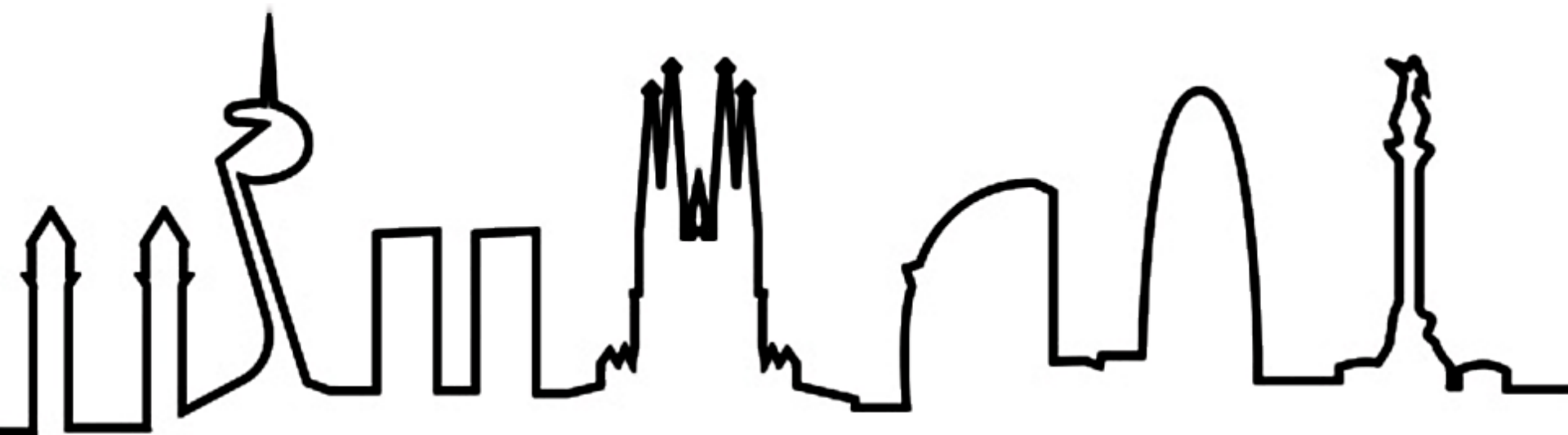


La Gestió de la Innovació

Prof. Xavier Ferràs, PhD.

Novembre, 2018



Time for a model change

“Compared with the Industrial Revolution, this change is happening **10 times faster, at 300 times the scale, or 3.000 times the impact**”

“65 million people is added annually to the global urban population”

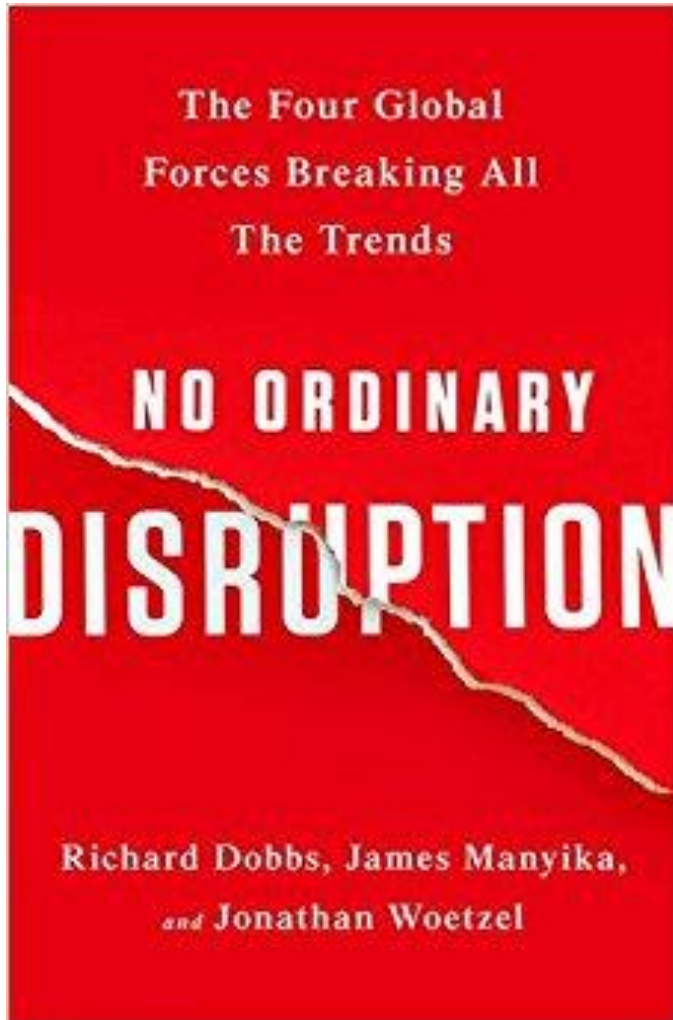
“In Germany, working population will fall from 54 million (2010) to 36 million (2050)”

“Capital flows expanded 25 times between 1980 and 2007”

“**12 disruptive technologies are arriving together**, reinforcing mutually, from advanced robotics to the internet of things, new materials or next-generation genomics”

