



DE WINNAARS ECONOMIE

UITDAGINGEN EN KANSEN VAN DE DIGITALE REVOLUTIE

KOEN DE LEUS
Brussel, 21/09/2017



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FORTIS

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Just what is productivity?

"...nothing contributes more to the reduction of poverty, to increases in leisure, and to the country's ability to finance education, public health, environment and the arts."

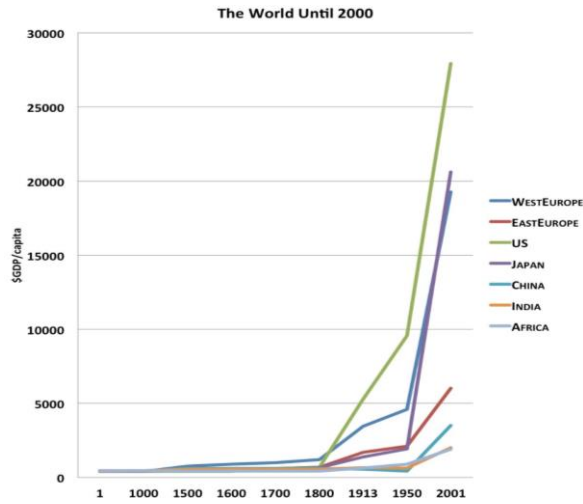
Alan Blinder and William Baumol (1993)

Just what is productivity?

Productivity isn't everything, but in the long run it is almost everything. A country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker."

Krugman (1994)

Stevige productiviteitsgroei leek het nieuwe normaal...

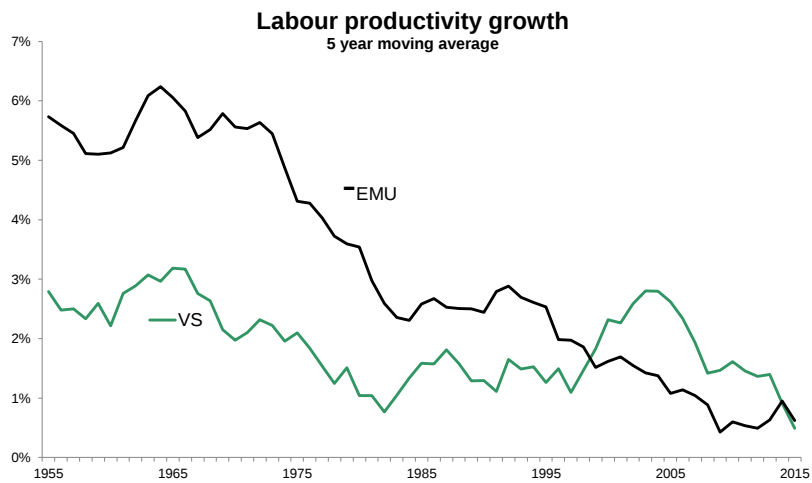


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...maar begon dan te vertragen



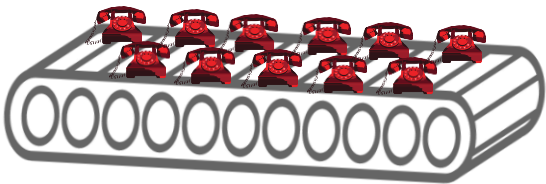
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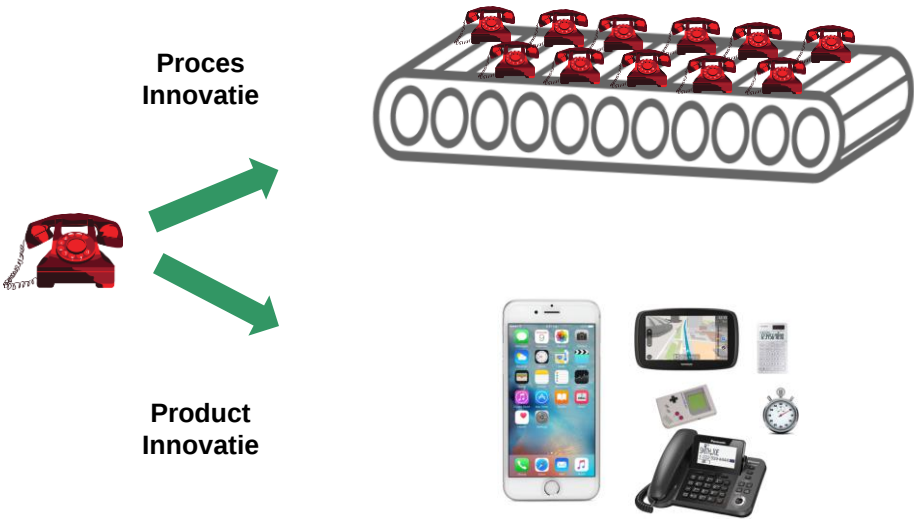
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Proces
Innovatie







