

UNLEASHED THINKING

Entrepreneurship ● Intrapreneurship



37th National Conference of Chartered Accountants

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Harnessing the Power of Millennials

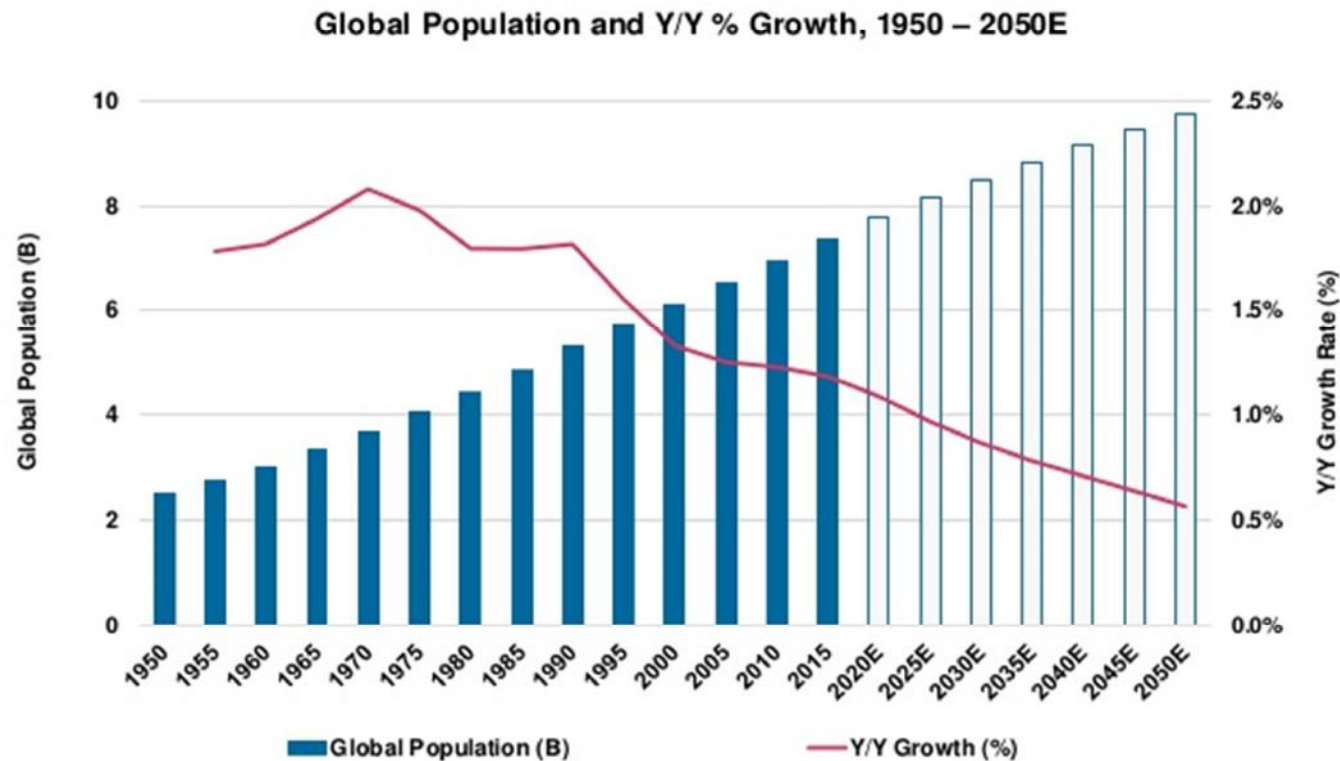


Agenda

- Entrepreneurship & Intrapreneurship Opportunity
- Employment in the Networked Age
- Forces Shaping the Workplace Now
- Multiple Generations @ Work
- 2020 Workplace Engagement
- 2020 Workforce – Predictions and Being Ready
- Questions and Comments



