

ALLT FALLER SÖNDER: HUR DIGITALISERING PÅVERKAR VÄRDESKAPANDE

Johan Magnusson, PhD

Swedish Center for Digital Innovation

Department of Applied IT, University of Gothenburg



UNIVERSITY OF
GOTHENBURG

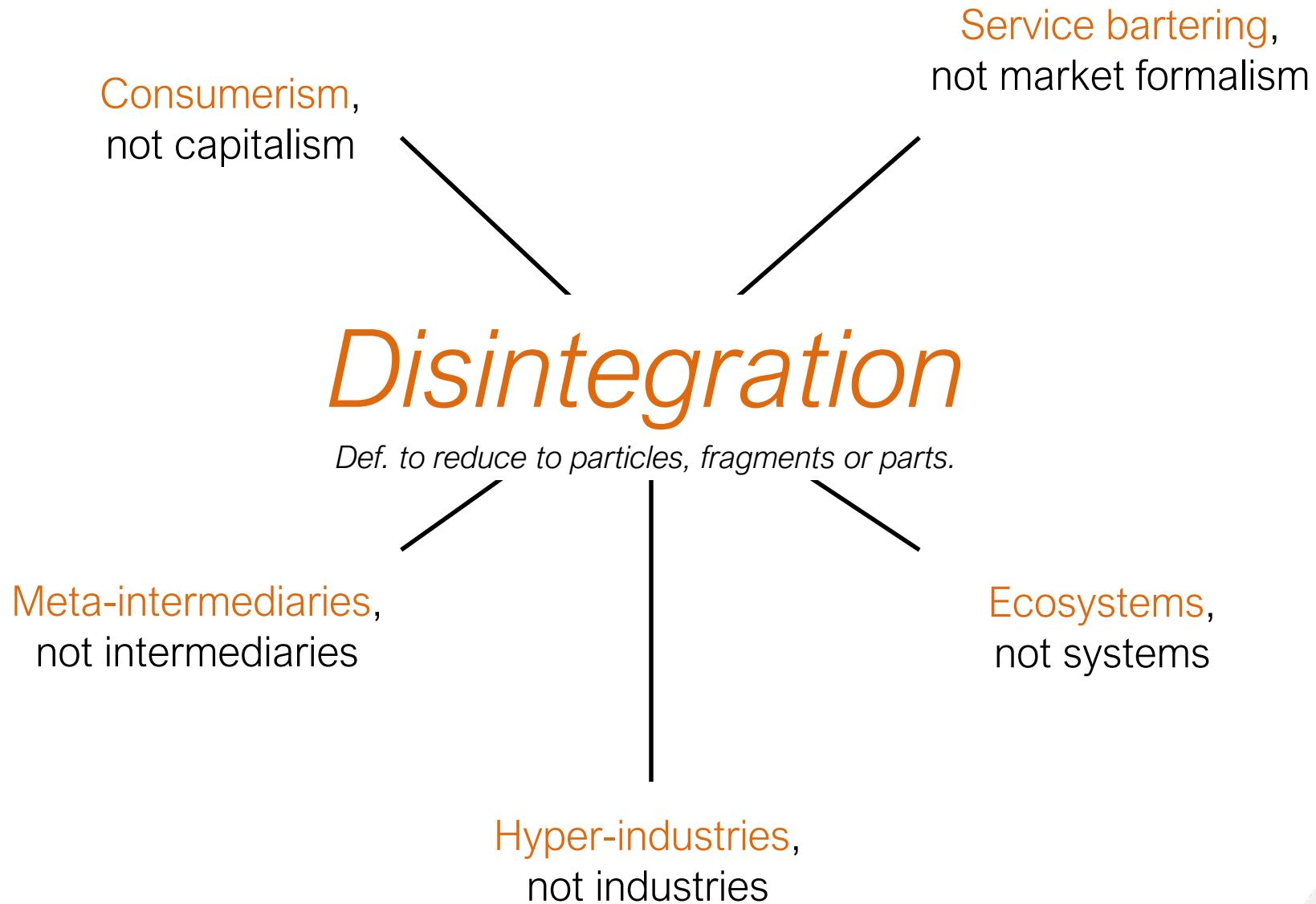




VS



Who will win and why?



