

# INSTITUTE OF NEXT

BY INFONOMIA

Business  
Transformation  
Services

# Alfons Cornella

Founder & CEO

ac@infonomia.com

@acornella



1995



2018



# BUILDING INNOVATION TEAMS

Since 1995 developing innovation projects and disseminating knowledge on innovation



WHAT WE DO

### BUILDING INNOVATION TEAMS

We foster innovation in organizations by helping them to build their



OUR VERNE® MODEL

### ACCELERATING INNOVATION

To accelerate innovation for our clients, we apply our VERNE® model, that



INNOVATION RESOURCES

### IDEAS, EXAMPLES & MODELS

We share our ideas and experiences about innovation with our community.





co-society



**CONNECTING SMART TEAMS  
TO GENERATE NEW BUSINESS**





# ACTIVITIES

A relevant value of the co-society platform is the experience of attending co-innovation workshops. We held them on a regular basis throughout the year.



November 2017, Institute of Next, Barcelona

## #30 CO-SESSION: THE OPPORTUNITIES OF THE BLOCKCHAINS



July 2017, Institute of Next, Barcelona

## #29 CO-SESSION: BUILD YOUR OWN INNOVATION SPACE



March 2017, Barcelona

## #28 CO-SESSION: SMART FACTORIES



# INSTITUTE OF NEXT

BY INFONOMIA

Business  
Transformation  
Services

**RADICAL DIGITAL**

Be responsive

AI and jobs

The internet of everything

The trust machine

Exponential technologies

The elements of value pyramid



# **RADICAL The context**

# **SOCIAL CHANGES**



MAY 28, 2013

Obama's New Boss / Syria face-off / McCain vs. Brzezinski / PLUS: Summer's best movies & more

# TIME

## THE ME ME ME GENERATION

Millennials are lazy, entitled narcissists  
who still live with their parents

Why they'll save us all

BY JOEL STEIN



time.com

## Millennials

# How millennials became the world's most powerful consumers

They are the biggest global generation — and their choices are upending business from the US to China

© Ollanski

“We don’t think of them as special or different any more. They are the core of our business,”

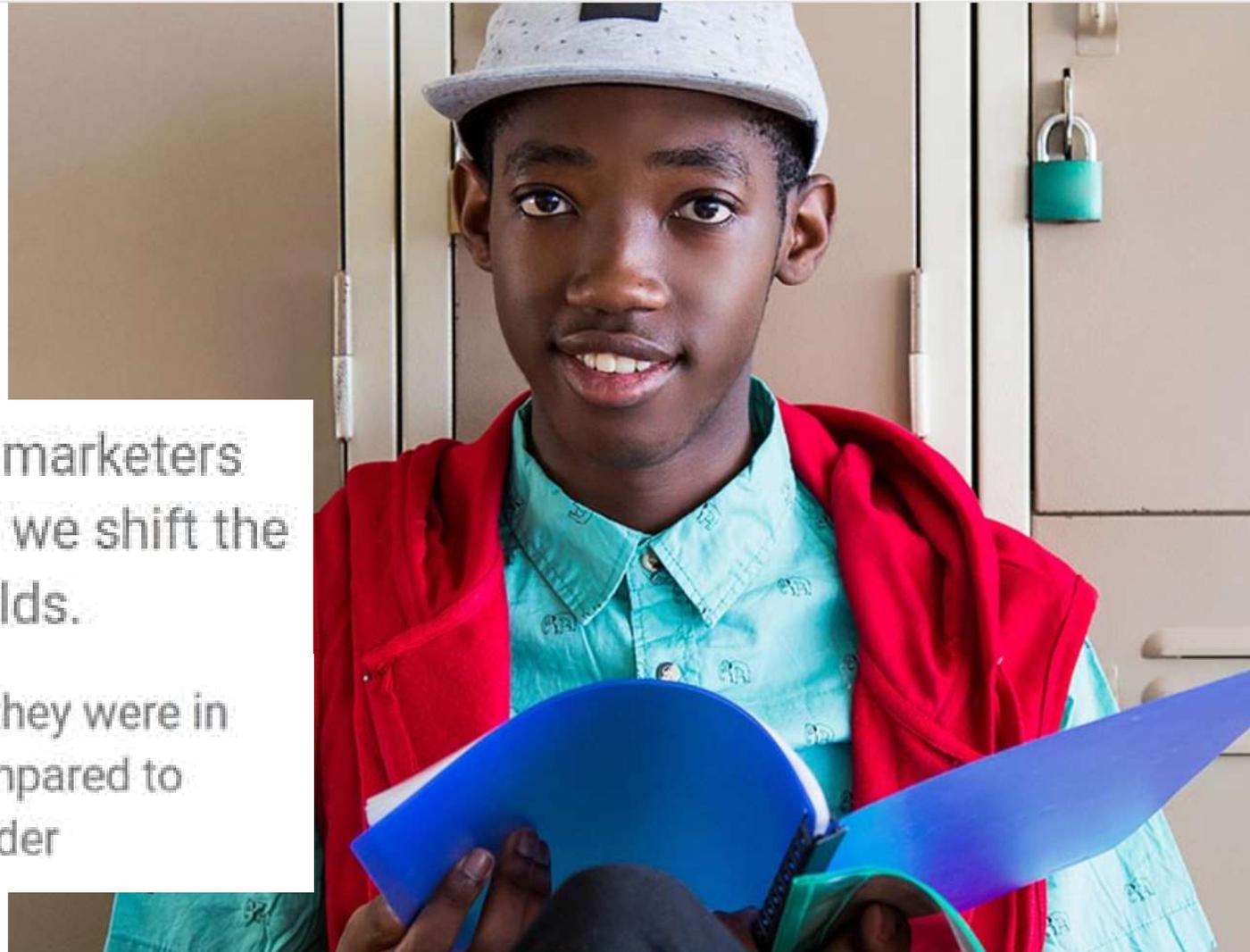
REPORT

# Gen Z:

## A Look Inside Its Mobile-First Mindset

Millennials have captivated marketers attention for years, but here we shift the spotlight to 13- to 17-year-olds.

Today's teens had phones when they were in elementary or middle school, compared to high school or college for their older



[thinkwithgoogle.com/interactive-report/gen-z-a-look-inside-its-mobile-first-mindset/](http://thinkwithgoogle.com/interactive-report/gen-z-a-look-inside-its-mobile-first-mindset/)



# New Aging

Live smarter now to live better forever  
By Matthias Hollwich with Bruce Mau Design



*Deadly Trade:  
Rhinos Slaughtered  
for Their Horns*

*The Selfie Generation  
Embraces Nature*

*African American  
Stories Fill  
New Museum*

OCTOBER 2016

NATIONAL  
GEOGRAPHIC



# THE NEW EUROPEANS

How waves of immigrants are  
reshaping a continent

# **WHEN CHINA RULES THE WORLD**

**THE END OF THE WESTERN WORLD  
AND THE BIRTH OF A NEW GLOBAL ORDER**



**MARTIN JACQUES**

# TECHNOLOGICAL CHANGES

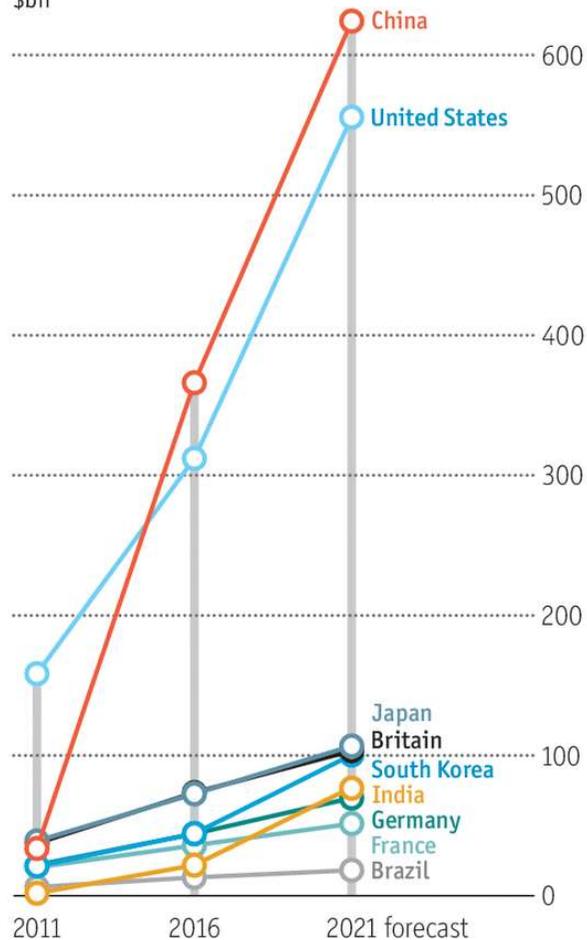




## Whoosh!

Online sales, 2016 prices

\$bn



Source: Euromonitor

Economist.com

Last year Alibaba, much the biggest of the country's e-commerce giants, rang up sales in China of **\$18bn** on the “**Singles Day**”, the most ever spent in one day anywhere on Earth.

The  
Economist

MAY 6TH-12TH 2017

Crunch time in France

Ten years on: banking after the crisis

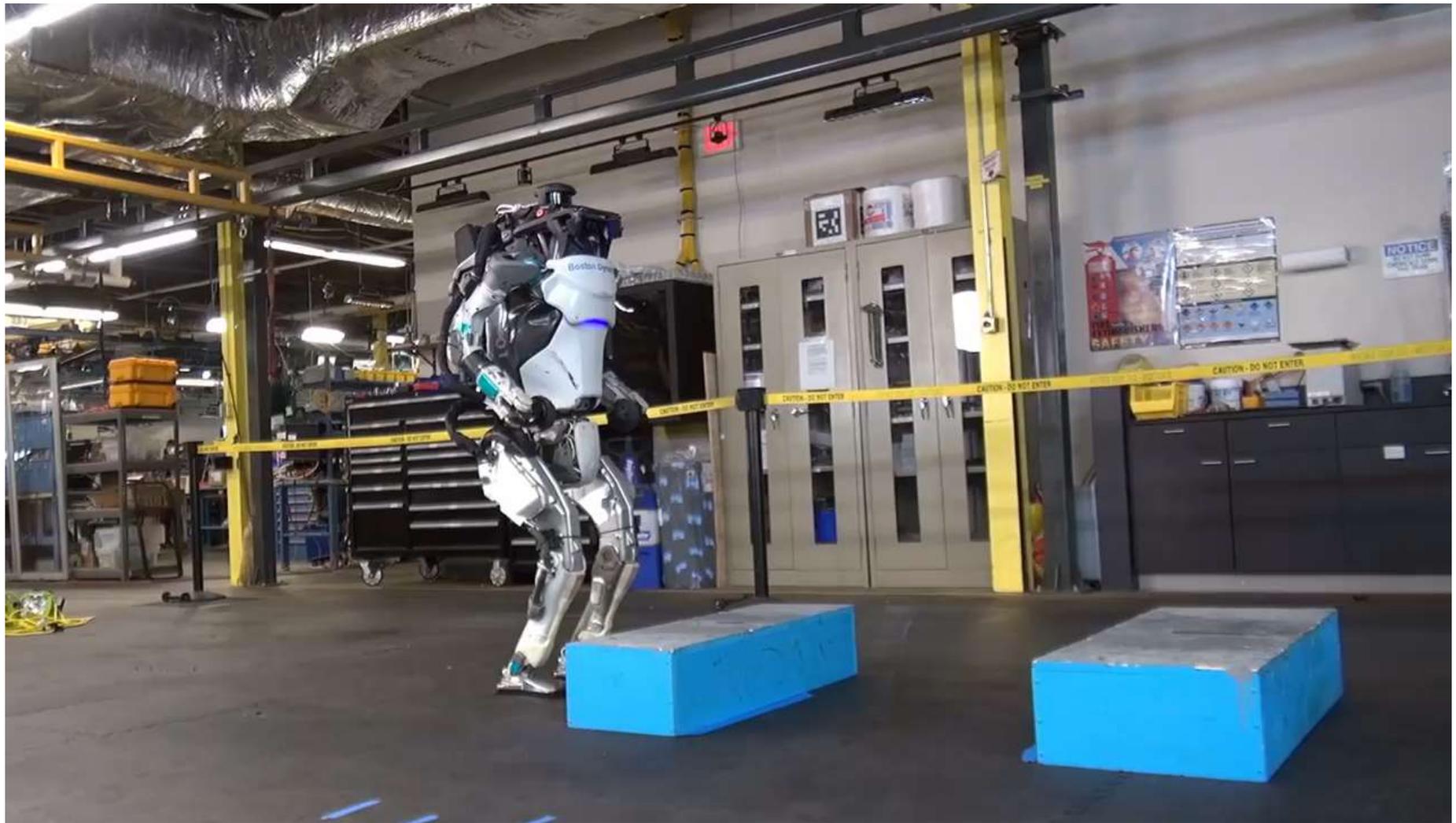
South Korea's unfinished revolution

Biology, but without the cells

# The world's most valuable resource



Data and the new rules  
of competition



AMAZING



# BLOCKCHAIN TECHNOLOGIES FOR BUSINESS

LEARN MORE

<https://www.hyperledger.org/>

**The  
Economist**

MARCH 12TH - 19TH 2017

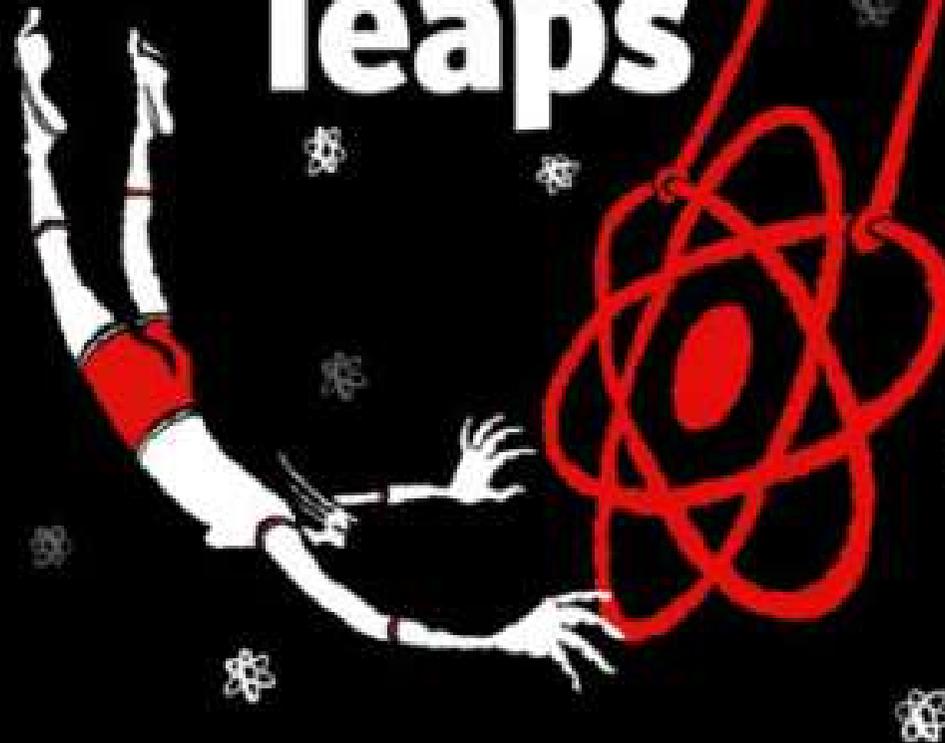
Taiwan and the one-China fiction

IS up against the wall in Mosul

In praise of quinoa, millet and tuff

Is there a bubble in the markets?

# Quantum leaps



**A mind-bending technology goes mainstream**

# ORGANIZATIONAL CHANGES





THE CHALLENGE

CATEGORIES

AWARDS

TIMELINE

PAST WINNERS

FAQ

CONTACT

ENTER NOW

Cisco

# INNOVATION GRAND CHALLENGE

Win a share of \$250,000 to jumpstart your venture.

The Challenge is now open for submissions

ENTER NOW

[innovationgrandchallenge.cisco.com](http://innovationgrandchallenge.cisco.com)

A



*B*

complicated



*complex*

**Complicated**





# Complex



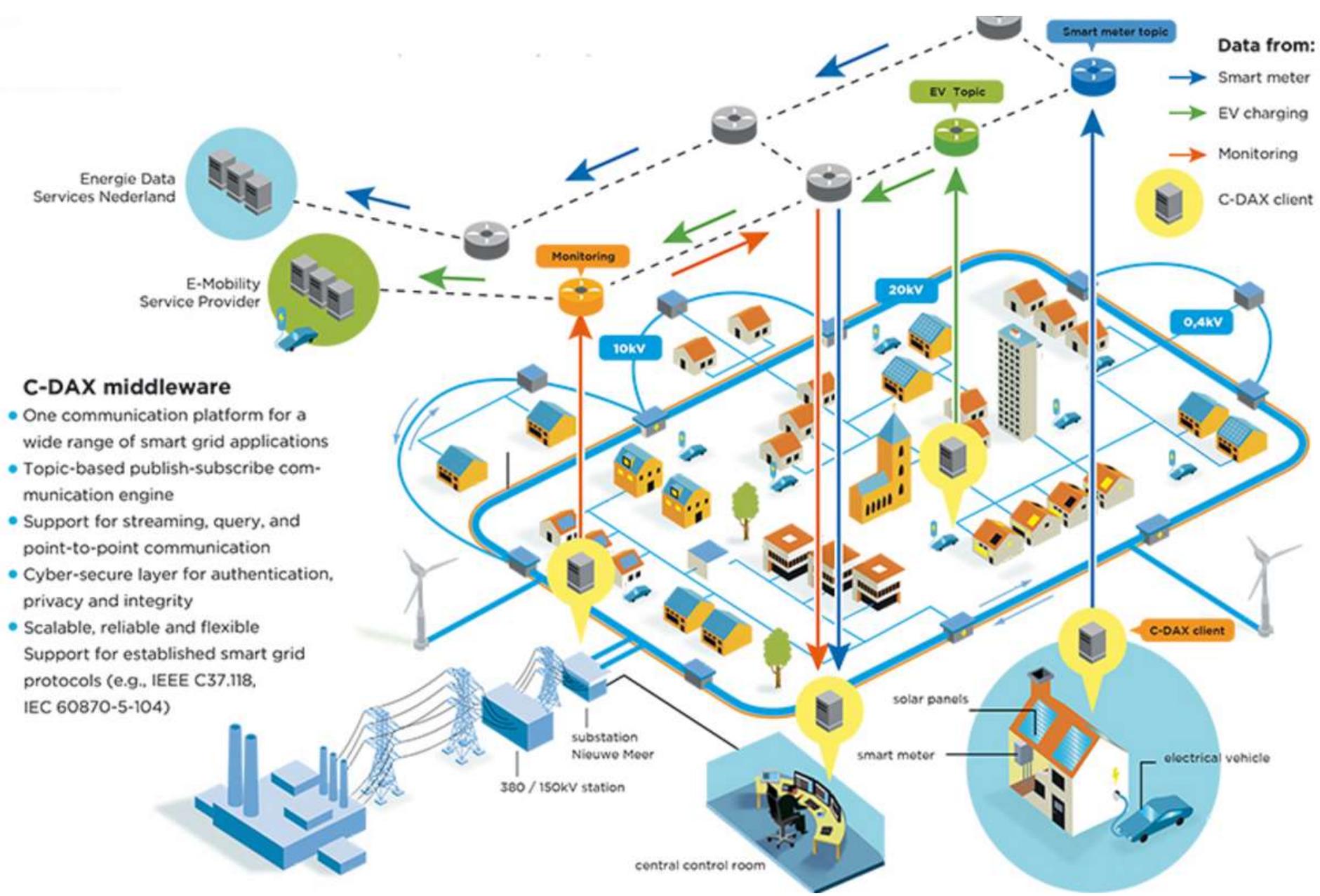




## Northeast blackout of 2003

Affected an estimated 10 million people in Ontario and 45 million people in eight U.S. states.

Started at 4:10 pm. Some power was restored by 11 p.m. Many others did not get their power back until two days later. In more remote areas it took nearly a week to restore power.



**Data from:**

- Smart meter
- EV charging
- Monitoring
- C-DAX client

**C-DAX middleware**

- One communication platform for a wide range of smart grid applications
- Topic-based publish-subscribe communication engine
- Support for streaming, query, and point-to-point communication
- Cyber-secure layer for authentication, privacy and integrity
- Scalable, reliable and flexible
- Support for established smart grid protocols (e.g., IEEE C37.118, IEC 60870-5-104)

# Digital transformation



**Digital enabled**



**Digital company**



# **DIGITAL TRANSFORMATION?**



**TOWARDS** A NEW  
BUSINESS OPERATING  
SYSTEM

# 1. Be responsive

# Sense & Respond



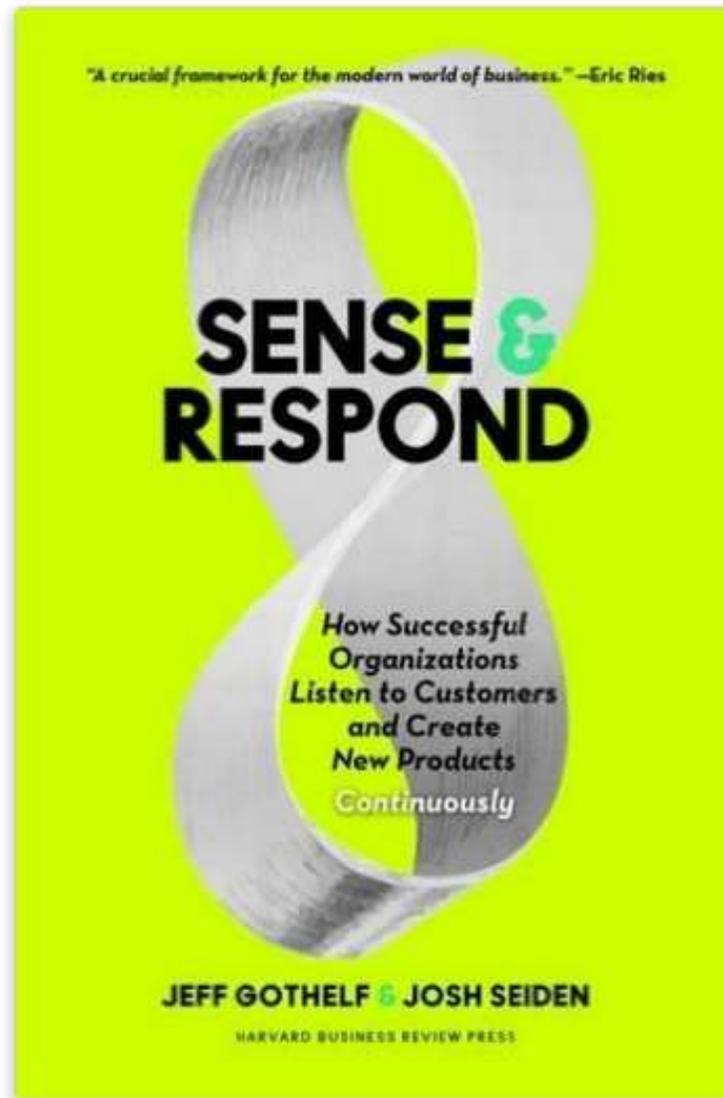
*"A crucial framework for the modern world of business."—Eric Ries*

# SENSE & RESPOND

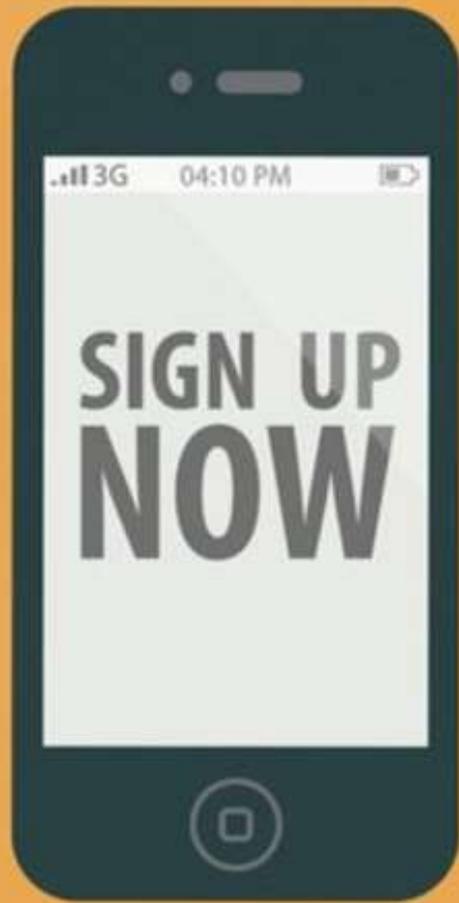
*How Successful  
Organizations  
Listen to Customers  
and Create  
New Products  
Continuously*

**JEFF GOTHELF & JOSH SEIDEN**

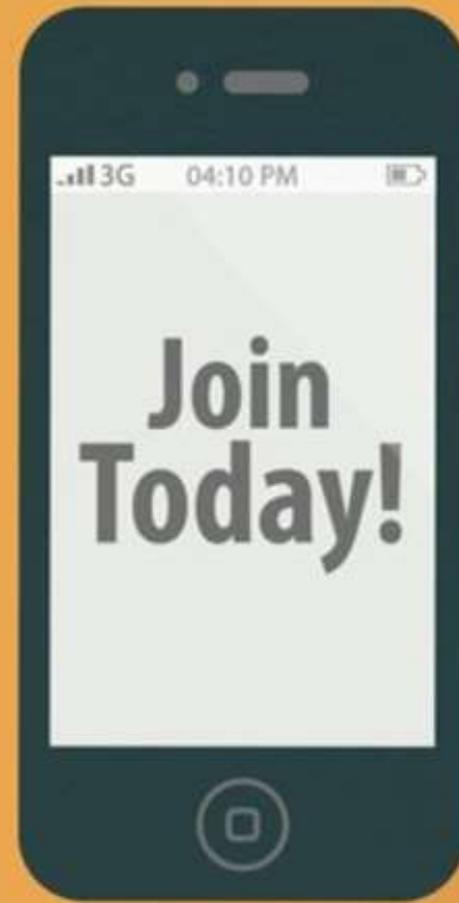
HARVARD BUSINESS REVIEW PRESS



Sense and Respond:  
How Successful  
Organizations  
**Listen** to Customers  
and **Create** New  
Products Continuously

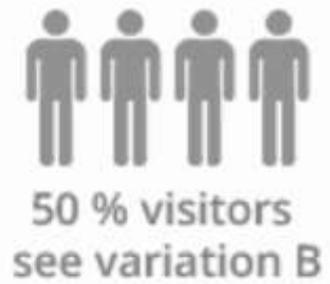


**VS**





**23%**  
conversion



**11%**  
conversion

“Amazon releases new software  
to the world **every 11.6 seconds**”

amazon.com<sup>®</sup>

# fire PHONE



“Tesla: make cars **improve over time** like other electronic devices”

# Tesla releases Software 6.1 for the Model S

February 11, 2015 Jason Cartwright Vehicle 0 Comments



“**Xiaomi**: releases phones in small batches, 100000 every Tuesday... and continuous updates **based on user feedback** collected on online forums”

Rent collective

# Pricey housing markets mean co-living buildings are on the rise

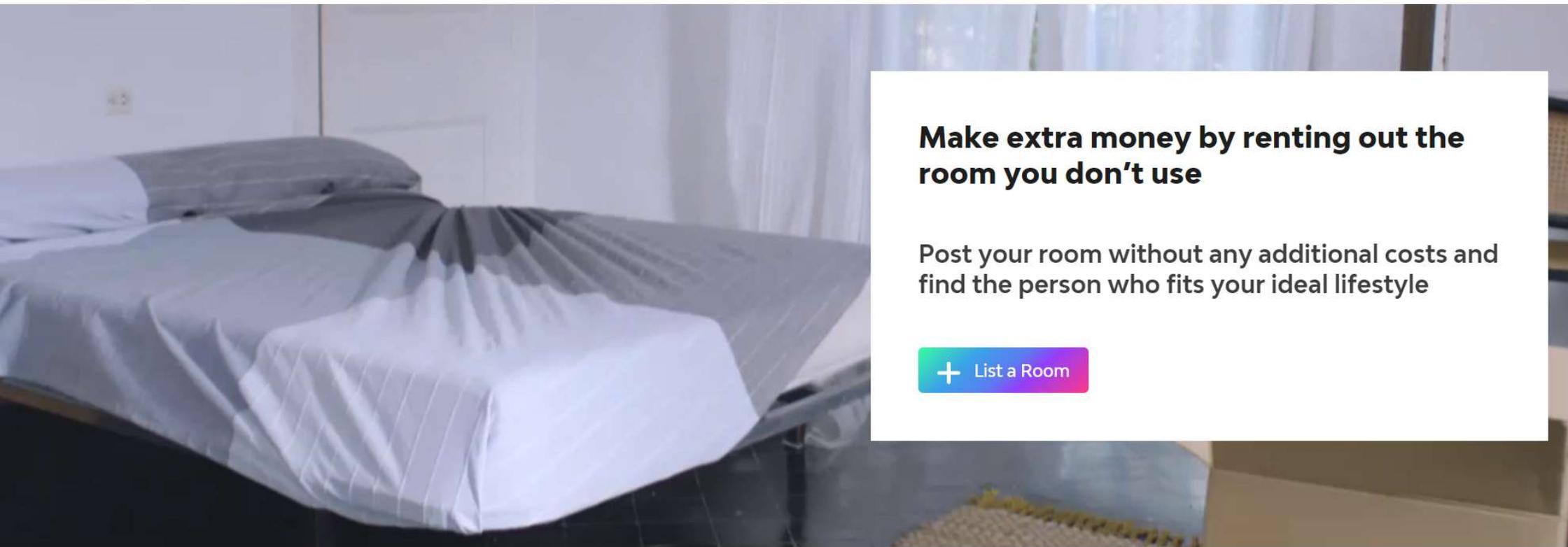
*Co-living is for hipsters not hippies*



Print edition | Business >

Aug 31st 2017





## Make extra money by renting out the room you don't use

Post your room without any additional costs and find the person who fits your ideal lifestyle

[+ List a Room](#)

Bringing the search for your roommate to a new level

**20  
minutes  
for free!**  
Register now and get  
20 minutes for free  
with the promocode  
WEB20



**DOWNLOAD  
THE APP**



# Evidence-based business

# This Startup Helps Healthy People Get Lower Insurance Rates



<https://www.vivaz.com/>

# Ahorra hasta 400€ al año.\*

Más información

\*Ahorro calculado para clientes con perfil: "Pareja con dos hijos. Edades: 44, 42, 12 y 10 años.  
Producto: Seguro de Salud Completo sin copago. Sujeto a normas de suscripción de la compañía.



Vivaz  
Actividad

## ¡Mejora tu salud y tu economía!

Cuidarse tiene muchas recompensas.  
Descúbrelo en nuestra App.

Descubre Vivaz Actividad

## ¡Fortalece tu salud y tu ánimo!

Aquí encontrarás un montón de valiosos consejos que harán que cuidarse sea mucho más fácil y sentirse feliz, también.

Elige...



### Accesos rápidos

- Productos
- Consejos
- Redes sociales
- Contactar
- Sala de prensa

### Enlaces de interés

- Condiciones generales
- Política de cookies
- Aviso legal
- Privacidad y seguridad
- Información previa a la contratación

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cobertura de riesgo asumida por Línea Directa Aseguradora S.A.