Entrepreneurship & Intrapreneurship Opportunity World Population



Entrepreneurship & Intrapreneurship Opportunity Car Industry Evolution

Early Innovation (1760s-1900s) = European Inventions

1768 = First Self-Propelled Road Vehicle (Cugnot, France)



1876 = First 4-stroke cycle engine (Otto, Germany)



1886 = First gas-powered, 'production' vehicle (Benz, Germany)



1888 = First four-wheeled electric car (Flocken, Germany)



Streamlining (1910s-1970s) = American Leadership

1910s = Model T / Assembly Line (Ford)



1920s-1930s = Car as Status Symbol... Roaring '20s / First Motels



1950s = Golden Age... Interstate Highway Act (1956)... 8 of Top 10 in Fortune 500 in Cars or Oil (1960)



Modernization (1970s-2010s) = Going Global / Mass Market

1960s = Ralph Nader / Auto Safety



1970s = Oil Crisis / Emissions Focus



1980s = Japanese Auto Takeover Begins...



1990s - 2000s = Industry Consolidation; Asia Rising; USA Hybrid Fall (Prius Rise)
DAIMLERCHRYSLER



Late 2000s = Recession / Bankruptcies / Auto Bailouts

Re-Imagining Cars (Today) = USA Rising Again?

DARPA Challenge (2004, 2005, 2007, 2012, 2013) = Autonomy Inflection Point?



Today =



+



+

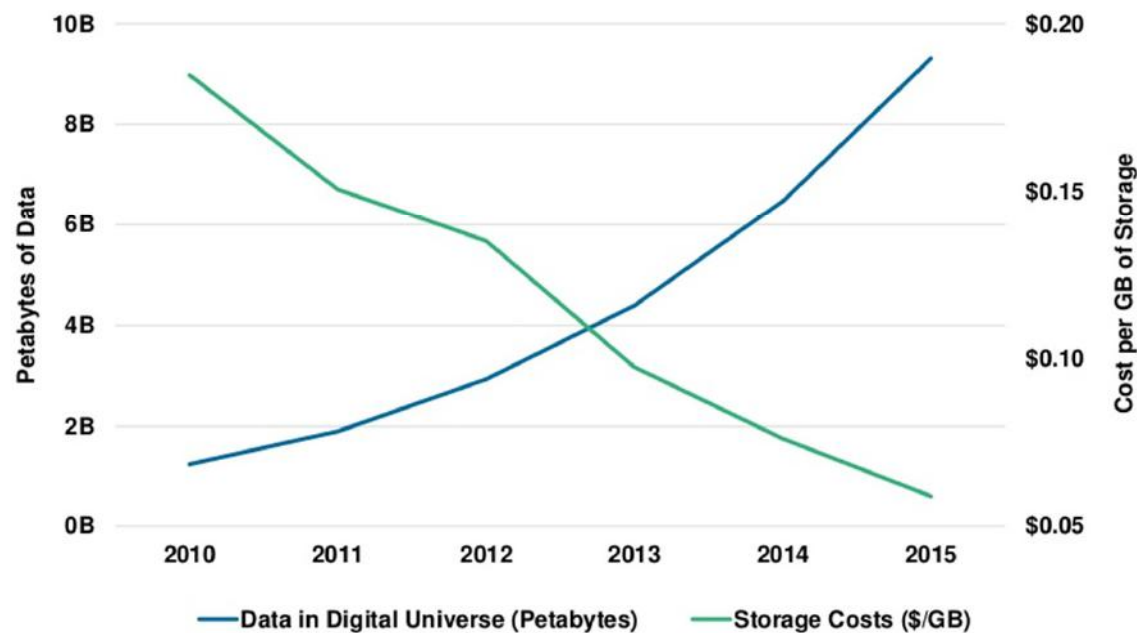


Entrepreneurship & Intrapreneurship Opportunity Data Generators





Data in Digital Universe vs. Data Storage Costs, 2010 – 2015



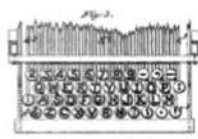


Entrepreneurship & Intrapreneurship Opportunity

Human-Computer Interaction (1830s-2015)



