



EUIPO Digital Transformation

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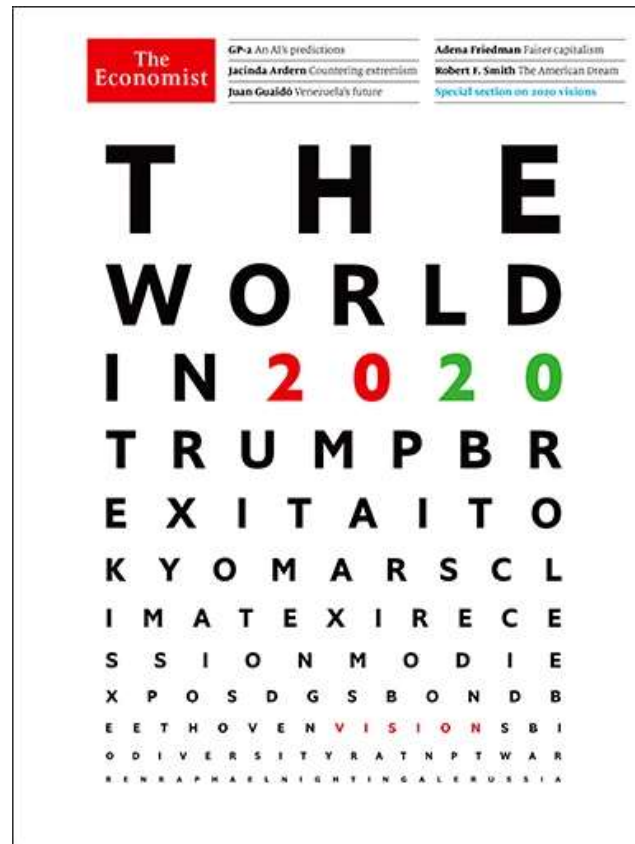
Agenda

- TOWARD A SECOND DIGITAL WAVE
- THE STRATEGIC NATURE OF DIGITAL TRANSFORMATION
- THE MANAGEMENT OF DIGITAL TRANSFORMATION
- FORECASTING FUTURE

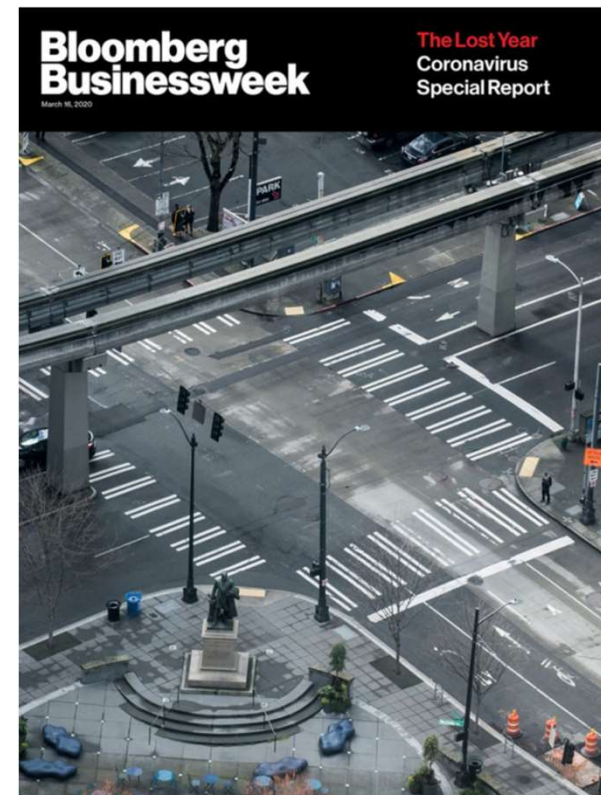
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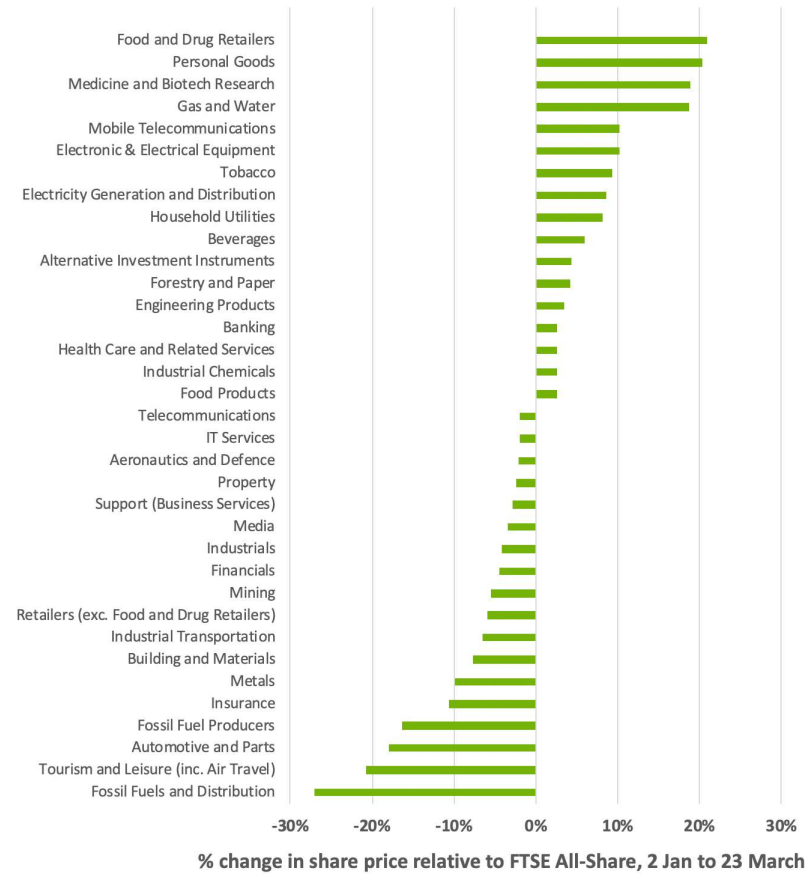
Our competitive environment



Our competitive environment



Winners & Losers



Winners...

Top 10 S&P 500 stocks in first half of 2020

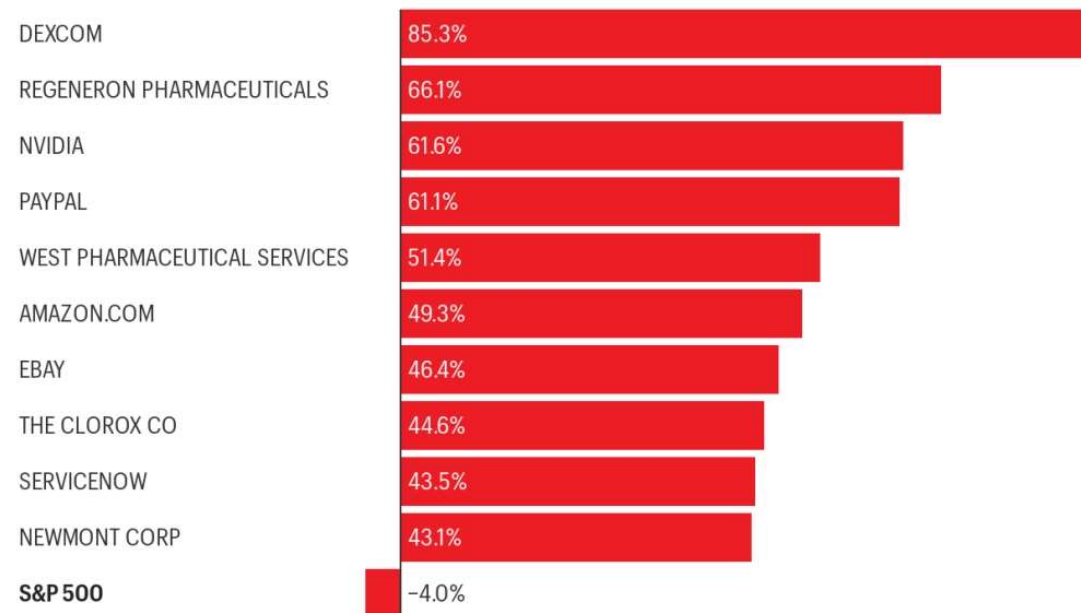


CHART: JEN WIECZNER

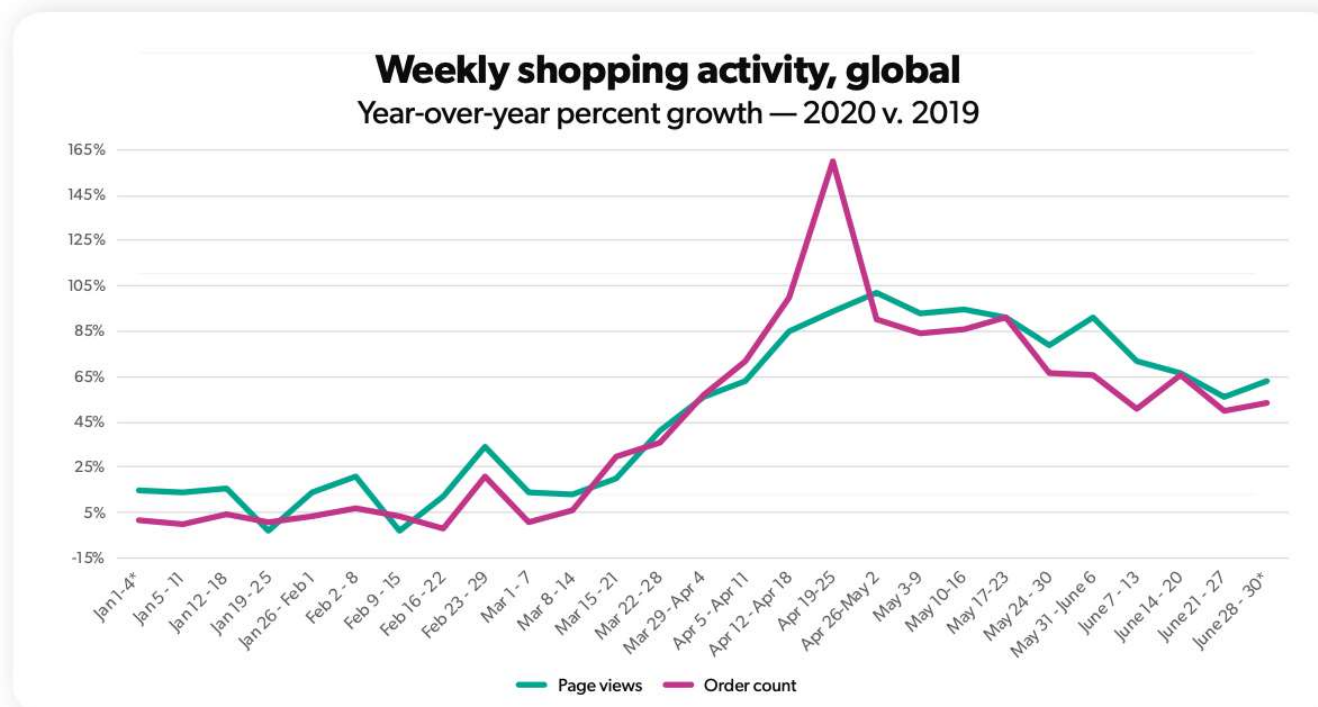
FORTUNE

Markets Are So Smart... Or Maybe Not

Sometimes It's Better To Be Lucky Than Smart



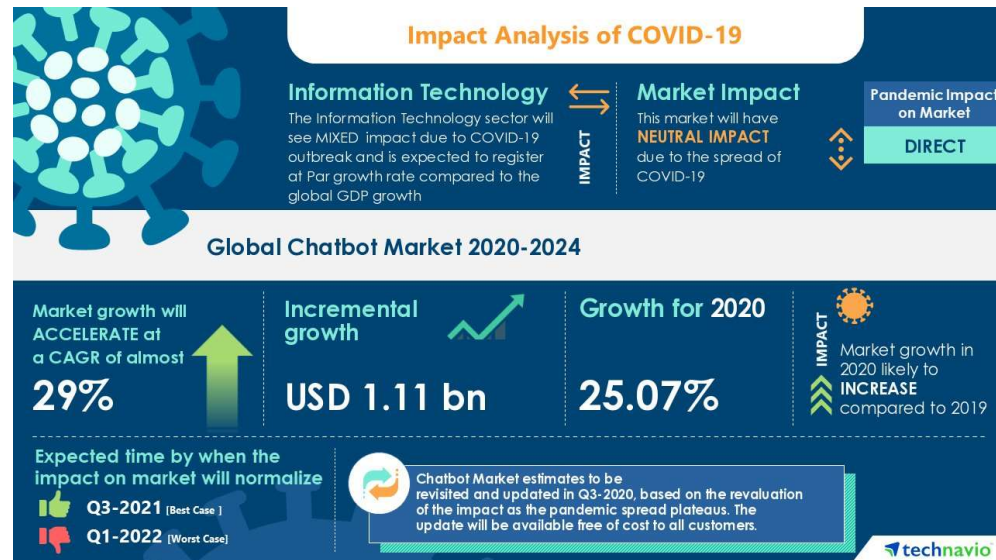
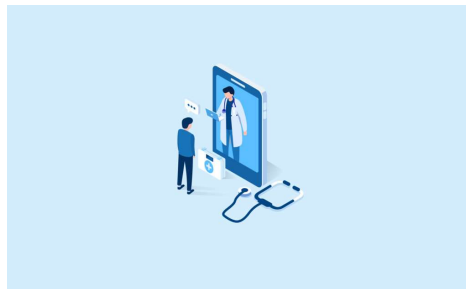
Digital winners...To stay



Source: Bazaarvoice Network data

bazaarvoice.

