

**SDA Bocconi**  
SCHOOL OF MANAGEMENT

DEVO LAB  
DIGITAL ENTERPRISE VALUE  
AND ORGANIZATION

# The Post-Digital Enterprise *Going Beyond the Hype*

Gianluigi Castelli  
Associate Professor of Practice  
DEVO Lab Director – SDA Bocconi

*CIO Leadership Summit 2024*  
*Baveno, 14.03.2024*

*“Post-digital:  
it sucks,  
but it’s useful”*

(Florian Cramer, 2007)



“  
*I KNOW NOTHING ABOUT  
TECHNOLOGY ...*

**The post-digital  
mindset is an  
ingredient for  
value creation**





A side-profile view of an orange Ford SUV, likely a Ford Escape, parked outdoors. The car's body is highly reflective, showing highlights from the environment. The text is overlaid in white, bold, sans-serif font.

**KEYLESS ENTRY BY FORD**  
Where you keep your key is up to you

**Digital hype**

**Post-digital  
execution**

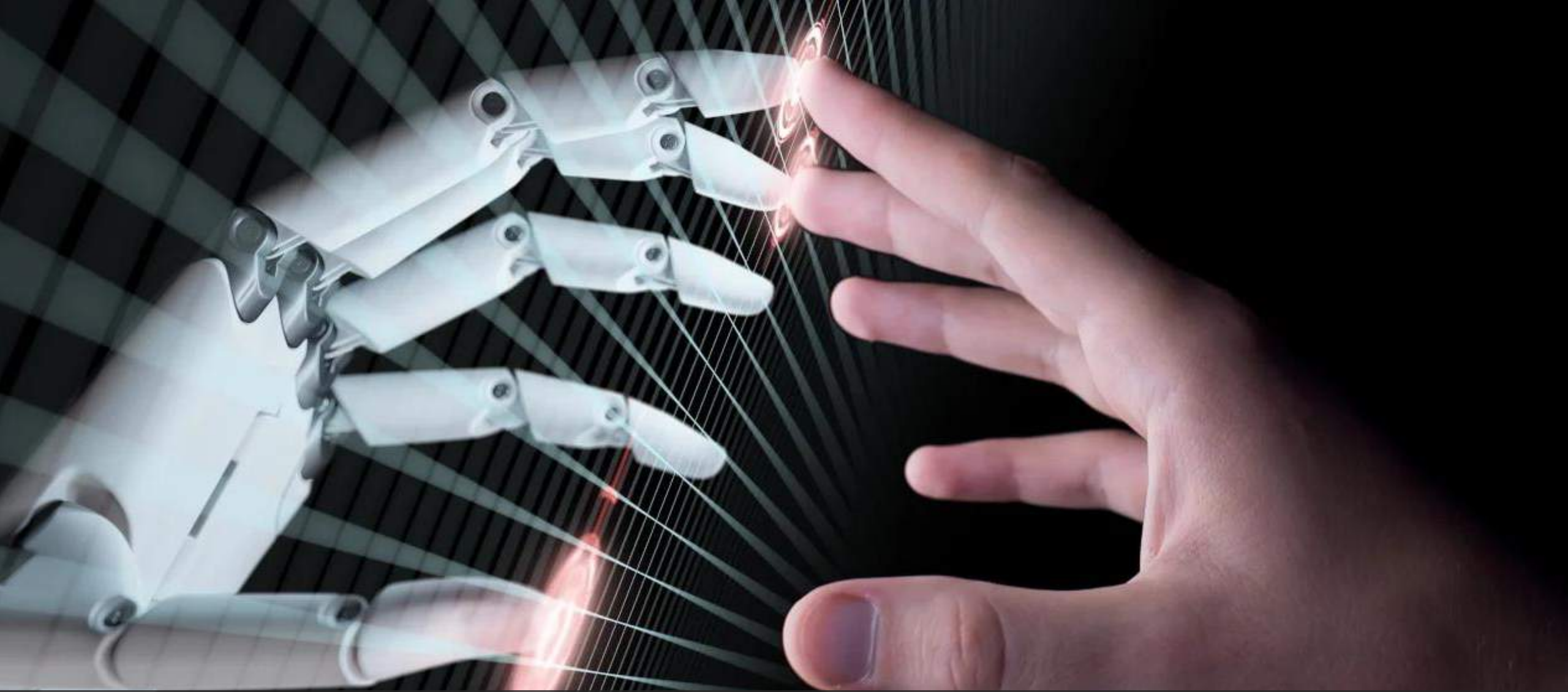
4



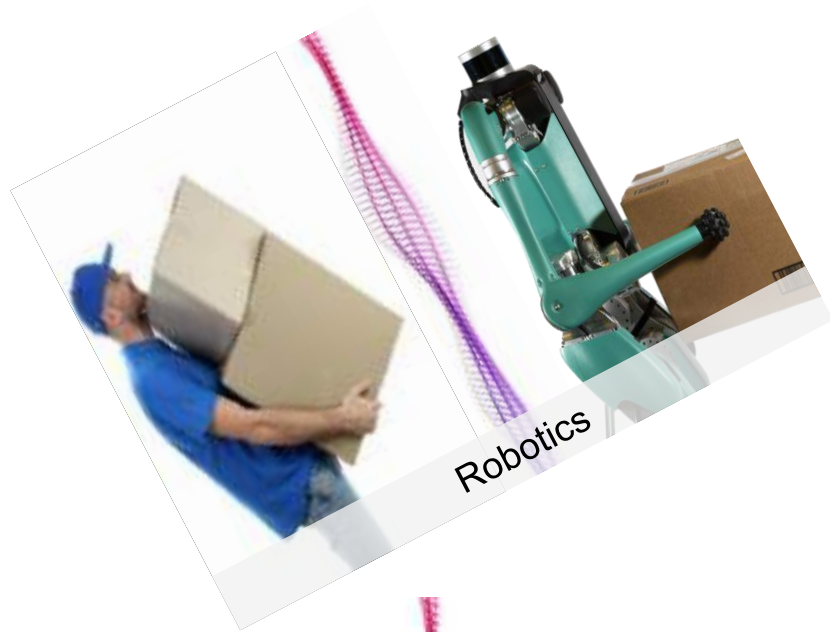


**Contemporary, not disruptive**

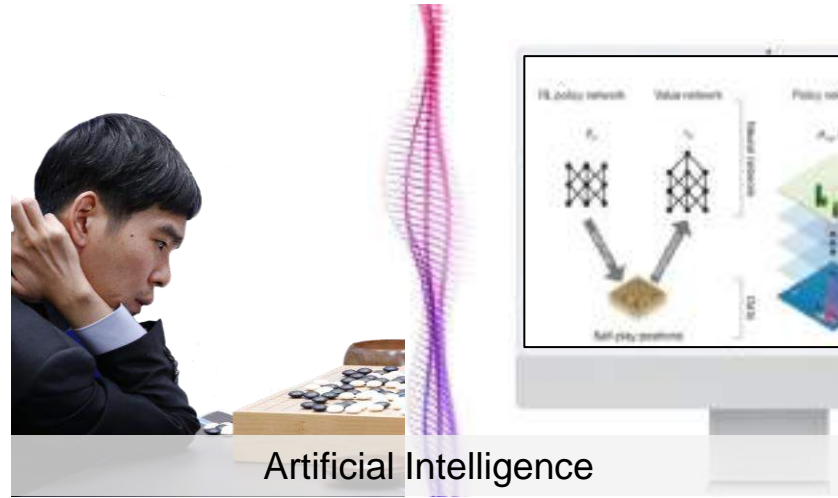




The Post-Digital Enterprise can create digital environments mirroring concepts that used to be intrinsically physical