Punch Cards for
Informatics
1832



QWERTY
Keyboard
1872



Electromechanical
Computer (Z3)
1941



Electronic Computer
(ENIAC)
1943



Paper Tape Reader
(Harvard Mark I)
1944



Mainframe Computers
(IBM SSEC)
1948



Trackball
1952



Joystick
1967



Microcomputers
(IBM Mark-8)
1974



Portable Computer
(IBM 5100)
1975



Commercial Use of
Window-Based GUI
(Xerox Star)
1981



Commercial Use
of Mouse
(Apple Lisa)
1983



Commercial Use
of Mobile
Computing
(PalmPilot)
1996



Touch + Camera -
based Mobile
Computing
(iPhone 2G)
2007



Voice on Mobile
(Siri)
2011

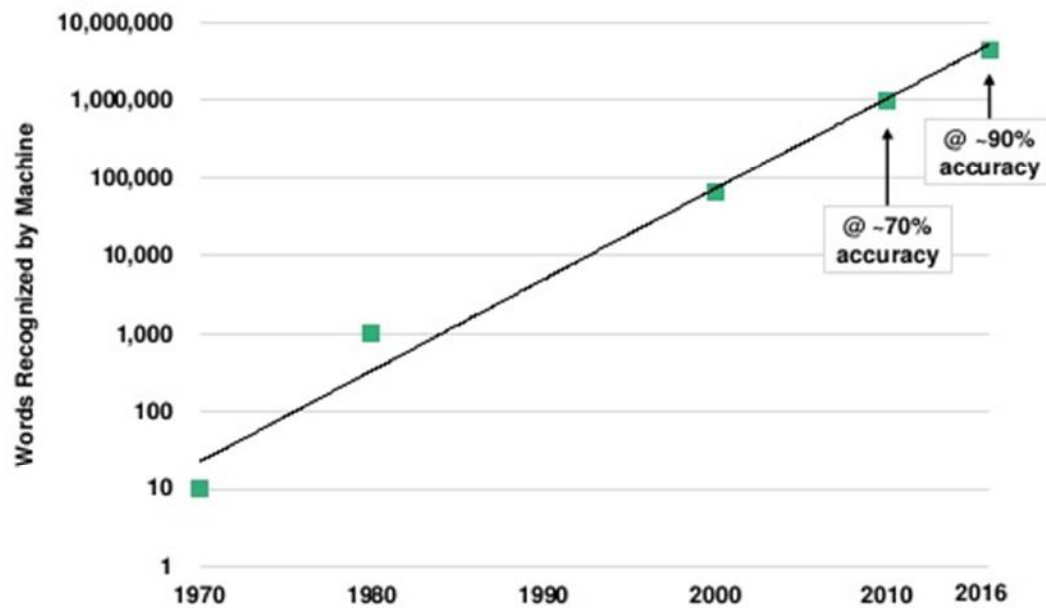


Voice on Connected /
Ambient Devices
(Amazon Echo)
2014

Entrepreneurship & Intrapreneurship Opportunity Machine Speech Recognition




Next Frontier = Recognition in heavy background noise in far-field & across diverse speaker characteristics (accents, pitch...)

