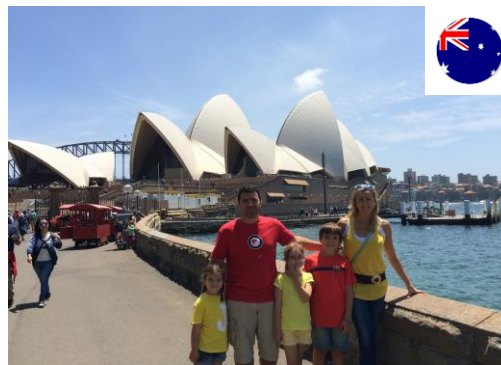


“People don't resist change.  
They resist being changed.”

Lideratge i gestió del canvi per afrontar la innovació i la transformació digital

Ximo Soler Casamada  
Global SVP Digital transformation & innovation







7-10

0-16 m











微信 + 乞讨  
扫码 + 还你 10 元







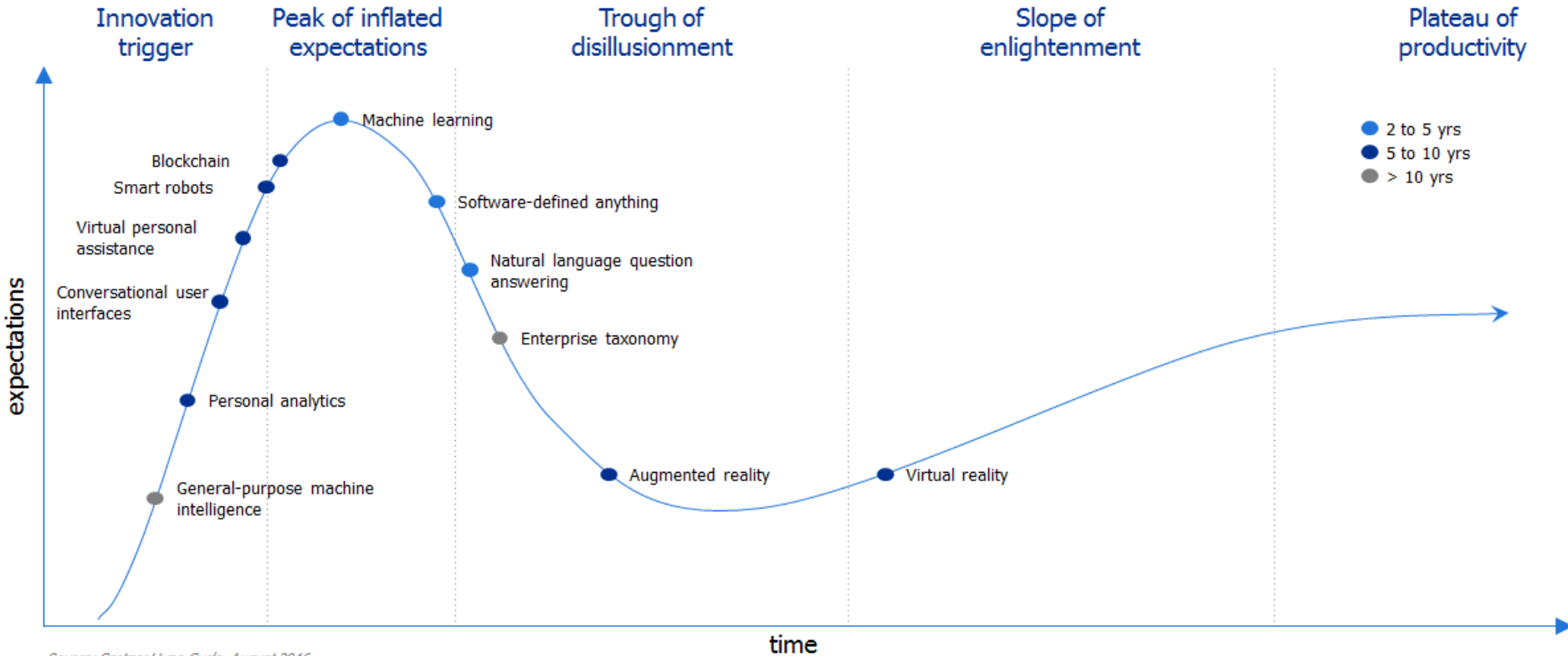












Source: Gartner Hype Cycle, August 2016





# predicting the future in a changing environment

*"Television won't be able to hold on to any market it captures after the first six months. People will soon get tired of staring at a plywood box every night..."*

Darryl Zunuck  
Founder of 20th Century  
Fox  
1946



Robert Metcalfe  
Founder of 3Com  
1995

*"I predict the Internet will soon go spectacularly supernova and in 1996 catastrophically collapse..."*

*"I am concerned about the long term viability. There's just not that many videos I want to watch..."*

