BRANDi GOOD TO GREAT | Story Well Told, Action Well Done.SM

25th Anniversary IOD Thai Institute of Directors

Systematic Transformation for Future-ready Organizations

Piyachart (Arm) Isarabhakdee

CEO, BRANDi and Companies
Chairman, BRANDi Institute of Systematic Transformation (BiOST)
Fellow, Global Future Council, World Economic Forum
Qualified Director, Office of Knowledge Management and Development
Director, Marketing Association of Thailand

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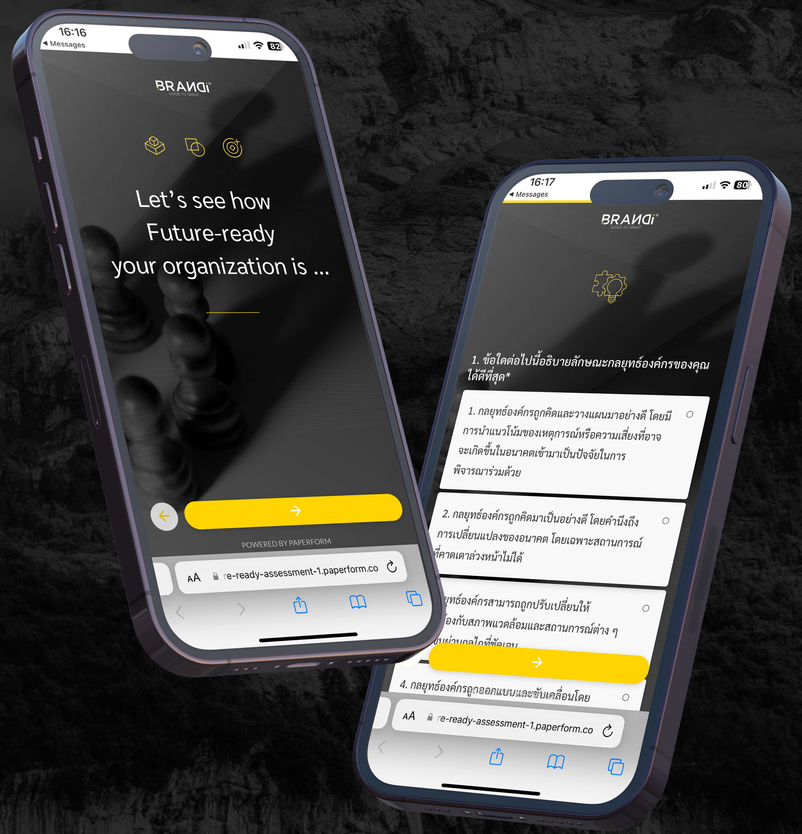
Before we begin, let's see how Future-ready your organization is!



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“Only the Paranoid Survive”

— *Andy Grove*
Founder of Intel

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Pas(t)s to the Future

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WE HAVE 4 PARTS TO COVER

PART **1**

Future
Landscape

PART **2**

Future
Portfolio

PART **3**

Future
Capital

PART **4**

Future
Transformation

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1 Future *Landscape*

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Pas(t)s

Fail to Understand/Pay Attention to *Ecosystem Shifts* and Their *Relationships*

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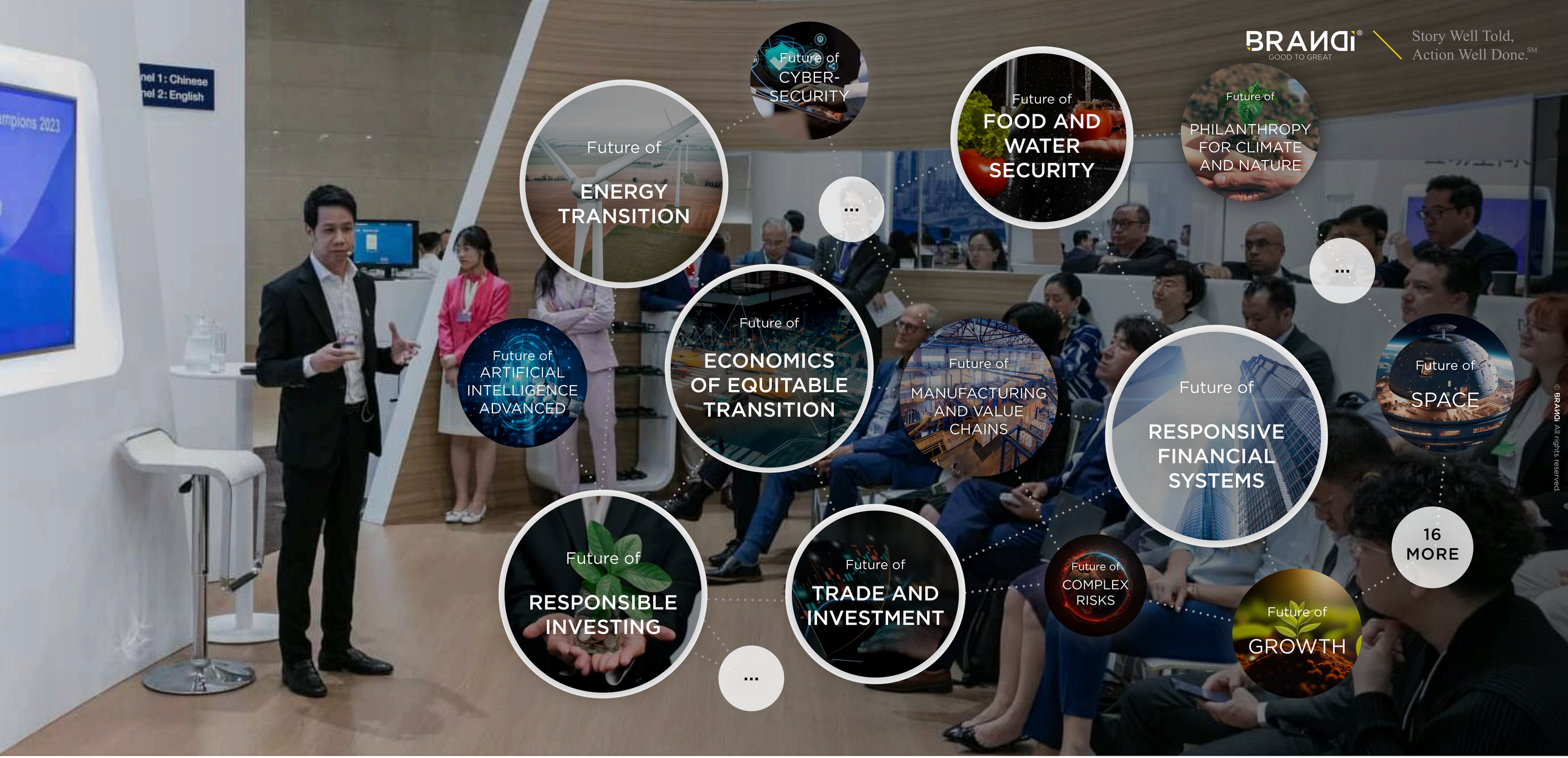

Global Future Councils | World Economic Forum

THE NETWORK CONVENES **AROUND 600** OF THE MOST RELEVANT AND KNOWLEDGEABLE **THOUGHT LEADERS** FROM SEVERAL **QUINTESSENTIAL COALITIONS**

(Academia, Government, International Organizations, Business, and Civil Society)

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GIVING RISE TO THE NEW FUTURE LANDSCAPE, THE NEW **W**ORLD **W**IDE **W**AVE(S)

New World Wide Wave(s)

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World Wide Web

Digital Society

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WORLD WIDE *WEB* - DIGITAL OVER PHYSICAL WORLD

The Average Amount of Time Spent by Internet Users Aged 16 - 64

Source: Meltwater, TechCrunch

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World Wide Well-being

Preventive Healthcare

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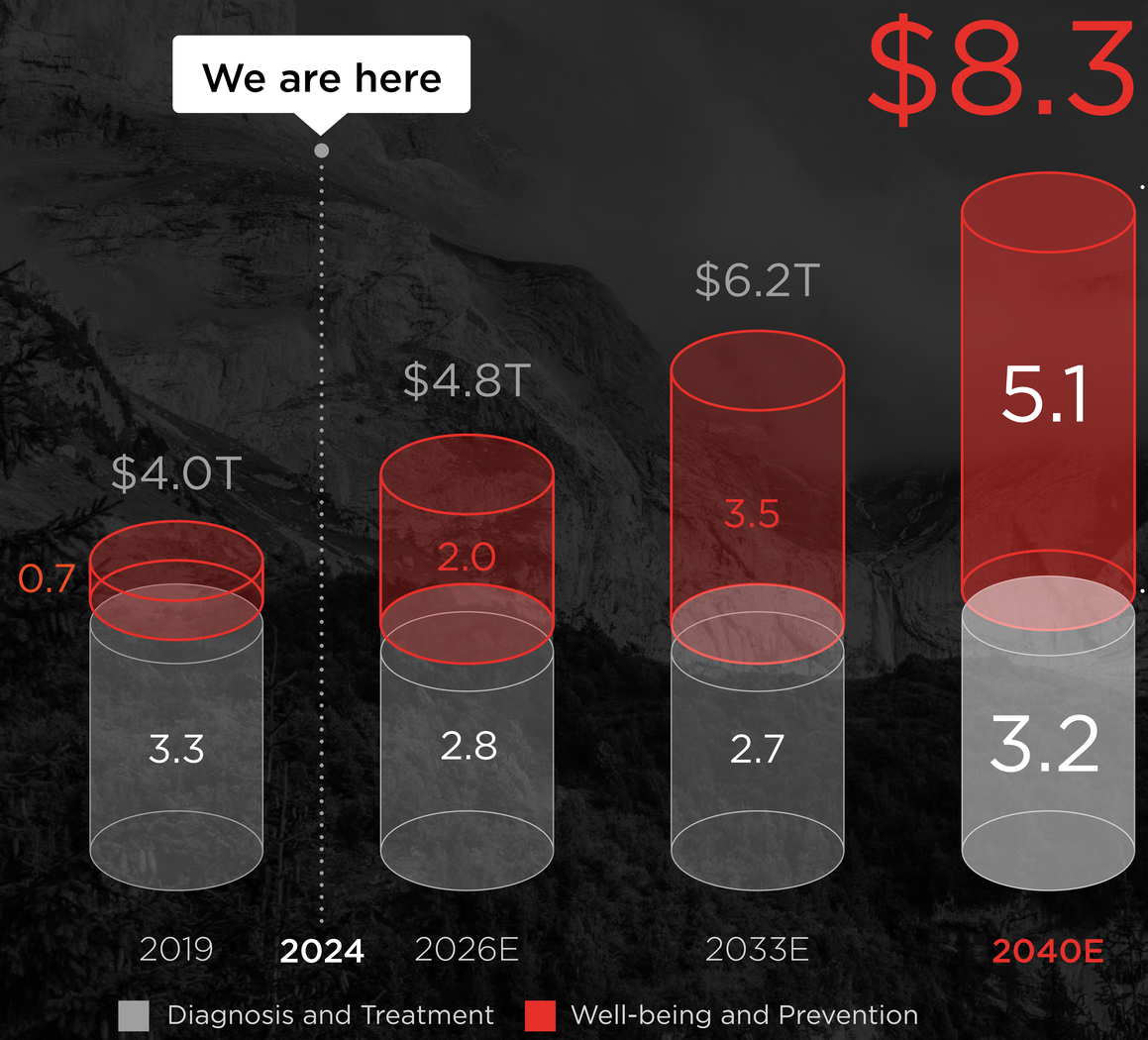
WORLD WIDE *WELL-BEING* - PREVENTIVE BEFORE CURATIVE HEALTHCARE



By 2040,

2/3

of health care spendings will likely be on **well-being** and **early detection of diseases**

Well-being and Prevention

- Health Wearable Device
- Health Application
- Preventive Medicine
- Vaccine
- Health Education
- Health and Fitness Club
- Health & Wellness Food

Diagnosis and Treatment

- Physical illness
- Mental illness

Source: Centers for Medicare & Medicaid Services (CMS) Office of the Actuary

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World Wide Wealth

Wealth Distribution

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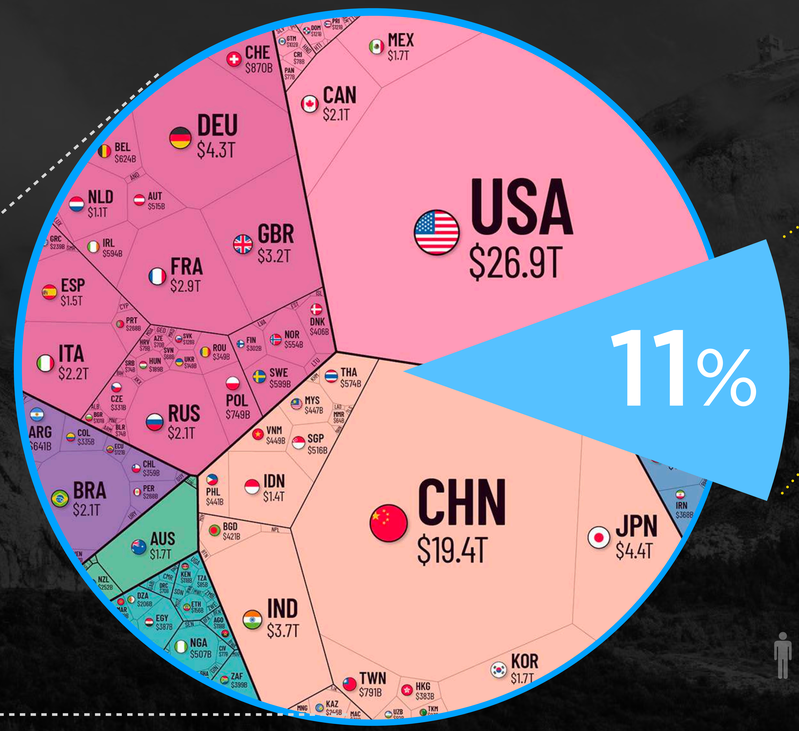
WORLD WIDE *WEALTH* - WEALTH CREATION WITHOUT DISTRIBUTION

World Map of GDP



11%

200 Years

1820

$1.2 Trillion

2023

$105 Trillion

belongs to only

0.01%

of the Global Population

10,000

= 51

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Source: IMF, World Inequality Database

World Wide Waste

Unwanted Status

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WORLD WIDE *WASTE* - THROW AWAY MORE THAN UTILIZE

Use

50%

Sourcing

50%

20%

Manufacturing

80%

1%

Consuming

99%

Within 6 months

Waste

1.7B+

Labor Forces

will need reskilling by 2025, as adoption of technology increases

77.6B+ TeraBytes

of Industrial Data

remain unused in a Year

2.12B+ Tons

of Waste

were dumped on the Planet in a Year

Source: TheWorldCounts, ExplodingTopics, WorldEconomicForum, TheWorldBank

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WORLD WIDE *WAR* - NOT GLOBALIZATION, BUT "SLOWBALIZATION"

Political War

Cost to **recover and rebuild** for Ukraine from the war with Russia

$411 Billion

Trade War

A Chinese blockade against Taiwan would cause a **drop** in **global economic output** by

