

“What concerns me is not the way things are, but rather the way people think things are.”



Epictetus,  
philosopher

Radical reshaping of the infosphere is largely due to the fundamental convergence between digital resources and digital tools



a2a...  
a4a...



# The Internet of Things



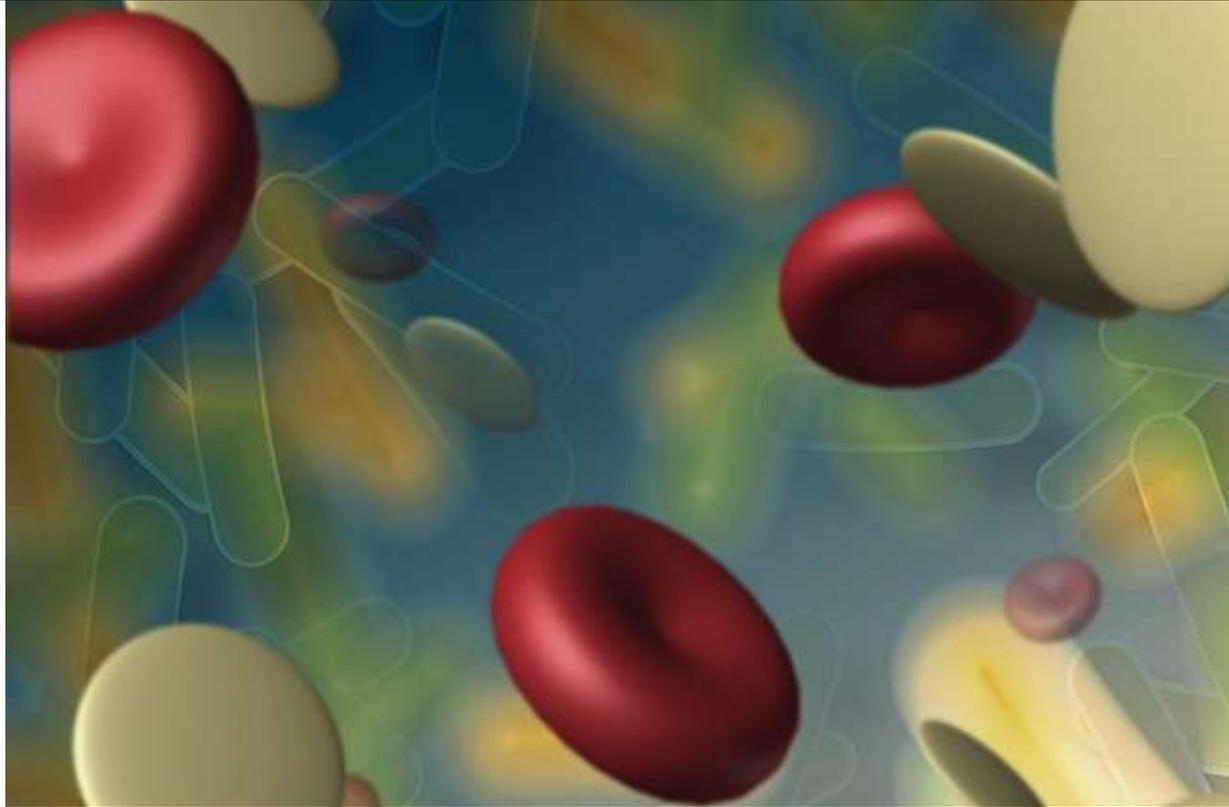
Foster new  
leaders  
among the  
digital natives.



Digital natives  
see no real  
difference



# Gamers as problem solvers



# Virtual assets



“Discovery consists of looking at the same thing as everyone else and thinking something different.”

Albert Szent-Gyorgyi,  
Nobel-laureate physician



## **IBM: Expanding the Innovation Horizon**

- Business model innovation matters...
- External collaboration is indispensable...
- Innovation requires orchestration from the top...



