



Sentinel Report



# CROSS-INDUSTRY STRATEGIES

Insights from outside the box



**MARTIN MIGOYA**

CEO Globant

@migoya

The Sentinel Report is one of Globant's initiatives to stay relevant through observation of metrics, statements, market trends, insights, and industry updates on consumer behavior from all over the world.

This information is meant to inspire new thoughts and trigger new conversations about products, services, ideas, and opportunities in an effort to help us be more creative and innovative in our solutions.

Observation and action are at the core of any sustainable strategy and we believe that this is a great way to create a positive trend.

We encourage you to share this information with your colleagues and to deepen your understanding of the concepts and ideas that we present here.

Take a look and enjoy!



# LOOKING WITHIN YOUR INDUSTRY IS NOT ENOUGH

True innovation happens when we look outside our domain and learn from other experiences. This way we can create truly relevant experiences for our consumers and build sustainable strategies.

NEW  
WAYS,  
FOR NEW  
TIMES

How can I engage with my consumers? How can I grow? How can I stay relevant? How can I be in the consumer's mind?

Time after time we find that answering these questions is a matter of broad observations, and not narrow thinking. The more we close our minds to solving the problems with the same tools, then we cannot find new and better ways.

Today we want to talk about how looking outside your domain will bring light to the right questions, insights from true behavior, and will help you not only to create best practices, but rather create new practices that will empower your business to reach new levels of engagement with consumers.

It is not about copying external models because they worked in other contexts, it's about translating those models to your own content and adapting based on the evident behavior.

Cross-industry strategies is about potential, adaptation and success.



"The best way to develop ideas is to look at other places. Spend time learning from other markets, other sectors. Apply the best ideas from one sector into another."

Fabrizio Freda, CEO of The Estée Lauder Companies Inc.



## DEFINITION

**Cross-industry strategies** is a way for companies to transform their experiences by transferring behaviors from other contexts.

## What can a hospital learn from a tech startup?

As the borders of the industries blur, organizations need game-changing strategies to meet the challenges they will face. Many hospitals are adopting user centered methodologies and agile approaches from fin-techs in order to reframe patient experience, such as Hospital Albert Einstein in Brazil that just delivered *Einstein Vacinas*, a free app that helps to control the immunization schedule.

As we have seen in previous reports, *Seamless Ecosystems* are gaining momentum. However, many companies still tend to search for solutions in the areas they know.

When an industry is mature, it moves forward by looking outside it's own brand and sector. Improving an experience through incremental strategies that leverage on best practices is necessary and beneficial, but it is not enough to gain a real competitive edge.

Take the lodging industry for instance. Inspired by the retail platform and blogs; Airbnb disrupted the lodging industry not Marriott.

To reap future growth benefits, companies must break through the traditional confines of industry barriers and seek new behaviors and opportunities that stretch their experiences.

Companies need to create teams that embrace other domain's ideas and build upon them, creating connections where previously there was no connection.

Teams that are able to cross over by observing solutions beyond an area's borders, spotting the guidelines behind them and adapting working behaviors that are relevant to their customers.

New connections can be drawn at various levels, from products to service, to processes, to behaviors, to business models, to culture and leadership.

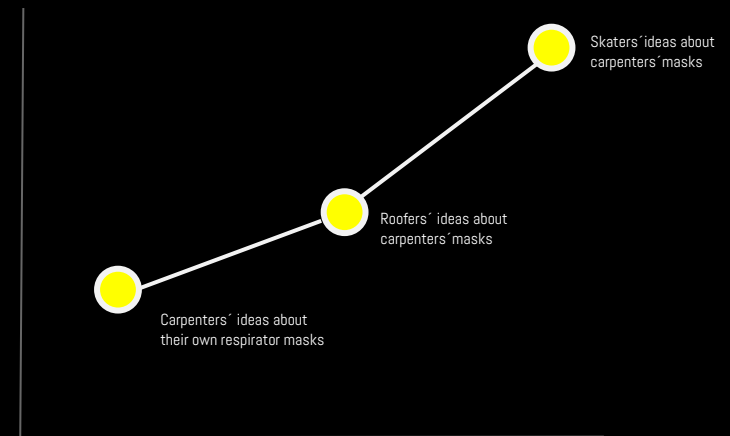
Cross-industry strategies break patterns. Moving out of the industry comfort zone can be a difficult decision, but changing market dynamics can make it a necessary one.

To stay relevant, you need to stay current on what's happening beyond your brand and embrace cross-industry strategies.

### Accessing Knowledge from Analogous Fields

Roofers' and inline skaters' ideas for increasing the comfort and use of carpenter's safety gear were more innovative than carpenter's ideas about their own field. In general, the more distant the field, the more novel the ideas.

