

THE APP EFFECT

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*Michiel Boreel
Group CTO
Sogeti*

In October 2011, an international group of CIO's, senior executives and world renowned speakers met in Lisbon to discuss The App Effect: the new reality of mobile devices, apps and the resulting changes in information behavior. This newsletter will give you an overview of what was discussed and it will help you find more related materials if you'd like to further your understanding. Also, the book on which the event was based, *The App Effect*, will be published in the coming months. All executive summit attendees will receive a copy as soon as it comes available.

The overall theme of the event was one of change and opportunity, covering topics ranging from technology to philosophy, from revealing a new understanding of human nature to engagement, new politics and revolutions. From old school technology to ubiquitous, embedded and 'smart' technology. The speakers presented interesting statistics and examples that gave insight into a change that is already underway, with a pressing imperative for all to adapt.

Michiel Boreel, CTO of Sogeti set the stage by comparing the app world today to the early days of the internet. Just like then, everybody seems to have a sense of urgency and desire to be present and be part of this new thing, but no one is yet sure what it will turn out to be. To further illustrate the analogy, Mr. Boreel showed an interesting relic from the past: a paper, real-world Yellow Pages of the internet, containing all websites from that time, neatly categorized for easy reference. You could compare this to the

present day App Stores, and the explosion in the number of apps. And just like we stopped with counting websites, we'll stop counting apps. Instead, we'll assume everyone has one, and any company without a mobile presence will be suspect.

Would you do business with a company that doesn't have a website?

What's App?

1. The Age of the App Internet



George Colony
Founder and CEO
Forrester Research

The internet is turning into an App Internet, where user experience is the key theme. When creating your strategy, consider cloud but don't over-commit. And create Apps to augment the web as we know it, which may be harder than it seems. In the end, it will all be Business Technology.

George Colony began by paying a tribute to Steve Jobs, who passed away on the eve of the Sogeti Executive Summit. Steve Jobs was an inspiration to the industry and at least partly responsible for bringing about this world of apps and mobile devices. But he was also someone who had a mix of good and bad predictions and gambles, from the Apple Newton to the iPad and iPhone. A veteran in the industry, Steve Jobs had seen the beginning and end of the PC era and the start of this new one.

After a series of revolutions, from mainframe to PC to Network Computing, we're now arriving in a new phase, the App Internet. The PC is dead, the network will be central, and the smart end-device is essential for creating the necessary user experience. This 'internet plus apps' will be the dominant architecture going forward, perhaps in part because storage and processor capacity are abundant and conforming to Moore's law, though network bandwidth may be slower to expand.

Forrester defines this App Internet as Cloud services and smart devices delivering a tailored, superior experience via context-aware apps. The key element here is that it's all about creating an experience. But who are the relevant players today? There is no thorough research, but based on some personal opinion and industry insights, Mr. Colony created a 'magical' wave diagram, analogous to the well-known Forrester wave diagrams, but without the underlying solid

metrics. Still, this diagram gives some insight into the players and their relative positions.

Apple is the undisputed leader when it comes to strategy and current offering. Google is surprisingly still a risky bet, mainly because only 2% of their revenue is derived from Android: they are almost completely dependent on the traditional web, which is also still true for Facebook. Microsoft seems to have a stronger strategy but may have some trouble changing their business model and finding a financial model that works well with their partners. As we have seen in recent news, RIM (Blackberry) is in all sorts of trouble and is on its way out as an industry contender and becoming a risky bet.

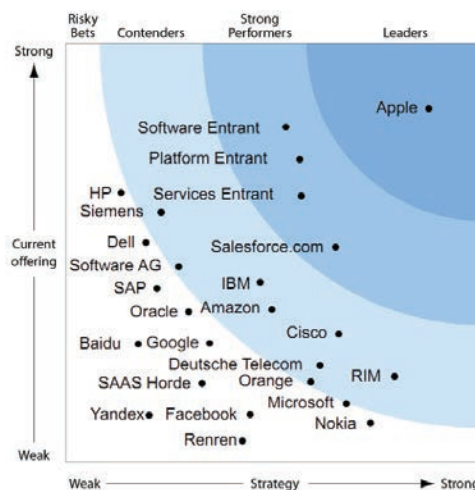


Figure 1. A 'Magical' wave, based on some personal assumptions by Mr. Colony.

