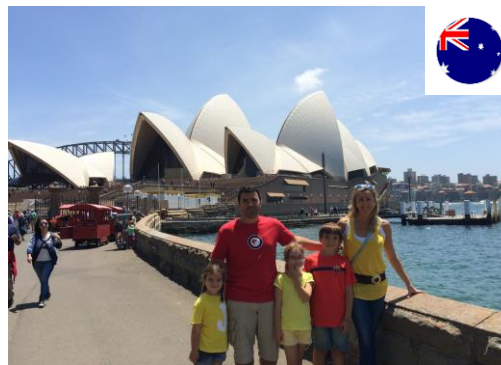


“People don't resist change.
They resist being changed.”

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





允许使用手机
但风险自负
CELL PHONES

请勿使用手机
NO CELL PHONES



微信 + 乞讨
扫码 + 还你10元

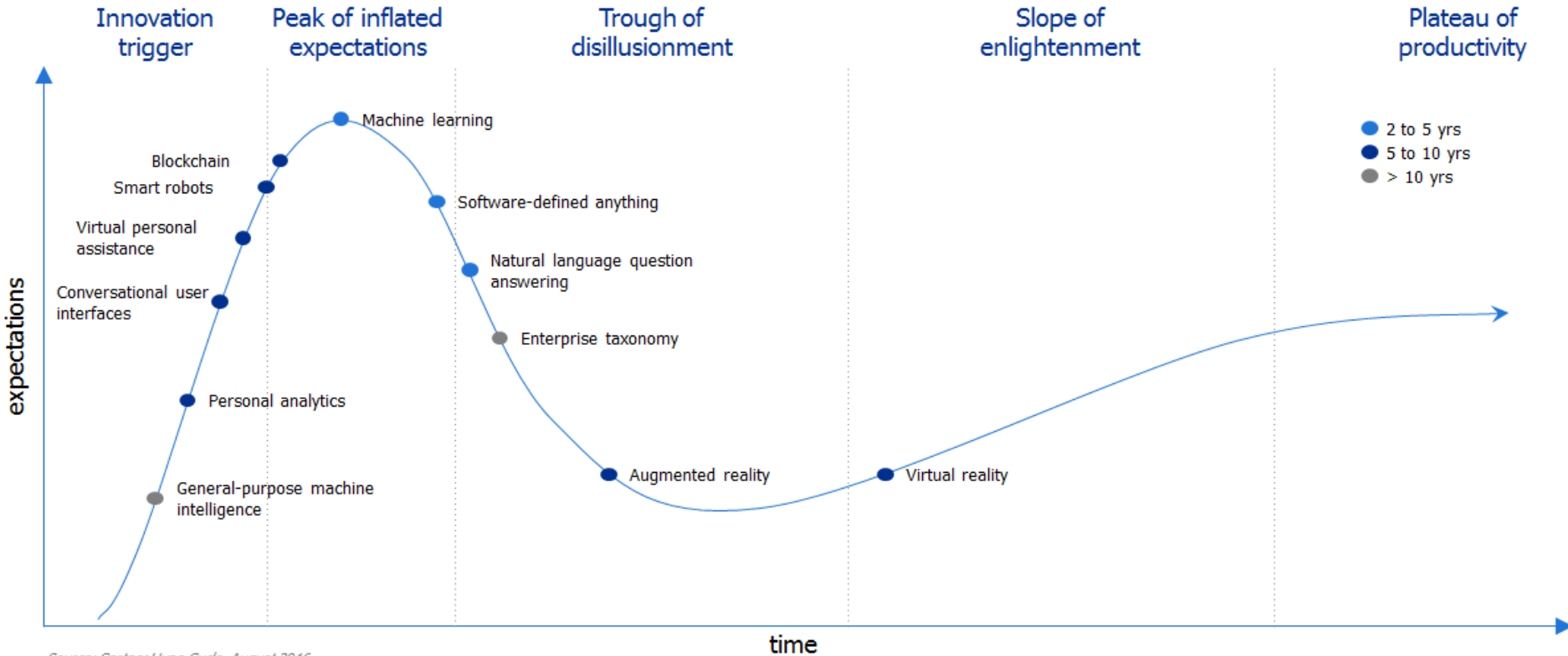












Source: Gartner Hype Cycle, August 2016



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..."