INNOVATIEF



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INNOVATIEF

 **BlackBerry**

CASIO



DOOD



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1^e WET

TECHNOLOGISCHE VOORUITGANG
MAAKT BEDRIJVEN (NOG)
NIET PRODUCTIEVER



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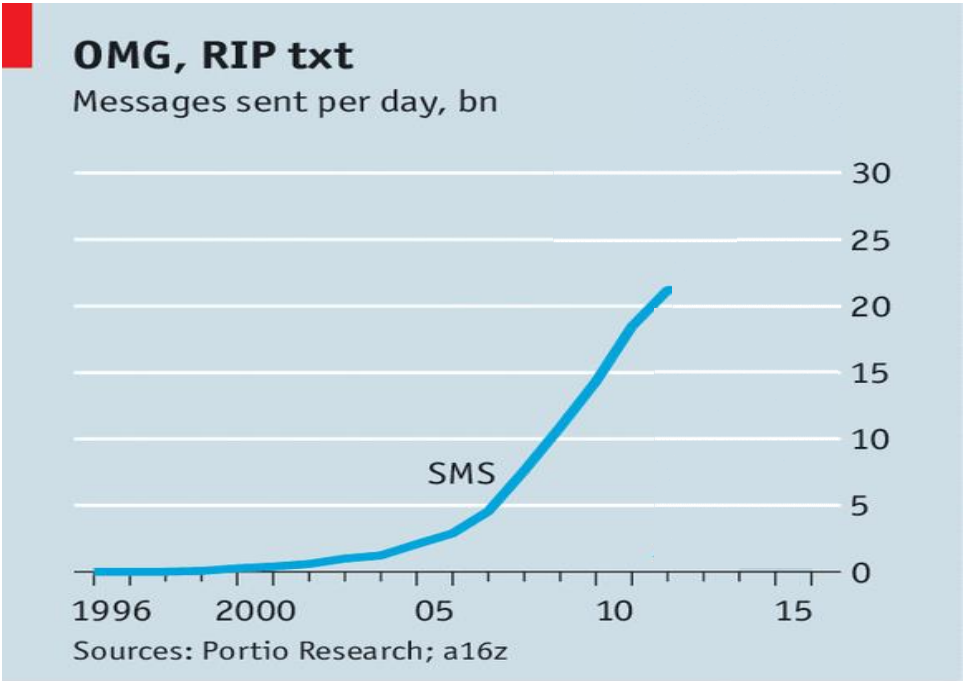
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WIKIPEDIA
The Free Encyclopedia

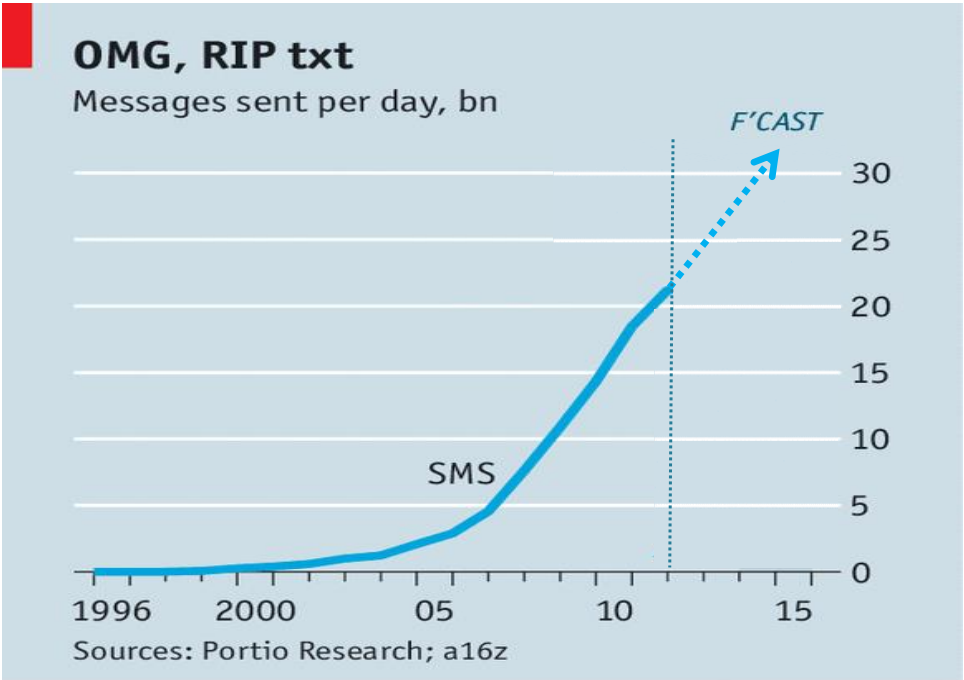




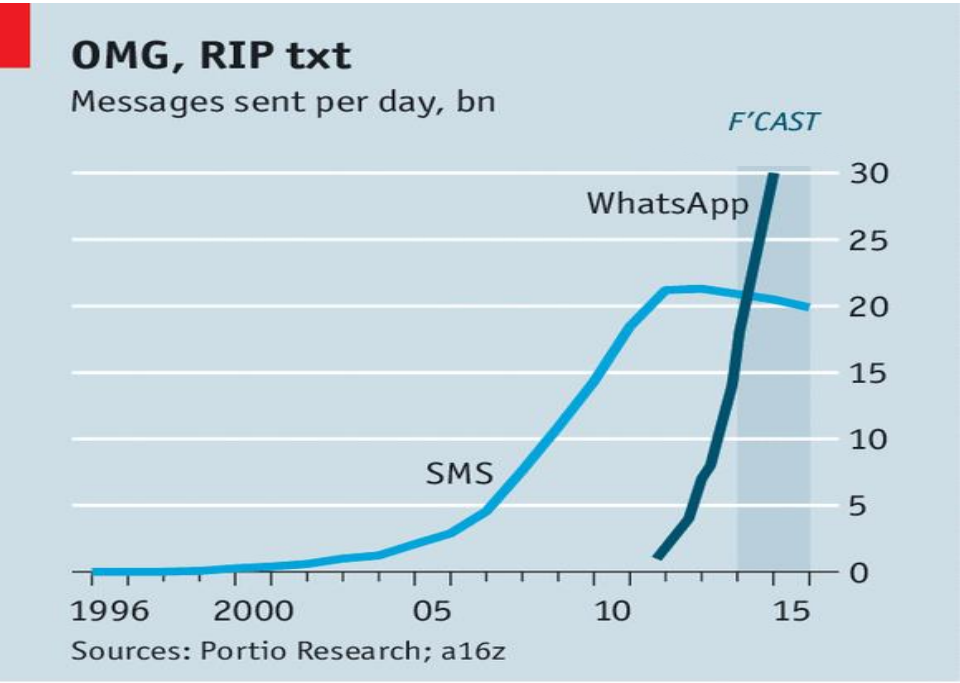
GRATIS PRODUCTEN:
CONSUMENT PROFITEERT,
PRODUCENTEN BLIJVEN
OP HUN HONGER ZITTEN



Economist.com



Economist.com



Economist.com

2^e WET

GRATIS PRODUCTEN
ZORGEN VOOR
CONSUMENTENSURPLUS,
NIET VOOR
PRODUCENTENSURPLUS



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**Internet of
things**

**Sharing
economy**

**Online
services**

Waarvan verwacht je een belangrijke impact?



