

Competing With Digital: Tech, Analytics, and Business Models



Vijay Gurbaxani

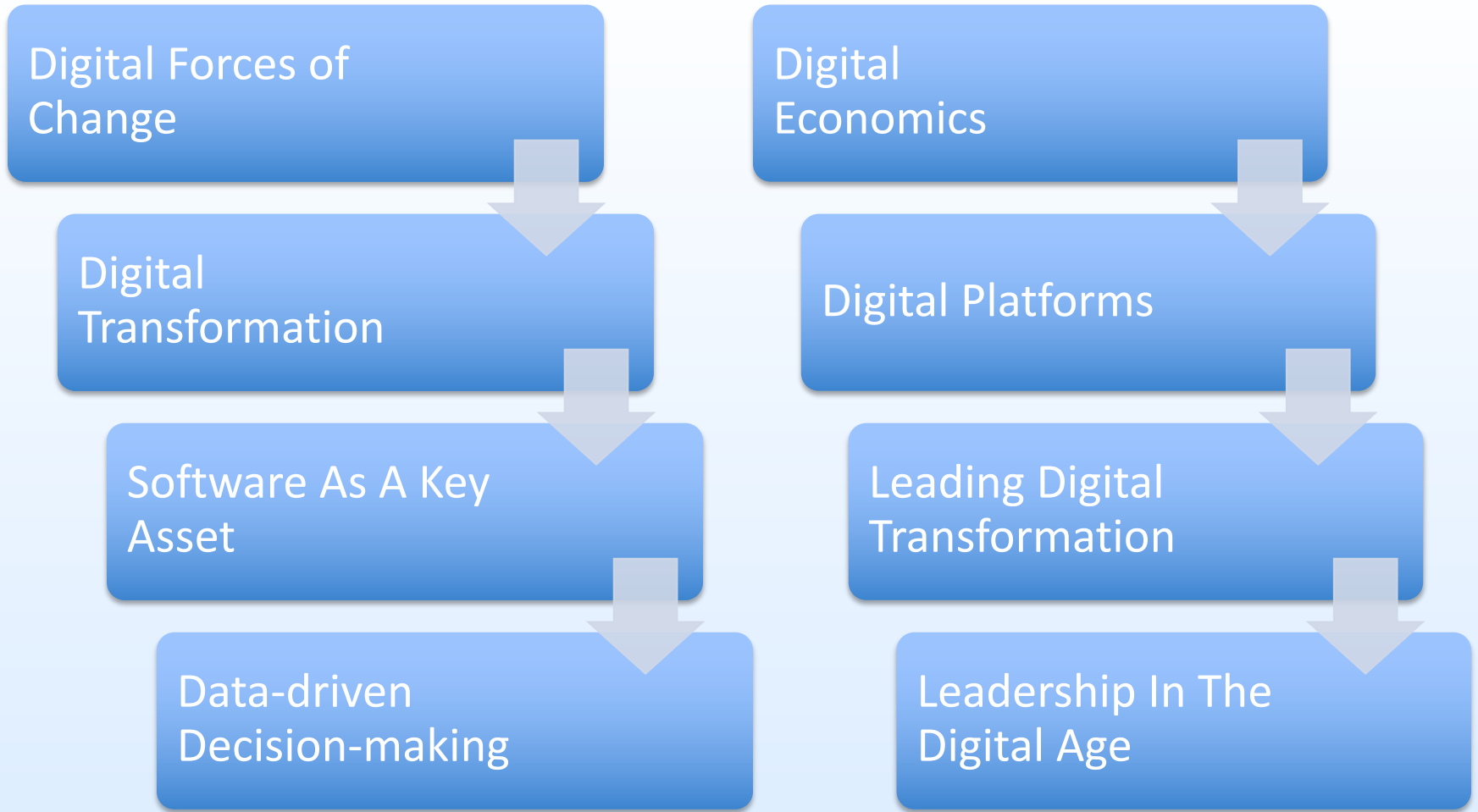
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Center for Digital Transformation

The Roadmap



WELCOME TO THE FUTURE

Print DNA faster with the award-winning BioXp™ 3250 system



WHO
International Nonproprietary Names Programme

9/2020

Sequence / Séquence / Secuencia

GAGAAVAAAC	ΨAGVAVVCVΨ	CΨGGΨCCCA	CAGACΨCAGA	GAGAACC GC	50
CACC AΨGΨΨC	GΨGΨΨCCΨG	ΨGΨGΨCΨG	ΨCΨGΨGΨC	AGCCAGΨGΨG	100
ΨGAACCΨGAC	CACCAGAAC	CAGCΨGCCΨC	CAGCCΨACAC	CAACAGCΨΨΨ	150
ACCAGAGCG	ΨGΨACΨACC	CGACAAGGΨG	ΨΨCAGAVCCA	GCGΨGΨΨGCA	200
CΨCΨACCAG	GACCΨGΨΨC	ΨGCCΨΨCΨΨ	CAGCAAGΨG	ACCΨGΨΨC	250
ACGCCAVCCA	CGΨGΨCCG	ACC AΨGGA	C CAGAGAVΨ	GACAACCC	300
GΨGΨGCCΨ	ΨCAACGACG	GGΨGΨACΨΨ	GCCAGACC	AGAAΨCCAA	350
CAΨCAΨCAGA	GCCΨGGAVΨ	ΨCCGACCAC	ACΨGACAGC	AAGACCAGA	400
GCCΨGΨGAV	CGΨGAACAAC	GCCACCAACG	ΨGGΨCAVCAA	AGΨGΨGCGAG	450
ΨΨCCAGΨΨC	GCAACGACCC	CΨΨCΨGGGC	GΨCΨACΨACC	ACAAGAACAA	500

