



Because it matters

# 擁抱數位轉型及創新 驅動企業成功變革

Joshua Tzeng

BenQ Guru  
2020/09/29

# Agenda

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1. The digital transformation imperative
2. How to implement digital transformation
3. What comes after digital transformation

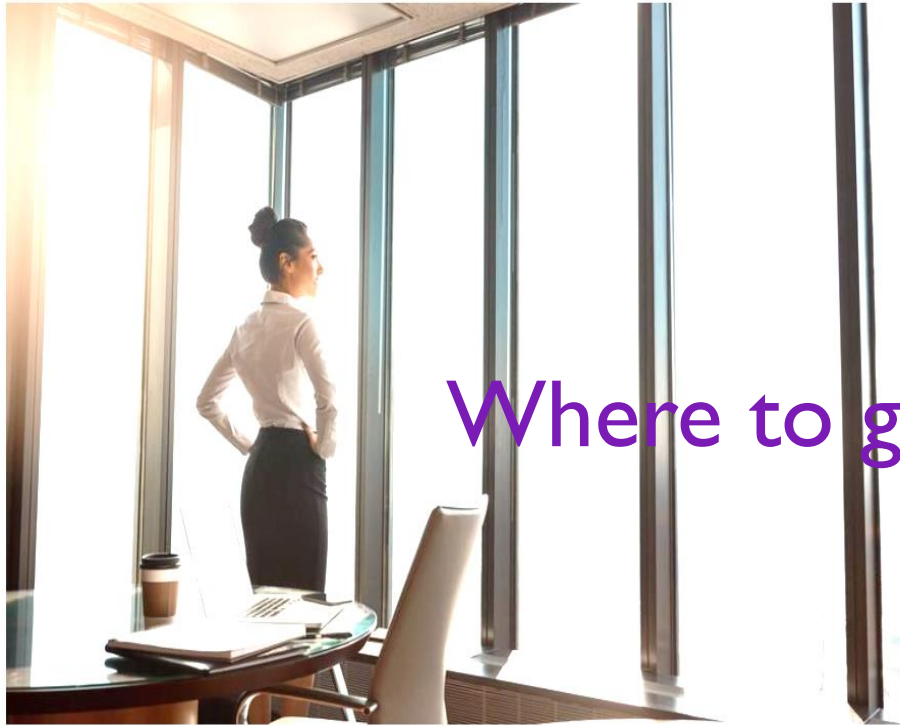
# The Digital Transformation Imperative

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1. 商業世界正在迅速變化,您的下一個競爭對手,可能隨時隨地來自任何地方
2. 在這種環境下,成功取決於**企業的敏捷性**,為任何事情做好準備,
3. 您也必須抓住機會脫穎而出,並克服來自競爭者、**消費者的不斷改變的期望**,以及**應用與導入技術等過程中的障礙**
4. 所有這些,您也不能忽視**內部組織的現狀、時間與預算的壓力**

Source: <https://magento.com/resources/digital-transformation-imperative>

# Say Yes to Digital Transformation, then ?



Where to go and How ? ?

