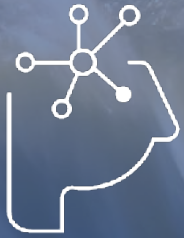


MANAGING THROUGH DIGITAL CHANGE: Embracing Agile Innovation

Sarah Naqvi
CIO & Executive Vice President, HMSHost

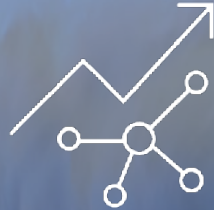
RELENTLESS WAVES OF CHANGE

Just as we set a course, something powerful and new emerges to consider.



AI +
Automation

Assessing what
can be
automated,
human, or a
combination.



Intelligent Apps
+ Analytics

Using data to
adapt to
changing user
needs and pivot.



Physical Digital
Innovation

Creating
“Intelligent
Spaces”.



Conversational
Platforms

Empowering
customers and
employees in
continual
dialog.



Event-Driven
Personalization

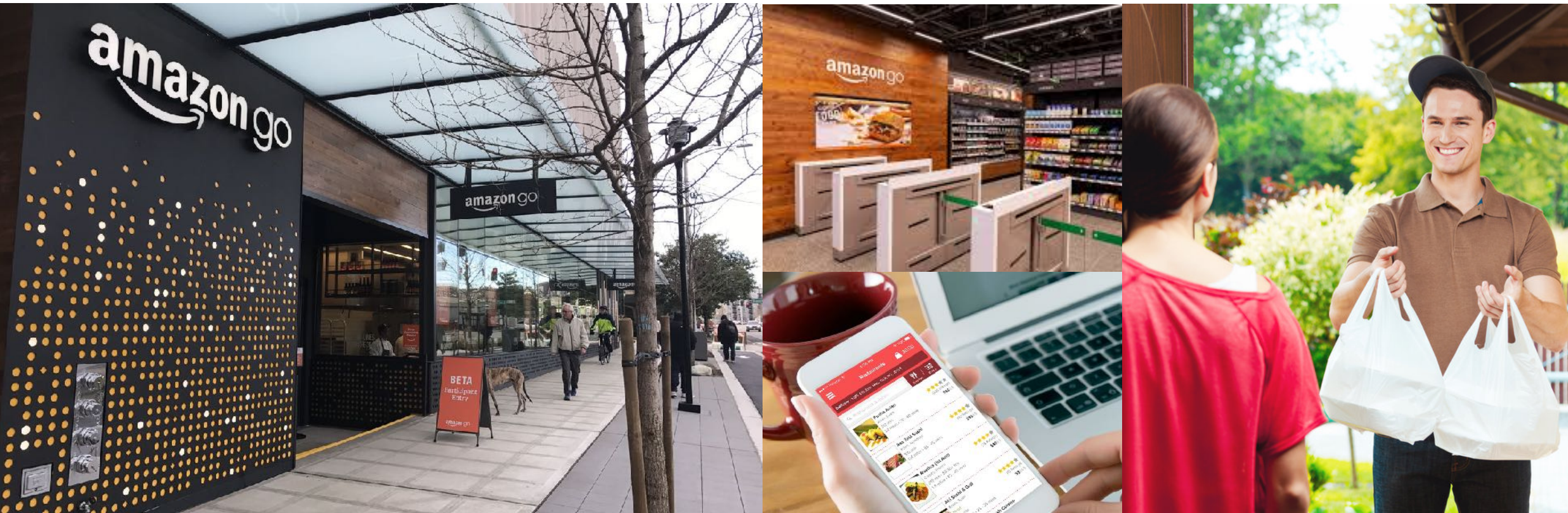
Delivering
consistent 1:1
cross-channel
experiences.



New
Startups

Potential new
capabilities to
integrate.

FRICTIONLESS TRANSACTIONS



- Amazon experiments with disrupting transactional norms.
- Delivery sales have jumped 20% in the last five years*.

DISRUPTING A \$736,000,000,000 INDUSTRY?

