

SEMINARIO VIRTUAL GRATUITO

# 10 tipos de innovación para las empresas

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Reactivación económica  
post COVID-19

Del 18 de mayo al 18 de Junio / 19:00 hrs.





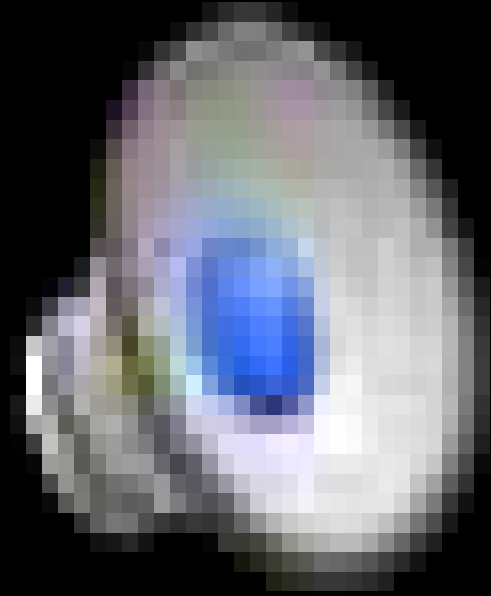
[About](#) [How It Works](#) [My Ideal Life](#) [What People Say](#) [Contact](#) [Login](#)



stay  
well  
**CONNECTED**

The Ideal Life platform simplifies how patients, doctors and caregivers track, learn about, and manage health conditions. Ideal Life monitors and manages chronic conditions, spearheading the connected health revolution since 2002.

# Ideal Life



# The wheel of disruption

## Undistorting Demand

Uncover **underserved** customers  
New **experts** and our peers decide what matters

## Coupling & Decoupling

Disruptors could **break** the links between some of the stages of the Customer Value Chain, **stealing** one or a few stages for themselves to fulfill



**Customer Value Chain**

## Connected

IoT and Mobile gives **access** to everything, everywhere, every time



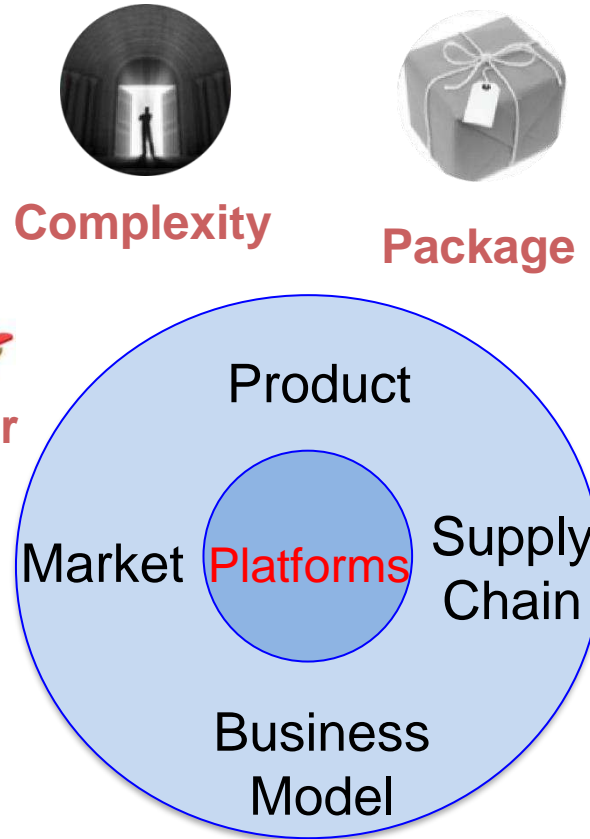
**On Demand**

## Trust

The **relationship** with the market changes



**Glass House**



**Complexity**

**Package**

## Product

New experiences in **product**  
Service & packaging



## Unconstraining supply

Recognizing **the wasted value of the assets (skill, spaces, stuff)** that are underutilized



**Waste**

## Channel

The position in the **value chain** changes



**Redundancy**

## Monetization

Innovation isn't worth much if you don't **get paid** for it



**Value capture**

# Coupling and Decoupling

- The customer value chain CVC is composed of the discrete steps a customer follows in order to select buy, and consume a product or service.

1 A TYPICAL CONSUMER'S VALUE CHAIN (CVC)



- Traditionally consumers complete all these activities with the same company in a joint or coupled manner.



# SHOWROOMING VS. WEBROOMING

## SHOWROOMING



BROWSE  
IN - STORES



BUY  
ONLINE



VS

## WEBROOMING

BROWSE  
ONLINE



BUY  
IN - STORES





# SHOWROOMING

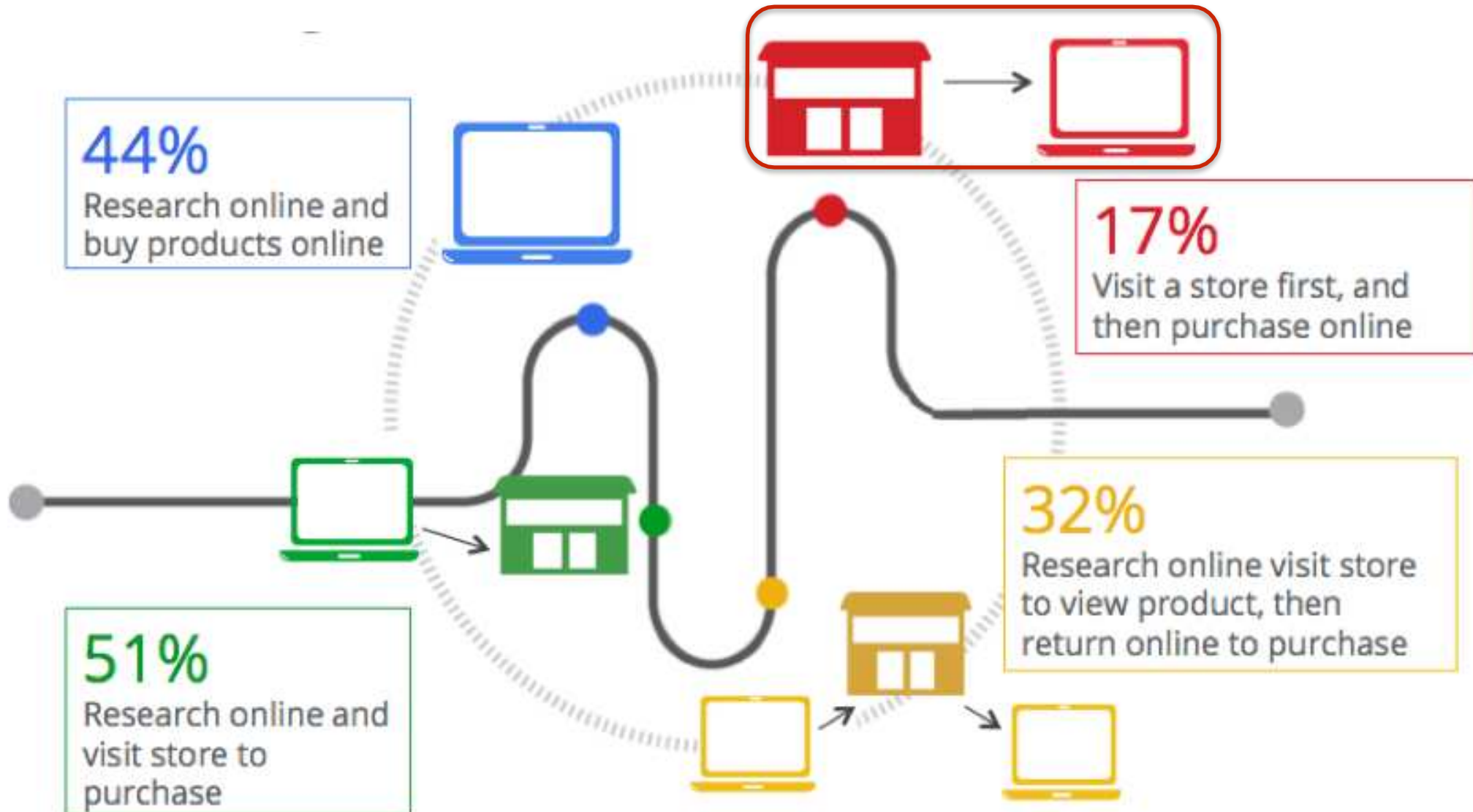
THIS PAIR IS SO PERFECT, I  
CAN'T WAIT TO BUY THEM  
CHEAPER ONLINE SOMEWHERE.  
WHAT'S YOUR WIFI PASSWORD?



TOM  
FISH  
BURNE

# Disruptive Customer Journey

## PROBLEM





The customer

○  
**VALUE DRIVEN**

“I will take the one with  
the best  
characteristics”

**VS.**

**PRICE DRIVEN**

“The cheapest the  
better”



**But reverse showrooming, in fact, is a bigger trend**



**78% reverse  
showroom**

**72%  
showroom**



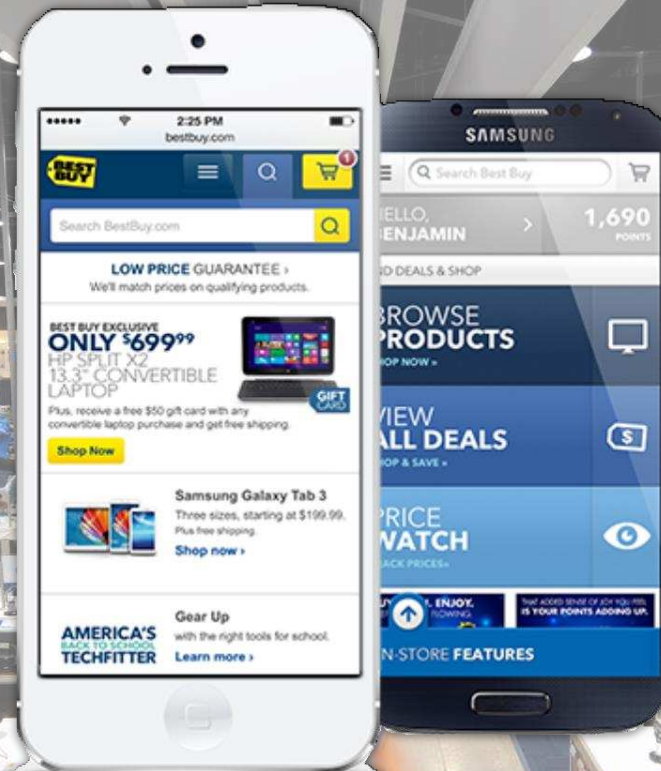
Check out our latest video and get Shopkicking.

There's fun in store!





# Best Buy app



**iBeacon  
Geofencing  
Gamification**



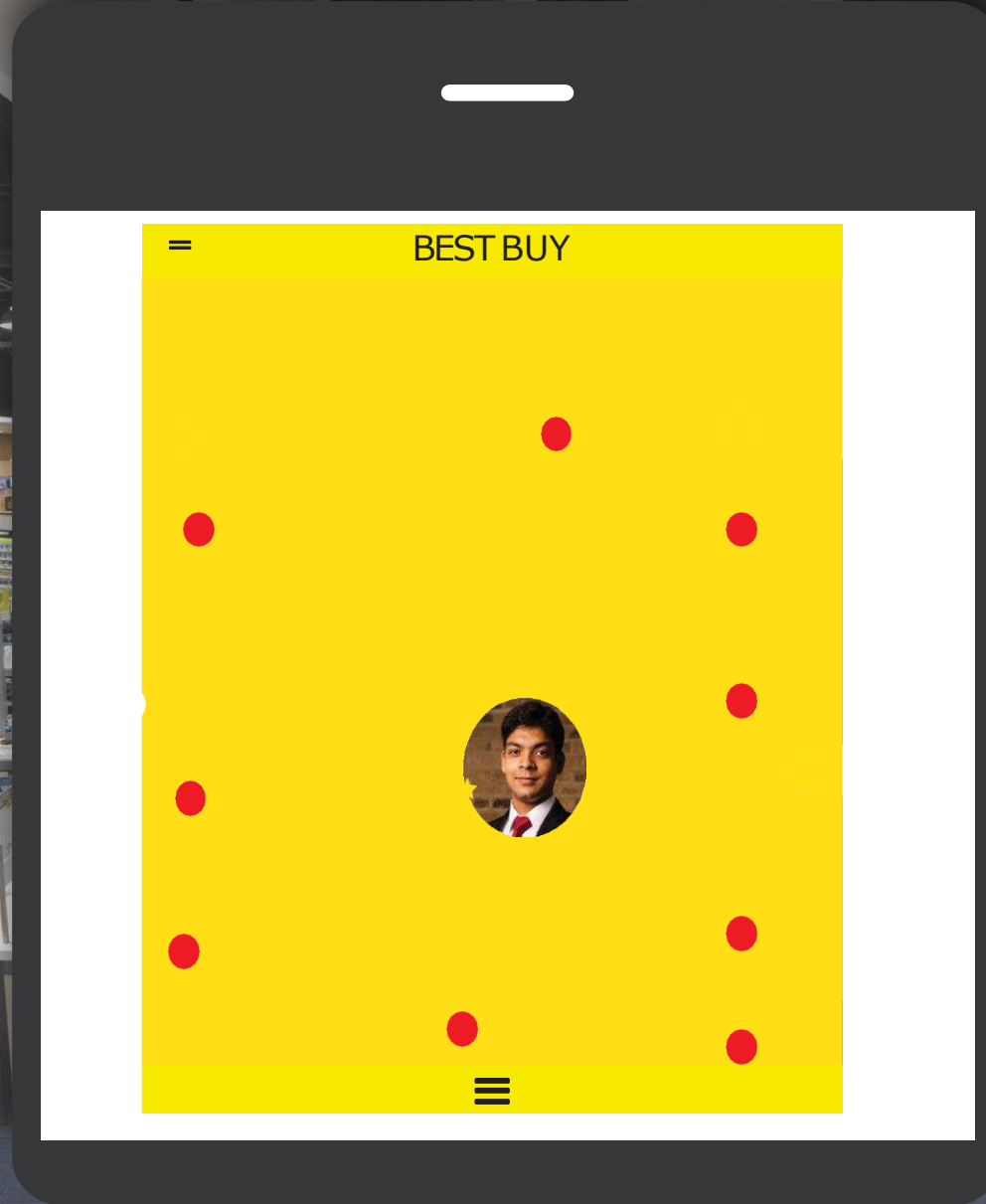
**Make the  
decision within  
the store**

