

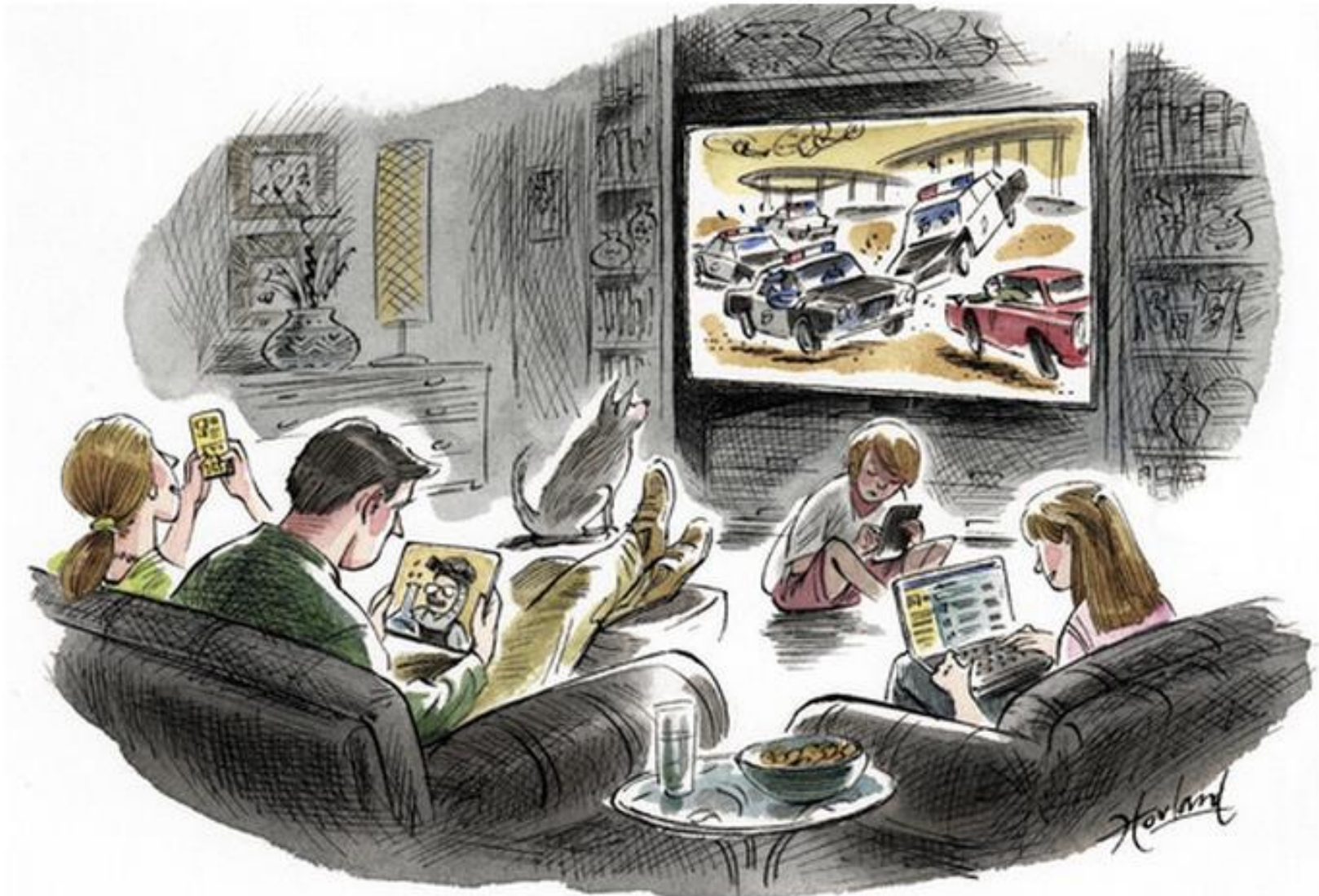


마이크로소프트 혁신의 여정 및 디지털 워크플레이스

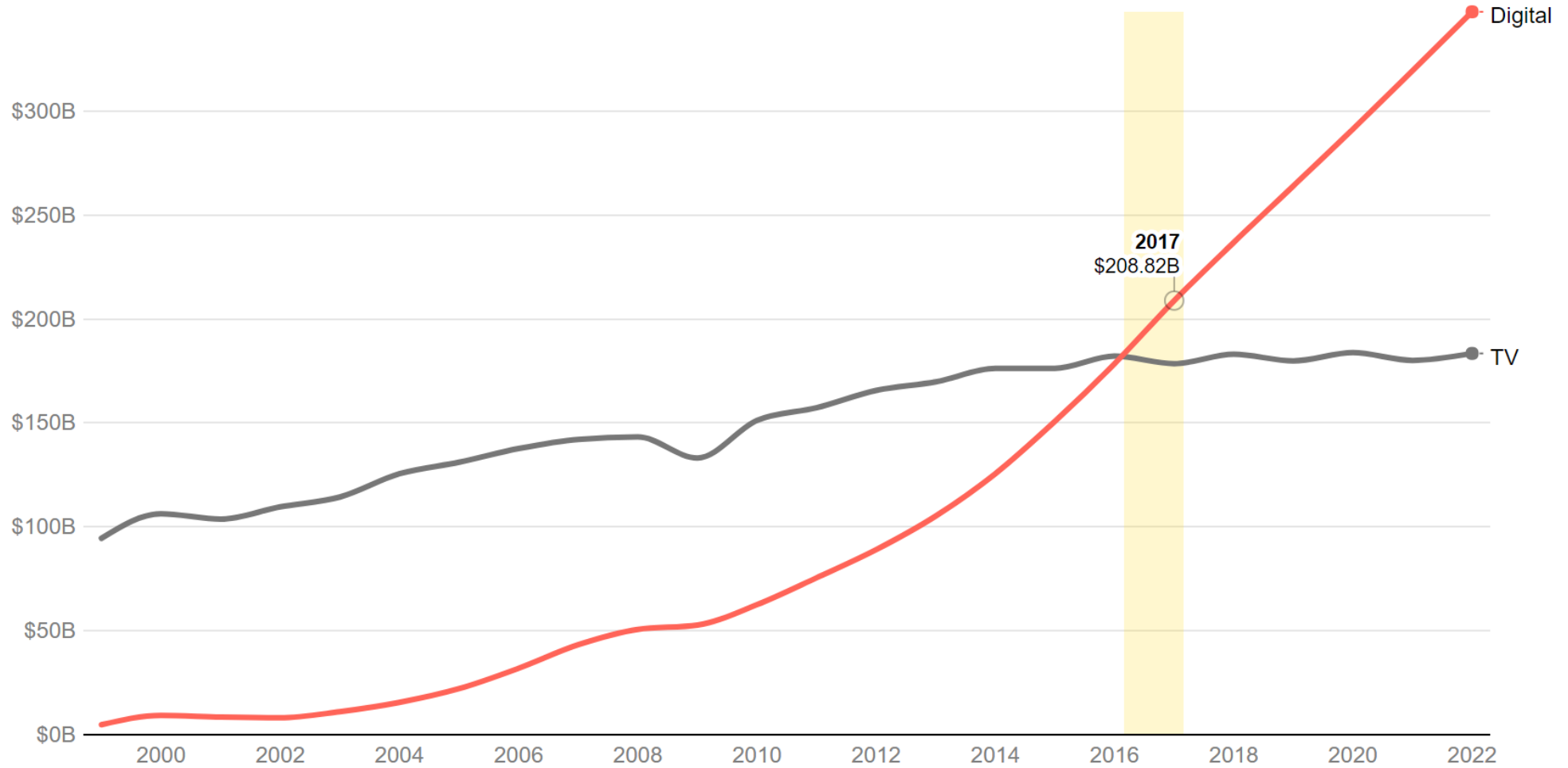
한국마이크로소프트 | 오성미 이사

2019.10.24

안전한 비즈니스 모델이 없어진 시대

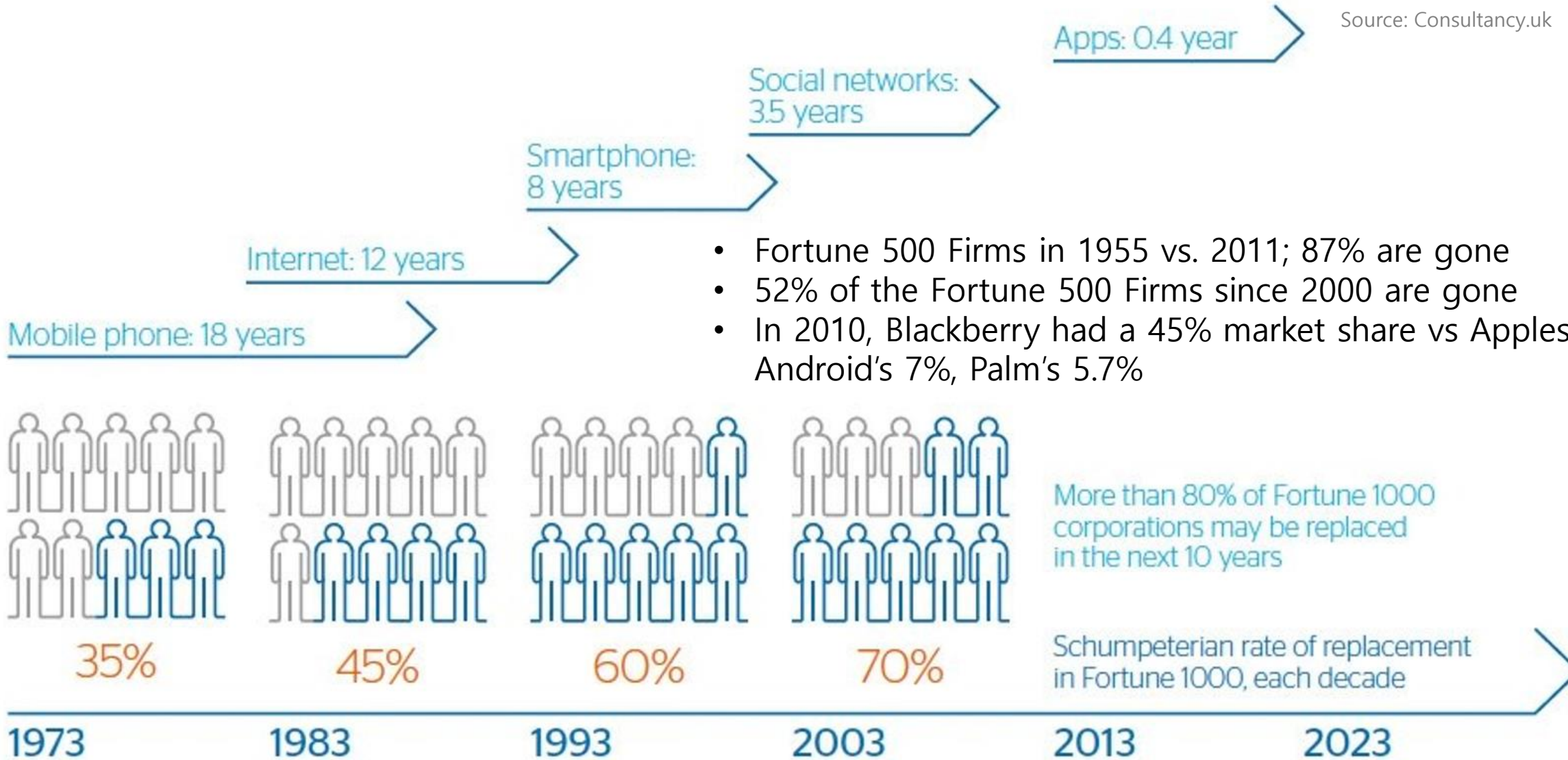


TV 광고 vs 디지털 광고



Source: MAGNA | Data for 2017 and beyond are forecasts • Created with Datawrapper

기업 환경의 변화

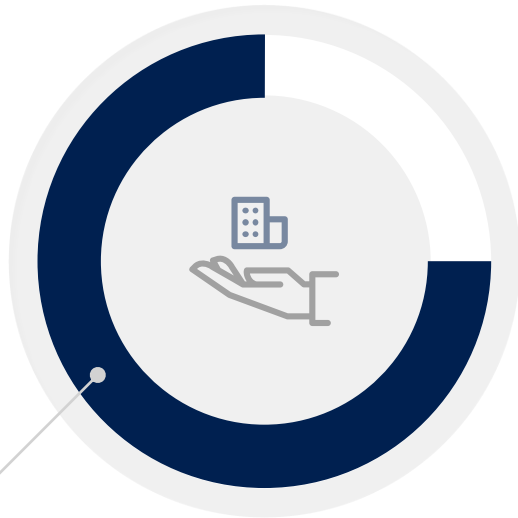


변화를 위한 노력, 그러나 성공은 어려움

75%의 기업이 변화를 시도

to keep pace with a rapidly evolving world

