Future Trends Forum Report

Innovation: the opportunity in times of Covid-19

May 2020
The Future Trends Forum’s goal is to foster innovation in order to create sustainable wealth and promote the tools the forum makes available for society.

When the Covid-19 crisis began, we at the Bankinter Innovation Foundation decided to ask our experts about the most relevant aspects to consider. We wanted to determine the negative consequences of the crisis and fight them, while also detecting the opportunities that will result from the crisis.

In this document, you will find the survey about the most relevant aspects regarding innovation and the Covid-19 crisis, which we created for our experts at the beginning of April 2020. You will also find estimations about when things like travel or business events will return to normal.

We will explain the conclusions that were drawn during the series of webinars on the impact of Covid-19. Future Trends Forum experts have helped us understand significant aspects such as economic uncertainty, new remote work methodologies, the main innovation areas that will lead the future and how startups must adapt to these changing times. Additionally, and in relation to the most recent trend analyzed by the FTF (Neuroscience), we asked our experts to talk about the impact of Covid-19 on the brain and the tools we can use to deal with anxiety and stress.

Together with our experts at the Foundation, we keep working, now more than ever before, to ensure that innovation and entrepreneurship provide for a competitive, sustainable future in the post-covid era.

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In April 2020, the Bankinter Innovation Foundation sent a survey about the impact of the Covid-19 crisis to Future Trends Forum (FTF) experts.

The Future Trends Forum is comprised of over 600 multidisciplinary, international experts, and it works to detect and analyze trends in innovation that will help society move towards a sustainable, innovation-driven future. This time, we asked experts about the role of innovation and technology in solving the crisis. We also asked them about the current socio-economic situation that the Covid-19 crisis has created.

How important is innovation for solving this crisis?

92% of Future Trends Forum experts that were surveyed claim that innovation plays an important or especially important role in the management of this crisis.

Among the most important areas to currently innovate in, our experts highlight the following:

- **Health Sciences**, particularly regarding vaccine and new treatment research as well as the development of remote assistance.
- **Technology**, especially to support research and bring it closer to the general population.
- **Digitalization of the economy**
- **Working from home**, with new work methodologies and new ways to conduct online training.

89% of FTF experts also point out that technology plays a key role in this crisis, particularly technologies such as Big Data, Artificial Intelligence, the Internet of Things, Robotics or Blockchain.

What global changes do you think this situation will cause in society?

Our experts have detected fundamental socio-economic changes that the Covid-19 crisis has provoked or will provoke in the future:

- Greater control of public administrations over private data
- Increased interaction among people and cooperation among countries
- Return to domestic production of goods. Experts state that there could be a global blockage of goods and services but, in turn, the world will be more globalized.
- Positive impact on the environment
- Implementation of the Universal Basic Income
The main change in our daily lives will be new work methodologies. 95% of experts believe that working from home will spread and that this new way of working could change organizations (according to 58% of experts).

In addition, 69% of experts agree that it will be difficult to host on-site events for quite some time. According to 50% of our experts, business travel will be reduced and could even be forbidden.

We asked our experts what economic sector will thrive once the situation returns to normal. The leading sector in this recovery will be the healthcare sector, followed by tech companies.

![Sectors recovery](image)

**When do you think it will end?**

We asked FTF experts to estimate when we will resume some of the activities most affected by this crisis:

**Domestic Travel:**

Most experts point out that domestic travel will return to normal in 3 months.

![Domestic travel allowed](image)

16% of experts located in North America believe that domestic travel will be restored in 6 months.

**International Travel:**

Most experts believe that international travel will be restored in the next 6 months.

![International travel allowed](image)

60% of Asian experts believe we will return to normal in just 3 months.
Experts have pointed out three main areas:

- Health and life sciences, particularly regarding:
  - Vaccine and new treatments research, evolution of biotechnology
  - Development of health assistance, remote assistance, and telemedicine
- Digitalization, and not just for those companies and economic sectors that were not in the process yet. Our experts highlight the following:
  - Boost in e-commerce
  - Videoconference calls that will even replace on-site meetings in some cases
  - Consolidation of digital identity
- Working from home, with new work methodologies and new ways of conducting online training
2. Specific Impact of Covid-19

After receiving the survey's results, we asked our Future Trends Forum experts to analyze the areas that will be impacted by this crisis and its impact on our society.

