"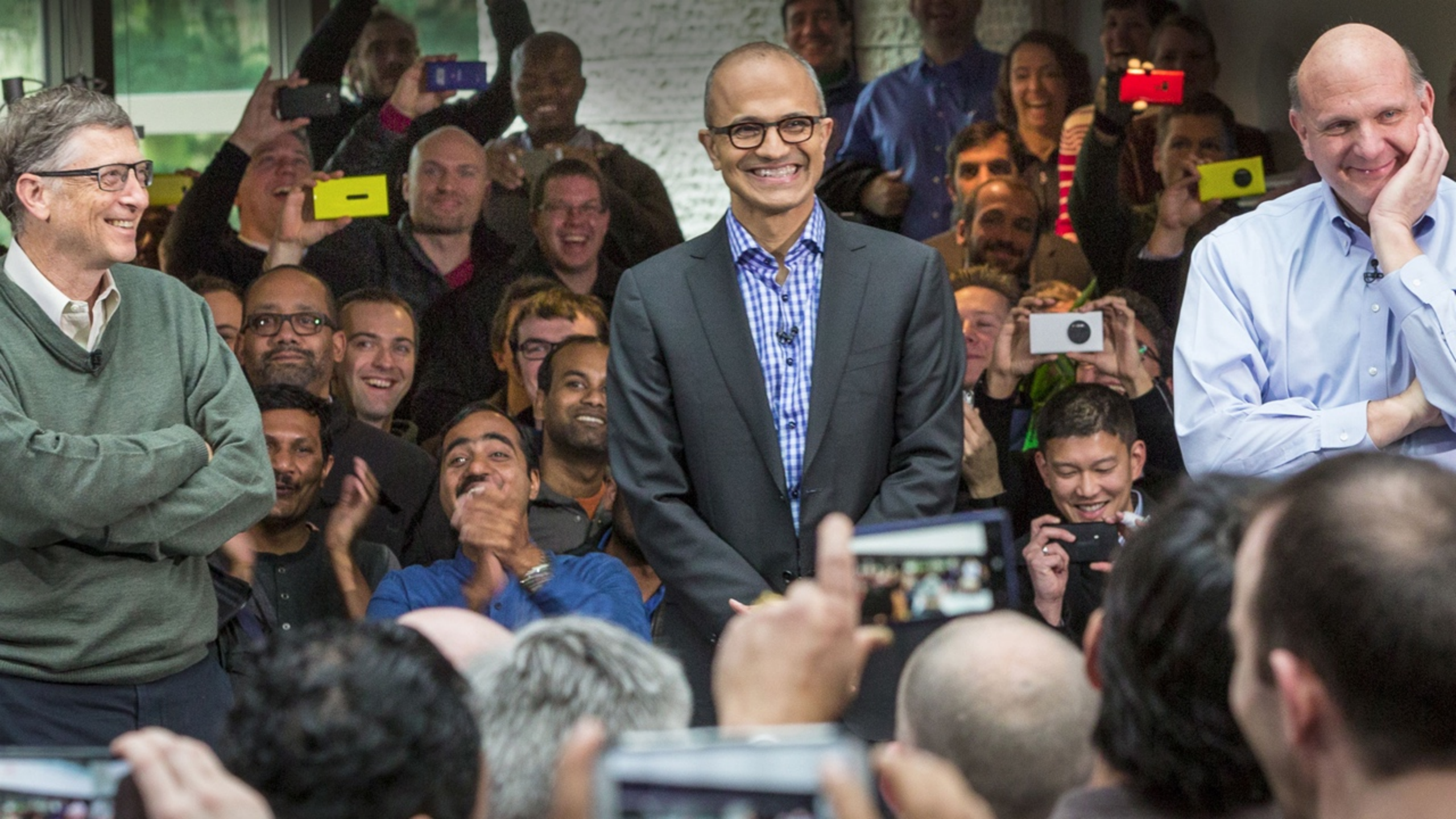Empathy is a wellspring for innovation, since innovation comes from one's ability to grasp customers' unmet, unarticulated needs"

