



**INSTITUTE  
OF NEXT**  
Barcelona

[Instituteofnext.com](http://Instituteofnext.com)



# El futur dels professionals de l'enginyeria. Què necessites per liderar el nou món?

Alfons Cornella  
ac@infonomia.com



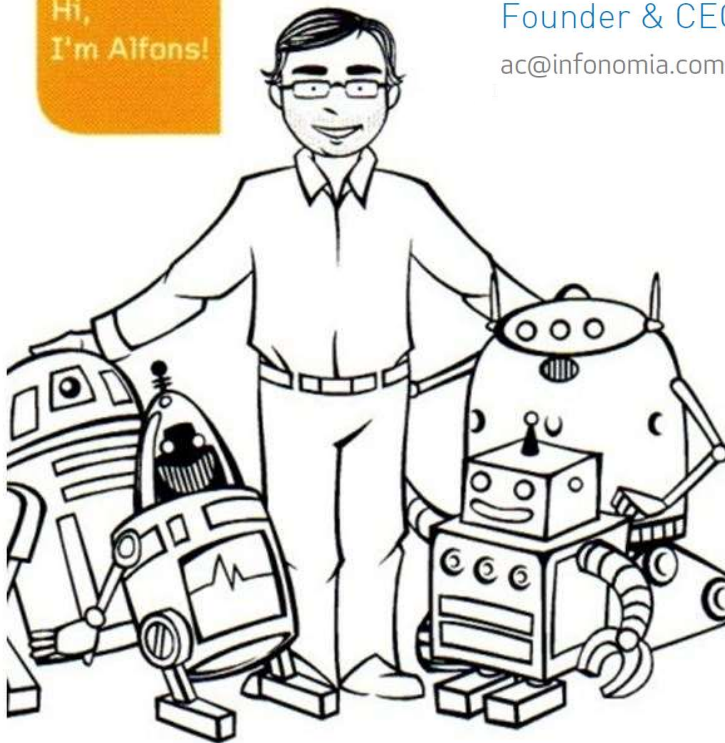
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Barcelona

Hi,  
I'm Alfons!

**Alfons Cornella**

Founder & CEO

ac@infonomia.com



1995



2022







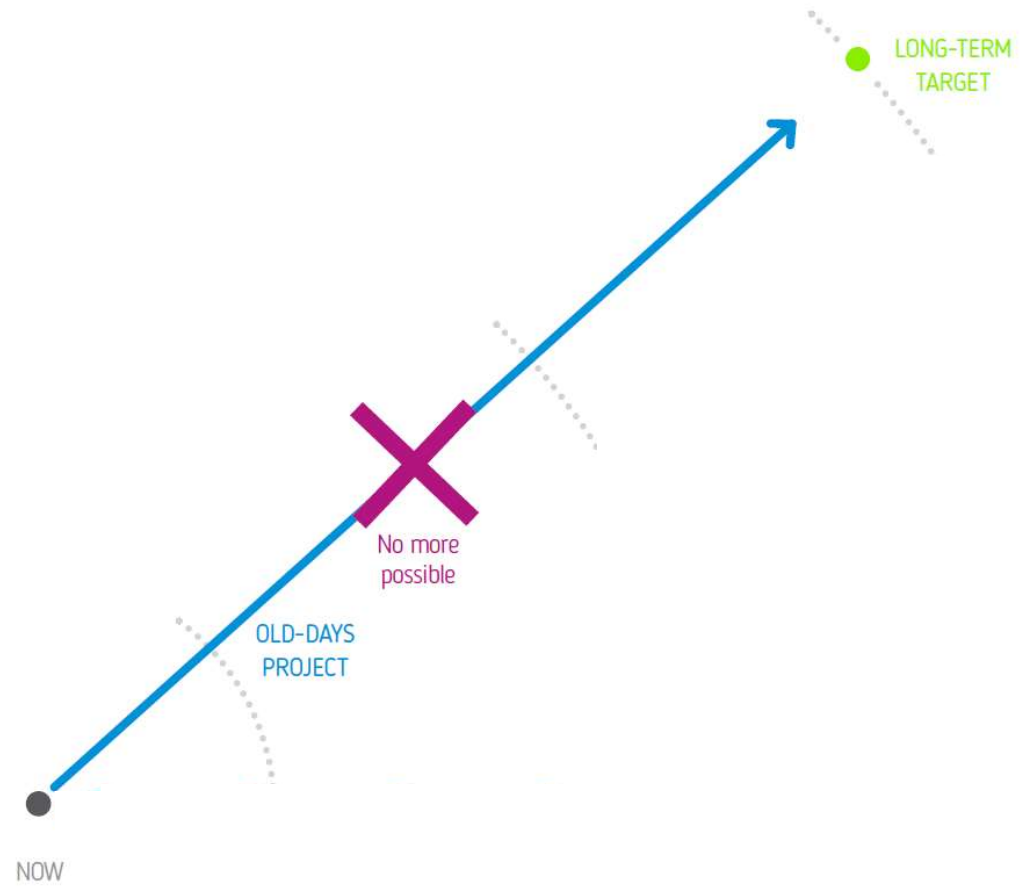


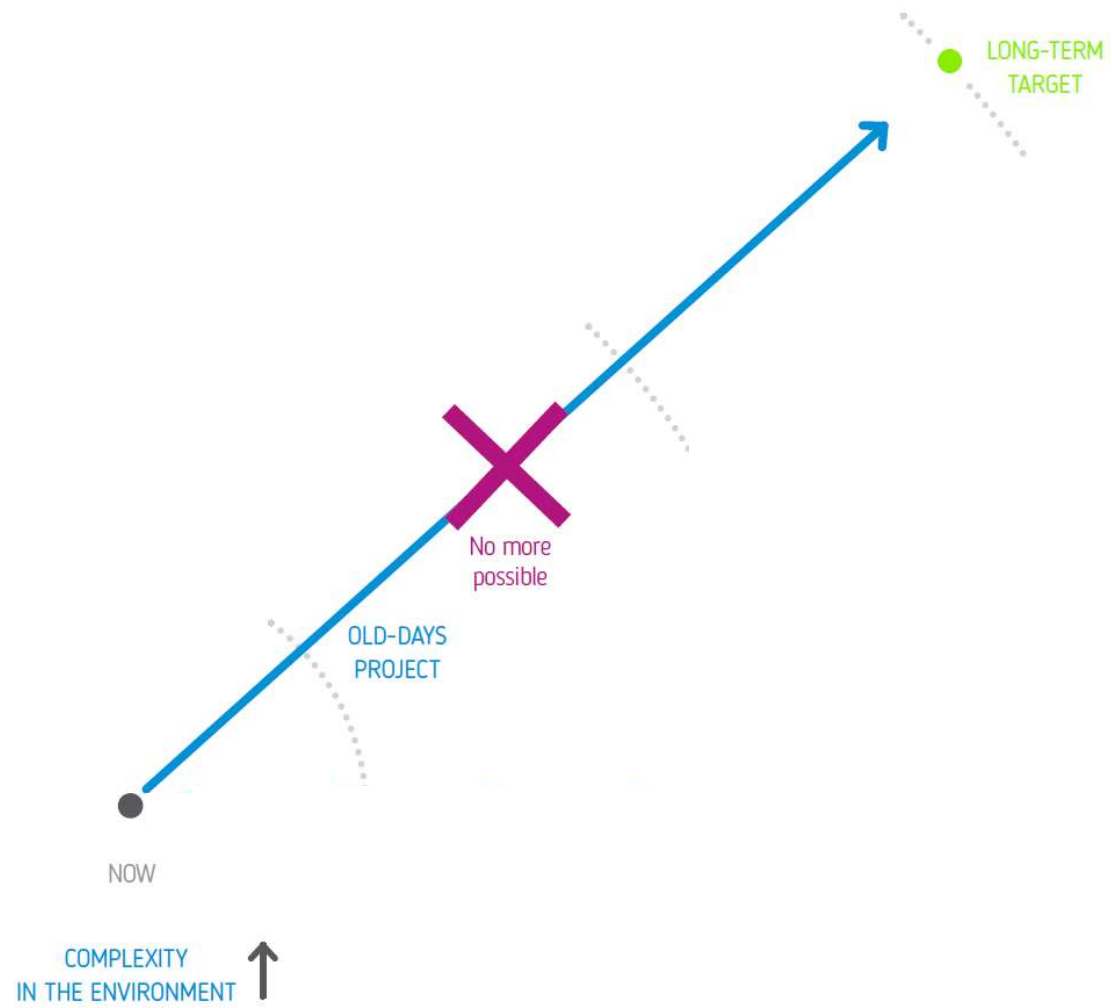
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BY INFONOMIA

