain Analysis", "Business Model Canvas", "Lean Canvas", "Business Model Innovation", "Disruptive Business Models", "Platform Business Models", "Subscription Business Models", "Freemium Business Models", "B2B Business Models", "B2C Business Models", "D2C Business Models", "Direct-to-Consumer Business Models", "Dropshipping Business Models", "White Label Business Models", "Private Label Business Models", "OEM Business Models", "Contract Manufacturing Business Models", "Franchise Business Models", "Licensing Business Models", "Joint Venture Business Models", "Strategic Alliances Business Models", "Partnerships Business Models", "Ecosystems Business Models", "Networks Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models".
  - IMPACT ENTREPRENEURSHIP:** Includes notes on "Marketing Strategy", "Sales Strategy", "Distribution Strategy", "Partnership Strategy", "Competitive Strategy", "Barriers to Entry Strategy", "Exit Strategy", "Funding Strategy", "Pitch Deck Strategy", "Business Plan Strategy", "Financial Projections Strategy", "Risk Assessment Strategy", "Legal Structure Strategy", "Intellectual Property Strategy", "Data Collection Strategy", "Analysis Strategy", "Reporting Strategy", "Communication Strategy", "Stakeholder Engagement Strategy", "Feedback Loop Strategy", "Iteration Strategy", "Scalability Strategy", "Sustainability Strategy", "Social Impact Strategy", "Environmental Impact Strategy", "Governance Strategy", "Ethics Strategy", "Transparency Strategy", "Accountability Strategy", "Trust Strategy", "Reputation Strategy", "Brand Strategy", "Culture Strategy", "Values Strategy", "Mission Strategy", "Vision Strategy", "Goals Strategy", "Objectives Strategy", "Key Performance Indicators (KPIs) Strategy", "Metrics Strategy", "Data Visualization Strategy", "Storytelling Strategy", "Public Relations Strategy", "Media Relations Strategy", "Social Media Strategy", "Community Building Strategy", "Partnerships Strategy", "Alliances Strategy", "Networks Strategy", "Ecosystems Strategy", "Platforms Strategy", "Tools Strategy", "Technologies Strategy", "Innovation Strategy", "Research & Development (R&D) Strategy", "Patents Strategy", "Trademarks Strategy", "Copyrights Strategy", "Licenses Strategy", "Royalties Strategy", "Revenue Sharing Strategy".

The image displays two mind maps created using sticky notes on a light-colored background.

**Top Mind Map: BUSINESS VISION**

- Central Title:** BUSINESS VISION
- Branches:**
  - H1:** Includes notes on "Strategy", "Business Model", "Value Proposition", "Revenue Model", "Marketing", "Distribution", "Channels", "Partners", "Competitors", "Barriers to Entry", "Exit Strategy", "Funding", "Pitch Deck", "Business Plan", "Financial Projections", "Risk Assessment", "Legal Structure", "Intellectual Property", "Data Collection", "Analysis", "Reporting", "Communication", "Stakeholder Engagement", "Feedback Loop", "Iteration", "Scalability", "Sustainability", "Social Impact", "Environmental Impact", "Governance", "Ethics", "Transparency", "Accountability", "Trust", "Reputation", "Brand", "Culture", "Values", "Mission", "Vision", "Goals", "Objectives", "Key Performance Indicators (KPIs)", "Metrics", "Data Visualization", "Storytelling", "Public Relations", "Media Relations", "Social Media", "Community Building", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing".
  - H2:** Includes notes on "Market Research", "Competitive Analysis", "SWOT Analysis", "Porter's Five Forces", "PESTLE Analysis", "Stakeholder Analysis", "Value Chain Analysis", "Business Model Canvas", "Lean Canvas", "Business Model Innovation", "Disruptive Business Models", "Platform Business Models", "Subscription Business Models", "Freemium Business Models", "B2B Business Models", "B2C Business Models", "D2C Business Models", "Direct-to-Consumer Business Models", "Dropshipping Business Models", "White Label Business Models", "Private Label Business Models", "OEM Business Models", "Contract Manufacturing Business Models", "Franchise Business Models", "Licensing Business Models", "Joint Venture Business Models", "Strategic Alliances Business Models", "Partnerships Business Models", "Ecosystems Business Models", "Networks Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models", "Partnerships Business Models", "Alliances Business Models", "Networks Business Models", "Ecosystems Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models".
  - H3:** Includes notes on "Marketing Strategy", "Sales Strategy", "Distribution Strategy", "Partnership Strategy", "Competitive Strategy", "Barriers to Entry Strategy", "Exit Strategy", "Funding Strategy", "Pitch Deck Strategy", "Business Plan Strategy", "Financial Projections Strategy", "Risk Assessment Strategy", "Legal Structure Strategy", "Intellectual Property Strategy", "Data Collection Strategy", "Analysis Strategy", "Reporting Strategy", "Communication Strategy", "Stakeholder Engagement Strategy", "Feedback Loop Strategy", "Iteration Strategy", "Scalability Strategy", "Sustainability Strategy", "Social Impact Strategy", "Environmental Impact Strategy", "Governance Strategy", "Ethics Strategy", "Transparency Strategy", "Accountability Strategy", "Trust Strategy", "Reputation Strategy", "Brand Strategy", "Culture Strategy", "Values Strategy", "Mission Strategy", "Vision Strategy", "Goals Strategy", "Objectives Strategy", "Key Performance Indicators (KPIs) Strategy", "Metrics Strategy", "Data Visualization Strategy", "Storytelling Strategy", "Public Relations Strategy", "Media Relations Strategy", "Social Media Strategy", "Community Building Strategy", "Partnerships Strategy", "Alliances Strategy", "Networks Strategy", "Ecosystems Strategy", "Platforms Strategy", "Tools Strategy", "Technologies Strategy", "Innovation Strategy", "Research & Development (R&D) Strategy", "Patents Strategy", "Trademarks Strategy", "Copyrights Strategy", "Licenses Strategy", "Royalties Strategy", "Revenue Sharing Strategy".