# The complacency factor



Innovation is the mechanism by which strategy is implemented and change occurs.



**Business Model...**

could mean *curriculum*

**Products and Services...**

could mean *pedagogy*

**Technology...**

means *technology*



A wide, flat beach under a blue sky with wispy clouds. The text "The World is Flat" is overlaid in the center.

The World is Flat

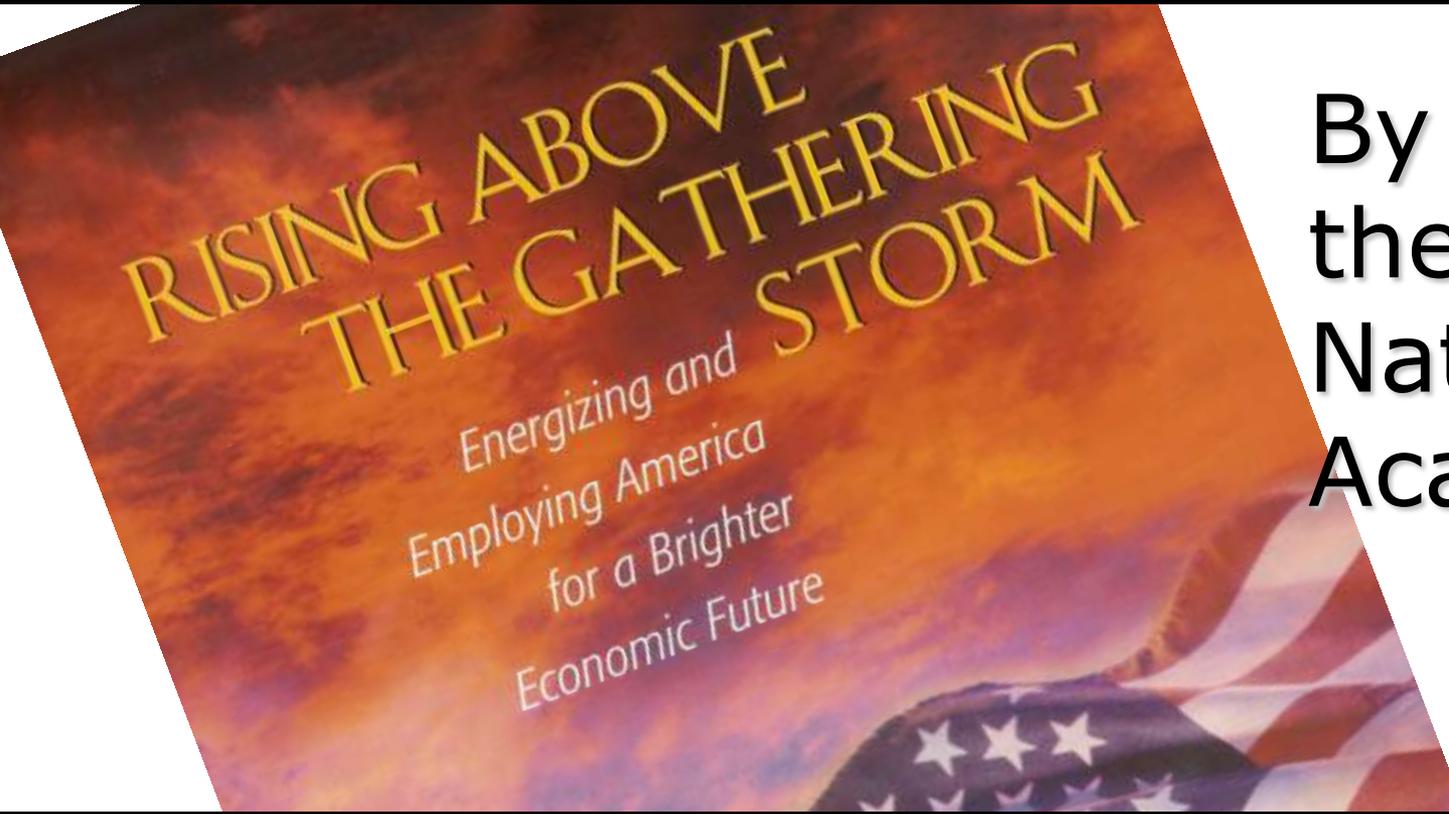
He says it all began with the development of the Web browser.