Output / Outcome

# Big data for **Small Data**



# Roomba maker may share maps of users' homes with Google, Amazon or Apple

iRobot's chief executive says company could share or sell maps of robot vacuum users' homes to US tech firms as part of smart home and profit push



**i** iRobot's Roomba robotic vacuum cleaners could soon be sharing the maps of users' homes they make as they clean with Amazon, Apple or Google, among others. Photograph: Reuters

## Facebook

# Facebook: is it time we all deleted our accounts?

The Cambridge Analytica revelations may be the final nudge we need to turn away from the social network. And it's only the tip of the iceberg when it comes to big tech harvesting private information



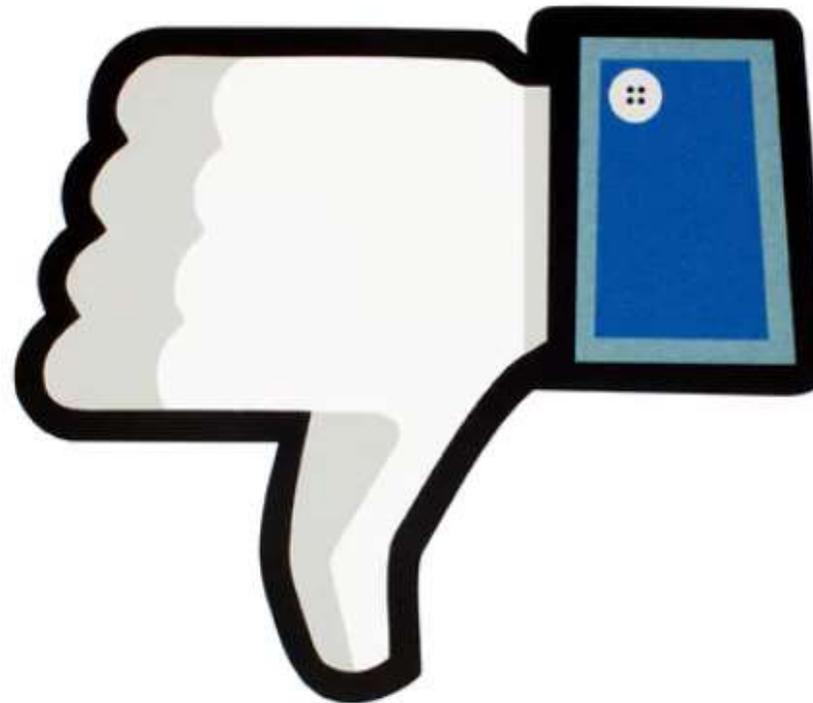
**Arwa Mahdawi**

Tue 20 Mar 2018 14.41 GMT



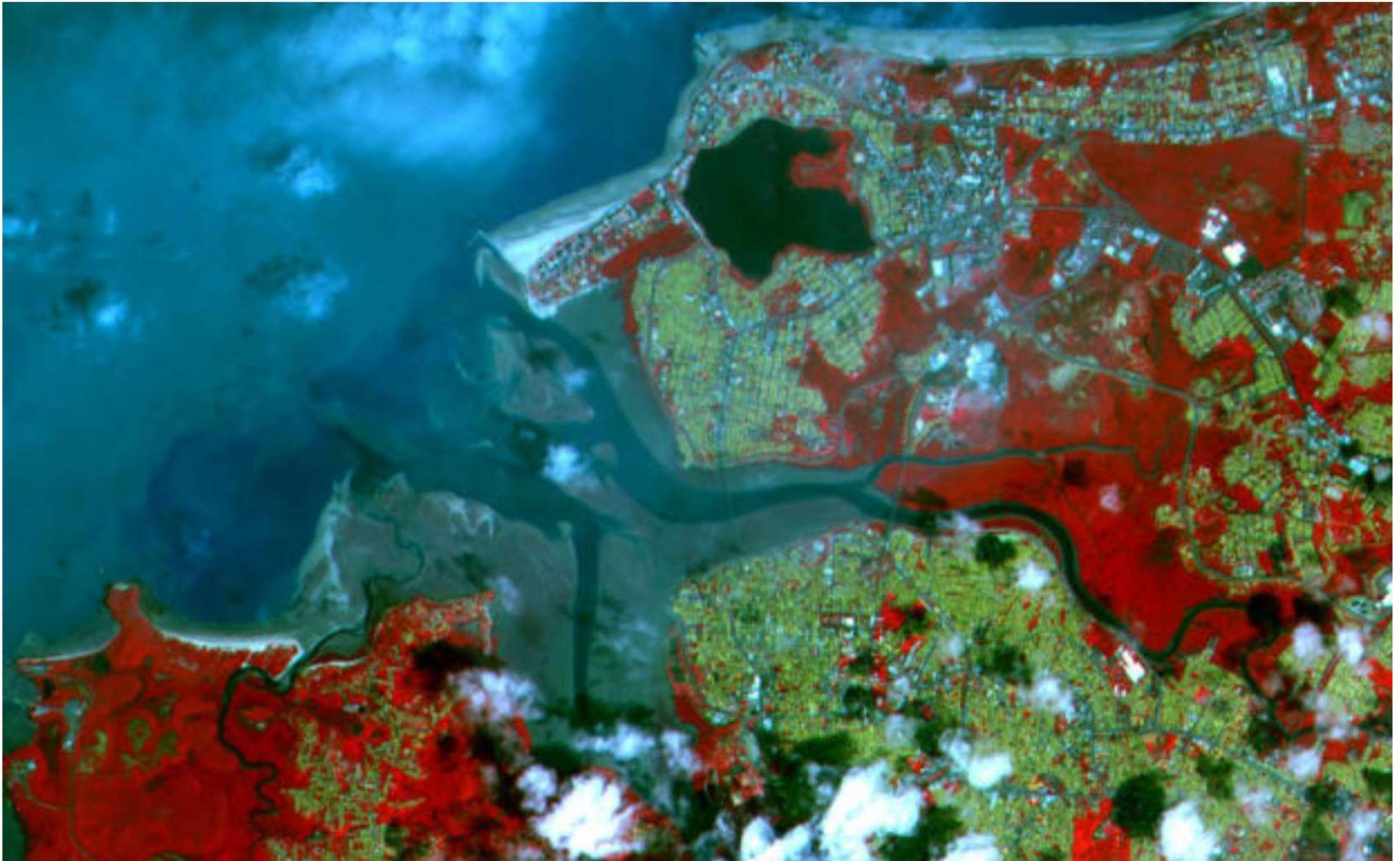
38,541

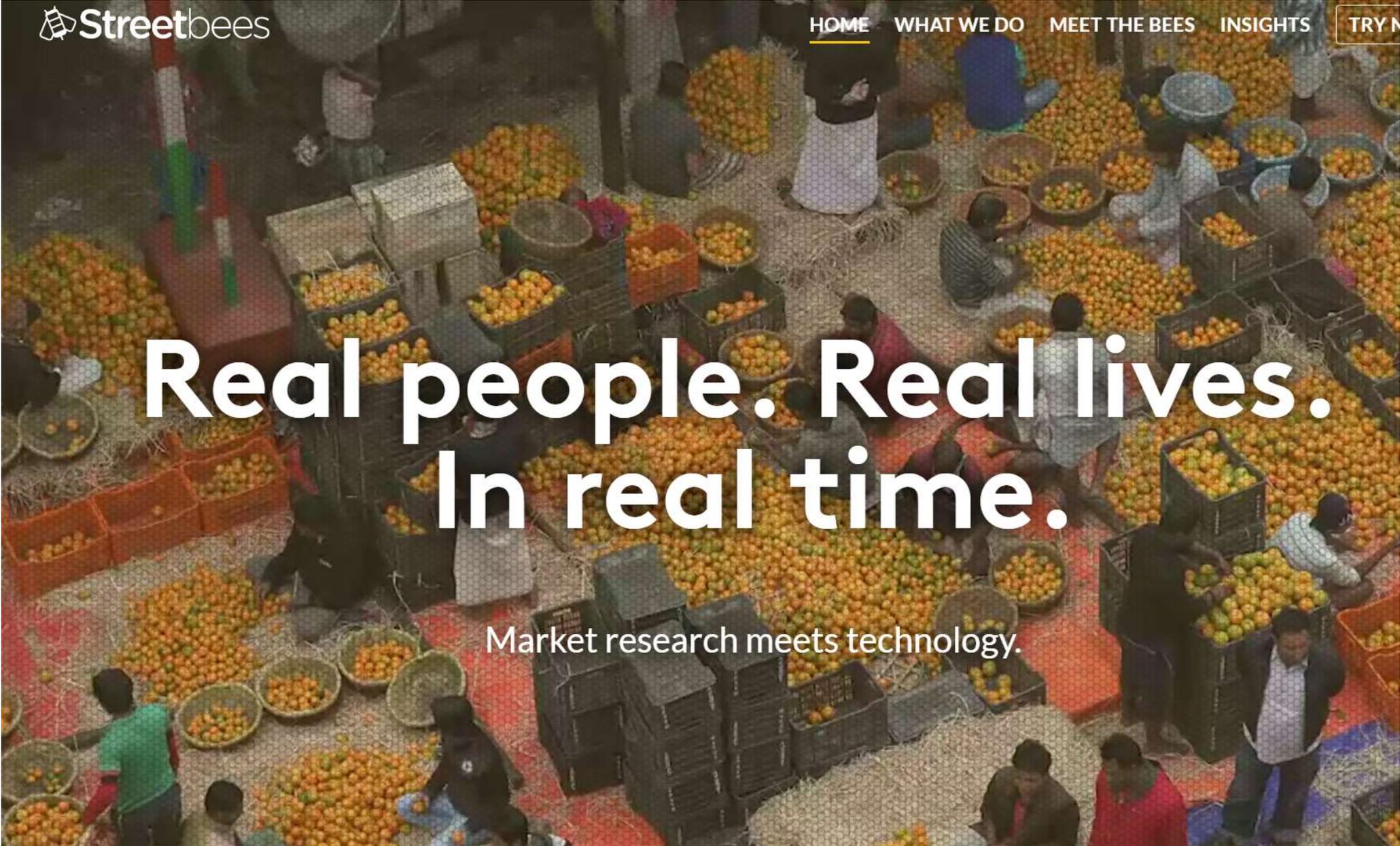
2,433



## How satellite imagery could combat infectious diseases around the world

The Los Alamos National Lab has worked with Descartes Labs to come up with systems for analyzing on-the-ground conditions in Brazil in order to forecast dengue. The hc



An aerial, high-angle photograph of a bustling outdoor fruit market. The ground is covered with large piles of bright orange citrus fruits, likely oranges or tangerines. Numerous people are seen sitting on the ground or standing, engaged in sorting, weighing, and packaging the produce. There are many wooden crates and baskets filled with fruit. The scene is vibrant and captures the essence of a traditional market.

Market research meets technology.

# Streetbees connects you with real people on the ground to gather real time insights.

With the power of Artificial Intelligence and geolocation technology, you can now collect data from anyone, anywhere in the world in an affordable way.

[streetbees.com](https://streetbees.com)

## Ask the right questions

Tell us what you need to know from [anywhere in the world](#). Tapping into our question database turbocharged by machine learning, [we design a study directly](#) addressing your questions.



## Target the right people

[We translate and localise the study within hours](#), and direct your questions to the right people [in the right place using geolocation technology](#). Our community instantly shares their insights captured in the moment with [the images and the data you need](#).

## Verified responses

Every single participant goes through identity verification. [Every single image and data point is cross-verified by human analysts for quality assurance](#). Our built-in algorithms monitor the data in real time to ensure representative sampling.



# How it works



Pick one of the tasks



Answer questions



Get paid in cash

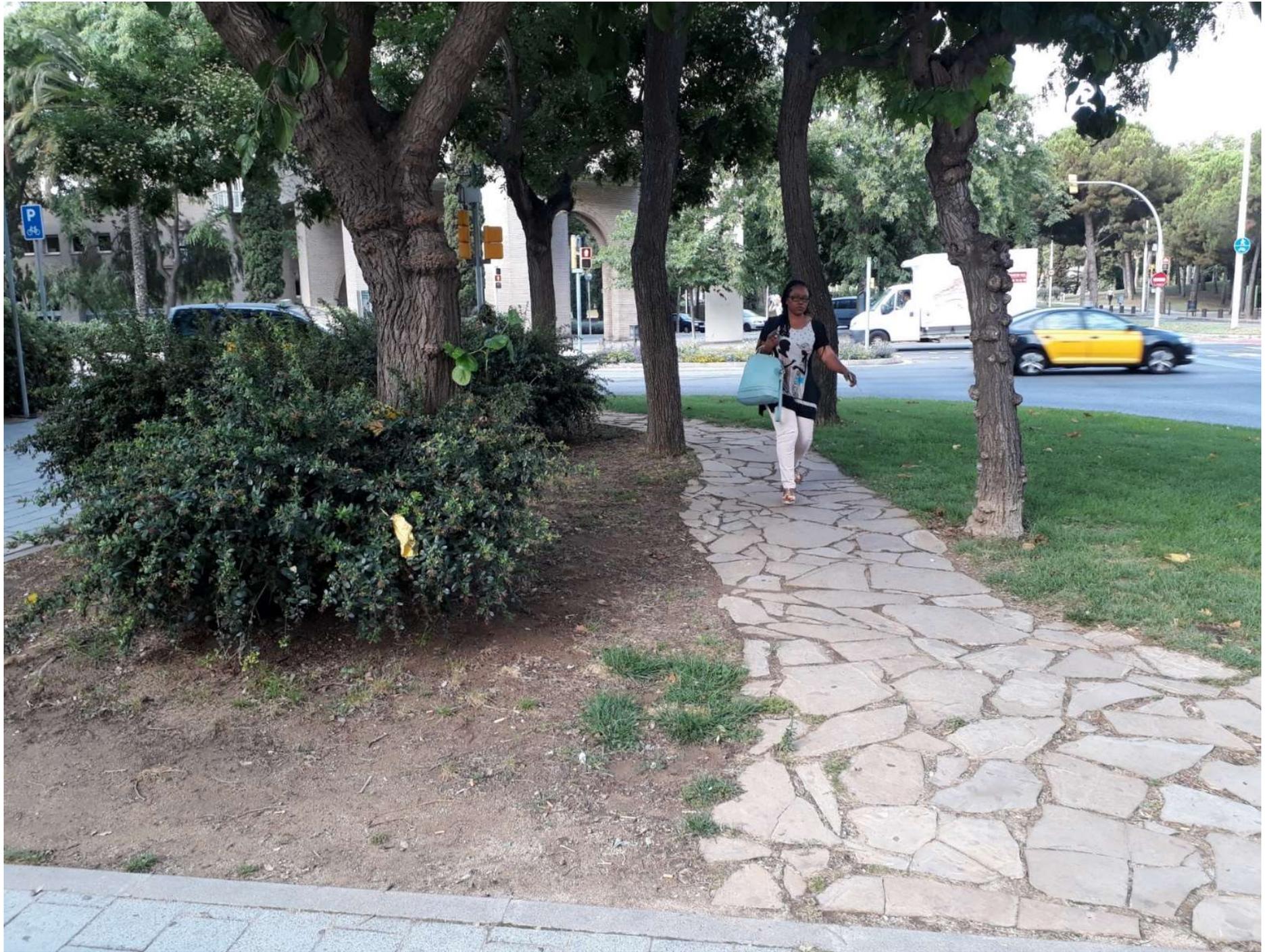
**Join now**

User centric



User experience

Design



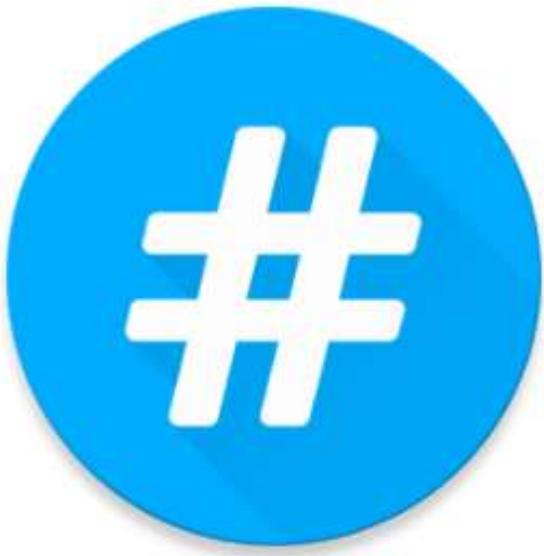
## Meet MIT AgeLab's AGNES



AGNES is a suit worn by students, product developers, designers, engineers, marketing, planners, architects, packaging engineers, and others to better understand the physical challenges associated with aging.

# Muji Is Seeking Volunteers To Live In Their New House For Free







[jawbone.com/up](http://jawbone.com/up)



[Tweet](#)

[Like](#) [in](#) [su](#)

## How 3 Million Hours Of User-Testing Fixed The Jawbone Up

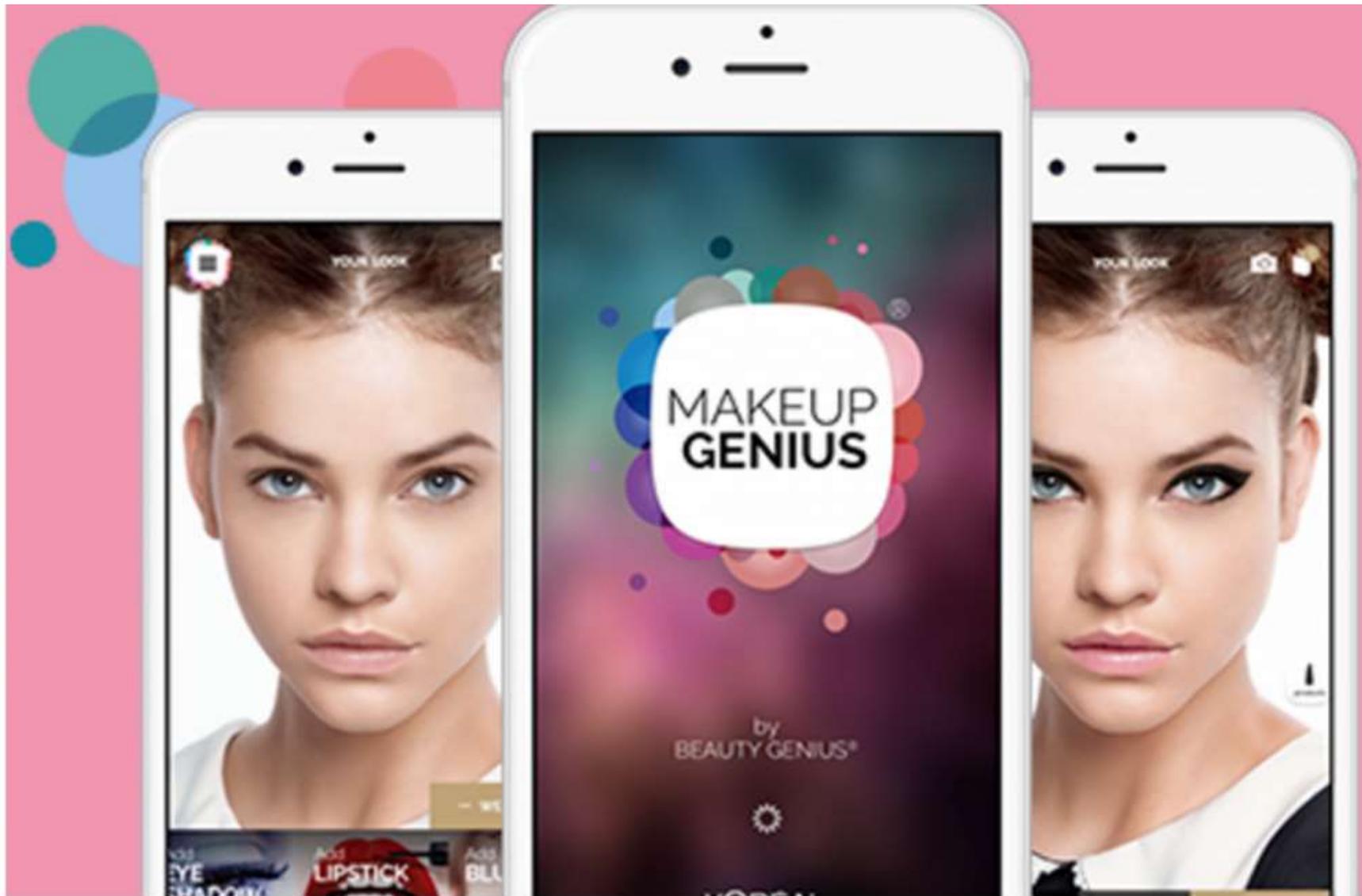
Pulled from store shelves after a month, the first high-profile wearable activity tracker was a humiliation for Jawbone. Now, the Up is back, and anyone vying for a stake in wearable tech should pay close attention to the product's resurrection.

# Personalization



# This Startup Is 3D Printing Glasses That Fit Perfectly To A Wearer's Face





## POPULAR: Let This Algorithm Mix Your Makeup Perfectly

A new scanner can analyze skin tone and prepare a one-of-a-kind blend for each person



## POPULAR: How Artificial Intelligence Is Evolving Outdoor Advertisements

A new prototype billboard has been designed to respond to the emotions of passersby

People to People



# Honda Turns Fans' Garages Into Pop-Up Dealerships



Alfons: ¿puedes responder esta pregunta acerca de Canon PCC-CP400 - Casete...?



Safata d'entrada x



**Amazon Answers** <answers@amazon.es>

14:17 (fa 9 minuts) ☆



per a ac ▾

**amazon respuestas**

 Como propietario de [Canon PCC-CP400 - Casete...](#), ¿podrías ayudar a este cliente?

**Cliente Amazon ha preguntado**

"¿Para que es esto? Es que me quiero comprar la canon selphy cp1200 y leo algo del cassette pero no se para que es. Gracias"

[Responder a la pregunta](#) [No lo sé](#)

[Ver respuestas de otros](#) | [Enviar comentario sobre esta función](#)

No revelamos tu dirección de correo electrónico a otros clientes de Amazon cuando recibes y respondes a las preguntas de los clientes.



**Amazon Answers** <answers@amazon.es>

per a ac 

**amazon.es**

---



Cliente Amazon commented on your answer to the question "¿Para que es esto? Es que me quiero comprar la canon selphy cp1200 y leo algo del cassette pero no se para que es. Gracias"

**Cliente Amazon ha dicho**



**Amazon Answers** <answers@amazon.es>

per a ac 

**amazon.es**

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Cliente Amazon commented on your answer to the question "¿Para que es esto? Es que me quiero comprar la canon selphy cp1200 y leo algo del cassette pero no se para que es. Gracias"

**Cliente Amazon ha dicho**

"Gracias."

## **2. AI and jobs**

# The Great A.I. Awakening

How Google used artificial intelligence to transform Google Translate, one of its more popular services — and how machine learning is poised to reinvent computing itself.

BY GIDEON LEWIS-KRAUS DEC. 14, 2016



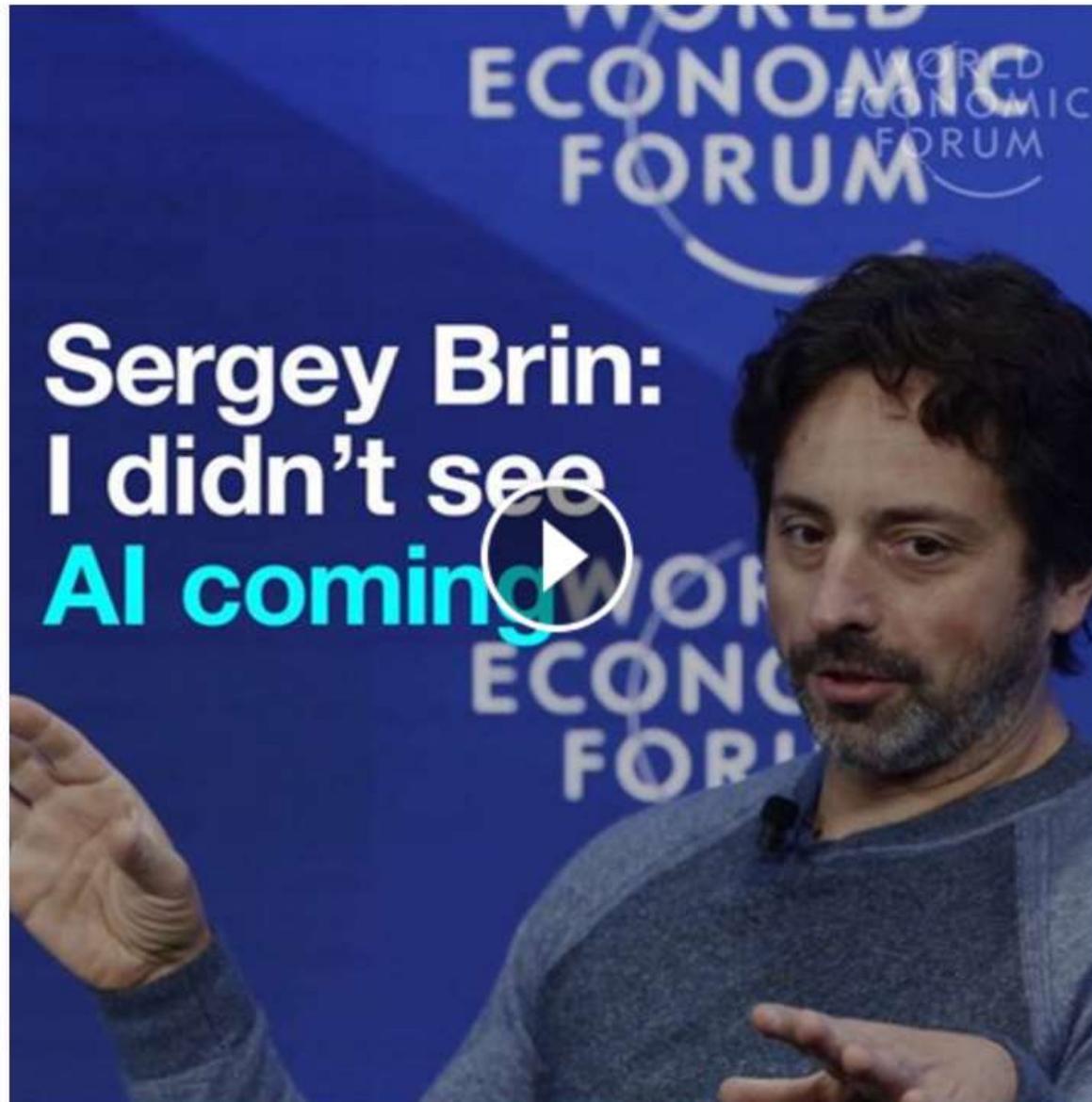


World Economic Forum

January 19 at 9:00pm · 🌐



Google co-founder Sergey Brin says he didn't see AI coming. And can't predict where it's going. Read more: <http://wef.ch/2iXGYLr>



**Sergey Brin:**  
I didn't see  
**AI coming**



Artificial intelligence  
is intelligent, indeed

# An artificial intelligence system that correctly predicted the last 3 elections says Trump will win

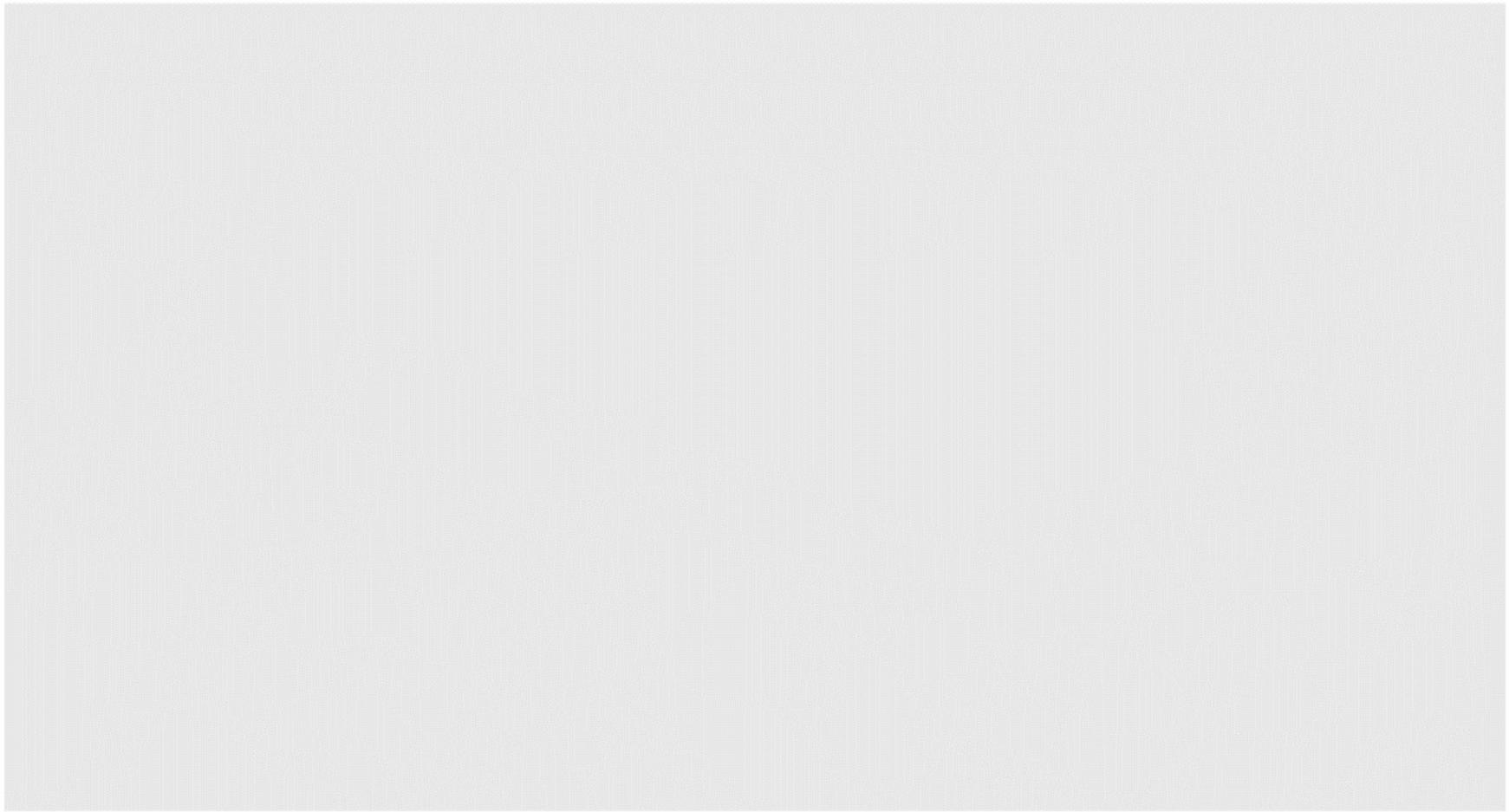


Pamela Engel  

🕒 Oct. 28, 2016, 8:24 PM 🔥 160,542



businessinsider.com





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Robotics

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# Mining 24 Hours a Day with Robots

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Techreview.com

# CAT<sup>®</sup> MINESTAR<sup>™</sup> SYSTEM

AUTONOMOUS HAULAGE. MAKING MINING SAFER AND MORE PRODUCTIVE TODAY



# Meet Relay

Relay is a beautifully simple autonomous delivery robot who increases productivity, revenue, and delight to people in a range of industries and organizations.

[LEARN MORE](#)



Make the world  
“robot-readable”





 PRECEYES

High-precision assistance for eye surgery

Automate  
**Augmentate**



# Clara, can you find a time for us to meet next week?

Clara is your partner in doing great work — a virtual employee that schedules your meetings.



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[FAQ](#)

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# Pefin

## The world's first AI financial advisor

[GET EARLY ACCESS](#)

**Artificial Intelligence that guides smart financial decisions**

at 1/20th the cost of a human advisor

[pefin.com](https://pefin.com)



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**Robotics**

# **AI Software Learns to Make AI Software**

Google and others think software that learns to learn could take over some work done by AI experts.

by Tom Simonite    January 18, 2017

Will a robot **steal**  
my job?

# La robòtica posa en perill més de dos milions de llocs de treball a Espanya

L'OCDE situa l'Estat al podi dels països més afectats per l'automatització de tasques

Economistes i experts relativitzen el perill i vaticinen que es generaran noves ocupacions

La quarta revolució industrial...  
 El món. Espanya és un dels països...  
 que s'estan més multiplicant en apor...  
 tes perspectives. A l'advertir un niv...  
 el que afecta el 12% dels llocs de...  
 treball, segons les dades de l'OCDE...  
 l'últim debat s'ha polaritzant entre...  
 les veus més apocàliptiques i entre...  
 les veus més optimistes que afirmen del po...  
 tencial de creació d'ocupació de la...  
 quarta revolució industrial i de la...  
 nova economia col·laborativa.