[NEW CHINA](#) [SERVICES](#) [ACADEMY](#) [HOW WE DO](#) [BOOKS](#) [OTHERS](#) [+34 639781482](#)

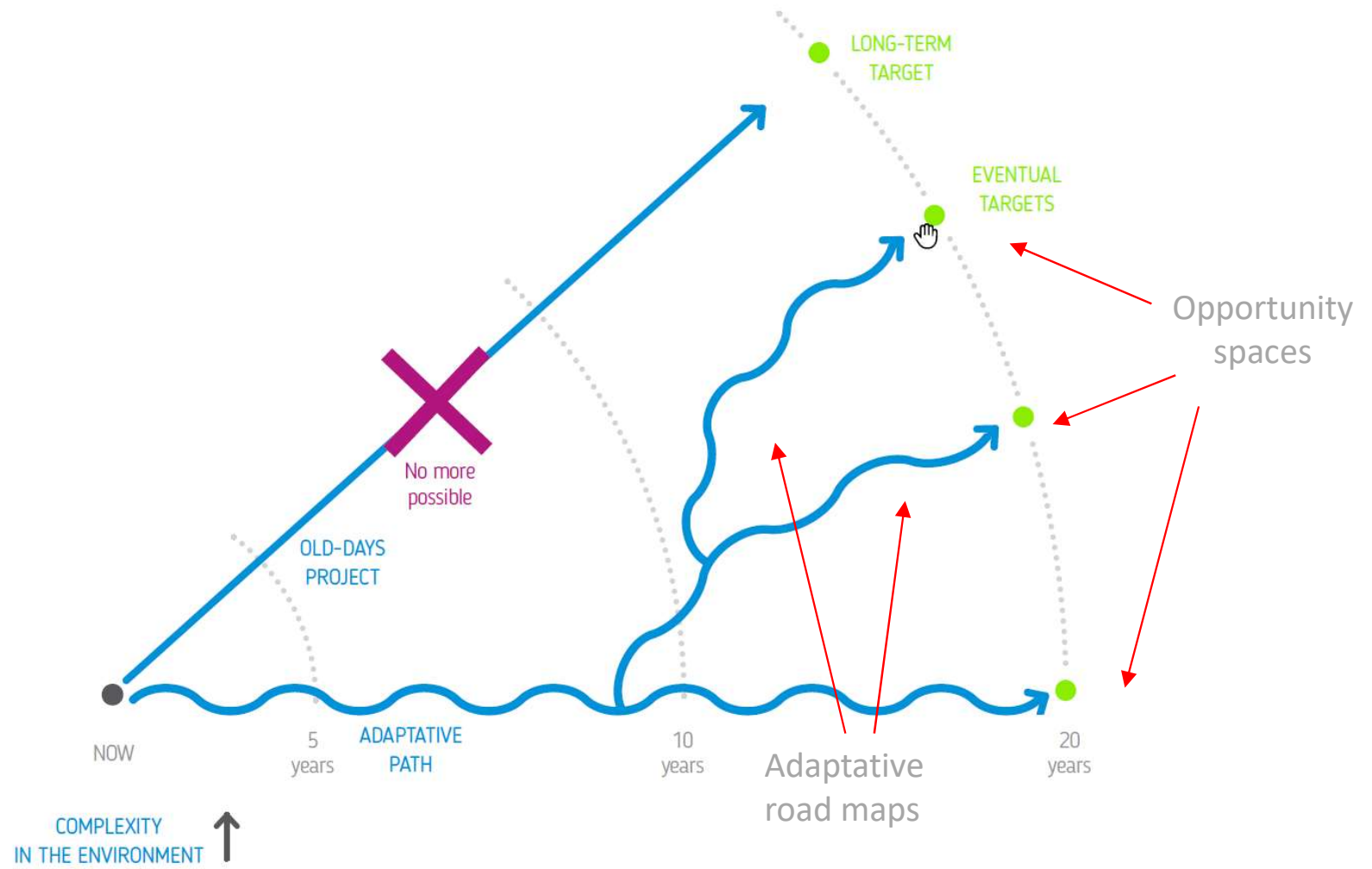


A growing complexity  
around us









New products?  
New markets?  
New technologies?  
New processes?

Towards  
the next version  
of your company



The next YOU

**TEAMS**

EMPOWERING  
GROUPS

**SENSORS**

UNDERSTANDING  
PEOPLE

**ECOSYSTEMS**

MOBILIZING  
AGENTS

**TECHNOLOGY**

APPLY  
TOOLS

# SENSORS

UNDERSTANDING  
PEOPLE





**TEAMS**  
EMPOWERING  
GROUPS

**SENSORS**  
UNDERSTANDING  
PEOPLE



**TEAMS**

EMPOWERING  
GROUPS

**SENSORS**

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**TECHNOLOGY**

APPLY  
TOOLS



**TEAMS**

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**TECHNOLOGY**

APPLY  
TOOLS



# SENSORS

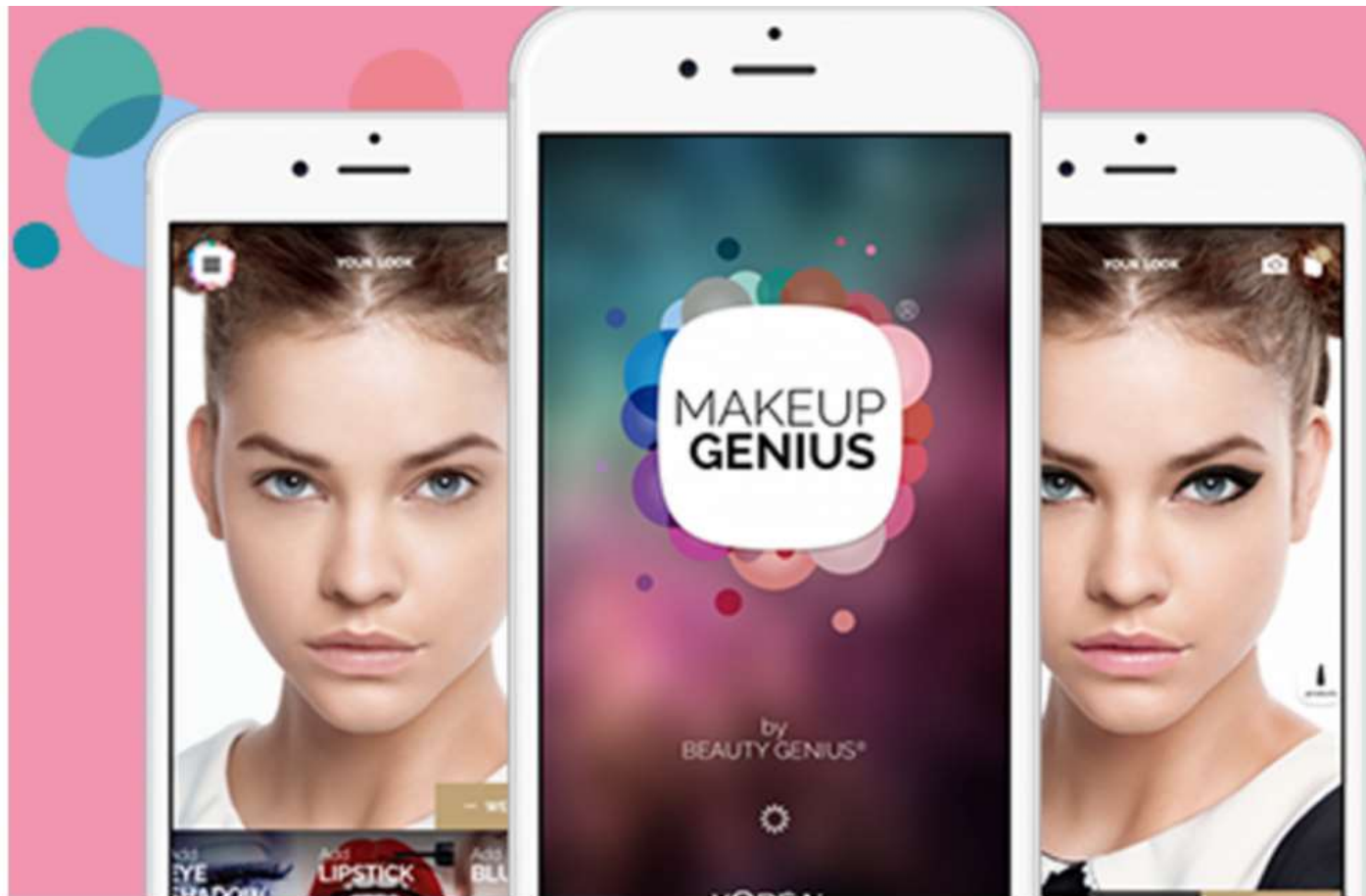
Understanding people

# Roomba maker may share maps of users' homes with Google, Amazon or Apple

iRobot's chief executive says company could share or sell maps of robot vacuum users' homes to US tech firms as part of smart home and profit push



**i** iRobot's Roomba robotic vacuum cleaners could soon be sharing the maps of users' homes they make as they clean with Amazon, Apple or Google, among others. Photograph: Reuters



## POPULAR: Let This Algorithm Mix Your Makeup Perfectly

A new scanner can analyze skin tone and prepare a one-of-a-kind blend for each person

psfk.com

# meet ella the jellyfish!



The first and only skill for Amazon Alexa designed for families affected by Lennox-Gastaut syndrome (LGS). Here you'll find information on what this skill can do, and how you and your child can play with it.

let's get started



[us.eisai.com](https://us.eisai.com)

# **Data-centric architecture**

## A model for embracing the machine age

By taking a data-centric approach and building their IT systems around the concept of data-centric architecture, companies such as Netflix and Google have gained a very real and seemingly unreachable status as digital disruptors. This whitepaper explains why incumbents must rethink their entire IT infrastructure and adopt a data-centric approach of disruptors in order to compete.