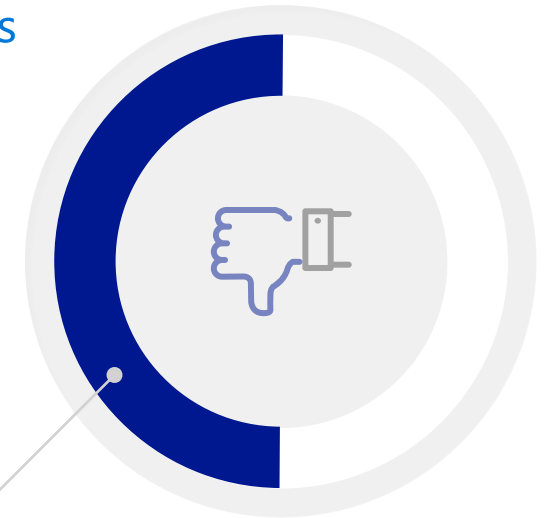
75%



50%의 변화가 실패

failing to deliver impactful results because **people's behavior doesn't change**

50%





Microsoft의 여정

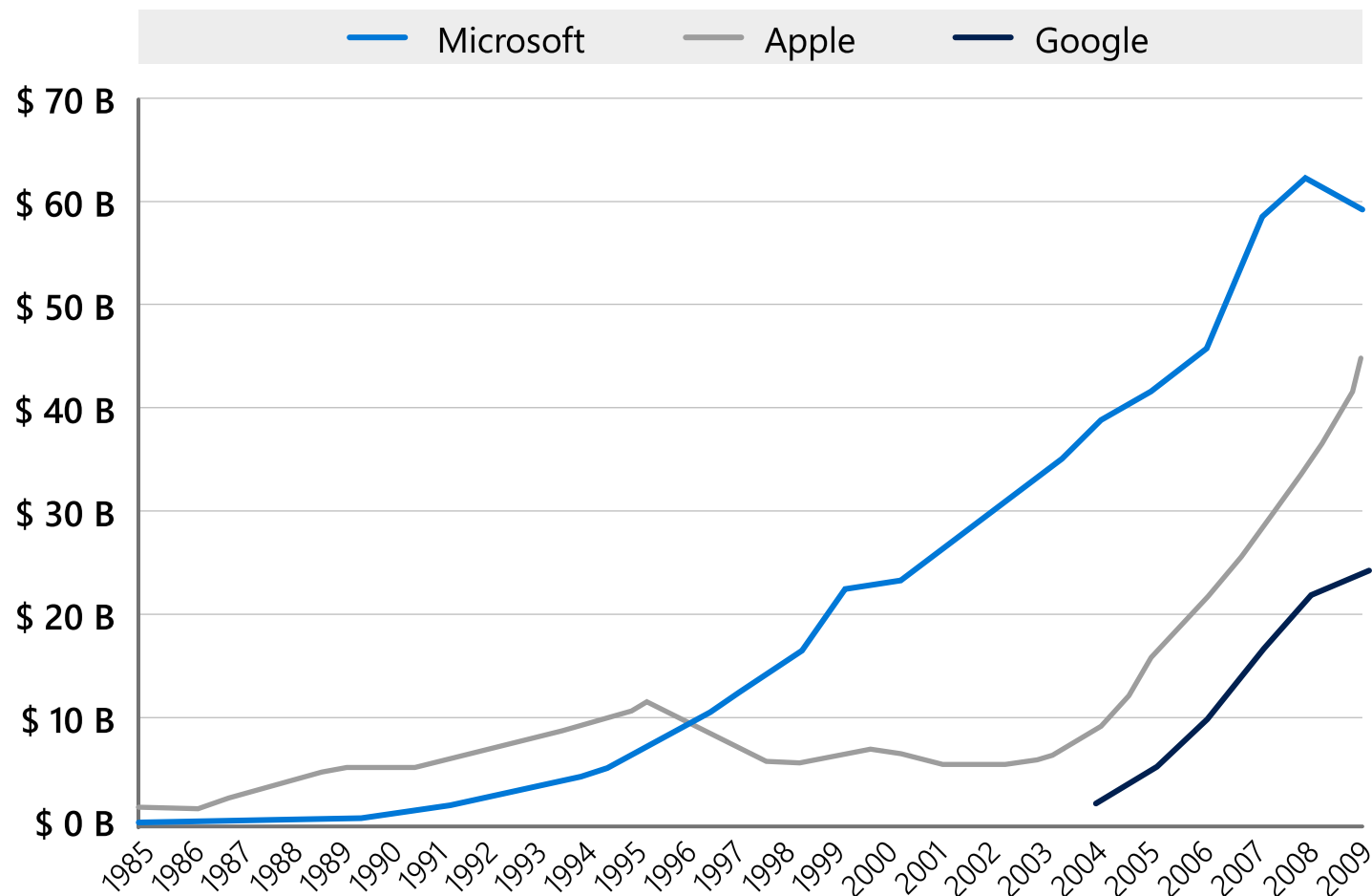
Transformation in Action

A PC on Every Desk and in Every Home

- Bill Gates, 1975



Yearly Revenue

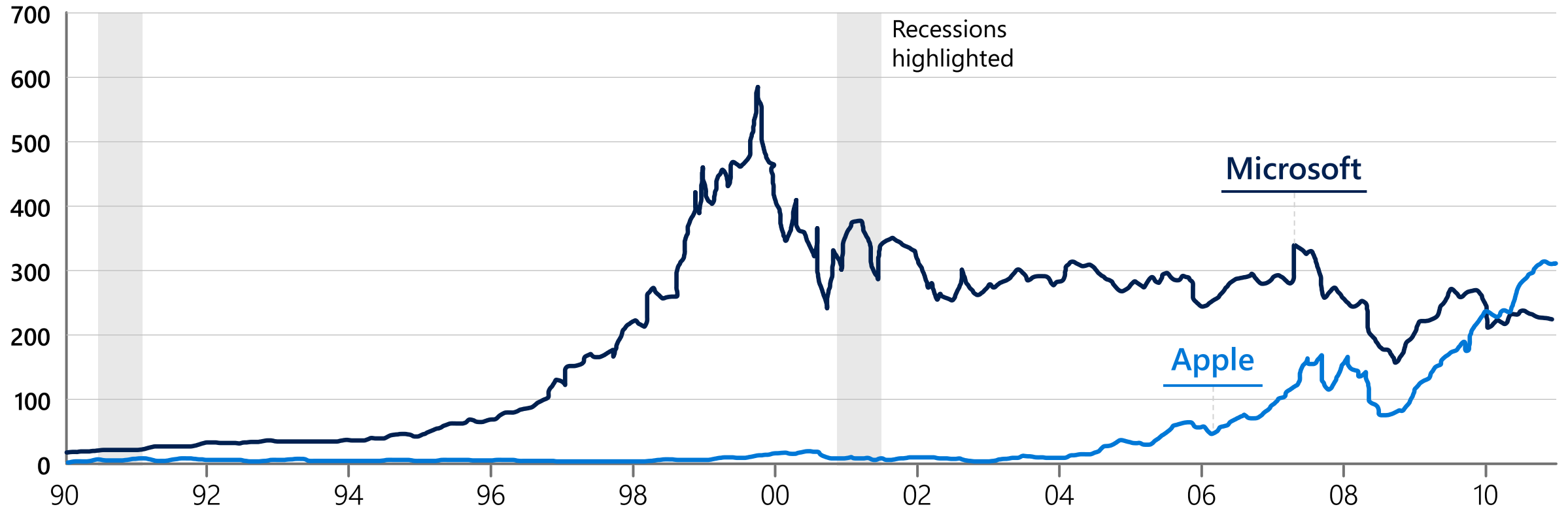


Top of the Game

In 2004, Microsoft's revenues were 4-times more than that of Apple

Microsoft의 침체

Market cap(\$B)



무엇이 문제였는가?