$2.7 Trillion

Climate War

The economic **costs of climate change** in developing countries will reach between

$290-$580 Billion

annually by 2030

Cyber War

The impact of **financial fraud** is staggering, costing the global economy an estimated

$3.7 Trillion

each year

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Source: EconomicTimes, Federal Reserves, Forbes, IMF, NASA's Goddard Institute for Space Studies, World Inequality Index, The Straits Times, Aljazeera

World Wide Wish

Intelligence as a Service

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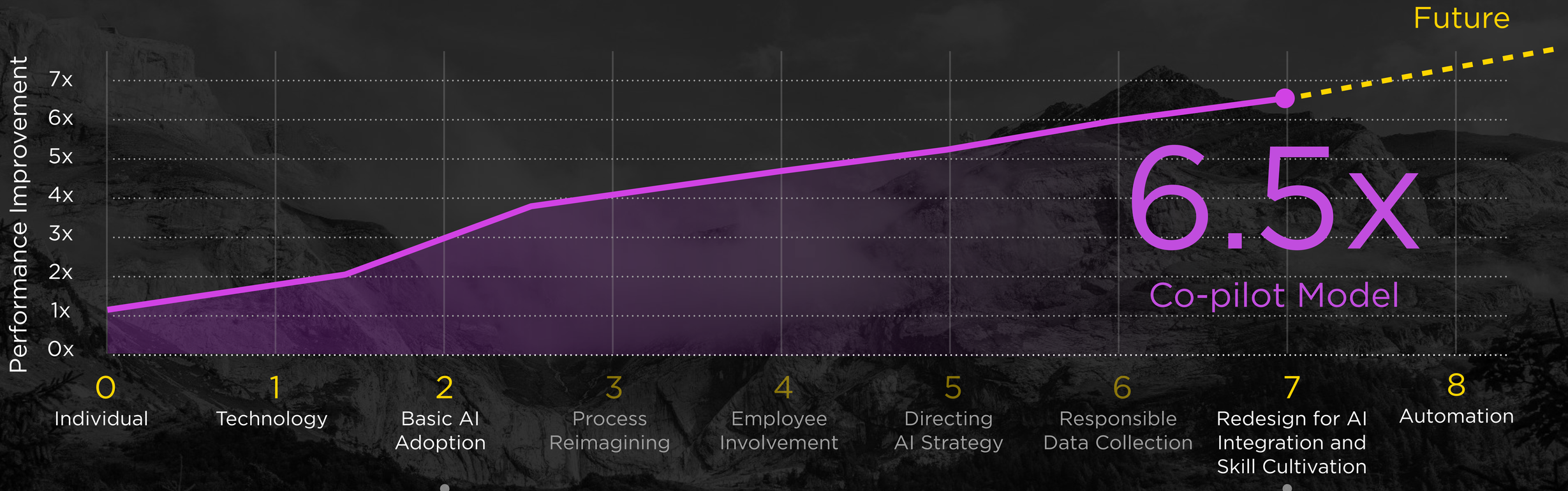
WORLD WIDE *WISH* - COLLABORATION TOWARD FULL AUTOMATION



FLEXIBILITY

- Auto manufacturing
- Product Design
- Software Development

SPEED

- Fraud Detection
- Cancer Treatment
- Public Safety

SCALE

- Recruiting
- Customer Service
- Casino Management

DECISION MAKING

- Equipment Maintenance
- Financial Services
- Disease Prediction

PERSONALIZATION

- Guest Experience
- Health Care
- Retail Fashion

Source: Harvard Business Review

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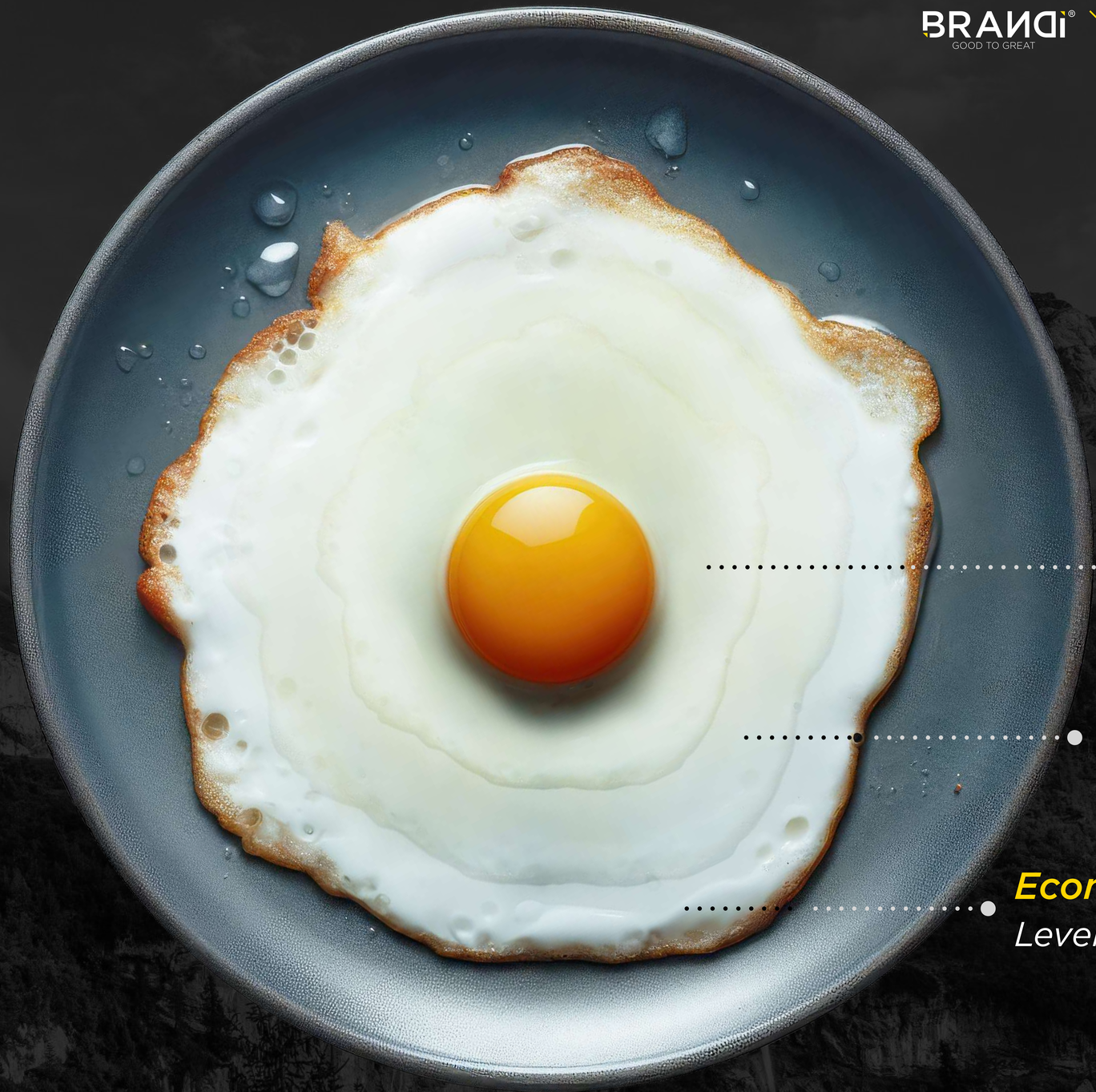
INTRODUCING

Egg Theory



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Mostly, we found that the

Boardroom Says:

"Wait! This is Crucial.
Should we study this further and
then talk later?"

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2

Future
Portfolio

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Pas(t)s

Fail to *Capitalize* on the
2nd Growth Engine and
AchieveSizable Diversification

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14TH GLOBAL PETER DRUCKER FORUM

THE FORUM DISCUSSED THE USE OF AI TO ENHANCE CREATIVE RESILIENCE AND DEVELOP TRUSTED AI SOLUTIONS TAILORED TO SPECIFIC INDUSTRIES, UNDERSCORES THE EVOLVING ROLE OF **AI AS A VITAL COMMODITY** IN TODAY'S WORLD.

New *Commodity*

A primary economic product that has shifted from its conventional resource value to represent the **new business norm**.

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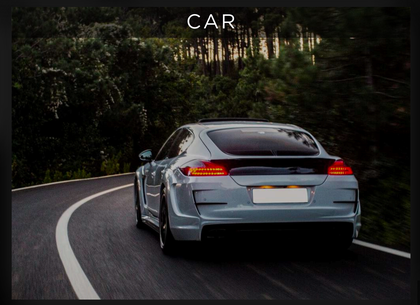
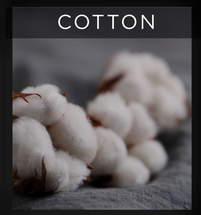
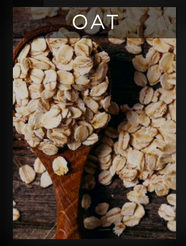
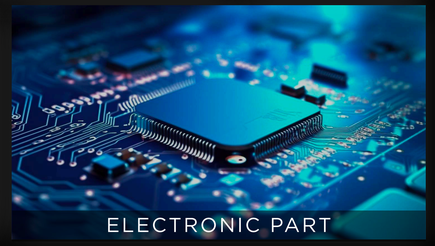
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*

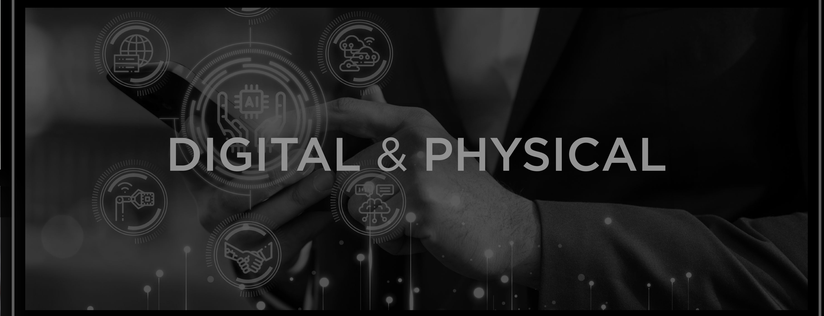






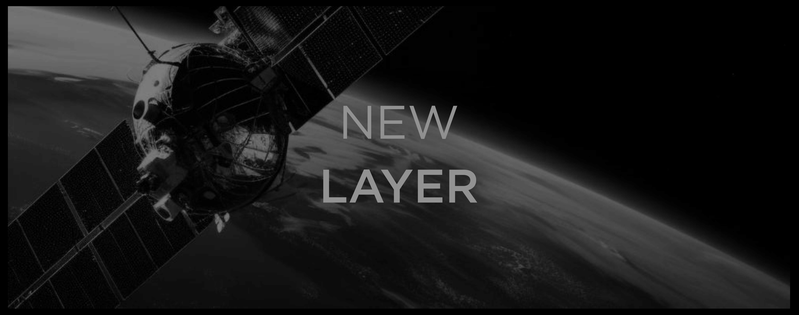


LATEST *COMMODITY*



COMMUNITY

NEW *COMMODITY*



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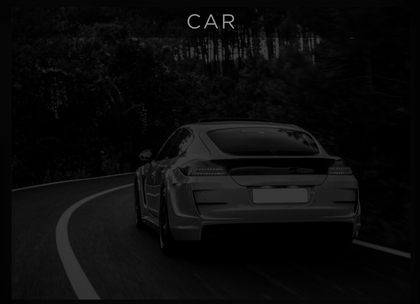
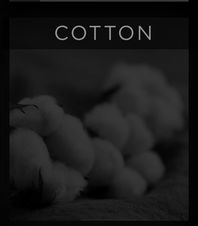
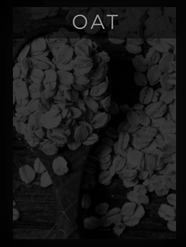
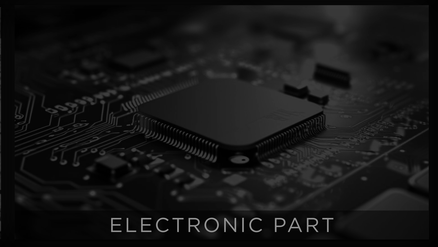
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*





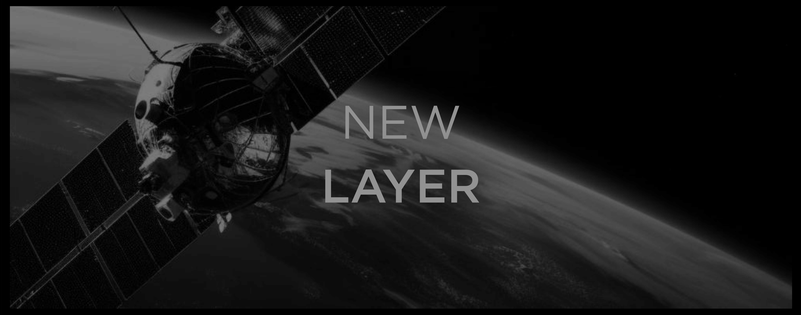




LATEST *COMMODITY*

COMMUNITY

NEW *COMMODITY*



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LATEST COMMODITY

DIGITAL

$4.5 Trillion *Market Value*

Commodity ---------- **COMMUNITY**

5 Largest S&P 500 Companies by Market Capital

1975	1995	2005	2010	2015
1. IBM	1. GE	1. GE	1. Exxon Mobil	**1. Apple**
2. Exxon Mobil	2. Exxon Mobil	2. Exxon Mobil	**2. Apple**	2. Exxon Mobil
3. P&G	3. Coca-Cola	3. Microsoft	**3. Microsoft**	**3. Microsoft**
4. GE	4. Altria	4. Citigroup	4. Chevron	4. Berkshire Hathaway
5. 3M	5. Walmart	5. Walmart	5. Berkshire Hathaway	**5. Alphabet**

DIGITAL & PHYSICAL

$8.5 Trillion *Market Value*

Buyer Value	Guest Value	Passenger Value	User Value
amazon	airbnb	Uber	TikTok
Seller Value	Host Value	Driver Value	Content Creator Value

DIGITAL-PHYSICAL

$11.1 Trillion *Market Value*

More Digital Immersion ---------- More Physical Immersion

VIRTUAL REALITY
PlayStation VR

MIXED REALITY
Apple Vision Pro

AUGMENTED REALITY
IKEA Place

NO MORE MARKETING

MATCHING
(PLATFORM AS A SERVICE)

DIGITAL TOUCHPOINT

IMMERSIVE EXPERIENCE

PHYSICAL TOUCHPOINT

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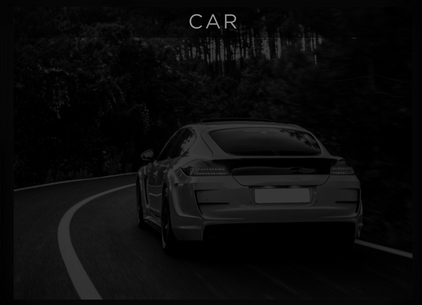
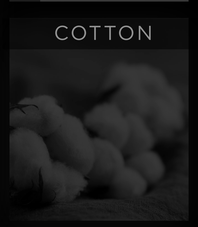
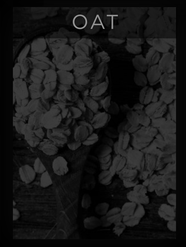
Source: Marketing 6.0, World Bank, Research and Markets, Fortune