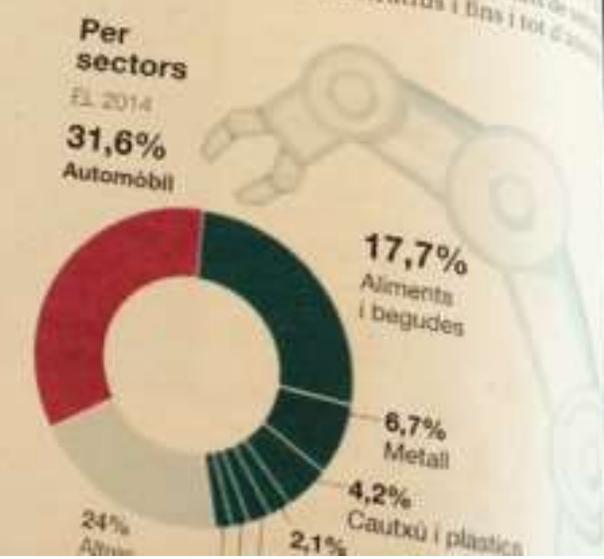
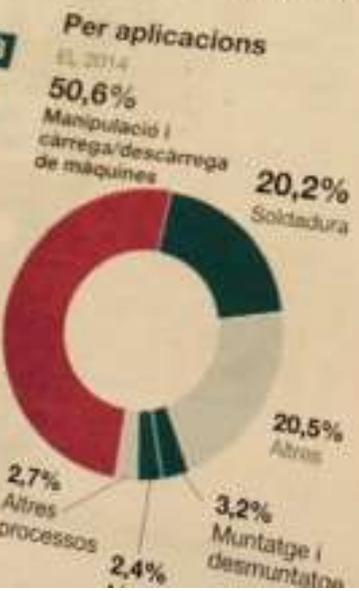
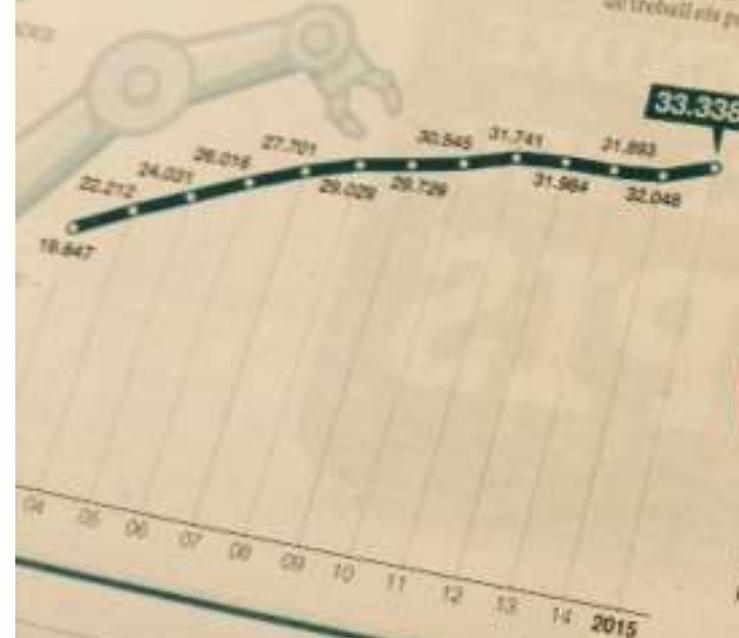
EL RISC L'AMENSA I L'ASSOCIACIÓ Es...  
 panyola de Robòtica (AER) ha incor...  
 porat en la seva imatge pública el le...  
 ma en petit: «Robots, mateixos llo...  
 cets, creuets i fins». El lema amb els...  
 avantatges de la robòtica i con...  
 trasta amb la publicació d'un recent...  
 informe al Fòrum Econòmic de l'As...  
 sociació de Robòtica de l'Asociació de...  
 l'informe que l'automatització...  
 destruiria cinc milions de llocs...  
 de treball els pròxims anys al men.

L'últim estudi de l'OCDE situa Es...  
 panya al podi dels països més expo...  
 sats al risc de la quarta revolució in...  
 dustrial, juntament amb Àustria i...  
 Alemanya. El 12% de llocs de treball...  
 amb un elevat risc de ser automa...  
 titzats equivalen a més de dos mil...  
 lions de llocs de treball. Els autors de...  
 l'estudi arriben a aquesta conclusió...  
 identificant els perfils de llocs de...  
 treball de menys qualificació i que res...

ponen a processos rutinari...  
 tius en què seria més fàcil...  
 i els treballadors per múltiples...  
 porten a terme el 70% o més...  
 tasques.

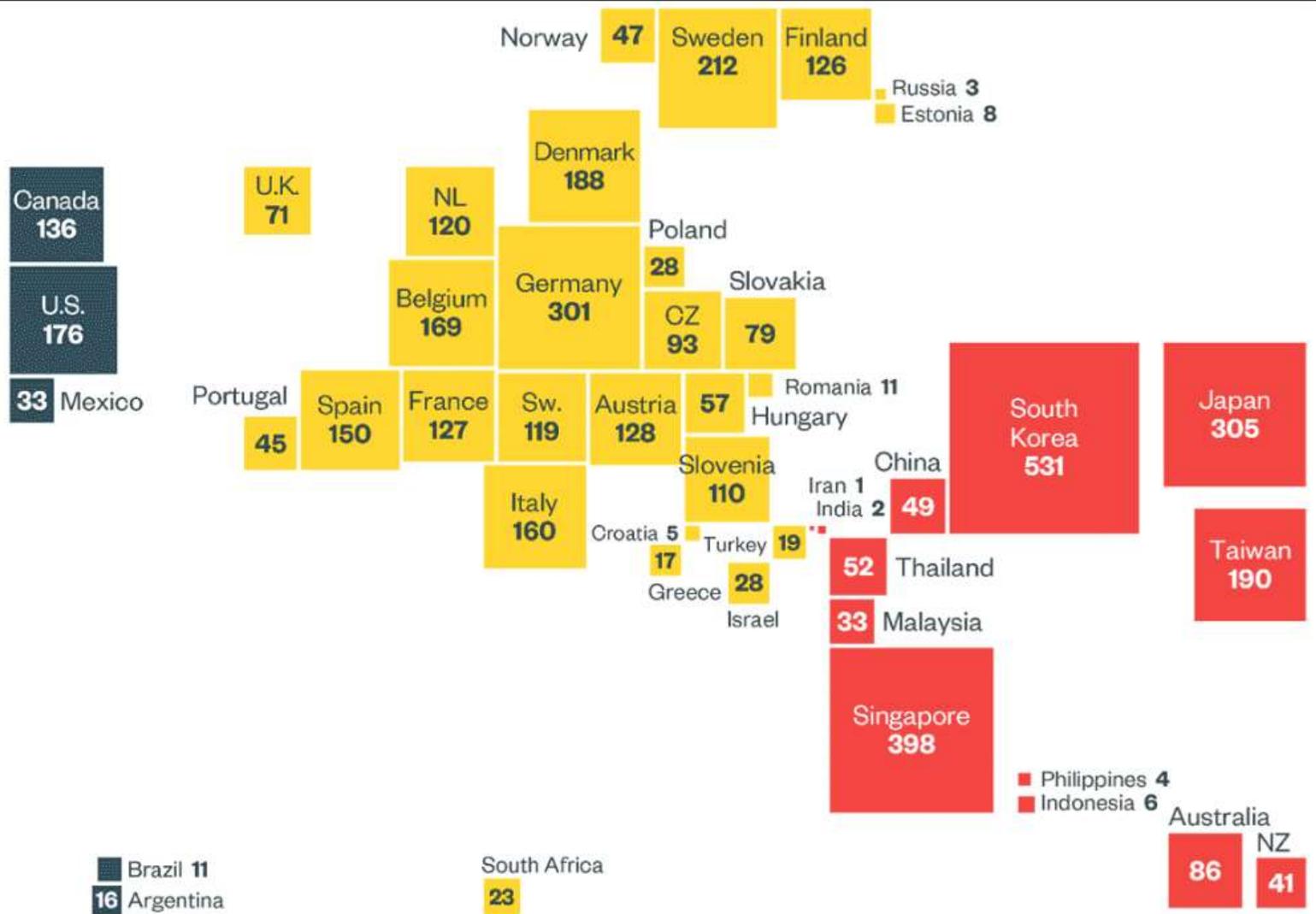
Els sectors més exposats...  
 necessàriament els indus...  
 que el grau de robotització...  
 el 100% en algunes àrees de...  
 briques. «En les activitats de...  
 administratius i fins i tot d'...

## ROBOTS



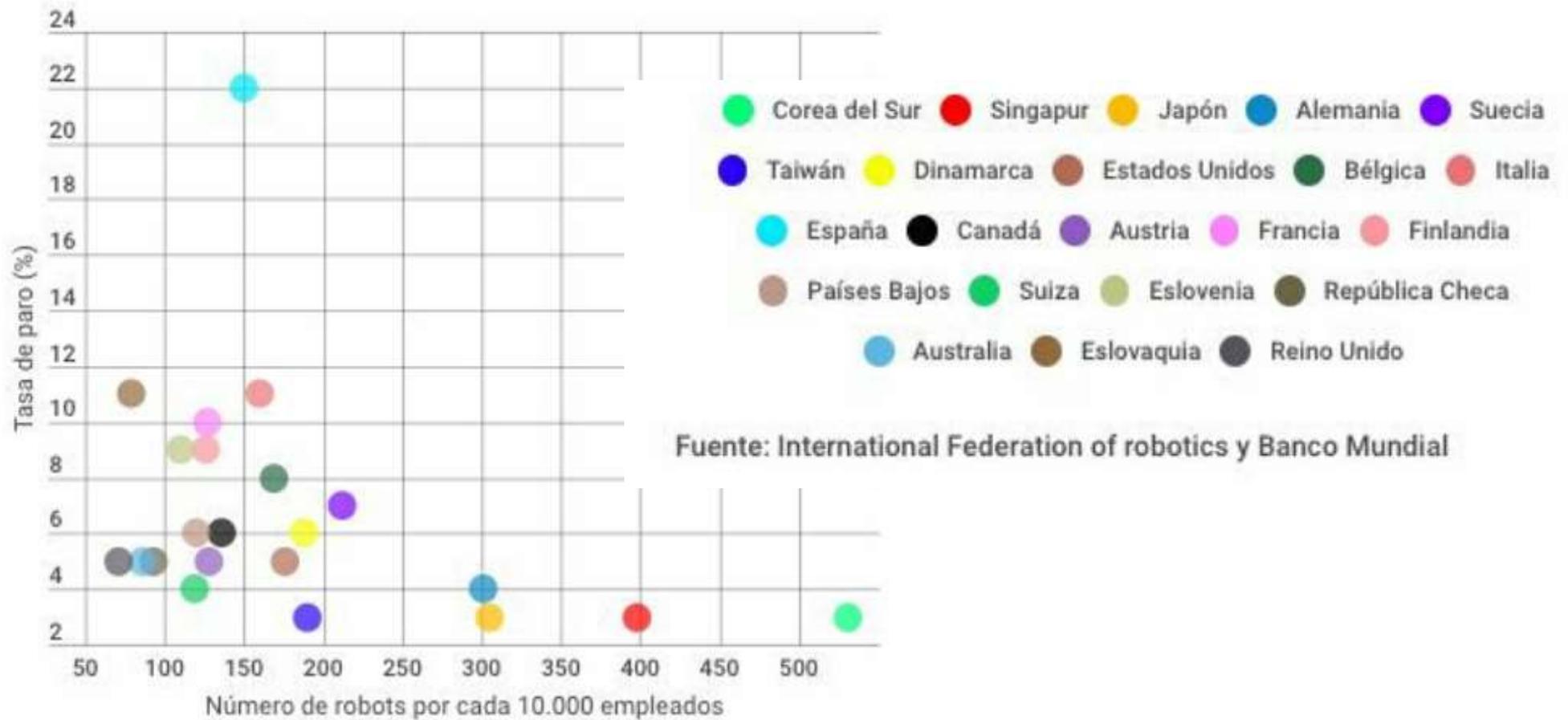
**Number of industrial robots per 10,000 manufacturing workers**

By region



Note: Data are estimates for multipurpose industrial robots for 2015

# Densidad robótica y tasa de paro por países



**Growth requires  
more productivity,  
which now means robots**



Humans × Machines

"A richly detailed guidebook leaders need to capture the opportunities of AI and the fourth industrial revolution."

—KLAUS SCHWAB

Founder and Executive Chairman, World Economic Forum

# HUMAN + *Reimagining Work in the Age of AI* MACHINE

PAUL R. DAUGHERTY  
H. JAMES WILSON

HARVARD BUSINESS REVIEW PRESS

Making it in America

# American factories could prosper if they find enough skilled workers

*A widening skills gap means that over half of new manufacturing jobs in the decade to 2025 may go unfilled*



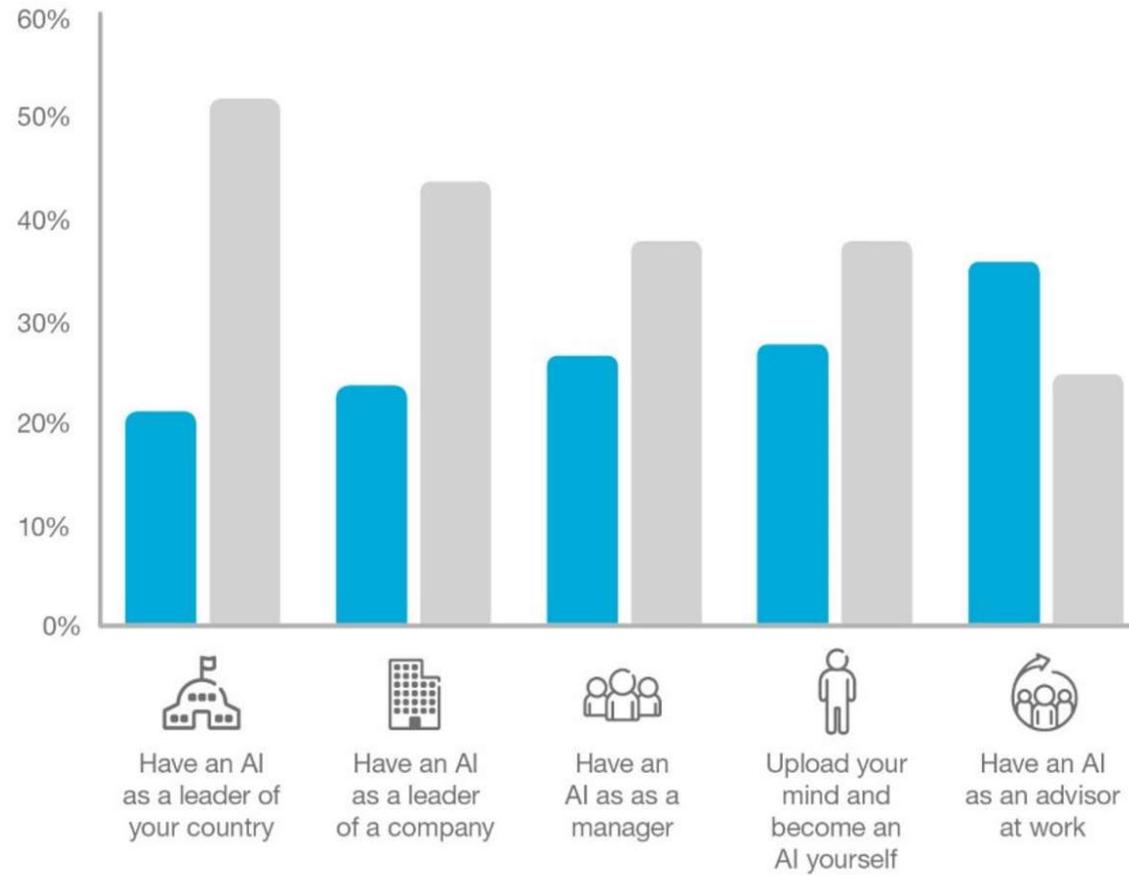
Print edition | Business >

Oct 12th 2017 | OAK CREEK, WISCONSIN



## Consumer willingness to interact with AI in different contexts

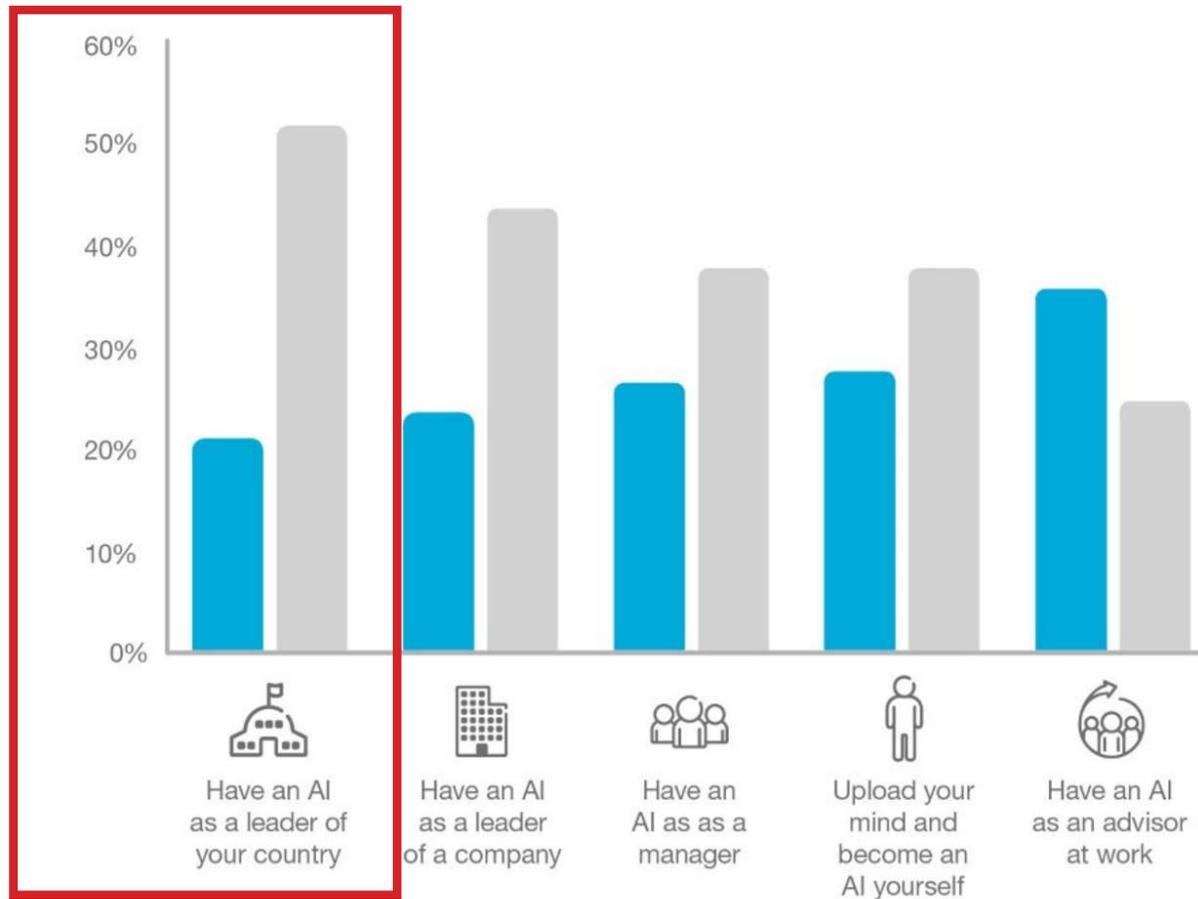
● Willing    ● Unwilling



ericsson.com

## Consumer willingness to interact with AI in different contexts

● Willing    ● Unwilling



YOU'RE NOT BEING REPLACED  
BY A ROBOT. YOU'RE BEING  
REPLACED BY SOMEONE WHO  
UNDERSTANDS ROBOTS

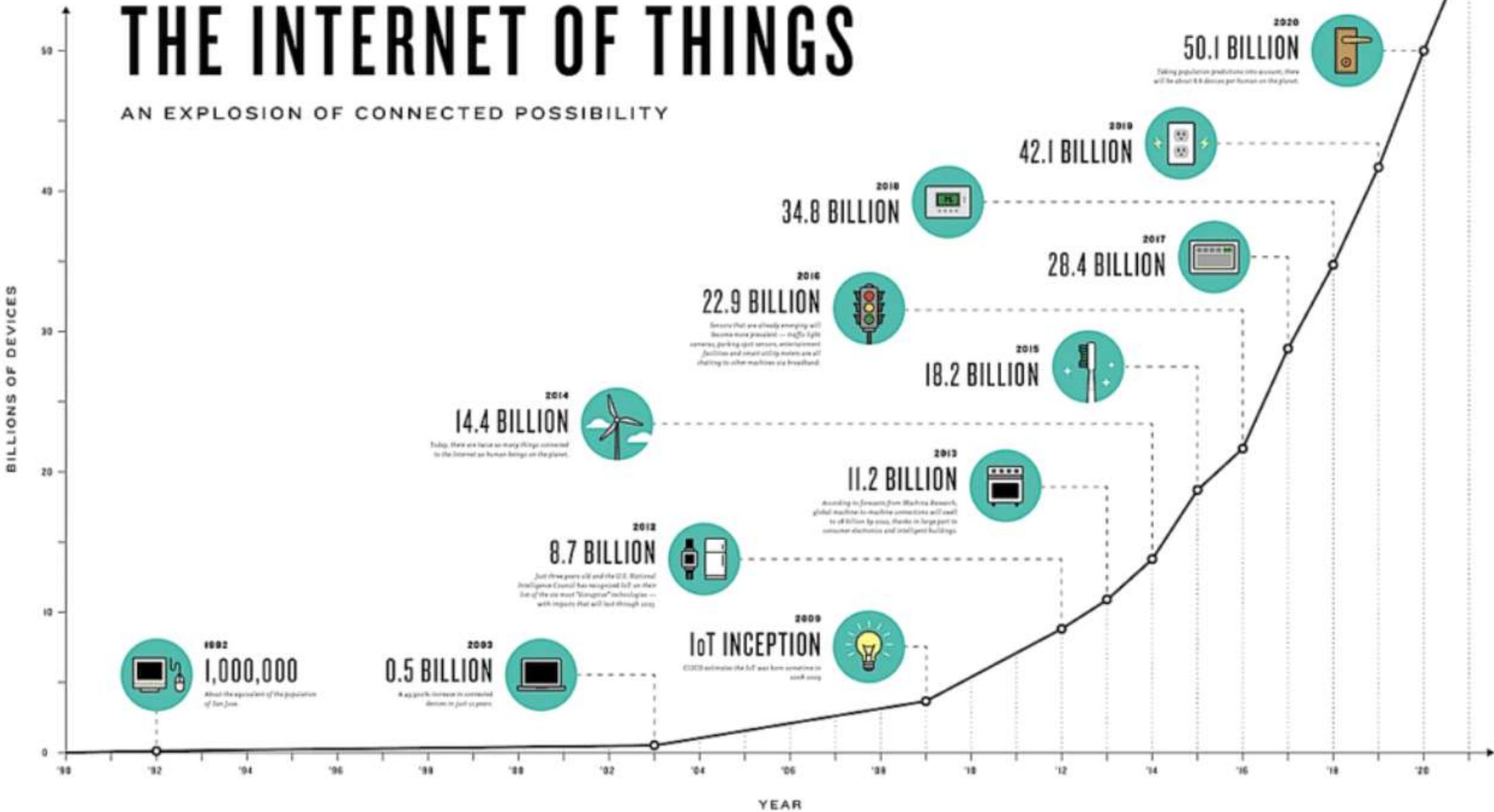


# **3. Internet of everything**



# THE INTERNET OF THINGS

AN EXPLOSION OF CONNECTED POSSIBILITY





# How Many Sensors are in a Smartphone?



- Light
- Proximity
- 2 cameras
- 3 microphones (ultrasound)
- Touch
- Position
  - GPS
  - WiFi (fingerprint)
  - Cellular (tri-lateration)
  - NFC, Bluetooth (beacons)
- Accelerometer
- Magnetometer
- Gyroscope
- Pressure
- Temperature
- Humidity

19





# Babolat Play Pure Drive

Sensors integrated into the handle allow players to have access to a lot of information: power, impact locator, type and number of strokes (forehand, backhand, serve, overhead smash),...



[babolat.us](http://babolat.us)

THE NEXT EVOLUTION  
OF WEARABLE TECHNOLOGY

# POLO

RALPH LAUREN

## THE POLO TECH SHIRT

WE ARE PROUD TO BE THE FIRST LUXURY LIFESTYLE  
BRAND TO OFFER APPAREL THAT TRACKS AND  
STREAMS REAL-TIME BIOMETRIC DATA DIRECTLY TO  
YOUR SMARTPHONE OR TABLET



[ralphlauren.com](http://ralphlauren.com)



# #SEBUSCANVALIENTES

Invierte en la empresa que está revolucionando la producción audiovisual.



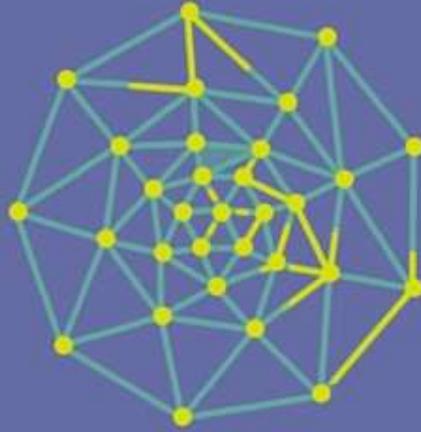
Ver Video

Invierte  
aquí

¡Házte socio de Iniesta e Ibaka desde 61€!

## En 9 meses...

Telefónica, primer inversor de la compañía.



HBR.ORG

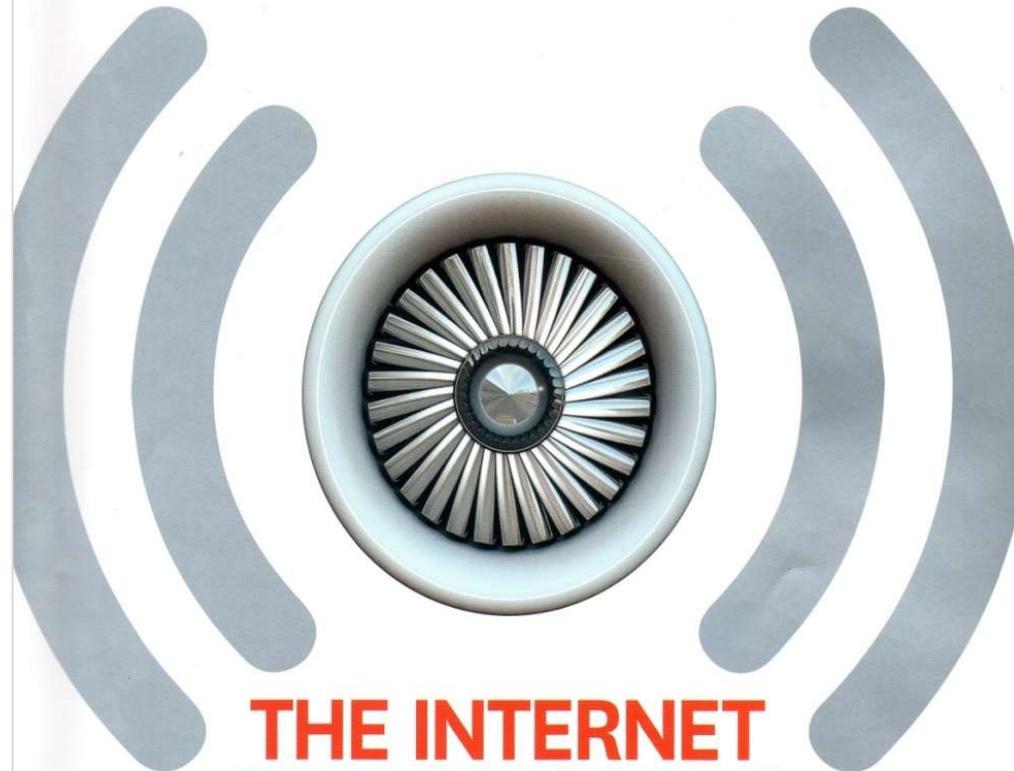
# Harvard Business Review

NOVEMBER 2014

47 The Big Idea  
The HBR List of  
Best-Performing CEOs  
2014 edition

100 Spotlight  
The New Deal on Data  
An interview with  
Alex "Sandy" Pentland

133 Case Study  
Do Business and  
Politics Mix?  
Brian K. Richter



## THE INTERNET OF EVERYTHING

Smart, connected products will  
transform your business **PAGE 64**



ARTWORK: CHRIS LABROOY, BF

COMPETITION

# How Smart, Connected Products Are Transforming Competition

by Michael E. Porter and James E. Heppelmann

FROM THE NOVEMBER 2014 ISSUE

# smart connected products



New value creation  
through **smart** use  
of data and connections





# MONITORING



# MONITORING CONTROL



MONITORING  
CONTROL  
OPTIMIZATION



MONITORING  
CONTROL  
OPTIMIZATION  
AUTONOMY



**“MACHINES THAT  
TALK, MACHINES  
THAT REACT,  
MACHINES THAT  
CONSTANTLY UPDATE  
THEIR STATUS--IT  
SOUNDS A BIT LIKE A  
SOCIAL NETWORK...  
OF MACHINES.”**



**Railway**



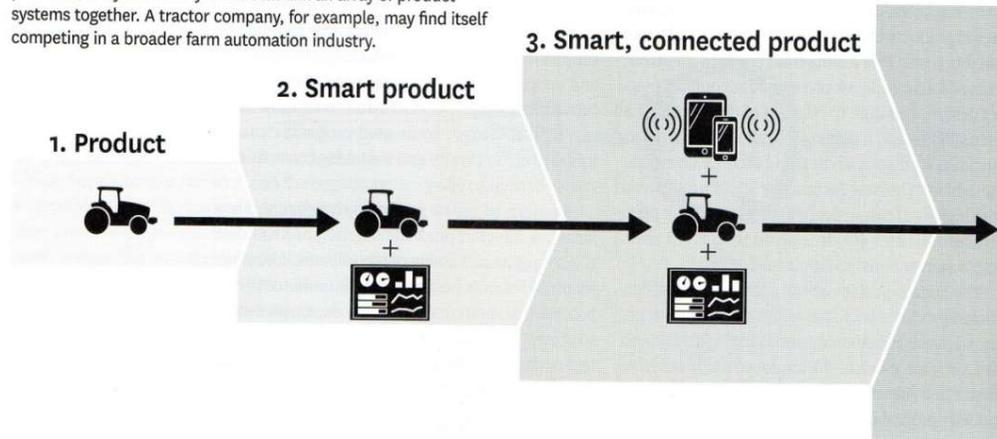
**Energy**

FROM PRODUCTS  
TO **SYSTEMS**  
TO **SYSTEMS OF SYSTEMS**



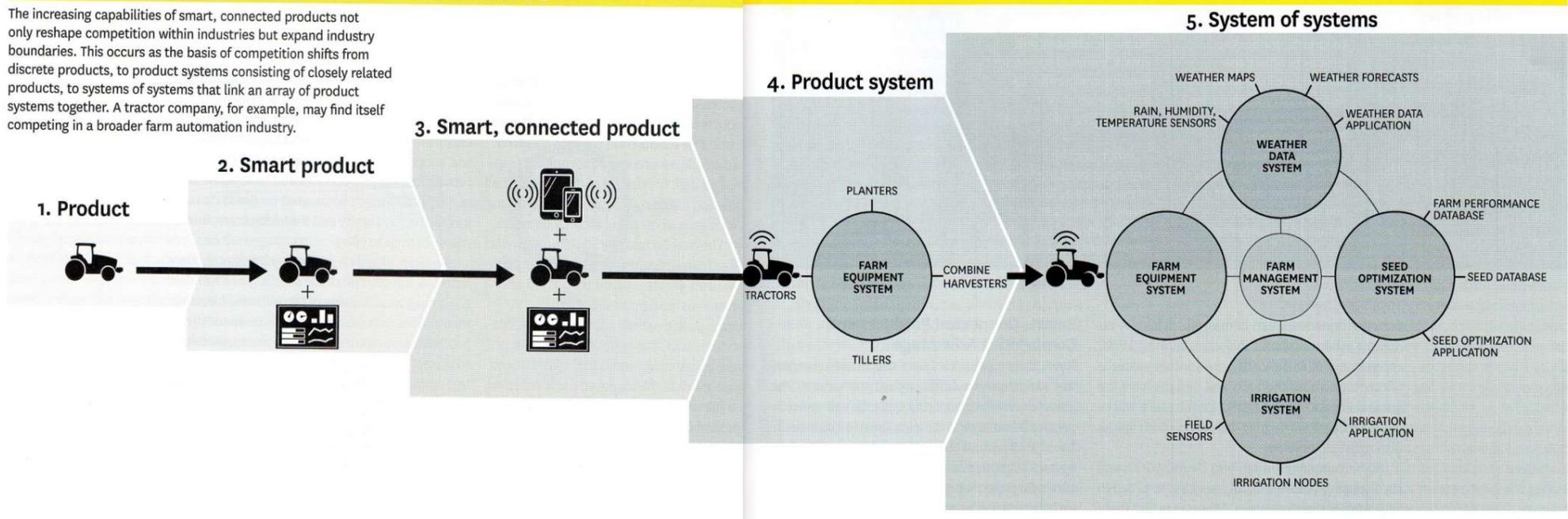
## REDEFINING INDUSTRY BOUNDARIES

The increasing capabilities of smart, connected products not only reshape competition within industries but expand industry boundaries. This occurs as the basis of competition shifts from discrete products, to product systems consisting of closely related products, to systems of systems that link an array of product systems together. A tractor company, for example, may find itself competing in a broader farm automation industry.