- Uber experiments with vertical launching air-taxis.
- Up to 4 passengers, 1 pilot, 60 miles on a charge, a speed of 150 miles per hour.

Uber



Feeling good on the move

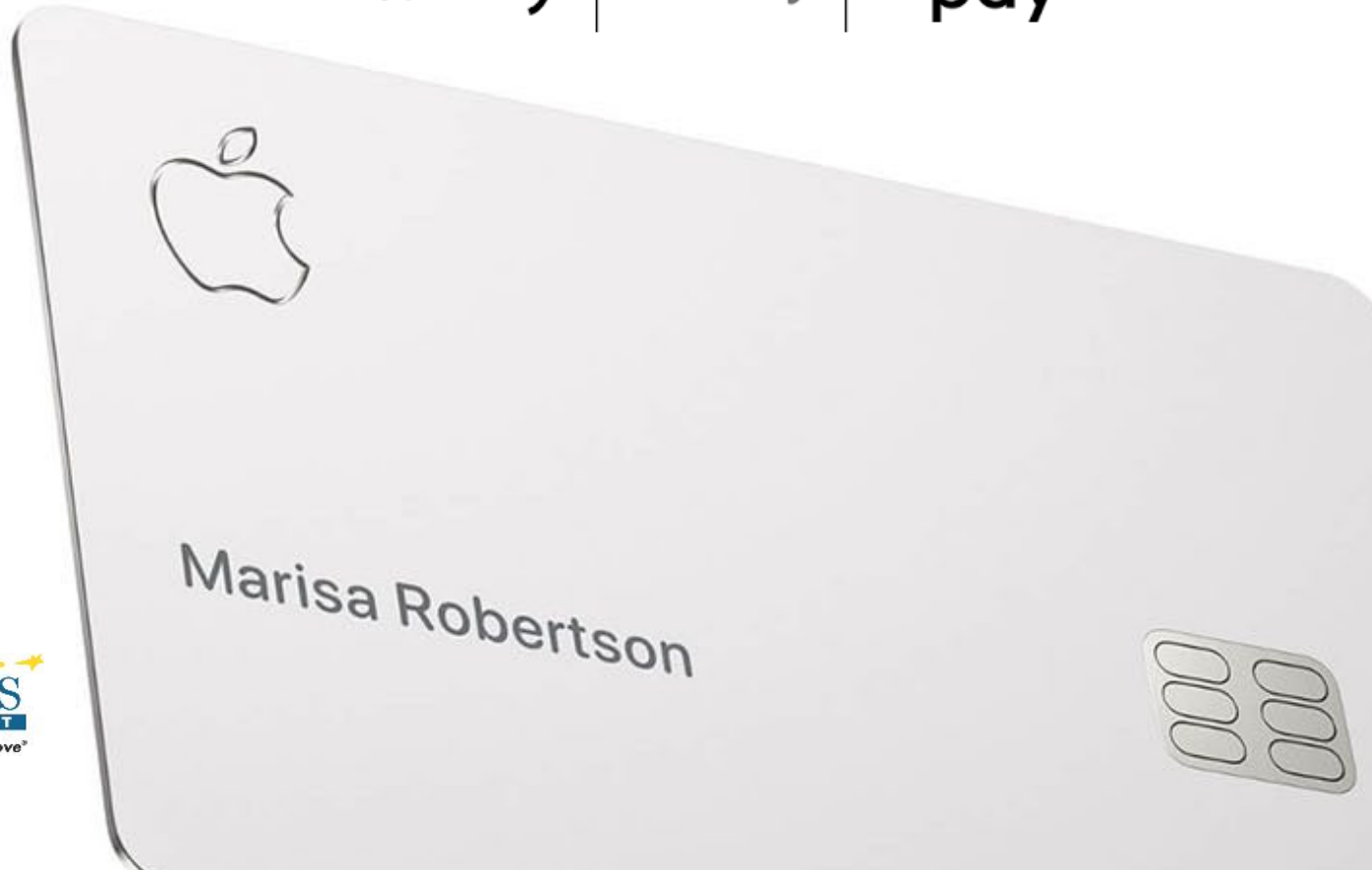


*IATA

PAYMENT METHODS EVOLVE

Cash continues to sink: In an average week, roughly 3 in 10 adults said they make zero purchases using cash— those who do carry less than \$50.

