



# EVERYTHING HAS CHANGED, WHILE NOTHING HAS CHANGED

**Dougal Mckenzie**

Head of Industry for Travel, Australia & NZ

“Our intuition about the future is linear.  
But the reality of information technology is  
exponential...

If I take 30 steps linearly, I get to 30.  
If I take 30 steps exponentially, I get to 1 billion.”

Ray Kurzweil

Director NLP at Google and Singularist





# TECHNOLOGICAL ADVANCES

Never cease to surprise us

**28%**

of 3-4 year olds in  
Australia use a  
tablet



# MAJOR COMPANIES

are being created in years not decades



\$28b - 96 years to build  
680,000 room in 91 countries

Asset heavy - Own everything



\$15b - 7 years to amass  
800,000 room in 192 countries

Asset light - Own nothing



# **FAST, UNPREDICTABLE CHANGE** is an absolute certainty

**THE WORLD**



is changing

**TECHNOLOGY**



is changing

**PEOPLE**



are changing



# **FAST, UNPREDICTABLE CHANGE** is an absolute certainty

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# THE NEXT 5BN

2015

7.2 BN

2.8 BN

[39% of Global  
Population]

Global Population

Internet Population

2020

8 BN

8 BN\*

[100% of Global  
Population]



# ACCESS AND DEVICES

will drive growth



Phones, Tablets  
and Raspberry Pi



Project Loon



Internet.org



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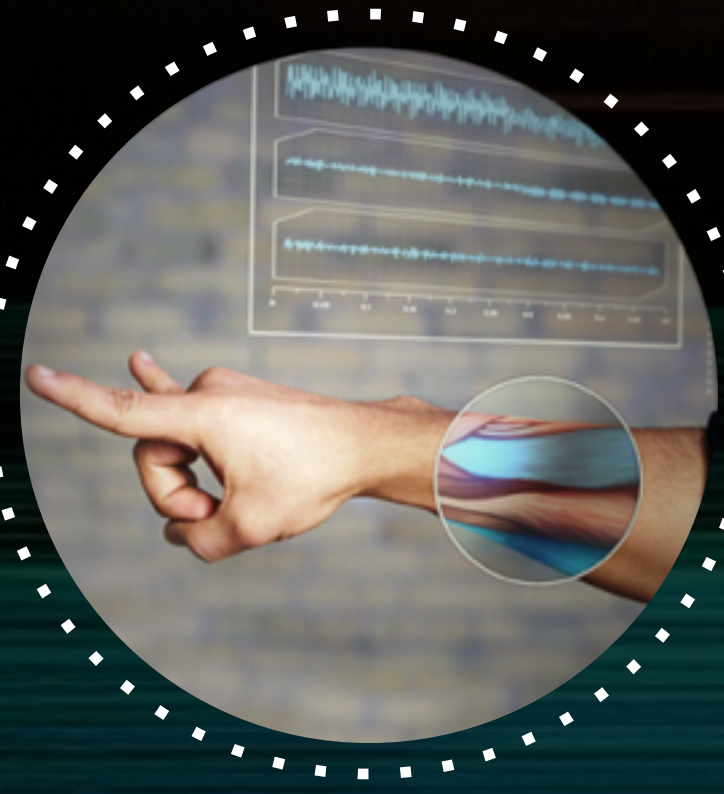
**PEOPLE**



are changing



# WE'RE ALWAYS CONNECTED



DESKTOP



MOBILE



TABLET



TV



WEARABLE



TRANSPORT



# **FAST, UNPREDICTABLE CHANGE** is an absolute certainty

**THE WORLD**



is changing

**TECHNOLOGY**



is changing

**PEOPLE**



are changing



# WITH A NEW BREED of consumer



**50%**

Of Google searches  
are mobile <sup>(1)</sup>

[INFORMATION]  
MORE ACCESS

**15Bn**

Online videos are  
watched every  
month <sup>(2)</sup>

[ENTERTAINMENT]  
MORE CHOICE

**75%**

Of online shoppers  
prefer personalised  
shopping  
experiences <sup>(3)</sup>

[SHOPPING]  
MORE PERSONAL





define: micro-moment



**Web**

Videos

Images

Shopping

News

More ▾

Search tools

About 44,800,000 results (0.37 seconds)

# mi·cro·mo·ment

/ˈmīkrō/ /ˈmōmənt/

*noun; plural noun: **Micro-Moments***

1. A moment we reflexively turn to a device to act on a need we have that moment – to learn, discover, find or buy something.
2. Intent-rich moment when decisions are being made or preferences being shaped.





