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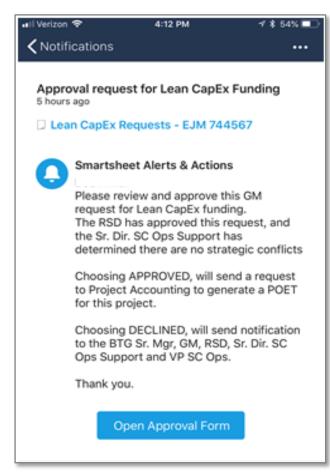
Outcomes

- Understand importance of flow
- Enable your work differently: workflows in a river system
- Leverage how Smartsheet enables your business & unleashes innovation

Lean Capital Request Process

Improved Process Enabled through Smartsheet

- Reduced to 7 days from 6-8 weeks
- Often same day process
- Core connection point to build other workflows

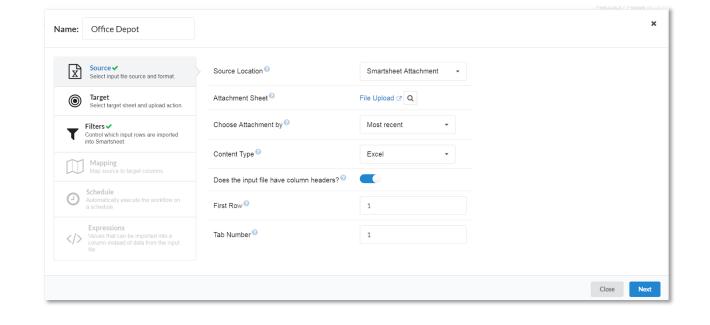




Innovation at Speed: Financials

Enabling individuals to experiment and flow into the river system

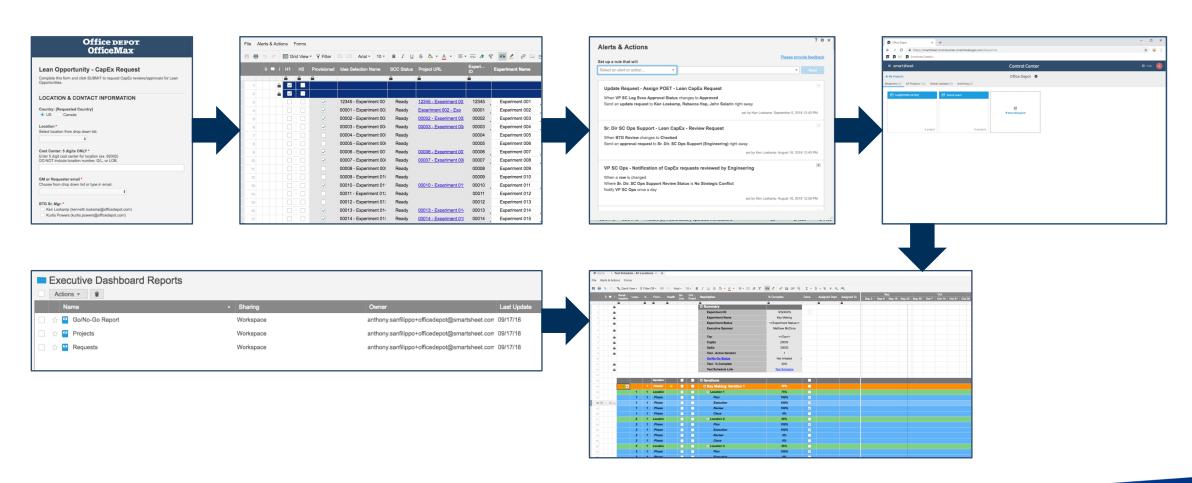
- Connected Supply Chain,
 Construction, and Retail to
 common financial feeds and
 structure
- Progress versus status