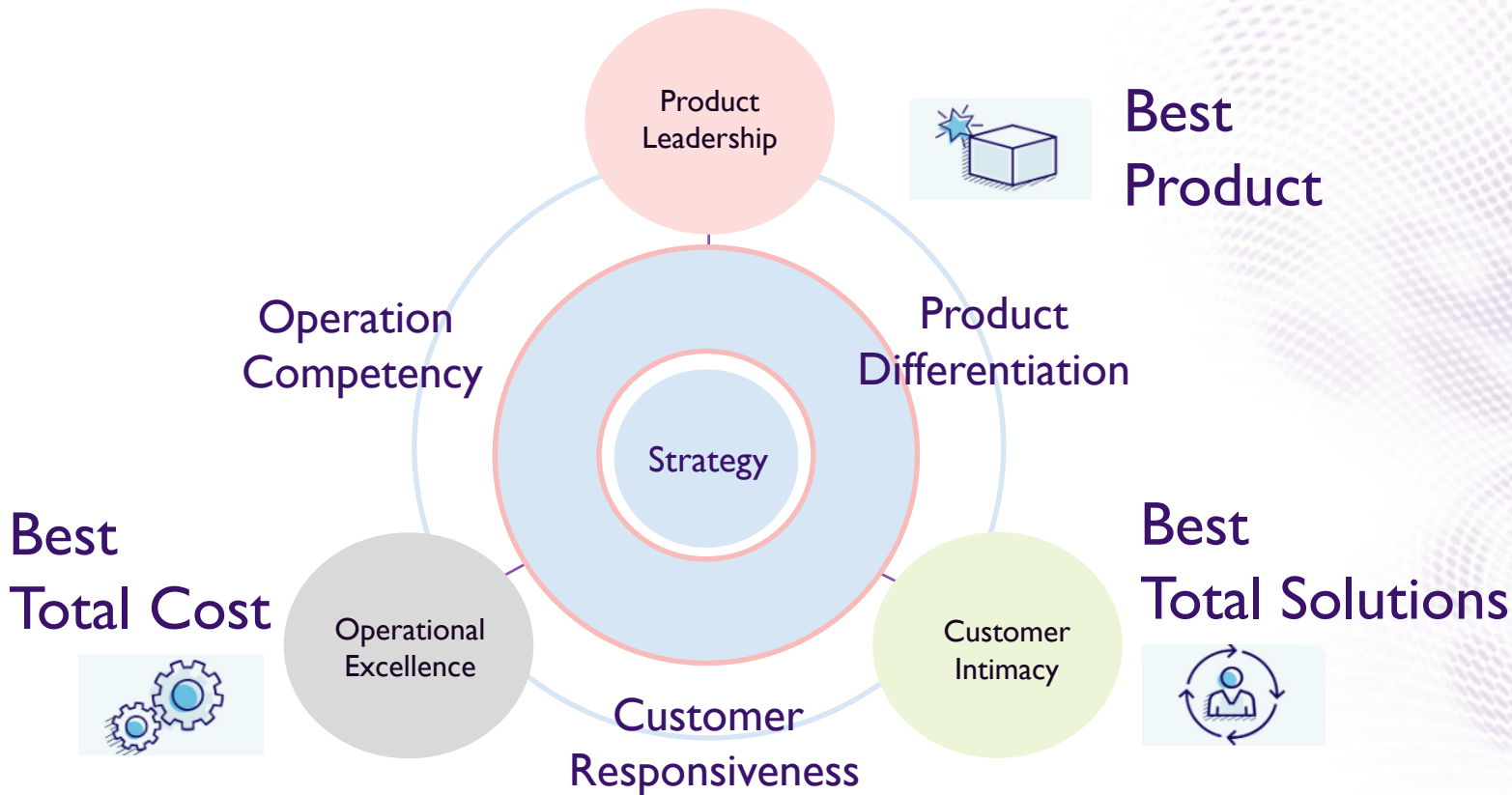
Photo: GETTY



Photo: <https://unsplash.com/photos/LJ9KY8pIH3E>

## Industrial Enterprise/Solutions Provider/Government/Healthcare...

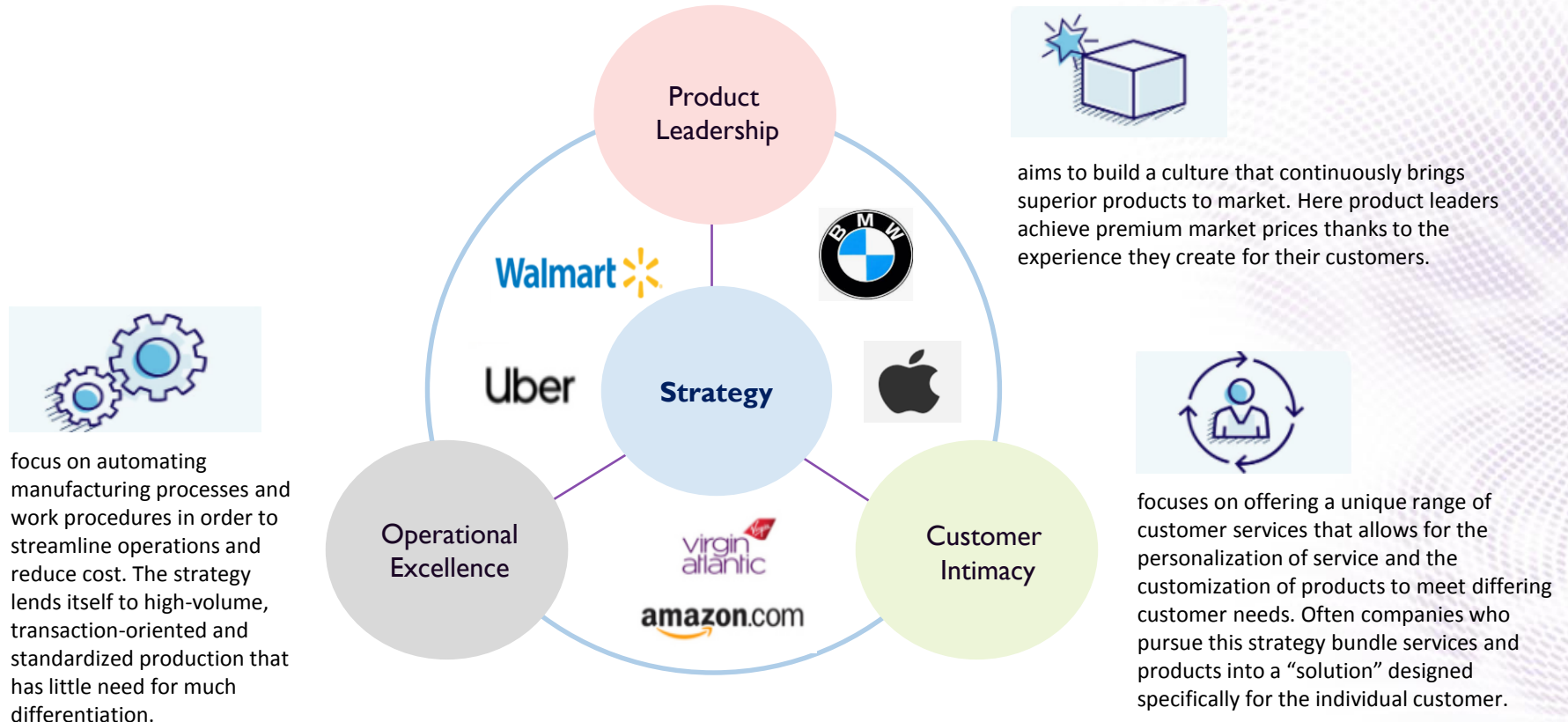
# Corporate Strategy: Value Discipline Model



Value Disciplines Model by **Michael Treacy and Fred Wiersema**



# Corporate Strategy :Value Discipline Model

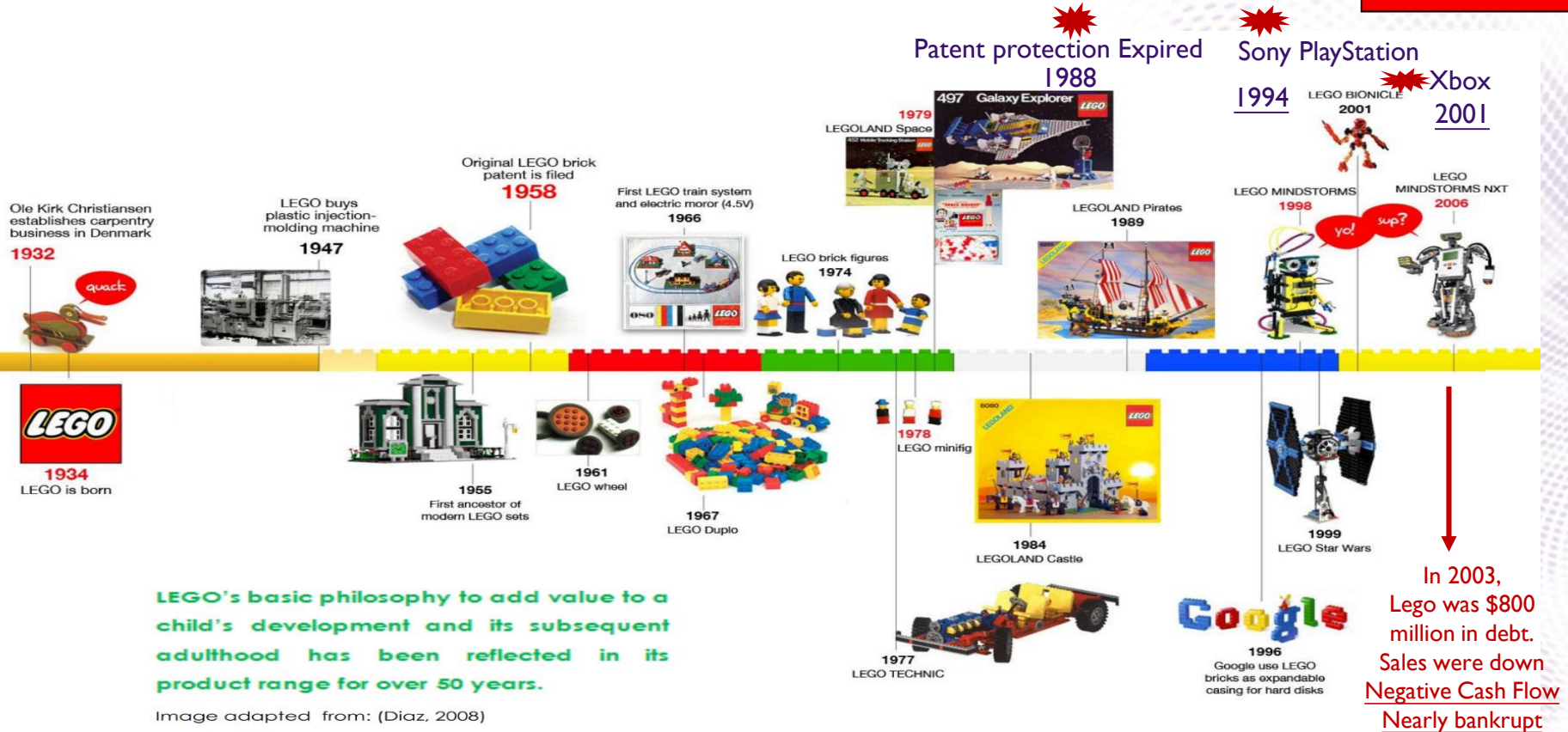


Value Disciplines Model by **Michael Treacy and Fred Wiersema**

Cases Study for LEGO 

Digital Transformation & Digital Innovation

# Digital Transformation, LEGO's Journey







# Went From Nearly Bankrupt... to the Most Powerful Brand in the World

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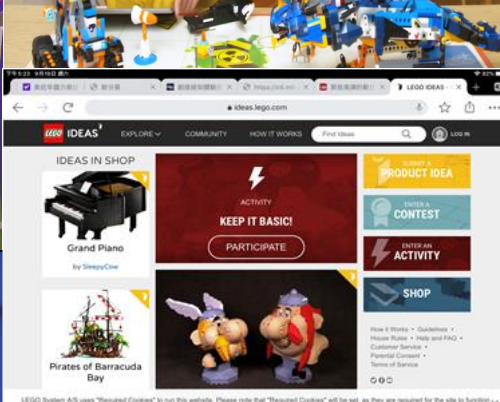
Just over a decade later, in 2015, Lego had miraculously become the world's most powerful brand, boasting profits of **\$600 million** USD.

1.They Regained Their Focus.

2.They Found New Markets to Dominate.

-- With everything going **digital**, Lego had to find a way to adapt.

3.They Got to Really Know Their Audience.