Salesforce is developing strongly, because they have an ecosystem and, more importantly, they have a real business relationship with the customer. They have your credit card number, and therefore can use that trust and relationship to expand into other areas. In that respect, the recent tablet announcement by Amazon may push them closer towards becoming a 'strong performer' given the company has a complete infrastructure similar to iTunes that it can leverage. We may end up in an ecosystems

war, where perhaps three to five big systems remain. Amazon, Google and Apple? It's still up for grabs.

One step further than the App Internet lies the pervasive app internet. Here, apps don't just live in your phone or tablet, but in any device: apps in cars, jet engines, medical machines, gas-meters, heavy machinery, whatever. David Rose (see page 6) has much more to say on this subject. But there is a major caveat. It's actually quite hard to create apps that work smoothly across peripherals and the cloud, with the right security, usability and reliability that is needed to create the right experience.

Finally, there are four imperatives for the CIO when stepping into the App Internet:

1. Think carefully about the Cloud/App balance. Do not over-commit to the cloud as it is still evolving.
2. Think about a new vendor portfolio. Will you buy a new CRM system if it's not using an 'App Internet' architecture?
3. Change your Apps development. Transform your developers away from traditional web/HTML to App Internet (and this will most likely contain HTML5, but with solid understanding of the cloud-app complexities).
4. Shift your IT to BT, your Information Technology to Business Technology. Here, the most important lesson is to always keep a Customer focus.

- [Download the presentation](#)
- [George Colony's blog](#)
- [The App Internet interview](#)

2. Microsoft's Windows Phone Strategy



Knut Aasrud
General Manager
Operator Channels
Group
Microsoft EMEA

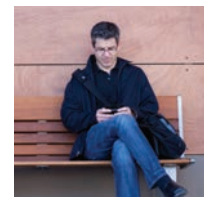
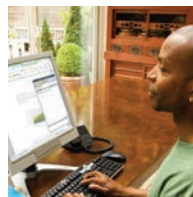
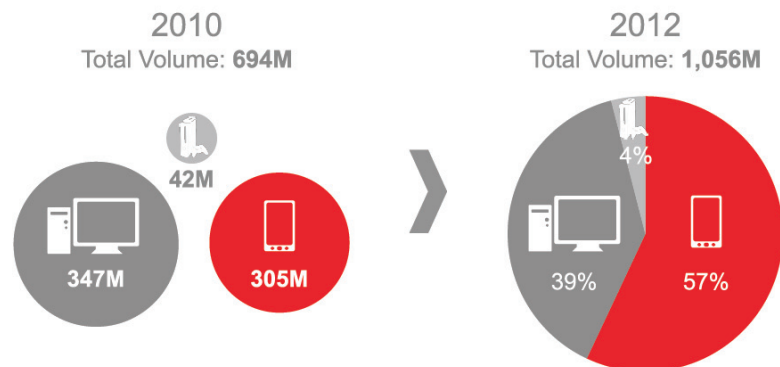
The mobile device is just one of many devices, and the experience should be unified across all of them, such is the vision of Microsoft. To do this right, the user and user-experience have to be central. We will have to get used to the idea that users are mixing business and pleasure and that they expect innovative interactions.

There are many trends coinciding today, leading to the perfect storm for mobile. There are inflection points in the progression of PC power, sensors and the price of technology. There is a maturing cloud, an emerging ecosystem of devices from TV to PC to phones and there are many things happening inside the mobile industry itself. In 2012 there will be more mobile connected devices than there are traditional PCs. But who will be the dominant platform? Will there be an open or closed market model? What will business models be for ads or search or commerce? Much is still uncertain. A big trend that overlays all of the above is the consumerization of IT: end users making decisions about technology that were previously the remit of the CIO and IT department.

When it comes to competition between mobile platforms, it's interesting to note that IP (intellectual property, especially patents) is an important part of this competition. Major acquisitions have been done solely for the sake of patents, and there is a slew of lawsuits contesting other parties' right to use certain technologies. Most recently Samsung and Apple were in the news, trying to keep competing devices out of certain markets.

