

# Business Model Innovation

Dipak C. Jain

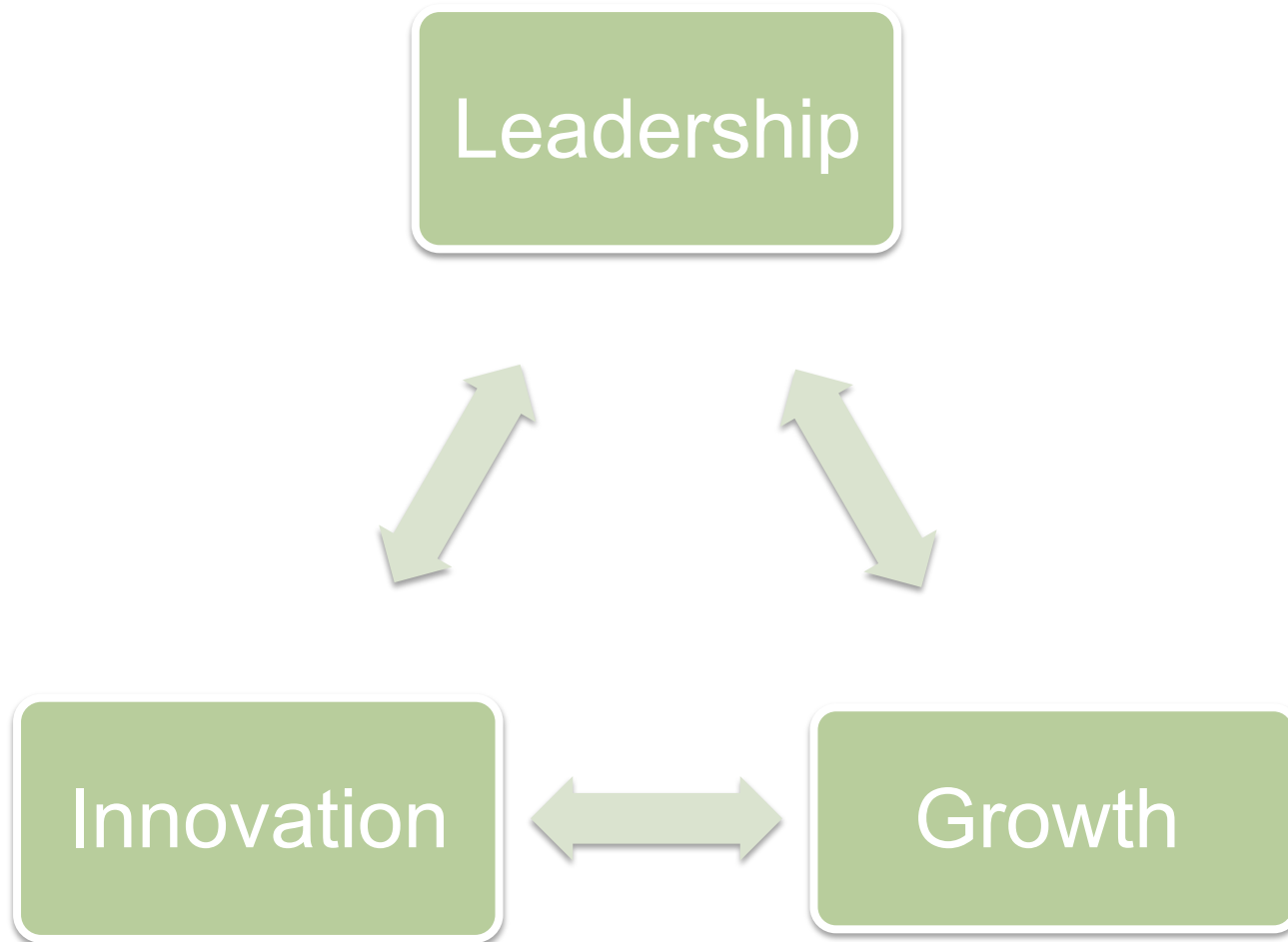
# Evolution of Global Business

<b>Time</b>	Up to the 19th Century	20th Century	21st Century
<b>Key Focus</b>	Land Acquisition: <b>Colonialism</b>	Free Market Competition: <b>Capitalism</b>	Human Capital Development: <b>Entrepreneurialism</b>
<b>Major Players</b>	Countries	Corporations	Citizens
<b>Performance Metrics</b>	Power	Performance	Purpose
<b>Impact</b>	<i>Strength</i>	<i>Success</i>	<i>Significance</i>

# Global Trends

- “Nano-second” Culture: *24/7, always-on*
- Hyper Competition: *technological convergence*
- Demographic Shifts: *aging population*
- Social Media and Networks: *increased transparency*

# Drivers of Global Reputation



# Global Traits

- Ability to **anticipate**
- Capacity to manage **ambiguity**
- Proficiency in **adapting** to cultural diversity

# Think 'Beyond': Business Model Innovation

**Education:** selling **Books** to selling **Chapters**

**Legal Firms:** billing by **Hour** to billing by **Impact**

**Airlines:** selling **Tickets** to selling **Miles**

**Newspapers:** from **News** to **Views**

**Commodities:** CEMEX— from **Cement** to **Solutions**

# Global Leadership

- **Values create value**

Humanizing business by recognizing that people are the key source of differentiation and value creation

- “Values are more valuable than valuables.”

# New Global Opportunities

- Consumer Wellness  
*(Healthcare and Wealth-care)*
- Consumer Engagement  
*(Media and Entertainment)*
- Consumer Hospitality  
*(Tourism/Travel & Hotels, Restaurants)*



# Global Leadership Moving Forward

The journey ahead:  
*From Success to Significance*