**I-WANT-TO-KNOW**  
DREAM



**I-WANT-TO-GO**  
PLAN

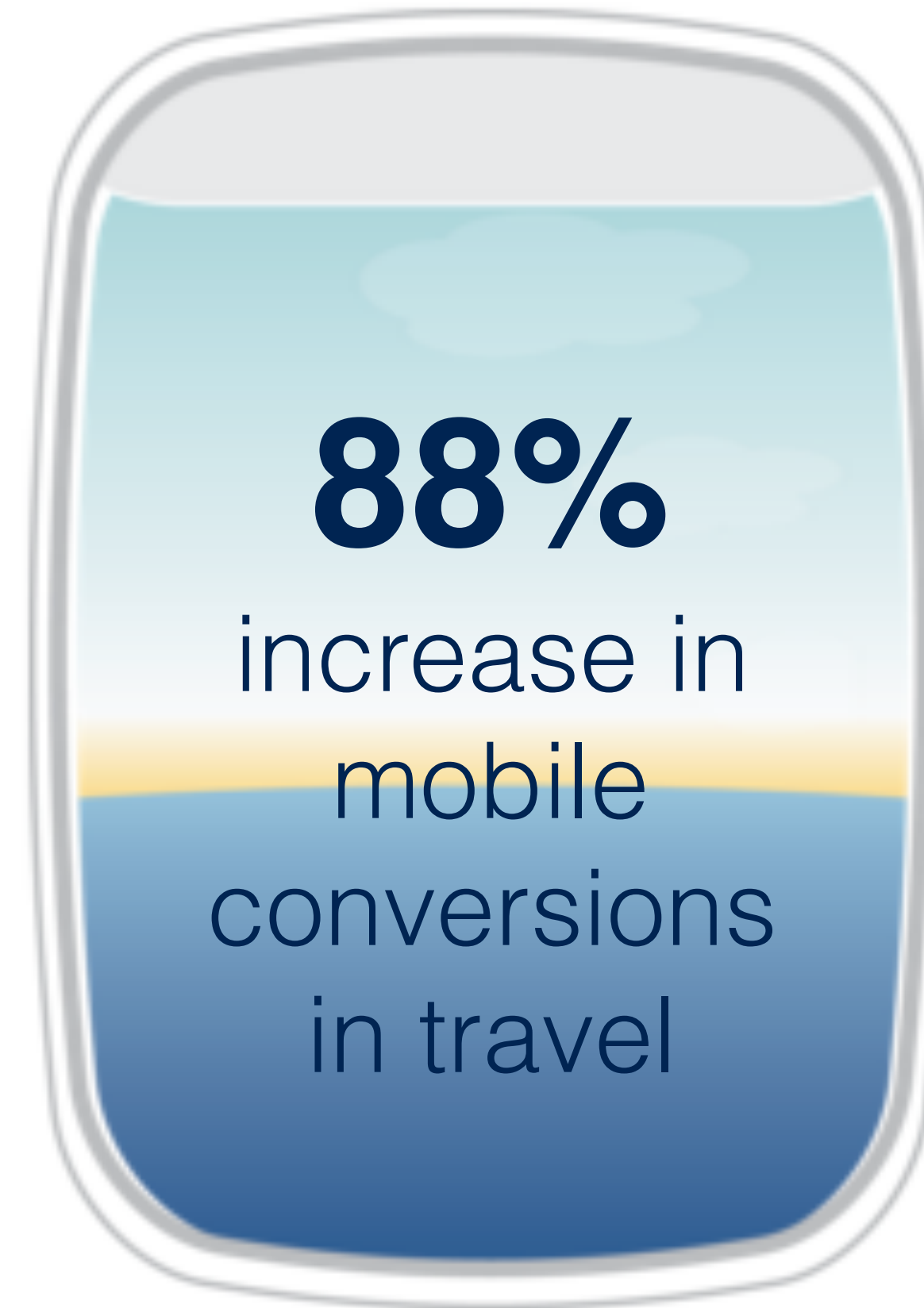


**I-WANT-TO-BOOK**  
BOOK



**I-WANT-TO-DO**  
EXPERIENCE







# AN ACCELERATED WORLD

a world of opportunity



**The world** is  
changing



**Technology** is  
changing



**People** are  
changing



**To grow**, your business  
must **exceed the pace**  
of change



# HOW BUSINESSES SUCCEED

in an accelerated world







Search the web using Google!

