

From Bricks to Clicks

D*** it, Jim, I am doctor, not a brick layer.

Dr. McCoy, Star Trek

Jay Heuer



To Boldly Go...

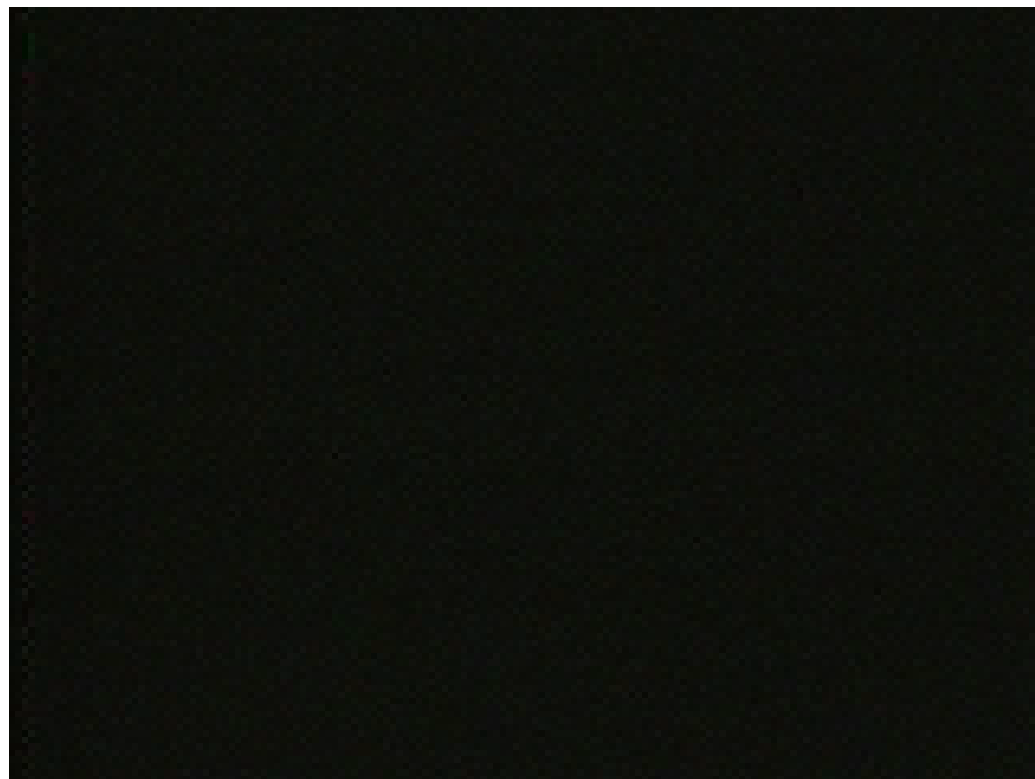


- ▶ It's fast.
- ▶ It's dangerous.
- ▶ It's unknown.

- ▶ We call it Amazoned...

- ▶ What can we do?

- ▶ Can we fight it?



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We went there...

- ▶ Since **1996**, Whirlpool Corporation has been steadily growing it's online presence.
- ▶ In **1997**, a formal group called 'Virtual Commerce' was formed, reporting into the head of Sales & Distribution.
- ▶ In **1998**, our first value chain environment went live, offering order processing and account management.
- ▶ In **1999**, we introduced Brandwise.
- ▶ In **2000**, we introduced *i*-Appliances



Transportation...

We have the expense reports
to prove it!



By foot (- 1997)

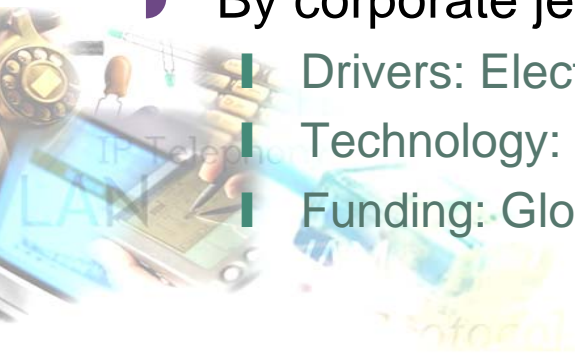
- Drivers: Disjoined marketing and IT activities all over the world, in the managerial and director ranks
- Technology: Static pages, scripted pages, no corporate platform
- Funding: Skunk works, 'I am doing this small thing...'

By car (1997 - 1998)

- Drivers: Marketing and Sales, director and VP level
- Technology: Dynamic pages, databases, Java, emerging regional/corporate platform
- Funding: Regional budgets and project management

By corporate jet (1999 -)

- Drivers: Electronic Commerce Council, senior VPs and executive VPs
- Technology: Standard platform globally
- Funding: Global budget allocation



We experienced...

- ▶ **Communication of Ideas is HARD.**
 - For an engineer, every other engineer is an idiot.
 - For an IT professional, every other IT professional is an idiot.
 - For a marketer, every other marketer is an idiot.
 - For a consultant, this is revenue.
- ▶ **He who holds the wallet calls the tune.**
 - Pockets of funds all over the world.
 - Hard choices were made.
- ▶ **Pride of Ownership**
 - This is the cool stuff.
 - This will stay the cool stuff.
 - And it's my cool stuff.



Learnings on the environment



- ▶ **Make people get to know each other.**
 - A good dinner will go a LONG way.
 - Open up channels of communication, make them see the win-win opportunities.
 - Don't take their work away, include them.
- ▶ **Assign clear accountabilities**
 - Dedicate resources for ecommerce
 - Who decides of the what: Marketing
 - Who decides on the how: IT
 - Who decides on the whom: Sales
- ▶ **Assign clear rules for funding: Thou shalt...**
 - Clearly visible budgets
 - No spending on somebody else's territory



Learnings on the approach

Start small, think big, run fast

- Do not build the killer app of tomorrow over the next two years.
- Architecture is not project, it's is the idea of scaling
- Prototyping works best on the web
- Do a lot of small things and please your customer

Network

- You can trust an outsider (for a while).
- Yahoo! adds 5-10 new partners a week.

You will need people

- Hire and breed
- Realize the value and pay the prize



The big ones

Brand

- A brand is a beacon in the night

Experience

- Products and services are 'just' a necessity.
- Enter the world of experiences, make your customer feel special and appreciated.

Technology

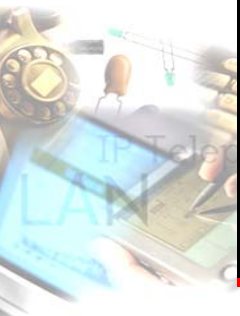
- Technologies are throw-away, applications are throw-away.
- Process = Data = Value

Reputation

- Wall street does not jump because of cost reduction.
- You will need talent, so start building your reputation as an innovator and fun place to work.



Q&A (One last one...)



Whirlpool

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