01 숫자지향

02 내부에 집중

03 피드백 한계

04 잘난, 천재성 지향

05 부서 이기주의 (Silo)

06 각자의 성공에만 집중

07 실패를 용인하지 않음

08 위험을 선택하지 않음

09 고정관념, 새로운 의견 무시

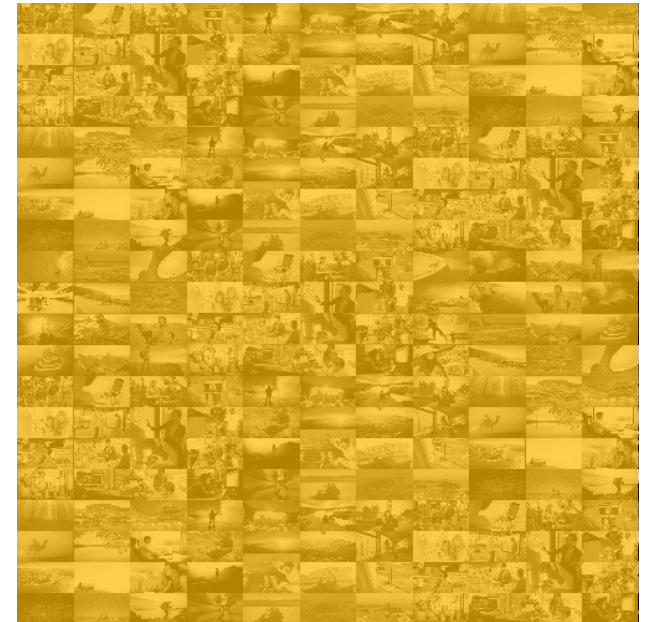
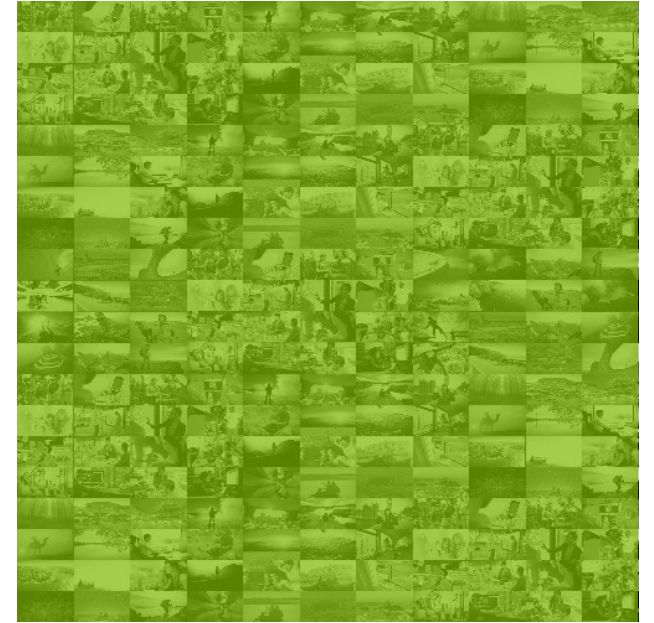
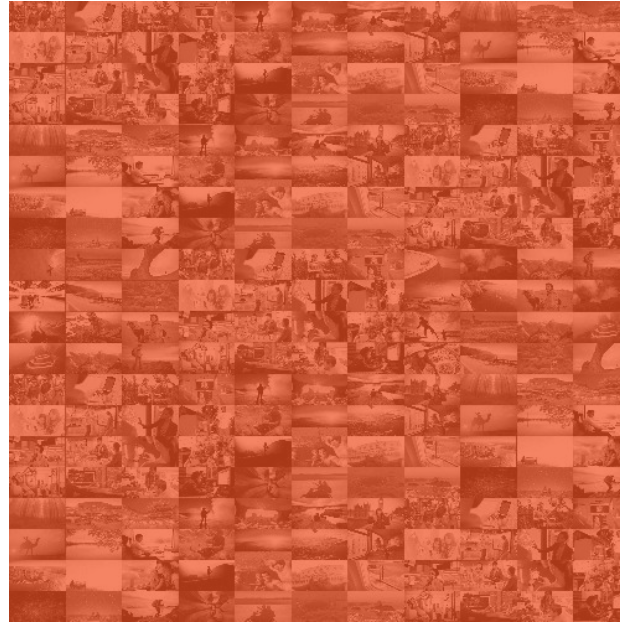


마이크로소프트의 새로운 고침

Microsoft mission

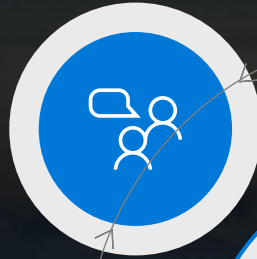
지구상의 모든 개인과 조직이
더 많은 것을 성취하도록 돕는다

Empower every person and
every organization on the
planet to achieve more



디지털 혁신의 정의

고객 접점
Engage your customers

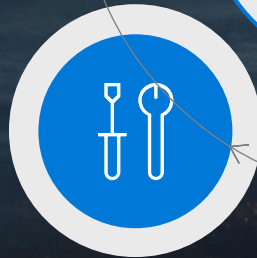


제품 혁신
Transform your products



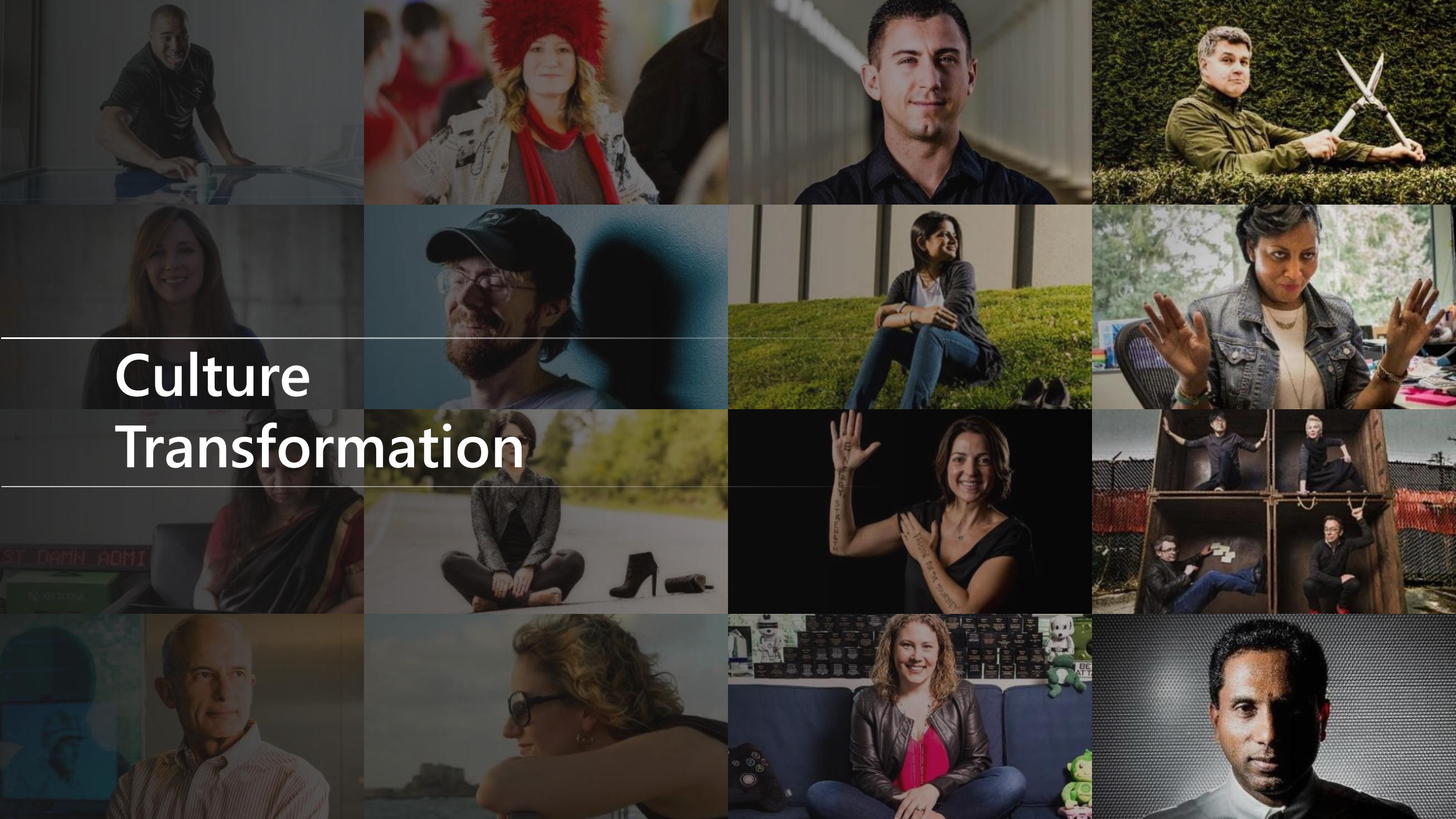
인텔리전스
시스템

직원 능력
Enable your employees



운영효율
Optimize your operations





Culture Transformation

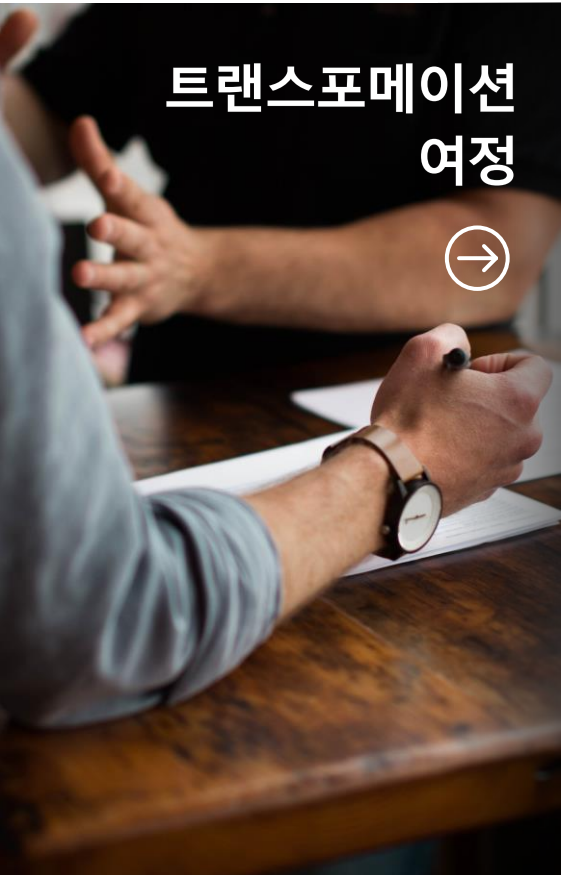
“
The **C** In **CEO** Stands For **Culture**”

"What I realize more than ever now is that my job is **curation of our culture**. If you don't focus on creating a culture that allows people to do their best work, then you've created nothing."