Mobile operators are still strong players today, but they may lose to – or have to become – the experience providers: the companies that provide the end user with the integrated, usable, simple interface to all kinds of functionality. In Microsoft's vision this experience is of utmost importance and needs to be integrated seamlessly across your

The Growing Ecosystem



devices. We'll probably need 'a smarter way to app'. Apps that are more pro-active to help you with what you are doing, rather than requiring the user to look for the right app.

The ideal phone only serves what you require and desire, where the end user has the power to decide. Think about this in a corporate perspective where you'd like to 'push' your app to a user? Says Aasrud: "You can only win if you put the people first".

Looking forward a little further, we can expect new interfaces altogether. With the Microsoft Kinect, the greatest surprise was that people other than game developers embraced it as soon as it was available. Researchers and scientists started creating radically new ways to interact with technology with the 3D motion sensing capabilities of the Kinect. We may only be scratching the surface of what may come out of this technology.



Mr. Aasrud's presentation drew on Microsoft Metro Design Language which exemplifies the company's vision for consolidating business and consumer UX while 'adding a sense of depth' to the mobile experience.

- [Download the presentation](#)
- [Microsoft's Mobile Patents](#)
- [Personal interview](#)

3. The New Terms of Engagement



Peter Leyden
Founder and CEO
Next Agenda

Paradigm shifts happen almost overnight, as exemplified by politics: After Obama as an early adopter, everyone in politics is now using social media. Video is going through such a shift now too: massive adoption leading to new patterns of use and new human paradigms. The App Effect leads to mass empowerment and the need for engagement.

Do you know you carry a super-computer in your pocket? The processing capabilities of a smartphone are bigger than the computers NASA used in 1969 to fly to the moon. A \$199 iPhone 4S has more computing power than the biggest supercomputer from 1975 and it includes a camera that records in High Definition. To compare: the first consumer focused HD recorder only seven years ago cost a whopping \$3700. The effect: technology has become ubiquitous, cheap and within easy reach of everybody. In 2010, 58% (Europe) or 77% (USA) of the total population was online, double or triple from 2010 and the numbers across the world are on the rise every year.

This adoption is driven by the biggest thing that Apps bring: they make complex tools and processes super simple. We are far removed from old command line interfaces and the need for geeky experts: anyone can and wants to use apps, witness the fact that over 18 billion apps have been downloaded in iTunes alone. This massive adoption has led to equally massive empowerment. Mobile puts social media into overdrive.

We are witnessing a potential Meta-Paradigm shift: a radical change in the order of society. Many of the struggles seen today are related to the tension between top-down and bottom-up influence. Paradigm shifts are different from traditional adoption of innovation. Where normally there are innovators, early adopters, early majority and so on, a true paradigm shift is much more

sudden. After reaching critical mass, the new way of thinking is suddenly mainstream and people abandon their old thinking pattern *en masse*. A great example can be seen in politics: Obama was the first to embrace a more bottom-up, networked campaign instead of a traditional top-down, big donor oriented approach. Today, this has become the way all politicians in the US build their campaign.

And then there is video. If text-based media was called social, imagine what real talking and moving people will do to the web. Half a billion Skype users can see each other across the web, YouTube has over 2 billion views each day and the majority of internet traffic is already video. We're moving from traditional 'broadcast' (one-to-many) to second generation online video that is many-to-many, interactive and extremely social. Google+ hangouts, Skype, Microsoft and many others enable multiple video streams and on top of that, smartphones today have at least one camera.

It's hard to overstate the importance of video in human communication. We are tuned through millennia of evolution to interpret facial expressions, body language and the many complex interactions with voice and intonation. Up until now we've managed

- [Download the presentation](#)
- [Peter Leyden on New Media](#)
- [Next Agenda website](#)

with text or only voice, but we've lost out on true emotions. The emotional charge in video is beyond comparison with text. It enables engagement on a human level. Besides that, video is also ideal for learning. Who would choose to learn to dance with a book, to solve a Rubik's Cube over the phone or to negotiate through instant messenger?

The challenge to organizations is to engage people, connect and converse with them. Video offers new opportunities but may require investments, new processes or a radical new view o customer interaction. A Spanish bank that started using video-chat with their support desk saw an enormous increase in customer satisfaction, but that was surely not realized overnight.