Words Recognized by Machine (per Google), 1970 – 2016

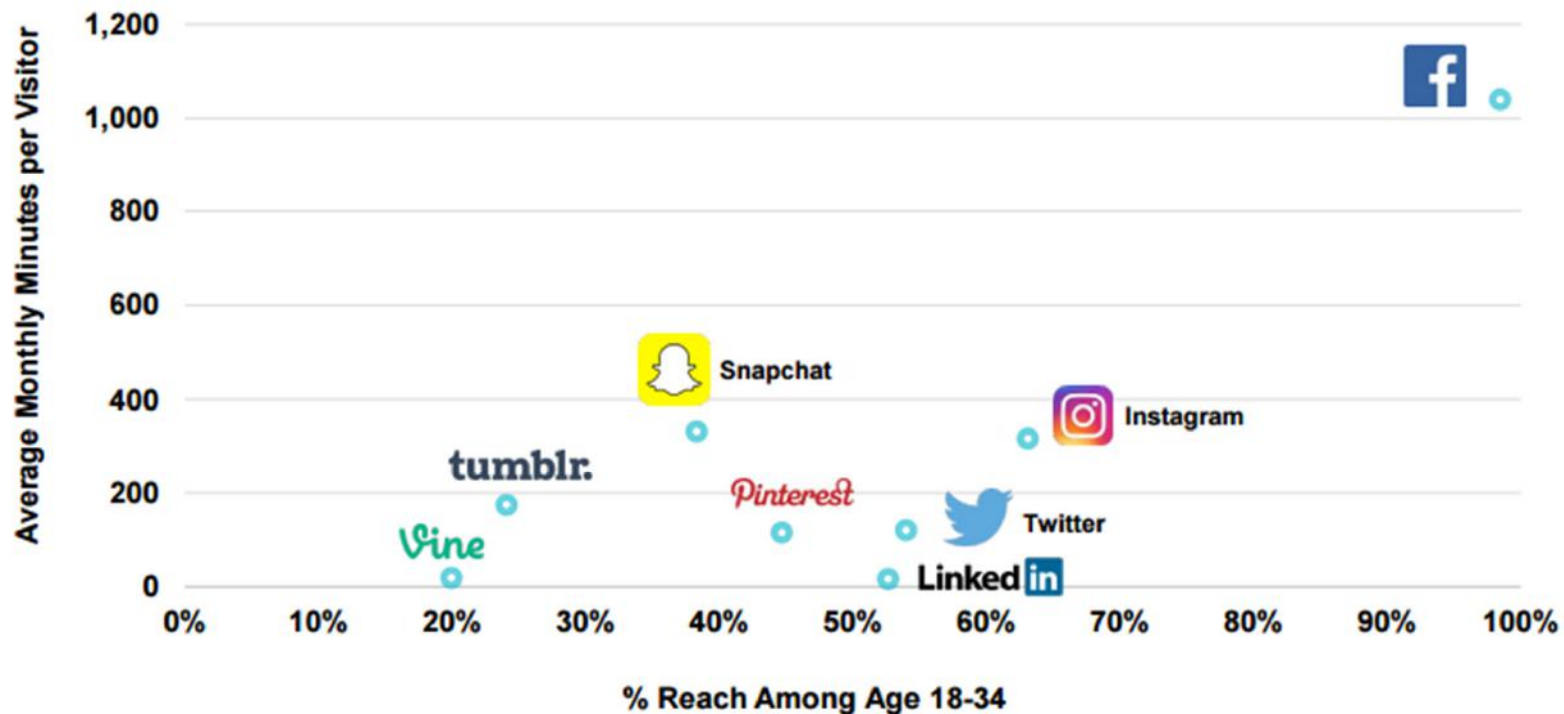




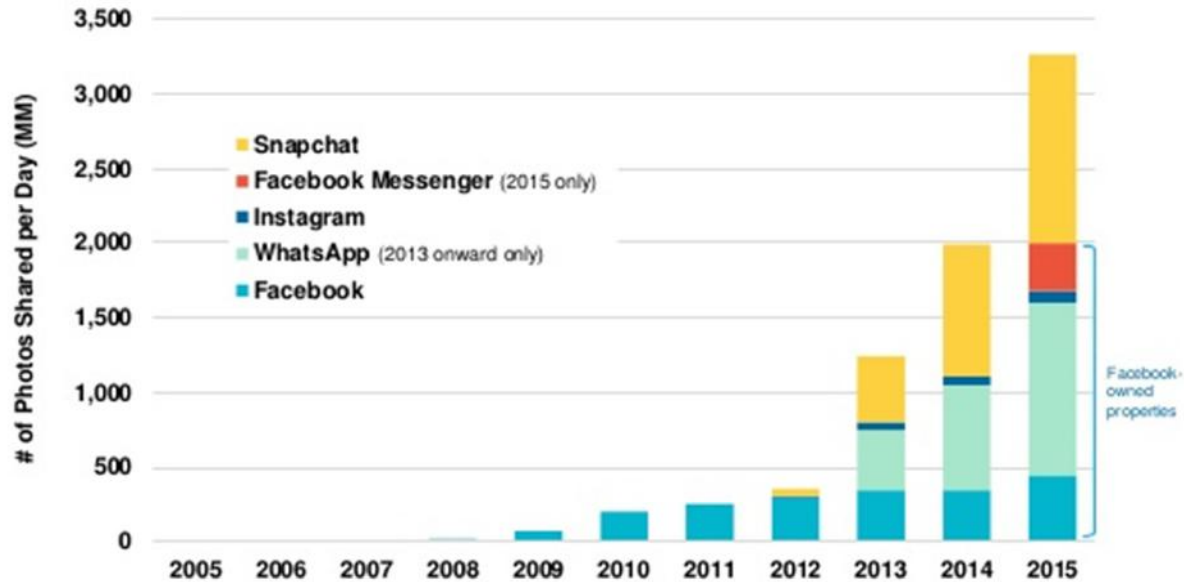
Entrepreneurship & Intrapreneurship Opportunity Messaging Platforms

	Business / Official Accounts	Engagement	Payments	B2C Chat for SMEs	Advertising (Within Messengers)	Partnerships / Other Services
	10MM+ Official Accounts	~80% Users Follow Official Accounts	WeChat Pay (2013)	Official Accounts (2012)	Official Accounts (2012)	Weidian (2014)
Facebook 	50MM+ Small Business Pages	1B+ Messages / Month Between Businesses and Users, +2x Y/Y 80% Businesses Active on Mobile	Payments (2015)	Messaging via Pages (2011) Chatbots Platform (2016)	Sponsored Messages (2016)	Shopify & Zendesk Partnership (2015 / 2016)
	2MM+ Line@ + Official Accounts	--	Line Pay (2014)	Official Accounts & Line @ (2012 / 2015) Chatbots Platform (2016)	Official Accounts (2012)	Commerce / Stores on Line@ (2016)

**Age 18-34 Digital Audience Penetration vs.
Engagement of Leading Social Networks, USA, 12/15**