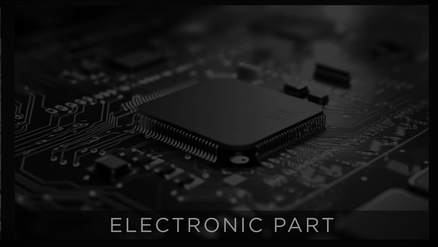
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*









LATEST *COMMODITY*

COMMUNITY

NEW *COMMODITY*

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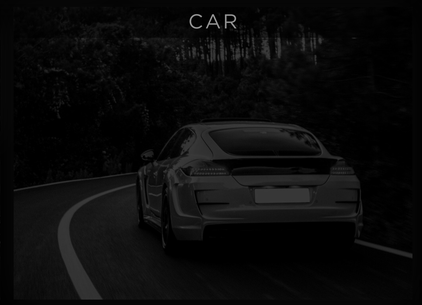
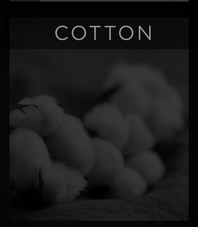
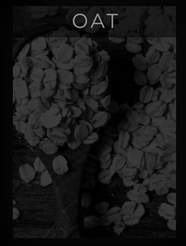
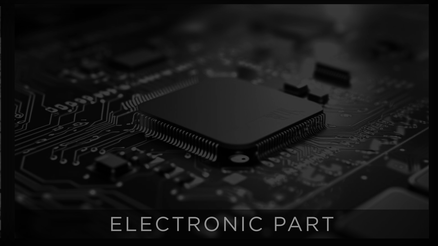
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*









LATEST *COMMODITY*

COMMUNITY

NEW *COMMODITY*

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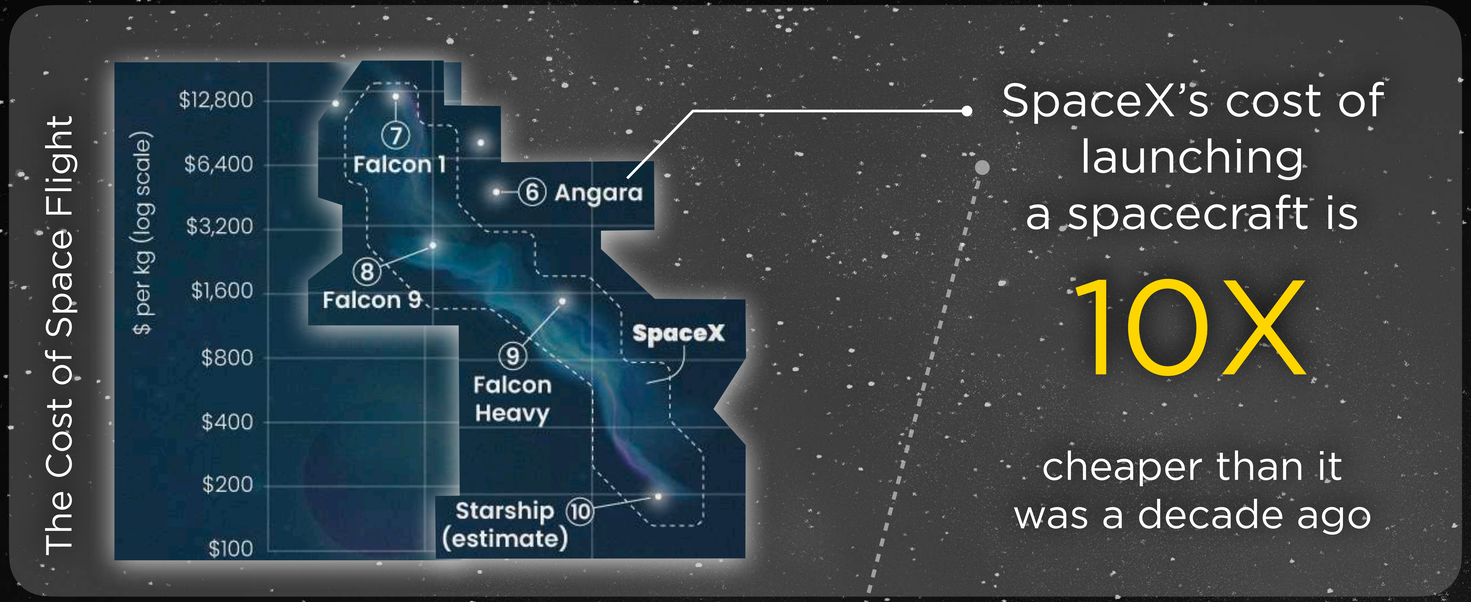
NEW COMMODITY - NEW LAYER



SpaceX's cost of launching a spacecraft is

10X

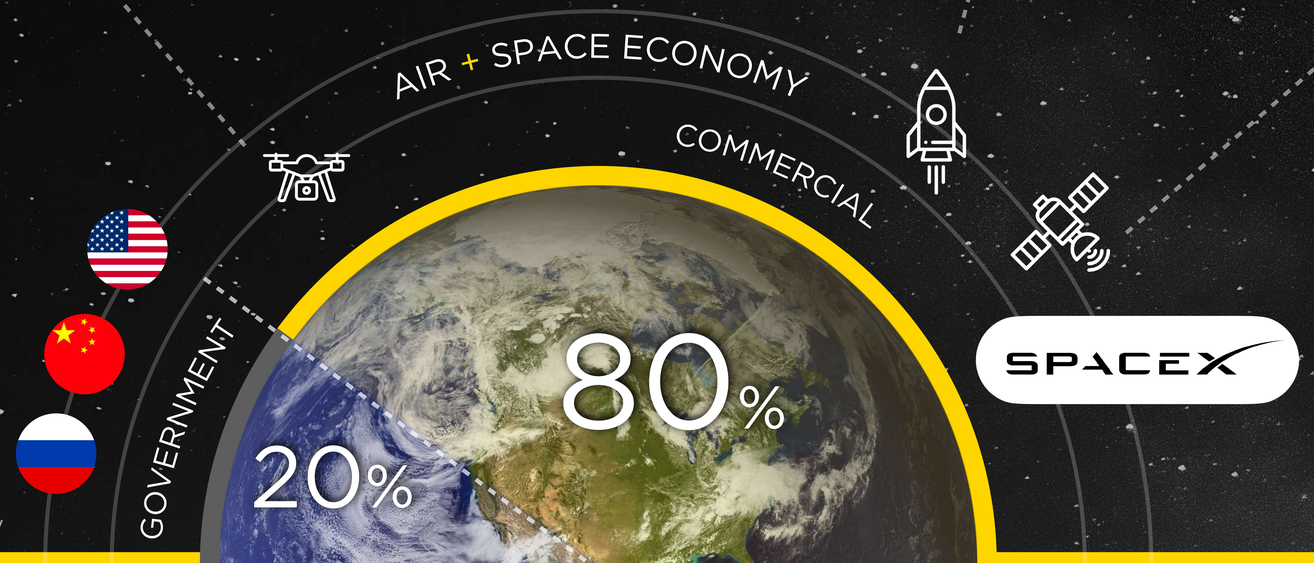
cheaper than it was a decade ago

NASA forecasting up to

500 Million

Drone Deliveries

per year by 2030



SpaceX's Starlink has deployed around

50%

of the total **Active Satellites** in orbit

Source:
VisualCapital, ScienceNews, TheSpaceReport, Contrary

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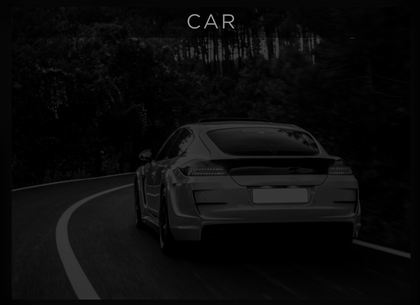
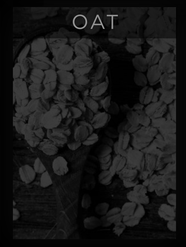
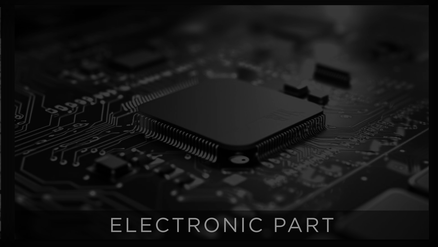
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*



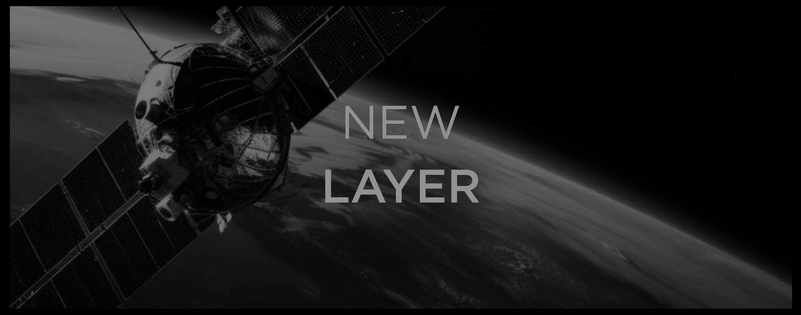




LATEST *COMMODITY*

COMMUNITY

NEW *COMMODITY*



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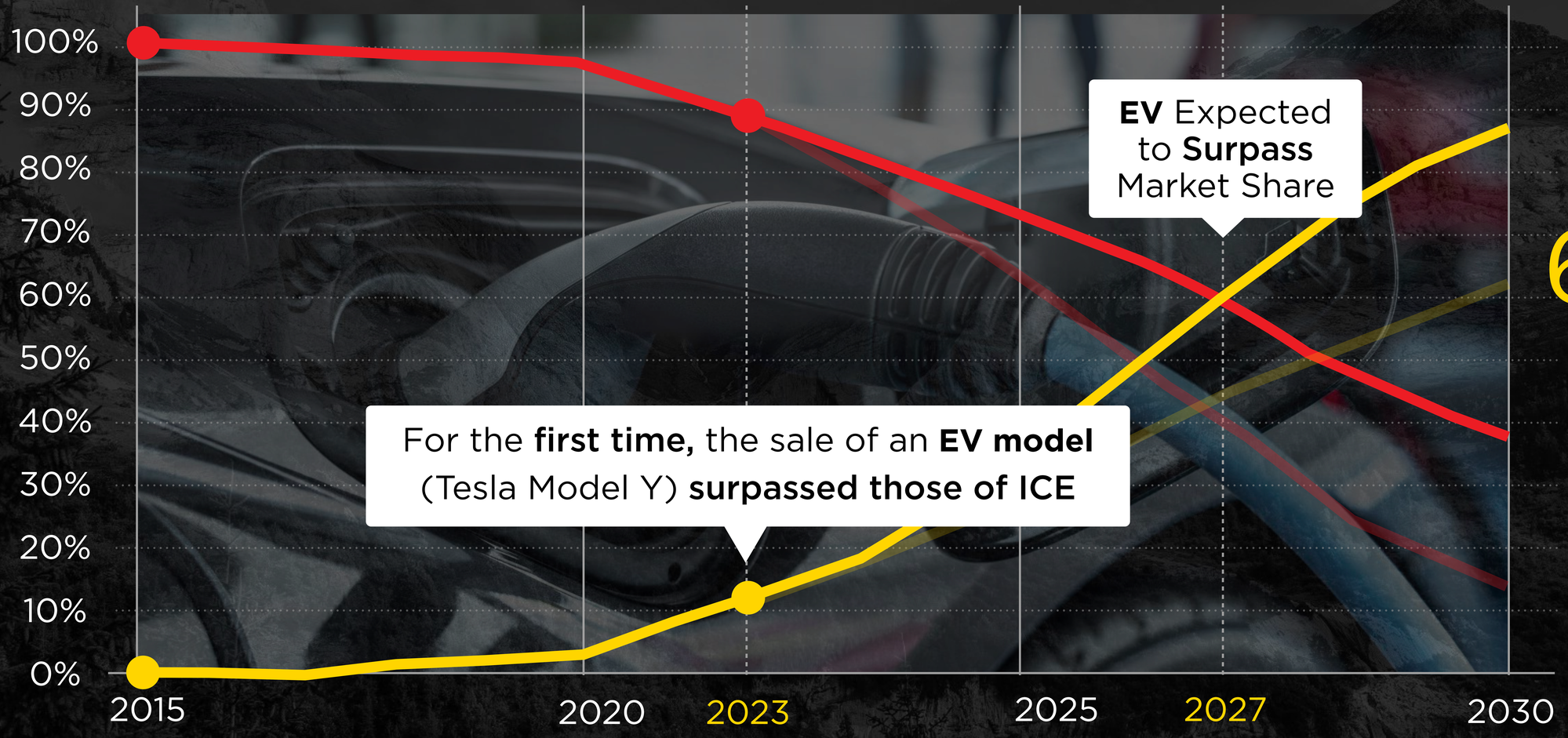
NEW COMMODITY - NEW REPLACEMENT



EV sales will account for

62-86%

of global vehicle sales by 2030

— EV

— ICE

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Source: RMI, Bloomberg NEF, Tesla