1. Service bartering, not market formalism

Value exchange circumvents legislation and taxation

Google

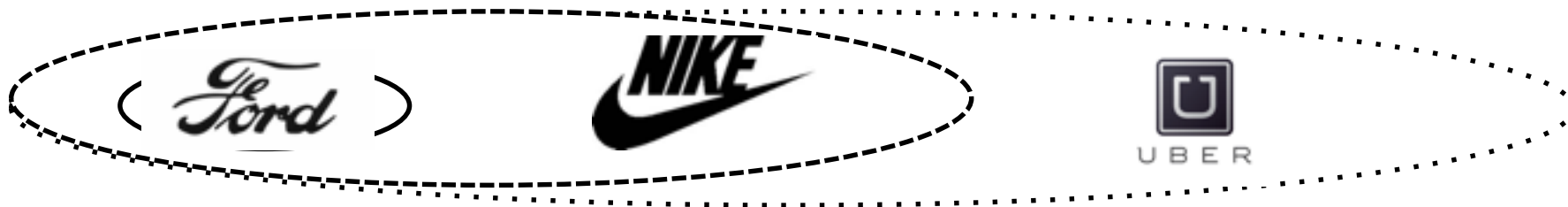
2. Ecosystems, not systems

Value creation happens outside of the comfort zone

Appropriation

Association

Participation



3. Hyper-industries, not industries

Traditional industry boundaries are annulled

May 16th, 2016

4. Meta-intermediaries, not intermediaries

New technologies topple assumptions regarding authority and centralization.



Spotify[®]



MYCELIA



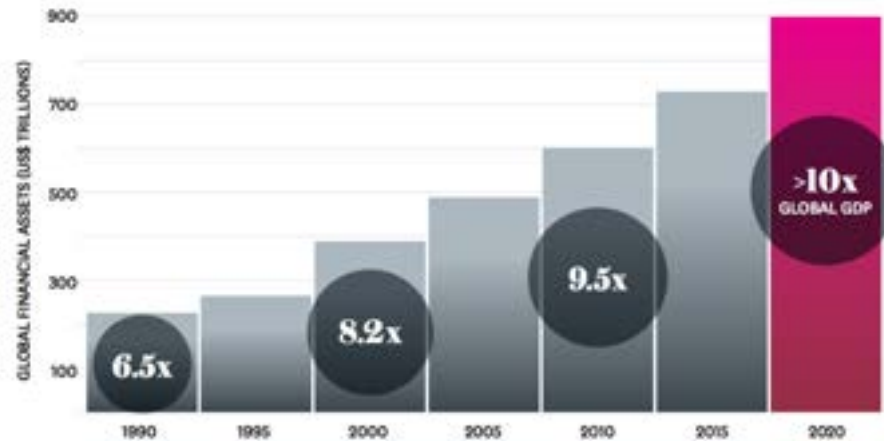
5. Consumerism, not Capitalism

Hyper-consumption fuelled by cheap credits is the driver.

Capital, Capital, Capital

GROWTH IN THE GLOBAL BALANCE SHEET

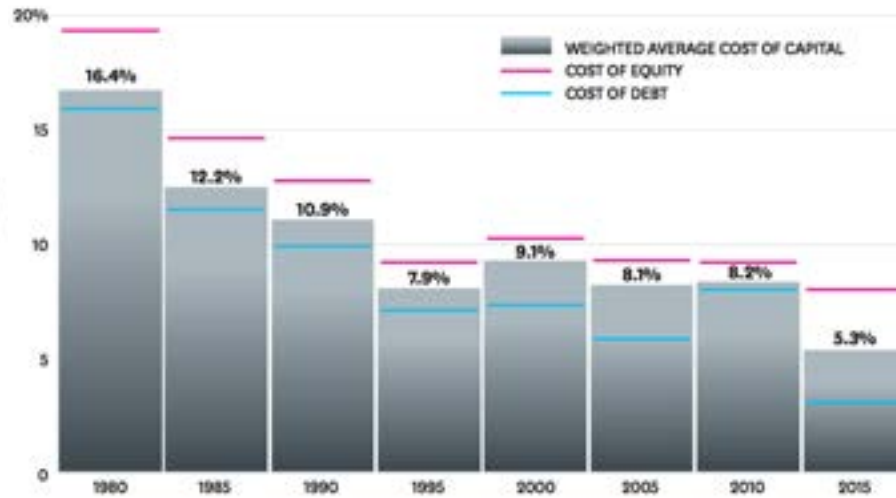
Worldwide financial assets keep building up—faster than global GDP.



SOURCE BAIN MACRO TRENDS GROUP. NOTE ASSETS AND MULTIPLES OF GLOBAL GDP WERE CALCULATED USING 2010 PRICES AND EXCHANGE RATES. DATA IS ESTIMATED FOR 2015 AND PROJECTED FOR 2020.

HOW THE COST OF CAPITAL HAS EVOLVED

The cost of capital for most large U.S. companies is at its lowest level in decades.