MCKINSEY GLOBAL INSTITUTE

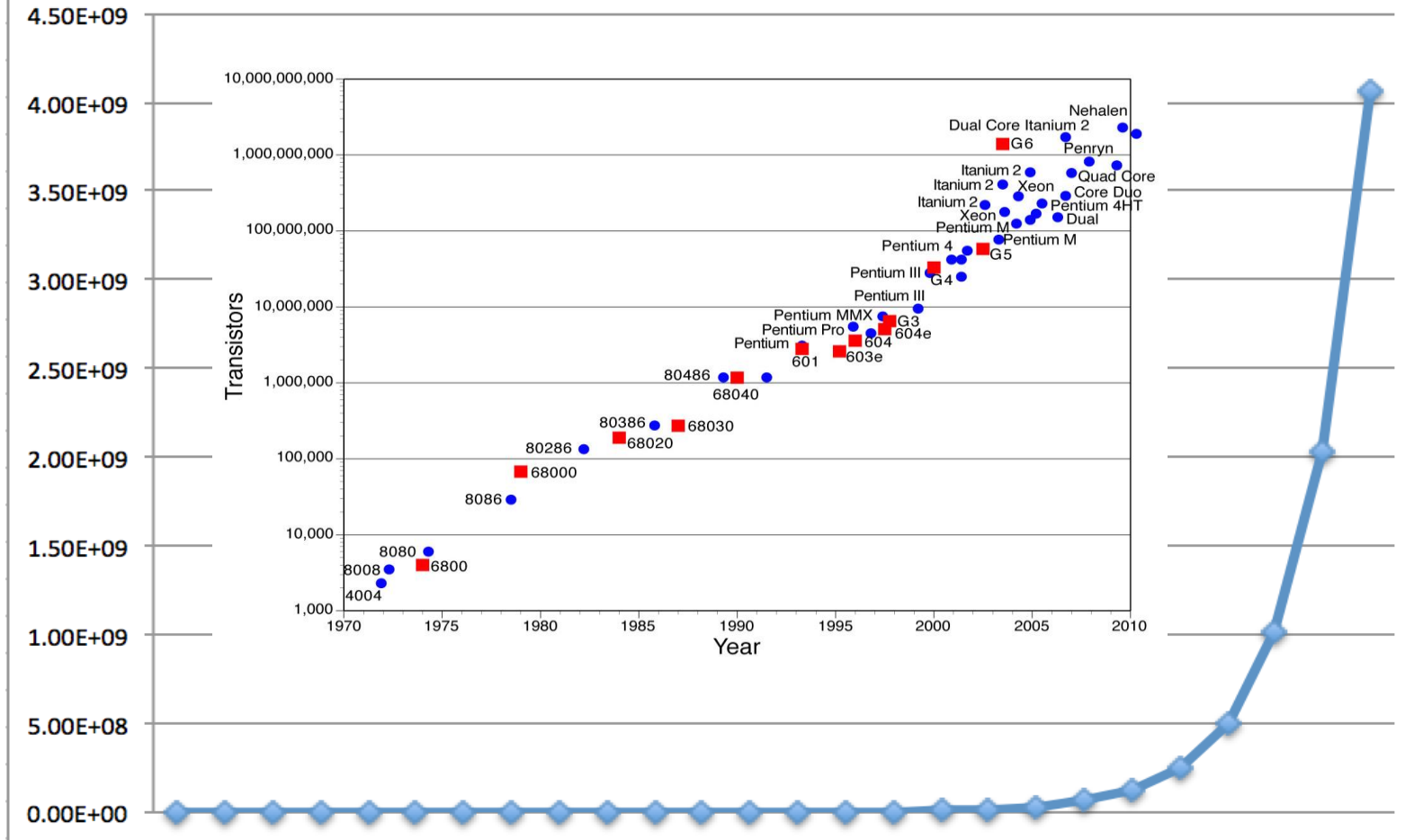
McKinsey&Company



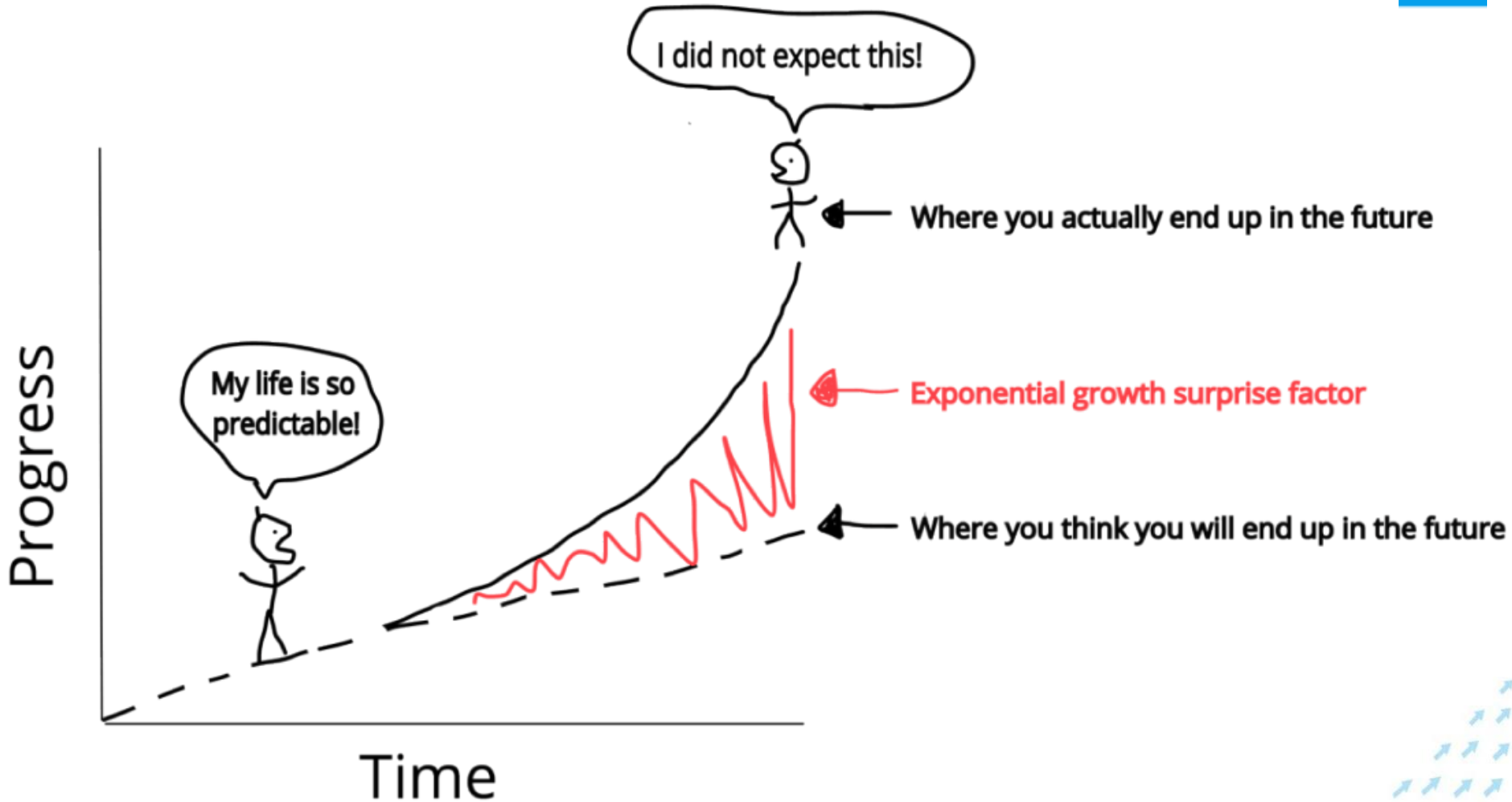
Digital laws: Moore's law



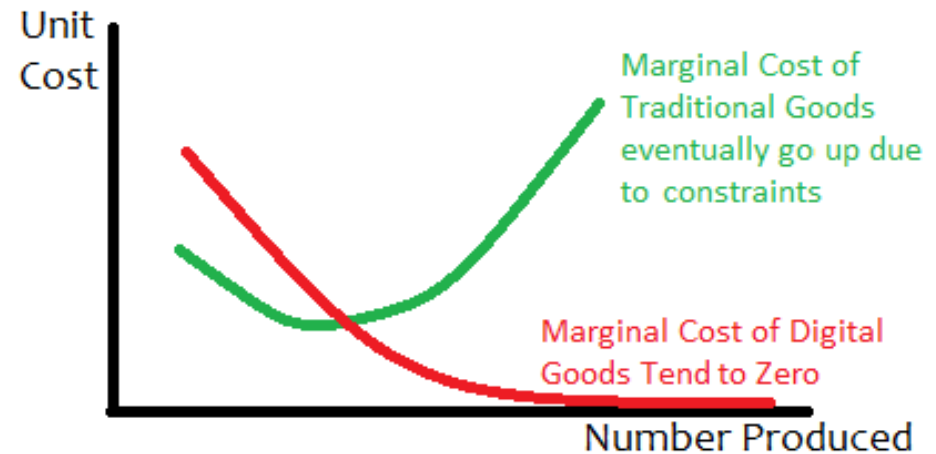
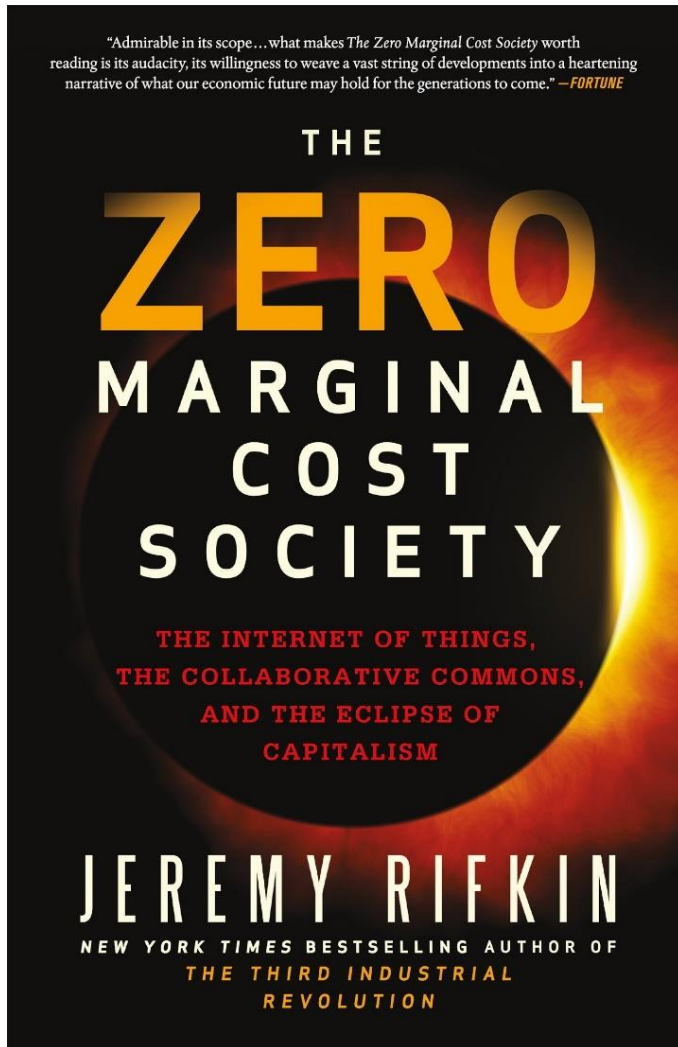
Transistors per chip over 50 years