Former CEO 2004-16  
Jørgen Vig Knudstorp



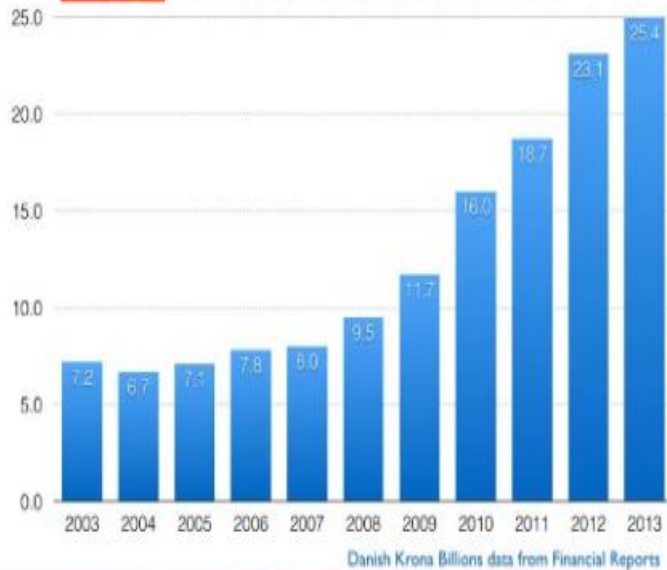
CEO 2017-Present  
Niels B. Christiansen



# LEGO's Case Study Report



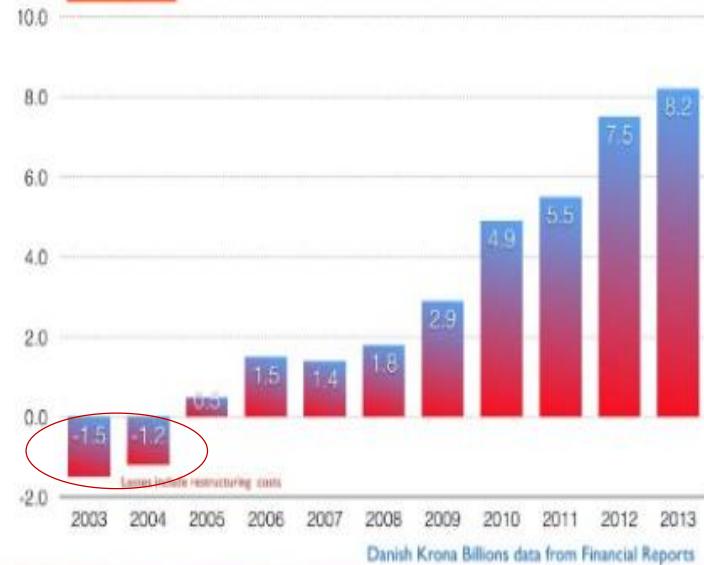
Sales Revenue 1993~2013



The LEGO case study from Dimensions of Strategy : John Ashcroft and Company 2014



Profit before tax 1993~2013



The LEGO case study from Dimensions of Strategy : John Ashcroft and Company 2014

# LEGO's Case Study Report



## Shared vision as a 3 phased, 7yrs plan

creating the future business platform through business transformation

2004 - 2005

2005 - 2008

2009 +

Manage for Cash

Manage for Profit

Manage for Growth

Survival

Establish Core

Organic Growth

Turnaround

Transformation

Revitalisation

Stabilize the company

Build Defensible core

Growth

The LEGO case study from Dimensions of Strategy : John Ashcroft and Company 2014



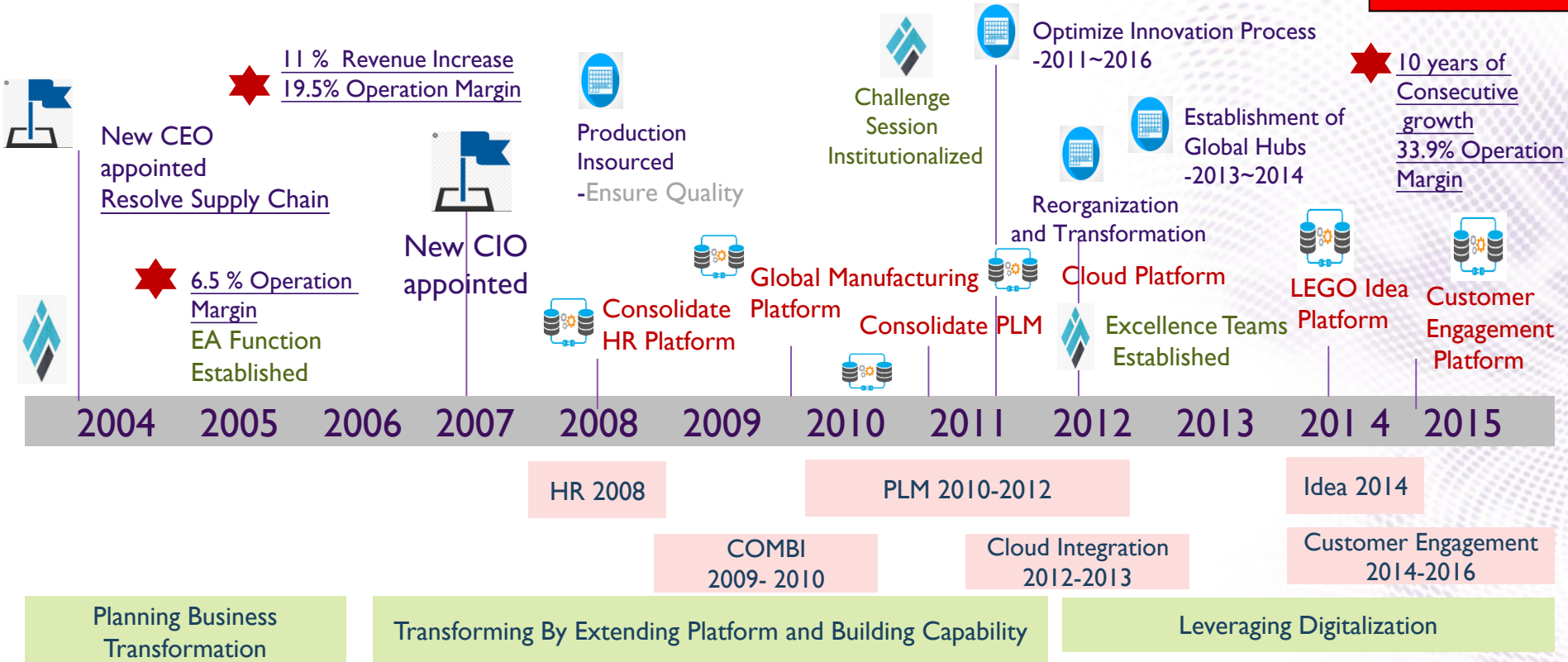
## The Golden Cross

"When Gross Margin exceeds overhead ratios"



The LEGO case study from Dimensions of Strategy : John Ashcroft and Company 2014

# Digital Transformation, LEGO's Journey



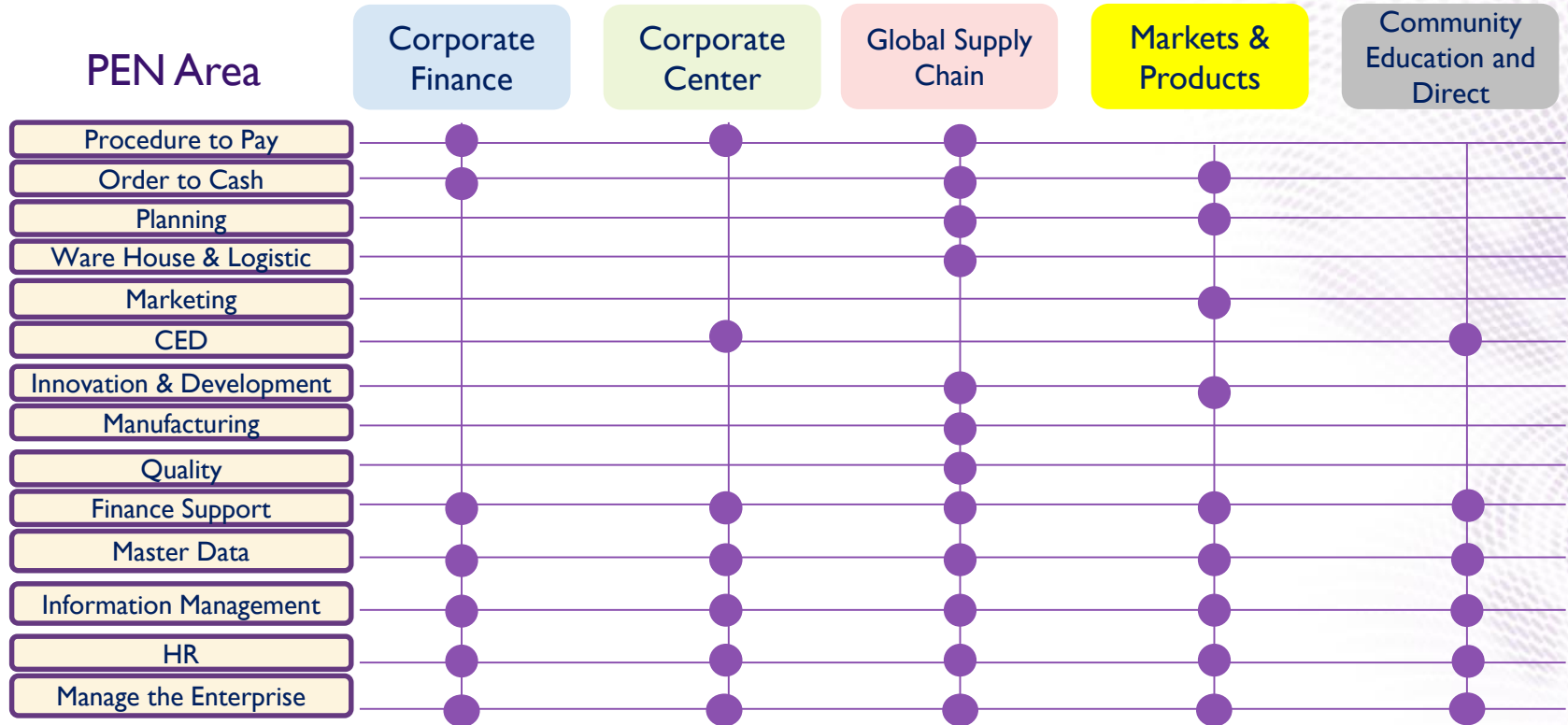
Source: [https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT\\_CISRwp407\\_TheLEGOGroup\\_AndersenRoss\\_0.pdf](https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT_CISRwp407_TheLEGOGroup_AndersenRoss_0.pdf)



