

Estratègia, Tecnologia i Globalització: Escenaris de Futur

Xavier Ferràs, 23/06/20

Do Good. Do Better.

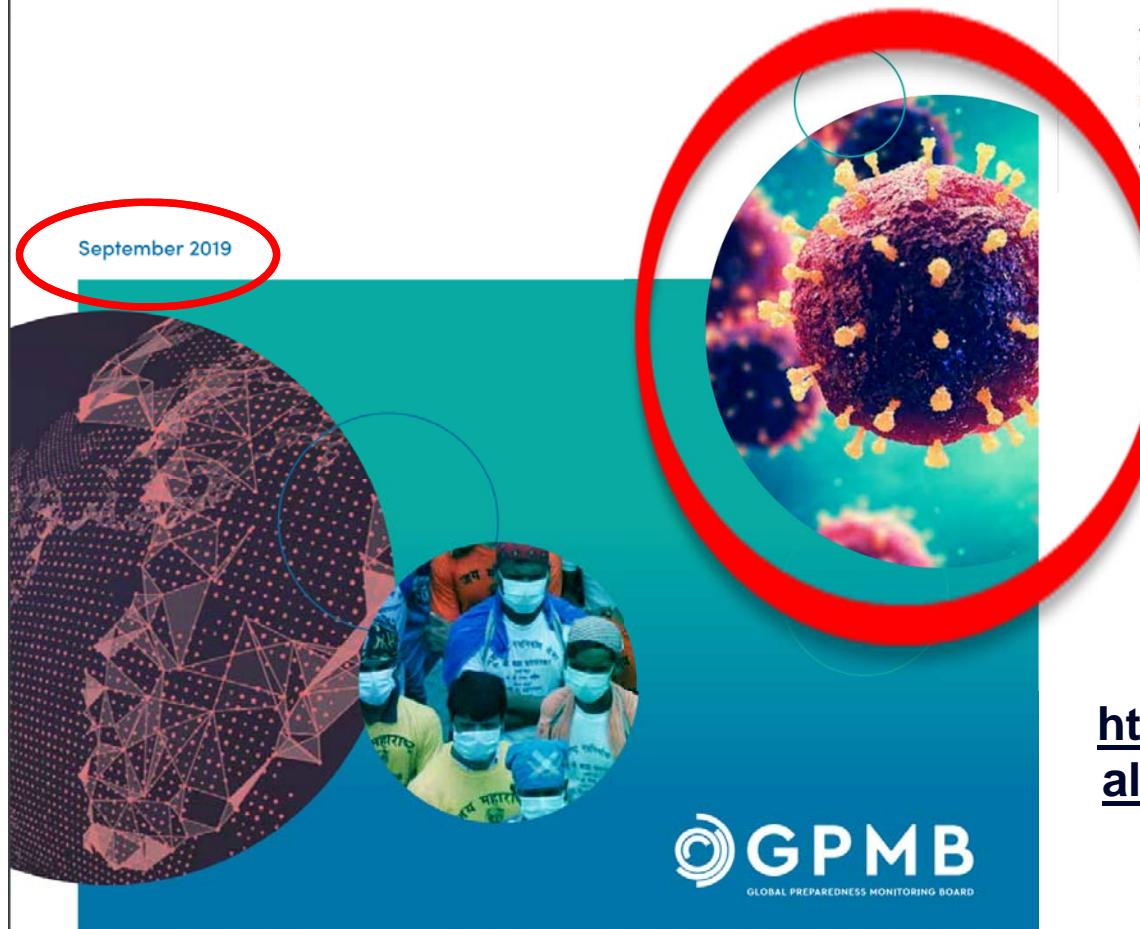
#1 Repensar la Ciència

Alertes iniciais

A WORLD AT RISK

Annual report on global preparedness
for health emergencies

Global Preparedness Monitoring Board



FOREWORD



H.E. Dr Gro Harlem
Brundtland

Co-Chair
Former Prime Minister of
Norway and former WHO
Director-General



Mr Elhadj As Sy

Co-Chair
Secretary-General of the
International Federation of Red
Cross and Red Crescent Societies

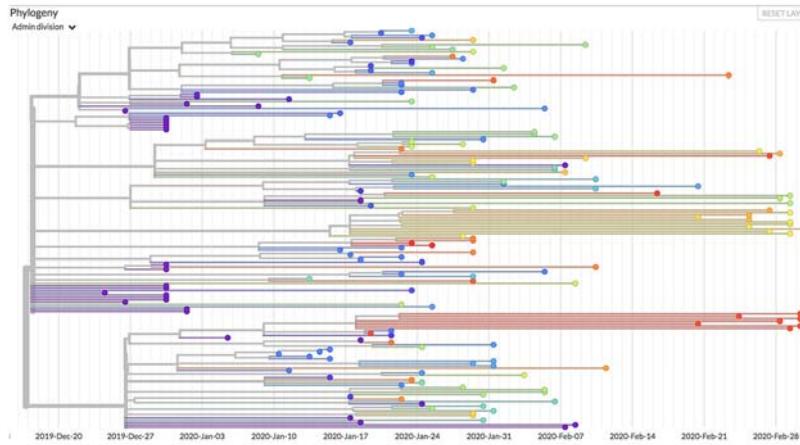
While disease has always been part of the human experience, a combination of global trends, including insecurity and extreme weather, has heightened the risk. Disease thrives in disorder and has taken advantage--outbreaks have been on the rise for the past several decades and the spectre of a global health emergency looms large. If it is true to say "what's past is prologue", then there is a very real threat of a rapidly moving, highly lethal pandemic of a respiratory pathogen killing 50 to 80 million people and wiping out nearly 5% of the world's economy. A global pandemic on that scale would be catastrophic, creating widespread havoc, instability and insecurity. The world is not prepared.

"Then there is a very real threat of a rapidly moving, highly lethal pandemic of a respiratory pathogen killing 50 to 80 million people and wiping out nearly 5% of the world's economy. A global pandemic on that scale would be catastrophic, creating widespread havoc, instability and insecurity. The world is not prepared"

https://apps.who.int/gpmb/assets/annual_report/GPMB_Annual_Report_English.pdf

#2 Repensar la Tecnología

Cooperation, Coordination, Communication



<https://www.brookings.edu/blog/techtank/2020/04/13/combating-covid-19-lessons-from-south-korea/>

TECHTANK

Combating COVID-19: Lessons from South Korea

Michael J. Ahn · Monday, April 13, 2020

TECHTANK

#2 Repensar la Tecnología

The importance of Advanced Manufacturing facilities

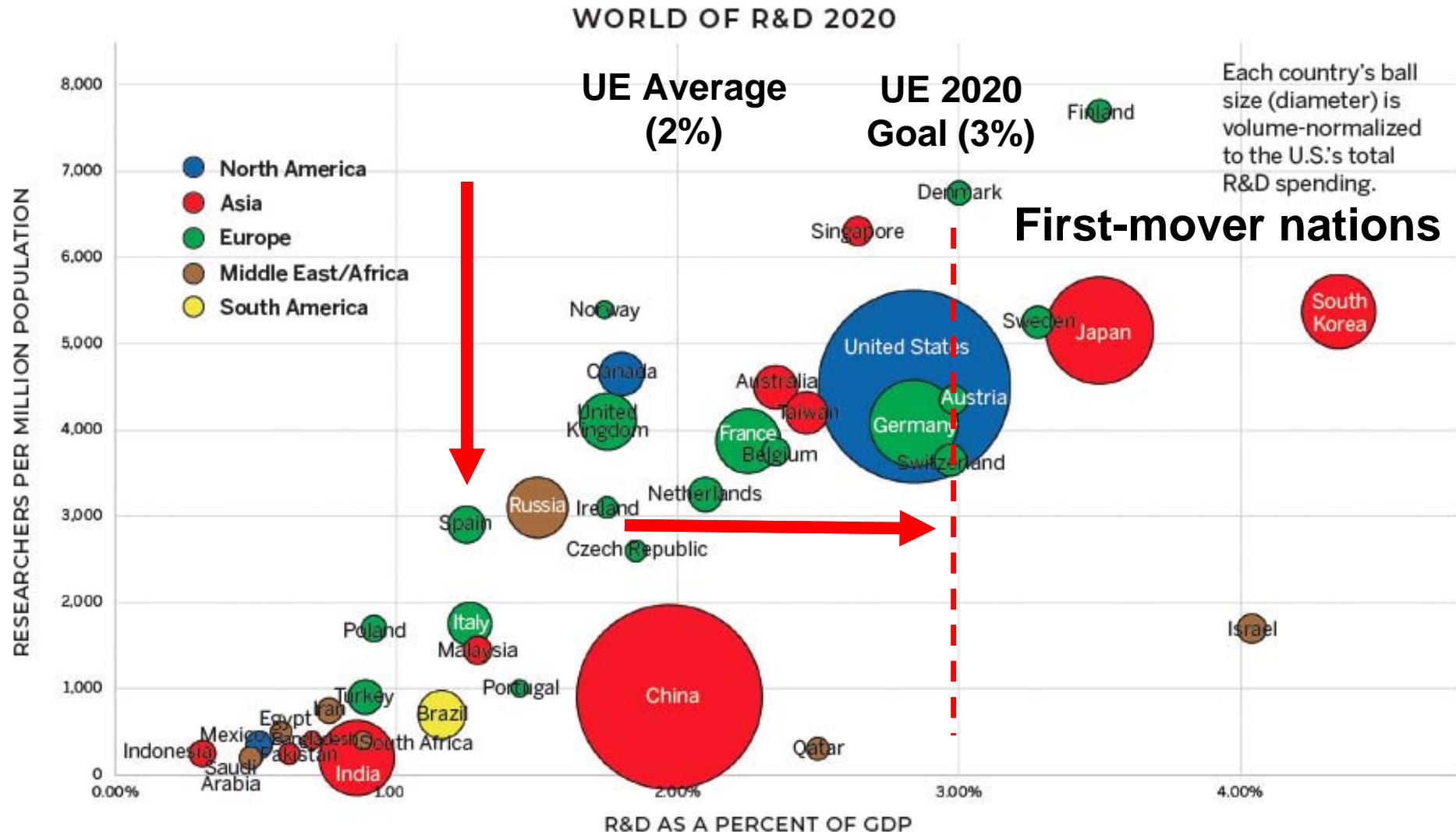


3D printers fabricate emergency valves for ventilators to keep coronavirus patients breathing