The areas are:

a) Impact on the economy: the main changes that our economy is undergoing and what the post-covid economy will look like
b) Impact on corporate areas and the work environment: how working from home is changing companies
c) Innovation against the crisis: the main innovation tools to combat it
d) Impact on startups: the challenges that companies must address and the adaptations they need to make to face the crisis
e) Impact on the brain: going back to our conversation about trends in neuroscience, we wanted to learn about how Covid-19 affects mental health and stress levels.

To learn about these impact areas, the Bankinter Innovation Foundation organized a series of webinars in April 2020, where our experts analyzed the key elements of each of these areas.

We will now present the main conclusions of this assessment.
a) Impact on the economy

The key concept regarding both the global and Spanish economies is uncertainty.

Our expert José García-Montalvo, professor of Applied Economics at Universitat Pompeu Fabra, believes that the lack of precise, reliable information prevents any potential prospect from being serious and relevant. He quotes the Governor of the Bank of Spain, Pablo Hernández de Cos. Since there is great uncertainty, it is hard to estimate macroeconomic prospects through the usual methodologies, as the Bank of Spain shows in their report Reference Macroeconomic Prospects in the Spanish Economy after Covid-19.

García-Montalvo mentions the following key elements:

- **Deglobalization**: This is not on the international agenda. It is not beneficial for anyone and our expert does not believe it will happen. However, there will be a strategic reserve of some essential workers. As for the role of the European Union, there is pessimism due to the lack of coordination in all areas. As Yale University points out in their recent article “COVID-19: Turning Point for Globalization?,” “Globalization is not the culprit, but rather the lack of strong international organization and effective cooperative mechanisms.”

- **Public debt**: Amid all this uncertainty, one thing is clear: public debt will dramatically increase. According to our expert, young people will have very uncertain professional futures. The CEE (acronym of the Spanish Confederation of Employers’ Organizations) states in a recent report, “Economic Outlook: Special Impact of Coronavirus,” that public debt in Spain could reach 108 % or 115 % of GDP, compared to the current 95.5 %.

- **Innovation in economics**: The pandemic is going to result in major innovation in economics, according to García-Montalvo. We are referring to measures that were not even taken into account before, since they were considered “economic anathemas.” “We are observing several strange things that will completely shift our perspective on teaching about the economy. The rules of the economy as we have known it since the end of World War II are changing. We essentially need to re-think everything from scratch,” said our expert in a recent interview. He mentioned several examples, among others:
  - Negative nominal rates.
  - Perpetual debt.
  - Monetary funding of public expenditure.

- **GAFAM**: Major tech companies will be more powerful. For GAFAM companies (Google, Amazon, Facebook, Apple, and Microsoft), the crisis has been a boost. José uses as an example the 175,000 new Amazon employees. According to our expert, we will need to implement stricter regulation to avoid monopolies.

- **Universal Basic Income**: José agrees with having a Basic Income, an idea originally proposed by Milton Friedman. He believes that Covid-19 has accelerated its implementation, but it was just a matter of time for the process to start. It is a complicated process; therefore...
he believes in making it temporary, so that it can be improved later. The Minimum Essential Income that Spain and other countries are considering would be, according to our expert, a good starting point. We need to take into account that, in our country, poverty currently affects 2.5 million people, and one quarter of the population is at risk of poverty or social exclusion, according to the most recent report by the European Anti-Poverty and Social Exclusion Network (EAPN) [link in Spanish].

- **Investment in science, innovation, and technology**: The future economic "shocks" will probably come from new pandemics or bioterrorism. We must prepare for this and invest in R&D, not just from the technological point of view, but from the medical and economic ones as well. In the technology sphere, José believes Machine Learning [link in Spanish] will be the basic modeling and prediction tool, together with chatbots [link in Spanish] for assisting citizens and mobile tracking apps for monitoring and controlling those that are infected.

- **Fake News**: Lastly, our expert is hopeful that this pandemic and crisis are doing away with fake news. In this regard, it is worth mentioning the campaign that UNESCO is currently leading. The organization is using the hashtags #ThinkBeforeSharing, #ThinkBeforeClicking and #ShareKnowledge. It is promoting the idea that the rights to freedom of expression and access to information are the best ways to combat disinformation. "When faced with such a serious event, citizens search for sources that are reliable and can be compared to each other," García-Montalvo says.

b) **Impact on work and corporate areas**

Many companies have been forced to slow operations or even suspend them entirely. Mandatory confinement orders, the lack of commodities, the airspace shutdown, the uncertainty, and the lack of clients are some of the causes of this halt.