NOVELTY OF SOLUTIONS



DISTANCE FROM CONTEXT OF TARGET PROBLEM

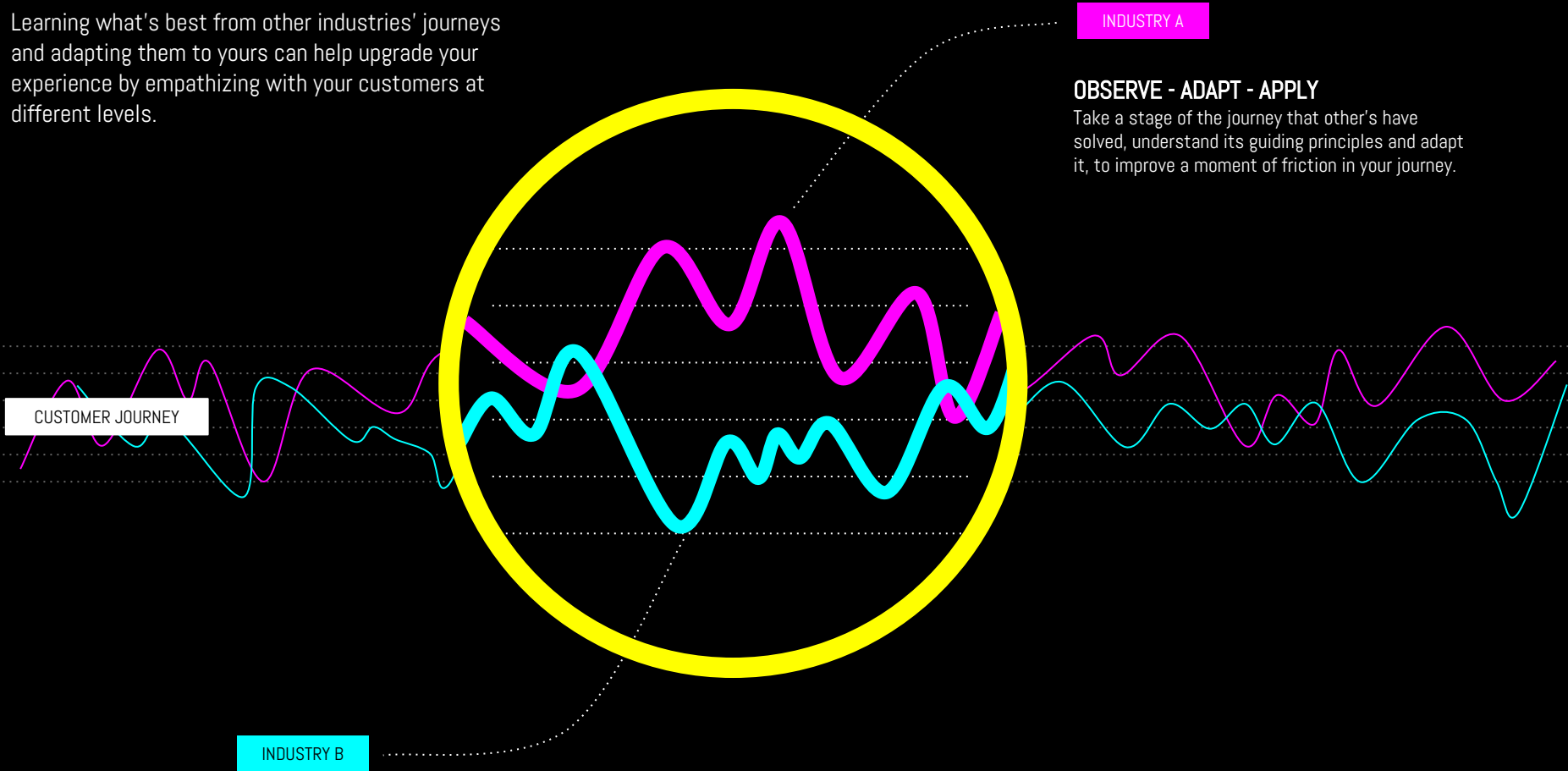
Source

<https://hbr.org/2014/11/sometimes-the-best-ideas-come-from-outside-your-industry>



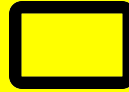
# ADOPTING CROSS-INDUSTRY STRATEGIES IN YOUR DIGITAL JOURNEY

Learning what's best from other industries' journeys and adapting them to yours can help upgrade your experience by empathizing with your customers at different levels.



## OBSERVE - ADAPT - APPLY

Take a stage of the journey that other's have solved, understand its guiding principles and adapt it, to improve a moment of friction in your journey.



"55% of online customers expect that their health care system will meet the same level of customer service received from delivery companies such as Amazon."

Google, McKinsey & Company and Wharton School of Pennsylvania, April 2016.



# DESIGNING CARS AS SMARTPHONE EXTENSIONS



**DIEGO TARTARA**

Partner Discover  
at Globant

**We always think about building experiences with a user-centric approach. Seeing the journey with the user's eyes.** Understanding his needs, his challenges, detecting opportunities to make life easier. The problem many of us face, is that once those problems, opportunities and challenges are identified, we attempt to solve them with our own tools. **What this means is that we approach the solution within our own domain.**

Sometimes experiences are so complex that we need to look outside our box to find the perfect solution. We need to focus on what we do best and recognize what others can and will do better.

The car industry seems to have had an epiphany and realized they needed to do something with their car infotainment system. You know the evolution; car manufacturers never designed or produced audio systems or head units.

They had alliances and specialized manufacturers such as JBL, Pioneer would produce their OEM equipment. Head units became more complex adding connectivity capabilities, GPS and also sharing the screen to display functions such as rear camera, climate control, etc.

**The solution to this problem came from the software industry in the form of Apple's CarPlay or Google's Android Auto. It is an extension of your phone, adapted to the car hardware.** The experience is simplified in a way to make it simple, accessible and secure for a person driving a car, but still resembles the native phone's interface so users will feel right at home.

