

Fremtidens Inkubator

(Fra Silo til Platform)

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A few words about me

IT studies: BSc and MSc in Informatics, University of Oslo

Academic research: PhD in Maths, Oxford University, Fellow Magdalen College

Teaching: Prof in Saudi Arabia, Advisor in China

Software Development: DEC SRC in Silicon Valley, Alta Vista

Business studies: MBA at INSEAD

Management: Fast Search 6 Transfer, Microsoft

Business Development: Boards and investments GeoKnowledge, Camo, Sonitor

Board Work: Nordea, Statkraft, Norsk Tipping, Aschehoug, Norman, Telenor

Research and society: NFR, Sintef, Teknologirådet, Polyteknisk Forening



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The Road To Success

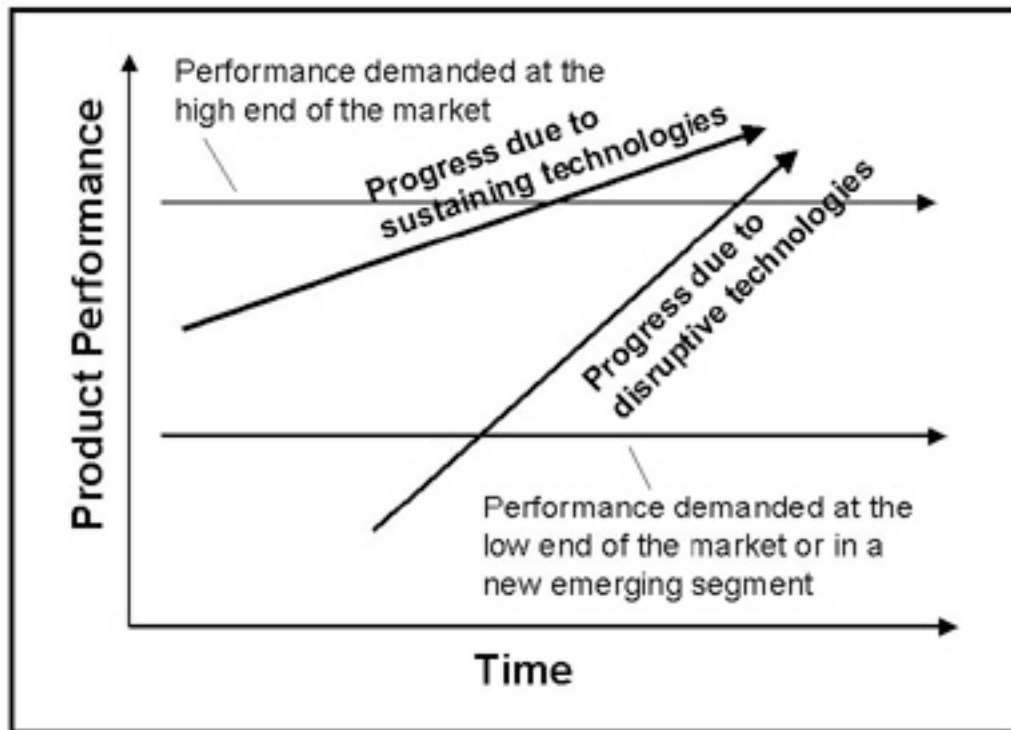


what people think
it looks like



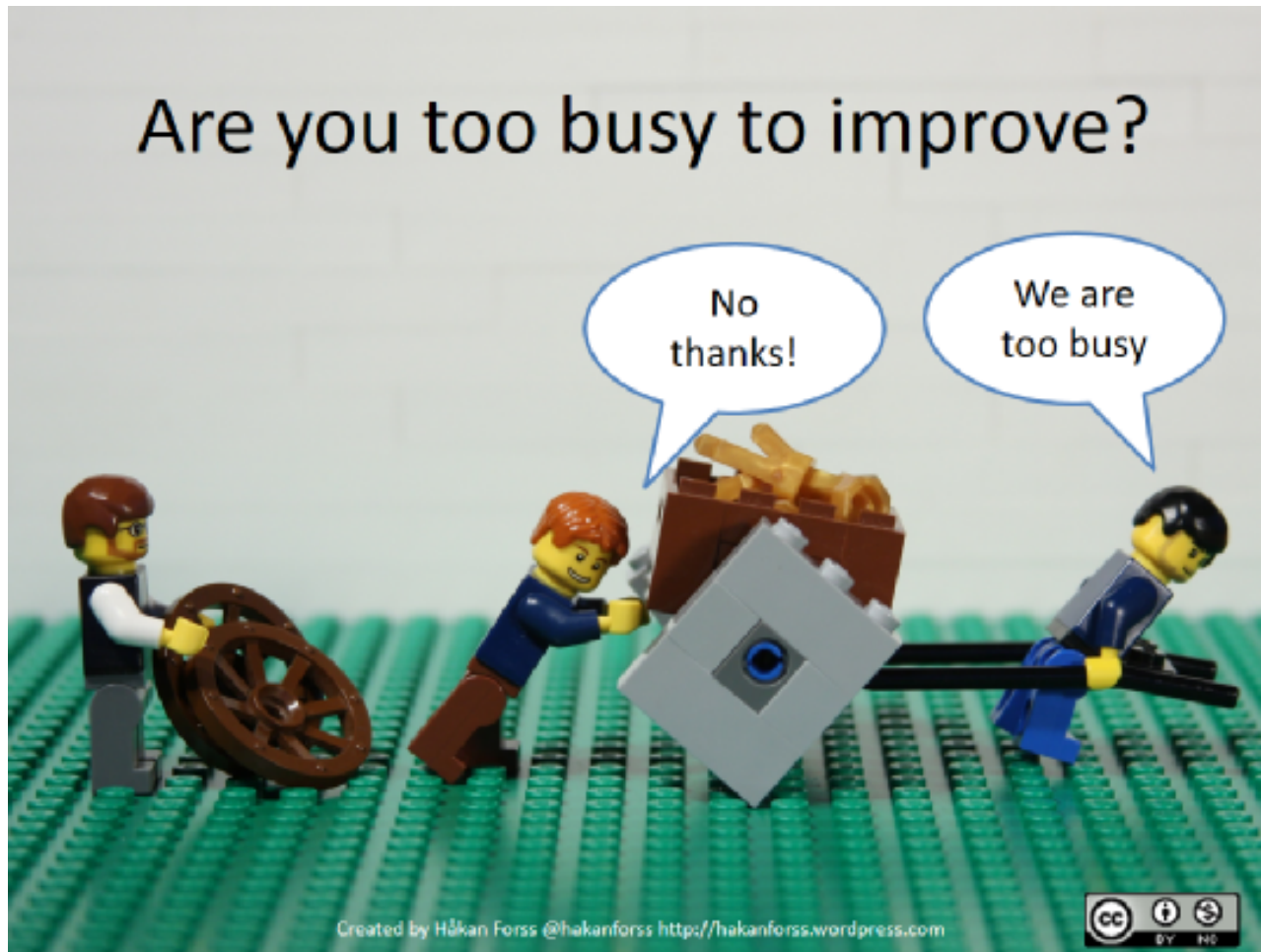
what it really
looks like

Innovator's dilemma



The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail: successful companies can put too much emphasis on customers' current needs, and fail to adopt new technology or business models that will meet customers' unstated or future needs

Innovator REAL dilemma



Lessons learned

1. Oxford: Variety of extreme talents
2. INSEAD: Variety of powerful motivations
3. DEC SRC: Uncompromising recruitment and freedom
4. FAST: Power of clear vision and good execution