Daily Number of Photos Shared on Select Platforms, Global, 2005 – 2015





Entrepreneurship & Intrapreneurship Opportunity

Global Internet Market Leaders



Rank	Company	Region	Current Market Value (\$B)	Q1:16 Cash (\$B)	2015 Revenue (\$B)
1	Apple	USA	\$547	\$233	\$235
2	Google / Alphabet	USA	510	79	75
3	Amazon	USA	341	16	107
4	Facebook	USA	340	21	18
5	Tencent	China	206	14	16
6	Alibaba	China	205	18	15
7	Priceline	USA	63	11	9
8	Uber	USA	63	--	--
9	Baidu	China	62	11	10
10	Ant Financial	China	60	--	--
11	Salesforce.com	USA	57	4	7
12	Xiaomi	China	46	--	--
13	Paypal	USA	46	6	9
14	Netflix	USA	44	2	7
15	Yahoo!	USA	36	10	5
16	JD.com	China	34	5	28
17	eBay	USA	28	11	9
18	Airbnb	USA	26	--	--
19	Yahoo! Japan	Japan	26	5	5
20	Didi Kuaidi	China	25	--	--
Total			\$2,752	\$447*	\$554*

Employment in the Networked Age

- Moving from Lifelong Employment
 - Loyalty
 - Family to Team
 - Most Valuable to Fungible Resource
- Rise of Shareholder Capitalism
 - Long Term Investments
 - Rightsizing
- Employment Framework
 - Mutual Trust
 - Mutual Investment
 - Mutual Benefit