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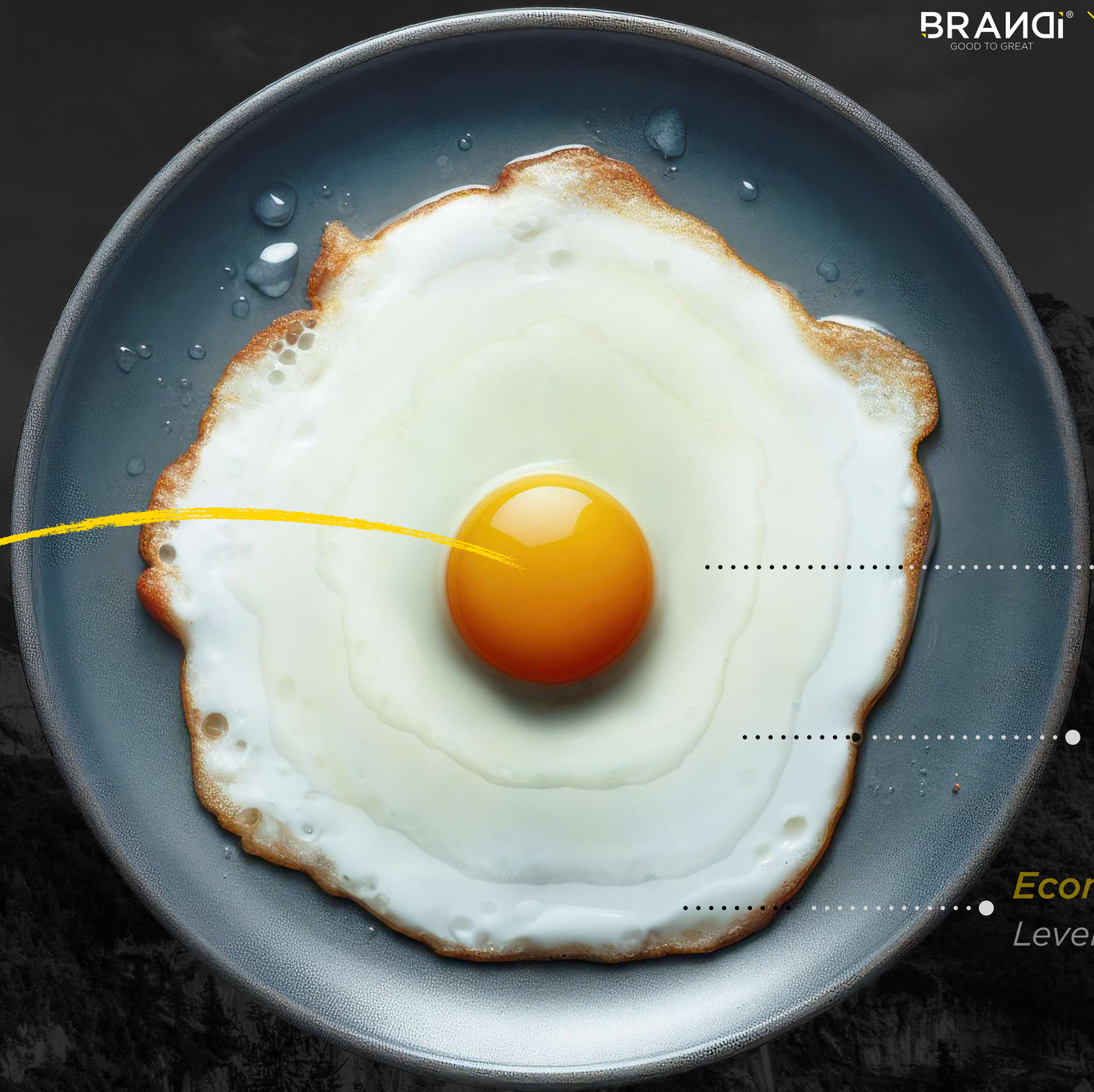
Egg Theory

Competency, Capacity Building, and Culturalization



Industry Level

Market Level

Economic *Level*

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Mostly, we found that the

Boardroom Says:

"Because current businesses look in shape, maybe we should keep an eye on this and wait for a sizable opportunity."

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3 Future *Capital*

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Pas(t)s

Failing to realize that plenty of *resources* will soon one day be *depleted*

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COP28UAE

THE CONFERENCE CONVENES GLOBAL LEADERS, EXPERTS, AND STAKEHOLDERS TO COLLECTIVELY ADDRESS THE **CLIMATE CRISIS**, AIMING TO **LIMIT GLOBAL TEMPERATURE RISE**, **SUPPORT VULNERABLE COMMUNITIES**, AND **ACHIEVE NET-ZERO EMISSIONS** BY 2050.

Global *Stocktake*

The global collaboration to accelerate climate actions by inspecting **the world's natural resources**, identifying the gaps, and charting a better course for the future.

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FROM RESOURCES TO CAPITALS

Driven by **TECHNOLOGY**

3 CAPITALS

FINANCIAL

+

ENVIRONMENTAL

+

HUMAN

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THE STAGE OF FINANCIAL CAPITAL WELL-BEING

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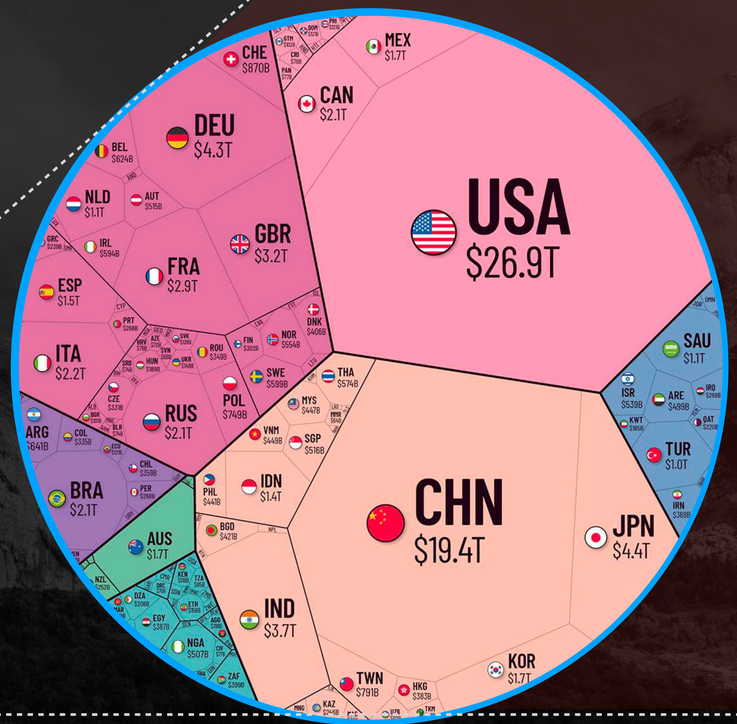
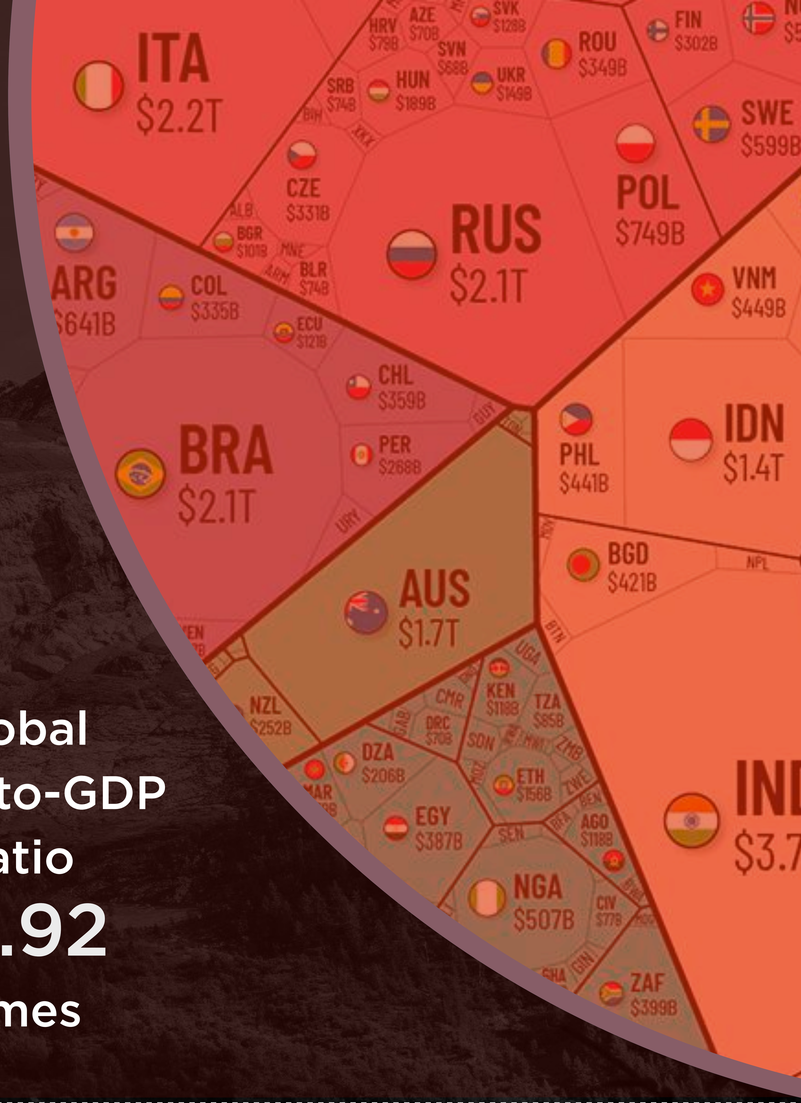
THE FINANCIAL CAPITAL UNVEILED

Global GDP





200 Years

Global Debt-to-GDP Ratio ~2.92 Times

1820	2023	2023 Global Debt
$1.2 Trillion	$105 Trillion	$307 Trillion

Source: IMF, WEF

STAGE OF ENVIRONMENTAL CAPITAL WELL-BEING

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MORE EARTHS ARE NEEDED, AS RESOURCES ARE RUNNING OUT

How many earth we need

6 Years

26 Years

51 Years

76 Years

It's time to find the Planet B

The depletion of resources

Freshwater

Seafood

Earth Support System

Food

Ozone

Rainforests

Years

We are Here

2030

2050

2075

2100

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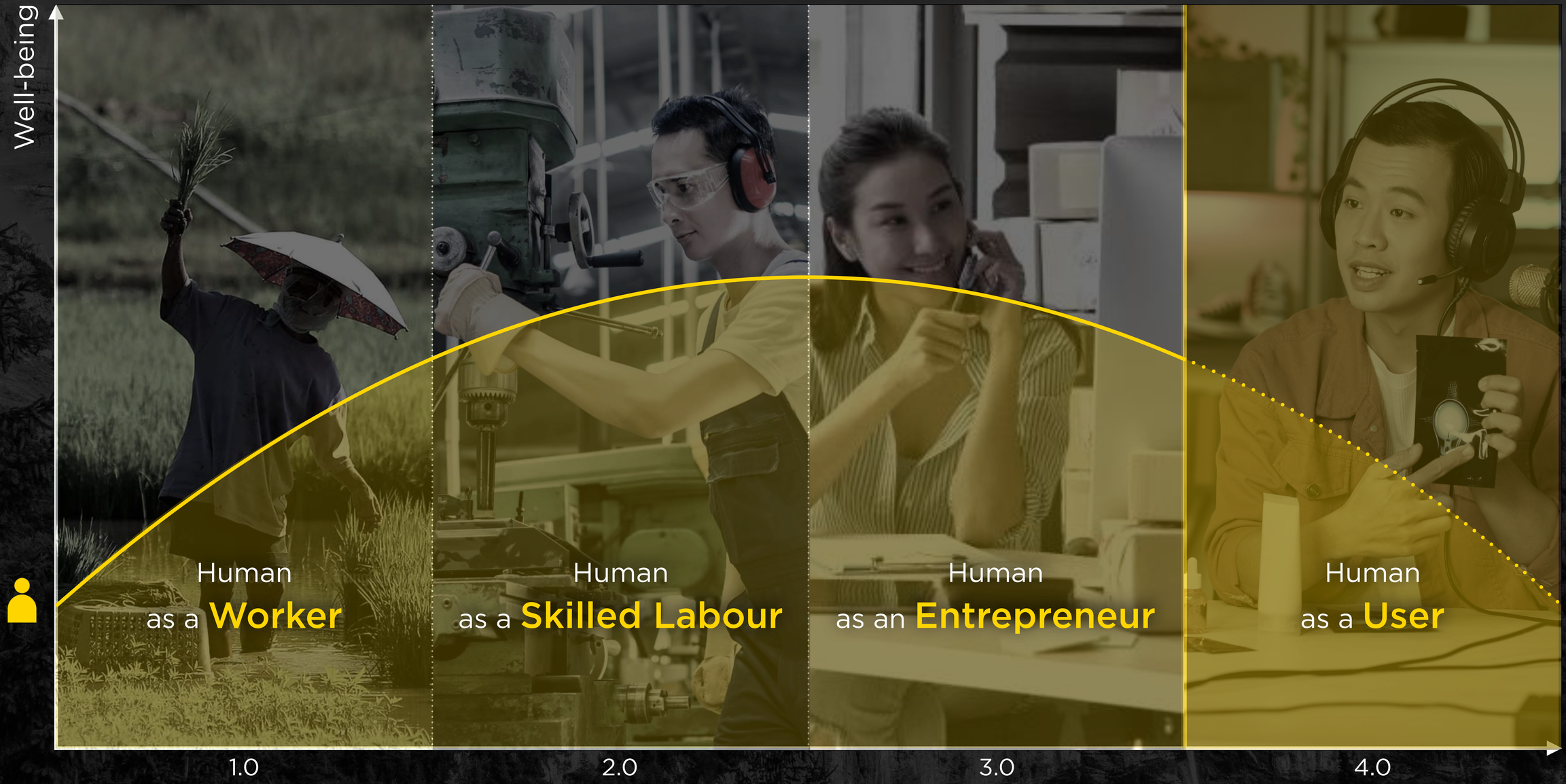
Source: theworldcounts

STAGE OF HUMAN CAPITAL WELL-BEING



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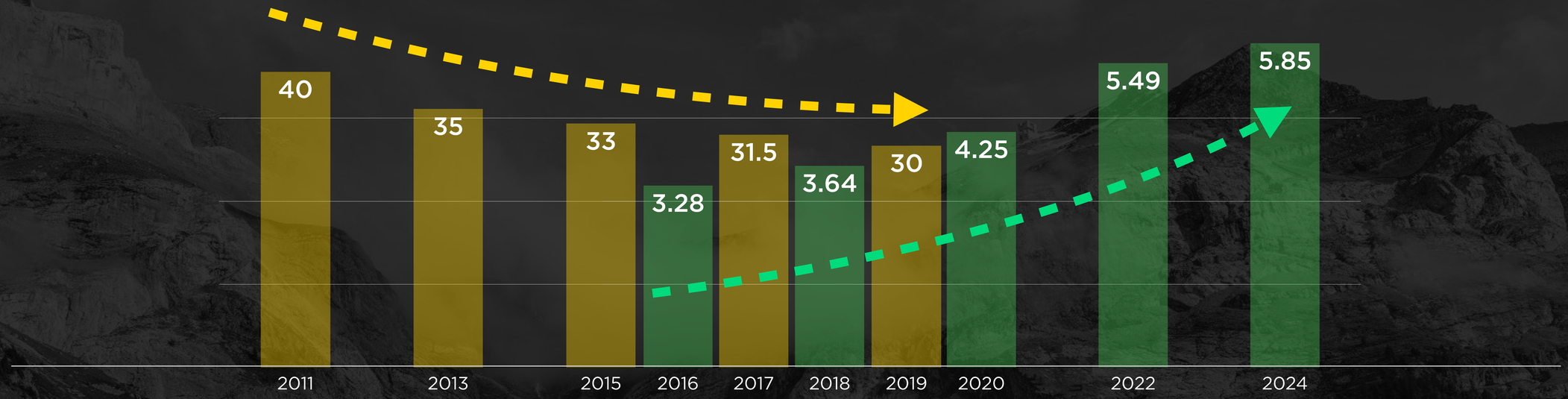
INVESTMENT IN HUMANS AND TECHNOLOGY IS CONTRADICTORY