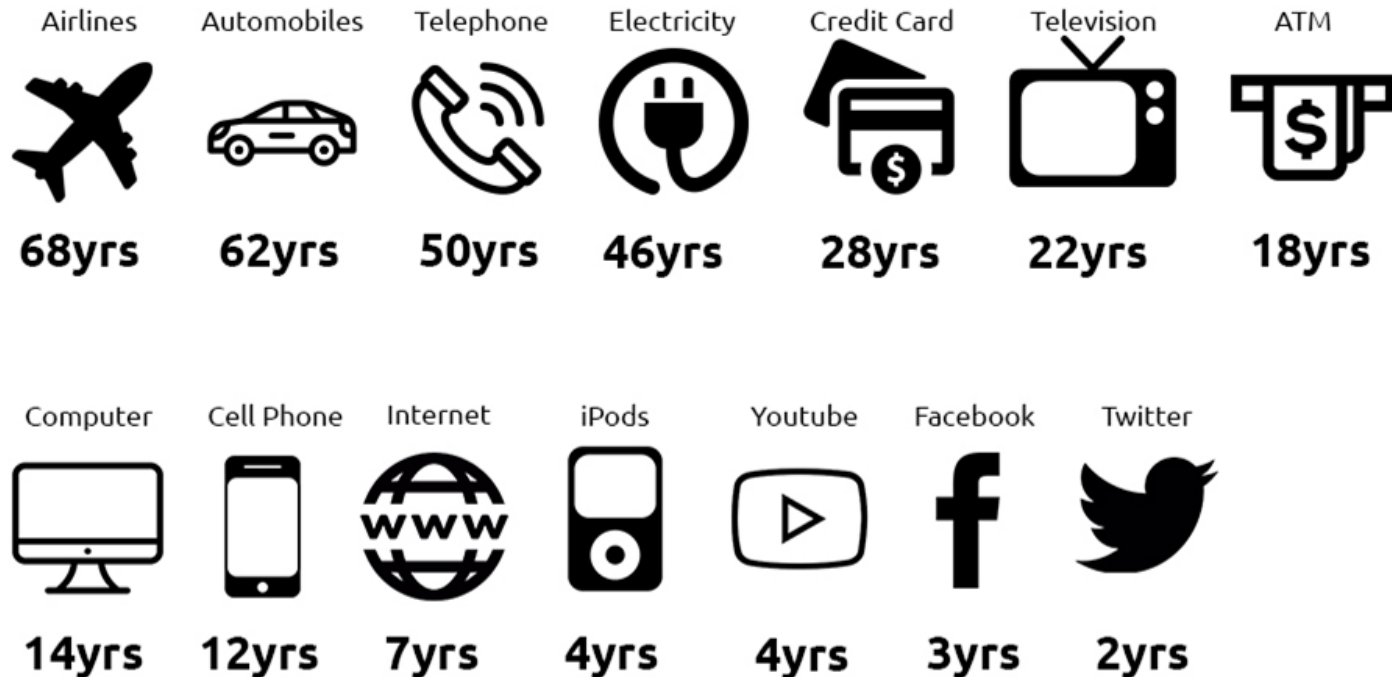
Steve Chen  
Founder of YouTube  
2005



Steve Ballmer  
CEO Microsoft  
2007

*"There's no chance that the iPhone is going to get any significant market share...."*

# NUMBER OF YEARS IT TOOK FOR EACH PRODUCT TO GAIN 50 MILLION USERS:



## Club Media Channels



50,3M



FACEBOOK

14M



INSTAGRAM

6,3M



TWITTER

5M



WEBSITE

500.000



APP

980,000



YOUTUBE

450,000



SNAPCHAT

3.8M



SINA WEIBO

200.000



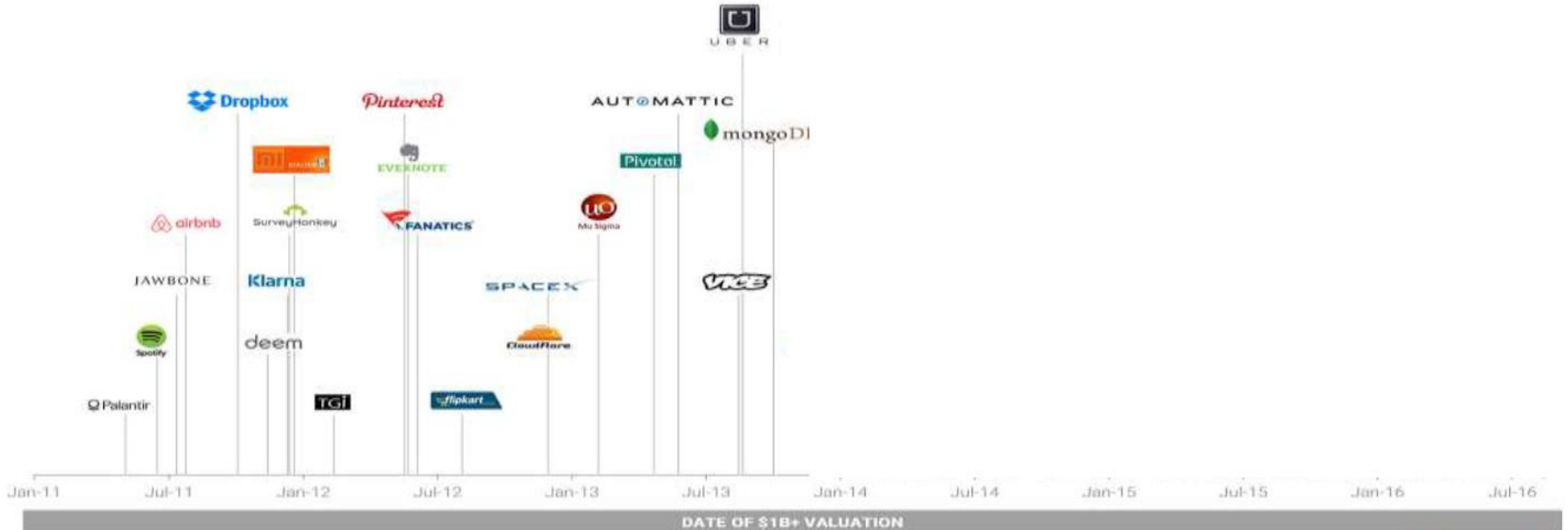
BAYERN MAGAZIN

1M



NL-EMPFÄNGER

# Disruption: The Unicorn Club



www.cbinsights.com

\*excludes companies that exited

CBINSIGHTS





“**UBER**, THE WORLD’S LARGEST TAXI COMPANY, **OWNS NO VEHICLES**. **FACEBOOK**, THE WORLD’S MOST POPULAR MEDIA OWNER, **CREATES NO CONTENT**. **ALIBABA**, THE MOST VALUABLE RETAILER, **HAS NO INVENTORY**. AND **AIRBNB**, THE WORLD’S LARGEST ACCOMMODATION PROVIDER, **OWNS NO REAL ESTATE**, SOMETHING INTERESTING IS HAPPENING.”