**Bottom Mind Map: IMPACT**

- Central Title:** IMPACT
- Branches:**
  - IMPACT FILMMAKING:** Includes notes on "Storytelling", "Research", "Production", "Distribution", "Marketing", "Funding", "Partnerships", "Alliances", "Networks", "Ecosystems", "Platforms", "Tools", "Technologies", "Innovation", "Research & Development (R&D)", "Patents", "Trademarks", "Copyrights", "Licenses", "Royalties", "Revenue Sharing".
  - IMPACT INVESTING:** Includes notes on "Market Research", "Competitive Analysis", "SWOT Analysis", "Porter's Five Forces", "PESTLE Analysis", "Stakeholder Analysis", "Value Chain Analysis", "Business Model Canvas", "Lean Canvas", "Business Model Innovation", "Disruptive Business Models", "Platform Business Models", "Subscription Business Models", "Freemium Business Models", "B2B Business Models", "B2C Business Models", "D2C Business Models", "Direct-to-Consumer Business Models", "Dropshipping Business Models", "White Label Business Models", "Private Label Business Models", "OEM Business Models", "Contract Manufacturing Business Models", "Franchise Business Models", "Licensing Business Models", "Joint Venture Business Models", "Strategic Alliances Business Models", "Partnerships Business Models", "Ecosystems Business Models", "Networks Business Models", "Platforms Business Models", "Tools Business Models", "Technologies Business Models", "Innovation Business Models", "Research & Development (R&D) Business Models", "Patents Business Models", "Trademarks Business Models", "Copyrights Business Models", "Licenses Business Models", "Royalties Business Models", "Revenue Sharing Business Models".
  - IMPACT ENTREPRENEURSHIP:** Includes notes on "Marketing Strategy", "Sales Strategy", "Distribution Strategy", "Partnership Strategy", "Competitive Strategy", "Barriers to Entry Strategy", "Exit Strategy", "Funding Strategy", "Pitch Deck Strategy", "Business Plan Strategy", "Financial Projections Strategy", "Risk Assessment Strategy", "Legal Structure Strategy", "Intellectual Property Strategy", "Data Collection Strategy", "Analysis Strategy", "Reporting Strategy", "Communication Strategy", "Stakeholder Engagement Strategy", "Feedback Loop Strategy", "Iteration Strategy", "Scalability Strategy", "Sustainability Strategy", "Social Impact Strategy", "Environmental Impact Strategy", "Governance Strategy", "Ethics Strategy", "Transparency Strategy", "Accountability Strategy", "Trust Strategy", "Reputation Strategy", "Brand Strategy", "Culture Strategy", "Values Strategy", "Mission Strategy", "Vision Strategy", "Goals Strategy", "Objectives Strategy", "Key Performance Indicators (KPIs) Strategy", "Metrics Strategy", "Data Visualization Strategy", "Storytelling Strategy", "Public Relations Strategy", "Media Relations Strategy", "Social Media Strategy", "Community Building Strategy", "Partnerships Strategy", "Alliances Strategy", "Networks Strategy", "Ecosystems Strategy", "Platforms Strategy", "Tools Strategy", "Technologies Strategy", "Innovation Strategy", "Research & Development (R&D) Strategy", "Patents Strategy", "Trademarks Strategy", "Copyrights Strategy", "Licenses Strategy", "Royalties Strategy", "Revenue Sharing Strategy".