First 500 characters of the BNT162b2 mRNA. Source: World Health Organization

<https://berthub.eu/articles/posts/reverse-engineering-source-code-of-the-biontech-pfizer-vaccine/>

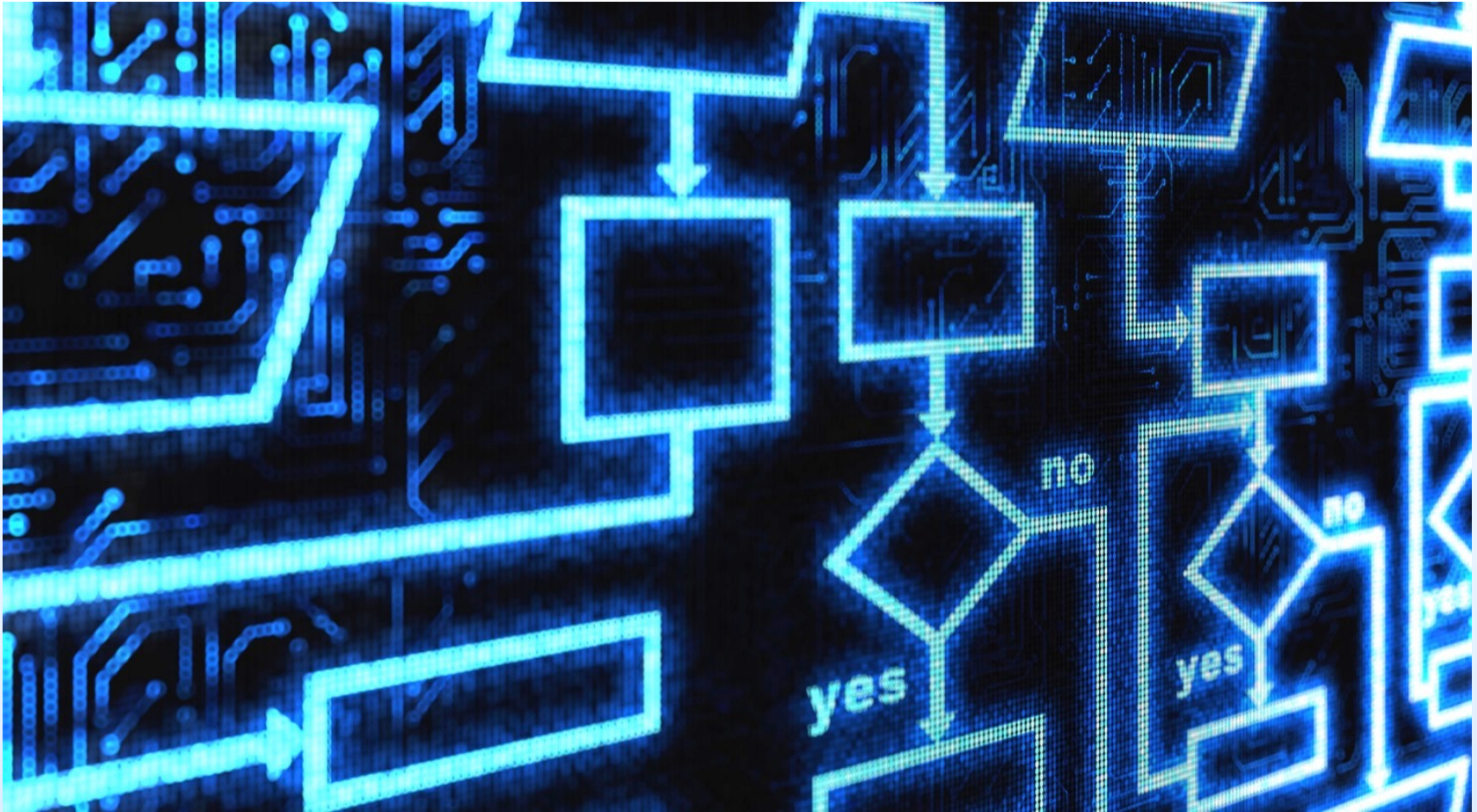
It's A Software-Driven World



Intangibles (Knowhow) Are The New Capital



