



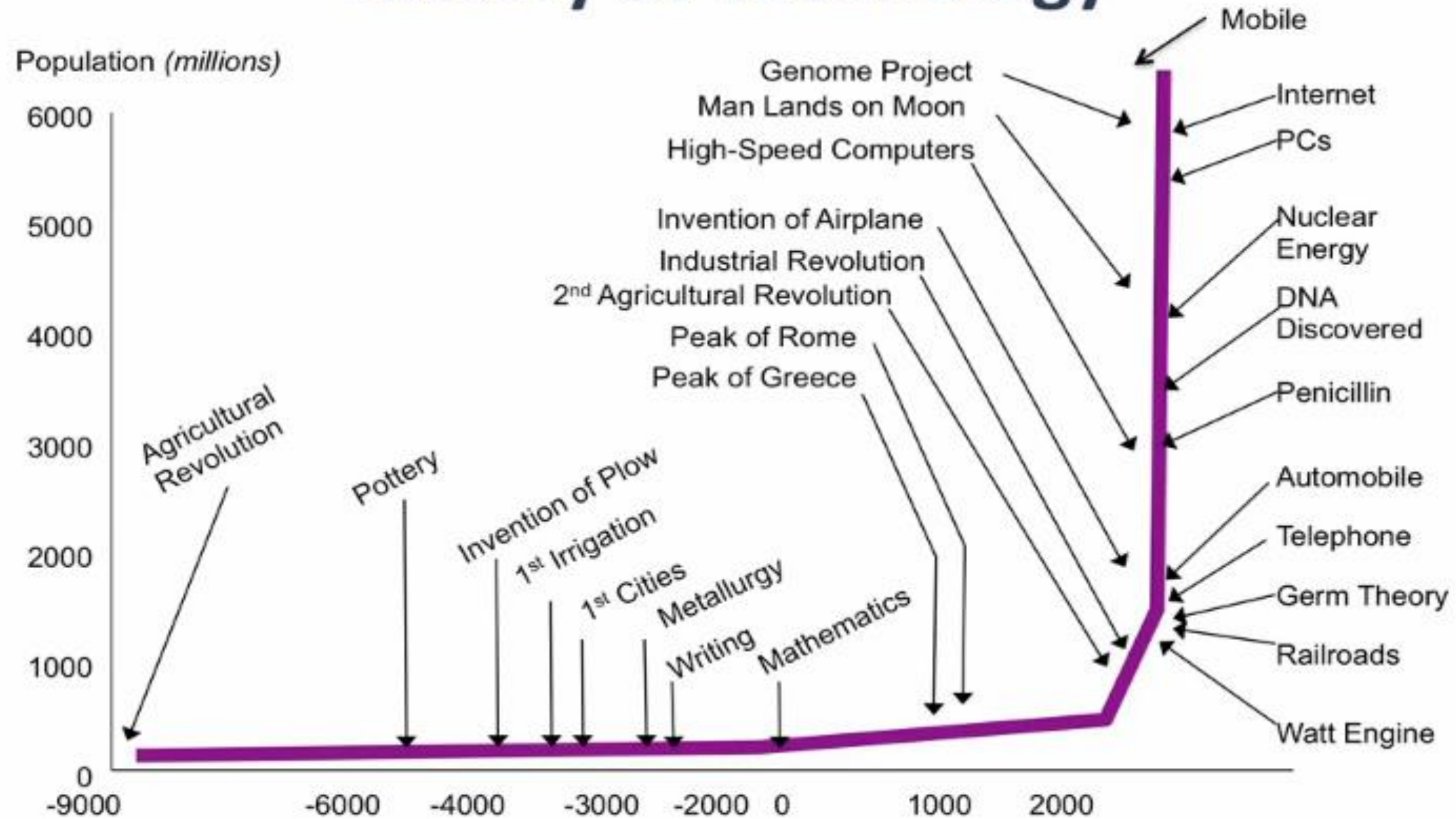
Nuevos paradigmas de colaboración

De "Open Innovation" a "Platform Innovation"

Barcelona, Junio 2018

La tecnología ha transformado nuestra sociedad

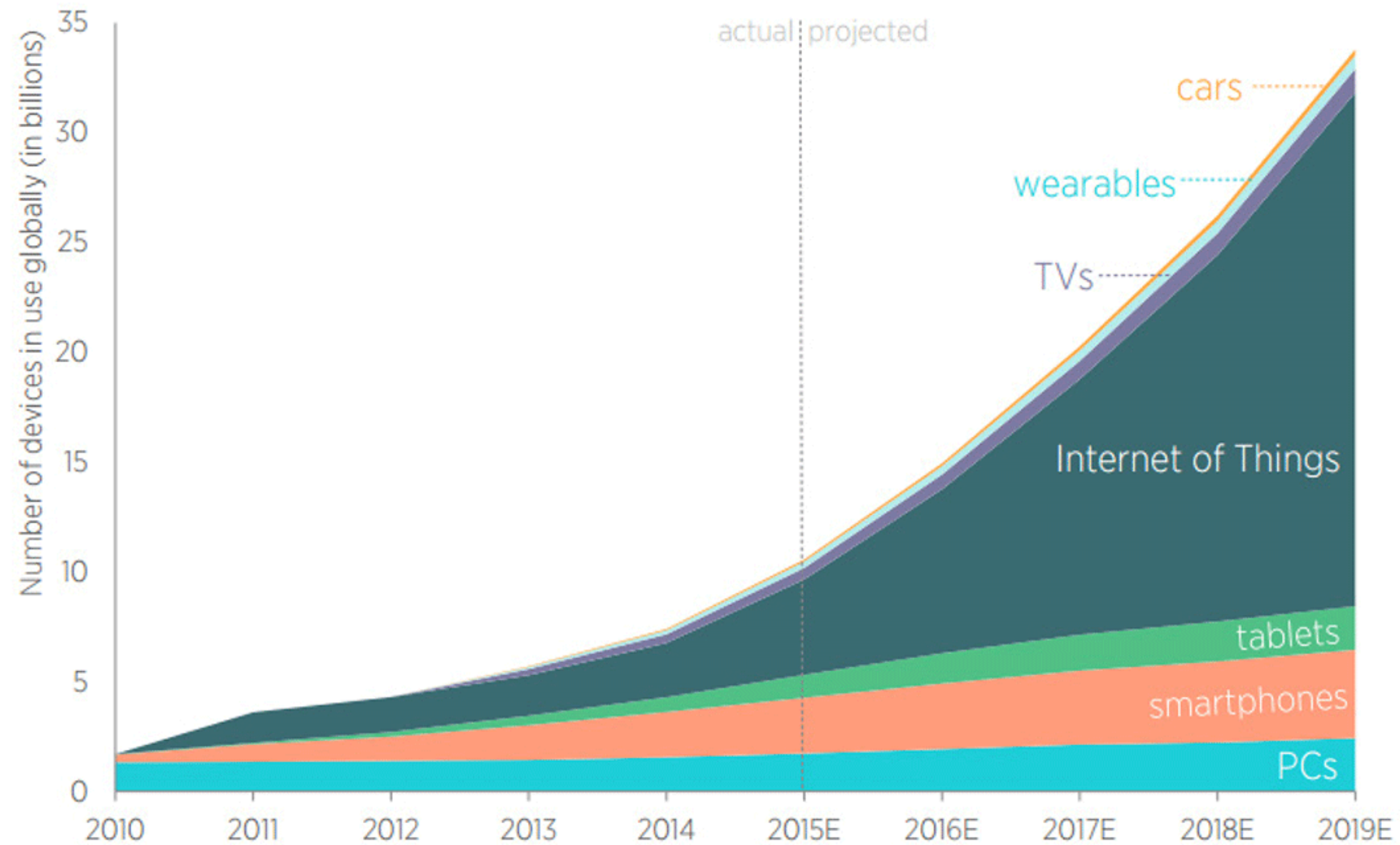
Growth of World Population and the History of Technology



Source: Milken Institute, Robert Fogel/University of Chicago

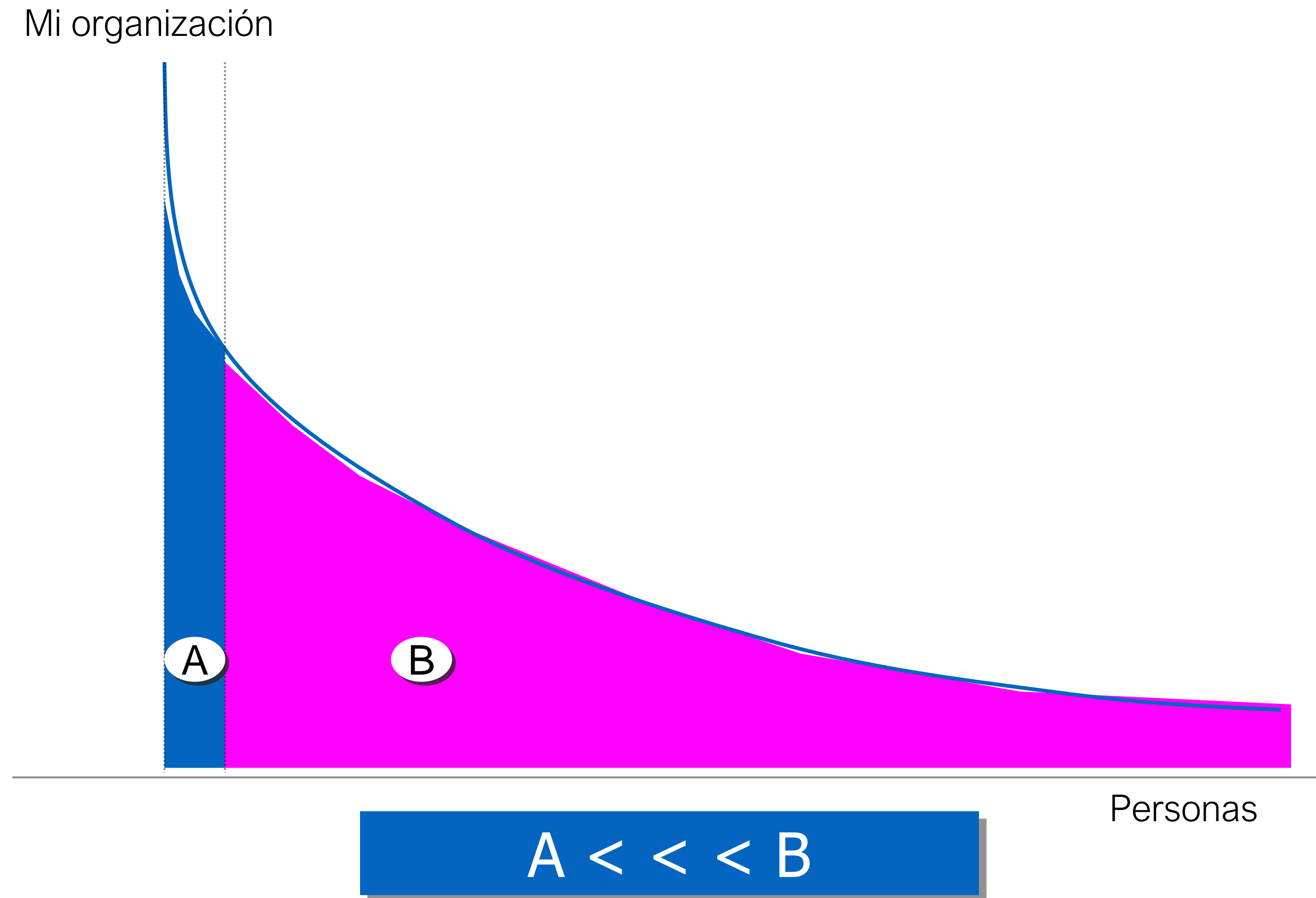
La siguiente revolución industrial ya está aquí

Figure 2. The Internet of Everything: Devices in Use Globally



Source: John Greenough, "The Internet of Everything 2015," *Business Insider Intelligence*. Produced by Adam Thierer and Andrea Castillo, Mercatus Center at George Mason University, 2015.