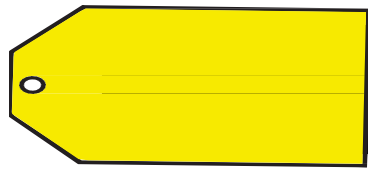


Customer tracking

# Best Buy app

Lost  
Browsers  
In the zone





# Price driven tactics

## Classic Showroomer



Stars rating



15min

**Sumit Kumar**

Customer since: 10 years



Best product ever bought



Last purchase: 1 year ago  
Purchase: 10x batteries  
Value: \$1.99

History



Last visit: 2 days ago  
Time browsing: 45 minutes

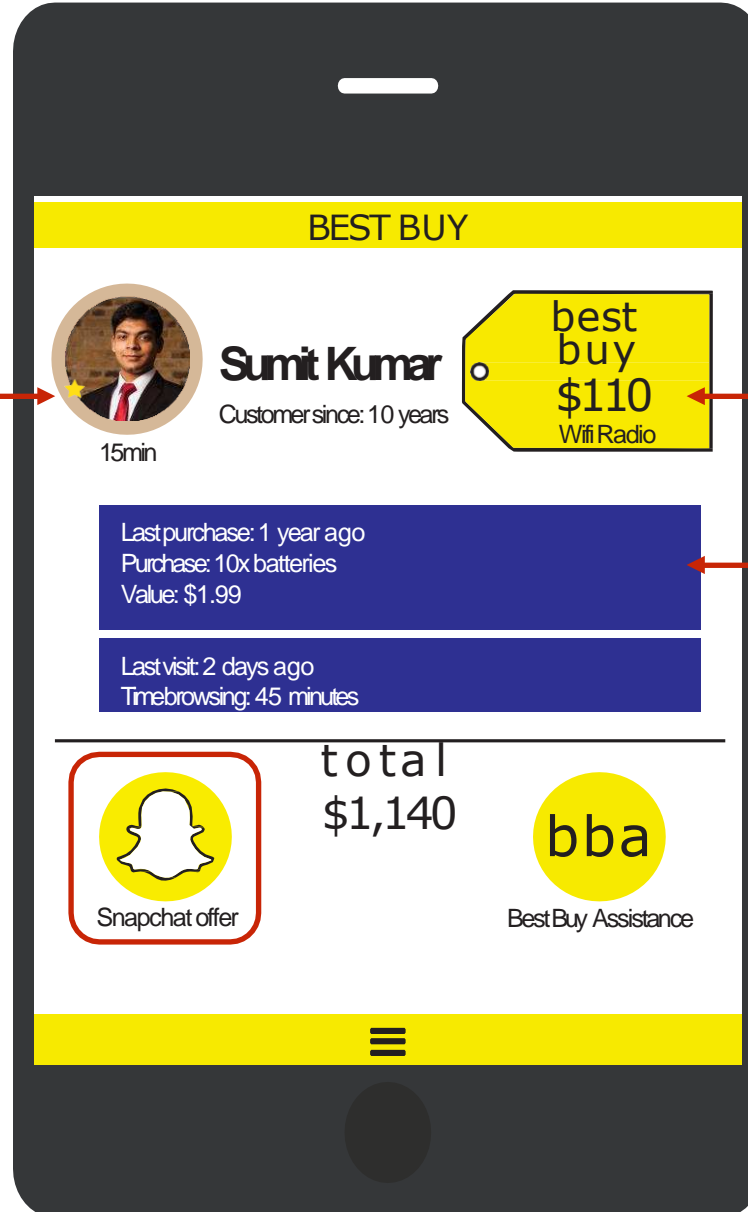


Snapchat offer

total  
\$1,140



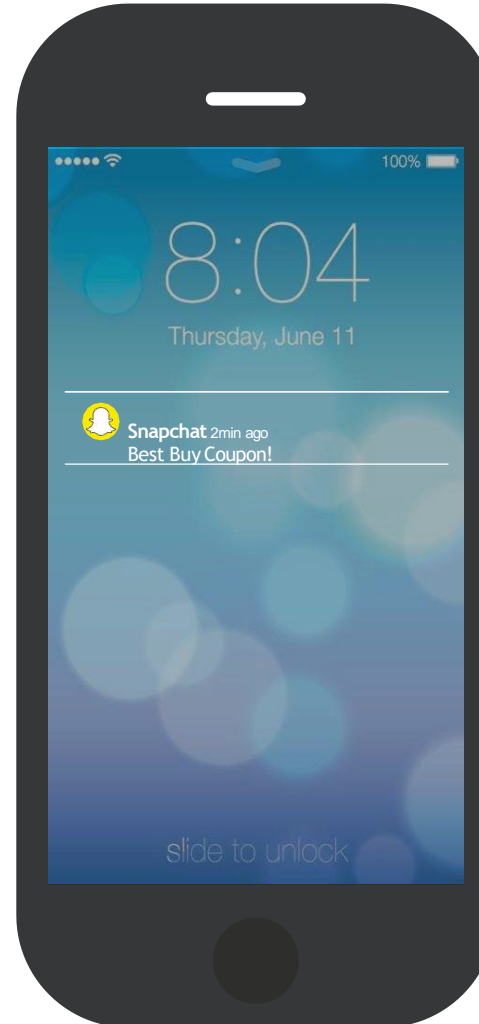
BestBuy Assistance



# Price driven tactics

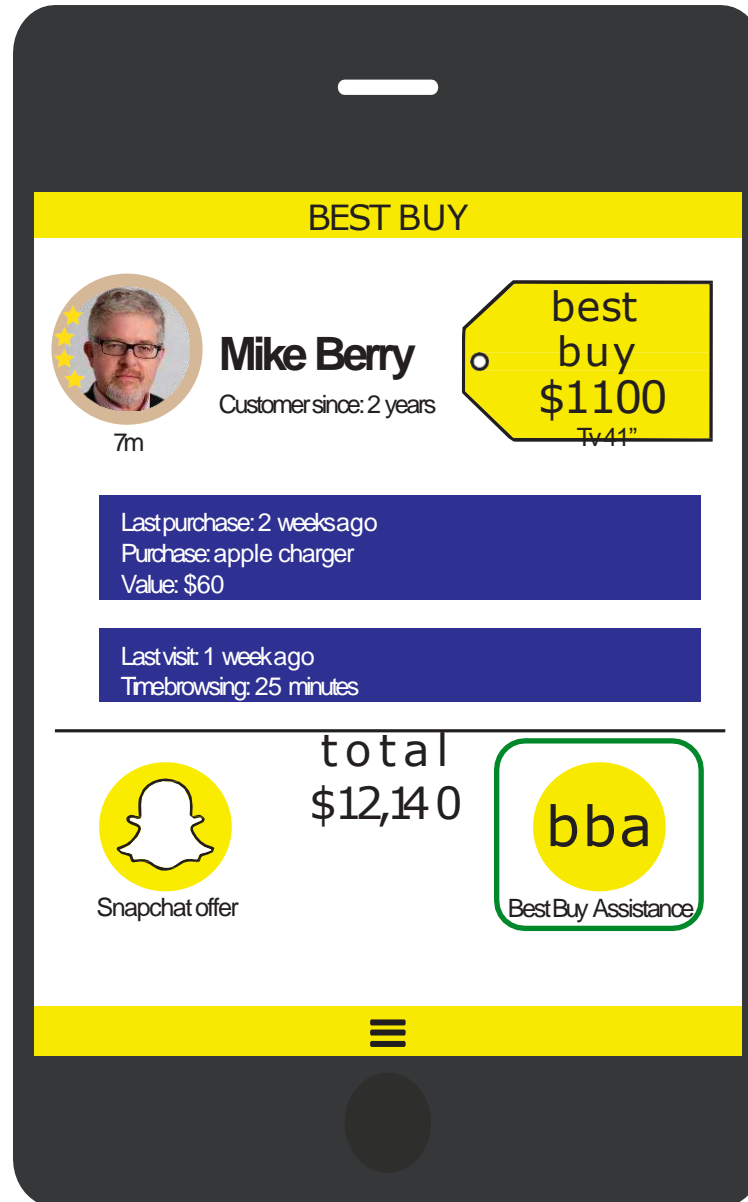
## Snapchat

- Temporal coupon
- Redeemable just at the cashier
- Uncertain discount

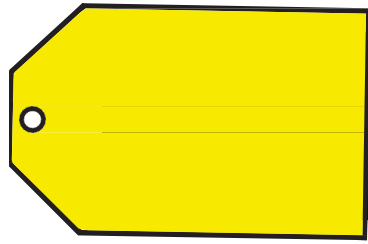


# value driven tactics

The good guy



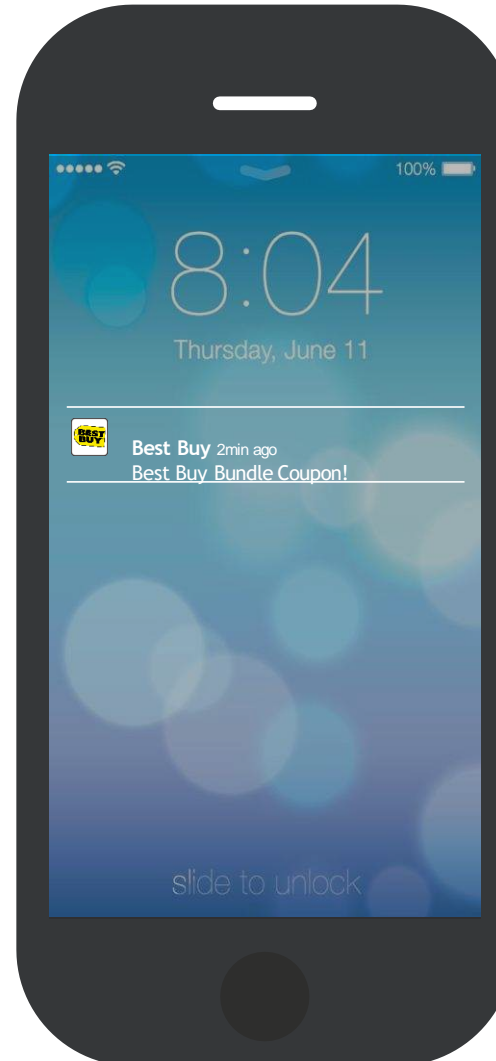


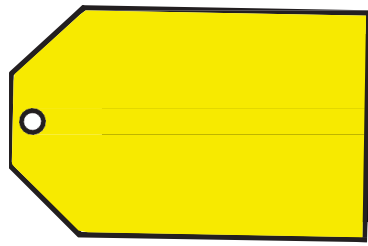


# value driven tactics

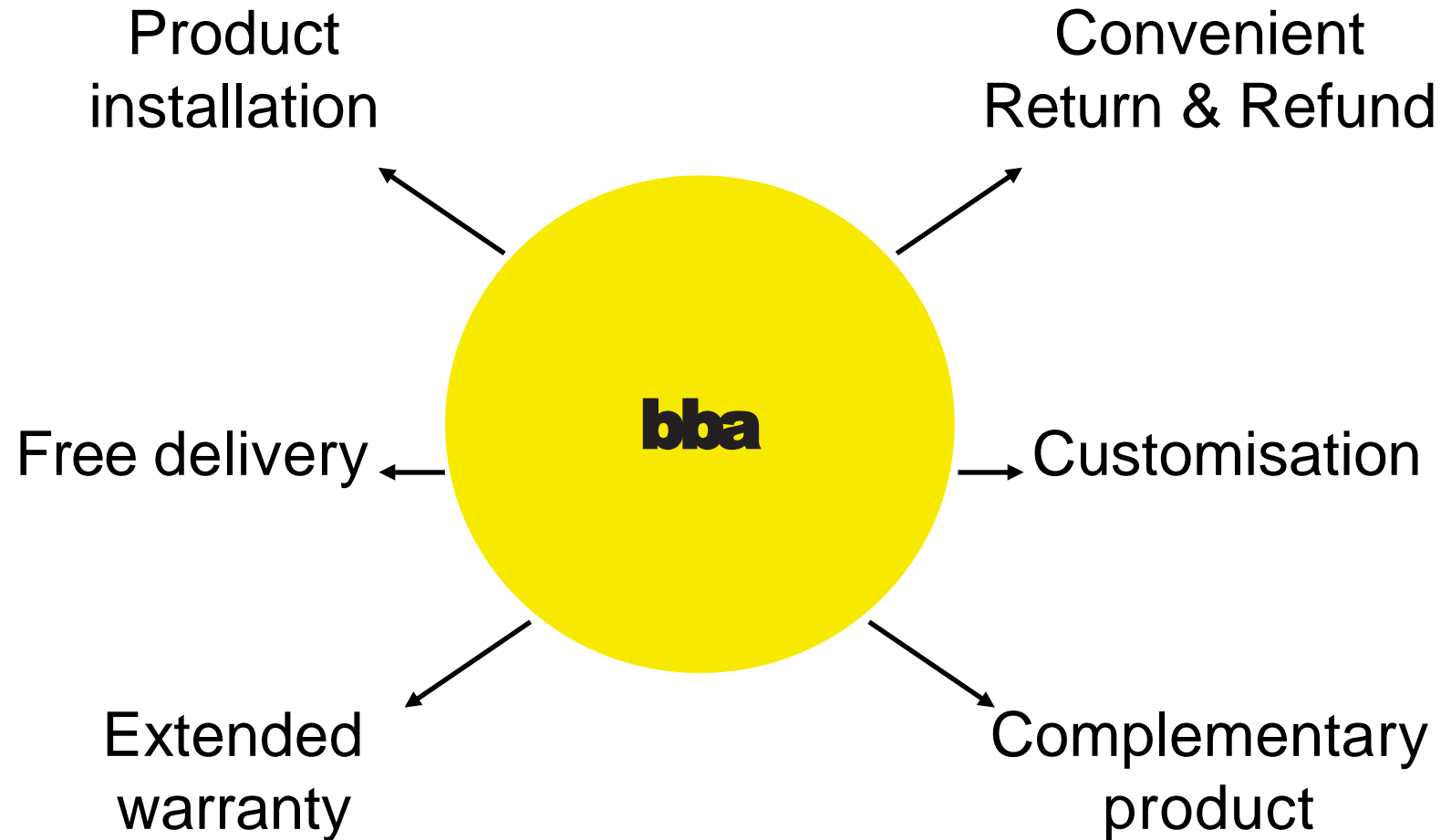
## Expert assistance

- Personal attention
- Guide
- Permanent coupon
- Discount: 100% - 0%





# value driven tactics



# The Package



Bundling vs Unbundling  
Long Tail - Personalization  
Experience  
Speed  
Price  
(Self) Service  
Scalability

***Bundling*** means the way of selling two or more separate products and/or services together for a single price.

Adams and Yellen 1976

- ***Is digitization a force that might trigger unbundling*** of part of your products and/or services?
- Is your business ***bundled and monolithic*** by nature?



# WORRY LESS ABOUT THESE COMPETITORS

Disruptive, discontinuous innovation rarely comes from your giant competitive peers.