Scaling Innovation: Codifying Knowhow Into Software





every company is |



every company is a **software company**

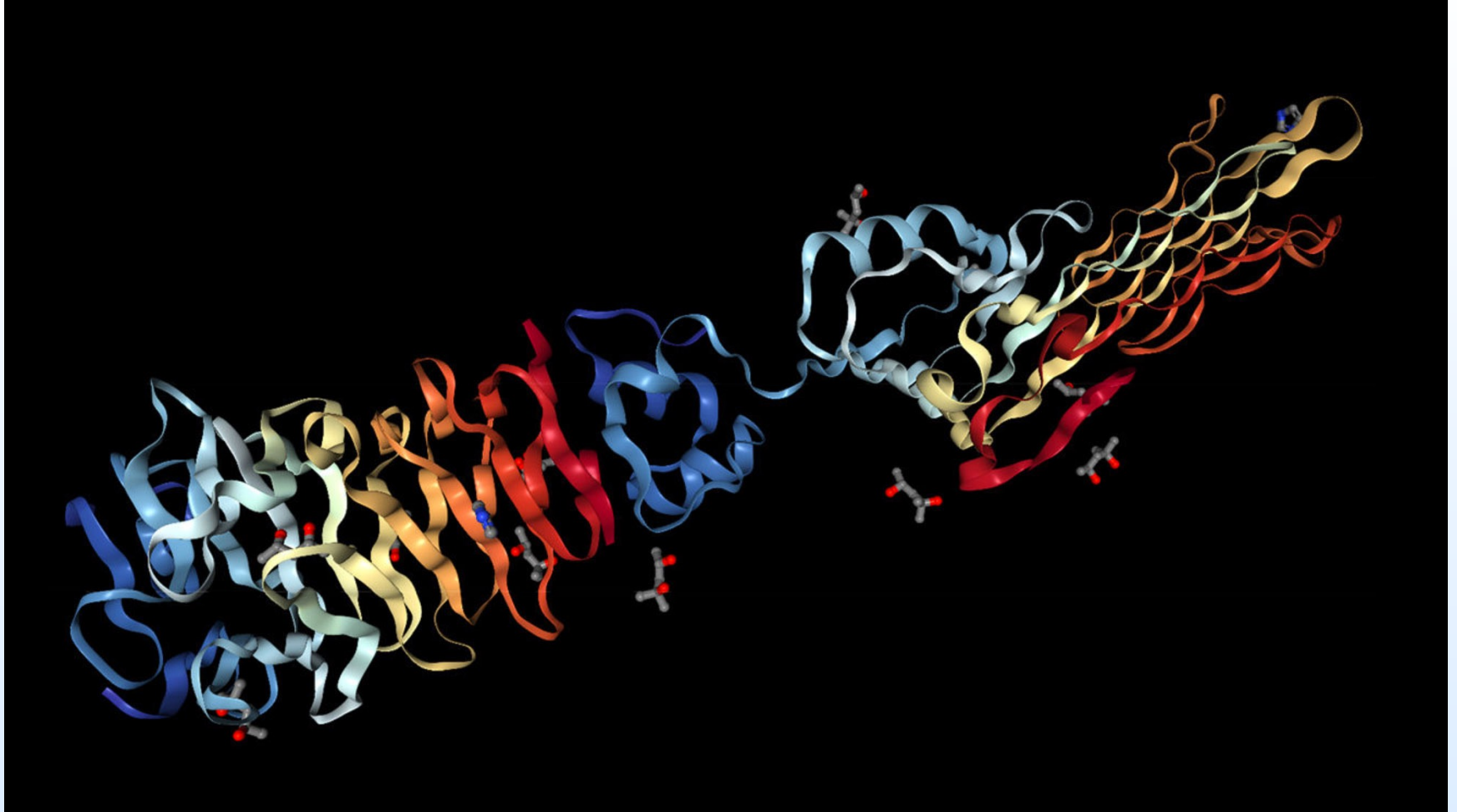
Software Is The New Core Competence



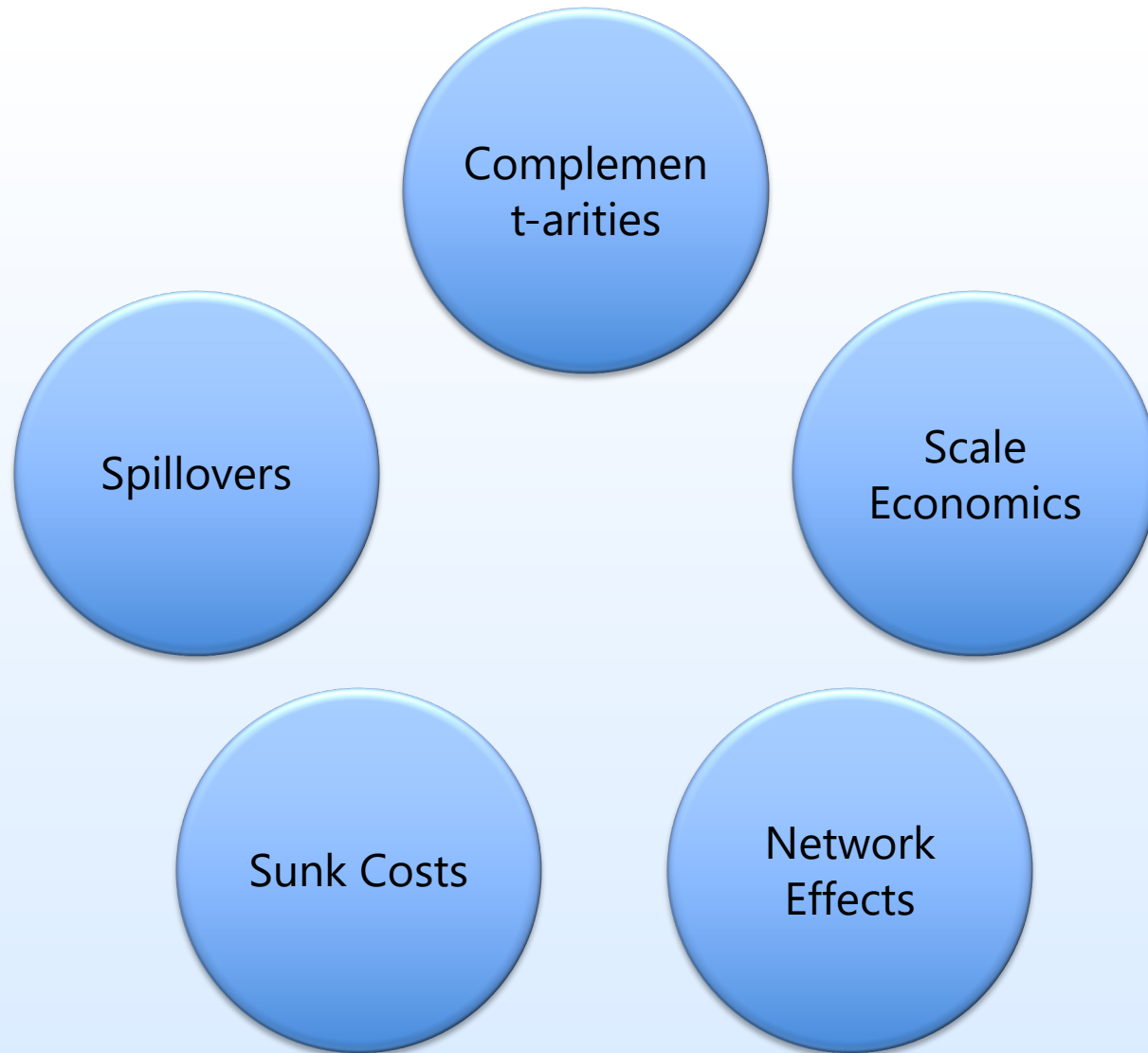
Traditional Software Codifies What You Know