- Satya Nadella, USA Today



트랜스포메이션 아젠다



비즈니스



비즈니스 전략 변화

- Business portfolio
Strategic changes to drive new mission
- Product
Business model
User centric & consumption centric

기업문화



새로운 미션

- A sense of purpose
Addressed a clear, new mission for the company and promoted a culture that would give employees a sense of purpose



기업문화의 변화

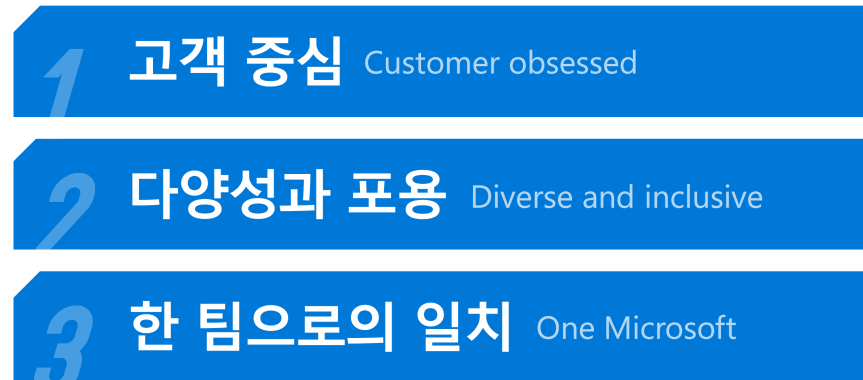
- A nine-month process
Satya and his leadership team launched a nine-month process
- Listening and learning
Started listening & learning employee feedback, focus groups, leaders and experts



오퍼레이션의 변화

- Accelerate the change
Use *technology* to communicate and *collaborate*

기업 문화의 재정비

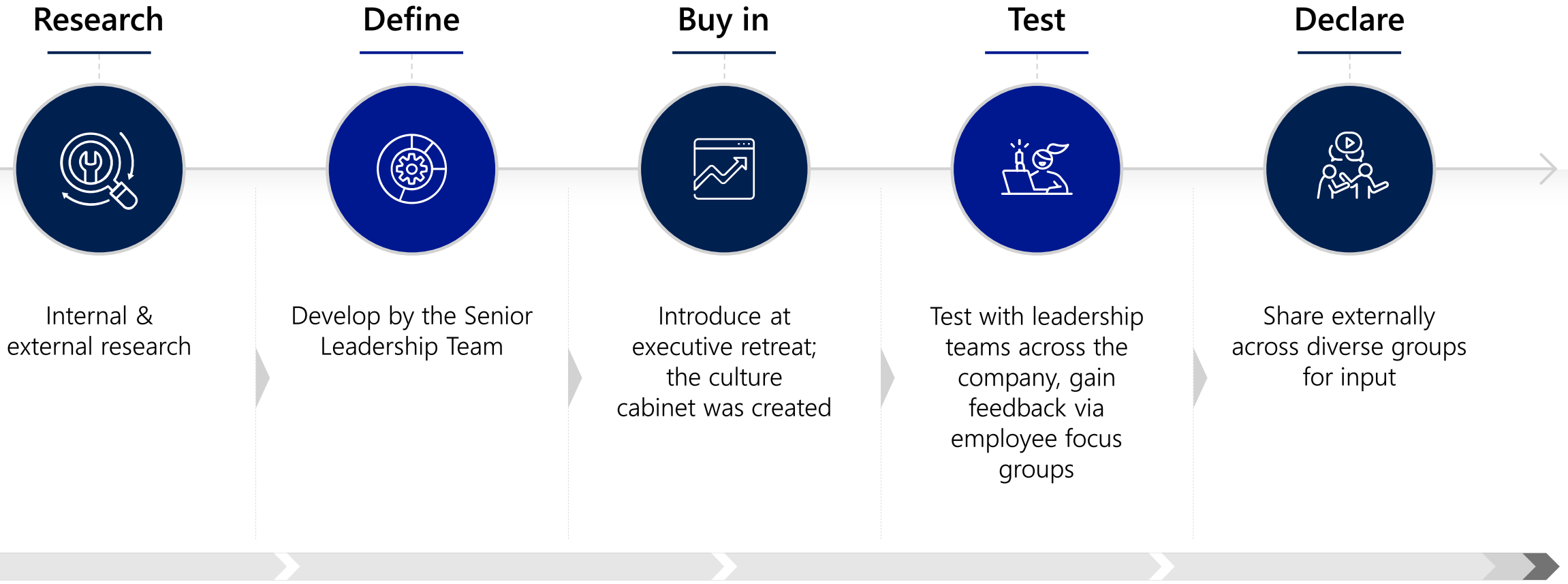


“ 문화란 조직에 다양한 행동, 가치, 구조, 프로세스가 지지 혹은 배척된 과정을 통해 나타난 결과 ”

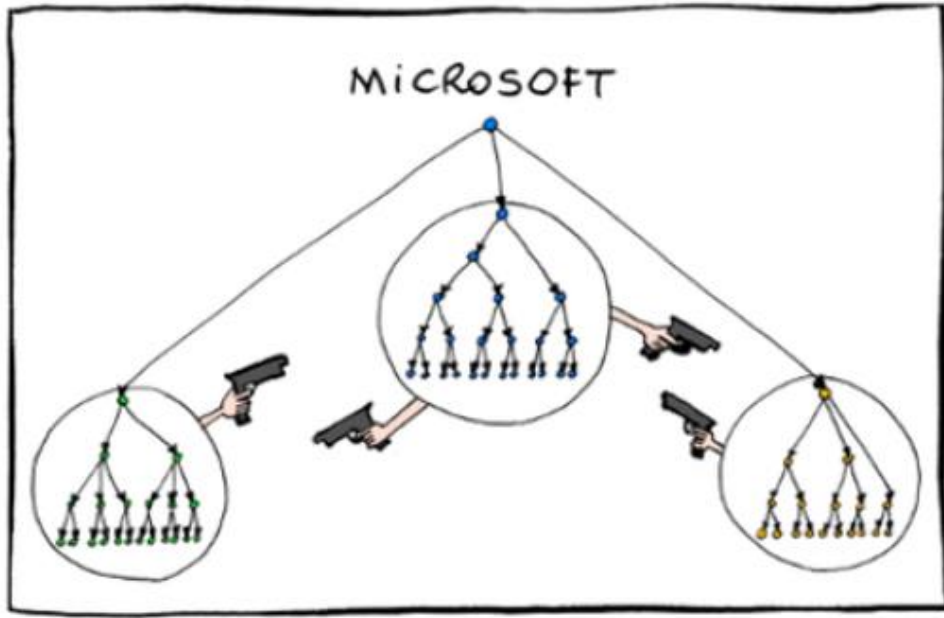
Culture is a result of the various behaviors, values, structures, and processes that are supported or discouraged within an organization.

문화를 바꾸는 것은 오랜 노력이 필요...

A lot of listening, research, socializing and gathering feedback



기술을 활용한 문화의 혁신



“
Culture eats
strategy for breakfast.

”
Peter Drucker

10가지 교훈



01 과거의 영광을 기억하되 미래를 재정의 하라

02 단순함의 진리: Simple yet strategic

03 문화는 '척'할 수 없다

04 명확한 존재의 이유: 목적이 있는 기업 사명

05 크고 작은 상징적 변화들의 중요성

06 가장 '우리자신'답게 만들어야

07 소통하고 소통하고 또 소통하라

08 기술로 변화를 가속화 시켜라

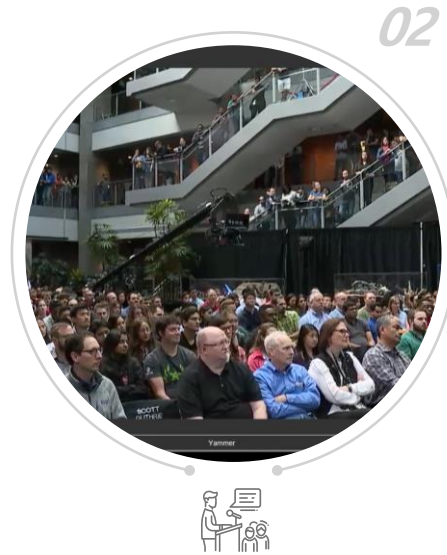
09 모든 사람들이 한 배를 타야 한다

10 겸손하라 그리고 지속하라

핵심적인 교훈들



크고 작은 상징적인
변화들을 만들어라



커뮤니케이션과 변화를 가속화
시키기 위해 기술을 사용하라



겸손하라,
그리고 지속하라



Office of the CEO

Transformation in Action

Office of the CEO : Transform을 실행에 옮기기 위한 프레임워크

Purpose

Enable Microsoft to achieve its mission by maximizing the scale, impact, and voice of the CEO