5. Microsoft: Structured processes and systems
6. SINTEF: Combinatorial experience and sufficient funds
7. Simula: World class goals
8. FORNY: Inspiring competition and market nudge
9. StartupLab: Relevant entrepreneurship
10. Statkraft, Norsk Tipping and Nordea: The new normal
11. Teknologirådet: Technology and democracy
12. Several VC groups: Exit run or healthy money

What incubators need more of

1. Smart money
2. Slow vision and fast operation
3. Corporate contacts and projects
4. Public contacts and projects
5. International contacts and projects
6. Shared organizational platforms and services
7. Talent sourcing channels
8. Independence and new profiles
9. Courage and sense of urgency
10. Execution, execution, execution

Bloomberg's Example



Bloomberg Philanthropies Mayors Challenge 2014:
155 applying cities come from 28 countries and
represent over 71 million Europeans

63% involve technology

20% involve co-design

16% involve volunteers

15% involve open / big data

14% involve open innovation

12% involve gamification

Moore and friends

Moore's Law: the number of transistors that can be placed on an integrated circuit chip is doubling every two years

"The greatest shortcoming of the human race is our inability to **understand the exponential function**"

E.g. pixels per dollar in digital cameras

But also mobiles, tablets, nanocomputers, wearables, drones, cars, ...