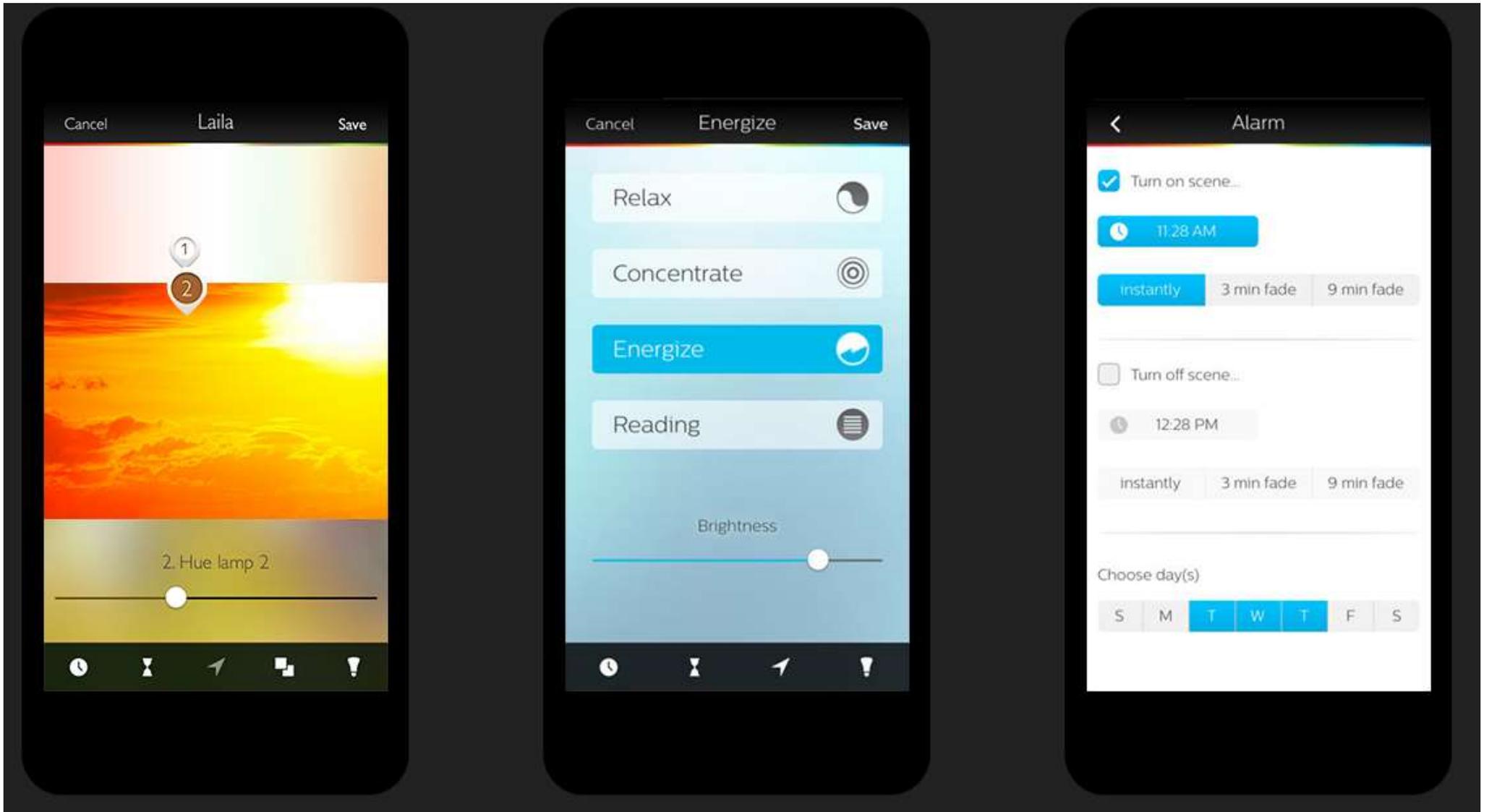
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SMART **HOME**





meethue.com

## What is Sonos?

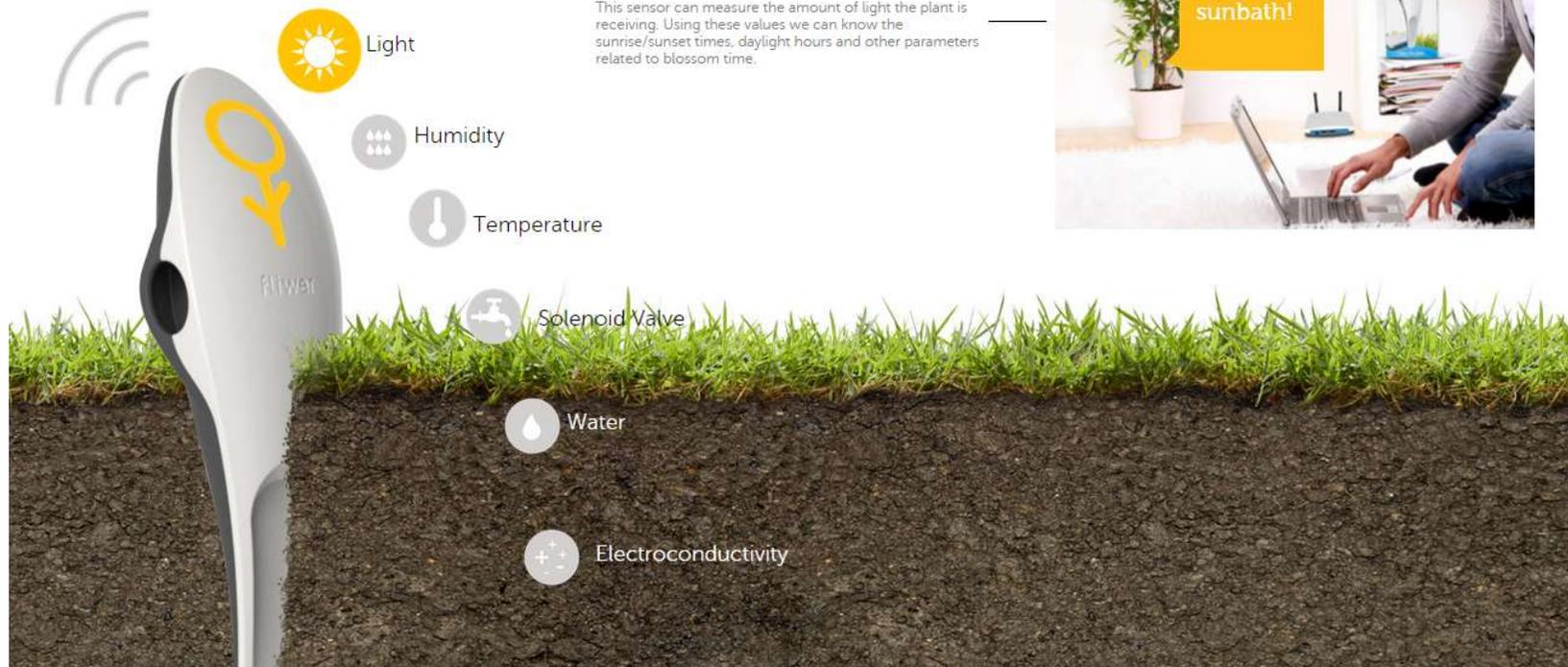
Sonos is a smart system of HiFi wireless speakers and audio components. It unites your digital music collection in one app that you control from any device.

[Watch video](#)

## fliwer Sensor

# What happens to your plants?

Fliwer Sensor captures all the vital information for the optimal growth and maintenance of your plants.



# Inventan la maleta inteligente, que se pesa y se localiza a sí misma



El prototipo de Pluggage ya está disponible en la web de Delsey.

## — FAST TRACK —

La marca francesa de equipajes Delsey ultima la maleta inteligente. La firma prepara una pieza geolocalizable, que se pesa a sí misma, recarga el móvil y es capaz de predecir el tiempo.



# Introducing Haiku<sup>®</sup> with SenseME<sup>™</sup> Technology



SenseME knows when you enter or leave a room, turning Haiku on and off automatically.



SenseME monitors the room's temperature and humidity, adjusting fan speed when conditions change.



SenseME learns your comfort preferences, tailoring fan speed adjustments to what you find comfortable.

[bigassfans.com/senseme](http://bigassfans.com/senseme)

## Physical rehabilitation made easy.

Help patients and therapists to improve and accelerate the physical rehabilitation process. Our advanced rehabilitation system has mobile and wearable technologies for a faster recovery, both at the centre and at home.

Contact us



WeAR TECHNOLOGIES

### Non-invasive assistive system with automatic corrections

WeAR has created a wearable kit able to measure rehabilitation exercises movements with high precision. The WeAR's wearables are easy to use and provide automatic corrections through the whole execution of the exercise plan.

# SMART **CITIES**







**OREGO**

Home

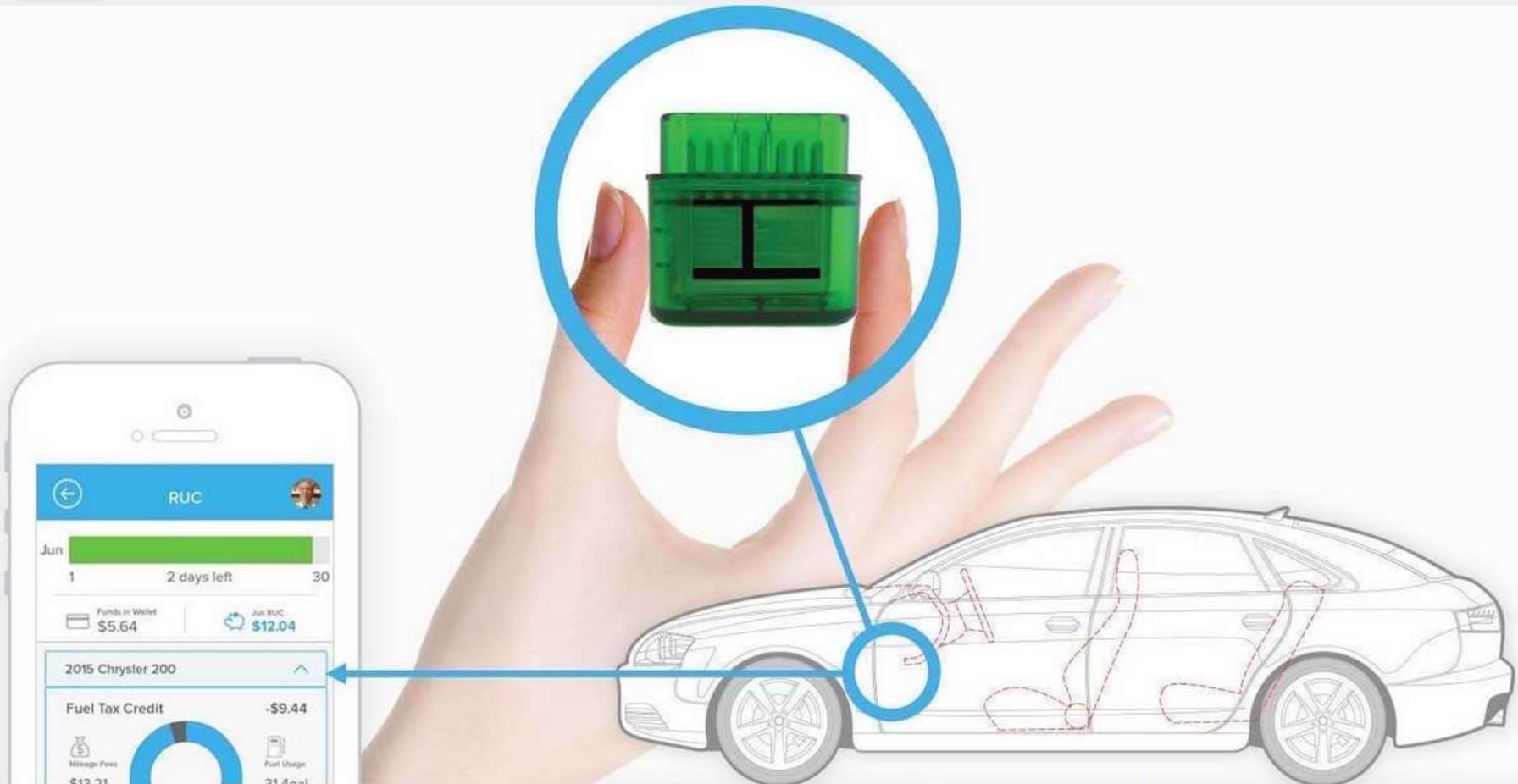
Learn ▾

Connect ▾

Press Room ▾

Search Q

Sign me up!



Graphic from the [OReGO Azuga option](#). Watch the [Enroll with Azuga video](#).  
\*The ODOT Account Manager (emovis) does not collect location information, only miles driven and fuel consumed. The commercial account managers (Azuga and emovis) offer a GPS-based system.

**OREGO means roadways will be there for Oregon drivers.**

myorego.org



[About Sidekix](#) [Our Story](#) [Cities](#) [Guides](#) [KIX](#) [HOST](#) [Jobs](#) [Press Kit](#) [Contact](#)



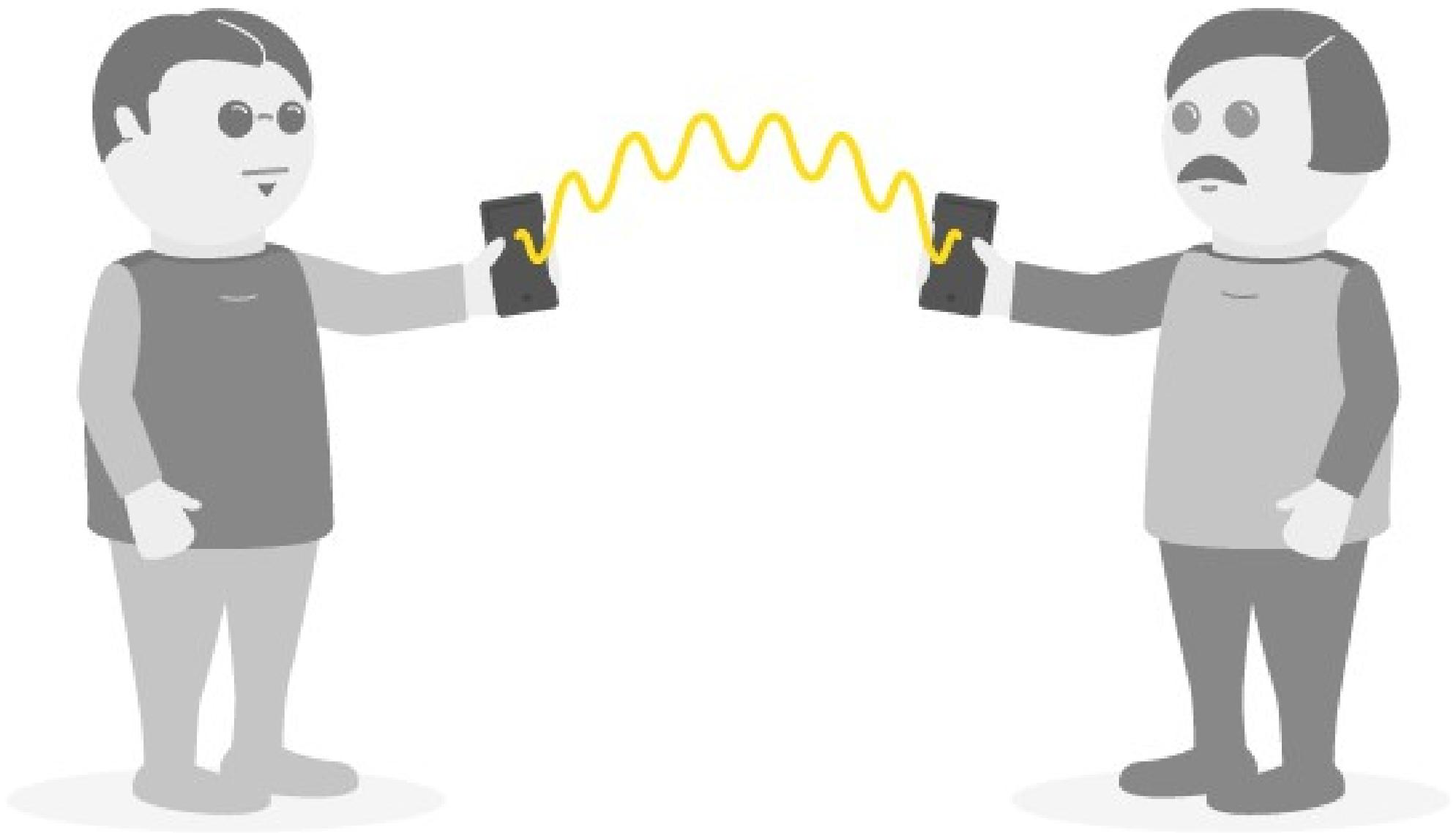
Sidekix, the fun way to find your way

[getsidekix.com](https://getsidekix.com)

# **4. The trust machine**







大明通行寶鈔

壹貫



戶部

奏准印造

大明寶鈔銀銅錢通行

使用，倘違者斬首

者，賞銀貳佰伍拾兩

仍給犯人財產

洪武 年 月 日

What is the basis  
of **any** business?



**Trust**









# HARVARD UNIVERSITY

AT CAMBRIDGE IN THE COMMONWEALTH OF MASSACHUSETTS

**T**HE PRESIDENT AND FELLOWS OF HARVARD  
COLLEGE, acting on the recommendation of the

and with the consent of the Honorable and Reverend  
the Board of Overseers, have conferred on

**Jordan Thompson**

*In witness whereof, by authority duly committed to us, we have hereunder placed our names and the*

*University seal on this fifth day of June in the Year of Our Lord*

*nineteen hundred and ninety-seven and of Harvard College the three hundred and sixty-first.*

*Neil C. Rudenstine*  
PRESIDENT



*Oliver B. Clark*  
DEAN OF THE FACULTY OF  
BUSINESS ADMINISTRATION

**TRUST  
NOBODY**



Ok, trust.  
But **verify.**

Can I Trust You?

We have to  
**demonstrate** that  
people can trust us



Many isolated **records**  
In different registers

My house

My vehicle

# My medical records

# My intellectual property



The (human) world is  
made of **transactions**

100 T\$/year

# Trusted transactions



Through trusted third parties (intermediaries)



Why blockchains?



# About Stampery

We are on a mission: replacing trust with mathematical proof

[CONTACT US >](#)

[stampery.com](https://stampery.com)

Let's buy a house



008	Electrical Fire	2001
007	50K Investment	1993
006	Sold to Owner 3	1992
005	Failed Inspection	1992
004	Sold to Owner 2	1989
003	Approved Extension	1980
002	20K Improvement	1980
001	Sold to Owner 1	1976

# Ledger

008	Electrical Fire	2001
007	50K Investment	1993
006	Sold to Owner 3	1992

004	Sold to Owner 2	1989
003	Approved Extension	1980
002	20K Improvement	1980
001	Sold to Owner 1	1976

# Ledger

008	Electrical Fire	2001
007	50K Investment	1993
006	Sold to Owner 3	1992
005	New Chimney	1992
004	Sold to Owner 2	1989
003	Approved Extension	1980
002	20K Improvement	1980
001	Sold to Owner 1	1976

# Ledger

---

Many **isolated** ledgers,  
and tamperable

Let's buy a house,  
**more securely**

Builder 001 Sold to Owner 1 1976 

# Blockchain Ledger

Owner	002	20K Improvement	1980	
Builder	001	Sold to Owner 1	1976	

## Blockchain Ledger

Architect	003	Approved Extension	1980	
Owner	002	20K Improvement	1980	
Builder	001	Sold to Owner 1	1976	

## Blockchain Ledger



Insurance	008	Electrical Fire	2001	Key icon
Contractor	007	50K Investment	1993	Key icon
Real Estate	006	Sold to Owner 3	1992	Key icon
Real Estate	004	Sold to Owner 2	1989	Key icon
Architect	003	Approved Extension	1980	Key icon
Owner	002	20K Improvement	1980	Key icon
Builder	001	Sold to Owner 1	1976	Key icon

# Blockchain Ledger

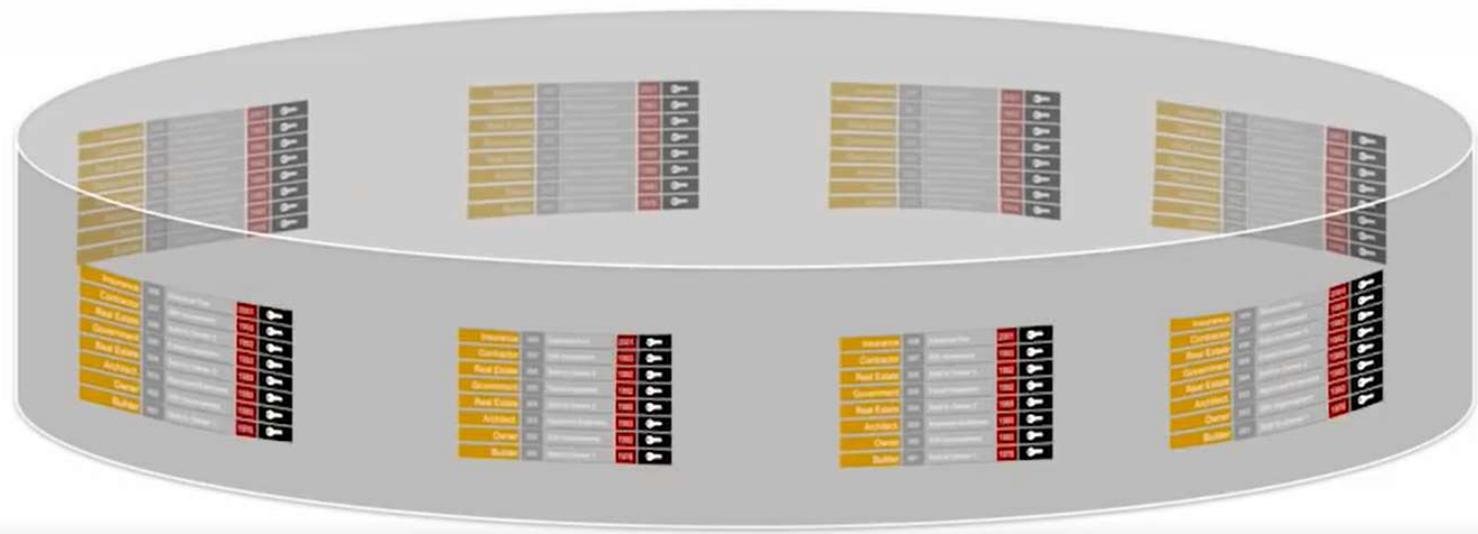
Insurance	008	Electrical Fire	2001	🔑
Contractor	007	50k Investment	1993	🔑
Real Estate	006	Owner 3	1992	🔑
Real Estate	005	Owner 2	1989	🔑
Architect	004	Extension	1980	🔑
Owner	002	20k Improvement	1980	🔑
Builder	001	Sold to Owner 1	1976	🔑

# Blockchain Ledger

# Blockchain of the industry (community)



Real Estate  
Architect  
Owner  
Builder

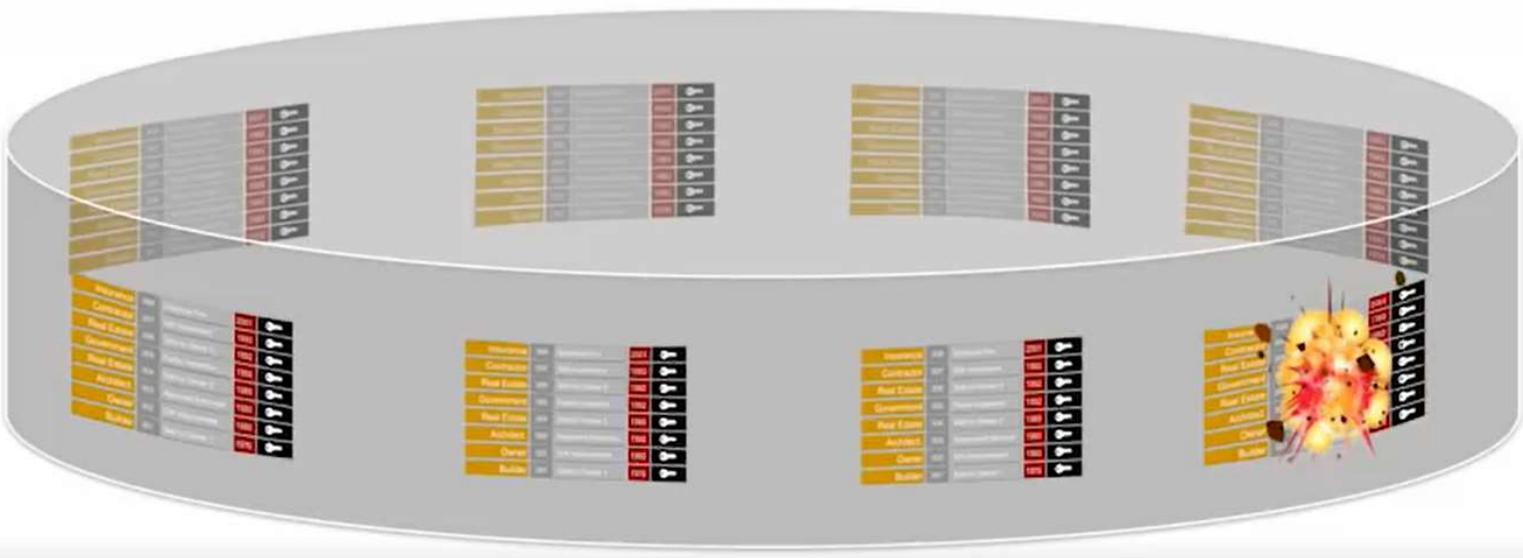


Insurance  
Contractor  
Real Estate  
Government



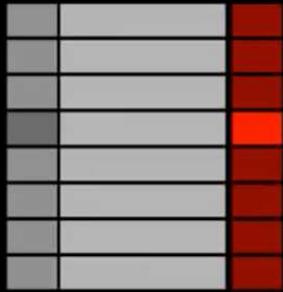


Real Estate  
Architect  
Owner  
Builder



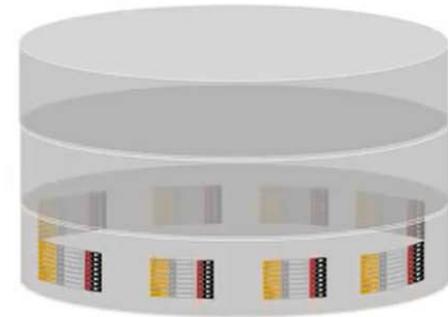
Insurance  
Contractor  
Real Estate  
Government





Tamper-able + Centralized

Trust but verify,  
requiring slow  
intermediaries



Immutable + Distributed

Trusted, immediately  
recorded and easily  
available

**The  
Economist**

OCTOBER 31ST–NOVEMBER 6TH 2015

[Economist.com](http://Economist.com)

Our guide to America's best colleges

Myanmar's free-ish election

Those ever-creative accountants

America takes the fight to IS

Coywolves: the new superpredator

# The trust machine

How the technology behind bitcoin  
could change the world

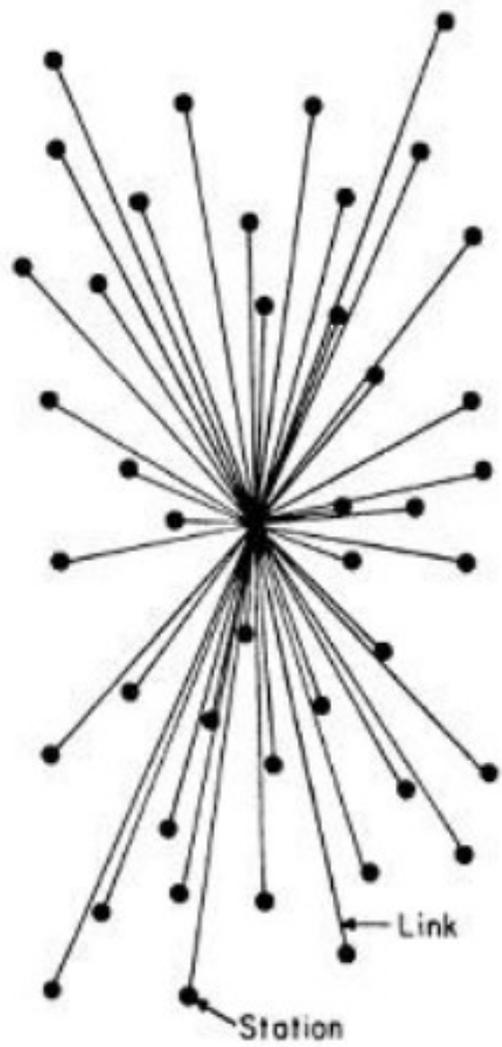


The blockchain helps to record  
**any sort of transaction**  
between parties,  
**in an inviolable way.**

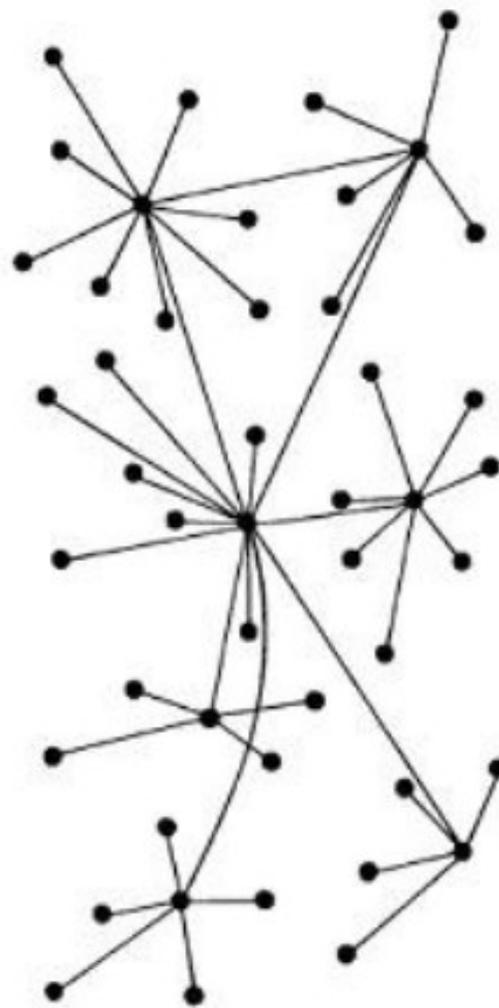


Blockchain =  
One unique  
distributed ledger

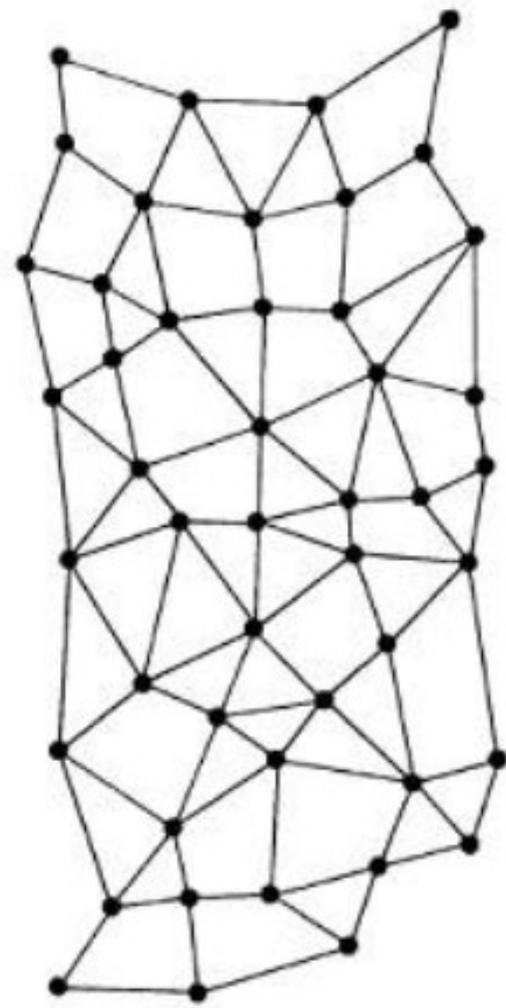




CENTRALIZED  
(A)



DECENTRALIZED  
(B)



DISTRIBUTED  
(C)

Make transactions  
more trustable



## How blockchain is changing the future of retail

Published on July 4, 2017



**Cate Trotter**

Head of Trends at Insider Trends. I help large retailers innovate ...