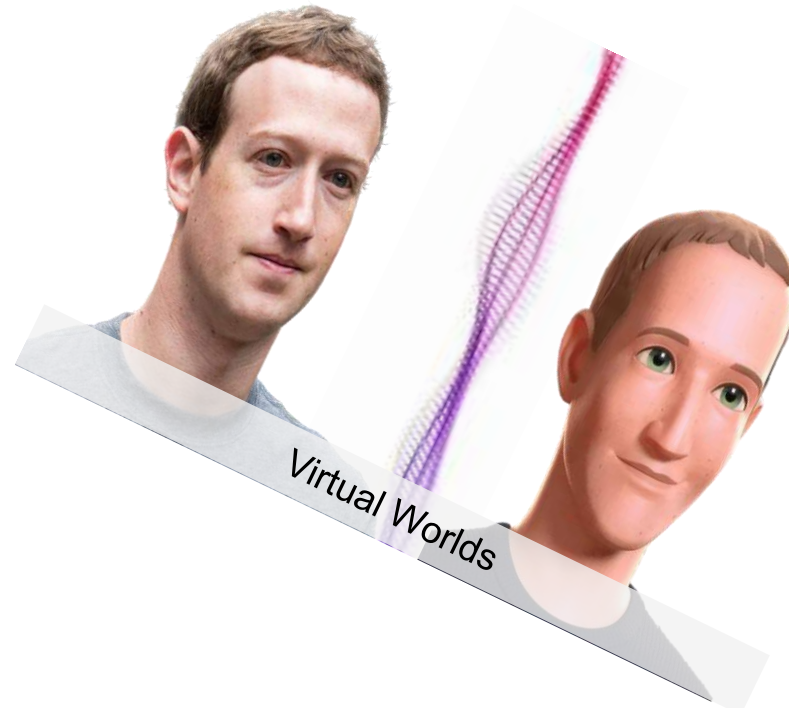
Robotics



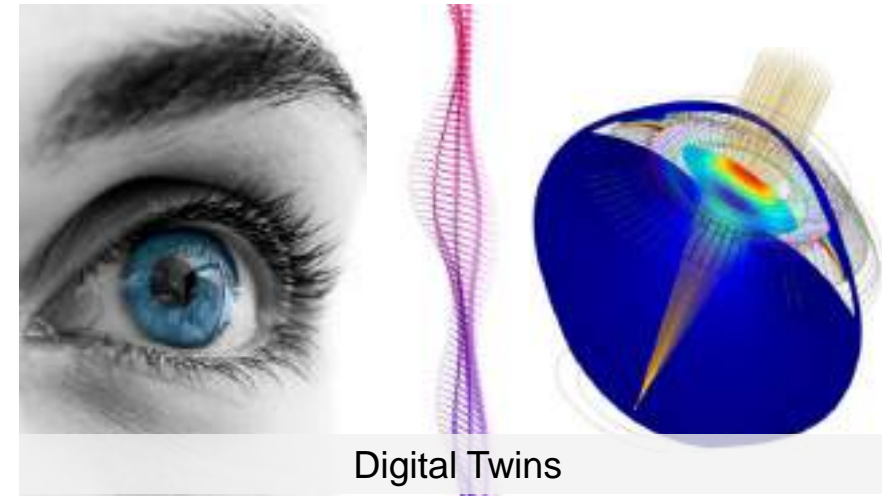
Artificial Intelligence



Cryptocurrencies



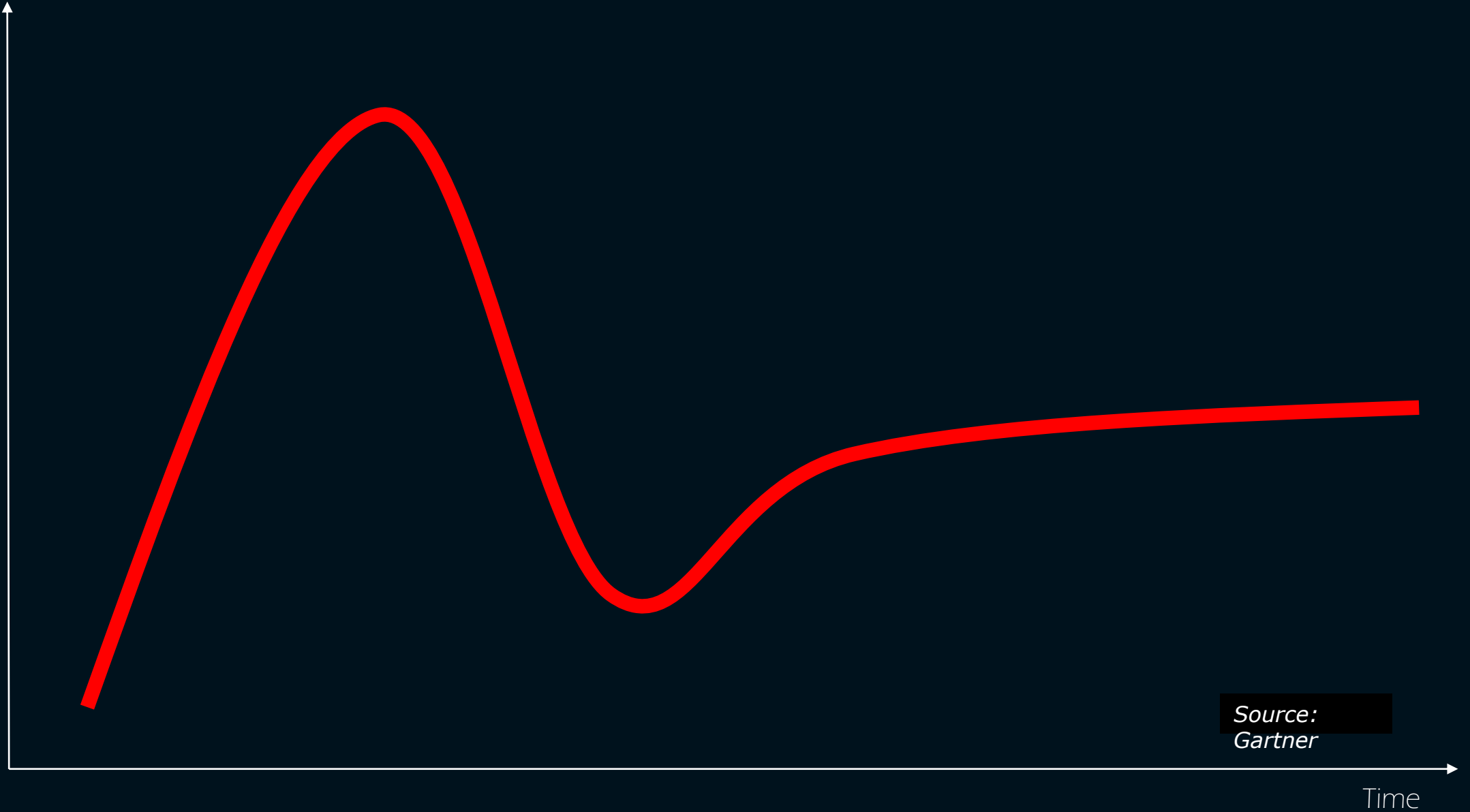
Virtual Worlds



Digital Twins

# The curve of inflated expectations

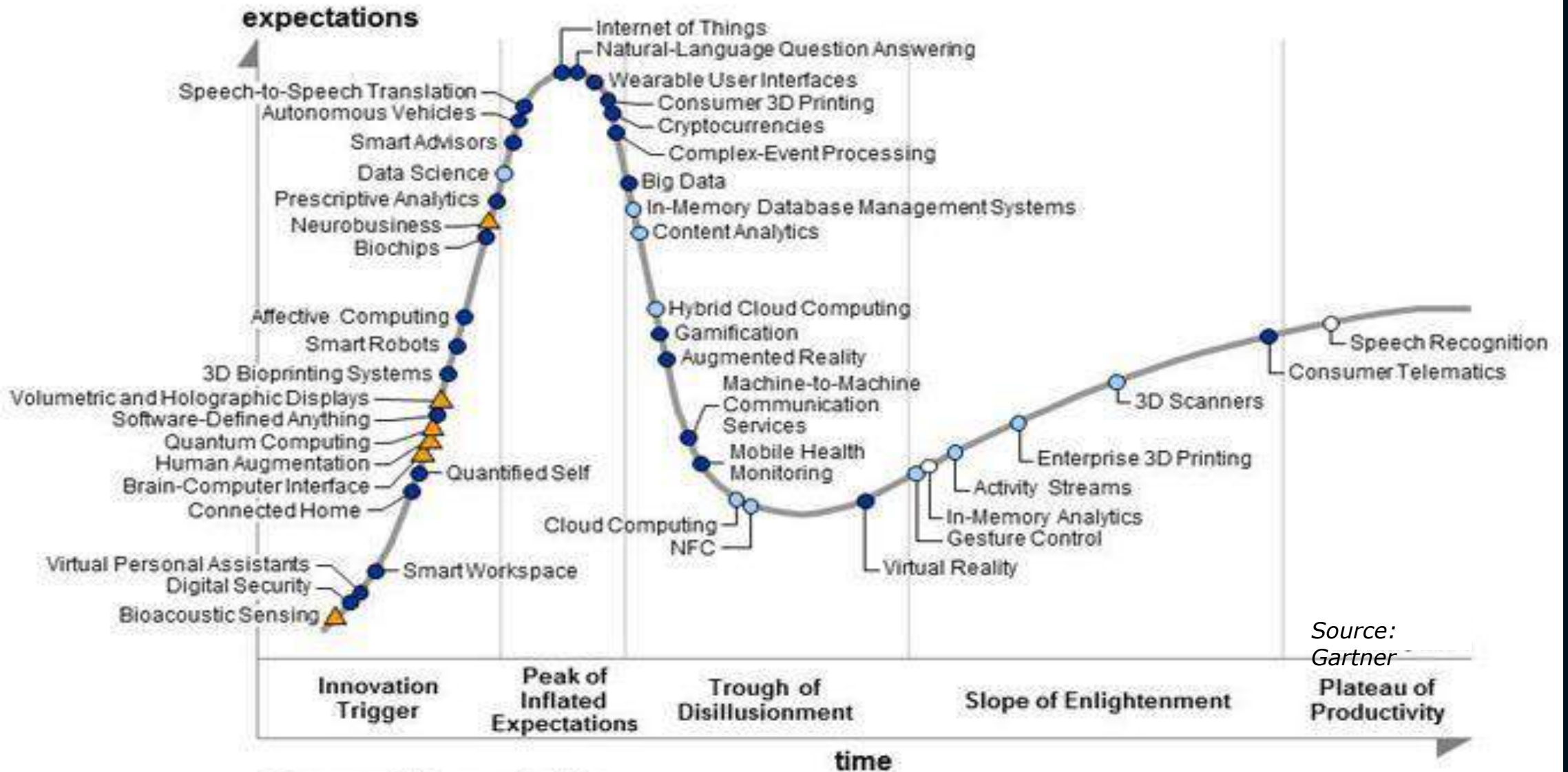
Expectations



Source:  
Gartner



# Mapping technologies on the curve



Source:  
Gartner

**Plateau will be reached in:**

○ less than 2 years

● 2 to 5 years

● 5 to 10 years

▲ more than 10 years

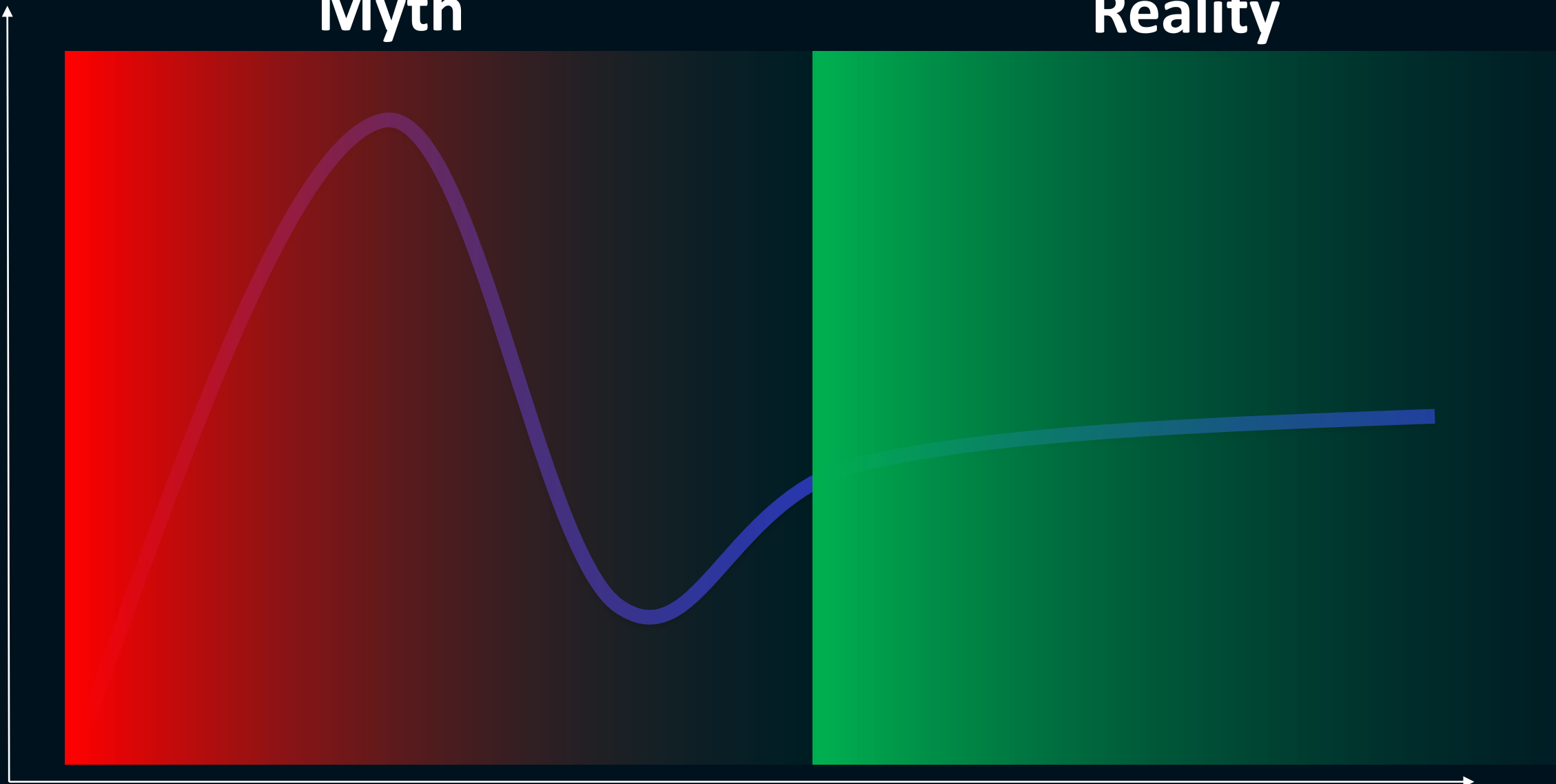
⊗ obsolete  
before plateau

Expectations

**Myth**

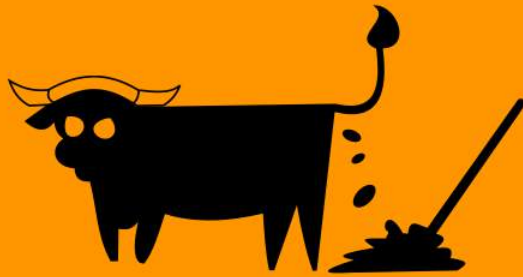
**Reality**

Time





**BULLSHIT  
AHEAD**