**Scale**  
Platform

**Technology**  
And Data

**Branding**

People and  
**Culture**

Client  
**Obsession**

**Results** in  
short cycles

## **TRUE NORTH**

By 2022

Centauro develops new avenues of growth, **driven by technology** and **customer experience**, which doubles revenue in 2 years, reaching

# **USD 2 Billion**

Strategic  
Options for  
**Digital  
Value  
Creation**

# Avenues for Growth

And **Unfair  
Competitive  
Advantage**

Case – Sporting  
Goods Retailer

a new operating model for  
all the stores (O2O, one step further)

**+10% revenue**

a new scalable and repurposed stores  
model – physical stores as a lever to  
digital customers

**+12% revenue**

the partner of choice for Brazil's  
national soccer league teams to  
build their audience, serve and  
monetize this passion

**+13% revenue**

social commerce and key opinion experts  
-- the best professional advice, when you  
need it and by  
the people you trust

**+trust and depth**

online content of choice for living the  
sports your way -- inspiration and  
fulfilment 1-click away

**destination in sports**

**+30%**

growth

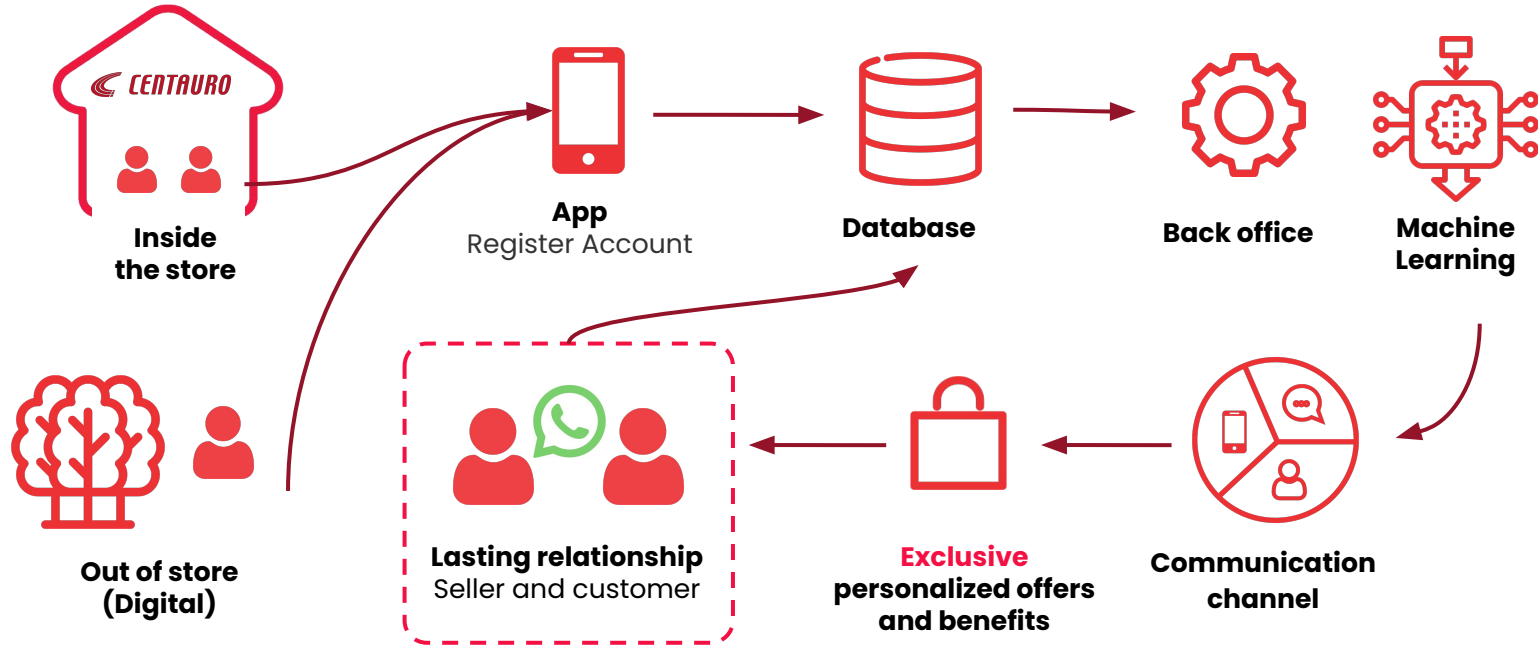
+ Audience

**Trust & Depth**

**Services &  
Beyond  
Convenience**

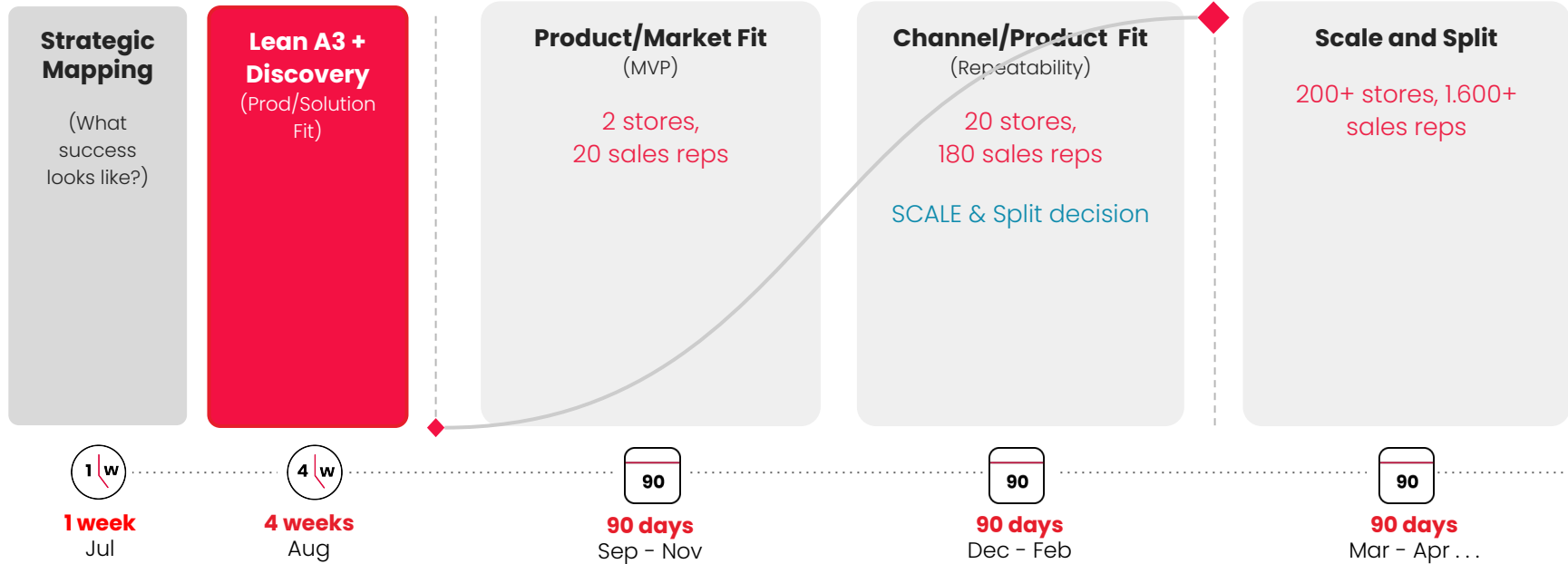
