


The global financial crash has its roots
in the concept of limited liability

And guess whose idea that was?

SOTOPORTEGO
DEL BANCO GIRO

380

A circular frame containing a medieval manuscript illustration. The top half shows a detailed, fortified city with multiple towers, battlements, and a complex network of streets. A prominent balcony with figures is visible. The bottom half shows a harbor scene with several large wooden sailing ships (galleons) on the water. A small church with a red roof is visible on the shore in the lower right. The entire scene is rendered in a classic medieval style with vibrant colors and fine detail.

The dangers and expense of sea travel led to the development of the 'commenda' corporate law and insurance soon followed



The Renaissance laid the foundations for the modern world - from tech to attitudes to economics

By the 19th century the world was unrecognisable, but it took centuries.

[This time it's different]



The biggest mistake companies make is in preparing for what is, rather than what might be.

megatrends

G7 to E7
Rapid Urbanisation
Resource Scarcity
Demographic changes
New economic paradigm

breakthrough tech

Nanotechnology, Robotics, Big Data,
Connectivity, Industrial Internet/IoT,
Analytics, Machine learning/AI/Cognitive
computing, Blockchain, Cloud/Edge, 3-D
printing, Autonomy, Prediction, Biotech,
CRISPR, Gene Editing, Quantum
computing, AR/Mixed Reality