**9**



### Data is the new oil!

It's precious, but if it's not refined, it can't really be used. It must be processed into gases, plastics, chemicals, etc., to create a value entity that drives profitable businesses; In the same way, data must be broken down and analyzed in order for it to have value.

Clive Humby, 2006



### Big Data

Every company has Big Data in its future, and every company will enter the data business sooner or later.

**Thomas H. Davenport, 2012**



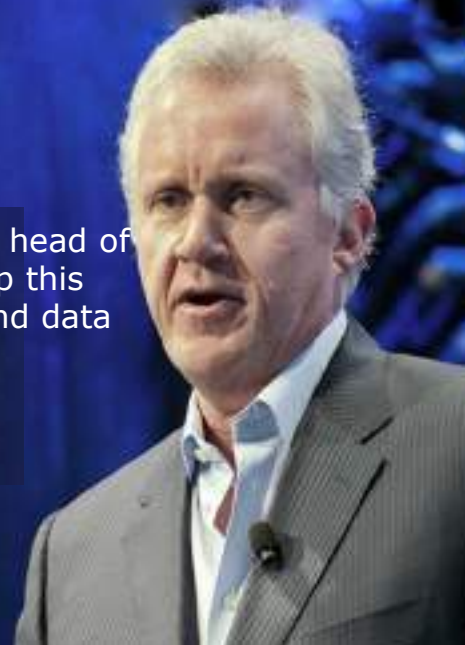
### Data Monetization

#### About GE Digital

If you went to sleep last night at the head of an industrial company, you'll wake up this morning at the head of a software and data analytics company

*Jeff Immelt*

Chairman and CEO, GE



## A Historical Example

# The dark side of the force

June 2021

A real conversation with a CDO

*CDO - Professor, we need your help. We have to pilot blockchain by the end of 2021*

*Prof. - Great! Why do you “have to” do something on blockchain by the end of the year?*

*CDO - Because it's in our plan*

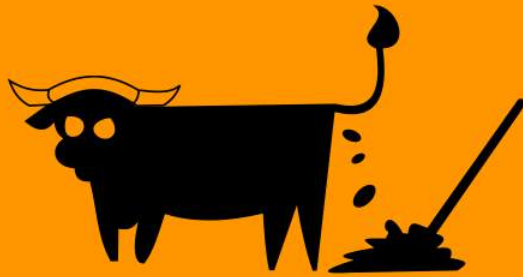
*Prof. - Why is it in your plan?*

*CDO – Well, you know, everybody in our industry is talking about blockchain, our main competitors are moving on, so our boss have requested us to spend our budget on it...*





**MORE  
BULLSHIT  
AHEAD**



**9**



## What you read in the press /Web

**What Is Fortnite Metaverse: Reality or Fiction?**



## A more nuanced view

Proto-metaverses are meant to attract the attention of fashion brands from younger generations. However, today the current scope of interaction and co-creation of content remains narrow.