**Data &  
Demand  
Aggregation**

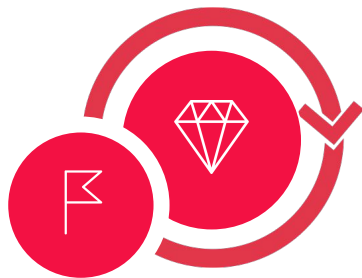
# eMOL DIGITAL PLATFORM





# Timeline eMol





eMol  
\$ **80M**

Scale to 200 stores

**JUST BROWSING**

up to 30 min  
Conversion: (3%)  
**USD 15 MM**

**ABANDONED  
SHOPPING CART**

up to 30 min  
Conversion: (6%)  
**USD 30 MM**

**RETARGETING**

Retargeting D+1  
Conversion: (2%)  
**USD 20 MM**

**ENTREPRENEUR**

Sell by Digital  
Conversion: (9,8%)  
**USD 15 MM**

# The Coca-Cola Moonshot

Igniting results through Digital





Opportunity



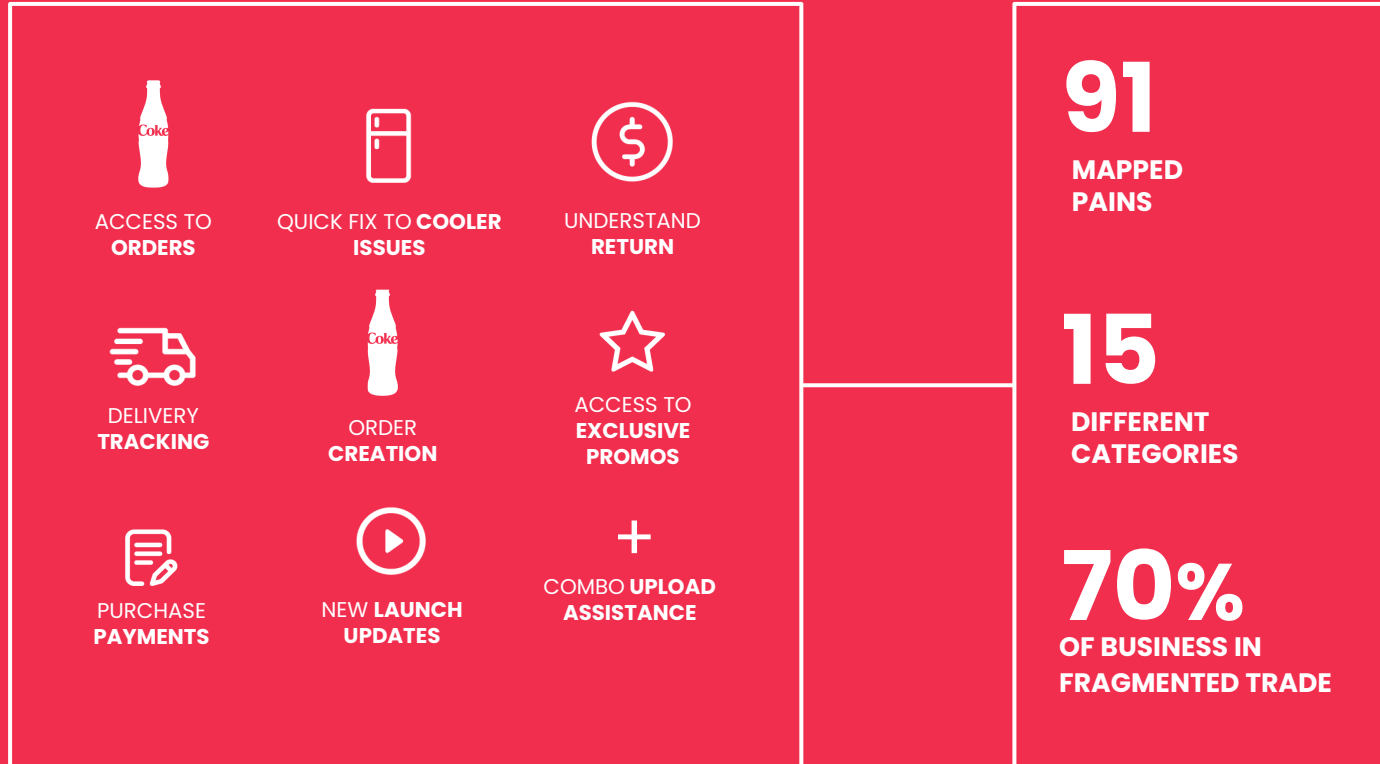
**70%** of business  
in Fragmented  
Trade