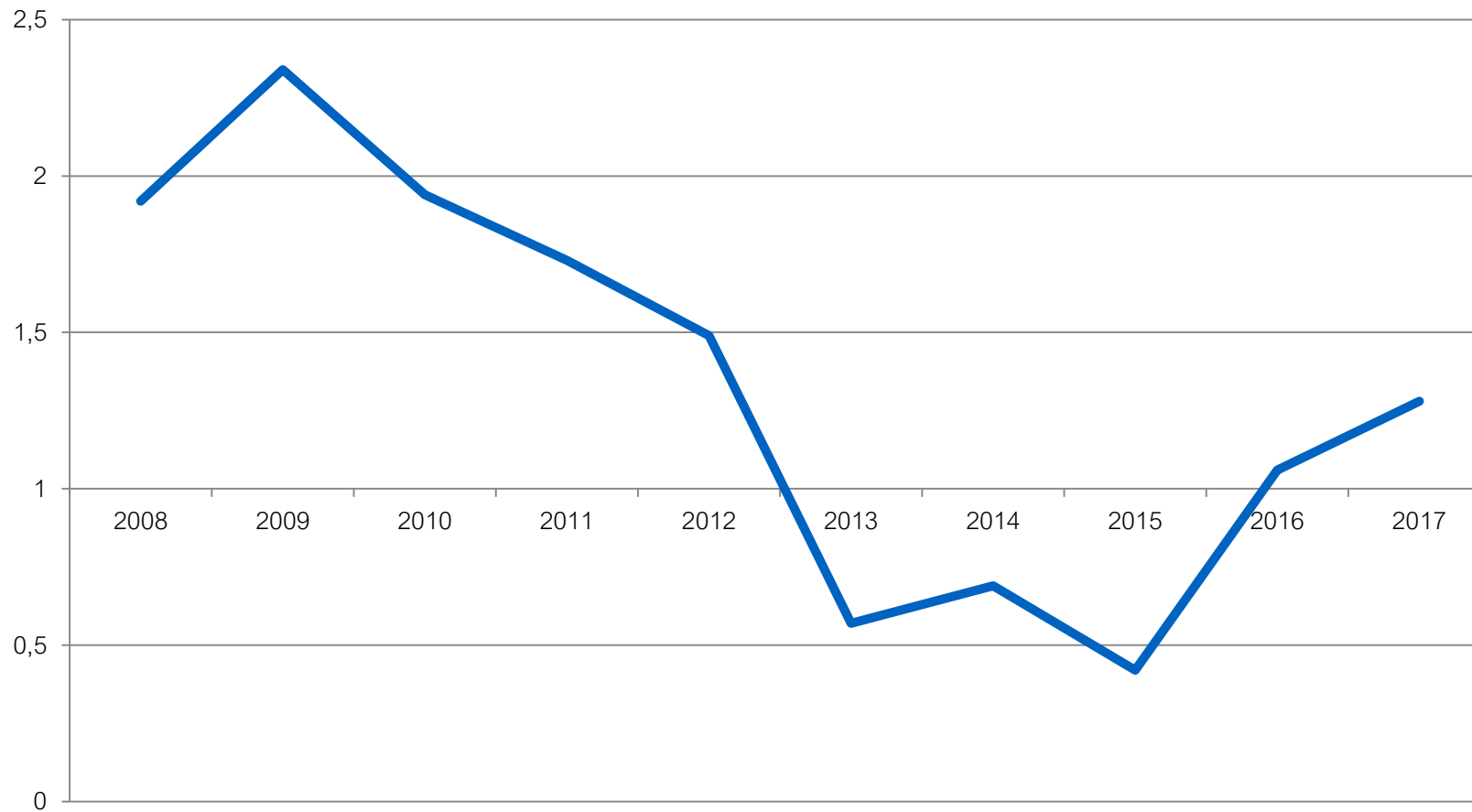


SOURCE BAIN & COMPANY. NOTE DATA IS FOR COMPANIES IN THE VALUE LINE INDEX.

Only when the tide goes out do you discover who has been swimming naked.

Warren Buffet





Source Nordea Research

CAPEX/D&A, AB Vattenfall (Utilities), 2008-2017.

Sammanfattning: Bolag...



1. ...kan ej definieras genom legal enhet.
2. ...saknar beroende av anställda.
3. ...kan inte anta relevans över tid.
4. ...kan ej planera strategiskt.
5. ...behöver anta ökad osäkerhet och dynamik.
6. ...behöver fokusera på skal- och kombinationsfördel.
7. ...är extremt beroende av odefinierade teknologier.
8. ...är inte del av definierad industri.
9. ...saknar inblick i vilka konkurrenterna är.
10. ...saknar tillgång till tålmodigt kapital.
11. ...behöver säkerställa värdefångst i oklara ekosystem.
12. ...behöver kapitalisera på sin och andras data.
13. ...har svaga ägare.
14. ...kan inte anta tillgångars värde.