Digital laws: Moore's law



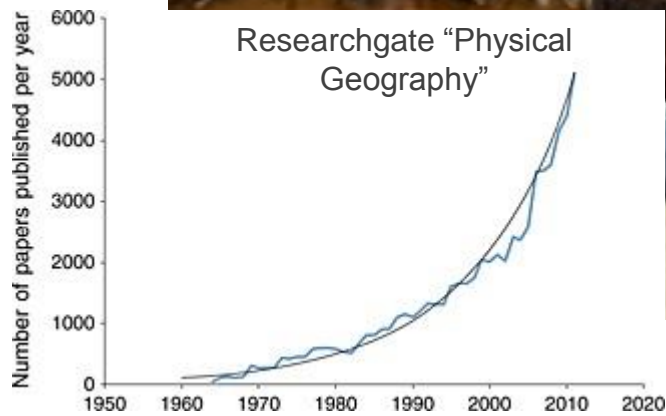
Digital laws: Zero marginal cost



ZERO MARGINAL COST:
Towards a “perfect
competition” market
structure
CULMINATION OF
CAPITALISM?



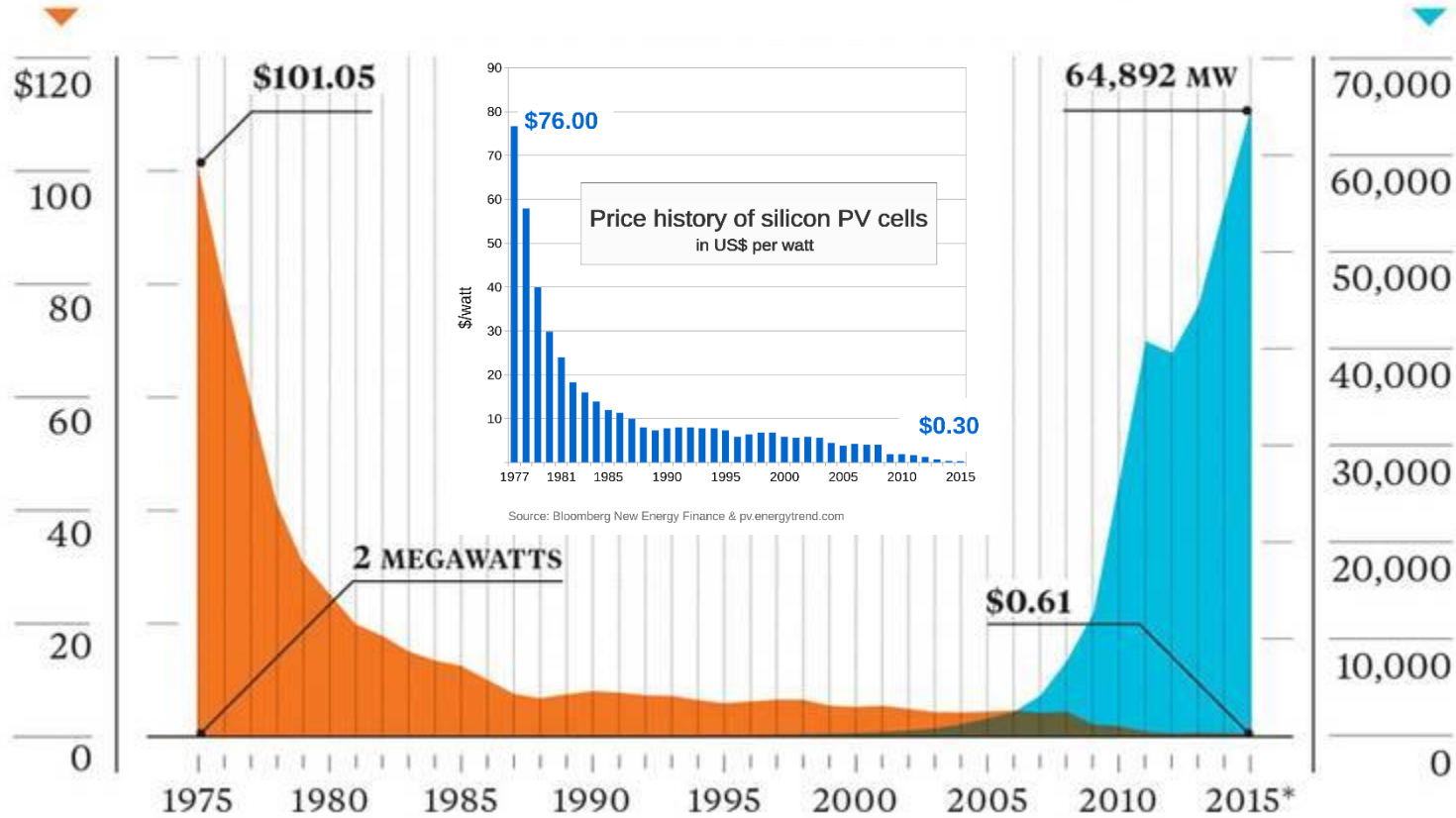
Tech 4 Good: Abundance of information/ knowledge