Internet  
Explorer



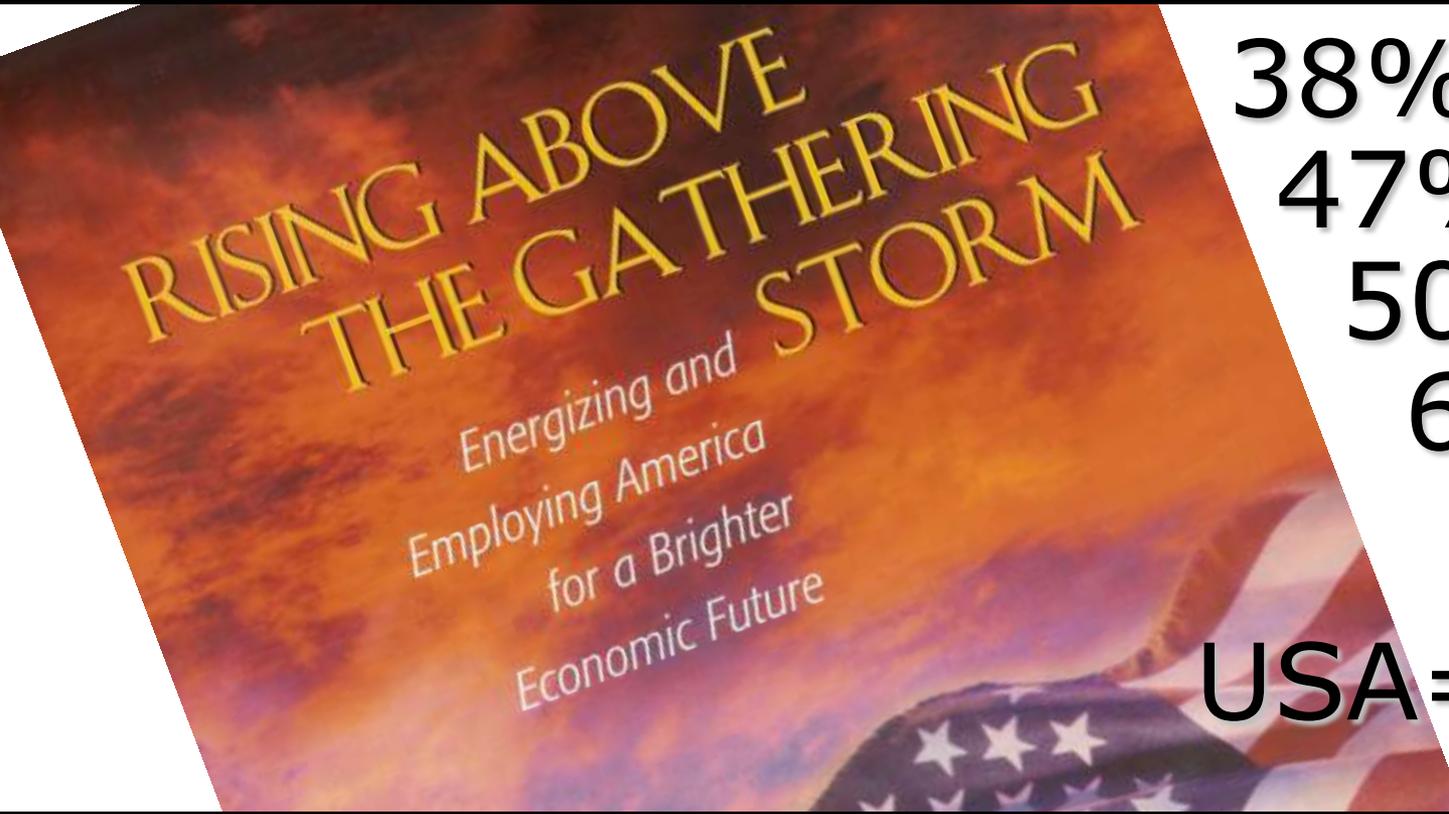
Netscape  
Communicator



**RISING ABOVE  
THE GATHERING  
STORM**

Energizing and  
Employing America  
for a Brighter  
Economic Future

By  
the  
National  
Academies...



**RISING ABOVE  
THE GATHERING  
STORM**

Energizing and  
Employing America  
for a Brighter  
Economic Future

38%

47%

50%

67%

USA=15%