Following the necessary confinement orders, companies' prevention departments are already preparing protocols and measures to protect their employees, clients and partners from potential contagion by implementing all available preventive measures to create COVID-free spaces. On this topic, it
is interesting to see how Prosegur challenged startups to create Covid-19-free spaces [link in Spanish].

As for how companies are responding to the challenges that coronavirus poses, our expert Albert Cañigueral [link in Spanish] talks about the key elements that have already changed and will continue to change companies and their methodologies.

Albert works at the forefront of the collaborative economy movement. He uses digital pop-up quizzes as an example to show how the crisis has taken us by surprise:

"The Covid-19 crisis has happened so quickly and is so intense that no one has had time to prepare for it."

It affects several types of companies in a significantly different way:

1. **Digital platforms** are the most prepared. Since innovation and agility are embedded in their DNA, digital platforms have already reacted.

Albert points out these key trends for them:

- Passenger transportation companies switching to digital messaging (for instance, Uber has launched UberEats for food delivery, and in some countries the company has activated the new Uber Flash service to mail packages).
- **Intermediation** in more areas (such as Uber with job offers for their associates; they have launched a “Work Hub” [link in Spanish] to help drivers find alternative jobs as the number of trips goes down).
- Offering virtual experiences like Airbnb [link in Spanish]. This concept is strictly related to the “Passion Economy” idea.

2. The most digitalized companies are responding adequately.

The main trends for these companies are:

1. **Working from home** [link in Spanish]. Around 4.5 million people in Spain have the option to work from home [link in Spanish]. This accounts for 22.3% of the total active population. Before the crisis, the rate was only 7%. The coronavirus crisis will significantly increase these figures. According to Albert, working from home will not be very widespread or disruptive, but it will change how we interact with companies. It saves companies and employees commuting time and cost, improves work-life balance, gives employees more independence and reduces work-related accidents.

2. **The design of new office space** to comply with protection regulations. In the long term, we could observe some significant changes in offices, including a new layout for workstations and the use of construction materials that prevent the spread of SARS-CoV-2. Sharing desks, the so-called “hot-desking”, could be postponed until there is no fear of infection. Also, we could use new technologies to access spaces and elevators in ways that prevent employees from touching doors or pressing buttons.

3. The use of diverse devices for remote work – BYOD (Bring Your Own Device) company policies. Employees can use their own mobile devices to access their company’s special resources, such as emails, file servers and databases, as well as their apps and personal data.

Relationships have become more human. The pandemic has made us more empathetic. We want to know about how our relatives and friends are doing health-wise.

3. **Less digitalized companies**: We will see collaboration and cooperation among them and with the two types of companies mentioned above. Albert points out that their only option is to start their digital transformation journey. Companies that provide on-site services are starting to offer delivery, and small companies are
also starting to distribute their products through consolidated digital platforms such as Glovo, or even creating their own associations for joint delivery.

As for the job market, the increase in unemployment and the loss of income of freelancers and temporary workers, among others, is widening the digital gap. As we were saying, barely 20% of workers can work from home. Therefore, the ability to shelter-in-place is perceived as a class privilege.

March 2020 is already the worst month for employment in the history of Spain. There were over 300,000 unemployed people compared to the month of February, an increase of 9.31%. There are more than 4 million unemployed workers, and that number does not even include the over 2.6 million workers that have been included in Temporary Workforce Reduction Plans (ERTE, by its acronym in Spanish).

Despite coronavirus, employment is growing in the following sectors:

- Cleaning staff
- Telephone operators
- Logistics
- Healthcare staff

The situation is troubling, but Albert trusts that regulators will promote protection measures for the most disadvantaged, particularly independent contractors and freelancers. He points to the blog post "Will the Pandemic Encourage Policymakers to Implement Stronger Workplace Protections for Independent Contractors?": In the meantime, several collaborative initiatives are arising across all professions, from self-employed workers to housekeepers. Some examples of this movement are cowoker.org and the American Freelancers Union.