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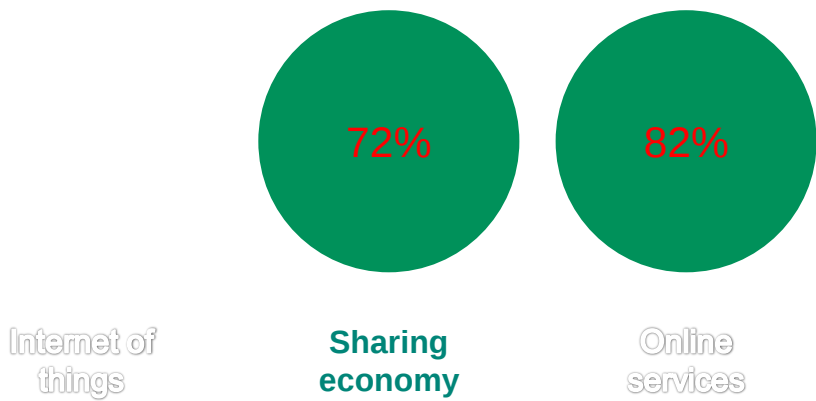


*“E-commerce is nog niet winstgevend:
bied je de dienst niet aan, dan verlies je klanten,
bied je hem wel aan, dan verlies je geld.
Een dilemma.”*



*“Als je te snel verandert,
verlies je oudere klanten.
Verander je te traag
dan verlies je de jongeren.”*

Waarvan verwacht je een belangrijke impact?



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GLOBAL FOOTPRINT WITH PREMIER BRANDS -
496 PROPERTIES IN 45 COUNTRIES

PARK HYATT	ANDAZ	GRAND HYATT	HYATT	HYATT REGENCY	HYATT PLACE	HYATT HOUSE	HYATT RESIDENTIAL
							
29 HOTELS	8 HOTELS	38 HOTELS	29 HOTELS	146 HOTELS	169 HOTELS	54 HOTELS	23 PROPERTIES
5,815 ROOMS	1,701 ROOMS	21,505 ROOMS	7,478 ROOMS	67,740 ROOMS	21,957 ROOMS	7,603 ROOMS	2,193 ROOMS
19 COUNTRIES	3 COUNTRIES	19 COUNTRIES	2 COUNTRIES	31 COUNTRIES	1 COUNTRY*	1 COUNTRY*	8 COUNTRIES
LUXURY	BOUTIQUE-INSPIRED	FULL SERVICE	FULL SERVICE	FULL SERVICE	SELECT SERVICE	EXTENDED-STAY	RESIDENCE TIMESHARE

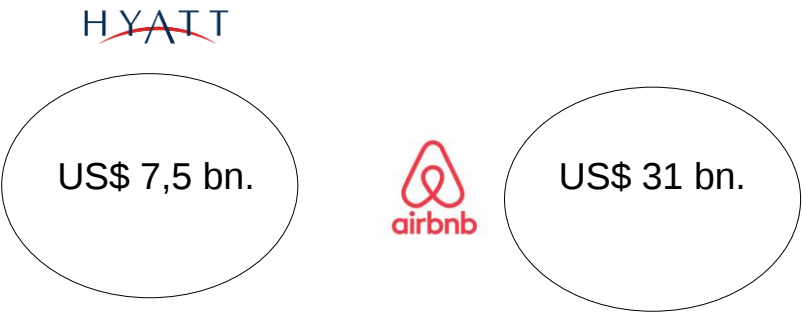
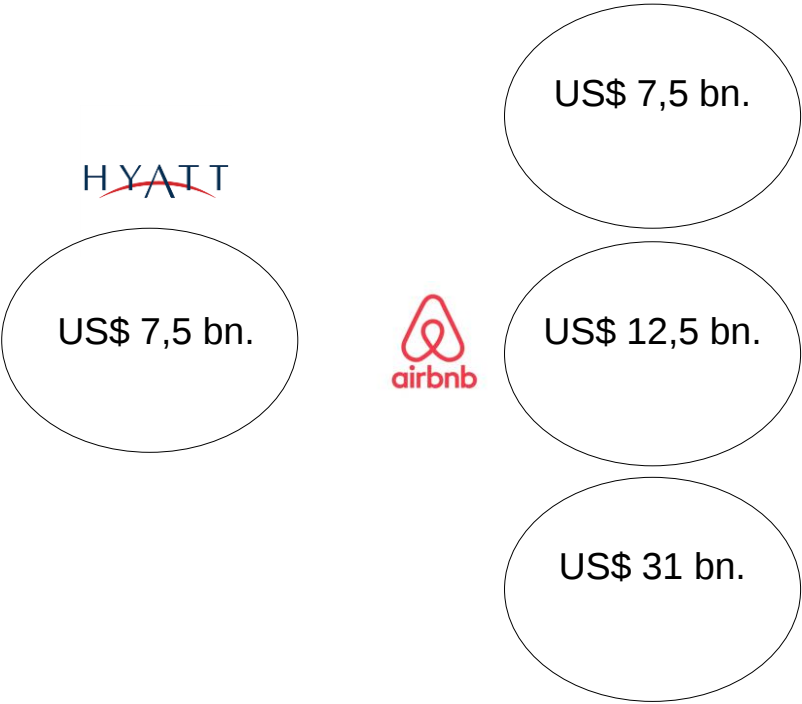
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Book unique homes and
experience a city like a local.