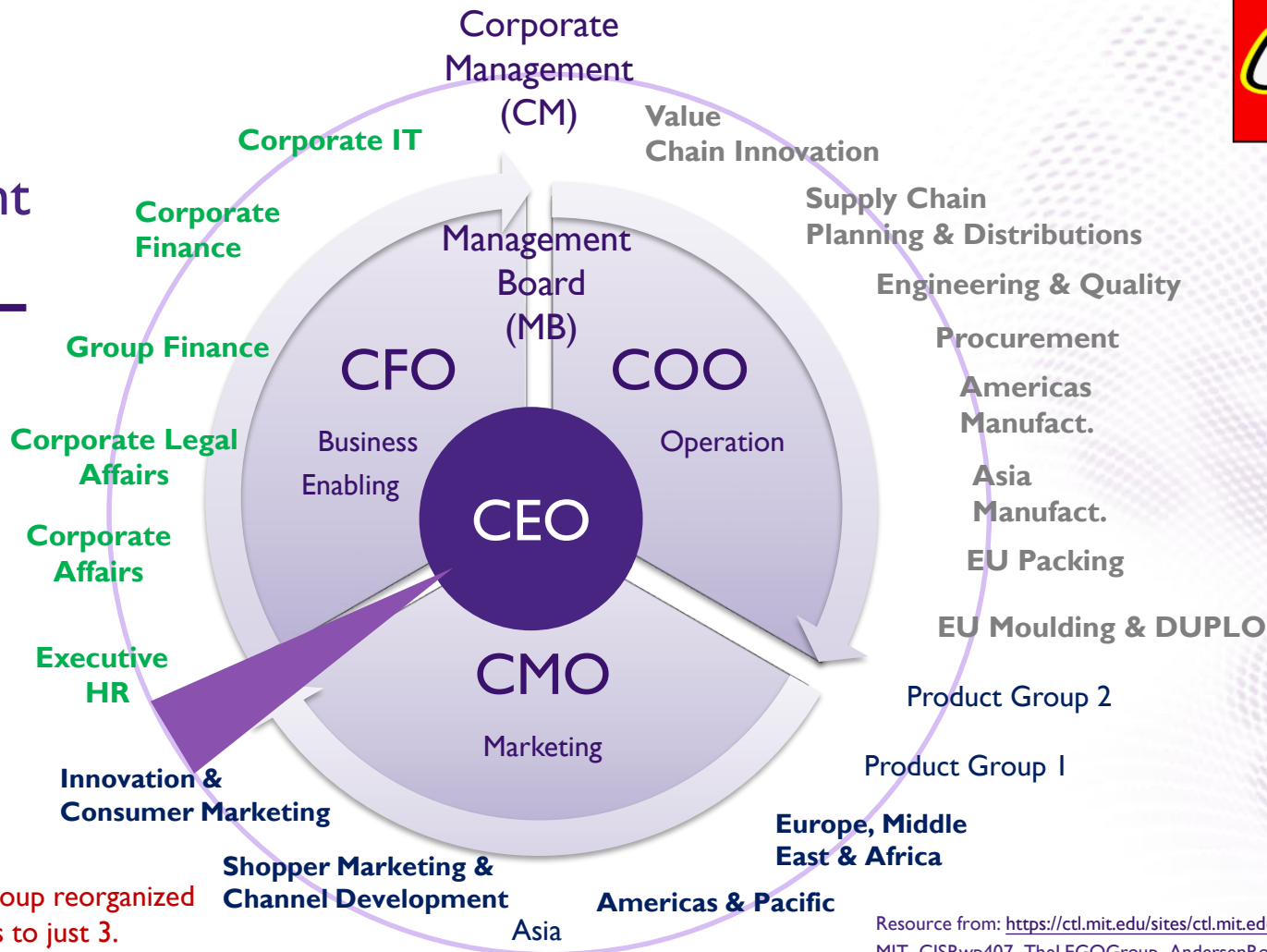
# LEGO Process Expert Network(PEN)



To ensure the creation of end-to-end global process



# LEGO Group Management Structure



Over time, LEGO Group reorganized from 5 business areas to just 3.

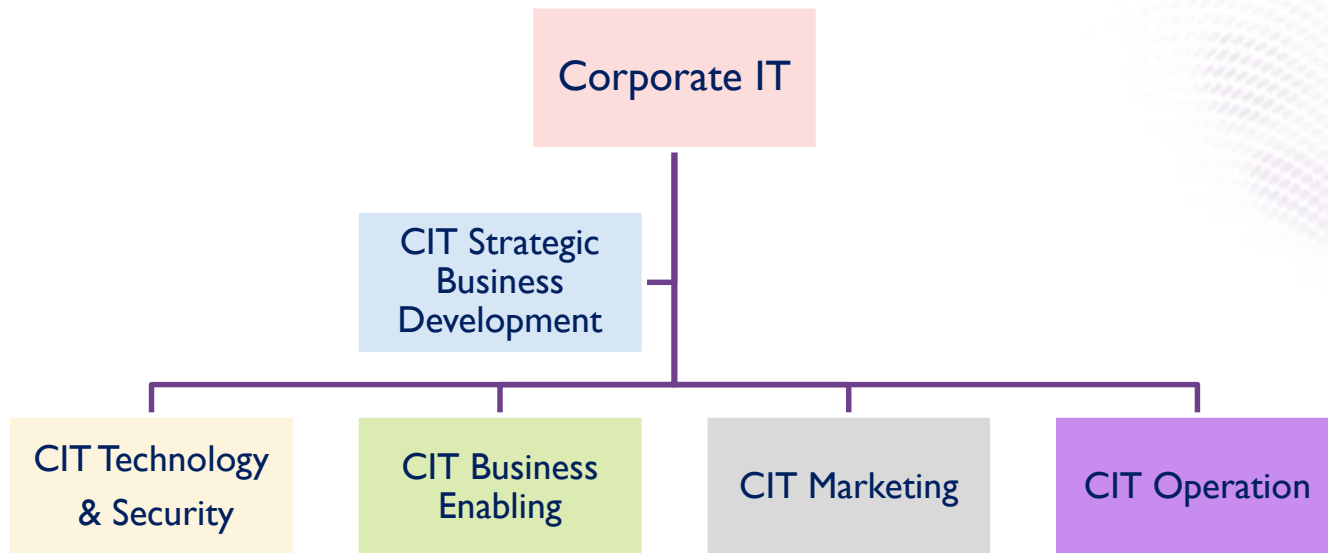
Confidential. © BenQ Corporation, all rights reserved.