10 results ▼

Google Search

I'm feeling lucky

*Index contains ~25 million pages (soon to be much bigger)*

## About Google!

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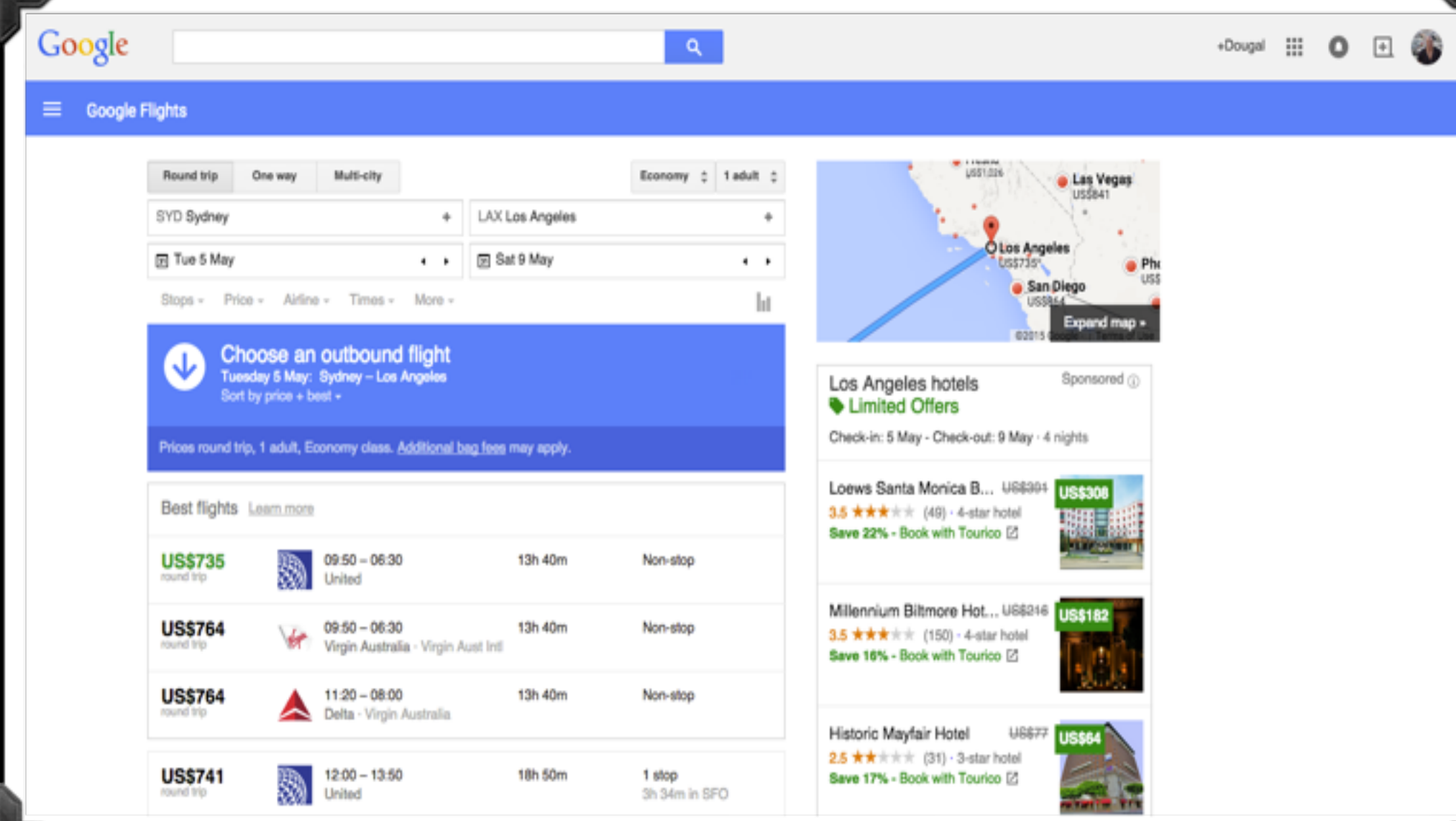
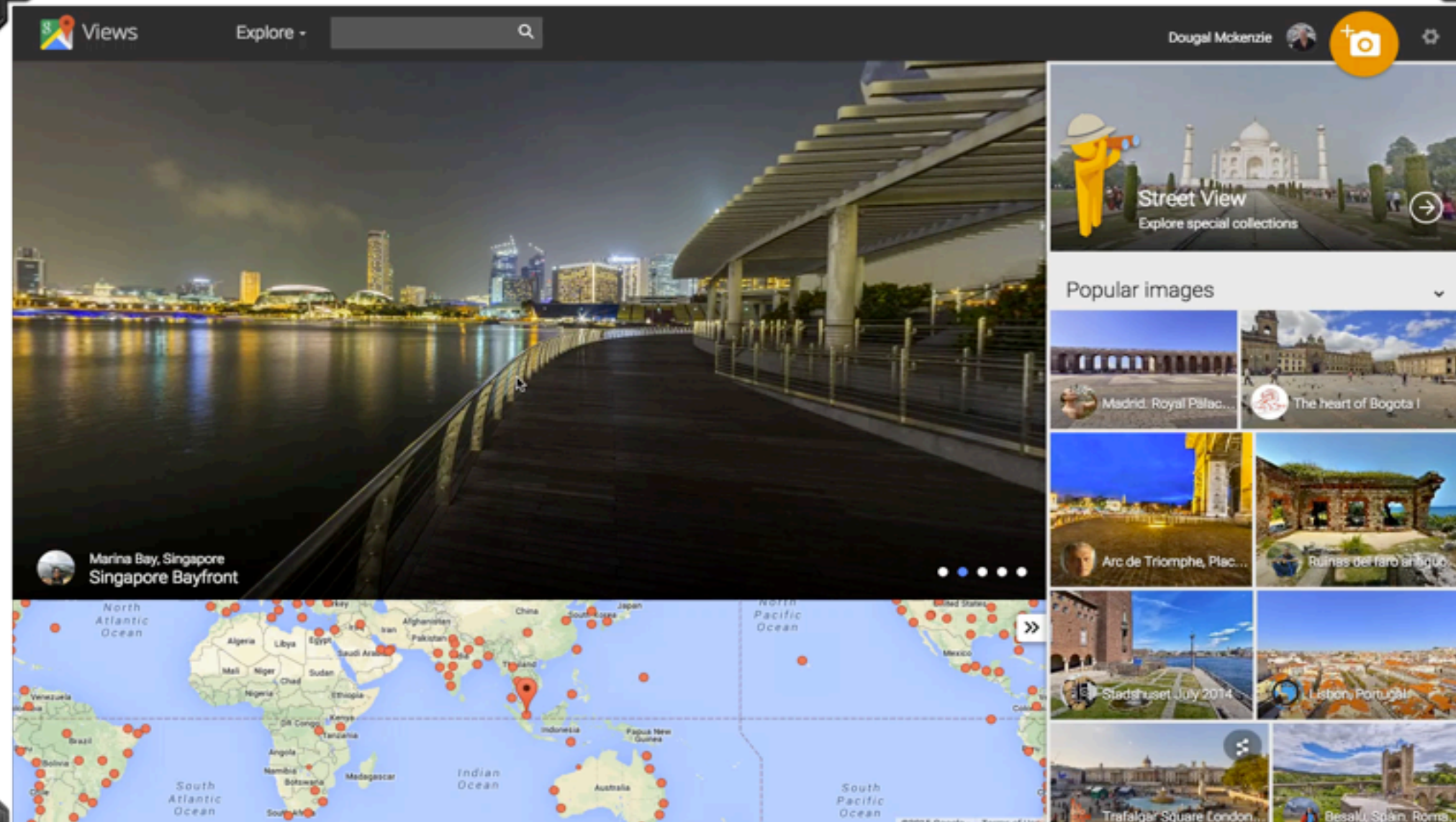
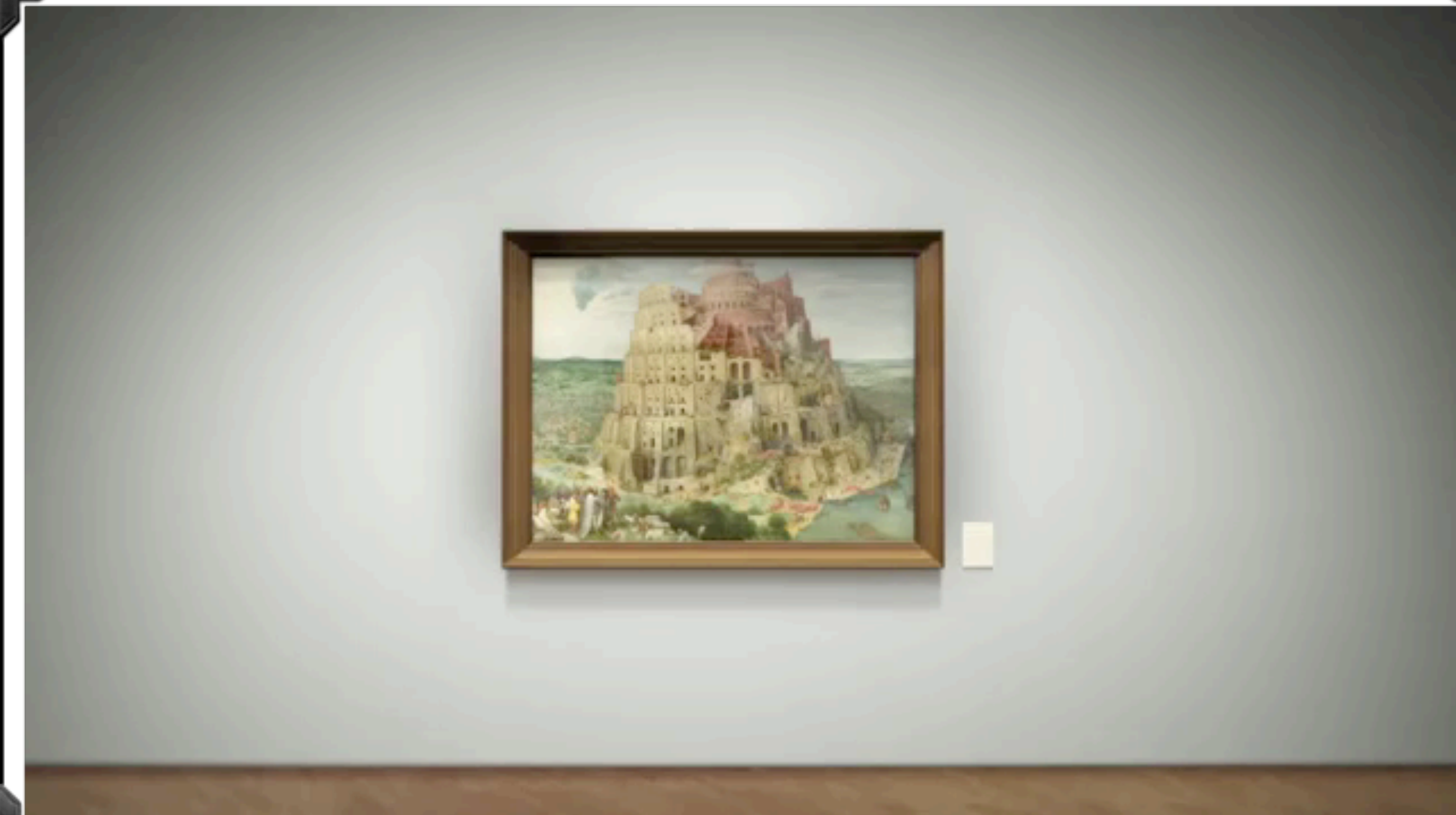
GOOGLE