Investment in **Human** Capital

Average **Technology** Budgets

50 Employees

$380 Million

$ / Employee

WhatsApp

$19,000 Million

Acquired by **Facebook**

Source: Khalid Kark et al., L&W

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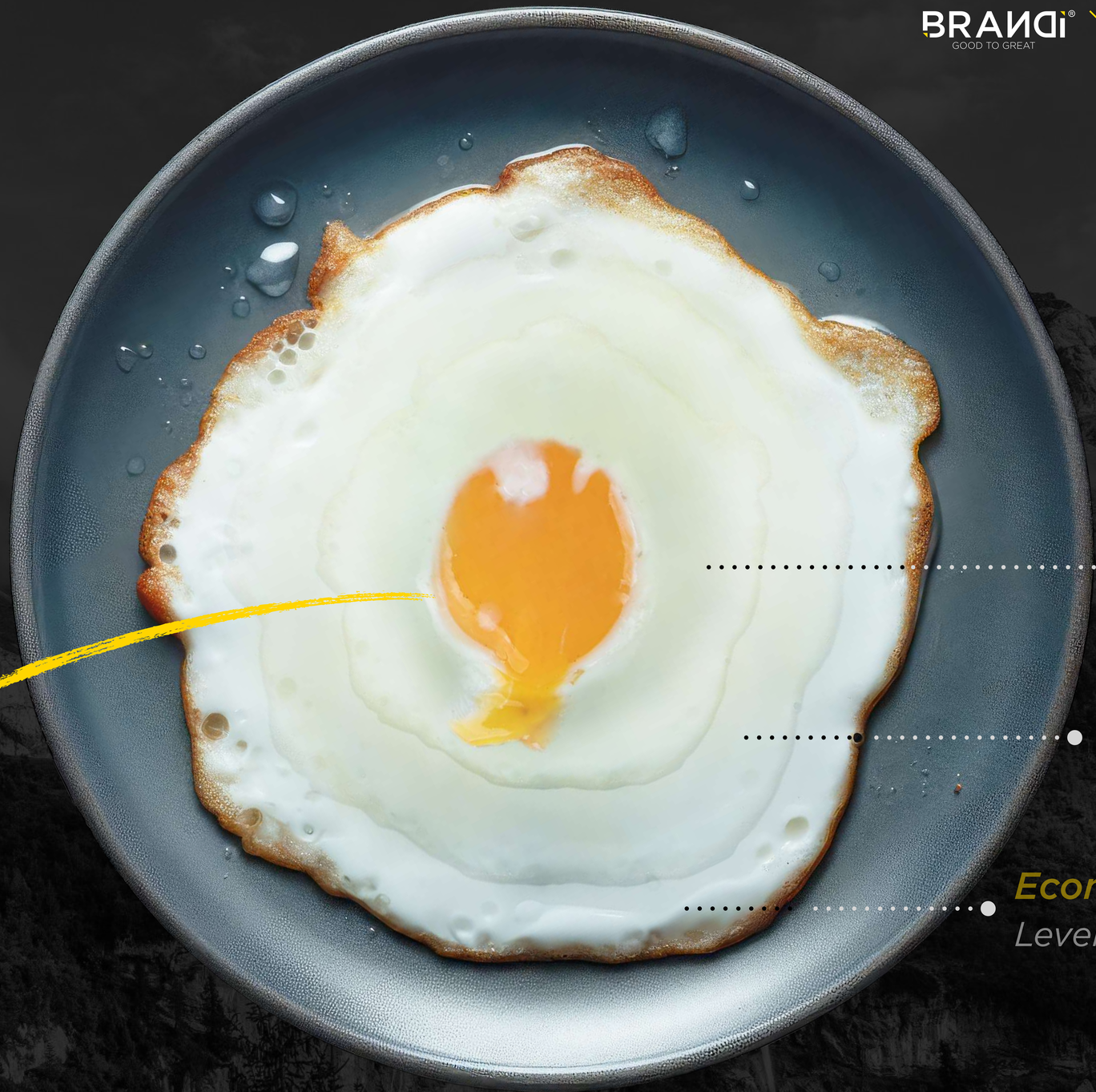
Egg Theory

When the **Yolk** becomes **Smaller** or **Unqualified**



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Mostly, we found that the

Boardroom Says:

"It could take a while to reach the point where our new businesses will need to take serious action."

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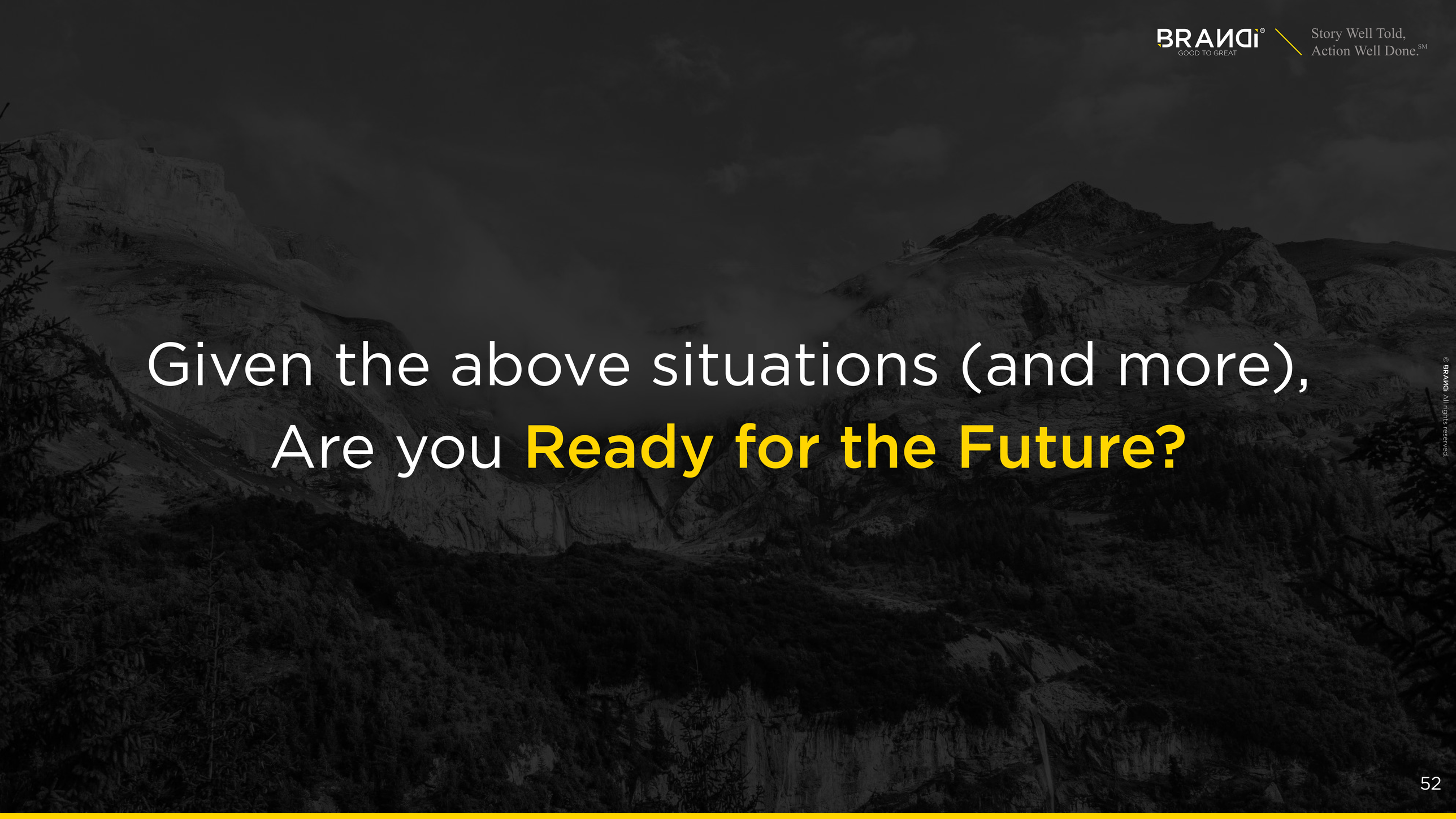

Given the above situations (and more),
Are you **Ready for the Future?**

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2 **Questions** to ask

1. Is it the Right or Wrong direction?

2. Is it Intense Enough?

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ONCE, THE WORLD WAS DISTINCTIVE AND COMPREHENSIBLE

Past

Clearly **separated** between
the White & Yolk

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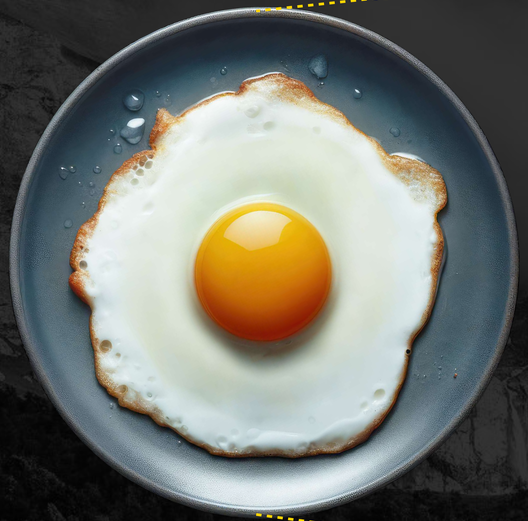
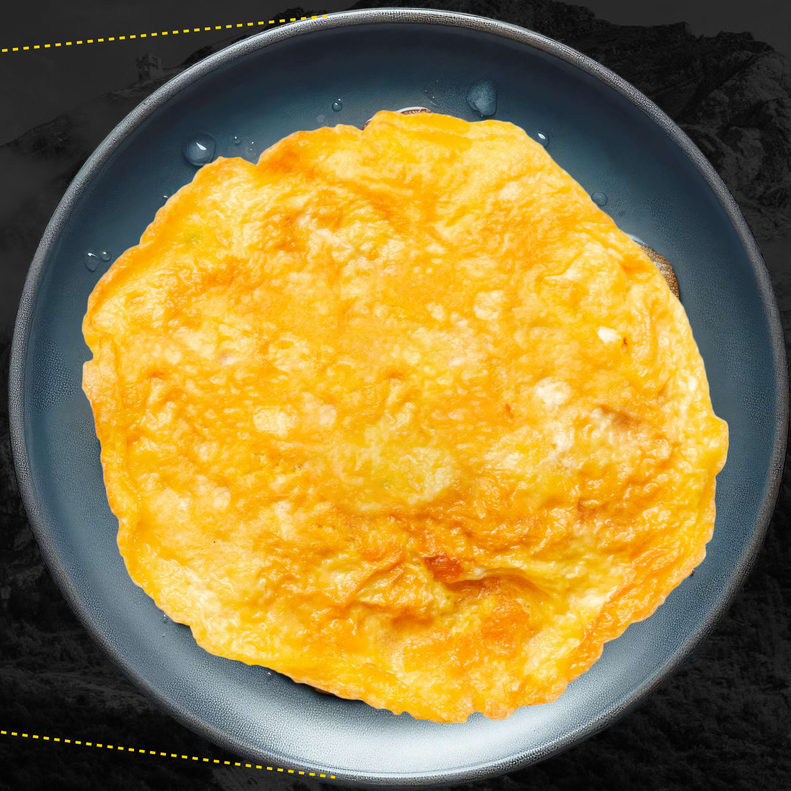
NOW, THE WORLD IS INSEPARABLE

Past



Clearly **separated**
between the White & Yolk

Future



Omelette, **blended**
between the White & Yolk

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With the **omelette**, business grows and thrives **offensively** and **defensively**.

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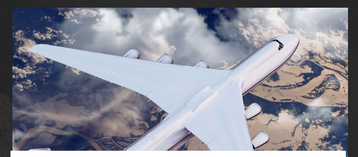
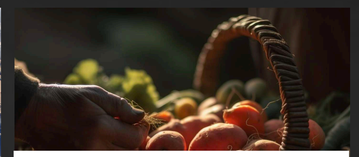
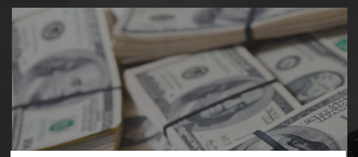
BRANDi® HAS EXPERIENCE ACROSS 23+ INDUSTRIES

Industrial Machine and Material


Aviation

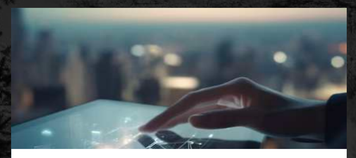

Agriculture

Automobile


Banking

Petrochemical and Chemicals

Security

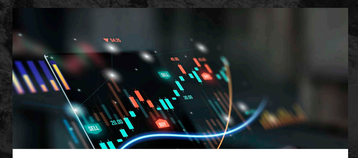

Information Communication Technology

Education

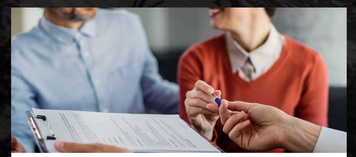
Infrastructure And Utility

Construction service and Materials

Healthcare and Pharmaceuticals


Investment

Technology


Insurance

Art and Culture

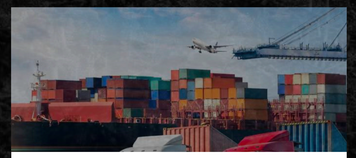
Natural Resources

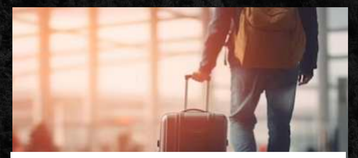
Energy

Real Estate

Retail, Consumer Goods, and Lifestyle

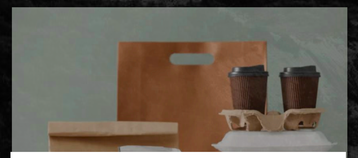
Professional Services


Transportation and Logistics

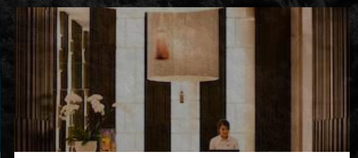

Tourism, Leisure, and Entertainment

Trading

Sport


Packaging

Platform Business


Accommodation

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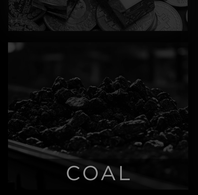
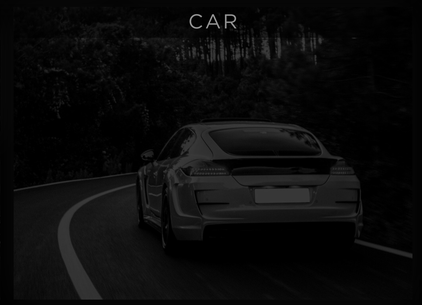
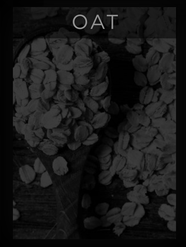
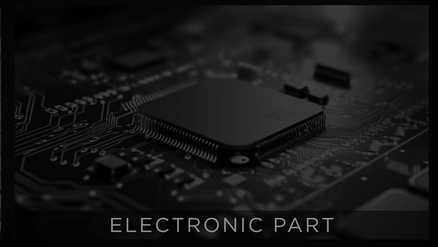
BUSINESS TRANSITION MODEL

EXISTING *COMMODITY*









LATEST *COMMODITY*

COMMUNITY

NEW *COMMODITY*

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THERE ARE 3 PARADIGMS IN COMMON FOR SUCCESSFUL BUSINESSES

PARADIGM

1

Corporate

Position

Anatomy

PARADIGM

2

Corporate

Direction

Anatomy

PARADIGM

3

Corporate

Portfolio

Anatomy

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PARADIGM 1: CORPORATE POSITION ANATOMY

