



Alkemy
enabling evolution



Digital Transformation

Challenges & Opportunities

Montalcino, July 14th 2023

PRESENTATION

A QUICK INTRODUCTION OF MYSELF



**DUCCIO
VITALI**
—
CEO of Alkemy

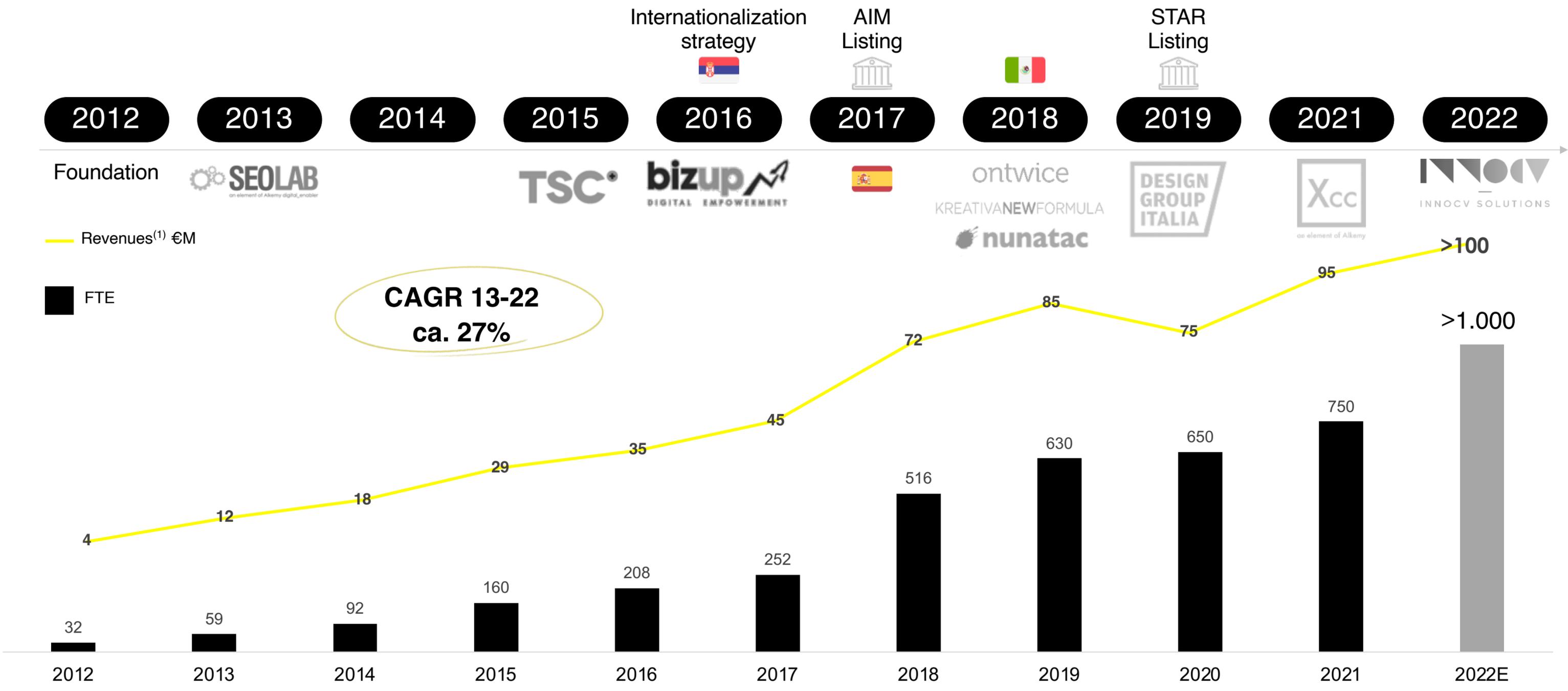
FORMATION

- 1990 - 1995**
Degree in Industrial
Technology Engineering
- 1998 - 1999**
MBA at SDA Bocconi

