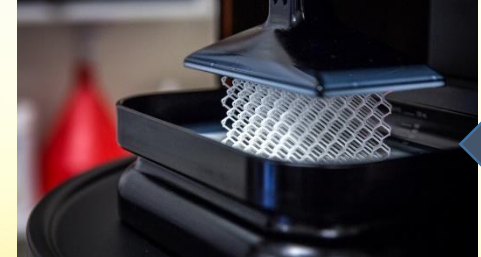
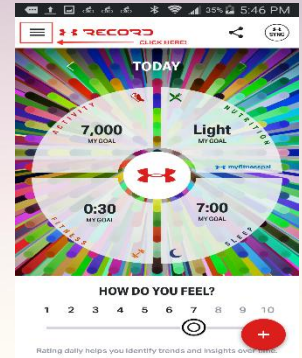




Vision and Scenarios of New Disruptive Technological Trends and Future Potential Impact

Martin Canning
Group VP, European Consulting, IDC

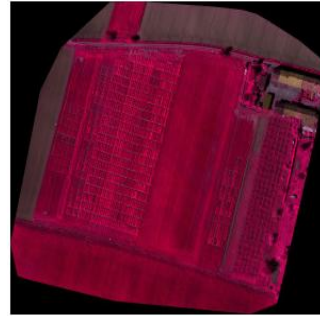




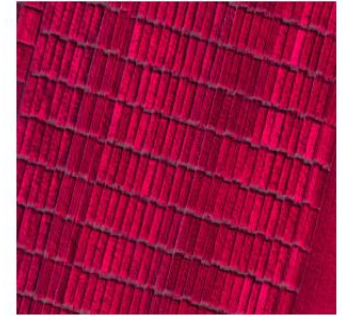
Precision Agriculture



Salt & Lemon (S&L) is an Italian micro SME whose initial core business has been expanding from aerial filming and drone photography for the media industry, to a new range of markets thanks to an ever extensive use of drones' technology. Their solution for precision farming was first implemented in 2014 in a trial in collaboration with Ente Nazionale Risi, the public entity representing the rice producers in Italy, and University of Turin, to test new methods of crop's health assessment and smart fertilization.



Infrared image: overview of a wheat field in Vercelli (North West Italy)



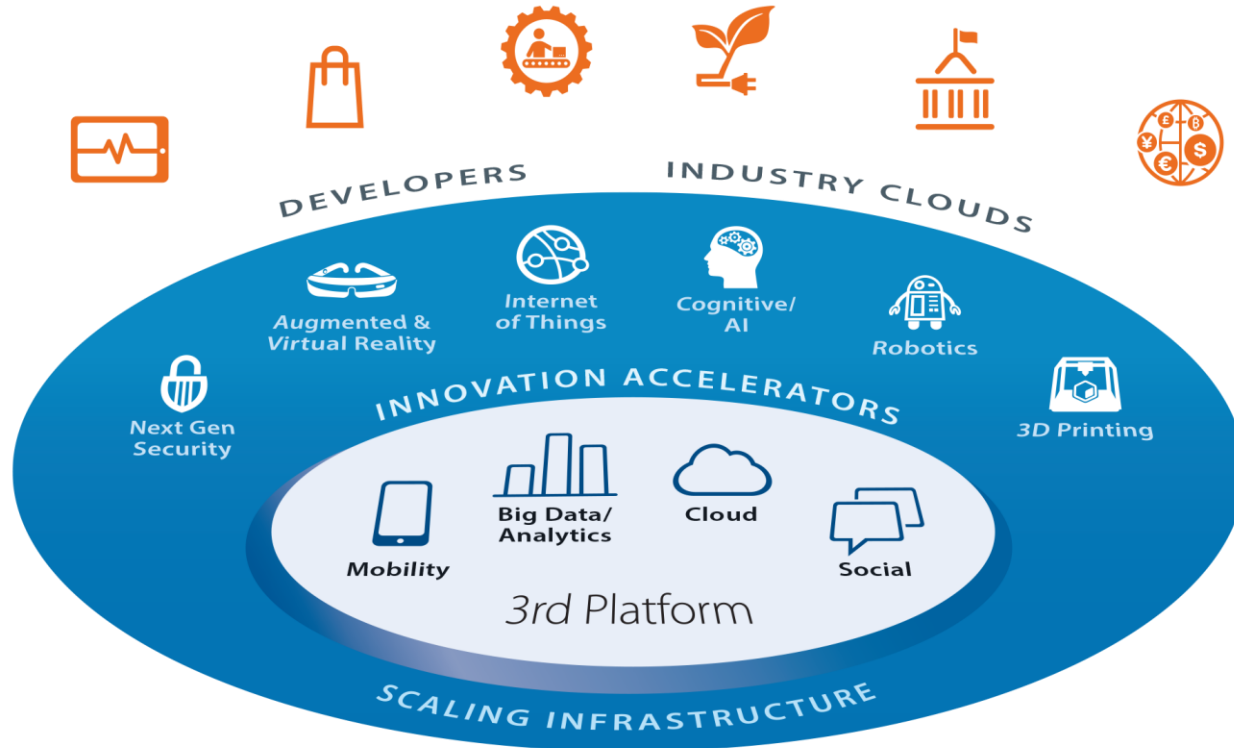
High resolution detail of individual parcels of the same field