Goal



Impact  
**500K**  
Customers

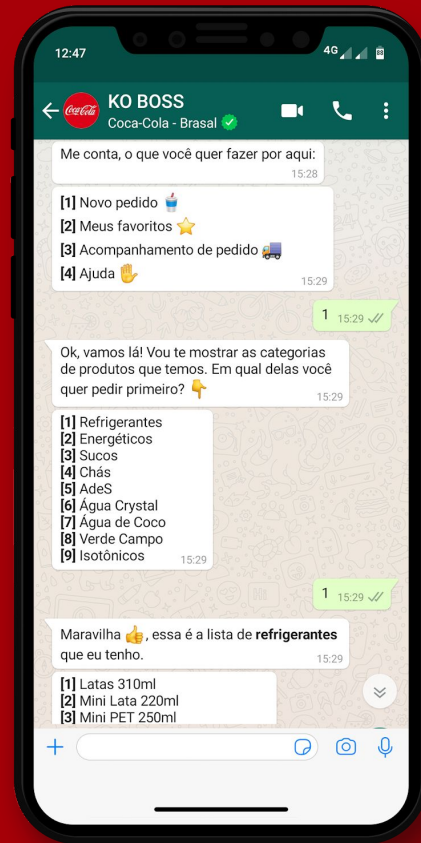
# Fragmented Retailer Pains



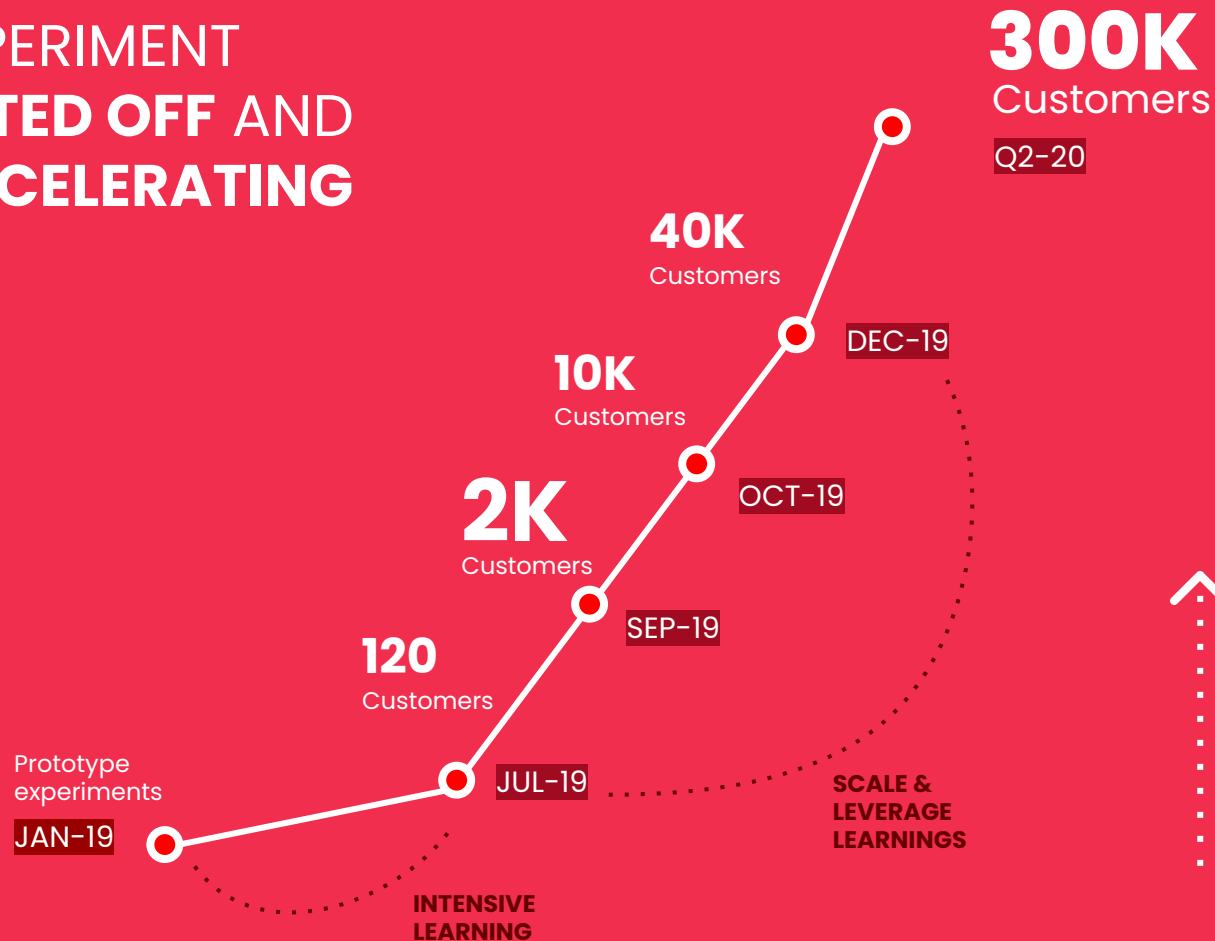


# KO BOSS

Brazil **209MM** Pop  
**146MM** connected  
**91%** use WhatsApp



# EXPERIMENT LIFTED OFF AND ACCELERATING



- REVENUE
- CONTRIBUTION MARGIN
- VOLUME
- ITEMS PER STORE
- STRIKE RATE
- CLIENT SATISFACTION



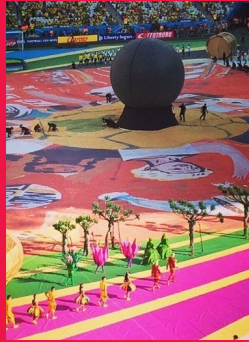
# OTHER COCA-COLA's GLOBAL IMPACT CASES



**SIP & SCAN**



**FREESTYLE**



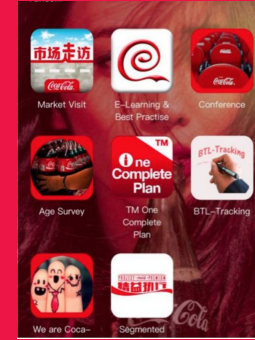
**HAPPINESS  
FLAG**



**Global**



**BRANDS.COM  
PLATFORM**



**WECHAT  
KONNECTOR**



**SMART  
TOWER**







Reduced average time-to-market from **18 to 3 months** with new product development process



**Increase of USD 210 million/year** in investment fund volume with a redesigned online/offline experience



Doubled **conversion rate** to the B2B digital care in **90 days** and reduced **lead time** of value activation from **180 to 45 days**



New digital payments solution drove **USD 7 million** in commercial transactions in 90 days



**Adding USD 500 million revenue stream** through launch of new product across 30 countries acquiring **30 million new patients**



Developed a unified global digital platform that supports **50 markets** with a combined market share of **USD 12 billion**



**Increased sales by 8%** for Nescafé and Dolce Gusto by integrating online and offline customer journeys and leveraging advanced data analytics



Digital strategy and product roadmap to **acquire USD 300 million in loan volume**



Transforming radio broadcaster into digital media leader: **USD 10 million YOY savings** via a distributed ad platform



Designed and built new digital sales tool reducing average sales cycle **from 12 months to 12 weeks**



KONICA MINOLTA