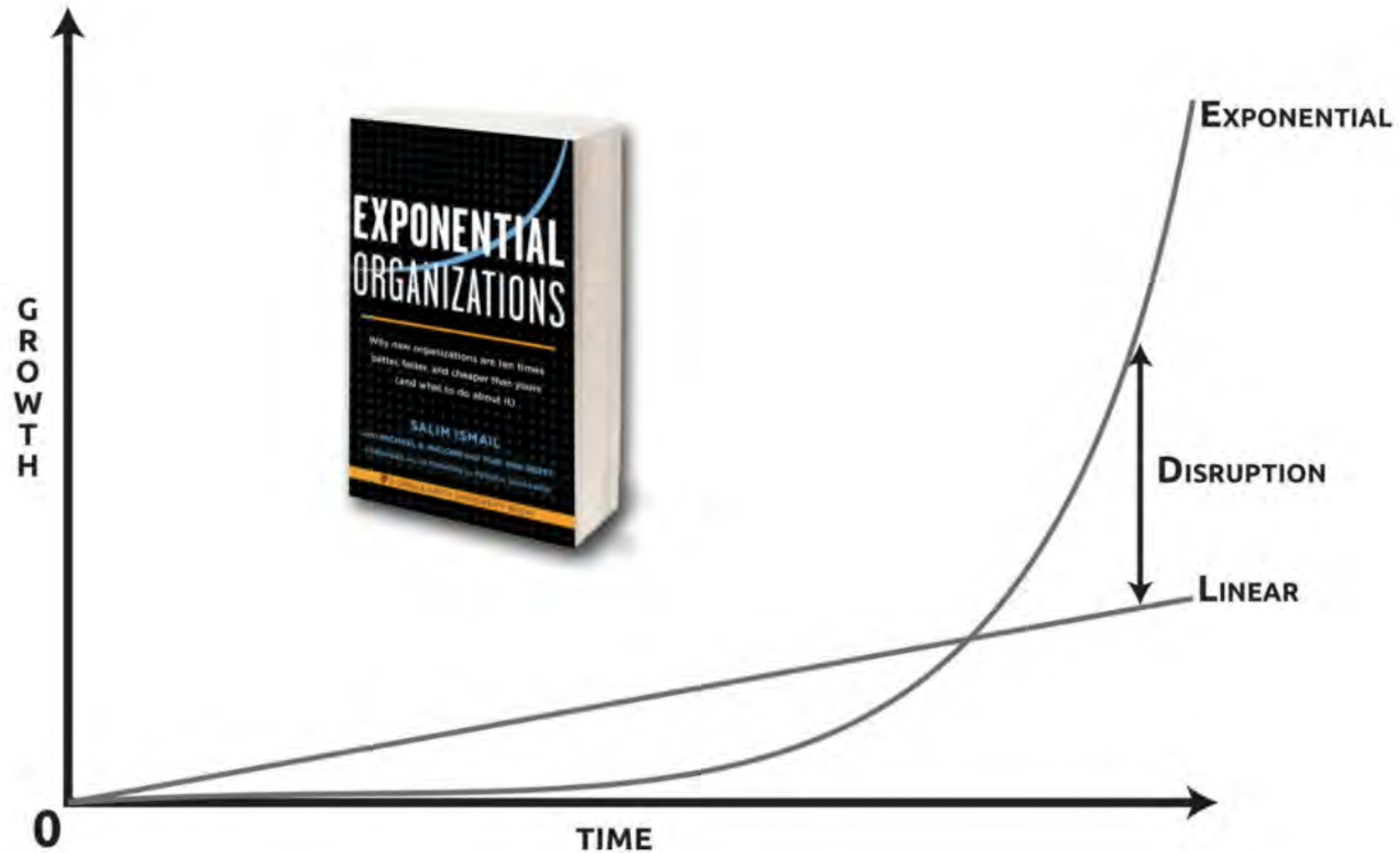


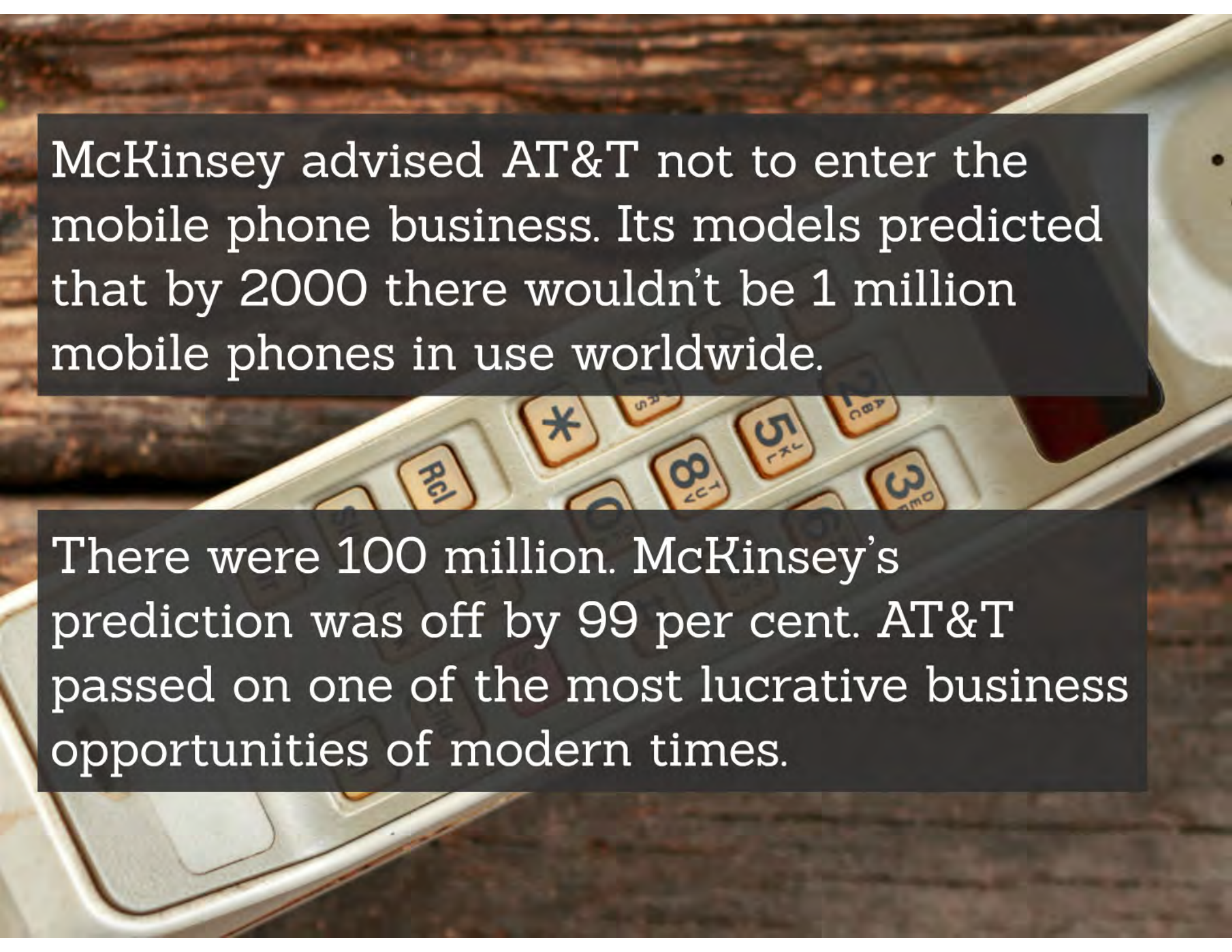
Any domain, discipline, technology or industry which becomes information-enabled and powered by information flows, sees its price/performance begin to halve/double approximately annually.