Digital winners...To stay



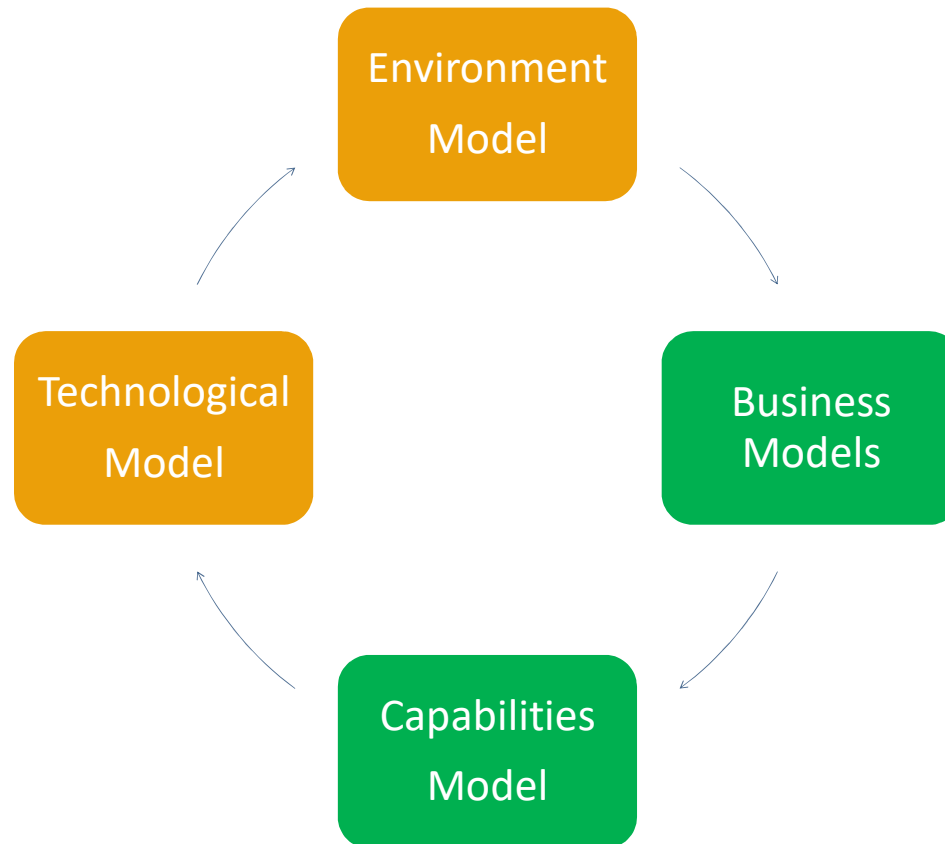
Agenda



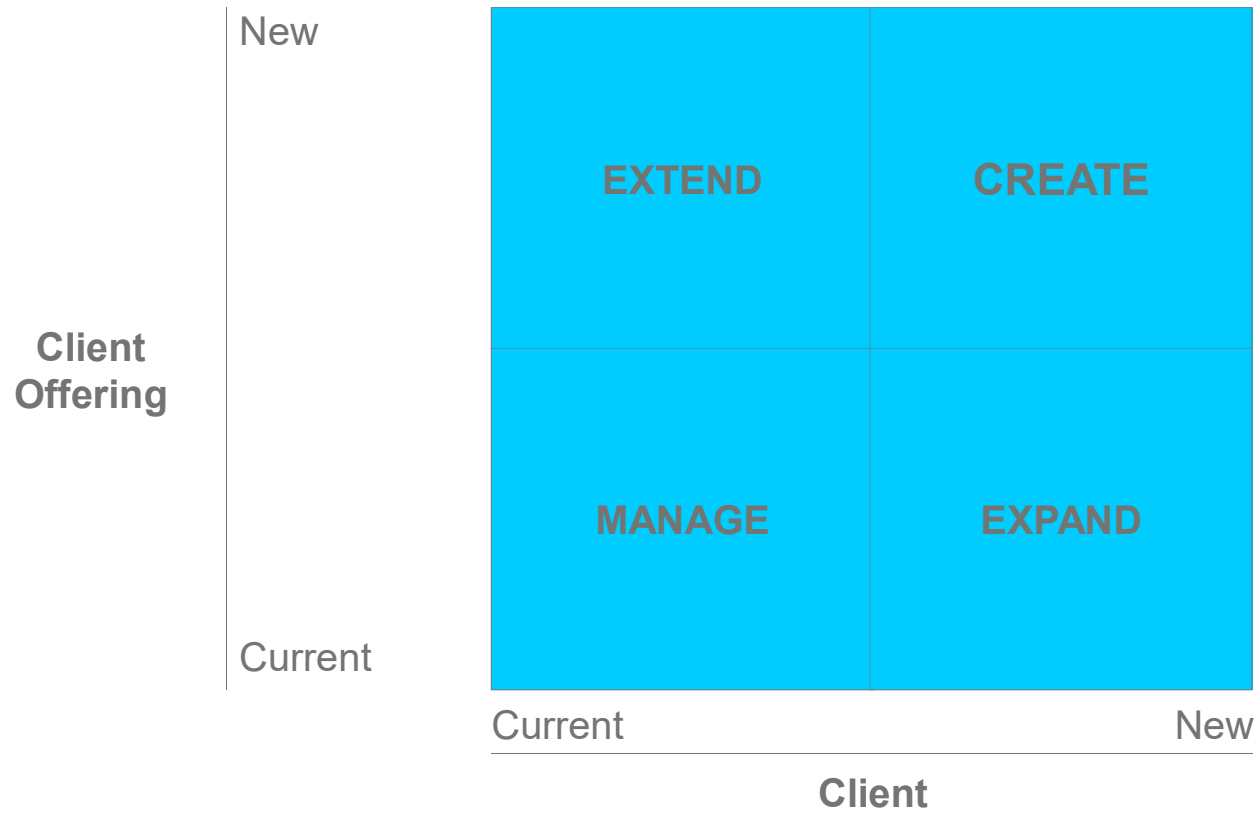
Our first challenge...



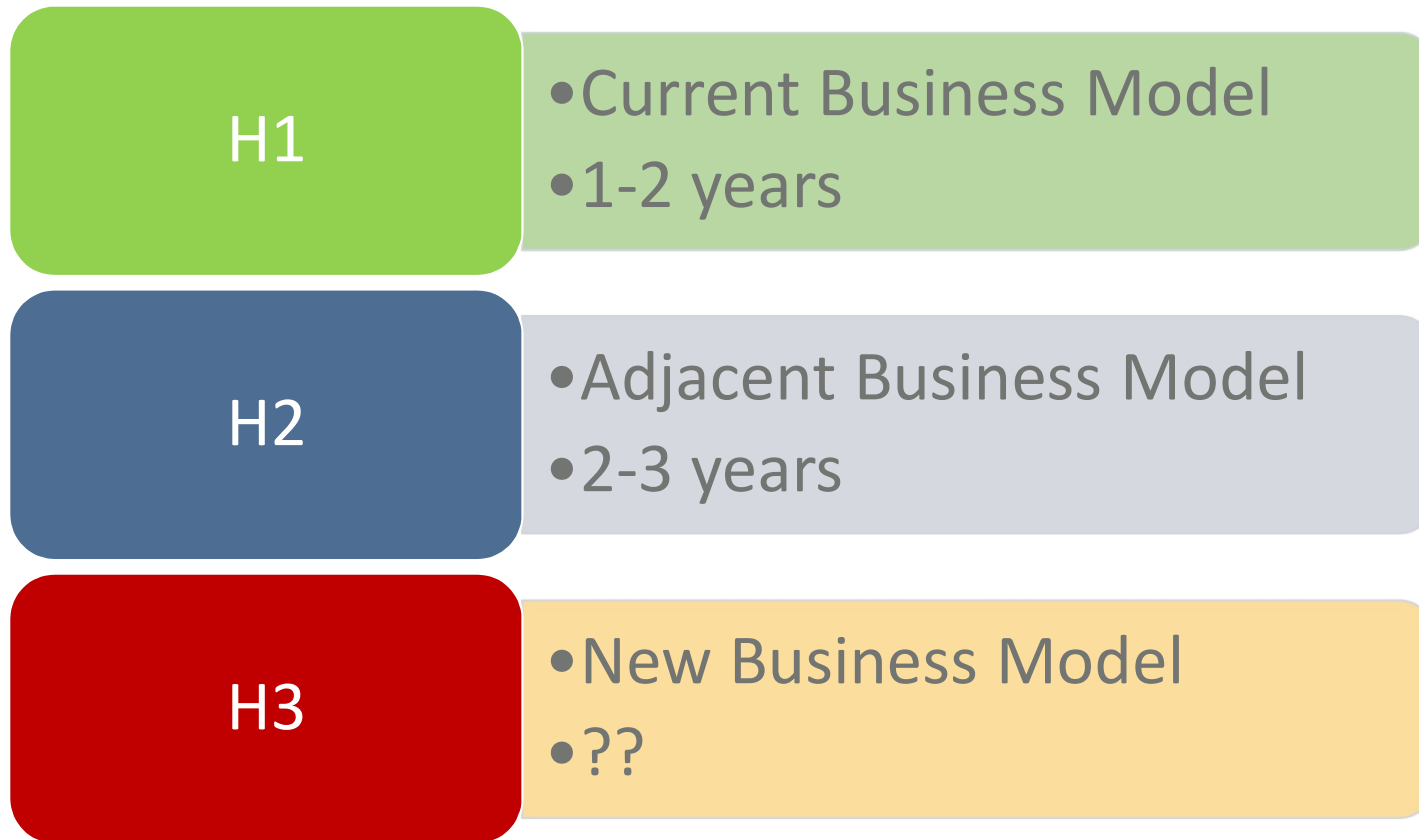
A recipe for survival



Basic Responses



The three-horizons response



A Translation into Techno-Inno-Language

Strategic Horizon	Innovation Focused	Technology Focused
H1	Incremental Innovation	Digitalization
H2	Incremental Innovation	Digital Transformation
H3	Disruptive Innovation	Digital Disruption

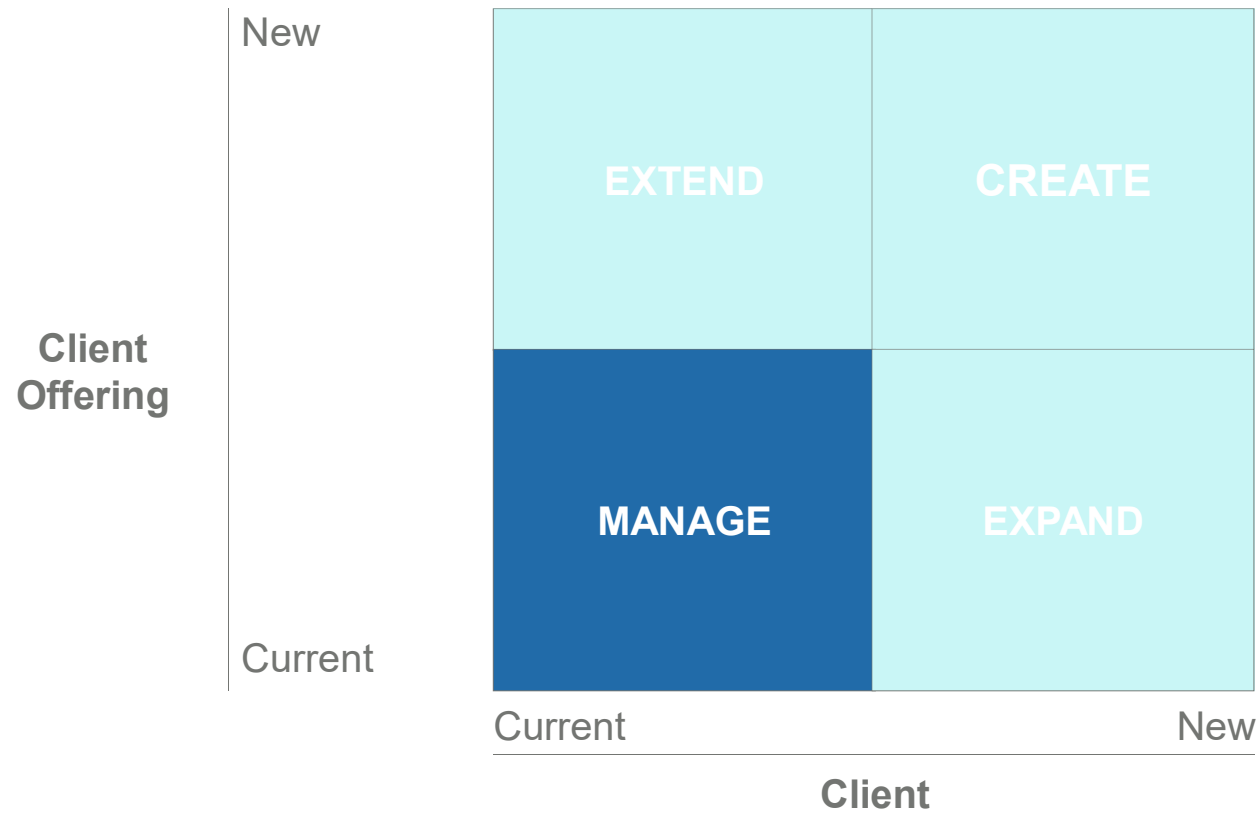
Digitalization: A definition

Digitalization

Digital transformation is an organizational process that takes advantage of digital technologies to improve an existing business model without altering its nature



The Realm of Digitalization



An example of digitalization



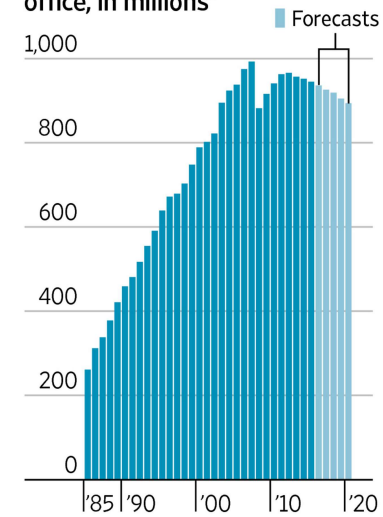
No so easy



Print Not Cancelled

Despite visions of a paperless future, the total number of pages printed has only recently begun to decline.

Total prints for home and office, in millions*



*For the U.S.
Excludes production and serial inkjets
Source: InfoTrends

THE WALL STREET JOURNAL.

Warning



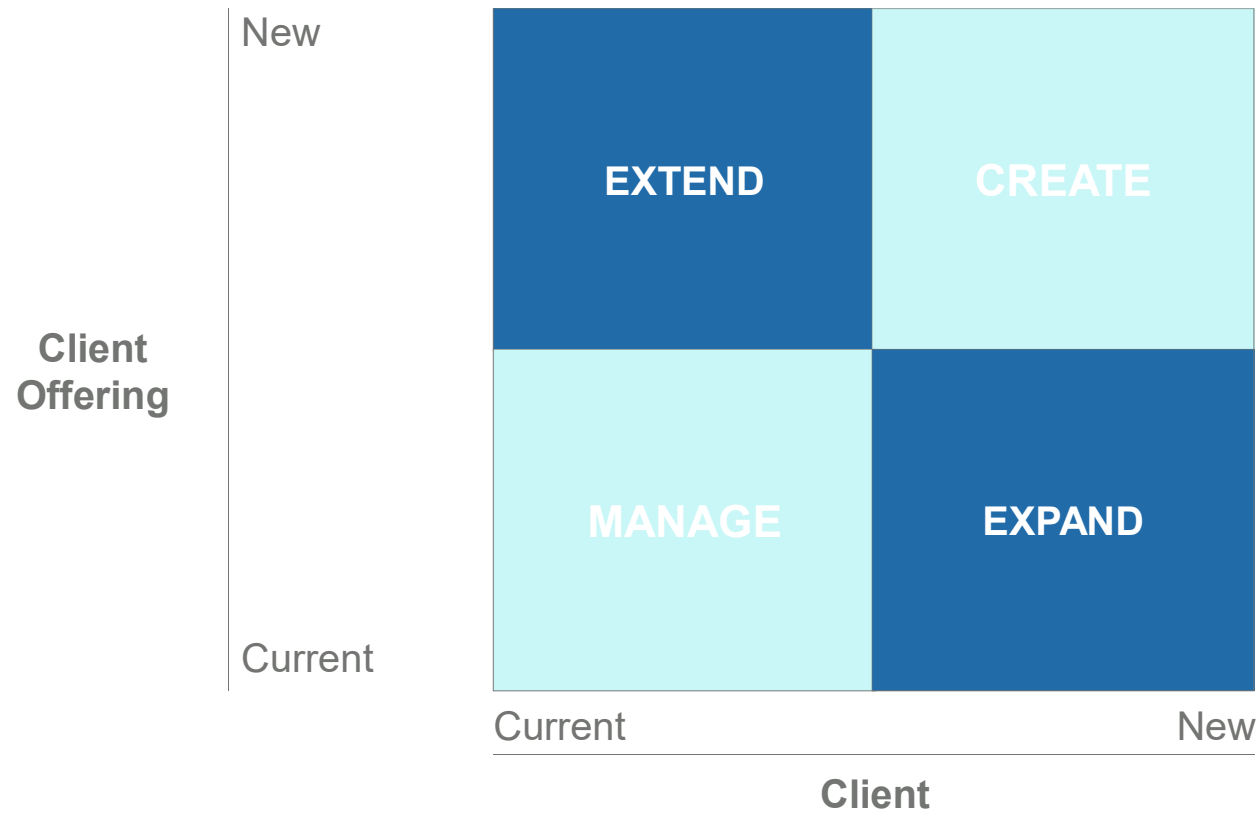
Digital Transformation: A definition



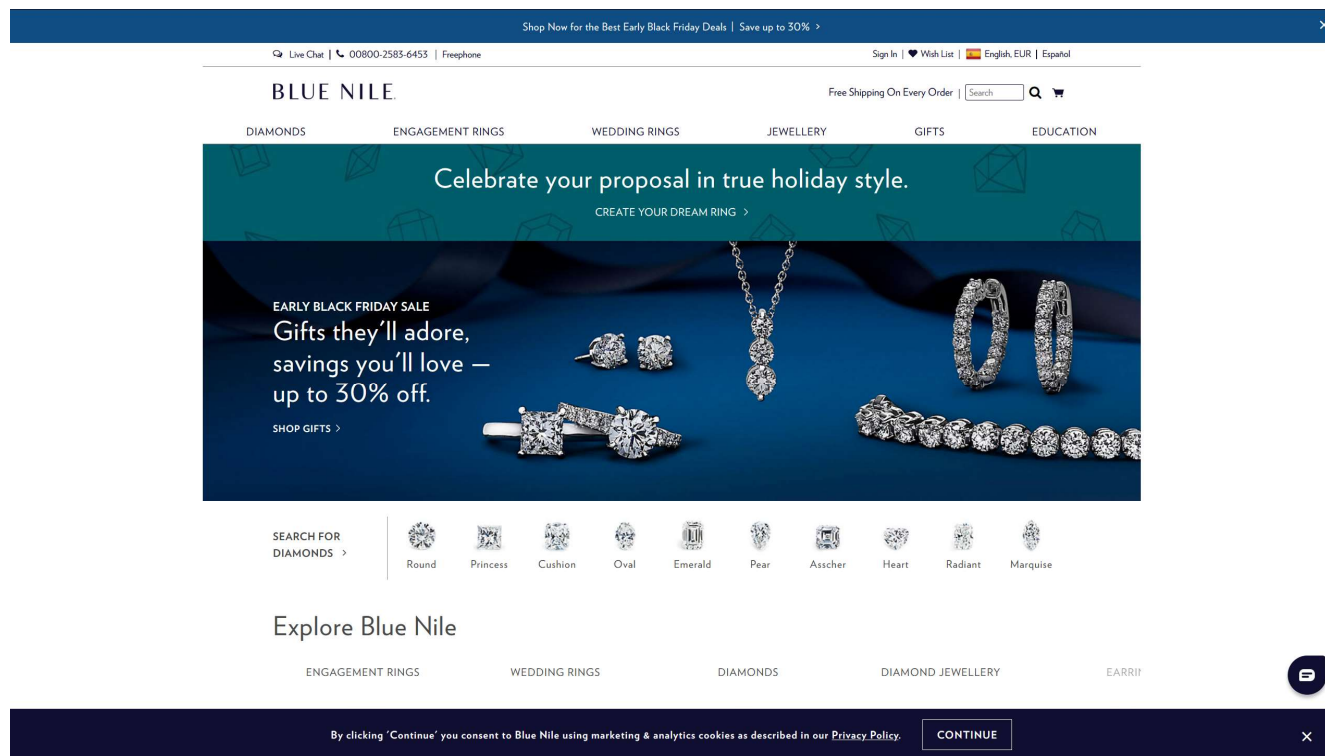
Digital Transformation

Digital transformation is an organizational process that takes advantage of digital technologies to expand and/or extend an existing business model