Profit

Profit

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PARADIGM 1: CORPORATE POSITION ANATOMY

Profit ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯▶ Profit - People - Planet

Profit

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PARADIGM 1: CORPORATE POSITION ANATOMY

1

Expanding the boundary to address **Societal Needs**

2

In turn, creating **New Business Opportunities**

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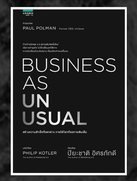
BUSINESS AND GOODNESS MATRIX™

BRANDi® GOOD TO GREAT

Story Well Told, Action Well Done.℠



Good Deed as a Product

INVESTMENT

Net Positive Impact

2.
Creative
(R&D, Design focused etc.)
COMPANIES

4.
INNOVATION =
BUSINESS + GOODNESS

CSV

Market a Product

1.0 PRODUCT — 2.0 SERVICE — 3.0 PLATFORM — 4.0 CORPORATE

Market a Corporate

CSR

COST

1.
Rich but Conventional
INCUMBENTS

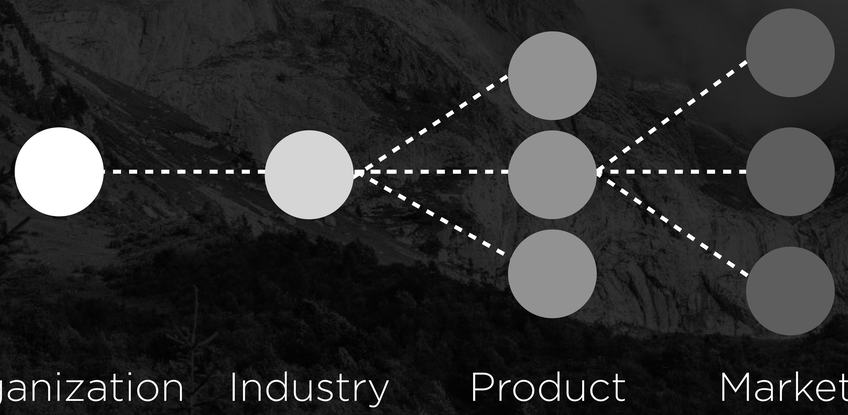
3.
Social ENTERPRISE/
BUSINESS

Philanthropy

Good Deed as an Image

PARADIGM 2: CORPORATE DIRECTION ANATOMY

One Organization,
One industry



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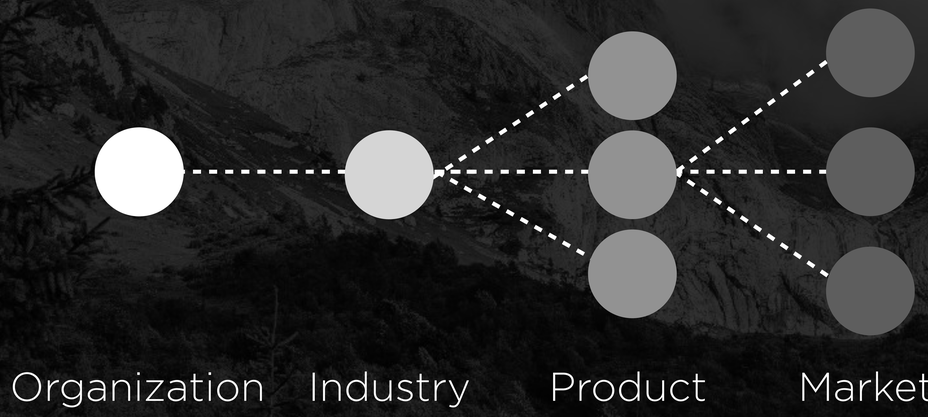
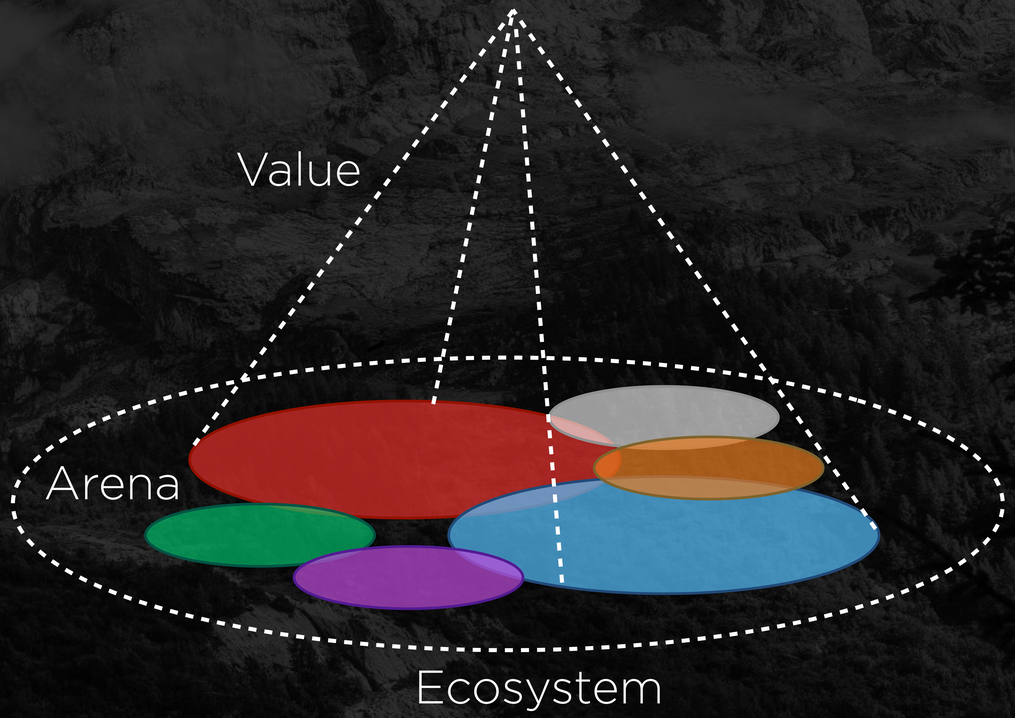
PARADIGM 2: CORPORATE DIRECTION ANATOMY

One Organization,
One industry

One Brand,
Many Businesses





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PARADIGM 2: CORPORATE DIRECTION ANATOMY — CASE FROM DISNEY

Source: Disney

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PARADIGM 3: CORPORATE PORTFOLIO ANATOMY

Operate by **Default**

~20%

- New Businesses
- High Investment and **High Impact**
- Operationalized by **Distinguished Leaders**

~5%

- New S-Curve
- Medium to Low Investment, **Trial and Error**
- Operationalized by **Middle Management**

~75%

- **BAU**
- OPEX, Cash Cow
- Operationalized by **Culture**

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PARADIGM 3: CORPORATE PORTFOLIO ANATOMY

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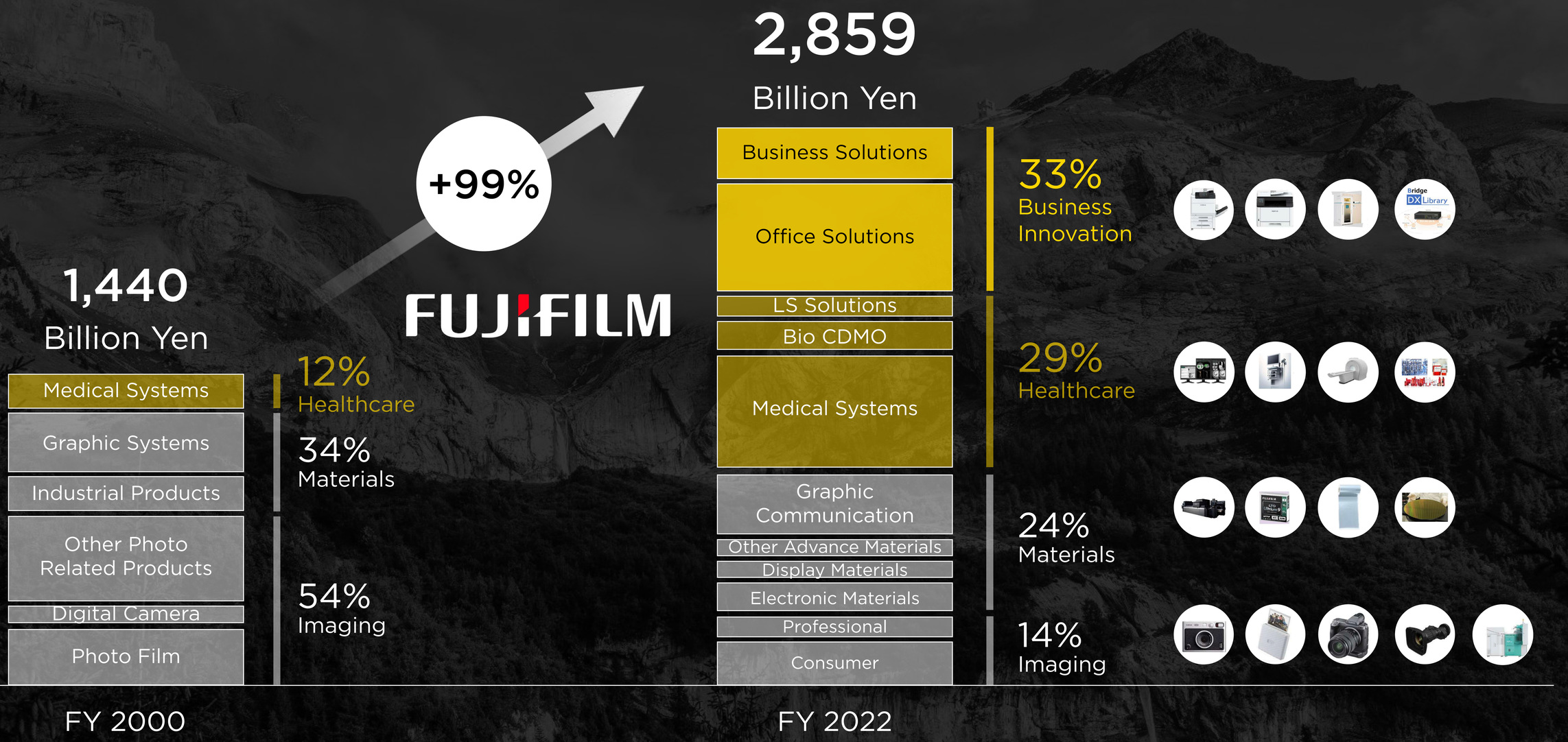
PARADIGM 3: CORPORATE PORTFOLIO ANATOMY — CASE FROM FUJIFILM



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Source: FujiFilm

With these common paradigms,
we need to shift from

"Mechanism to Sell" to

"Mechanism to Capitalize"

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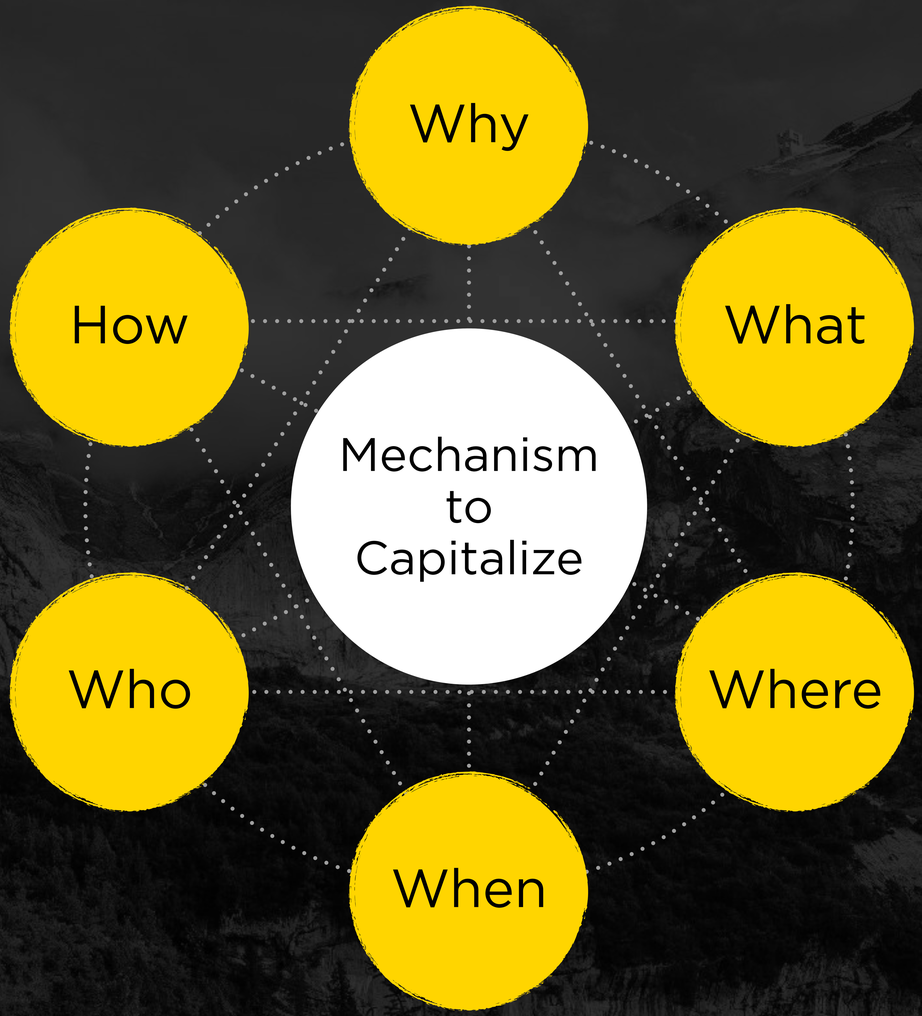
HOW CAN WE MANAGE MULTI-PARTIES WITH MULTI-PROBLEMS TO MAKE MILLION MONEY



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SOME MECHANISMS TO CAPITALIZE

TRADING

Fee to access product/service

$$$

Product/Service

DEBT

Post-paid product/ service fee to users

$$$

Product/Service

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SOME MECHANISMS TO CAPITALIZE

TRADING

Fee to access product/service

$$$

Product/Service

DEBT

Post-paid product/ service fee to users

$$$

Product/Service

SUBSCRIPTION

Pre-paid fee to access unlimited product/service

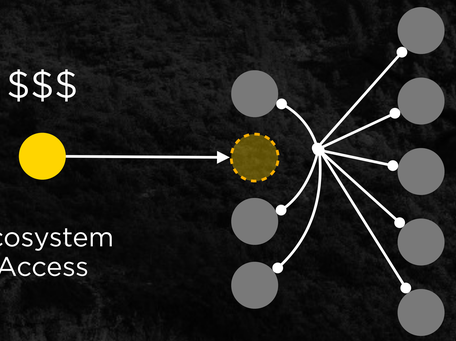
$$$

Variety of Products/ Services

TAX-LIKE

Fee to use platform to access ecosystem

$$$



Ecosystem Access

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EXAMPLES OF MECHANISM TO CAPITALIZE