An aerial photograph of a city, showing a dense urban area with a large green field in the center. A yellow 'X' is drawn on the field. The text is overlaid on the top left of the image.

Become a disrupter  
before you become disrupted.

“expensive specialists in centralized inconvenient locations”

# Disruption in Education

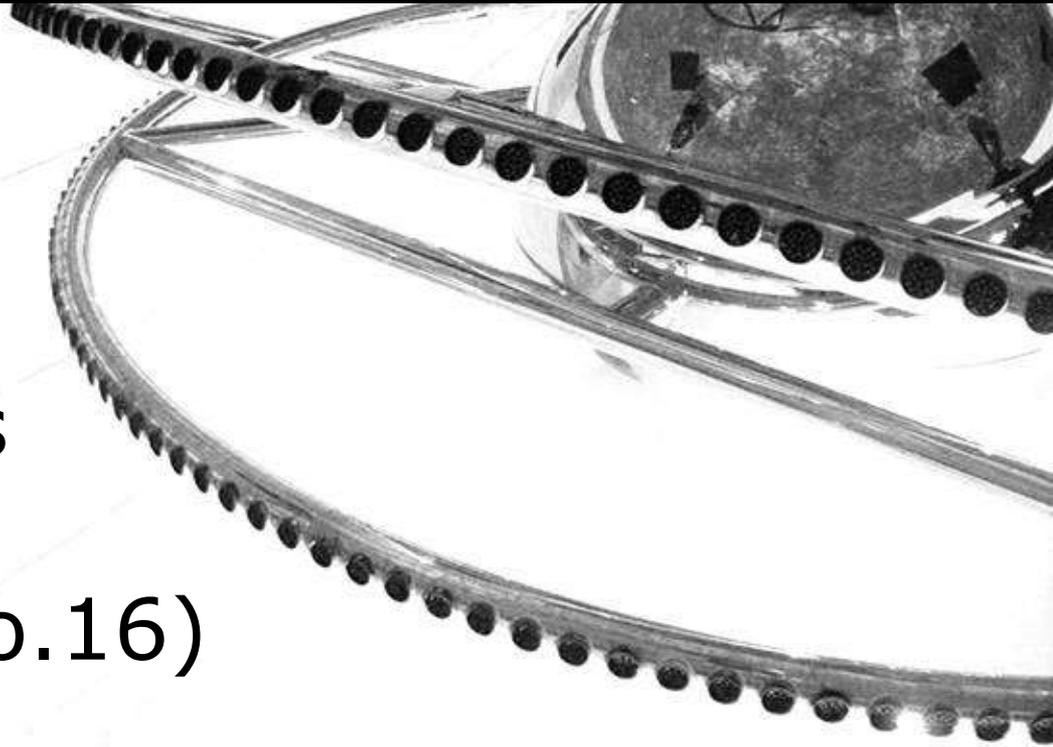


“Partnering is the only way to extract the maximum value and avoid reinventing the wheel.”