전략

회사 전략과제 추진
시장 및 기술 동향보다 앞서가기



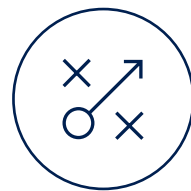
커뮤니케이션

CEO와 전세계 직원, 고객 및
파트너와의 일관된 커뮤니케이션



오퍼레이션

CEO의 시간을 극대화하기 위해
기술기반 워크플레이션 개선



전략 과제의 추진

전략 과제의 추진



01



혁신

조직의 내,
외부로 부터의 혁신에 집중

02



경청 및 학습

고객과 파트너의 의견을
경청 및 그로부터 배움

03



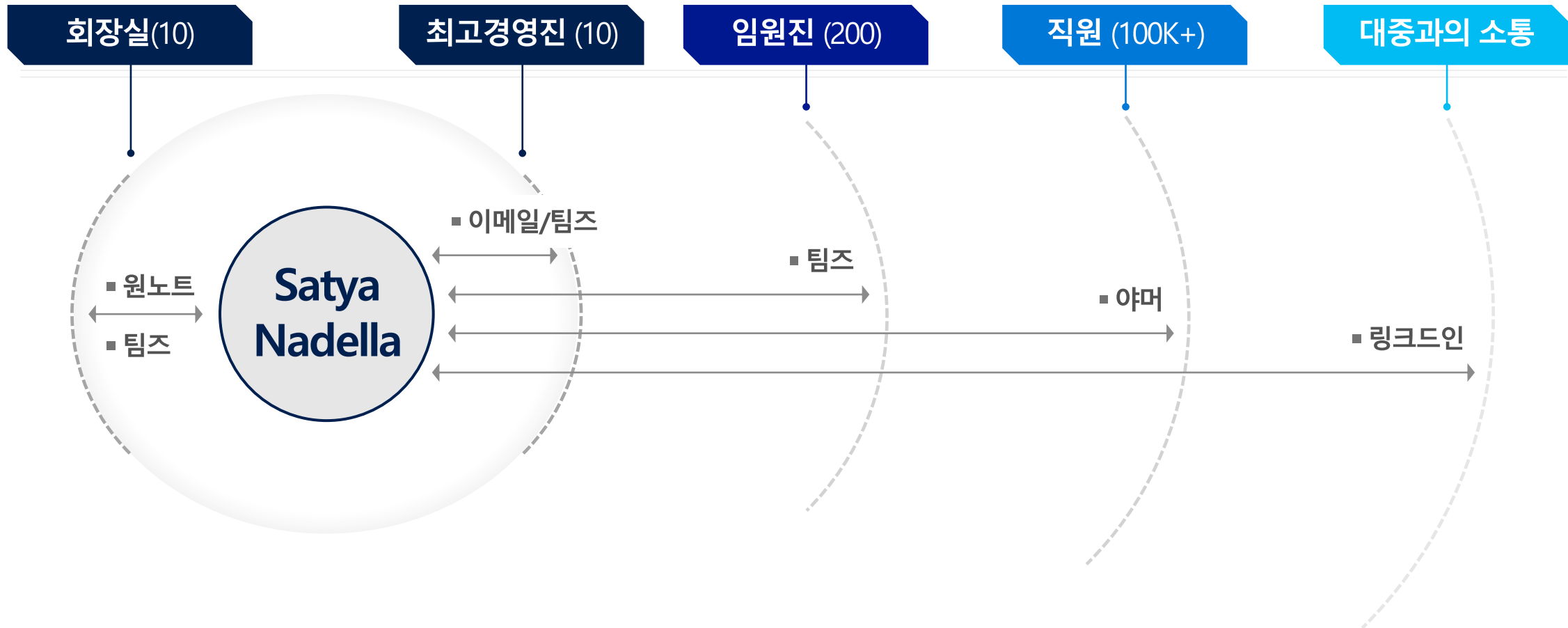
리더십

지속적으로 조직의 리더십과
커뮤니케이션 및 동일 선상에
있도록 동기화



커뮤니케이션

일관되고 반복되는 커뮤니케이션





임원진과 대화 Microsoft Teams



Microsoft Teams interface showing a chat conversation in the 'Executive Staff' channel. The chat history includes messages from Takeshi Numoto, Rajesh Jha, Amy Hood, Satya Nadella, Jason Graefe, and Cynthia Per-Lee. Satya Nadella's message includes a link to an article titled 'The Rise and Fall of American Growth' with a thumbnail image.

협업 : Microsoft Teams

팀 협업을 위한 디지털 허브



Persistent 1:1 & Group Chat



Powerful Online Meetings



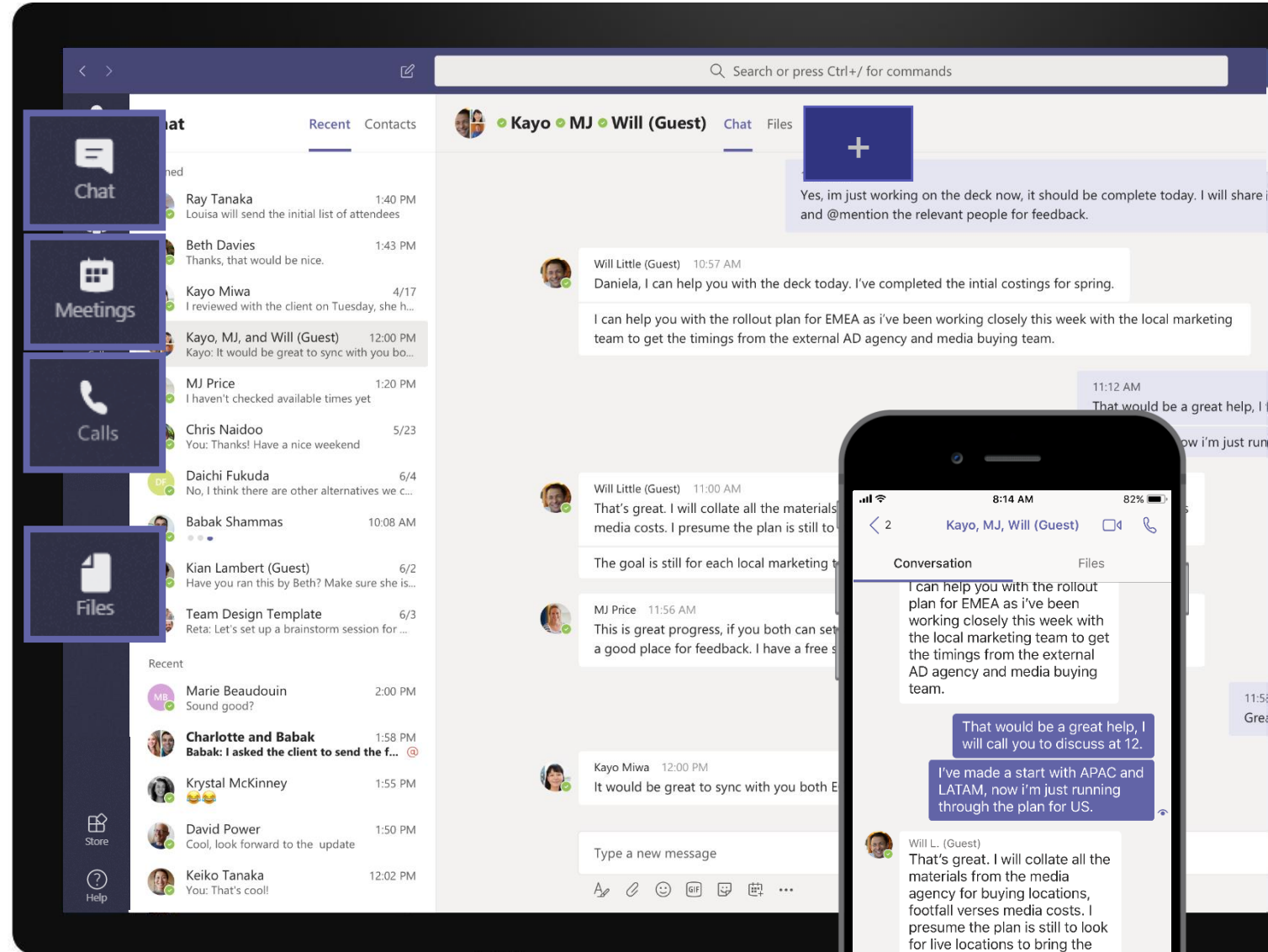
Enterprise Calling & Voice



Built-in Office 365 Apps



Extension





직원과의 소통 Monthly Q&A



A screenshot of a Microsoft Yammer Q&A session interface. The main video player shows Satya Nadella on a stage in front of a seated audience. Two screens behind him display "Q&A with Satya". The interface includes a top navigation bar with "Employee Q&A with Satya", "Spencer Stephens", "Support/Backup Player", and "Closed Captioning". On the right, a "VOTE NOW" panel asks "Do you agree with what is currently being discussed?" and shows a "Pulse Score (0-100)" line graph. Below the video, a Yammer chat window is open, showing a message from Anand Yadav at 0:06:43. The video player controls at the bottom show a progress bar at 10/30 and a timestamp of 0:57:32.



직원과의 소통 : CEO connection on Yammer



대외 커뮤니케이션 - 내부 직원의 변화 참여에 영향



Principles

- Humanize the company
- Lean into your differentiation
- Lead with key CEO brand and declare what the CEO and company stand for
- Keep consistent tone