**This cross industry collaboration from a user perspective means, to choose what software to use for media playback, navigation system and others without losing the in-car information.**

# 3 STEPS TO ADOPT NEW BEHAVIOR

1. MAP YOUR JOURNEY
2. LOOK BEYOND YOUR JOURNEY
3. ENVISION NEW JOURNEYS

# 1

## MAP YOUR JOURNEY

### DEFINE YOUR ORGANIZATION'S GOALS & IDENTIFY YOUR CUSTOMER'S KEY MOMENTS, FRICTIONS & OPPORTUNITIES

Cross-industry strategizing starts with the art of questioning. Questions that allow to understand what's trending and map the journeys. Questions that help conceptualize the purpose and identify the underlying concepts behind the strategy in order to copy, adapt and paste. Answering these questions will allow to get a higher level of conceptualization, which will enable to move sideways to redefine the questions in a cross-industry way. It will open up a whole world of links and possibilities, pointing to cases or top level brands outside it's sector which have already addressed similar questions or implemented solutions that can be adapted for it's context.

In a cross-industry mindset, start by asking:

- Why is this a challenge for us? What is the essence of the problem?
- Why do we need to reach this goal? Why is it the right goal?
- Why do our customers face these frictions along the journey?
- Which moments of friction and opportunities should we tackle to create an omnirelevant experience?

Then describe it in such a way that potential solvers from analogous markets can connect their knowledge to it.

**faster service delivery**....why not looking into at Formula 1 pit' approach?  
**a better experience in a hospital**....why not looking at Amusement parks?  
**to make your team more efficient yet small**... why not looking at submarine crew?



# 2

## LOOK BEYOND YOUR JOURNEY

### Map exceptional Experiences

Look for a brand that excels or offers an added value to its customers. Then, map the journey and learn how they have solved the frictions that its customers have. A good way to start is to explore brands and experiences that customers already appreciate.

In a cross-industry mindset, start by asking:

- **What makes this an exceptional experience for the customers?**
- **What makes this a frictionless services?**
- **What does the customers value at each stage of the journey?**

#### Example



#### Learning from Apple's exceptional Retail Experience

When thinking about exceptional Retail experiences, "The Apple Experience" commonly comes to customers and brands' minds. Here are a few guiding principles from which any industry learns from an Apple Store's journey:

##### CONSIDERATION STAGE

**Create multi-sensory experiences:** Every device in an Apple Store is working and connected to the Internet. Customers are invited to play which creates an emotional connection with a product.

**Sell the benefit:** Apple Store specialists are taught to sell the benefit behind products and to customize those benefits for the customer

**Stop selling stuff:** Don't ask "How will we grow our market share?" instead, ask "How do we enrich people's lives?"

**Facilitate paying:** Apple Store specialists engage the customer from the consideration phase to the buying moments allowing the user to pay directly from their mobile devices.

Source:

Adapted from *The Apple Experience* by Carmine Gallo

# 3

## LOOK BEYOND YOUR JOURNEY

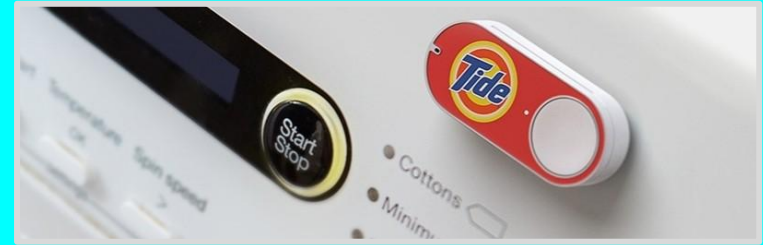
### Learn from Smart Approaches

Look out for brands that have reached their goal and understand what underlies behind their solution. Look at inspiring industries beyond your domain.

In a cross-industry mindset, start by asking:

- How would [Ikea] tackle the situation?
- What if we were [Google]? How would they reach this goal?

Example



#### Imagine you want to grow your business.

In a cross-industry mindset try to answer: How did other companies attract more clients, drive revenue and boost sales? How did Amazon and others reach this goal? Learn from these 6 smart examples:

**Simplify:** Amazon was the first website to offer one-click online and offline orders. How might you simplify your sale process?

**Cut the fat:** Some customers are looking for cheap, no frills products or services. Think of low cost airlines. Can you think of a low -budget version of your business?

**Virtual buying:** Make it possible to buy everywhere. Tesco Virtual supermarket in Seoul subway consists of life-sized billboard with QR code products that can be bought and delivered at home.

**Try before you buy:** Let customers test or try out your product. W

**Aim high:** Learn from luxury hotels. The Four Seasons hotels never lowers their services level not even in economic downturns.

Source:

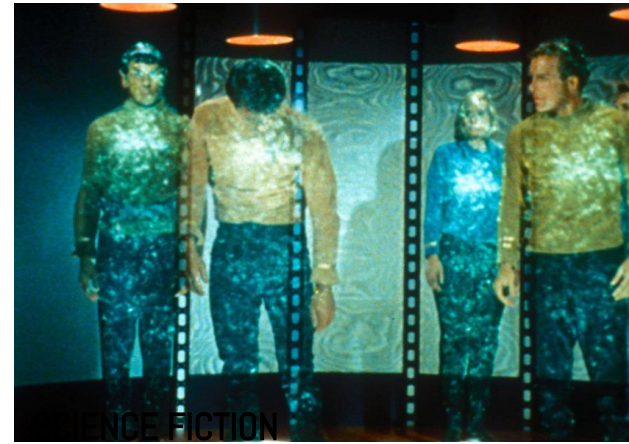
Adapted from *Not invented here* by Ramon Vullings and Marc Heleven.