PROFESSIONAL EXPERIENCE

- 1995 - 1998**
General Manager
in an Internet Startup
- 2000 - 2012**
Partner at Bain & Co.
(Milan, Dallas and Dubai Offices)
- Since 2012**
Founder and CEO of Alkemy

ALKEMY: THE DIGITAL TRANSFORMATION LEADER IN ITALY



⁽¹⁾ Revenues 2012-13-14--15-16 are Management estimate and are not audited because of introduction of IFRS in 2017

AGENDA

- 1- THE DIGITAL TRANSFORMATION CHALLENGE
- 2- THE 5 RULES OF DIGITAL TRANSFORMATION
- 3- WRAP-UP, TAKE-AWAYS AND QUESTIONS

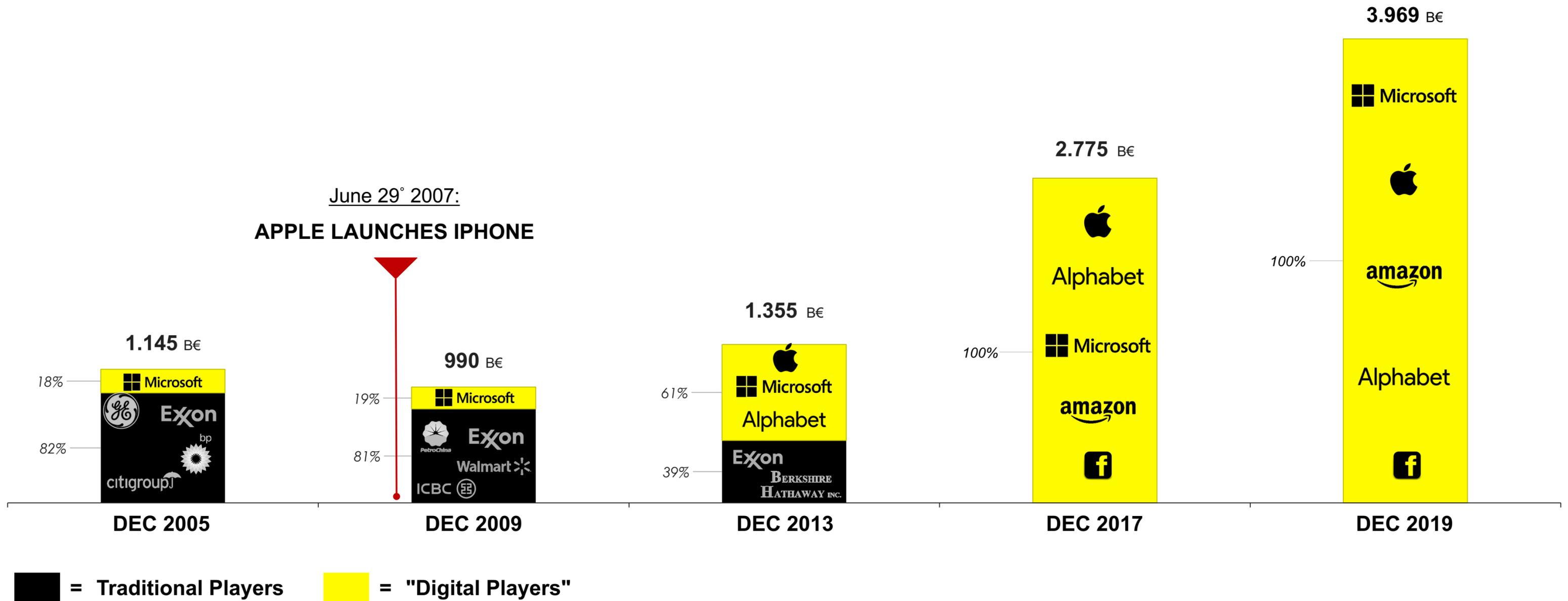
THE DIGITAL TRANSFORMATION CHALLENGE

LESS THAN
1 COMPANY OUT OF 20
IS CREATING
SUSTAINABLE VALUE