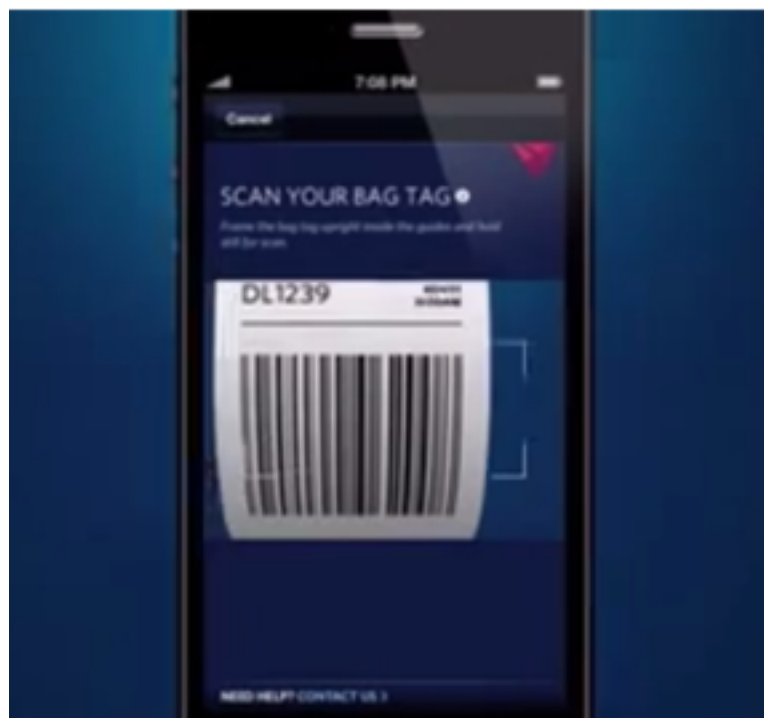
Organise the world's information  
and make it universally accessible  
and useful.







# Enhancing the customer experience



Track bags in  
real-time



Glass Bottom Jet  
experience



Download  
entertainment



# Today: "A tech company, monetized by a great coffee always at hand"

14%

of all national  
sales comes  
from the app

12

million  
active users

App

represents

90%

of all digital  
transactions

Stocks went from US\$  
9.44 (2009) to US\$ 94.6  
(2014), meaning a  
growth of  
900%

Fun Fact: In their last earnings call, the word mobile was spoken 34x.  
The same exact amount as the word coffee.