TRADING

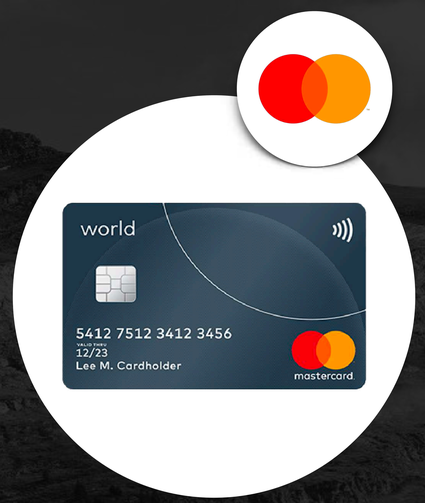
P&G operates on a model of selling FMCG products in **exchange for money** from customers

DEBT

SEasyCash provides immediate online **loans** to **spend within the application**

SUBSCRIPTION

Netflix offers entertainment content through packages with **recurring monthly payments**



TAX-LIKE

Mastercard incentivizes companies/ platforms to require an **upfront fee** for **accessing** their services

Source: P&G, Shopee, Netflix, MasterCard

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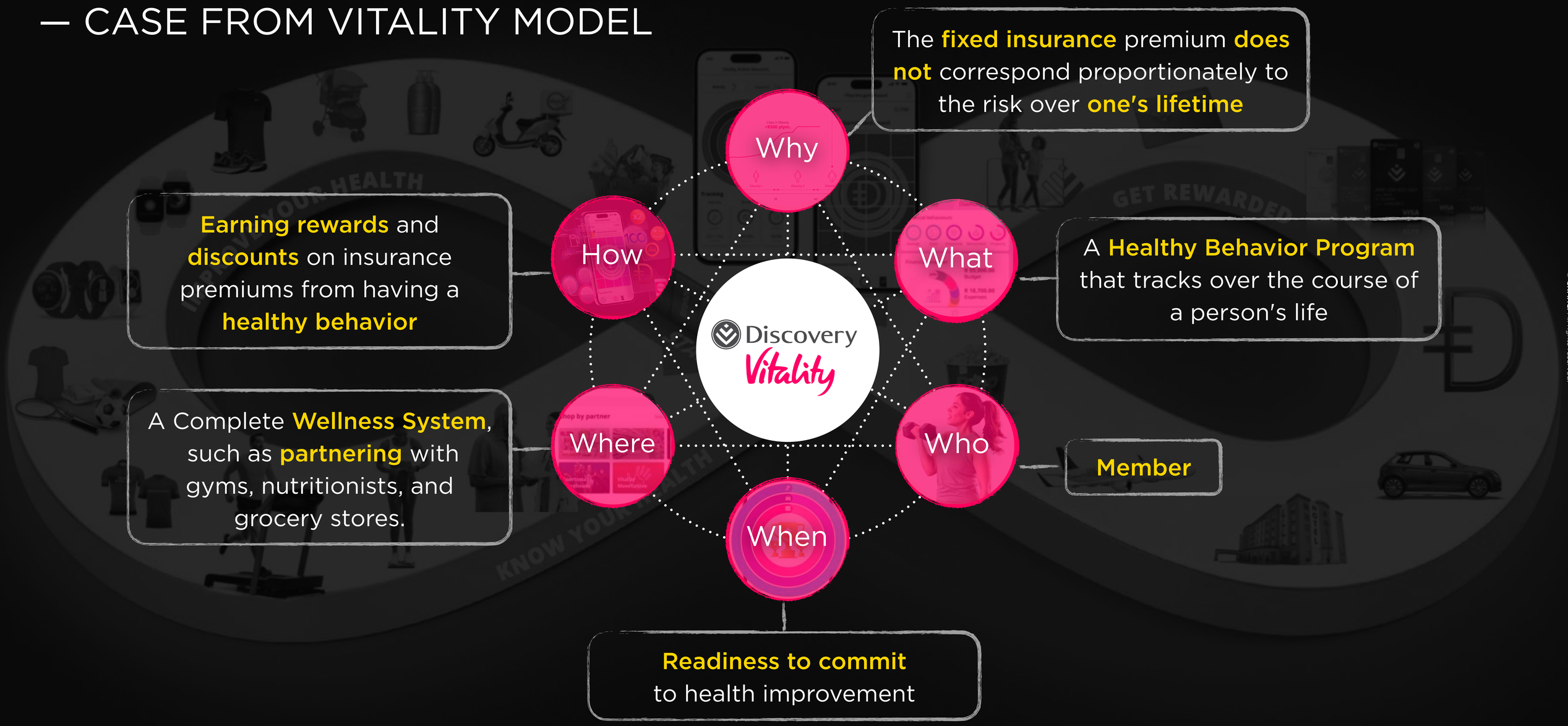
SOME MECHANISMS TO CAPITALIZE — CASE FROM VITALITY MODEL



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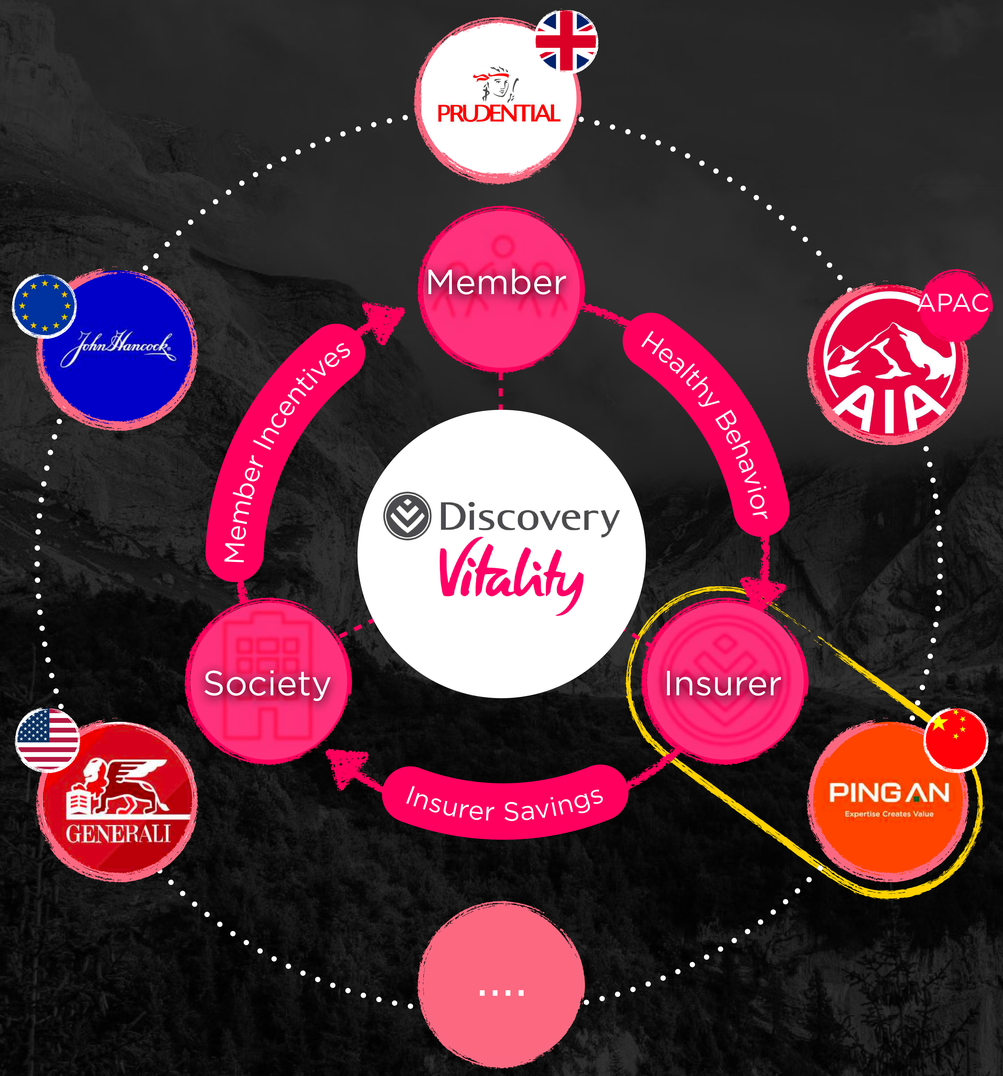
Source: Discovery

SOME MECHANISMS TO CAPITALIZE — CASE FROM VITALITY MODEL AT SCALE



Flexibility
of Vitality's Structure

Establishment
of Insurers in the market

Partnership
by scaling vitality model as needed

Source: Discovery

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You need to frame a **Mechanism to Capitalize to make your organization** more

Resilient
(Above)

Impactful
(Better)

Responsive
(Collaborative)

Adaptive
(Decentralize)

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4

Future
Transformation

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Transforming each

Silo Separately

does not equal to a successful transformation

Unit 1 Unit 2 Unit 3

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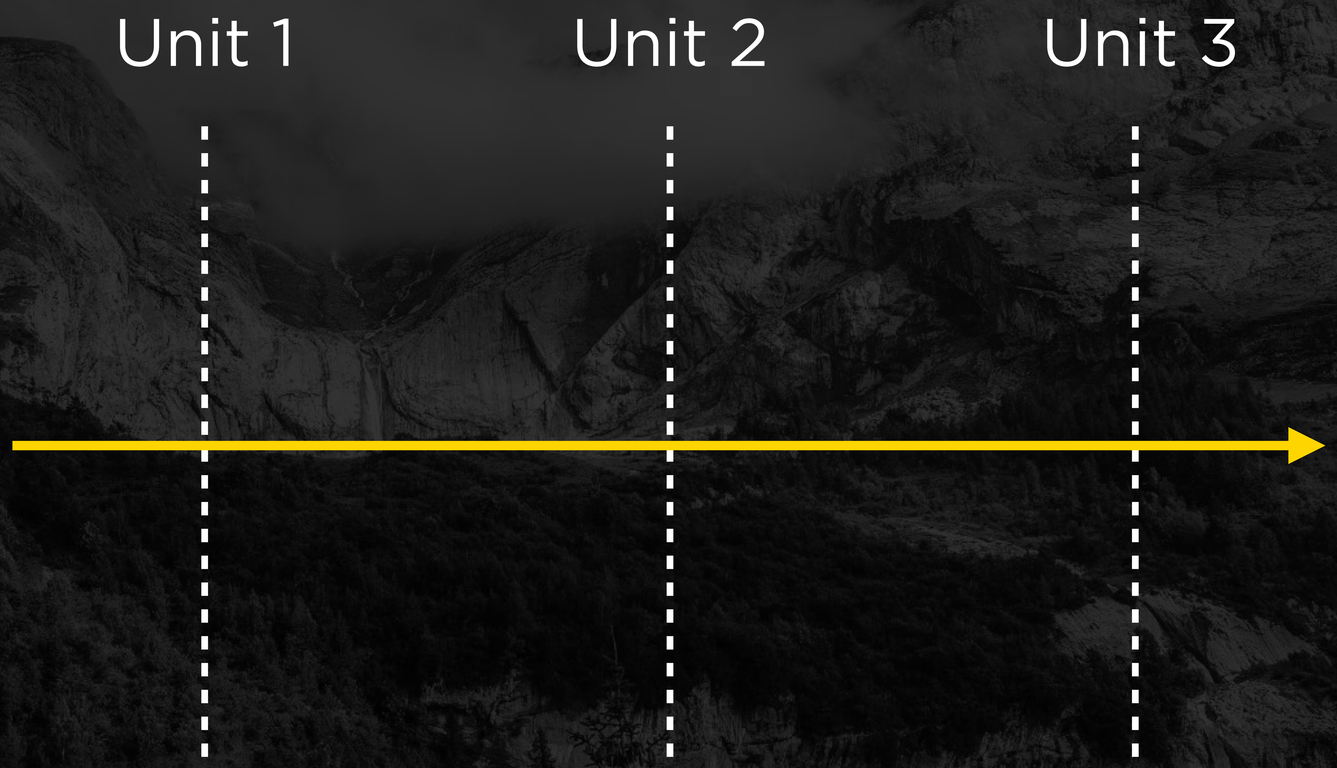
Rather it requires a

Holistic Approach

across the board



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SYSTEMATIC (FIVE-CORE) TRANSFORMATION™

From Corporate Strategic Position
to Corporate Strategic Blueprint
(New Management and S-curve)

From Rigid to Future-ready

Culture-ready
(Strategic Change Management)

- Organizational Culture
- Innovative Culture
- Corporate-benefitted behavior
- Growth Enabling Norm

Impact-ready
(Strategic Blueprint)

- Key Impact Indicators
- Progress Monitoring and Tracking
- Engagement Platform
- Stakeholder Value Creation

Engine-ready
(Strategic Framework)

- Portfolio and Value Chains
- Synergy Scenarios
- Engaging Strategy
- Roles and Contributions

Purpose-ready
(Strategic Position)

- Vision
- Mission
- Value System
- Goals

Structure-ready
(Strategic Operating Model)

- Structural Design
- Operational Approach
- Coordination Design
- Collaboration Approach

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SYSTEMATIC TRANSFORMATION

Reimagine Growth

From Self-Profitability to **Ecosystem Wealth**

Redefining Success

From EBITDA to **Net Positive Impact (NPI)**

Rebuilding Ecosystem

From Customer to **Stakeholder as a Partner**

Reconfiguring Innovation

From Top-Down idea to **Flow of Ideas**

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BE RESILIENT BY REIMAGINING GROWTH

Ecosystem-Wealth

AOS®
ABOVE THE OCEAN STRATEGY

Self-Profitability

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BE RESILIENT BY REIMAGINING GROWTH — EXAMPLE IMPLICATION

Ecosystem-Wealth

Self-Profitability

Source: Patagonia

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BE IMPACTFUL BY REDEFINING SUCCESS

Net Positive Impact (NPI)

BWi® BETTER WORLD INDEX

EBITDA

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BE IMPACTFUL BY REDEFINING SUCCESS — EXAMPLE IMPLICATION

Net Positive Impact (NPI)

12.9 BN

(CHF) NET POSITIVE IMPACT

4.8 BN

(CHF) RECURRING EBIT

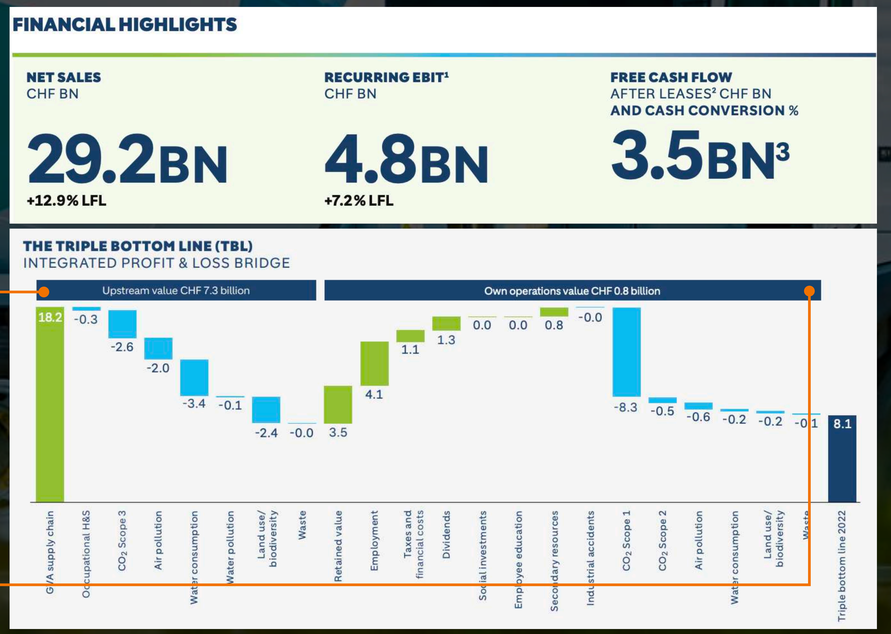
+7.3BN

(CHF) UPSTREAM VALUE

+0.8BN

(CHF) OWN OPERATION VALUE

EBITDA



Source: Holcim

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BE RESPONSIVE BY REBUILDING THE ECOSYSTEM

Stakeholder as a Partner

Customers

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BE RESPONSIVE BY REBUILDING THE ECOSYSTEM — EXAMPLE IMPLICATION

Stakeholder as a Partner

Customers

Source: Microsoft

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BE ADAPTIVE BY RECONFIGURING INNOVATION