Outcomes

- Company opportunity
- CEO share of voice
- Social impact



대외 커뮤니케이션: LinkedIn



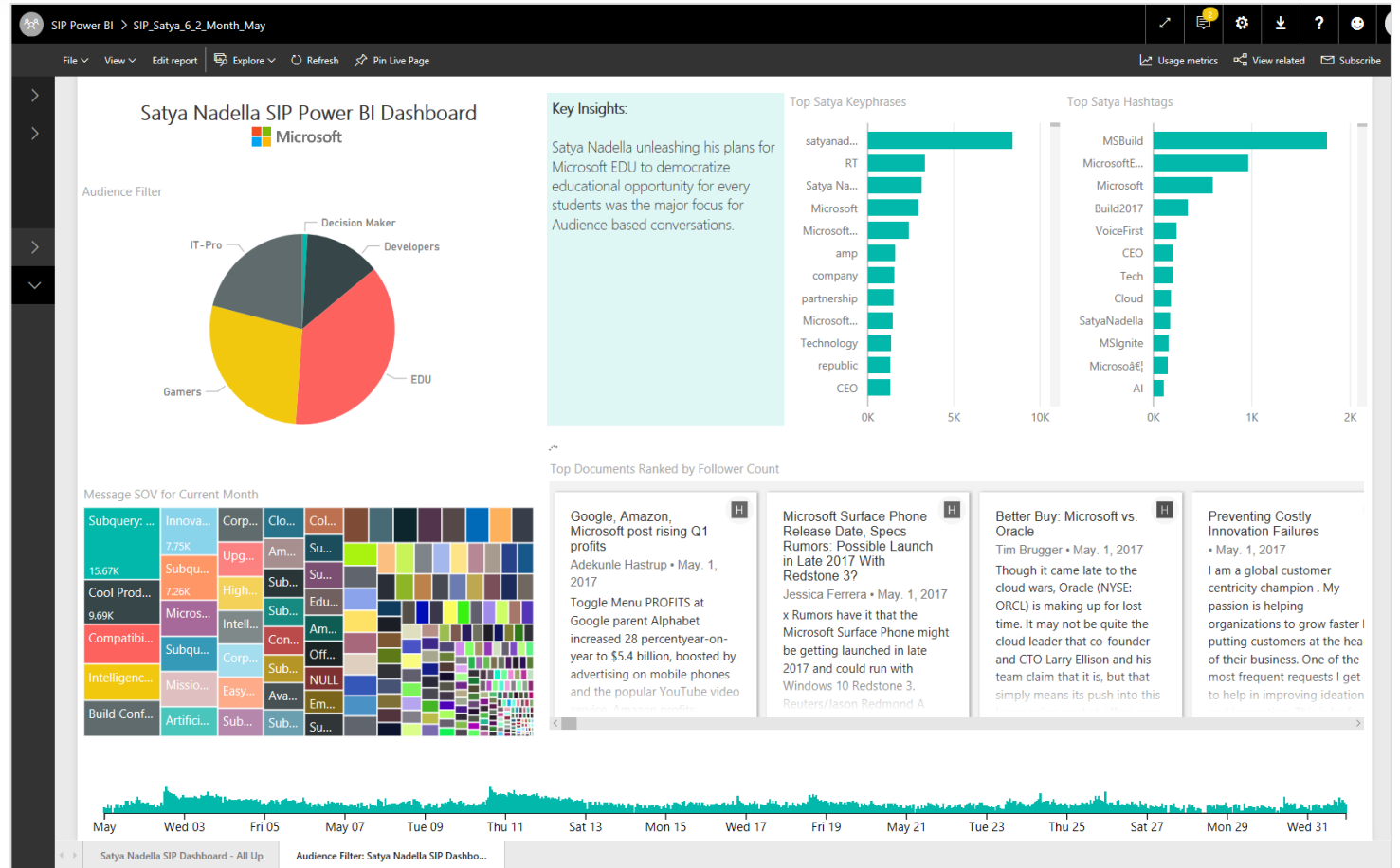
The screenshot shows a LinkedIn article interface. At the top is the LinkedIn navigation bar with a search bar and icons for Home, My Network (with a '2' notification), Jobs, Messaging (with a '2' notification), Notifications (with an '8' notification), Me, Work, and Learning. The main content area features a quote: "The most profound technologies are those that disappear. They weave themselves into the fabric of everyday life until they are indistinguishable from it." attributed to Mark Weiser, with a background image of a city street. Below the quote is the article title: "Opportunity and responsibility in the era of the Intelligent Cloud and Intelligent Edge". The article is dated "Published on May 7, 2018". The author is identified as Satya Nadella, CEO at Microsoft, with a "fluencer" badge and a "Following" status. Engagement metrics show 9,443 shares, 149 comments, and 1,686 reposts. At the bottom, the full quote is repeated: "The most profound technologies are those that disappear. They weave themselves into the fabric of everyday life until they are indistinguishable from it."



오퍼레이션



데이터 기반 : By the numbers





바인더가 아닌 실시간 브리핑 : OneNote



Daily Briefing Materials - demo

Sanjeevini Mittal

Home Insert Draw View

Navigation Panes New Window Immersive Reader Page Color Rule Lines Deleted Notes Check Accessibility Replay Hide Authors

0800-0830 -- Customer Briefing - Contoso

Tuesday, May 15, 2018 11:32 PM

Contoso | 1:1 Meeting with Satya
Attire: Jacket **Location:** Contoso HQ, Conference Room 403
MS Contact Name, Phone, Email: Thalia Mendoza, thalia.mendoza@microsoft.com

DESIRED OUTCOME:
Identify digital transformation partnership opportunities with Contoso.

TOP THREE TALKING POINTS:

- **Partnership Opportunities:** Contoso has recently agreed to move their entire on-premise footprint to Azure, discuss opportunities to optimize and partner.
- **Security:** Contoso needs a security partner that has a comprehensive global offering that only Microsoft can provide, since their recent breach exposed key vulnerabilities.
- **Integrated Experience:** Engage Product Groups to broaden integration with Azure, Skype, and Dynamics with Contoso's products; move Contoso to these for internal use.

CUSTOMER FEEDBACK/OBJECTIONS:

- Contoso is resource and budget constrained and needs help with prioritization of opportunities.
- Contoso has concerns about security and data regulation

ATTENDEES:

- Tom Patton – CEO, Contoso
- Satya Nadella – CEO, Microsoft

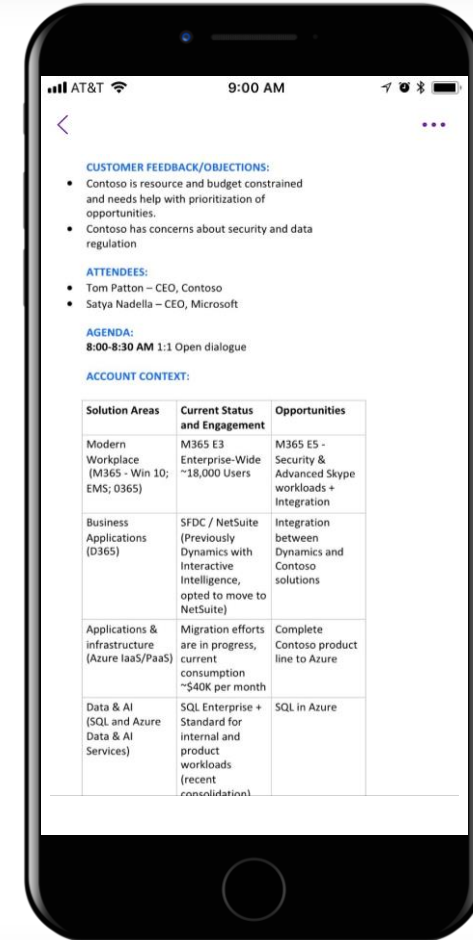
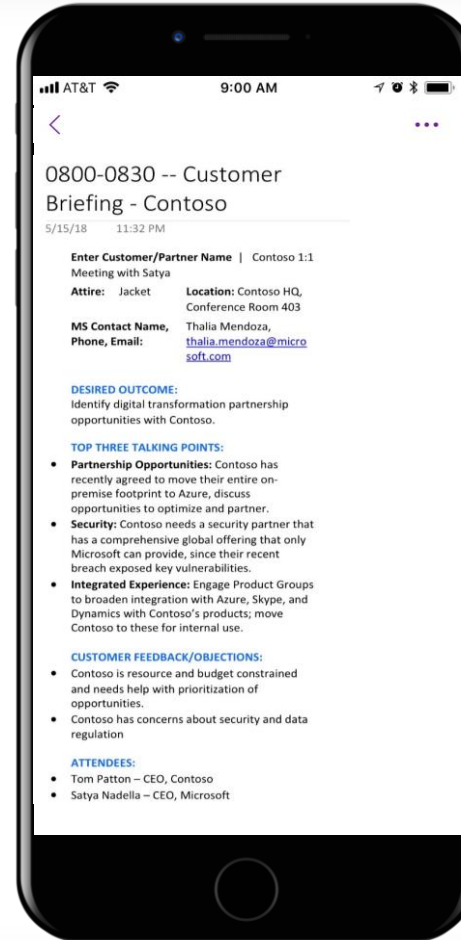
AGENDA:
8:00-8:30 AM 1:1 Open dialogue

ACCOUNT CONTEXT:

Solution Areas	Current Status and Engagement	Opportunities
Modern Workplace (M365 - Win 10, EMS, 0365)	M365 E3 Enterprise-Wide ~18,000 Users	M365 E5 - Security & Advanced Skype workloads + Integration
Business Applications (D365)	SFDC / NetSuite (Previously Dynamics with Interactive Intelligence, opted to move to NetSuite)	Integration between Dynamics and Contoso solutions
Applications & infrastructure (Azure IaaS/PaaS)	Migration efforts are in progress, current consumption ~\$40K per month	Complete Contoso product line to Azure
Data & AI (SQL and Azure Data & AI Services)	SQL Enterprise + Standard for internal and product workloads (recent consolidation)	SQL in Azure