Solar technology



Price of a solar panel per watt



Source: Bloomberg

“Clean” Meat



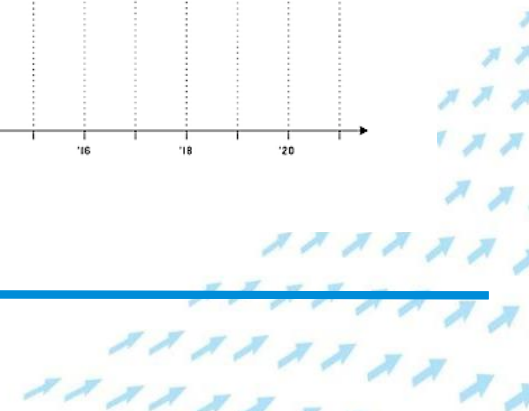
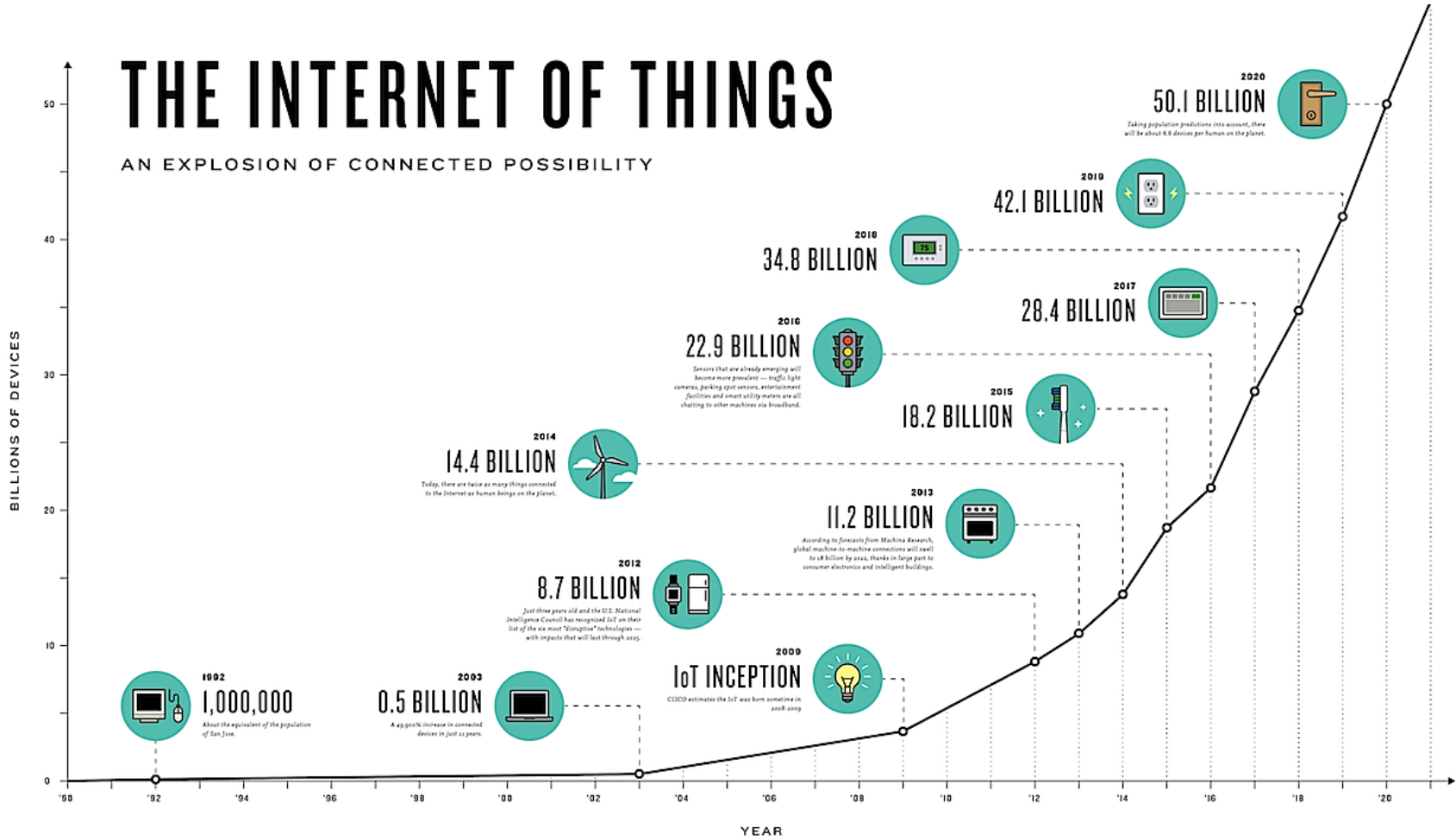
believe that in 30 years or so we will no longer need to kill any animals and that all meat will either be clean or plantbased, taste the same and also be much healthier for



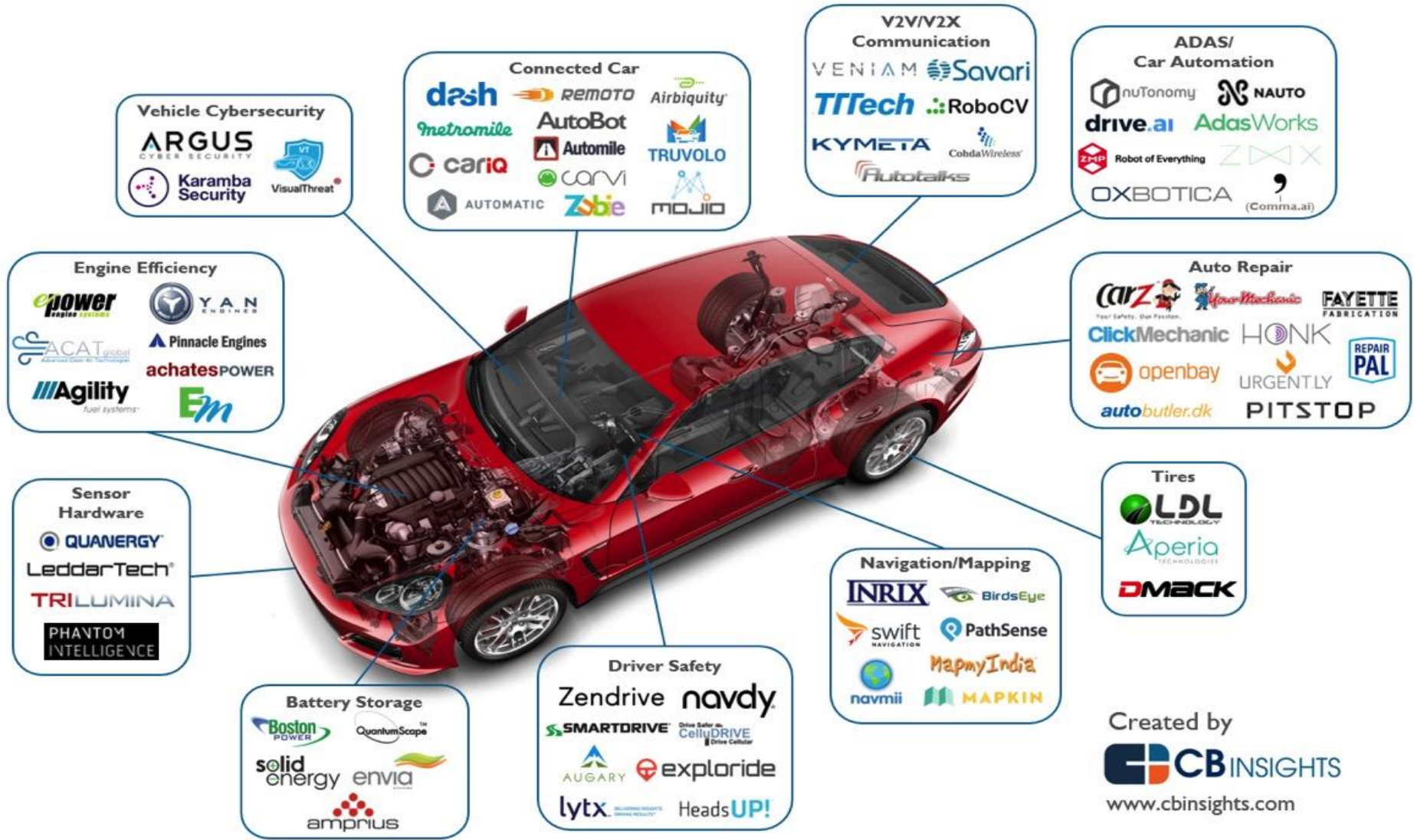
The Internet of Things

THE INTERNET OF THINGS

AN EXPLOSION OF CONNECTED POSSIBILITY



Unbundling The Automobile



Created by
CB INSIGHTS
www.cbinsights.com



Artificial Intelligence: The Next Big Thing





Feature: MIT Technology Review

soul
machines

In the news today on MIT Technology Review:

"Customer Service Chatbots Are About to Become Frighteningly Realistic"

By: Tom Simonite // March 22, 2017



A World of Abundance?