Albert concludes that the future will entail the digitalization of work environments. "These challenges are so profound that no one can solve them on their own," he states. To conclude, he says,

“This crisis is accelerating things that were already coming our way”

c) Innovation against the crisis

Innovation, together with social entrepreneurship, has become a crucial tool to address all challenges caused by the pandemic.

Our experts Peter Coffee and Larry Keeley talk about key concepts regarding innovation and about how it can help us make a difference during and after this crisis.

According to Peter Coffee, the worst we can do now is say that we are too busy dealing with the crisis and trying to survive to think about unnecessary things like innovation. We must think of this crisis as a unique opportunity to accelerate innovation and anticipate the new needs arising from this pandemic. He states that the following technology areas will have great innovation potential accelerated by the crisis:

1. **The future of work.** The mix of remote and on-site work, the gig economy and the fact that several communities will team up to protect themselves will foster and enrich collaborative tools and platforms.

2. **Blockchain** enables, among other things, product traceability from its source, including the establishment of relations (both commercial and contractual) among individuals and companies with no intermediaries needed, and cryptocurrencies and digital money, a phenomenon that the pandemic has accelerated.

3. **Artificial Intelligence**, which is already being successfully applied to the fight against the spread, containment and mitigation...
of Covid-19, as well as to the discovery of drugs against SARS-CoV-2.

4. Digital healthcare [link in Spanish], with emerging self-diagnosing apps [link in Spanish] as the first advance. According to our expert Dr. Josep Kvedar [link in Spanish], emerging technologies such as Artificial Intelligence and Voice Recognition are enabling us to automatically compile, share and analyze more vast and deeper knowledge on people. These technologies allow us to:

1. Immediately assist people no matter where they are
2. Create more personalized treatments
3. Establish better relationships with patients

5. Education [link in Spanish]. The confinement has given relevance to digital cloud platforms. Educational cloud technology companies have stepped forward to help educators reach students in virtual settings. In many cases, companies are providing their usually paid for services free of charge for the rest of the academic year. So far Google Classroom is the most popular educational app on both Android and iOS.

Watch webinar at: https://www.youtube.com/watch?v=cG4A_nwZ3C8

Peter poses a key question: since we are immersed, by mandate, in a new way to do things, how can we maximize the value we contribute to society? He cites FORD as an example. The company has been able to adapt their production chains in record time to manufacture mechanical ventilation equipment for SARS-CoV-2 patients.

We should wonder, "What are my differential skills and how could I use them in a new way to create competitive advantages?"

Another key component is the immediacy of our response, how quickly we put solutions out in the market. This is possible today thanks to the existing Cloud Computing [link in Spanish] ecosystem: resources, systems and apps available in just a few minutes.

Finally, and maybe most importantly, the crisis has evolved our concept of innovation from optimization to resilience:

Anticipation, audacity, adaptability, caution, planning of scenarios, speed and support from the ecosystem are the backbone of resilience.

Larry Keeley [link in Spanish] gives us the key to effective innovation and talks about what type of innovation is allowing us to "reset" society.

After spending over 4 decades researching innovation and proving that only 4.5% of innovative actions are successful, Larry claims that there are three main key aspects that all effective, successful, large-scale innovative actions have in common:

1. "Culturally Cool": Society accepts them as something advanced, extremely useful, and desirable.
2. "Technologically Elegant": Simple, easy-to-use, the end user does not see its complexities.
3. "Fair Business Model": For the most part, its business model is considered fair.

We recommend reading Larry’s book, “Ten Types of Innovation: The Discipline of Building Breakthroughs”. The book contains a list of over 2,000 successful innovative initiatives, including Cirque du Soleil, the first IBM mainframes or the Ford Model T. The author applied a patented algorithm and determined that there are ten significant groups, The Ten Types of Innovation. He was then able to diagnose patterns of innovation within several areas in the industry to identify successful opportunities to innovate.

By applying these key concepts, Larry shows us five innovative initiatives that are allowing the world to face the pandemic and reactivate social and economic activities while waiting for a SARS-CoV-2 vaccine:
1. Diagnostic tests: they must be affordable, safe, solid, and massive.
2. Predictive models: they must inform us of when, where, and how to implement measures to contain Covid-19.
3. Contact tracking: through apps that monitor infected people and warn about infected people near us.
4. Disinfection: protocols, fully trusted by the general population, that have been certified by epidemiologists to conduct in-depth disinfection of public spaces.
5. Immunity ID: optional, but available to whoever requires it. It would be blockchain-driven to exercise full control.