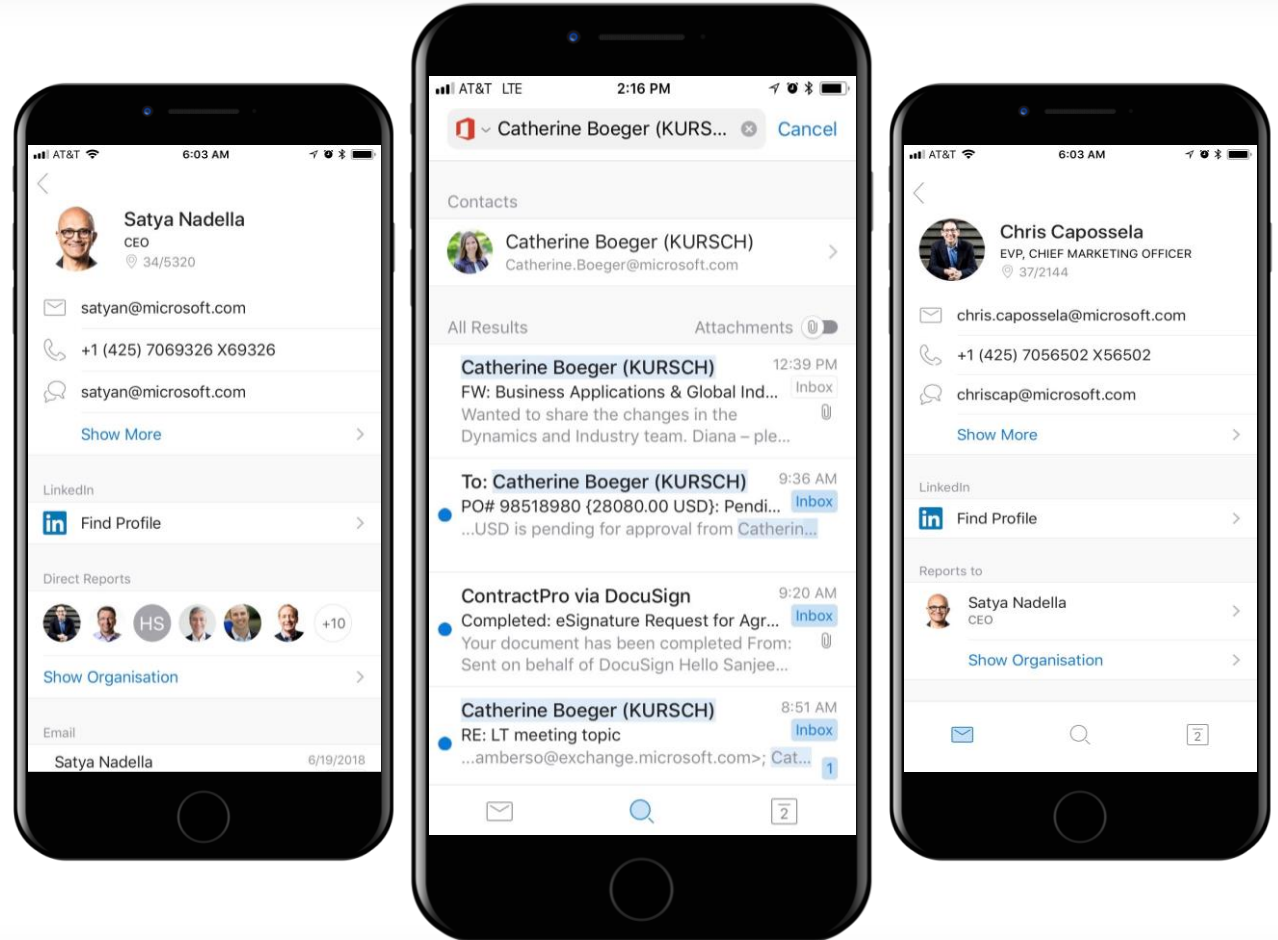


이동중에도 OneNote



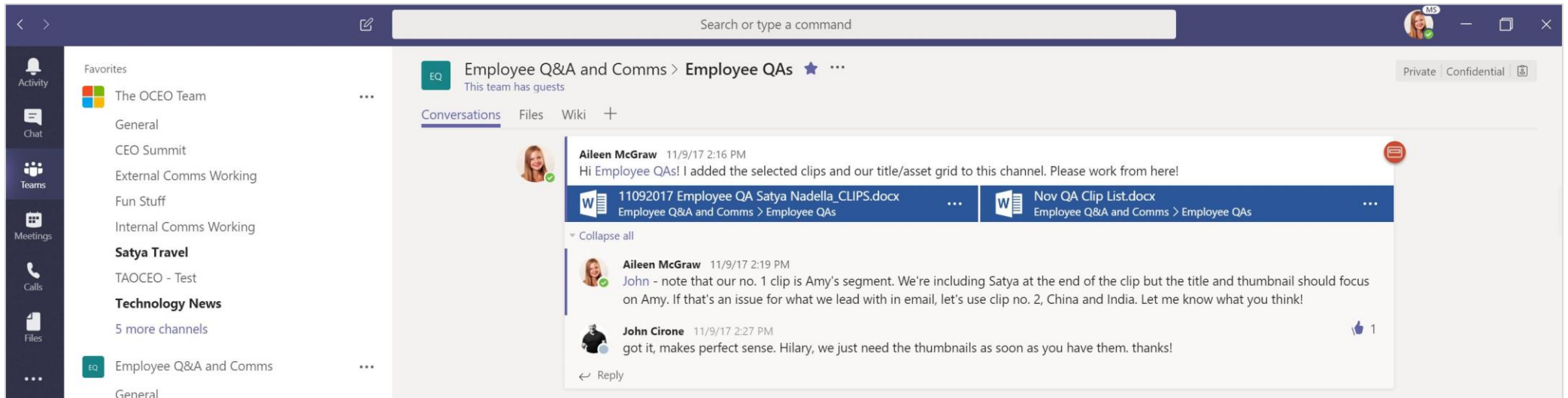


이동중 메일 및 일정 Outlook Mobile





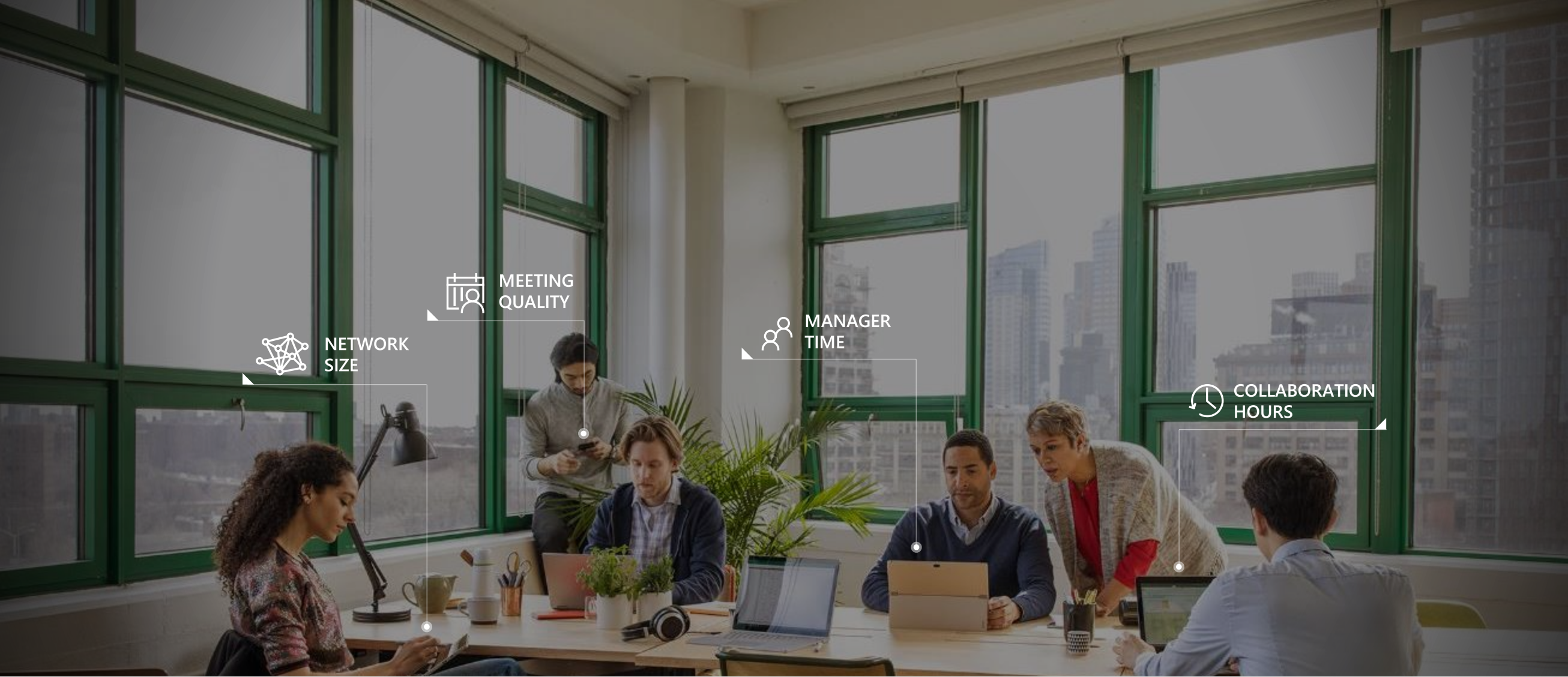
임원진과 대화의 기본 툴 : Teams



A photograph of two men in white shirts sitting at a desk. The man on the left is pointing at a laptop screen, and the man on the right is smiling and holding a stack of papers. The background is a bright, out-of-focus office environment.

변화를 어떻게 확인하는가?

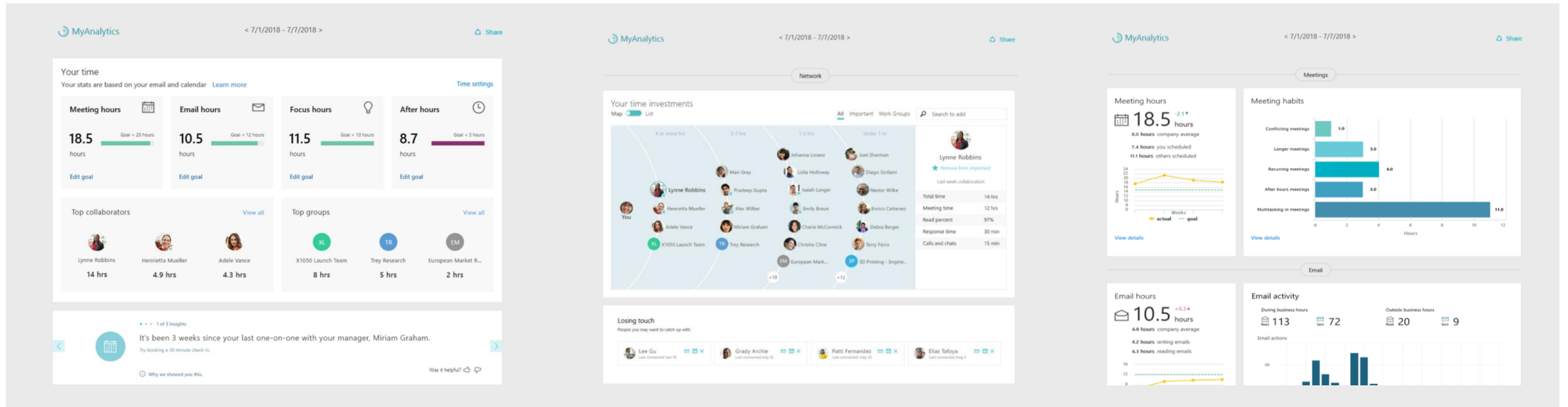
Transformation in Action





“ 행동 데이터를 기반으로 기업 문화 혁신을 주도해야 ”
변화는 궁극적으로 성공할 수 있음

데이터 기반의 워크플레이스 혁신: My Analytics, Workplace Analytics

인공지능 기반의 생산성 분석 및 개선 도모





< 7/9 인사이트 >

도움이 되었나요?  