57



7



34

It's almost ten years since you first heard the word 'blockchain'. Conceived in 2008, the blockchain is among those much talked about new developments, but one that you may not have felt the effects of. Yet.

# RETAIL

Logistics

Transparency

Authenticity

Proof of ownership

Warranties

Loyalty

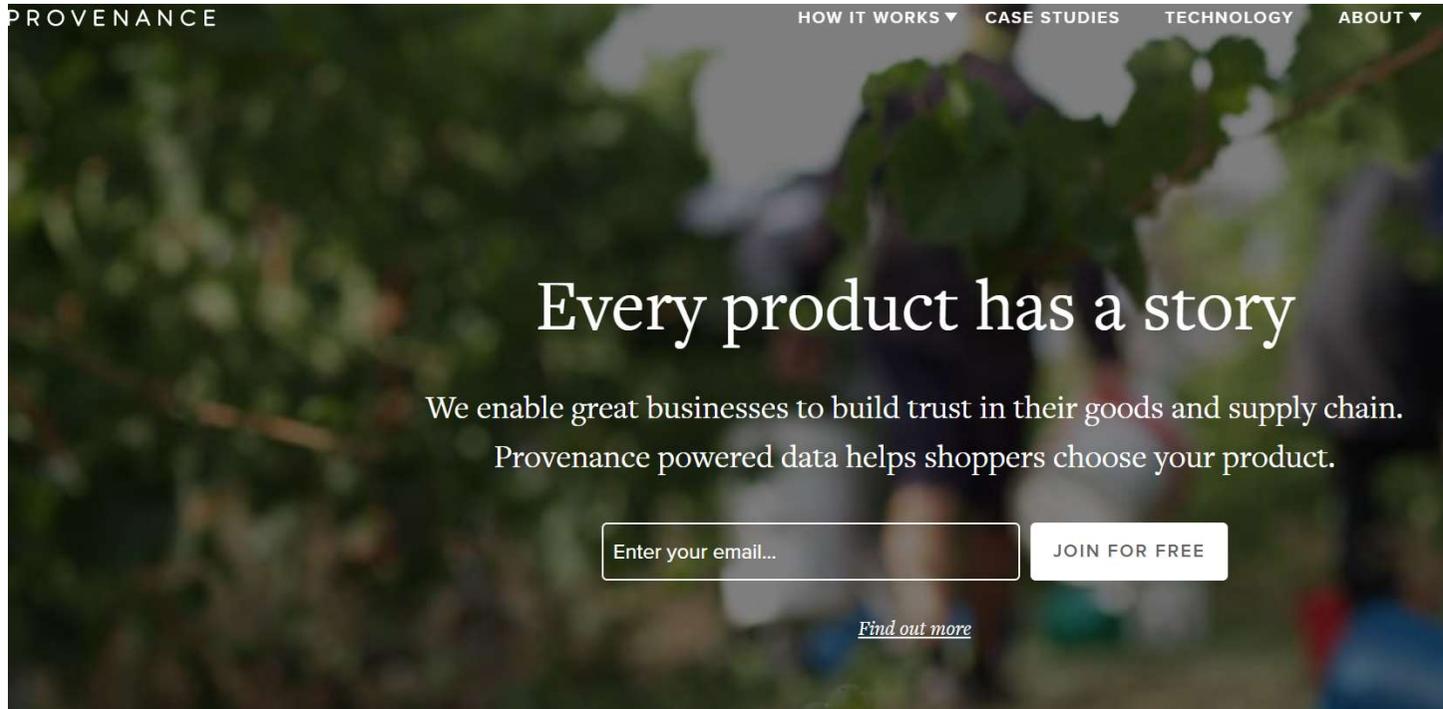
Payments and e-commerce



# LOGISTICS

[wavebl.com](http://wavebl.com)

WAVE is one company tackling the supply chain challenge through blockchain. All members of the supply chain are connected through a decentralised database enabling them to directly exchange documents. This also helps manage and resolve disputes as the blockchain offers irrefutable evidence of what has happened at each point in the chain.

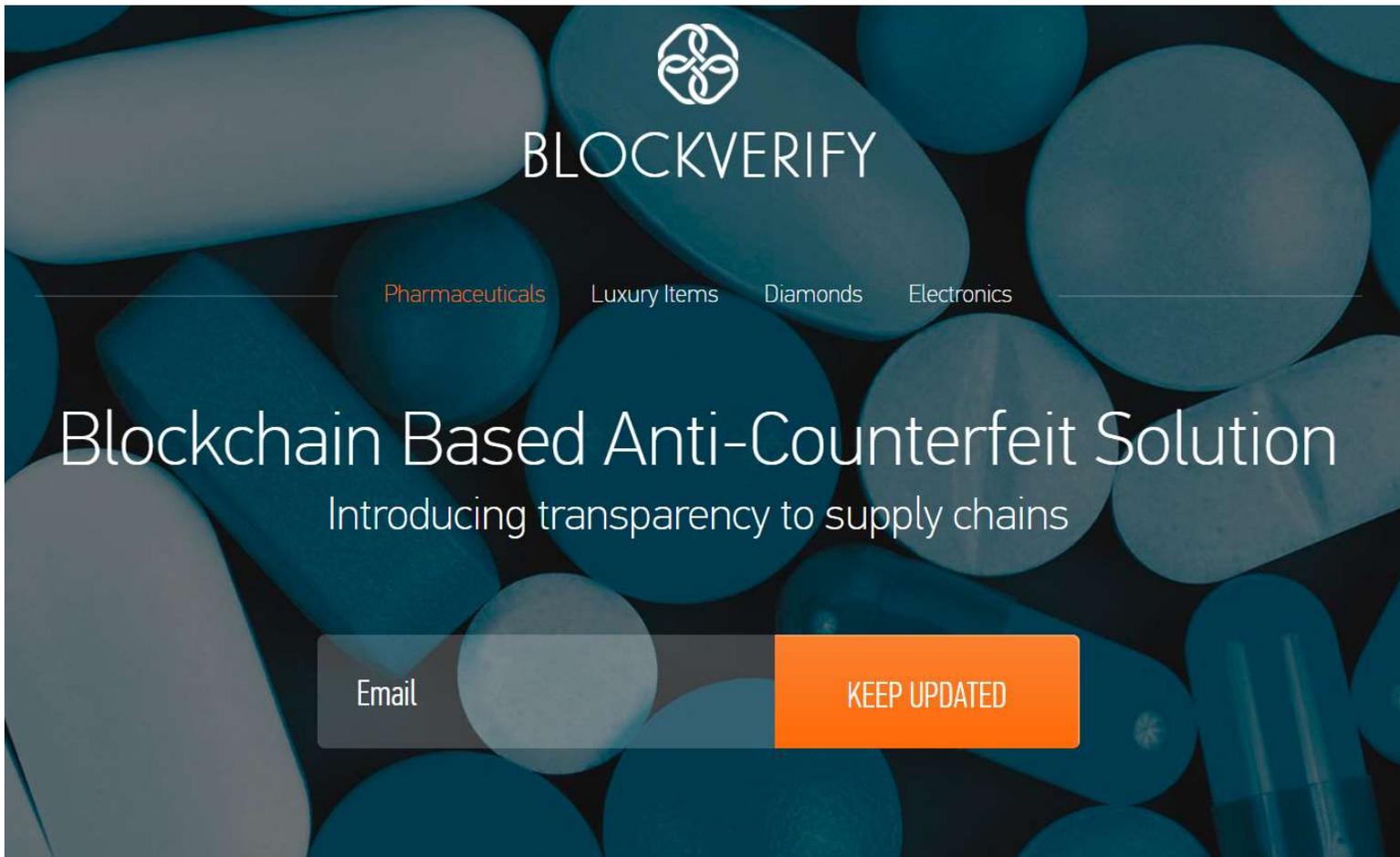


# TRANSPARENCY

provenance.org

It can help customers see where their food was grown and if it's local or not. They could even check what the individual ingredients are (useful for those with allergies) and the supply chain of those ingredients in turn.





# AUTENTICITY

[blockverify.io](https://blockverify.io)

To confirm the authenticity of products by enabling customers to look back through the records for an item. This is particularly useful in the case of luxury goods where counterfeiting is a big problem. Being able to track a product back to its source gives customers the confidence to part with large sums of money as they know it's the real deal.

# Welcome to the digital vault of the future.

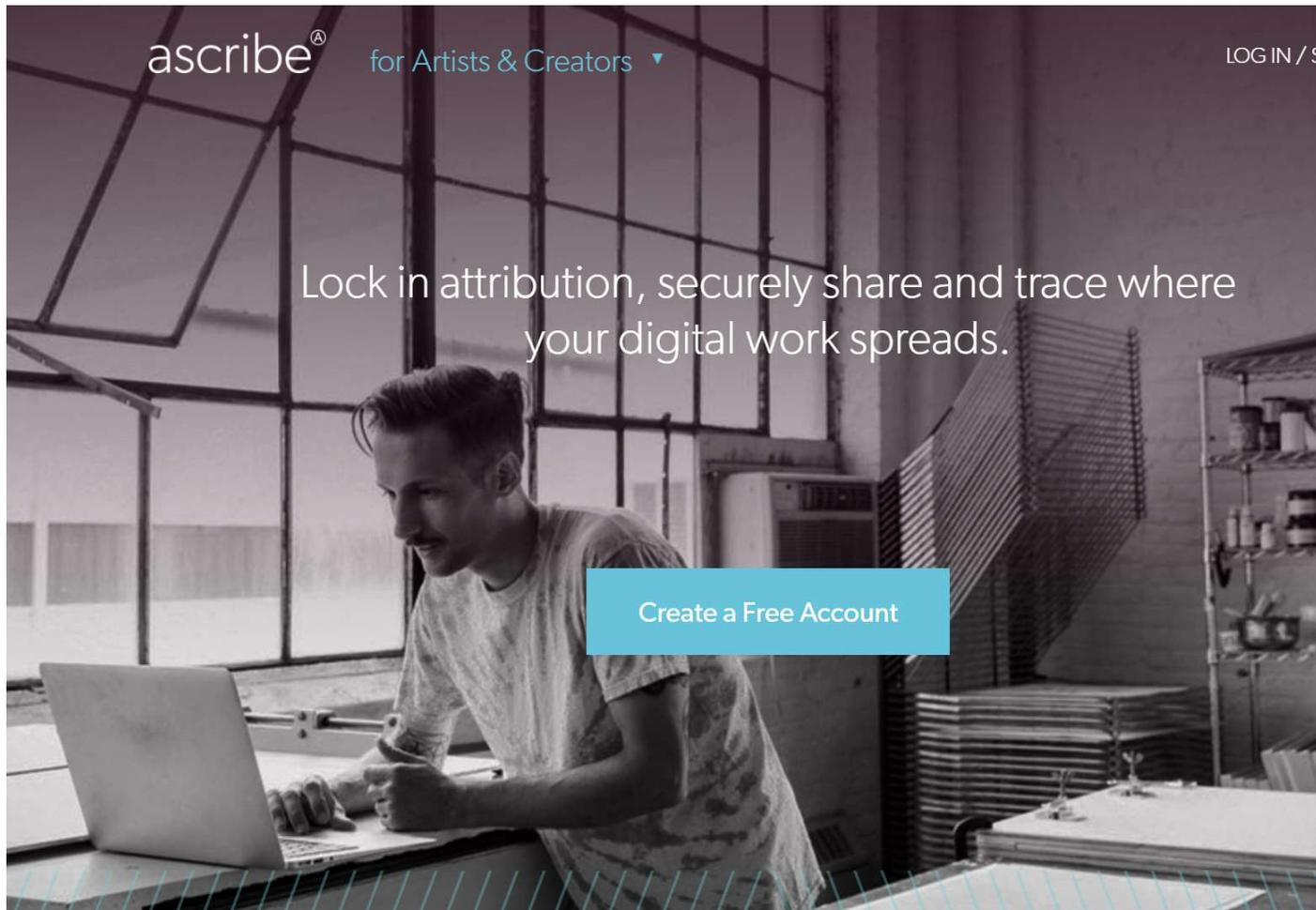
Everledger is a global startup that uses the best of emerging technology including blockchain, smart contracts and machine vision to assist in the reduction of risk and fraud for banks, insurers and open marketplaces.

FIND OUT MORE

## PROOF OF OWNERSHIP

everledger.io

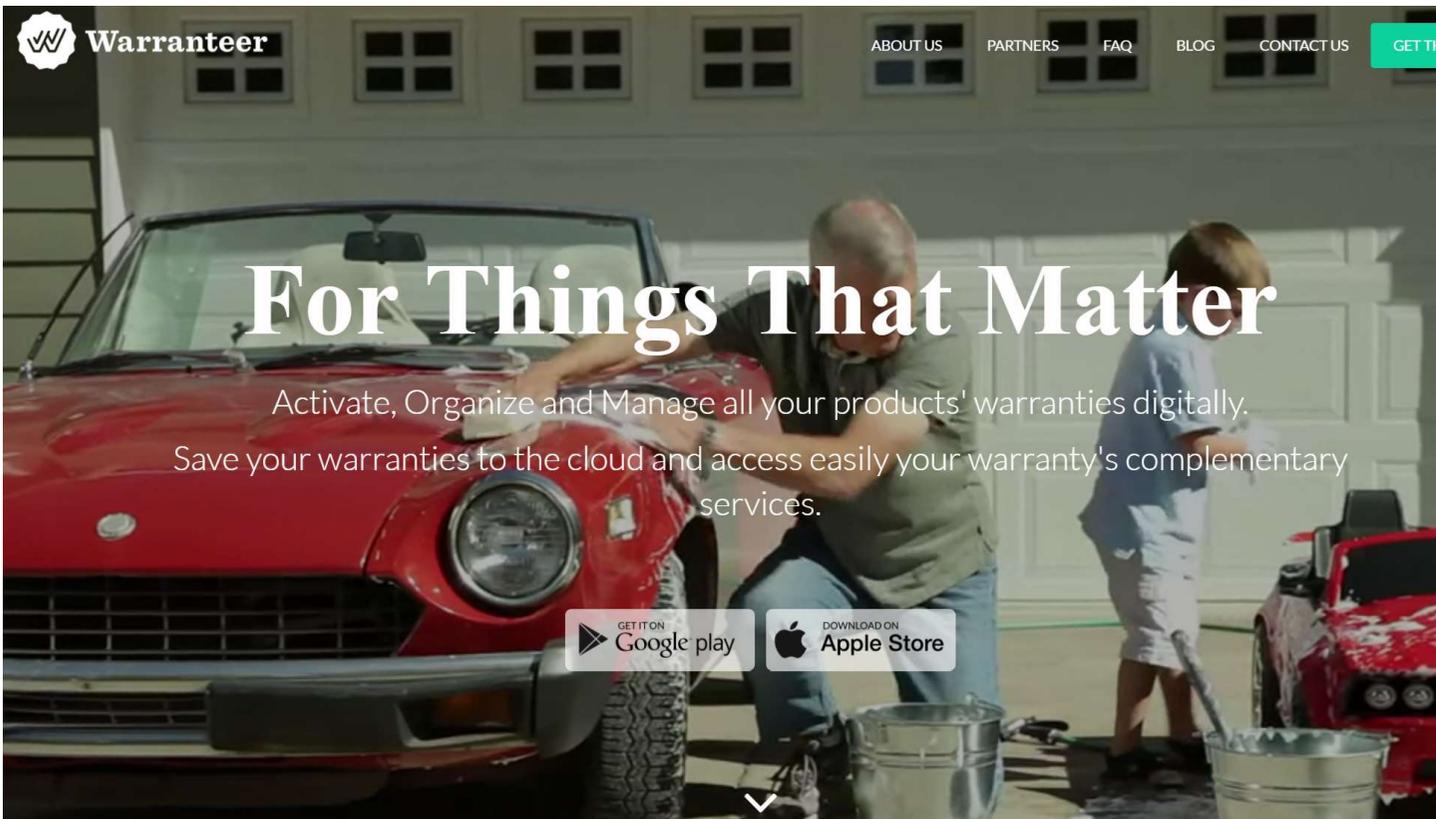
Uses the blockchain to track diamonds, from the mine to the end customer. This permanent ledger ensures that diamonds are certified and reduces the risk of forgery of documents.



# PROOF OF OWNERSHIP

[ascribe.io](https://ascribe.io)

Artists can use the system to issue digital artworks and to register themselves as the creators. It can also track sales of the artwork, meaning that both creator and owner are permanently recorded.



# WARRANTIES

warranteer.com

Help retail with ambitions to go paperless by helping manage product warranties digitally. Warranteer offers customers a digital warranty wallet. They can store all of their warranties in the blockchain.

loyyal

[Home](#)

[About loyyal](#)

[Why loyyal?](#)

## The Internet of Loyalty®

loyyal is the universal loyalty and rewards platform, built with blockchain and smart contract technology.

LOYALTY

[loyyal.com](https://loyyal.com)

A loyalty warranty on the blockchain could also let customers view all of their loyalty information in one place, from all retailers. Loyyal is leading the blockchain loyalty charge. Its system can even deal with multibrand loyalty schemes, such as airline and bank co-rewards.

# BLOCKCHAIN IN THE ENERGY SECTOR

EMBRACE THE TECHNOLOGY THAT IS DISRUPTING  
THE ENERGY INDUSTRY

**ENROLL**

**Smart contracts** are self-executing and automatically implement agreed terms – these could be temperature restrictions, timeframe for delivery, date of picking etc.

The terms can be ticked off as being met at each stage of the supply chain. This ensures that the contract is being **fully complied** with.

These contracts could help retail's supply chains gets smarter, saving time and money.

Trust the 50B IOT devices  
in 2020



Trust the 50B IOT devices  
in 2020

(trust between **us and them**  
And trust **between them** alone)

Google:  
All/any **information**



Blockchain:  
All/any **transaction**

Blockchain:  
All/any **event**



OUR VISION

Civil is building a newsroom platform using **blockchain technology** and **cryptoeconomics** to create an open marketplace for journalists and citizens.

HOW CIVIL WORKS

## Blockchain for education in South Africa: Q&A with Joyce Zhang from ixo and Amply

 Share on Facebook

 Share on Twitter



# **5. Exponential technologies**



SINGULARITY  
UNIVERSITY

About

Programs

Faculty

# What is Singularity University?

Our mission is to educate, inspire and empower leaders to apply exponential technologies to address humanity's grand challenges.

[singularityu.org](http://singularityu.org)

A technology that **doubles in capability** or performance in each period . Or perhaps on the flip side, it **halves in cost** in each period. **Computers** are the example of an Exponential Technology we're all familiar with – doubling every 18 months or so ([Moore's Law](#)).

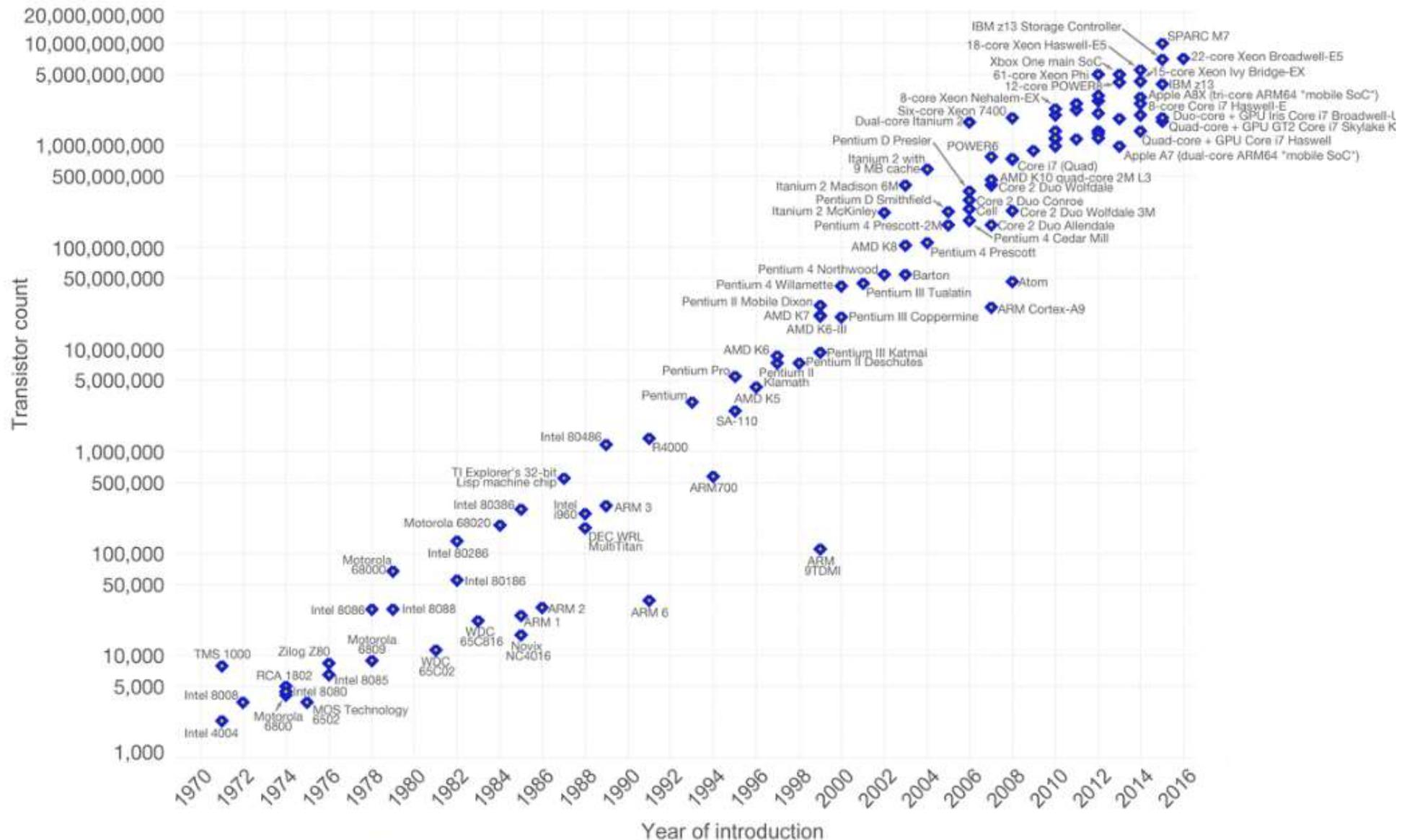
There are **many other exponential technologies**, like 3D printing, drones, robotics, artificial intelligence, synthetic biology, etc.

The second attribute of an “Exponential Technology”: it is a technology that is now at the point **where its price-performance makes it possible to be incorporated into solving today's business problems** in ways that were not previously possible.

# Moore's Law – The number of transistors on integrated circuit chips (1971-2016)



Moore's law describes the empirical regularity that the number of transistors on integrated circuits doubles approximately every two years. This advancement is important as other aspects of technological progress – such as processing speed or the price of electronic products – are strongly linked to Moore's law.

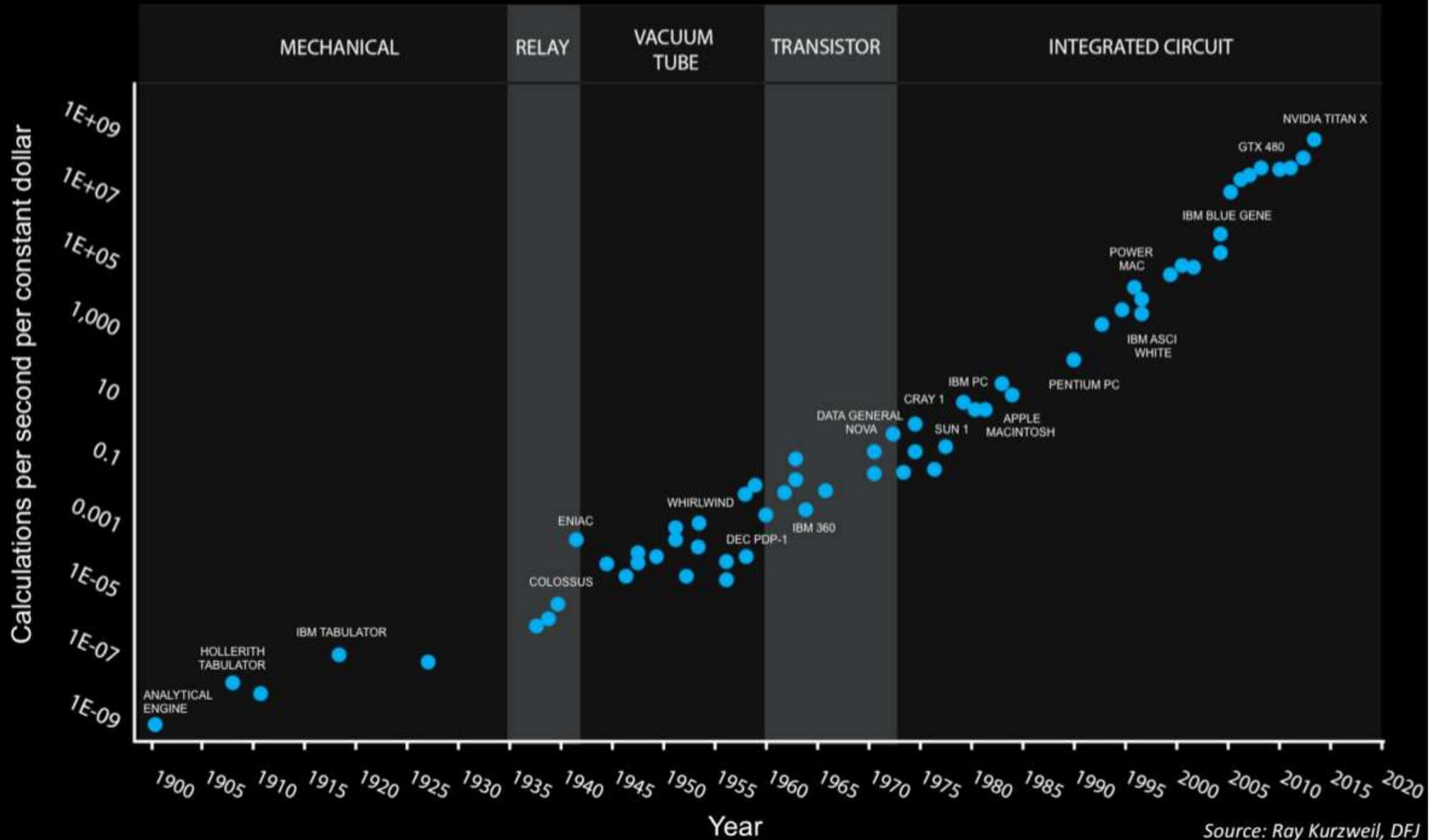


Data source: Wikipedia ([https://en.wikipedia.org/wiki/Transistor\\_count](https://en.wikipedia.org/wiki/Transistor_count))

The data visualization is available at [OurWorldinData.org](https://www.ourworldindata.org). There you find more visualizations and research on this topic.

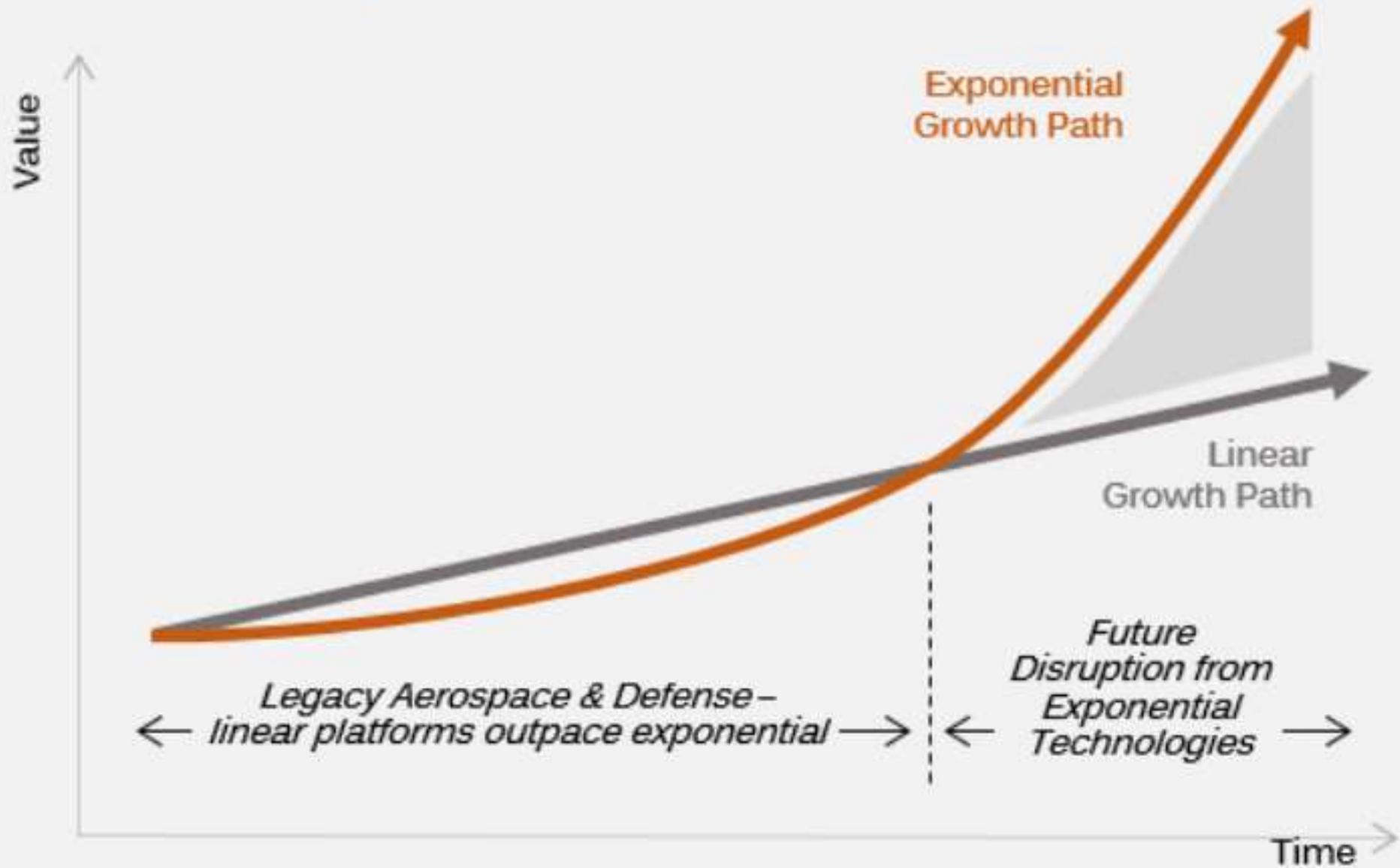
Licensed under CC-BY-SA by the author Max Roser.