Where Anywhere	When Anytime	Guests 1 guest ▾	Search
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[FOR YOU](#) [HOMES](#) [EXPERIENCES](#) [PLACES](#)

HYATT

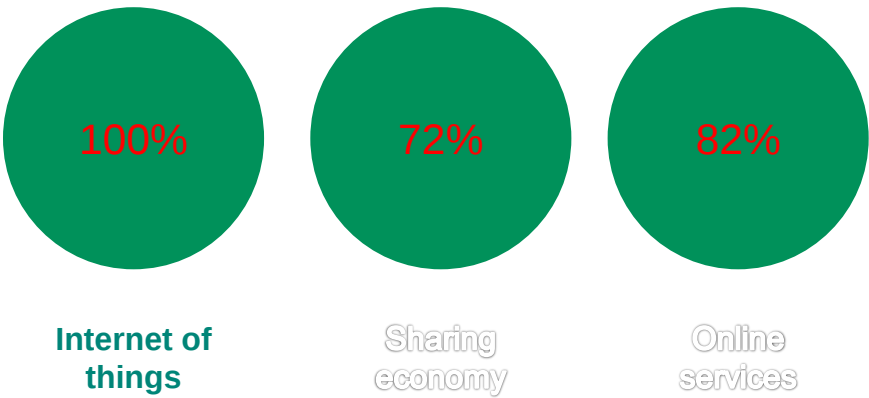
US\$ 7,5 bn.





D'leteren Auto

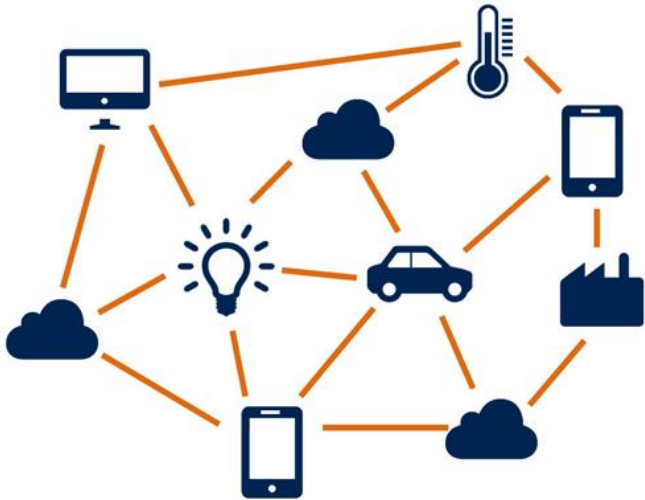
Waarvan verwacht je een belangrijke impact?

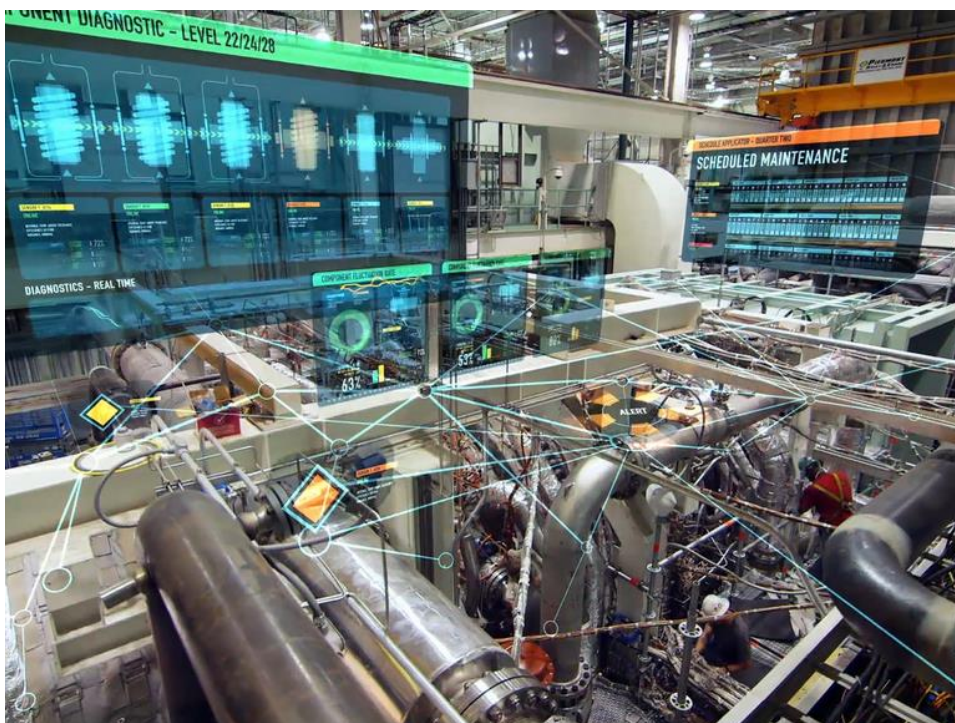


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3^e WET

SOFTWARE EET DE WERELD OP
EN CREËERT NIEUWE
BUSINESSMODELLEN:
IOT, DE ONLINE- EN DEELECONOMIE



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Waar verwacht je de grootste veranderingen?



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Waar verwacht je de grootste veranderingen?

1) Klanten : 85%



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Waar verwacht je de grootste veranderingen?

- 1) Klanten : 85%
- 2) Nieuwe concurrenten : 47%



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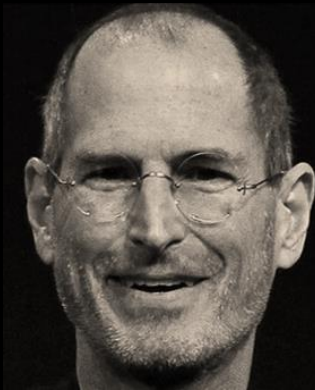
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We didn't do
anything wrong but
somehow, we lost.