Product Centric to Customer Centric
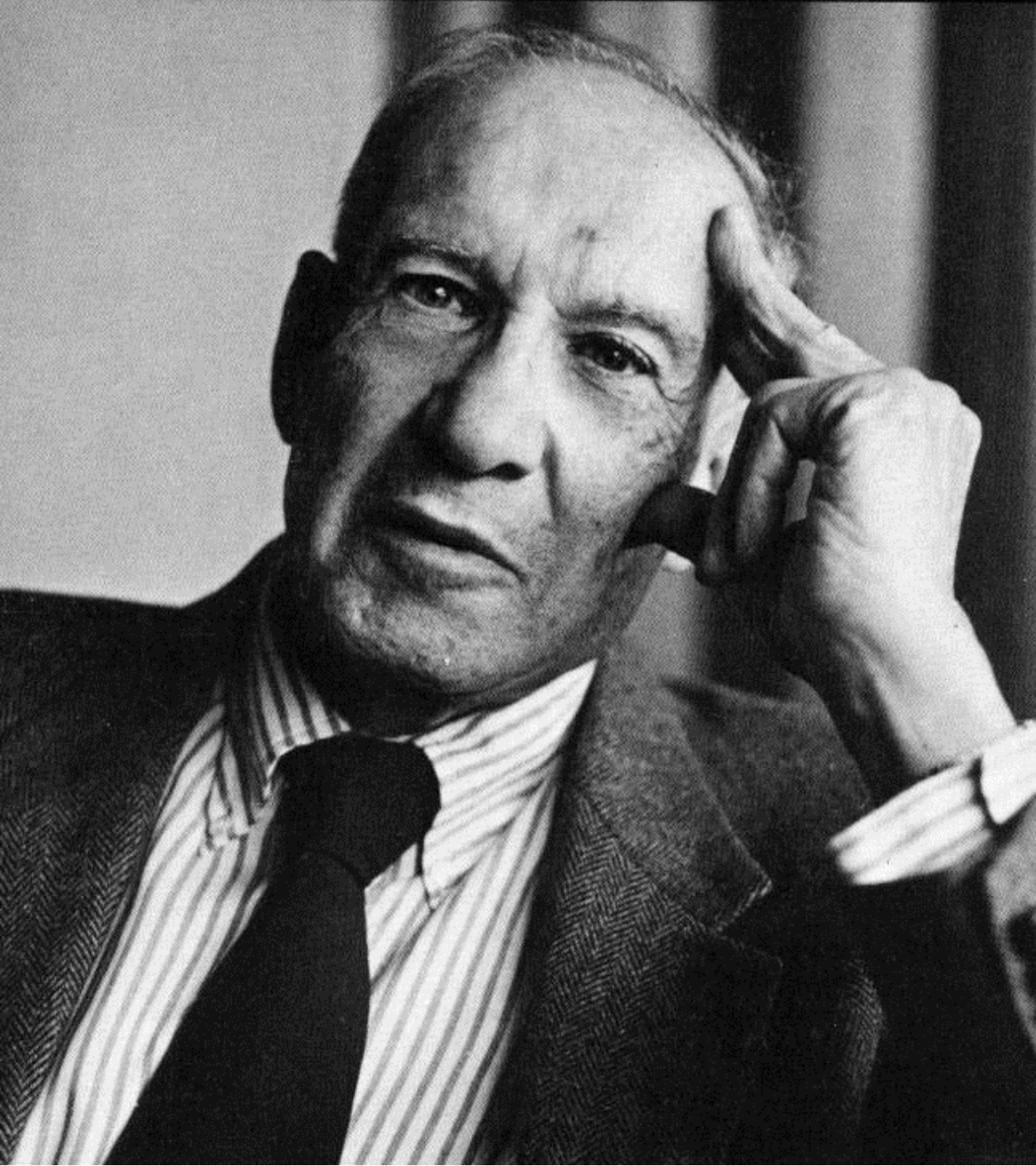
Gaming

Search, ads, & news

Modern life

Professional social network

Modern work

Security

Biz apps

Data & AI

Digital & app innovation

Infrastructure

Intelligent Cloud

Intelligent Edge

Empowered experiences

+

Digital transformation

"Culture eats strategy for breakfast."

– Peter Drucker

Customer-centric leaders need to create a common understanding of metrics, goals and progress across the enterprise.

Partner at the center

Thinking "Partner First"

Customer Obsession

Planning Cycles

Partner Alignment

Our Partner's #trustedadvisor

Country
& partner

E-commerce &
omni capability

Marketing
capability

Is data the new oil?