업무 시간 이후에 전자 메일을 받는 경우, 30분 이내에 거의 모든 전자 메일을 읽습니다.
 업무 시간 후에도 전자 메일을 확인해야 하나요? 알림을 음소거하고 업무 시간 외 전자 메일 확인 시간을 따로 설정하여 방해를 최소화하세요.
[중요한 이유](#)

< 2/5 인사이트 >

이 정보가 유용한가요?  

주 초 이미 모임이 가득 차기 시작합니다. 일반적으로 지난주의 월요일까지 가득 찹니다.
 일정에서 모임을 잡지 않도록 시간을 보호하세요. MyAnalytics Outlook 추가 기능을 사용하여 포커스 시간을 편리하게 예약해 보세요.
[중요한 이유](#)

Tech Intensity

Tech Adoption x
Tech Capability




지속적인 학습을 문화로 정착

Learning resources


Learning activities, including required and recommended training, to help you grow your career at Microsoft

FY20 Learning Expectations



Complete your compliance training Technical Skills Initiative (T...

Culture, career, and core capabilities



The Global Learning & Development site provides you with personalized learning opportunities on culture, career, and core capabilities to help support the growth mindset culture at Microsoft in your role as and employee, manager, or leader. What will you learn today?

Embrace our learning culture

Attend hands-on events, read Microsoft employees stories, and share your professional expertise.

Role-based

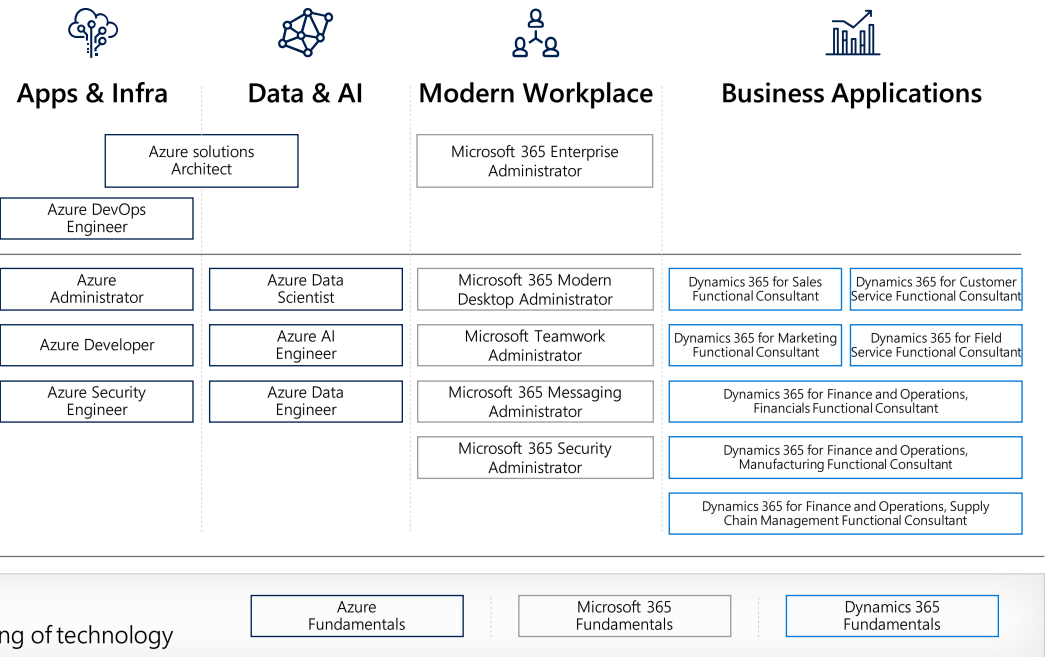
Technical skills required to perform a job

Expert

Associate

Fundamentals

Foundational understanding of technology



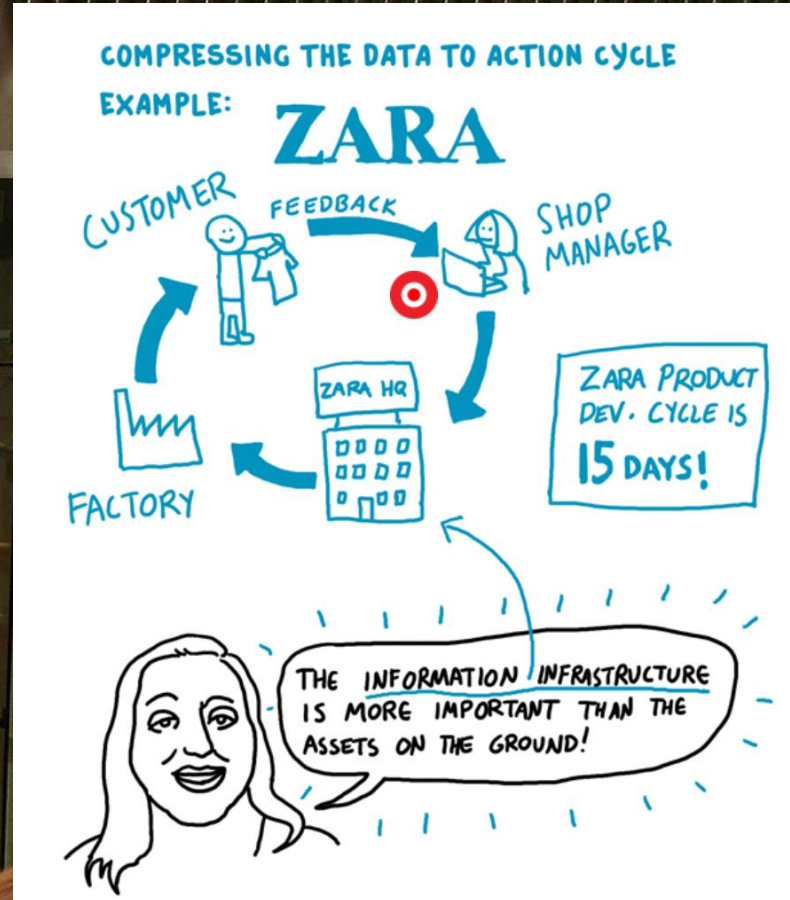
ZARA



- ZARA

50% of its sales are order productions through sales clerk's internal social media

Enhanced sales rate of list price up to 25% and reduced stock-out rate by 10%



Sales rate of list price

25%

10%

Stock out rate

A close-up, low-angle shot of a chessboard in a dimly lit room. The board is dark with light-colored squares. Several chess pieces are visible, including a white king on the left and several dark pieces in the foreground. The background is blurred, showing warm, ambient lighting from a lamp.

A journey,
not a master move



02

기업문화

조직원들이 서로 유연하게 연결되고
변화를 수용할 수 있는 기업 문화의
육성과 변화관리

실현 역량 확보

조직의 변화를

실행에 옮기기 위한 역량 확보

24





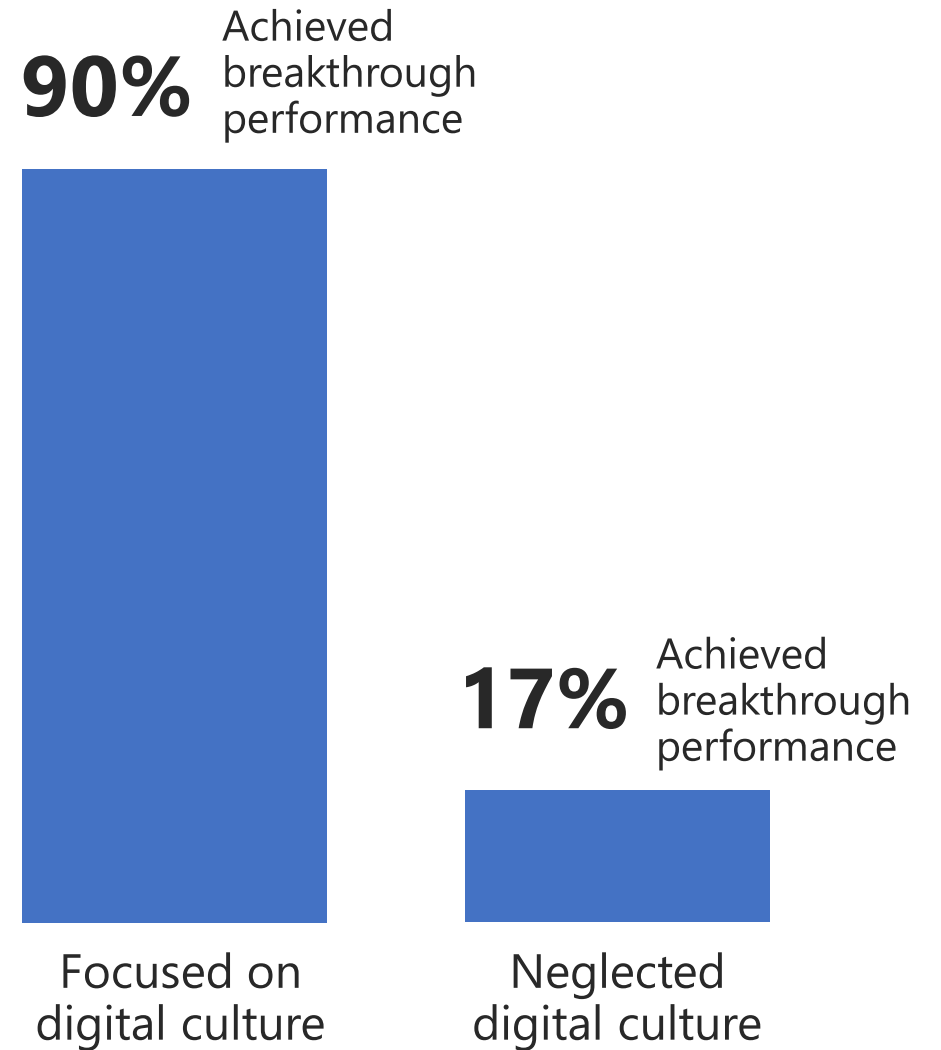
People +

Technology

디지털 문화의 중요성 - 5배의 차이

"Companies that focused on culture were 5x more likely to achieve breakthrough performance than companies that neglected culture"

-BCG study of 40 digital transformations





Q & A

Transformation in Action



감사합니다

Thank you