WITH DIGITAL

THE DIGITAL REVOLUTION

THE VALUE CREATED BY DIGITAL HAS BEEN SO FAR CAPTURED BY DIGITAL PLAYERS

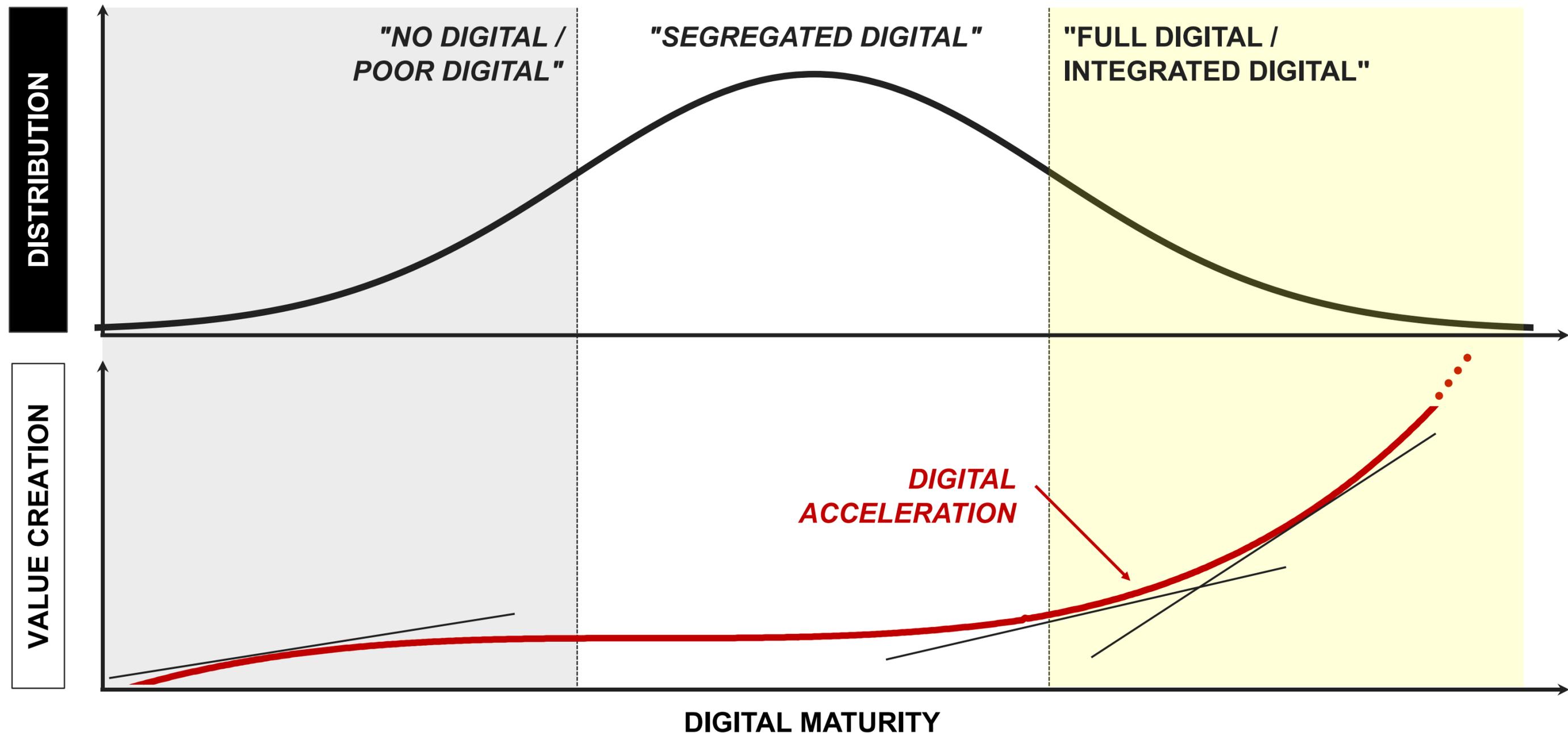
TOP 5 COMPANIES FOR MARKET CAP



Source: Alkemy analysis on brand's balance sheet and press releases

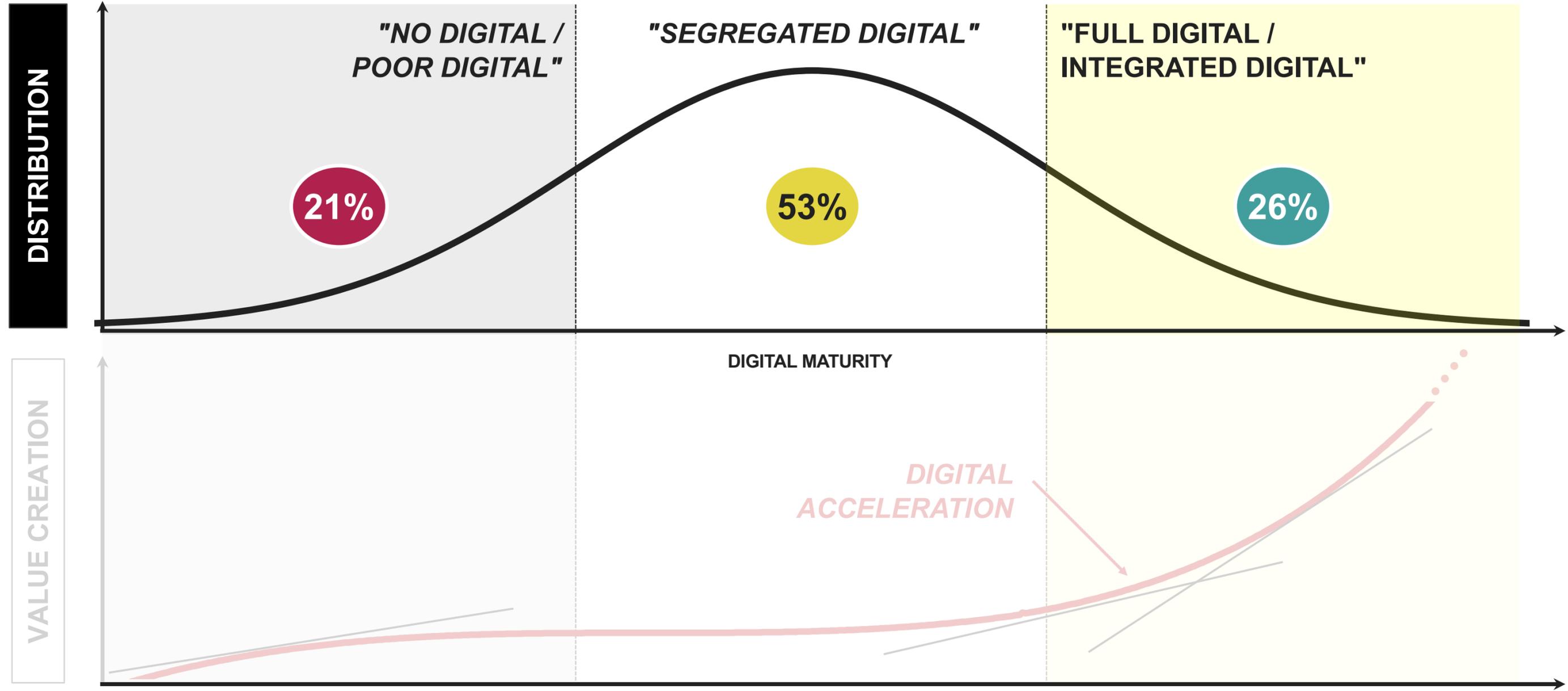
THE DIGITAL REVOLUTION