TOM GOODWIN, SVP HAVAS  
MEDIA

How does your industry look like?

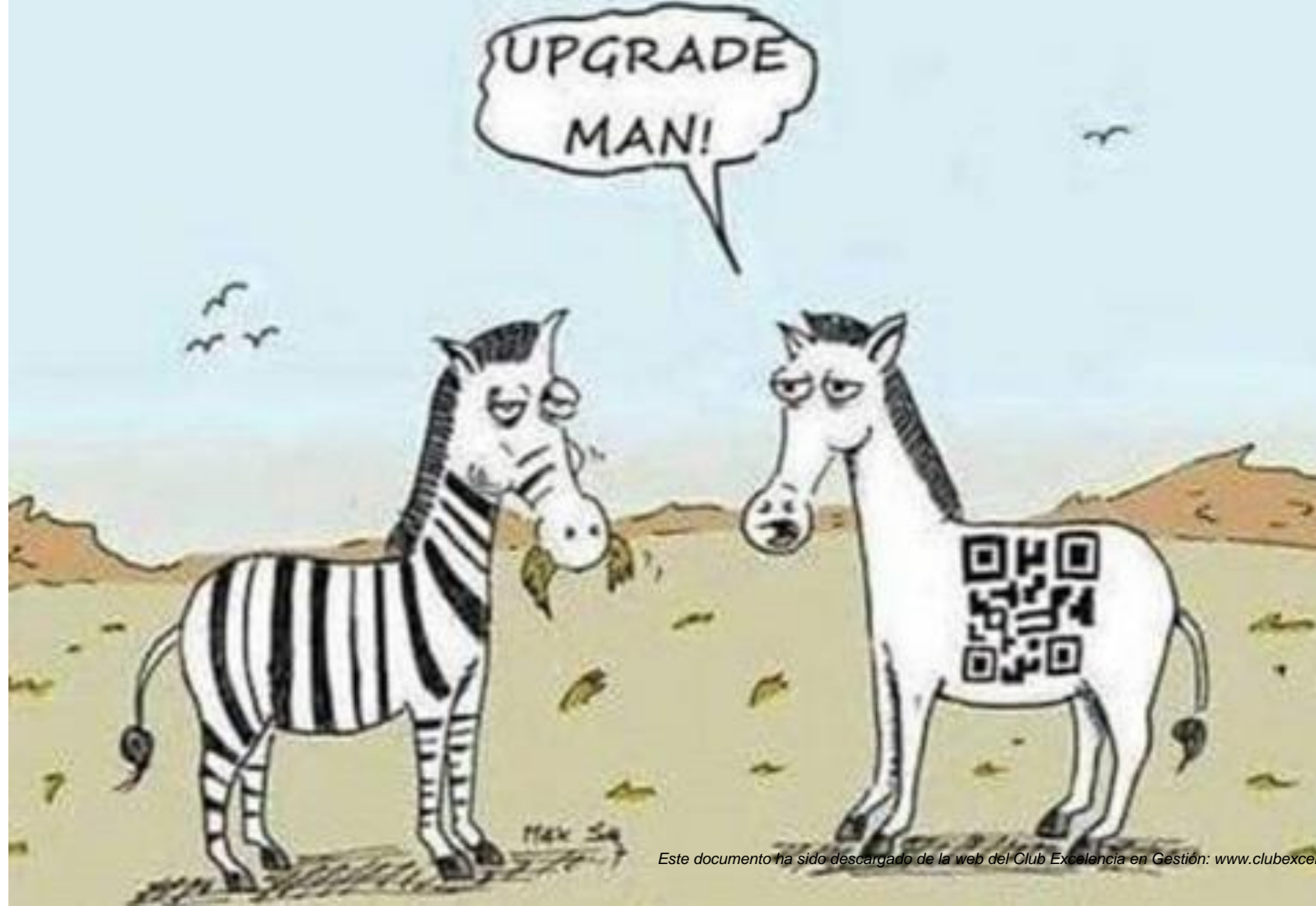
“A surplus of **similar** companies, employing **similar** people with **similar** educational backgrounds, having **similar** ideas and producing **similar** things with **similar** quality and at **similar** prices”













**Move fast and break things.  
Unless you are breaking stuff,  
you are not moving fast enough.**

Mark Zuckerberg

quote fancy



Generation B  
"Boomers"  
1945 - 1960



Generation X  
"Gen X"  
1961 - 1980



Generation Y  
"Millennials" or "Gen Y"  
1981 - 1995



Generation Z  
"Gen Z" or "iGen"  
1996 - 2015



Personality

Optimistic  
Cause Oriented  
Collaborative  
Driven

Independent  
Self-Reliant  
Skeptical

Continuously Learning  
High Self-Esteem  
Achievement-Oriented

Resilient  
Technology-Savvy  
Less Entitled



Work Ethic

Quality Minded  
Team Oriented  
Company Loyalty

Work/Life Balance  
Efficient  
Focus on Results

Collaborative  
Desires Feedback  
Flexible Work Arrangements

Resourceful  
Meaningful Work  
Strong Work Ethic



Communication

Rotary Dial Telephone  
Face-to-Face

Email  
Text

Instant Message  
Text

Text  
Social Media



Technology

Touch-tone Telephone  
TV  
Calculator

Touch-tone Telephone  
Pager  
Word Processor

Desktops  
Cell Phones  
Internet

Tablets  
Smartphones  
Social Media

una nova gestio

del canvi hiper-  
accel.lerat.