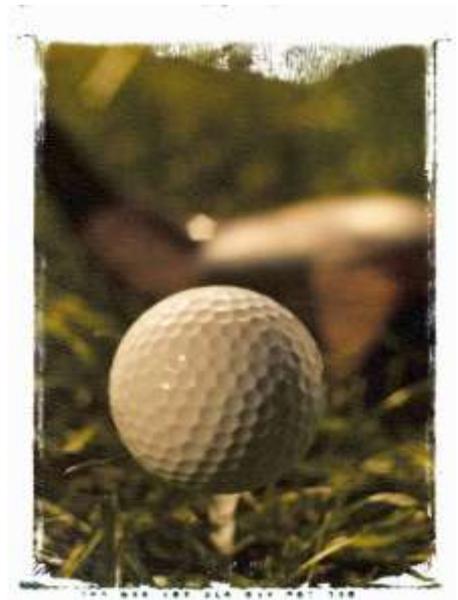


## **Sources of innovation...**

- Employees
- Business Partners
- Customers
- (Internal R&D...No.16)



Innovation  
is like golf...



Google inspires  
great ideas  
through friendly  
debate



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“as important  
as water for  
sea traffic.”



Business and technology integration is of great importance...



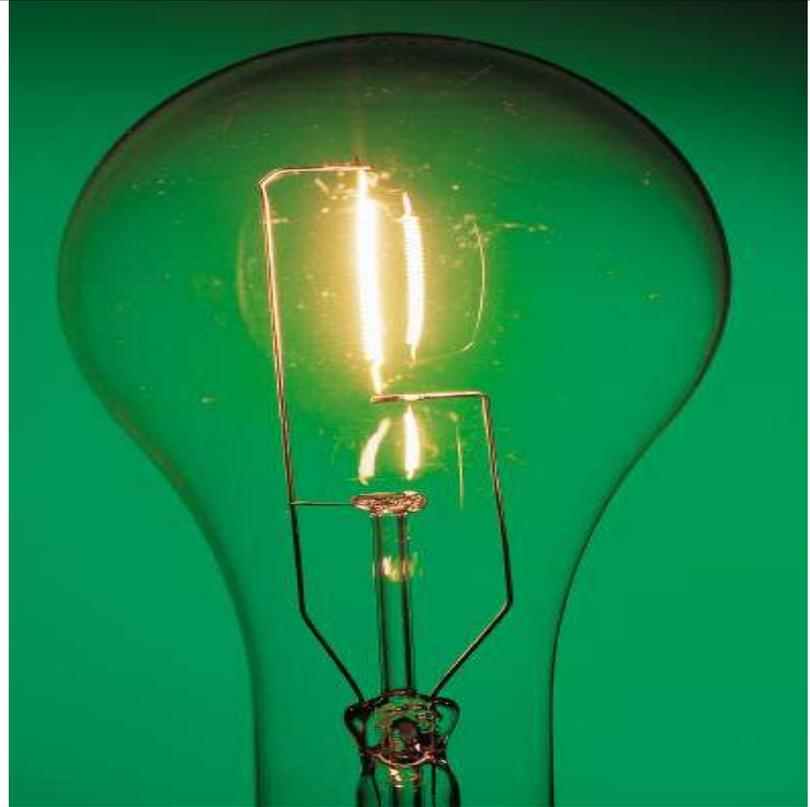
“We maintain a portfolio of technologies, never knowing for certain which will take off next, but always having a hand in as many relevant areas as we can identify”



# Blind Alleys



Think  
broadly,  
act  
personally



Make your  
business  
model deeply  
different



Ignite innovation  
through  
technology  
integration



Defy  
collaboration  
limits



Customers  
are hiring a  
product



Don't be  
**LATE**

“If you don’t ask,  
**‘Why this?’** often  
enough, somebody will  
ask,  
**‘Why you?’”**

Tom Hirshfield, physicist



“Sacred cows  
make great  
steaks.”

Richard Nicolosi, businessman



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