Our cultural systems rapidly incorporate computer technology into our thinking, philosophy and psychology

Gartner Top 10 Strategic Technology Trends

For 2013

1. Personal Cloud
2. Hybrid IT & Cloud Computing
3. Mobile Devices Battles
4. Mobile Applications & HTML5
5. Enterprise App Stores
6. Internet of Things
7. Strategic Big Data
8. Actionable Analytics
9. Mainstream In-Memory Computing
10. Integrated Ecosystems

For 2014

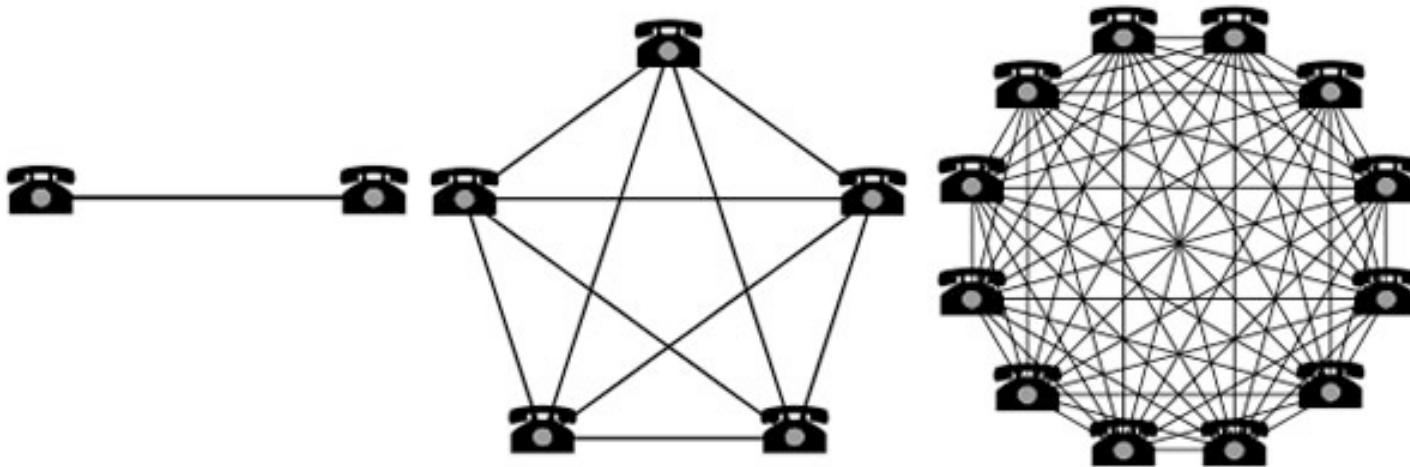
1. Personal Cloud
2. Hybrid cloud & IT as service broker
3. Cloud/client app architecture
4. Web-scale IT
5. Enterprise mobile platforms
6. Mobile apps and eco systems
7. The Internet of everything
8. Smart machines
9. Software-defined everything
10. 3D Printing

Four geek laws worth keeping in mind

1. Amara's Law: "We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run"
2. Brooks' Law: "Adding manpower to a late software project makes it later"
3. Thackara's Laws: "If you put smart technology into a pointless product, the result will be a stupid product"
4. Reed's Law: "The Value of a Network Increases Dramatically When People Form Subgroups for Collaborations and Sharing"