There is plenty of innovation coming, Larry says: whatever the coronavirus vaccine entails, as well as social, psychological, and cultural innovation that will allow us to rebuild on-site, in-person interaction. For this last type, we need to discuss what we have called humanistic innovation [link in Spanish].

As a conclusion, our experts recommend thinking of the current crisis as an opportunity to innovate and transform ourselves. We must also understand that both innovation and transformation are not projects with a deadline, but ongoing processes with no expiration date. Innovation is a part of life.
d) Impact on startups

Javier Megías and Samuel Gil, partner at JME Ventures, reflect upon the crisis and the opportunities that startups have to come out of it even stronger.

Now we will summarize the most relevant ideas:

1. We should not underestimate the crisis we are going through. Its economic effects are still hard to quantify but will be devastating.

2. Depending on the sector startups operate in, the crisis will either accelerate their operations or incredibly halt them.
   - Experts warn that highly digitalized companies need to pay attention to whether we use products and services in a timely manner or if they have become part of what we call "the new normal". Another key aspect is the cost of acquiring new clients and the return on investment: if it is quick, it is excellent. If it takes several months, make sure the acquired clients can become loyal clients well beyond the confinement period.
   - Companies in the second category, startups that require in-person interaction, need to rethink their business models, distribution channels and process to minimize risks.

3. In every case, experts recommend being overly cautious and making quick, serious decisions. If you need to cut back on expenses, do it immediately. Postponing obvious decisions is neither professional for your company nor for your employees.

4. Javier uses a comparison involving cars and "The Hammer and the Dance" concept, which was introduced by Tomás Pueyo in his article "Coronavirus: The Hammer and the Dance". He showed us the complicated balance between two types of measures: the ones designed to take immediate, robust action to minimize the effects of the crisis as much as possible (the hammer); and

5. the ones that are going to take advantage of the rebound and foster economic reactivation (the dance). It is necessary to reach the balance and coordination that Formula One pilots have when, after a long and straight road, they must take a very tight turn, braking without veering off course (current moment). We also need anticipation in order to accelerate out of the curve (end of current confinement period).

6. In general, all our experts recommend that startups work on antifragility, a concept introduced by Nassim Nicholas Taleb in his book "Antifragile: Things That Gain From Disorder". He talks about how systems can increase their capacity to thrive because of stress, volatility, mistakes, errors or attacks. He refers to working on antifragility as a means for startups to overcome hard-to-predict situations. There is a very good chance that this pandemic will not be the last one, therefore it is essential to prepare for the next one.

7. Our experts claim that one of the main trends is working from home [link in Spanish]. This presents opportunities not just to switch to 100% remote company models but also to address potential social changes such as population migration to rural settings, reconfiguration of office space or rethinking coworking. Samuel mentions an interesting anecdote: podcast consumption has dramatically dropped due to a reduction in commuting because of working from home.

8. According to Samuel, there will be great opportunities for those that detect changes that are already taking place, which are not obvious at all for the rest of us.

9. Streaming and e-commerce are consolidating. There might be opportunities regarding new
**digital social interaction** well beyond the usual social networks.

10. As for investors, our experts believe that decision-making will slow down. Startups that operate in very affected markets will hardly receive capital injections because of how difficult it is to assess risk. In any case, experts send a **positive message**: investors are looking forward to investing and there is plenty of capital available. They are open to considering new deals.

11. The most benefited areas are:

   - Those related to Healthcare [link in Spanish] and Education [link in Spanish], due to the eradication of bureaucratic and regulatory barriers favored by the crisis.
   - The "**Passion Economy**" is a term made popular by Adam Davidson in his book "*The Passion Economy*". It refers to the network monetization of our talents, passions, hobbies, and interests. It focuses on digital products and virtual services that are usually sold as subscription services.
   - Product **traceability**, from its origins to the end user, supported by Blockchain [link in Spanish].
   - At an industrial level, **automation and robotization** [link in Spanish] will look for greater resilience. Tasks that entail more exposure to the virus will be automated first.
   - Everything regarding **cybersecurity** [link in Spanish], as a cross-wise sector. There has been a boom in both remote work and leisure, with a significant increase in the use of digital and streaming platforms and the implementation of **BYOD** (Bring Your Own Device) policies. Therefore, there is an increasing need to protect ourselves against cyberattacks.