And Machine Learning Lets You Know Even More



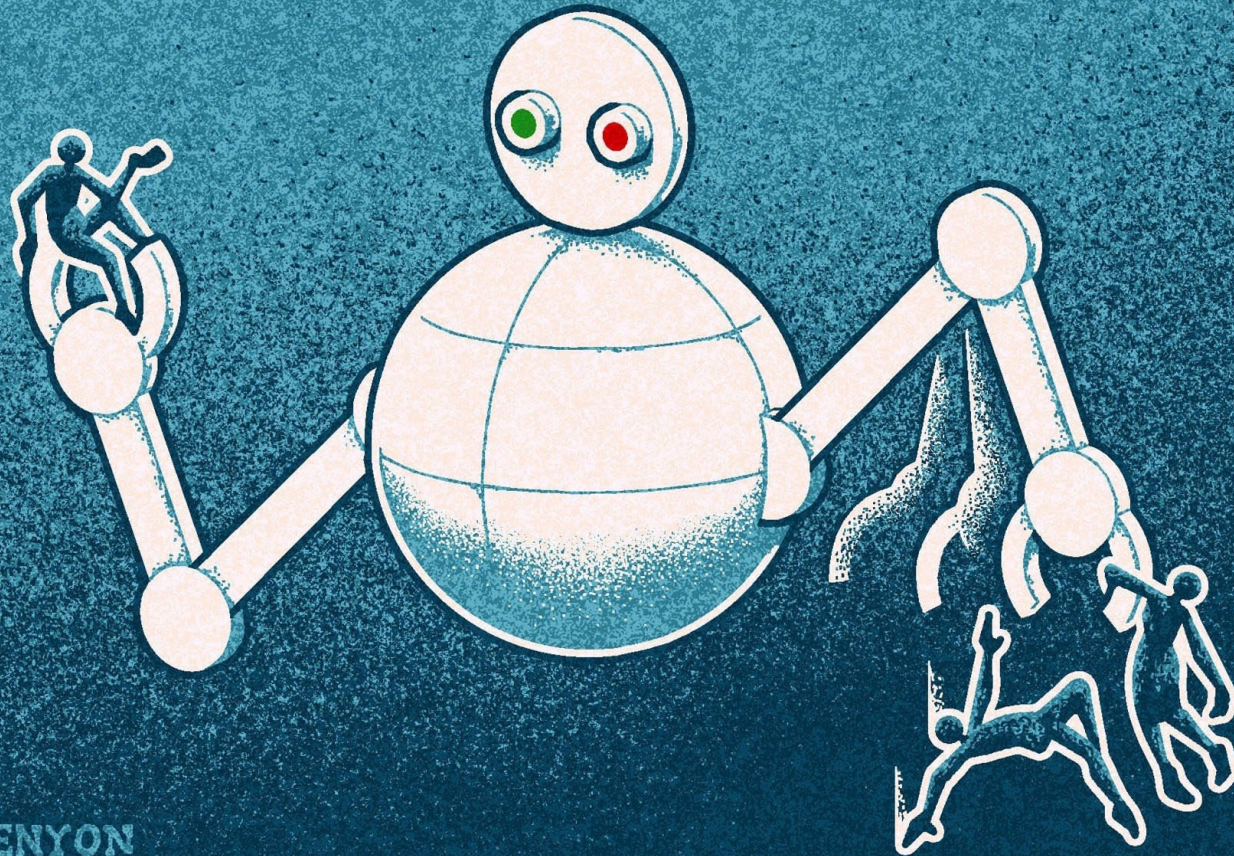
Digital Economics



New Economics Means New Rules Of Competition

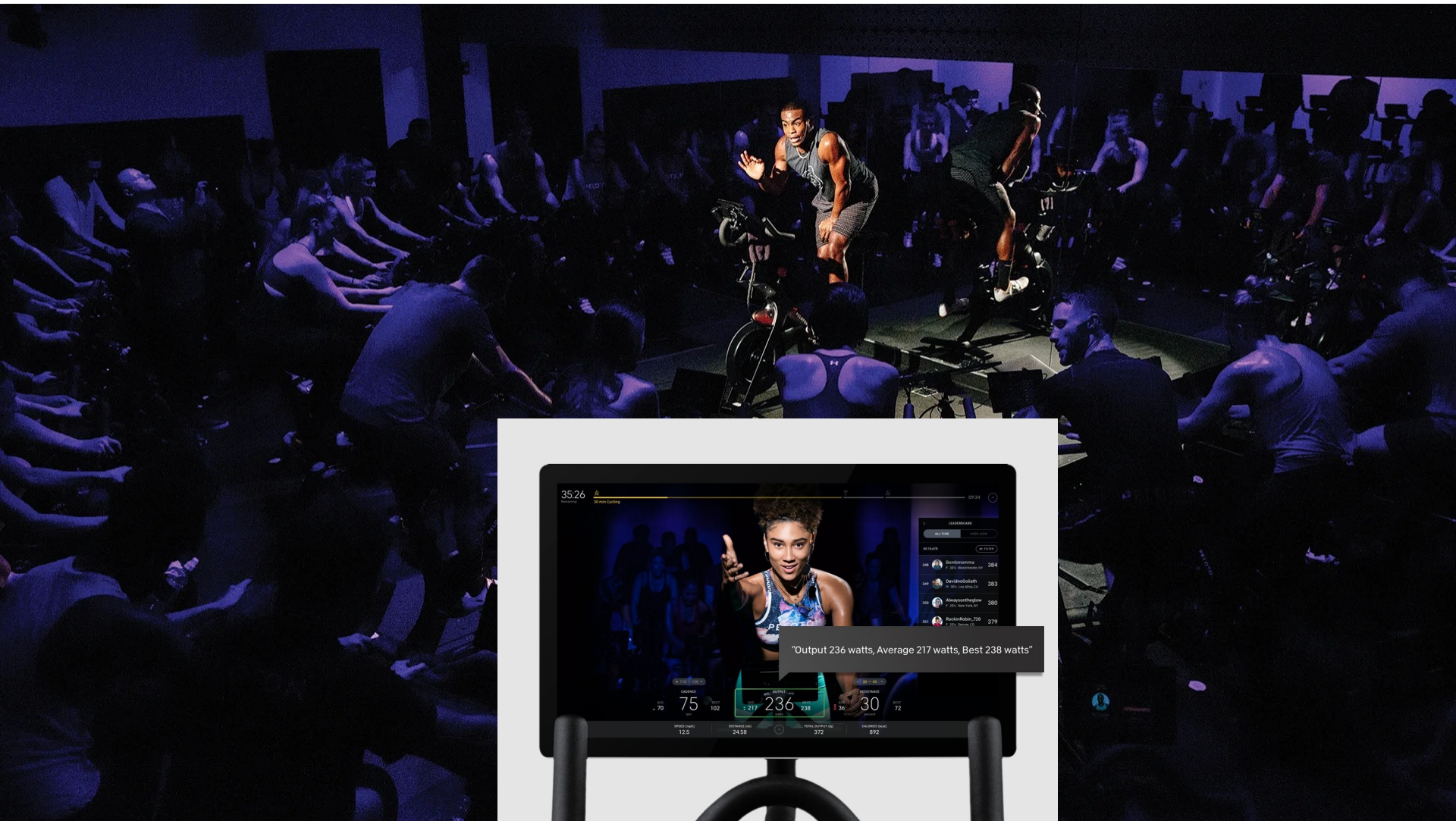