Are you ready to engage the empowered customer?



In 2011, the Silicon Valley Big Three (Facebook, Apple and Google) as well as Microsoft all entered the group video space in

4. Get Bold! Social Business A.G.E.N.D.A



Sandy Carter
Vice President
IBM

Organizations across industries are embracing new technologies to give employees and clients new ways to connect and collaborate. This will lead to greater engagement, more transparent and nimble business and overall better business results.

Can you opt out of social media? One CEO thought so, but was put straight by Sandy Carter when she got into a conversation with him on a plane and showed him what was already happening on the Wild West of the Internet. The conversation about you is going on, even if you're not taking part. The least you can do is listen to what is happening to your brand, your company and your industry. But that should only be the start.

You can truly call yourself a Social Business when you are engaging, transparent and nimble. You share information simultaneously with all constituents, and are in active conversations with your clients, partners and employees. Where social media is primarily centered around marketing and PR, social business is much broader and encompasses the whole organization and all business processes. How social are you?

IBM has had much success helping organizations become a social business, using the A.G.E.N.D.A acronym.

The hardest part may be to address the culture of the organization. As Sandy Carter provocatively says: "Culture eats strategy for lunch". Only when addressing the hard questions of organizational structure and how to manage and stimulate people can you become a more social organization. Using social collaborative tools will only work if you also work on nurturing the right culture. Are people allowed to spend time helping others outside their primary unit or project? If not, trying to stimulate collaboration is probably futile.

Most of the A.G.E.N.D.A acronym covers the hard work of change management. For example, create a trust matrix, a trust plan.



The Social Business A.G.E.N.D.A. presented by Sandy Carter at the 2011 Sogeti Executive Summit and in her new book below Get Bold: Creating a Social Media Agenda for Your Business (2011, IBM Press)

Go out and find the people talking about you and the 15% of those who are opinion leaders. Find out who they are, and bring them on board, build their trust in you. Not manipulate them, but involve them, include them in the conversation. A bank in New York, for example, found that one 20 year old was very influential among all the bank's followers so they started talking to him directly and engaged him.

Engagement is built through an exceptional experience, which draws people in, from unaware to active participant. There are three core aspects to create an exceptional experience:

1. Integrated: consistency across online, offline, mobile and web platforms
2. Interactive: use games, video, mobile, virtual gifts, check-ins, etc.
3. Identifying: Personalized, tailored to individual needs and expectations.

But what about the value? Why would you do all this? In part it's because the time asks

for it: employees and customers demand a certain mode of interaction and select the companies that can deliver. But there is also a direct returns. Companies that have done this right report benefits such as an 18% increase in customer satisfaction, a 20% improvement in time to market or a 30% improvement in the time it takes to find knowledge and expertise.

As mobile devices are by far the most social devices we've seen to date, it really is time to build a social business agenda. Start building social into your processes and how people work. You can look to others to learn from their experiences or discover your own path, but one thing is certain: you cannot opt out of social.

- [Download the presentation](#)
- [Social Business video](#)
- [Personal blog](#)

The Post-PC Era

5. Enchanted Objects



David Rose
 Vitality CEO and
 MIT Medialab
 Instructor

Apps are in a stage of adolescence. When examined more closely, the interaction with Apps is awkward and unnatural. We'll move to a world where information and Apps are built-in, natural, invisible part of objects and the environment. So that we can get out of our phones and back into our lives.

David Rose invented GlowCaps™, a revolutionary device that helps people take their daily medicine. It is simple technology that glows and makes gentle noises to remind people to take their pills. But that's not all, it can also report to a friend if you actually took your pills on a specific day. This is exactly the kind of App Mr. Rose envisions when he talks about 'enchanted objects': the App is an integral part of the object, with a completely natural way to use it, no visible 'technology' and, above all, extremely well-

suited to its goal. In the case of GlowCaps™, statistics show that from the very first day, medicine regime adherence jumps to close to 100%, an unparalleled accomplishment for any solution.

As often, this embedding Apps or 'enchanted objects' is actually a case of history repeating itself. The evolution of the (electronic) motor was very similar: first they were very visible and drew our attention, but over time they got smaller, became embedded and are no longer seen as independent from the devices they are part of. And in a way, the same thing is going on with our understanding of the concept of AI: from thinking about Big AI, like HAL from 2001 a space odyssey, to 'fractional' AI that is in our anti-lock brakes, wiper sensor, satellite radio, gps, etc.