# Dos models per la realització del canvi.

## Mandate

- + *Speedy*
- + *Efficient*
- + *Structures*
- *Risky*
- *Disempowering*

## Movement

- + *Empowering*
- + *Engaging*
- + *Sustainable over time*
- *Slow*
- *Must show successes*

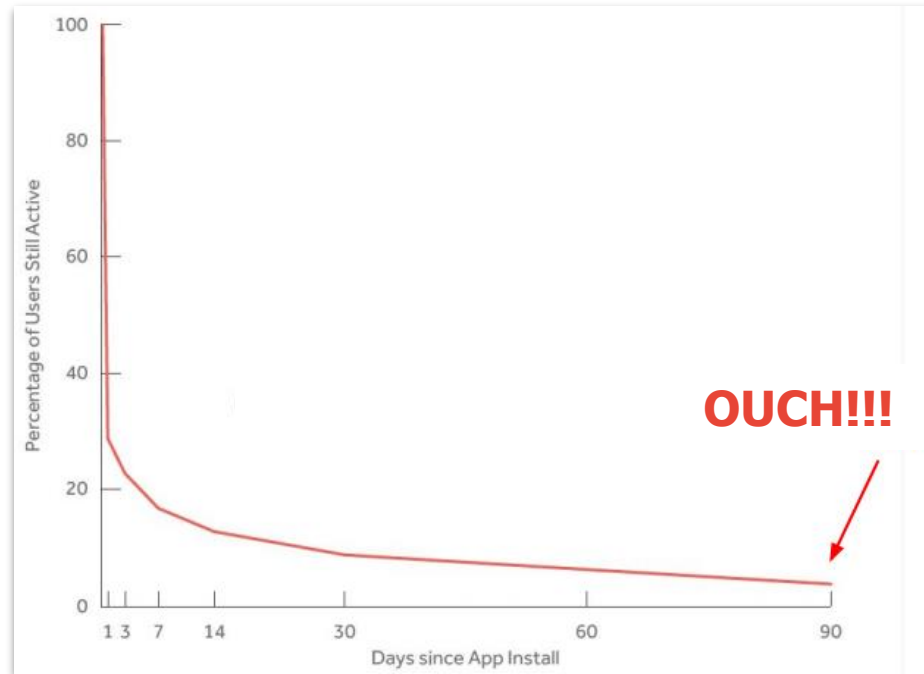
# how informal networks influence change.



Daddymoon - Sexting - Crowdfunding - Hotumn - Brexit - Hashtag  
- Selfie - Kneegate - Bromance - Manel - Binge watching -  
Nonversation - Cellfish - Beerboarding - Frankenfood - Mankini -  
OMG

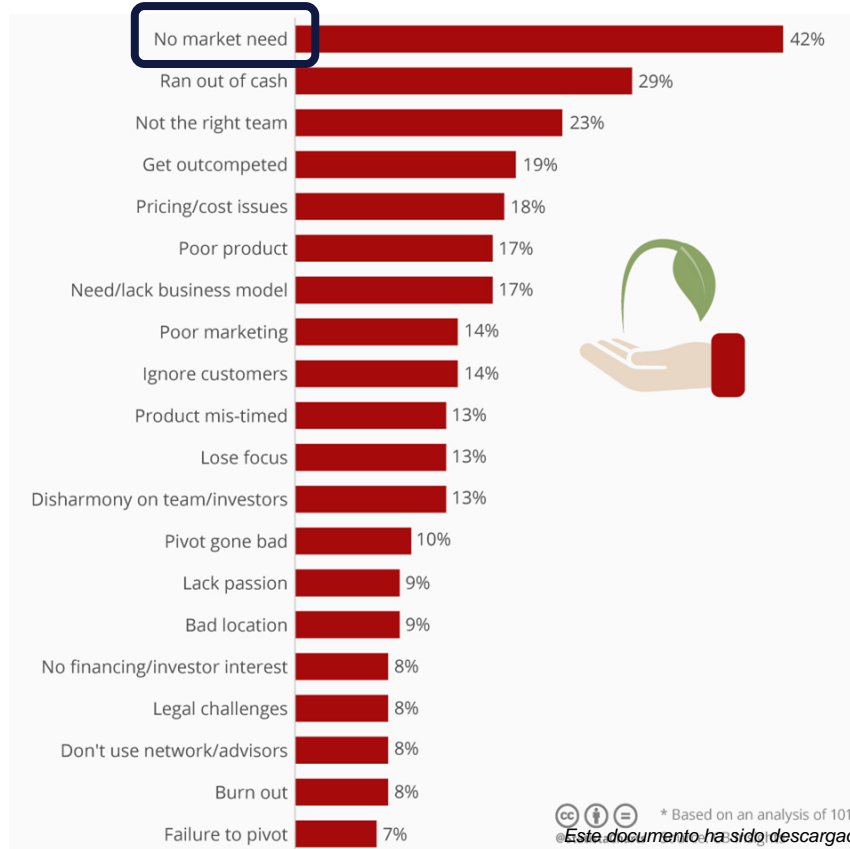


in change, acquisition is important but  
activation & retention are crucial.