# WORRY MORE ABOUT THESE EMERGING PEERS

It is easy to discount but it is these little, easily discounted startups that will be pushing the frontier of new products, services, technologies and business models.

Death by a thousand cuts.



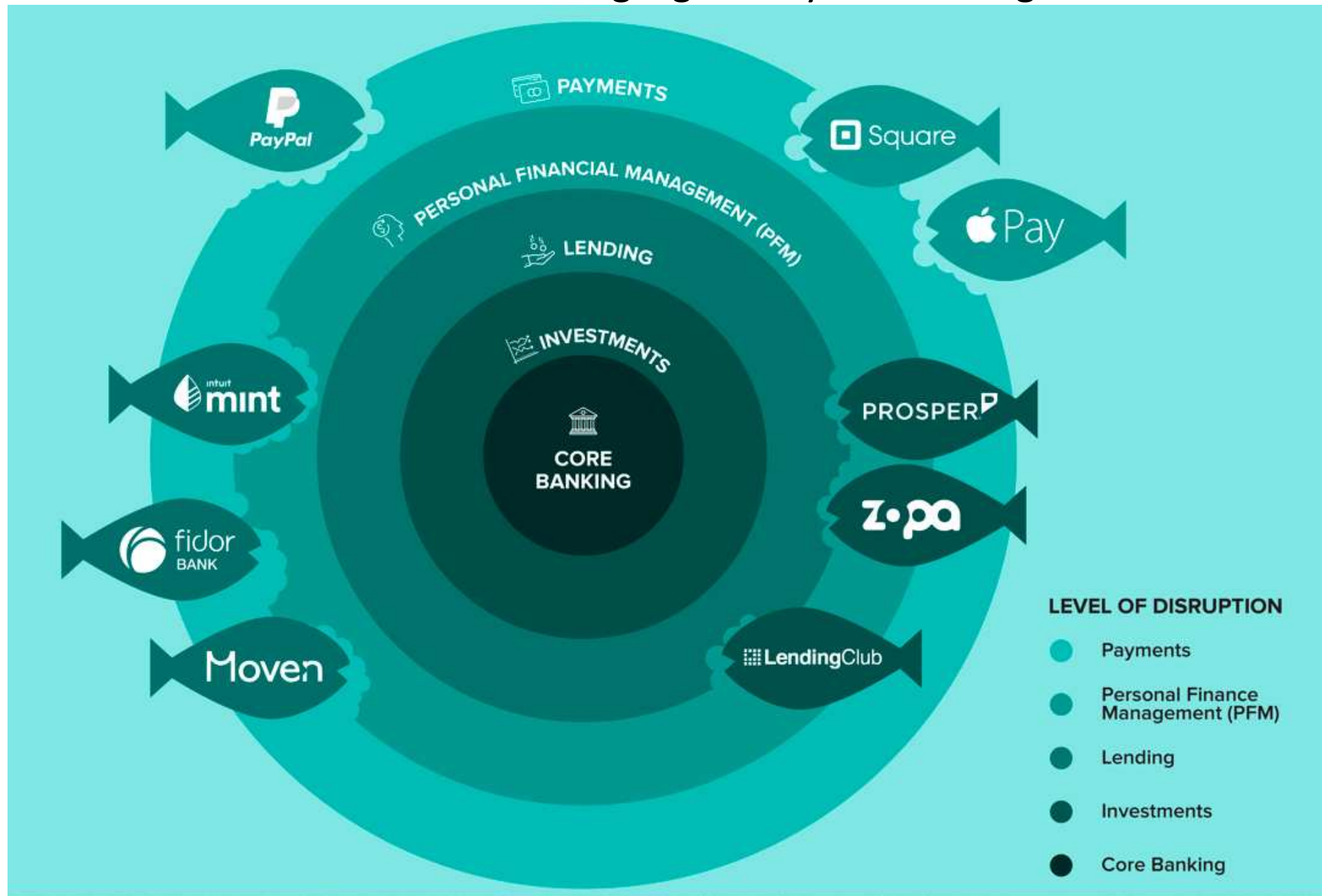
# Let's dissect (Unbundling) the Newspaper

- Newspaper were disintermediated by digital first alternatives
  - You can think of it as “***death by a thousand cuts***”.



- Try to ***focus on one thing*** and do it really well
- Develop ***hyper-specialized (hyper-targeted)*** offerings.

# Fintech are breaking vigorously at the Fringes



The classic banking package is cherry picked by many online only players



The diagram illustrates a network of brands and their associated products. Brands are positioned around the perimeter, while their products are clustered in the center. Arrows connect the brands to their respective products, showing a complex web of relationships. The brands include:

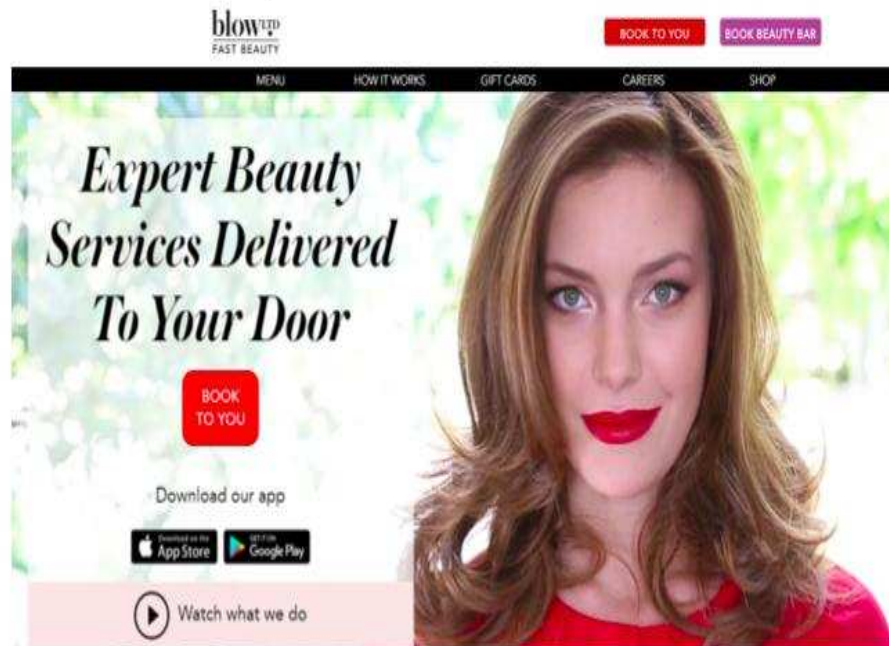
- Glossier.
- MADISON REED®
- Orabrush TONGUE CLEANER
- beam
- colorescience
- U!REAL
- LITTLE DUCK ORGANICS
- bare
- tria. BEAUTY
- eSalon.
- MEMEBOX
- DOLLARSHAVECLUB
- WALKER AND COMPANY
- HARRY'S
- LIVIONEX NEXT GENERATION ORAL CARE
- (MALIN+GOETZ)
- RANGA ORGANICS\*
- CB INSIGHTS™
- restorsea™
- JULEP™
- Own.
- Freshpet
- THE SEAWEEED BOTH CO. "In Hand"
- sensible organics Established 1996
- Juice BEAUTY™ THE ORGANIC SOLUTION™

Products shown include SK-II, Bounce, Perfecto, Downy, Swiffer, Duracell, Ivory, Gain, Crest, Tide, Pampers, and many others. The diagram is a visual representation of a complex network, likely used for data analysis or marketing purposes.



# UNILEVER VENTURES TARGETS DISTRIBUTION

Many of Unilever Ventures' investments have focused on marketing tech and business operations; within beauty, however, they have focused on finding direct-to-consumer distribution platforms.



**Disclosed Funding:** \$5.87M

**Unilever Ventures Investment:** June 2016 & April 2017



**Disclosed Funding:** \$3M

**Unilever Ventures Investment:** March 2017

# Rebundling of health insurance with personalized lifestyle improvements

**ZOOM+**  
performance health insurance

1-844-ZOOM-777

URGENT | PRIMARY | ADVANCED | SHOP

ACCOUNT

health insurance **plus**

**performance**

A complete health system designed to make you happier, healthier, smarter, sexier, creativer. You'll use it every day.  
Here's what you get

crack...>

**+smile™**

free healthy  
clean white in  
57 minutes

rev...>

**+brain™**

free personal  
brain trainer

chill...>

**+kids™**

free parent coaching  
and hotline

fly...>

**+performance™**

free olympian-level  
circuit training

yum...>

**+prime™**

free food and  
movement as  
medicine coaching

what?...>

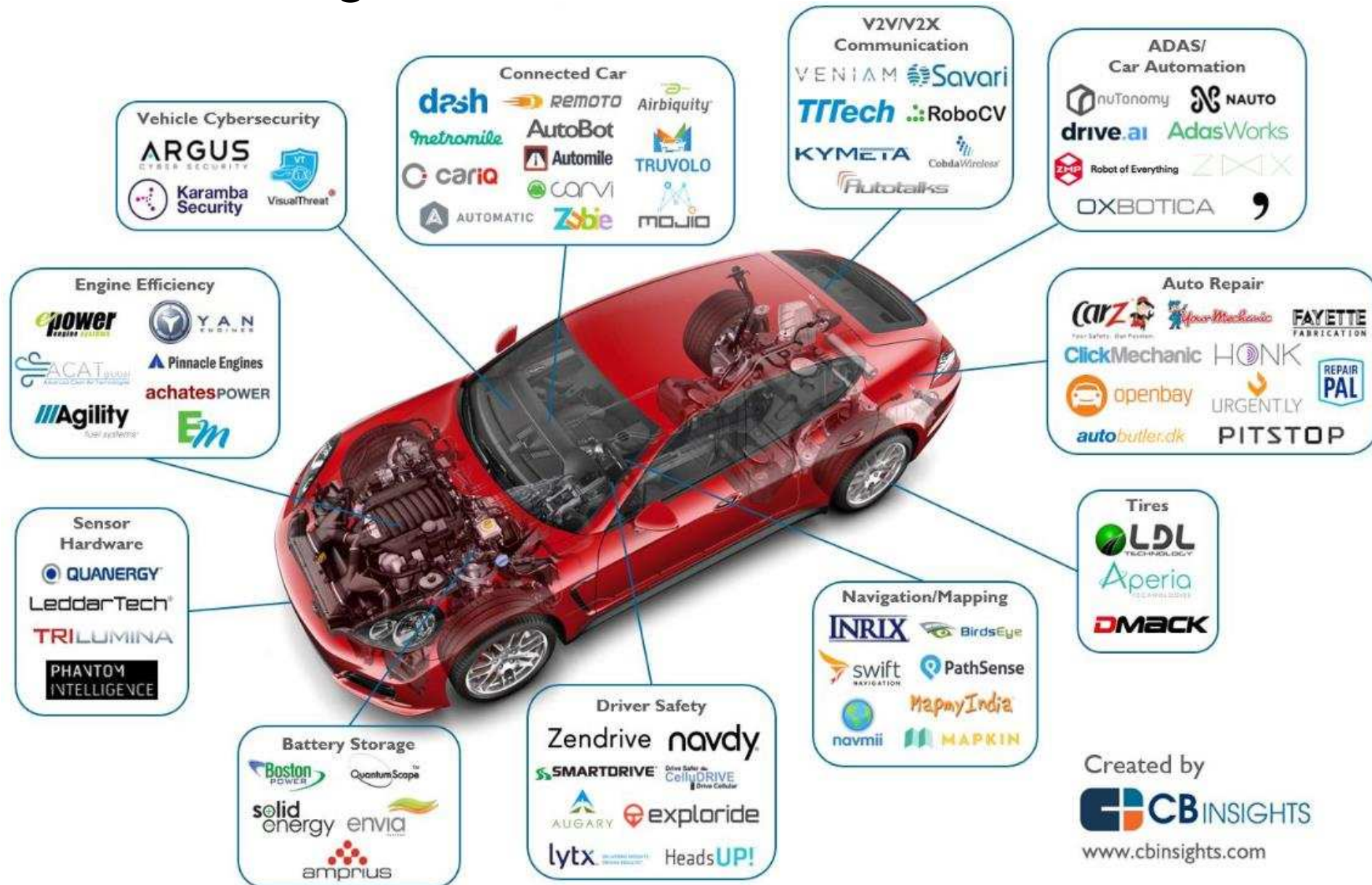
**+brain food™**

earn brain food and  
green juice

[Learn More](#)



# Bundling the automobile



- Is your business bundled and monolithic by nature?