Forces Shaping the Workplace Now

- Shifting Workforce Demographics
- The Knowledge Economy
- Globalization
- The Digital Workplace
- The Ubiquity of Mobile Technology
- A Culture of Connectivity
- The Participation Society
- Social Learning
- Corporate Social Responsibility
- Millennials in the Workplace



Multiple Generations @ Work



	Silent	Baby Boomers	Gen X	Millennials
Birth Years	1928 – 1945	1946 – 1964	1965 – 1980	1981 – 1996
Year Most of Generation 18-33 Years Old	1963	1980	1998	2014
Summary	<ul style="list-style-type: none"> Grew up during Great Depression Fought 2nd 'war to end all wars' Went to college on G.I. Bill Raised "nuclear" families in time of great prosperity + Cold War 	<ul style="list-style-type: none"> Grew up during time of idealism with TV + car for every suburban home Apollo, Civil Rights, Women's Liberation Disillusionment set in with assassination of JFK, Vietnam War, Watergate + increase in divorce rates 	<ul style="list-style-type: none"> Grew up during time of change politically, socially + economically Experienced end of the Cold War, Reaganomics, shift from manufacturing to services economy, + AIDS epidemic Rise of cable TV + PCs 	<ul style="list-style-type: none"> Grew up during digital era with internet, mobile computing, social media + streaming media on iPhones Experiencing time of rising globalization, diversity in race + lifestyle, 9/11, war on terror, mass murder in schools + the Great Recession
Core Values	<ul style="list-style-type: none"> Discipline Dedication Family focus Patriotism 	<ul style="list-style-type: none"> Anything is possible Equal opportunity Question authority Personal gratification 	<ul style="list-style-type: none"> Independent Pragmatic Entrepreneurial Self reliance 	<ul style="list-style-type: none"> Globally minded Optimistic Tolerant
Work / Life Balance	<ul style="list-style-type: none"> Work hard for job security 	<ul style="list-style-type: none"> Climb corporate ladder Family time not first on list 	<ul style="list-style-type: none"> Work / life balance important Don't want to repeat Boomer parents' workaholic lifestyles 	<ul style="list-style-type: none"> Expanded view on work / life balance including time for community service + self-development
Technology	<ul style="list-style-type: none"> Have assimilated in order to keep in touch and stay informed 	<ul style="list-style-type: none"> Use technology as needed for work + increasingly to stay in touch through social media such as Facebook 	<ul style="list-style-type: none"> Technology assimilated seamlessly into day-to-day life 	<ul style="list-style-type: none"> Technology is integral Early adopters who move technology forward
Financial Approach	<ul style="list-style-type: none"> Save, save, save 	<ul style="list-style-type: none"> Buy now, pay later 	<ul style="list-style-type: none"> Cautious, conservative 	<ul style="list-style-type: none"> Earn to spend

Age Diversity in the USA Workplace

- Traditionalists/Silent – 46M
- Baby Boomers – 78M
- Generation X – 50M
- Millennials – 88M
- Generation 2020 – 41M (after 1997)

Communicating Across Generations

	Traditionalists / Silent	Baby Boomers	Generation X	Millennials
Communication Style	Formal	Guarded through hierarchical channels	Hub & spoke through specific channels	Hyper connected, transparent, eye-catching, fun
Delivery	Detailed, prose-style writing, prefer print, f-2-f	Chunk it down but give me everything, f-2-f and some online	Online, some f-2-f, games	Wired, seamlessly connected, constant search & find mode
Context	Relevance to my security, historical perspective	Relevance to the bottom line and my rewards	Relevance to what matters to me	Relevance to now, today, and my role
Problem Solving	Hierarchical	Accepts traditionalist's "hierarchy"	Independent, self-reliant	Collaborative, rarely individually
Peer/Manager Feedback	Annual & formal	Annual or biennial, less formal	Monthly or weekly	Immediate, on-demand, constant need for mentoring & coaching
Decision Making	Formal, go through proper channels	Self-made, inform the team	Involve the team	Seek input & agreement from one's "network"
Frequency of Communication	In digestible amounts	As needed	Whenever	Constant