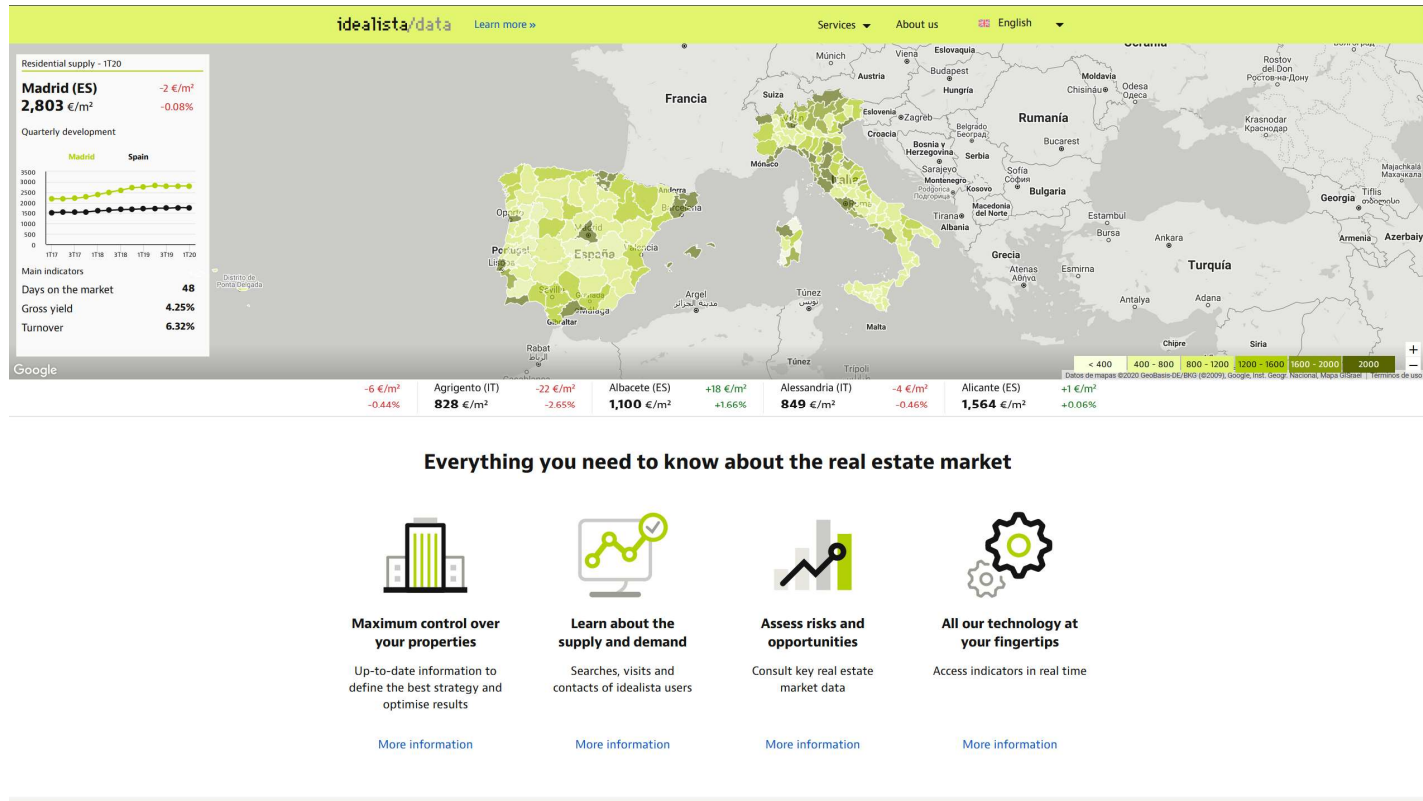
The Realm of Digital Transformation



Digital Transformation to Expand



Digital Transformation to Extend



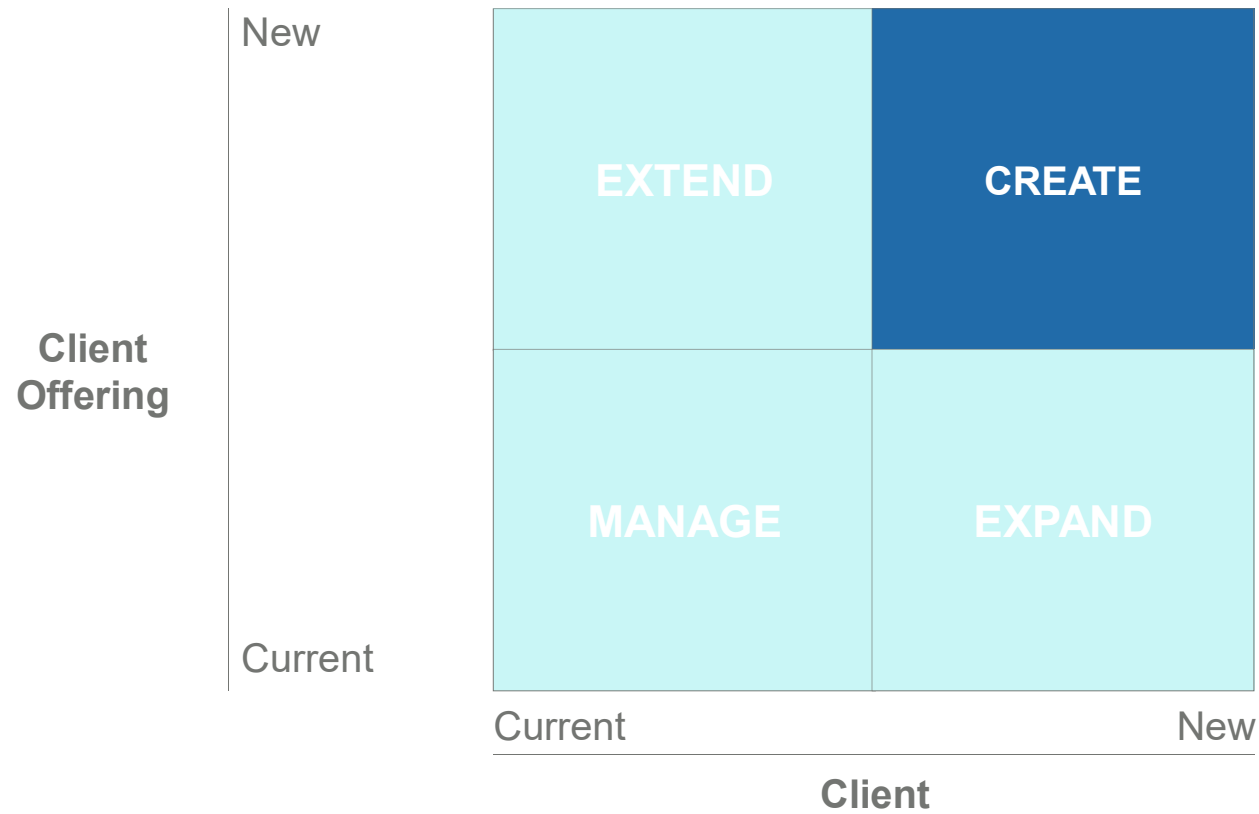
Digital Disruption: A definition

Digital Disruption

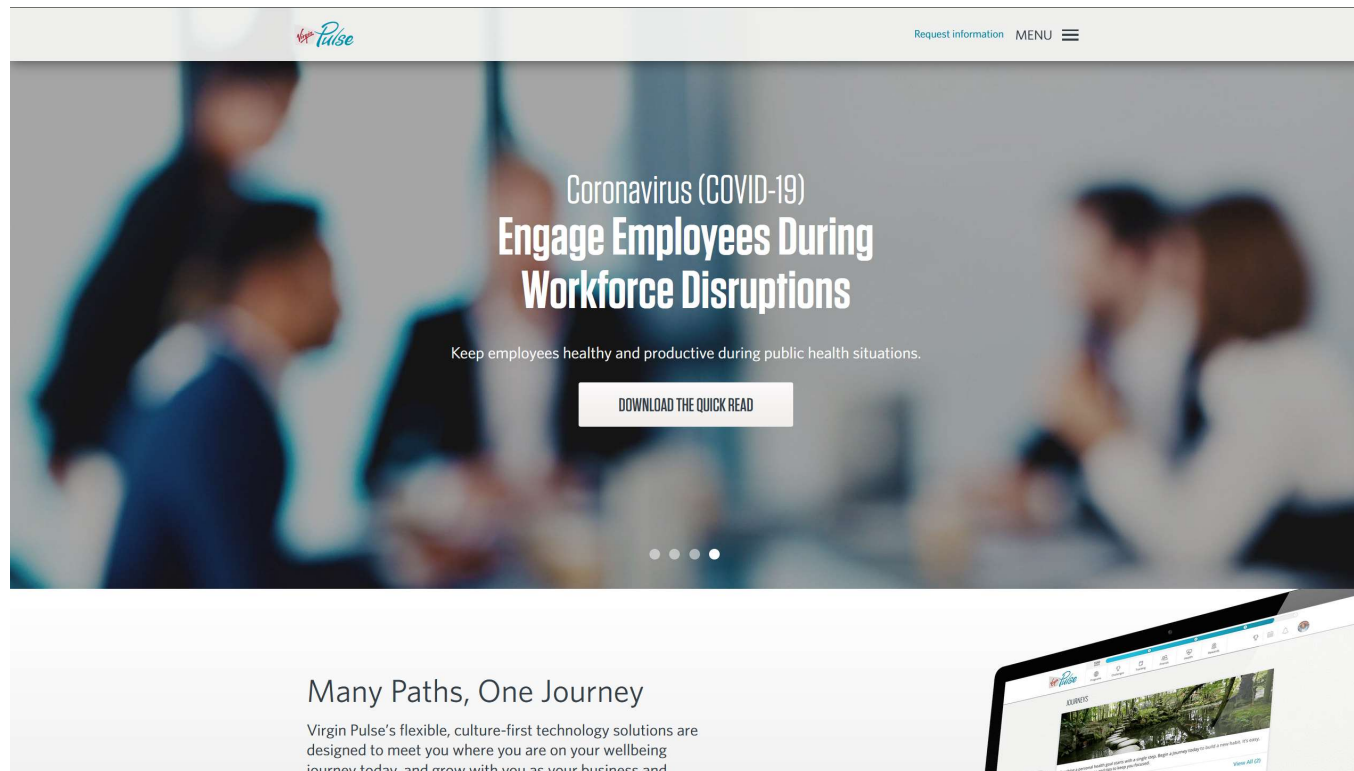
Digital transformation is an organizational process that takes advantage of digital technologies to create an entirely new business model



The Realm of Digital Disruption



Digital Disruption

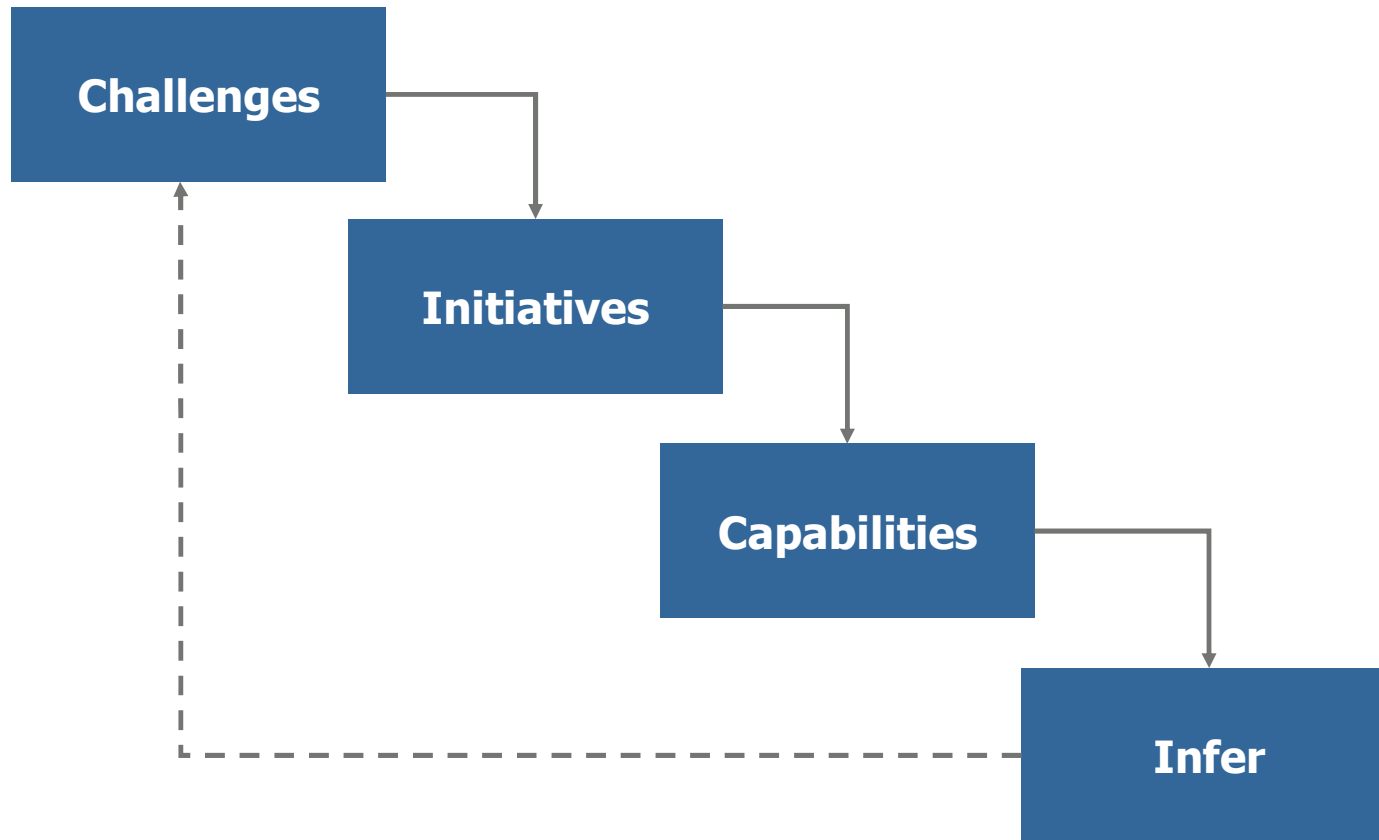


The screenshot shows a website landing page for Virgin Pulse. At the top left is the Virgin Pulse logo. At the top right are links for "Request information" and a "MENU" icon. The main content area features a blurred background image of people in a meeting. The text reads: "Coronavirus (COVID-19) Engage Employees During Workforce Disruptions". Below this is the subtext: "Keep employees healthy and productive during public health situations." and a button that says "DOWNLOAD THE QUICK READ". At the bottom of the main content area are three dots. Below the main content area is a section titled "Many Paths, One Journey" with the text: "Virgin Pulse's flexible, culture-first technology solutions are designed to meet you where you are on your wellbeing journey today, and grow with you as your business and". To the right of this text is a small image of a laptop displaying the Virgin Pulse website interface.