Resource from: [https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT\\_CISRwp407\\_TheLEGOGroup\\_AndersenRoss\\_0.pdf](https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT_CISRwp407_TheLEGOGroup_AndersenRoss_0.pdf)

# CIO Focus on Value Added to Business



IT leader look beyond IT efficiencies and focus on the value added to the business. Instead of deep, functional experts in narrow areas, CIO organized IT to align with the business verticals of Marketing, Operations, and Business Enabling.



- Enterprise architects, business relationship manager, project manager and solutions developers are assigned to one of those domains.

# LEGO's IT Strategy and Focus Area



Corporate IT can design, build and run the LEGO Enterprise Platform as a scalable, adaptable and coherent asset.



Center for Information System Research, Sloan School of Management, MIT, 2016

Source: [https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT\\_CISRwp407\\_TheLEGOGROUP\\_AndersenRoss\\_0.pdf](https://ctl.mit.edu/sites/ctl.mit.edu/files/attachments/MIT_CISRwp407_TheLEGOGROUP_AndersenRoss_0.pdf)

# LEGO Group double-digit growth in 1H 2020



1. Consumer sales grew **14** percent in 1H 2020 compared with 1H 2019.
2. Revenue grew 7 percent to DKK 15.7 billion compared with the same period in 2019.
3. Operating profit grew **11** percent to DKK 3.9 billion, while investing in significant long-term growth initiatives.
4. Free cash flow strong at DKK **4.1** billion.





# Cases Study for Teladoc



## --Digital Transformation & Digital Innovation--

# Virtual Care - USA



Teladoc  
HEALTH

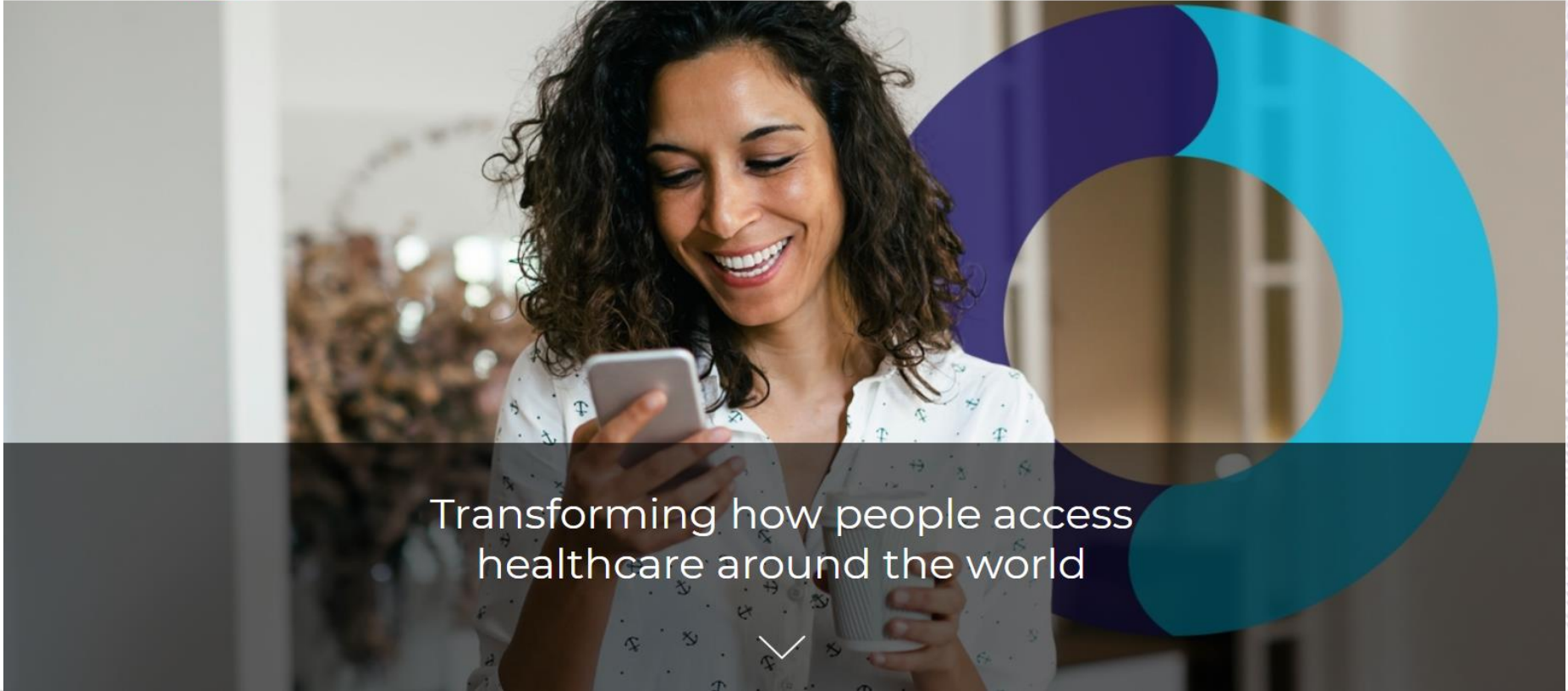
[WHAT WE DO](#)

[WHO WE SERVE](#)

[ABOUT US](#)

[CONTACT US](#)

[USA ▼](#)

A woman with dark, curly hair is smiling and looking down at a white smartphone she is holding in her right hand. She is wearing a white shirt with a small anchor pattern. In her left hand, she holds a white cup. The background is a blurred indoor setting. A large, stylized graphic of two overlapping circles, one purple and one teal, is positioned on the right side of the image. A dark grey horizontal bar is at the bottom, containing the text "Transforming how people access healthcare around the world" and a white downward-pointing chevron icon.

Transforming how people access  
healthcare around the world

# About Teladoc



Teladoc Health, Inc., formerly referred to as Teladoc, Inc. and Teladoc Medical Services, is a multinational [telemedicine](#) and [virtual healthcare](#) company based in the [United States](#). Primary services include telehealth, medical opinions, [AI](#) and analytics, and licensable platform services.

Market Capital: 17 Billion USD

Case in point: Teladoc, one of nation's top telehealth providers, saw its first-quarter 2020 revenue jump **41%** to \$181 million year over year.

The company also is projecting total virtual visits in 2020 to reach between 8 million and 9 million, which would **double** the 4.1 million virtual visits the company provided in 2019.

**We're here  
to help.**

See how →

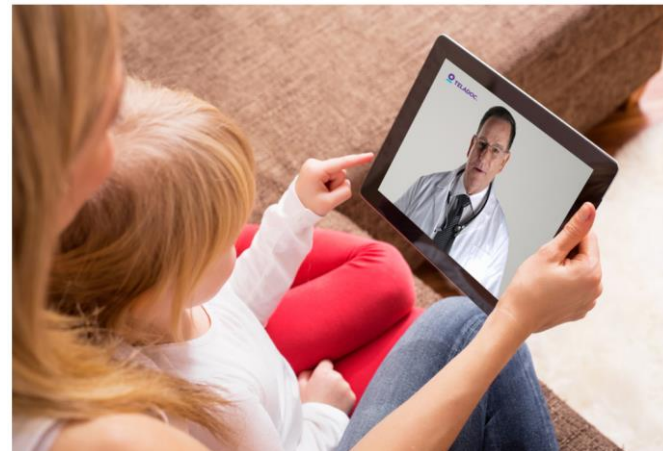
[Everyday Care](#)

[Children & Family](#)