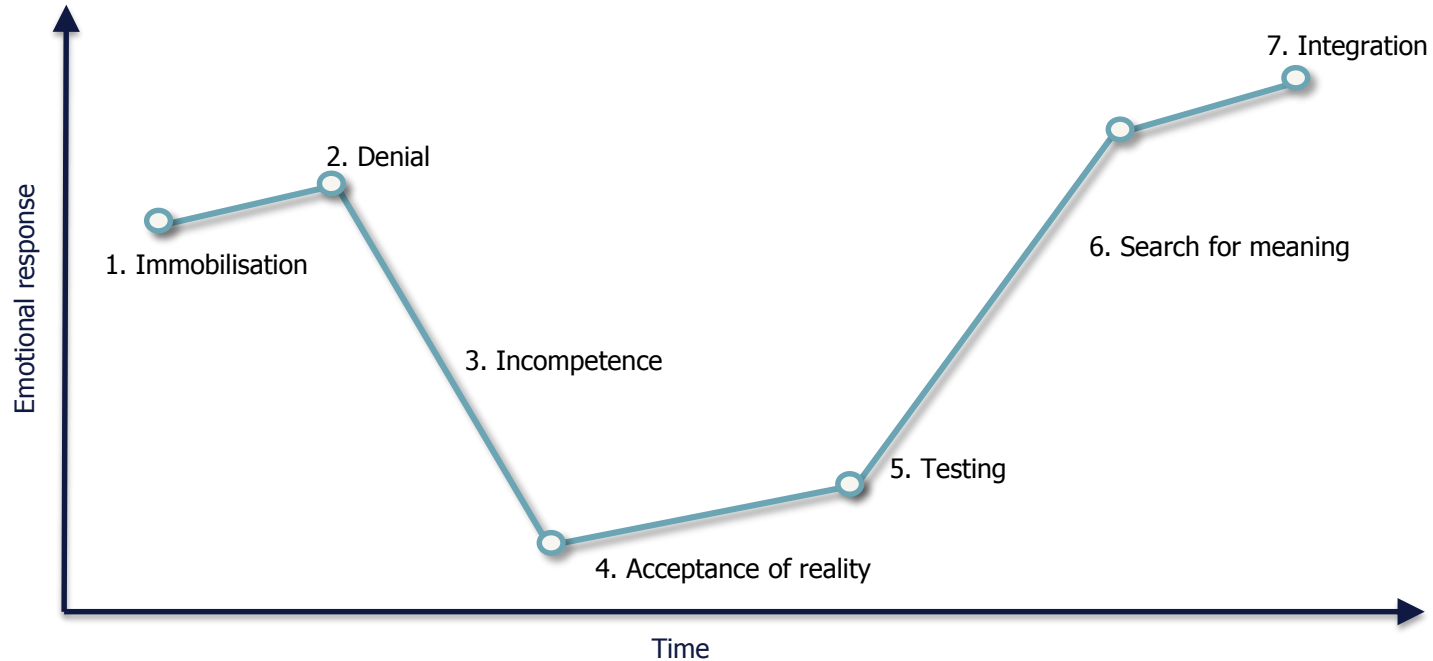




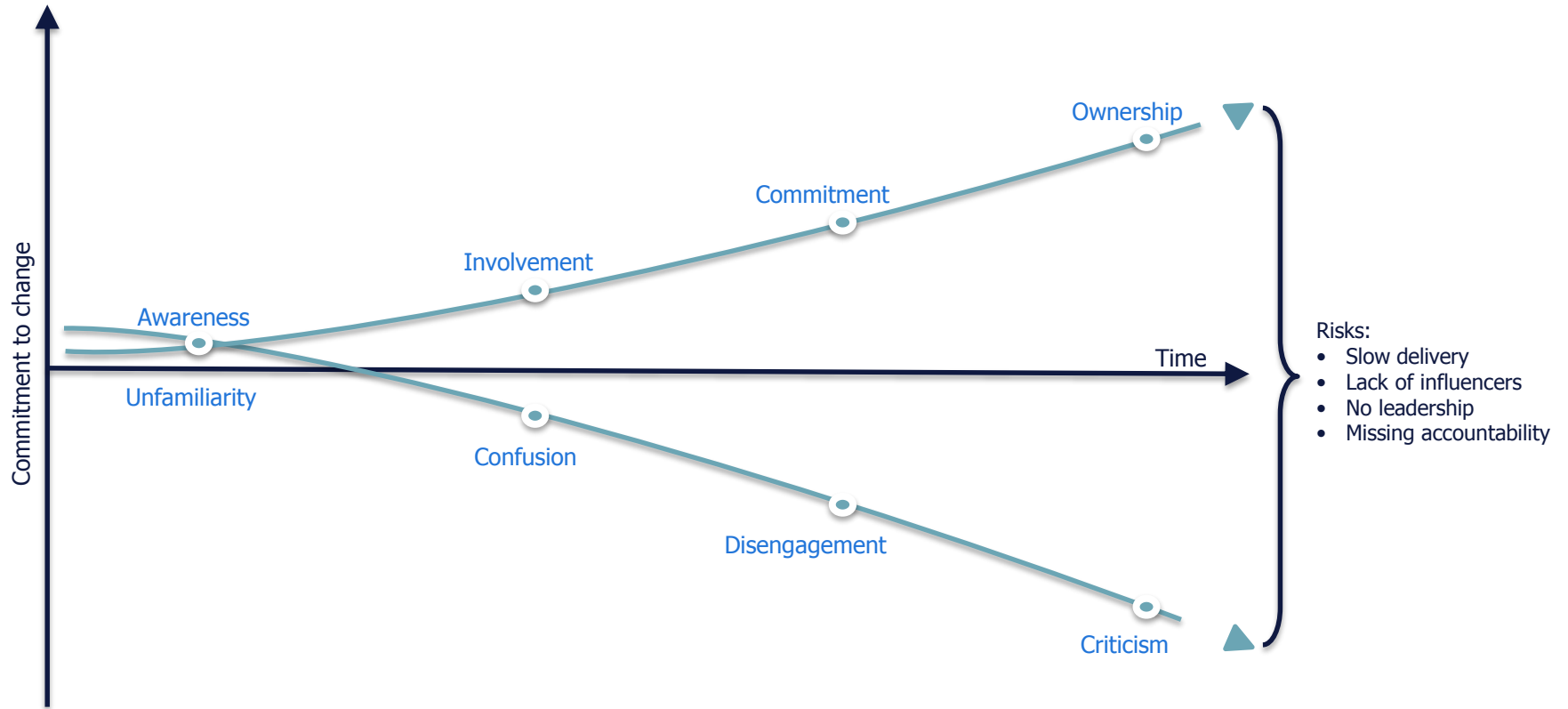
# top 20 reasons startups fail.