# THE RESTAURANT TECH MARKET MAP

## WAIT LIST MANAGEMENT



## TABLE-TOP SELF-SERVICE ORDERING & PAYMENT DEVICES



## SMART KITCHEN EQUIPMENT



## GUEST WIFI



## TABLET POS PLATFORMS



## ENERGY EFFICIENCY



## PHONE CHARGING STATIONS



## STAFFING



## MARKETING & CRM



## DIGITAL DISPLAYS



## EMPLOYEE EDUCATION



## FOOD WASTE MANAGEMENT



## WHITE-LABEL DELIVERY SOFTWARE



## FINANCIAL MANAGEMENT



## RESTAURANT WEBSITES



## RESERVATION PLATFORMS



## BROAD RESTAURANT MANAGEMENT SOFTWARE



## LOSS PREVENTION



## PURCHASING & INVENTORY



## MUSIC SYSTEMS



## SMARTPHONE PAYMENTS



## CUSTOMER LOYALTY



# Speed

The food industry is changing, so is delivery





Hello Fresh



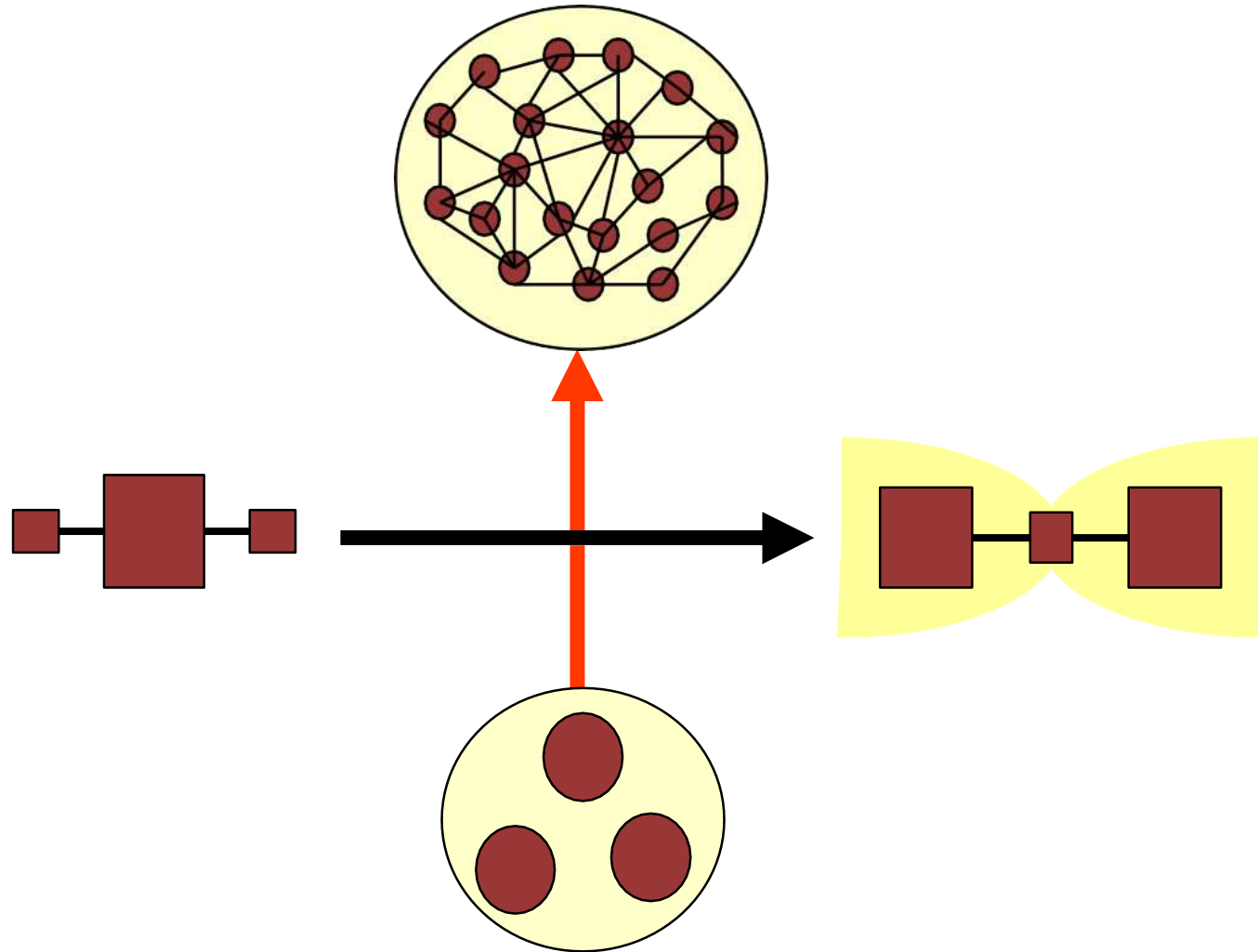






# Where intelligence lives.

## *Understanding network evolution*



- The ability to learn or understand
- The ability to apply knowledge to manipulate one's environment
- The ability to process and manipulate information in a network.
- Intelligence is the ability to do things.
- Intelligence is the ability to self organize



More Studies confirmed superior nature of networked business models: the **Value Shift** (Deloitte + Open Matters)

**Asset Builders:** build, develop, and lease physical assets

**Service Providers:** provide services to customers in form of billable hours

**Technology Creators:** develop and sell intellectual property

**Network Orchestrators:** create a network of peers in which the participants interact and share in the value creation.

**NETWORK ORCHESTRATORS**  
The latest evolution in business model for interconnected world

*"Our business model classification and analysis says that **Network Orchestrators** outperform companies with other business models on several key dimensions: higher valuations relative to their revenues, faster growth, larger profit margins." (Deloitte and Open Matters Study)*



We invite you to explore a partnership with athenahealth as well.

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**Affiliate Partners (Hospitals/IPAs)**



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**Distributors**



---

**Financial Services Partners**



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**Group Purchasing Organizations**



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**Health Care Consultants and Accountants**



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**Health Care Content Partners**



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**Health Care Information Technology Vendors**



[Services Overview](#)[Electronic Health Records \(EHR\)](#)[Medical Billing & Practice Management](#)[Patient Engagement](#)[Order Transmission](#)[Secure Text Messaging](#)[Epocrates®](#)

# Cloud-based services for medical groups

Our proven services remove distractions that get in the way of care, and keep medical practices thriving through industry change.

[Watch Overview Video](#)[Contact Us](#)

or call us

800.981.5084



## #1

Electronic Health Record  
(11-75, over 75 physicians)

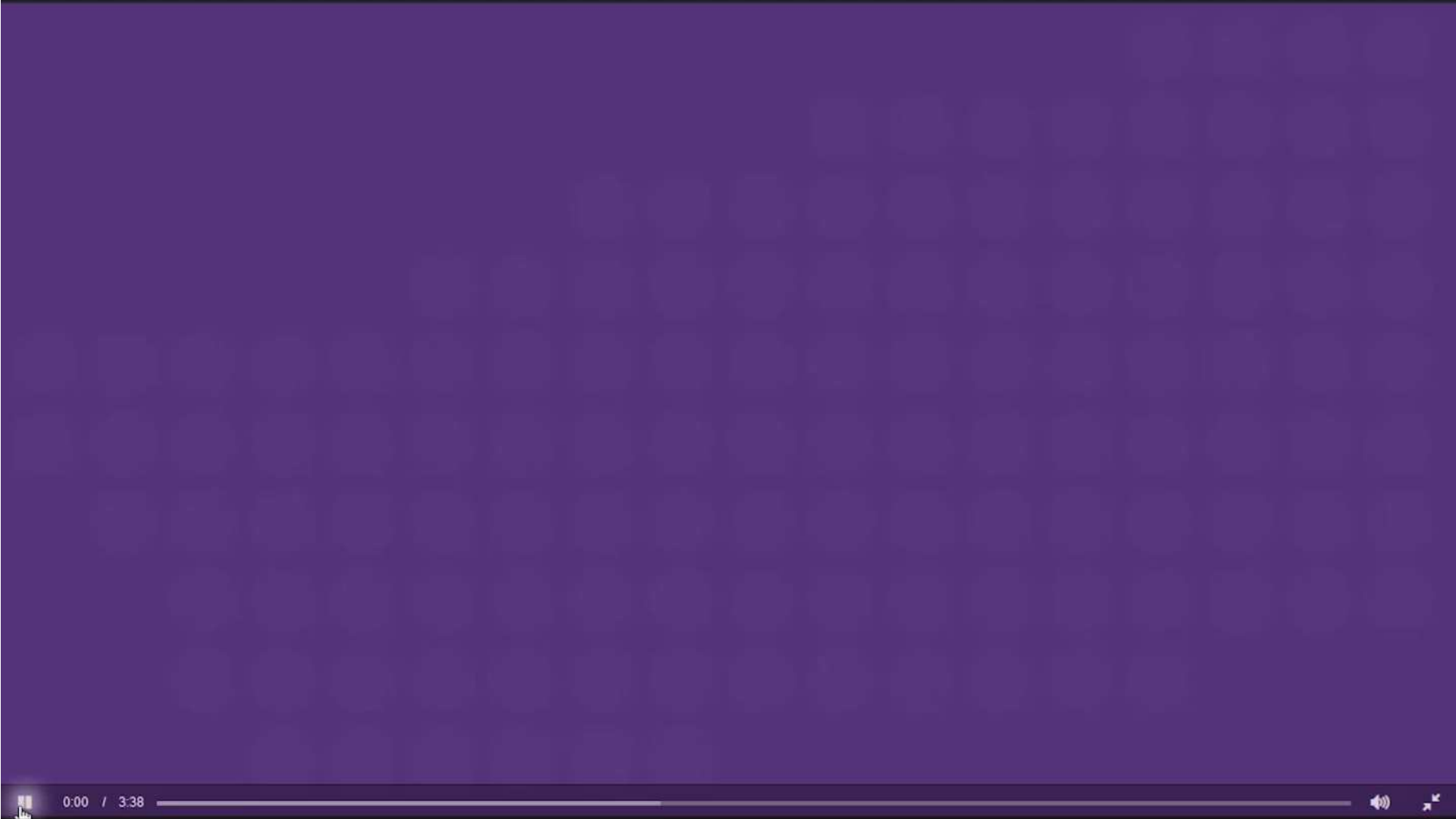
## #1

Practice Management System  
(11-75 physicians)

## #2

Overall Physician Practice Vendor

# Athena Health completo 3 min



0:00 / 3:38



# Structuring the NCI landscape

## Emergent

- Less defined / unstructured problem space
- Exploration, novelty
- Focus on creating new knowledge/assets
- Emphasis on “unknown connections” in knowledge-base

## Centralized

- Dominant player led
- More formal structures/linkages
- Hierarchical
- Low decisional openness
- Visible core/periphery

## Diffused

- Community led
- More informal structures/linkages
- Etherarchical
- High decisional openness
- Less Visible core/periphery

## Network Leadership

Innovation  
Space

## Structured

- Clearly defined/structured problem space
- Exploitation, efficiency
- Focus on utilizing existing knowledge/assets
- Emphasis on “known connections” in knowledge-base



# The Orchestra Model

## Characteristics

### Network Leadership

Centralized

Diffused

Creative  
Bazaar

Jam  
Central

Orchestra

MOD  
Station

Innovation Space

Emergent  
Structured

# Network powers superior performance & global service

## PARTING OUT THE 787

Assembly of Boeing's 787 Dreamliner will begin this week in Nagoya, Japan. The 787, which will fly for the first time next year, will have a composite airframe — an industry first for a large commercial jetliner. Boeing's partners on the program have built huge plants in Italy, Japan and

South Carolina for production and manufacturing of the one-piece composite fuselage barrels and wings. This graphic shows who is making what.

The numbers represent Boeing's system for designating fuselage sections.

### THE COMPANIES

#### U.S.

- Boeing
- Spirit
- Vought

#### Japan

- Kawasaki
- Mitsubishi
- Fuji

#### Italy

- Alenia

#### FORWARD FUSELAGE

Wichita, Kas.

#### FORWARD FUSELAGE

Nagoya, Japan

#### CENTER FUSELAGE

Grottaglie, Italy

#### MAIN LANDING GEAR WHEEL WELL

Nagoya, Japan

#### WING

Nagoya, Japan

#### FIXED TRAILING EDGE

Nagoya, Japan

#### CENTER WING BOX

Nagoya, Japan

#### HORIZONTAL STABILIZER

Foggia, Italy

#### TAIL FIN

Puget Sound

#### AFT FUSELAGE

Charleston, S.C.

Source: The Boeing Co.

SLATED F1

**MITSUBISHI HEAVY INDUSTRIES, LTD.**

**Kawasaki**

**KAWASAKI HEAVY INDUSTRIES, LTD.**



**Astronautics Corporation of America**

**smiths**



**DIEHL**  
Luftfahrt Elektronik



**GRUPE LATECOERE**



The GENx™ Engine Family

## Eight types:



# Creative Bazaar

## Characteristics

### Network Leadership

Centralized

Diffused

**Creative  
Bazaar**

**Jam  
Central**

**Orchestra**

**MOD  
Station**

**Innovation Space**

**Emergent  
Structured**

# Deliver faster for your business through crowdsourcing.

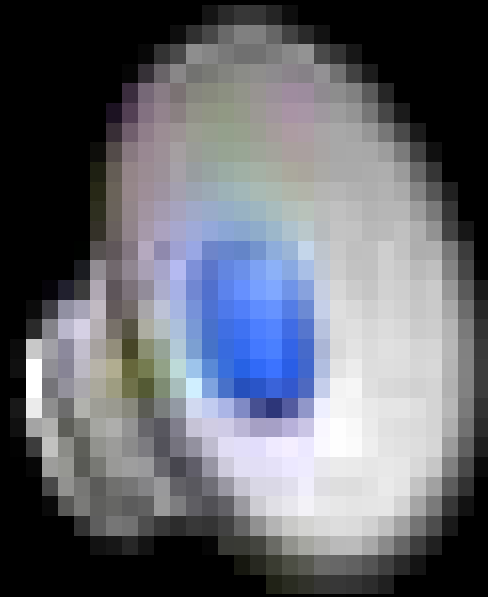
With a community of over 1,000,000 design and technology experts, Topcoder provides on-demand capability, bandwidth, and velocity so you can do more.

[I want to get work done](#)[I want to join Topcoder](#)



# Topcoder

# ICON Hotels



Sphero



## BB-8™ by Sphero

Free US Shipping

Qty:

1

\$149.99



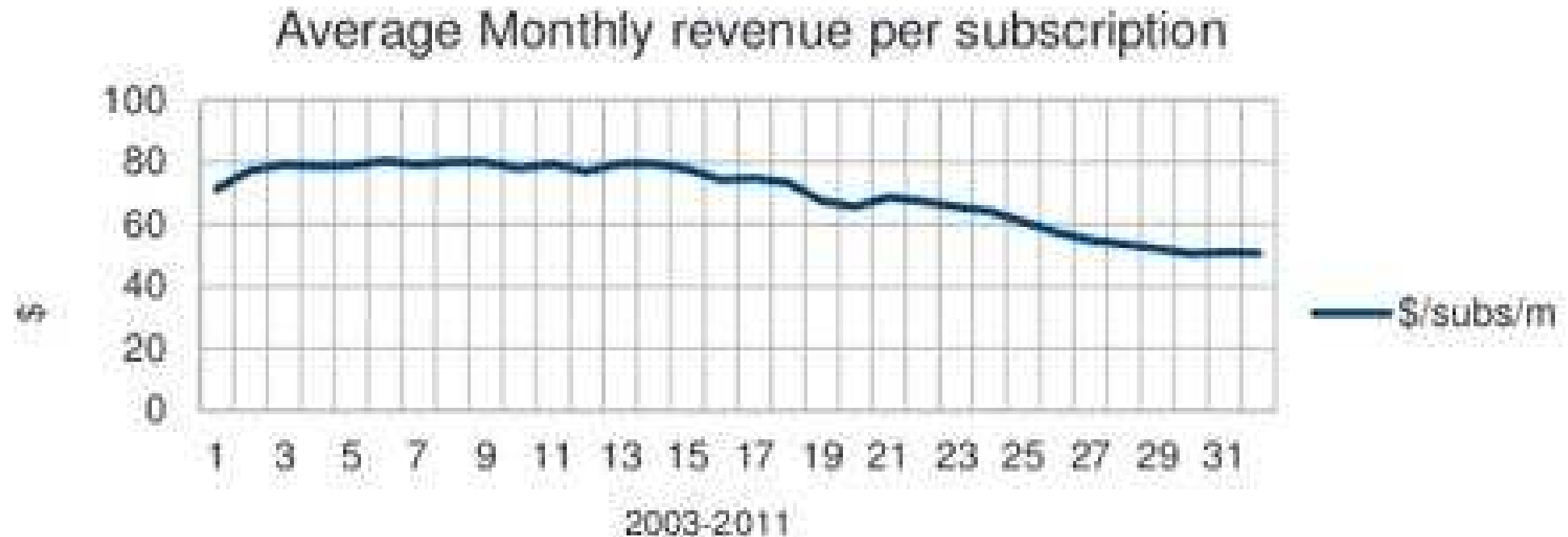
Over the years, the magic of Star Wars™ has always lived on screen and in our imaginations. Thanks to our advancements in technology, we've made it possible to bring a new part of Star Wars: The Force Awakens™ into your home.