[GET THE WHITEPAPER](#)

[stratio.com](http://stratio.com)



# Product Innovation Reimagined

Consumer needs are changing fast.  
Can your insights match up?

[LEARN MORE](#)[TRY A DEMO](#)

[aipalette.com](https://aipalette.com)



What if, instead of guessing what we think you should wear,  
you got to vote for which design of shirt you want made?

And instead of making so many shirts that we have to burn  
what we can't sell, we only make small batches of what's  
wanted.

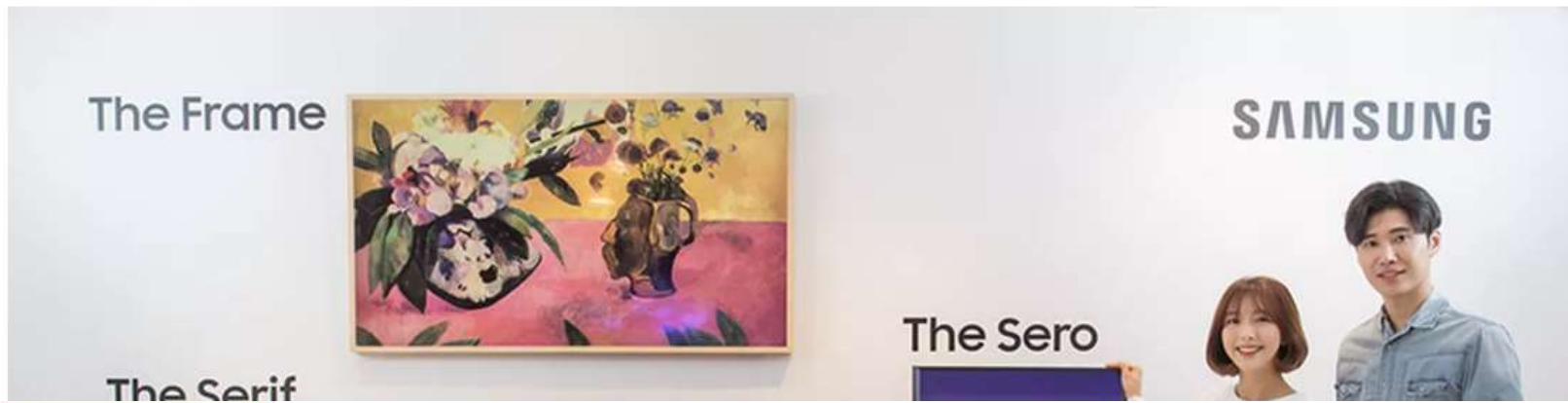
Think Tinder meets Kickstarter meets Supreme.

Start Voting Now

Next drop in:

00:06:26:56





TECH / SAMSUNG / CIRCUIT BREAKER

# Samsung thinks millennials want vertical TVs

*And Samsung might be right*

By [Vlad Savov](#) | [@vladsavov](#) | Apr 29, 2019, 8:28am EDT

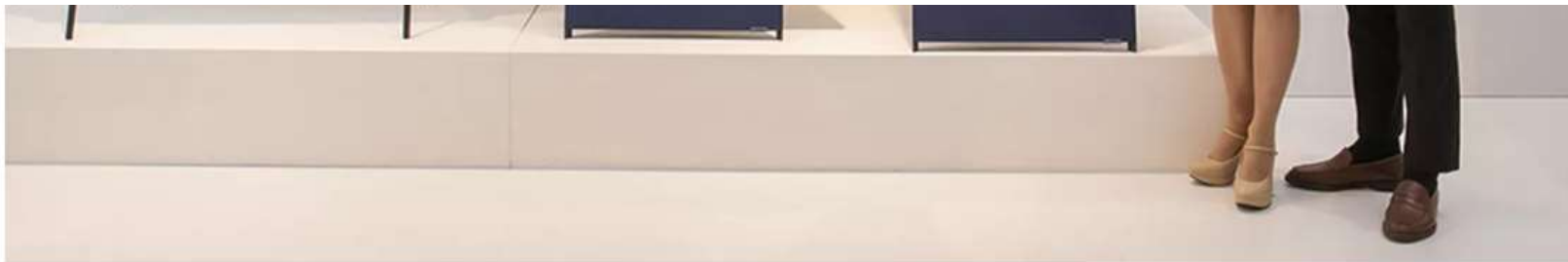


Photo: Samsung



[jawbone.com/up](http://jawbone.com/up)





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## How 3 Million Hours Of User- Testing Fixed The Jawbone Up

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# Competitive Intelligence for smarter business

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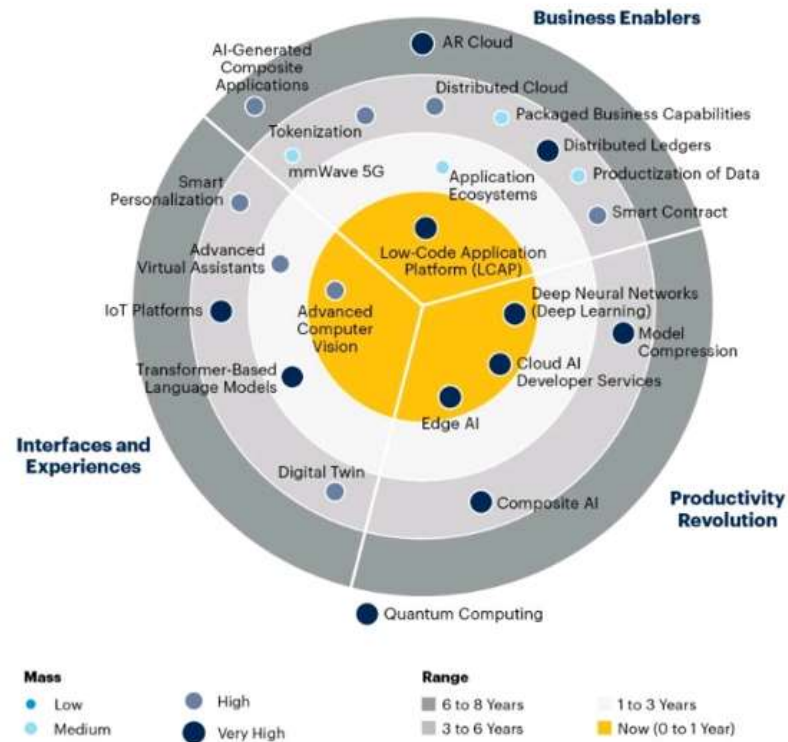
[Find out more](#)[antara.ws/en](http://antara.ws/en)

**WHICH ARE  
OUR SENSORS?**

# TECHNOLOGY

## Applying driving tech

# Emerging Technologies and Trends Impact Radar



[gartner.com/SmarterWithGartner](https://gartner.com/SmarterWithGartner)