The 2020 Workforce Engagement

What Millennials Want

...from their leadership

Will help me navigate my career path

Will give me straight feedback

Will mentor and coach me

Will sponsor me for formal development programs

Is comfortable with flexible schedules

...from their company

Will develop my skills for the future

Has strong values

Offers customizable options in my benefits/reward package

Allows me to blend work with the rest of my life

Offers a clear career path

...to learn

Technical skills in my area of expertise

Self-management and personal productivity

Leadership

Industry or functional knowledge

Creativity and innovation strategies





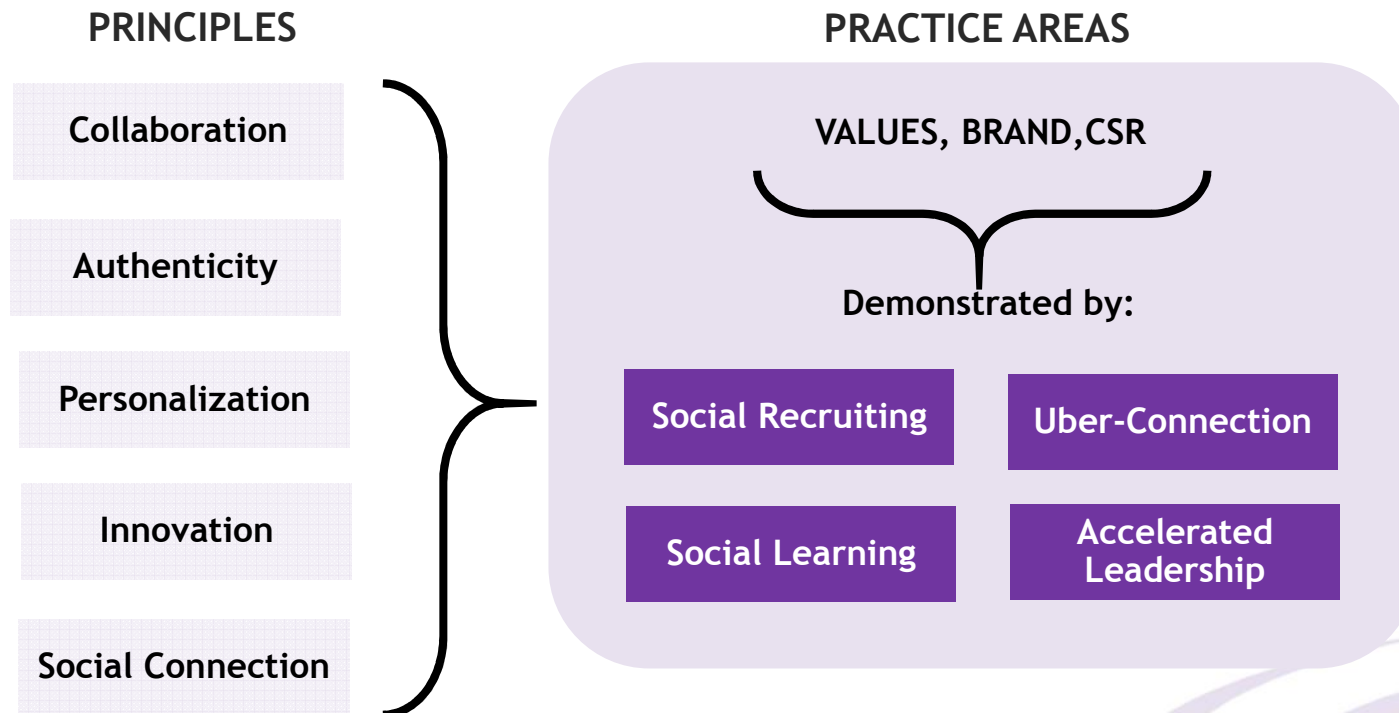
The 2020 Workforce Leadership

Collaborative Mind-Set	<ul style="list-style-type: none"> • Inclusive decision making • Genuine solicitation of feedback
Developer of People	<ul style="list-style-type: none"> • Mentors and coaches team • Provides straight feedback
Digitally Confident	<ul style="list-style-type: none"> • Uses technology to connect to customers and employees
Global Citizen	<ul style="list-style-type: none"> • Has a diverse mind-set • Prioritizes social responsibility
Anticipates & Builds for the Future	<ul style="list-style-type: none"> • Builds accountability across levels • Champions innovation