Once that pattern starts, it doesn't stop.



LINEAR VS. EXPONENTIAL





McKinsey advised AT&T not to enter the mobile phone business. Its models predicted that by 2000 there wouldn't be 1 million mobile phones in use worldwide.

There were 100 million. McKinsey's prediction was off by 99 per cent. AT&T passed on one of the most lucrative business opportunities of modern times.

At this speed
Evolution becomes Revolution

e-naissance

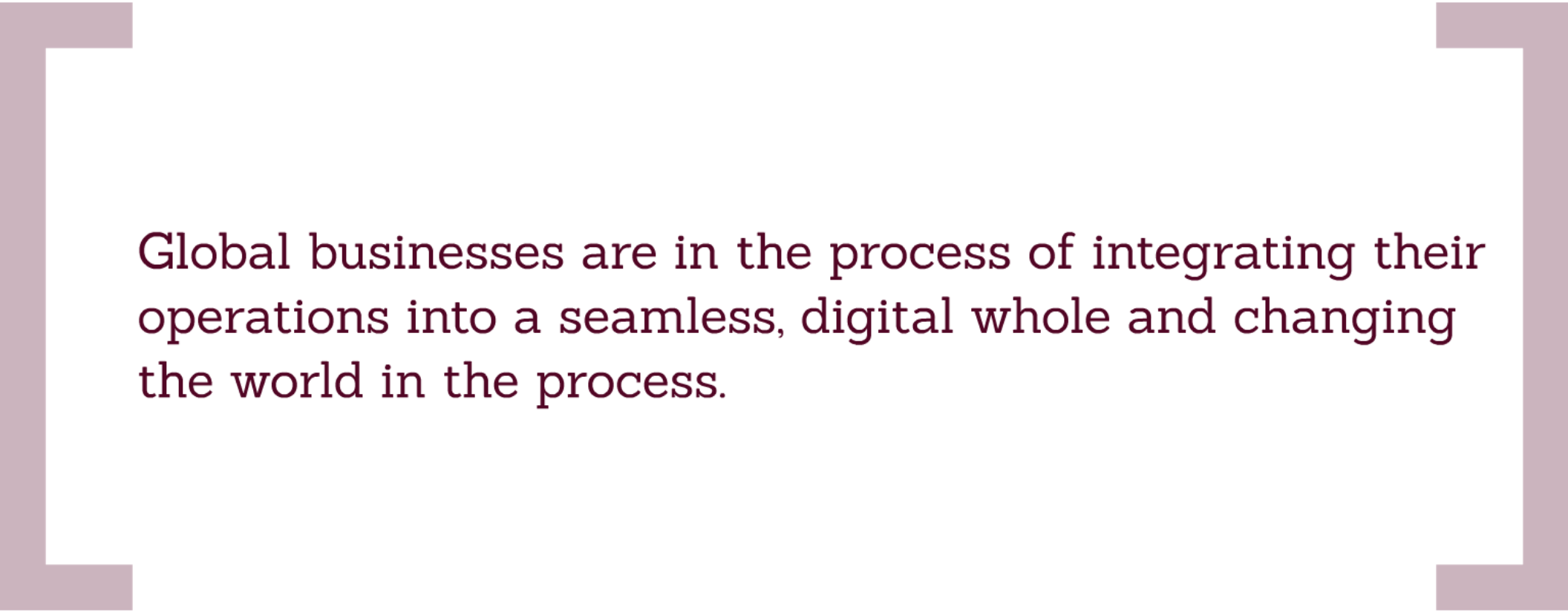
The 2nd Renaissance and the birth of the exponential age



"A frog in a well only sees his piece of the sky"

Technologies are combining to create intense disruption.

Focusing on only one technology or sector can miss the broader impacts and opportunities driven by this convergence.



Global businesses are in the process of integrating their operations into a seamless, digital whole and changing the world in the process.