**3D printers fabricate emergency valves for ventilators to keep
coronavirus patients breathing**

#3 Repensar la Competitivitat

Global Competition is about Technology



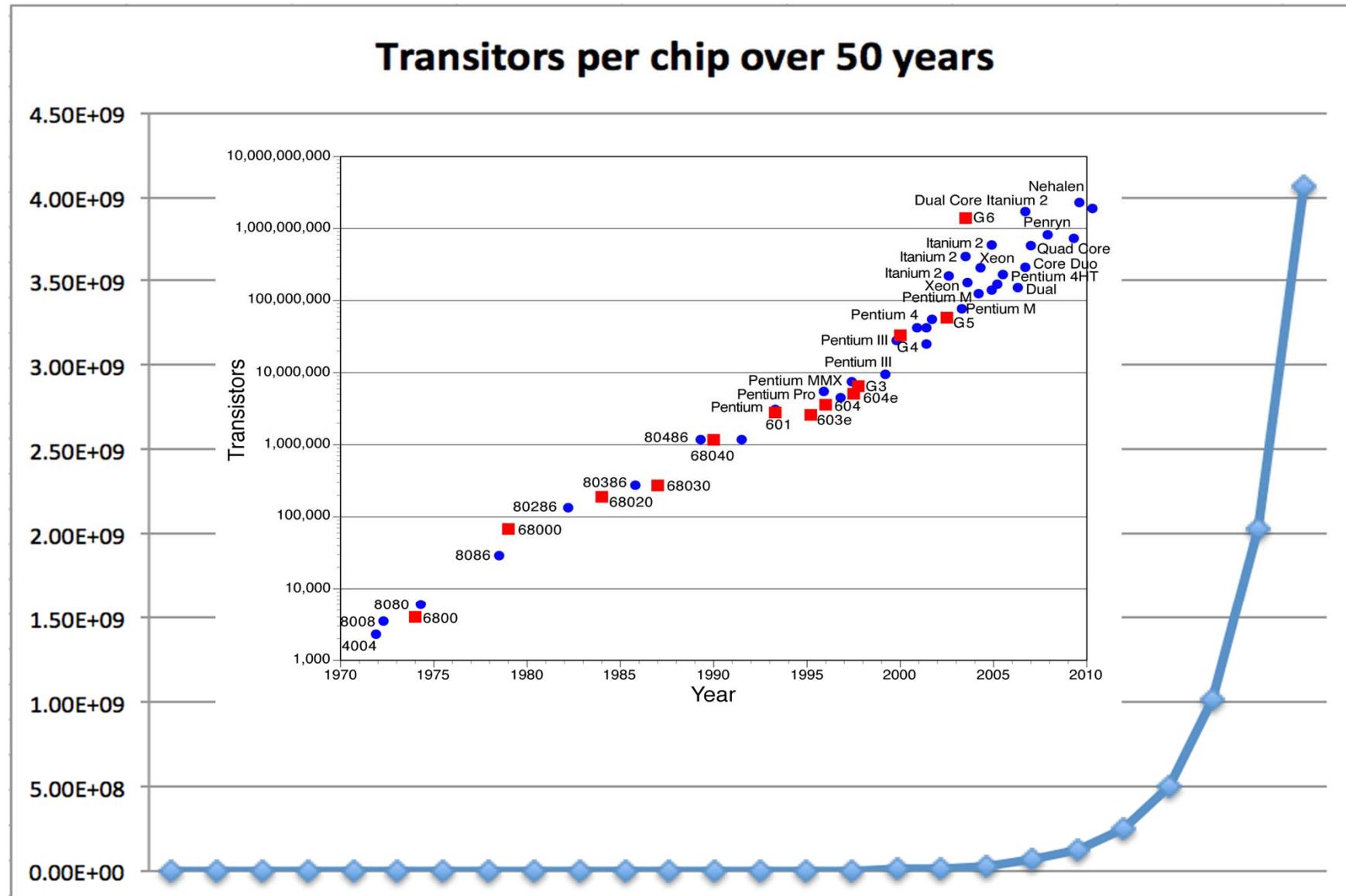
#4 Repensar la Globalització

From Supply Chains (SCM) to Superclusters Management (SCM)

Top 100 cluster rankings

| Rank | Cluster name | Economy | PCT applications | Scientific publications | Share of total PCT filings, % | Share of total pubs, % | Total | Rank 2012-16 | Rank change |
|------|------------------------------|---------|------------------|-------------------------|-------------------------------|------------------------|-------|--------------|-------------|
| 1 | Tokyo-Yokohama | JP | 108,973 | 144,559 | 10.90 | 1.72 | 12.62 | 1 | - |
| 2 | Shenzhen-Hong Kong | CN/HK | 55,433 | 45,393 | 5.54 | 0.54 | 6.08 | 2 | - |
| 3 | Seoul | KR | 39,545 | 136,654 | 3.95 | 1.63 | 5.58 | 3 | - |
| 4 | Beijing | CN | 23,014 | 222,668 | 2.30 | 2.65 | 4.95 | 5 | 1 |
| 5 | San Jose-San Francisco, CA | US | 38,399 | 88,243 | 3.84 | 1.05 | 4.89 | 4 | -1 |
| 6 | Osaka-Kobe-Kyoto | JP | 28,027 | 67,127 | 2.80 | 0.80 | 3.60 | 6 | - |
| 7 | Boston-Cambridge, MA | US | 14,364 | 120,404 | 1.44 | 1.43 | 2.87 | 7 | - |
| 8 | New York City, NY | US | 12,329 | 133,195 | 1.23 | 1.59 | 2.82 | 8 | - |
| 9 | Paris | FR | 13,426 | 94,982 | 1.34 | 1.13 | 2.47 | 9 | - |
| 10 | San Diego, CA | US | 19,280 | 34,403 | 1.93 | 0.41 | 2.34 | 10 | - |
| 11 | Shanghai | CN | 8,736 | 114,395 | 0.87 | 1.36 | 2.24 | 12 | 1 |
| 12 | Nagoya | JP | 19,370 | 23,705 | 1.94 | 0.28 | 2.22 | 11 | -1 |
| 13 | Washington, DC-Baltimore, MD | US | 4,498 | 117,623 | 0.45 | 1.40 | 1.85 | 13 | - |
| 14 | Los Angeles, CA | US | 9,398 | 68,337 | 0.94 | 0.81 | 1.75 | 14 | - |
| 15 | London | GB | 4,070 | 107,131 | 0.41 | 1.28 | 1.68 | 15 | - |
| 16 | Houston, TX | US | 10,681 | 49,969 | 1.07 | 0.59 | 1.66 | 16 | - |
| 17 | Seattle, WA | US | 10,773 | 33,796 | 1.08 | 0.40 | 1.48 | 18 | 1 |
| 18 | Amsterdam-Rotterdam | NL | 4,491 | 78,994 | 0.45 | 0.94 | 1.39 | 17 | -1 |
| 19 | Chicago, IL | US | 6,455 | 55,718 | 0.65 | 0.66 | 1.31 | 19 | - |
| 20 | Cologne | DE | 7,374 | 43,621 | 0.74 | 0.52 | 1.26 | 20 | - |
| 21 | Guangzhou | CN | 4,029 | 59,762 | 0.40 | 0.71 | 1.11 | 32 | 11 |
| 22 | Daejeon | KR | 7,699 | 25,689 | 0.77 | 0.31 | 1.08 | 23 | 1 |
| 23 | Tel Aviv-Jerusalem | IL | 6,950 | 30,971 | 0.70 | 0.37 | 1.06 | 22 | -1 |
| 24 | Munich | DE | 6,833 | 30,764 | 0.68 | 0.37 | 1.05 | 24 | - |
| 25 | Nanjing | CN | 1,440 | 75,749 | 0.14 | 0.90 | 1.05 | 27 | 2 |
| 26 | Stuttgart | DE | 8,261 | 18,347 | 0.83 | 0.22 | 1.04 | 21 | -5 |
| 27 | Minneapolis, MN | US | 6,438 | 24,878 | 0.64 | 0.30 | 0.94 | 25 | -2 |
| 28 | Singapore | SG | 3,899 | 44,988 | 0.39 | 0.54 | 0.93 | 28 | - |
| 29 | Philadelphia, PA | US | 3,176 | 50,014 | 0.32 | 0.60 | 0.91 | 26 | -3 |
| 30 | Hangzhou | CN | 3,773 | 44,950 | 0.38 | 0.54 | 0.91 | 41 | 11 |