COMPANIES CREATE VALUE OUT OF DIGITAL ONLY WHEN DIGITAL BECOMES A REAL ENABLER OF THE WHOLE BUSINESS



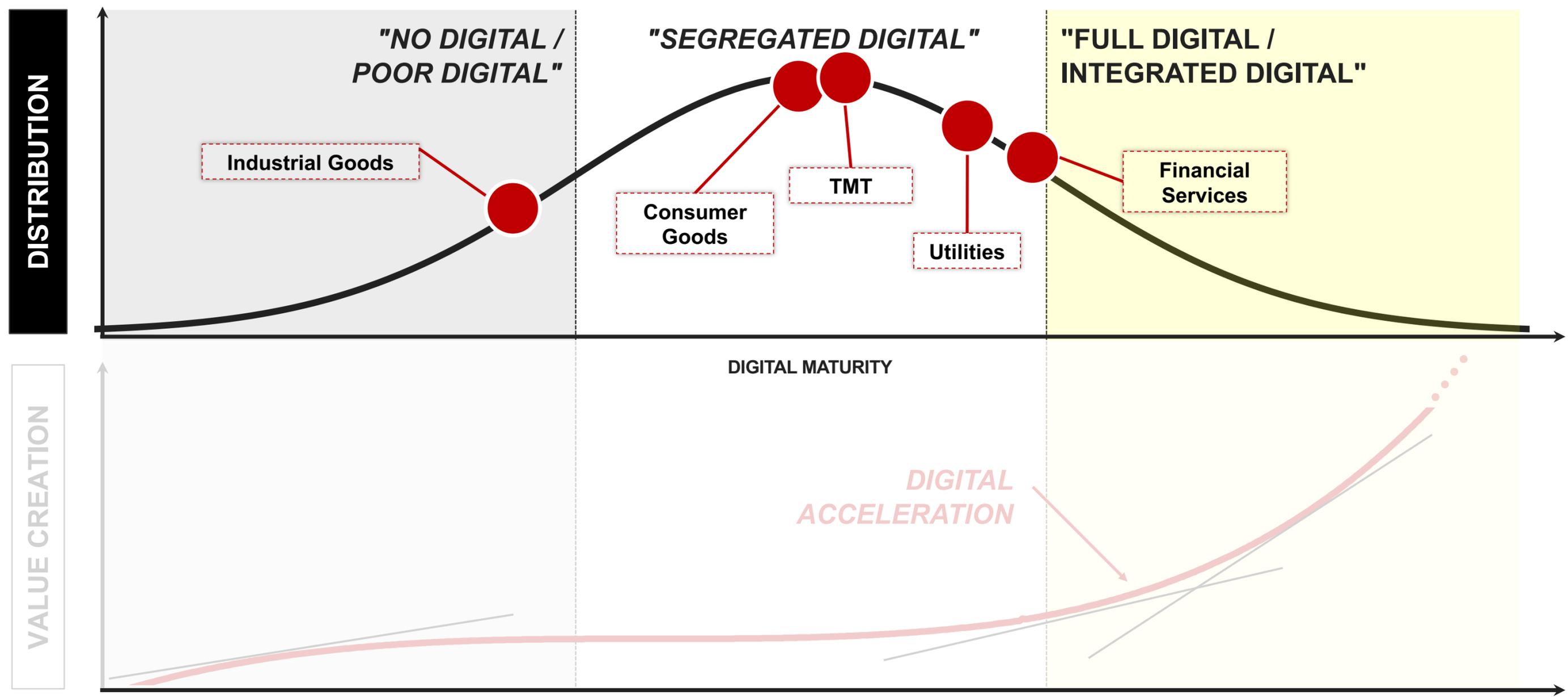
THE DIGITAL REVOLUTION

AN ANALYSIS OF ALKEMY DONE ON THE LISTED COMPANIES, SHOW A LOW DEGREE OF DIGITAL MATURITY, PREVENTING THEM FROM EXTRACTING VALUE OUT OF DIGITAL