Agrivi is a Croatian agri-tech startup founded in 2013 that has developed a farm management software to help farmers decision making through an efficient resource management. Linearcampo, a Portuguese farm SME that has been using Agrivi since September 2015, advantages are represented by the possibility to track and record field activities and compare data with other sources and historical series to get insights.

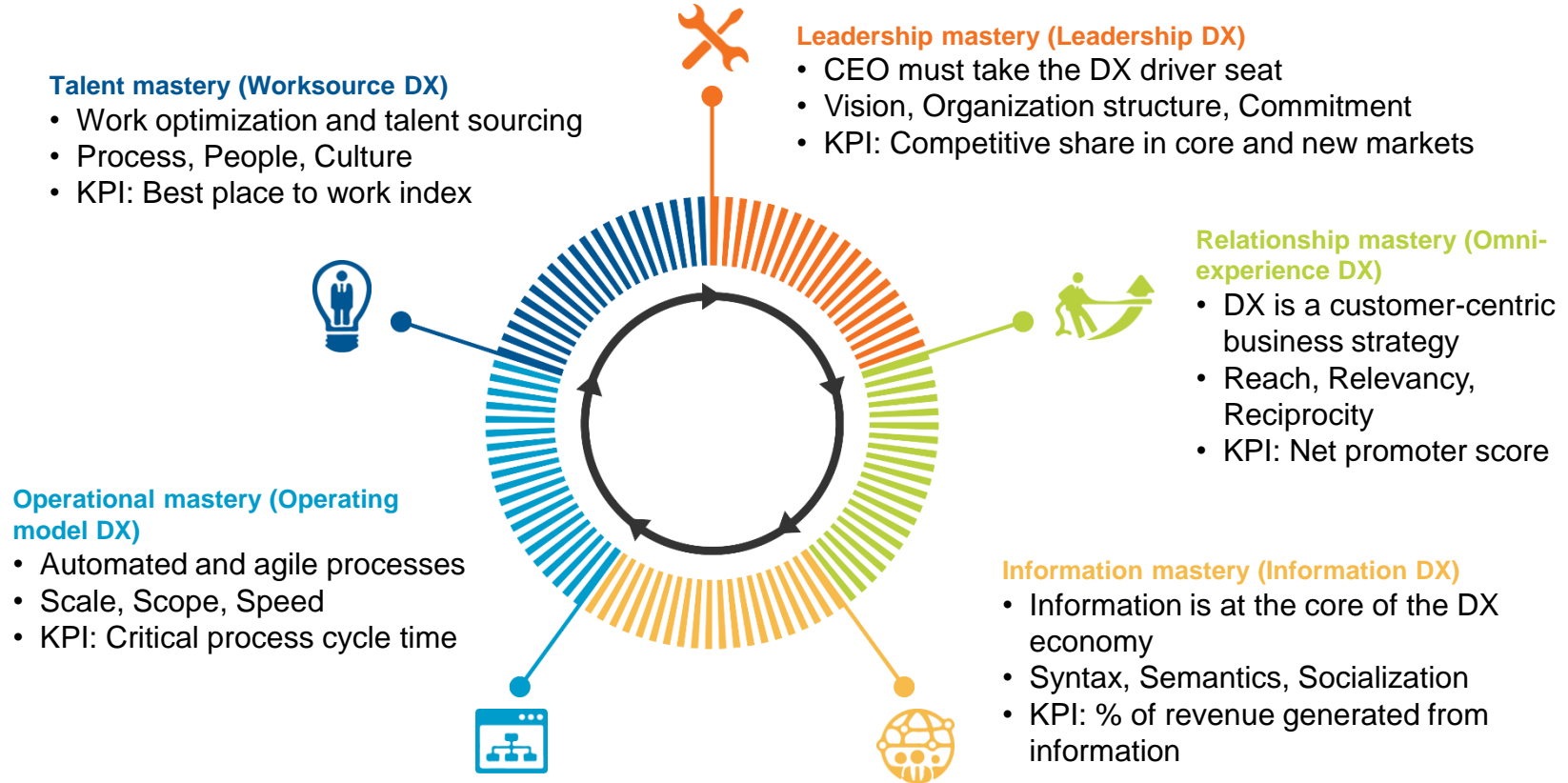


Digital Transformation



Source: IDC

Becoming Digital Masters





***By 2020, 40% of the
European FT500 will see the
majority of their business
depend on their ability to
create digitally-enhanced
products, services and
experiences***

'My vision for Aviva is a business that makes it simple, effortless and easy for customers, with digital at its heart... our Digital Business Unit (Digital Garage) already has revenues of £1.3 billion. This is the future of Aviva, this is the future of insurance.'

Mark Wilson, Group CEO Aviva





***By 2020, one third of
CEOs and COOs of
European FT500
companies will have
spent at least 5 years in a
tech leadership role***