**'The metaverse will be our slow death!' Is Facebook losing its \$100bn gamble on virtual reality?**



To harness the full potential of the metaverse and replace traditional social media, a new generation of wearables is needed.

**Welcome to Decentraland, the metaverse world with its own crypto where 'land' is worth millions**



The underlying blockchain technology that powers these applications needs to reach a significantly higher level of maturity before Web3 Metaverses can truly be worth exploring.

## What you read in the press /Web

### Bitcoin Obituaries

Bitcoin has died 474 times



## A more nuanced view

Bitcoin has been declared "dead" numerous times. Despite experiencing price fluctuations with declines of up to 90%, Bitcoin boasts a market capitalization of \$1414 billion (as of 12/03/2014), the eighth position of assets in the world, surpassing Tesla's market capitalization.

### Will Blockchain save the world?

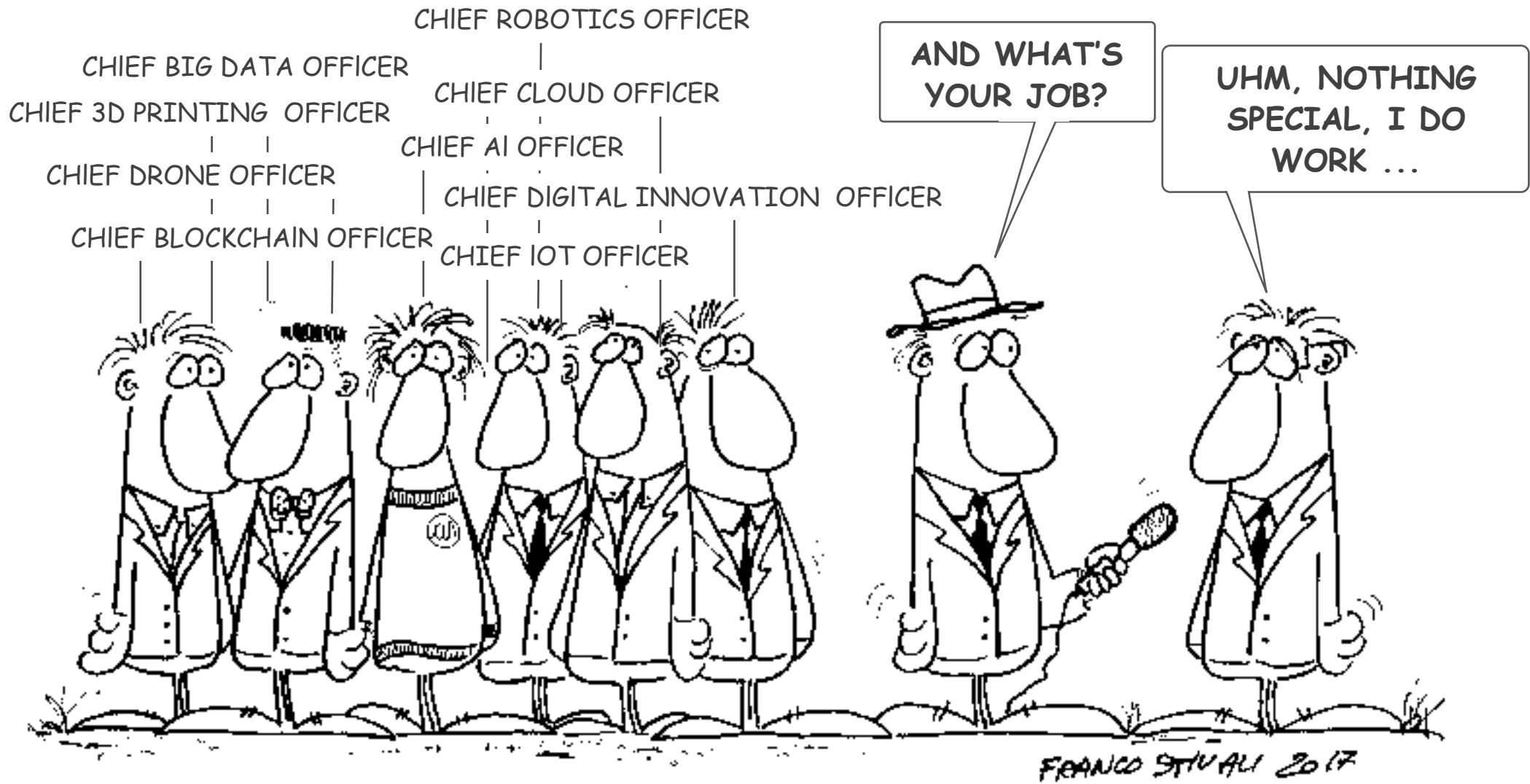


Blockchain is tied to a variety of applications in different industries. While it may be useful in some cases, it won't be a world-saving technology; Its use will likely be limited to scenarios where decentralization is truly necessary.

### Blockchain & Supply Chain: A revolution in tracking



Blockchain has been considered a revolution in supply chain management. However, the actual benefits of this technology are still largely unknown. The failure of pioneering experiments such as TradeLens, a blockchain-based digital shipping solution developed by Maersk and IBM, serves as a potential indicator of the limited benefits blockchain brings to this field.



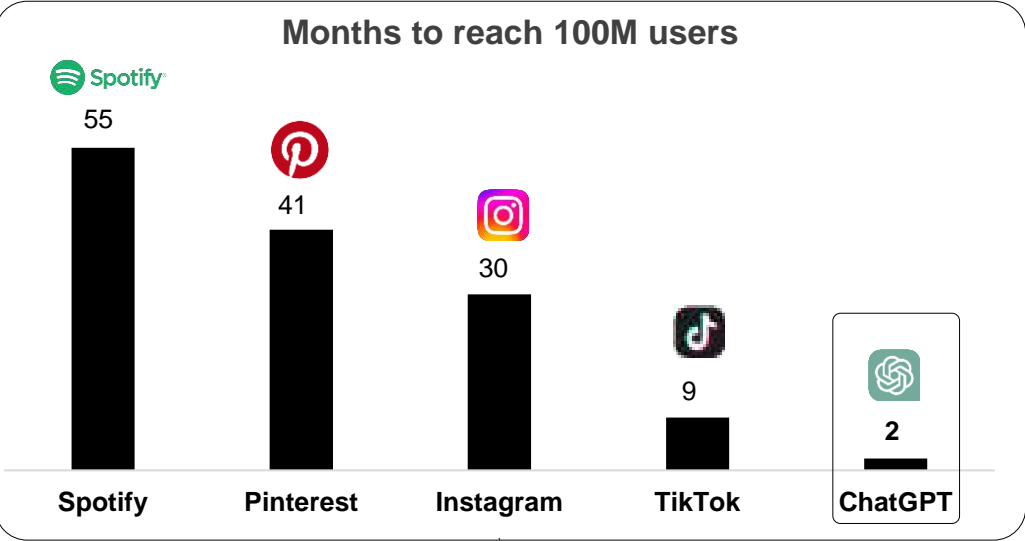
**Please: no more digital job titles!!!**