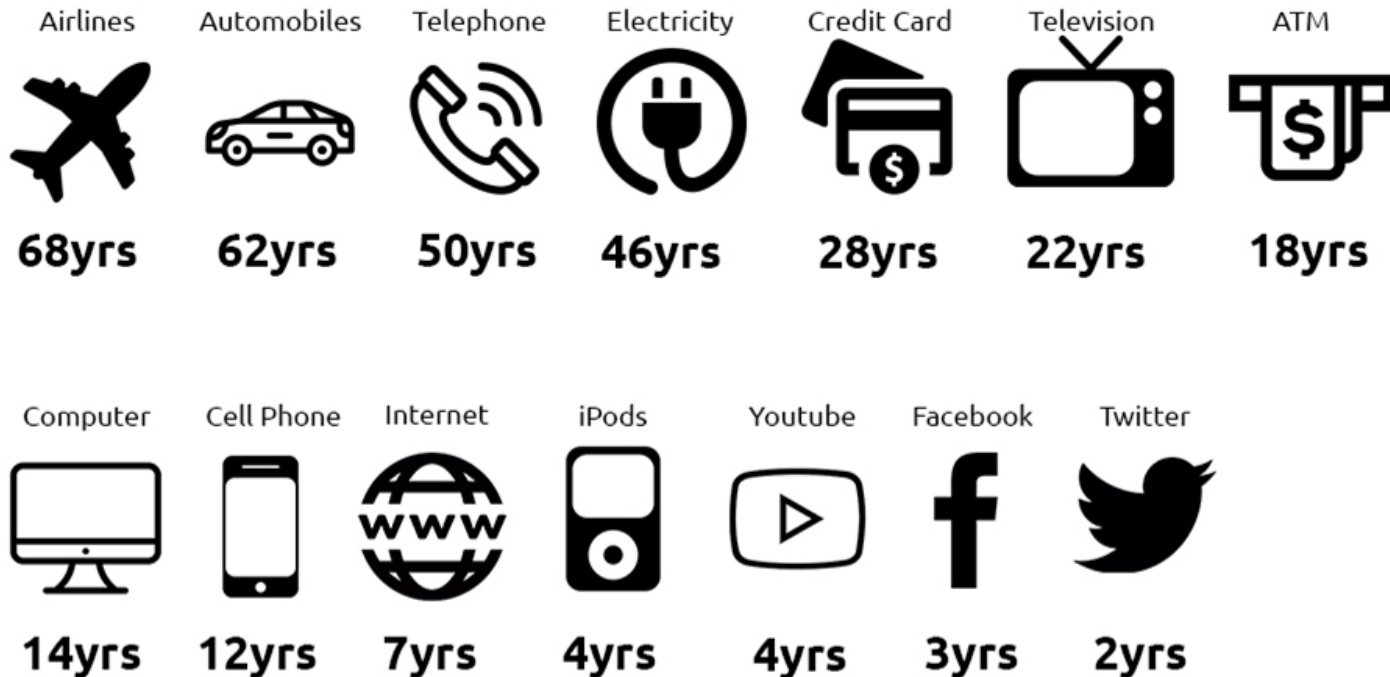
Steve Chen
Founder of YouTube
2005



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



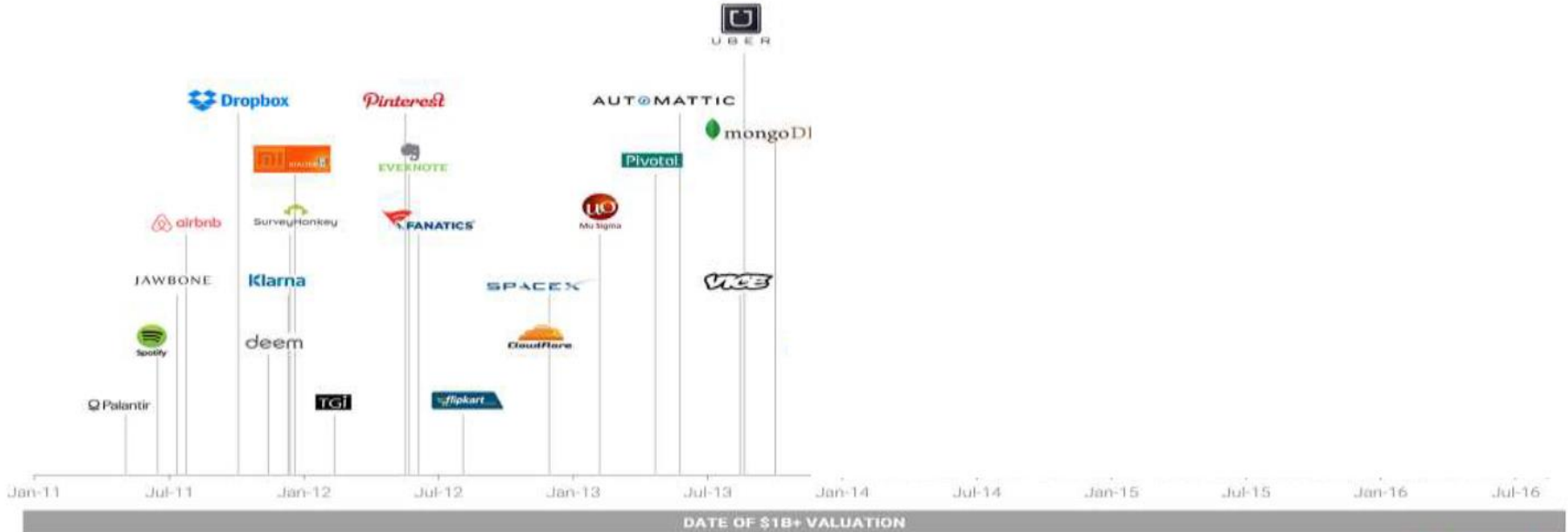
BAYERN MAGAZIN

1M



NL-EMPFÄNGER