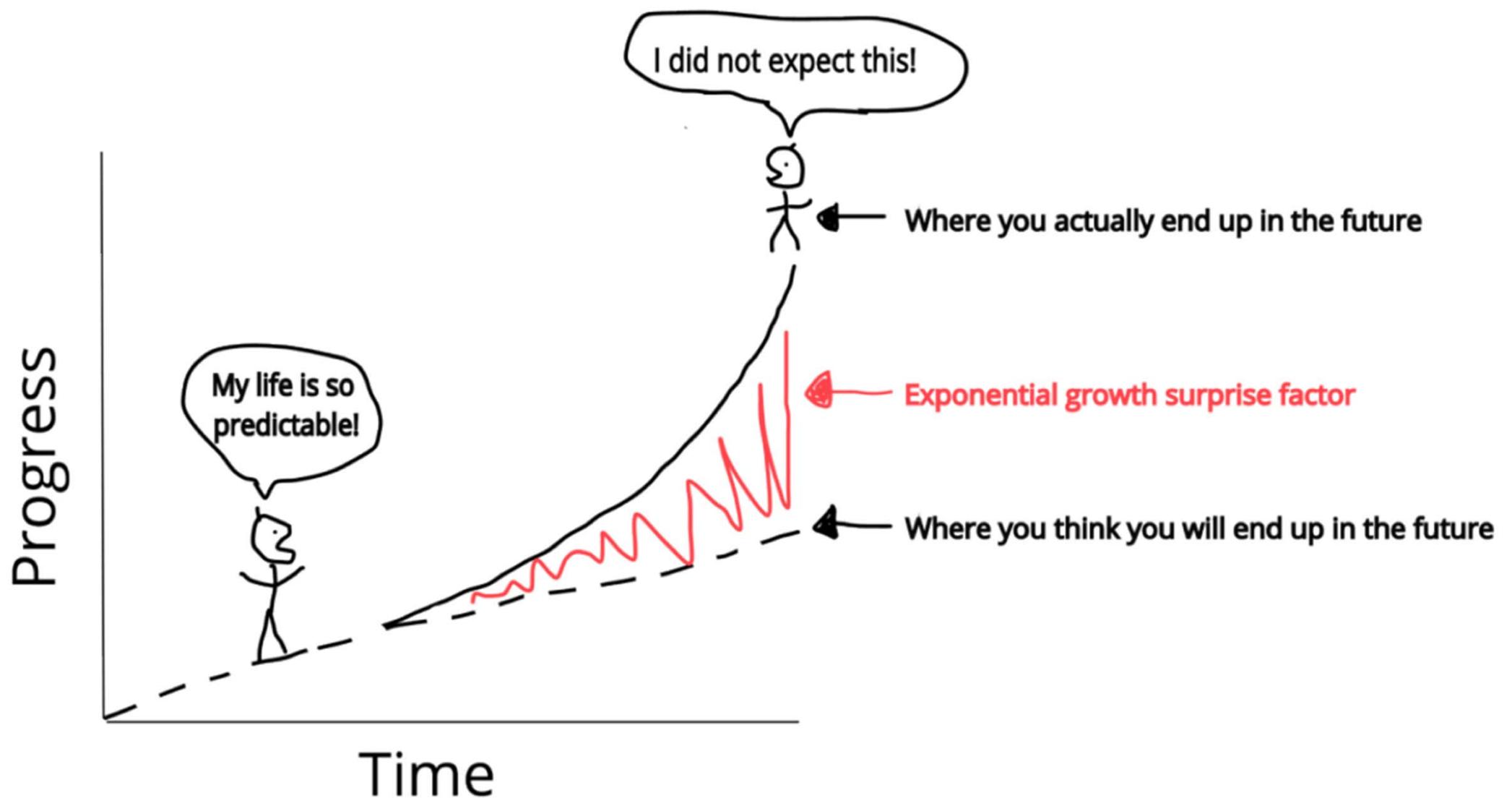
#5 Transformació digital





<https://www.bsc.es/>

#6 Competir en la incertesa

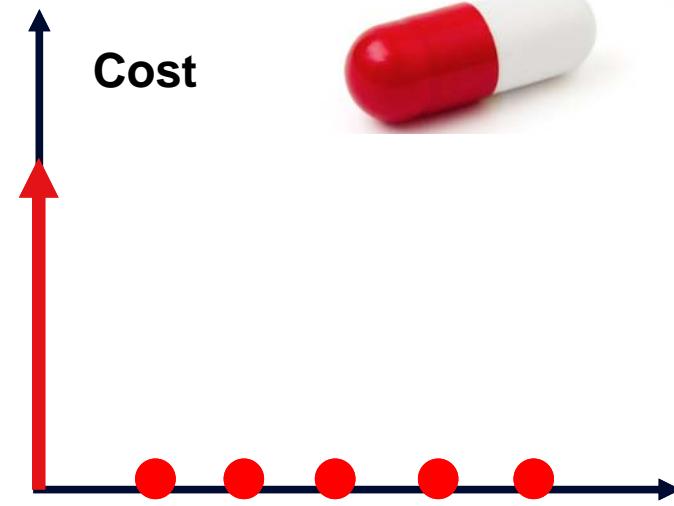
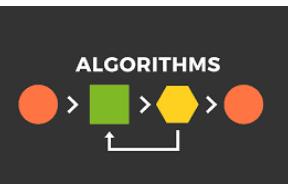
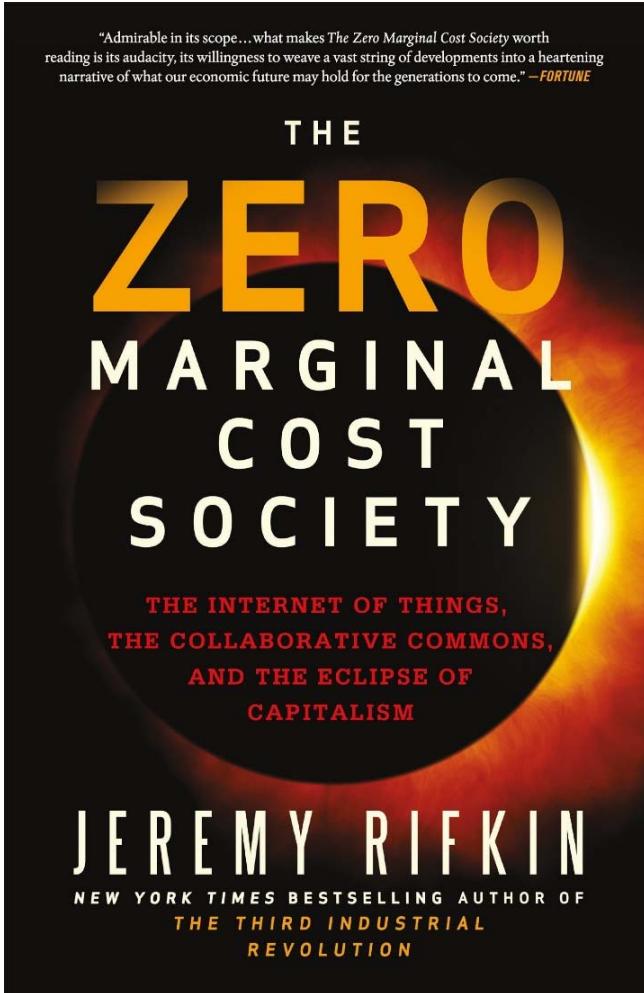


*Competing in a **VUCA**
environment.*

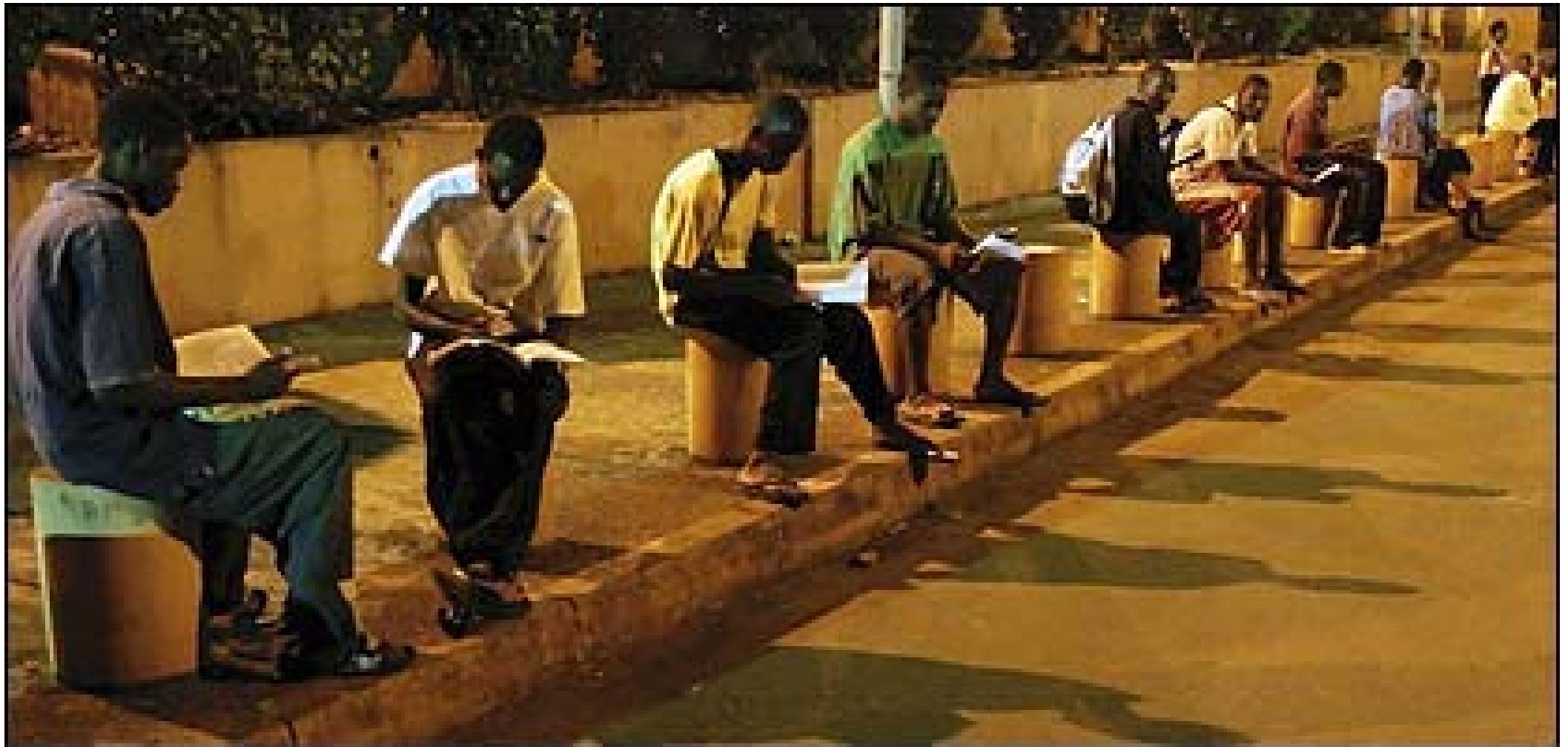
(Volatility, Uncertainty, Complexity, Ambiguity)