In 100 years:

Average human lifespan x2

Average per capita income
x3

Childhood mortality /10

Cost of food /10

Cost of electricity /100

Cost of communications /1000

Abundance of information/
education/ energy/
food/social relationships/
health/ transport...

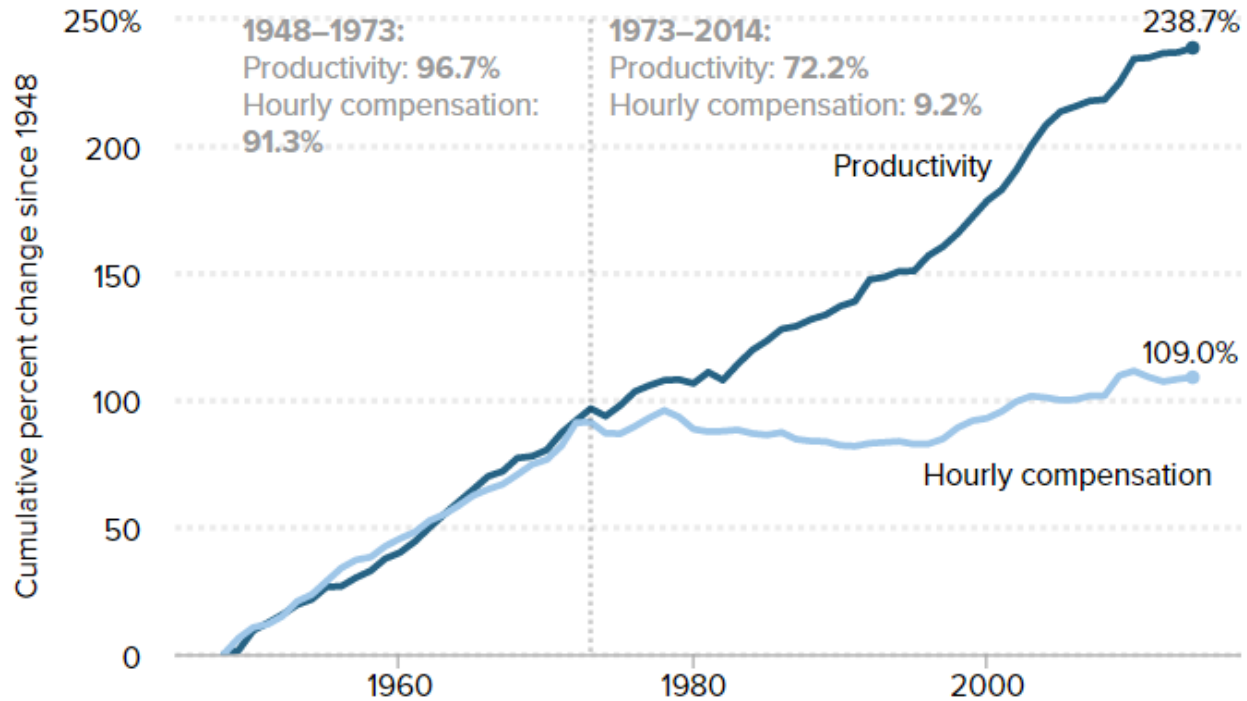


Mass unemployment & inequality



FIGURE A

Disconnect between productivity and a typical worker's compensation, 1948–2014



Source: Economic Policy Institute

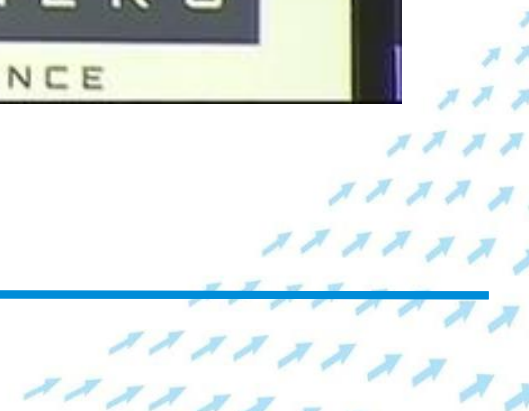
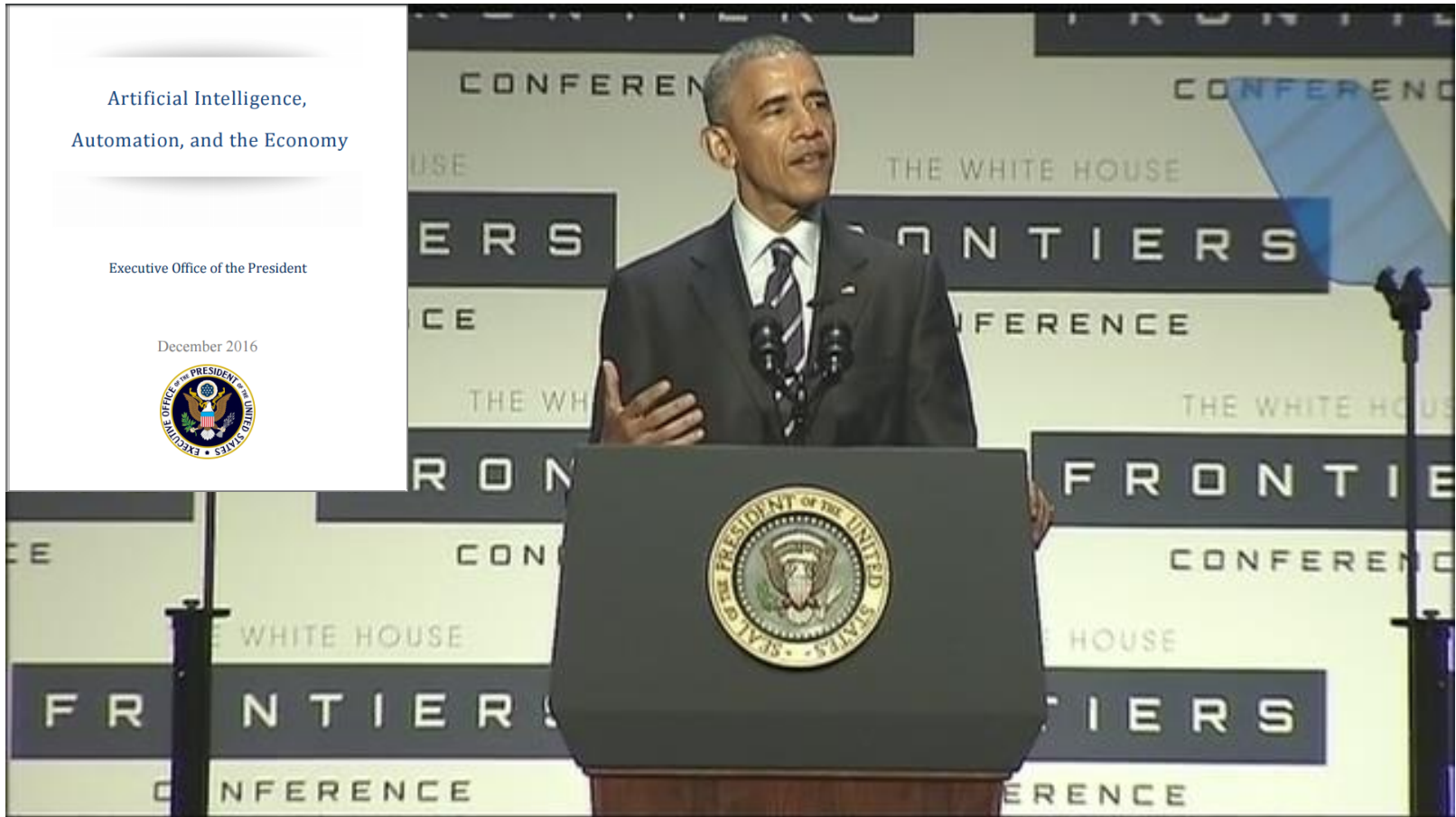
Leading in a Tech-Driven World