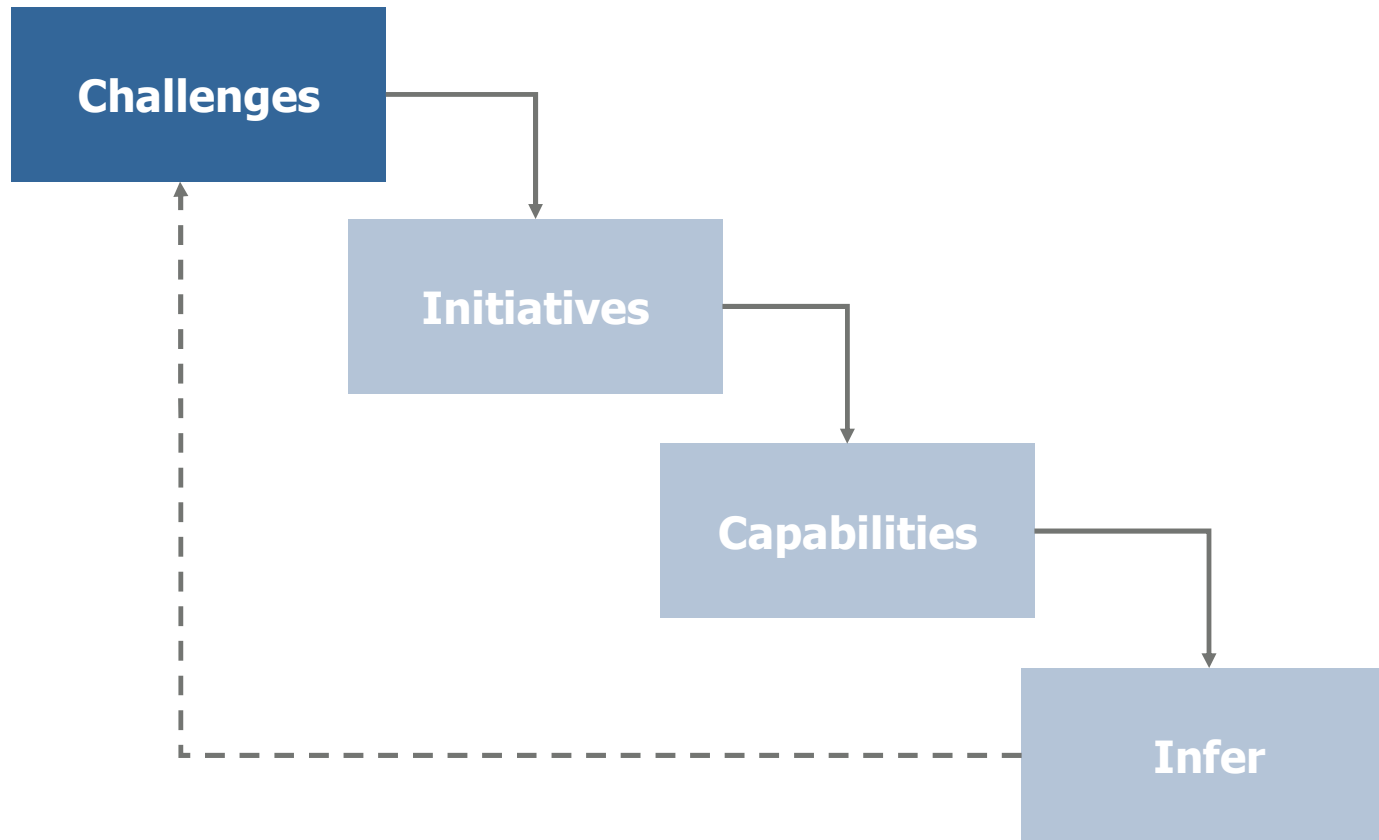
Agenda



A Model for Digital Transformation (CI)²



A Model for Digital Transformation (CI)²



Challenge Identification



What are your
most relevant
challenges?

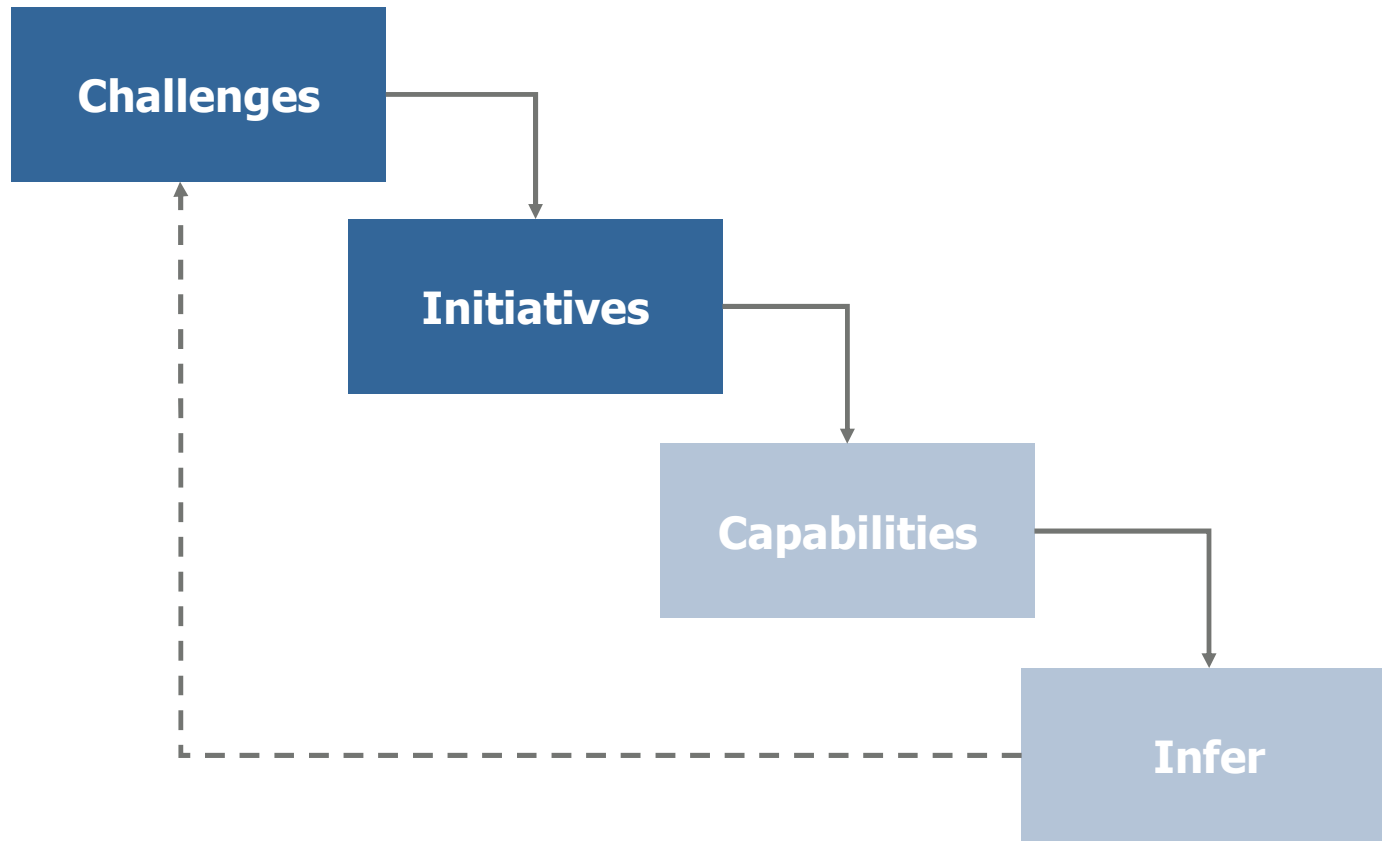
A Real Case; Cars & Carros



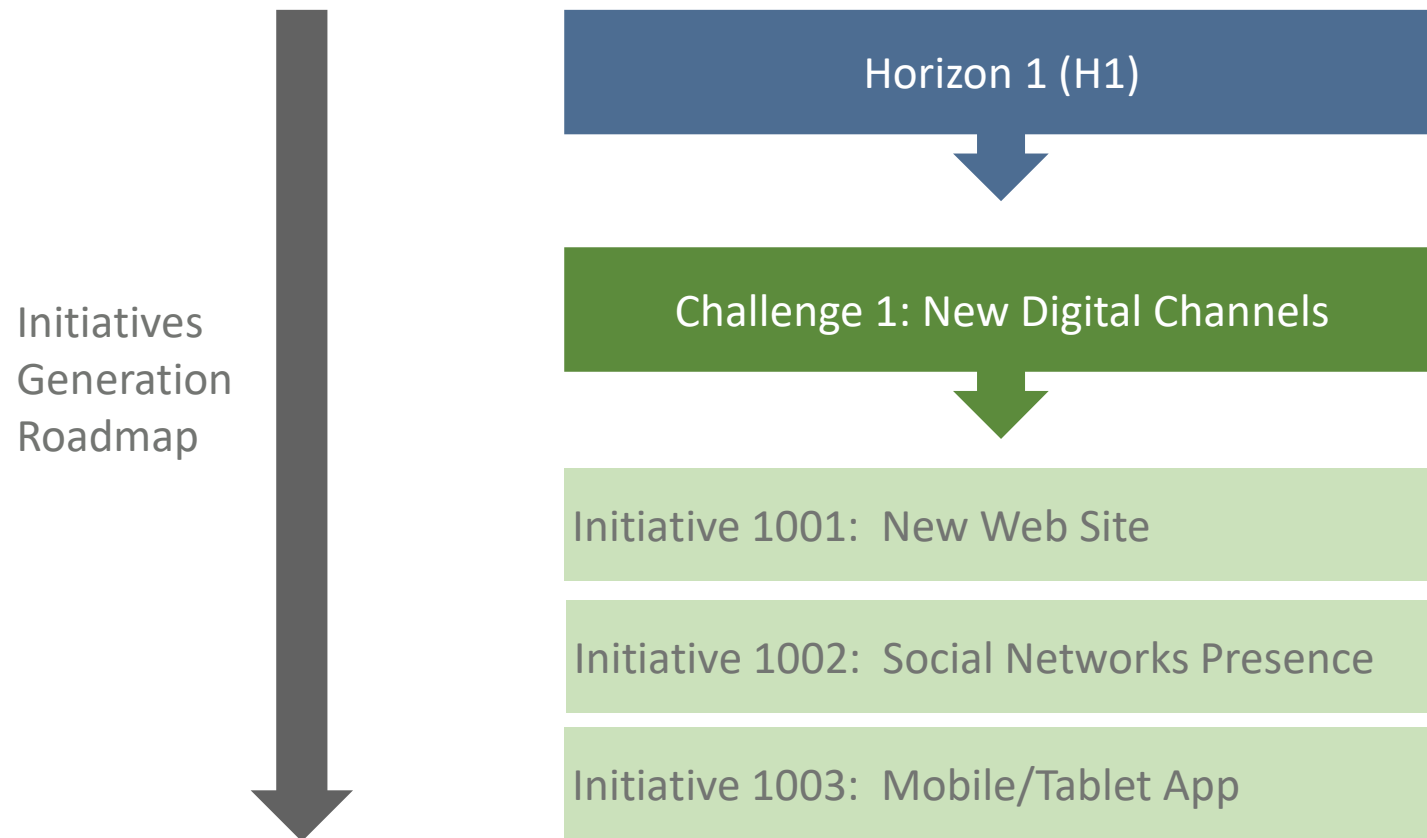
The case of Cars & Carros

Strategic Horizon	Identified Challenges
H1	<ul style="list-style-type: none">• Internal Units Integration• New Digital Channels• Customer Experience Improvement
H2	<ul style="list-style-type: none">• New Services• Market Diversification
H3	<ul style="list-style-type: none">• Multimodal Mobility• Disruption Readiness

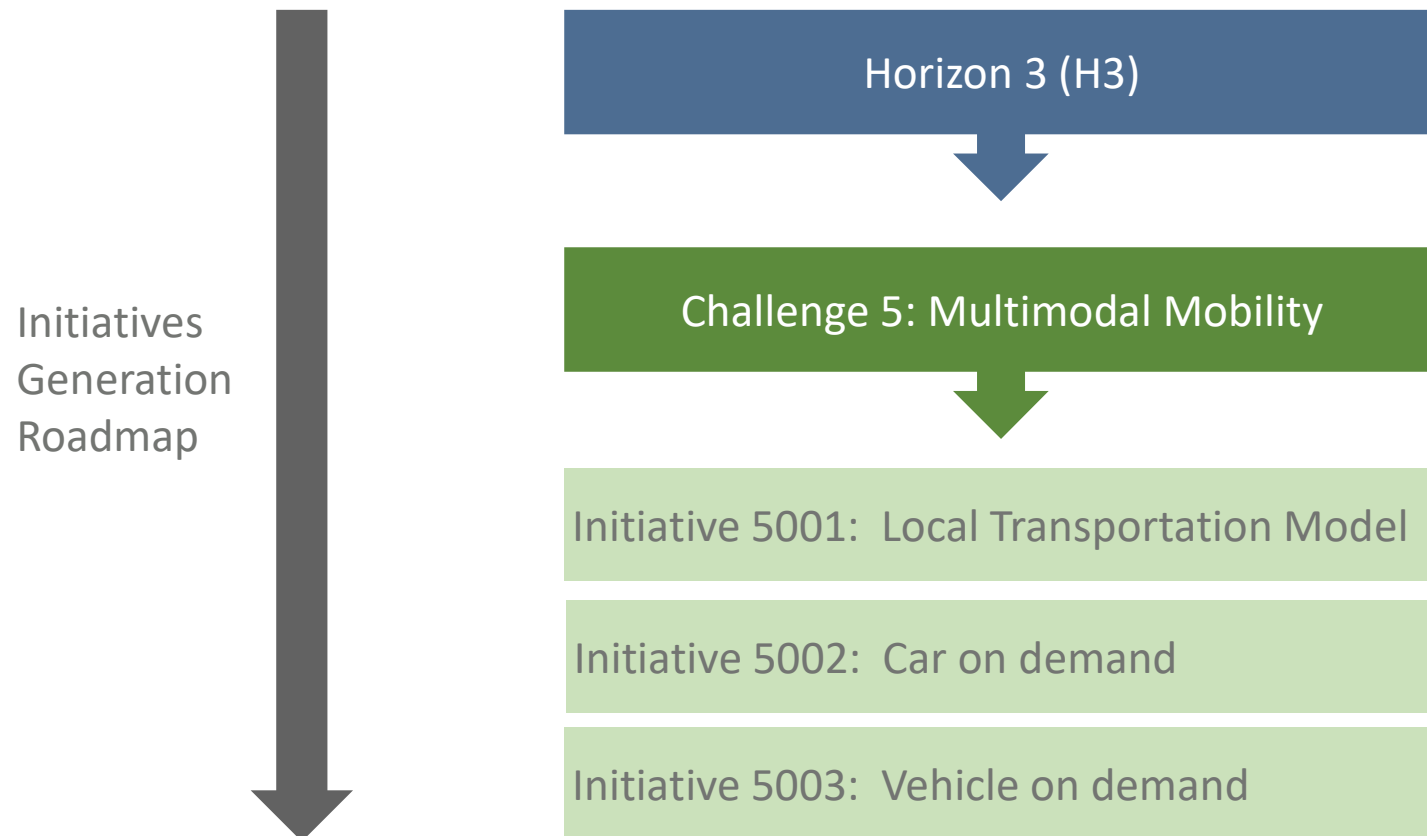
A Model for Digital Transformation (CI)²