Apple Pay | Google Pay | Samsung pay



THE VALUE OF DATA

Data marketplaces will unlock more than \$3.6 trillion in value by 2030*

100%

By 2020 100% of large companies will buy external data to help them remain competitive.**

This new market is inevitable

Blockchain-enabled IoT data marketplaces are being built and will become viable soon.

The Value of IoT Data

External data sources help feed AI algorithms to create new business models.

DIGITAL ETHICS BECOMES A NEW FORCE

Automation and AI can have unintended consequences regarding ethics.

89%

Executives encountering ethical dilemmas caused by digital automation.

87%

Executive admitting they are not fully prepared for ethical concerns.



Feeling good on the move™

Salesforce is hiring its first Chief Ethical and Humane Use officer to make sure its artificial intelligence isn't used for evil

Rosalie Chan 16h



CONFRONTING THE FUTURE OF AI

'The ethical challenge AI poses is something radically new'

Germany's Armin Grunwald is helping lawmakers map out the consequences of artificial intelligence.

By JANOSCH DELCKER | 2/27/18, 12:00 PM CET | Updated 3/6/18, 8:14 AM CET

Emerging Technology > AI > AI is driving a new business function: Digital ethics

AI is driving a new business function: Digital ethics

Big data and AI call for a new business competency: Ethics. With cyberthreats and new regulation, 2018 has been a pivotal year, and leading organizations are rising to meet that.

Author
Jessica Groopman

Date published
September 26, 2018

Categories

Artificial intelligence (AI) and machines' ability to "learn" marks a new chapter in digital transformation; it breathes new life into the potential for unstructured data and software and marks a profound shift in interface and customer experience. It also introduces unprecedented risks and societal questions enterprises have yet to confront.

Microsoft Challenges Governments To Legislate Facial Recognition Technology



Kori Hale Contributor

Personal Finance

I'm the CEO of CultureBanx, redefining business news for minorities.

TWEET THIS

Research shows commercial artificial intelligence systems tend to have higher error rates for women and black people



Close up portrait of attractive african american woman with facial recognition technology. Grid with reference areas marked on face. Young girl against out of focus airport background. GETTY