Winning through coercion

- No, you can't have access to my data
- I'm worried that you will use the data incorrectly
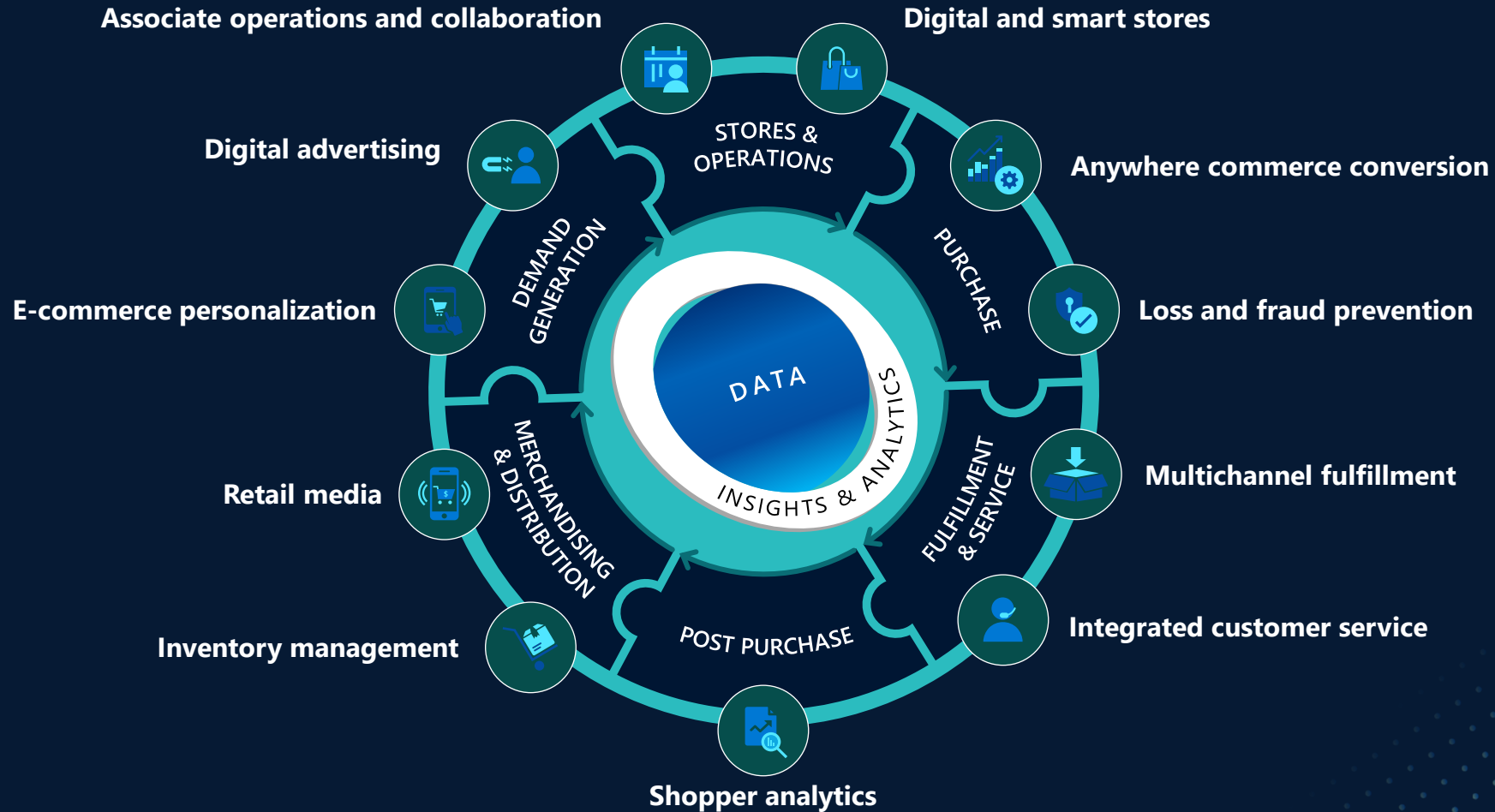- I am NOT sharing MY data with other parts of the organization

Win it on the field

- Sharing "your" data with other orgs / partners
- "We are responsible for collecting this data. We will clean it and make it available to you for your decision-making"
- "There are some vagaries in that dataset. Let's get together to talk about your findings before you publish them too broadly."