VOLÁTIL, INCIERTO, COMPLEJO Y AMBIGUO

**DE LA PLANIFICACIÓN ESTRATÉGICA A LA ADAPTACIÓN
ESTRATÉGICA**



Value is concentrated in the original point (R&D). Who controls the point zero, controls the entire business



Source: Paul Romer, Nobel Prize



Are the structures of power changing, if
information is abundant?

Resultats: Disrupció Total

Created by



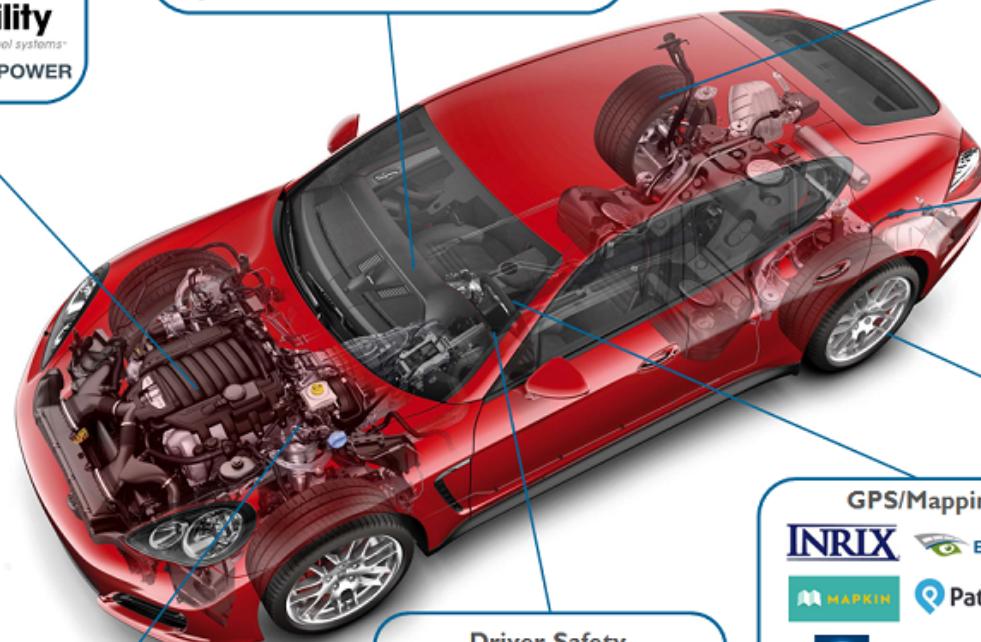
www.cbinsights.com



Google



TESLA



Uber

Resultats: Disrupció Total



La paradoxa de la innovació



amazon

SONY



Google

Disney

NETFLIX



Marriott



Explotar i explorar



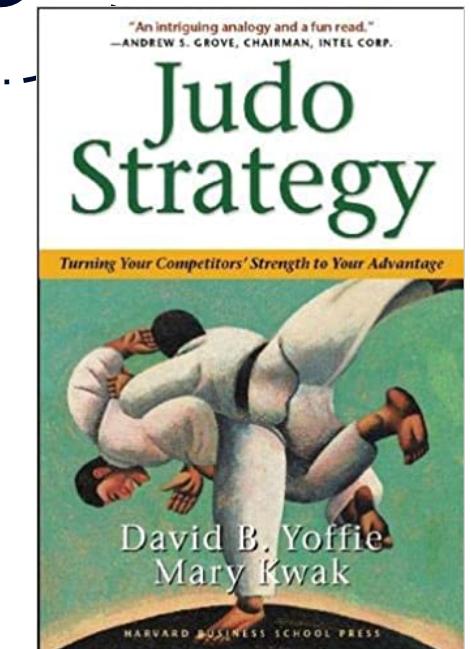
Exploitation



Centro de gravedad estable (competencias clave – mejora continua- búsqueda de la excelencia)

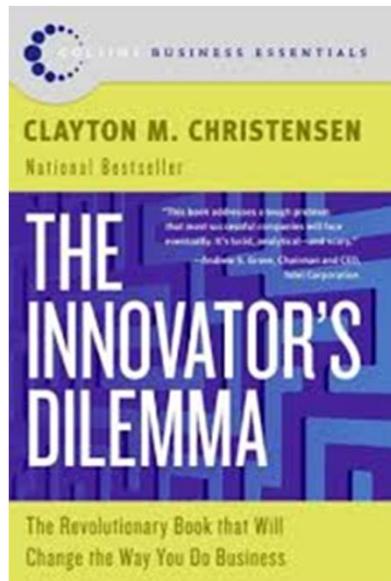
Exploration

Experimentación –
Planteamiento de
hipótesis- **PIVOT** hacia
otras áreas



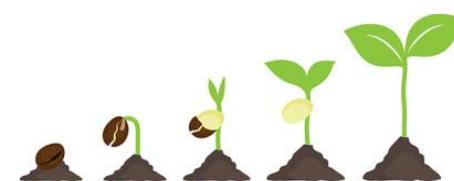
El dilemma de l'innovador

Imagine that you are a carmaking big brand. How do we divide our R&D budget between electric vehicle research (EV) or combustion engine improvement (CE)?



| | CE | EV |
|------------|------|------|
| Strategy 1 | 100% | 0% |
| Strategy 2 | 0% | 100% |
| Strategy 3 | 50% | 50% |
| Strategy 4 | 95% | 5% |