**Added USD 500 million revenue stream** by 2021 through new digital services business model



On track for **70% revenues via Digital** by 2021 with **20% cost of sales reduction**. Currently 1.5M users in the B2B application



Developing a **digital platform** aimed at reducing worldwide flight delays costing **USD 22 Billion across 24 million** scheduled flights per year



Preventing delays in fuel delivery - increasing **effectiveness by 71%** with a mobile solution that automated process and empowered the workforce



**Reduced the lead time** for new digital products by **85%** with a lean transformation



bradesco  
seguros

**53%** increase in NPS for the digital channel in 90 days



**USD 37M/year** of incremental revenues by an relationship and client identification model for retargeting, repurchase and digital conversion.

## YDUQS

**1pp** increase in re-enrolment of students buy redesigning the user experience of the process, ensuring **USD 5M** more in annual revenue



**300,000** customers supported by new Chatbot digital channel driving **25% more recurrent sales** with margins **22% higher** than the traditional channel



**10% reduction** in customer center costs and **25% improvement** in the speed of tank cleaning procedures – Quala's largest business.



**Predictive models and process redesign** have reduced **out-of-stock** incidence rate by **15%** leading to **incremental sales of USD 27M/year**.



**And the beat goes on...**

**THE END OF OLD YOU...**

# As a "lean practitioner" you can leverage:

- Foster the move from C&C to Collaborative Leadership
- System thinking and value stream mapping to reduce overall lead time from "idea to customer activation"
- Use the 5 lean principles to understand agile and connect STRATEGY to CUSTOMER VALUE to the DAILY WORK of the squads
- Leverage A3 thinking as a foundation to experimentation and disciplined organizational learning
- Avoid the "mass tech trap" in the Digital Century (vs the "mass production trap" in the Industrial Century)