THE DIGITAL REVOLUTION

SUCH DEGREE OF DIGITAL MATURITY VARIES SUBSTANTIALLY BY INDUSTRY

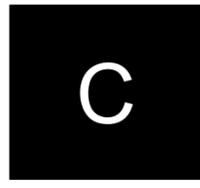
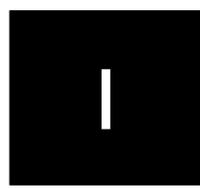


THE DIGITAL REVOLUTION

THE DIGITAL REVOLUTION REQUIRES COMPANIES TO REWIRE THEIR BUSINESS MODEL TO FULLY REAP THE BENEFITS AND COMPETE ON THE MARKET

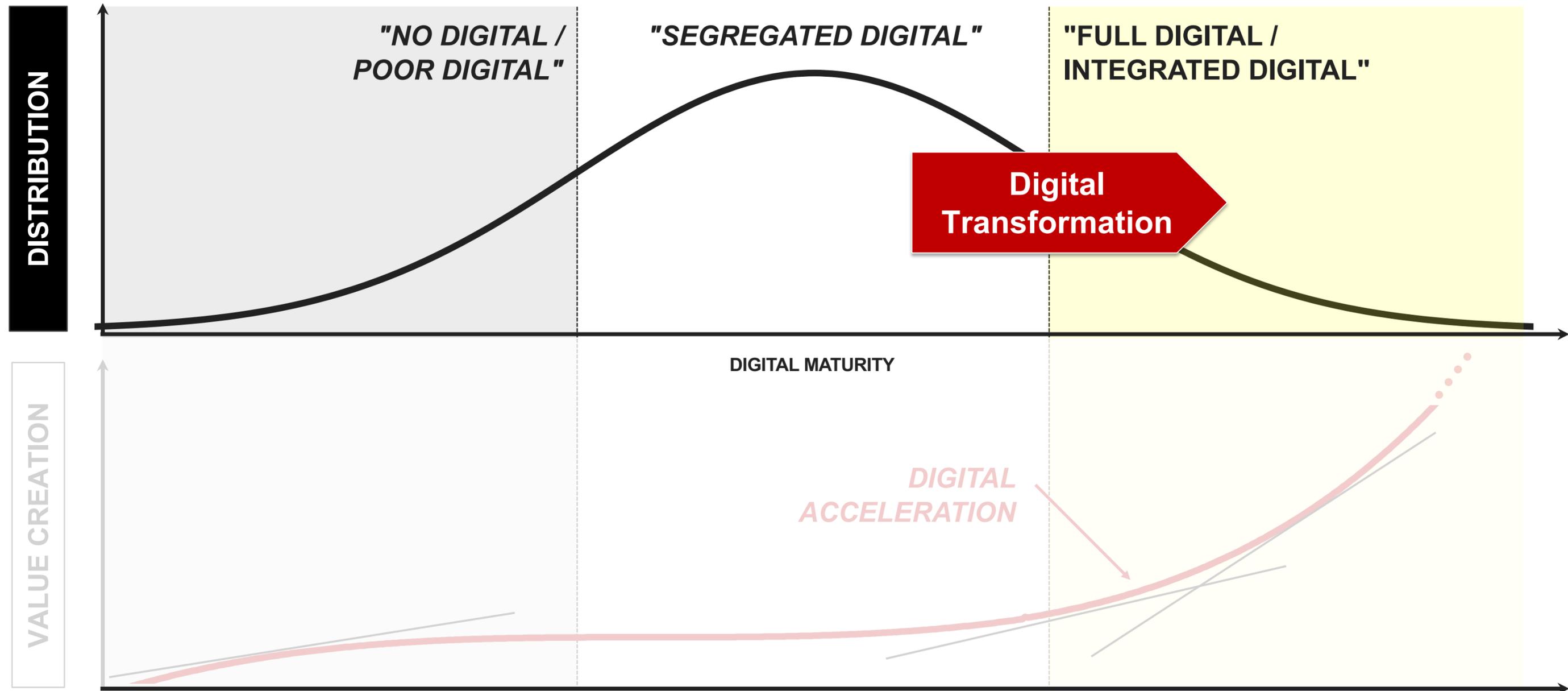


THE REASONS TO GO DIGITAL

-   **Customer Experience** *Digital enables companies to interact directly with their customers and manage their customer experience in an innovative and effective way in all its phases*
-   **Big Data & Analytics** *The remarkable volume of data produced on various digital touchpoints and advanced analytics technologies allow companies to extract increasingly relevant insights to optimize business decisions*
-   **Innovation Governance** *The speed and heterogeneity of change have modified companies' scope: they cannot manage innovations by themselves, so new governance models are required*

THE DIGITAL REVOLUTION

DIGITAL TRANSFORMATION IMPLIES A REDEFINITION OF THE BUSINESS MODEL TO BE ABLE TO CAPTURE THE FULL VALUE OFFERED BY DIGITAL



THE 5 RULES OF DIGITAL TRANSFORMATION

STARBUCKS COFFEE

1. ROLE AND VISION



A group of four women are running on a cobblestone street at night. They are wearing various athletic outfits: a black tank top with red shorts, a teal tank top with black shorts, a light blue patterned jacket over a teal top and shorts, and a purple t-shirt with white shorts. The background shows a city street with outdoor cafe seating and warm street lighting.