Metcalfe vs Reed, 1/2

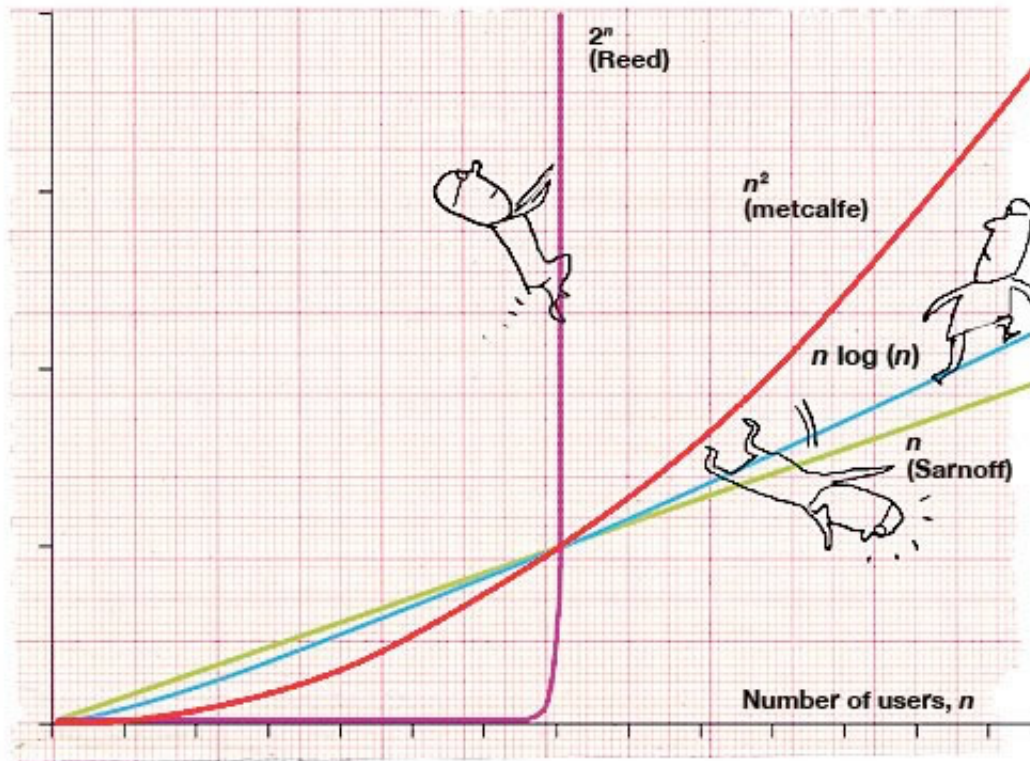
"Metcalfe's Law" or network effect: The value of a network is proportional to n^2 , where n is the number of users (1993)



Metcalfe vs Reed, 2/2

Reed, 2001: three different types of networks:

1. one-to-many (broadcast network or Sarnoff network, like TV and radio networks)
2. one-to-one (transactional network or Metcalfe network, such as emails and instant messaging)
3. group-forming network (GFN or many-to-many)



Metcalfe's law understates the value of the third type of network. GFNs actually increases exponentially with the number of possible sub-groups. The value of this network is roughly $2n$, where n is the number of participants.

