

Innovation - Mission Impossible ?

Digital Transformation Challenges

Dr. Jürgen Jähnert

bwcon GmbH

Speed of Transformation



Quelle: lostnewengland.com

New York 5th Avenue 1910



Quelle: montanaroue.com

New York 5th Avenue 1913

Ballmer: iPhone has “no chance” of gaining significant market share

Steve Ballmer talks some smack about the iPhone, saying that it has "no chance ...

JOEL HRUSKA - 4/30/2007, 11:42 PM



USA Today has an [interview](#) up with Steve Ballmer that touches on a number of interesting topics, including the CEO's perception of the iPhone and its chances of long-term success.



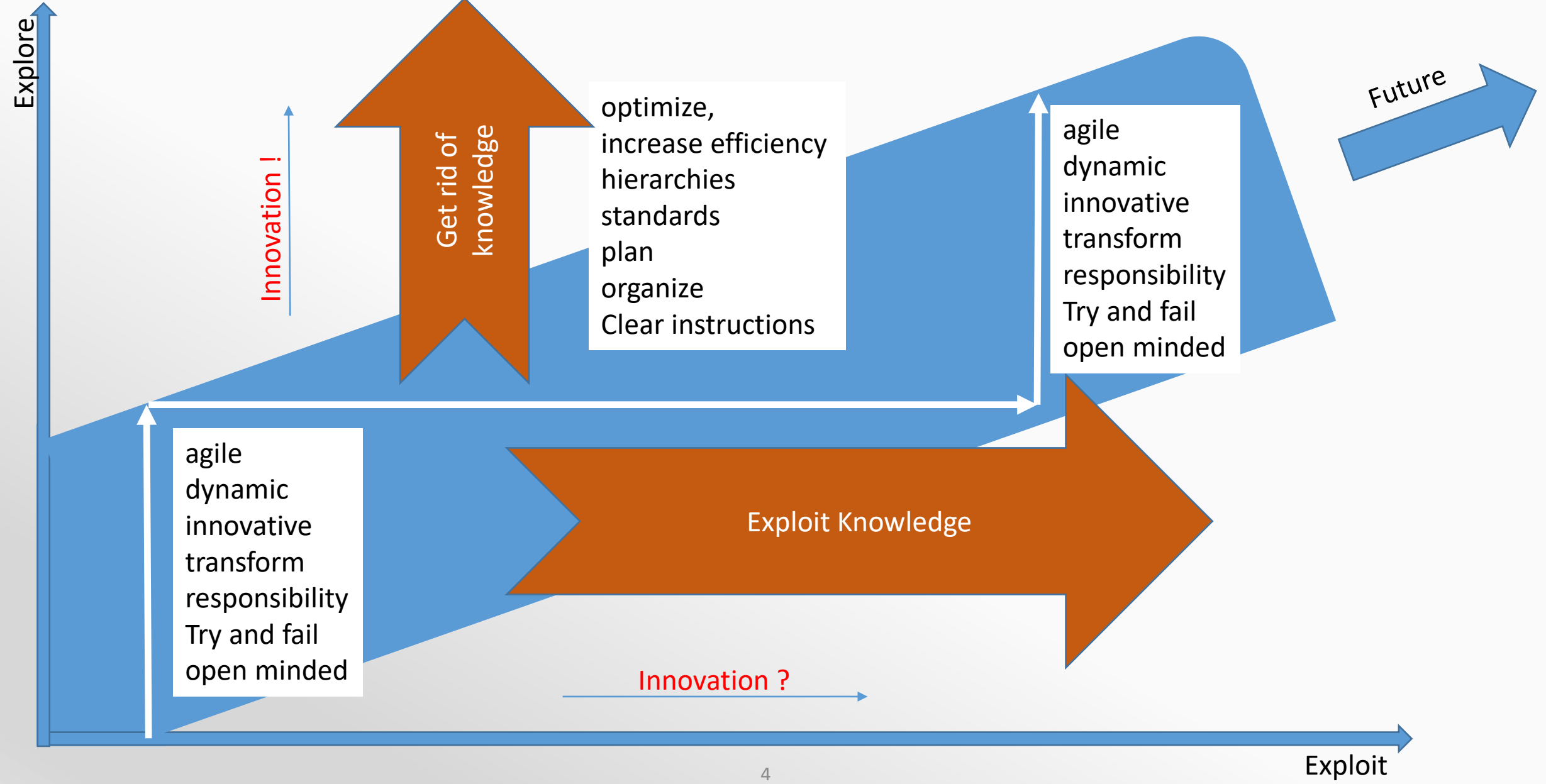
“

"There's no chance that the iPhone is going to get any significant market share. No chance," said Ballmer. "It's a \$500 subsidized item. They may make a lot of money. But if you actually take a look at the 1.3 billion phones that get sold, I'd prefer to have our software in 60% or 70% or 80% of them, than I would to have 2% or 3%, which is what Apple might get."

Ballmer's comments point to a telling difference in corporate focus between Microsoft and Apple. Even if the iPhone's first iteration is a success, and Apple then introduces lower-cost versions, it'll still be a device that's confined to a small section of the overall market. For every person willing to drop \$300-500 on a phone (assuming a price drop), there are a great many more consumers who won't. By choosing to focus on providing the underlying software that drives the cell phone, rather than both the cell phone and the accompanying software, Microsoft has already grabbed a greater percentage of the market for itself than the iPhone can reasonably



Ambidexterity



The landscape changes, maps not really ...