# Salesforce.com Strategy

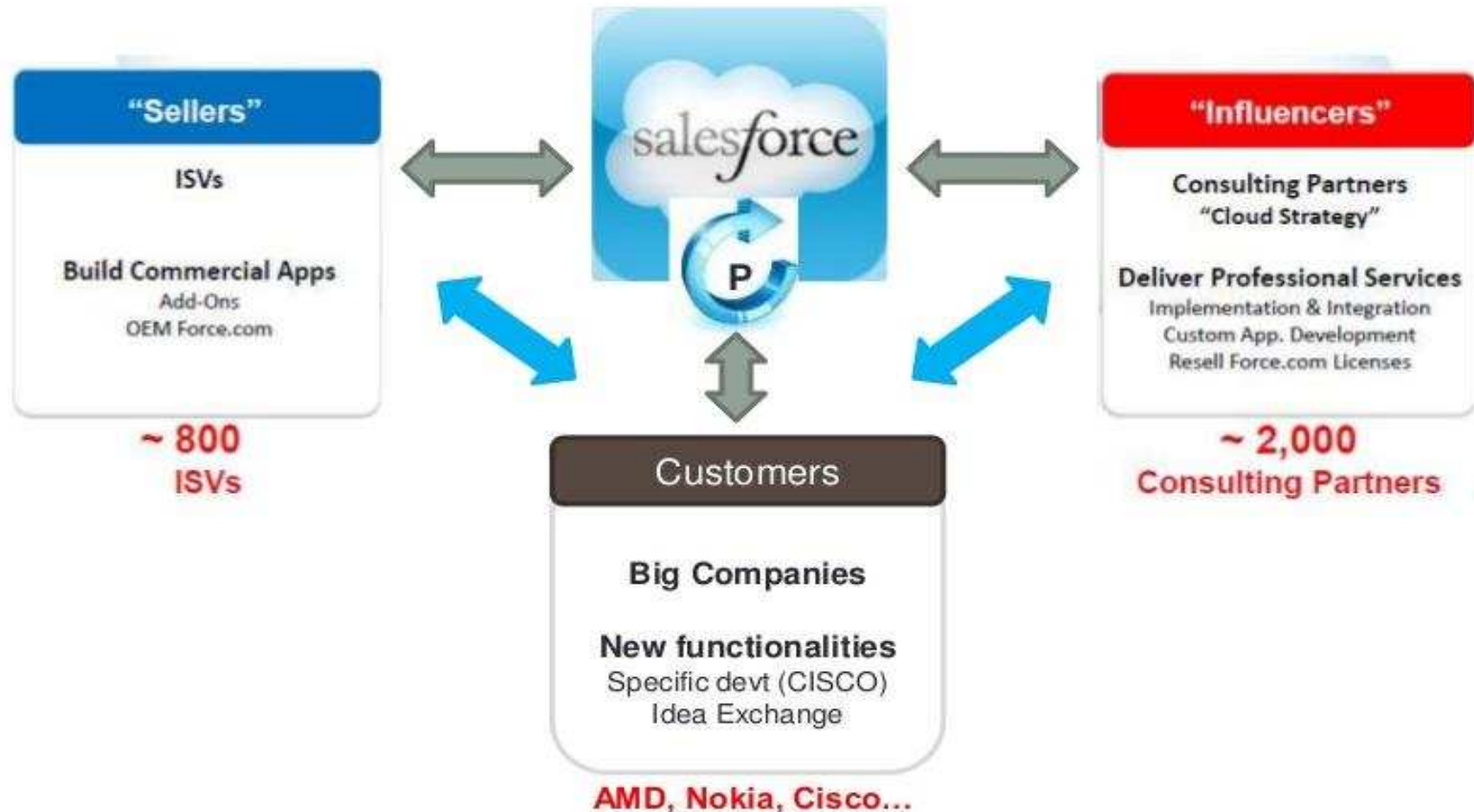
- ❑ SaaS Business Model: *'risk-free offer for the customer, which can be easily augmented according to its needs'*
  - ❑ Pay as you go - volatile Business Model, you have to keep on developing new services to achieve stickiness



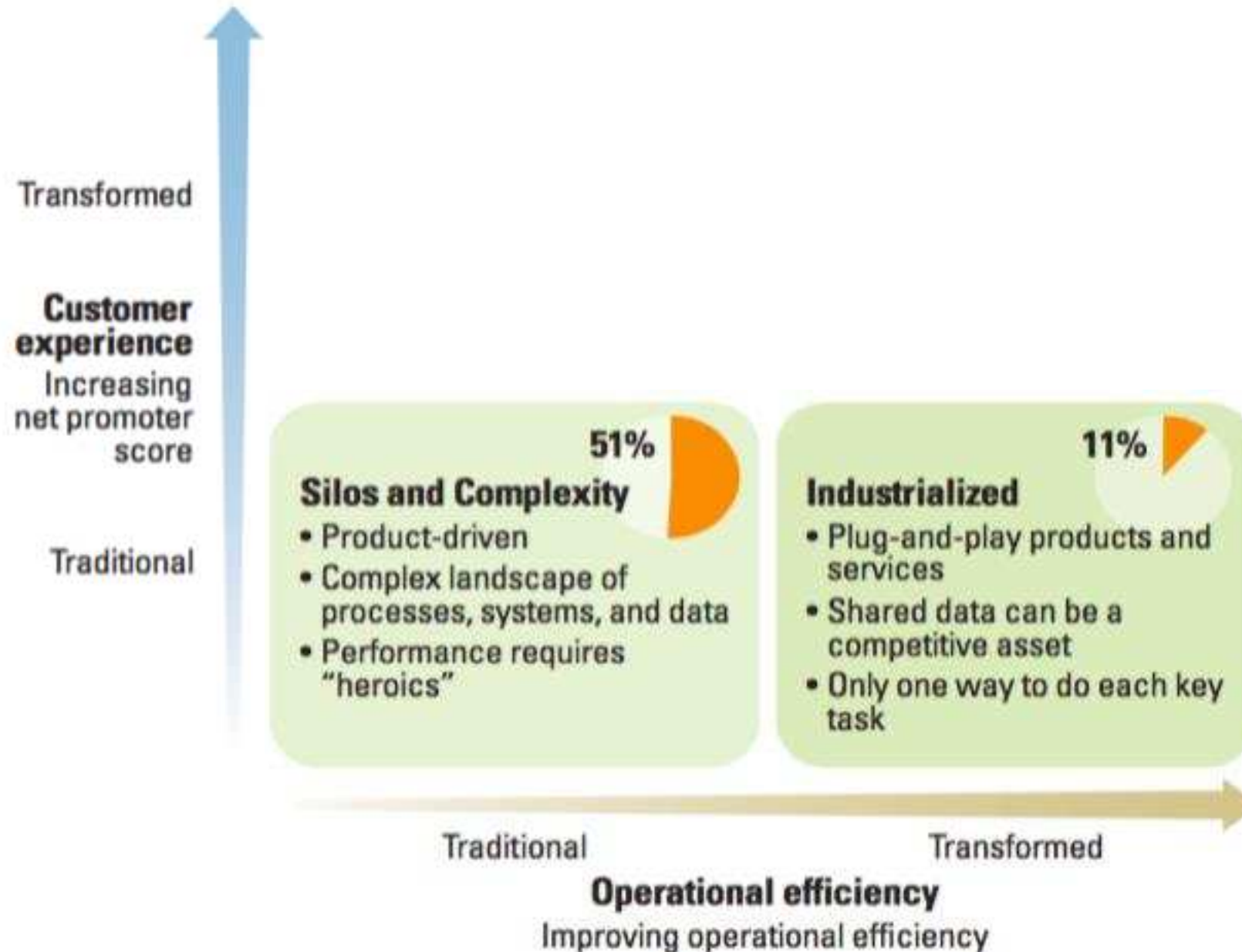
# Salesforce.com Ecosystem & value co-creation

## □ Salesforce.com co-produces value with its various partners

- Customers,
- Consulting partners integrating SF applications in their missions,
- and Sellers/ISV partners providing solutions using AppExchange.



# HOW COMPANIES COMPARE ON DIGITAL BUSINESS TRANSFORMATION





# The End of Routine Tasks

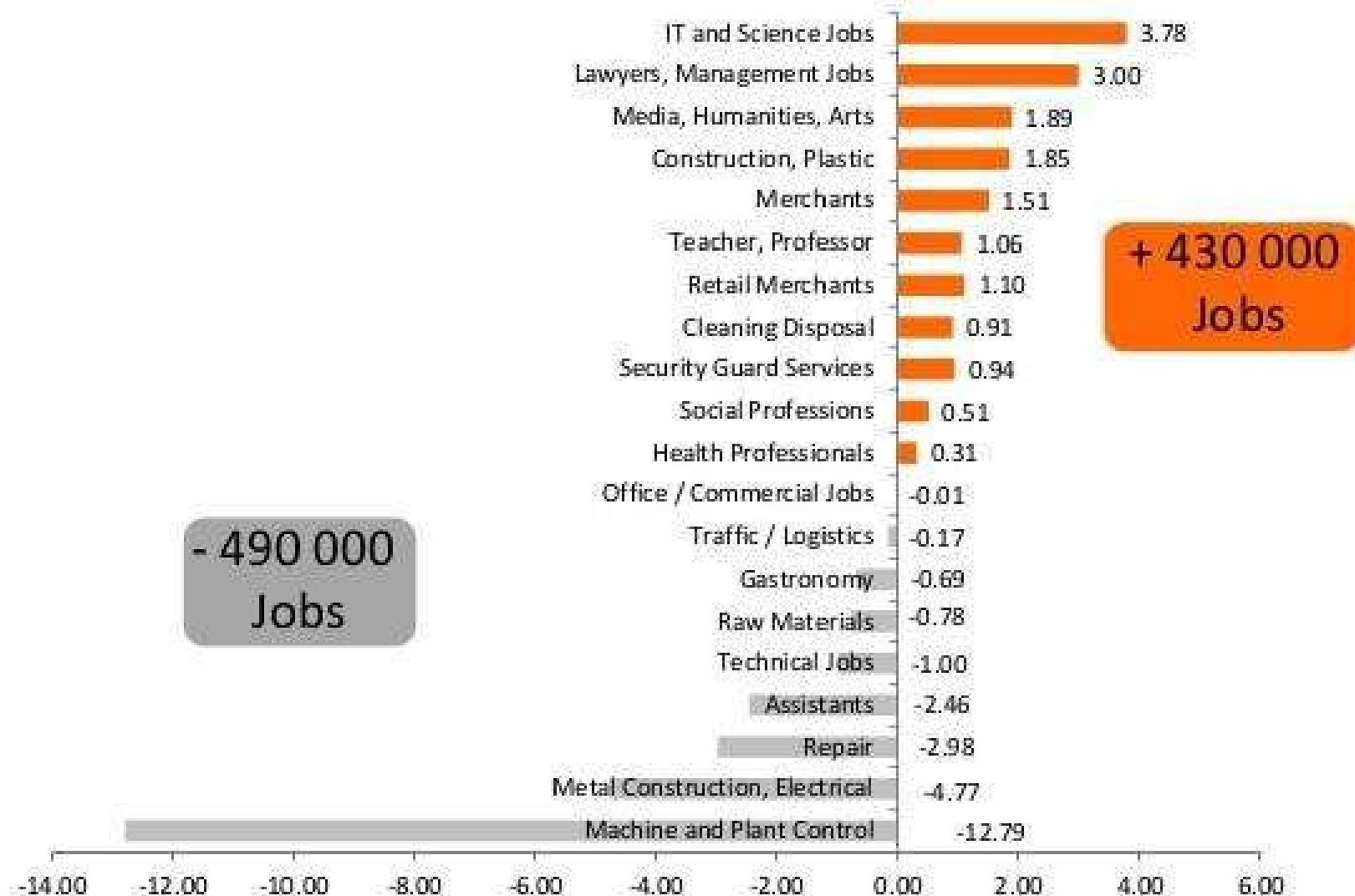
- Artificial Intelligence (Machine Learning) will replace many Routine Jobs, first time in the offices.  
(Accountants, Controller, IT-Admins, Analysts, Lawyers)
- 45 Percents of all Tasks can be fully automated
- Large increase of Labour Productivity
- Germany: 5 Million Jobs can be fully automated

## Robotic-process-automation



# Impact of Industry 4.0 on Jobs in Germany

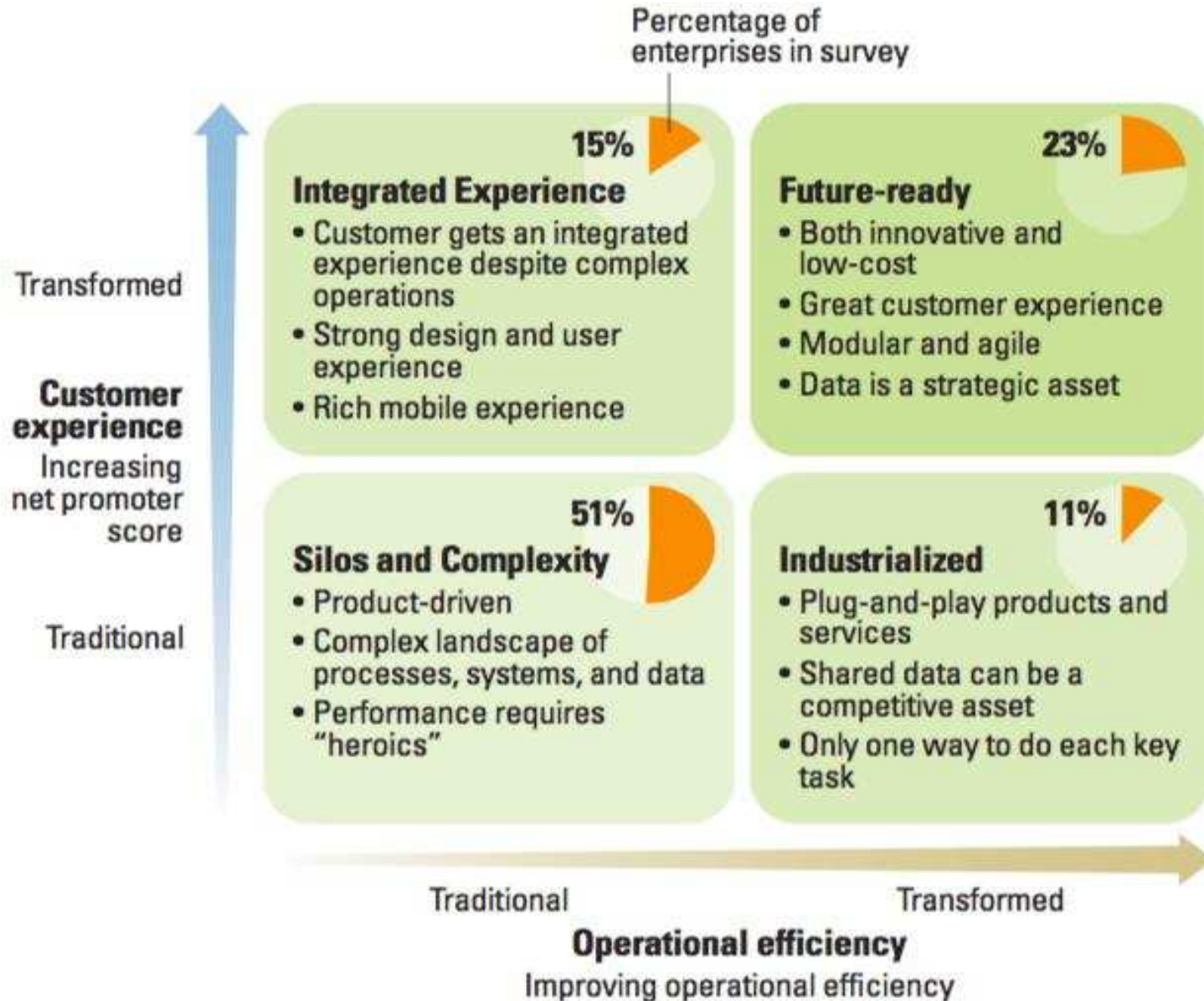
Changes in Manufacturing in 2025 in Percent