change is a complex and irregular process. It is non-linear, unpredictable and requires careful management to be successful



projects when change is not managed face hurdles that can slow delivery down



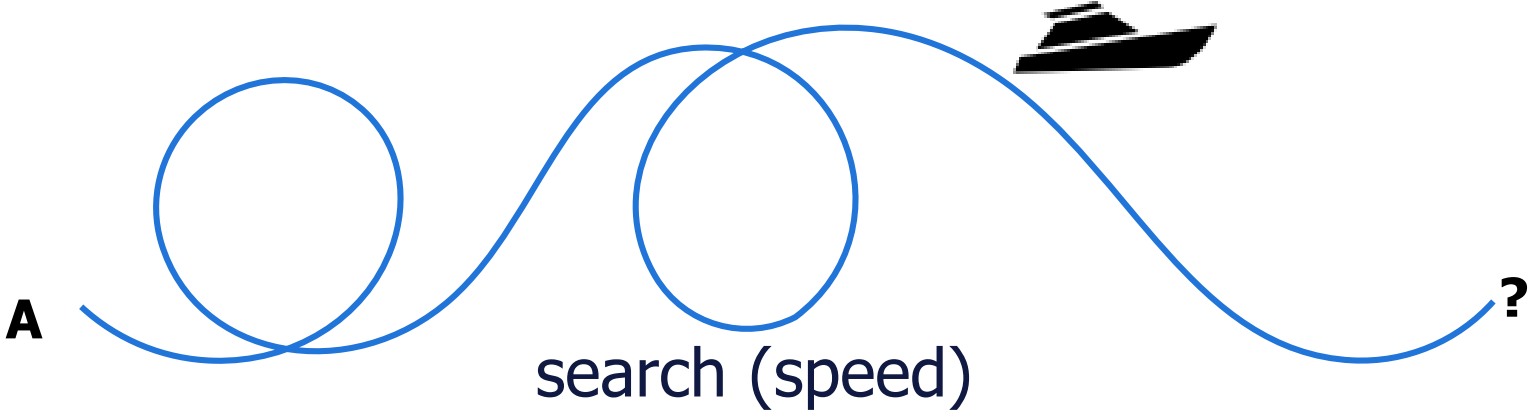


Grans corporacion = petrolers.





startup = motora.



Not like this....



1



2



3



4

Like this!