Stephen Elop, Ceo of Nokia 2010-2014



There's an old Wayne Gretzky quote
that I love. 'I skate to where the
puck is going to be, not where it has
been.' And we've always tried to do
that at Apple. Since the very, very
beginning. And we always will.

— Steve Jobs —

4^e WET

DE CONCURRENTIE KOMT
ONVERWACHT,
VAN OVERAL &
OP ELK MOMENT



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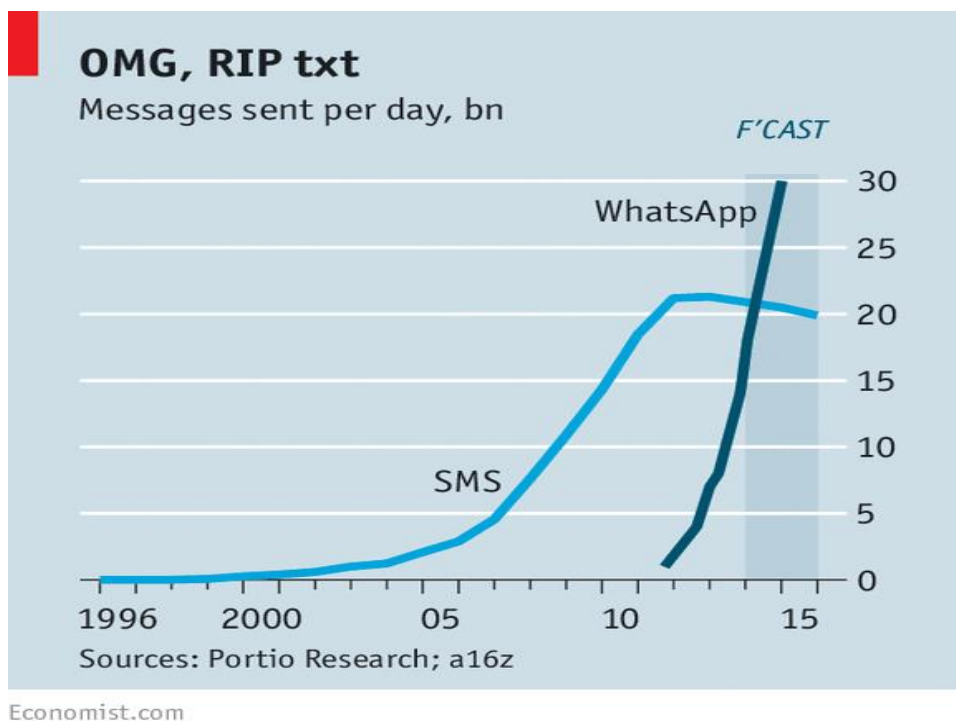
Waar verwacht je de grootste veranderingen?

- 1) Klanten : 85%**
- 2) Nieuwe concurrenten : 47%**
- 3) Nieuwe producten : 34%**



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Buy now with 1-Click®

Order within **3hr 23min** to get it:

Tuesday, April 14

(Free Two Day Shipping)



5^e WET

ELK NIEUW PRODUCT
OF DIENST MOET HET
“ANGRY BIRD”-PRINCIPE VOLGEN:
FUN, FAST & EASY



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Heeft u een duidelijke strategie voor digitalisatie?



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27%





Digital is the main reason just over half of the **companies** on the Fortune 500 have **disappeared** since the year 2000