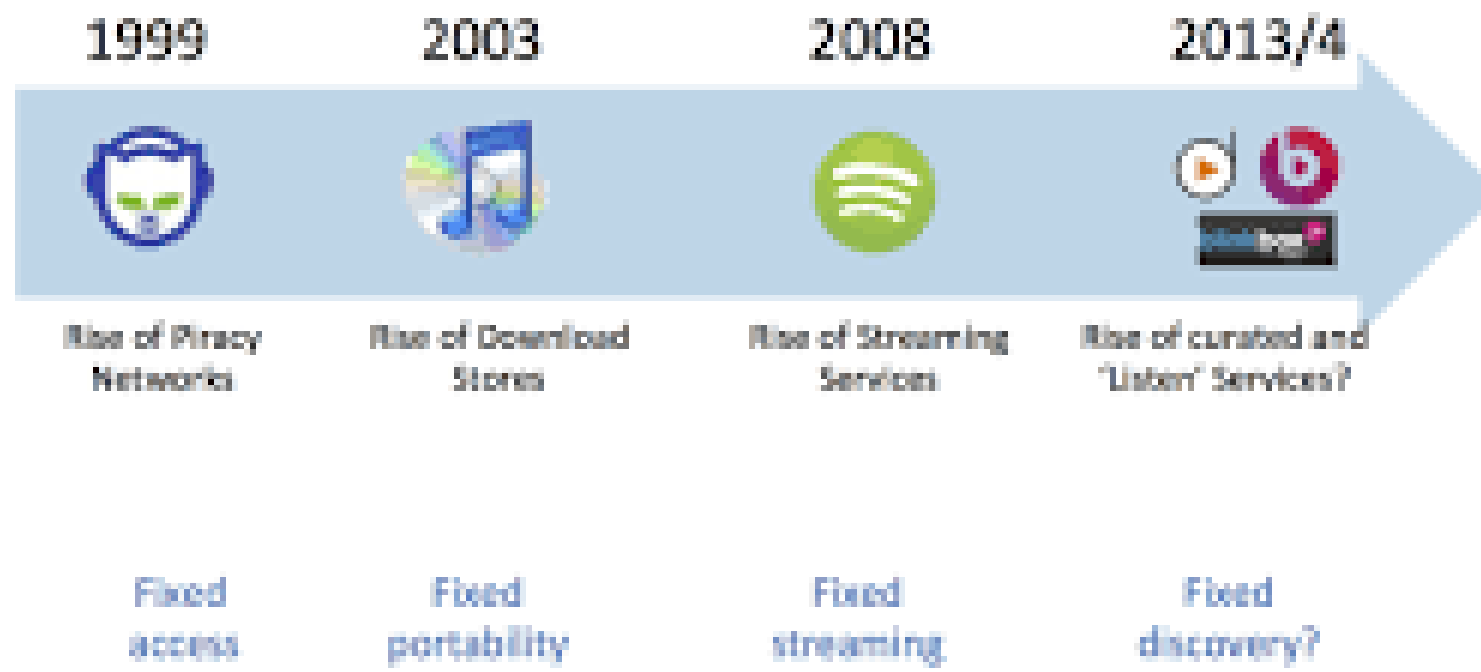
¿Cuál es la probabilidad de que una persona identifique o resuelva un problema ?



Economía conectada: transformando el entorno competitivo

We Are Entering the Fourth Phase of Digital Music

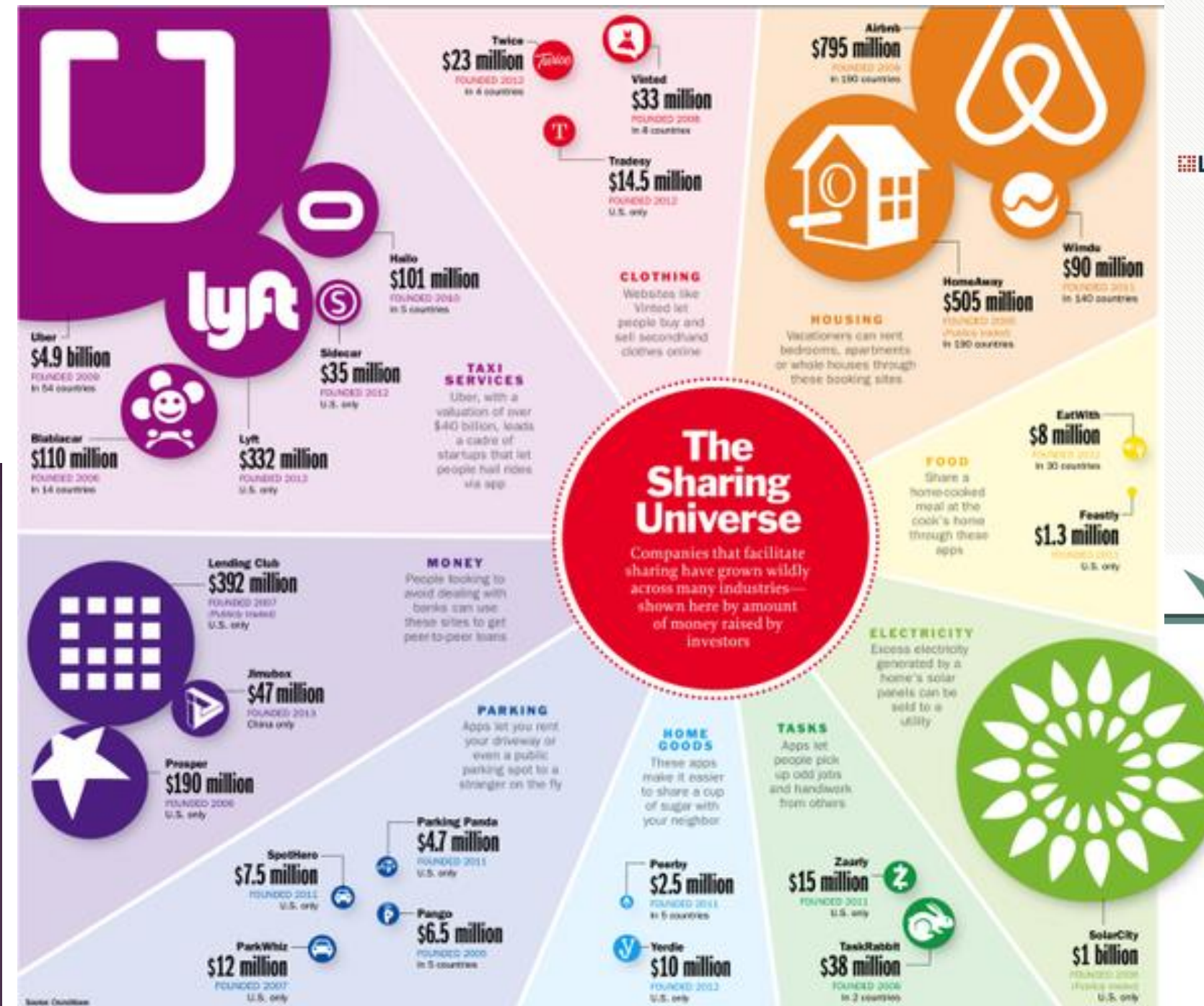
The Four Key Phases of the Evolution of Digital Music



Source: MIDIA Research 4/14

THE DECLINE OF THE MEDIA INDUSTRY

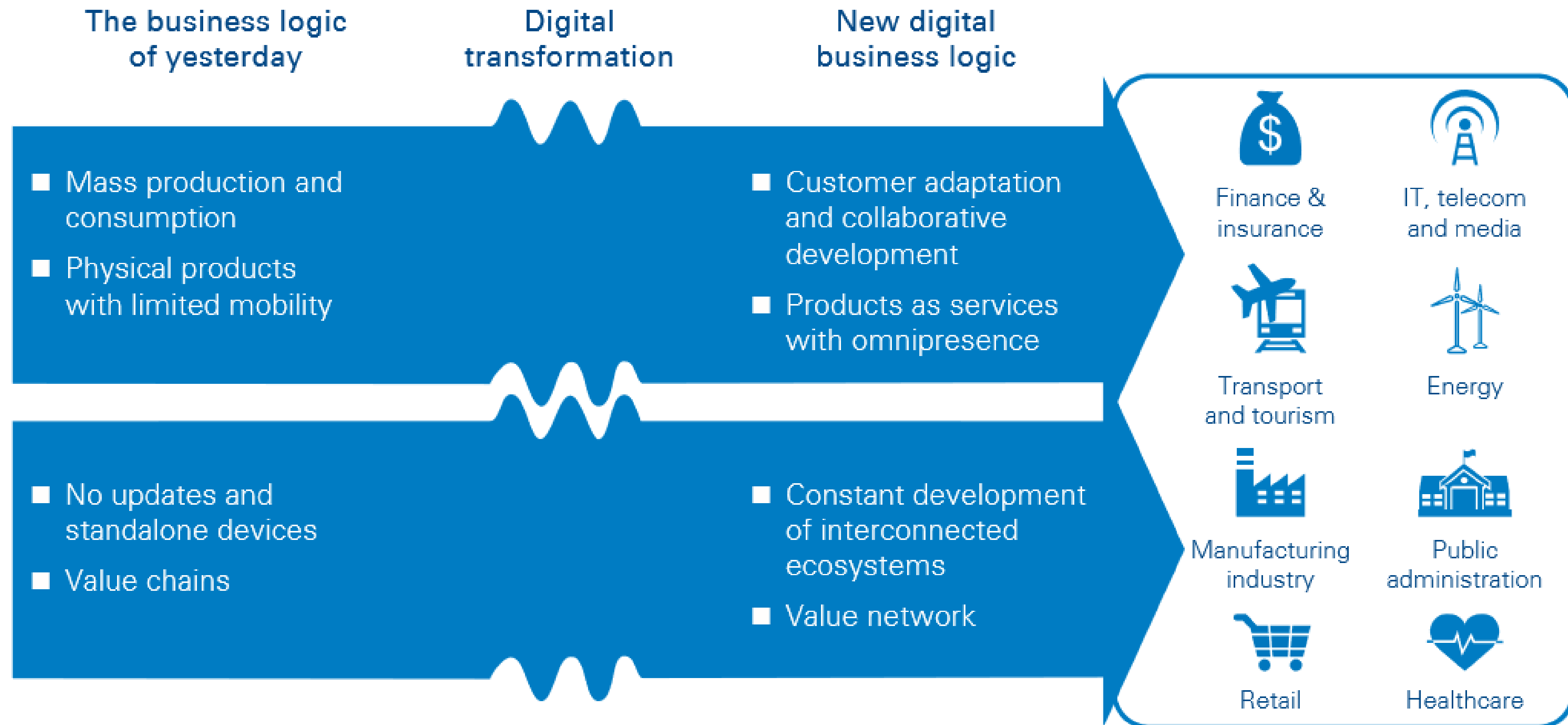
Media has had a rough time of it recently. With bookstores going out of business and new regulations attempting to restrict online content, things are definitely changing. Just how much remains to be seen.