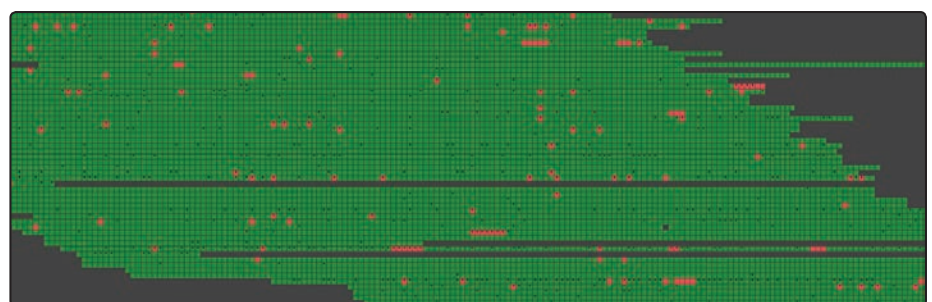
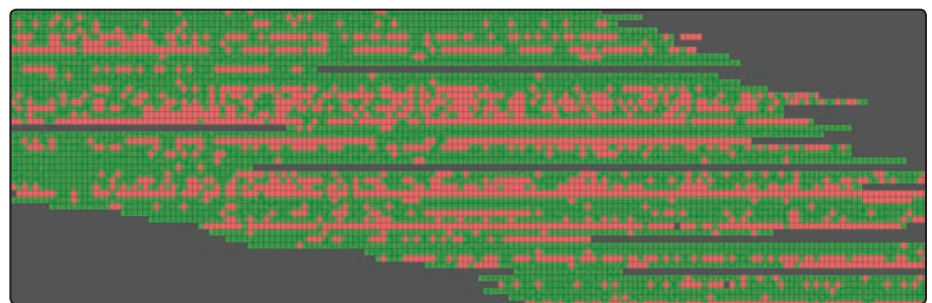
But which objects can we enchant by embedding apps or information? What makes sense? To explore this question, David Rose followed six long term magical desires that are expressed in movies and tales: Omniscience, Communication, Protection,

Health, Teleportation and Expression. For each of these categories there are inspiring examples of how we can greatly improve the interface with technology. For example through simple color coded indicators that signal one important measure: the temperature, client satisfaction or the quality of today's surf. By making it a device, the information seeps into our brain almost unnoticed, as if we simply know. Rose calls it glanceability. In that way, it doesn't add to our stress or information overload, it simply bypasses our consciousness and only when it becomes relevant for us do we notice it. Hey, today's surf is exceptionally good!

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- [TEDxBerkeley video](#)
- [Vitality website](#)

David Rose illustrated the role that "enchanted" objects can play in managing health with GlowCaps™, a wireless pillcap connected to the Internet via a home health hub that uses social incentives, auto-refills and caregiver accountability to improve adherence.

In these two tables, each row represents a person and each column a day, a red marker indicates a missed dose. The top chart shows poor adherence for the control group with deactivated GlowCaps™, while the bottom chart highlights the positive effect of the "enchanted" GlowCaps on adherence.



6. Enveloping the World: The Constraining Success of Smart Technologies



Luciano Floridi
Professor of
Philosophy
University of
Hertfordshire

Philosophy is about questions, about the world and about us. New innovations and technologies may lead to new understandings, for example that the sun is not the center of the universe, or in this case that people are connected information beings instead of isolated individuals. Also, technology seems to work best in carefully selected situations, is this useful, or threatening?

Professor Floridi started his talk by describing a scenario that is very common in many sport arenas across the world: there are three people running laps on a track. One person is obviously in front, urging ahead. A second one is trying hard to catch up, but is falling somewhat behind. And then there is a third, leaving a big gap and having a hard time to keep up. This is also how it goes with technology: first ahead is technology, constantly innovating and moving ahead. Then there is legislation, lagging somewhat behind the capabilities that technology brings but trying to address new issues in time. And finally, last of all, there is true understanding of what happens, of the human and other effects of new technology and legislation.