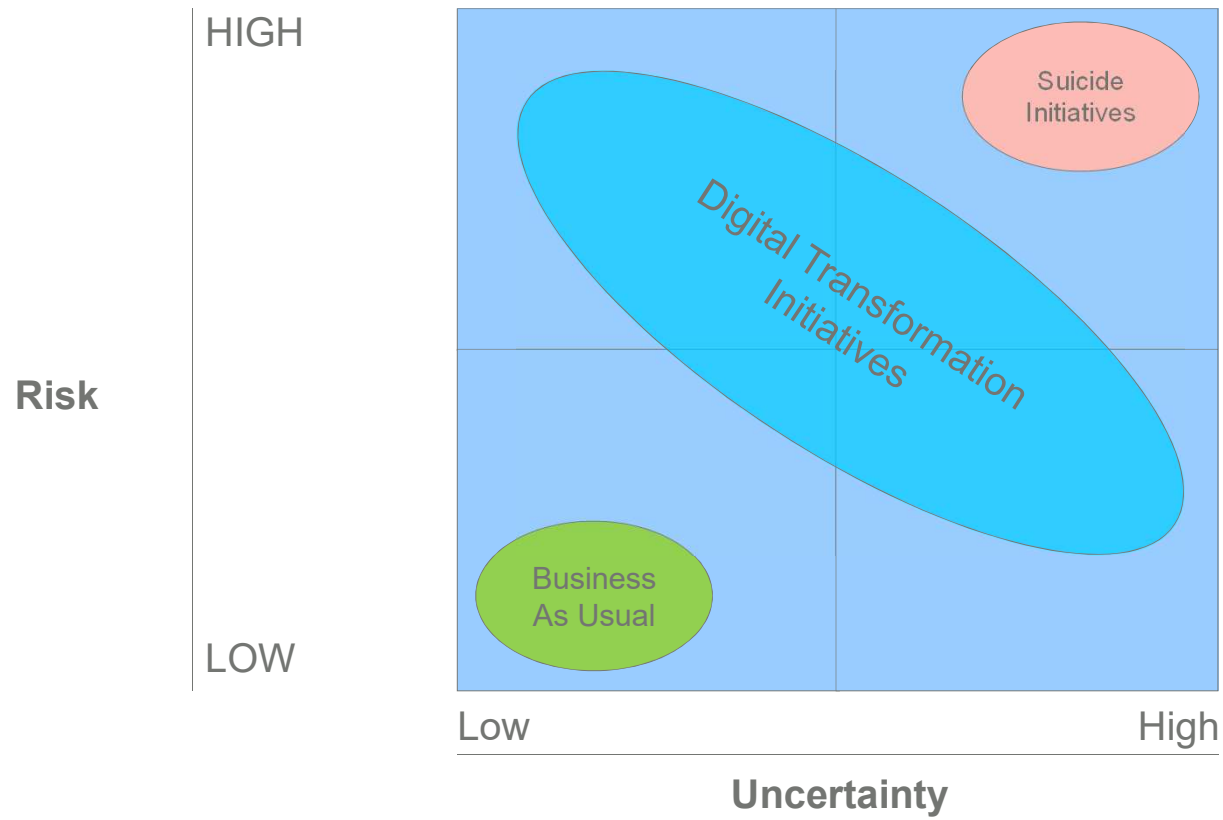
The Case of Cars & Carros



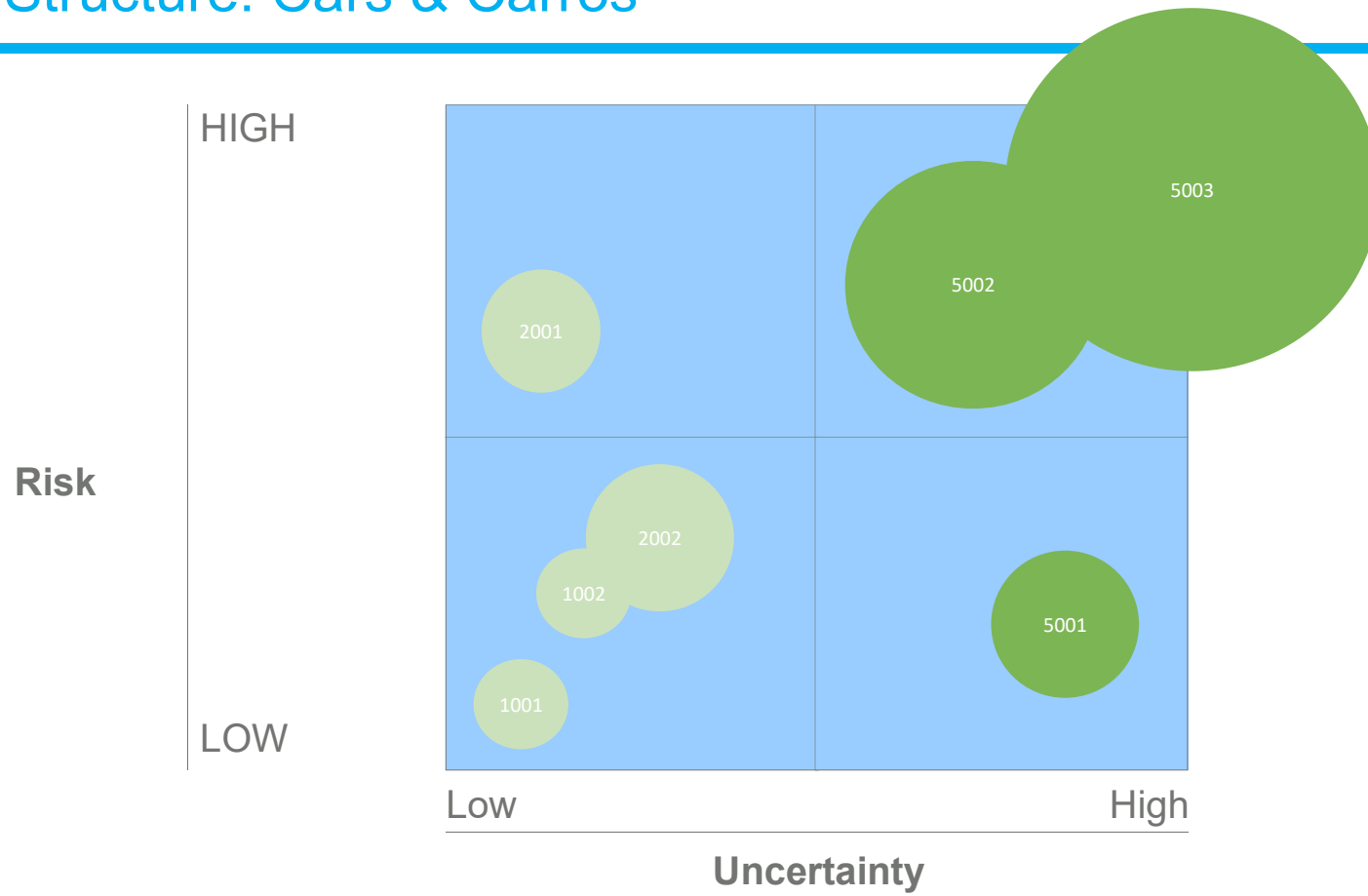
The Case of Cars & Carros



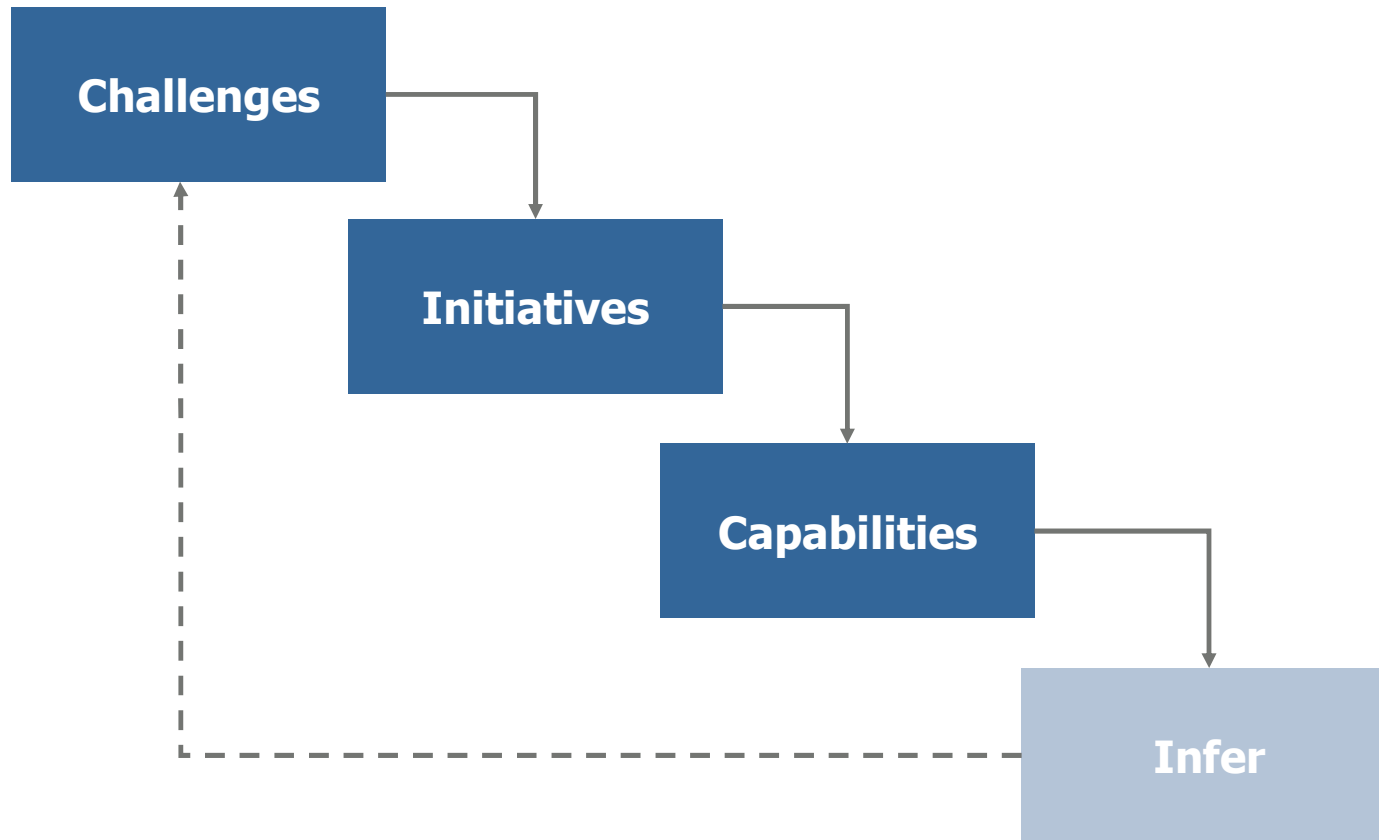
Portfolio Structure: ARU Model



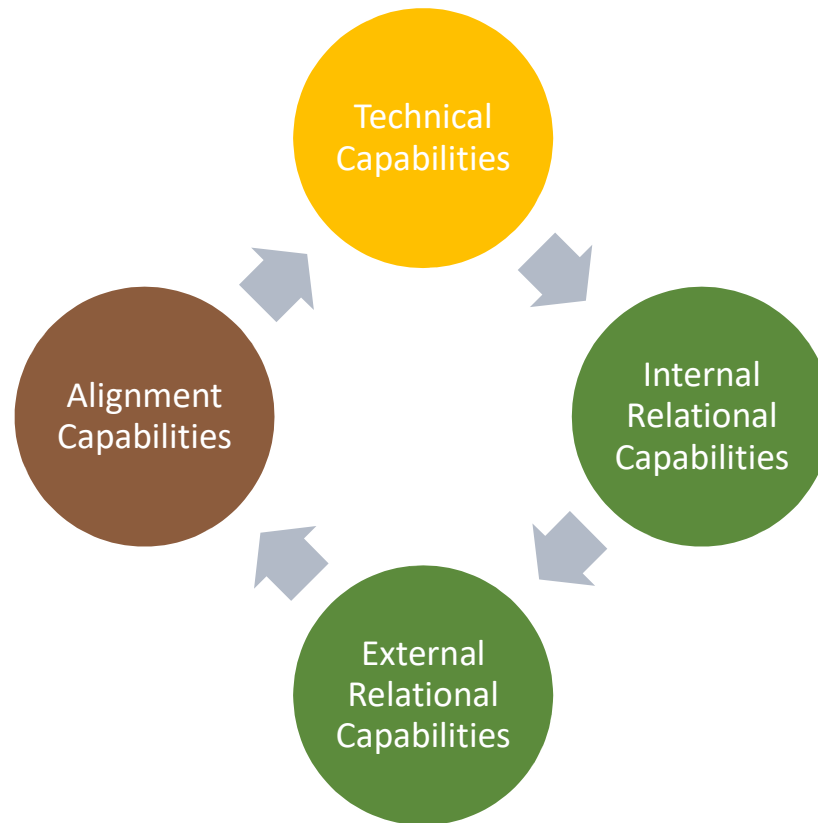
Portfolio Structure: Cars & Carros



A Model for Digital Transformation (CI)²

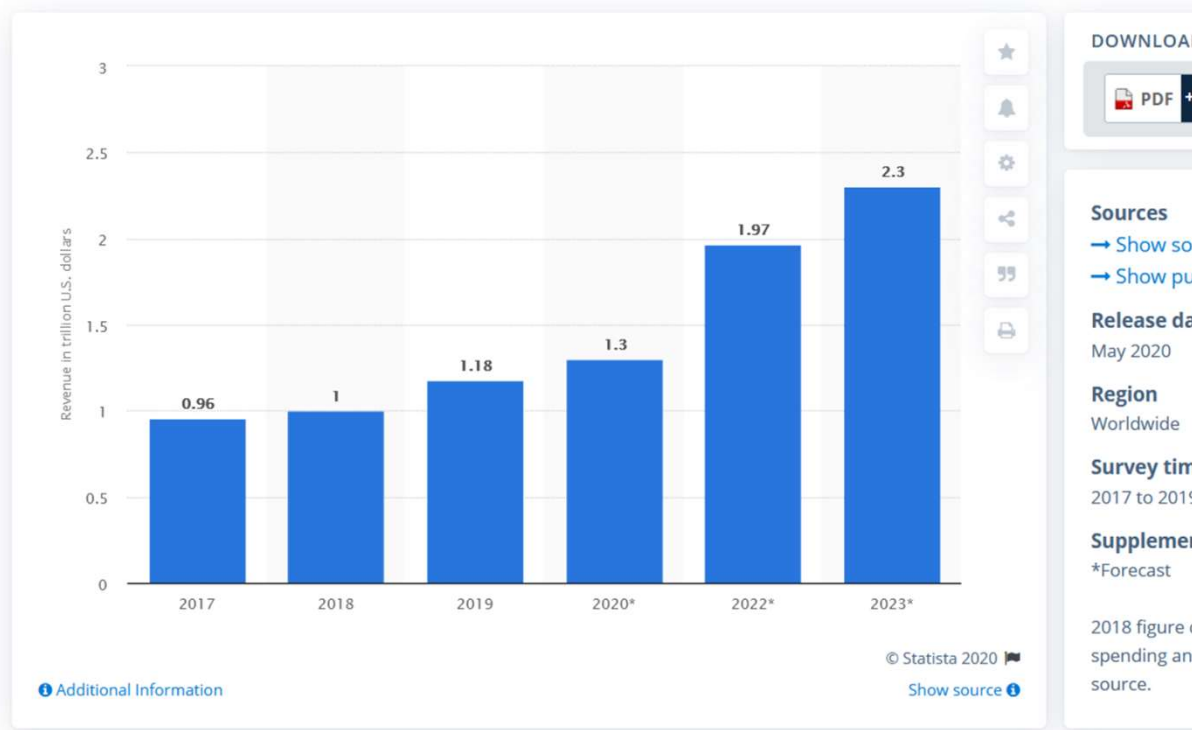


The Emerging view of capabilities

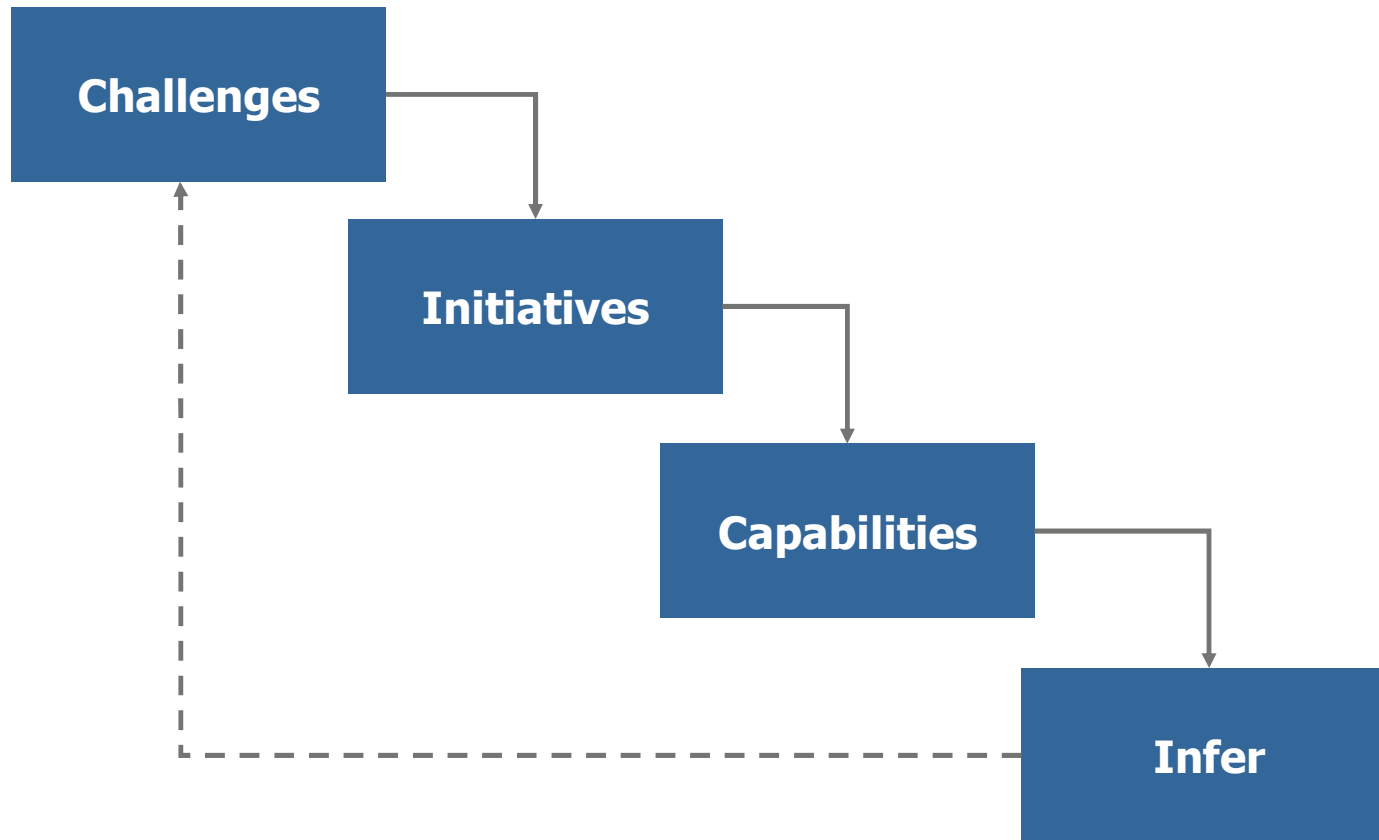


Technical Capabilities

Digital transformation market revenue worldwide from 2017 to 2023
(in trillion U.S. dollars)



A Model for Digital Transformation (CI)²



A Strange Question



How to be a
good swimmer?

Medal driven



Shark driven



How to Infer: The IP Killer

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InnoCentive is the global pioneer in crowdsourced innovation. We help innovative organizations solve their important technology, science, business, AI and data challenges by connecting them with a global network of expert problem solvers.

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Launch a Challenge