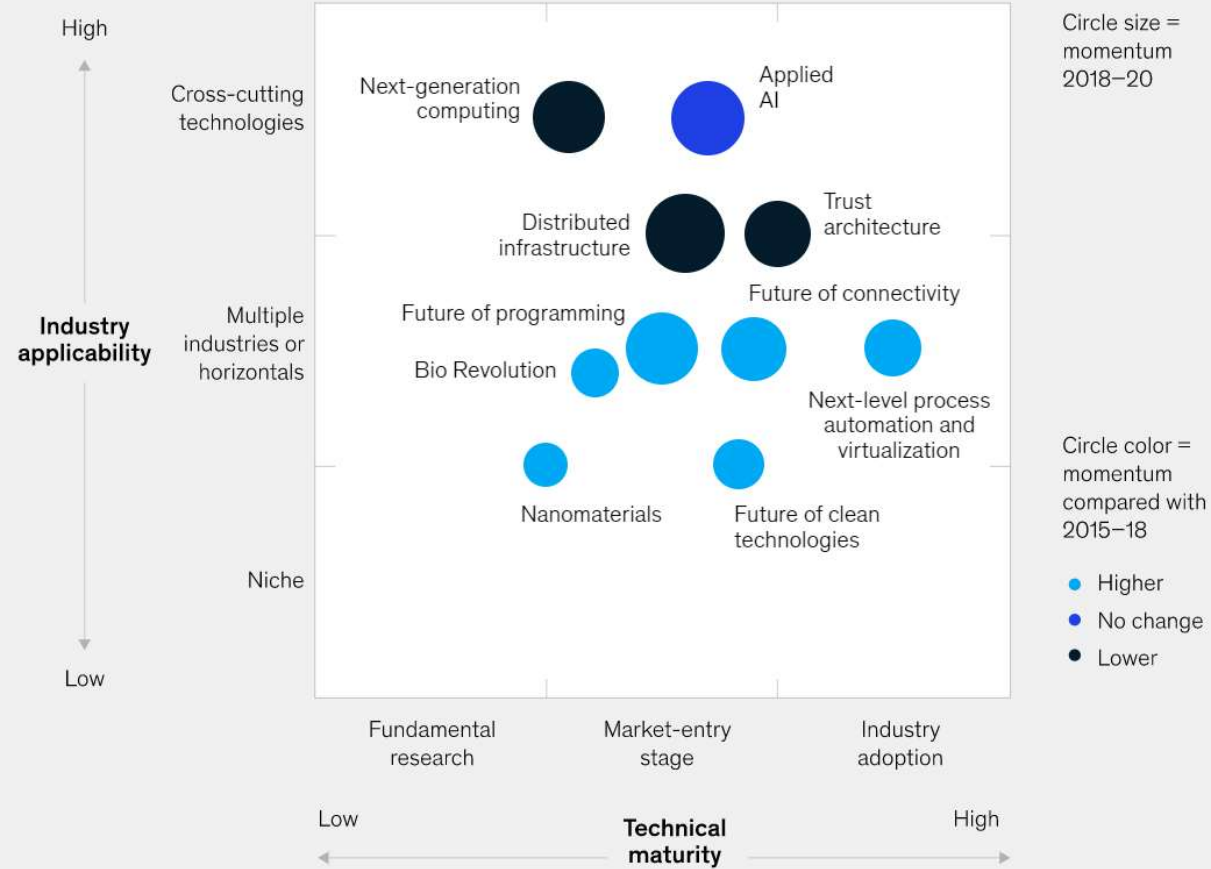
Source: Gartner

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**Gartner**



## McKinsey tech trends index





[MARKETS](#)[BUSINESS](#)[INVESTING](#)[TECH](#)[POLITICS](#)[CNBC TV](#)

**POWERING THE  
FUTURE**

# First US steel plants powered by wind, solar energy are coming for industry with big carbon footprint

PUBLISHED SAT, DEC 7 2019 • 10:30 AM EST



Jacob Douglas  
@JACOBMDOUGLAS

SHARE



## KEY POINTS

- Nucor's \$250 million micromill in Sedalia, Missouri, is set to be the first U.S. steel plant to run on wind energy.
- A recycled steel plant run by EVRAZ in Colorado is transitioning from coal to solar in a partnership with Xcel Energy and a solar developer half owned by BP.

**BEYOND  
THE VALL**  
Your daily dose of

<https://www.cnbc.com/2019/12/07/first-us-steel-plants-powered-by-wind-solar-energy-are-coming.html>

# Insurers turn to artificial intelligence in war on fraud

Machine learning is helping the insurance industry flag suspicious claims—and even crawl through social media accounts to find fraud.



[fastcompany.com](https://www.fastcompany.com)



NEWS | February 3, 2022

# CAF partners with Iberdrola for green hydrogen rail transport

The two firms will promote solutions to help in accelerating the transition to emission-free rail transport.







Team

Product

Media



Contact

# Welcome to Parallel Systems



[moveparallel.com](https://moveparallel.com)

# Technologies Driving Business

How will you adapt your strategy and your workforce when unprovoked changes upend your business and your market?

**June 8-10, 2020**

Virtual conference hosted by MIT Technology Review

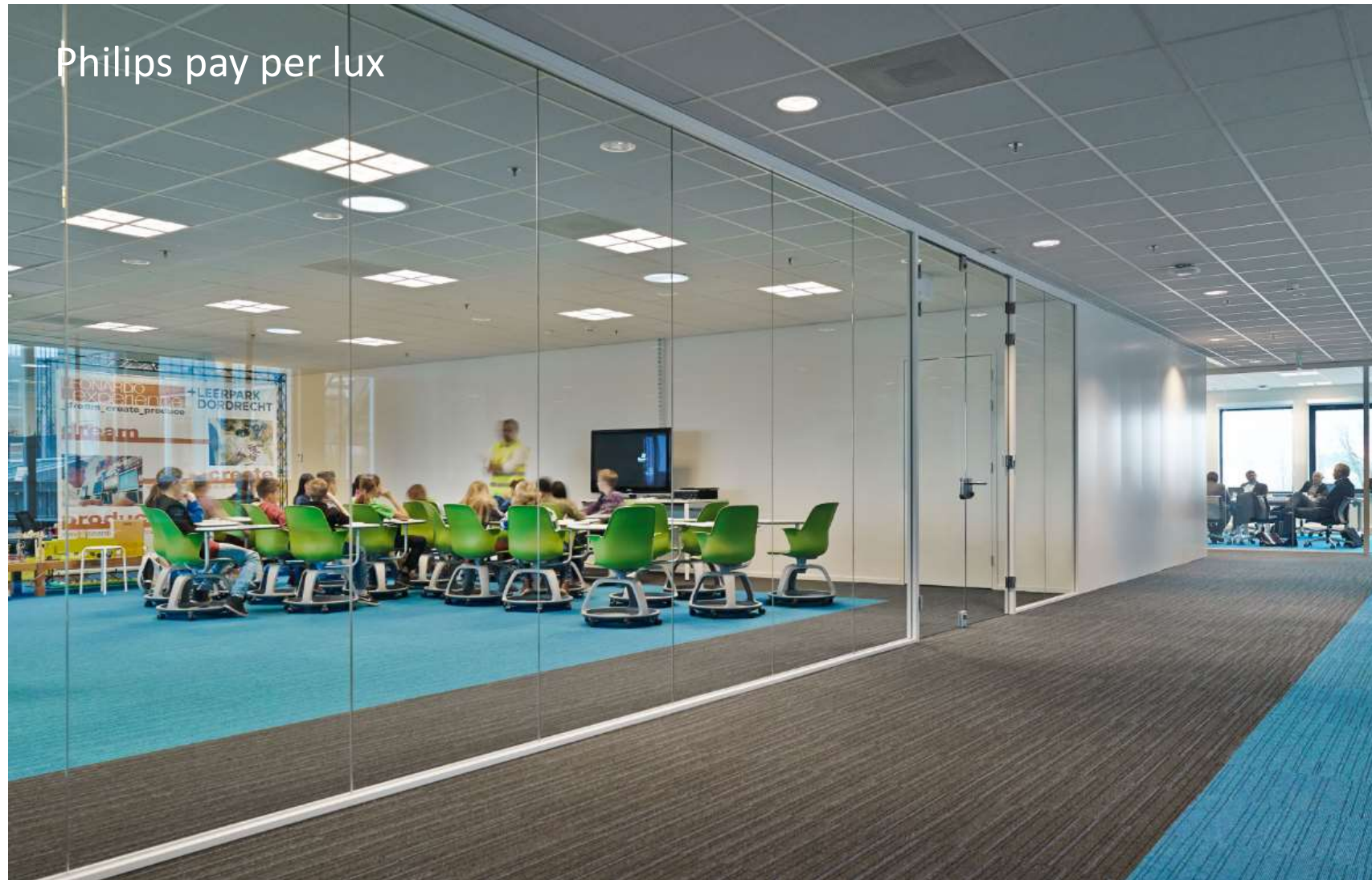


vention.io





Philips pay per lux



Philips.com



***KEY FIGURES***

**Michelin  
currently  
manages the  
tires on over  
300,000**

trucks and utility  
vehicles in 24  
countries around the  
world.

Rather than  
charging customers  
for tires, why not  
manage their tires  
and charge them  
this service? We now  
offer that option.

Kilometers driven,  
number of landings  
for airlines, tones  
transported by  
mining sector  
customers.