Disruption: The Unicorn Club

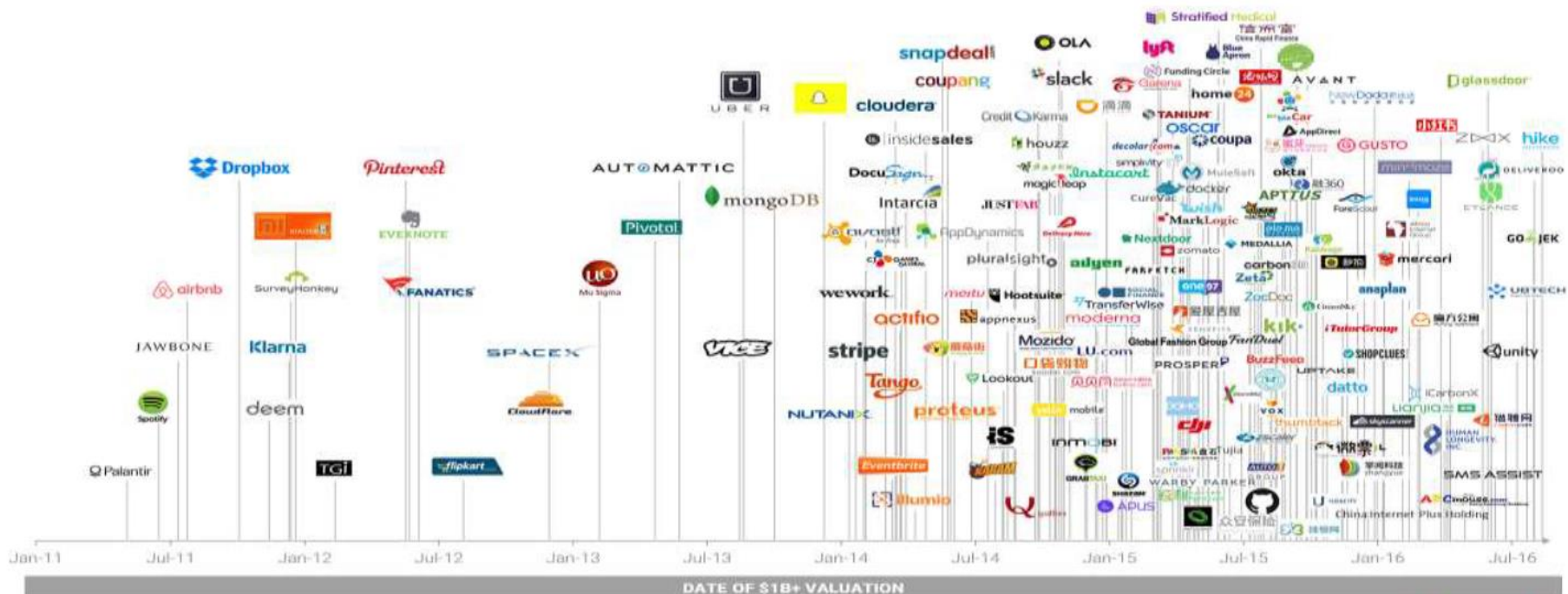


www.cbinsights.com

*excludes companies that exited

CBINSIGHTS

Disruption: The Unicorn Club



“**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.”