Innovation at Speed: Test & Learn

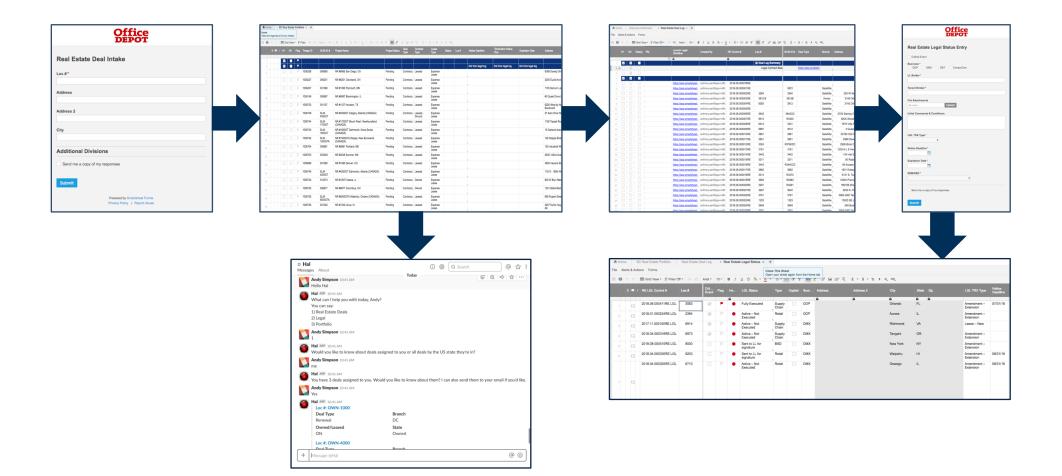
Integrated across experiment scale & full deployment





Innovation at Speed: Real Estate

Automated Portfolio in **Context**





Innovation at Speed

Enabling individuals to experiment and flow into the river system

- Financials
- Test & Learn
- Real Estate

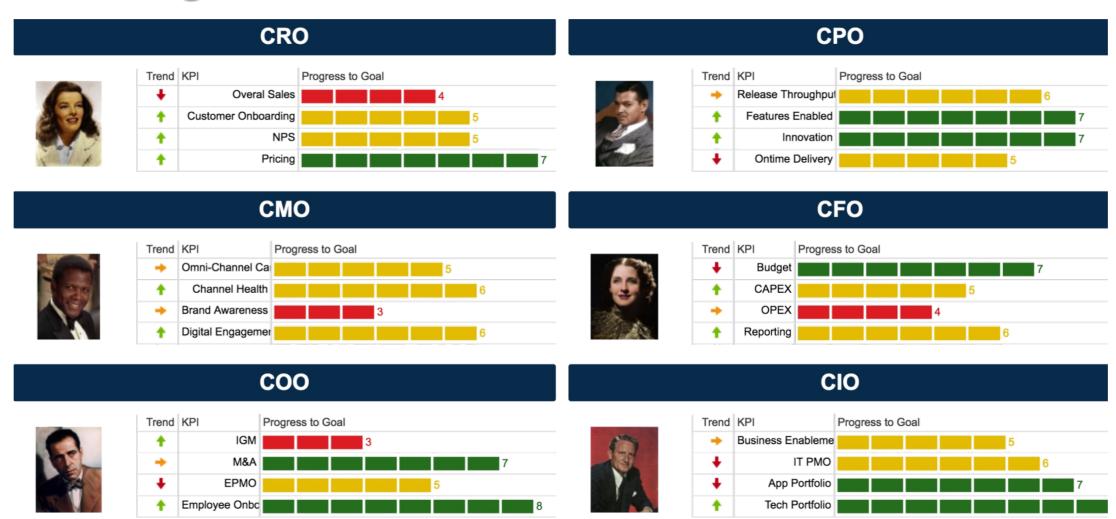
<10 people

2 months



Supply Chain Performance Cards

Instructing Executive Engagement



Intelligent Workflows

Unleash innovation throughout the organization



Automated Process

- Routine and repetitive
- Highly structured and fixed
- Human-dependent adaptation



Intelligent Work**flow**

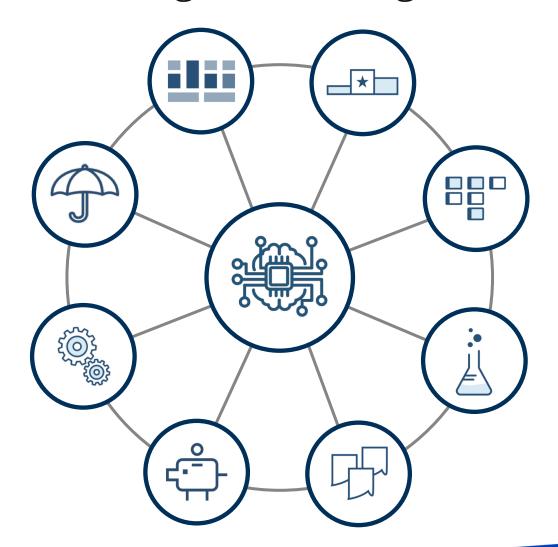
- Interactive and conversational
- Flexible and dynamic
- Self-driven



Intelligent Workflows



Unleash innovation throughout the organization





"I'm proud to be Japanese and I wanted my country to succeed. I believed my system was a way that could help us become a modern industrial nation. That is why I had no problem with sharing it with other Japanese companies, even my biggest competitors."