Source: IAB Forschungsbericht 8 / 2015



# HOW COMPANIES COMPARE ON DIGITAL BUSINESS TRANSFORMATION



## 2-The 'optimization' approach.

# Turning Waste into Value

[A VERY powerful idea and business model]



# Unconstraining supply

- In reality, most problems are currently ***solved inefficiently*** because of a ***lack of information*** needed to make a decision.
- Instead are actually ***information problems***
- How can we optimize ***distribution and access*** to the existing stuff, to minimize waste.
- Digital technology “***makes accessible***” or “***exposes,***” sources of supply that were ***previously impossible*** (or at least ***uneconomic***) to provide.

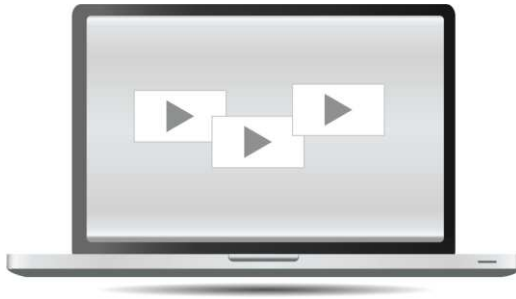
Reduce waste

Increasing utilization (Stuff is ***under utilized***) (***sub optimally distributed***)

Enlisting new and actual stuff supply

**Algorithms** to optimally match the right stuff with a consumer's desire.

YouTube



Airbnb

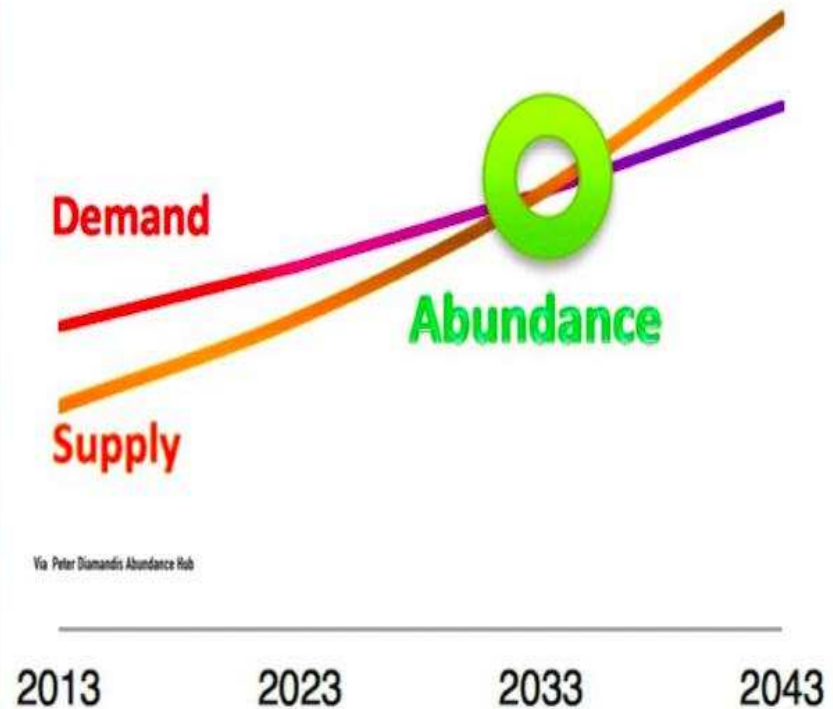
Technology is a “resource liberation force” (Singularity University)



# "Abundance outside scarcity inside"

Increasing abundance  
will shift our emphasis  
towards real, true and  
**in-context** experiences

## Global Goods and Services



# 1.3 BILLION TONS OF UNUSED FOOD ANNUALLY RETHINK USES & REDUCES EXCESS FOOD

Partner with us to build a more equitable food system to feed New York

[donate](#)

[get involved](#)

[share](#)

[emergency food response](#)

# Rethink Food



# The Gatekeeper

- It is one of the main drivers of transformation.
- Our world is becoming a less complex place to live thanks to their work.
- They make choices and selections so we only have to deal with a limited offering that best fits our needs.
- We find gatekeepers everywhere.
- The most obvious gatekeeper are those working in news media.
- The editor in chief of your news is the first gatekeeper.
- Someone needs to make a selection of the most relevant topics.
- In retail they are the ones that select goods and make sure you get a balanced product offering
- One of the many disruptive powers of digital is that *the monopoly of the old gatekeepers is broken*

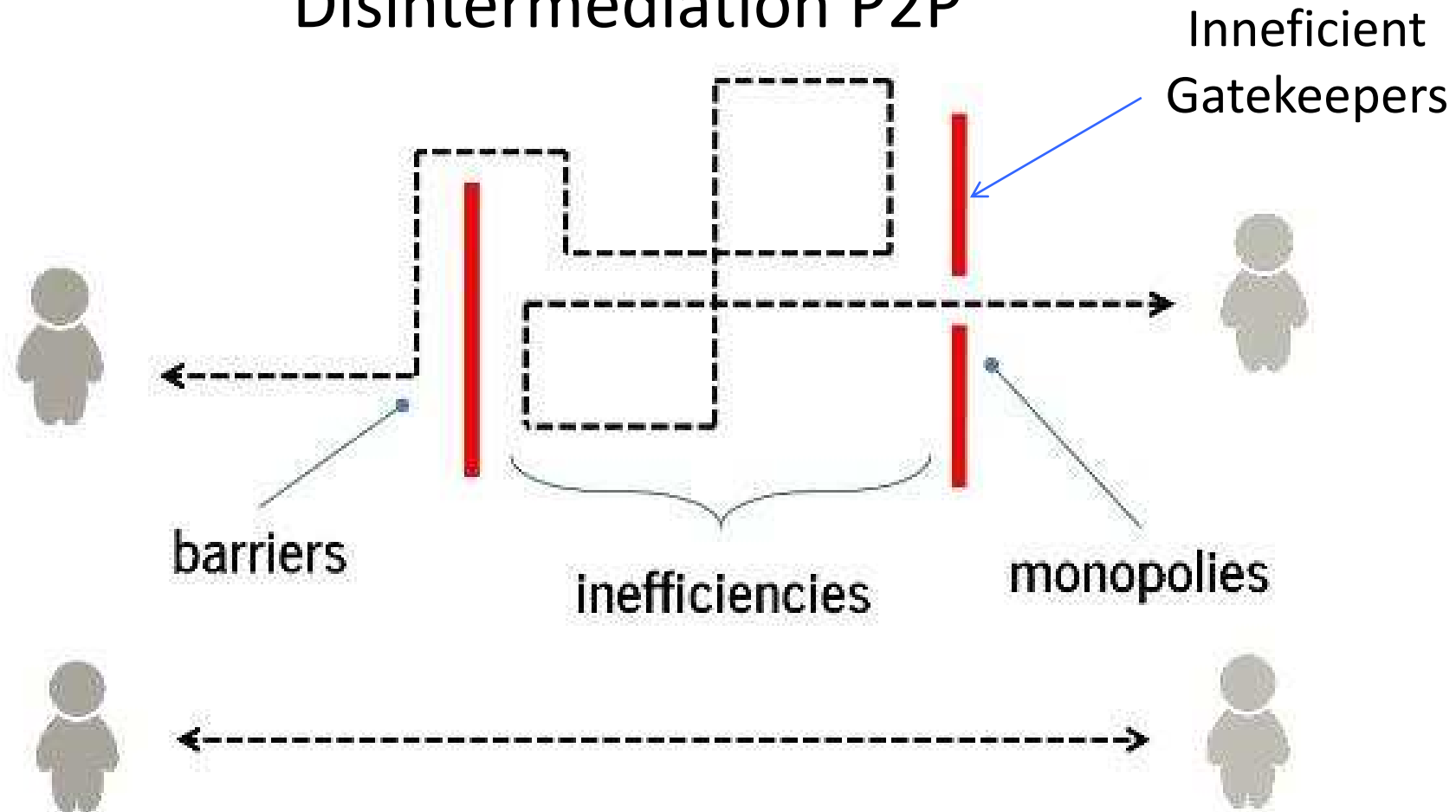


### 3- The 'platform' approach

- Platform Thinking adds one more step to the optimization approach.
- Instead of merely aggregating information on stuff out there
- How can we **redefine 'stuff'** (inventory) that you are optimizing and **find new ways of solving the same problem?**
- It **enables new production paradigms (Reconfigure value creation to tap new sources of supply to have more inventory)** without creating more stuff.
- Platform **democratize the ability to produce (due to access problems)**
- Platform **remove inefficient gatekeeper (disintermediation)**
- **Re-intermediation (facilitator)**(minimizing the barriers to usage for their users)
- Platforms **aggregate fragmented, inefficient markets.**

# Market to efficient Network

## Disintermediation P2P



Remove Access problems:

- Platform approach remove inefficient gatekeeper
- Lack of information creates access problems too