## THE 4 PILLARS

**Customer-**  
centricity

Small  
**autonomous**  
teams

Aim for  
**audacious**  
goals

**Quick experiments**  
to create a learning  
organization



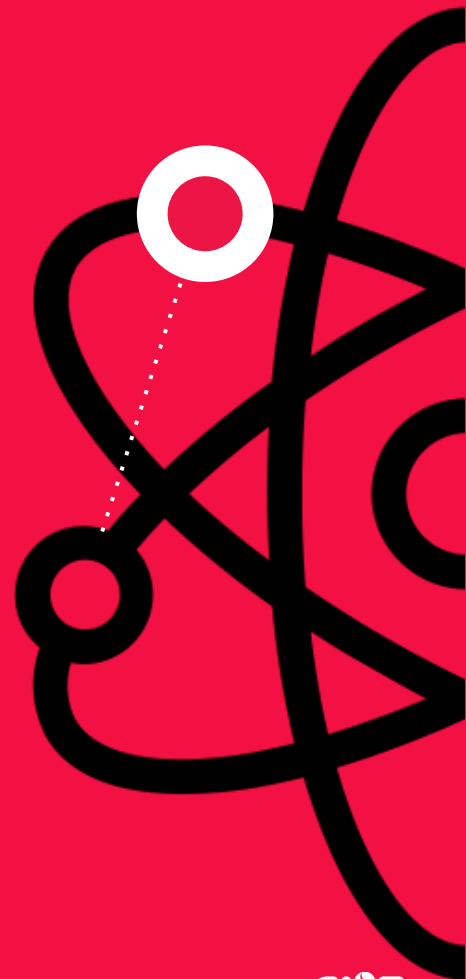
# The Digital "Quantum Leap"

- **Tech**

- Foundations of DevOps, Cloud, Data, AI/ML
- 10x thinking and radical experimentation (short cycles based on aggressive use of tech)

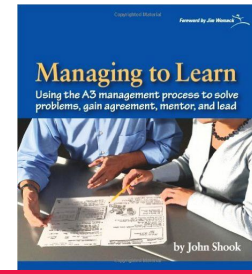
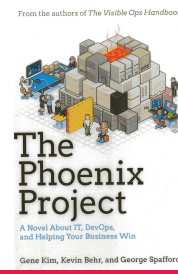
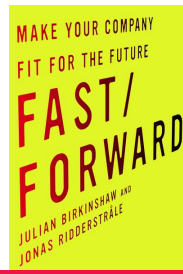
- **Collaboration "on steroids"**

- Customer value is a moving target
- Design Thinking and the disciplines of Empathy, Human design, and Co-Creation
- Ability to act in multiple fronts (options) and idea detachment (VC mindset to your own ideas)

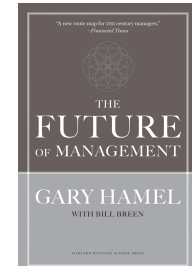
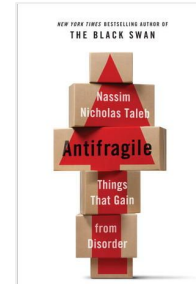
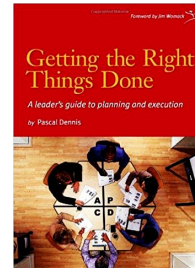
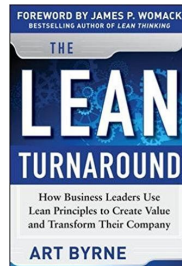
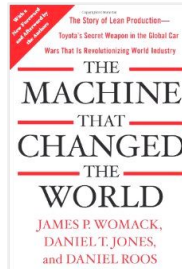
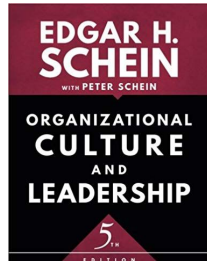


Ideas are precious.  
**Execution is everything.**

(So, you need to learn by doing!)



# RECOMMENDED BOOKS





# KNOW MORE

## Faster, Faster: The Dawn of Lean Digital



Discover how to accelerate digital transformation with the perfect combination of lean thinking with agile and scrum.

[fasterfaster.io](https://fasterfaster.io)

## CI&T Blog



Articles about Digital Transformation, Technology and business impact.

[ciandt.com/blog](https://ciandt.com/blog)

## CI&T Learnings



In the (new) new world, to be prepared means to transform the way you think and work, continuously.

[ciandt.com/learnings](https://ciandt.com/learnings)



$$1 + 1 + 1 = \infty$$

# THANK YOU

**CIST**

