



The 3rd edition of the Business Transformation Summit proved to be a truly transformative experience!

The 3rd edition of the Business Transformation Summit, organized by CEGOC, took place on October 9th at the Lisbon Congress Center. The event was attended by approximately 400 participants in the main auditorium joined by hundreds of others participants via live streaming from other subsidiaries of the CEGOS Group – the largest training and development group in Europe, distributed by countries as diverse as Italy, the United Kingdom, France, Singapore, Switzerland, Germany, Spain or Chile.

This year centered on the subject of the Experience Economy, the Business Transformation Summit made a difference, once again, because of the international speakers invited, who were able to make the audience feel involved and humanly connected in an increasingly technological and digital world – resulting in a truly unique experience.



Small Data: Small clues that generate great results

The first speaker to take the stage was Martin Lindstrom to talk about Customer Experience Transformation. The author of world-renowned bestsellers like "Brand Sense", "Brandwashed", "Buy.ology" or "Small Data" began by explaining that in a world with 7 billion people we are more alike than we thought – and these little clues left behind, the

Small Data, are the ones that tell who we really are. "A toothbrush, a photo or a simple pair of shoes can reveal characteristics as unique as a single drop of blood".

Martin Lindstrom, who was elected by Time magazine as one of the 100 most influential people in the world, explained that "85% of our decisions are irrational". And big companies have not yet adapted to this reality, which makes their transformation processes fail more than 95% of the time.

The Danish also revealed that the amount of information to which we are exposed is so great that "in the last two years, we have produced 90% of the information ever created by our species". And this information compiled and treated (Big Data) added to the small clues that we are leaving behind (Small Data) form the basis used by big brands to complete the puzzle that shows the behaviors, impulses, and needs of their consumers, thus anticipating the market trends. "The most reliable predictions result from the Big Data (more logical) and the Small Data (more instinctive) together", said the Danish who has provided consulting services in the branding and marketing areas to companies such as Disney, Pepsi, American Express, Mercedes-Benz, Reuters or McDonald's.

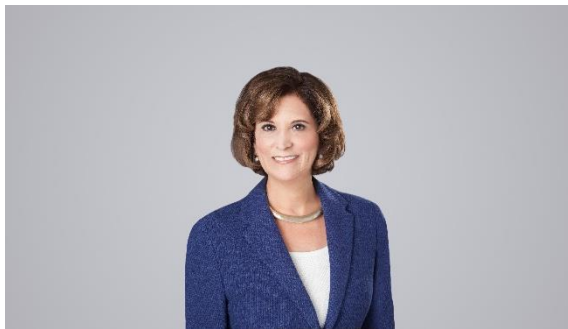
"If you want to study animals, don't go to the zoo. Go to the Amazon"

One of the case studies that Martin Lindstrom insist on sharing with the audience was Lego. The toy manufacturer was on the verge of collapse and, using the Big Data analysis, its managers believed that what was happening was that children had lost the patience to build plastic castles, bridges, and houses for hours and hours. After redesigning larger



pieces that took less time to assemble, "revenues fell 31%". When Lindstrom's services were requested by Lego and Small Data analysis was initiated through visits and interviews with several children, a pair of snickers of an 11-year-old German boy revealed the biggest clue of all. "One of the executives asked him what was the thing he was most proud of in life?". The boy pointed at the snickers, explaining that they were proof that he was the greatest skateboarder in town. The Eureka moment came immediately and Lego understood that if a child has the patience to practice skateboarding for hours, he also has the patience to assemble tiny little pieces of plastic. Lego reshaped its toys again, making them smaller and including more pieces in each box, re-gaining market. Today, Lego remains the largest toy company in the world.

Lindstrom also highlighted that Big Data are not always an absolute truth because they are very wide-ranging. Small Data are the ones that reveal the emotions and feelings of the consumer and give companies the opportunity to create truly unique and more humane experiences, that is why the speaker left the following message: "In the future, we will not have a B2C or B2B model. In the future, we will have a H2H (Human to Human) model".



Using Artificial Intelligence to prepare the work environment of the future

Jeanne Meister is one of the founders of Future Workplace, an organization focused on human capital development providing insights on the future of learning and working. During her presentation, the author of the book "The Future Workplace Experience: 10 Rules for

Mastering Disruption in Recruiting and Engaging Employees" draw attention away from the consumer, inviting companies to focus more on employees and the needs they feel. For Jeanne, one of the 20 most influential professionals in the world in the areas of Human Resources and Training, "Instead of asking what keeps our CEOs awake at night, we should ask what makes our employees lose their sleep", in order to understand what is missing to motivate teams and keep them connected with their work.

Big organizations are already aware of this reality and as an example, Meister cited LinkedIn. The largest social network for professionals recently bought Glint – a start-up that helps companies measure the level of employee satisfaction. "Feeling" employees is fundamental for organizations that aim to grow and multiply their results. And at a time when companies are finding it increasingly difficult to retain human capital, it is equally important to implement "internal talent mobility programs". Initiatives like this allow employees to experience other positions and feel their dedication valued. In the end, organizations improve their retention rates and improve the commitment of their employees to the project, says Jeanne Meister, who has brought together top influencers from General Electric, Walt Disney, American Express, Microsoft, among others, preparing companies for the work environment of the future.