# INSPIRING INDUSTRIES TO MODEL AFTER

New strategies can come from anywhere. But there are some areas that tend to bring new approaches and behaviors that are always worth looking into.



From the Internet to night vision, military inspiration has driven many disruptive behaviors that we use everyday.



From gesture interactions to teleconferencing, films have inspired many products and services that our grandparents would have dreamed off.



## RACING

Formula 1 has inspired multiple solutions such as drive-throughs as well as dashboard designs needed to solve complex feedback centers



## GAMING

Gamification mechanics have been applied to almost every industry to engage consumers along their journeys.



## START UPS

From new business models to companies that leverage smart products and services, startups tend to create totally new solutions, languages and new ways of working.



# 3

## ENVISION NEW JOURNEYS

### Adapt to create new visions

Now it's time to create. This phase is as important as the previous ones, since it is where you define the direction. This phase is about combining different contexts, and adapting what works for your customers to create a new vision. Visualizing and prototyping the new journey is the first step to building sustainable strategies that bring value to the business and its customers.

#### Example



#### Healthcare meets Entertainment

GE Healthcare changed a child's frightening experience by turning hospitals into small theme parks

Diagnostic imaging procedures are cutting-edge technology, but at the same time they are an unpleasant experience for patients – and even more so for pediatric patients. Observing kids go through the MRI procedure made them realize the challenging factor of the experience. So, they began by asking themselves: **How could one create a scanner experience that children would love?**

[GE] went through a human-centered design process with people in diverse industries including people from children's museums. Understanding the ludic guiding principles behind this excellent experiences that kids love. GE created the first prototype of what would become the "Adventure Series" scanner that was installed at the University of Pittsburgh Medical Center and then, in 27 more hospitals. **The patient satisfaction scores went up 90 percent.** Children and parents no longer suffer from anxiety, asking even if they can come again. It reduced the need of anaesthesiologists although they still stay during the procedure, which means more patients are able to get scanned each day, resulting in an increase to the revenue side of the equation.

Source:

<http://newsroom.gehealthcare.com/from-terrifying-to-terrific-creative-journey-of-the-adventure-series/>



**DIEGO CARDOZO**

Product Team

Enterprise Consumerization Studio

# A CROSS-INDUSTRY SOFTWARE APPROACH: OMNIRELEVANT SOLUTIONS & INNOVATIVE CONSUMER EXPERIENCE

In the past, traditional software companies focused on building plain software to solve specific business or customer needs. However, the cloud, collaborative software, apps stores and other new trends have changed the industry, thus it cannot keep building same solutions for particular needs. Business also has changed, and in order to support demands from diversified activities in different industries, we face a new challenge, to design and develop software packages that can satisfy similar needs at business verticals level, thinking in innovative software designed for similar processes taking into consideration several and different sales channels; the answer for this is omnirelevant software solutions.

But the challenge doesn't ends there; to be innovative we need to analyze new trends and think in new technologies to improve and create new consumer experiences as an added value,

creating digital disruptors as a cross-functional ideas in the design stage of the integral solution.

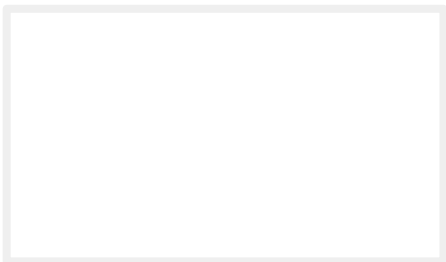
There are several omni-channel approaches that already started to solve the primary demands for different verticals: Retail (digital stores and shoppings), Healthcare (tech and communication with their patients), Finance (banking based on digital transactions), etc.

**To continue and enhance this path and be competitive, we need to develop a go-to-market sales strategy, that ensures all possible channels are being considered at the same time the product is being created, in order to align the entire software life cycle** to the very same philosophy, creating innovation through processes improvement and experiences, as a differentiation strategy itself.

# CROSS-INDUSTRY HIGHLIGHTS

Let's see some relevant experiences that brands provide,  
leveraging cross-industry strategies.

## CROSS-INDUSTRY STRATEGIES EXAMPLES



### UberPASSPORT

Ride-sharing app connects countries via cross-border service

From March 2016, residents of San Diego can arrange trips to Tijuana via UberPASSPORT. The ride-sharing app's service allows users to arrange trips from California to Tijuana – drivers were previously obliged to drop passengers at the border. The cross-border feature costs an additional USD 20 and is only available in Uber X vehicles, with passengers reminded to bring all of the required documentation.

**Cross-industry behavior:** RIDE-SHARING adopts GOVERNMENT practices

Source:  
<https://newsroom.uber.com/us-california/connecting-sister-cities-at-the-tap-of-a-button/>



### APPLE CARPLAY

In-car system allows drivers to use their cellphone more safely

Available on select cars, CarPlay is a smarter, safer way to use your iPhone in the car. CarPlay takes the things you want to do with your iPhone while driving and puts them right on your car's built-in display. You can get directions, make calls, send and receive messages, and listen to music, all in a way that allows you to stay focused on the road. Just connect your iPhone and go.