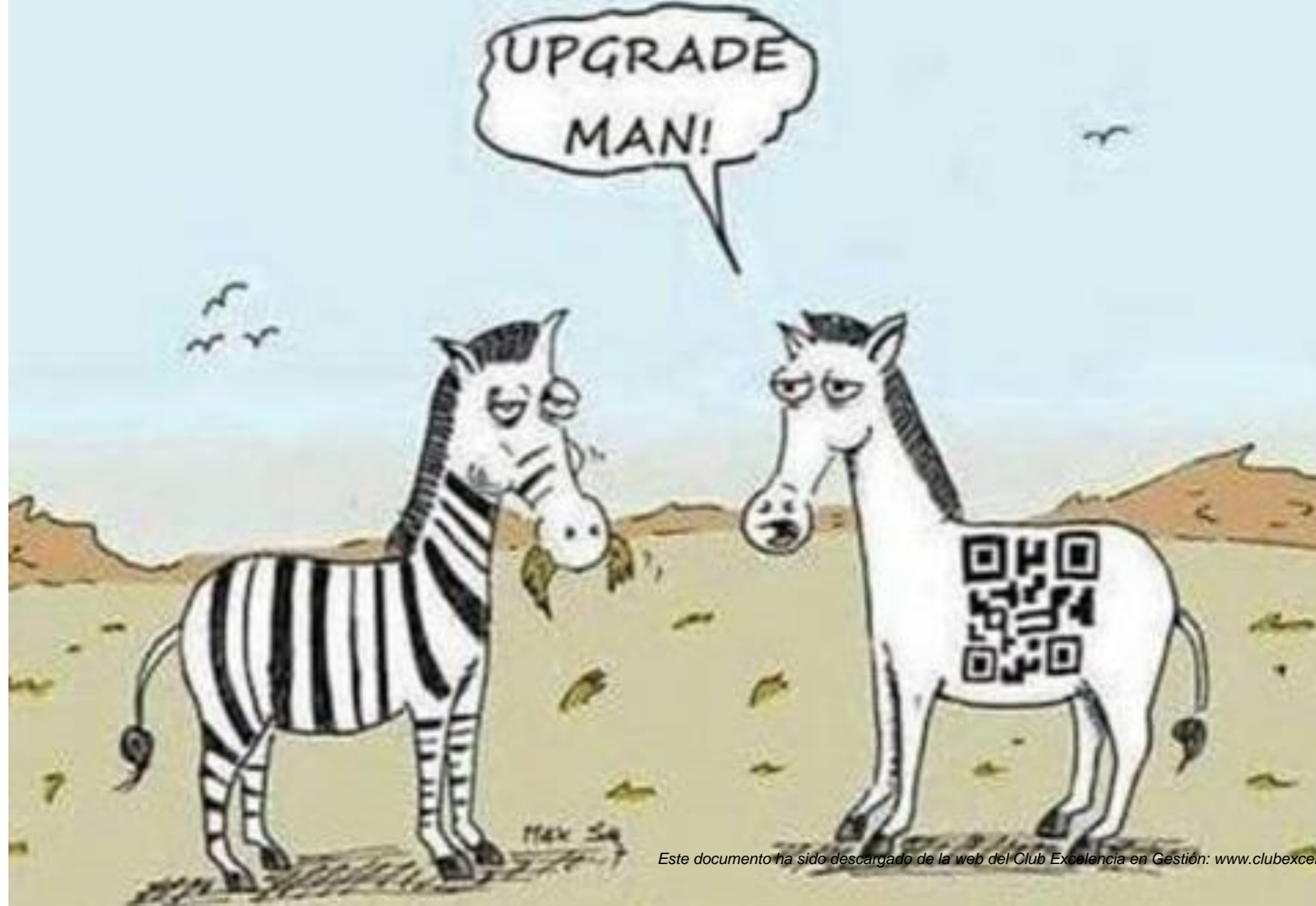
TOM GOODWIN, SVP HAVAS
MEDIA

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*

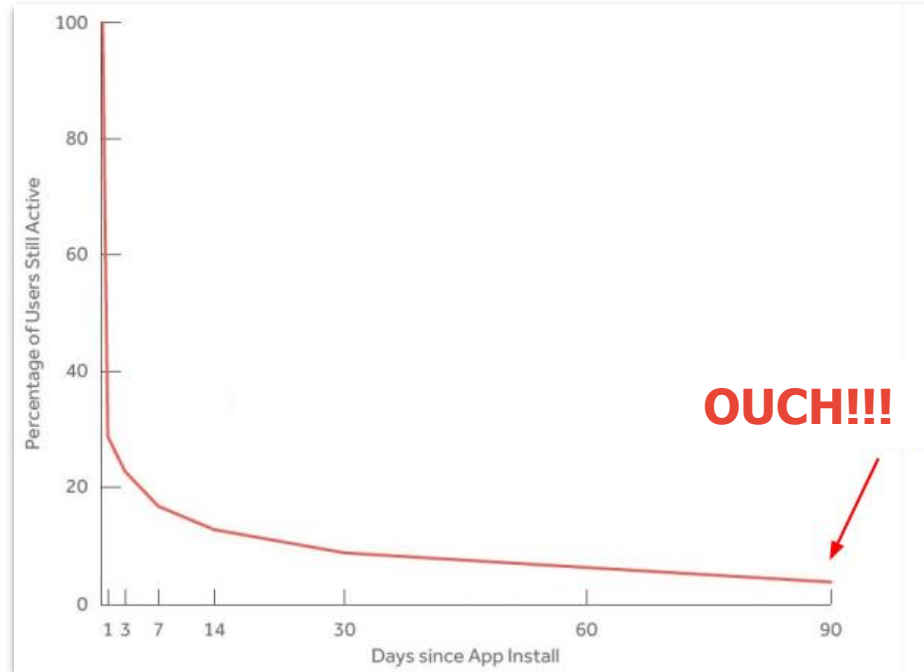
how informal networks influence change.



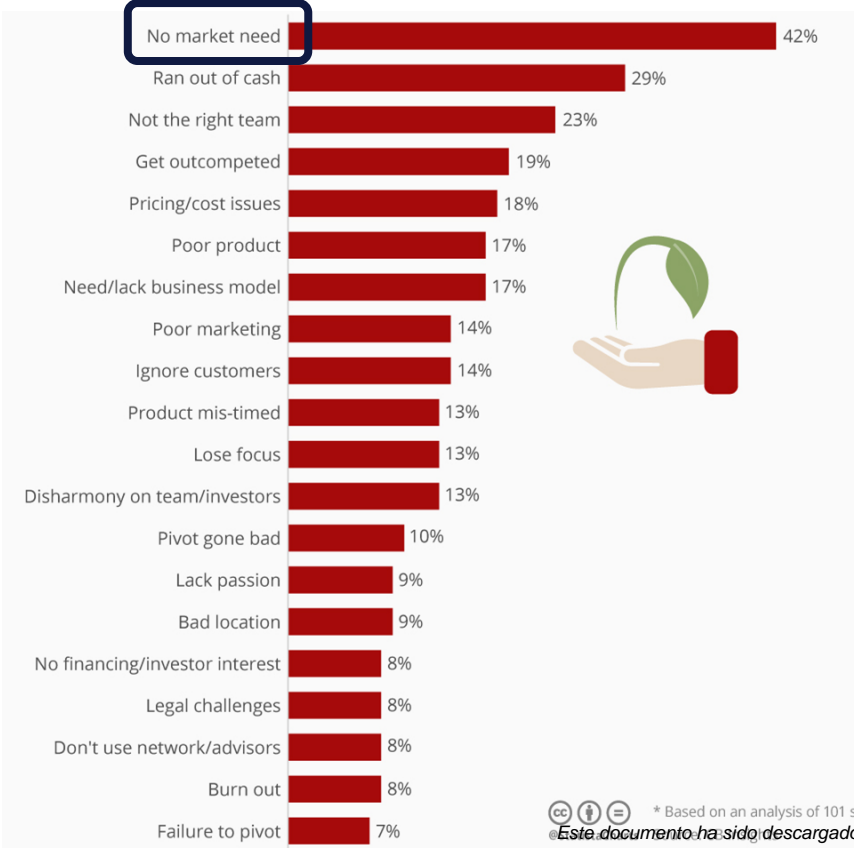
Daddymoon - Sexting - Crowdfunding - Hotumn - Brexit - Hashtag
- Selfie - Kneegate - Bromance - Manel - Binge watching -
Nonversation - Cellfish - Beerboarding - Frankenfood - Mankini -
OMG