2. STARTING FROM THE CLIENTS

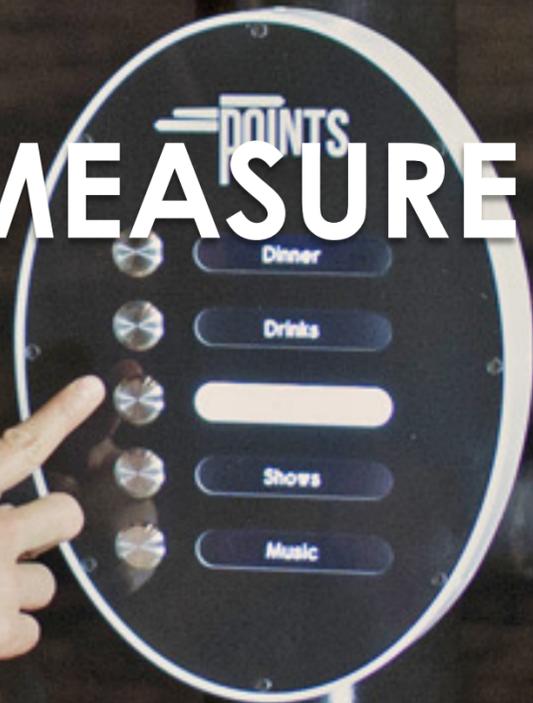
A person is seen from behind, interacting with a large digital wall display. The display shows a city skyline composed of numerous small, colorful dots (green, yellow, red) that form the outlines of buildings. The person's hand is touching the screen, and their shadow is cast onto the display. A small "REC" indicator is visible on the right side of the screen.

3.EVOLVING COMPETENCIES

4. CHALLENGING THE “STATUS QUO”



5. MEASURE, MEASURE, MEASURE



WRAP-UP, TAKE-AWAYS AND QUESTIONS

TO START IT UP

THE 5 KEY QUESTIONS RELATED TO DIGITAL

- 1 — How are my customers' needs evolving? How digital can help improve the overall customer experience?
- 2 — Is it clear within the company what is the role of digital in supporting company's goals? Is it clear what digital is?
- 3 — Do we use digital to improve our knowledge of customers? Do we have the right infrastructure to gather, analyze and make available those data?
- 4 — Are the investments on digital adequate? Which are the expected returns? Do we measure them correctly? Do we have a business plan for digital?
- 5 — Do we have the right organization in place? Do we have the right competencies? Do we have a plan to fill the gaps?

ANY FURTHER QUESTIONS?



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