How Do You Win In A Digital World?



MATT KENYON

Reimagining Your Offerings



Acquire Software Capabilities (Talent)

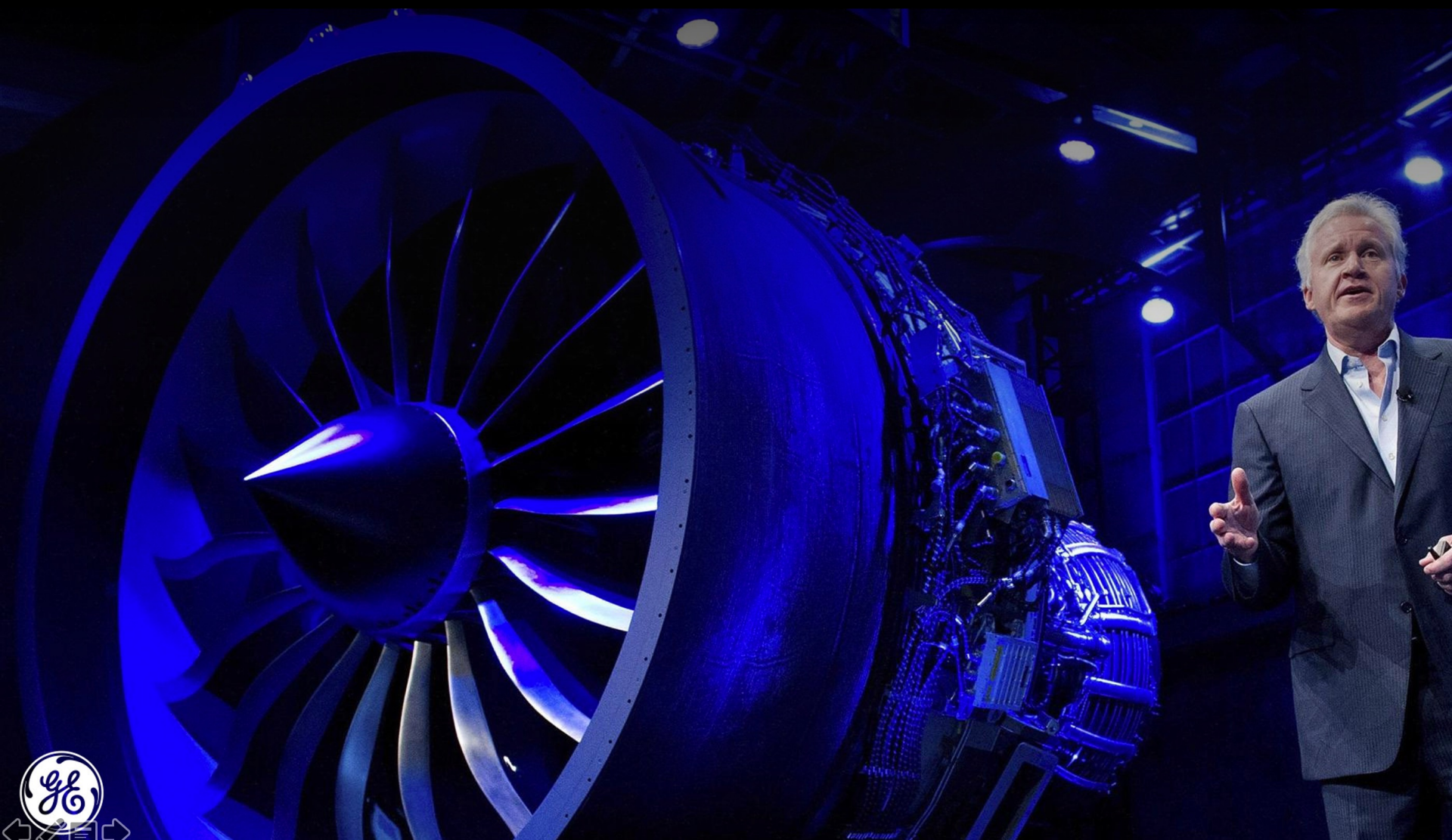
Bosch Center for Artificial Intelligence