1



2



3



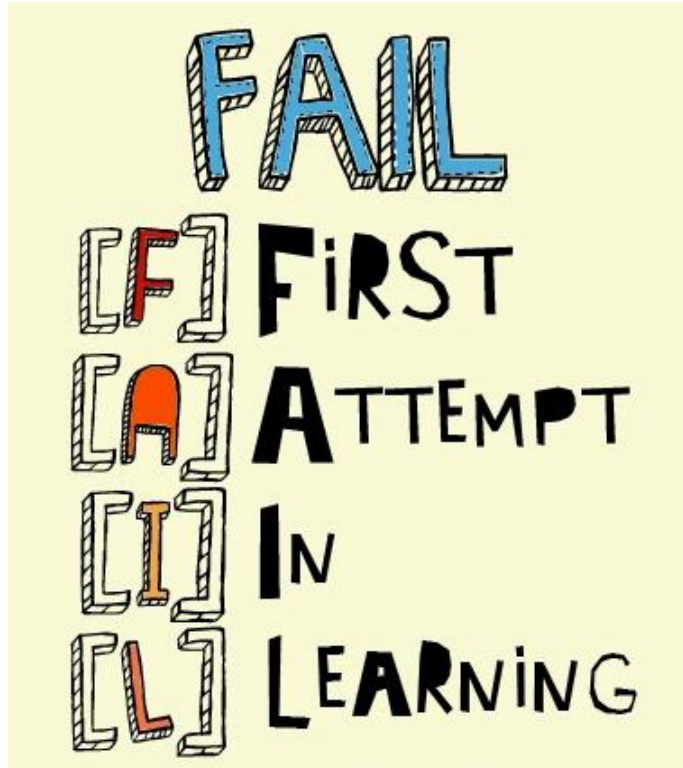
4

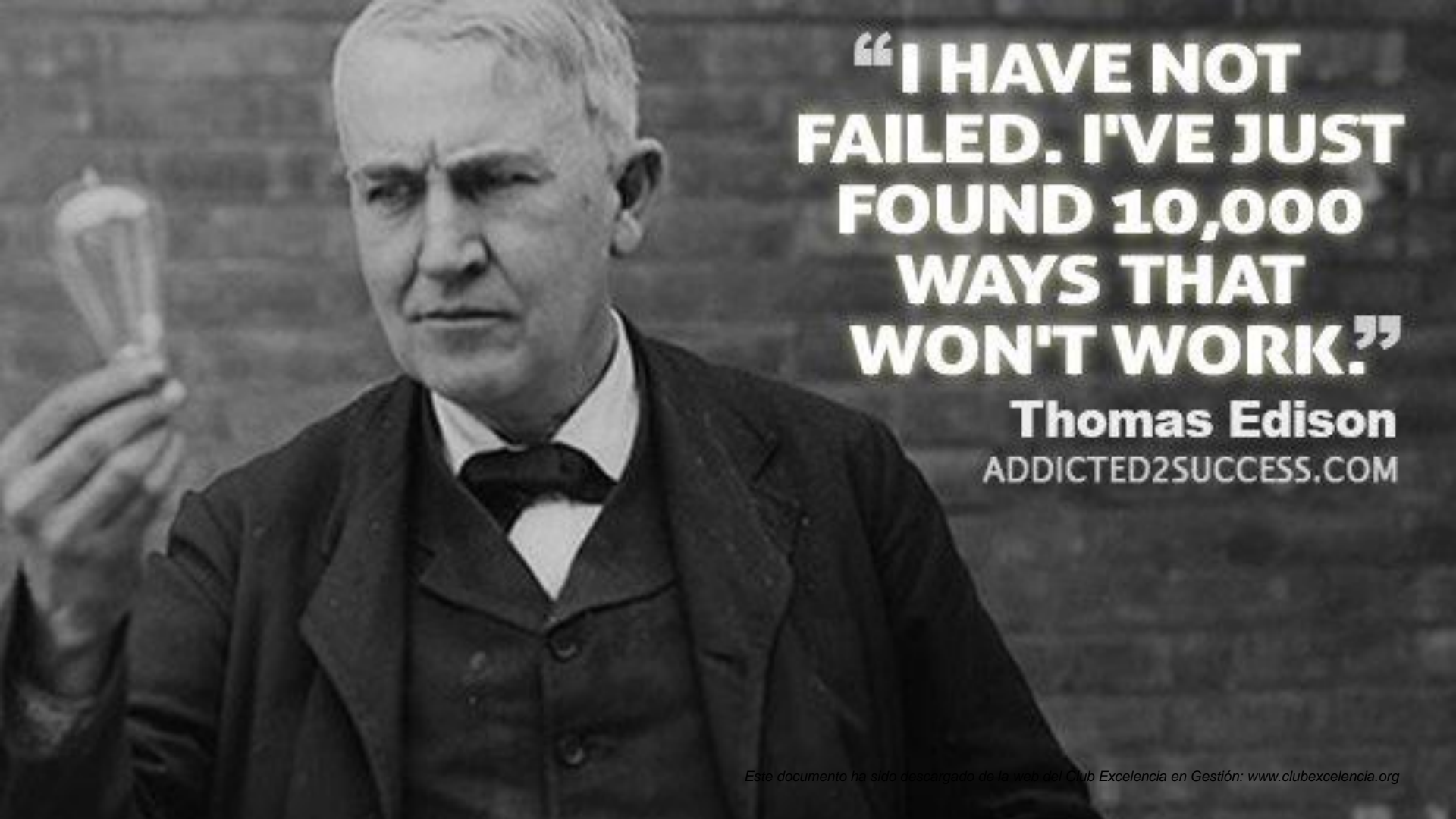


5



“failure equals progress.”



A black and white photograph of Thomas Edison, an elderly man with white hair, wearing a dark suit and a bow tie. He is holding a glowing lightbulb in his right hand, looking at it with a serious expression. The background is a dark, textured wall.

**“I HAVE NOT  
FAILED. I'VE JUST  
FOUND 10,000  
WAYS THAT  
WON'T WORK.”**

**Thomas Edison**  
ADDICTED2SUCCESS.COM

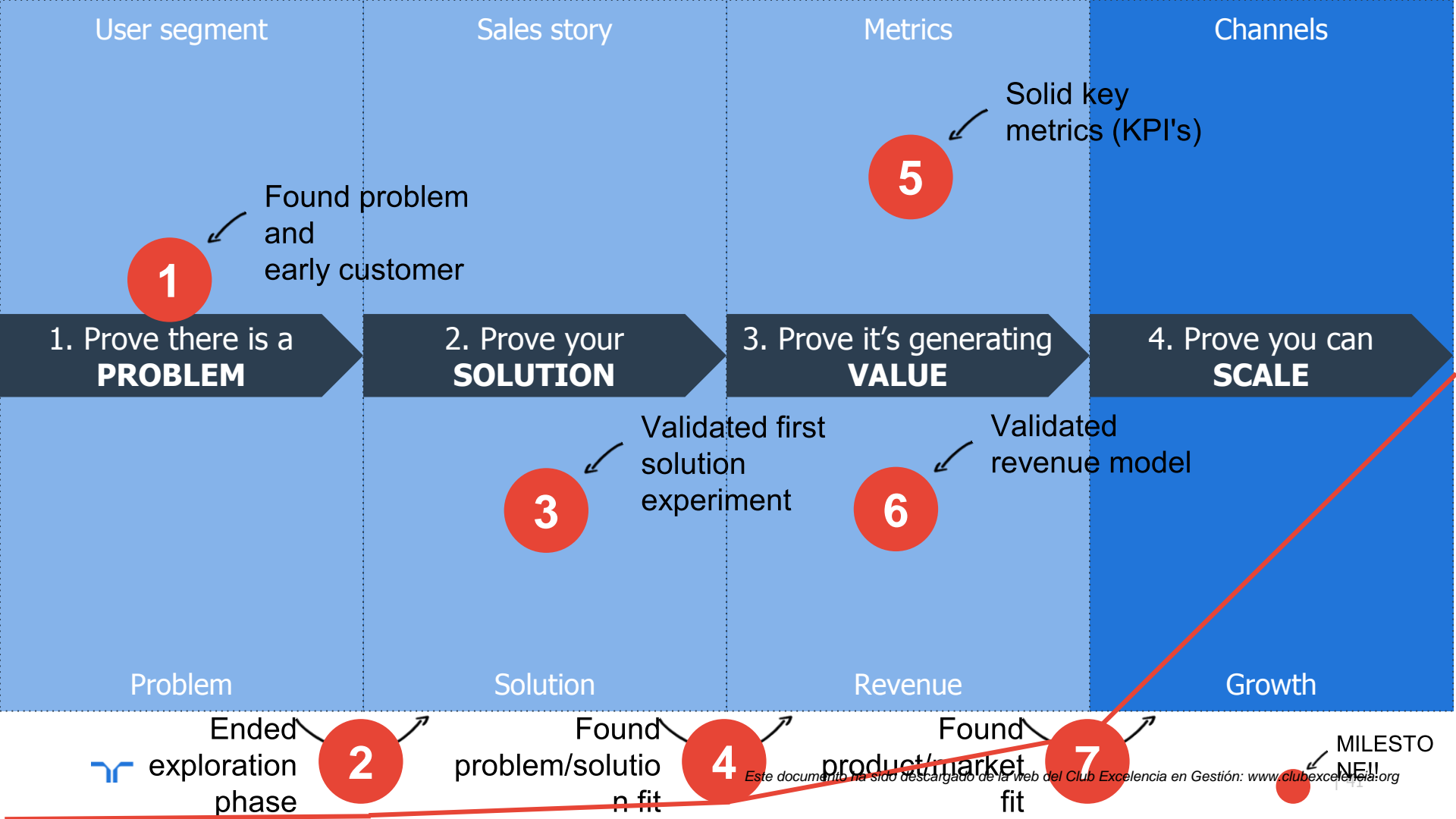


**"I HAVE MISSED MORE THAN  
9000 SHOTS IN MY CAREER. I  
HAVE LOST ALMOST 300 GAMES.  
26 TIMES, I'VE BEEN TRUSTED  
TO TAKE THE GAME WINNING  
SHOT AND MISSED. I'VE FAILED  
OVER AND OVER AND OVER  
AGAIN IN MY LIFE.  
AND THAT IS WHY I SUCCEED."**