**Cross-industry behavior:** AUTOMOTIVE adopts MOBILE & GAMING interactions

Source:  
<http://www.apple.com/ios/carplay/>



### KLM "MEET & SEAT"

KLM borrowed social media concepts to let passengers choose their flight companions

Want to find out who will be on your KLM flight? With Meet & Seat you can view other passengers' Facebook or LinkedIn profile details and see where they'll be sitting – long before your flight leaves the ground.

**Cross-industry behavior:** AIRLINE adopts SOCIAL MEDIA approach

Source:  
<http://www.klm.com/travel>



**AGUSTIN HUERTA**  
Technical Director  
Continuous Evolution Studio

## TAKE A LOOK AROUND

In human history military technology has become massive consumption, computers, jet engines for airplanes, nuclear energy, even the GPS emerged from it. Things that we now consider part of our everyday life, and that we cannot conceive a world without them, came from the military industry and have permeated the massive consumer industry.

**In order to stay relevant organizations need to start looking to what different industries are doing** in the same way military development was capitalized in the past.

A great example of this is how the gaming industry recognizes players' dedication through rewards and how these techniques have become part of the concept of gamification. This concept has been at the core of Globant own tools for talent recognition through our stellar program and it's now more mature version StarMeUp.

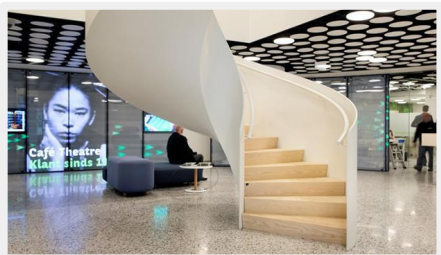
Another good sample is BMW iDrive system that is inspired on the gaming industry joysticks to provide the driver an easy way to navigate through several functions without losing focus on the road.

**Why do you need to bring those concepts into your organization?**

**Think outside the box, open your mind and let yourself get driven by your daily experience with other industries.**

History has shown us that disruptive innovation on any given industry can change the way we see and think of everyday life and turn into innovative ideas for others.

## CROSS-INDUSTRY STRATEGIES EXAMPLES



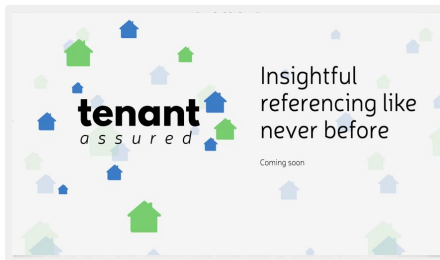
### BNP Paribas

Bank creates physical space for digital experiences

In April 2016, BNP Paribas announced the opening of a flagship branch in Ghent. The space was designed to offer consumers an online experience in a physical setting. Features include an interactive "Innovation Wall" where customers can access information, and a "Physical Lab" which showcases new technology, such as 3D printers where visitors can design their own t-shirts.

**Cross-industry behavior:** BANKING adopts RETAIL space design approach

Source:  
<https://www.ziba.com/work/umpqua-bank>



### TENANT ASSURED

Tool scans Facebook to work out if tenants are good for their rent

It's become a standard that prospective employers will check an applicant's social media profiles to find out if the candidate is suitable. Currently, although controversial, a UK startup is enabling landlords to do the same. Along with other services provided by score assured that unlock big data to bring an insightful referencing, Tenant Assured enables landlords to ascertain whether a tenant will be able to pay their rent by analyzing data from their social media accounts.

**Cross-industry behavior:** ASSURANCE adopts SOCIAL NETWORKS & BIG DATA reputation referencing approach

Source:  
<https://www.scoreassured.com/>



### EYEVERIFY

Fin Tech startup offers eye-scanning identification

We've seen a few alternatives to conventional passwords, such as behavioral profiling and skull sounds. Last year, Citigroup announced development of an eye-scanning ATM, and now EyeVerify is a startup offering software that can identify users through the vein patterns in their eyes. Through the front-facing camera of personal devices, it uses vein patterning and structure as unique identifiers. As well as providing an alternative to passwords on smart devices, EyeVerify's technology is being adopted by big business, with Wells Fargo set to replace passwords with the system.

**Cross-industry behavior:** FINTECH adopts MILITARY biometrics screening practices

Source:  
<http://www.eyeverify.com/>



“My Starbucks’ loyalty program now has 10.4 million active member, up 28% from a year ago, and those shoppers now account for about 30% of business in North America.”

SOURCE: Fortune.com, "Starbucks wants your phone as much as it wants to sell you coffee" July 2015





**IVAN WOLCAN**  
Innovation Labs Director  
at Globant

## CONNECTIONS CREATE SPEED

It's nothing new to say that digital transformation is affecting most industries. Some industries such as Entertainment have decades of experience. However, in the financial industry, health and mining, to name a few, it is a recent path. The fact is that most industries are noticing that this transformation is necessary and increasingly urgent. It is a necessary change **unless they want to become the new fail case in articles and innovation talks.**

In an hyper-connected and fast-paced world and, of course feedback arises from any attempt to innovate. Examples of success are the ideal spot to think that crossing experiences is the easiest way, or at least the way that guarantees some level of success.