Achieving a leading position for Bosch in AI by attracting top talent, conducting differentiating research, and applying AI for the transformation of Bosch towards an AI-driven IoT company.

Transform The Culture



But Digital Transformation Is Really Hard




The Rules Of The Game Have Shifted



The digital revolution, despite its potential, also carries serious risks for privacy, security, jobs, and democracy – challenges that are compounded by the rising monopoly power of a few American and Chinese data giants, including Facebook and Google.

- Joseph Stiglitz, Nobel Laureate, Economics



“Technology generates as many new problems as new solutions.

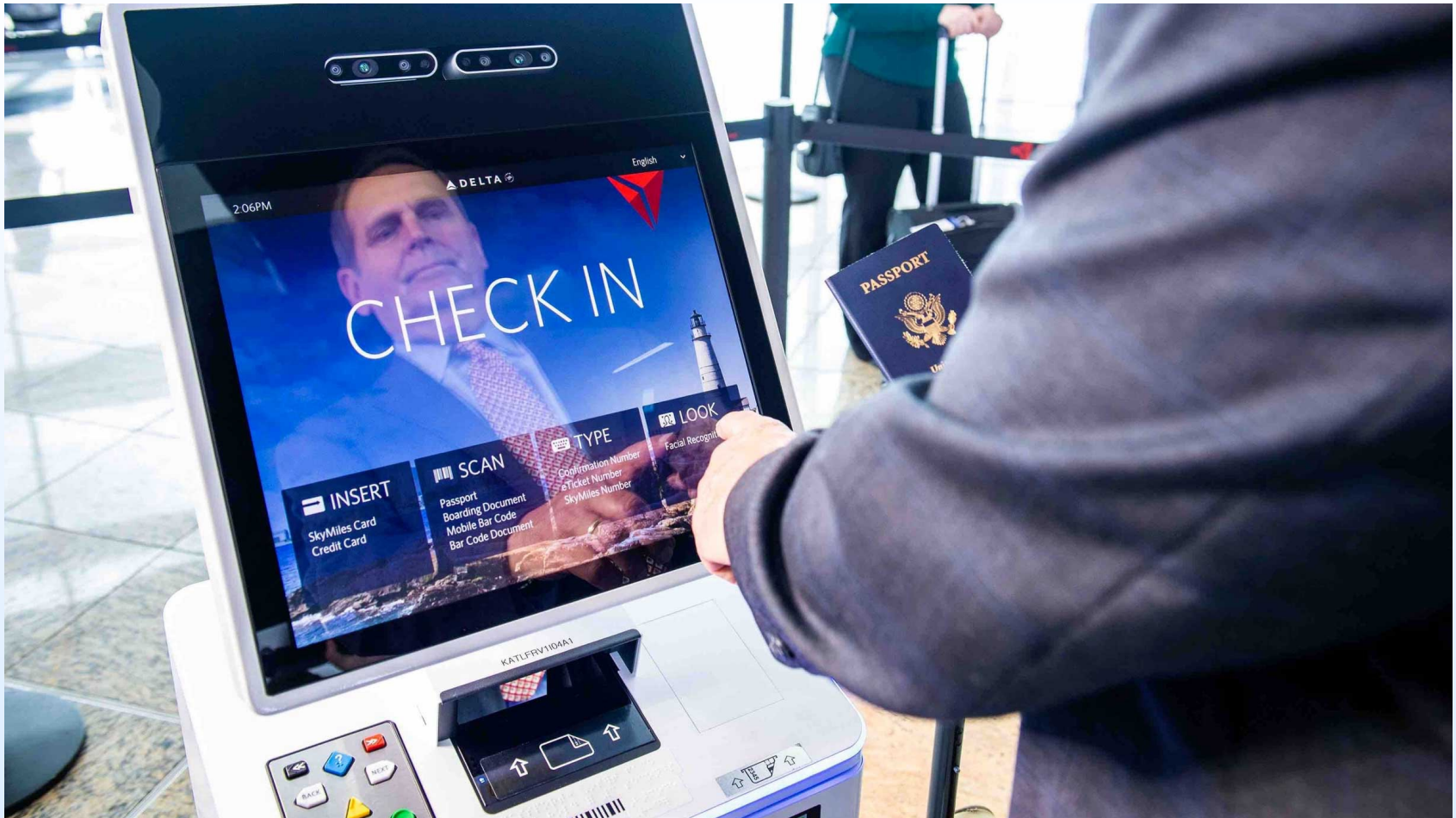
Most of the problems we will have in the future are going to be caused by the technologies that look like solutions to us today.”