As with any discovery, the information revolution can give two kinds of insight: better knowledge of the world itself (extrovert) or insight into ourselves and human nature (introvert). Professor Floridi recalled three major scientific revolutions that became common knowledge and altered our self-perception. First we can think of Copernicus, who transformed our understanding of the Earth's position in the universe. We discovered that we're not the center of the universe, by a long stretch. Then there was Darwin, changing our view of the human being as the crowning creation of Nature. Instead, we're the result of a messy

process with lots of random variations, facilitated by natural selection. And finally there was Freud, who, among others, proved that we may not be the all-conscious beings that we hoped to be, but that the Unconscious may in fact determine much if not most of what we do.

And now we're experiencing a fourth such revolution with the information age and the computer revolution. Computers that have turned from computing devices into communication devices, and it's not about the gadgets but about the changes in the life-cycle of information itself. The extrovert interpretation would be that the world is transformed into an information society, where information itself becomes the basis of services, industries and the economy. This still feels pretty safe.

But still we're individual human beings, right? Wrong! The introvert insight is that the information is 'just' our environment, the infosphere, and that it is the stage on which we live our lives. And we turn out to be information organisms, connecting, sharing, communicating continuously. Our actions and thoughts are determined by the people and information all around us, most often

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- [Personal website and blog](#)

even feeding directly into our unconscious mind. So the question that has been asked is very relevant: do you control information, or does information control you?

The second big thought in Professor Floridi's talk related to Artificial Intelligence and enveloping the world, describing the interaction between ever smarter technology and the world itself. Technology has become smarter, but usually in very specific areas. For example: instead of thinking about AI as a talking and walking computer, we could think of a GPS as a smart device in a very narrow domain. It does wonders when looking for directions, but is not much help when trying to find a good recipe for stew.

The question going forward will be: will we continue to build technology that is suited to specific environments and needs, or will we start to adapt our environment to ideally suit technology over time? Or as an analogy: will we end up living in a Roomba world, a world designed for easy cleaning by robotic vacuum cleaners or will we stick to our quirky human desires when designing furniture and housing? And what about cyberwars, or energy use? If we truly are information beings, living in an information environment, what are the risks, and shouldn't we take pro-active measures to ensure our future well being? There may be no definite answer today or ever, but that's perhaps why it's called philosophy: thinking about it may be more important than just finding the answer.



Luciano Floridi's presentation reflects the participatory revolution explored in the study and interviews that underpin the forthcoming VINT publication *The App Effect*

Business Agenda

7. Business Impact



Menno van Doorn
Director
Sogeti VINT Global
Research Institute

Information and especially mobile information is addictive. With information all around us, we are reinventing old institutions and radical transparency is impacting the world perhaps more than some would like. This could be a revolution in the making, or just a blip on the radar. In any case, a change in behavior is needed for organizations to survive.

It's easy for people to become addicted to information. A global recent study asked participants to stop using their smartphones 'cold turkey'. In describing this experience, participants responses used much similar language to that used by drug addicts going through withdrawal. They talked of anxiety, anguish, feeling incomplete or an almost uncontrollable urge to 'go on Facebook'. People have been known to use technology almost around the clock, from the first thing in the morning to the last thing at night.

In more gentle terms, we're talking about persuasive technologies. Technologies that provide just the right triggers to stimulate use, to keep attracting the user, to find ways to draw the attention. For organizations, this is an opportunity or a challenge: find just the right amount of persuasiveness to attract the user and make your company, brand or product visible, without causing harm to the user. We wouldn't want someone to lose their job because they were continuously drawn into the social game you devised to sell your new perfume, would we?

The big question related to this space is about who is in control. Is this a space where big corporations and government rule, or do people have bottom-up power to exert? Wikileaks, Anonymous and a thriving

hacking culture seem to be indicative of at least something stirring on this level. But are there strategies that will work, more or less regardless of how things will turn out to be? Yes, there is one overarching imperative: become a Social Business.

1. Socio-mobilize your business processes. Inject mobility and social connectivity into everything you do.
2. Embrace Culture. Take people and culture as a starting point, make it the driver of change.
3. Digitize your board, or at least diversify it. Technology and Business have become completely interwoven. You cannot manage a company without at least some digital native thinking.
4. Do Good. Transparency will catch up with you, and only by being good can you consistently attract and motivate employees and customers.
5. Hurry up and get cracking!