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

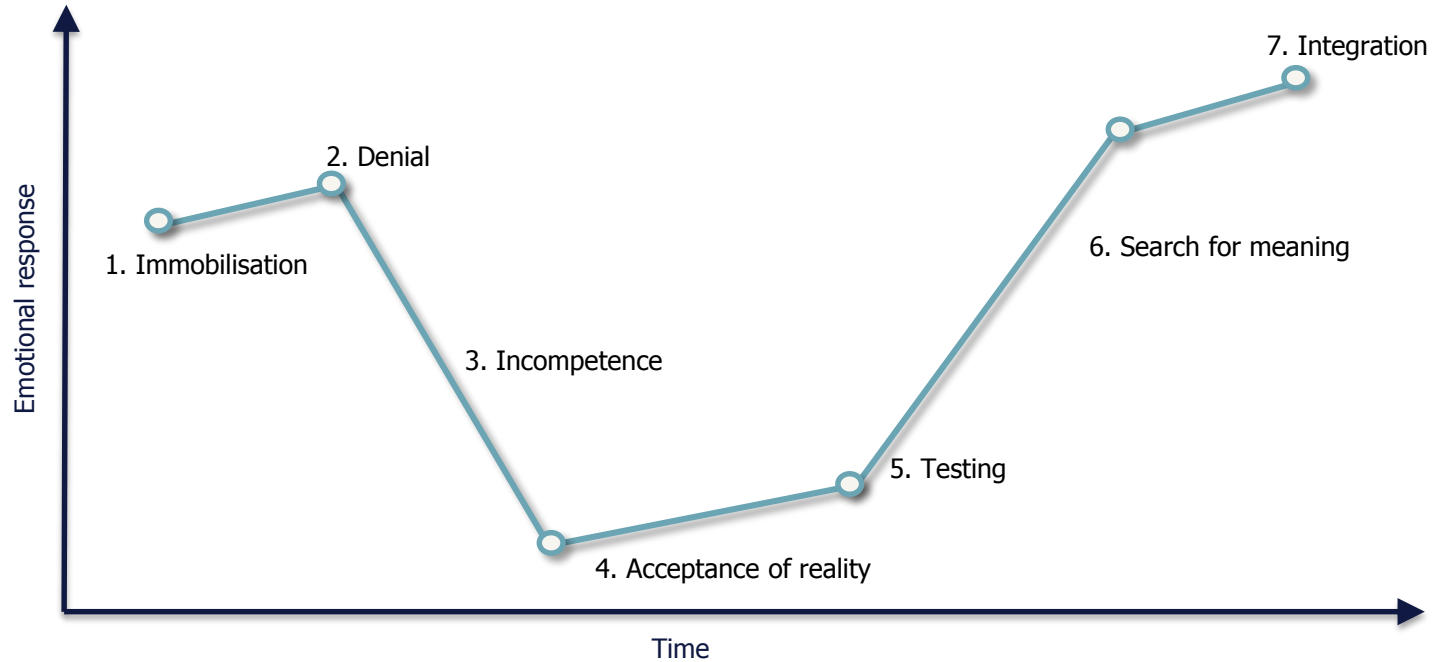


top 20 reasons startups fail.