Kasper Rohrsted,

CEO of Adidas



Jeroen Tas,

*CEO of Connected Care and
Health Informatics, Philips*



Fritz Jousen,

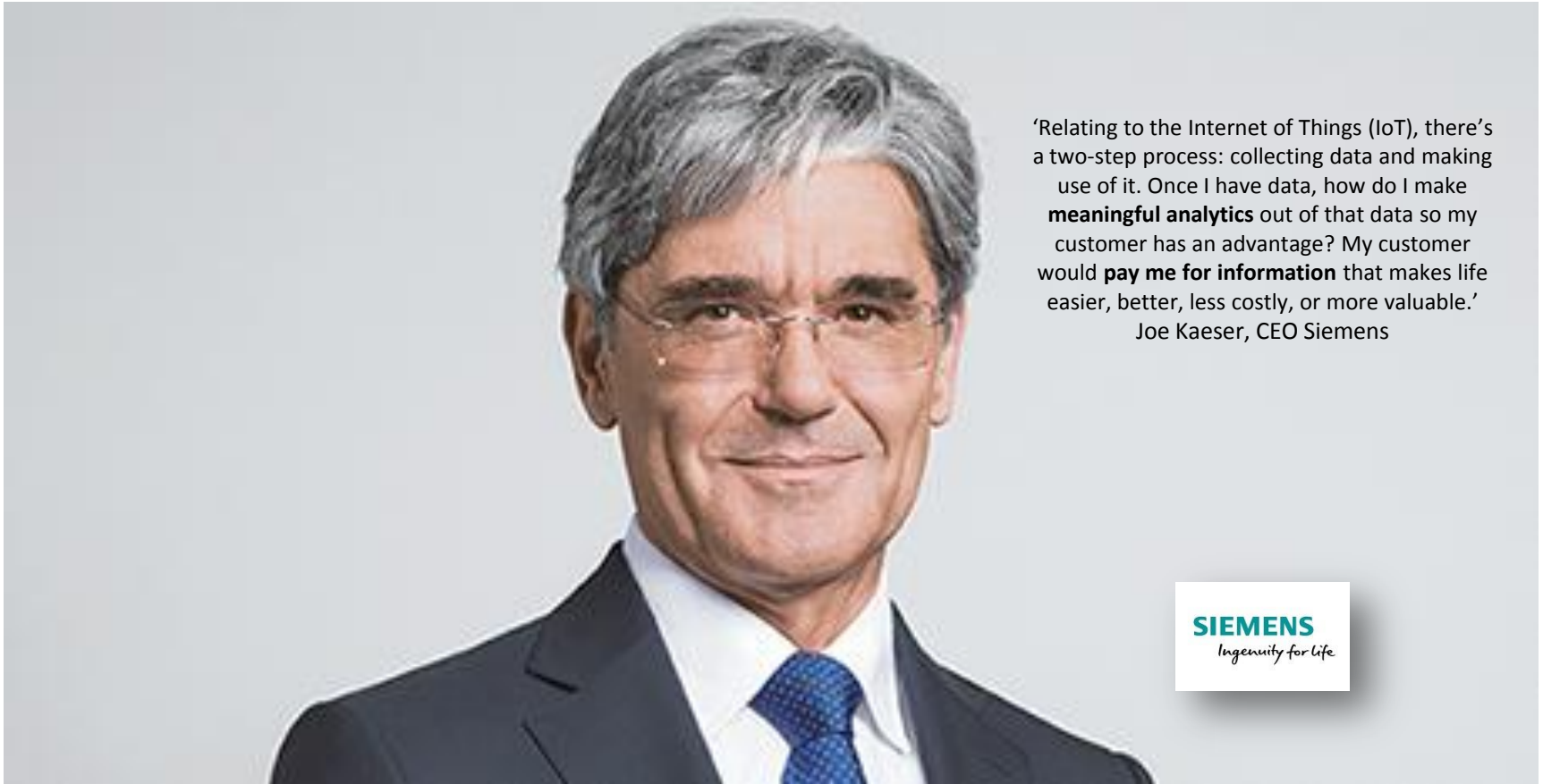
TUI Travel Group

Digital Leadership





***By 2019, 40% of European
IT Projects Will Create New
Digital Services and
Revenue Streams That
Monetize Data in a
'Privacy-by-Design'
Fashion***



'Relating to the Internet of Things (IoT), there's a two-step process: collecting data and making use of it. Once I have data, how do I make **meaningful analytics** out of that data so my customer has an advantage? My customer would **pay me for information** that makes life easier, better, less costly, or more valuable.'