Struggling to find innovative breakthroughs? Need fresh external thinking and insights? Have InnoCentive design and launch your Challenge to our network of nearly 500,000 expert Solvers – and the additional millions of people in the gig and freelancer economy that see our challenges – and receive proposed solutions and working prototypes more quickly than you do today.

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Solve a Challenge

If your mind sees solutions everywhere, challenge yourself to change the world. Work to solve important problems for the world's leading organizations...and earn cash rewards and the professional recognition you richly deserve.

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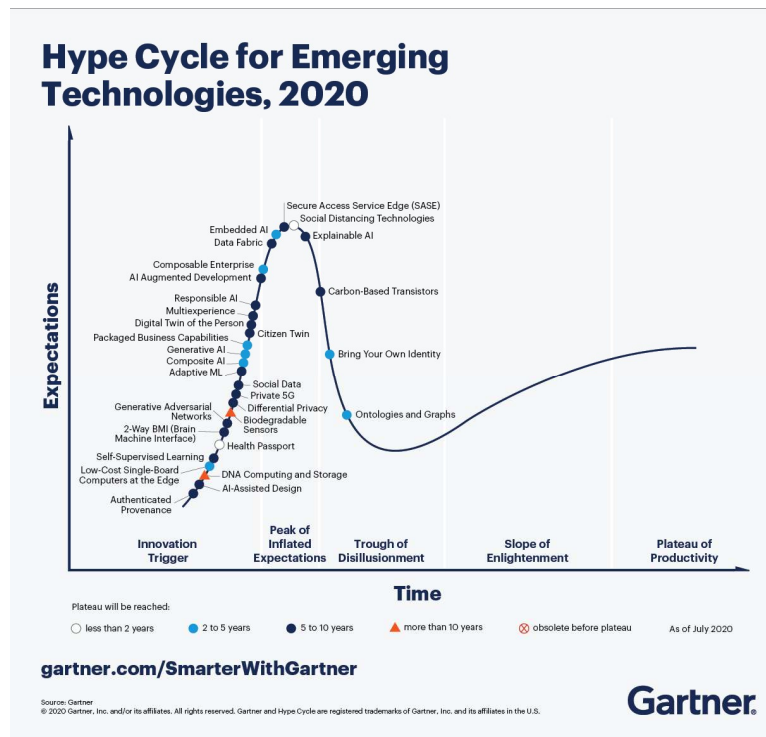
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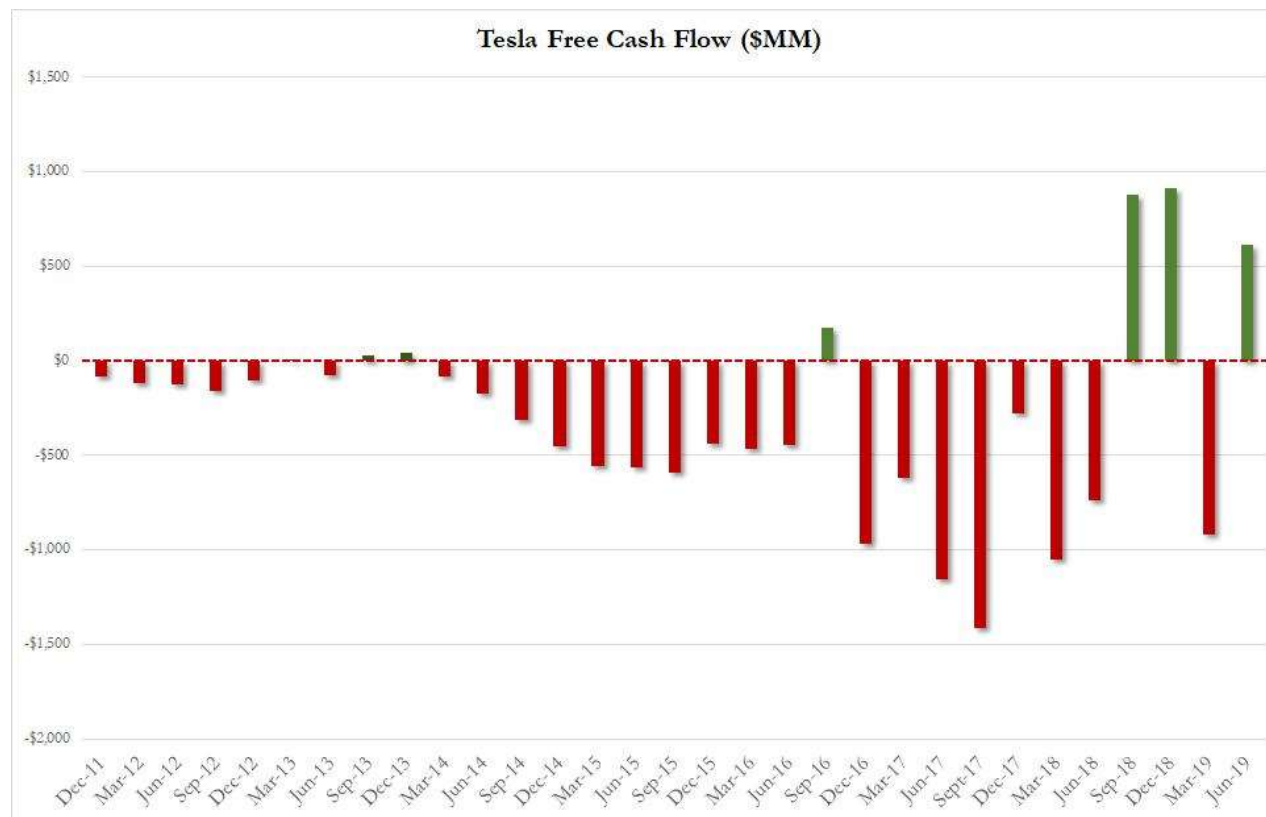
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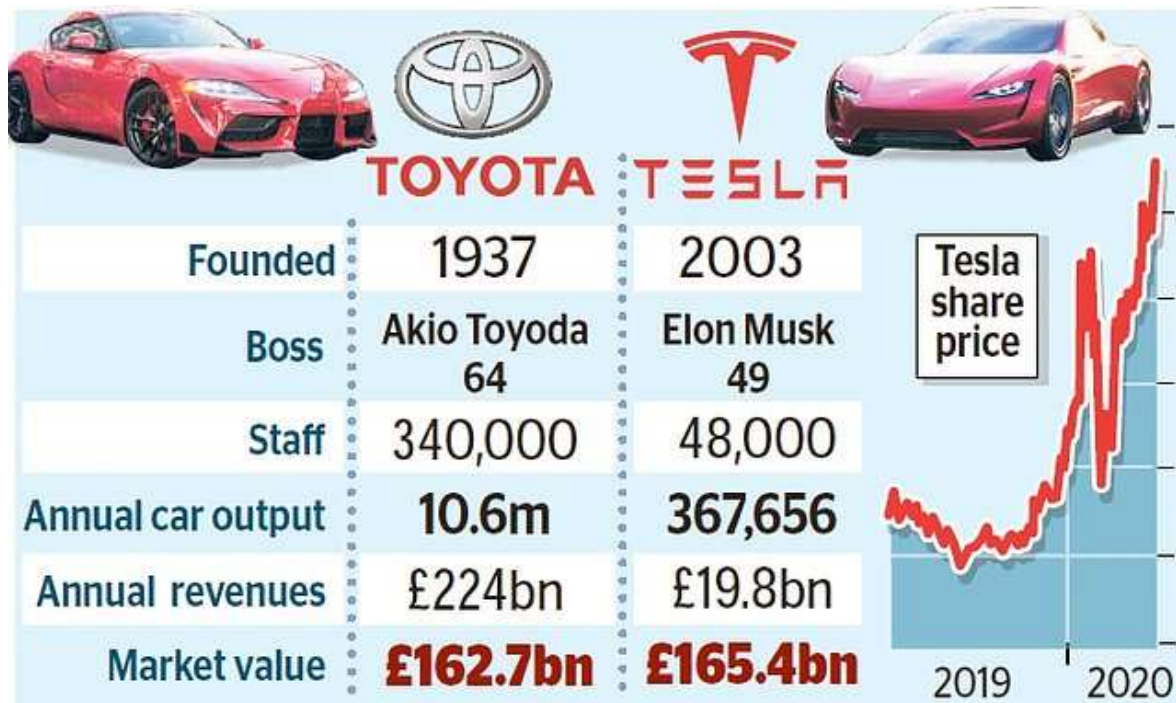
Forecasting Future



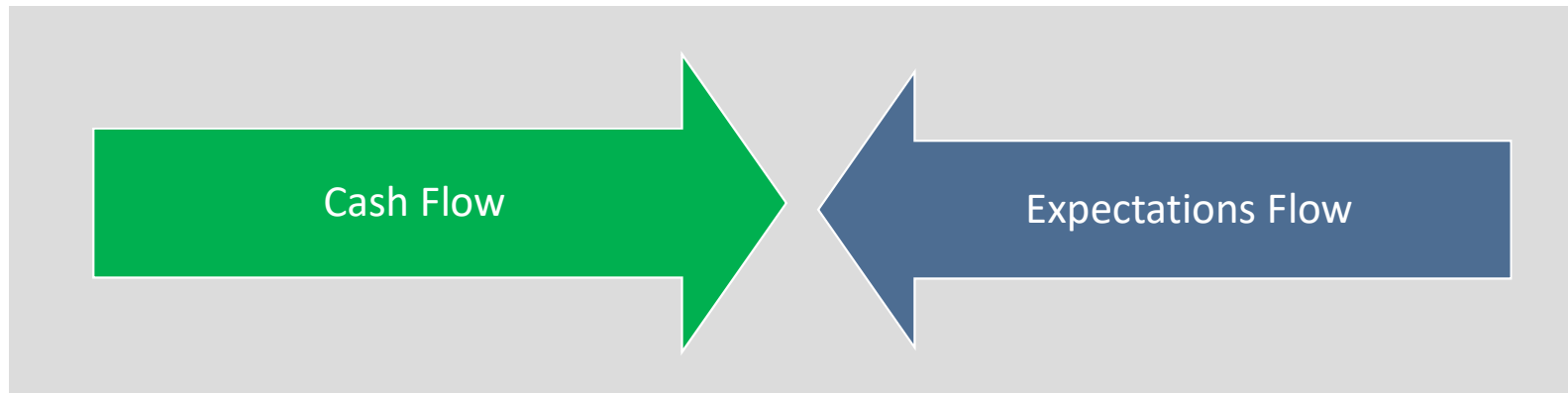
Tesla Cash Flow



Tesla Market Value



An Inconvenient Truth





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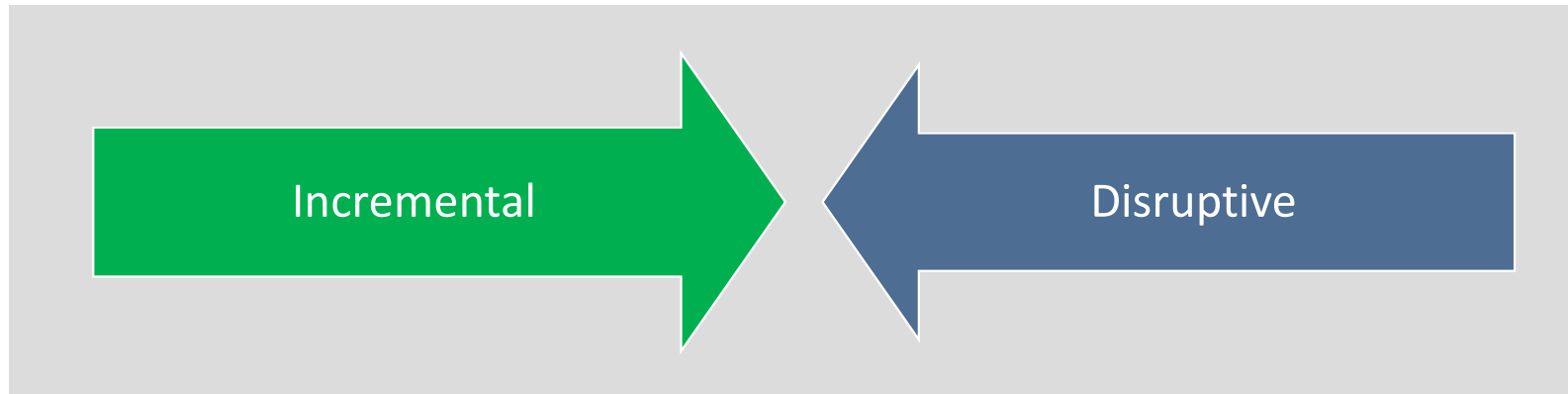
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A preliminary test