Pierre Nanterme
CEO of Accenture

6^e WET

DE TOEGENOMEN CONCURRENTIE
VERKORT DE LEVENSDUUR
VAN BEDRIJVEN

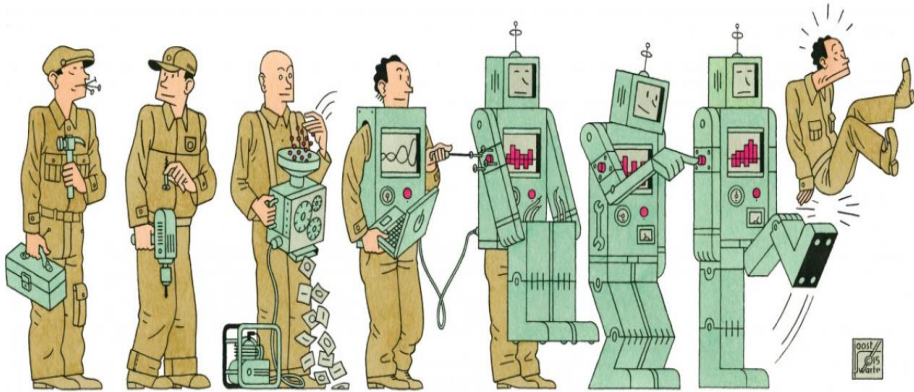


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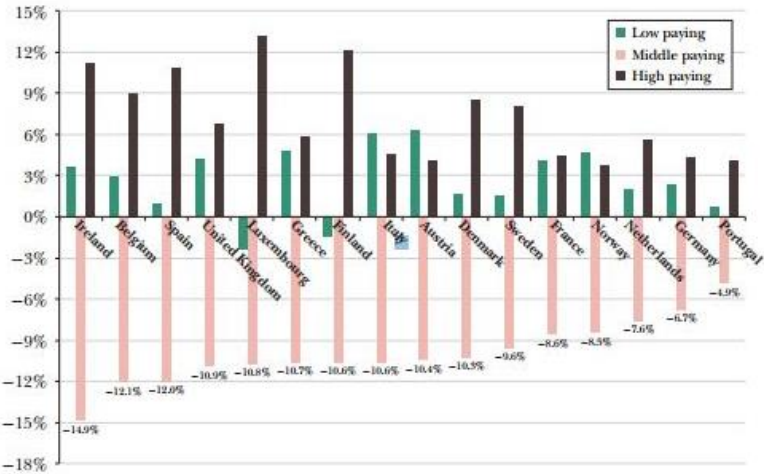
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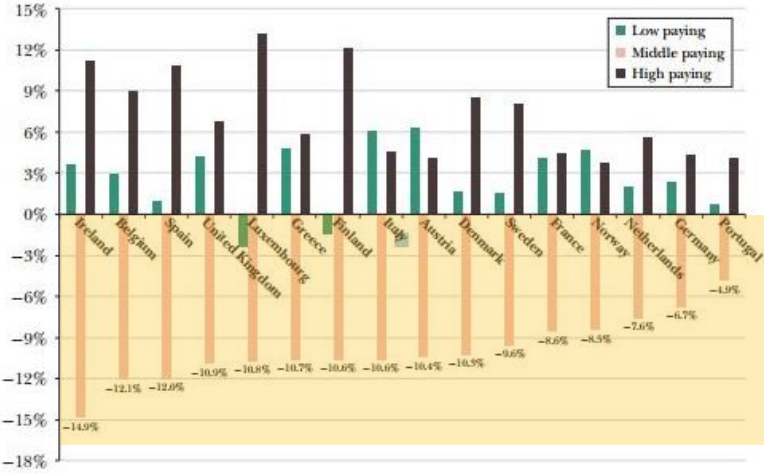


Change in Occupational Employment Shares in Low, Middle, and High-Wage Occupations in 16 EU Countries, 1993–2010

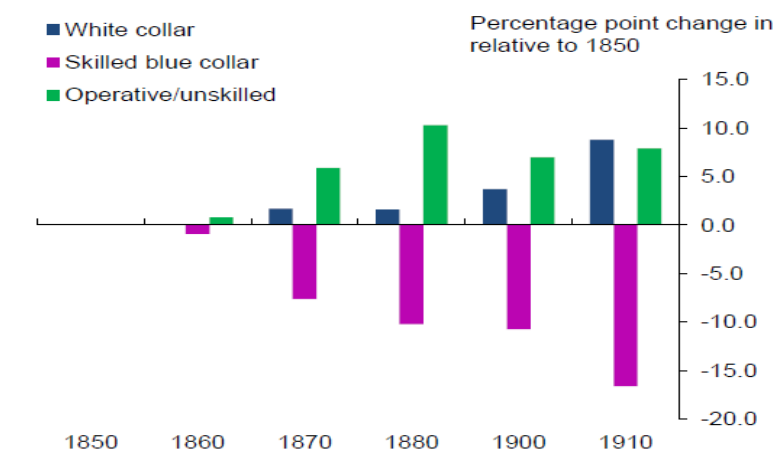


Source: Goos, Manning and Salomons, 2014

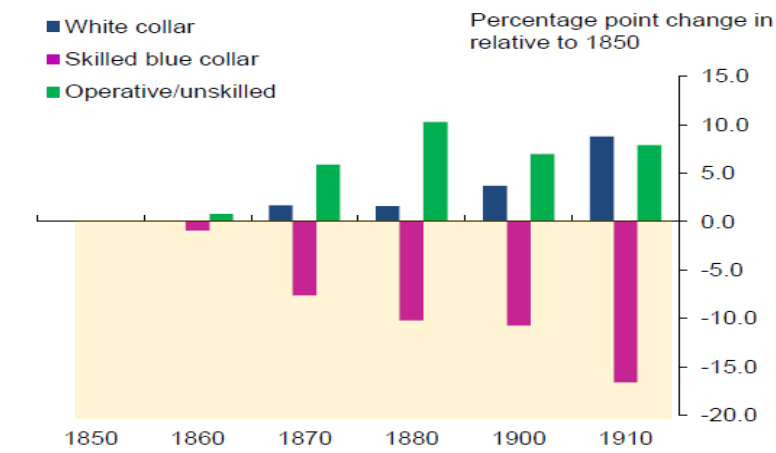
Change in Occupational Employment Shares in Low, Middle, and High-Wage Occupations in 16 EU Countries, 1993–2010



Source: Goos, Manning and Salomons, 2014



Source: Katz and Margo (2013)



Source: Katz and Margo (2013)