# FIRMS BUILD PLATFORMS TO ACCESS ECOSYSTEMS AND SHAPE MARKETS

ECOSYSTEM

The PLATFORM  
is a tool to let the  
Firm access the  
ecosystem

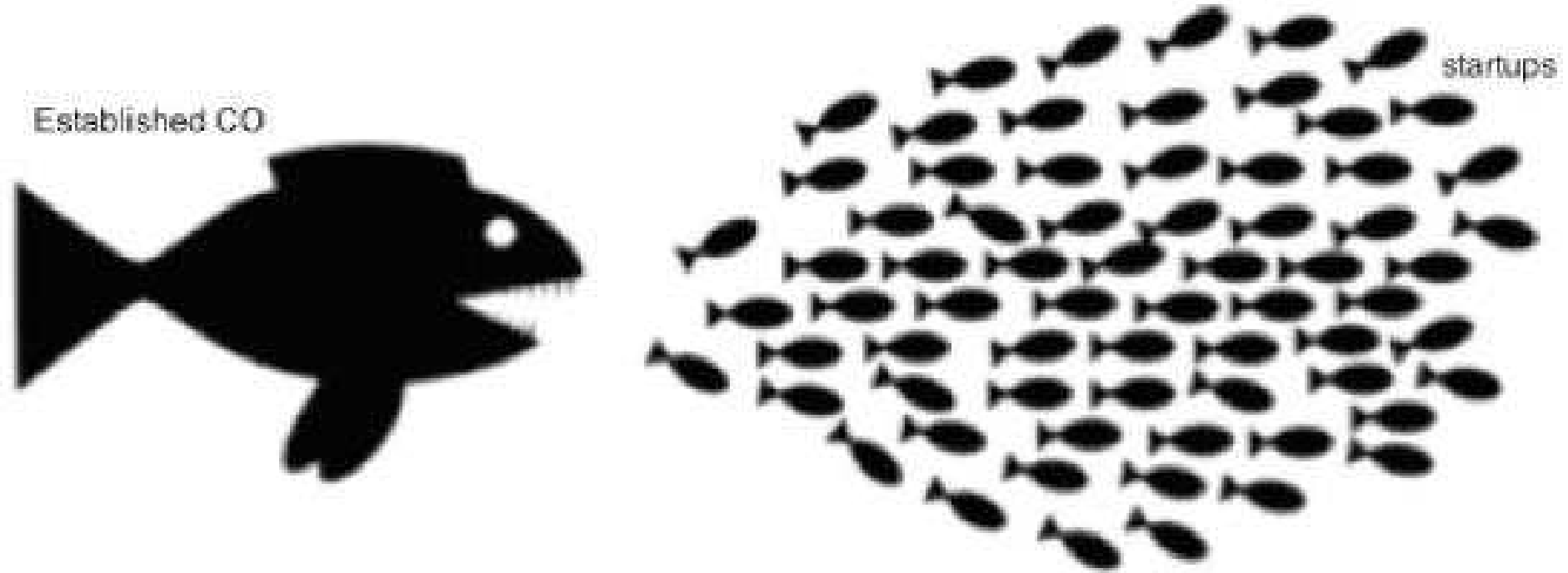
PLATFORM

FIRM

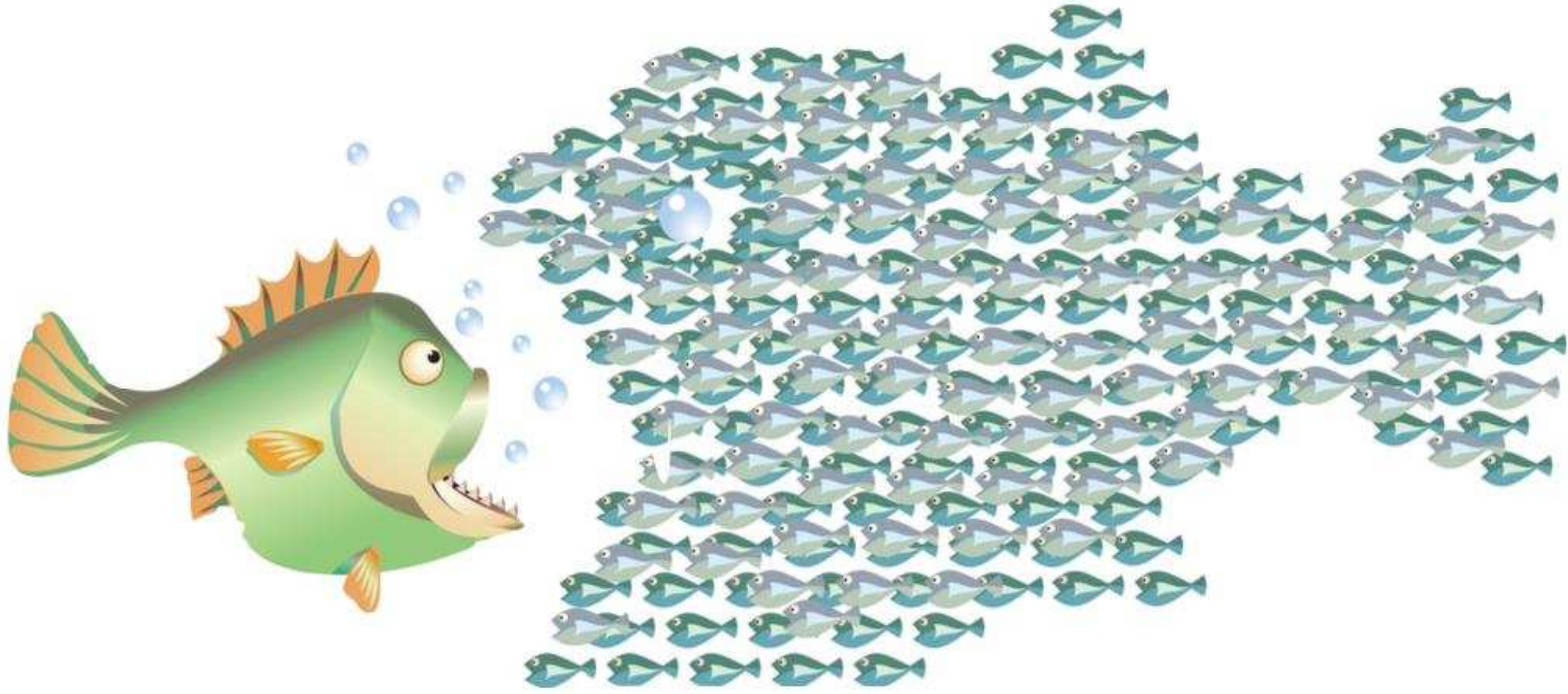
The evolution of the  
platform is to reach  
bigger ecosystems

The boundaries of  
the firm overlap with  
the boundaries of the  
Platform

# Before Digitalization



# Evolve or you will “disintermediated”



**Companies must evolve their business models to avoid becoming disintermediated by customers who connect with each other**



# **MICRO-PRENEURS:** **EMPOWERING PEOPLE** **TO MAKE AND SAVE** **MONEY FROM THEIR** **ASSETS**

# Network Effects

- Value rises as more people use the platform.  
(Network's Value WTP to a user depends in the number of other network users)
- "Demand-related" economies of scale
  - Network effects are stronger when:
    - Heterogeneity  
(*have idiosyncratic needs and offers*)
    - Users demand Novelty
    - Mobility (geographic coverage)
  - Strong preference for variety yields "long tail"



*Metcalfe's Law*

# Pipeline to platform

Platform have existed for years.

- Malls link **consumers** and **merchants**.
- Newspapers connect **subscribers** and **advertisers**.
- What's changed in this century is that information **technology** **has profoundly reduced the need to own physical infrastructure and assets (Asset light)**

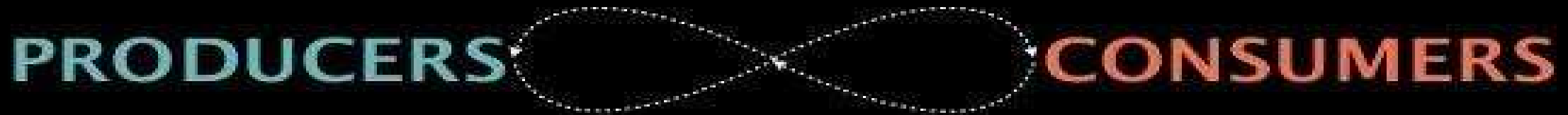


# Enabling interactions for creating and exchanging value

Centered around a  
Core Interaction



Interactions enabled by  
Infrastructure



Goal: Improve the Quantity and Quality of interactions

**PLATFORM**



# Pipeline to platform

- When a platform enters the marketplace of a pure pipeline business, the platform nearly always wins.

To ***move from pipeline to platform*** involve three key shifts:

1. From ***resource control*** to ***resource orchestration***.
2. From ***internal optimization*** to ***external interaction***.
3. From a ***focus on customer value*** to a ***focus on ecosystem value***.

Nokia, Samsung, Motorola, Sony Ericsson, LG.



### Pipe scale:

In 2007 the seven major mobile phone manufacturers- collectively ***controlled 99%*** of the industry's global profits

## Platform scale:

That year, Apple's iPhone burst onto the scene and began gobbling up market share



-By 2015 the iPhone *singly* generated 92% of global profits, while all but one of the former incumbents made no profit at all..



# Three approaches to building a business

- ***The ‘stuff’ approach:*** Get employees to do the work.
- - ***Yahoo:*** A bunch of editors decide the best content for the day
- ***The ‘optimization’ approach:*** Get algorithms to do the work
- ***Google News:*** Algorithms decide the top news of the day
- ***The ‘platform’ approach:*** Get producers and/or users to do the work
- ***Twitter:*** Users’ tweets and re tweets decide the top news of the day.

*Twitter* enables anyone out there to become a source of news without having to become a journalist.

## *Tweets*

TWEET  
CREATORS



TWEET  
READERS

twitter

*YouTube* increases the inventory of content  
without setting up new media houses.

*Videos*

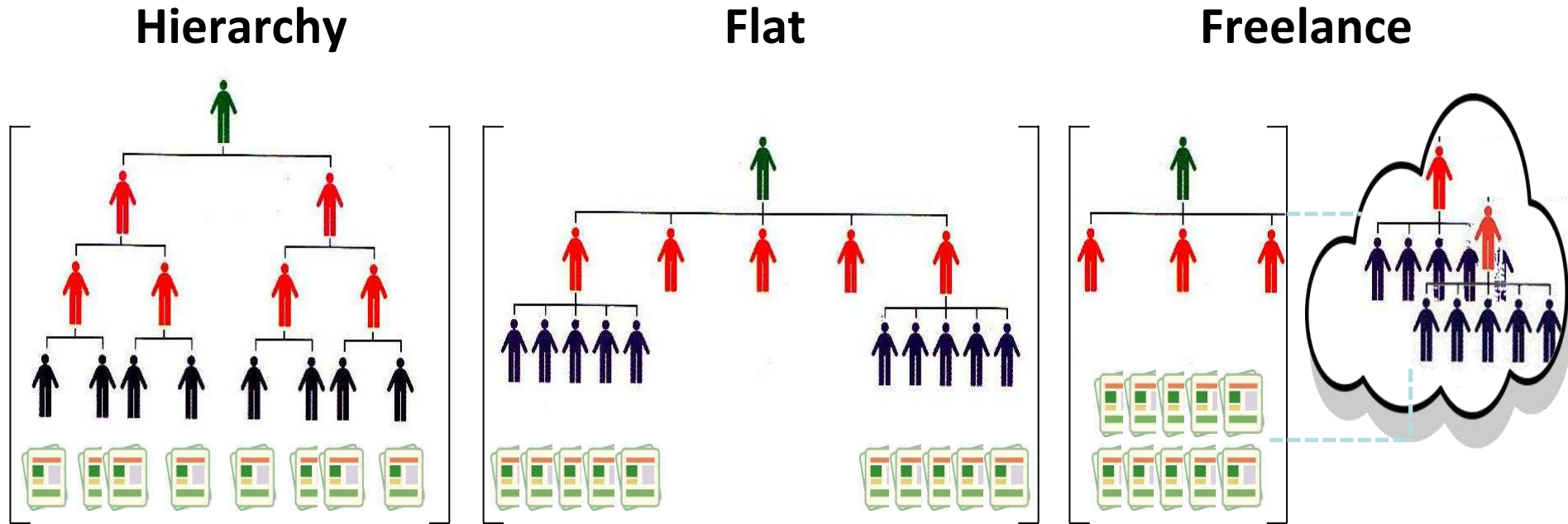
VIDEO  
CREATORS

VIDEO  
VIEWERS



You Tube









# Upwork outsources even middle management



Firms are accessing “cloud labor” at the team and individual level



*Upwork* allows companies to get work done without having to hire people to do the job.

 WEB DEVELOPERS	 MOBILE DEVELOPERS	 DESIGNERS & CREATIVES	 WRITERS
 VIRTUAL ASSISTANTS	 CUSTOMER SERVICE AGENTS	 SALES & MARKETING EXPERTS	 ACCOUNTANTS & CONSULTANTS

FREELANCERS

Work with someone  
perfect for your  
team

COMPANIES

upwork™

Upwork



# The accommodation problem

**Problem:** I'm traveling to city X, and I need to find accommodation.

- ***The 'stuff' approach (Sheraton)***: Create more stuff. Build more hotels, set up more B&Bs. If there are fewer rooms than tourists, buy some land, put up a hotel and create more rooms.
- ***The 'optimization' approach (Kayak)***: There are a lot of hotels out there but travelers do not necessarily have all the information to make the choice they want to. Let's aggregate this inventory and create a reliable search engine. Let's build review sites to help make the right decision.
- ***The 'platform' approach (Airbnb)***: How can we redefine travelers' accommodation? How about enabling anyone with a vacant (spare) room and mattress to run their own B&B?