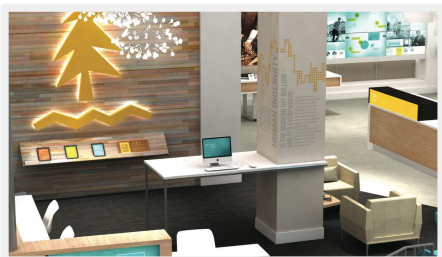
Could have Henry Ford thought that his assembly system would revolutionize many industries? Aren't there already light bulbs with speakers included? What about Google and Levi's coming together to invent smart fabrics? **Cross-Industry inspiration is nothing new, maybe difference is the speed needed today in adopting these type of strategies as well as the number of options available today.**

**Why not wear a MagicBand in a coal mine? Why not practice open-heart surgery remotely using an Oculus?**

**These questions and many others accelerate innovation processes challenging the *status quo*.** Such initiatives are constantly encouraged in Globant. Having more than 5,000 people working for various industries and enhanced by the expertise of each of our studios gives us a powerful and valuable raw material when searching for solutions inspired by solutions.



## CROSS-INDUSTRY STRATEGIES EXAMPLES



### Umpqua Bank

Bank creates an integrated brand experience redefining retail banking

Umpqua's new banking experience was designed to serve as an interactive resource center, business hub and inspiration generator all rolled into one.

Based on the question "How do we sell products well?" Umpqua did not look to a major bank for inspiration.

The banking space invites customers to read the paper, enjoy a free cup of coffee, surf the Internet, check their email and shop for banking products.

**Cross-industry behavior:** BANKING adopts RETAIL space design approach

Source:  
<https://www.ziba.com/work/umpqua-bank>



### ASB Bank

Digital Piggy Banks for Kids

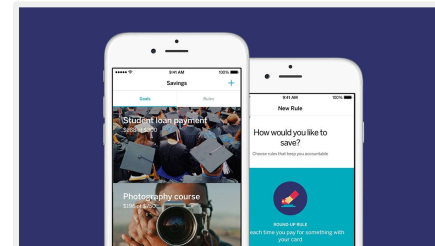
One of the first examples of Banking adopting Internet of things.

ASB Clever Kash is an money box in the shape of a toy elephant. Allows parents transfer money into the child's bank account, reflecting balances updates of the account into the display within the toy.

In a context of a cashless society, this product makes tangible the digital money experience.

**Cross-industry behavior:** BANKING adopts INTERNET OF THINGS + TOY technology

Source:  
<https://cleverkash.asb.co.nz/>



### QAPITAL

Automates savings apps

Qapital app is build around the concept of cause-and-effect relationship. It's an automated way of saving money for specific goals. The app is designed to help users reach savings targets by setting goals and applying rules to automate the saving. Qapital integrates with IFTTT (If This Then That), allowing the users to create savings "recipes" (including linked wearables) that will automatically put those savings aside when it's triggered.

**Cross-industry behavior:** FINANCIAL adopts INTERNET OF THINGS cause-and-effect concept + WEARABLES

Source:  
<https://www.qapital.com/>  
<http://www.ourfreakingbudget.com/qapital-app-review/>

## CROSS-INDUSTRY STRATEGIES EXAMPLES



### MOBILE FOOD BUS

Mobile food bus brings healthy food to disadvantaged neighborhoods

May 2016 saw the launch of the Mobile Food Market: a pilot project giving people an easy and affordable way to shop for healthy produce. Selling fresh fruit and vegetables at prices similar to discount supermarkets, the bus has been repurposed and fitted out with food storage. Developed by the Nova Scotia Health Authority in partnership with the Ecology Action Center and the mayor's office, the Mobile Food Market will visit five districts in Nova Scotia's Halifax each week. The aim of the project is to help people in disadvantaged neighborhoods to access healthy, affordable food more easily.

**Cross-industry behavior:** SUPERMARKET adopts PUBLIC TRANSPORTATION logistics

Source:  
<http://novascotia.ca/>



### BE MY MOTHER APPLIANCES

Line of small appliances that uses cuteness to extend longevity of products

This appliances recall a human inner impulse (The same one that helps babies to survive). Shin argues that cuteness—a concept known as "Kawaii" in Japan—hasn't been explored to its full potential so she created a line of small appliances, called "Be My Mother," that demonstrate how it can contribute to the longevity of a product.

To Shin, cuteness is defined by the characteristics of tiny creatures, both behaviorally and in how they look. Her interactive products exhibit some of these traits.

**Cross-industry behavior:** APPLIANCES adopts ENTERTAINMENT behavior

Source:  
<http://www.dezeen.com/2016/06/23/kawaii-home-appliances-cute-hyer-im-shin-design-products-royal-college-of-art-graduate-show-rca-2016/>



### LAVAZZA SELFIE COFFEE

3D printed coffees to reduce friction during waiting line

In order to keep people entertained while they are waiting in line to purchase tickets for The Championships, Wimbledon 2016, coffee brand Lavazza has been giving out cups of complimentary coffee with selfies and special printed messages like "Keep Calm and Serve an Ace" on them.