7^{de} WET

DE UITHOLLING VAN DE MIDDENKLASSE
GAAT DUBBEL ZO SNEL ALS TIJDENS
DE 2^{DE} INDUSTRIËLE REVOLUTIE



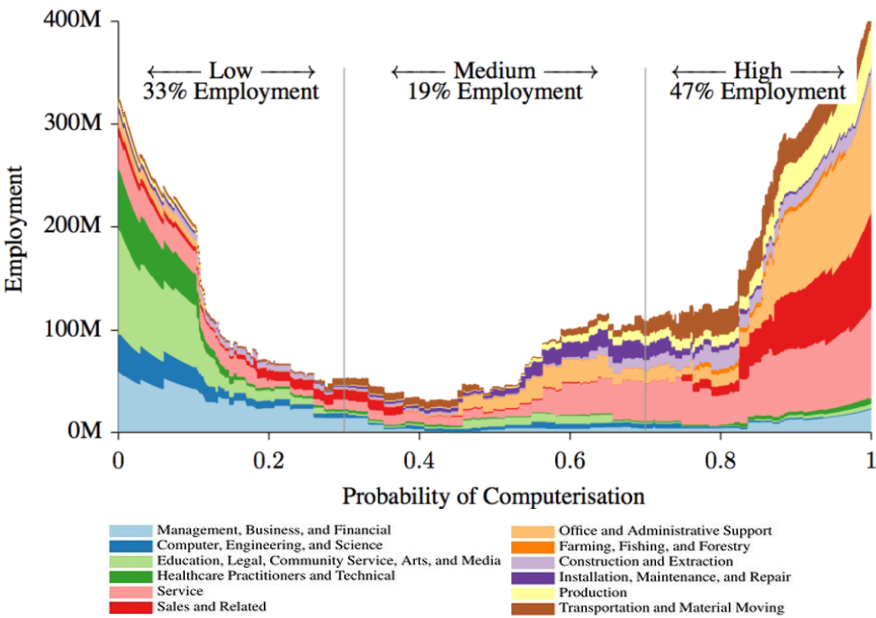
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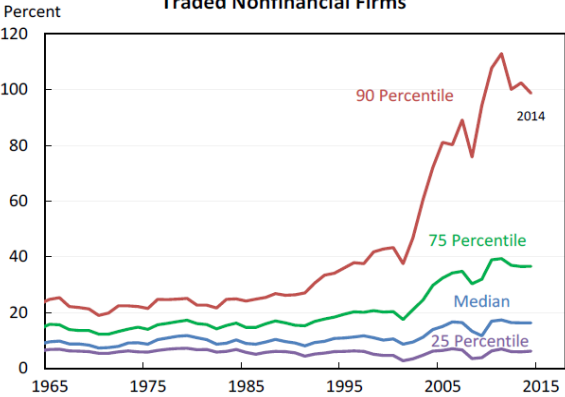
80%

Employment affected by computerisation



Alles voor de winnaar

Return on Invested Capital Excluding Goodwill, U.S. Publicly-Traded Nonfinancial Firms



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EEN BASISLOON IS NODIG IN GEVAL VAN VERREGAANDE AUTOMATISATIE





8^{ste} WET

WERK BESCHERMT TEGEN DRIE GROTE
KWALEN: SLECHTE GEWOONTEN, VERVELING
EN BEHOEFTIGHEID



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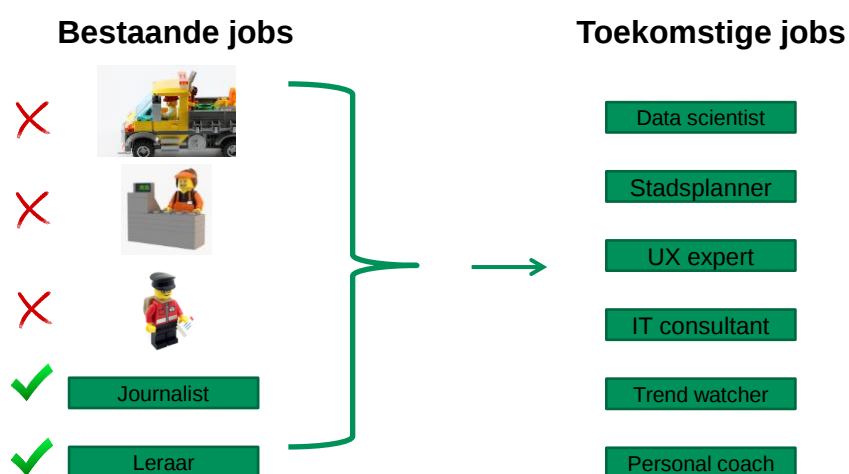
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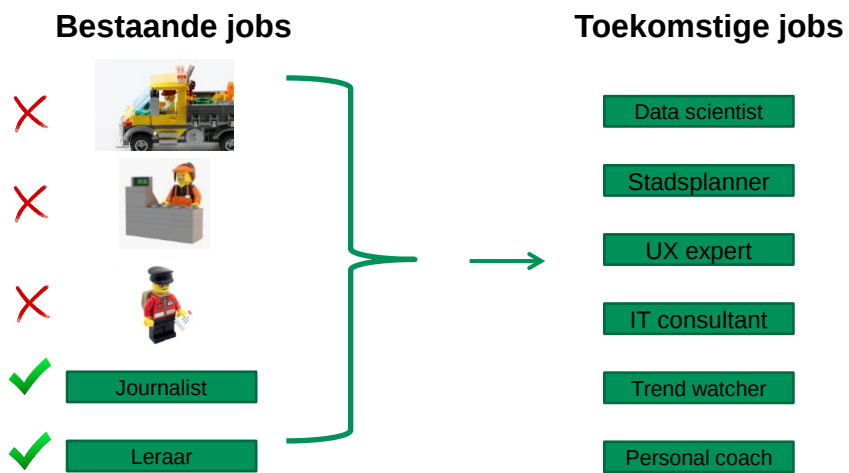
7%

Maak transformatiekaart





Maak transformatiekaart



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35%

BEDRIJVEN MOETEN INZETBAARHEID VOOR HET LEVEN GARANDEREN

VERZEKERING TEGEN VOORBIJGESTREEFDE VAARDIGHEDEN



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INSURANCE AGAINST QUALIFICATION OBSOLESCENCE



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9^{de} WET

LEVENSLANG LEREN IS NOODZAAK

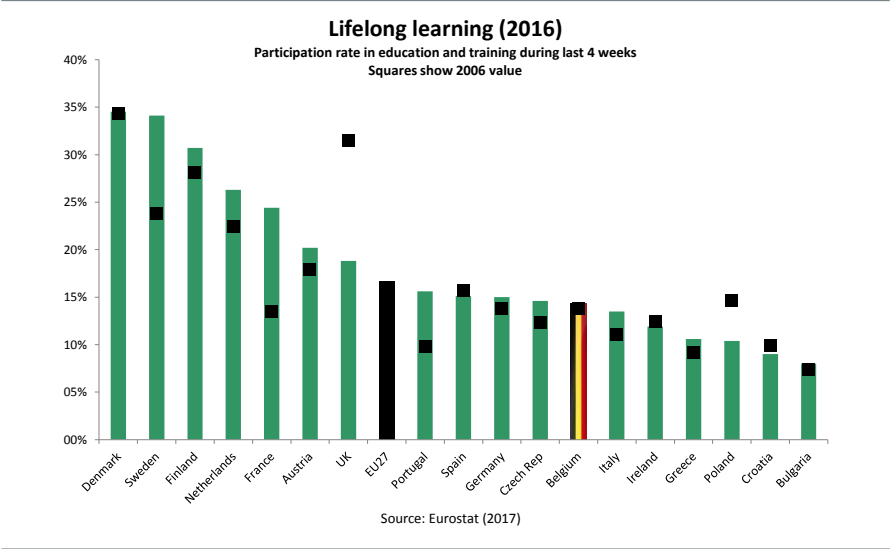


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Levenslang bijleren in België?