The 10 DOs

1. Do not compromise on people.

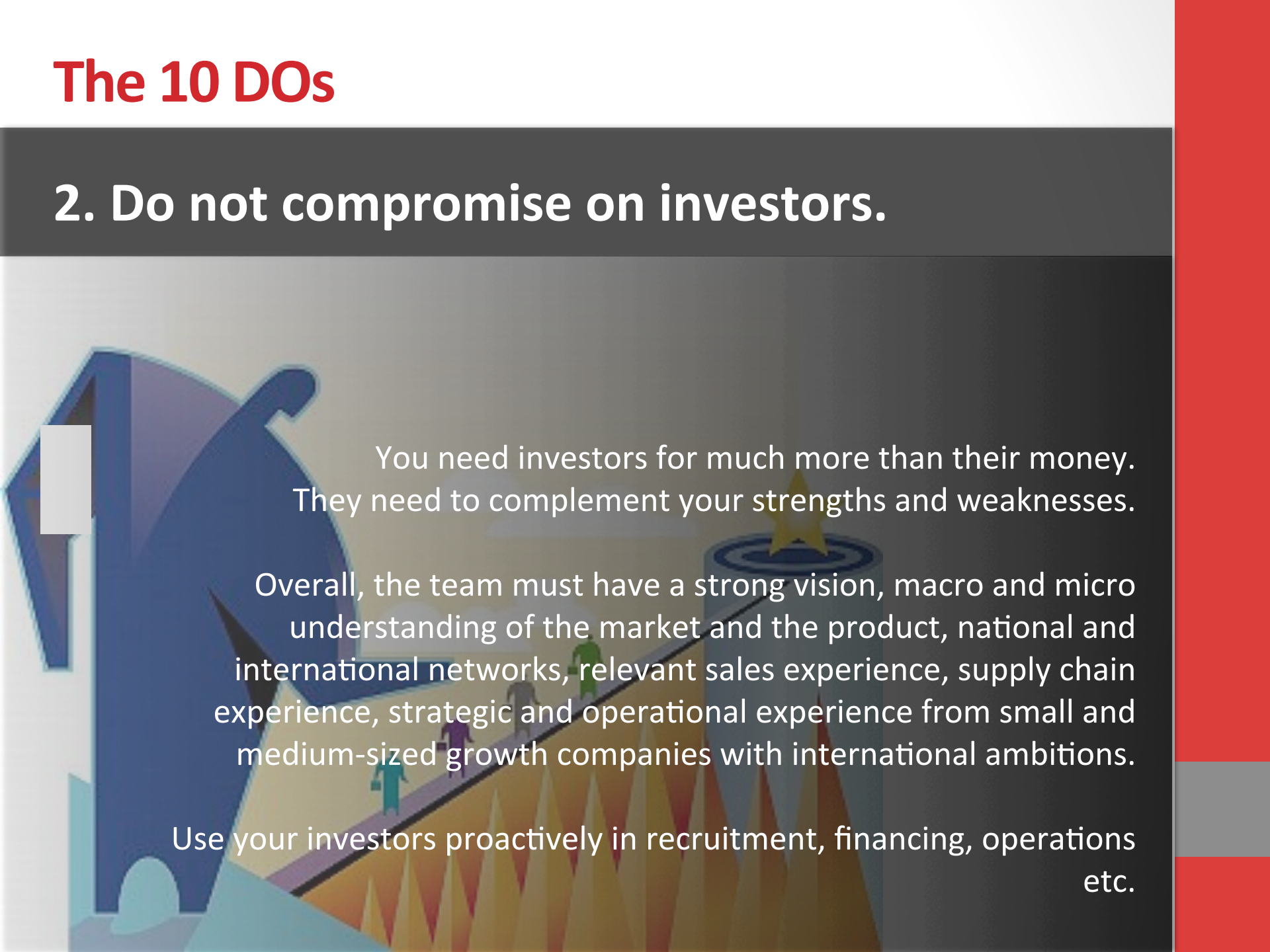


Talented people have a strong gravitational field.
They attract talent and other resources.

To compete on a global basis you need the best talent.
Invest in people and share the benefits of ownership.
Grow both effective teamwork and strong individualists.
Accept eccentrics but not negativism.

The 10 DOs

2. Do not compromise on investors.



You need investors for much more than their money.
They need to complement your strengths and weaknesses.

Overall, the team must have a strong vision, macro and micro understanding of the market and the product, national and international networks, relevant sales experience, supply chain experience, strategic and operational experience from small and medium-sized growth companies with international ambitions.

Use your investors proactively in recruitment, financing, operations etc.

The 10 DOs

3. Think big from the start.

An abstract graphic featuring a magnifying glass with a red handle and a blue frame. The lens is focused on a blue circular area. The background is a mix of green, blue, and orange, with binary code (0s and 1s) and a globe-like pattern. The text is overlaid on the right side of the image.


Do not limit yourself geographically just because it seems safer.
Use rigorous strategic focus,
and be realistic about your unique capabilities.

Think of the company as a world leader in its niche,
even when it is small; it is the only way to become global eventually.

Accept challenges; the impossible has the highest value,
everyone can get the easy stuff.
Accept risk and make room for it.

The 10 DOs


4. Dare to be poor in the beginning.



It makes you to see and solve problems in new ways.
It provides less room for activities and forces you to prioritize.
You must find business models that work,
based on aggressive sales growth and strict cost control.
Do not become a slave of public funding.

The 10 DOs

5. Communicate vision.



Communicate a large and clear vision. Create enthusiasm.
Relate to the mega trends,
and set up big goals that utilize these trends.
Say no to many alternative possibilities,
in order to focus on the best and biggest projects.
Positioning yourself for the future, not the present.
Be unique.

