Digital Future

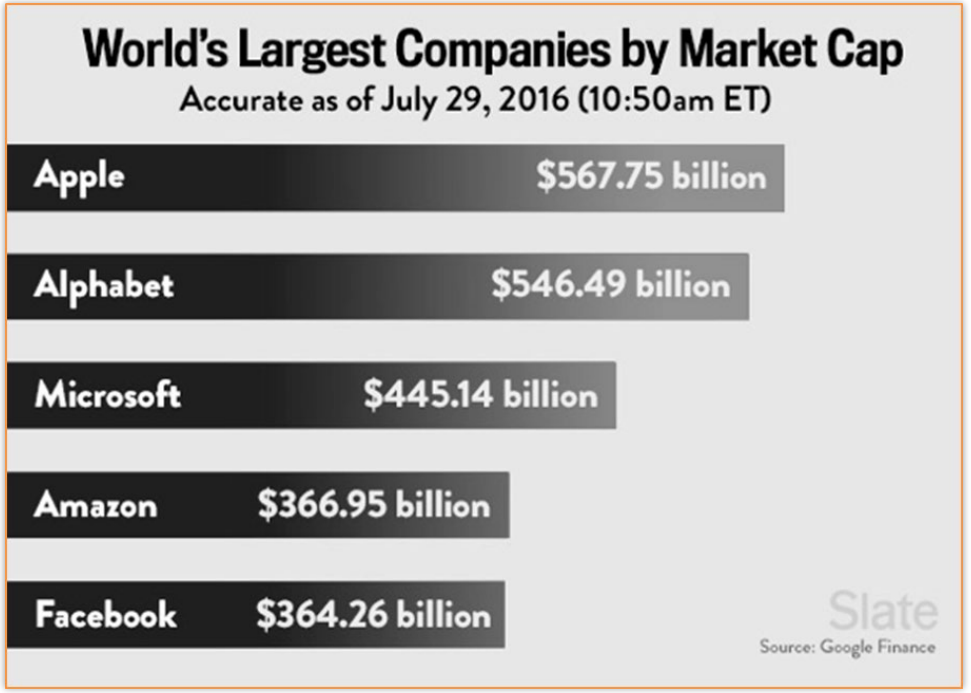
Silvija Seres

Most Valuable Companies in the Fortune 500

MARKET VALUE RANK ▼	COMPANY	INDUSTRY	MARKET VALUE ($BIL)
1	Apple	Computers, Office Equipment	534
2	Alphabet	Internet Services and Retailing	507
3	Microsoft	Computer Software	413
4	Exxon Mobil	Petroleum Refining	326
5	Facebook	Internet Services and Retailing	321
6	Berkshire Hathaway	Insurance: Property and Casualty (Stock)	312
7	Johnson & Johnson	Pharmaceuticals	288
8	General Electric	Diversified Financials	271
9	Amazon.com	Internet Services and Retailing	250
10	Wells Fargo	Commercial Banks	242

Source: S&P Capital IQ

FORTUNE



Tech rules the world. Software eats it.

The greatest disruption ever

This time is different:

- Exponential
- Polarising
- Combinatorial

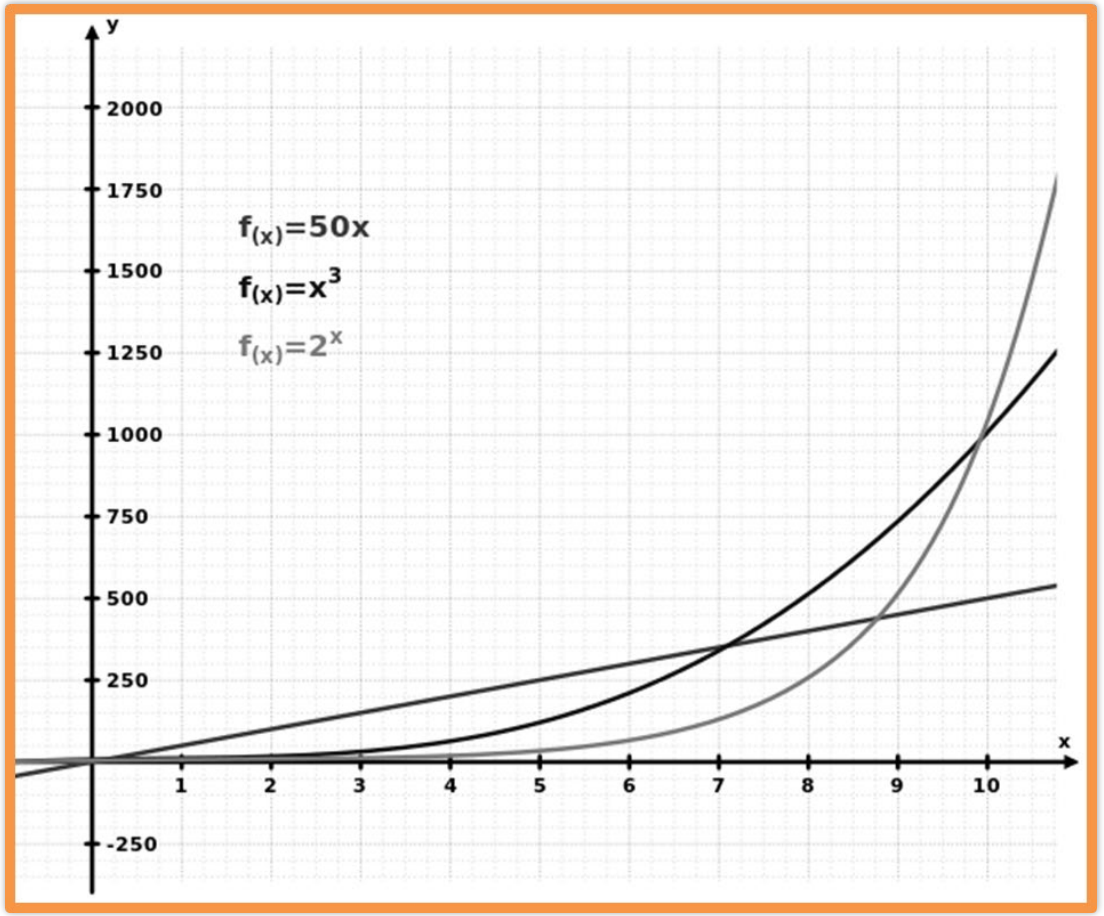
Navigating the next industrial revolution

WORLD ECONOMIC FORUM
COMMITTED TO IMPROVING THE STATE OF THE WORLD

Revolution	Year	Information
1	1784	Steam, water, mechanical production equipment
2	1870	Division of labour, electricity, mass production
3	1969	Electronics, IT, automated production
4	?	Cyber-physical systems

Exponential

Deceptive at first.



