

# Digital Future

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**Most Valuable Companies in the Fortune 500**

MARKET VALUE RANK	COMPANY	INDUSTRY	MARKET VALUE (\$BL)
1	Apple	Computers, Office Equipment	534
2	Alphabet	Internet Services and Retailing	507
3	Microsoft	Computer Software	413
4	Exxon Mobil	Petroleum Refining	326
5	Facebook	Internet Services and Retailing	321
6	Berkshire Hathaway	Insurance: Property and Casualty (Stock)	312
7	Johnson & Johnson	Pharmaceuticals	288
8	General Electric	Diversified Financials	271
9	Amazon.com	Internet Services and Retailing	250
10	Wells Fargo	Commercial Banks	242

Source: S&P Capital IQ

FORTUNE

## World's Largest Companies by Market Cap

Accurate as of July 29, 2016 (10:50am ET)

**Apple** \$567.75 billion

**Alphabet** \$546.49 billion

**Microsoft** \$445.14 billion

**Amazon** \$366.95 billion

**Facebook** \$364.26 billion

Slate  
Source: Google Finance





**Tech rules the world. Software eats it.**

## The greatest disruption ever

This time is different:

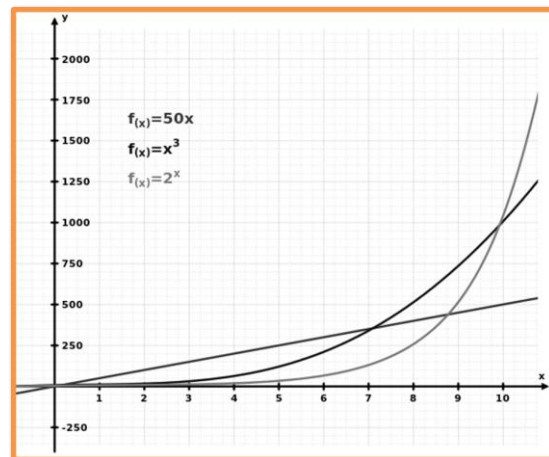
- Exponential
- Polarising
- Combinatorial

### Navigating the next industrial revolution

Revolution	Year	Information
	1 1784	Steam, water, mechanical production equipment
	2 1870	Division of labour, electricity, mass production
	3 1969	Electronics, IT, automated production
	4 ?	Cyber-physical systems

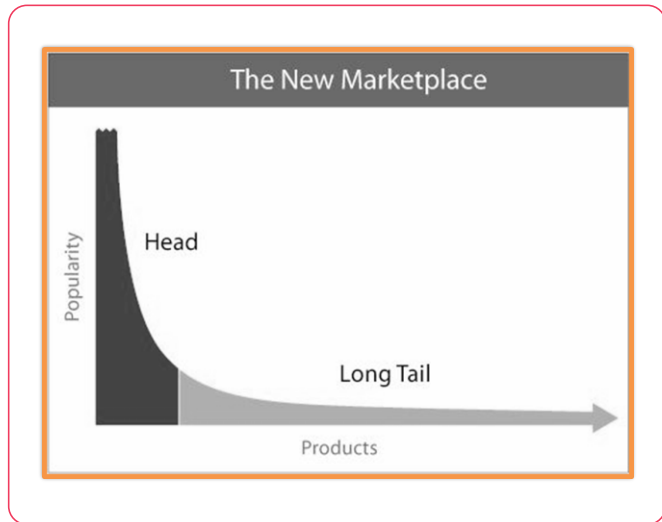
## Exponential

Deceptive at first.



# Polarising

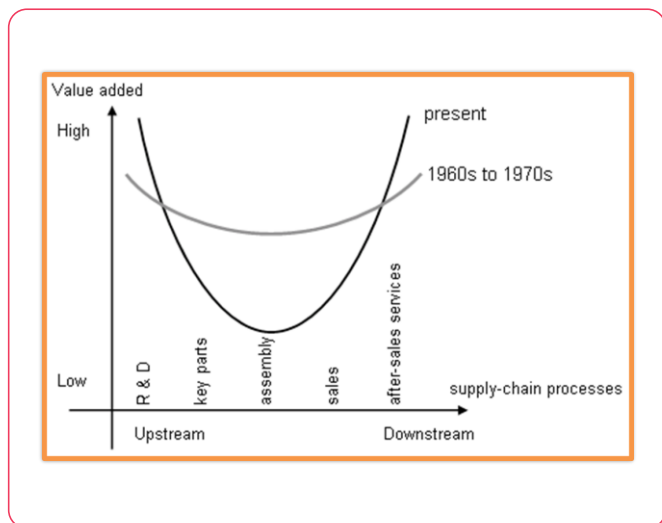
Winner takes all.



# Combinatorial

There are TWO sweet spots:

- Digital marketplaces
- Enabling technologies



## 12 Gutenberg moments at once

1. AI, big data
2. Robotics, automation
3. Biotech, bioinformatics, synthetic biology
4. Energy, smart cities and smart houses
5. 3D printing, nanotech
6. Networks, sensors
7. Digital medicine
8. Fintech, regtech, edtech
9. VR and AR
10. Genetics
11. Transport and drones
12. Blockchain





**Nordea: Building efficiency with new core banking platform.**



**Schibsted: Cannibalization as a survival tool, through finn.no and SCM.**



**NRK: New production and distribution for democracy.**



## **Social effects of digitalization**

1. Polarisation
2. Algorithmisation
3. Globalisation

**John Seely  
Brown**

Halftime of a skill is  
down to 5 years.



**Borregård: Lifelong learning in practice,  
now, for all.**

## DOL gap

The growing skills gap!



## Economist & Lifelong Learning

When education fails to keep pace with technology, the result is inequality.







## Hedgehog and the fox:

Hedgehog knows one big thing.  
Fox knows many small.  
BE A BIT OF BOTH!



## Some reading ideas



Thank you, and good luck!

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- Just fun: @silvijaseres



@silvijaseres