Cybersecurity

Cloud

Additive
Manufacturing

Industry 4.0 is embedding digital, exponentially moving technologies in an interconnected global value chain shared by every component from every machine, which integrate the physical and digital worlds.

Industry
4.0

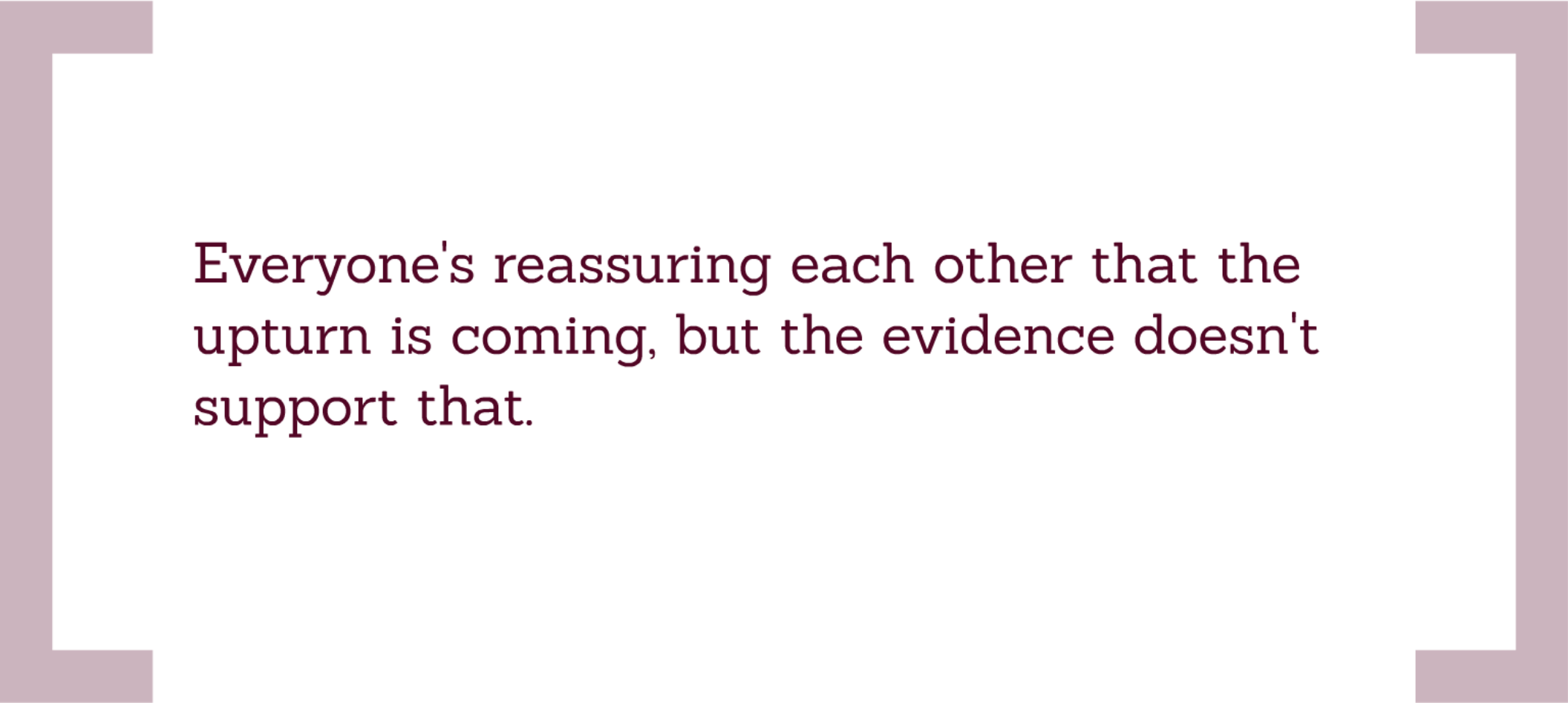
Robots

Simulation

Augmented Reality

Internet Of Things

System
Integration



Everyone's reassuring each other that the upturn is coming, but the evidence doesn't support that.