GLOBAL P2P OPERATION



Economía conectada: nuevos paradigmas

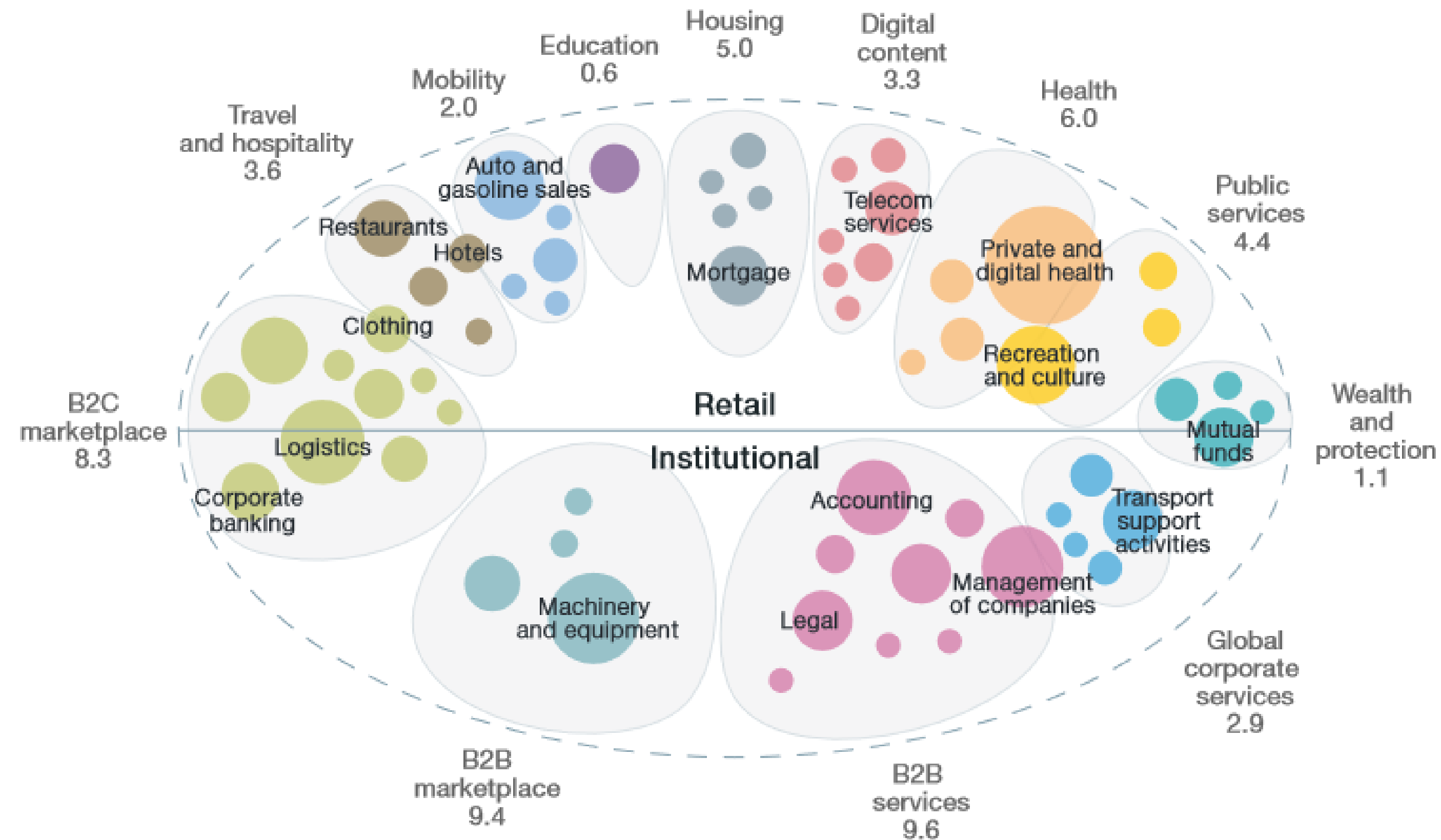


Source: Arthur D. Little and Telia Digital Transformation Report 2015

Economía conectada: el valor del ecosistema

New ecosystems are likely to emerge in place of many traditional industries by 2025.

Ecosystem illustration, estimated total sales in 2025,¹ \$ trillion



¹Circle sizes show approximate revenue pool sizes. Additional ecosystems are expected to emerge in addition to the those depicted; not all industries or subcategories are shown.

Source: IHS World Industry Service; Panorama by McKinsey; McKinsey analysis

Transformación digital: un territorio multidisciplinar

Estrategia bi-modal

Reforzar el negocio establecido, actuando como una start-up en los nuevos segmentos

Diseño

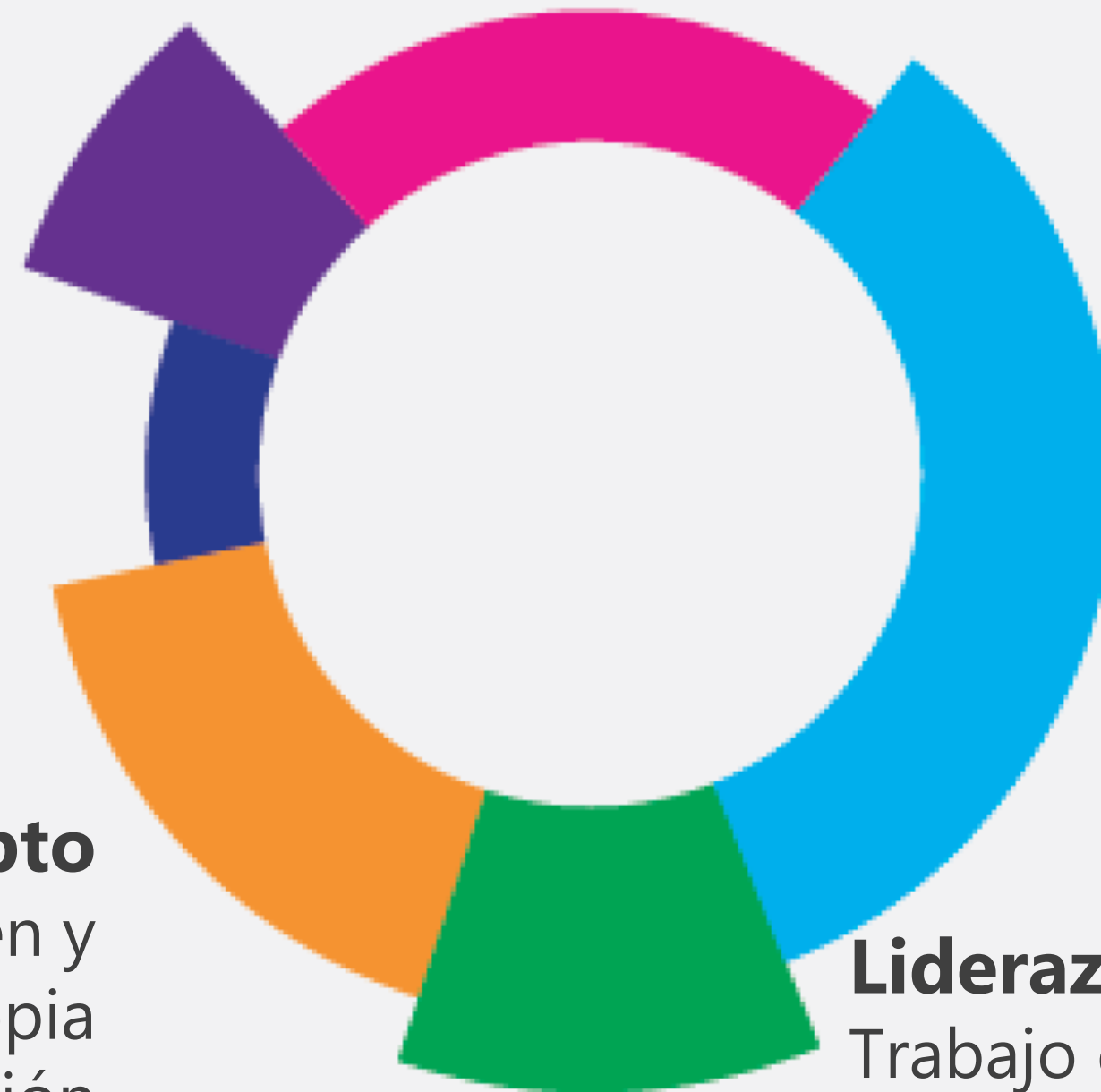
Una identidad digital que convenza
Capacidad de comunicación y transparencia

Creatividad e innovación

Evolución constante y nuevas prácticas.
Adopción de metodologías dinámicas

Prueba de concepto

Proyectos pequeños que se definen y concretan en función de su propia evolución



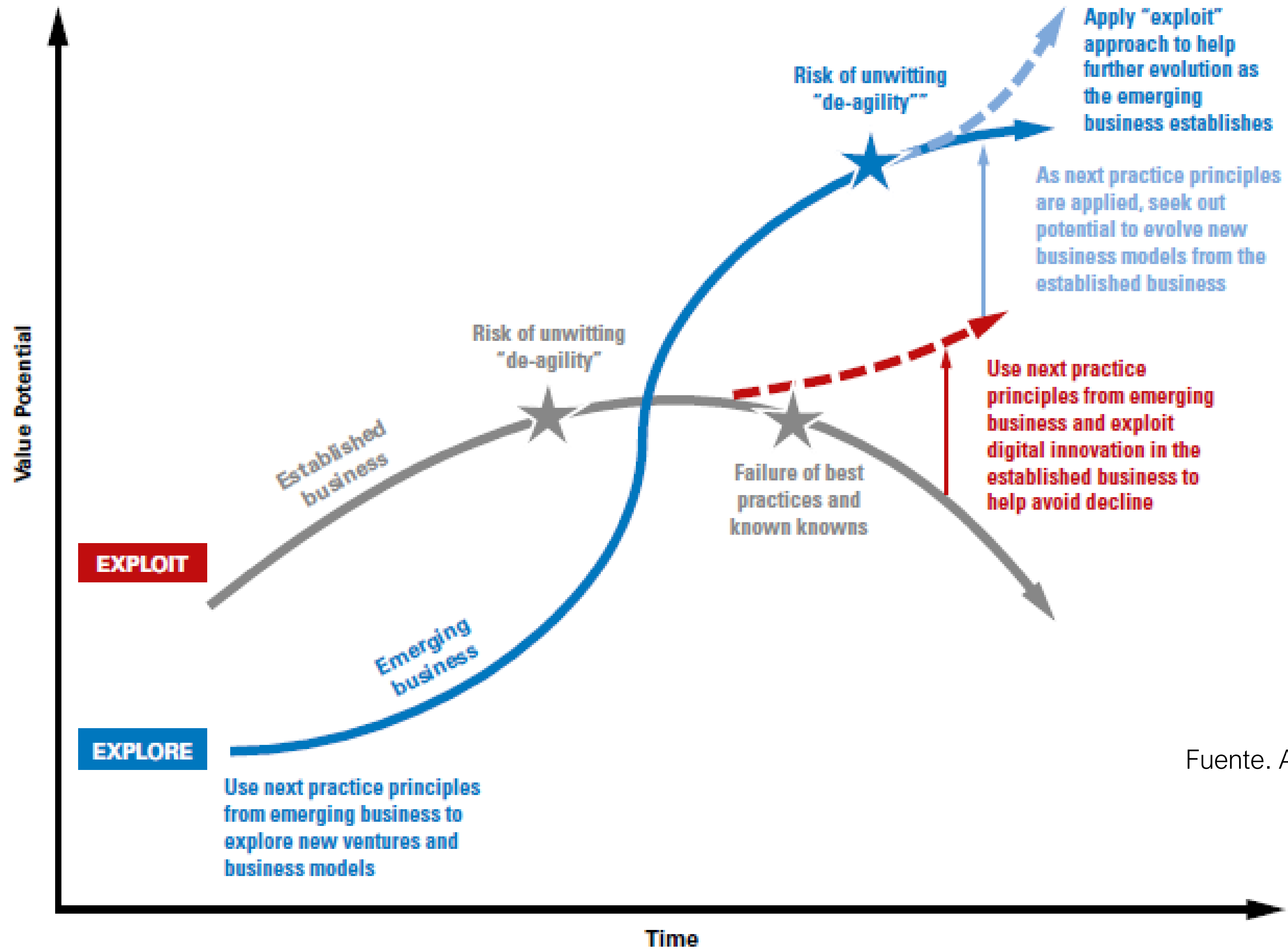
Tecnología

Un nuevo paradigma tecnológico que conforma el entorno competitivo, multiplica las posibilidades y la complejidad

