

Digital Fremtid

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Lillestrøm, 22 mars 2018

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

World's Largest Companies by Market Cap

Accurate as of July 29, 2016 (10:50am ET)

Apple \$567.75 billion

Alphabet \$546.49 billion

Microsoft \$445.14 billion

Amazon \$366.95 billion

Facebook \$364.26 billion

Slate

Source: Google Finance

Tech rules the world. Software eats it.





The greatest disruption ever

This time is different:

- Exponential
- Polarising
- Combinatorial

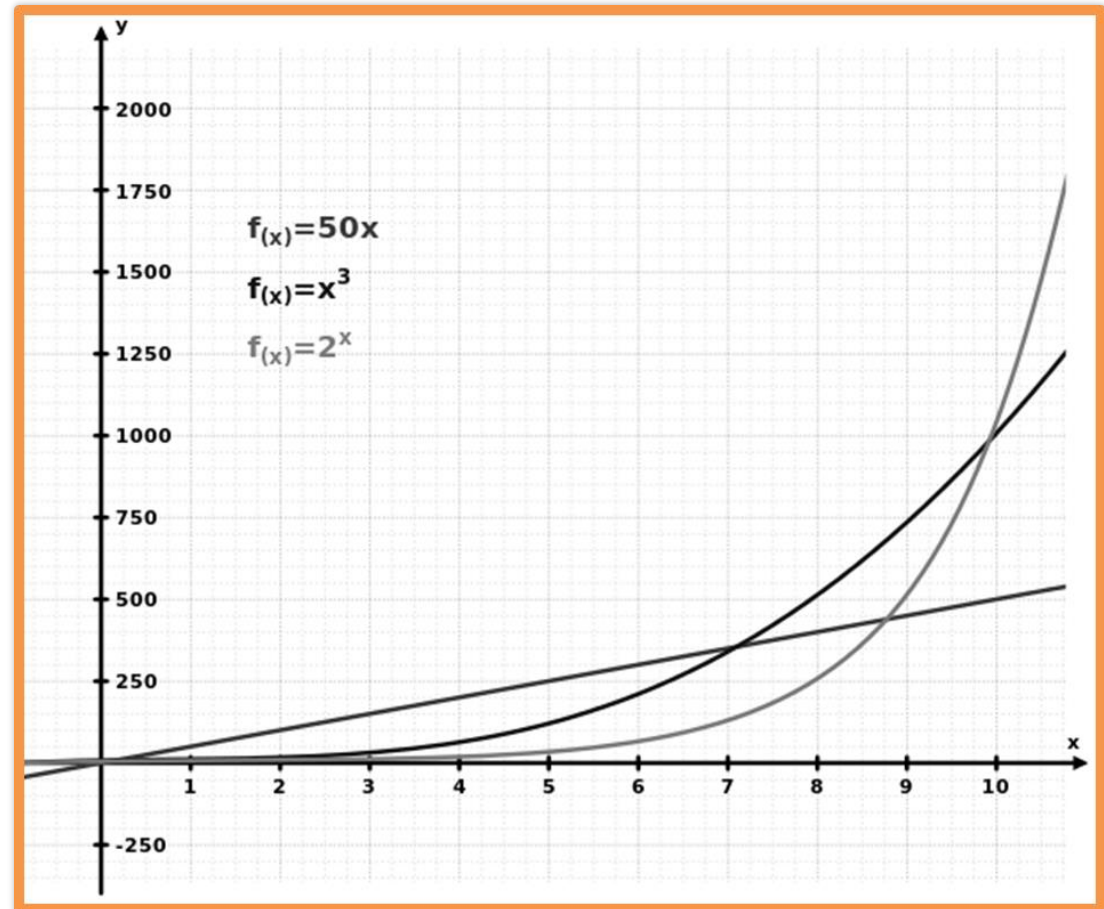
Navigating the next industrial revolution