# 120 Years of Moore's Law



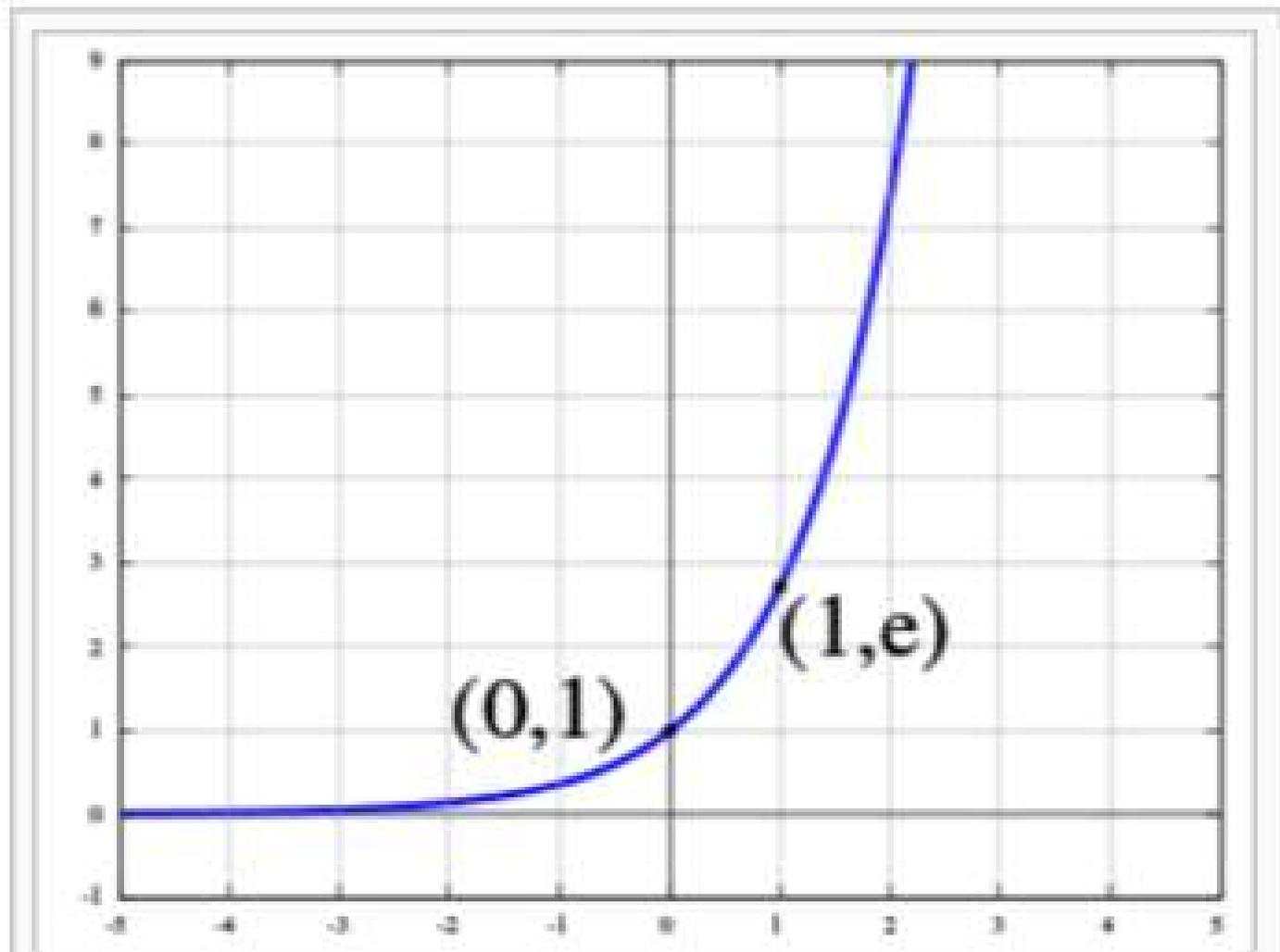
Source: Ray Kurzweil, DFI

# Linear versus Exponential Growth



$$f(x) = b^x$$

$$f(x) = b^x$$



The natural exponential function 

$$y = e^x$$



**Anirudh Joshi**

554 Views

Exponential technologies are those that break the second law of thermodynamics and cannot exist by definition. There are no exponential technologies.



**Anirudh Joshi**

554 Views

Exponential technologies are those that break the second law of thermodynamics and cannot exist by definition. There are no exponential technologies.

But there are logistic ones. These logistic technologies grow insane amounts YOY (3/5/10 times) until they hit a wall and flat line. Different tech then takes the mantle.

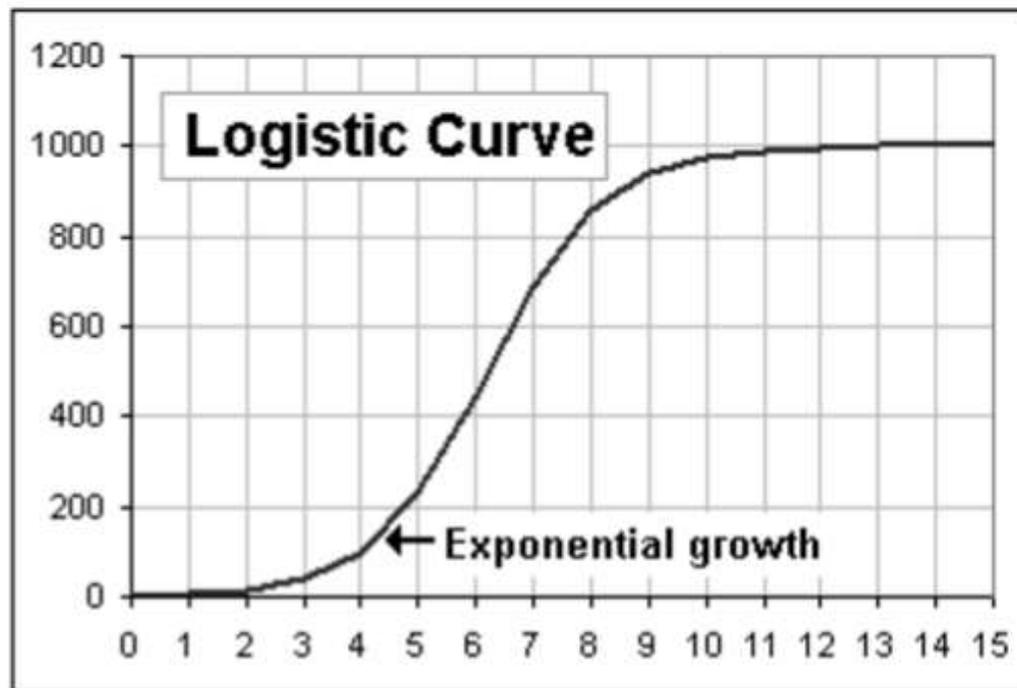


**Anirudh Joshi**

554 Views

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Written 9 Aug 2013 • View Upvotes

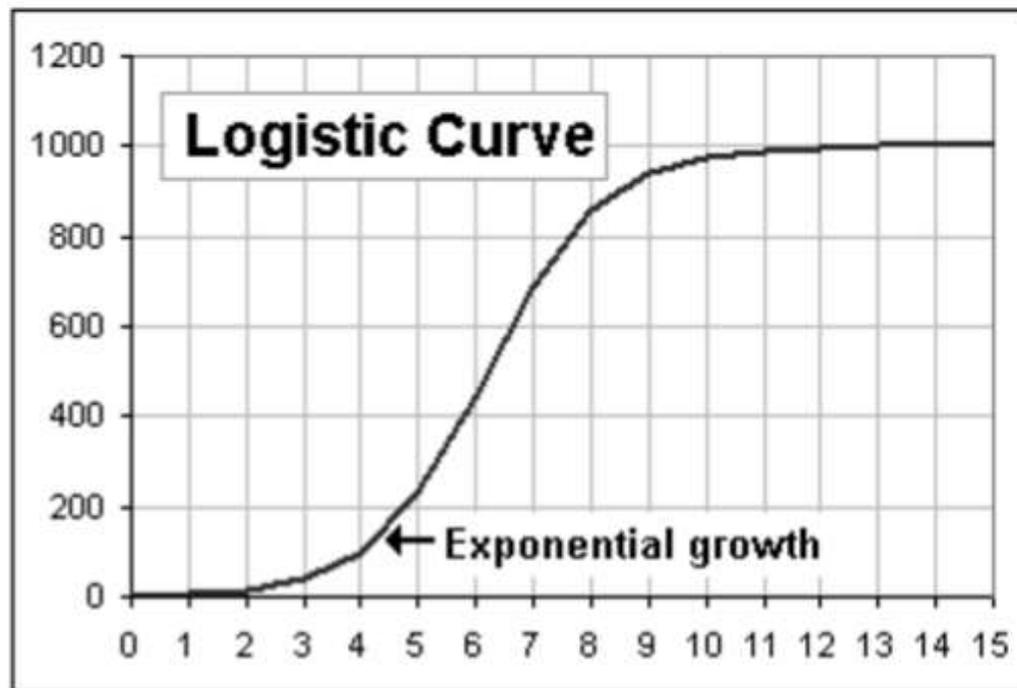


Anirudh Joshi

554 Views

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But there are logistic ones. These logistic technologies grow insane amounts YOY (3/5/10 times) until they hit a wall and flat line. Different tech then takes the mantle.



$$f(x) = \frac{L}{1 + e^{-k(x-x_0)}}$$

Written 9 Aug 2013 • View Upvotes

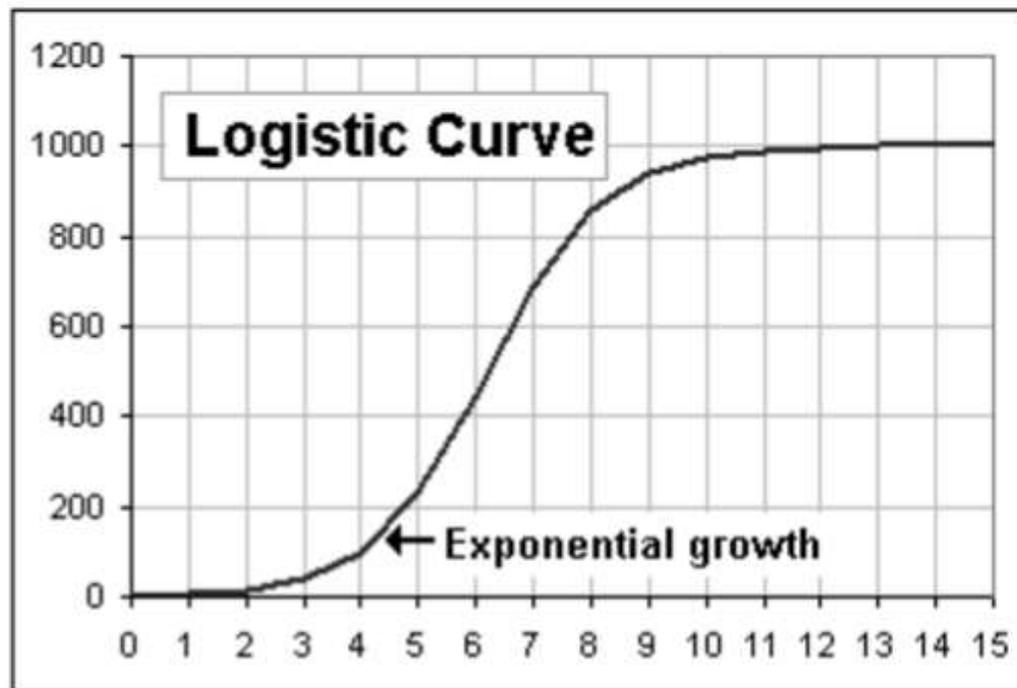


Anirudh Joshi

554 Views

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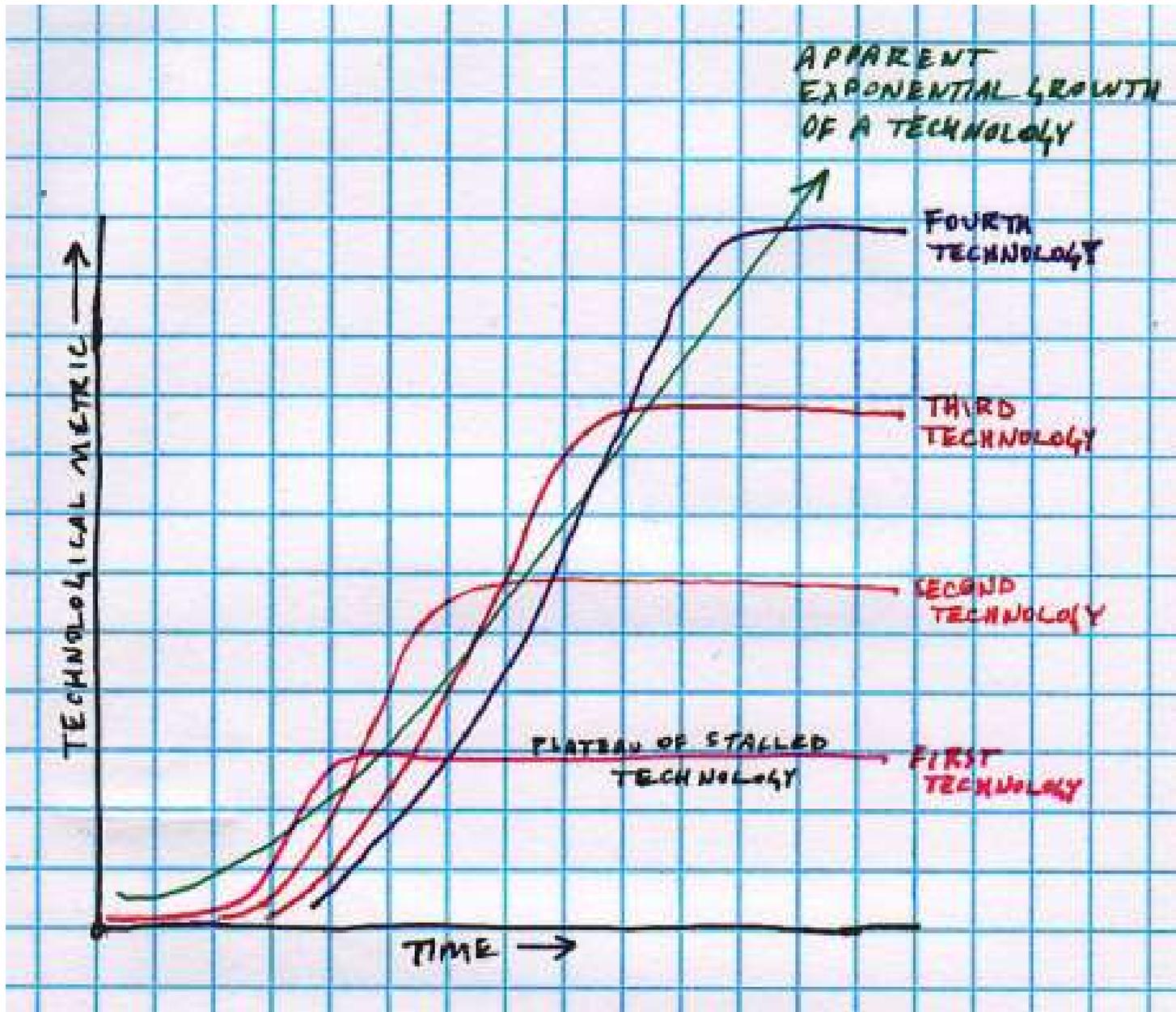
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$$f(x) = \frac{L}{1 + e^{-k(x-x_0)}}$$

The initial stage of growth is **approximately exponential**; then, as saturation begins, the growth slows, and at **maturity**, growth stops.

Written 9 Aug 2013 • View Upvotes



# Examples of “exponential” technologies



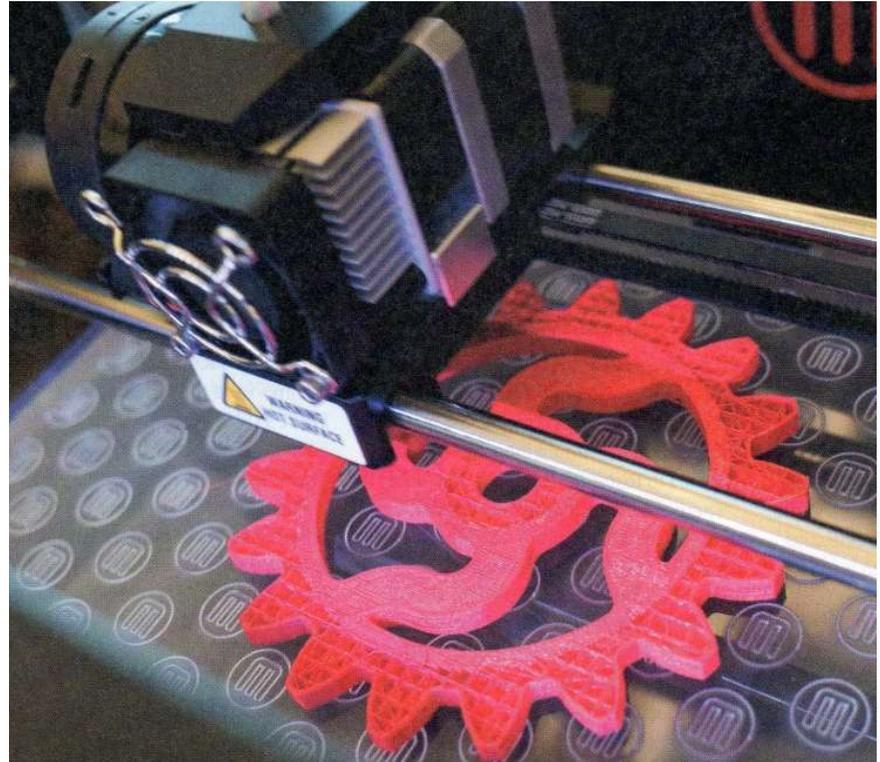
ROBOTS

**The  
Guardian**

# 3D-PRINTING









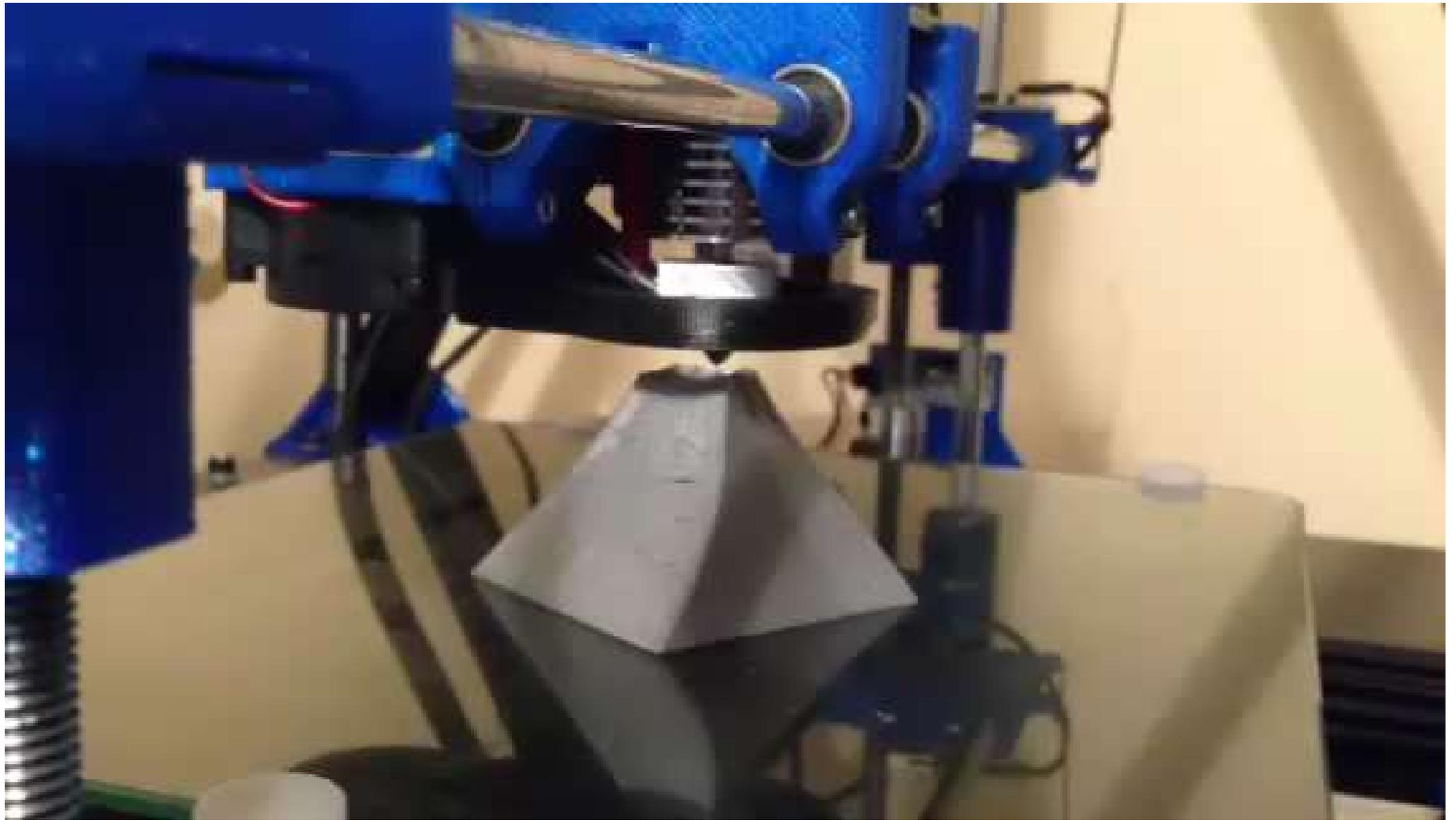
# Misc - Minimal Funnel

by Aliceffekt, published Jan 1, 2012



- ♥ Like 66
- 📦 Collect 82
- 💬 Comment 4
- 📄 I Made One 4
- 🔄 Remix It 0
- 🔗 Share

📄 Download This Thing! Share







Segueix

An Australian company says it has developed the world's largest and fastest metal 3D printer — which can print metal bike frames in around 25 minutes



**Australian company develops world's largest 3D printer**

Titomic's bus-sized device adds scale to technology that is transforming manufacturing

[ft.com](https://www.ft.com)



Industrial Scale  
Additive Manufacturing

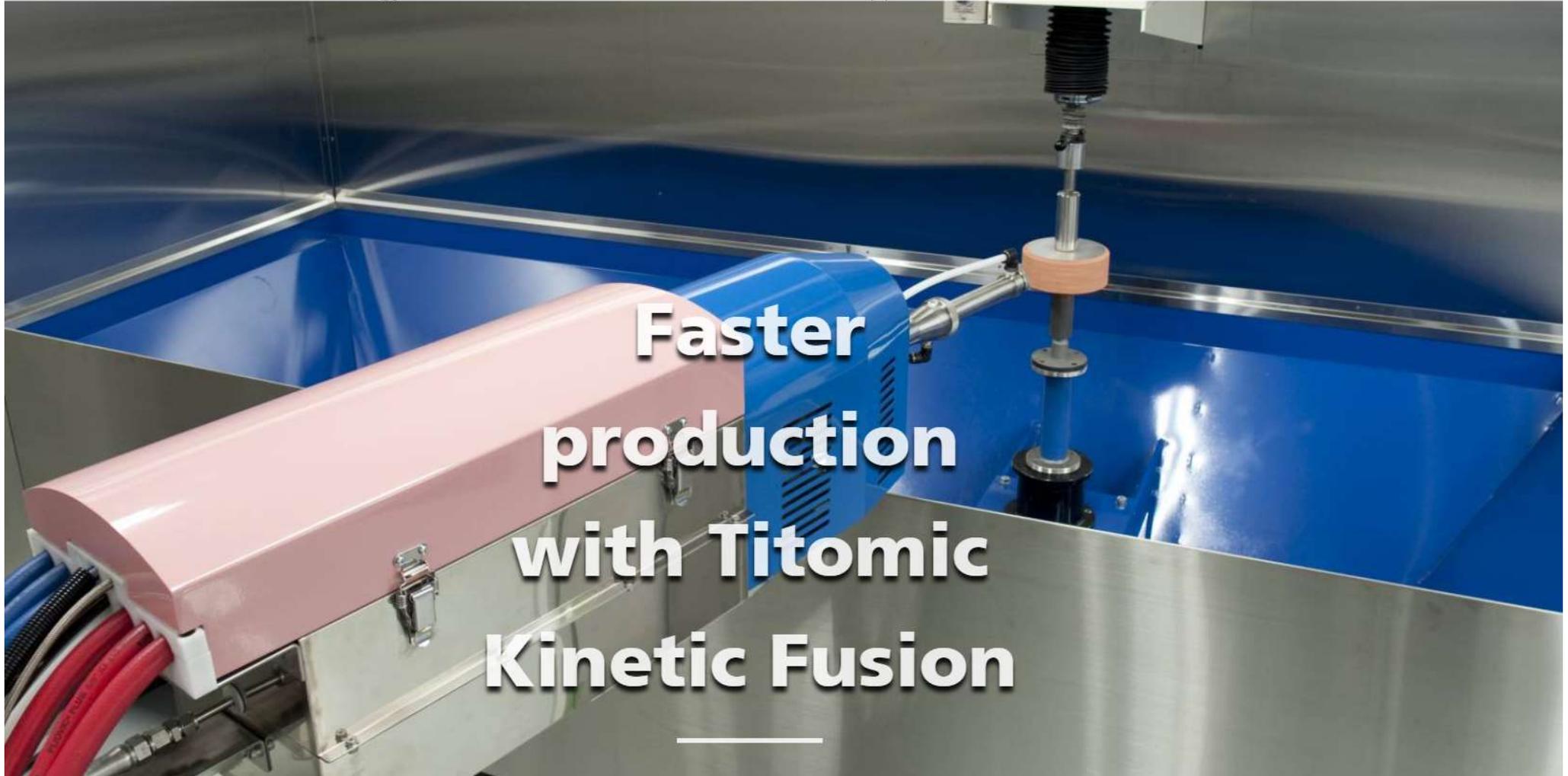
<http://www.titomic.com>

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**Faster  
production  
with Titomic  
Kinetic Fusion**

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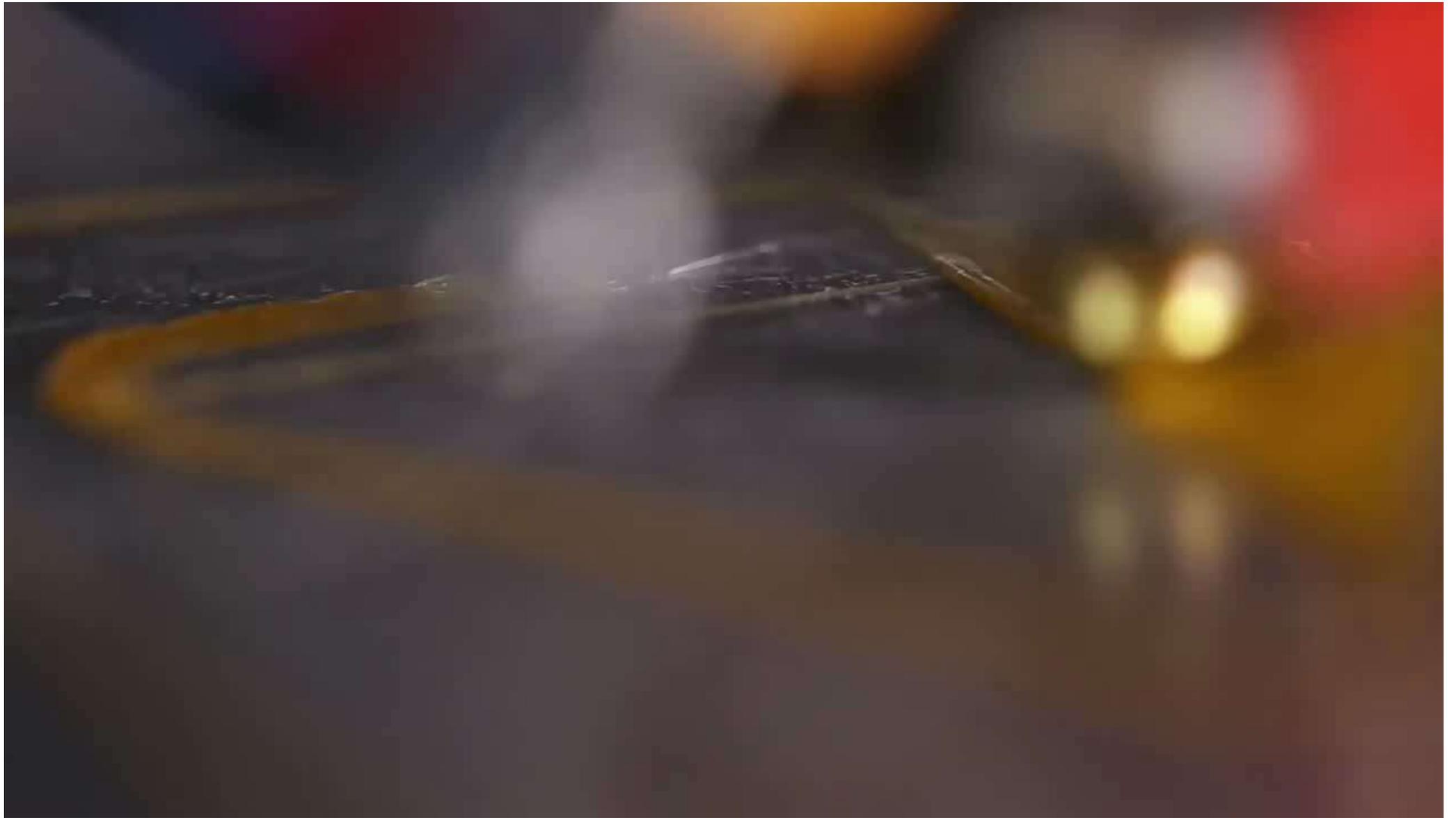
**TKF TITANIUM BIKE**





# THE WORLD'S FIRST 3D ELECTRONICS PRINTER



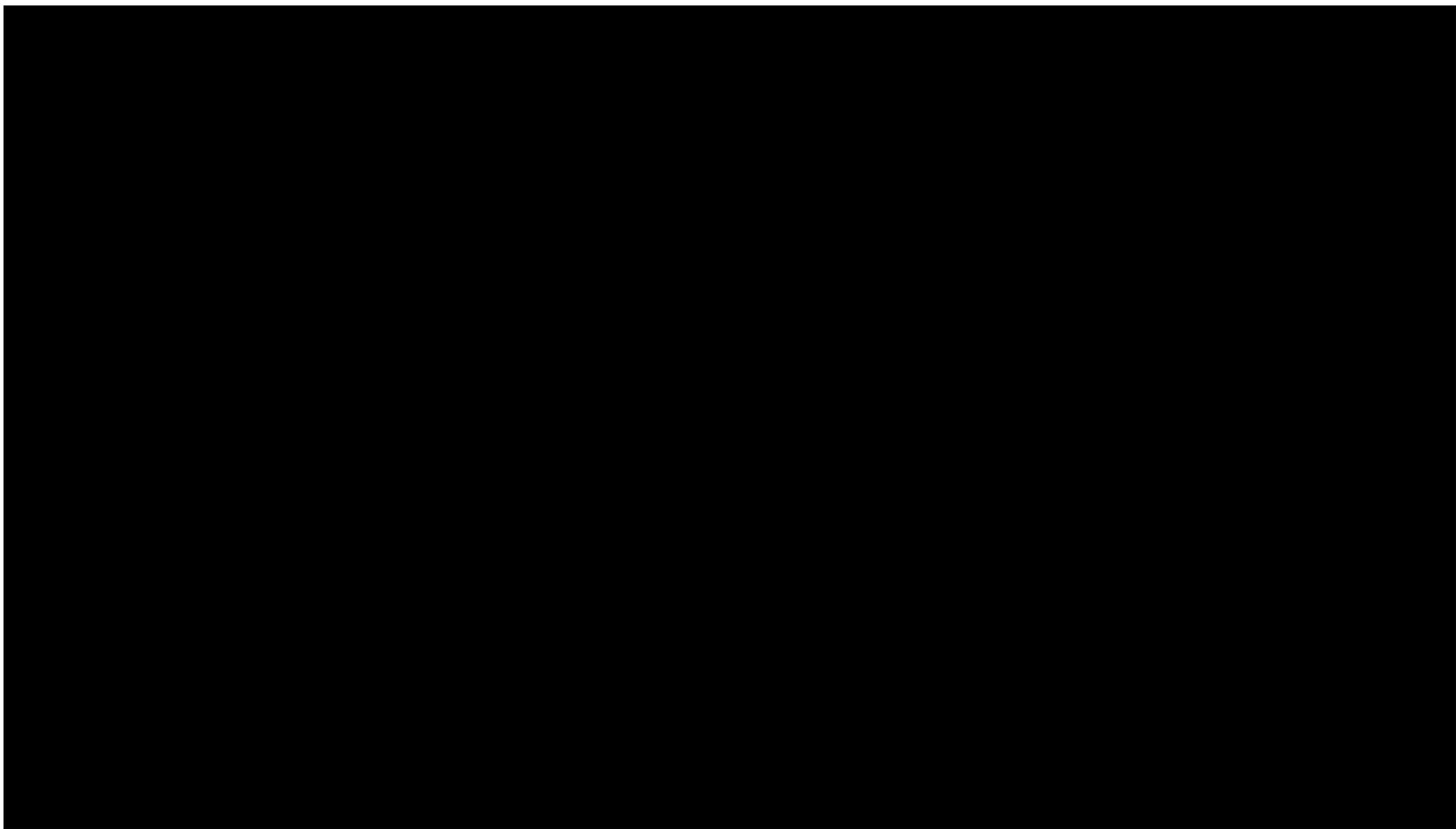




# 4D Printing: Cube Self-Folding Strand

from **Self-Assembly Lab, MIT** PLUS 2 years ago NOT YET RATED

stratasys.com



SOLAR

EST

POPULAR

QUARTZ

LET IT SHINE

# 2016 was the year solar panels finally became cheaper than fossil fuels. Just wait for 2017



<http://qz.com/871907/2016-was-the-year-solar-panels-finally-became-cheaper-than-fossil-fuels-just-wait-for-2017/>

**IVANPAH**  
Solar Electric Generating System



BrightSource



Google

What if we could deliver on  
**SOLAR'S PROMISE?**

The Ivanpah Solar Electric Generating System is designed to do exactly that. Ivanpah utilizes proven solar thermal technology and a low environmental impact design to power California's clean energy economy with cost-competitive and reliable solar power. [TAKE THE VIRTUAL TOUR](#)