Venture capital mindset



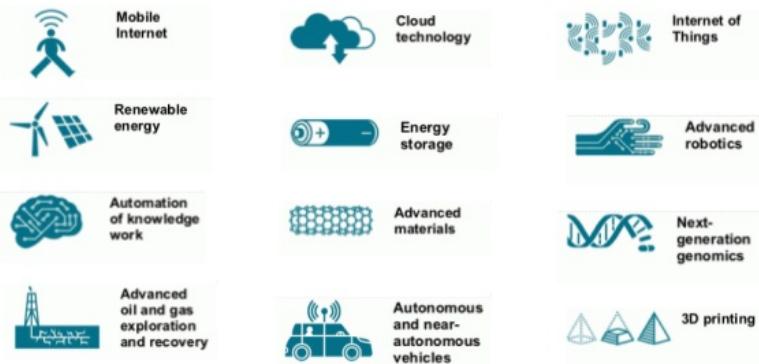
Hackejant la nostra organització

Hacking your organization

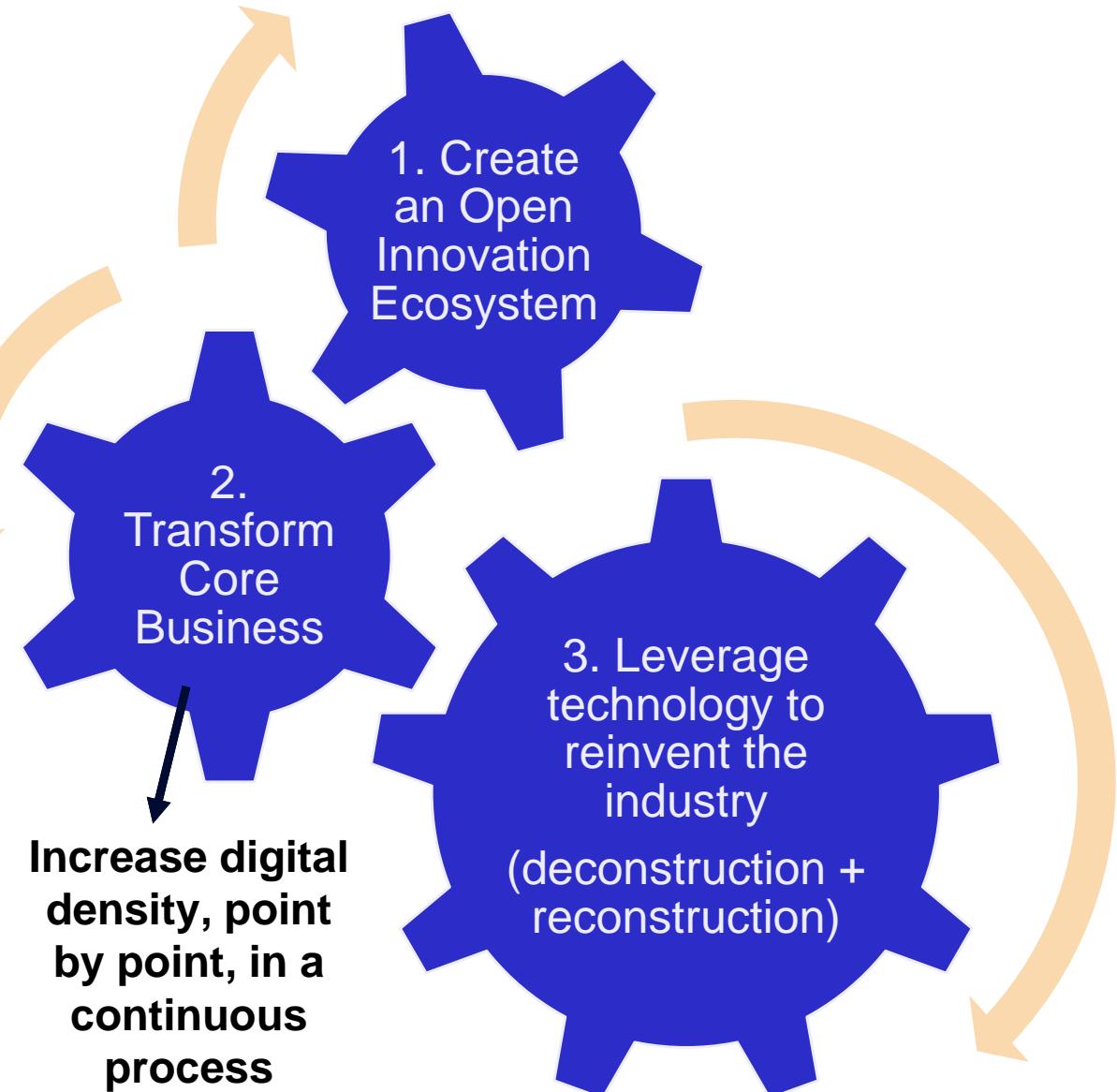
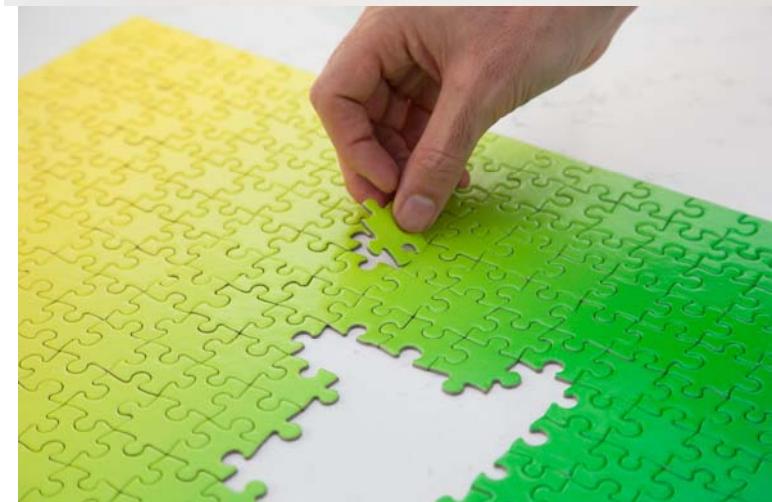
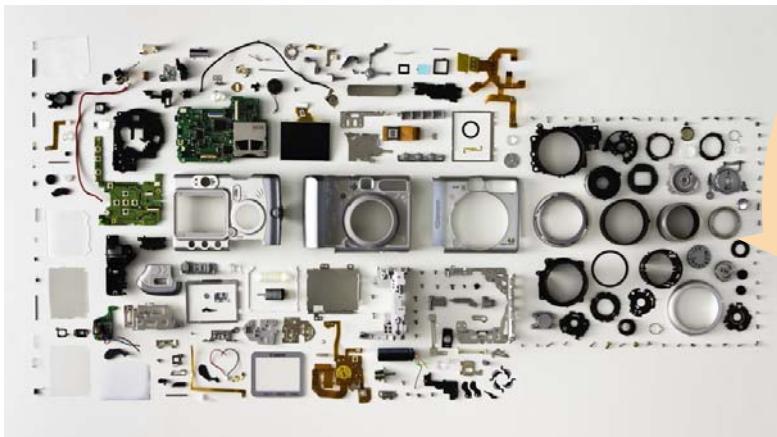
Can you design the startup that might kill your
company through deep tech?

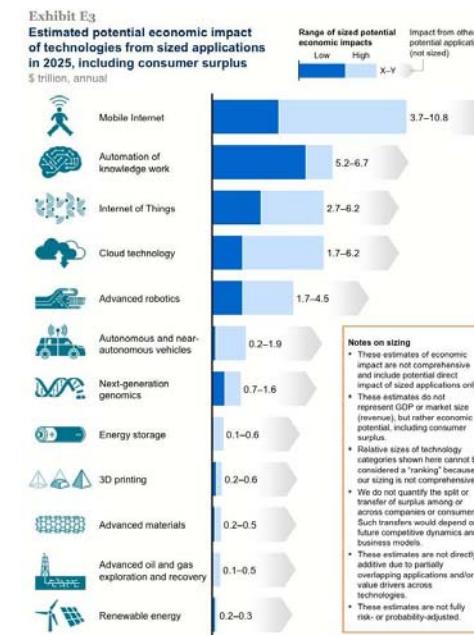
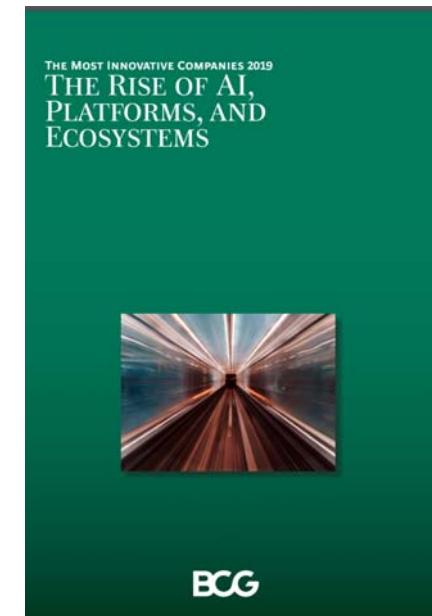
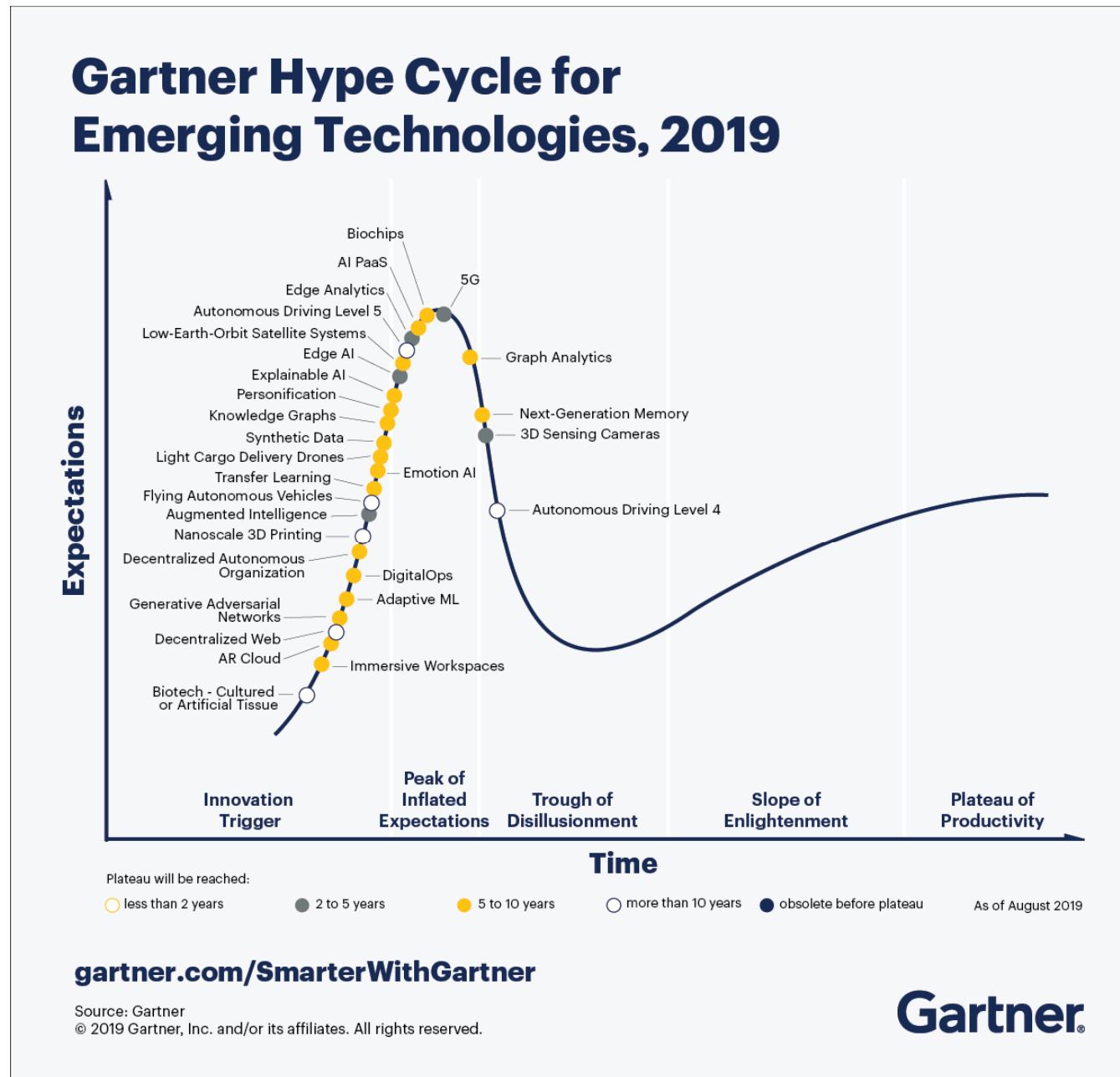
What attributes should this startup have?