Liderazgo por influencia

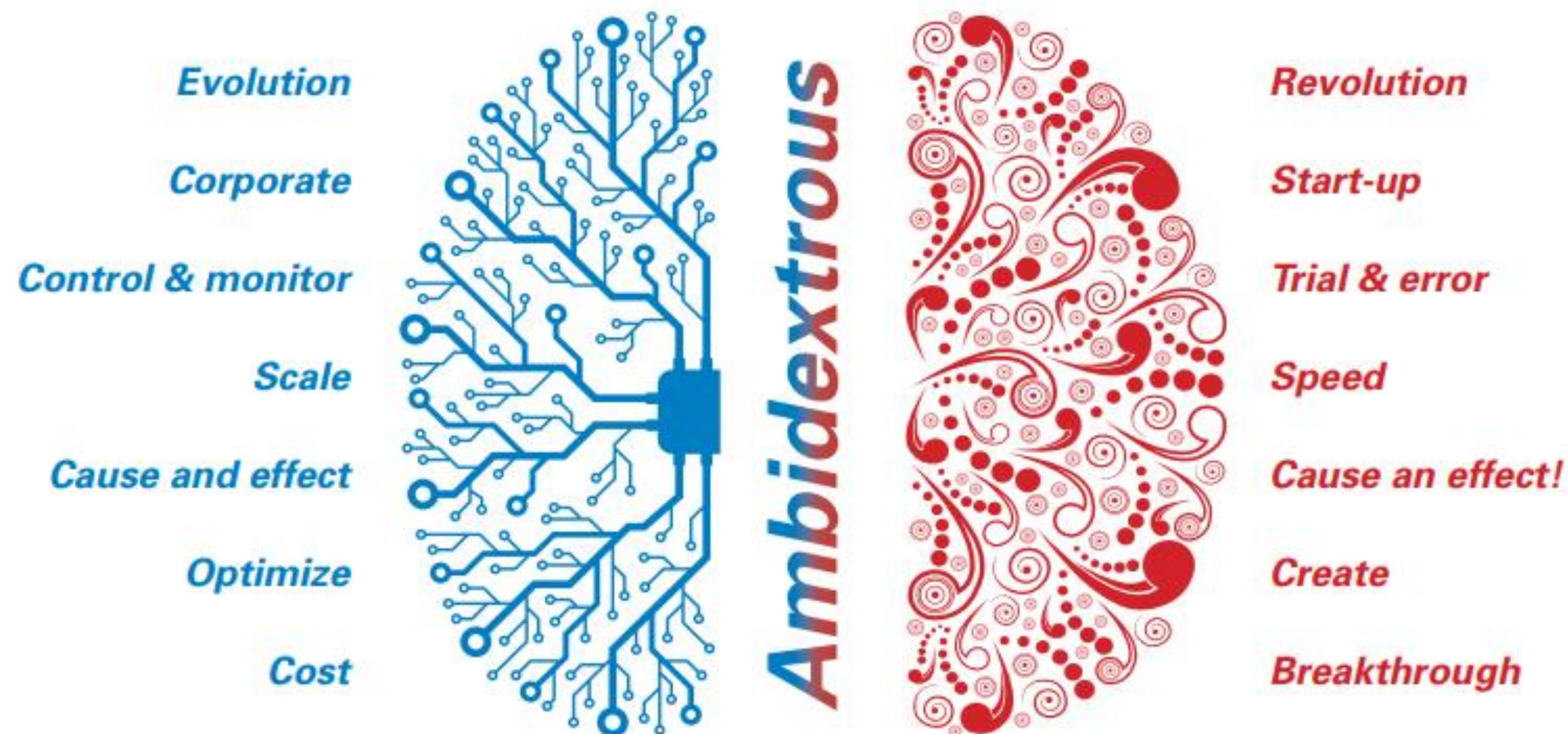
Trabajo en equipos multidisciplinarios y distribuidos
Empoderar vs controlar

Estrategia bi-modal



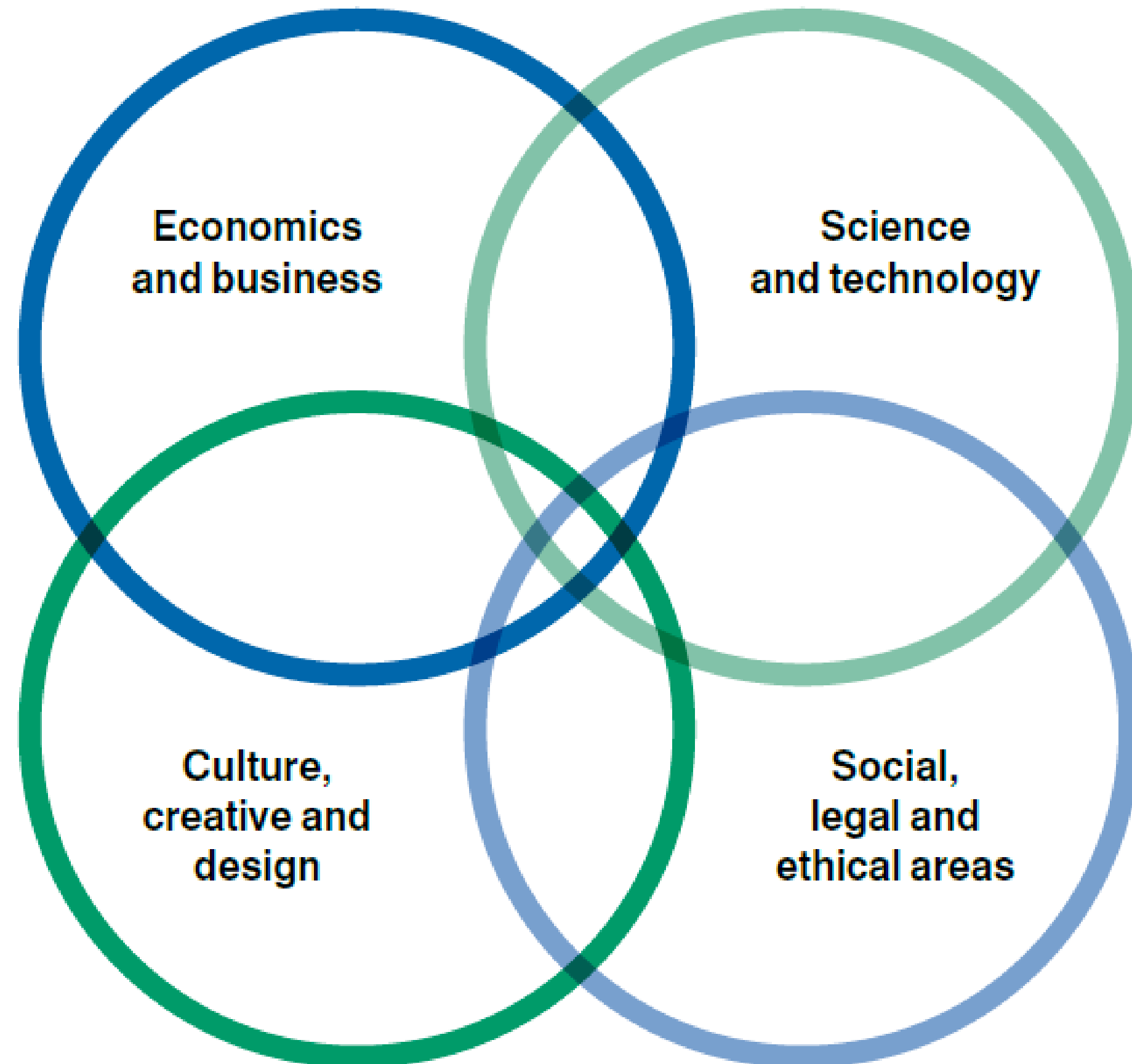
Fuente. Arthur D. Little

El liderazgo se desdobra



Leadership and governance focusing on the Complicated	Leadership and governance focusing on the Complex
Strategy theme (where to play and how to win)	
Allocating resource to deliver a solution	1. Allocating resource to answer a question
"Best practices" based on what has worked	2. "Next practices" on what could work better
Digital as a "bolt-on"	3. Living digitally
Grand designs	4. Emergence
Inspiration from the specific	5. Inspiration from the abstract and patterns
Learnt behavior	6. Learn, unlearn, relearn
Playing and winning the game	7. Changing the game
Primary perspective on the parts	8. Primary perspective on the whole
The business/economy as a machine	9. Human and behavioral factors
Strategy as a noun	10. Strategy as a verb
Management theme	
Assuring an outcome	11. Sensing feedback from actions
As-is and to-be plans	12. Vision, "next state" plans and agile execution
Automatic response to events	13. Intercepting the subconscious
Byzantine rules and determinism	14. Simple checklists and guiding principles
Command and control	15. Influence, enable and empower
Consequence of a decision	16. Consequence of the sum of decisions
Discipline specialization and favoritism	17. Cross-discipline collaboration
Fail-safe	18. Safe-fail
Internally focused first	19. Externally focused first
Organization model	20. Professional and social networks
Process	21. Behavior and interconnections
Promoting stability and predictability	22. Promoting agility and adaptability
Theory X Management	23. Theory Y Management
Transform by stick and carrot	24. Transform by carrot and stick
Working with known data	25. Seeking out new data

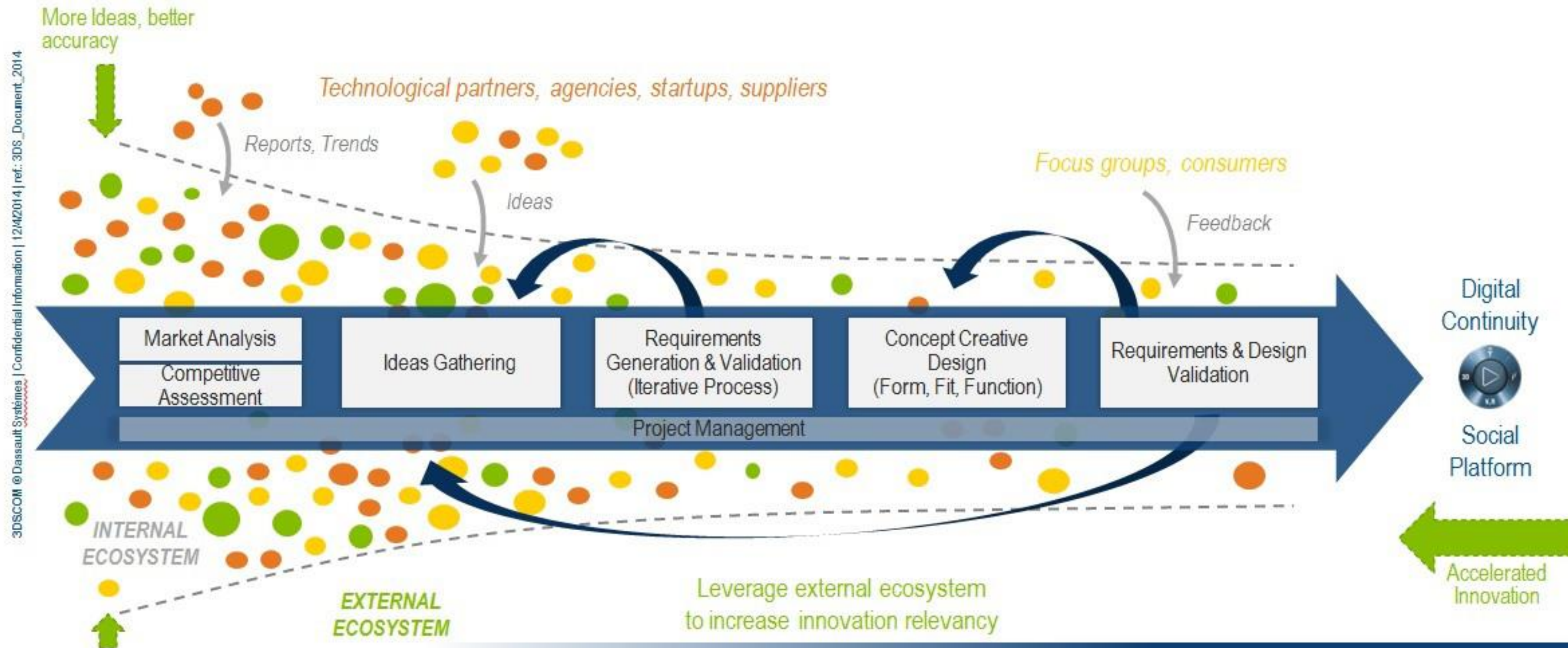
Más conocimientos y más habilidades



- Conocimientos de negocio (mercado o función)
- Matemáticas, estadística, análisis
- Creatividad e innovación
- Trabajo en equipos multidisciplinares y distribuidos
- Diversidad y multiculturalidad
- Capacidad de comunicación
- Test, calidad y productividad

La innovación se desplaza ...