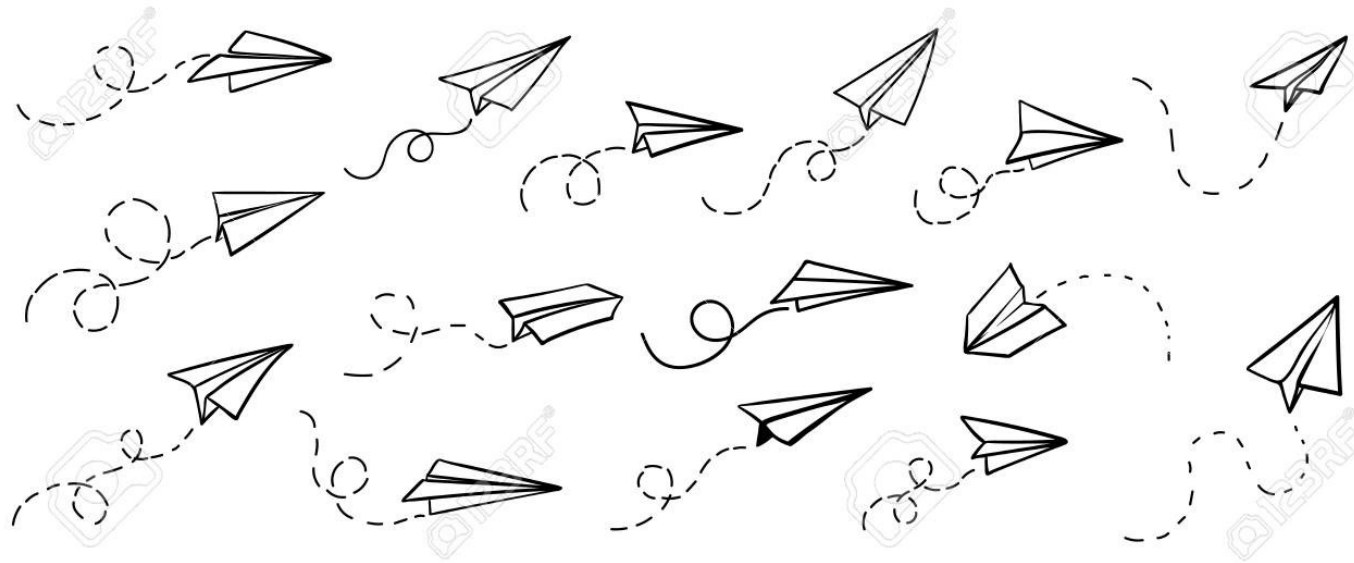
Hybridation: Dimension #1



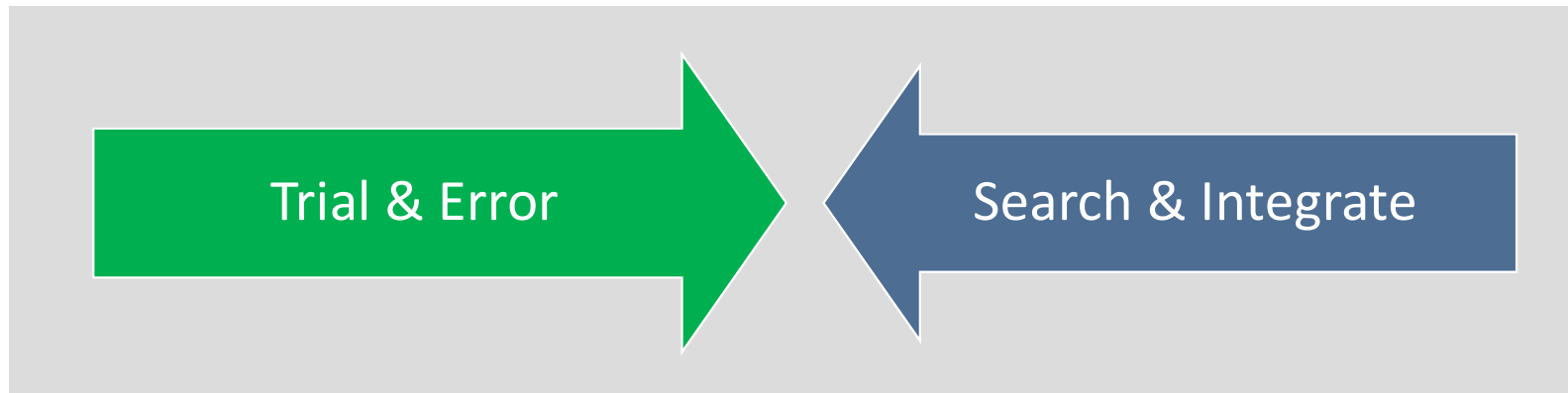
The Relevance of Our Mindset



A second test



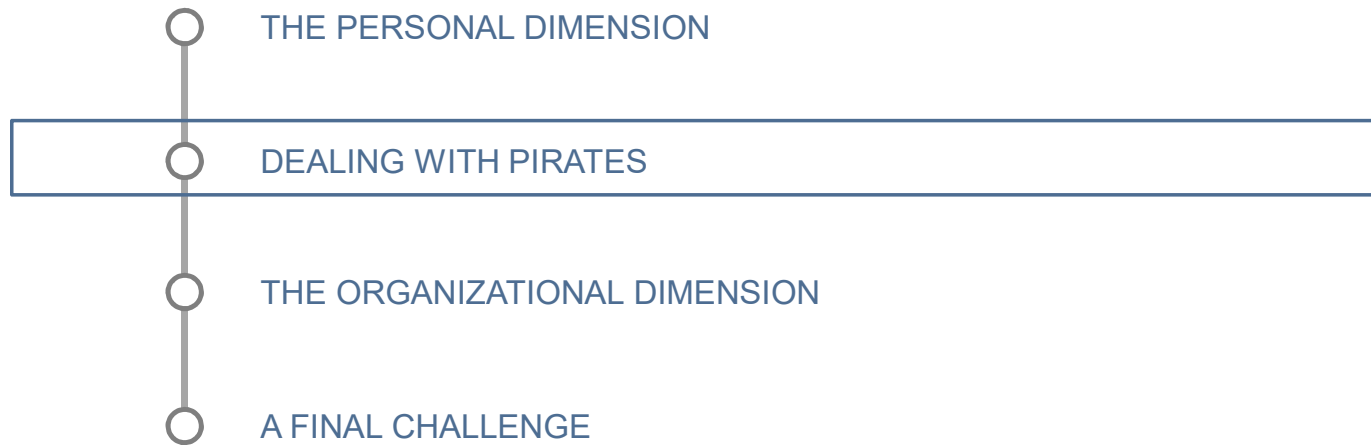
Hybridation: Dimension #2



Where we are? How we evolve?

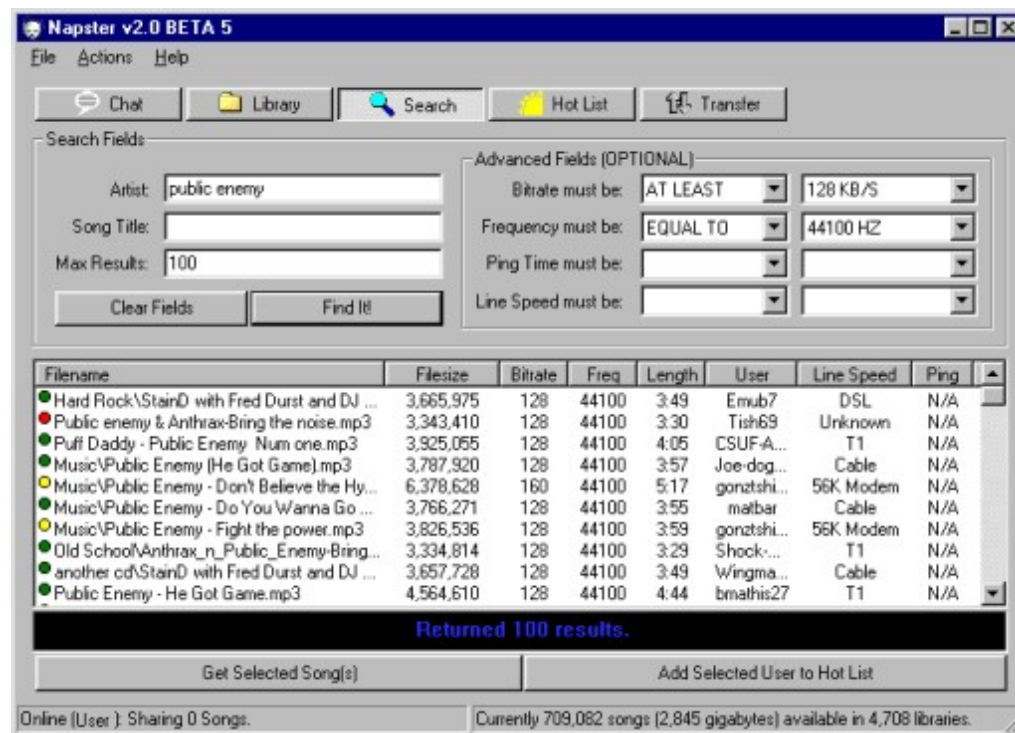


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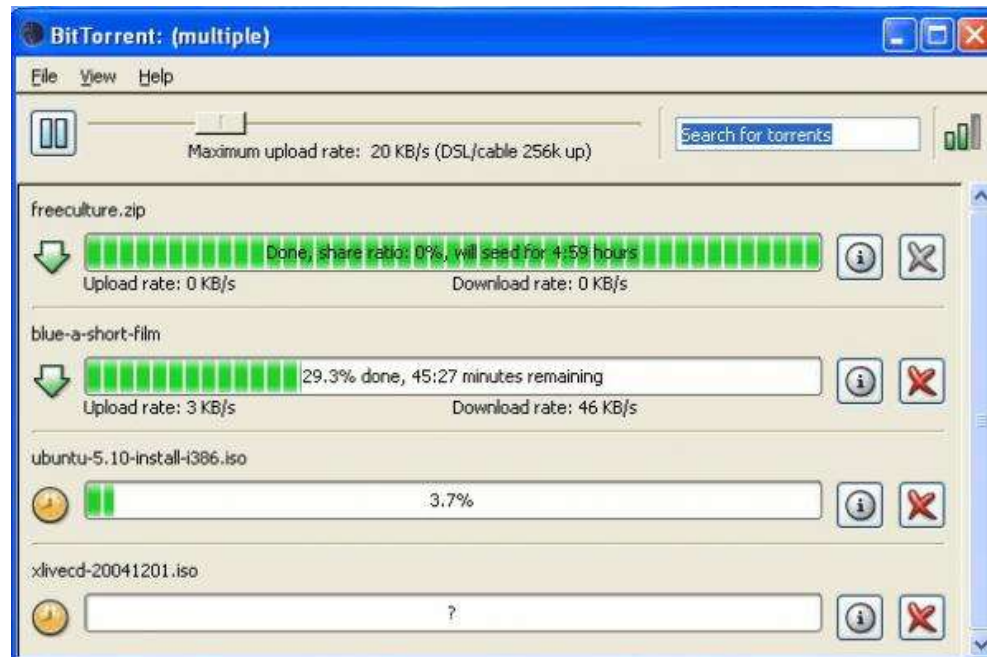
Everything started with the music

- Napster (1999-2001)

