



FACTOR HUMANO

Clave en la innovación
en Tecnología

August 2019, Miami, Florida

AGENDA

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Ground Zero

- Borders: What really happened?
- Where does innovation start?

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Is Technology Always a Good Business Partner?

3.

Paradigm Shift 2

Technology Can't Replace Innate Human Characteristics...Really?

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Paradigm Shift 3

Do workplace practices matter for innovation?

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Millennials

Do we know their potential as Innovators?

Ground Zero

Borders: What really happened? Innovation problem?



Ground Zero

Borders: What really happened? Innovation problem?

BORDERS

Reasons why Borders went au revoir!

1. Borders famously flubbed its relationship with the Internet **(What!!)**
2. Online investment was channeled to support in-store platform, while Borders.com was utilized as a convenience retail channel **(more optimization than transformation?)**
3. Management missteps: Loyalty program changed and music and video department closed in each store. To make it worse, the company continued to hire people who had little interest and knowledge about books and authors, including four CEOs! **(Really??)**

Ground Zero

Borders: What really happened? Innovation problem?

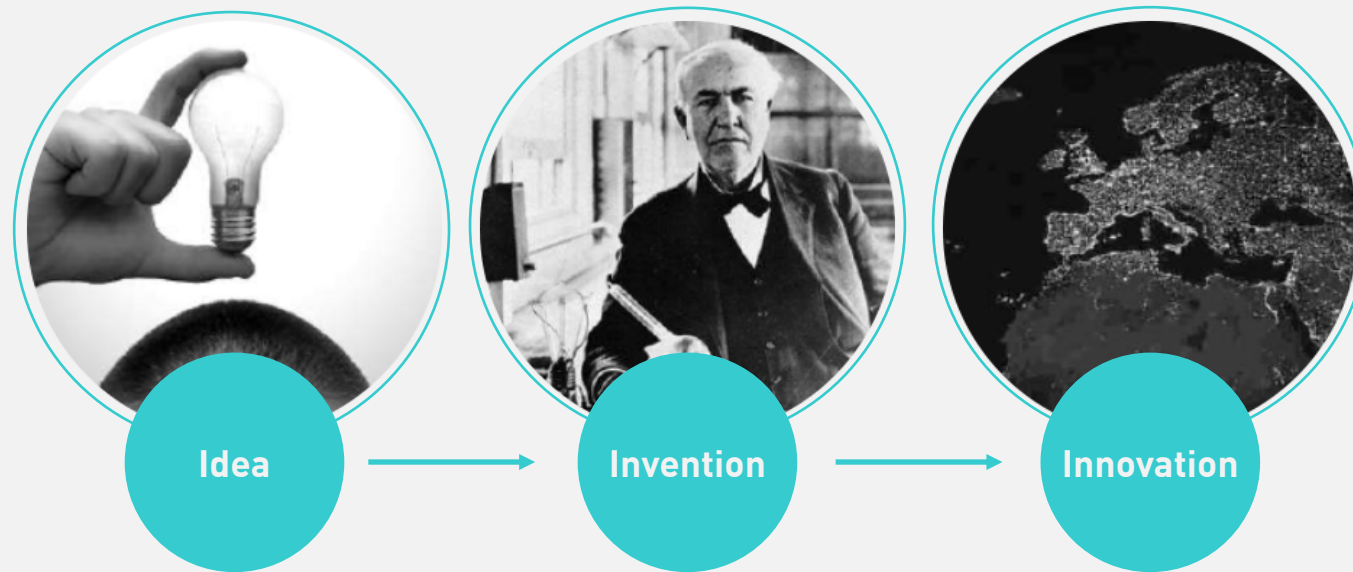
BORDERS

And... Drama begins

1. Too much debt
2. Outsourcing their website to Amazon.com
3. Behind on technology and e-commerce
4. Invested in too many stores (nationwide and worldwide)
5. Ignored declining music and DVD sales