Open Innovation

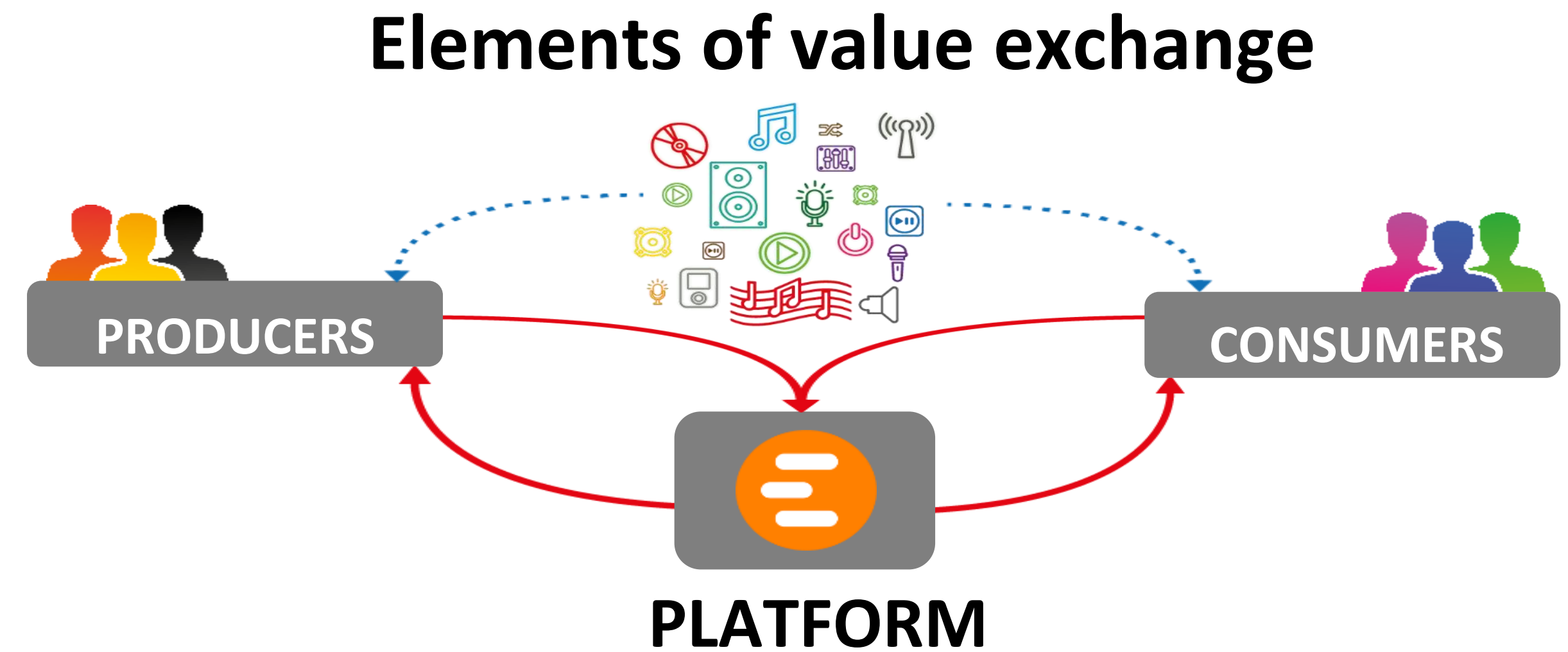


3DSCOM @ Dassault Systèmes | Confidential Information | 12/04/2014 | ref.: 3DIS_Document_2014

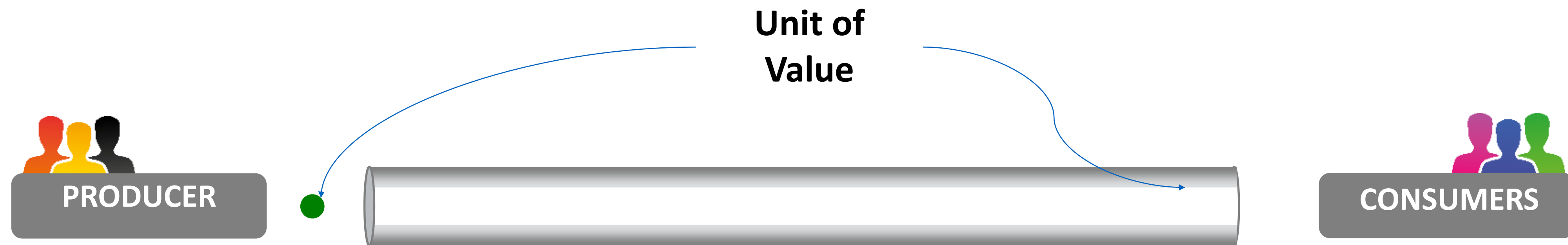
... dando paso a plataformas

A PLATFORM:

- Is a nexus of rules and architecture
- Is open, allowing regulated participation
- Actively promotes (positive) interactions among different partners in a multi-sided market
- Scales much faster than a pipeline business because it does not necessarily bear the costs of external production.

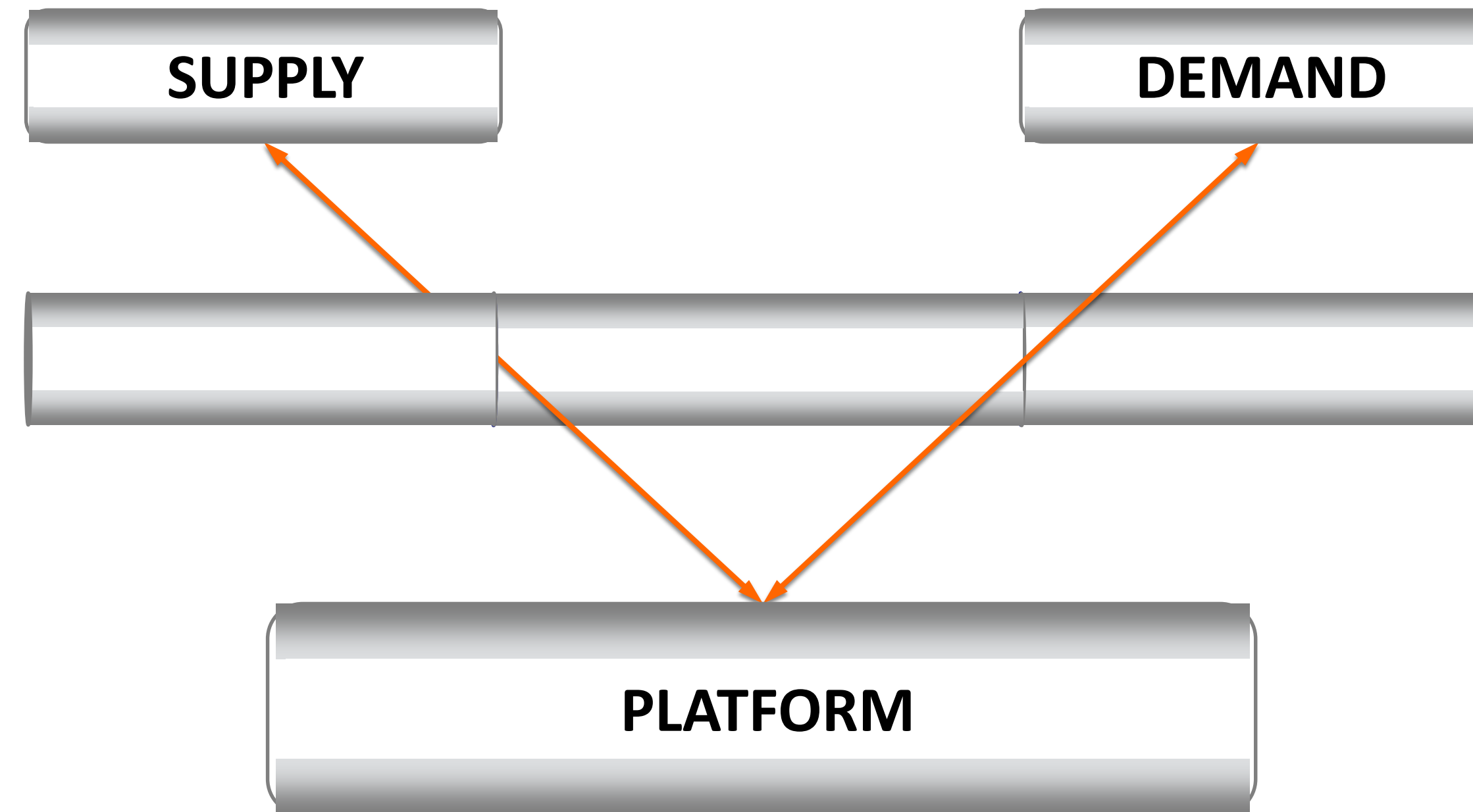


La creación de valor tradicional



1. Producer owns the pipe
2. Producer adds value, controls the process
3. Value flow is linear

La creación de valor en la plataforma

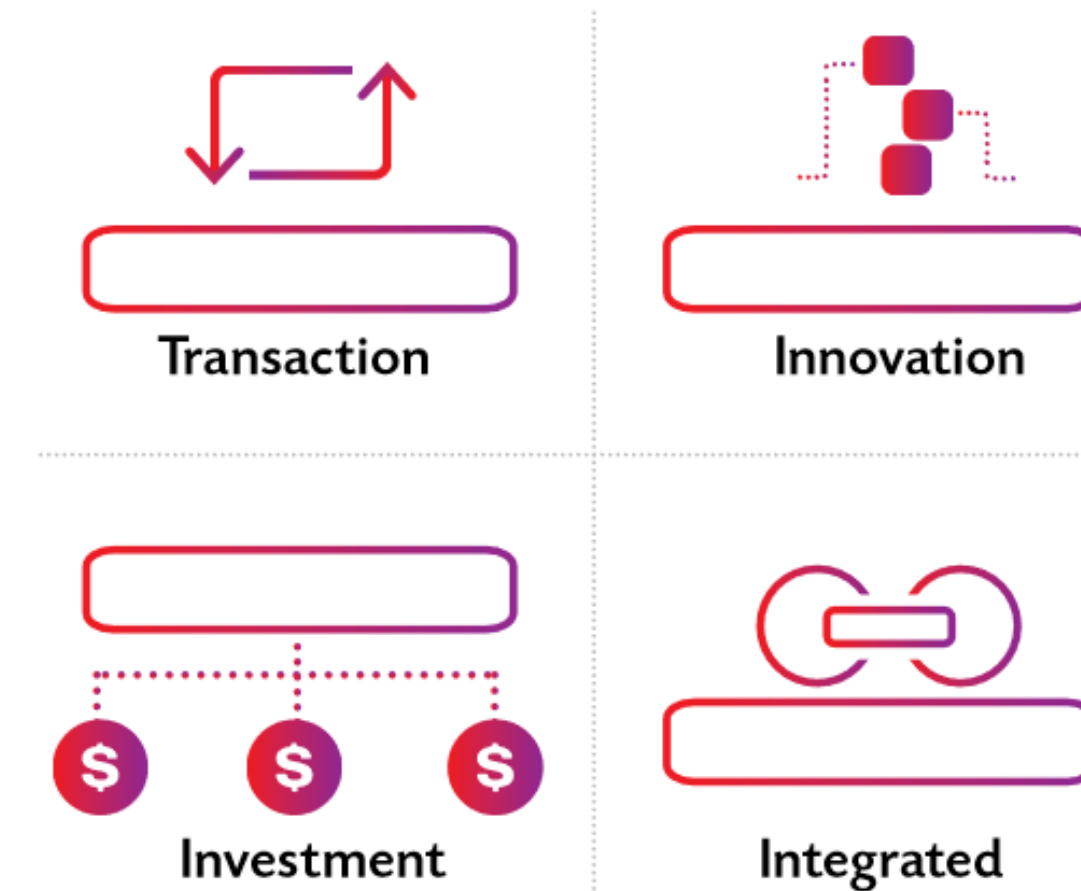


1. Producer role distinct from platform
2. Platform curates, controls movement
3. Value flow is network matching

La creación de valor en la plataforma (cont.)