Michelin.com

# HOW DO WE DETECT DRIVING TECHNOLOGIES?

# TEAMS

## Empowering groups

# Where teams get work done

monday.com is the Work OS that powers teams to run processes, projects and everyday work their way.

[Get Started >](#)


## Team projects

### This month

	Owner	Timeline	Status	Due date	
Finalize kickoff materials		<div><div></div></div>	Done	Oct 12	
Approve budget		<div><div></div></div>	Working on it	Oct 5	
A/B test launch		<div><div></div></div>	Stuck	Oct 1	

### Last month

	Owner	Timeline	Status	Due date	
Get offers from vendors		<div><div></div></div>	Done	Sep 22	
Timeline approval		<div><div></div></div>	Done	Sep 22	
Review workload reports		<div><div></div></div>	Done	Sep 22	

### Project Plan



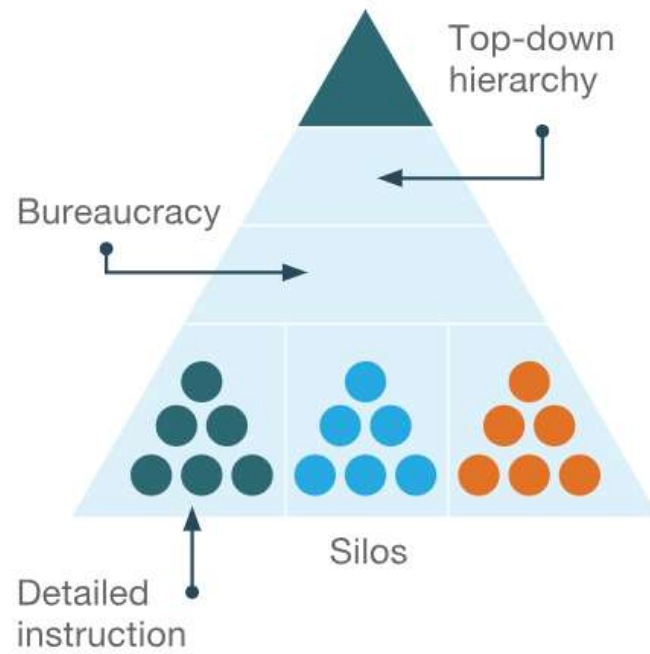
monday.com



[kickbox.adobe.com](http://kickbox.adobe.com)



From organizations  
as “machines” ...

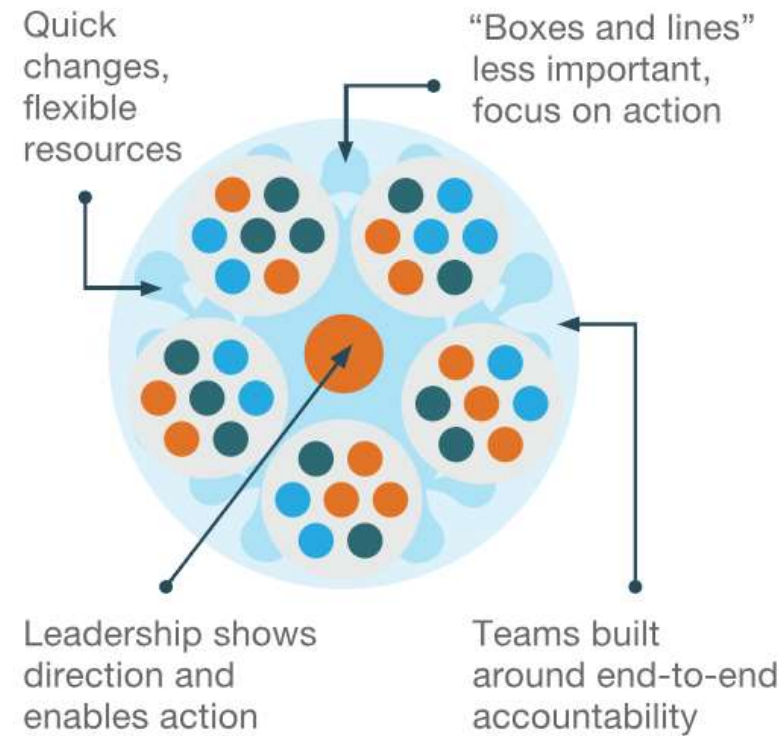
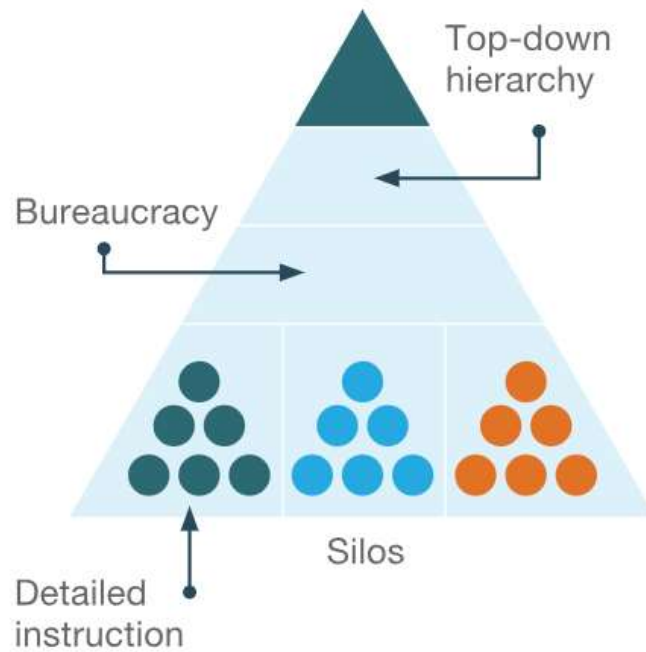


McKinsey&Company

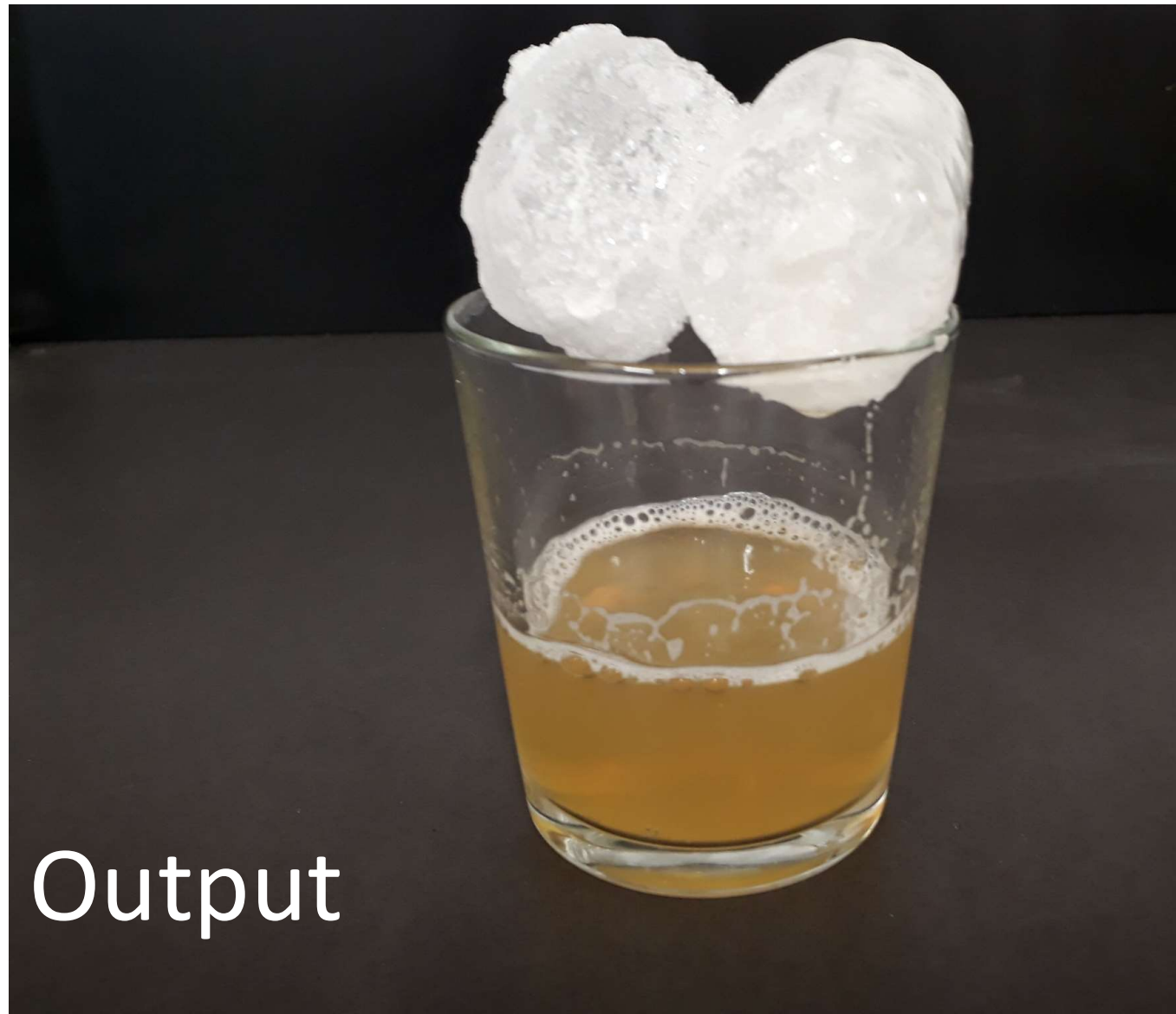
From organizations  
as “machines” ...