The 2020 Workforce Engagement Model

• Principles & Practice Areas



Predictions for the 2020 Workplace

Workplace Operations

- Mobile devices will become the office, classroom, and concierge
- Human resources' focus will move from outsourcing to crowdsourcing
- Employees will be hired and promoted based upon reputation capital
- Companies will hire entire teams
- Web commuters will force corporate offices to reinvent themselves
- Recruiting will start on social networking sites

Culture

- You will elect your leader
- Work-life flexibility will replace work-life balance
- Corporate social networks will flourish and grow inside companies
- Corporate app stores will offer ways to manage work and personal life better
- Corporate curriculum will use video games, simulations, and alternate reality as key delivery modes
- Companies will disclose their corporate social responsibility programs to attract and retain employees

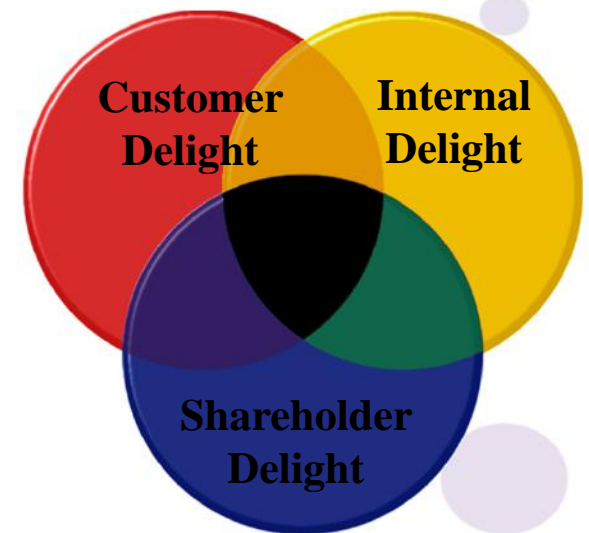
Professional Development

- Lifelong learning will be a business requirement
- A 2020 mindset will be required to thrive in a networked world
- Social media literacy will be required for all employees
- Building a portfolio of contract jobs will be the path to obtaining permanent full-time employment



Being Ready for the Future Workplace

- Adopt a global mindset
- Build a reputation as being socially responsible
- Become über-connected
- Personalize the employee experience
- Enable customer-focused innovation
- Champion openness and transparency
- Emphasize learning agility
- Build citizen leadership
- Drive systems thinking
- Create an inclusive culture



“Never doubt that a small group of thoughtful, committed individuals can change the world. Indeed, it’s the only thing that ever has.”

- Margaret Mead -



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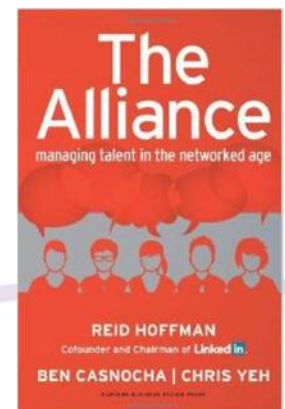
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- *The 2020 Workplace: How Innovative Companies Attract, Develop, and Keep Tomorrow's Employees Today* by Jeanne C. Meister
- *The Alliance: Managing Talent in the Networked Age* by Reid Hoffman
- *HBR: Mentoring Millennials* by Jeanne C. Meister and Karie Willyerd
- 2016 Internet Trends Report by KPCB (<http://www.kpcb.com/>)



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Thank you !