- ❑ From resource control to resource orchestration
- ❑ From internal optimization to external interaction
- ❑ From focus on customer value to focus on ecosystem value

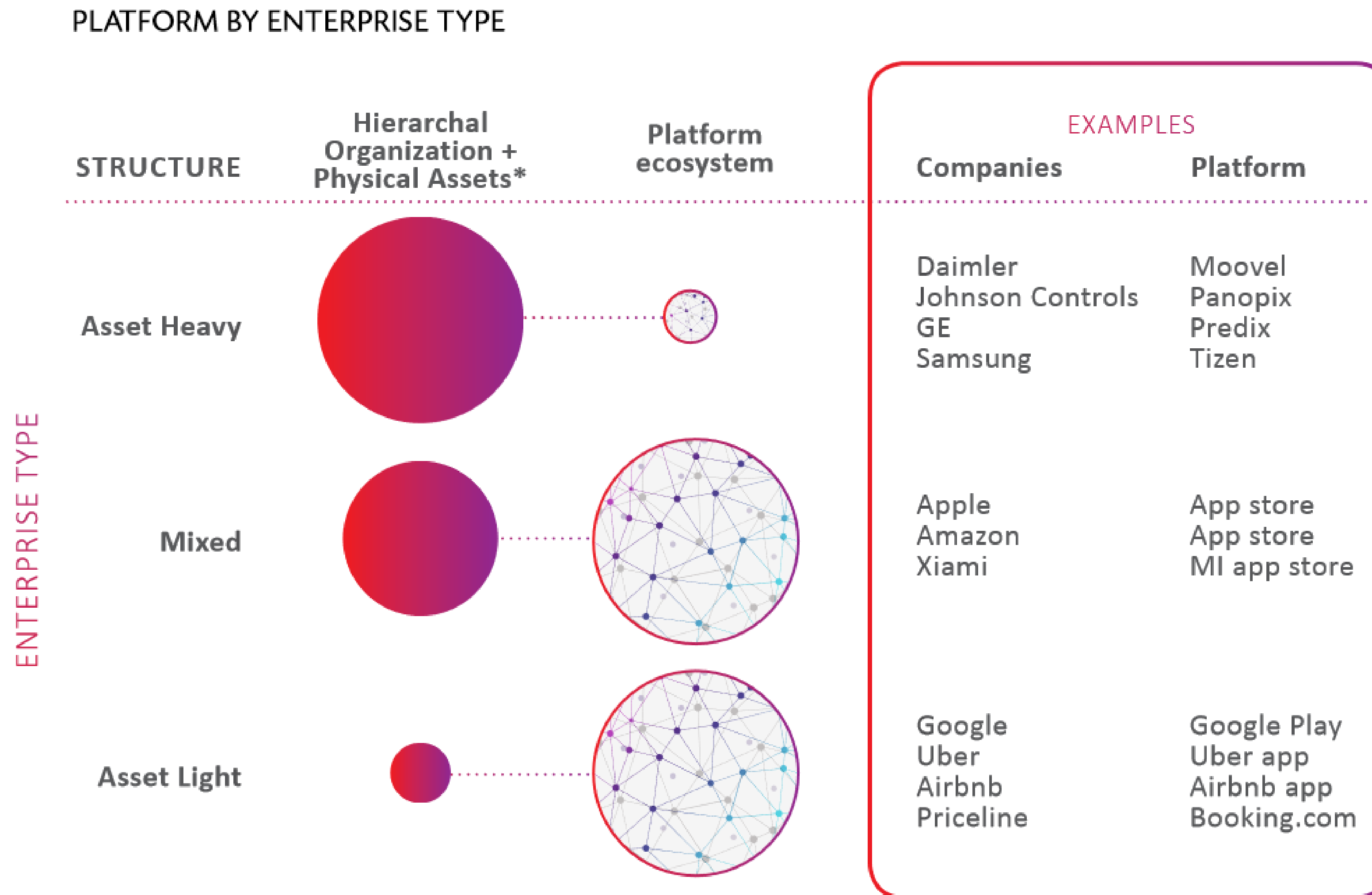
PLATFORM TYPES



Key Functions

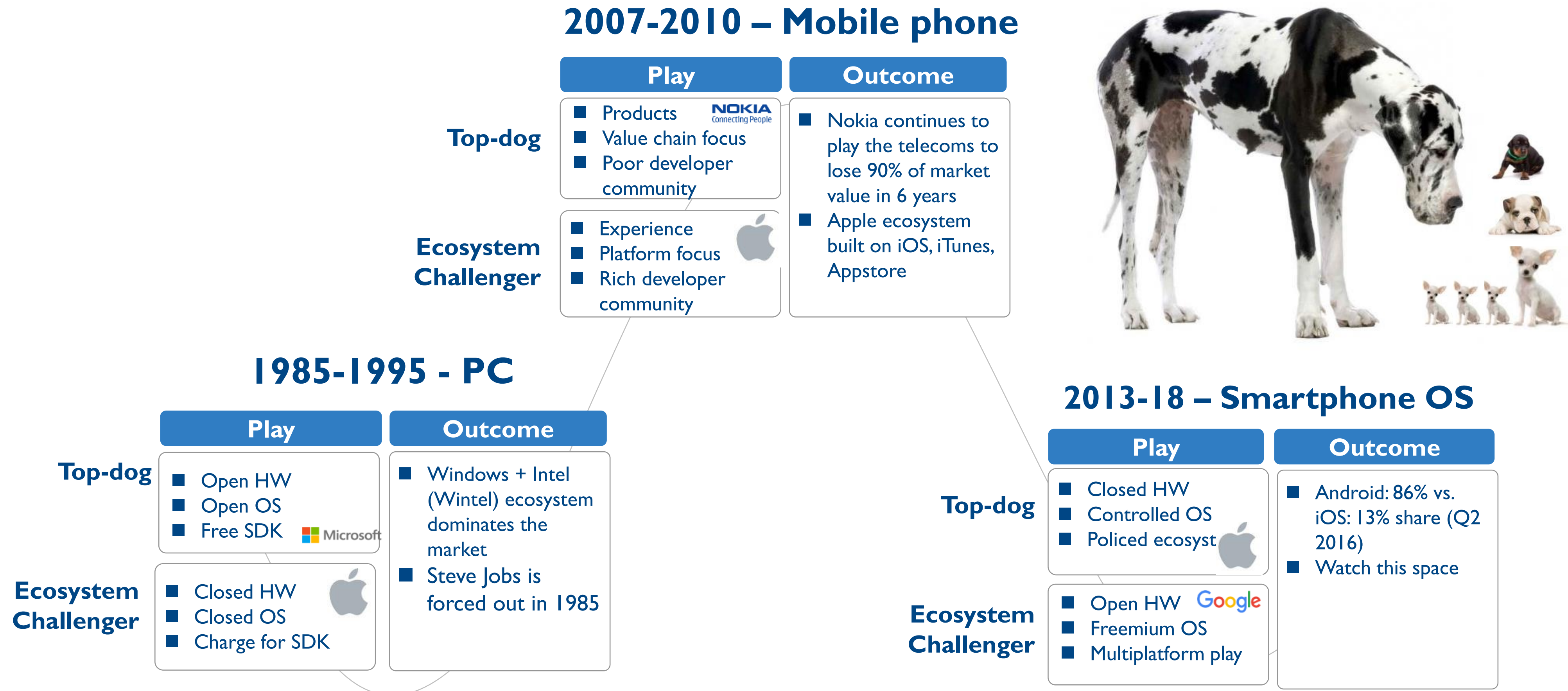
- Matching
- Interaction
- Complements
- Ecosystem

También hay plataformas en los sectores industriales



SOURCE: Global Platform Survey, The Center for Global Enterprise, 2015

Los ecosistemas, ni son nuevos ni fáciles



The device game has become an ecosystem game orchestrated by platforms

Ecosistemas: objetivos comunes, gobierno y confianza

Decide what you want up front...

- **Tip 1:** Be clear about what objectives you want to achieve from your innovation ecosystem
- **Tip 2:** Use these objectives to guide you to the right collaborator
- **Tip 3:** Agree, together, what each partner gets out of the relationship

...work together productively...

- **Tip 4:** Don't expect results straightaway
- **Tip 5:** Focus on transferring people and expertise through a sustainable flow of deals rather than big license fees
- **Tip 6:** Know when to exit when the relationship is no longer beneficial

An effective innovation ecosystem

- **Tip 7:** Agree some "ground rules" up front about how to work together, especially around who "owns" the IP
- **Tip 8:** Ensure that your collaborators have good IP management processes in place
- **Tip 9:** Ensure that you and your collaborators are following the processes
- **Tip 10:** Repeat as above!

...but don't forget the importance of IP management

Un ejemplo: el ecosistema de la baterías

Relevant patents
 $n = 25,567$

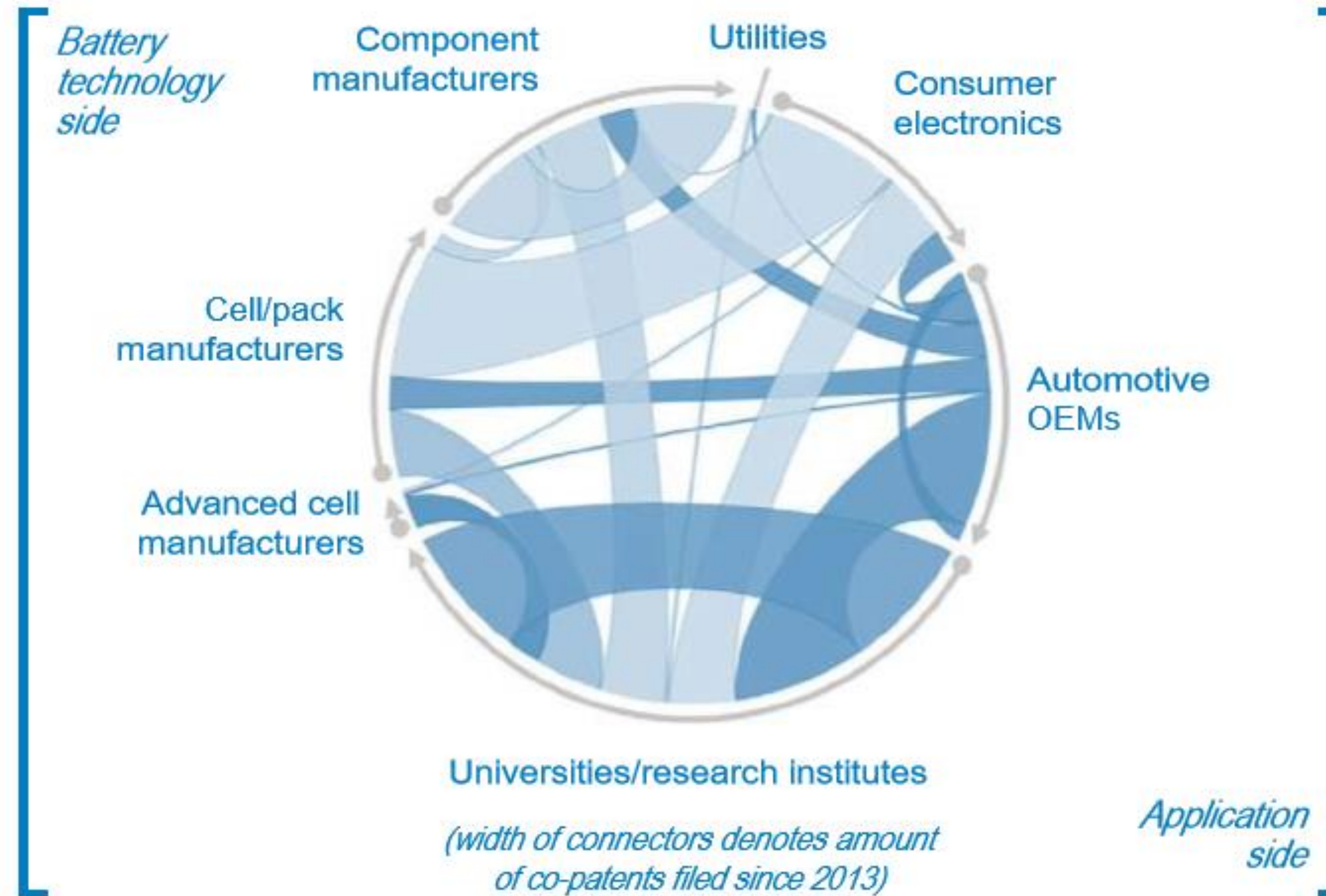


Figure 1: Co-owning of patents between sectors (filed 2013–2017)