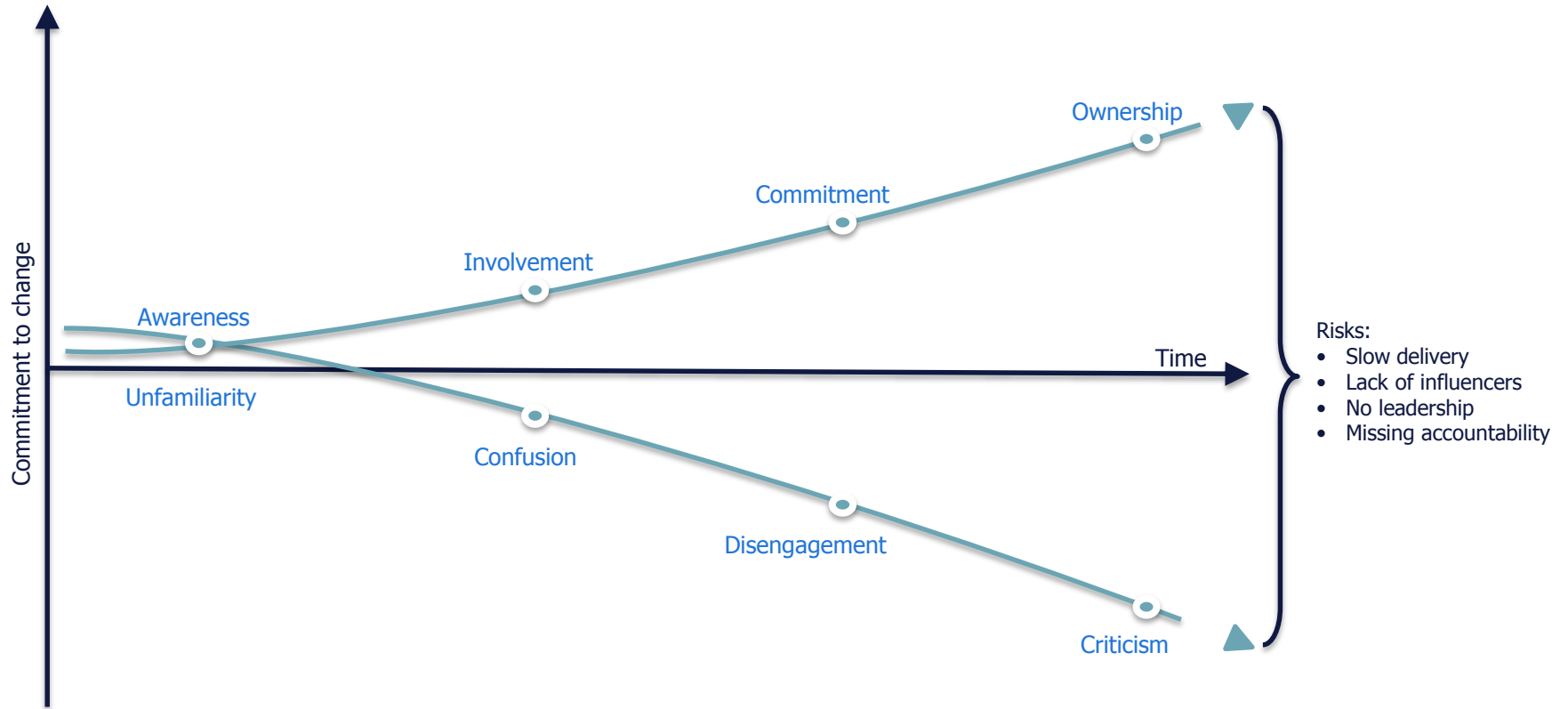


* Based on an analysis of 101 startup post-mortems

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

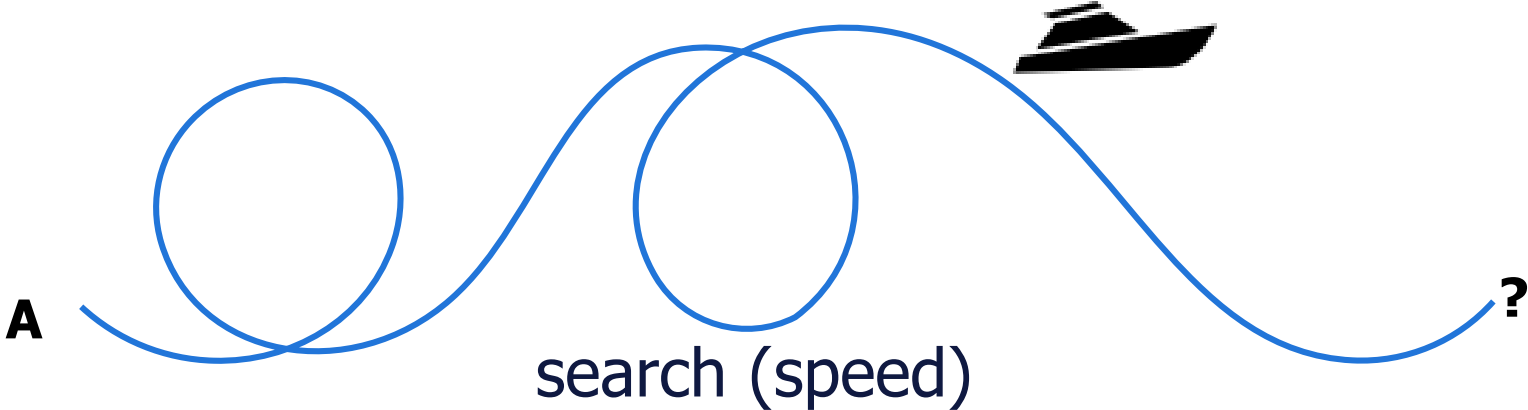


Grans corporacion = petrolers.





startup = motora.



Not like this....



1



2



3



4

Like this!