Kevin Kelly | *The Inevitable* | Founding Editor, WIRED

Does Code Come Between You And Your Machine?



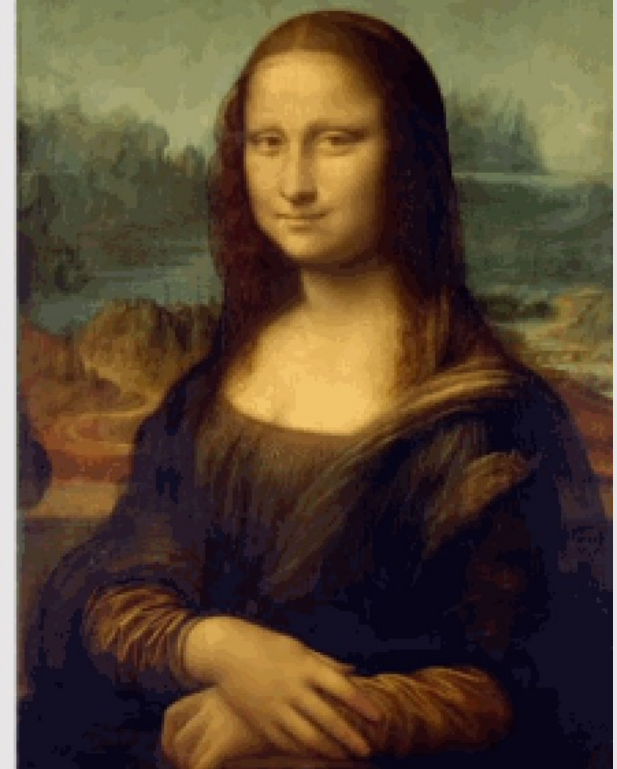
You Like This...



But Do You Like This?



Deep Learning Gave Us Deepfakes



What Is Fairness In A Software-Driven World?



Cybersecurity Makes Me

WANNACRY

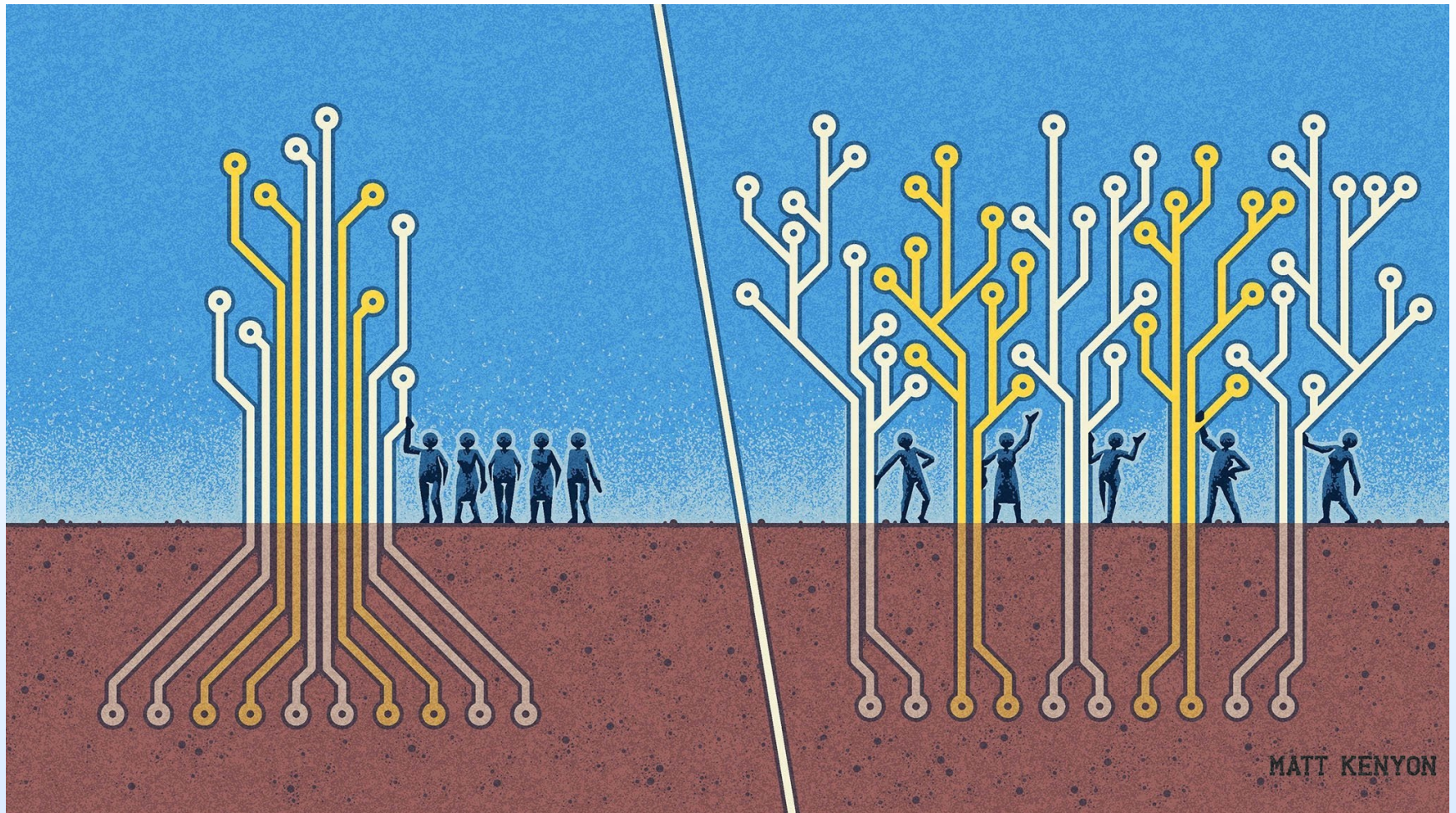
Do We Want A Society On Autopilot?