... to organizations  
as “organisms”



McKinsey&Company



Output

Outcome



## CASE I

How do chinese companies innovate?

# HAIER

*An ecosystem of internal microcompanies  
and partners where the customer is the boss.*

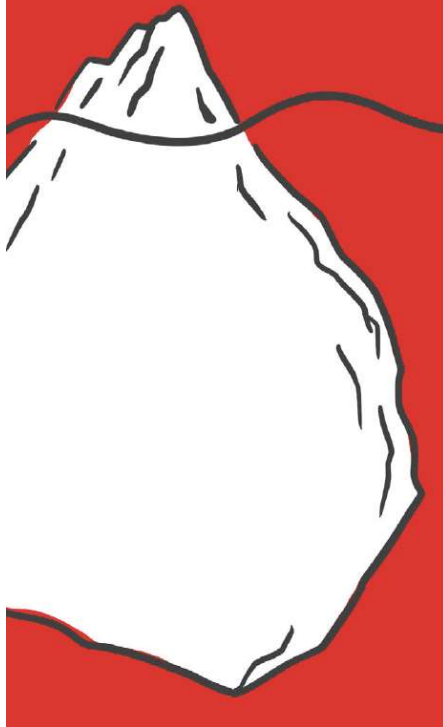
A global innovation leader from China



November 2020

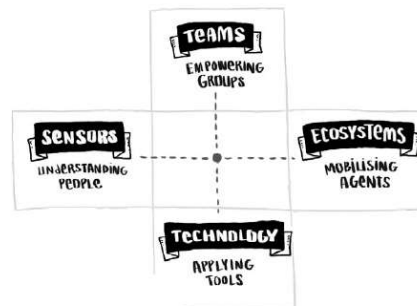


# THE HAIER'S WAY



Haier's innovation model is characterized by a balance between the four assets that may be considered as fundamental in the new business operating system of a company: sensors, technology, teams and ecosystems.

Each of these four main assets has a critical function:



**SENSORS:** to understand people, to quickly give them the right answers

**TECHNOLOGIES:** to detect transformative technologies, and apply them right along

**TEAMS:** to empower teams, and guide them to outcomes more than outputs

**ECOSYSTEMS:** to generate value with other agents, combining their capabilities

In the case of Haier, the following actions stand out in these four assets:

**Sensors:** millions of customers taking part on an interaction to design and manufacture new products and services.

**Technology:** An internal platform to connect market-facing micro companies.

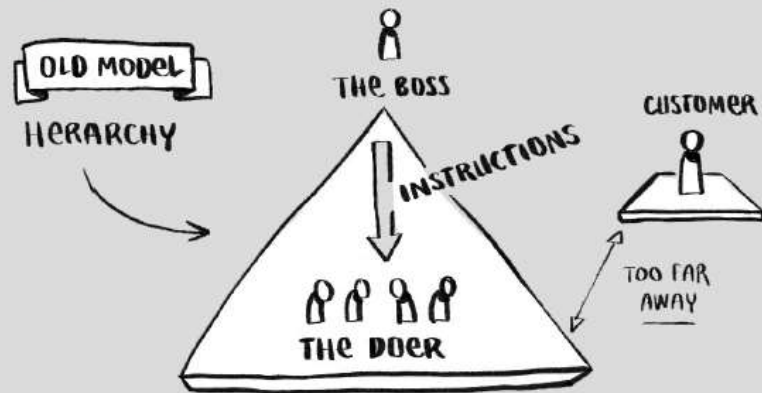
**Teams:** A self-directed organization of more than 80,000 employees.

**Ecosystems:** Generation of value with some 8000 external companies.

# TEAMS RENDANHEYI

人单合

Maker-Customer  
Integration



NEW MODEL  
RENDANHEYI

SELF-MANAGED  
TEAMS

Zero  
distance  
to  
customer



Zero distance to customers

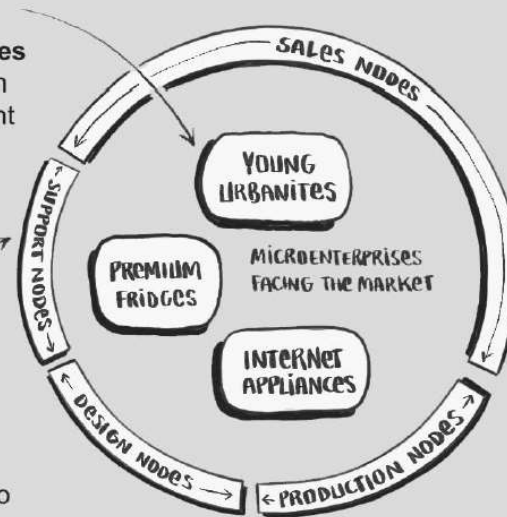
# TECHNOLOGY INBOUND PLATFORMS

Haier is made of some **4000 microcompanies**, organized into **platforms**.

In each **platform** there is a few number of **market-facing companies** (in the center) focused on a specific market segment or category...

... that are serviced (components and services) by many smaller **supporting microcompanies**

Any market-facing company can **choose** which service company to work with and even look for a service **outside** Haier





The roles that create the most value in your organization may not be at the top. Getting the right people in these critical seats can turbocharge performance.



A WORKFORCE MANAGEMENT PLATFORM TO:

# UNCOVER HUMAN POTENTIAL

Nexus A.I. is a cloud-based platform that recommends the teams and individuals most likely to succeed across all projects. Powered by artificial intelligence and organizational behavior science, we offer the next-generation of workforce management.

Request Demo

Candidate	Star Performer	Job Title	Location	Match
Tiffany Gibson	★	Line Producer	Englewood, CO	100%
Nichole Richards	★	Executive Producer	Denver, CO	92%
Kieren Anderson	★	Executive Producer	Boulder, CO	88%
James Roman	★	Producer	Englewood, CO	73%
Nadi Hebert	★	Producer	Boulder, CO	62%



Business

Nov 13th 2021 edition >

Bartleby

# Chief executives are weirder than ever

An impossible job has become even tougher



**HOW DO WE EMPOWER  
OUR TEAMS?**

# ECOSYSTEMS

## Mobilizing agents



© picture-alliance/dpa/P. Pleul



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Let's Go

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# JUKARI

Release the magic of play

**Reebok &**  
**CIRQUE DU SOLEIL**

Campaign facts  
Category: Sports marketing  
Type: Social media, digital, activation, branding  
Markets: Asia Pacific, Europe, Latin America



Haier

# I-Pro Series 7

Professional results at home

DISCOVER MORE



haier.com



**HOPE**  
Innovation Platform

[Community](#) [About HOPE](#) [中文](#)



# About HOPE

HOPE (Haier Open Partnership Ecosystem) was founded in 2009. As a core innovation team of Haier appliances group, we have active programs of outreach to the broader innovation community so that the brightest minds across all fields can see the areas that Haier is pursuing, and recommend solutions, contacts, or resources to fulfill these needs.

[Read more](#)

hope.haier.com



The background of the entire page is a photograph of a large colony of seagulls on a sandy beach. In the foreground, several seagulls are in sharp focus, looking towards the right. The background is filled with hundreds of more seagulls, creating a sense of a large community. At the bottom of the image, there is a horizontal bar with a rainbow color gradient.