# Post-digital AI mindset

*The state of being in which you assume AI instead of marveling at it.*





## Pause Giant AI Experiments: An Open Letter

We call on all AI labs to immediately pause for at least 6 months the training of AI systems more powerful than GPT-4

Signatures: 31810

Add your signature

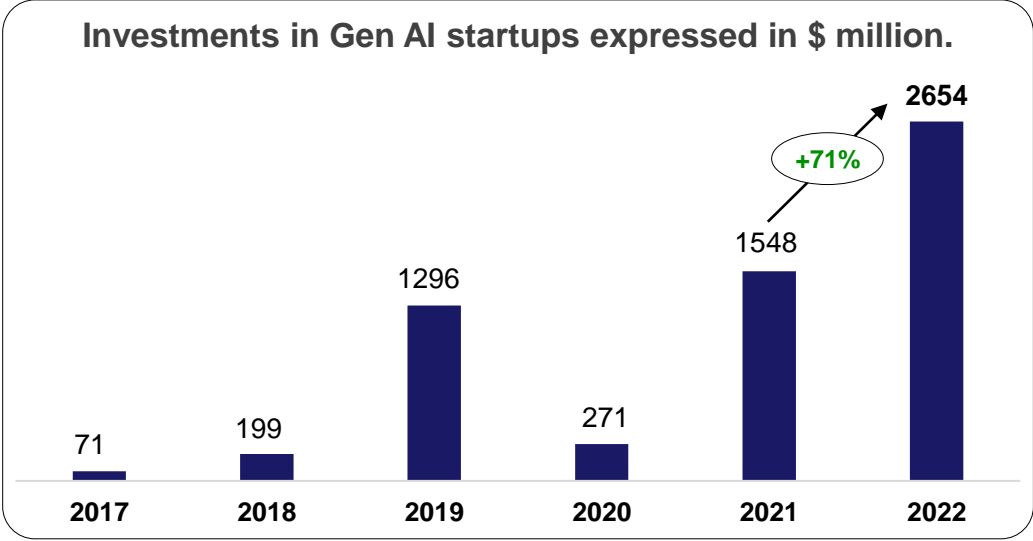
PUBLISHED: March 22, 2023

future of life INSTITUTE

## 'Godfather of AI' Geoffrey Hinton quits Google and warns over dangers of misinformation

The neural network pioneer says dangers of chatbots were 'quite scary' and warns they could be exploited by 'bad actors'

The Guardian



## What you read in the press /Web



## A more nuanced view

"Now let's stop confusing performance with competence.»

Rodney Brooks



"We don't want AI to behave the way humans behave. We want AI to behave the way we would like humans to behave.»

An anonymous MIT professor



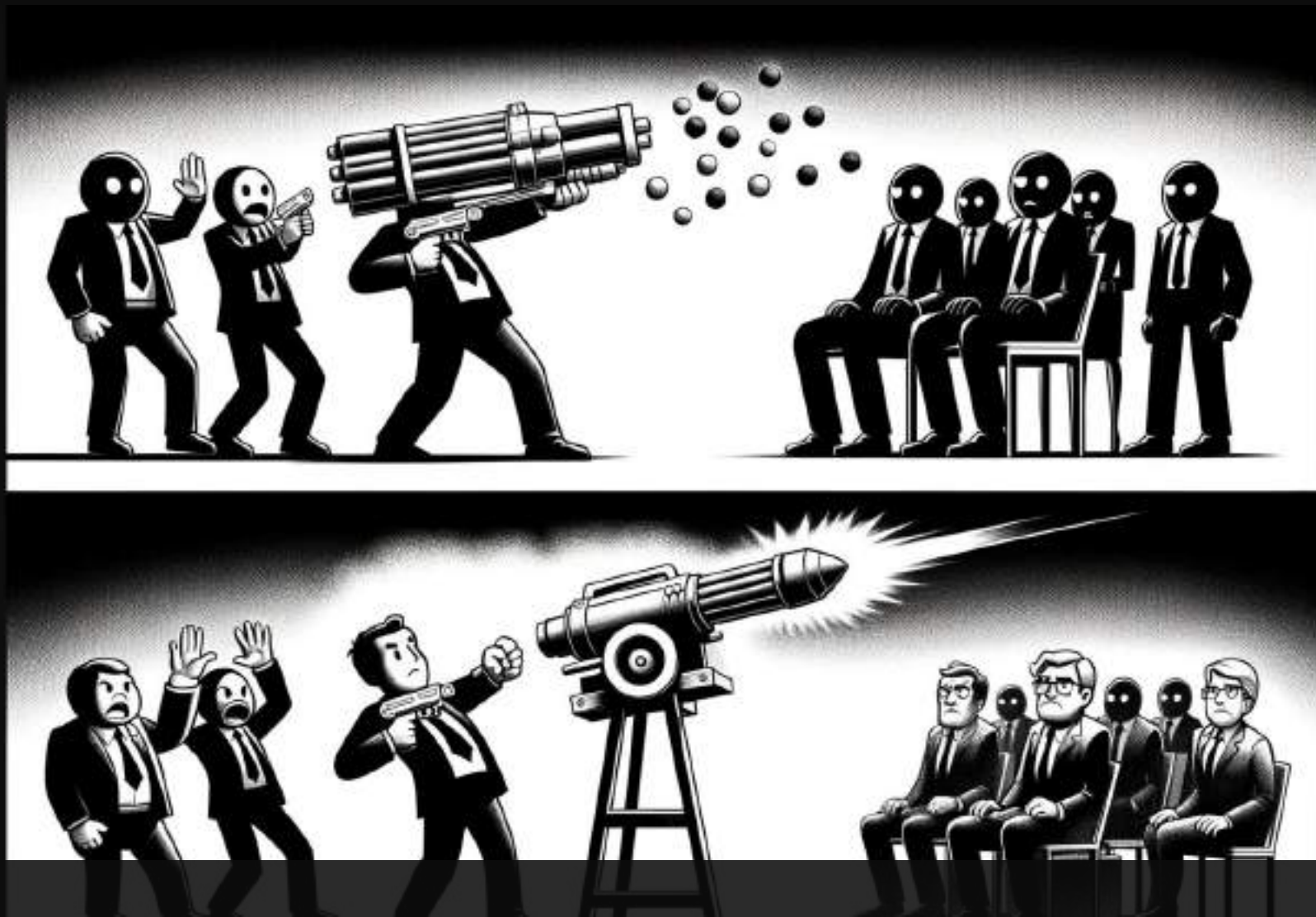
"Hundreds of AI tools have been created to combat COVID. None of them worked.»

