Systemic innovation in energy demand and consumer behaviour in LTES

Klaus Willnow – Siemens Gamesa Renewable Energy
IRENA Web conference, March 26, 2020
Systemic innovation needs Open Innovation

The lab is our world

The world is our lab
We have to kiss a lot of frogs to find a handsome princess!

«The worldwide demand for vehicles will not exceed a million – if only because of a lack of chauffeurs.»
Gottlieb Daimler, 1901

«I think there is a world market for maybe five computers.»
Thomas Watson, CEO IBM, 1943

«There is no reason anyone would want a computer in their home.»
Ken Olson, President of DEC, 1977

«People will never do without the experience to browse through a catalogue.»
Mail order company to the chances of E-Commerce, 2000
New business models in the Internet age

From **bookstore** to **e-book**

From **Yellow Pages** to **marketplace**

From **record store** to **streaming**

From **taxi** to **ride-sharing**
Scenarios analyze future’s impact on core business by strategic visioning

Extrapolation (via roadmaps)
- Products & Solutions
- Technologies
- Customer requirements

“Inside the box”

“Retropolation”
Potential new
- markets
- customer requirements
- technologies
- business impacts

“Outside the box”

Time horizon (varies according to business segment)

<table>
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<tr>
<th>Short-term</th>
<th>Mid-term</th>
<th>Long-term</th>
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Source: Siemens AG, Picture of the Future
Picture of the Future: Energy Landscape 2030+

Regional Visions

Landscape USA

Landscape China

Landscape EU
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