Let's Rethink The System Design



It Doesn't Have To Be Winner Take All

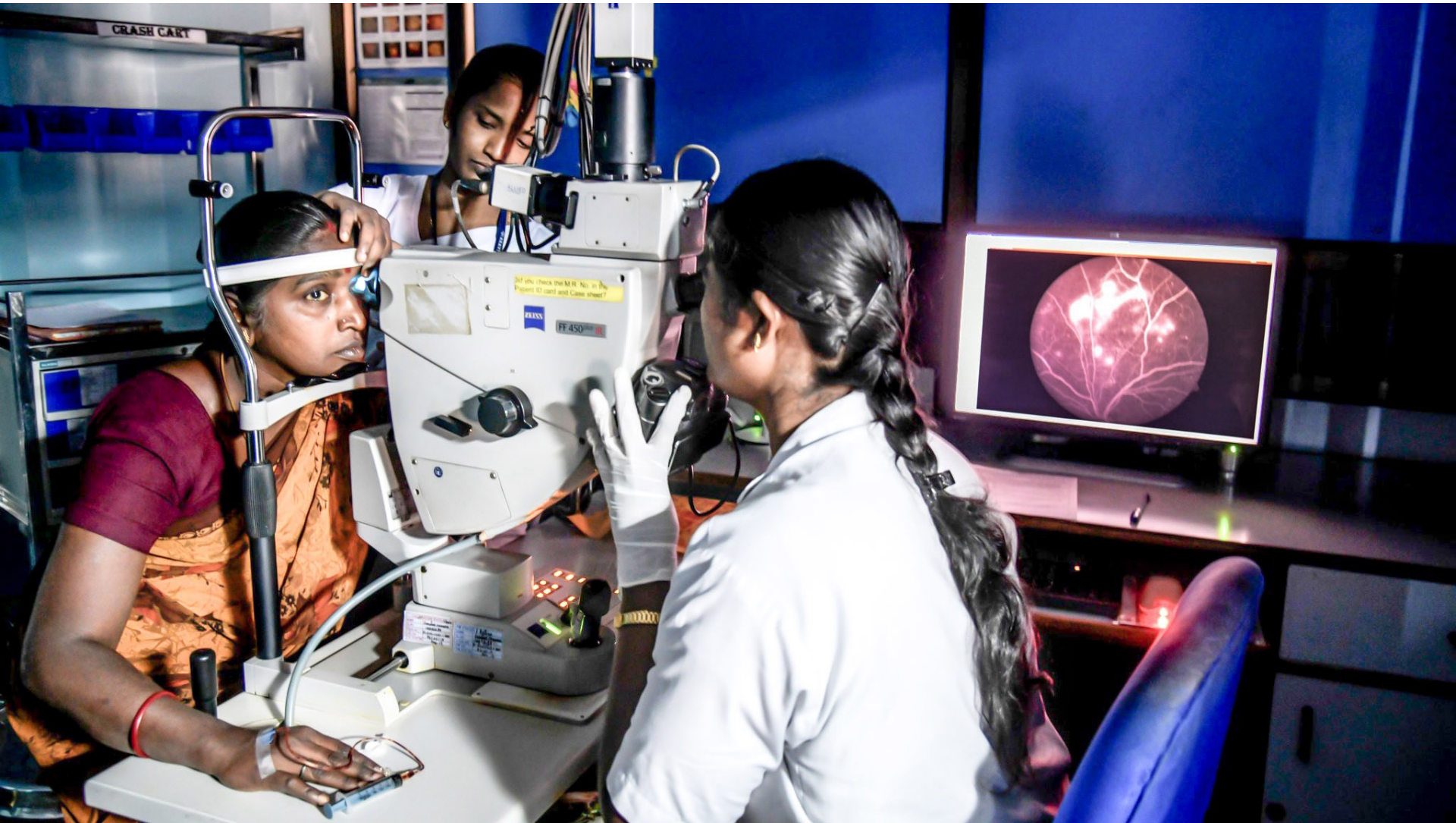


We Need A New Governance Framework For The Digital World



MATT KENYON

Put People First





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Thank You