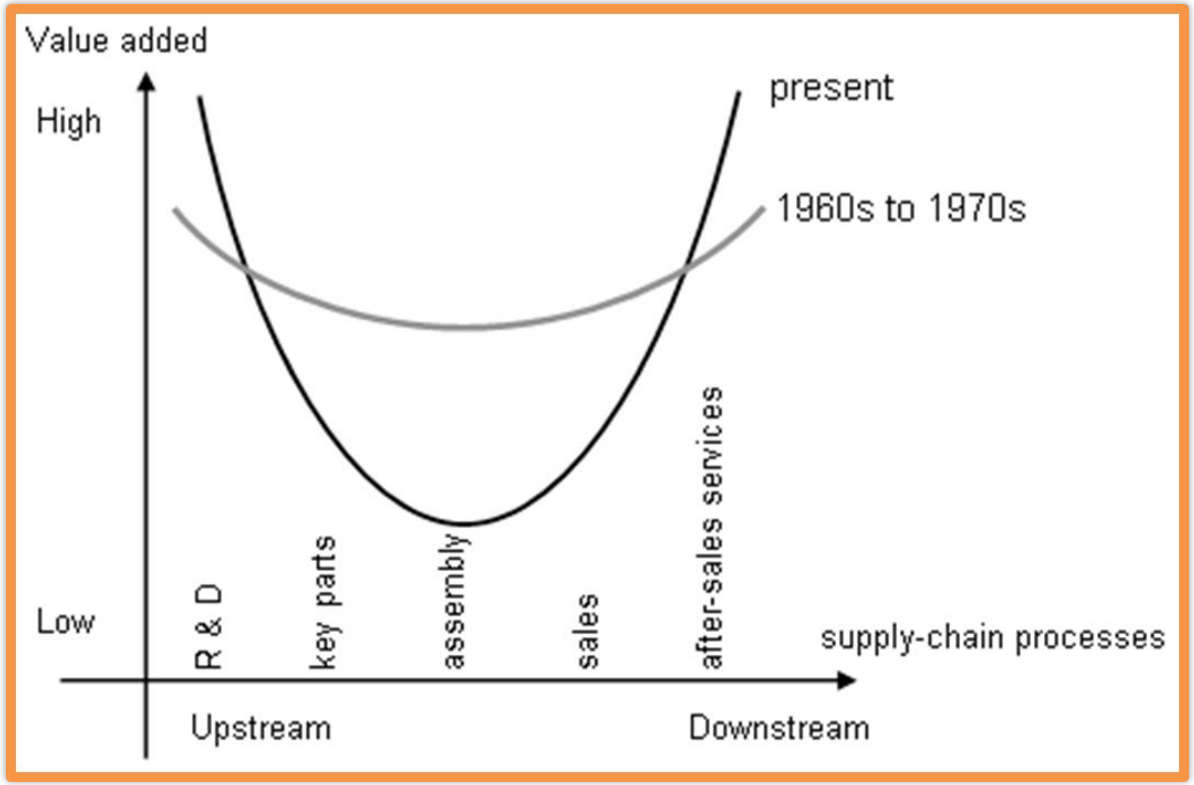
Polarising

Winner takes all.

Combinatorial

There are TWO sweet spots:

- Digital marketplaces
- Enabling technologies



12 Gutenberg moments at once

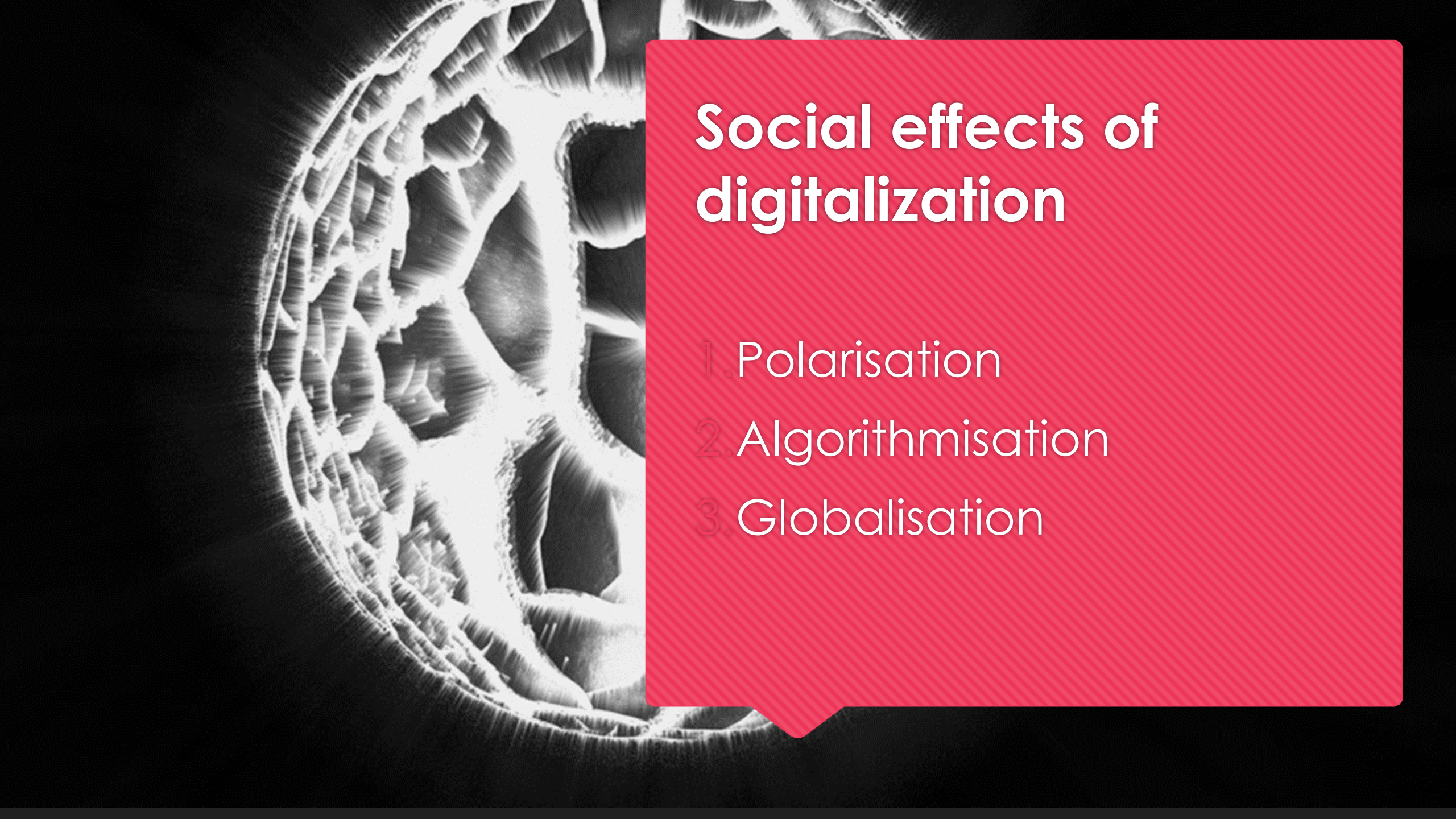
1. AI, big data
2. Robotics, automation
3. Biotech, bioinformatics, synthetic biology
4. Energy, smart cities and smart houses
5. 3D printing, nanotech
6. Networks, sensors
7. Digital medicine
8. Fintech, regtech, edtech
9. VR and AR
10. Genetics
11. Transport and drones
12. Blockchain

3 strategic buckets:
efficiency
business transformation
social transformation

Nordea: Building efficiency with new core banking platform.

Schibsted: Cannibalization as a survival tool, through finn.no and SCM.

NRK: New production and distribution for democracy.



Social effects of digitalization

1. Polarisation
2. Algorithmisation
3. Globalisation

John Seely Brown

Halftime of a skill is down to 5 years.

Borregård: Lifelong learning in practice, now, for all.

DOL gap

The growing skills gap!

Economist & Lifelong Learning

When education fails to keep pace with technology, the result is inequality.