MIT Technology Review



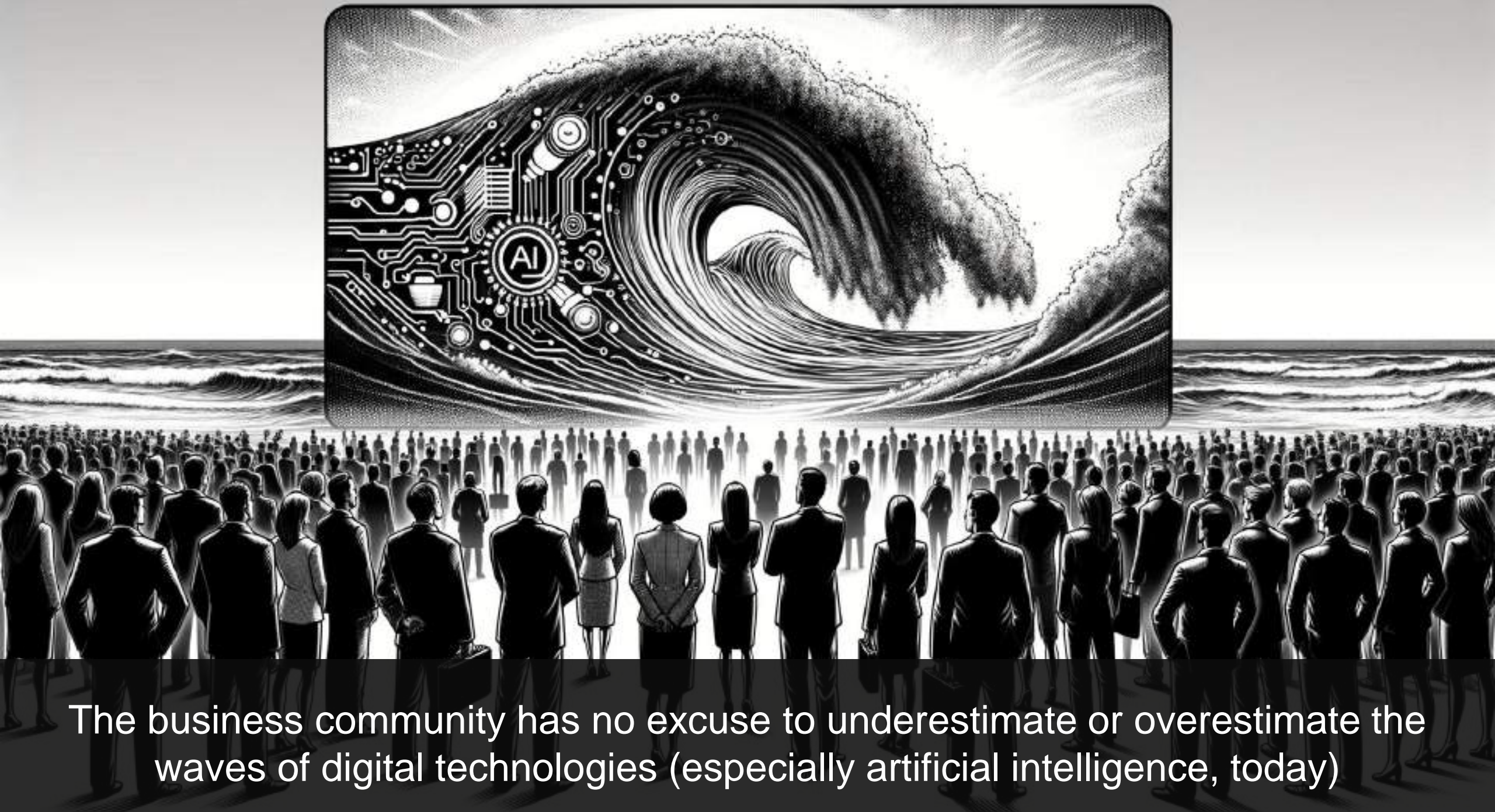
# CONCLUSION





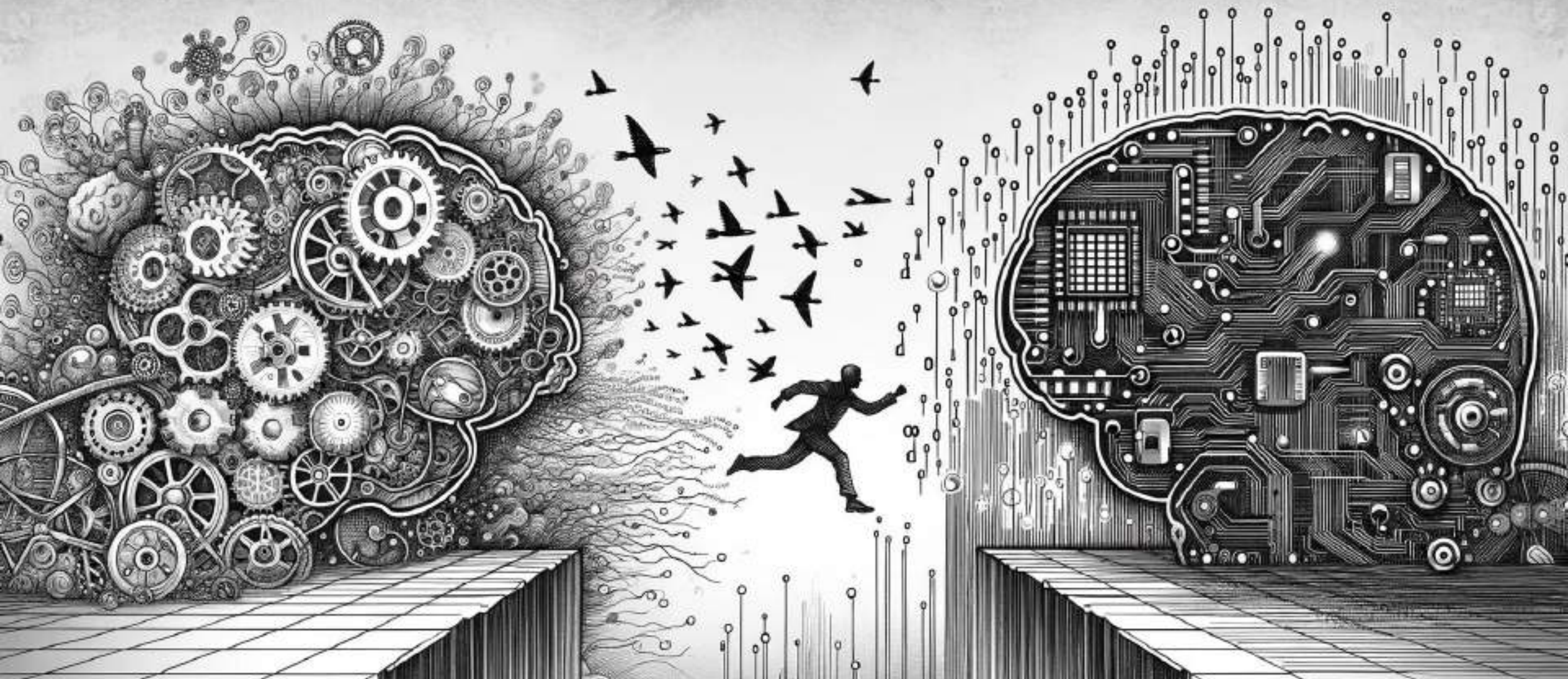
Till now we were dodging “nerf balls”,  
this time we’re dodging or shooting a cannonball





The business community has no excuse to underestimate or overestimate the waves of digital technologies (especially artificial intelligence, today)





Understanding the impact of new digital technologies on society and businesses requires a quantum leap in terms of technical and critical thinking