The 10 DOs

6. Love sales.



- Launch the product or idea as early as possible in order to understand customer needs.
- Use feedback to continuously improve product and business model.
- Think of the sales process as a competition.
- Have real respect for your customers.

The 10 DOs

7. Love your product.



Love your technology or services.

Understand it fully, so you can talk to your team with credibility.

Take on a real commitment to innovation.

Think long term and industrially.

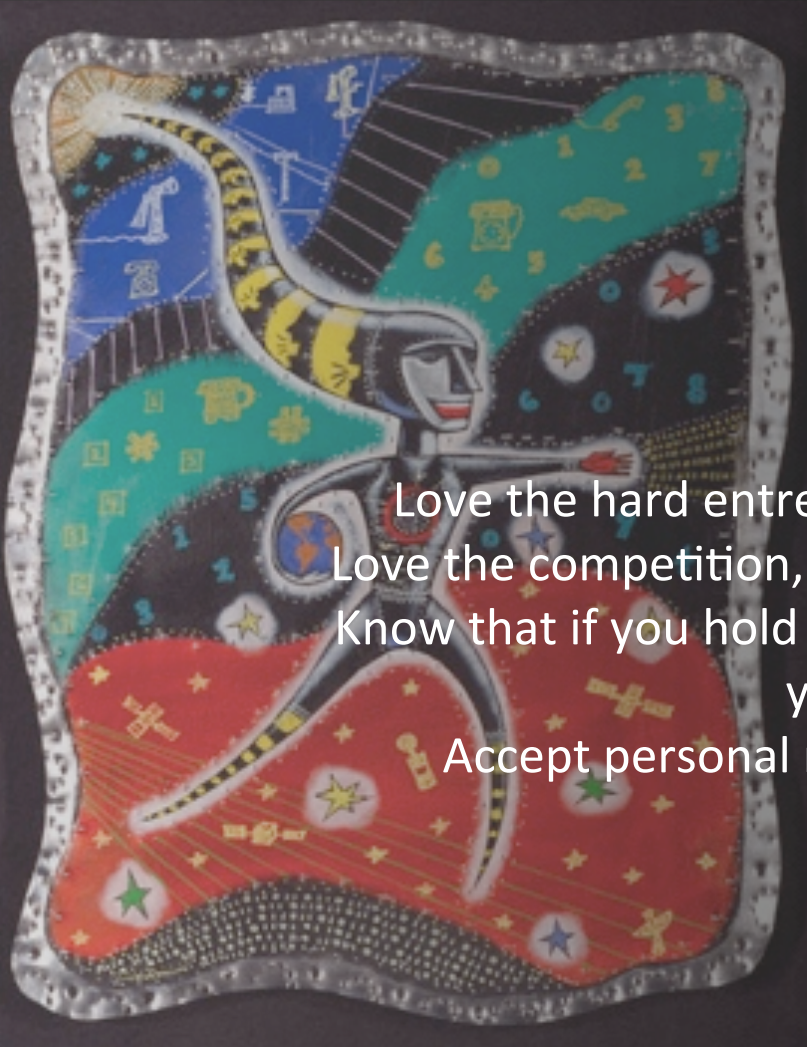
Be concerned with making a product or service that is used and has a social value to the world, rather than the commercial aspects.

Invest sufficiently in innovation.

Communicate the results of your innovation and its relevance.

The 10 DOs

7. Think about the road, not just the goal.



Love the hard entrepreneurial life despite all the challenges.
Love the competition, the feeling of being on a unique mission.
Know that if you hold out long enough, with the right partners,
you can succeed despite the tough odds.
Accept personal risk, and manage it in a constructive way.