- [Download the presentation](#)
- [VINT blog](#)
- [Personal website](#)

8. The App Effect: A Network Provider's Perspective



Jens Schulte-
Bockum
CEO
Vodafone
Netherlands

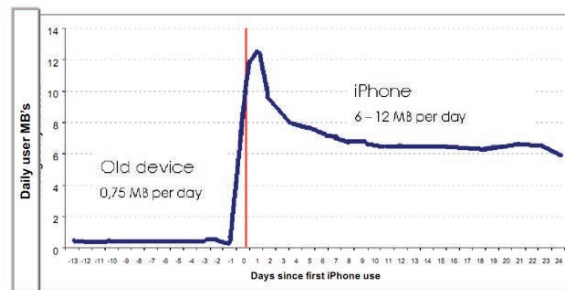
Statistics from mobile usage demonstrate that the mobile device is closely connected to human patterns in general and social behavior in particular. The change is accompanied by great challenges to the network providers, who need to switch their main focus from voice to data, and away from some traditional products.

Can Apps revive broadcast television? The experience with a television talent show in the Netherlands may suggest just that:

300,000 viewers have downloaded an App to take part in the show and cast votes, adding a whole new layer to traditional television and giving the viewer a different type of experience. We are just at the beginning of this, but connected TV may radically transform the TV watching experience. The Netherlands has a unique position in Europe, as it has the greatest adoption of smartphones. The effect of this is very visible to Vodafone Netherlands: an explosion of data use on the mobile network, almost tripling in one year and growing exponentially. Making the switch from an 'old' phone (feature phone, perhaps with some browsing capabilities) to a true smartphone leads to an immediate increase in the daily amount of data that a user consumes. From an average of 0.75 MB per day to between 6 and 12 MB per day. The

effect? People are addicted from day one: usage stays more or less level and it's very rare from someone to move 'back' away from a smartphone.

There are three types of App users, Vodafone found out when looking into the details of how people use Apps. There are the instant App users, focused on chat or direct interaction, there are the social users, focused on Facebook or Twitter for example, and there are the more traditional users, who actually use their phone to call every now and then or send e-mails. Across the board, usage of Apps is enormous: already 61% of beginners use apps more than once per day, with 8% spending one hour or more. Of the true socializers, on the other end of the scale, 98% admit to using Apps multiple times per day, with close to 40% spending more than one hour per day. And the effect? 44% of all users admit that Apps have changed their



Source : Vodafone Network data

lives, by making life easier, more fun or more productive.

All this is clearly visible in the network data: people use Twitter and Facebook in curves that are nicely aligned to the rhythm of daily activity, though it's interesting to notice that Twitter is used mostly during the day (business?) whereas Facebook is more an evening activity (personal?). Overall, popular features are social networks, games, news and the weather.

For network providers, all these new patterns and Apps are posing real challenges: SMS

text-messaging is in rapid decline, in favor of free Apps that serve a similar goal (Vodafone Netherlands lost close to 40 million euro in messaging revenue in a year). VOIP/Skype is taking over a part of the voice traffic and fixed rate unlimited data is no longer a valid economical model. When facing this new reality, Vodafone recognizes that the quality of the network, the seamless user experience and basic enablers such as security, payment and distribution are what will be the ingredients for future success.

- [Download the presentation](#)
- [Interview: Innovative Apps](#)
- [Vodafone Technology Trends](#)

9. The App Economy and the Future of Business



Gerd Leonhard
Futurist and CEO
The Futures Agency

In a time when 8 out of 10 companies are talked about on Twitter, it's disrupt or be disrupted, engage or be engaged and above all, become a company that is transparent, socially connected and that matters. If you want to be relevant in the future embrace SoLoMo: Social, Local and Mobile.

- [Download the presentation](#)
- [See the video interview](#)
- [Personal website and blog](#)

Before revealing the revolutionary Ford Model T, if Henry Ford had asked the public what they wanted, they would have said "faster horses". It takes a lot of imagination to see the real possibilities of technology, the next level of innovation. This is also true for Apps: we may easily slip into the habit of simply creating mobile versions of everything we already had. But that's not where the opportunities lie, we need to look for and create disruption. It's disrupt or be disrupted.