ECOSYSTEMS IN PLAY

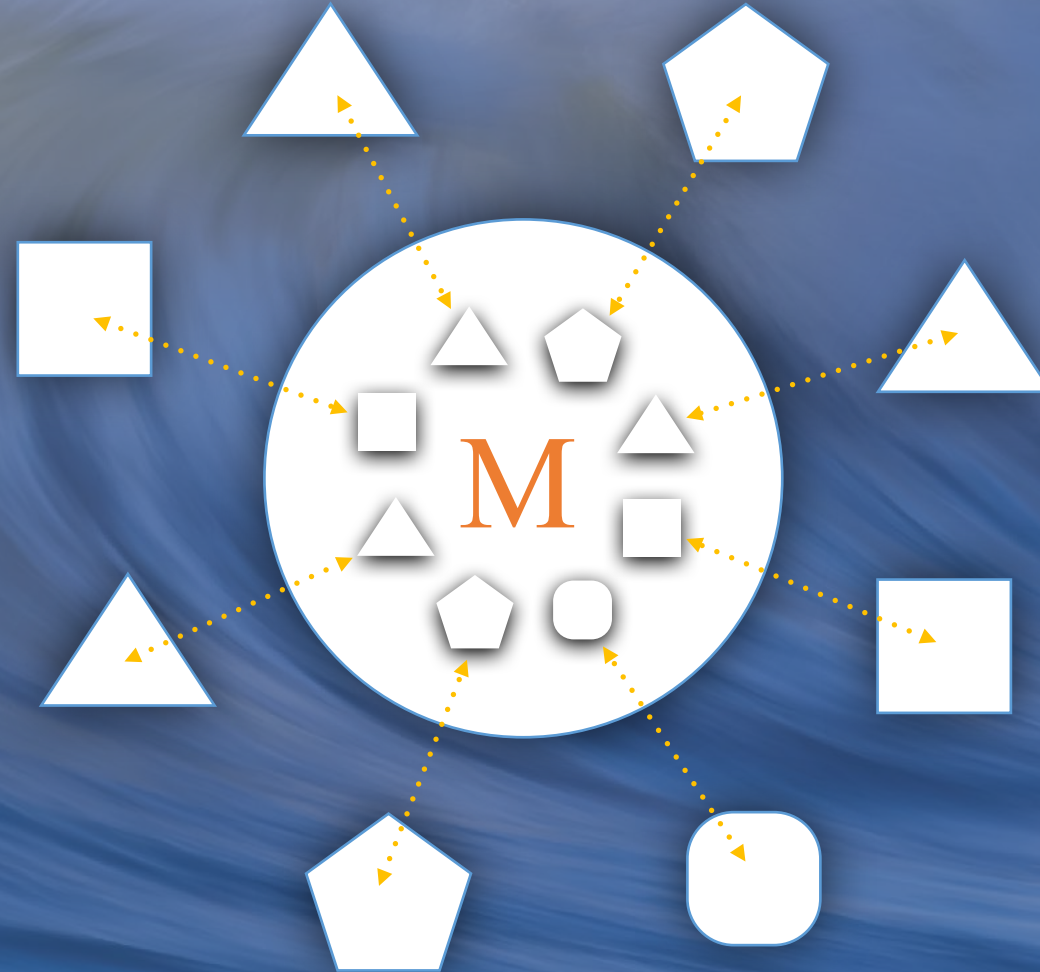
A mesh of inter-related digital services that can become smarter about what our customers want.