The 10 DOs

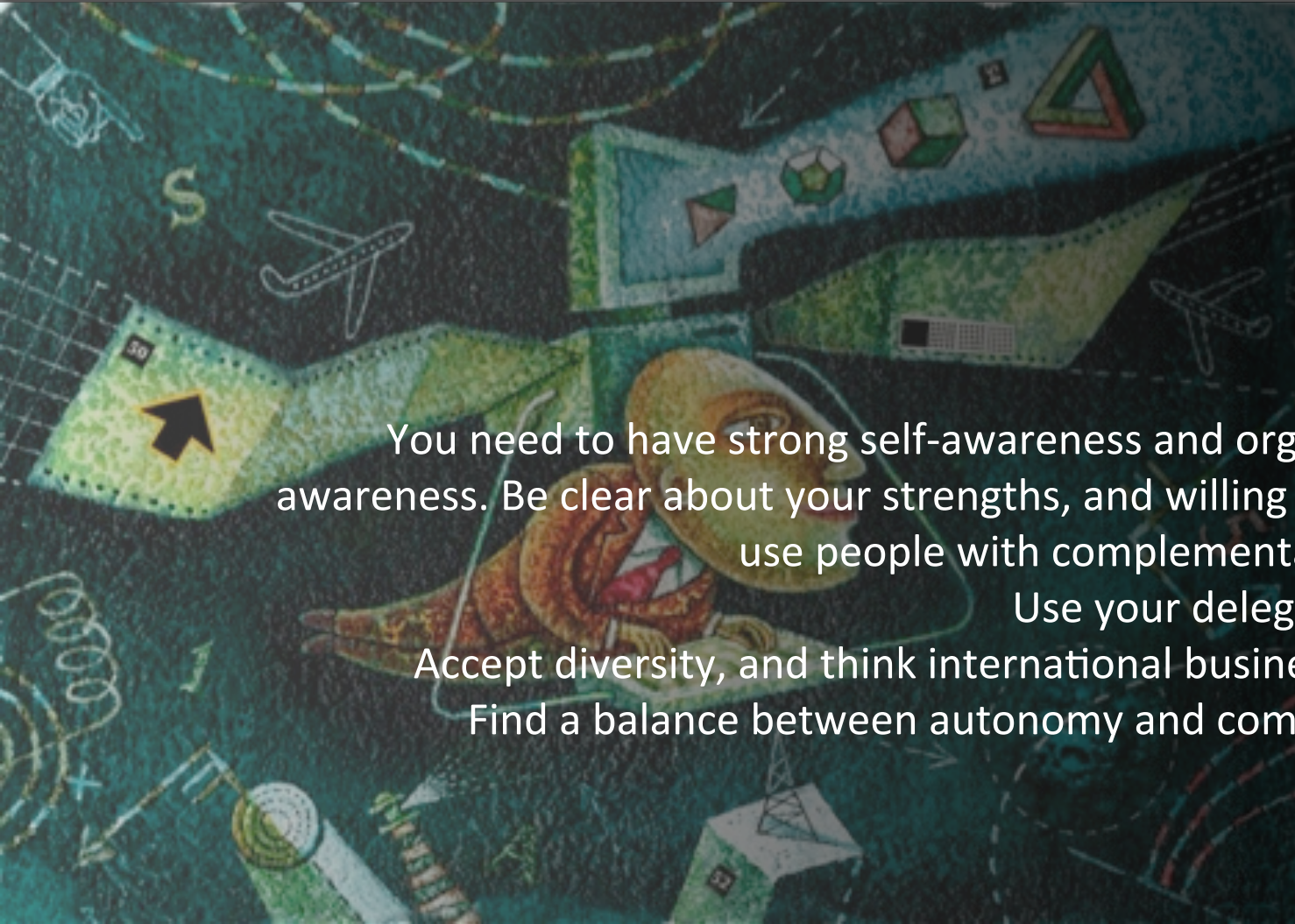
9. Build positive long-term relationships.



Be a credible leader with effective decision making,
learning and problem solving ability.
Take good care of the people around you.
Leave little broken glass and creates a loyal follower base.

The 10 DOs

10. Know yourself.



You need to have strong self-awareness and organizational awareness. Be clear about your strengths, and willing to find and use people with complementary talents. Use your delegation skills. Accept diversity, and think international business growth. Find a balance between autonomy and common goals.

Norway 2015

**We cannot be the cheapest;
So we have to be the best.**

Well then.

To be best,
we need to know the best,
work with the best,
and outperform the best.

Thank You



This Will Make You Smarter

New Scientific Concepts to Improve Your Thinking

by John Brockman

Edited and Introduced by John Brockman
Foreword by Richard Dawkins
Introduction by John Brockman
The World's Leading Minds Reveal Their Secrets