1



2



3

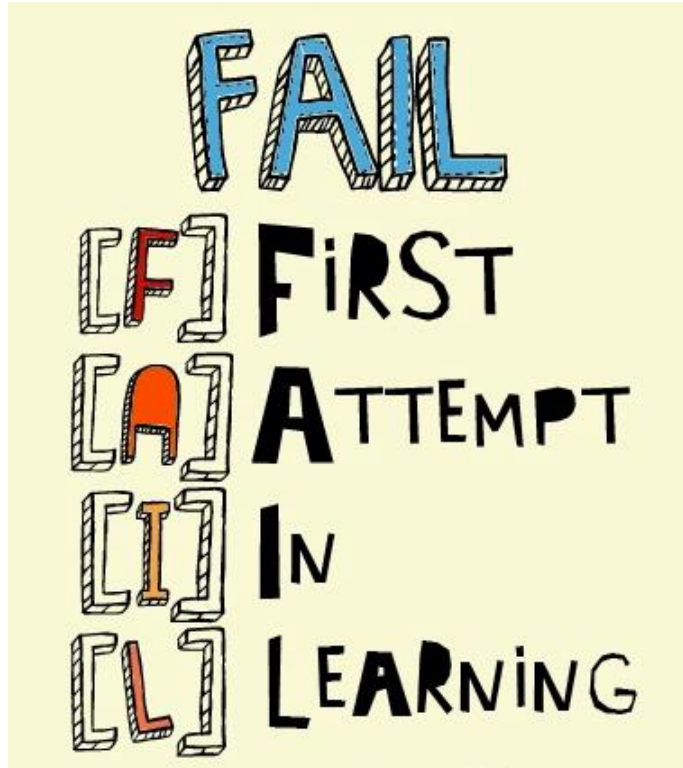


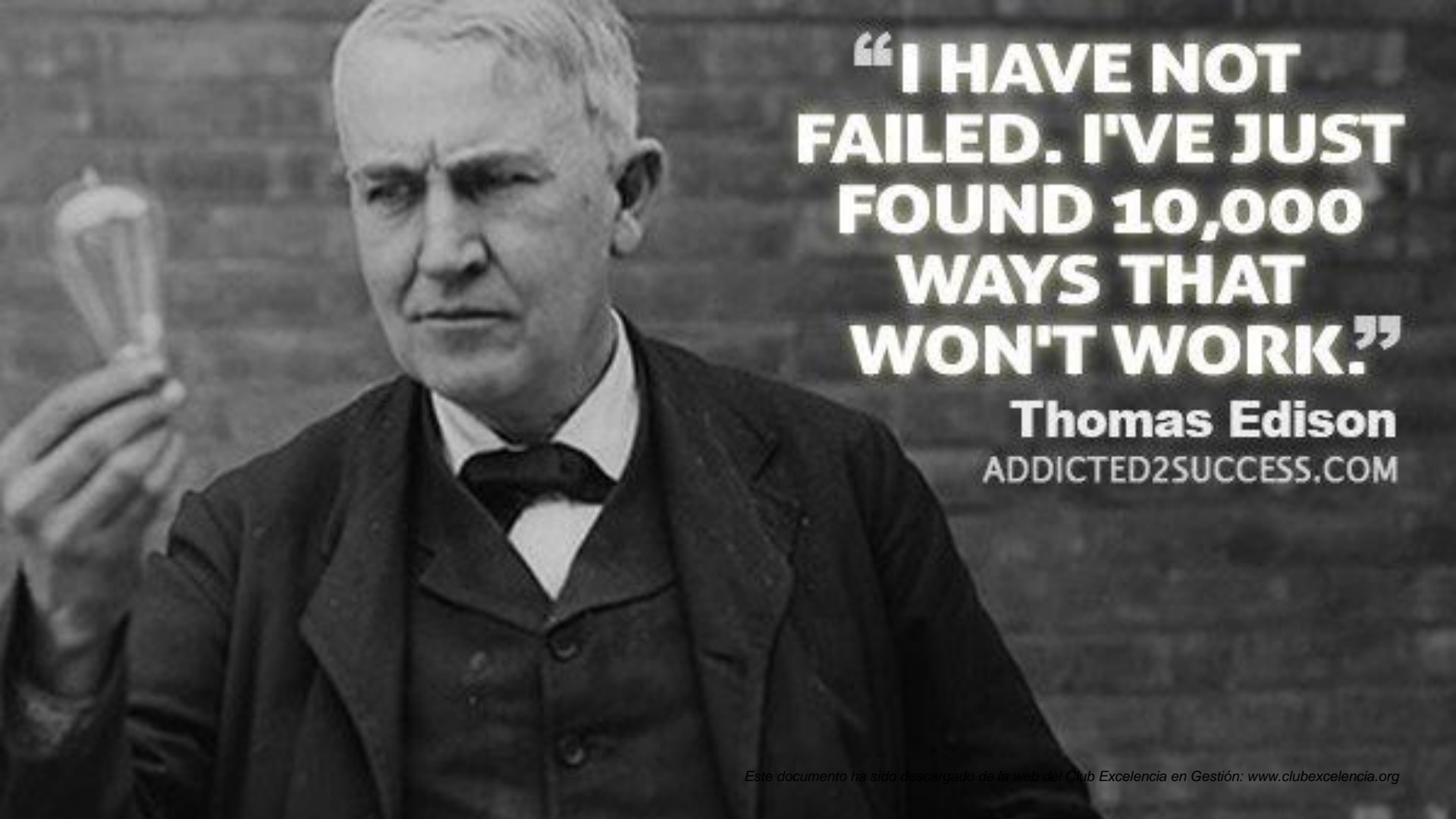
4



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.”**

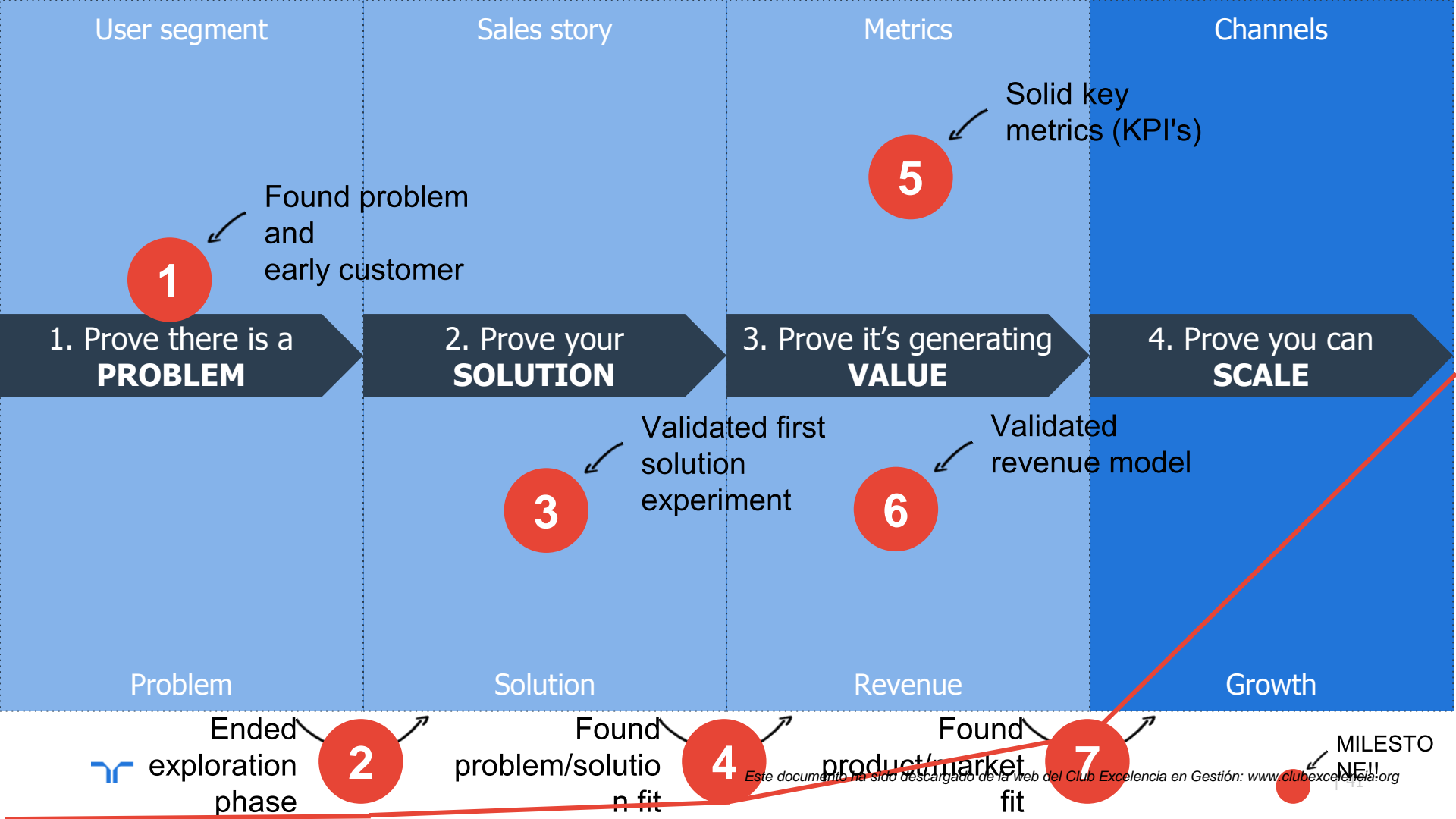
Thomas Edison
ADDICTED2SUCCESS.COM