Artificial Intelligence,
Automation, and the Economy

Executive Office of the President

December 2016





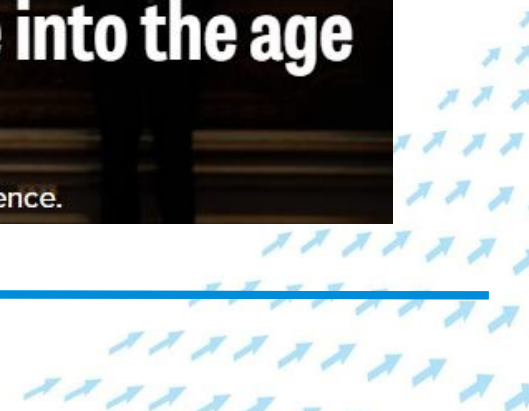
**“I can convince
my country about
change precisely
because I embrace
it.”**

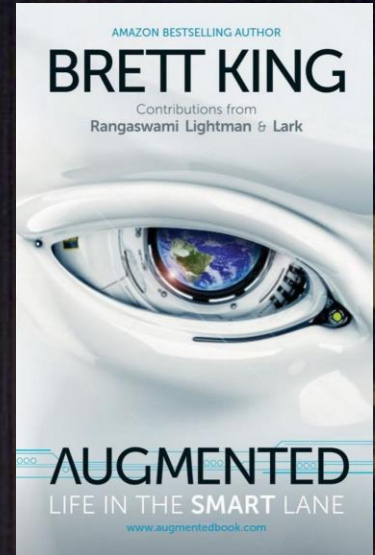
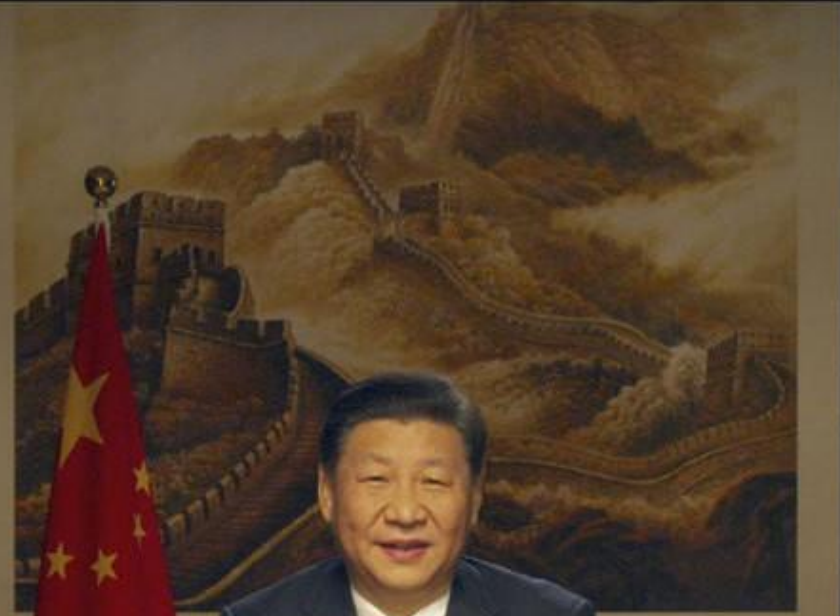
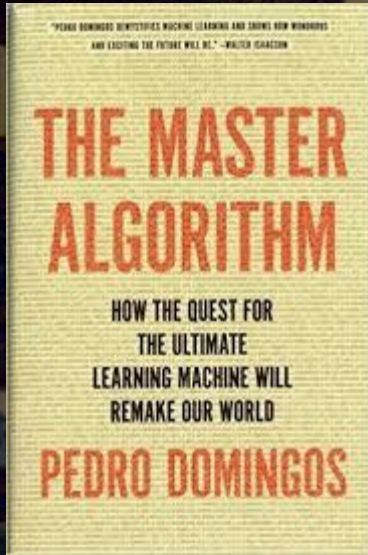
INTERVIEW WITH WIRED
THURSDAY, MARCH 29TH, 2018

WIRED

Macron's €1.5 billion plan to drag France into the age of artificial intelligence

Paris unveils plans to drag country into the age of artificial intelligence.





The Economist

OCTOBER 4TH-10TH 2008

www.economist.com

Our guide to America's election

Europe's Schadenfreude

Music on your phone

Reassessing China

Somalia's pirates



World on the edge



Alaska..... \$2.00 Canada..... \$5.00 France..... £1.20 Ireland..... €1.20 Japan..... ¥150
Mexico..... \$2.00 New Zealand..... \$2.00 Norway..... \$2.00 Singapore..... \$2.00
South Africa..... \$2.00 Sweden..... \$2.00 Switzerland..... \$2.00 Taiwan..... \$2.00
United Kingdom..... £1.20 United States..... \$2.00

OCTOBER 13, 2008



How Sarah Palin Took On Big Oil— And (Sort of) Won



The Extreme TB Epidemic: Photos By James Nachtwey



Robert Redford Remembers Paul Newman

TIME

The New Hard Times



No, this isn't Depression 2.0. How history can help us avoid it

BY NIALL FERGUSON

The Leadership Deficit

BY MICHAEL GRUNWALD

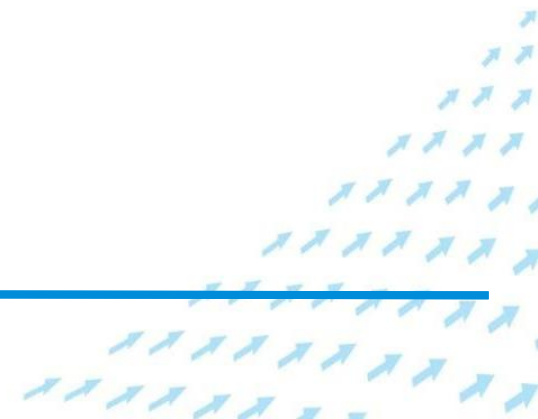
The Virtues of Thrift

BY NANCY GIBBS

www.time.com

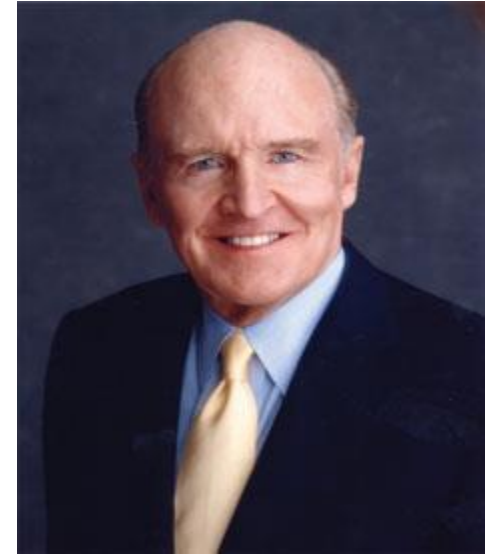
Competing in a **VUCA**
environment.