# The Post-Digital Enterprise Manifesto



1. **Respect** technologies



2. Acknowledge that technological competences are specialized, rare and expensive



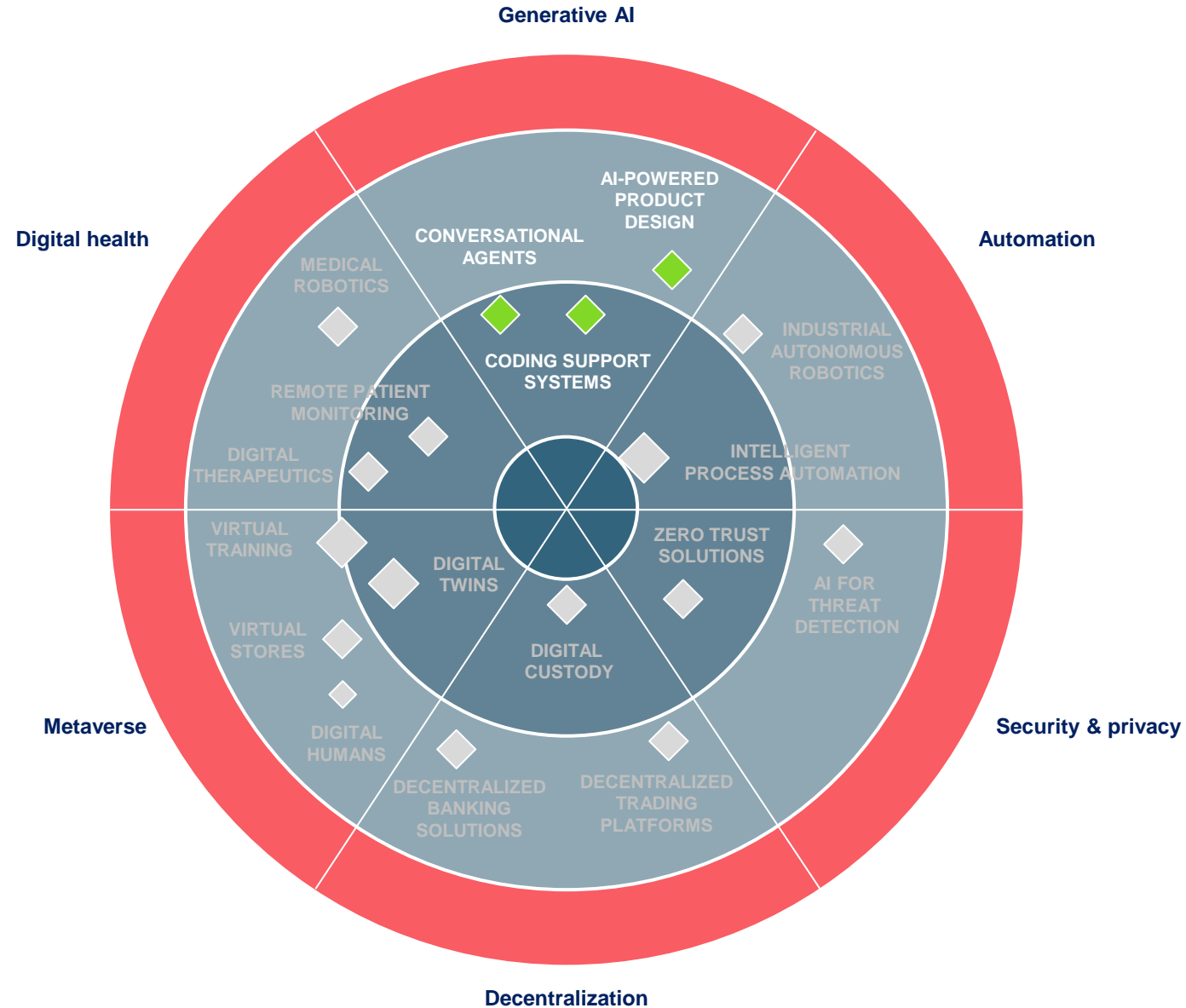
3. Remember the fundamental economic rules



4. Be a **savvy adopter**

*G.Castelli, S. Meregalli*

# The DEVO Lab HIT Radar to help making the right decisions



# CONTACTS

## **GIANLUIGI CASTELLI**

Associate Professor of Practice  
DEVO Lab Director

[gianluigi.castelli@sdabocconi.it](mailto:gianluigi.castelli@sdabocconi.it)