**"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

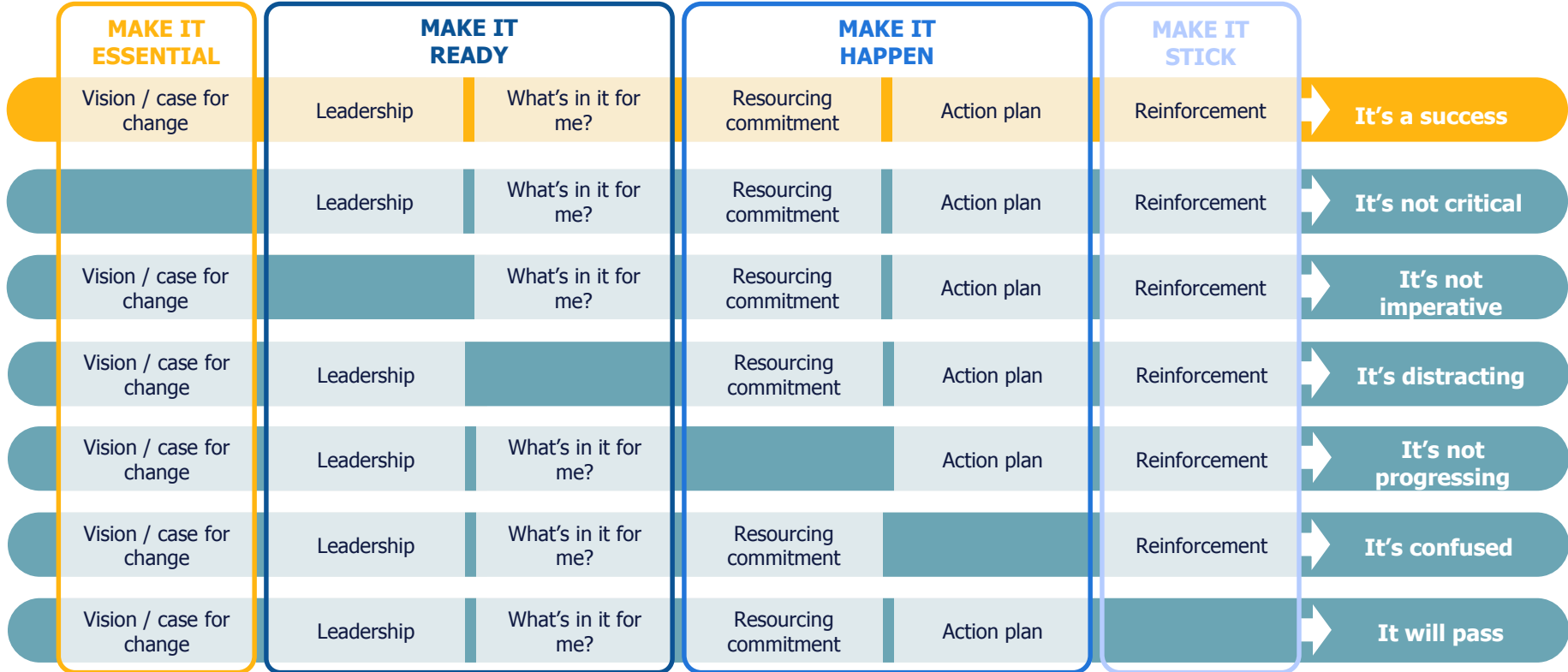




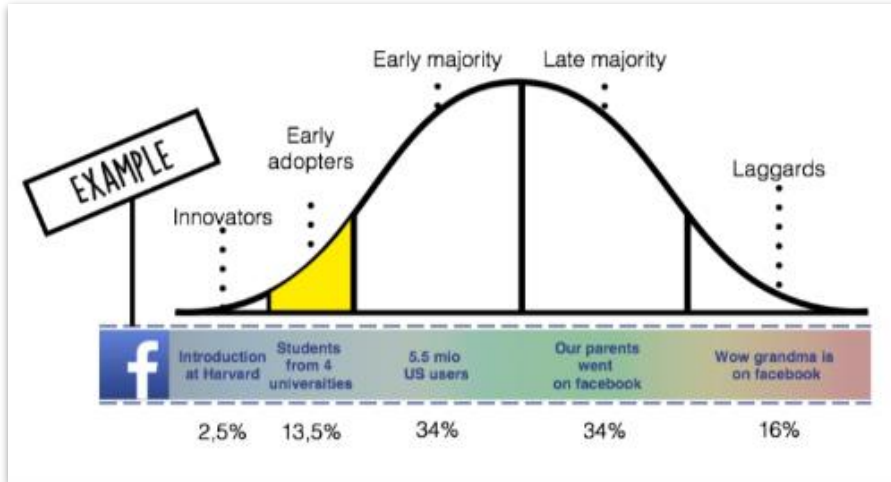
a new change approach where we combine best practices from known change models with a lean & agile mindset



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!