**Cross-industry behavior:** COFFEE SHOP adopts ENTERTAINMENT AND SPORTS habits

Source:  
<http://www.forbes.com/sites/emmasandler/2016/06/30/lavazza-coffee-uses-printing-technology-to-print-wimbledon-players-on-your-cup/#35c498c5658d>



**MARIANA CARRIL**

Product Champion  
Gaming Studio

# PUSH THE BOUNDARY OF REALITY, AND BRING SOMETHING BACK.

As a member of the Gaming Studio I participate in projects to push the boundaries of the gaming world, we call this gamification. Deep inside we understand that today it has to be much more than just applying game mechanics and game design techniques to solve everyday problems.

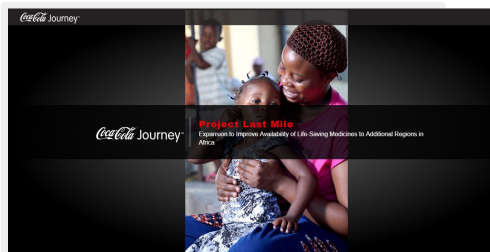
Today, we are pushed through the boundaries as exciting new technologies like VR, AR, and deep learning AlphaGO, emerge to challenge the world.

For the boundary we now face is reality itself. **No longer do videogames occur in the mind, but outside of it as well. No longer can reality itself be pushed away from the virtual mind.**

As we move away from simple pace over cognitive effort, and even the willingness to understand the aesthetic feeling of people, we journey on to understand what other fields take for granted. The ethics of teaching, the helpfulness of a thorough medical diagnose, the importance of a financial investment for the future.

**And, above all, the reality of the real world.**

## CROSS-INDUSTRY STRATEGIES EXAMPLES



### COCA COLA PROJECT LAST MILE

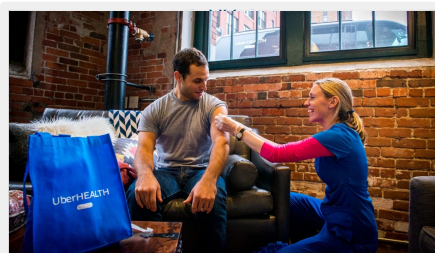
Improving the distribution and marketing of critical medicines in multiple countries

This initiative applies the Coca-Cola system's logistic, supply chain and marketing expertise to help strengthen health systems across Africa. Through Project Last Mile efforts, government agencies learn about Coca-Cola's business model, and through these learnings, are able to more efficiently deliver critical vaccines, medicines and medical supplies; market the availability of these supplies thus creating demand; and maintain coolers to ensure the medicines and vaccines are stored at the correct temperatures.

**Cross-industry behavior:** HEALTH SYSTEMS and USAID adopt BEVERAGE logistics

Source:

<http://www.coca-colacompany.com/projectlastmile-2016>



### UberHEALTH

Uber offering one-day, on-demand vaccinations to your doorstep

Customers who normally use the Uber smartphone app to call for a ride were able to request a flu shot - and a nurse in an Uber car would show up at their home or office in about three dozen cities across the country.

The charge is \$10, and the nurse can give up to 10 flu shots at each location for no additional charge. Last year, the company provided flu shots for a day in Boston, New York, Washington and Chicago. The effort was so successful -- with more than 2,000 vaccinations -- that Uber and its partners decided to scale up this winter.

**Cross-industry behavior:** UBER clients adopts HEALTH vaccine solution

Source:

<https://www.washingtonpost.com/news/to-your-health/wp/2015/11/17/no-time-to-get-your-flu-shot-uber-is-offering-on-demand-vaccinations-to-your-doorstep/>



### APPLE, JAPAN POST GROUP AND IBM

Deliver iPads and Apps to connect elderly in Japan to services, family and community

Apple and IBM will jointly hand out five million iPads to elderly folks in Japan over the next five years, thereby reaping a mighty harvest of big data. The two zaibatsu have teamed up to ensure utter market penetration with a "charitable" initiative, which will deliver iPads pre-booted with software designed to help the elderly manage healthcare and other needs. Japan Post handles postal, banking and insurance services, and will distribute the iPads as part of a service that sends workers to the homes of elderly customers to snoop on their well-being for a monthly fee.

**Cross-industry behavior:** LOGISTICS industry adopts TECHNOLOGY solution

Source:

[http://www.theregister.co.uk/2015/04/30/big\\_blue\\_apple\\_to\\_foist\\_fondleslabs\\_on\\_elderly\\_and\\_vulnerable\\_japanese/](http://www.theregister.co.uk/2015/04/30/big_blue_apple_to_foist_fondleslabs_on_elderly_and_vulnerable_japanese/)



**MARIANO MARTINS**

Delivery Director Lead  
Entertainment Unit at Globant

## NEW APPROACHES TO ENGAGE CONSUMERS

Nowadays, all companies, regardless of the industry they belong, are focusing on how to improve consumer experiences.

There is no chance to avoid this trend if companies want to get consumers engaged with its brands. Many innovation sessions happen behind the scenes where creative and cross-company roles meet to achieve this goal. A wide range of outcomes may arise as a result of these sessions, however, the success ratio is slow due to the complex of human behavior that is hard to be accurately predictable. Therefore, this process needs to be encouraged if companies want to survive.

**One trend that companies are adopting to minimize the risk and get a positive impact on consumers is to take experiences, already proved, from other industries that don't have relation to the company's industry.**

Some examples are using a molded pulp to protect bottles of wine, or a phone made of swappable components that fit together like Lego, each component containing a different function.