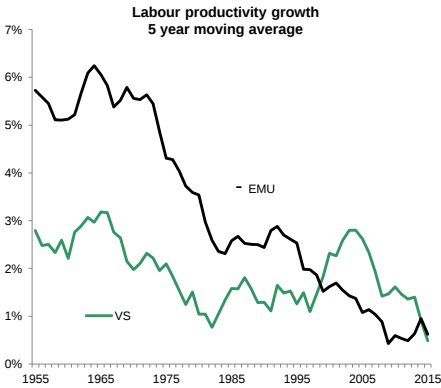
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1^e WET

TECHNOLOGISCHE
VOORUITGANG MAAKT
BEDRIJVEN NIET
PRODUCTIEVER



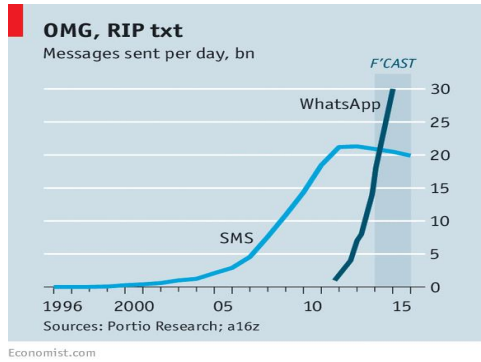
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2^{de} WET

GRATIS PRODUCTEN
ZORGEN VOOR
CONSUMENTENSURPLUS
GEEN PRODUCENTEN-
SURPLUS



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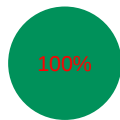
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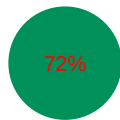
3^{de} WET

SOFTWARE EET
DE WERELD OP
EN CREËERT NIEUWE
ECOSYSTEMEN

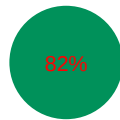
Waarvan verwacht je
de grootste impact?



Internet
of things



Sharing
economy



Online
services



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4^{de} WET

DE CONCURRENTIE KOMT
ONVERWACHT,
VAN OVERAL &
OP ELK MOMENT



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5^{de} WET

ELK NIEUW
PRODUCT/DIENST MOET
HET “ANGRY BIRD”-
PRINCIPE VOLGEN:
FUN, FAST & EASY



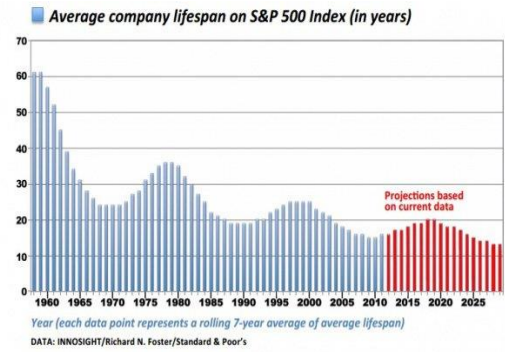
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6^{de} WET

DE TOEGENOMEN
CONCURRENTIE
VERKORT DE
LEVENSDUUR
VAN BEDRIJVEN



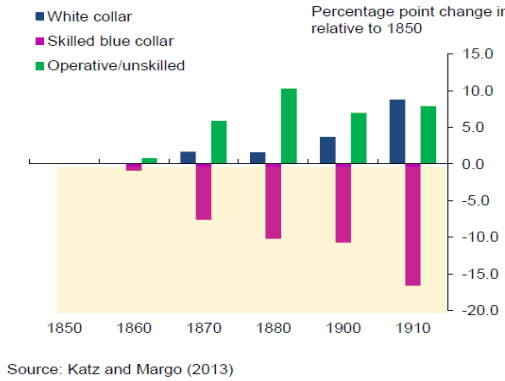
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7^{de} WET

DE UITHOLLING VAN DE
MIDDENKLASSE GAAT
DUBBEL ZO SNEL ALS
TIJDENS DE 2DE
INDUSTRIËLE REVOLUTIE.



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8^{ste} WET

WERK BESCHERMT TEGEN
DRIE GROTE KWALEN:
SLECHTE GEWOONTEN,
VERVELING EN
BEHOEFTIGHEID



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9^{de} WET

LEVENSLANG LEREN IS
NOODZAAK



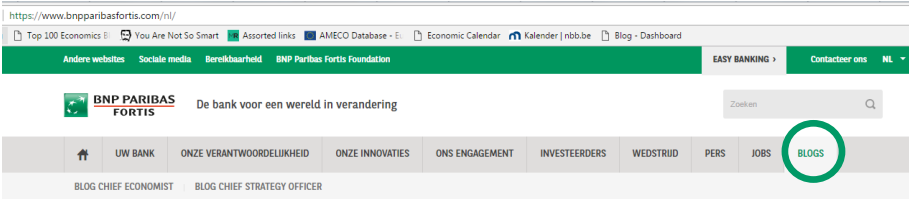
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KOEN DE LEUS
Brussel, 21/09/2017



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