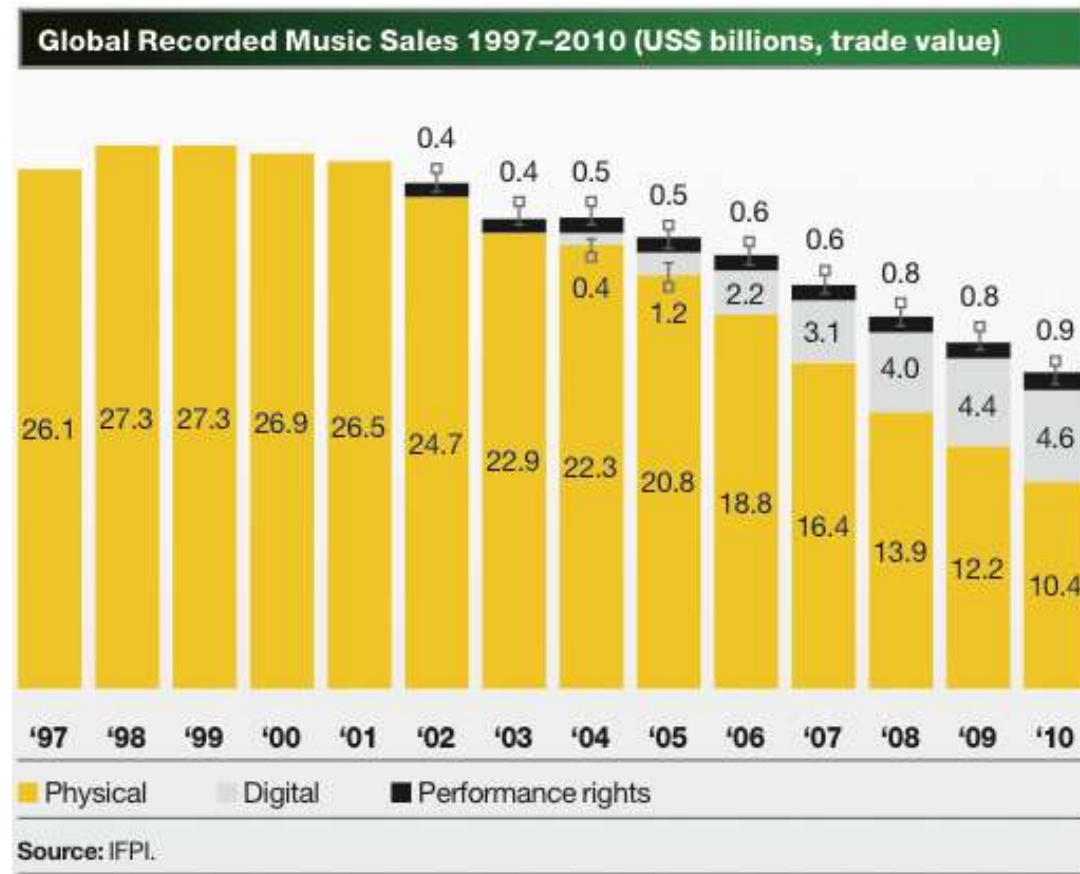


Everything started with the music

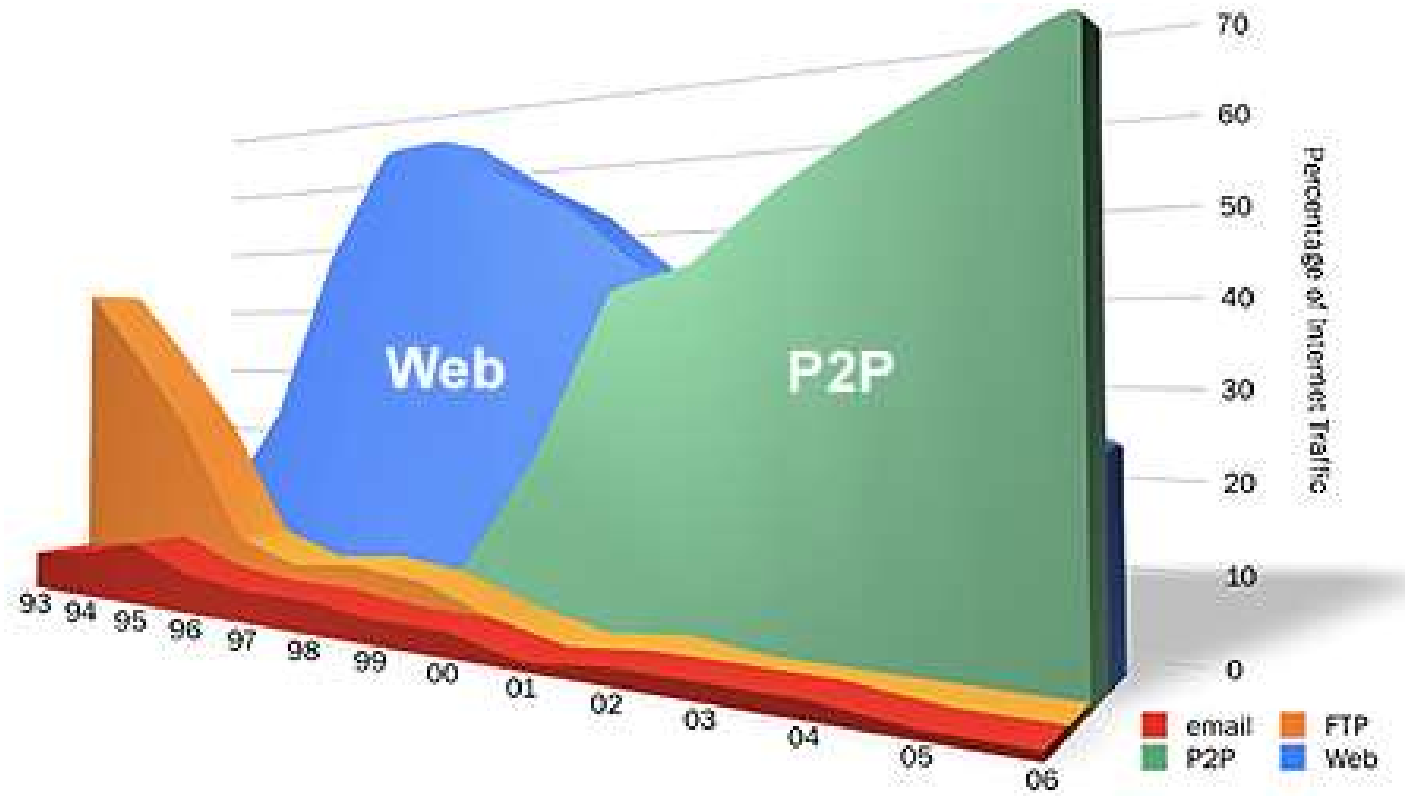
- BitTorrent (2000-?)



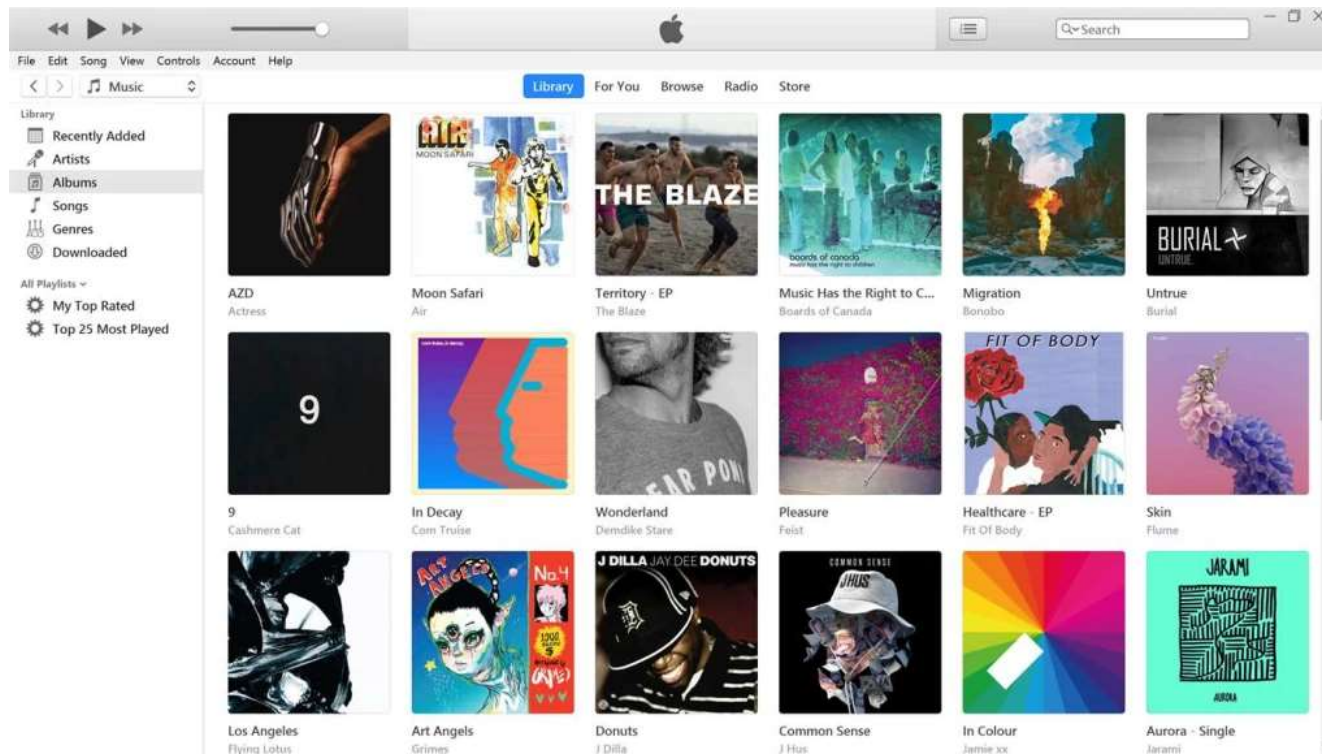
Everything started with the music



Everything started with the music

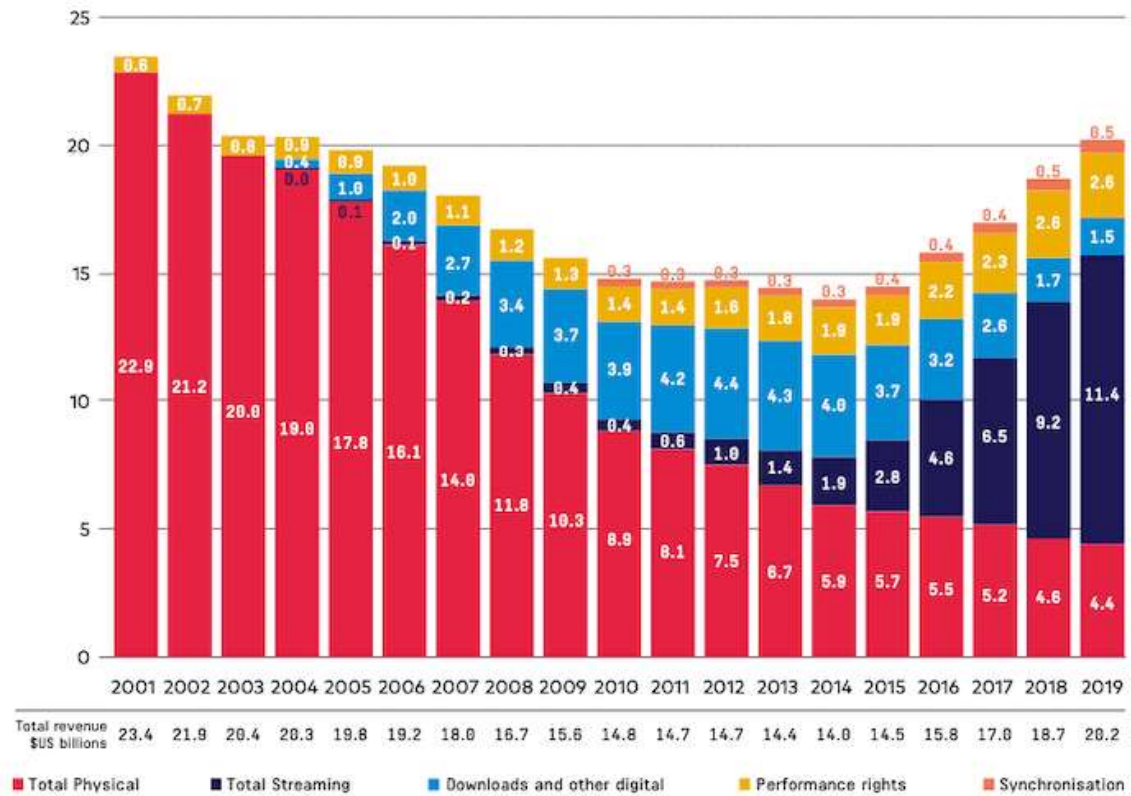


A New Entrant



The final shift

Global Recorded Music Industry Revenues 2001-2019 (US\$ Billions)



What could be learned from music?



A Kind Reminder: The IP Killer

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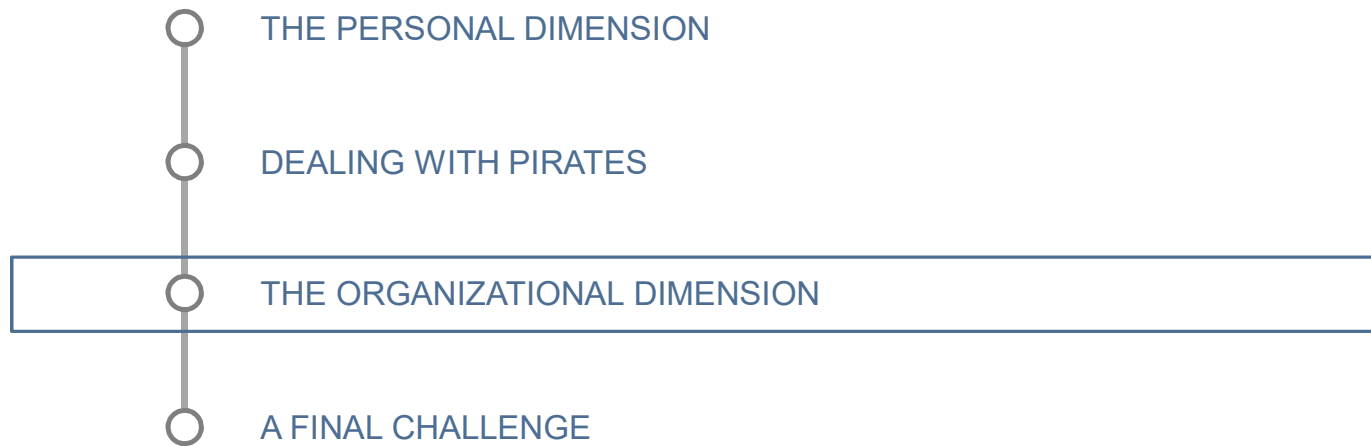
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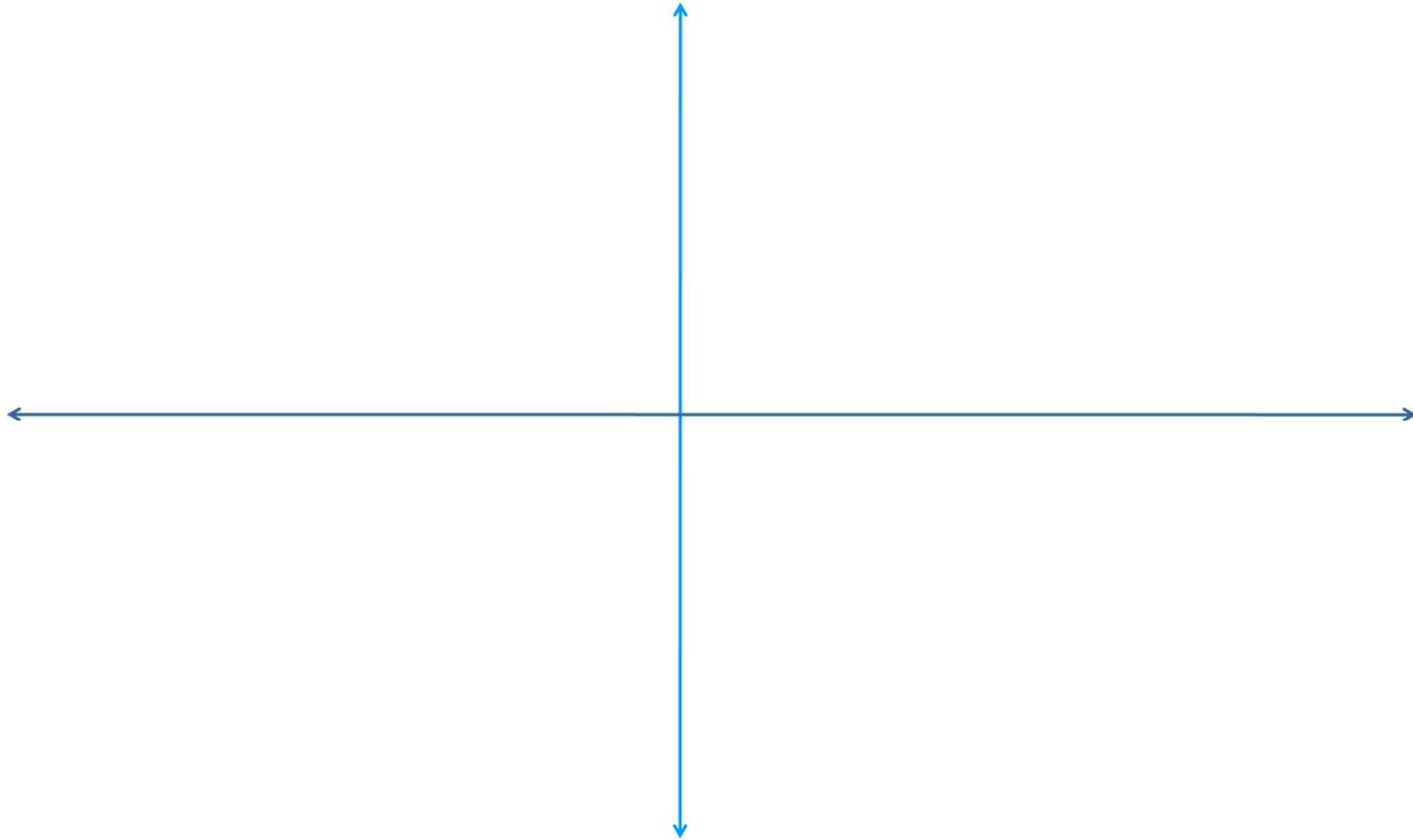
Agenda



The relevance of the context

Digital Transformation
for ...?

Digital Transformation for EUIPO



Agenda

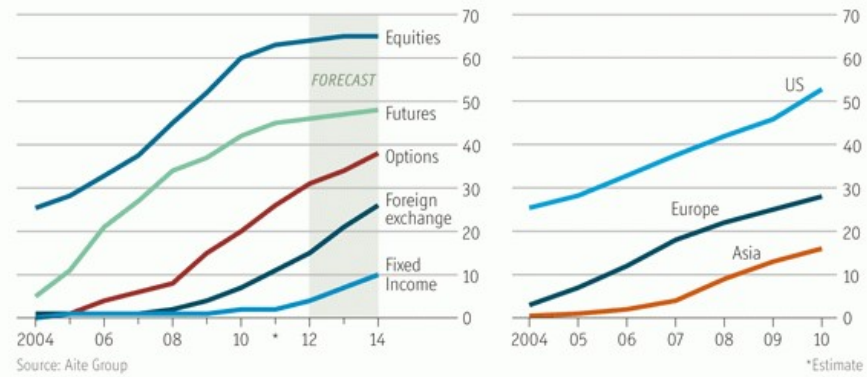
- THE PERSONAL DIMENSION
- DEALING WITH PIRATES
- THE ORGANIZATIONAL DIMENSION
- A FINAL CHALLENGE

The automation dimension



Rise of the machines

Algorithmic trading, % of total trading



The Real EUIPO Challenge