"Artificial Intelligence will not steal our jobs"

Sensationalism in the news often points out that in the near future machines will dominate the world and take over our jobs. But the truth, says the founder of Future Workplace, is that Artificial Intelligence will not replace human beings. "It's going to help people work



smarter and more efficiently", eliminating mechanical and boring tasks from our routine and turning our work more creative and humane, thus increasing the size of the employee's role. Studies show that today, only 6% of Human Resources departments are using Artificial Intelligence in their workplaces. However, according to Gartner data, the future is about to change, as "in 2022, one in five employees will have an Artificial Intelligence assistant to support their work". Companies should not be afraid of digital transformation, they should embrace it, says the Employee Experience Transformation expert, citing the example of the Hilton hotel chain, which has already implemented the chatbot system to talk to the candidates. Through this new form of digital interaction, it is possible to identify the functions to which they are applying for, inform the status of their recruitment process and thus fill the lack of feedback from most companies during the recruitment stages. "We often know more about an order we made at Amazon than about what happened to our job application".

During the afternoon, participants registered in the **Transformation Lab with Jeanne Meister** were able to move from theory to practice. Inspired by the award-winning book "The Future Workplace Experience: 10 Rules for Mastering Disruption in Recruiting and Engaging Employees", the Transformation Lab helped the several teams map out their strategy for creating the work environment of the future through the use of Employee Personas and the identification of the concrete measures to be implemented within each of the organizations present.

This year's edition of the Business Transformation Summit also featured a panel of L&D professionals, both Portuguese and international, who used their own useful learner experience in the organizations they have worked to inspire high performance in the audience, in such diverse areas as talent management, leadership, marketing or digital learning. Among the guests were Sergei Polianski and Anna Kerechashvili of Japan Tobacco International; Christoph Williams of Sony Europe; Sérgio Carvalho of Fidelidade; and Patrick Galiano of the CEGOS Group.



How to create effective execution in just 4 steps

In the afternoon, the co-author of "The 4 Disciplines of Execution" and one of the world's most sought-after speakers took the stage. Chris McChesney made use of all his

experience acquired from Franklin Covey and the numerous organizations he worked with, including Shaw Industries, Kroger Supermarkets, Coca-Cola, Home Depot or Northrop Grumman to show how companies can achieve better results through improved execution of their strategies.

The 4 Execution Disciplines are based on a simple, proven formula that builds on a set of practices tested and optimized by hundreds of organizations and thousands of teams in the last few years. That's because, with routine day-to-day tasks, predefined strategic objectives, lack of planning and prioritization skills, and emergency plans that need to be activated, it becomes difficult to execute truly critical, and therefore more important, goals for organizations. However, "the ability to create focus within an organization is a rare but essential component to business success", concludes McChesney.



"Cultures can be very different, but as people we are very similar "

To create a Culture of Execution, Chris McChesney suggests the implementation of 4 disciplines that can institutionalize a common approach for all teams. The first discipline is the focus on the wildly important since exceptional execution starts with clearly identifying what must be done, or nothing else you achieve really matters much. The second discipline acts on the lead measures. Why? Because 20% of activities produce 80% of the results and they must be identified, codified into individual actions and their progress monitored.

The third discipline is based on keeping a compelling scoreboard, as people and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win. The fourth and final discipline recommends creating a cadence of accountability, since "organizations will have better performers in cultures where co-responsibility is established". Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate performance-management system.

Full of vibrant energy, Chris McChesney also shared with the audience that it's not enough to teach the 4 Disciplines to managers, we need to teach them to transfer these disciplines to their own teams. Only then everyone within the organization will be able to achieve exponential results.



Ricardo Martins, Managing Partner

of CEGOC, highlighted the importance of events such as the Business Transformation Summit, given the speed with which companies, managers and their business models are impacted by the ongoing digital revolution. This year's theme was the Experience Economy, a concept created by Joseph Pine and James Gilmore at Harvard University in the late 1990s, and reinforces the power of

experiences in the consumer's memory – dining at a restaurant, traveling by plane or visiting a supermarket need to be extraordinary experiences that gain the consumers loyalty, making them feel more than satisfied and special – truly unique. Here, the contribution of the new technologies is fundamental, because "goods and services are not enough for today's economy and of course, the internet is increasingly turning transactions for goods and services into a virtual commodity pit". Services are increasingly automated, and the interaction of people with people has given way to the interaction of people with artificial intelligence mechanisms that challenge not only consumer experience and brands, but also how we recruit, work and lead teams and organizations", as the various guest speakers have shown. For the 2019 edition, Ricardo Martins added that the theme of the next Business Transformation Summit will focus on Acceleration, taking into account that "one of the greatest challenges of companies in the digital era, whether they are start-ups or organizations founded in the last century, is their ability to deliver custom-centered solutions based on unique and competitive experiences, being able, simultaneously, to keep pace with new technologies, accelerating their execution in the digital context".