# Innovation Partner community

Join 8000+ Global Innovator Community, Share, Make Coolest Innovation

[Join us](#)



We help you build your  
automotive business



[bmwstartupgarage.com](https://bmwstartupgarage.com)



Mi Phones

POCOPHONE

Redmi Phones

Mi TV

Smart Devices

Mi Power Bank

All Products

Product Aut

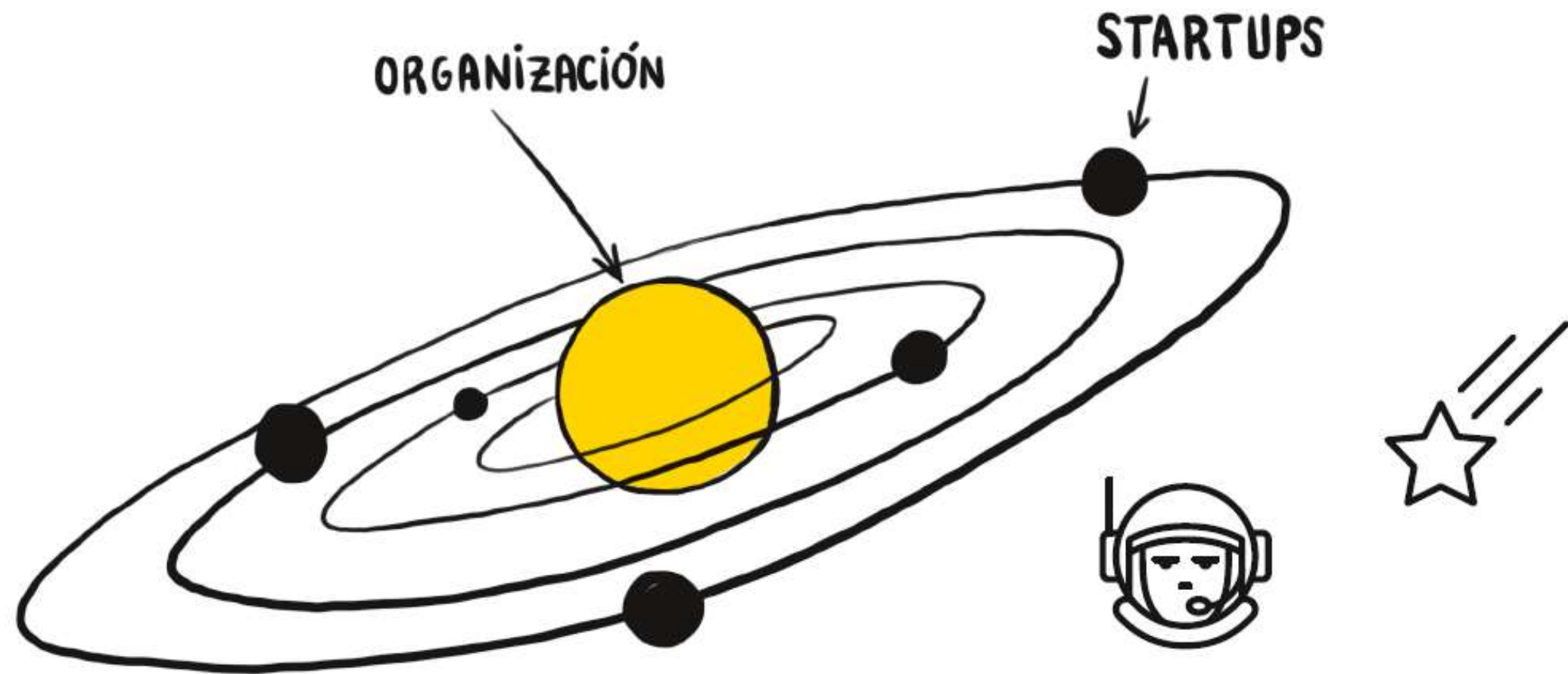
# Mi Note 10

Dream big, shoot epic  
World's first 108MP penta camera

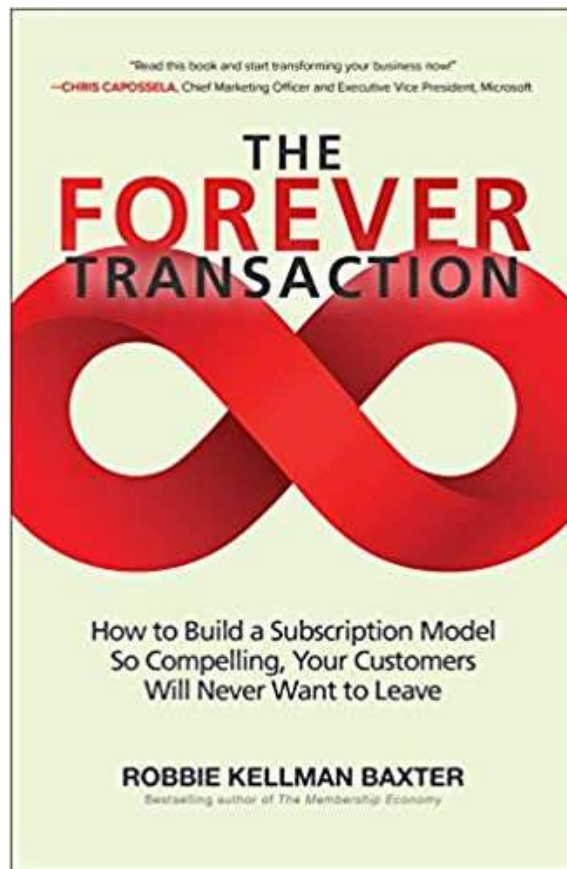
[Learn More](#)



mi.com



# Towards a subscription model





# Going Up? The Elevator-as-a-Service Business

Executives are helping develop new revenue opportunities built around a tech-driven service model







BROWSE EQUIPMENT

ABOUT US

LOCATIONS

BLOG

INDUSTRIES

RENT

MANAGE

AERIAL EQUIPMENT

AIR EQUIPMENT

COMPACTION EQUIPMENT

CONCRETE EQUIPMENT

CRUSHING & SCREENING

EARTHMOVING EQUIPMENT

FOREST/LANDSCAPING EQUIPMENT

MATERIAL HANDLING EQUIPMENT

MISC EQUIPMENT

POWER GENERATION

PUMP EQUIPMENT

ROADWORK EQUIPMENT

TRENCH SHORING

What Do You Need?

Where Is Your Jobsite?

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<https://www.catrentalstore.com/>



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Fleet Services Equipment

## FleetServices™ Machine Sensor

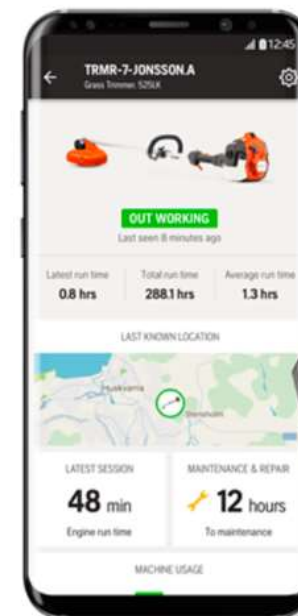
From £16.80



Fleet Services Equipment

## Sensor key

From £2.70



**HUSQVARNA**  
FLEET SERVICES™



husqvarna.com

**WHO IS  
IN OUR ECOSYSTEM?**

# CONCLUSIONS

Towards  
the next version  
of your company



**TEAMS**

EMPOWERING  
GROUPS

**SENSORS**

UNDERSTANDING  
PEOPLE

**ECOSYSTEMS**

MOBILIZING  
AGENTS

**TECHNOLOGY**

APPLY  
TOOLS

The next YOU

# MANAGE THE SENSORS

# **MANAGE DRIVING TECHNOLOGIES**

# **MANAGE EMPOWERED TEAMS**



# MANAGE ECOSYSTEMS

Diversity matters




# Diversity wins: How inclusion matters

May 19, 2020 | Report

McKinsey research has **shown** that a strong relationship exists between diversity on leadership teams and the likelihood of financial outperformance for companies:

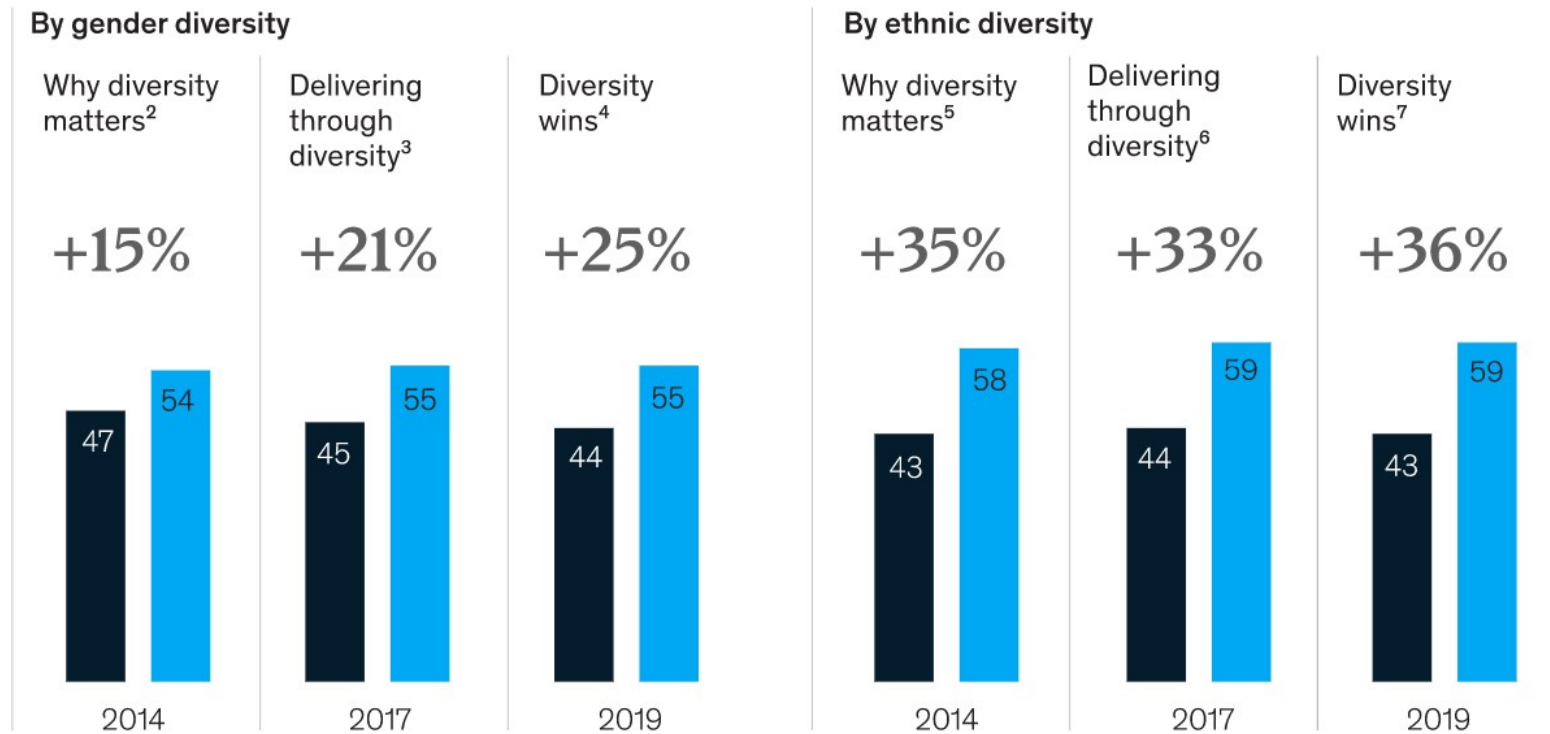
the most gender-diverse companies are **48 percent more likely to outperform** the least gender-diverse companies.



## The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,<sup>1</sup> %

■ Bottom quartile ■ Top quartile



<sup>1</sup>Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. <sup>2</sup>n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. <sup>3</sup>n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US; EBIT margin 2011–15. <sup>4</sup>n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. <sup>5</sup>n = 364; Latin America, UK, and US; EBIT margin 2010–13. <sup>6</sup>n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. <sup>7</sup>n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.



Segons una enquesta de [CEINSA S.L.](#), en aquests moments Catalunya és la comunitat en què les empreses atorguen més responsabilitats directives a les dones, amb un 33%, seguida de Madrid, amb un 31,3% i País Basc, 28,2%. Pel que fa a la resta de l'Estat, la mitjana és del 27%.

Treballem pel talent, per la igualtat d'oportunitats.

[See translation](#)



**Només un 33% dels llocs directius els ocupen dones**

leconomic.cat • 2 min read




# Repairing the broken rung on the career ladder for women in technical roles

March 1, 2022 | Article

Across all industries and roles, women are **promoted at a slower rate than men.**

Indeed, only 86 women are promoted to manager for every 100 men at the same level, according to McKinsey's *Women in the Workplace 2021* report, coauthored with LeanIn.Org.

But **the gender gap for women in technical roles is more pronounced**, with only 52 women being promoted to manager for every 100 men.





🕒 📶 43% 🔋 22:45



**Montserrat Barcelo Riera, MD** • 1st

Vice President Europe at Veristat

8h • Edited • 🌐

Did you know that more than 90% of [#Biociencia](#) students at [Universitat Autònoma de Barcelona](#) are women?

Too few reach top management positions at Labs and Research companies.





Startup Life/Diversity & Inclusion/Analysis/

# 40+ Black and mixed-race female founders in Europe

We've compiled a list of European women founders outside of the UK who should be on your radar

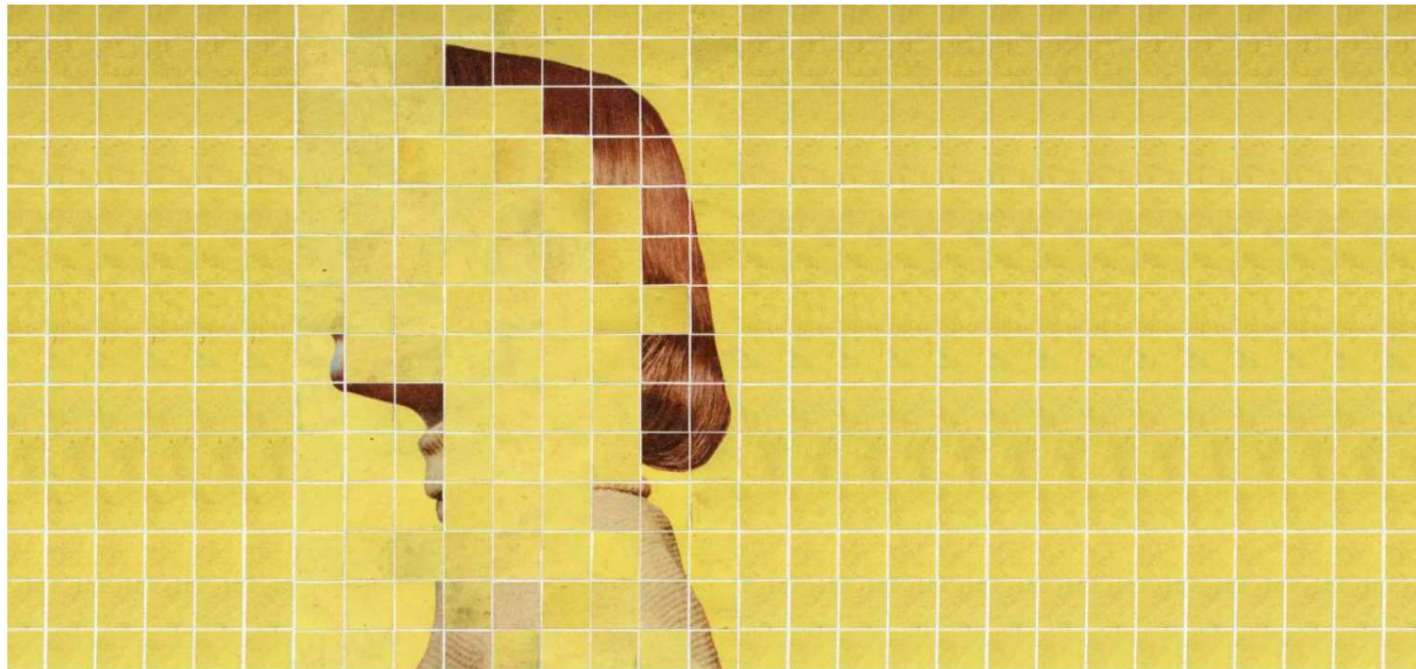
BY MIRIAM PARTINGTON IN BERLIN 11 FEBRUARY 2022



# What's Really Holding Women Back?

It's not what most people think. by Robin J. Ely and Irene Padavic

From the Magazine (March–April 2020)



Anthony Gerace

What holds women back at work is not some unique challenge of balancing the demands of work and family but rather **a general problem of overwork** that prevails in contemporary corporate culture.

Women and men alike suffer as a result. **But women pay higher professional costs.**

If we want to solve this problem, we must reconsider what we're willing to allow the workplace to demand of **all employees.**

And as **more research shows the business advantage of reasonable hours,** some employers will come to question the wisdom of grueling schedules.

If and when those forces gain traction, neither women nor men will feel the need to sacrifice the home or the work domain, demand for change will swell, and **women may begin to achieve workplace equality with men.**

# We are Ladies Who Connect.



## Prepare for *take-off*!

### Ready to take things to new heights?

As a 501(c)(3) non-profit organization, our mission is to empower a global community of women and non-binary entrepreneurs by providing educational resources, funding, mentorship, networking, and community.

[CLICK TO SUBSCRIBE TO NEWSLETTER!](#)



# INSTITUTE OF NEXT

Barcelona

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[ac@infonomia.com](mailto:ac@infonomia.com)