"But I was very, very concerned that you Americans and Europeans would understand what we were doing, copy it, and defeat us in the marketplace."



"I explained it by talking about...
reduction of the seven wastes."

Purpose of LEAN is Not Waste Elimination!

His strategy to confuse us is still effective almost 30 years after his death!



Taiichi Ohno Born: February 29,1912 Died: May 28,1990

Focusing on Smartsheet tools hides innovative workflow possibilities

Visible

Smartsheet solutions (tools, techniques and principles) to improve quality, cost, and delivery



Less Visible

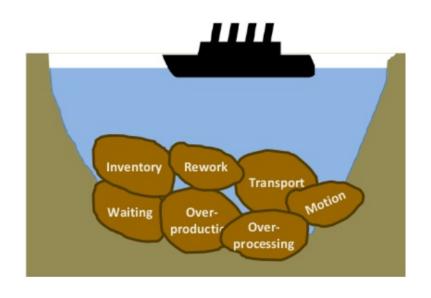
A collaborative **connector** of

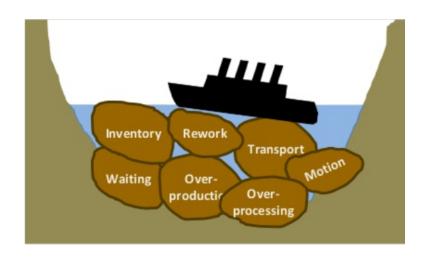
workflows across platforms, structured & unstructured

Managers are the teachers of that **connection**, people are the **innovators**

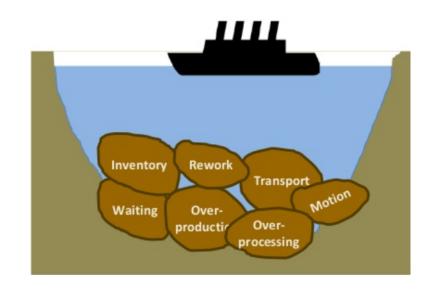


Ever used or seen this illustration?





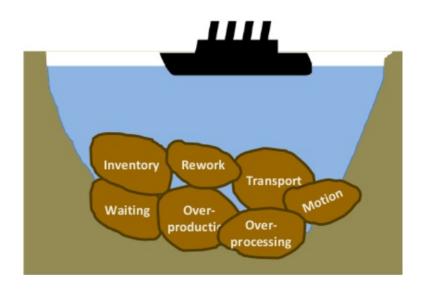
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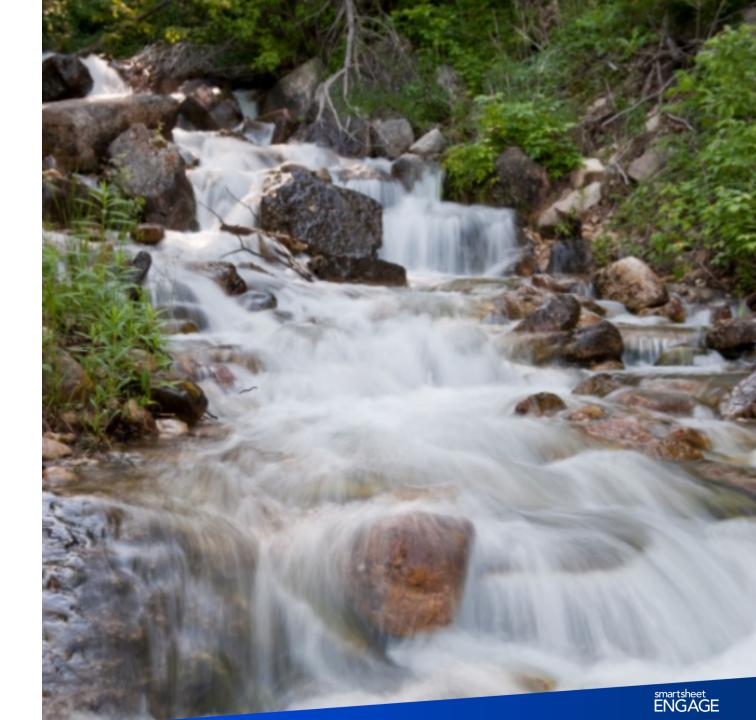
It is not about the boat, it is about the water!

Here is Ohno's mis-direction

It is not a lake, it is a river.



That is why the rocks have to move!



That is why the rocks have to move!



...to drive flow through a river system!



"It's what Smartsheet enables, beyond what it does"







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