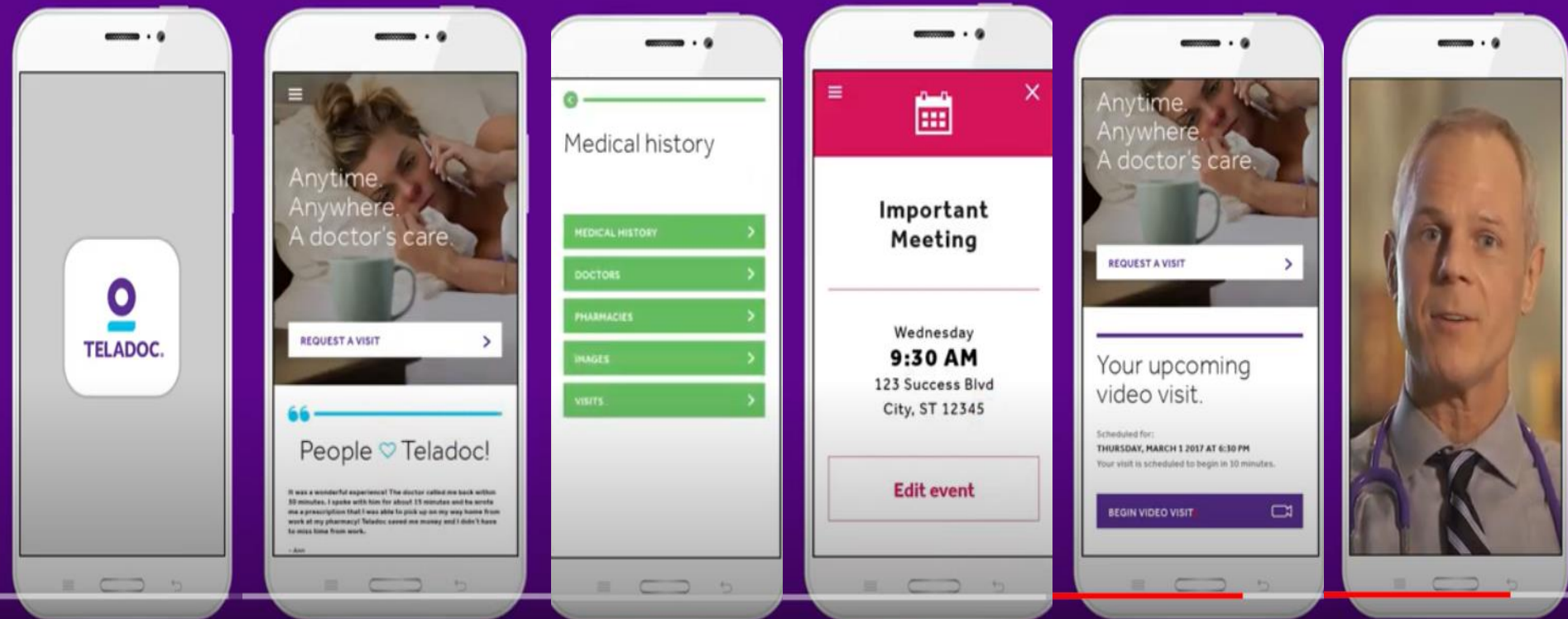
[Mental Health](#)

[Medical Experts](#)

[Wellness & Prevention](#)