CHALLENGE: LEGACY SYSTEMS AND OPERATIONS

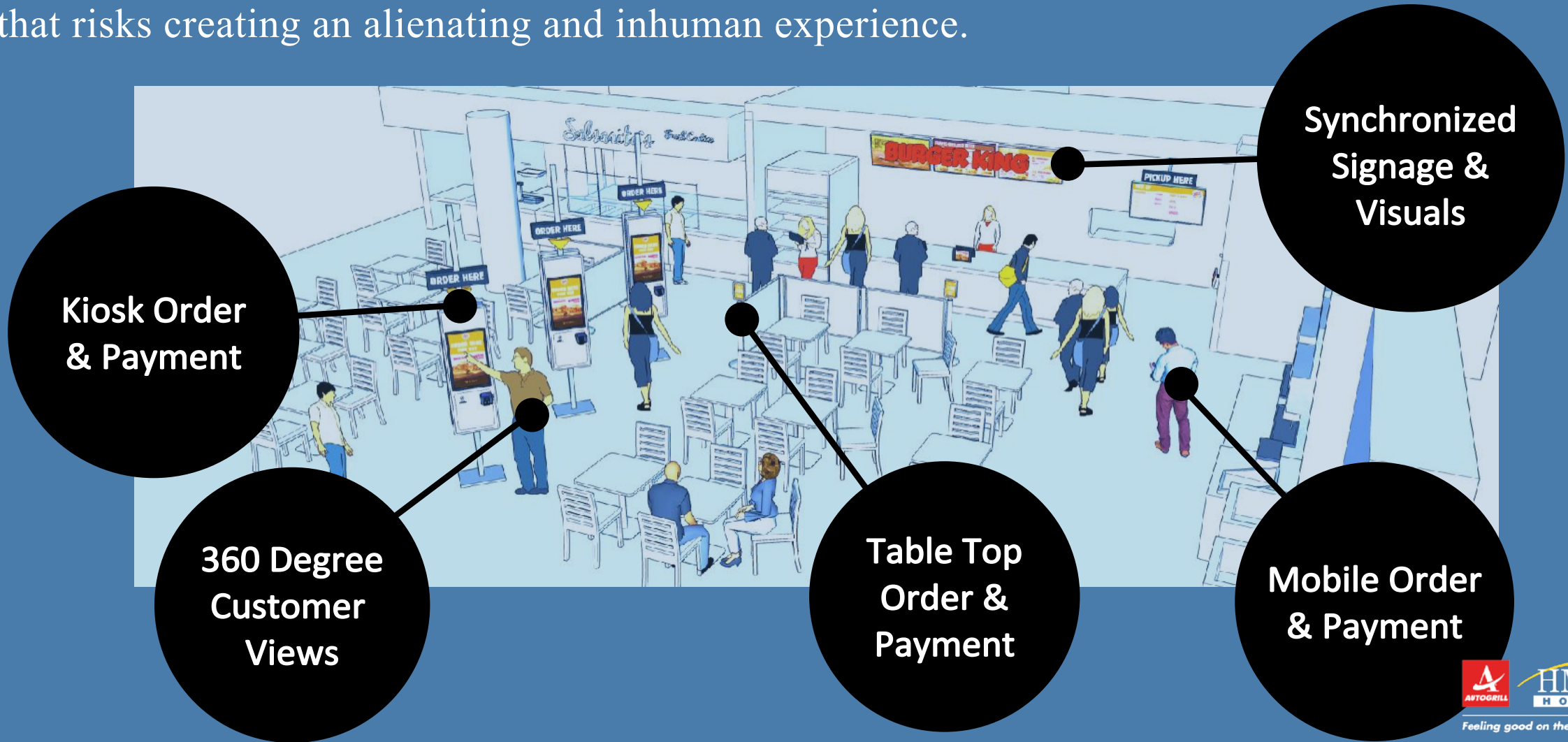
Most companies do not have the advantage of starting from scratch.

To accelerate the timelines needed to advance, HMSHost developed “middleware” to plug and play innovation at scale.



PHYSICAL AND DIGITAL BLEND

We need to find balance between guest control and overuse of technology that risks creating an alienating and inhuman experience.



KEY THEMES AND TACTICS

FRONT-OF-HOUSE



Elevate the
Guest UX



Improve
Customer
Satisfaction



Innovate around
Convenience



Advanced
Operational
Tech



Centralized
Data + Process



Staffing
Efficiencies

Best-in-class
standard, good
enough to break
through “app
fatigue”.

Deliver
relevant offers
while
collecting
feedback to
optimize.

Develop new
store formats
and make
ordering and
paying faster
by eliminating
lines.

Build kiosks
and mobility
solutions,
integrating
third-parties.

“One source of
the truth” for
sourcing,
pricing, and
menus.

Improve
performance,
staff balancing,
productivity,
and training
processes.

ACTING WITH AGILITY



WHAT GOES INTO AN ENTERPRISE-LEVEL ROADMAP?

Assess the totality and full impact of digital transformation across your company

Business
Processes

Space and
Places

Hardware and
Applications

T E C H N O L O G I E S

Learning and
Development

Data and
Measurability

Culture,
Structure, and
Leadership

COMPLIANCE AND SECURITY

Wind drag for companies needing to innovate rapidly.

- Safety of customer data must remain a major priority.
- Liability and risk is no longer centralized, but shared across the ecosystem.
- “GDPR” changed thousands of corporate and consumer privacy policies overnight.



STAYING ON AN ADAPTIVE PATH

- Embrace data-driven “test and learn” approaches
- Flexible workforce with evolving skills training
- Cultivate a collaborative partner network
- Participate in experiential and technical ecosystems to be where your customers are
- Embrace a culture shift toward “the new”

STAY COMMITTED TO A NORTH STAR STRATEGY

Yet never be afraid to reconsider the direction based on new data and insight.



THANK YOU

Sarah Naqvi
CIO & Executive Vice President, HMSHost



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