90%

 **FEATURED VIDEO**

377

2,100

**170,000**

**\$650**  
MILLION

[ivanpahsolar.com](http://ivanpahsolar.com)



[ivanpahsolar.com](http://ivanpahsolar.com)

# **BENEFITS COMPARED TO RIGID SOLAR INCLUDE:**

<http://www.renovagen.com/>

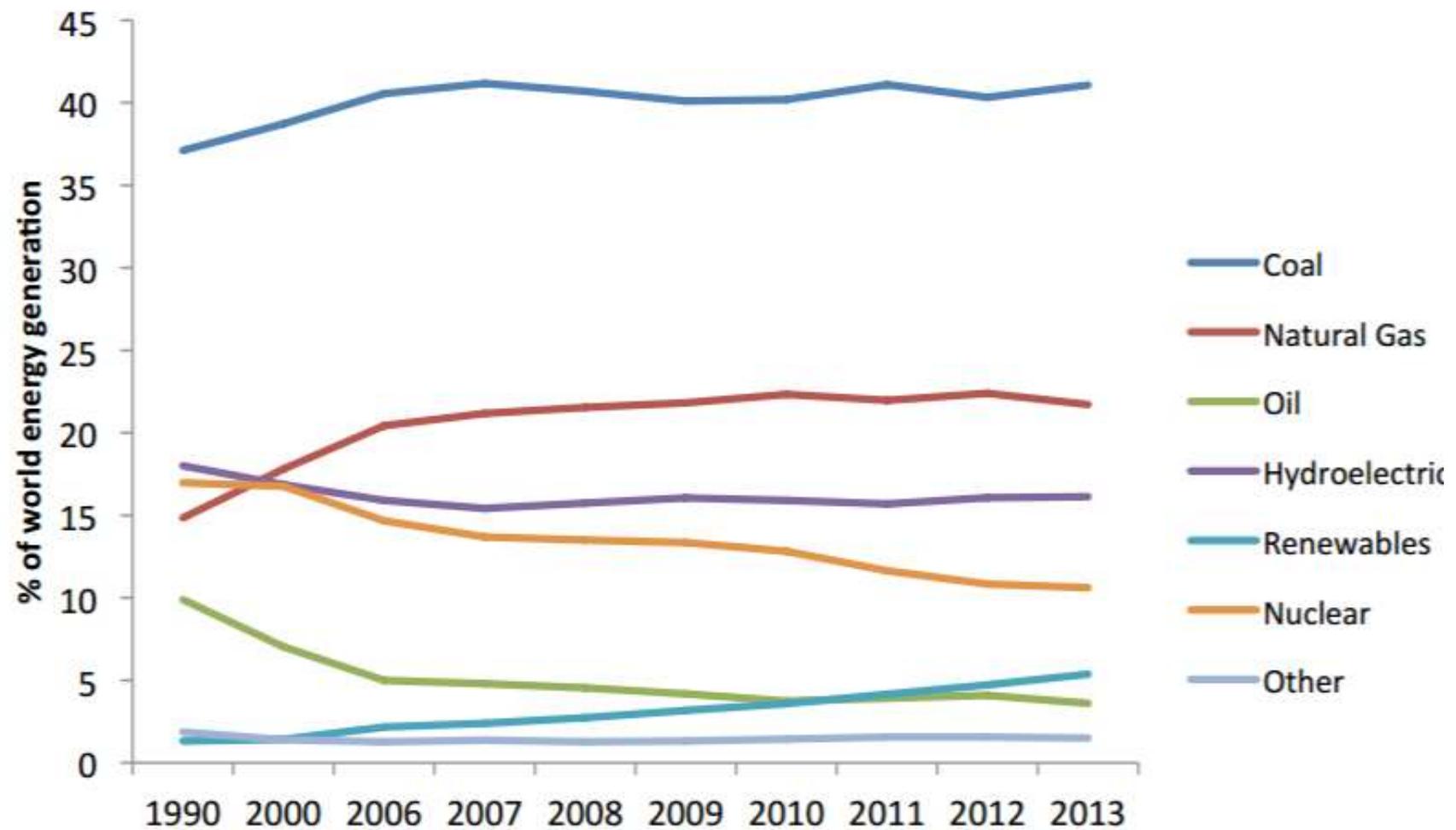


renovagen.com

**A RAPID ROLL SOLAR FIELD  
DEPLOYS FROM A SMALL  
TRAILER IN 2 MINUTES..**



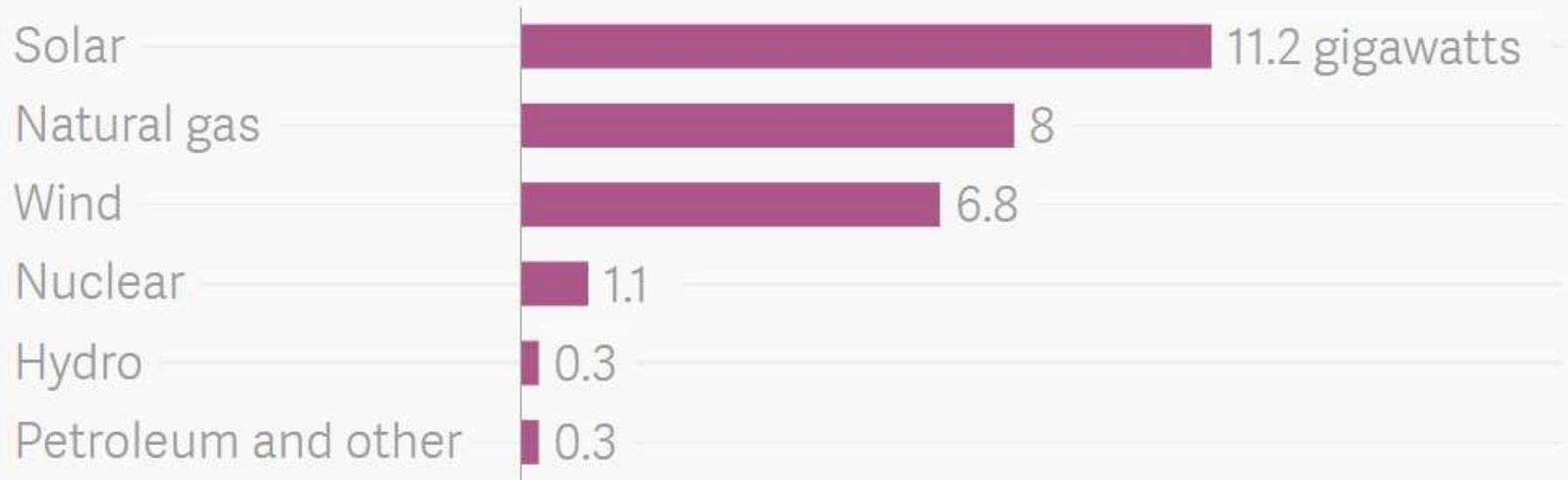
# World Energy Matrix



Source: World Bank

# USA

## New electrical generation capacity scheduled to go online in 2016



ATLAS | Data: US Energy Information Administration, GTM research (utility and distributed solar; alternating current units)

Share

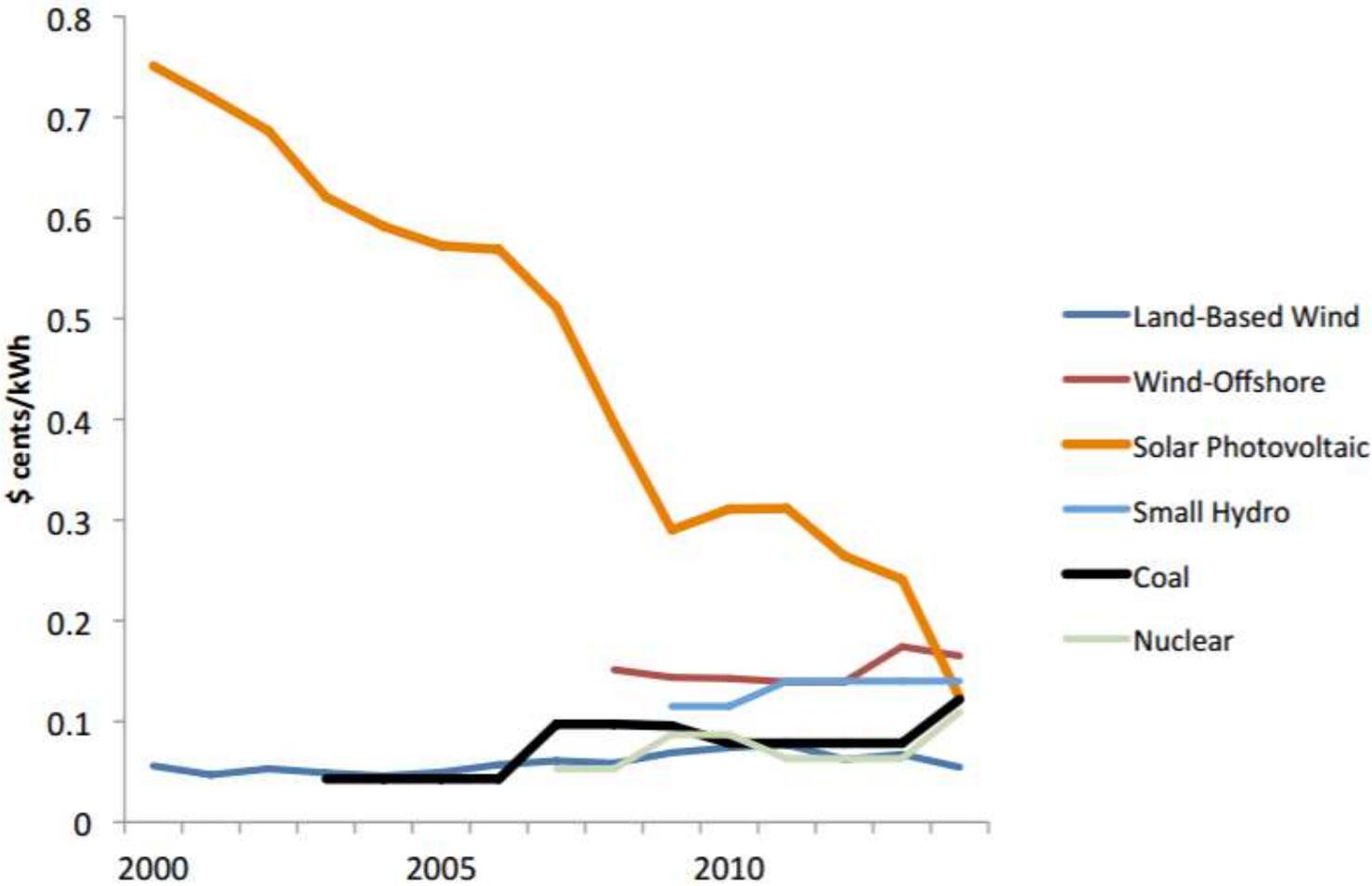
Energy demand will grow...  
But more slowly...

How much energy is used to produce each unit of GDP

# Energy intensity:

$$Ei_{2050} = \frac{1}{2} Ei_{2013}$$

# Levelized Cost of Energy (World Average)

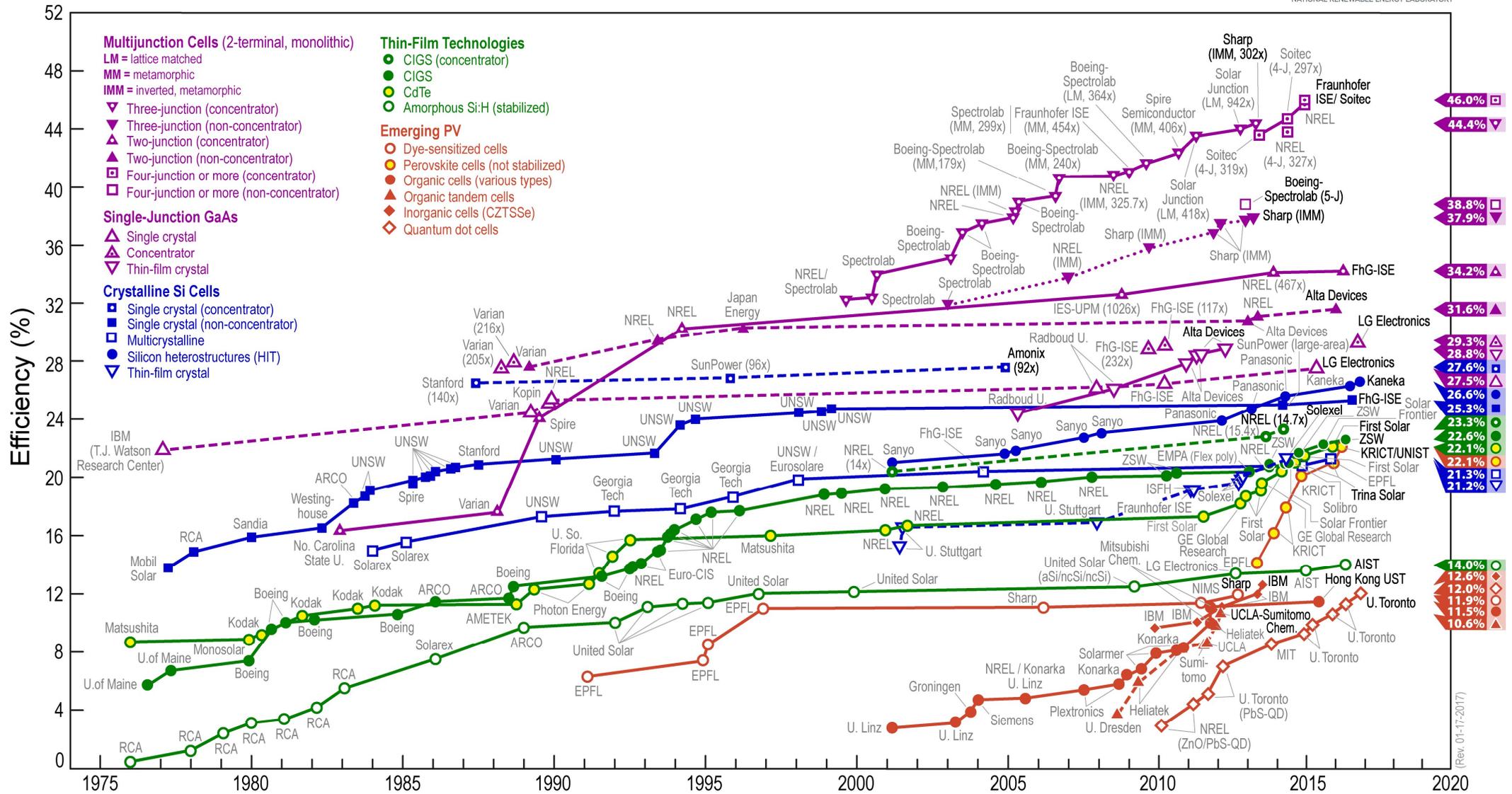


Source: OpenEI, Transparent Cost Database

China:  
the **biggest producer**  
of solar energy (2015),  
more than Germany



# Best Research-Cell Efficiencies



# DRONES



# Building Tensile Structures with Flying Machines



**ETH** zürich



VOLOCOPTER

Produkt Urbane Mobilität Unternehmen Karriere Kontakt



REINVENTING  
URBAN MOBILITY

[volocopter.com](http://volocopter.com)

# The Lilium Jet

The world's first electric vertical take-off and landing jet.



Watch the  
maiden flight



## 300 km range

Travel from London to Paris  
in one hour.



## 300 km/h speed

Fly as fast as a Formula One  
car.



## All-electric

Commute without emissions  
and noise pollution.



## On-Demand

Order your air taxi to the  
nearby landing pad.



## Low Noise

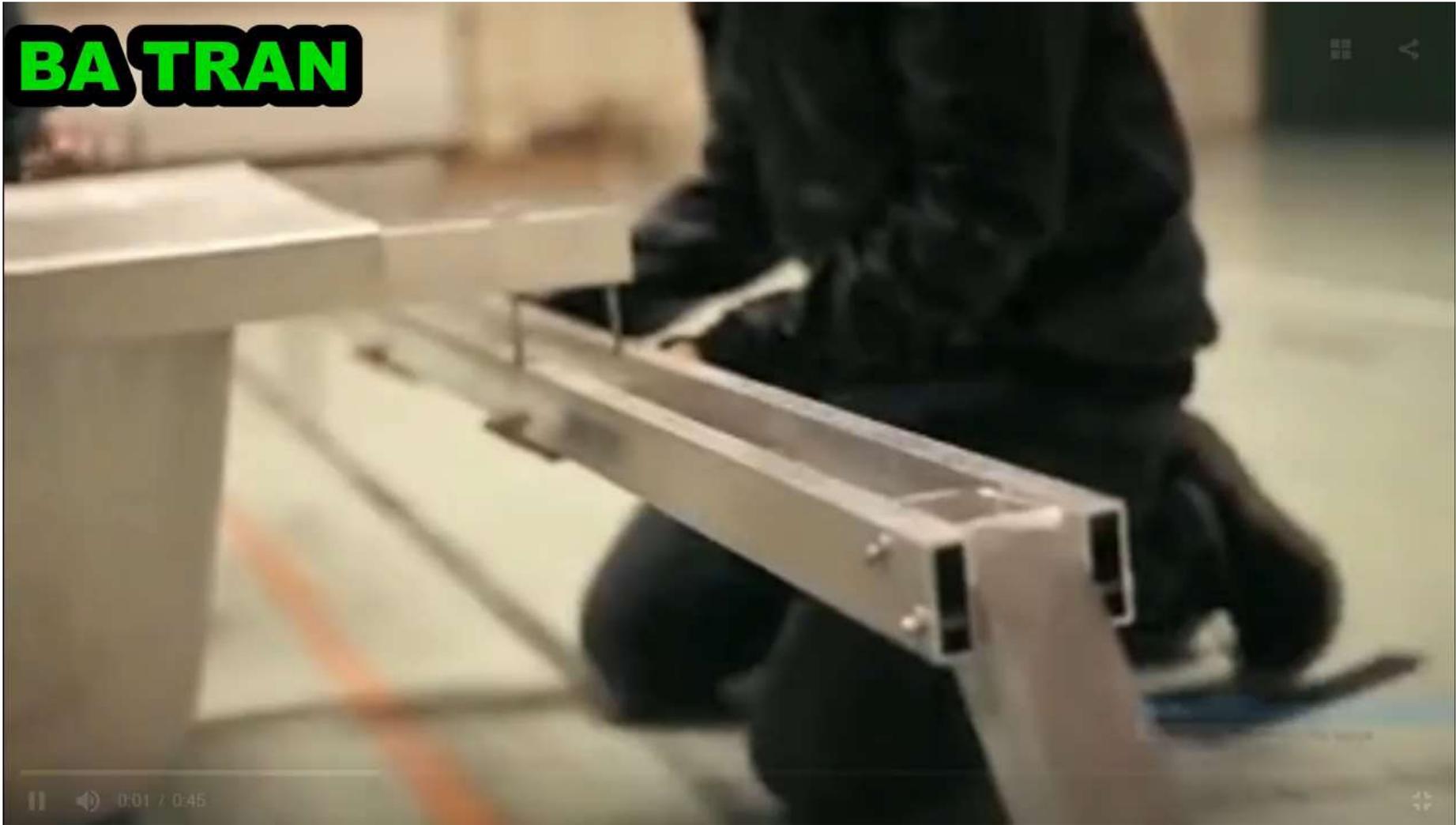
Access inner cities with less  
noise than a motorbike.



[lilium.com](https://lilium.com)



**BA TRAN**



# SYNTHETIC BIO



Data and medicine

# A revolution in health care is coming

*Welcome to Doctor You*



Luca D'Urbino

Print edition | Leaders >

Feb 1st 2018



# ENABLING PRECISION MEDICINE WITH AI

Genomic insights through next-generation phenotyping



**Yael**  
Diagnosed at 24 months  
HNRNPH2 gene mutation



We use artificial intelligence to detect physiological patterns that reveal disease-causing genetic variations. With the world's largest network of clinicians, labs and researchers creating one of the fastest growing and most comprehensive genomic databases, FDNA is changing the game for precision medicine.



## VISION

---

TARA is dedicated to pioneering predictive cardiac tissue models that enable faster, safer, and more reliable development of new medicines. Safer and more effective new medicines that rapidly make it to market means better health and longer life, and we believe that's great for people everywhere.

---



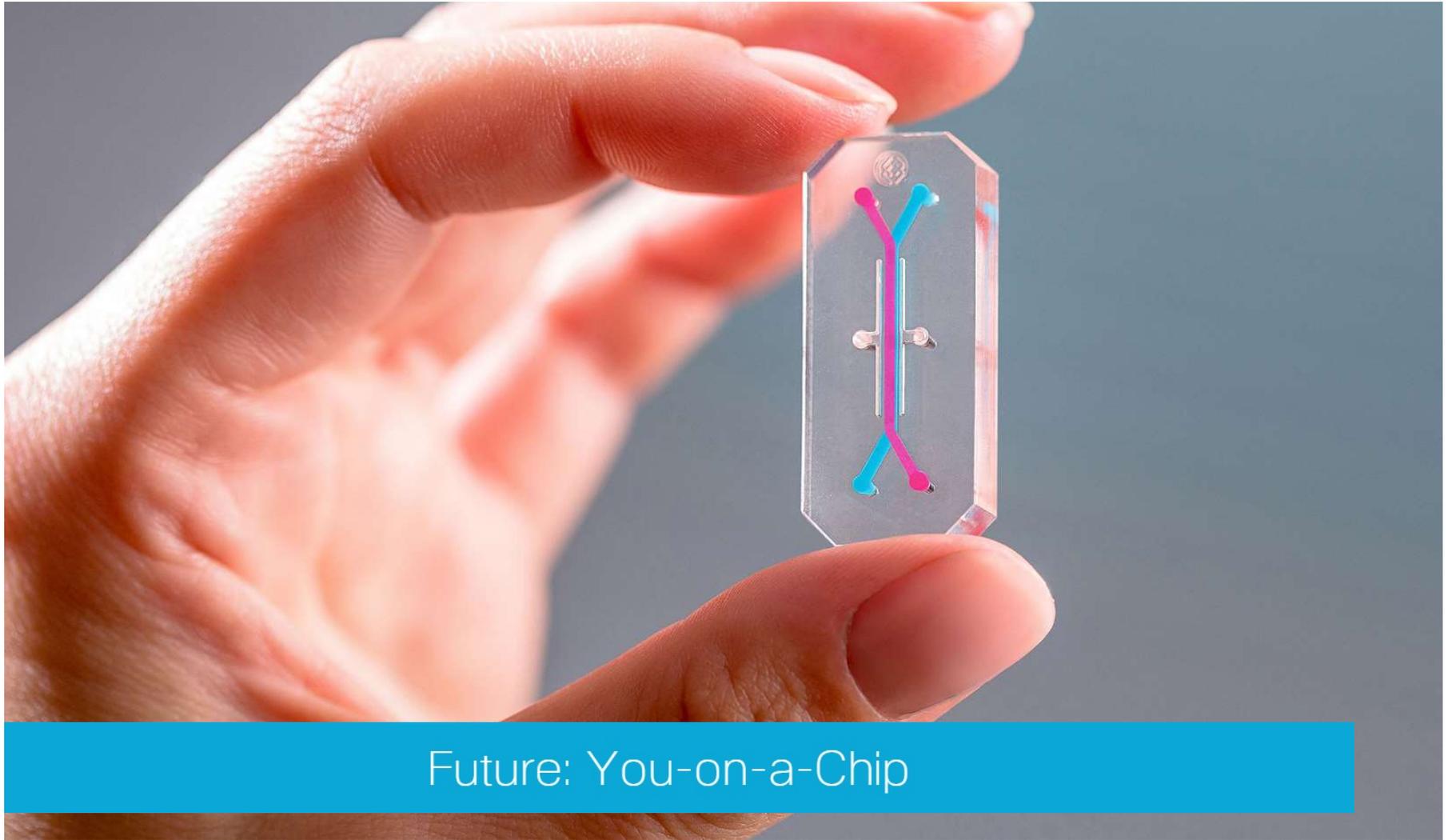


emulate

We emulate human biology  
to understand how diseases,  
medicines, chemicals, and foods  
affect human health

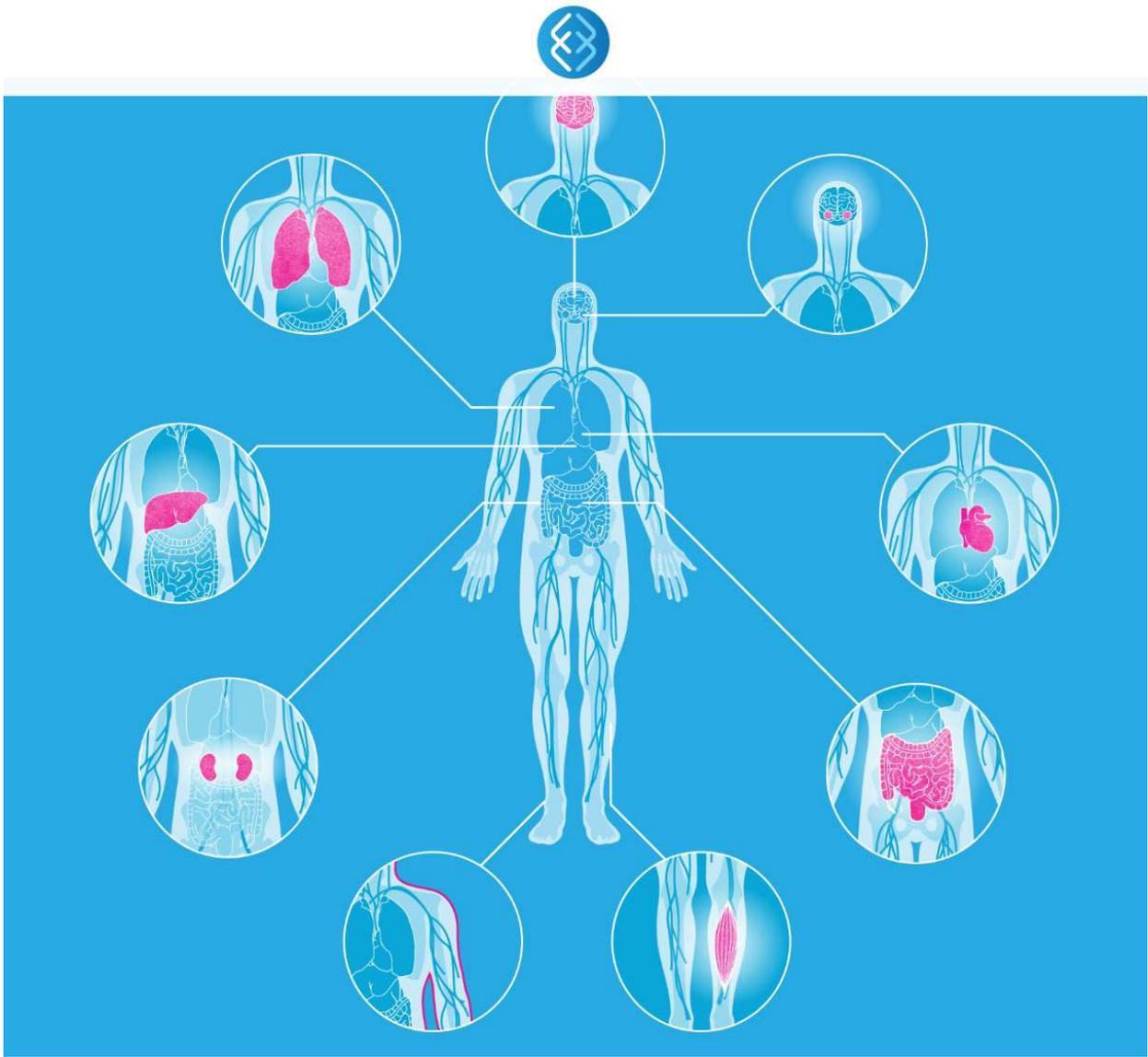


[emulatebio.com](http://emulatebio.com)



Future: You-on-a-Chip

[emulatebio.com](http://emulatebio.com)



# **6. Elements of value**



# Uniqlo Is Launching An Airport Clothing Vending Machine For Travelers





CONSEGUIR EL ESTILO QUE TE GUSTA  
NUNCA FUE TAN FÁCIL

# “VISTE LO QUE VISTE”

## ACERCA DE NOSOTROS

La red social donde los amantes de la moda pueden encontrar todo lo que siempre han deseado.

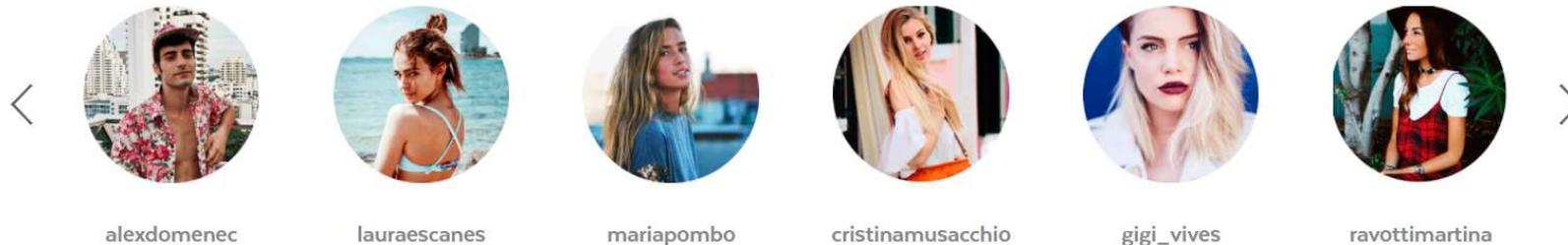


/about

## Descubre el estilo que te inspira

Sigue a tus amigos e influencers favoritos, mantente al día de las últimas tendencias y descubre las prendas que más se llevan.

## YA SON BUTTONERS...



**deliberry**

# Tu #mamashopper te hace la compra en los mejores sùpers y tiendas



Selecciona tus productos y una #mamashopper te hará la compra.

Encontrarás tus supermercados y tiendas favoritas de Madrid y Barcelona.