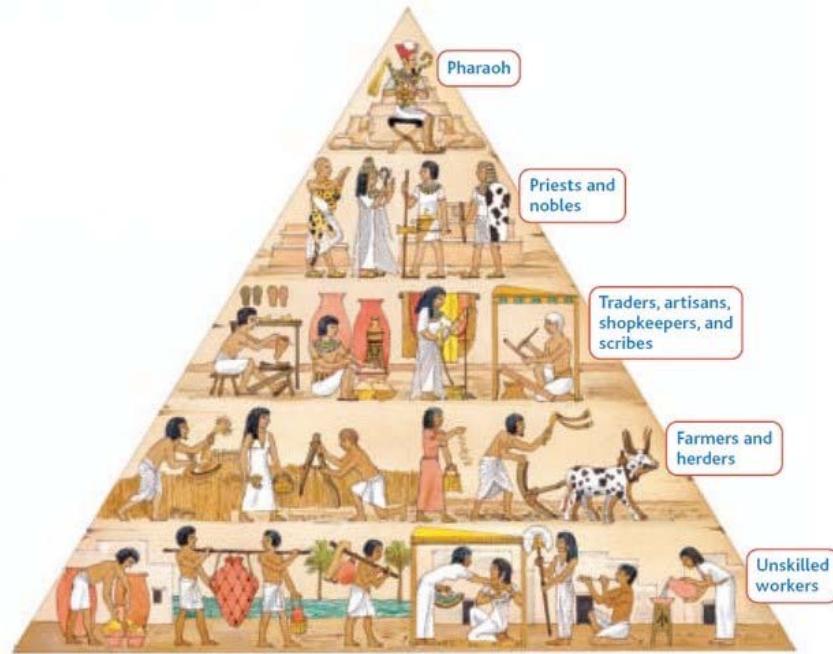


Co-evolució digital

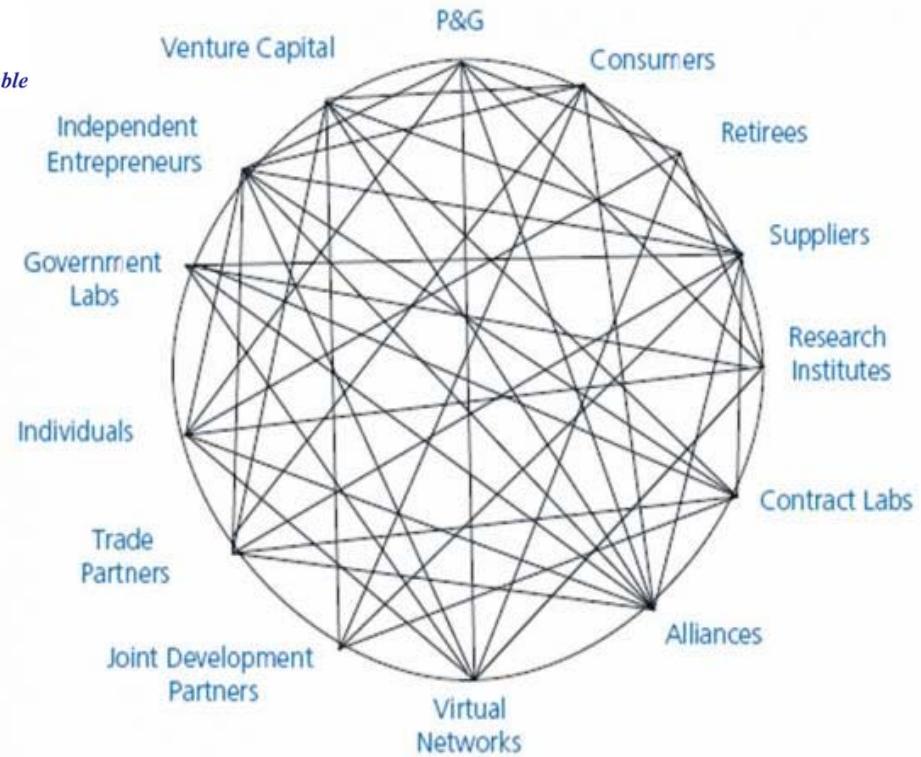




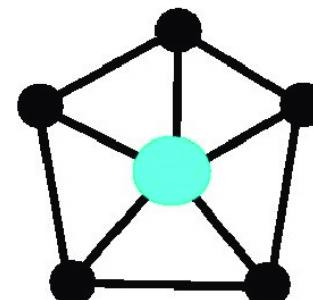
2- Treball amb outsiders



P&G
Procter & Gamble

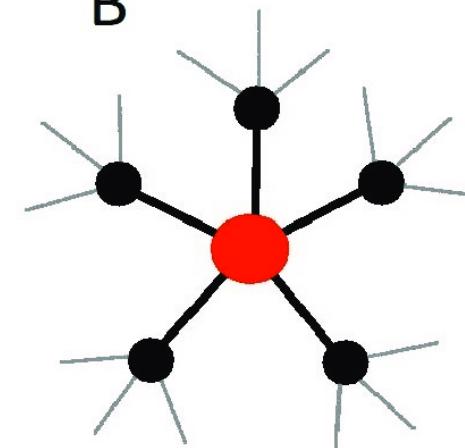


A



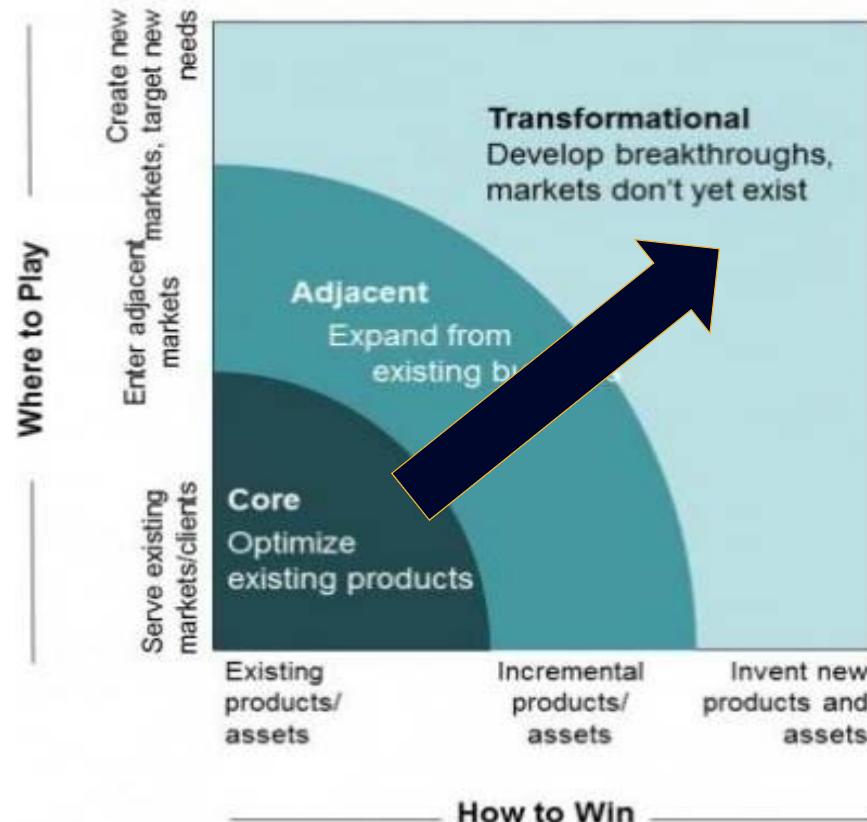
Closed structure

B



Open structure

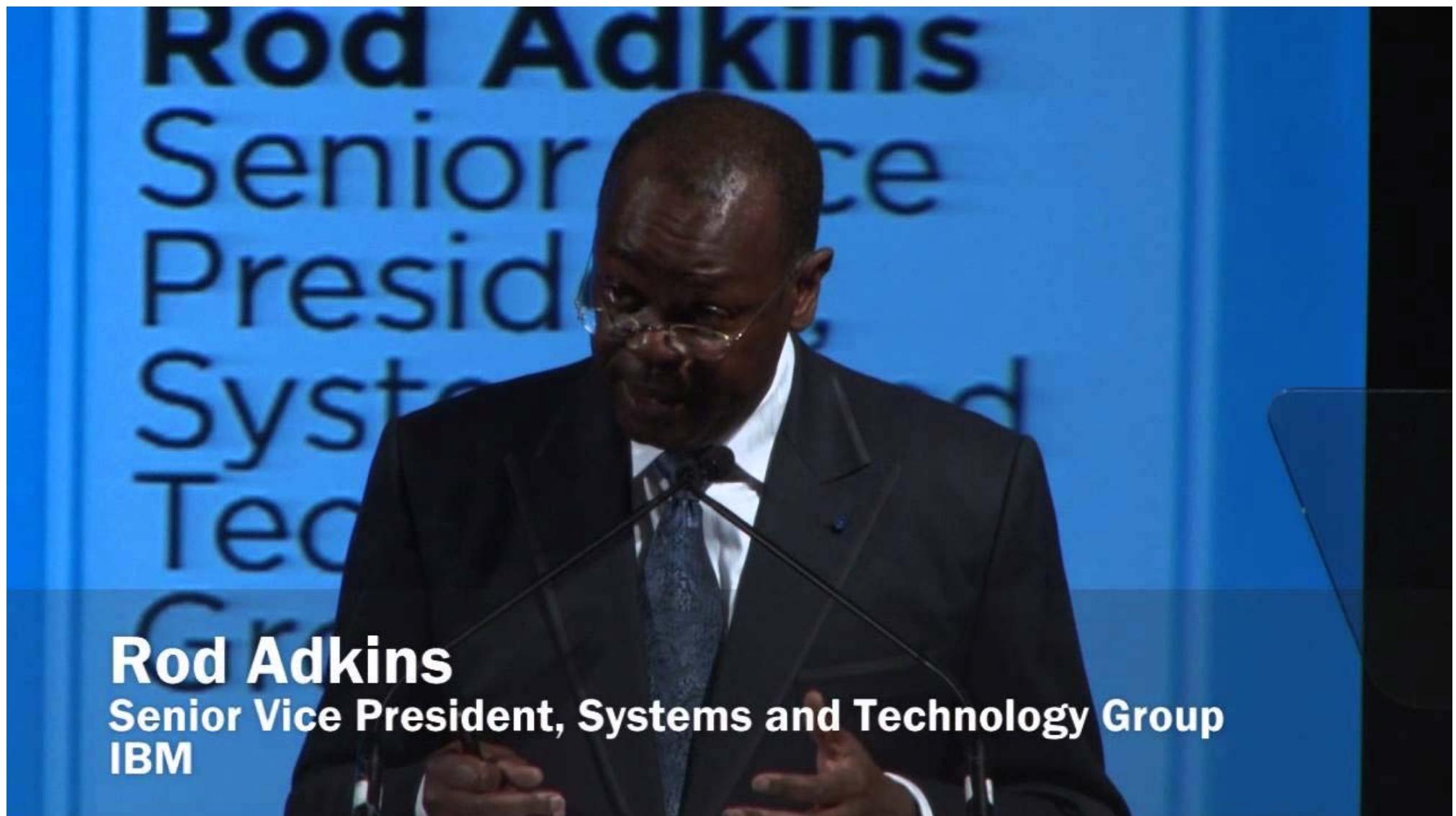
3- Grups d'Operacions Especials



TERRA INCÓGNITA