Crowdsourcing: el poder de las ideas

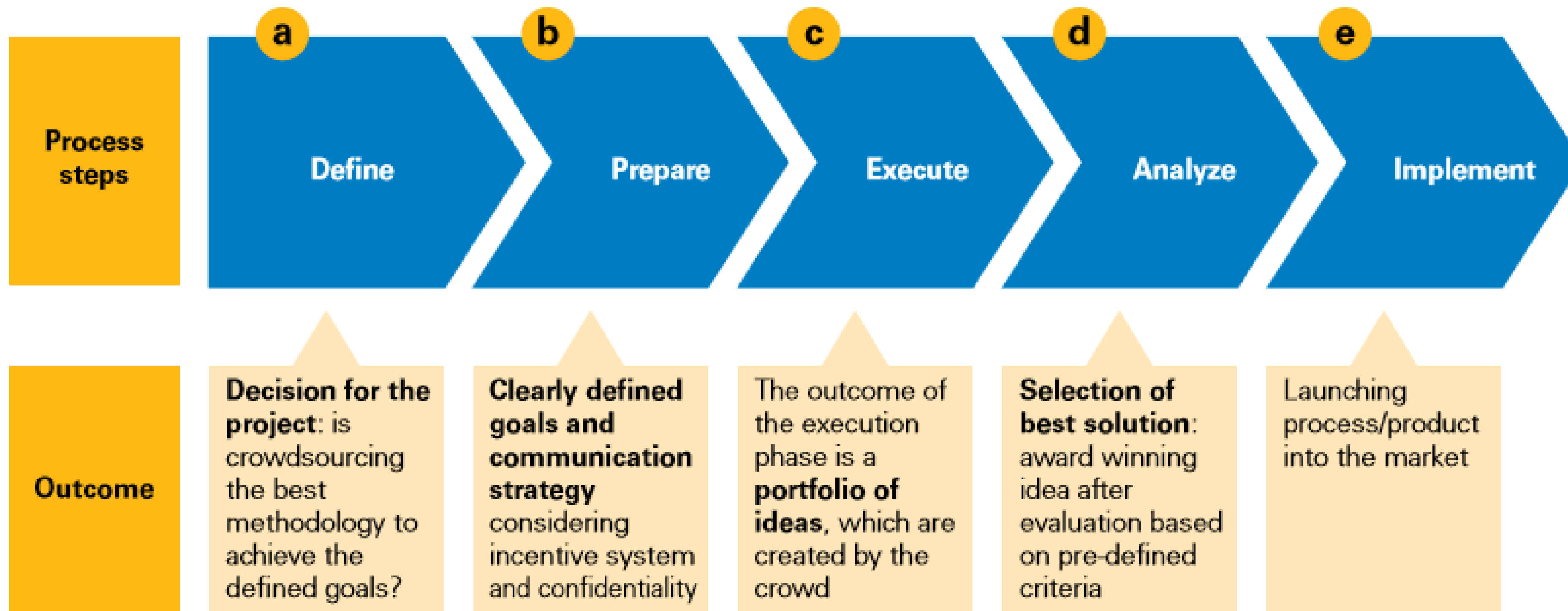


Table 3 Crowd innovation process overview

Source: Arthur D. Little analysis

¿Pueden hacer algo las compañías tradicionales?

IMPLICATIONS FOR PRODUCT/SERVICE FIRMS

- Know where you are in relation to platforms: provider, partner, potential partner, competitor.
 - Assess your data assets; create a data strategy
- Invest in Governance to attract partners and their investments

Conclusión: Hacen falta nuevos principios

Principle 1

Constant evolution and adaption

- Explore and produce **new forms of value**
- Encourage new **users interactions**
- **Be flexible** and **adapt**

Principle 2

Win-Win play is key for node survival

- Always **reward value** created for users
- **Incentivize** fair and mutually satisfactory **interactions**

Principle 3

Simplicity, transparency, trust

- **Build trust** to succeed and survive
- **Transparency and openness** in all interactions
- **Simplicity** wins

Principle 4

Follow value – not status

- **Recognize status quo is continuously challenged**
- **Create value outside** to protect value inside

y una nueva agenda estratégica

1. Examine strategic choices (new connectivity platform ... or beyond)
2. Create a **strategic framework** to reposition the Company
3. Assess ecosystem potential by industry and market - Select a manageable number
4. Identify and **assess strategic opportunities** (short/mid/long term)
5. Define your role in the ecosystem- and your key partners
6. Plan a **phased approach** contemplating initial positioning, learning and scaling up
7. **Anticipate** the evolution of ecosystems – And adapt

La disrupción en el pasado: mejorar la eficiencia del proceso

amazon

NETFLIX

Apple iTunes

BORDERS®



<http://articles.latimes.com/2013/nov/06/entertainment/la-et-mn-blockbuster-video-stores-closing-20131106>

Walmart 

Pathway to disruption: online pipes' superior marginal economics of production & distribution

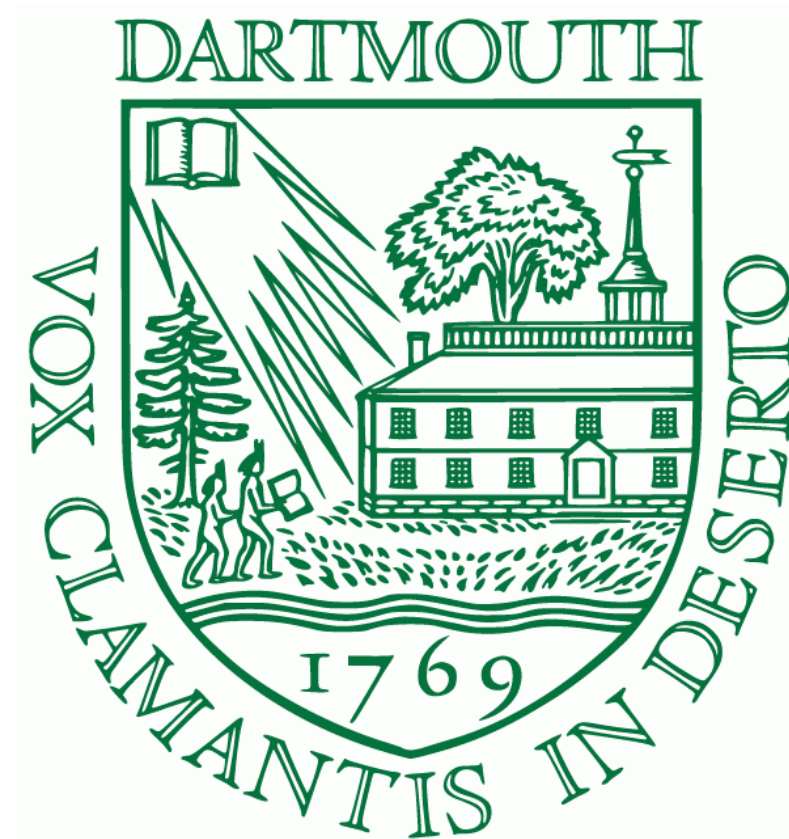
Siempre hay un camino para la disrupción

The logo for Hyatt, featuring the word "HYATT" in a dark blue, serif font. A red, curved swoosh underline is positioned beneath the letters "Y", "A", and "T".The logo for Marriott, consisting of a red circular icon with a white stylized 'M' shape inside, positioned above the word "Marriott" in a red, serif font.The logo for Hilton, featuring a blue circular icon with a white stylized 'H' shape inside, positioned above the word "Hilton" in a blue, serif font.The logo for Airbnb, featuring the word "airbnb" in a blue, rounded, lowercase script font with a white outline and a drop shadow effect.

Path: Low cost new supply; fixed costs covered, low variable costs

Problem Solved: Trust/Insurance

Siempre hay un camino para la disrupción



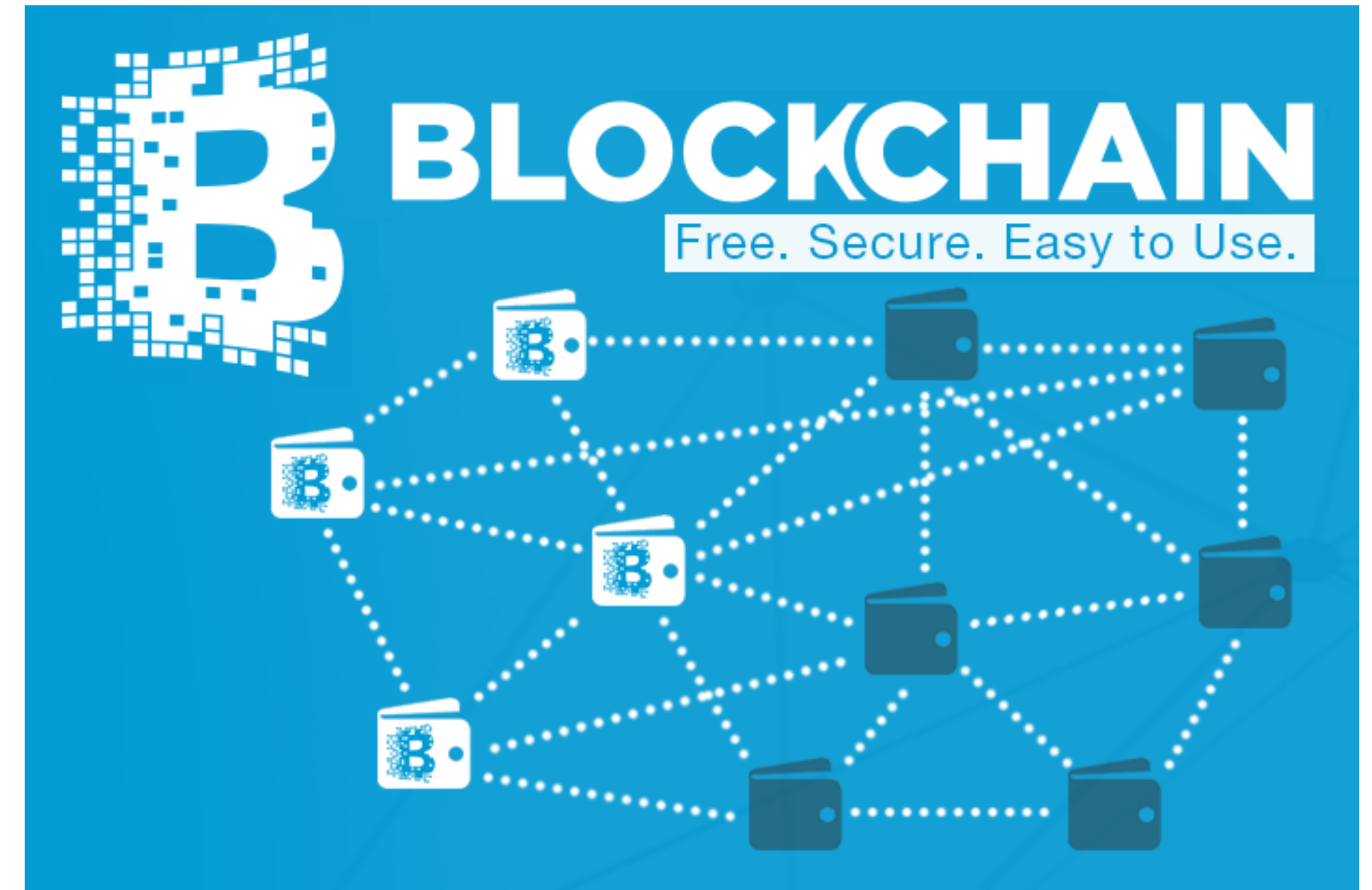
Path: New Supply; Break the Bundle.

Problem To Solve: Certification

¿Cuál será el siguiente sector?