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

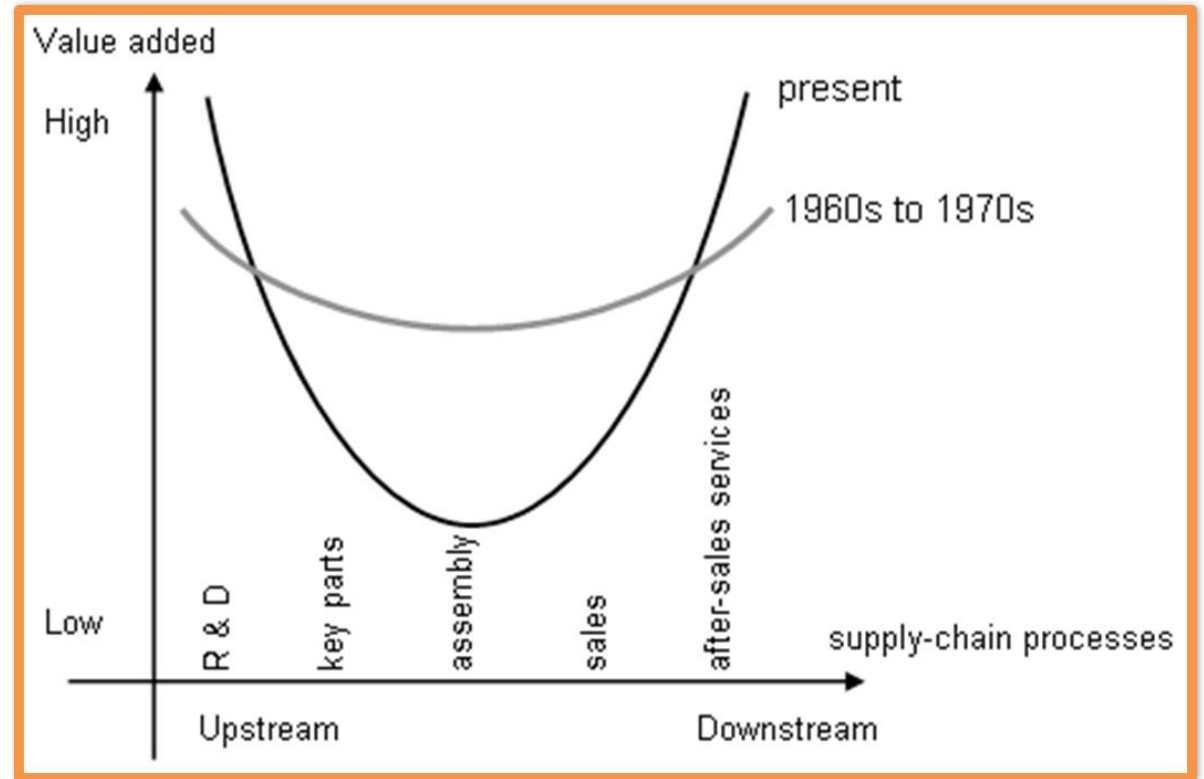
Winner takes all.



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

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

DOL gap

The growing skills gap!



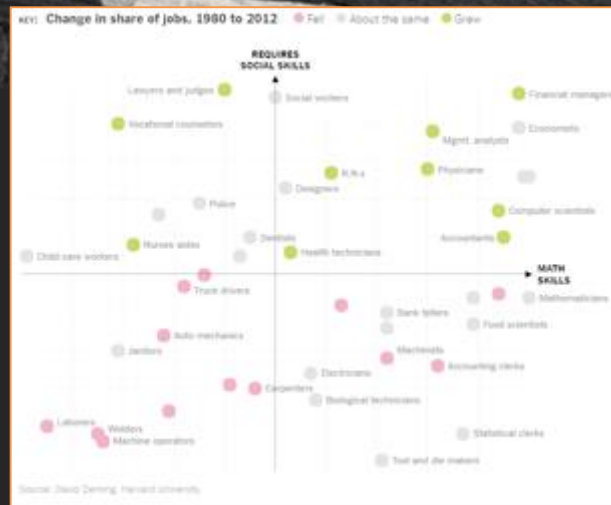
Economist & Lifelong Learning

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

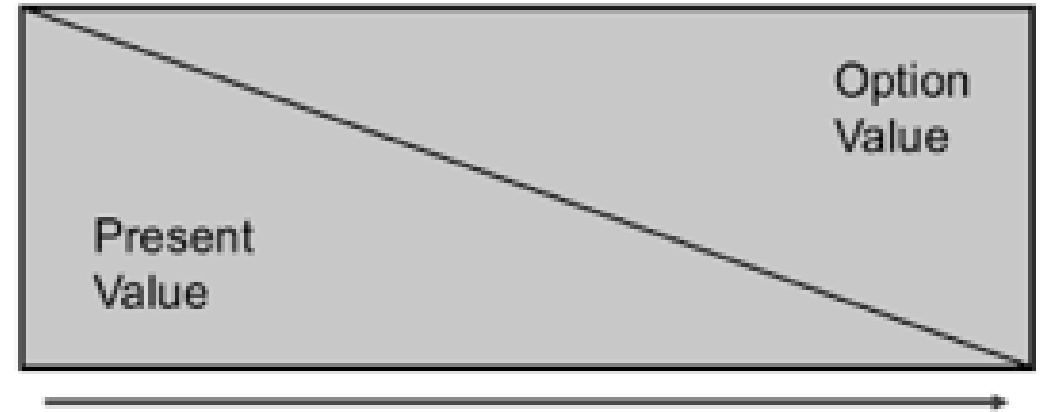


New Skills

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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