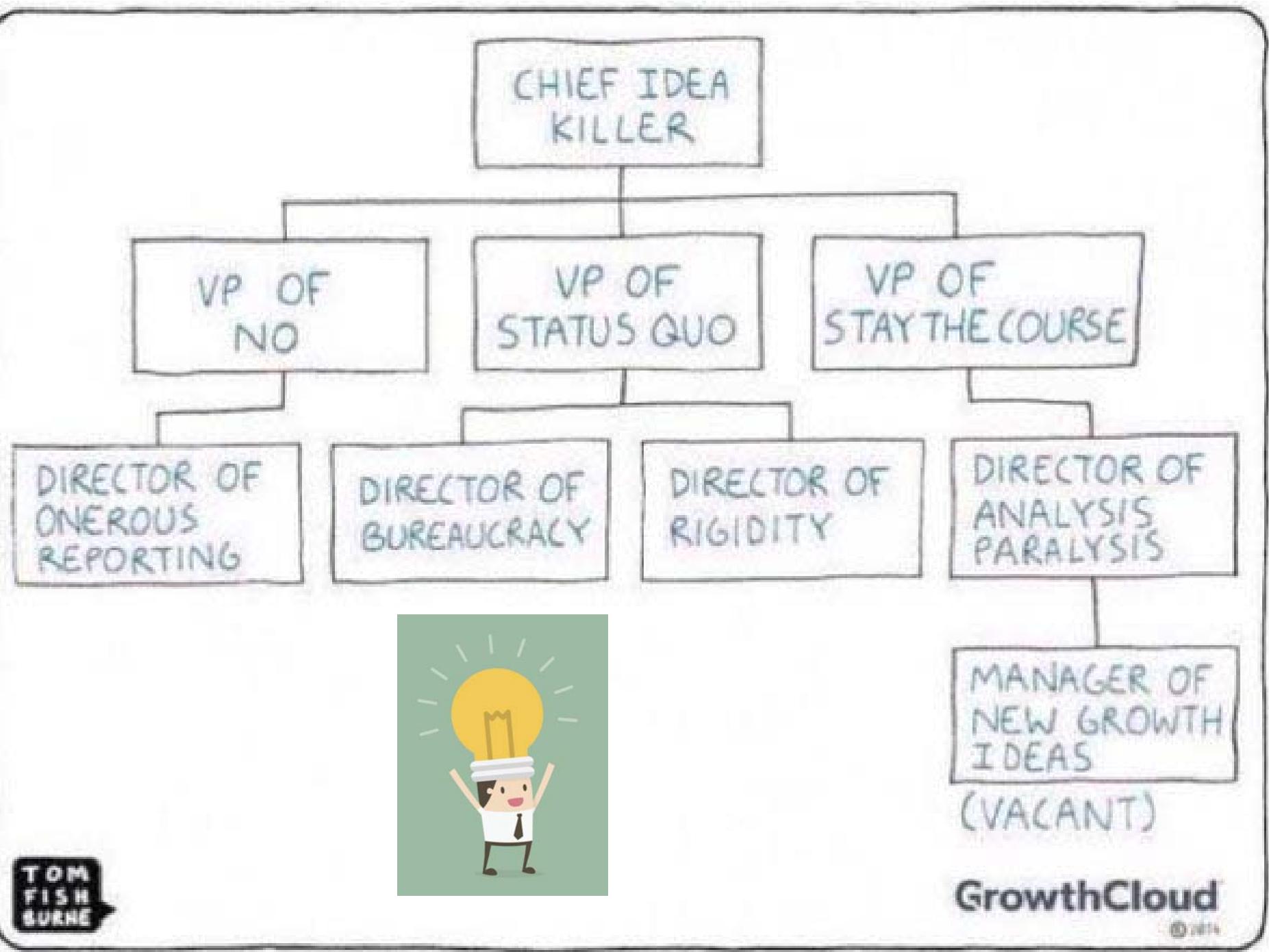


3- Grups d'Operacions Especials



<https://www.fastcompany.com/55365/building-better-skunk-works>

4- Treballar fora del “core”



4- Treballar fora del “core”



Schneider Electric Launches Venture Fund

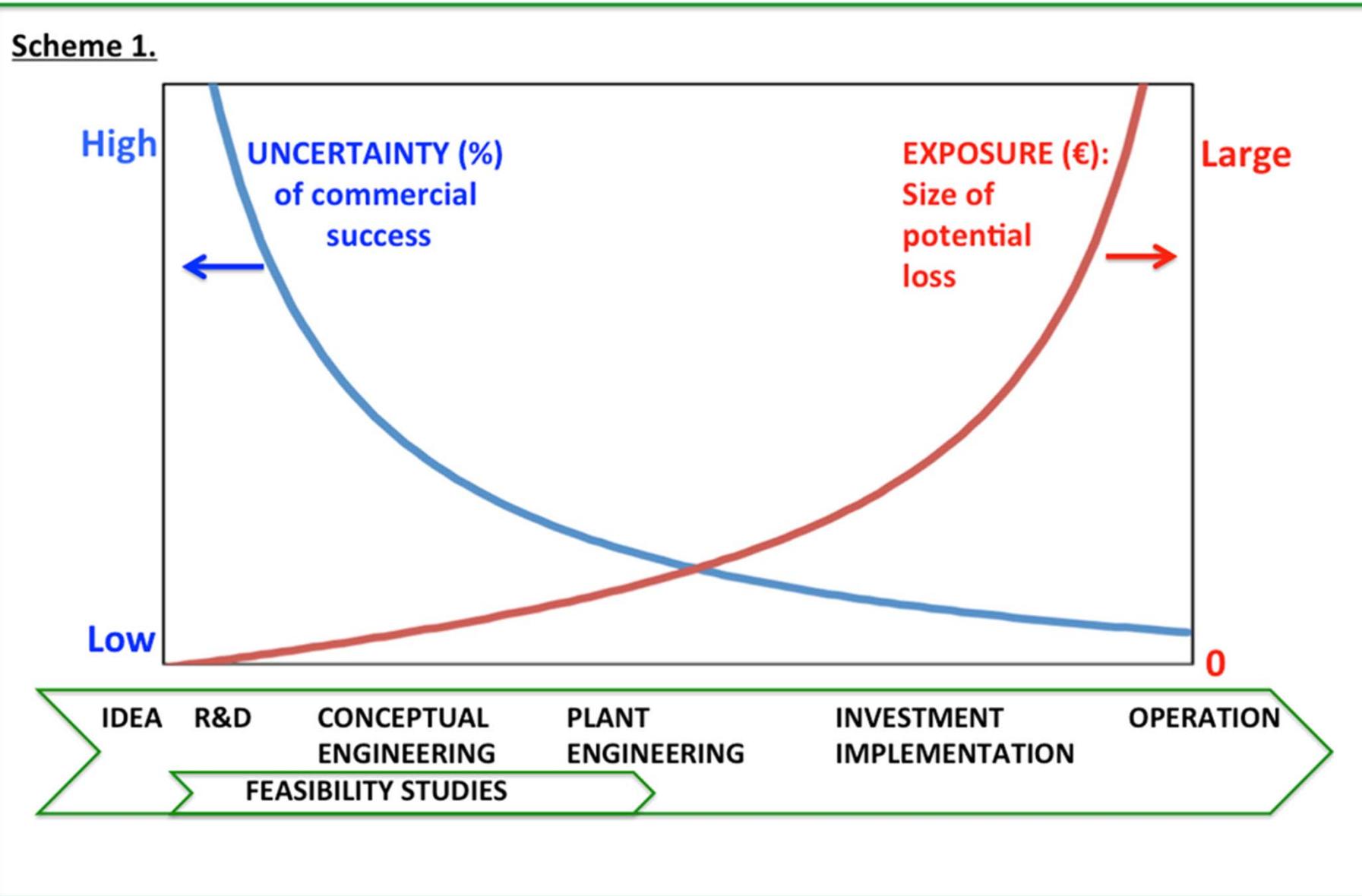
With a focus on sustainability and energy efficiency, Schneider Electric plans to support new companies through funding, incubation and partnerships.