Ground Zero

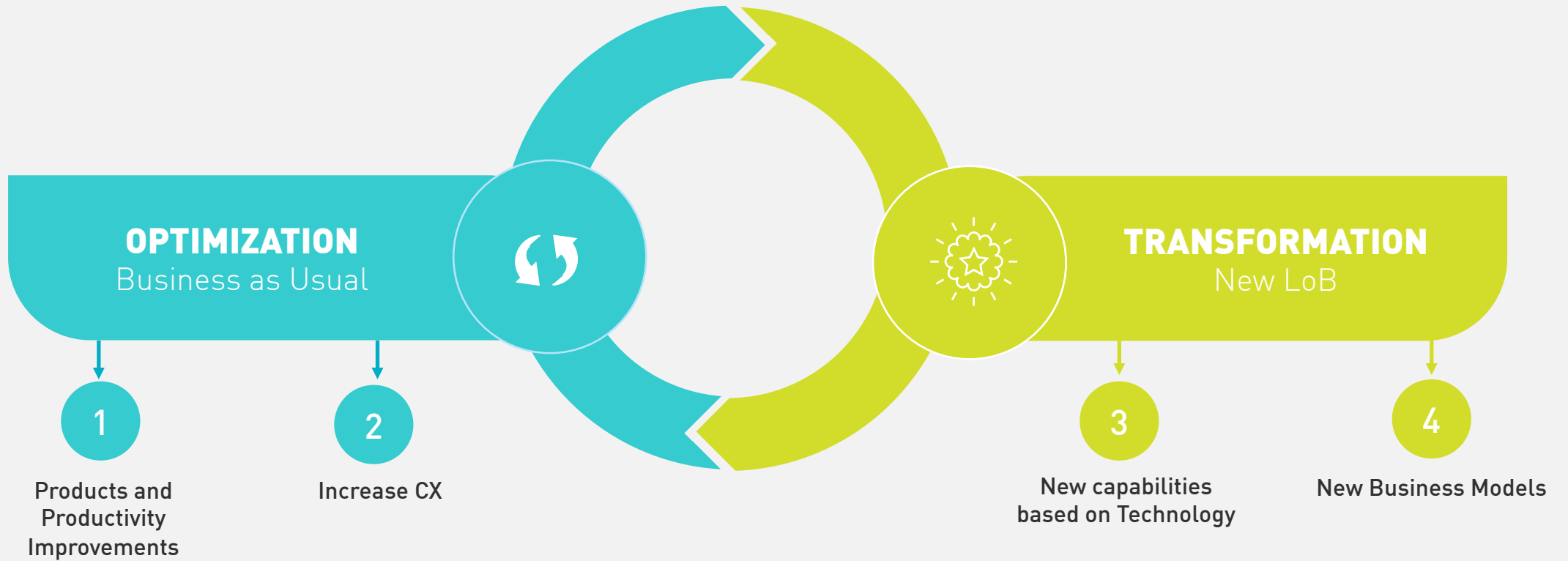
Where does innovation start?



The impetus for **innovation** has no start point: it's an iteration between technology and people...and needs!

Ground Zero

Where does innovation start?



Paradigm Shift 1

Is Technology Always a Good Business Partner?

Sure, **it is always a good partner**, for instance, we can use artificial intelligence to help us make evidence-based decisions... and we should!

Humans will and must leverage technology. “Humans and technology” is quite literally an **“and” statement, not an “or” statement.**

But if we don't maintain **the right “why,”**
the **technology doesn't help.**

Paradigm Shift 2

Technology Can't Replace Innate Human Characteristics... Really?

No matter how much we rely on technology to get the job done, **it's just along for the ride** (unless we're talking autonomous cars!).

Technology serves us well as the delivery mechanism.
But it **isn't the difference-maker.**



People provide that **spark** of innovation.
We are the **irreplaceable human factor**

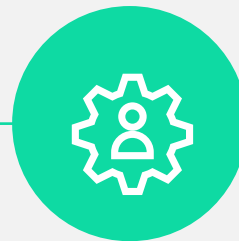
Paradigm Shift 3

Do workplace practices matter for innovation?

They do! The starting point of the analysis was to group workplace practices into three bundles:



**Work
organisation**



**Human resource
management**



**Employee
participation**

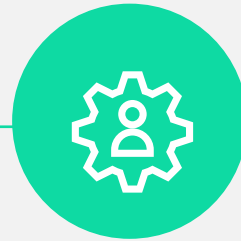
Paradigm Shift 3

Do workplace practices matter for innovation?



Work organisation

Practices such as monitoring the quality of products or services, monitoring external ideas (the 'world out there'), the structure of the work organisation, collaboration and the degree of team autonomy or task autonomy.



Human resource management

Recruiting skilled employees, providing access to training and rewarding them with financial incentives additional to their basic pay (Don't hesitate, Budget it!)



Employee participation

Employee involvement in decision-making and management consultation with employees.

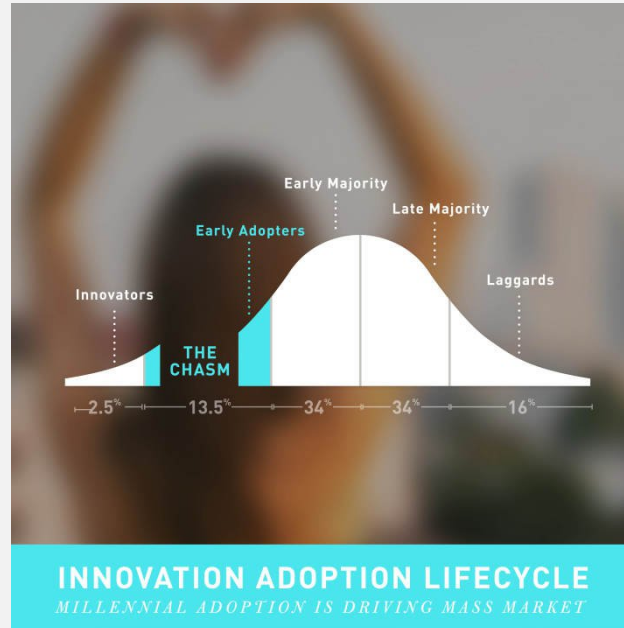
Paradigm Shift 3

Do workplace practices matter for innovation?



Millennials

Do we know their potential as Innovators?



Millennials are 2.5x more likely to be early adopters of technology, being both drivers and consumers of it. They are often leading the tightrope walk across “The Chasm,” which is the cliff most technologies never cross



GRACIAS

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