That way consumers, conscious or not, will find a more natural and fluent understanding since they have already experienced this before somewhere else.

# CROSS-INDUSTRY STRATEGIES EXAMPLES



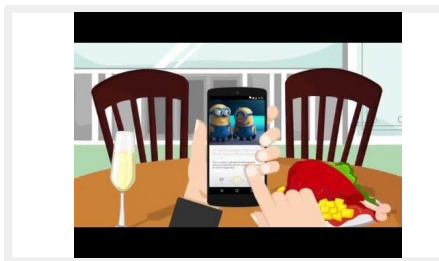
## LINE MAN

Messaging app moves into delivery services

In May 2016, Japanese messaging app provider Line teamed up with transport platform Lalamove to provide people with on-demand delivery services. Launched in Thailand, Line Man customers can have packages delivered, or order food and groceries. The service's motorbike delivery staff wear green jackets adorned with Line's emoji characters.

**Cross industry behavior:** MESSENGER adopts a RETAIL delivery behaviour

Source:  
<https://play.google.com/store/apps/details?id=com.linecorp.linemanth&hl=en>



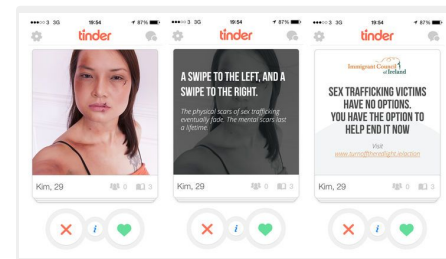
## GOGO

Content platform rewards users with credit for reading the news

The Indian platform sends personalized content to readers' lock-screens and rewards them with credit every time they swipe or unlock it. Users first sign up to GoGo, and choose from 14 topics. Then, whenever their screen is locked, GoGo sends content. It can be anything from viral videos to the latest news stories. When they see something they want to view, they swipe left and are taken to the piece online. If they don't want to read it, they swipe right to unlock and get a new offering. Both actions earn them points, which they can redeem as smartphone talk or data credit.

**Cross industry behavior:** READER adopts GAMING reward system & TINDER interactions

Source:  
<http://planetgogo.com/>



## AWARENESS RAISING SEX TRAFFICKING CAMPAIGN

The sex trafficking campaign uses Tinder profiles to tell the stories about victims.

This Tinder sex trafficking campaign uses the popular dating app to raise awareness about the issue in Ireland. Designed by digital advertising agency eightytwenty for the Immigration Council of Ireland, the global campaign sheds light on this crime and human rights abuse.

**Cross industry behavior:** ADVERTISING AGENCY adopts TINDER interaction & network

Source:  
<http://www.trendhunter.com/trends/sex-trafficking-campaign>

# ENTERPRISE PRODUCTS BEYOND THE BORDERS



**NATALIA FREYRE**

Product Team  
Enterprise Consumerization Studio

The Product Manager's main responsibility is to discover a product that is feasible, valuable and usable for a particular business need or client problem to solve. When defining an Enterprise Software, there are three important points to be considered:

- (1) the products are sold to businesses rather than consumers;
- (2) the type of software product we are building could be related with enterprise infrastructure products, such as: systems management and security software or other enterprise applications like CRM or ERP; and
- (3) one enterprise solution designed for a client industry could be adapted to a very different sector from one it was originally designed.

To that regard the key challenge as a Product Manager is to define a thinking and design model based on our experience across the different industries in order to face opportunities and projects in the most appropriate way by drawing analogies and transferring approaches and behaviors between them.

Sometimes our knowledge is not enough to incorporate innovative ideas into the solution, so a research beyond the borders of our domain would be required to think on disruptives processes or build creative digital journeys.

Learning from other industries and sectors gives us the possibility to adapt and enrich our solution with innovative ideas, making us more competitive. **A very clear example about this is using some Gaming elements into Enterprise Solutions in order to increase the usability and audience, making some everyday actions more appealing and interesting.**

Thinking beyond the boundaries may surprise us in a way that we cannot imagine.

**Let's do it and surprise yourself!**



“If you went to bed last night as an industrial company, you’re going to wake up this morning as a software and analytics company.”

Jeff Immelt - GE Chairman and CEO





# There is **so much more** you can do with these insights!

We are a team of professional researchers, designers, and subject-matter experts that put knowledge into action. We create strategy reports and envision scenarios that help build a strategy for the future.

Contact us at [sentinel@globant.com](mailto:sentinel@globant.com) and take the next step into a more insightful strategy.



## DISCLAIMER

This Report is intended for informational purposes only, based on information available in public domain. Whilst the information provided has been obtained from sources believed to be reliable, neither Globant nor any of their affiliates, directors, neither officers nor agents attests to its accuracy or completeness.

No representation or warranty, express or implied, is made regarding the completeness, accuracy, timeliness or suitability of any and all information and data contained within any part of the Report. Globant shall in no case be liable for any direct, indirect, incidental, special, consequential or exemplary damage or loss (including, without limitation, loss of profit), which may arise or derive directly or indirectly from use of or reliance on the information contained in this Report. All information contained in this Report is subject to change by Globant without notice. Prior written approval of Globant is necessary to reprint or reproduce in whole or in part this Report. All contents, text, images, data, information and other materials displayed, including any Globant trademarks or copyrights, are the property of Globant or the designated owner and are protected by applicable laws.