HOSTS

*Listings*

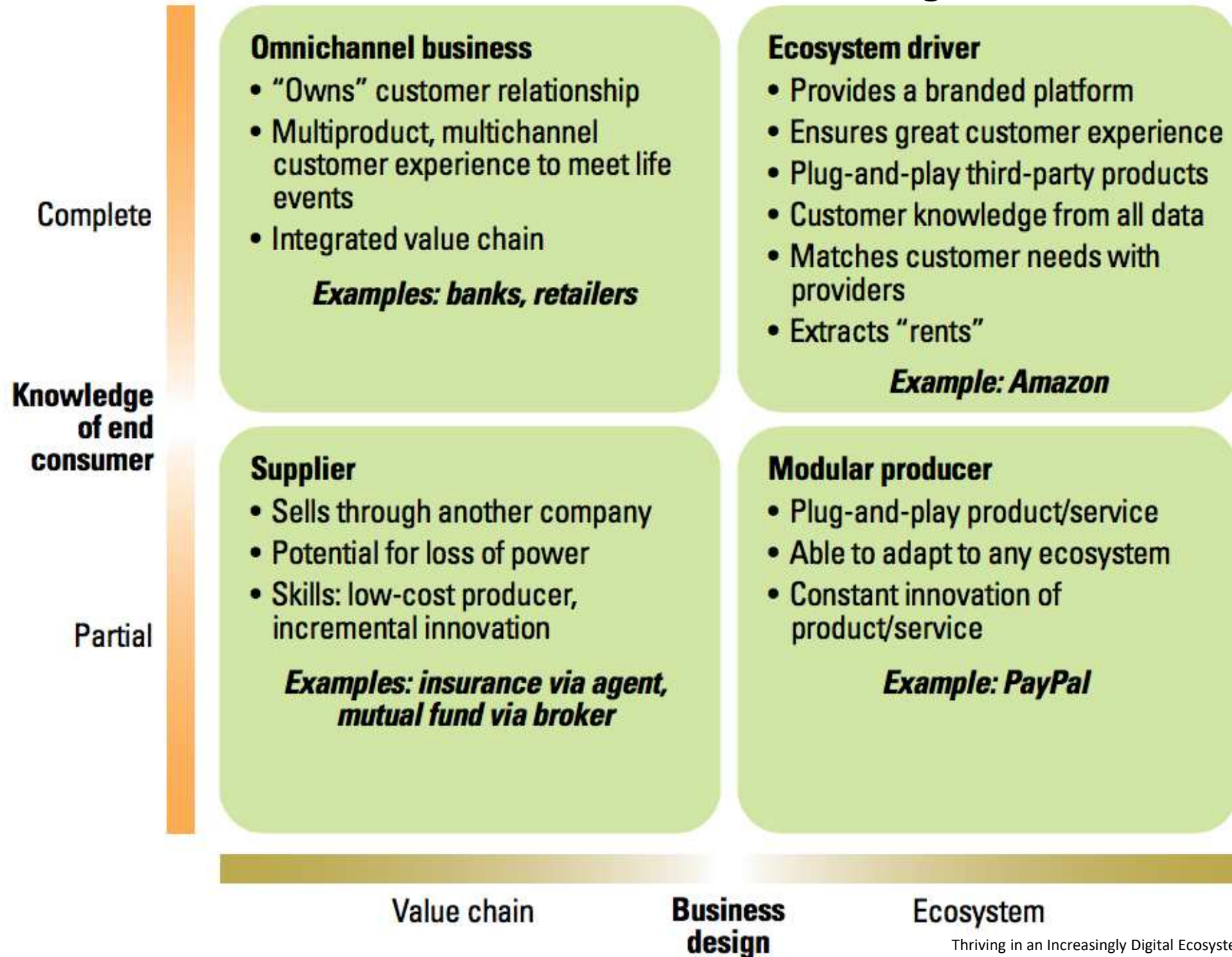


TRAVELERS

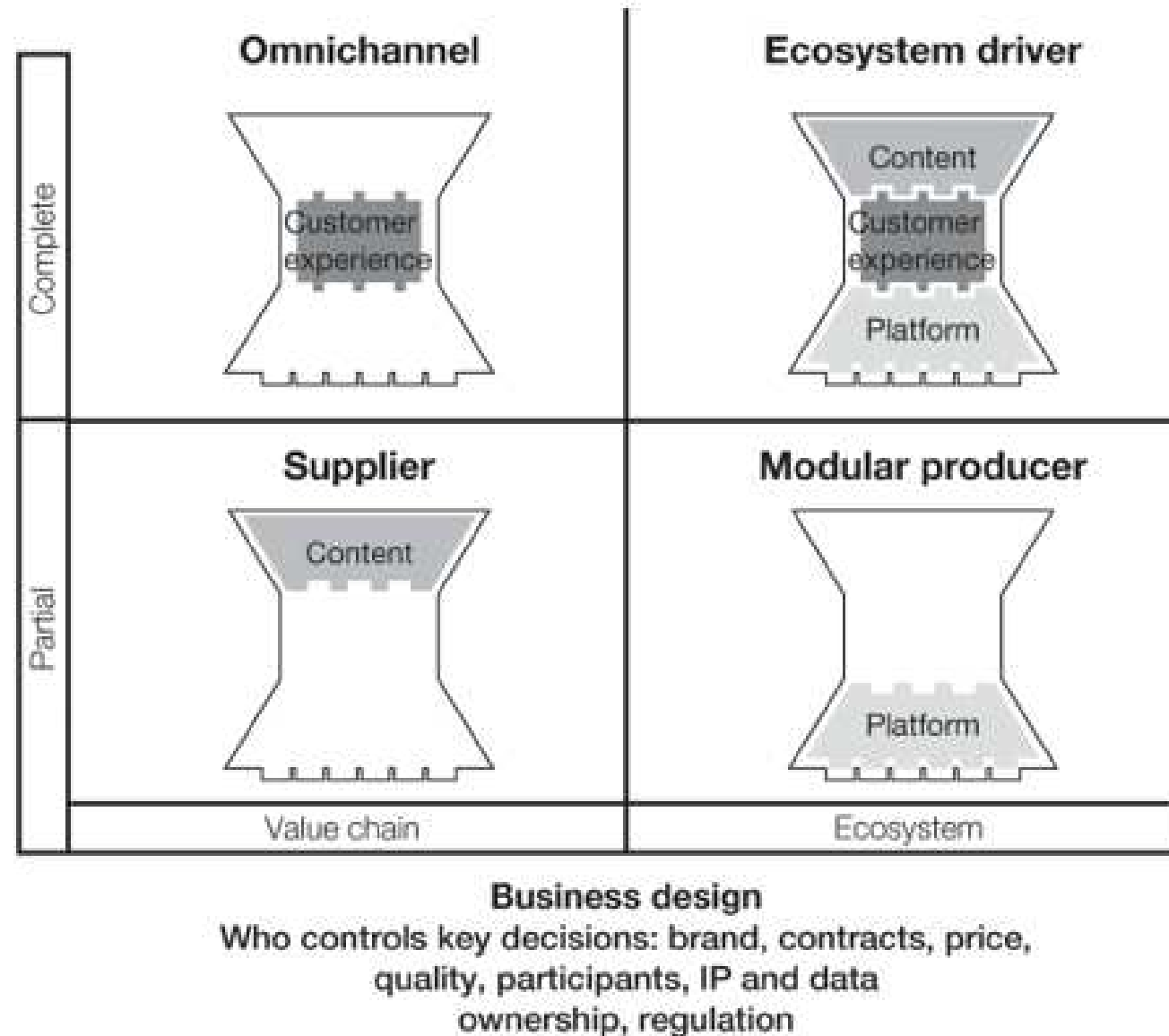
airbnb



# Four business models for the digital era

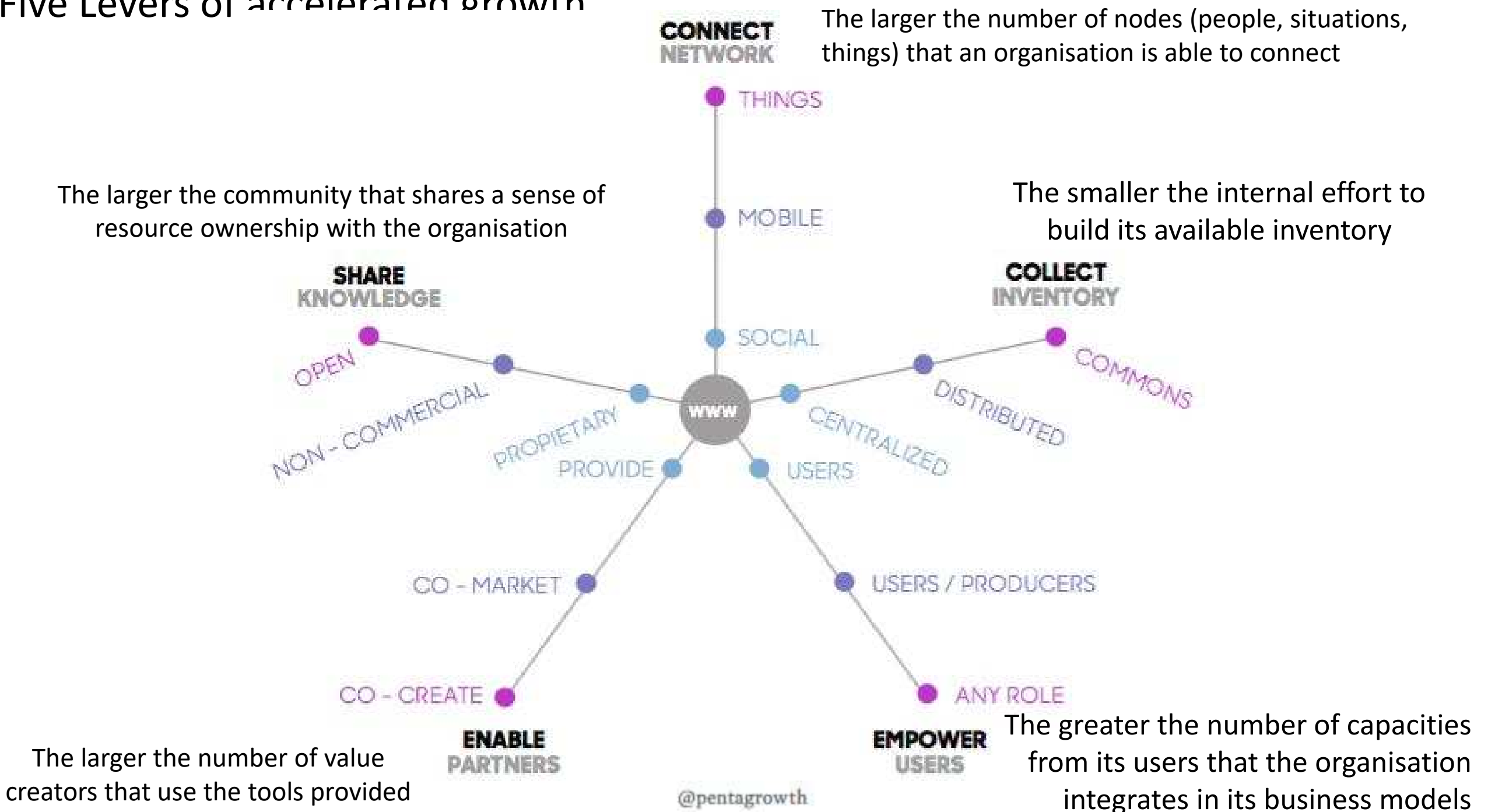


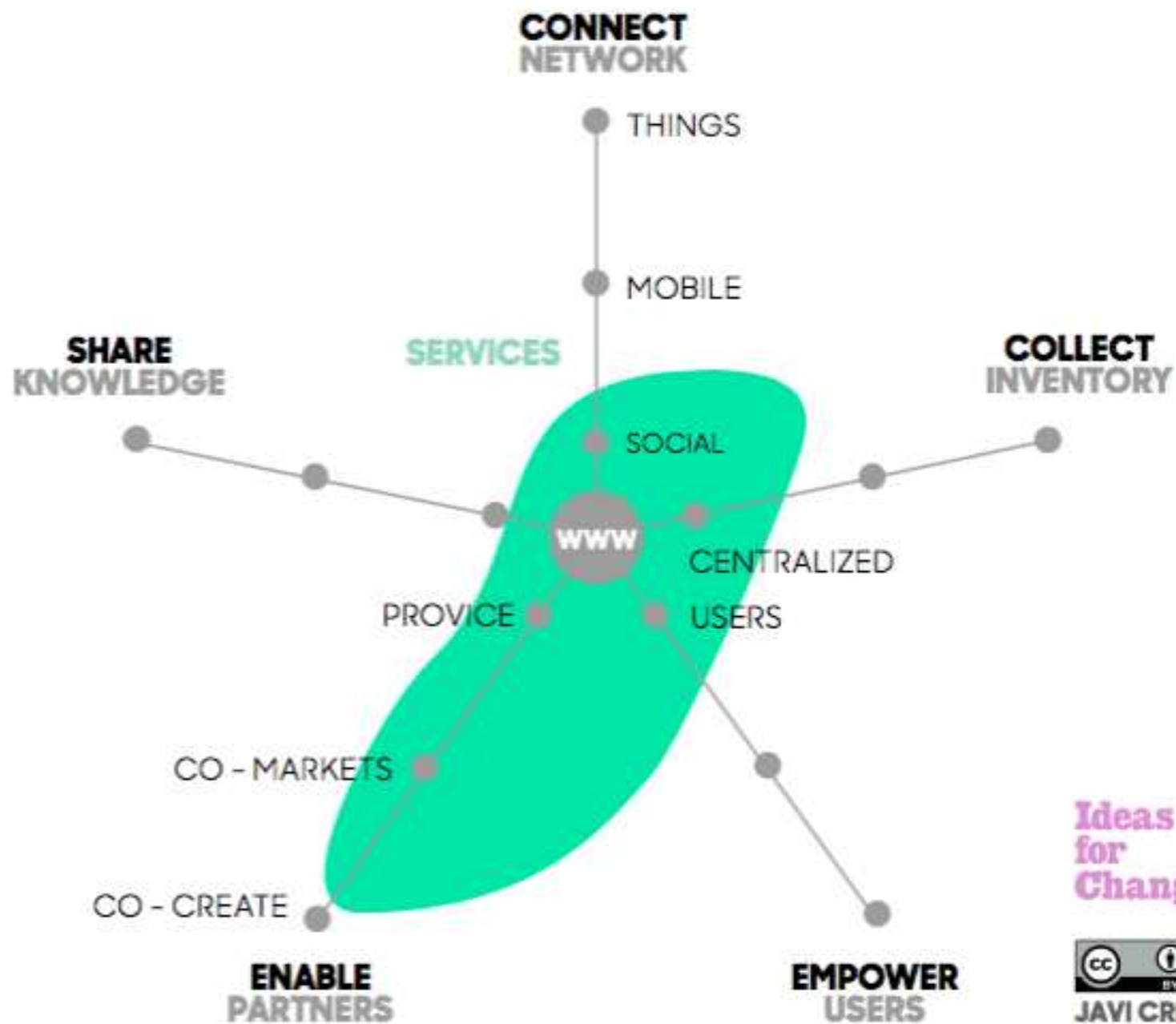
**Knowledge of your end customer**  
Know the identity, purchase history with  
your company and other firms,  
and customer goals



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# Five Levers of accelerated growth



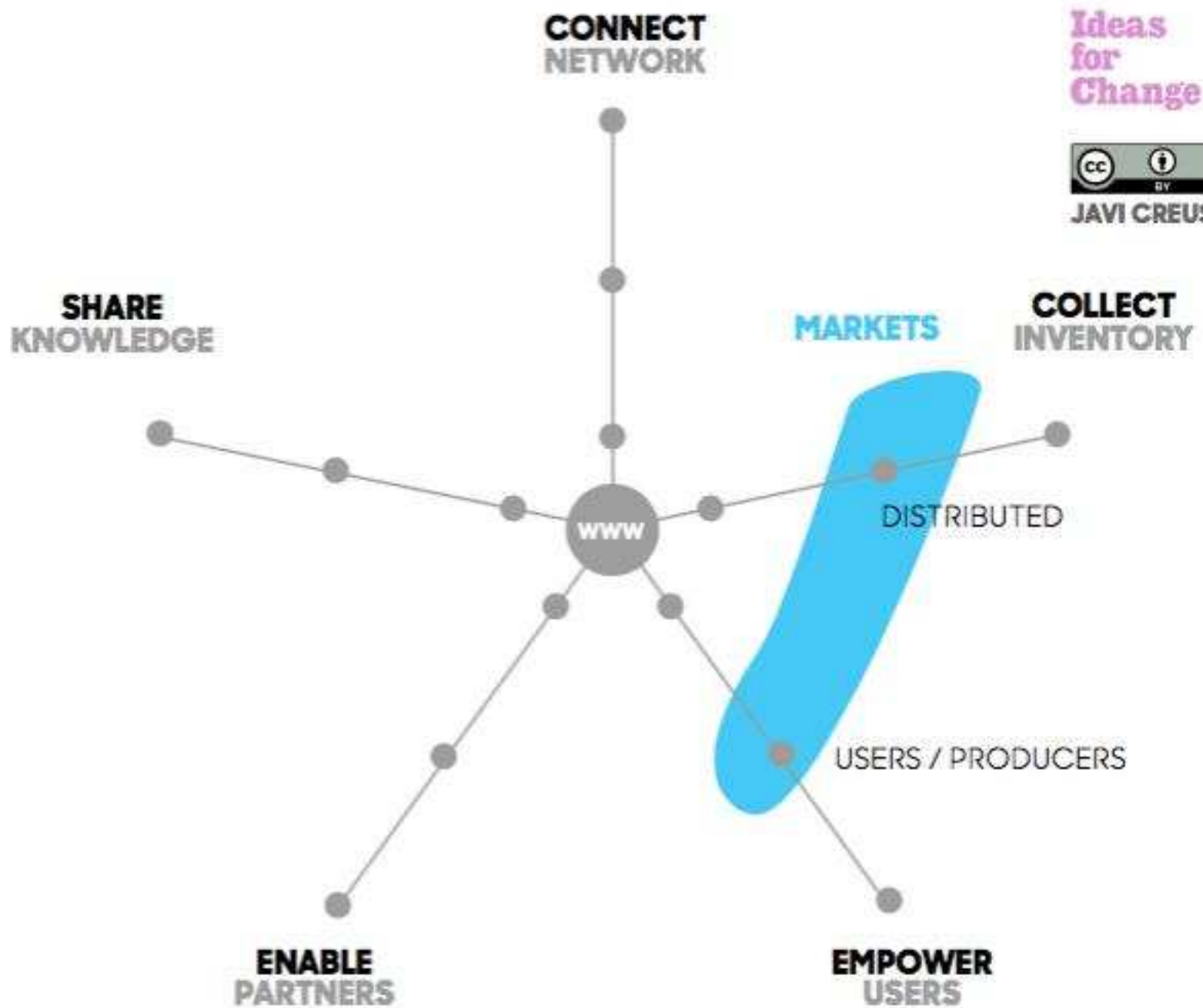


Ideas  
for  
Change



JAVI CREUS





Ideas  
for  
Change



JAVI CREUS



תודה  
Dankie Gracias  
Спасибо شُكراً  
Merci Takk  
Köszönjük Terima kasih  
Grazie Dziękujemy Děkojame  
Ďakujeme Vielen Dank Paldies  
Kiitos Tänname teid 谢谢  
**Thank You** Tak  
感謝您 Obrigado Teşekkür Ederiz  
Σας ευχαριστούμε 감사합니다  
Бодхон  
Bedankt Děkuje vám  
ありがとうございます  
Tack