By [David Greenfield](#), Director of Content/Editor-in-Chief, on December 4, 2018

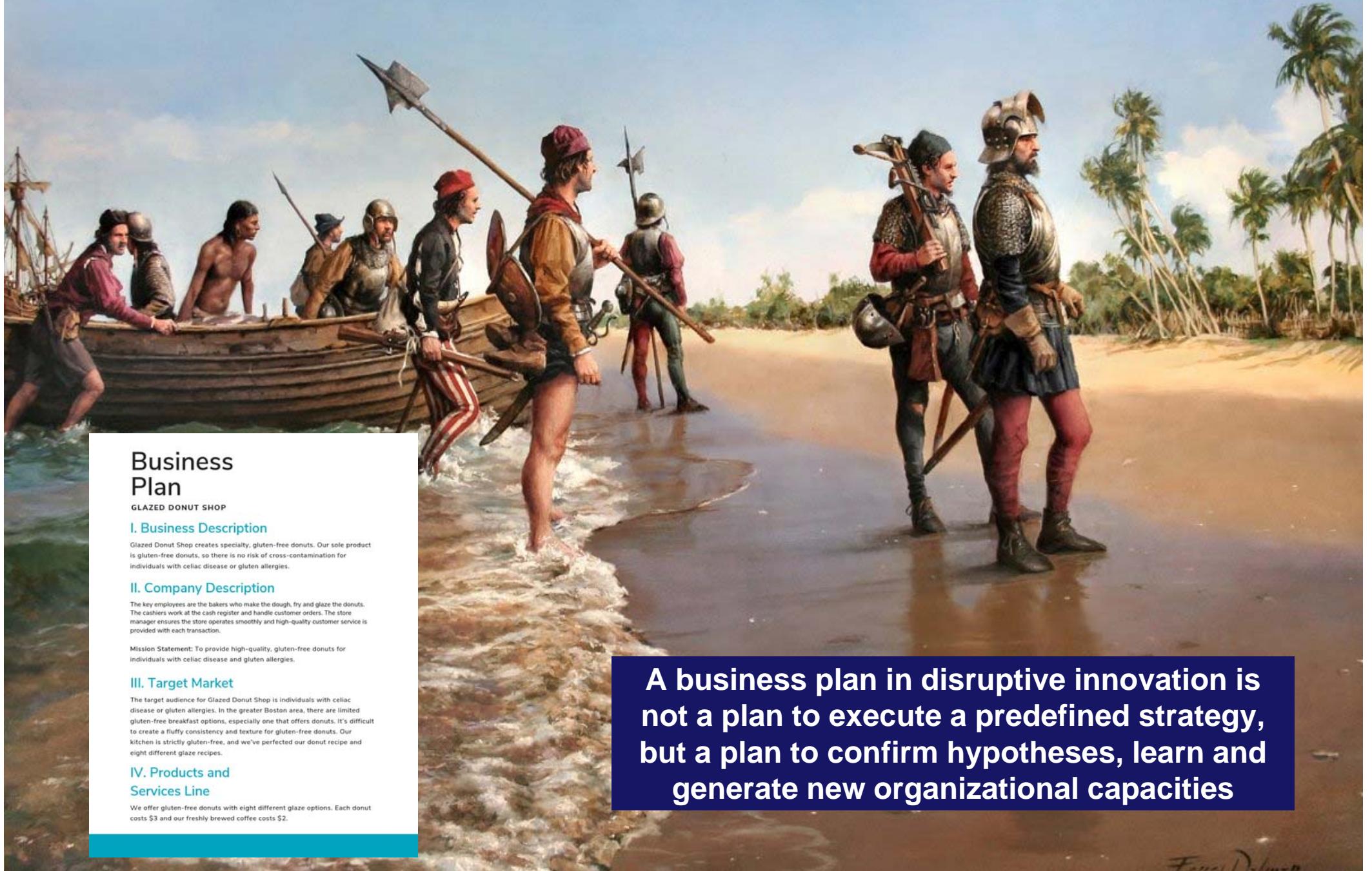


**The
Moonshot
Factory**

5- Stage-gate process



6- Construir sobre hipòtesis



Business Plan

GLAZED DONUT SHOP

I. Business Description

Glazed Donut Shop creates specialty, gluten-free donuts. Our sole product is gluten-free donuts, so there is no risk of cross-contamination for individuals with celiac disease or gluten allergies.

II. Company Description

The key employees are the bakers who make the dough, fry and glaze the donuts. The cashiers work at the cash register and handle customer orders. The store manager ensures the store operates smoothly and high-quality customer service is provided with each transaction.

Mission Statement: To provide high-quality, gluten-free donuts for individuals with celiac disease and gluten allergies.

III. Target Market

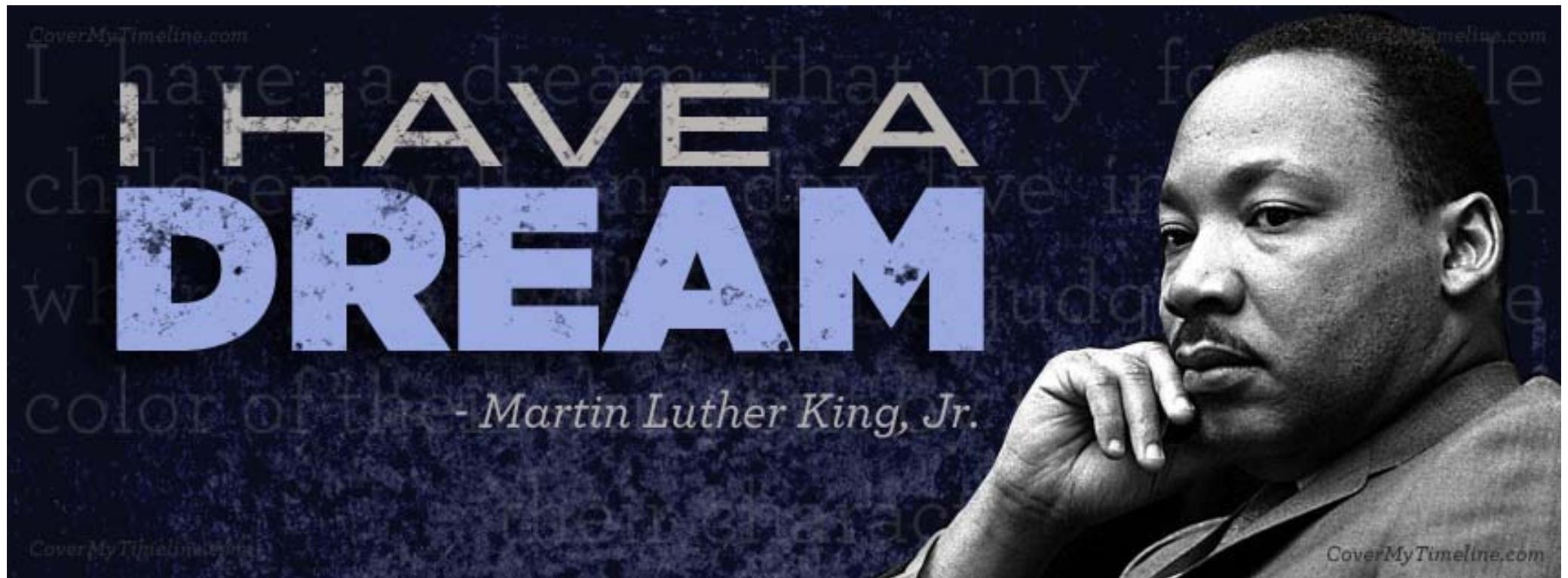
The target audience for Glazed Donut Shop is individuals with celiac disease or gluten allergies. In the greater Boston area, there are limited gluten-free breakfast options, especially one that offers donuts. It's difficult to create a fluffy consistency and texture for gluten-free donuts. Our kitchen is strictly gluten-free, and we've perfected our donut recipe and eight different glaze recipes.

IV. Products and Services Line

We offer gluten-free donuts with eight different glaze options. Each donut costs \$3 and our freshly brewed coffee costs \$2.

A business plan in disruptive innovation is not a plan to execute a predefined strategy, but a plan to confirm hypotheses, learn and generate new organizational capacities

7- Construir sobre somnis



No fer res és fer *quelcom*, és no fer res



Thanks for your attention!
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LinkedIn me!