225.50

المائة بالمائة

**برسيل**

شامبو غسيل العباية

يحدد رونق  
الأسود

#1 الاختيار  
للعناية الخاصة بالعبايات

2L

226.00

المائة بالمائة

**برسيل**

شامبو غسيل العباية

يحدد رونق  
الأسود

#1 الاختيار  
للعناية الخاصة بالعبايات

2L

226.00

المائة بالمائة

**برسيل**

شامبو غسيل العباية

يحدد رونق  
الأسود

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2L

225.50

المائة بالمائة

**برسيل**

شامبو غسيل العباية

يحدد رونق  
الأسود

#1 الاختيار  
للعناية الخاصة بالعبايات

2L

# The Elements of Value

***Measuring—and delivering—  
what consumers really want***

***BY ERIC ALMQUIST, JOHN SENIOR, AND NICOLAS BLOCH***

Harvard Business Review – Sept 2016



Social impact



SELF-TRANSCENDENCE

Maslow +

Life changing



PROVIDES HOPE



SELF-ACTUALIZATION



MOTIVATION



HEIRLOOM



AFFILIATION/BELONGING

Emotional



REDUCES ANXIETY



REWARDS ME



NOSTALGIA



DESIGN/AESTHETICS



BADGE VALUE



WELLNESS



THERAPEUTIC VALUE



FUN/ENTERTAINMENT



ATTRACTIVENESS



PROVIDES ACCESS

Functional



SAVES TIME



SIMPLIFIES



MAKES MONEY



REDUCES RISK



ORGANIZES



INTEGRATES



CONNECTS



REDUCES EFFORT



AVOIDS HASSLES



REDUCES COST



QUALITY



VARIETY



SENSORY APPEAL



INFORMS

Social impact



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INTEGRATES



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REDUCES EFFORT



AVOIDS HASSLES



REDUCES COST



QUALITY



VARIETY



SENSORY APPEAL

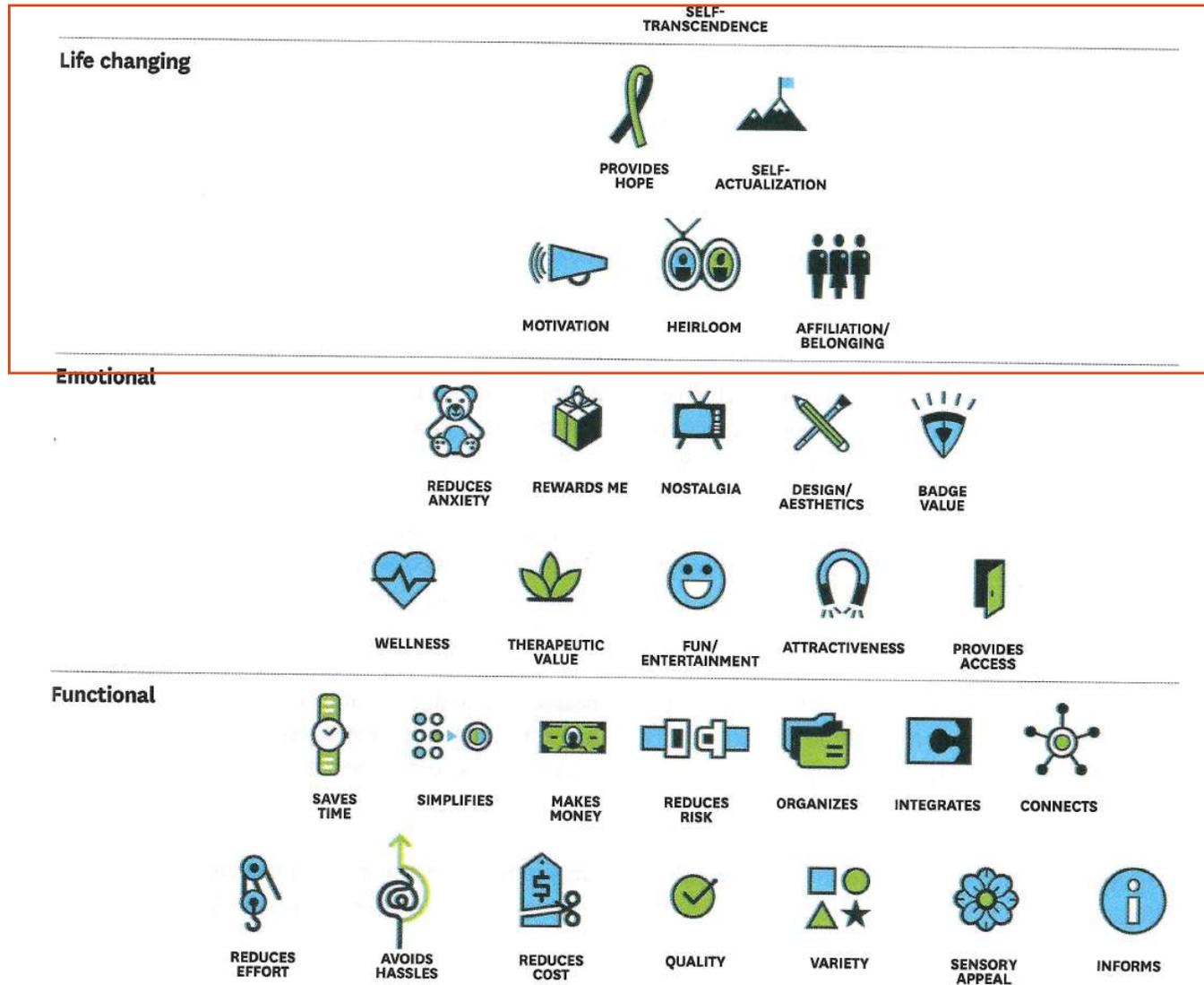


INFORMS

Social impact



Maslow +



# Zara Is Introducing Self-Service Kiosks For Picking Up Online Orders





[babau.cat](http://babau.cat)

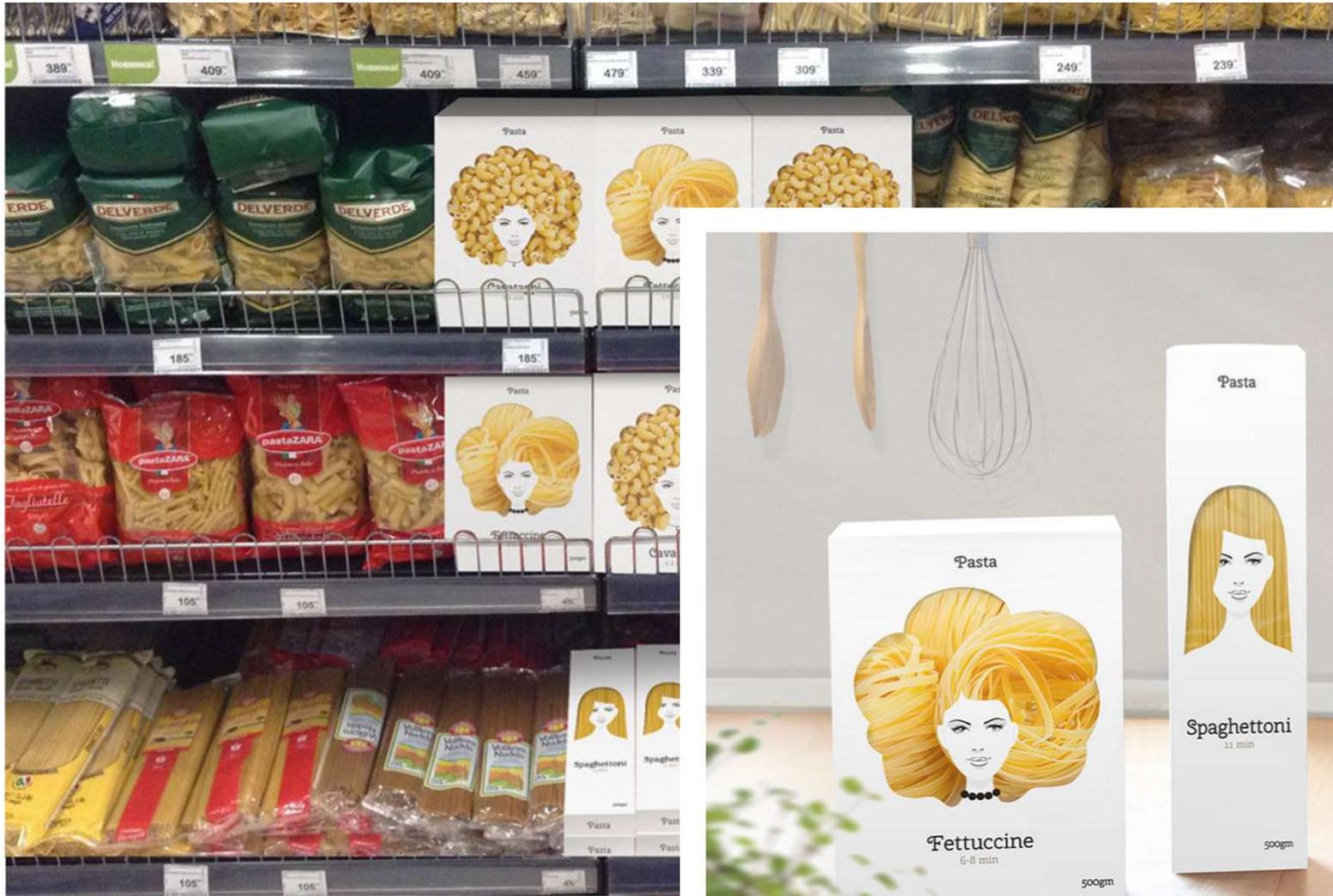
## LLUM INTERIOR

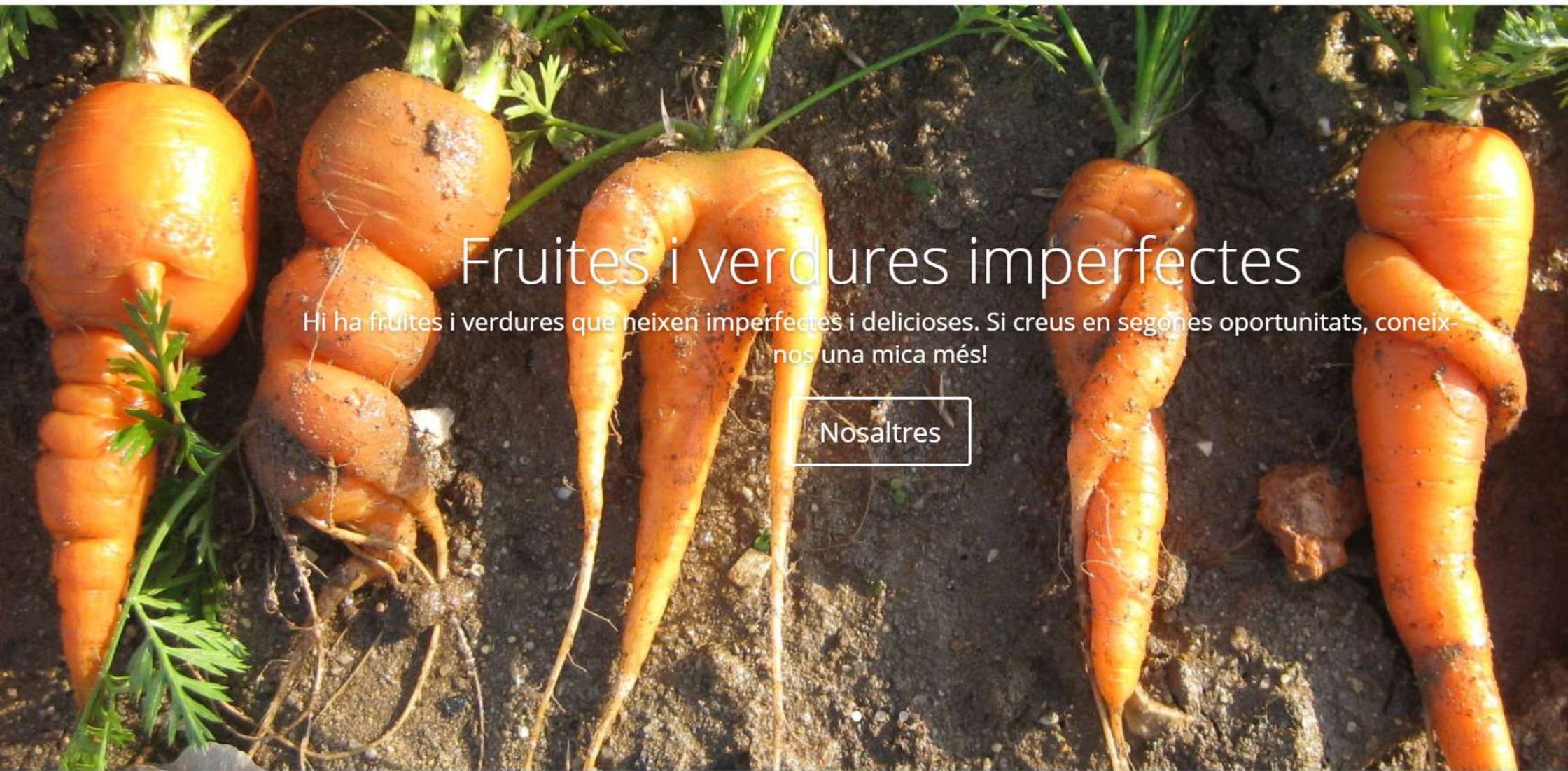


Sabies que la dona perd  
més de 50 dies de la seva vida  
buscant dins les seves bosses?









# Fruites i verdures imperfectes

Hi ha fruites i verdures que neixen imperfectes i delicioses. Si creus en segones oportunitats, coneix-nos una mica més!

[Nosaltres](#)

Climate Solution presented by: 

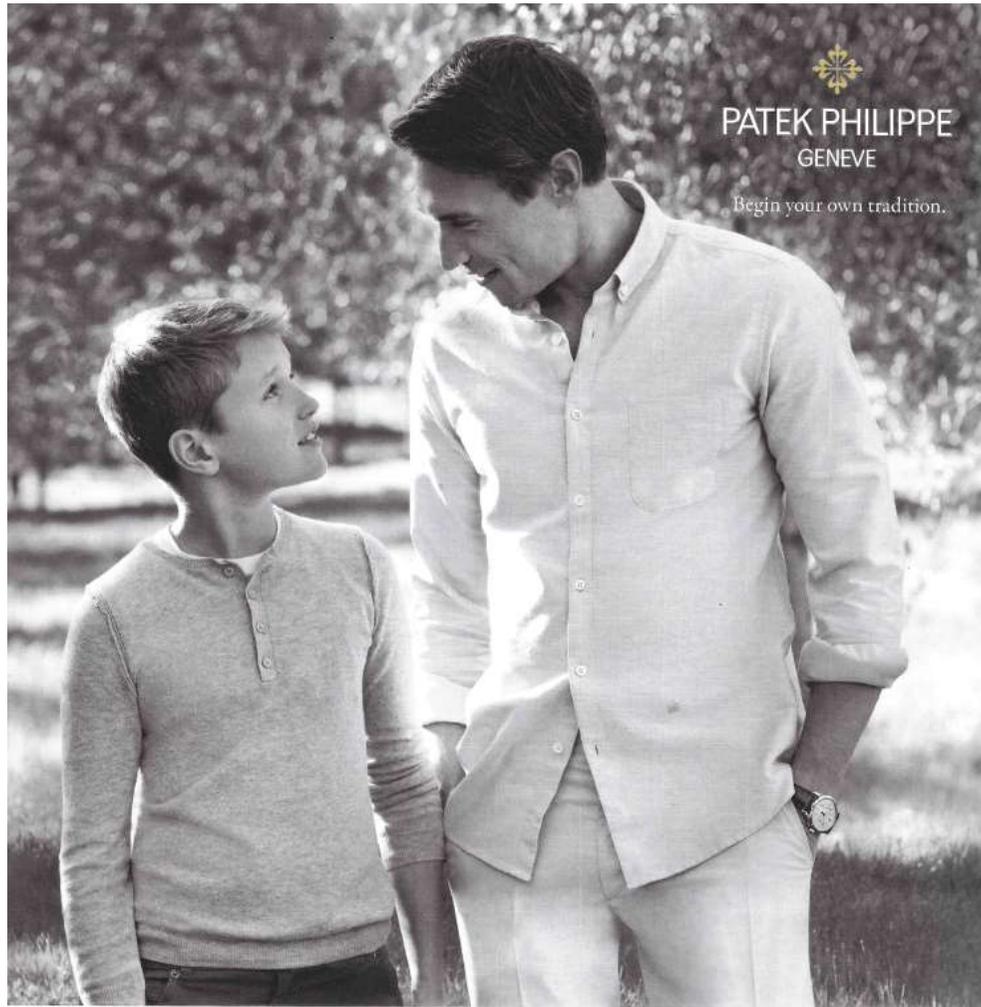
ACCOMMODATION | RECYCLING | DAILY LIFE

## Giving furniture a second life with IKEA

IKEA offers the "Second Life for Furniture" service to customers. They can bring old IKEA furniture to a store and exchange it for a voucher. This service has been rolled out to all French stores (except Vélizy) since 1 January 2014. The purpose of this service is to help consumers adopt a sustainable and responsible lifestyle while saving money. It also encourages the reuse of furniture, maximising the life of IKEA products.







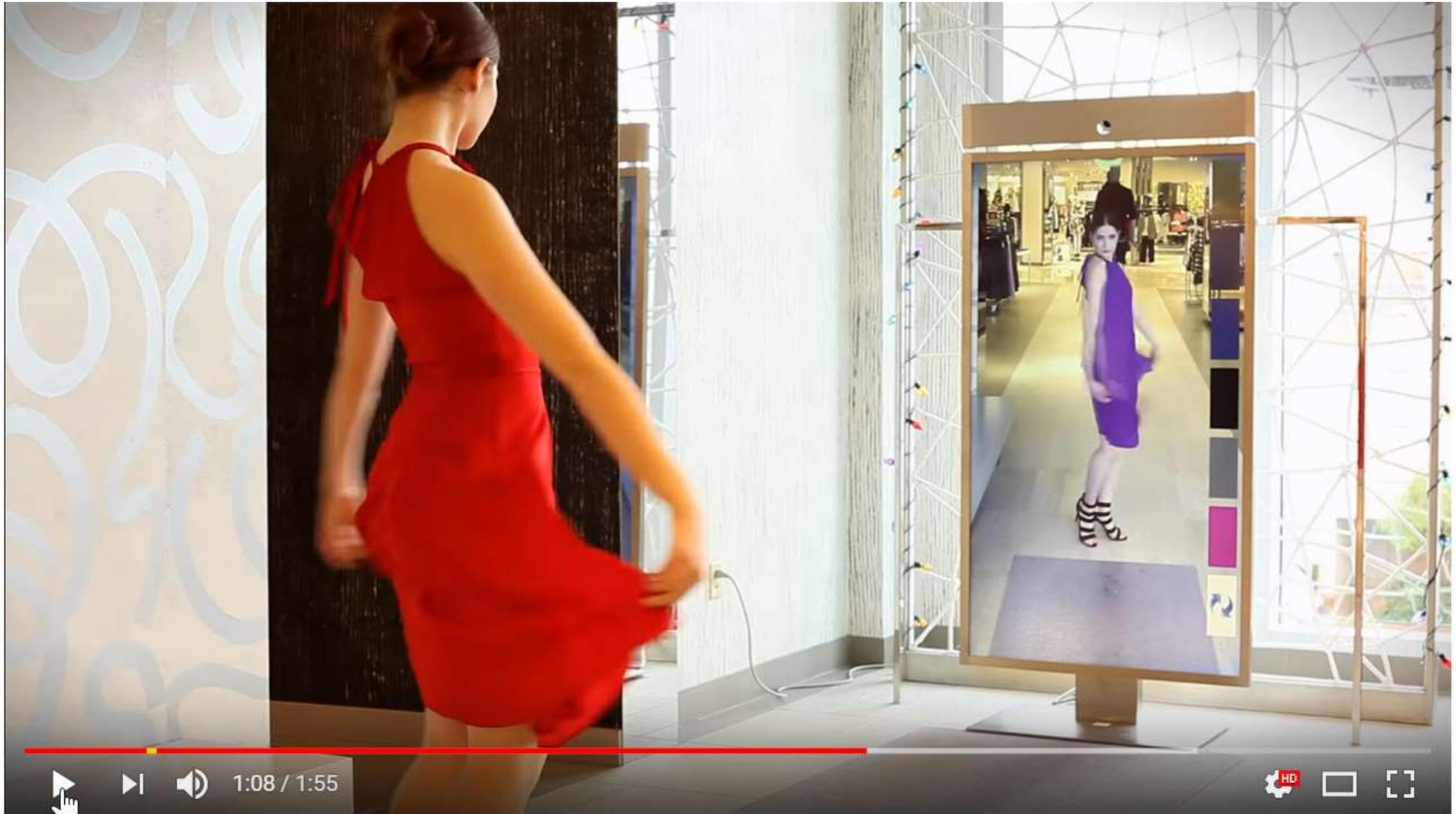
PATEK PHILIPPE  
GENEVE

*Begin your own tradition.*

You never actually own  
a Patek Philippe.  
You merely look after it for  
the next generation.



Chronograph Ref. 5170G  
[patek.com](http://patek.com)



## Memory Mirror - The World's first Digital Mirror

<http://memorymirror.com/>

99.186 visualitzacions

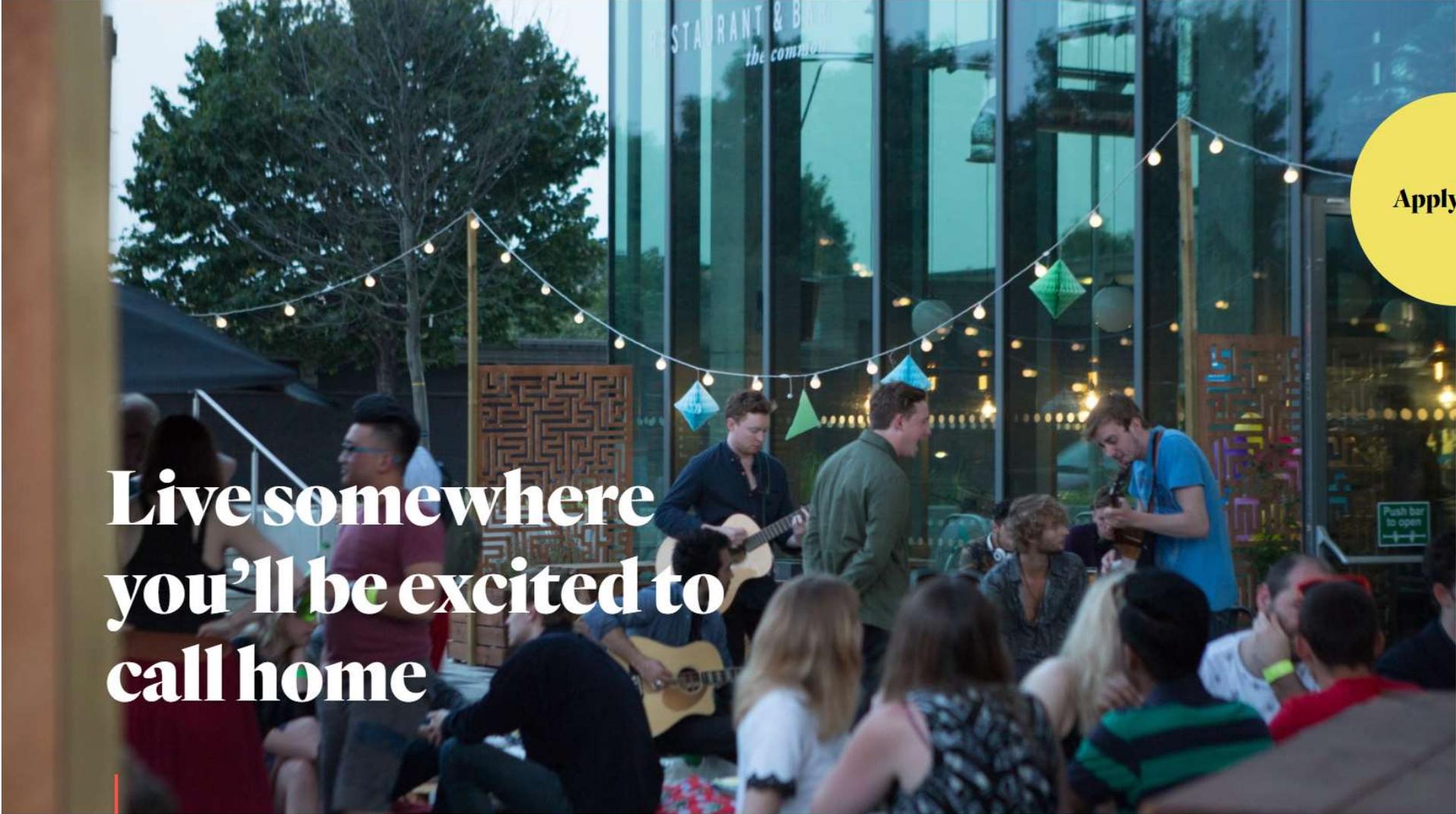
👍 153    💬 5    ➦ COMPARTEIX    ☰    ⋮



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CO-LIVING / **OLD OAK**

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**Live somewhere  
you'll be excited to  
call home**

**Apply Now**





# Home Try-On

Select 5 frames to test out for 5 days and we'll ship them to you—for free!

With your help, we've distributed  
**over three million pairs of glasses to  
people in need.**

[Watch the video](#) 





Search for shoes, clothes, etc.

SEARCH

MY CART

# Donate to Victims of the Las Vegas Tragedy & Zappos Will Match Up to \$1M.

LEARN MORE

Now Trending

<https://www.zappos.com/>

What customers value in products varies by industry. Here are the top five elements influencing loyalty for 10 types of businesses.

<p><b>APPAREL RETAIL</b>            QUALITY            VARIETY            AVOIDS HASSLES            DESIGN/AESTHETICS            SAVES TIME</p>	<p><b>TV SERVICE PROVIDERS</b>            QUALITY            VARIETY            REDUCES COST            DESIGN/AESTHETICS            FUN/ENTERTAINMENT</p>
<p><b>DISCOUNT RETAIL</b>            QUALITY            VARIETY            REDUCES COST            SAVES TIME            REWARDS ME</p>	<p><b>CONSUMER BANKING</b>            QUALITY            PROVIDES ACCESS            HEIRLOOM            AVOIDS HASSLES            REDUCES ANXIETY</p>
<p><b>GROCERY</b>            QUALITY            VARIETY            SENSORY APPEAL            REDUCES COST            REWARDS ME</p>	<p><b>BROKERAGE</b>            QUALITY            MAKES MONEY            HEIRLOOM            VARIETY            PROVIDES ACCESS</p>
<p><b>FOOD AND BEVERAGES</b>            QUALITY            SENSORY APPEAL            VARIETY            DESIGN/AESTHETICS            THERAPEUTIC VALUE</p>	<p><b>AUTO INSURANCE</b>            QUALITY            REDUCES ANXIETY            REDUCES COST            PROVIDES ACCESS            VARIETY</p>
<p><b>SMARTPHONES</b>            QUALITY            REDUCES EFFORT            VARIETY            ORGANIZES            CONNECTS</p>	<p><b>CREDIT CARDS</b>            QUALITY            REWARDS ME            HEIRLOOM            AVOIDS HASSLES            PROVIDES ACCESS</p>





# Building An Integrated Retail Business

Aspiration & Self Betterment

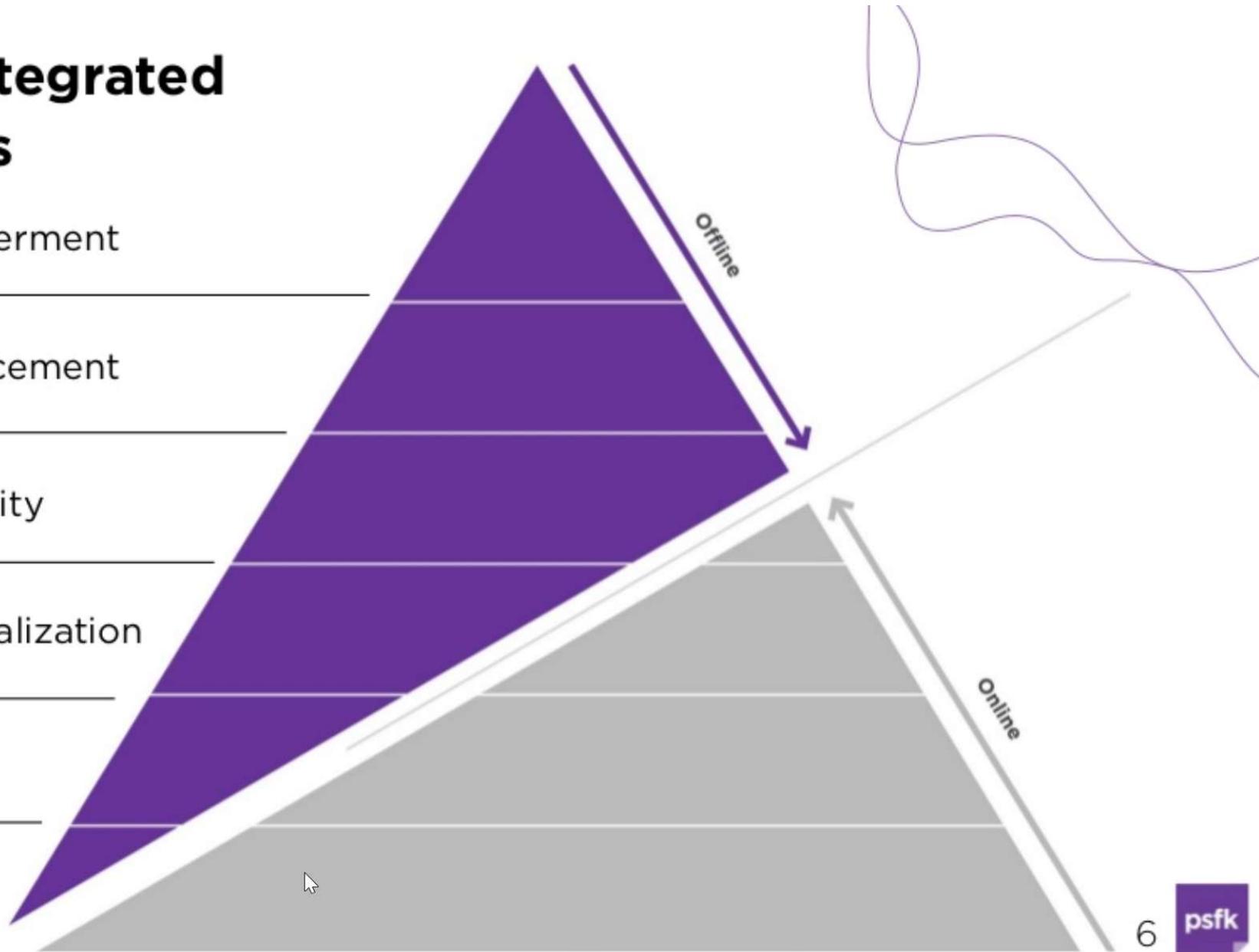
Confidence & Reinforcement

Belonging & Community

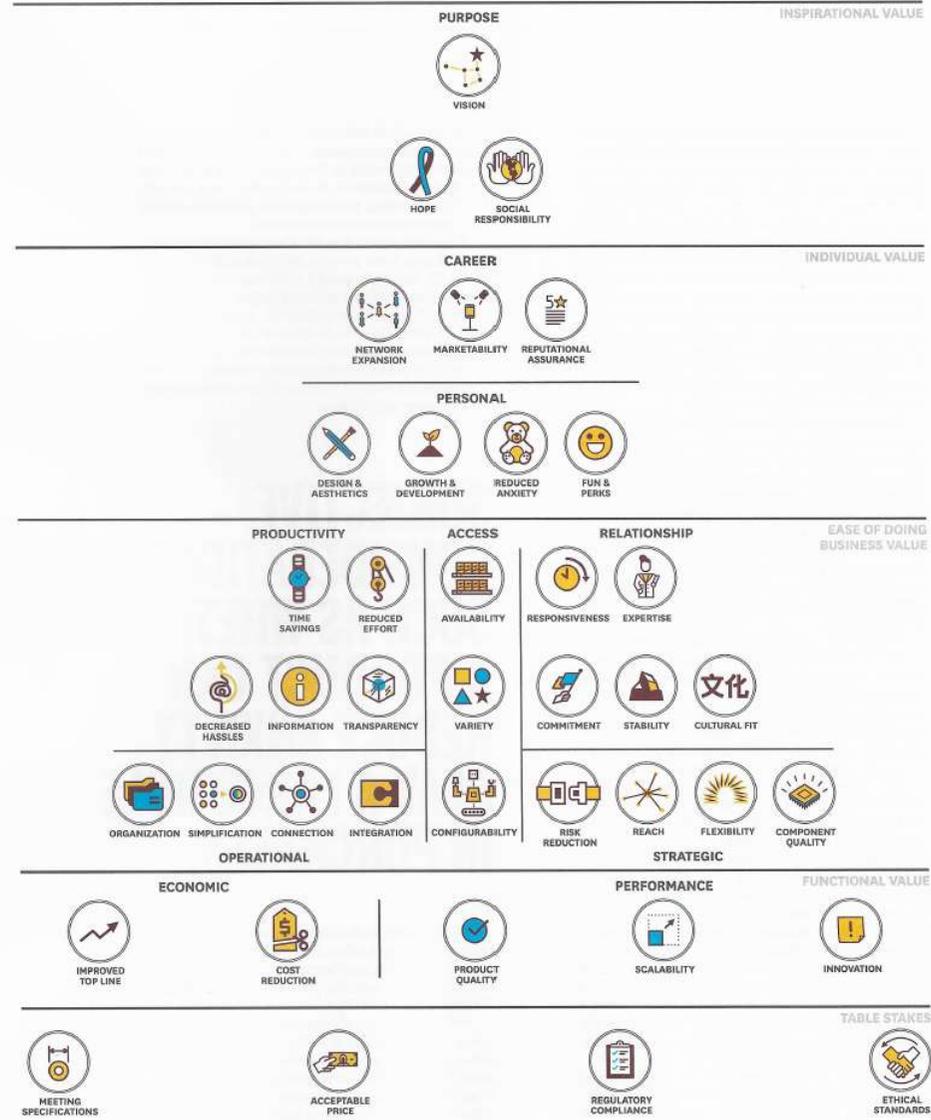
Recognition & Personalization

Access & Support

Convenience



FEATURE THE B2B ELEMENTS OF VALUE



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ILLUSTRATION BY NIK SCHULZ

**Your conclusions**

# **The workshop**

¿Qué temas/tecnologías  
serán más relevantes  
en el mundo en +5?

¿Qué temas/tecnologías  
ofrecen más oportunidades  
para **TU CIUDAD** en +5?

¿En qué temas  
te interesaría participar?



# INSTITUTE OF NEXT

BY INFONOMIA

Business  
Transformation  
Services