- 3D printing technologies, micro-manufacturing -PwC
- Hyper-personalisation/near & nextshoring
- Circular economy transformation - 110-170m m/tons iron ore by 2025
- Augmented/virtual reality/mixed reality
- Blockchain/ smart contracts, frictionless trade

- The shipping industry is opaque and inefficient, destroying value in its companies and failing to satisfy its customers
- Owners speculate in tonnage, rather than investing in customer propositions
- Charterers/BCOs only care about the price - don't they?
- Digital infrastructure investment is hard when banks only finance assets
- Equity investments are probably what's needed, but PE made the mistake of listening to incumbents and speculated in tonnage instead
- Seaborne volumes by 2030 little higher than today - best case growing at 1% (Danish Ship Finance)



AI AI Captain



Don't fixate on the ship or the book or the CD

Digital products and services are different
They need platforms and ecosystems to function

Connectivity & mobility are merging, the second
machine age.

The complexity and ubiquity of technology is growing exponentially, while bureaucracy grows arithmetically in response.

We are in the beginnings of "The Bureaucratic Singularity." For IMO cybersecurity may be the inflection point

The DX economy needs a new regulatory paradigm

But this is far wider than shipping

"The industry acknowledges that the current test method is outdated and is seeking agreement from the European Commission for a new emissions test that embraces new testing technologies and is more representative of on-road conditions." SMMT, UK.

Legacy Regulation

- evaluate once
- test for compliance rarely
- onus on regulators/authorities to exercise oversight





The complexity of managing, exploiting and extracting value from information and interacting as part of the intelligent digital mesh - people, things, processes - is huge

Ecosystem partners collaborate to deliver productivity, responsiveness, automation -transparency drives trust.

AND security of operation



"According to the WEF concerns about corporate cyber vulnerability are beginning to act as a brake on technology investment, and failing to address it could cost the global economy US\$3 trillion."

Cyber security is a foundational requirement for successful digital transformation and platform operation


Cyber security investment is a key priority for organisations, particularly in the public sector.
Increasingly, organisations are investing in cyber security.
It's a threat, but also a huge opportunity. There's a lot of work to do in this space.
Security needs to be an experience. Many things need to be done, and not just in the security area, but in the overall experience of the user.

"According to the WEF concerns about corporate cyber vulnerability are beginning to act as a brake on technology investment, and failing to address it could cost the global economy US\$3 trillion."

Cyber security is a foundational requirement for successful digital transformation and platform operation.



contagious
accountability



Culture eats
strategy for
breakfast


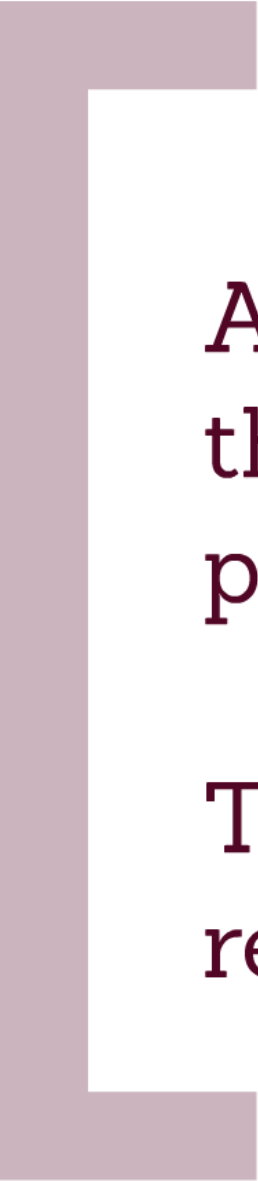
Regulators need to establish trust with individuals, stakeholders, ship operators, crew and the wider public. That means leading the transition from the front...

It means building the platform for smart regulation

Realign regulation with commercial
and economic benefit.

Rebalance
enabling with restricting
facilitation with constraint





An holistic, collaborative approach that can deliver both creativity and pragmatism is what we need.

This is a total reimagination of the regulatory framework.



The future has

- no guarantees
- constantly shifting parameters



Regvolutio!

"Revolutions threaten incumbent elites because they democratise access and they devolve power. Where digital is truly disruptive is in its ability to widen participation. That's why this heralds a regulatory revolution.

Digital connects, it listens to data and it can analyse and deliver back solutions which are magnitudes more accurate and personalised, and it can do that on a vast scale."

K D Adamson



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Ask not what regulation can do for you, but what you can do for regulation.

These new ownership ecosystems are made up of you. The digital revolution is devolving the power to regulate your industry to you.

We're all tuna now

There's a difference between
predictive and visionary

the future isn't somewhere we go, it's something we create



#bethefuture

www.kdadamson.com

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