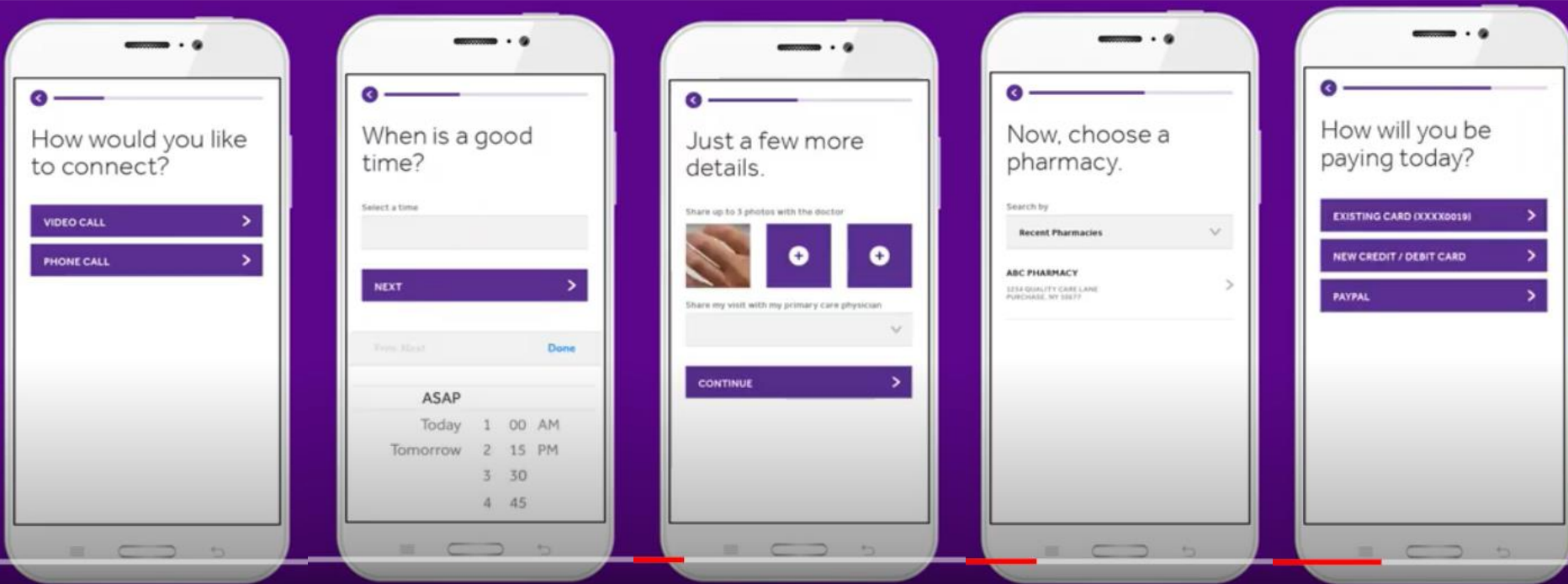


# Teladoc Virtual Care-I





# Teladoc Virtual Care-II





# At Home : Healthcare



## Connection with hospital

On-Line Medical Service

Medicine Control

Pre-Registration

# Teladoc Health is the global virtual care leader



**TDOC**

publicly-traded on NYSE

**+2,400**

employees worldwide

**+450**

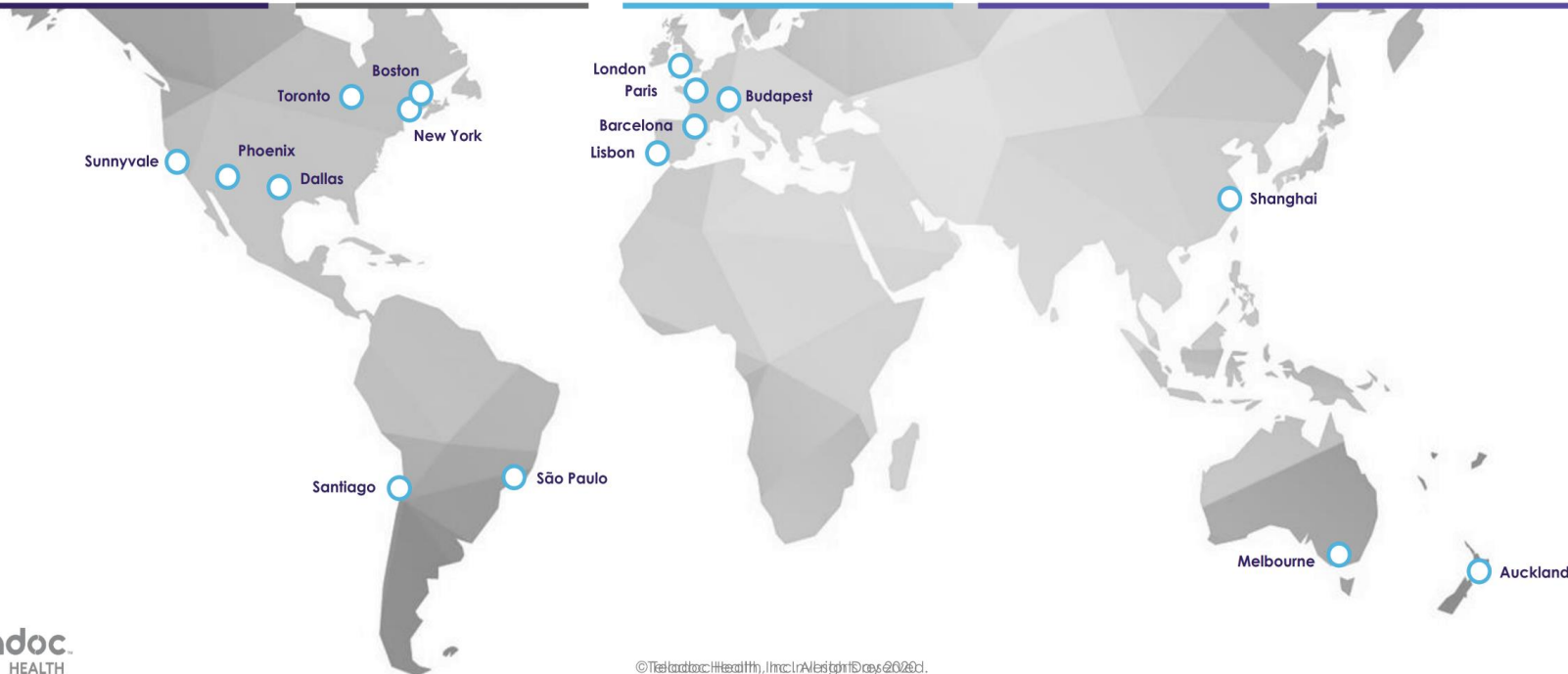
medical sub-specialties

**+40**

languages spoken

**+50,000**

clinicians globally

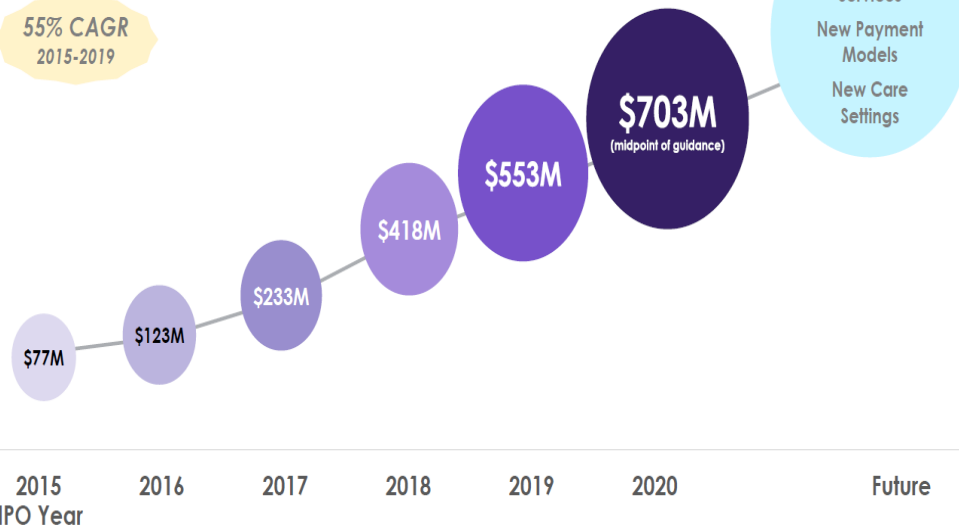


# Continued Growth, Teladoc

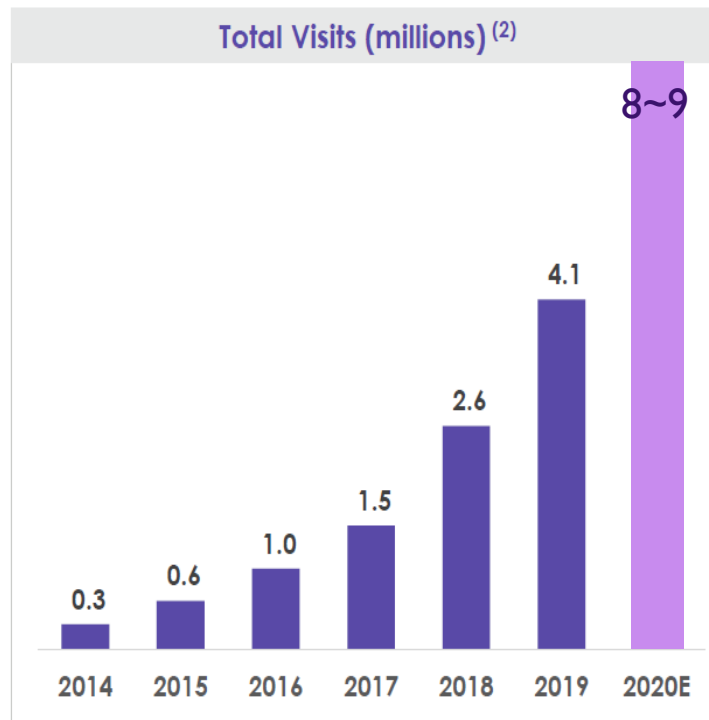


## Annual Revenue

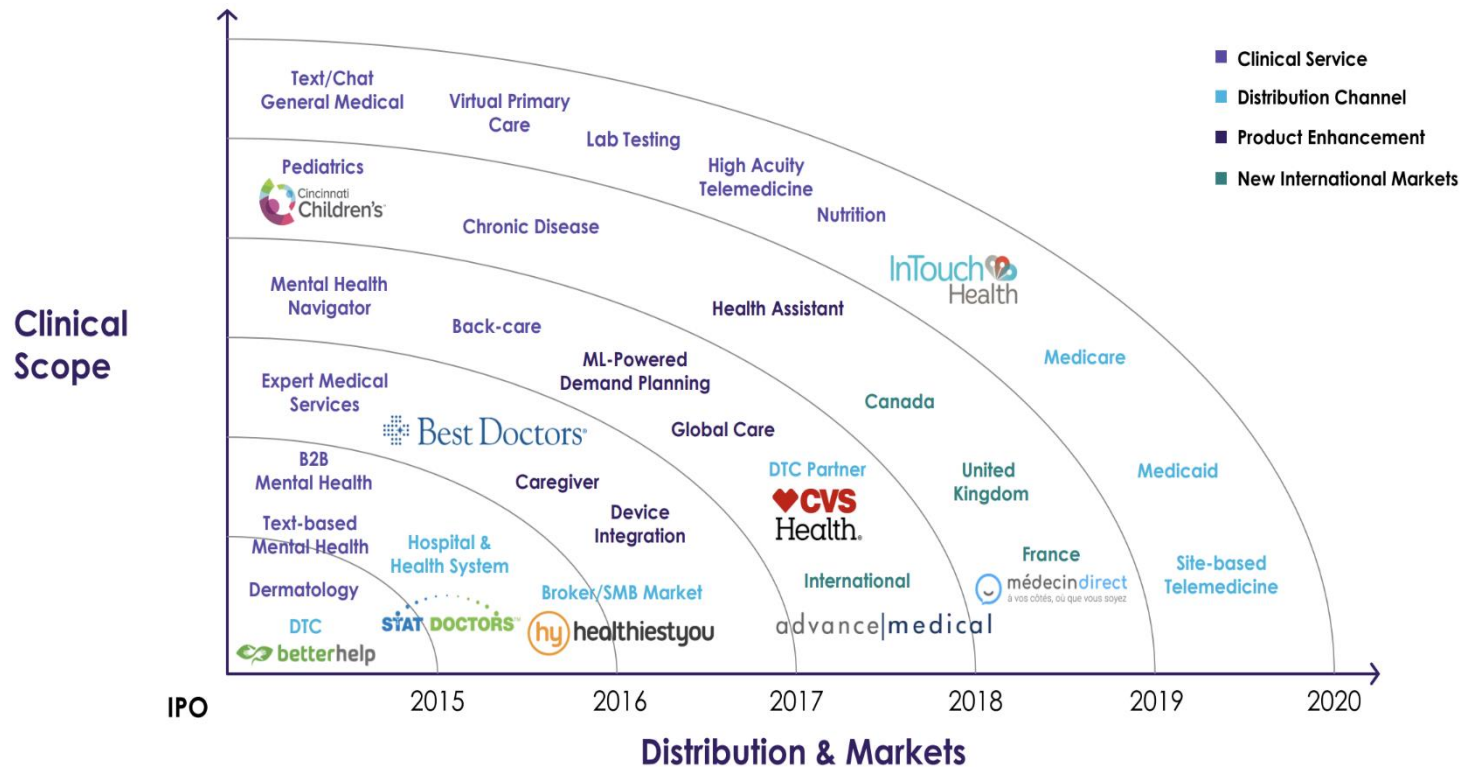
55% CAGR  
2015-2019



## Total Visits (millions) <sup>(2)</sup>



# Execution of strategic vision since IPO



# How to implement digital transformation



# Top 21 Digital Transformation Strategies-I

1. Leverage effective digital technologies that people really want

2. Improve cybersecurity of E-commerce systems & financial technologies

3. Increase budget for research and development of digital transformation systems

4. Hire competitive talents that will fit the current

5. Develop user-friendly digital systems

6. Use data analytics to improve current digital systems implemented by Businesses

7. Convince members of the business organization to be open to digital transformation

8. Create integrative digital solutions that can be connected with other digital systems

9. Create company policies that encourage digital transformation

10. Form a research & development team for digital transformation

# Top 21 Digital Transformation Strategies-II

11. Attend seminars & conferences related to digital transformation

12. Seek advice from businesses that have successfully implemented digital transformation

13. Move away from legacy technologies and embrace digital transformation

14. Train employees properly on how to use digital transformation technologies

15. Improve the ability to adapt quickly to new digital business technologies

16. Develop the ability to diagnose and conceptualize digital transformation strategies

17. Maintain 2 separate parallel systems when experimenting on digital transformation

18. Be flexible as a leader in order to get support from employees

19. Keep communication lines open between IT & other departments

20. Accommodate the needs of customers and clients when creating digital strategies systems

21. Choose digital transformation solution vendors wisely