Gerd Leonhard's talk illustrates that this is a transformational time, with many changes occurring at the same time. He peppers us with advice on the many things companies need to realize or even embrace: the preferences and habits of digital natives, transparency becomes essential, mobile is the new normal and we'll move to a cashless society. Consumerization has taken over the business world (incidentally spelling doom for the more business oriented RIM in the process) and there is such a

concept as 'nowness': the habit of sharing and connecting almost anything real-time regardless of location or situation.

He shared a very relevant quote from MIT professor Henry Jenkins: "Our focus should not be on emerging technologies but on emerging cultural practices". It's easy to get fixated on the wonders of automated voice translations, the possibilities of cloud or augmented reality, or get stuck on trying to predict the end of the PC, but the most interesting changes are in culture and behavior. So while Leonhard urges us to disrupt and use open and closed systems as needed, the most important advice is coming back to this acronym (gently borrowed from elsewhere) SoLoMo:

Social, Local and Mobile: that's what we'll have to be.

Closing



Pierre Hessler was invited to sum up the diversity of the day in a few words. He chose to share three lessons drawn from the combined stories of all presenters.

*Pierre Hessler
Member of the
Board
Capgemini Group*



Pierre Hessler interacts with attendees during the closing of the Sogeti Executive Summit

1. Apps are crossing from the personal into the business realm. Businesses have to quickly explore and understand what their business-oriented Apps could look like, and perhaps more importantly, what the interaction between business and IT needs to be to make this work. Mr. Hessler mentioned 'joint ventures' between business and IT as a mechanism to bring this to reality.
2. Upheaval makes products or people obsolete almost instantly. There are disruptions all around us. Since there is no predicting or avoiding this, we will need to learn to master disruptions. Agility to a new level: the capability to reinvent parts of your business as circumstances dictate. The first step in the right direction is to be aware of potential disruption and honestly discuss the consequences. Don't barricade yourself in running a declining video rental store or CD store: charge ahead and find the new markets.
3. The role of the CIO will be increasingly schizophrenic, balancing the 'running' and the 'innovating' parts of the business. Strong pressure on cost reduction cannot compromise innovation as this is truly a survival skill for business.

Sogeti does many other things beyond this yearly CIO summit. In house presentations, events, round-tables and other types of interactions to advance your understanding and innovation.

You can ask your Sogeti Account Executive to keep you updated on the most recent VINT activities, events and publications. The yearly Executive Summit is by invitation only but there are many other events throughout the year at different locations.

If you'd like to schedule a meeting to discuss any of the topics presented here and explore what it may mean for you and your organization, you can approach your Sogeti Account Executive or contact VINT.

- **Europe: Menno van Doorn**
- **USA: Erik van Ommeren**
- **Sogeti CTO: Michiel Boreel**

FURTHER READING

The forthcoming publication from Sogeti VINT Global Research Institute, **The App Effect** explores this new reality of apps, changing information behavior and cultural change more in depth. It describes possible future scenarios and the big opportunities and challenges ahead. It will help you formulate your strategy towards apps and the many related topics. The book will be available in Dutch (end 2011) and English (early 2012). Attendees to the executive summit will automatically receive a copy, or you can request a copy from your Sogeti account executive.

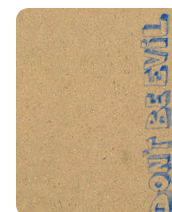
If you're interested in **The App Effect**, you may also like some of our other publications covering a wide range of topics. Our two most recent publications address the Cloud Computing revolution and the role of technology in addressing the financial crisis.

You can find our publications at www.sogeti.com/publications or approach your Sogeti account executive for a hardcopy.



Seize the Cloud. A manager's guide to success with Cloud Computing.

A refreshing book on Cloud Computing, Business Technology and running an IT department in present times. With practical advice, real life case studies and intriguing new insights on 'the cloud'.



Don't be Evil. Imagineering 21st century business.

A pragmatic discussion of the role of technology during and after the crisis. Did it contribute, or will it help us climb out of the crisis? It discusses culture change, management styles, social media and the value proposition of technology itself.