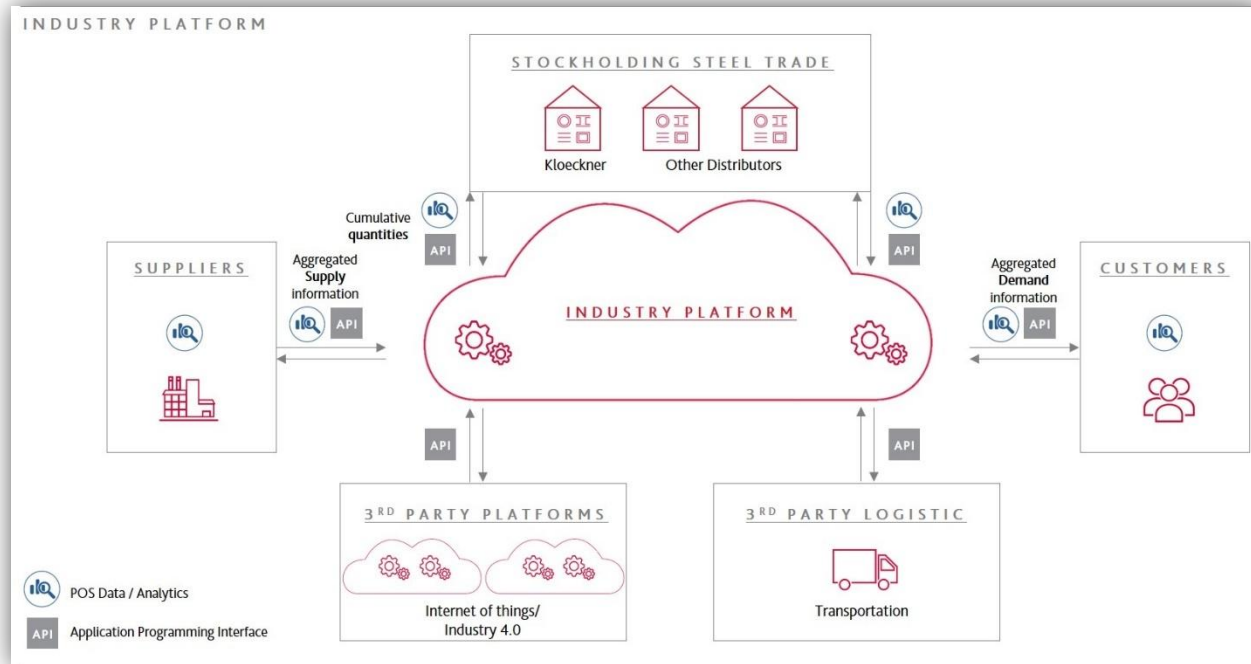
Joe Kaeser, CEO Siemens

SIEMENS
Ingenuity for life



**By end of 2018, the
number of Industry
Collaborative Platforms
(ICP) will triple to more
than 450, of which 35%
will be from Europe**

Kloeckner's Industry Collaborative Platform





**By the end of 2017, over
80% of European
enterprises will have
dedicated digital
transformation or
innovation teams**

23 of the Eurostoxx 50 companies have set up a Digital Innovation Lab in some shape or form over the past 2-3 years

 **IDC**
Analyze the Future



Insight
Digital Innovation Labs in Europe - Why and How?

Philip Carter
Marianne Kolding
Alexandros Stratis

Jonas Knudsen
Andrea Siviero
Jan van Vonno

IDC OPINION

Capturing and sustaining an innovative business model has captured the imagination of business leaders for many decades. However, more recently, the focus on innovation has ramped up drastically in the face of increased levels of digital disruption for multiple industries. Indeed, the average company life span on the Standard & Poors 500 Index (S&P 500) has reduced from 61 years in the 1960s to less than 20 years as of 2016 as the innovation cycles accelerate and speed, scale and potential business outcomes from technology become redefined. As a result, IDC predicts that by the end of 2016, two thirds of the CEOs of the top 500 European enterprises will have digital transformation (DX) at the center of their corporate strategy as they try to ensure the longer term survival of their organizations. In Europe, digital disruptors are few and far between. In fact, just 5% fall into this category according to IDC's Digital Transformation Maturity/Scope Benchmark conducted in 2015. In this respect, we are seeing a gap emerging between the 'thrivers' (those organizations that are indeed putting DX at the heart of their corporate strategy) versus the 'survivors' (those organizations just in reactive mode and risking company survival).

IDC has found that one of the key initiatives for organizations that are proactively tackling digital transformation initiatives in Europe has been linked to the creation of digital innovation labs' to accelerate their digital transformation efforts. In fact, according to IDC's initial research, 23 of the Eurostoxx50 companies have set up a Digital Innovation Lab in some shape or form over the past few years. Although the objectives for these labs tend to vary significantly (often linked to how they are established - whether from marketing, engineering, IT, or a completely new innovation group), the initial examples of these Labs that IDC has assessed for this study have shown the following common characteristics:

- The Labs to be incubating and exploring potential new digital products and services by experimenting with new and emerging technologies that their respective organizations could capitalize on to drive future revenue streams.
- They develop projects in a very iterative way, and tend to start with the potential use case (which is very industry or domain specific). It then moves to proof of concept via rapid prototyping before it is tested (at minimum viable product status), and then potentially rolled out as a new digital product or service.
- The Labs tend to be established to raise the digital IQ of the organization by educating and evangelizing the importance of 'going digital' as opposed to focusing on delivering a massive business impact (in the short term, at least).





'AUDI's share of sales from
information technology software
and software based services for
'automobility' should account for
half of total sales (2014: €54 billion)
by 2020'

Rupert Stadler, CEO Audi