# Why digital transformations fail: 3 exhausting reasons

A whopping 73 percent of enterprises failed to provide any business value whatsoever from their digital transformation efforts, according to an Everest Group study last year. Furthermore, 78 percent failed to meet their business objectives.

1. Lack of up-front commitment
2. Failing to take an iterative sprint approach
3. Taking a technology-first approach



# The State of AI-Driven Digital Transformation

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1. **Study by Infosys** found that 98 percent of respondents who had leveraged AI for their digital transformation reported :
  - helped generate additional revenue for their organizations.
  - machine learning has had the biggest impact by drastically reducing the average time spent on day-to-day activities and improving decision making while minimizing room for errors.
2. **Study by Forrester,**
  - 71 percent of respondents reported - AI can improve business efficiency
  - 59 percent said that it can improve scalability. In addition,
  - 55 percent of respondents said AI can help predict customer behavior, leading to the development of improved products and services.

Source: <https://knowledge.insead.edu/blog/insead-blog/the-state-of-ai-driven-digital-transformation-14921>

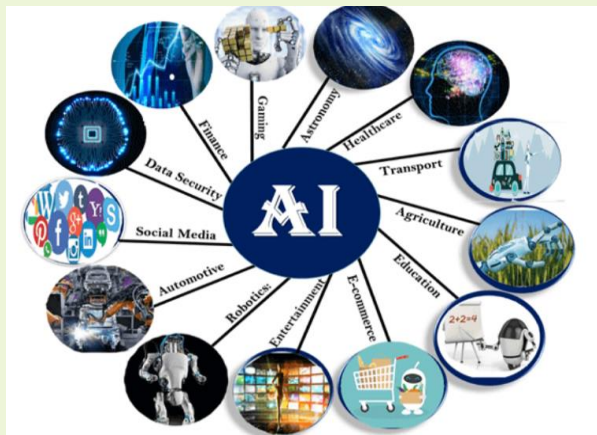


# AI產業化 vs. 產業AI化 推動AI產業化，進而幫助所有產業AI化



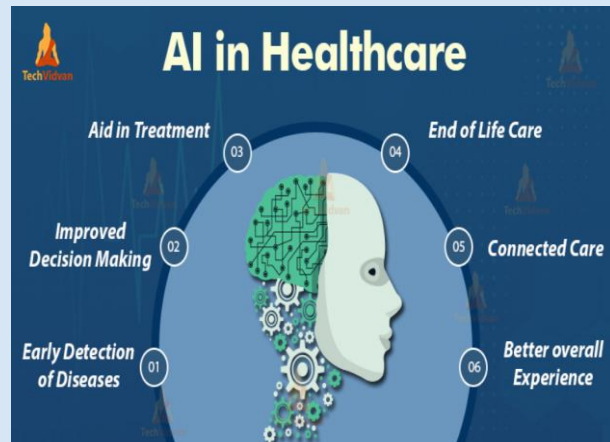
## AI產業化

AI 技術/應用提供與產業公司使用



## 產業AI化

從產業創新的實務需求出發  
發展行業, 專業領域應用



Industrial Enterprise/Solutions Provider/Government/Healthcare...

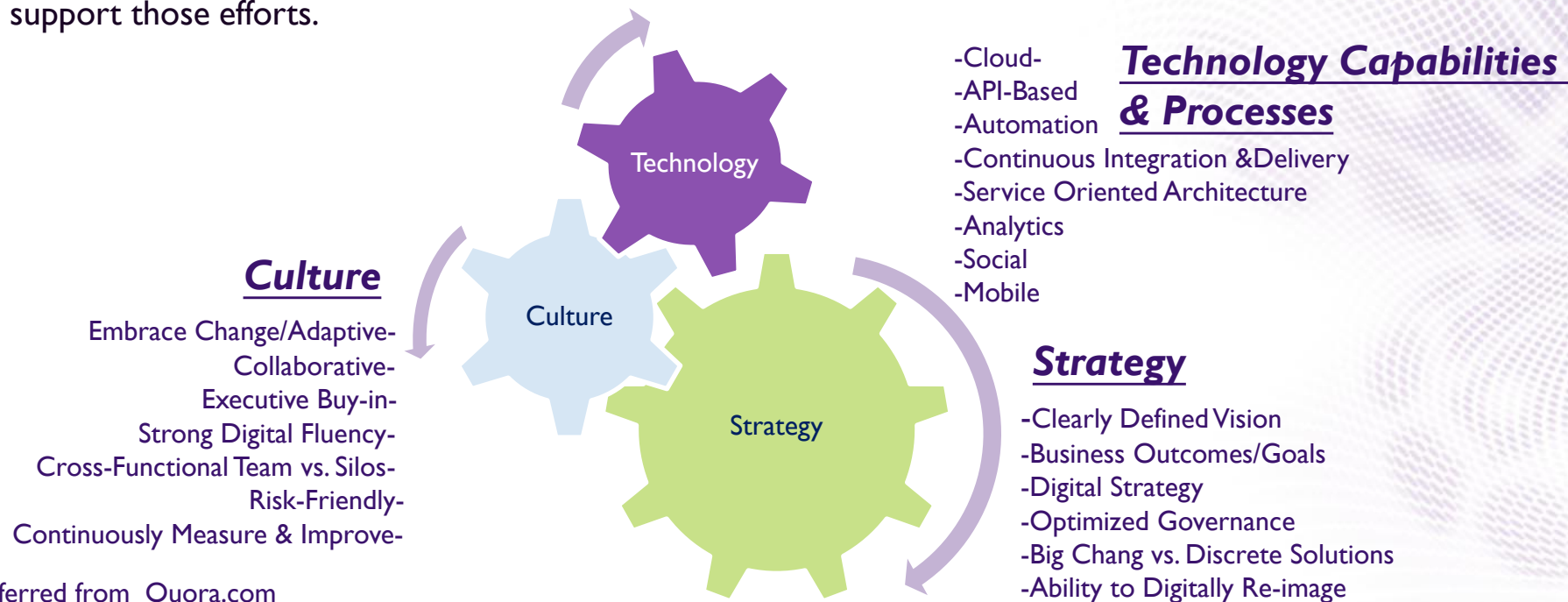
<https://www.javatpoint.com/application-of-ai>

<https://techvidvan.com/tutorials/top-8-applications-of-artificial-intelligence-in-healthcare/>

What comes after  
digital transformation...

# Digital Transformation vs. Business Transformation

**Business Transformation** is about the cultural shift, and the underpinning **business** processes that are driven by the changing demands of the market. ... **Business transformation** should focus on the **business** and go-to-market models. Whereas, **digital transformations** focus on the technologies that support those efforts.



Referred from Quora.com

# Digital Transformation is a Journey not a Destination



Forward-looking companies recognize digital transformation isn't the end game. And technology isn't the sole means of achieving transformation. There's a new era of automation on the horizon where human intelligence, technology and systems will work in harmony.

The autonomous enterprise will drive the next wave of business transformation, and we're just getting started.







Because it matters