*(Volatility, Uncertainty, Complexity,
Ambiguity)*



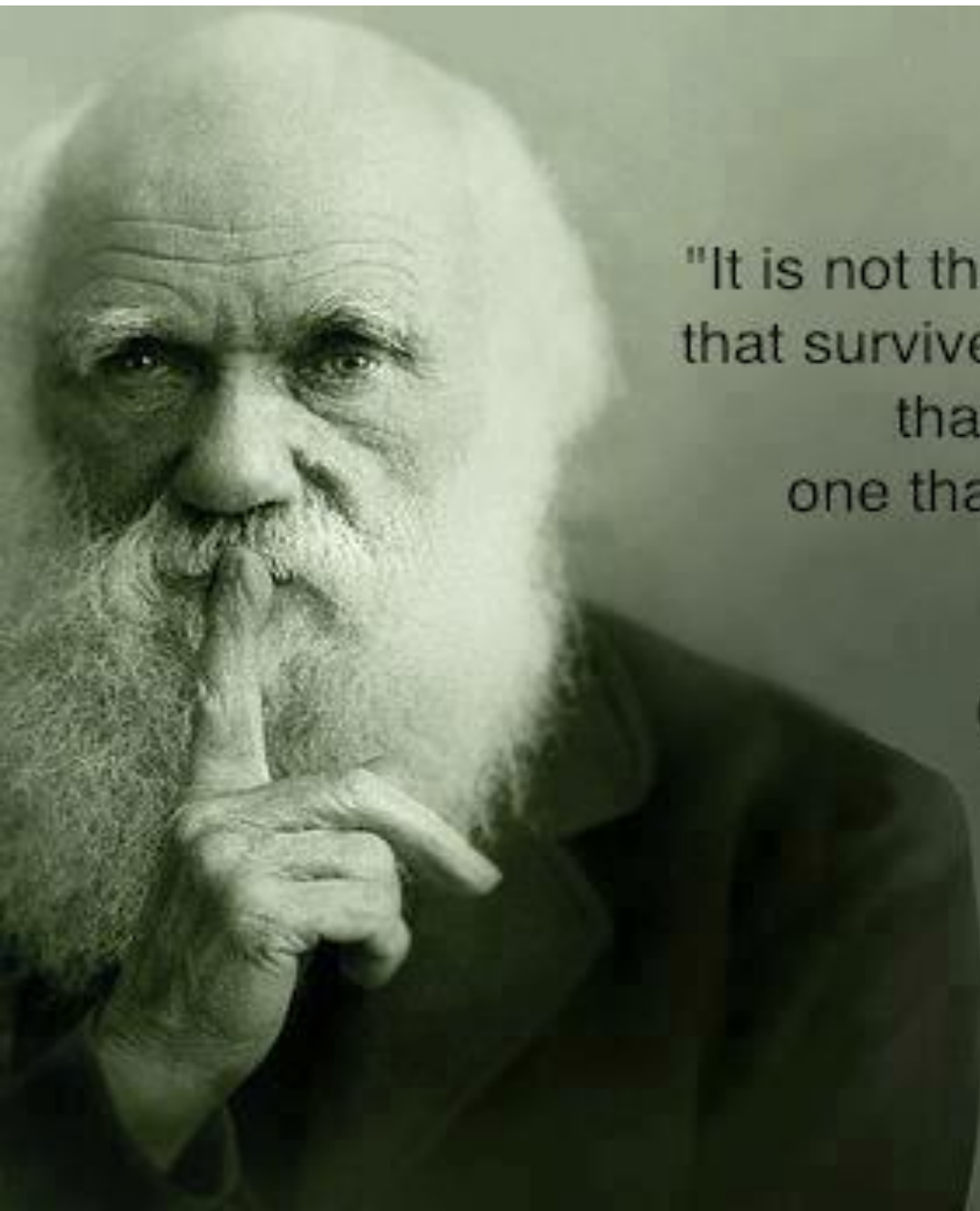
“Si el ritmo de cambio del entorno es superior al de una organización, el final de la misma está a la vista. La única pregunta es cuándo se producirá”

Jack Welch
CEO, General Electric



¿Qué cambia más rápidamente: vuestra organización o vuestro entorno?

A decorative graphic in the bottom right corner consisting of a grid of small, light blue arrows pointing to the right, arranged in a pattern that tapers towards the right edge.



"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin



No fer res és fer quelcom



#1: Ser different





PRODUCTE LOCAL 7

PRODUCTE LOCAL 10.99

5.99

4.22

Producte Local

ARA PREU

Producte de Catalunya

4.89

5.72

9.99

2.99

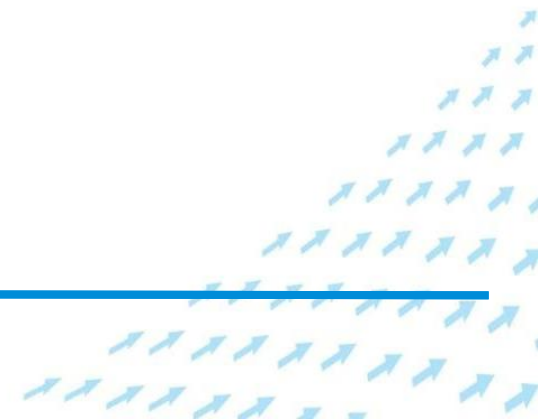
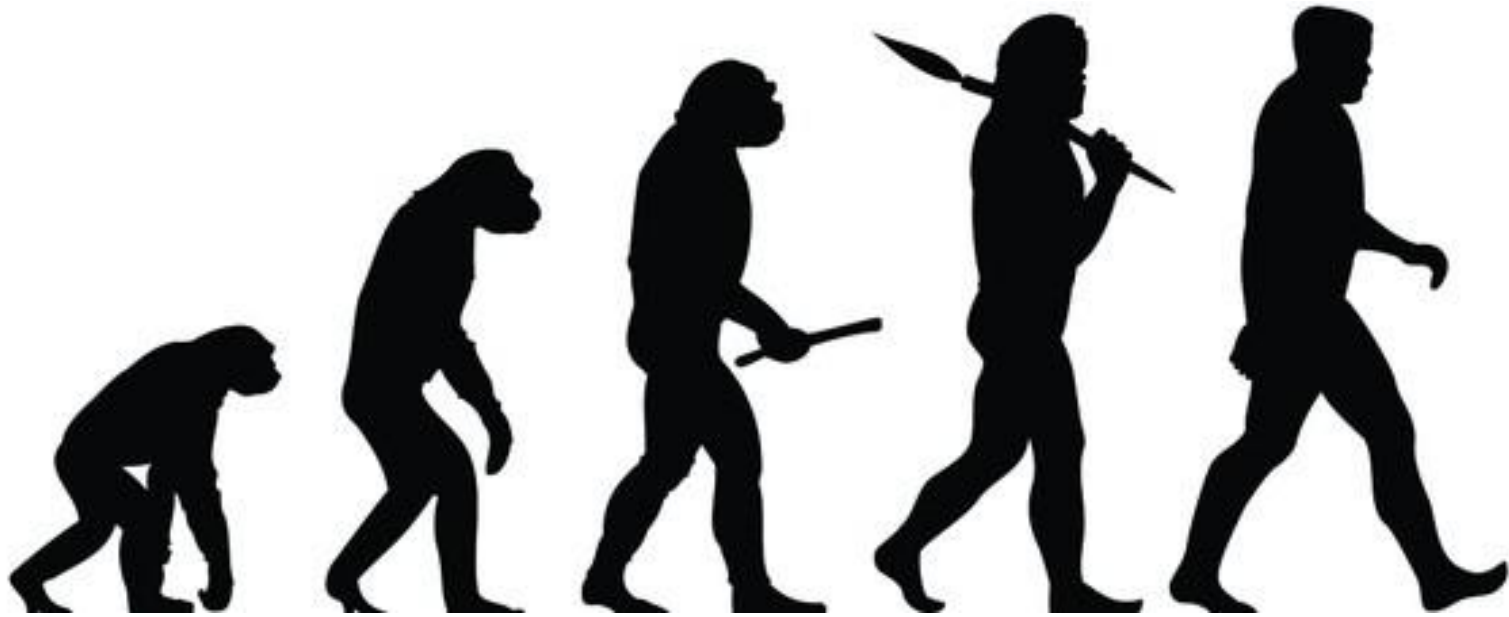
4.69