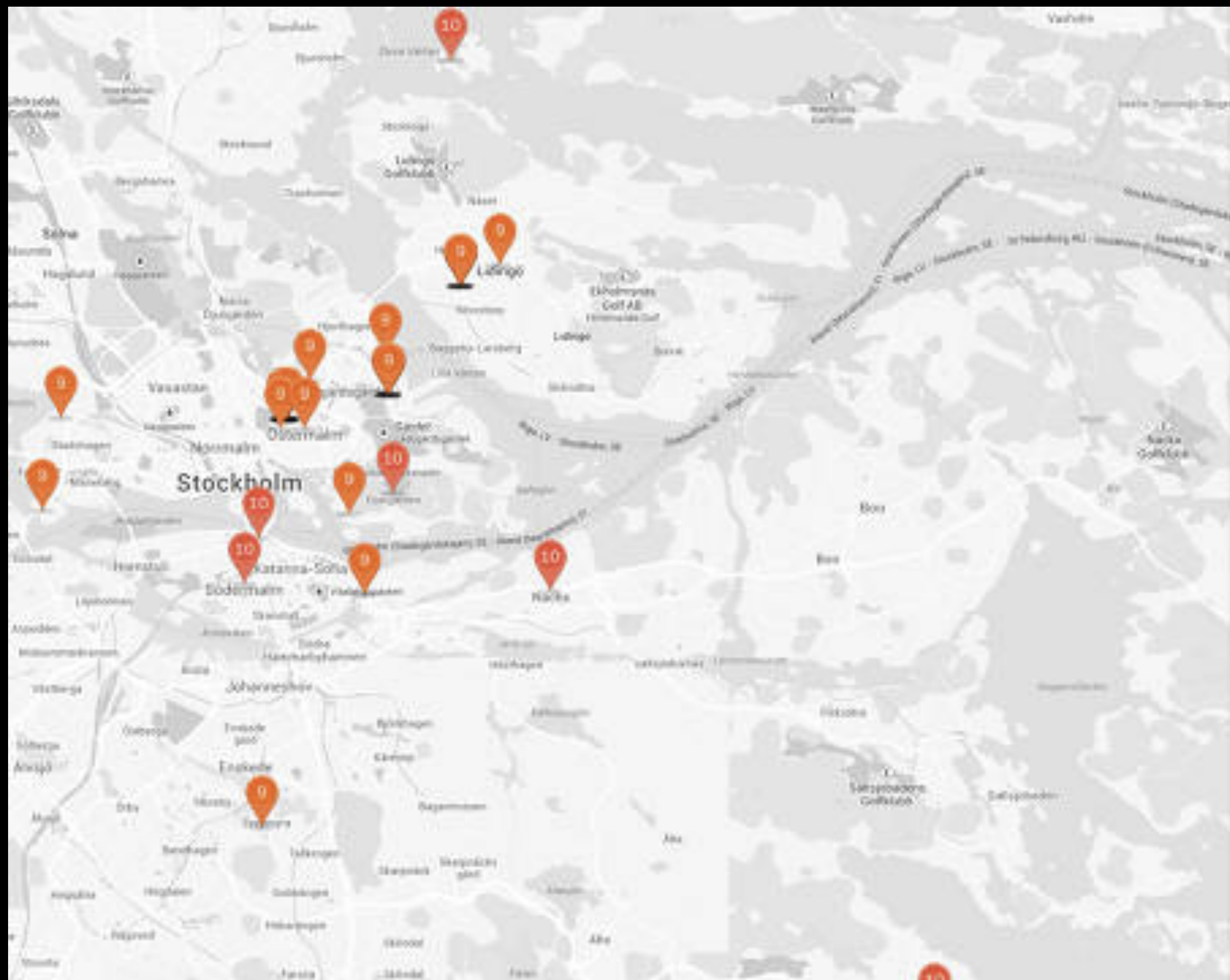


# HOW BUSINESSES SUCCEED

in an accelerated world







STOCKHOLM HOUSE EQUALIZER

homes for unusually powerful sound systems

4 5 6 7 8 9 10

3 2 1

MATCHING SOUND SYSTEMS

**Custom Reference S.3 SE**  
They are dominant and they are fascinating. Their enormous presence changes rooms. Their boundless volume of sound creates new listening habits. One minute they grow utterly overwhelming with their dynamic assaults, the next they appear to shrink with playful reserve.  
**450000**  
[More info](#)