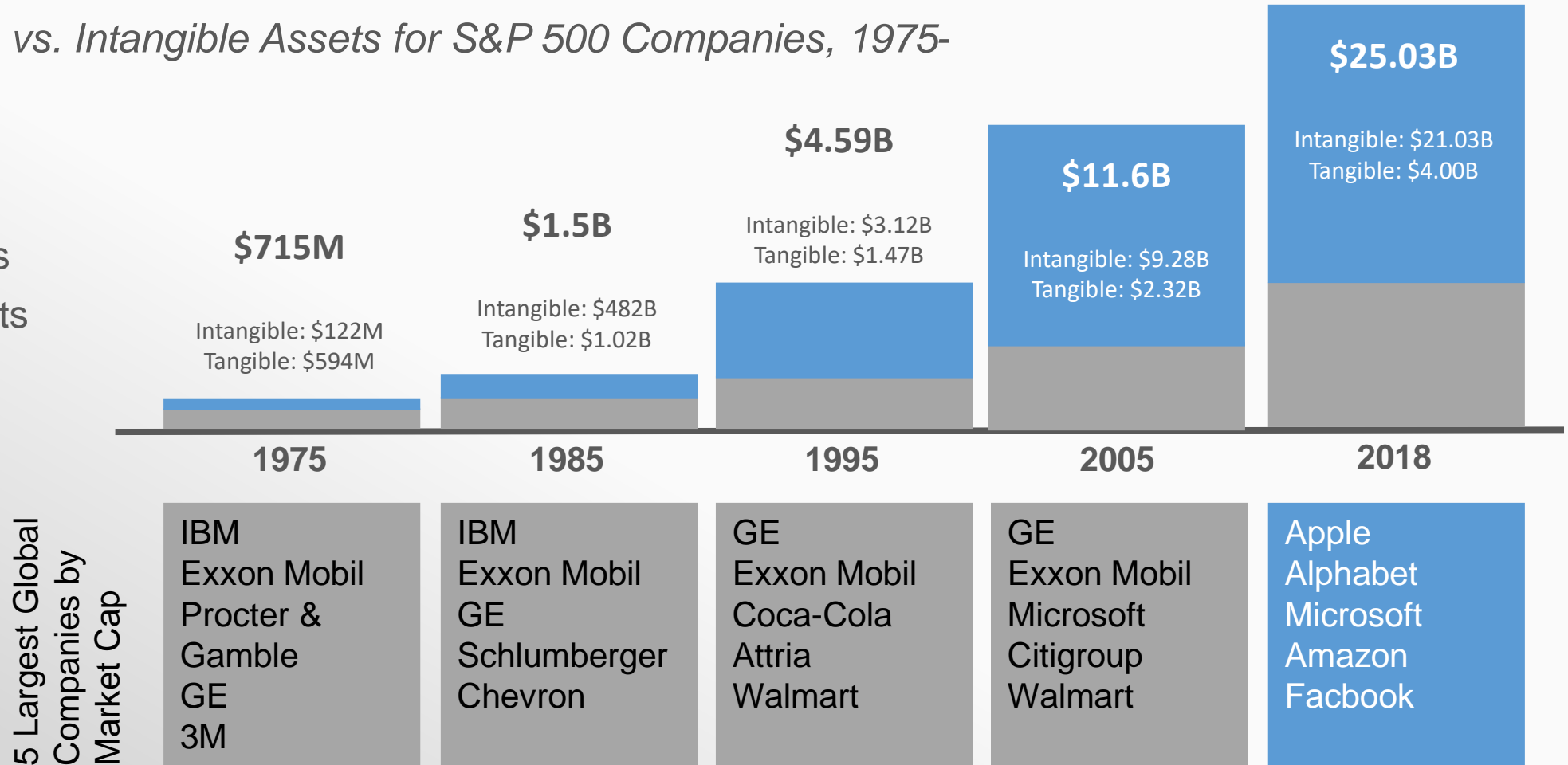
... especially the own map never changes (too much knowledge avoid a change of the map)

Closed systems actors do not realize that the map does not fit anymore...

Intangible Assets...

Tangible Assets vs. Intangible Assets for S&P 500 Companies, 1975-2018

■ Tangible Assets
■ Intangible Assets



What drives transformation

Data is the oil of our future economy

A sentence not really new but so far not more than a sentence...



but still ignored by
Politics, Policy maker, Industry, Society ...

We still defend the “old map”

... often by getting support from “EU-GDPR” arguments

Example: Banks do not know how to assess data

Banks think they are forced by Basel regulation rules to do so...

But it is never the rule, it the way we interpret the rule:

“risk” and “asset” in the context of “old map” and “new landscape”

At the end of the day “depreciation” and „old economy assets“ do not remove from the map

Google, facebook, Amazon and Apple navigate on “the data” map (they have started 1995) ...

Digital Transformation: “wash me but do not get me wet” but navigating with the old map is more comfortable 😊

It's time to change but no change without self-change

Your contact at bwcon:



Dr. Jürgen Jähnert
CEO

bwcon GmbH - Turning Ideas into Business

Seyfferstraße 34, 70197 Stuttgart, Germany

Phone: +49 160 5838819,

Fax: +49 711/18421-699

E-mail: jaehnert@bwcon.de

Web: www.bwcon.de