Flow of Ideas

Top-down Ideas

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BE ADAPTIVE BY RECONFIGURING INNOVATION — EXAMPLE IMPLICATION

Flow of Ideas

Top-down Ideas

Source: Nestle

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SUMMARY OF ABCD MODELS

AOS® ABOVE THE OCEAN STRATEGY

Reimagine Growth

From Self-Profitability to **Ecosystem Wealth**

BWi® BETTER WORLD INDEX

Redefining Success

From EBITDA to **Net Positive Impact (NPI)**

COLLABORATIVENESS BLUEPRINT®

Rebuilding Ecosystem

From Customer to **Stakeholder as a Partner**

DECENTRALIZATION of SUSTAINOVATION DoS

Reconfiguring Innovation

From Top-Down idea to **Flow of Ideas**

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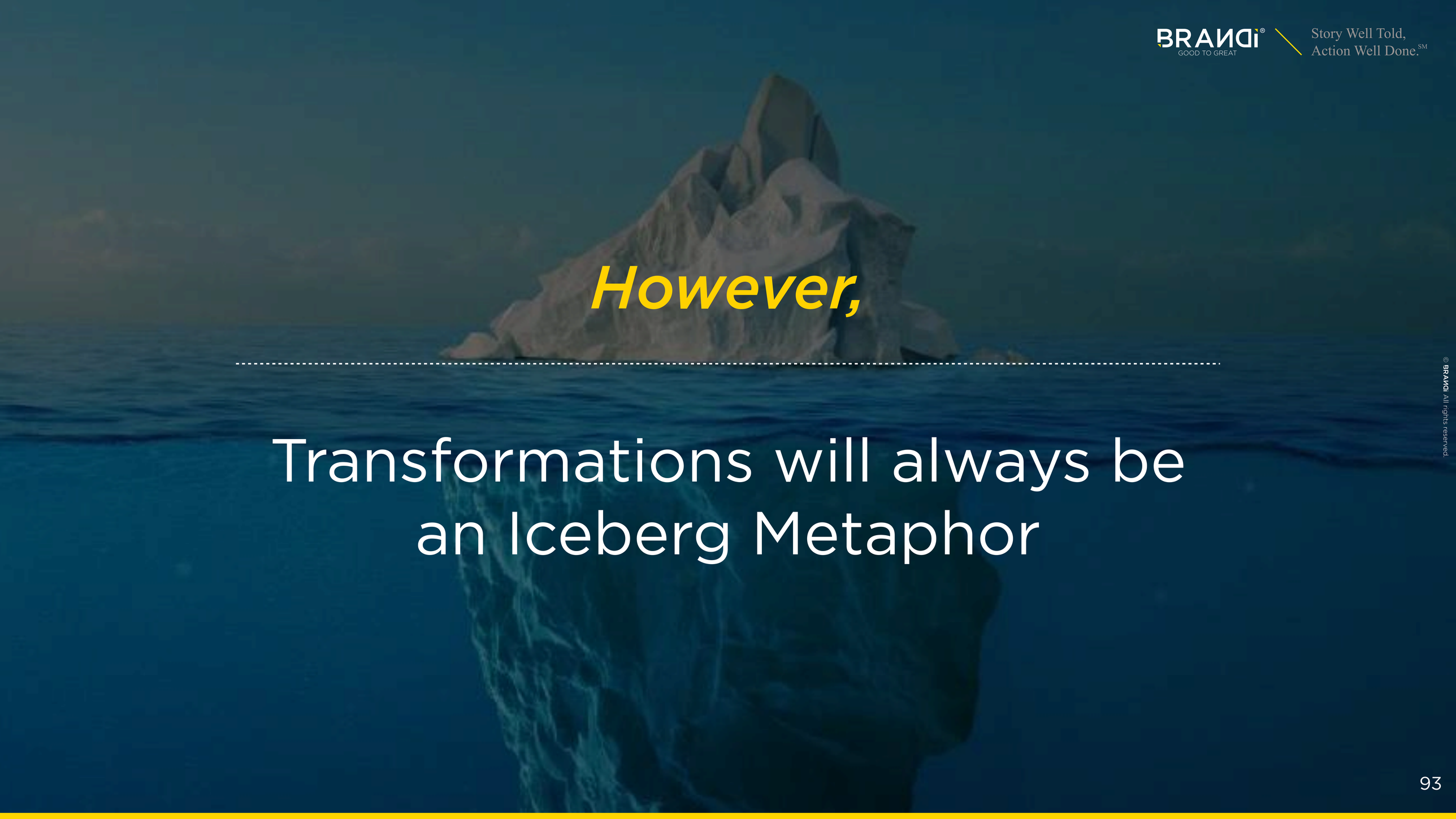

However,

Transformations will always be an Iceberg Metaphor

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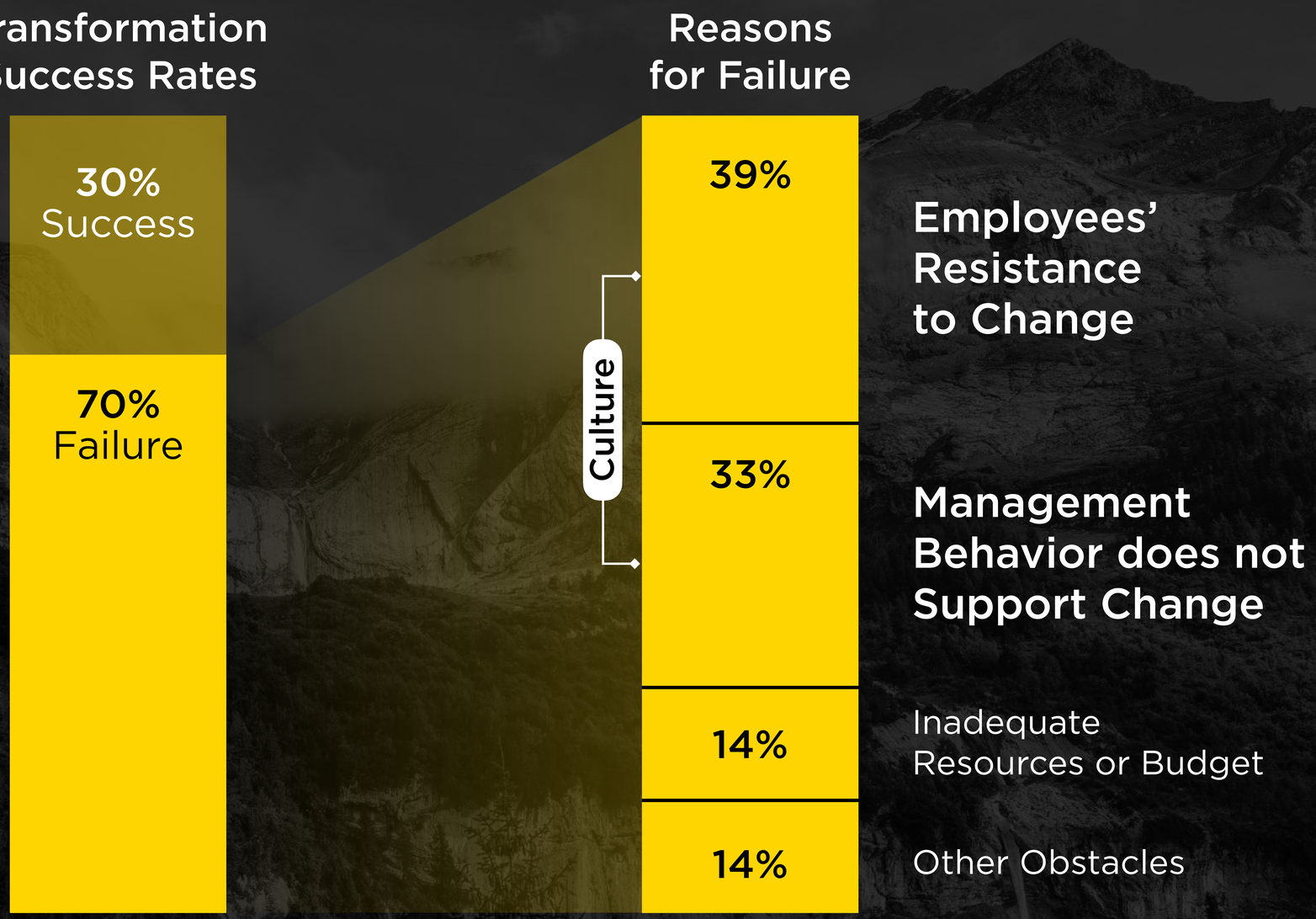
REASONS FOR TRANSFORMATION FAILURES



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CREATING NEW NORM TO ENABLE NEW GROWTH

When there is

Culture as a Transformation *Barrier*		Culture as a Transformation *Enabler*
Reject	Idea	Empathize
Fear	Change	Hope
Uncomfortable	Challenge	Excited
Output of each Silo	Ownership	Project Outcome
Orient Toward Position	Agile	Orient Toward Goal
Hierarchy	Decision	Accountability
Risk Averse	Innovation	Risk Taker
by Command	Leading	by Example
Returns by Profit	Success	Returns by Impact

4 STEPS TO START IN THE BOARDROOM

1

HAVE YOU EVER DEEPLY DISCUSSED WHAT YOUR OMELETTE LOOKS LIKE?

New World Wide Waves intensify risk factors that affect the future landscape at the industry, market, and economic levels.

2

WHAT IS YOUR COMPANY'S OFFENSIVE AND DEFENSIVE STRATEGY?

The new commodity has ever altered the business landscape, accelerating adoption and growth in an unknown terrain.

3

AFTER THE EXERCISE, HOW CAN YOU PREPARE YOUR FUTURE-READY ORGANIZATION?

As resources are predicted to be short due to current excessive consumption, we need to carefully utilize the existing environment, finance, and human capital.

4

IS YOUR CULTURE ENABLING OR DISABLING TRANSFORMATION? HOW CAN YOU FIX IT?

To become Future-ready, organizations have to transform by Reimagining Growth, Redefining Success, Rebuilding Ecosystems, and Reconfiguring Innovation.

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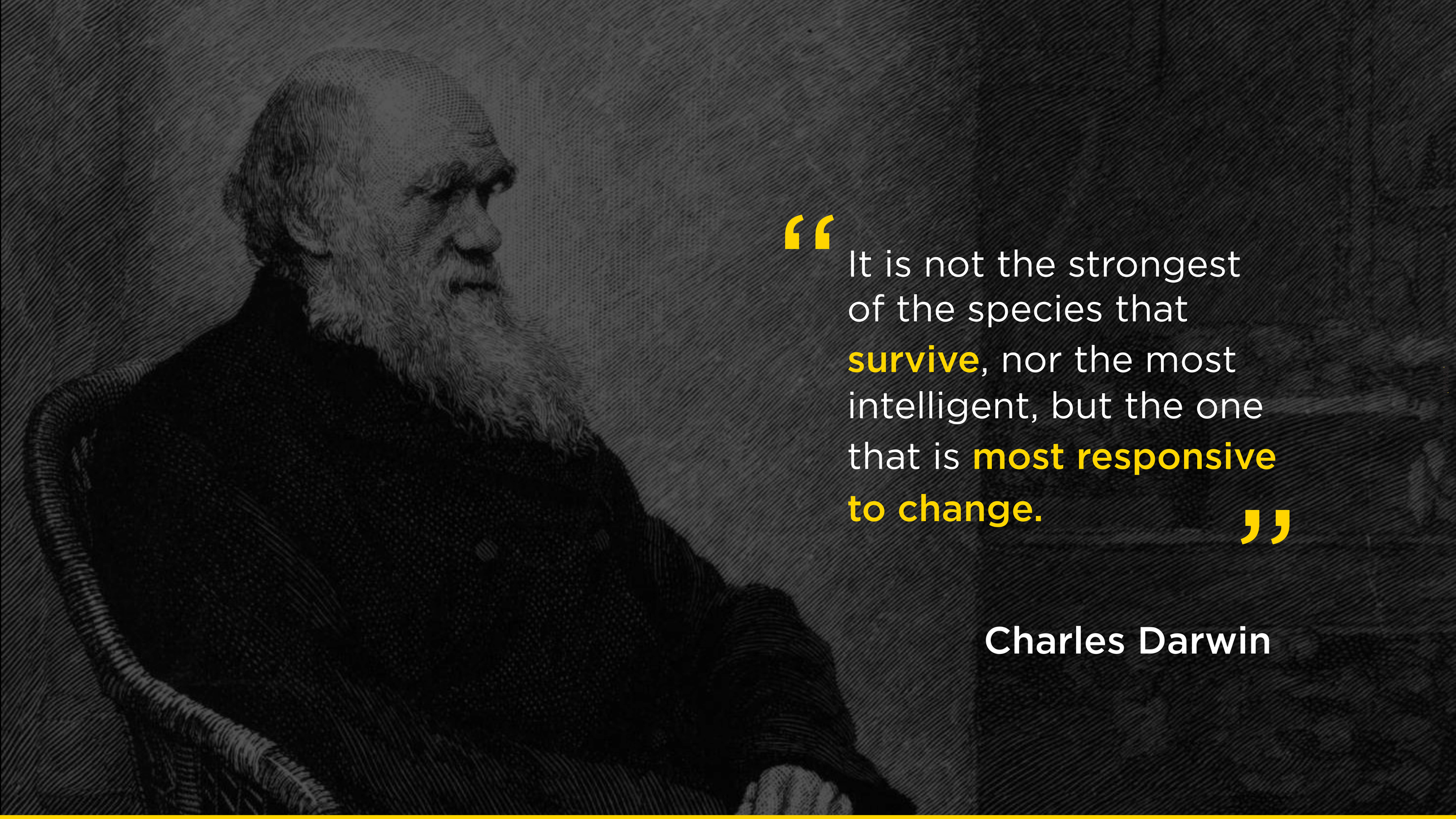
“It is not the strongest of the species that survive, nor the most intelligent, but the one that is most responsive to change.”
Charles Darwin

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THANK YOU