Stockholm House Equalizer is the world's first home rating service based on unusually powerful sound systems. The service is developed together with experts to help you find a home where you can enjoy our most powerful sound systems. Read about how we developed the service.

||

Pause

UNUSUALLY POWERFUL SOUND SYSTEMS



# HOW BUSINESSES SUCCEED

in an accelerated world



The image features three overlapping circles on a black background. The leftmost circle is olive green and contains the text 'They INNOVATE & ADAPT'. The middle circle is a darker green and contains the text 'They MAKE BETTER DECISIONS'. The rightmost circle is blue and contains the text 'They WIN MOMENTS THAT MATTER'. The circles overlap in the center, creating a small triangular area where all three colors meet. The text 'They' is in a light gray font, while the main action verbs are in a bold, sans-serif font, with the final one being white.

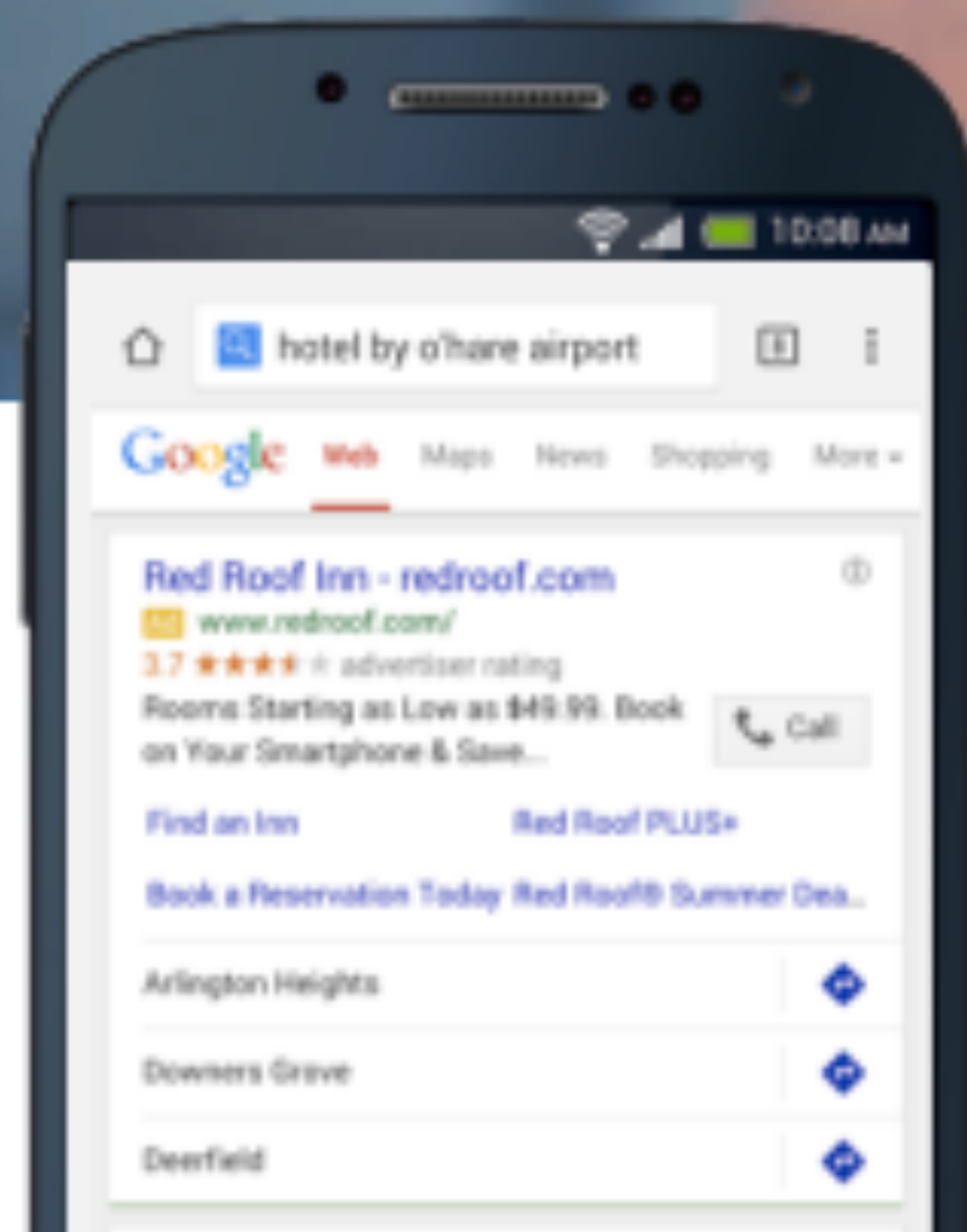
They  
**INNOVATE  
& ADAPT**

They  
**MAKE BETTER  
DECISIONS**

They  
**WIN MOMENTS  
THAT MATTER**



# LOOKS-LIKE-I'M-STAYING-THE-NIGHT MOMENTS



Whenever there's an airport with a canceled flight, Red Roof Inn is there to save the stranded traveler in their moments of need













