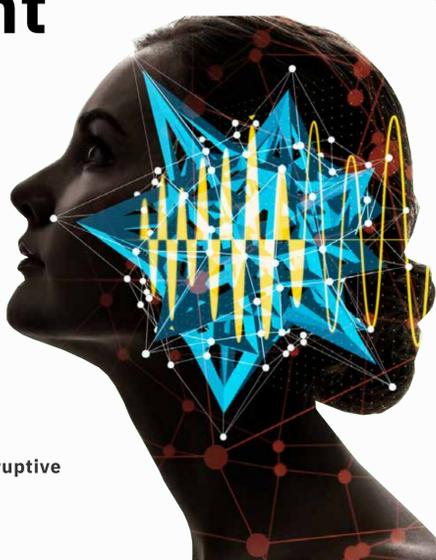


# 5 Actions to Reinvent for Growth in the Era of Disruption



Disruption in the health industry is everywhere, from headline-grabbing competition, to rapidly shifting technology and consumer demands. While the pace of change might seem blinding, the IBM Global C-suite Study reveals some leaders are thriving. This group, the “Reinventors”, are leading the way in innovation to stay ahead of market threats. These organizations are not just reinventing, they have built capacity to continuously adapt, experiment, rethink customer experience, and create new value.



**For marketing and experience leaders driving their firm’s disruptive growth agenda, the Reinventors offer insights to accelerate transformation with these FIVE actions:**

## 1

### Dancing with Disruption

BALANCING STABILITY AND DYNAMISM

The agile, experiment-embracing Reinventors don’t need to be the first to detect a disruption that could change everything. They operate in something closer to a state of continuous change, ready to reinvent themselves before they are forced by a new competitor, or a market disruption. Characterized by a strong understanding of where their industry is heading, Reinventors value experimentation and reward fast failure, as well as successful innovation.



of C-suite executives believe that innovative industry incumbents lead the disruption in their industry



of Reinventors say their organization has a culture that rewards both fast failure and successful innovation

## 2

### Pathway to Personalization

DESIGN FOR UNDERSTANDING AND TRUST

#### Advancing CX

Organizations have scrambled to take up the art of personalized customer experience (CX). But orchestrating compelling experiences requires a profound understanding of what makes different people tick. Reinventors effectively use data to discover what customers care about most, to identify unmet needs and opportunities.

#### Questions First

To create on-target CX, Reinventors don’t just plumb data, they’re design thinkers. They cultivate empathy, standing in their customers’ shoes to explore the right questions that reveal customer needs. They also create close connections with customers to garner direct feedback and allow them to help shape their own experiences.

#### Unlock Deeper Insights

To get to what’s human, customer motivations and desires, Reinventors turn to artificial intelligence (AI) to tap the great quantities of unstructured data and unearth deeply buried insights. They also consult partners to gain a fuller picture of the customer experience. With this empathetic, multi-dimensional understanding, they create customer bonds based on trust.



of Reinventors excel at using data to understand their customers’ unmet needs



say they’re at least somewhat effective at creating experiences that cater to the individual customer



of health Reinventors collaborate with partners to better understand the customer experience



## 3

### Co-creating the Journey

ORCHESTRATING EXPERIENCES

As design thinkers, Reinventors understand the value of customer co-creation, collaborating on new product and service design. Continually exploring, they also deconstruct customer journeys in detail. With cross-functional teams, they seek out the moments that can either trip up an experience or delight, baking customer accountability into the culture. Developing seamless alignment across channels, they earn and prove reasons to trust.



of Reinventors collaborate with customers to create products and services



report that they’re very effective at detailing journey maps to gain customer empathy



say they’re very effective at creating personalized customer experiences

## 4

### Agility for the Enterprise

EMPOWERING EMPLOYEES

Leaders have redesigned their operations and organizational cultures to experiment, innovate and form dynamic, collaborative teams. Empowering employees with more trust and autonomy, and enabling a fluid, cross-functional work style, these organizations move quickly from new insights, to smart experimentation and consequent action. With newfound agility, they can rapidly respond to opportunities and market changes.



of Reinventors have a fluid work structure built around cross-functional teams



report they have a strong understanding of where their industry is heading, based on knowledge from their teams



believe their teams are empowered to decide the best course of action



## 5

### Experiment Deliberately

INNOVATION IN MOTION

Challenging traditional norms, Reinventors champion change and experimentation even when the status quo is working. Putting talent and new technologies to work, they innovate in market-shaping ways and embrace new business models. Investing for growth, they engage employees in developing new ideas and approaches, and co-create opportunities with partners – even competitors. They have the fortitude to continually reinvent, pursuing innovation over institutionalization to play a new offense with new rules.



of Reinventors actively solicit input from employees to develop new ideas and approaches



of health Reinventors say they are investing to explore the innovative possibilities of new technologies



are also partnering with other organizations to provide enhanced or more comprehensive products/services

#### About the Research

This document is based on insights from the 19th edition of the Global C-suite Study released in February, 2018, and developed by the IBM Institute for Business Value (IBV). The IBM IBV, in cooperation with Oxford Economics, interviewed 12,854 C-suite executives from 112 countries and across 20 industries. The study included 2,047 face-to-face meetings and 10,807 live phone interviews, with both quantitative and qualitative responses. To learn more, visit: [ibm.com/services/insights/c-suite-study](http://ibm.com/services/insights/c-suite-study).