**- Michael Jordan**



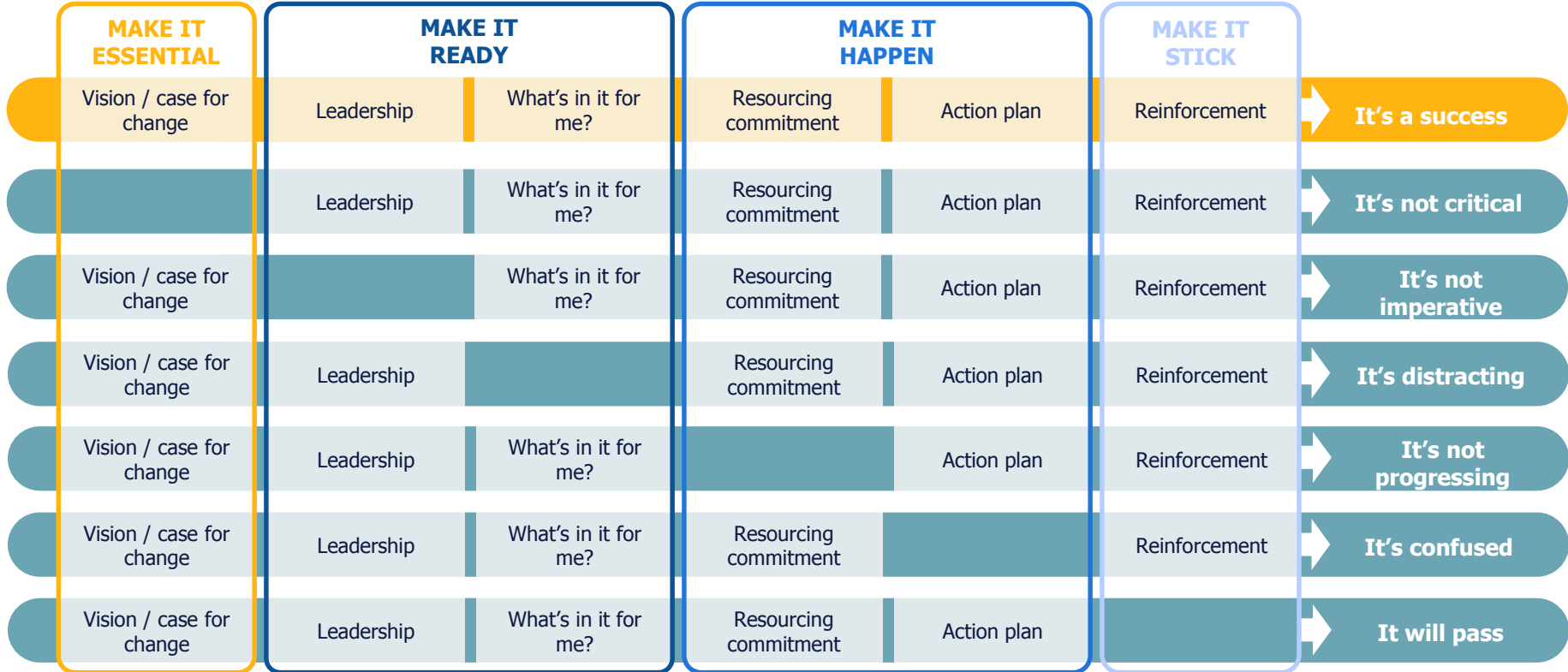




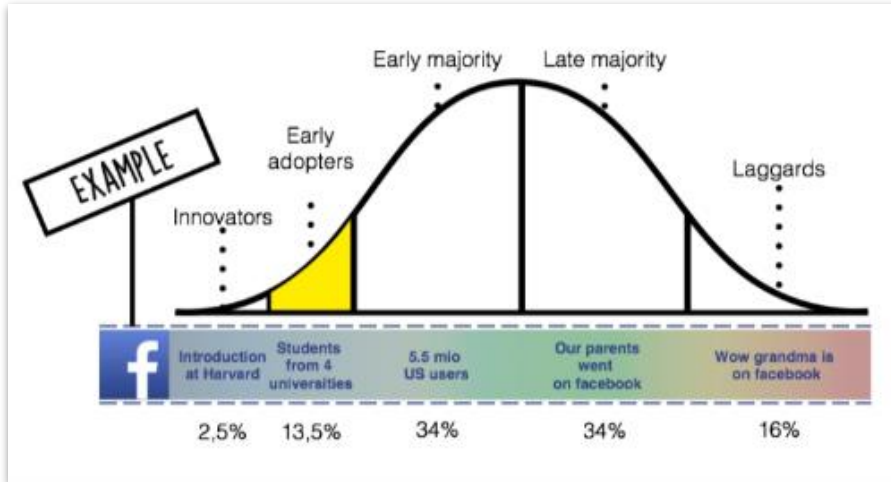
a new change approach where we combine best practices from known change models with a lean & agile mindset



a combination of factors working in interdependent manner are necessary for change to 'stick'



# start with the early adopters!



## early adopter:

1. They experience a pressing problem
2. They have been actively looking for a way to implement a solution for their problem
3. They have put together a partial / sub optimal solution
4. They have or can obtain a budget to spend on a solution





gracias!