HUGE PROBLEM

RADICAL  
SOLUTION

BREAKTHROUGH  
TECHNOLOGY



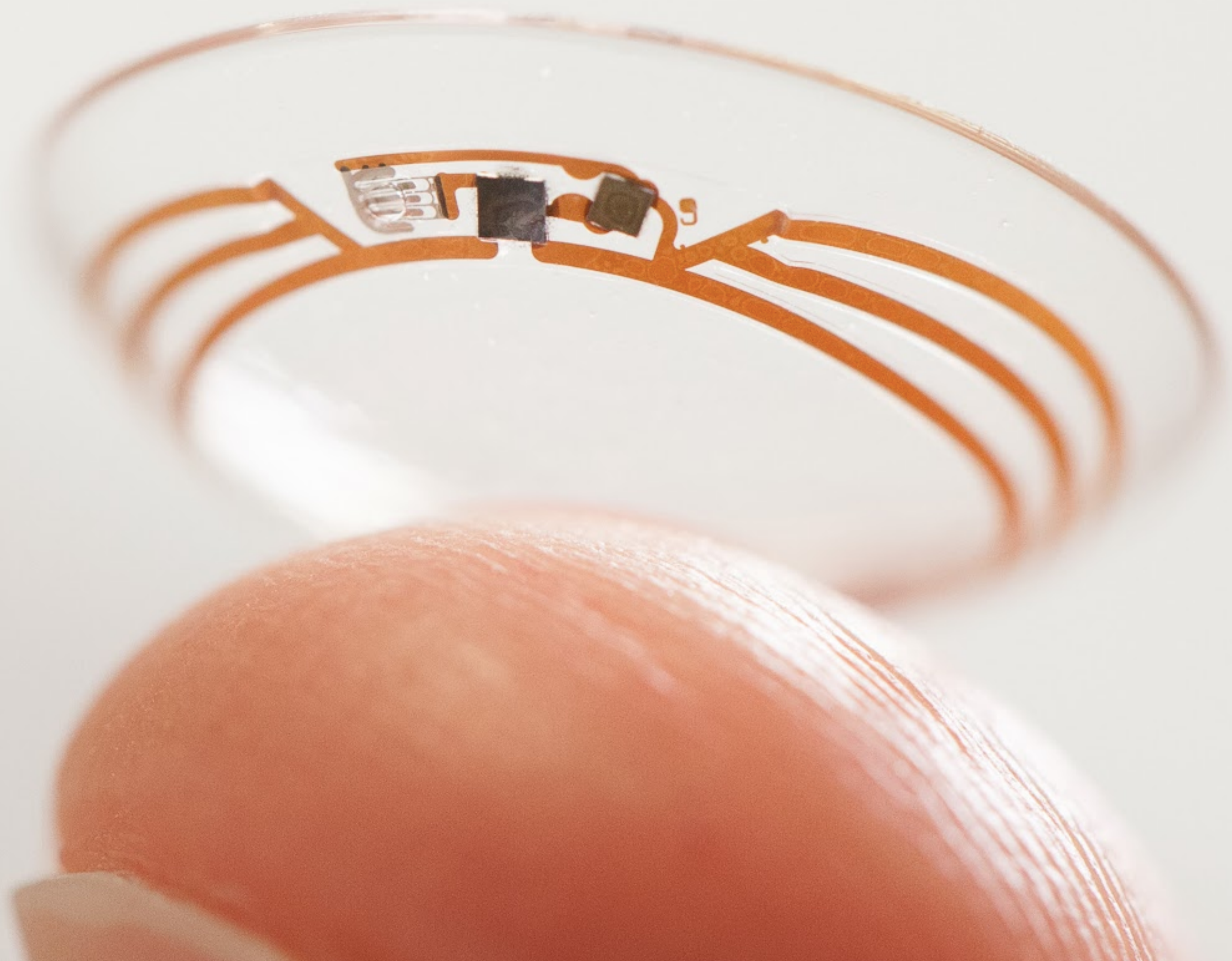














# ASK THE HARDEST QUESTIONS

Are we there for customers in the moments that matter?

Do we get smarter and better each time?

Are we embracing speed in everything we do?

Could we re-imagine business to create breakthroughs?







“If you’re not doing some things that are crazy, then you’re doing the wrong things.”

Larry Page  
Google CEO