Data is the core !
Connecting the shopper journey

Associate operations and collaboration

Digital and smart stores

Digital advertising

Anywhere commerce conversion

E-commerce personalization

Loss and fraud prevention

Retail media

Multichannel fulfillment

Inventory management

Integrated customer service

Shopper analytics

STORES & OPERATIONS

PURCHASE

DEMAND GENERATION

MERCHANDISING & DISTRIBUTION

FULFILLMENT & SERVICE

POST PURCHASE

DATA

INSIGHTS & ANALYTICS

The digital feedback loop

1 **Data**
Capture digital signal across business

2 **Intelligence**
Connect and synthesize data

3 **Action**
Improve business outcomes

Engage customers

Optimize operations

Empower employees

Transform products

Data + intelligence

Deeper relationships

More efficient ops

Customer signal

Operational data

Employee signal

Product telemetry

More effective employees

Better products
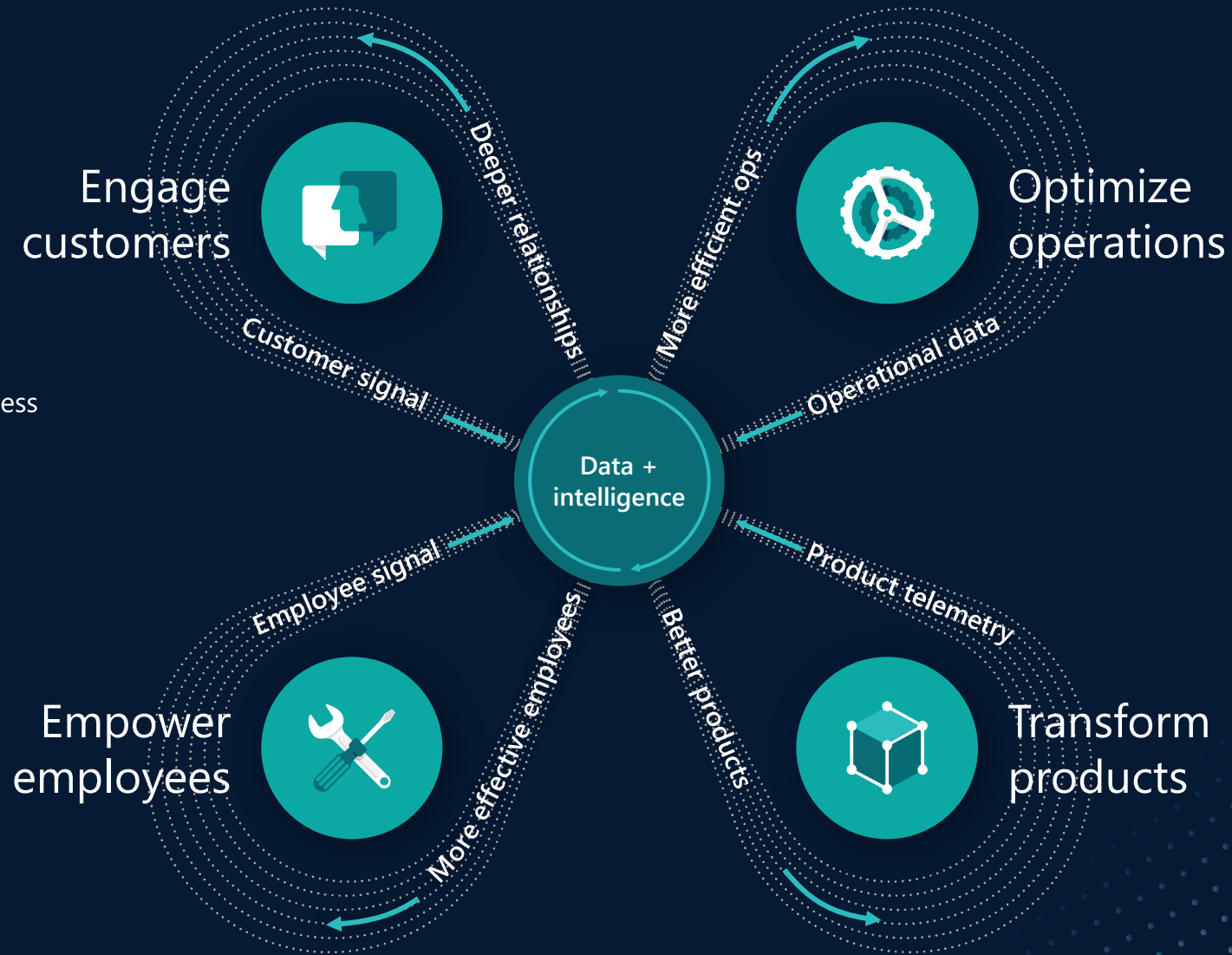
Takeaways

The importance of empathy, for customers and for partners

Customer-centric success (as opposed to product-centric)

The power of the Growth Mindset (e.g. failure leads to mastery)

Change takes time – Continuous Beta / Feedback Loops

THANK YOU

Ram Iyer

David McBride

Microsoft

Course5
Transformative intelligence