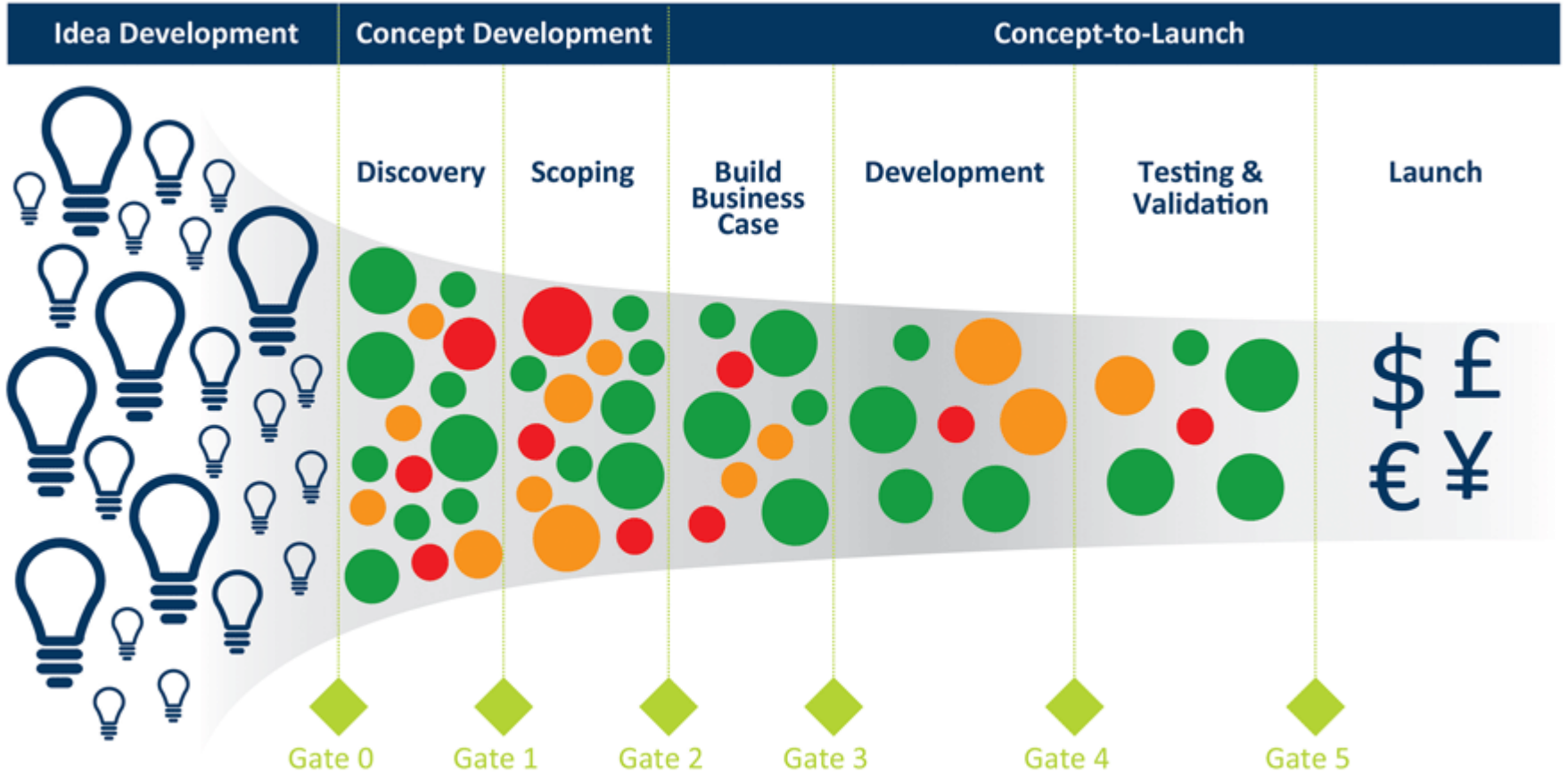
5.99

10.99



2: Evolucionar (Evolució = progrés per experimentació)





#3: Ser lleuger (“lean”) Adaptació dinàmica a l’entorn



Capacitats crítiques

Top 10 skills

in 2020

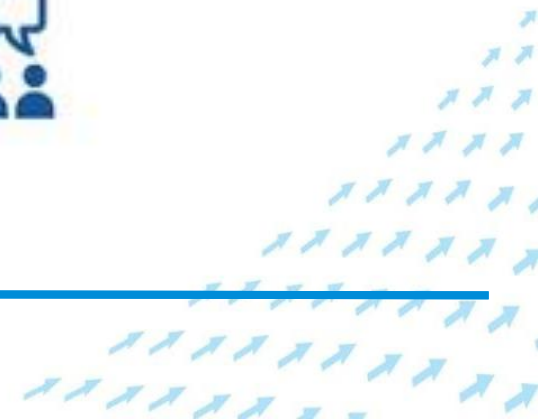
1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum



Leading in a Tech-Driven World



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In partnership with Singularity UNIVERSITY

Journey to Business Transformation

SILICON VALLEY
12TH-16TH NOVEMBER 2018

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In partnership with CERN

Thinking the Unknown

Ginebra, 23 - 25 Octubre 2018

ESADE-CERN EXECUTIVE MANAGEMENT PROGRAMME

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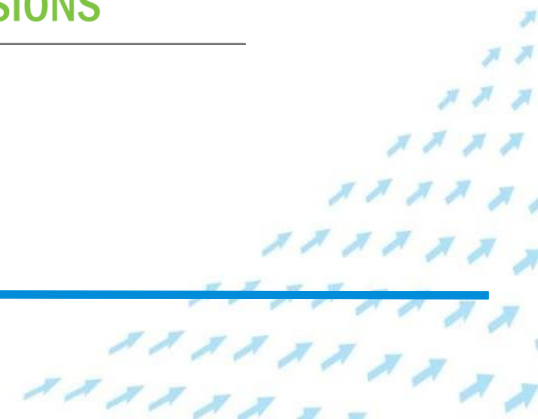
RAMON LLULL UNIVERSITY

ESADEgeo-CENTER FOR GLOBAL ECONOMY AND GEOPOLITICS

ESADE

RAMON LLULL UNIVERSITY

INSTITUTE FOR DATA-DRIVEN DECISIONS





Thanks for your attention!

Xavier Ferràs

Xavier.ferras@esade.edu

@XavierFerràs

LinkedIn Me!!!!