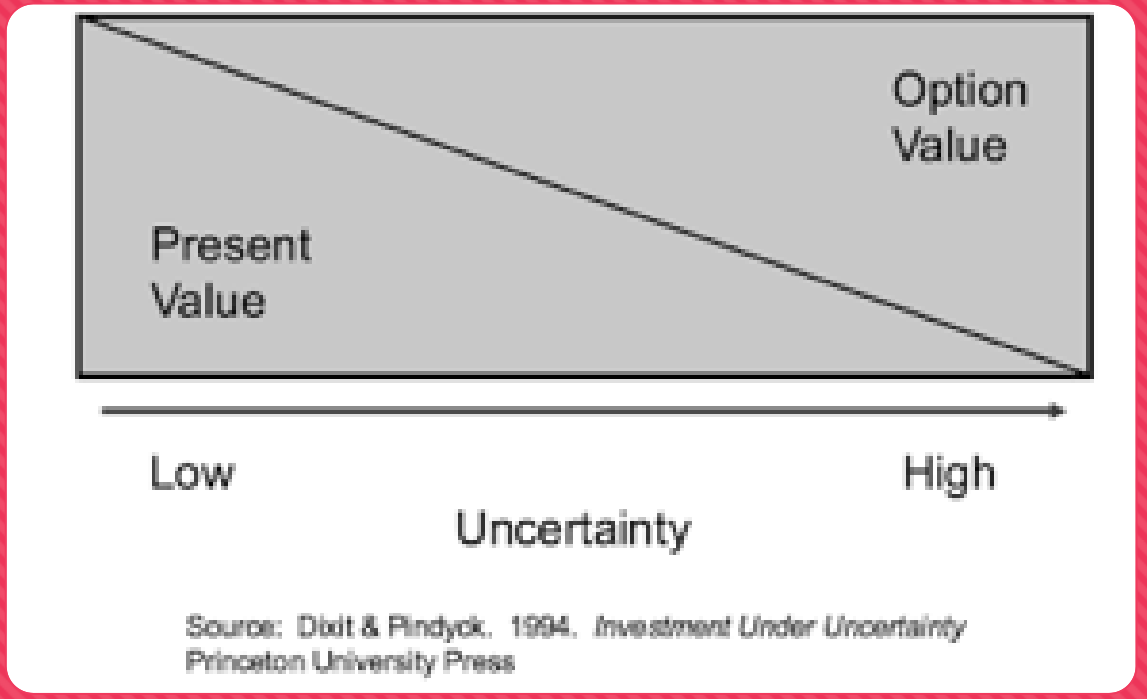
Future skillsets

Digital skills				
Digital business skills	Ability to work virtually	Understanding of corporate IT software and systems	Digital design skills	Ability to use social media and "Web 2.0"
50.6%	44.9%	40.1%	35.2%	29.3%

Agile thinking skills				
Ability to consider and prepare for multiple scenarios	Innovation	Dealing with complexity and ambiguity	Managing paradoxes, balancing opposing views	Ability to see the "big picture"
54.8%	46.0%	42.9%	40.9%	15.3%

Interpersonal and communication skills				
Co-creativity and brainstorming	Relationship building (with customers)	Teaming (including virtual teaming)	Collaboration	Oral and written communication
48.3%	47.4%	44.9%	30.4%	29.0%

Global operating skills				
Ability to manage diverse employees	Understanding international markets	Ability to work in multiple overseas locations	Foreign language skills	Cultural sensitivity
49.1%	45.7%	37.5%	36.1%	31.5%



Source: Dixit & Pindyck. 1994. *Investment Under Uncertainty* Princeton University Press

Bi-dexterous leadership and risk taking!

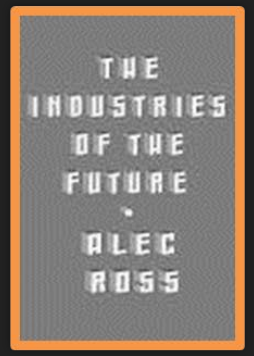
Hedgehog and the fox:

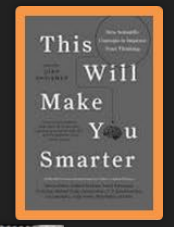
Hedgehog knows one big thing.

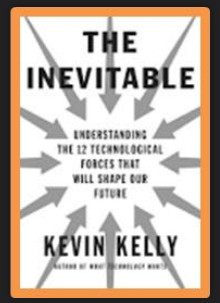
Fox knows many small.

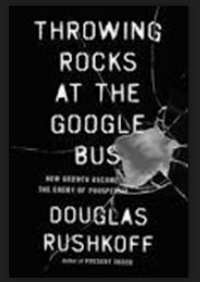
BE A BIT OF BOTH!

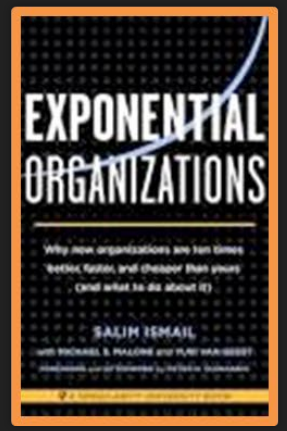
Some reading ideas











Thank you, and good luck!

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- Just fun: @silvijaseres

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