*legal*zoom®

eden
mccallum



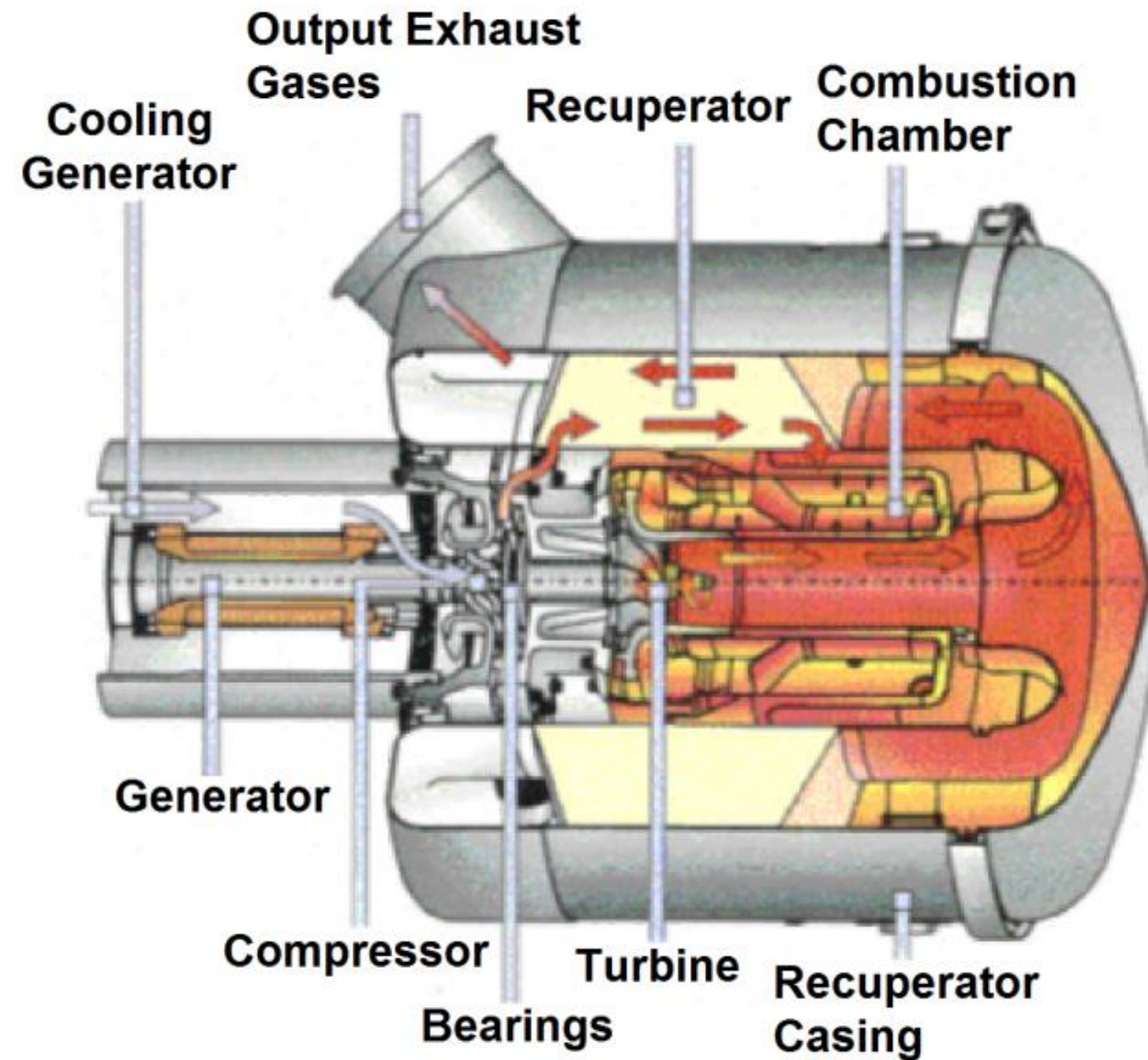
<http://apptology.com/blog/tag/blockchain/>

Path: Bypass Gatekeepers.

Problem To Solve: Regulatory Restrictions

¿Cuál será el siguiente sector?

Distributed Energy Resources



<http://www.intechopen.com/books/progress-in-gas-turbine-performance/micro-gas-turbine-engine-a-review>



<https://www.tesla.com/powerwall>

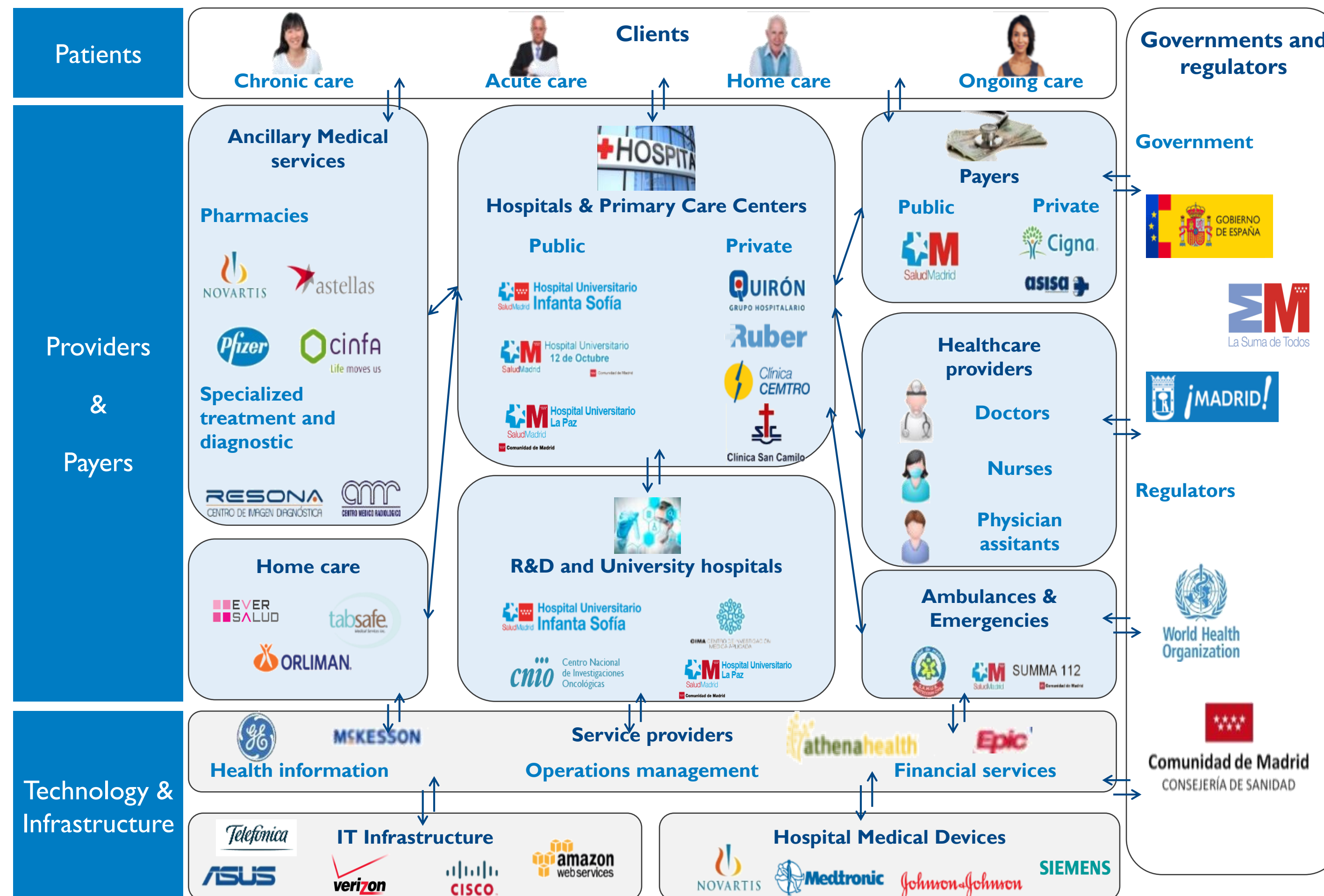


<http://www.siliconvalley.com/2015/02/25/solarcity-and-google-partner-on-750-million-solar-fund-largest-of-its-kind/>

Path: New Supply; Market Aggregation.
Problems To Solve: Regulations

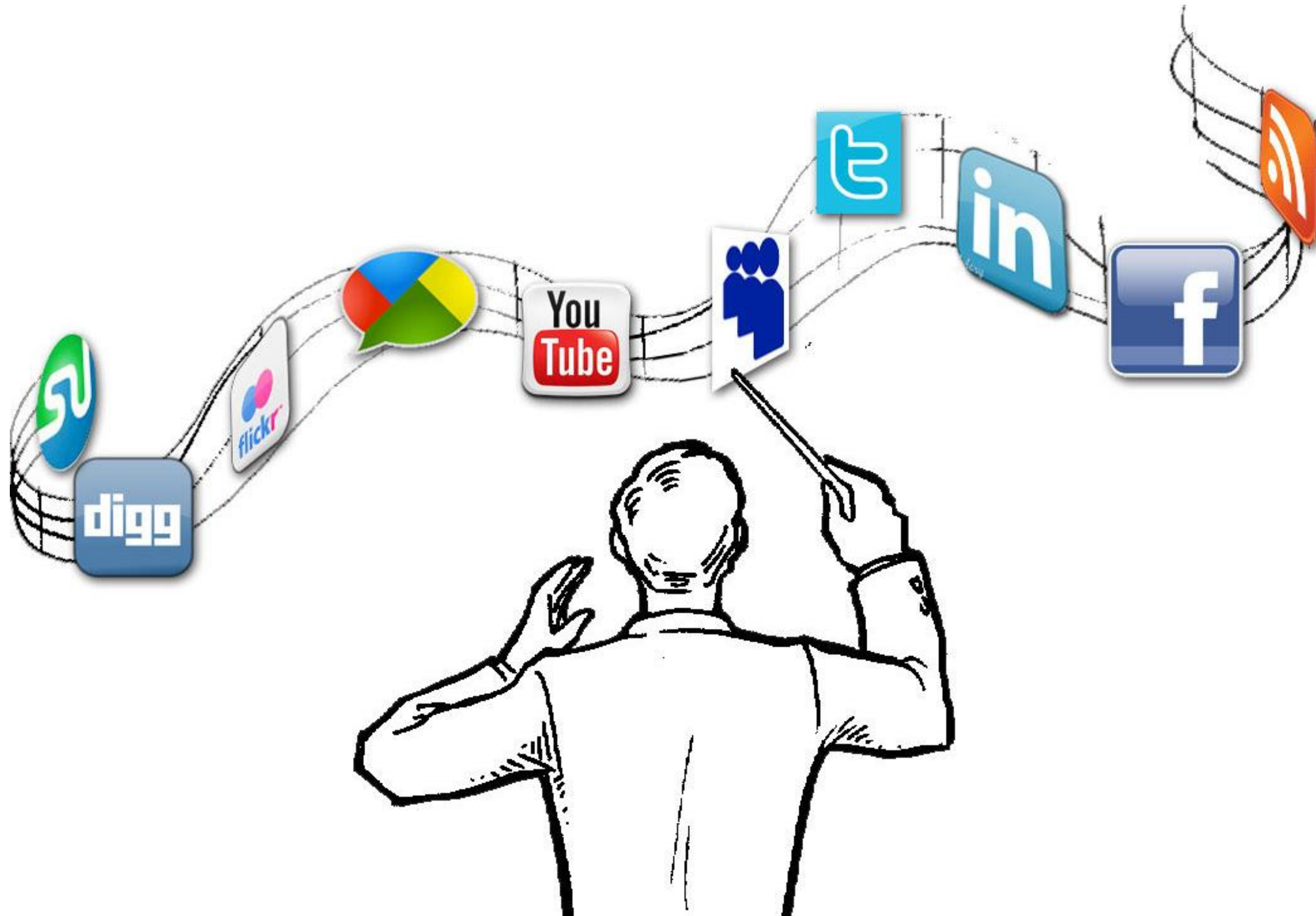
¿Cuál será el siguiente sector?

The healthcare ecosystem has characteristics for a major digital transformation



- ① Highly fragmented
- ② Information intensive
- ③ Information asymmetries
- ④ High failure costs
- ⑤ Highly regulated

Why Now? New Behavior





Emma
Fernández

Gracias

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