Digital Transformation
– shaping our digital future

Jim Hagemann Snabe
A new *Race* or a new *Season*?
Technology-led disruption...
Disruptive Impact

Source: Americanfunds.com
Phase 1: dematerialization
The second phase has started
Leading a New Season?

"Inflection Point"
Andy Grove

"The Innovator’s Dilemma"
Clayton Christensen

Copyright
The biggest challenge

Speed of change
The biggest risk

Future of Jobs

Uber

Employees: 2,000
Drivers: 160,000
Assets: 0
Market Cap: 60 MIA USD

Airbnb

Employees: 1,600
Listings: 2,000,000
Assets: 0
Market Cap: 21 MIA USD

2013
The biggest opportunity

$I = P \times A \times T$

Environmental impact

Population
Affluence
Technology
The Digital Logic

- from MASS to INDIVIDUAL
- from CHEAP to VALUE
- from PRODUCT to PLATFORM
- from WASTE to SUSTAINABLE
Israel = Startup Country

Successful Israel Startups

1. NDS – $5B
2. Chromatis Networks – $4.5B
3. Waze - $1B
4. Trusteer - $800M
5. Retalix - $800M
6. Wix - $700M
7. Objet - $640M
8. MediaMind - $520M
9. Zoran - $485M
10. XtremIO - $450M

2014 Global Venture Capital Confidence

“\textit{The Israeli government made a crucial strategic decision to jump start a science-based sector by providing financial support for commercial R\&D,}”

Orna Berry
Ingredients for Success

- National Ambition
  - Idea
  - Innovation
  - Scale

- STRATEGY
- INNOVATION
- RULES

Focus
Collaborate
Incentivise
Policy Framework

Copyright
Shaping our digital future

- Leading the way