To conclude, our experts recommend differentiating well between challenges and opportunities that are timely and those that are structural. Above all, we need to assume that we are all fearful and that entrepreneurs need to try and try and try.
Impact on the brain

COVID-19’s impact on mental health is determined by the disease itself as well as by the mandatory social isolation it entails. **How can we take care of our mental health and promote it during the pandemic?**

Our experts in neuroscience [link in Spanish], Álvaro Fernández [link in Spanish], CEO of SharpBrains, and Mara Dierssen [link in Spanish], researcher at the Centre for Genomic Regulation (CRG), explain how to maintain and promote our mental health during the current crisis.

Álvaro Fernández gives us 5 key facts about stress, brains and health that we should take into account during the current pandemic:

1. Our brains and minds are connected through the immune system and inflammation. It is essential to maintain both physical and mental hygiene.

2. Feeling stress is normal and even healthy. It is not normal, however, to feel incredibly stressed constantly.

3. The first step to mitigating stress caused by the pandemic is to do physical activity.

4. The second one is to learn and practice simple techniques for full attention, relaxation, and reconsideration. Cognitive Behavioral Therapy (CBT) is based on these techniques and it helps us handle stress and anxiety.

5. Investing in mental health is cost-effective in the long run. If we invest now, we will have a healthier, fuller new normal.

In order to better understand the way our minds work and prepare them to face the crisis better, Álvaro recommends the book *The Wisdom Paradox* [link in Spanish], by cognitive neuroscientist and clinical neuropsychologist Elkonon Goldberg.

Álvaro suggests different actions to turn the challenge of facing a pandemic into an opportunity:

1. Prioritize and enjoy every positive action, no matter how small they are, every day.

2. Explore the growing “toolbox” for brain and mental health. "We can find tools for personal care, remote learning, telemedicine, social interaction, stress management and much more; and we can incorporate them into our lives."

3. Support those around us. Reconciliation, solidarity, cooperation, and empathy improve our mental health.

Álvaro suggests that, if we want to fully understand stress, its causes and how to fight it, we should read *Why Zebras Don’t Get Ulcers: Stress and Health* [link in Spanish], by neuroendocrinologist and Neurology professor at Stanford University, Robert Sapolsky.
Mara Dierssen, global expert in the field of Down Syndrome and president of the Trisomy 21 Research Society, gives us a general overview of the structure of the SARS-CoV-2 virus and its relation with neurobiology. She breaks down the neurological symptoms that COVID-19 might cause: loss of taste and smell, headaches, neuralgias, dizziness and even encephalitis. It can also affect the peripheral nervous system.

Apart from the virus' direct impact on the brain, Mara explains how social distancing affects our brain, although social distancing reduces contagion (flattening the curve), our brains are designed to socialize. When they don’t, there is significant psychological impact. On this issue, Mara talks about the conclusions in an paper published by prestigious medical journal The Lancet, “The psychological impact of quarantine and how to reduce it: rapid review of the evidence.” Previous quarantines have had proven negative psychological effects.

Watch video at https://www.youtube.com/watch?v=cKJ7zi5AAddq

She also mentioned that social distancing particularly affects children. If these children have disabilities, then the impact is even more detrimental.

Apart from children, other groups psychologically affected by this crisis are people with prior diseases and healthcare workers, who might even suffer from post-traumatic stress disorder (PTSD).

According to Mara, the key is to learn how to come out stronger on the other side of this crisis:

- At a global level, by reconsidering education and making it available for everyone, as well as redesigning cities’ resilience and health standards.
- At a personal level, by using our most creative and supportive side.

Mara’s final message:

“We will all come out stronger, more supportive, more committed and readier for the next crisis.”

We have analyzed the entire series of webinars on the impact of Covid-19 to draw the following conclusions. These are also recommendations to face the crisis caused by Covid-19 in the best possible way.

**Economic Uncertainty**

There is great economic uncertainty coming. It will be very difficult to forecast economic scenarios, and there will be significant economic innovation.

**Investment in Science**

Investment in science, innovation and technology will grow and therefore increase the relevance of major tech companies.

**Cooperation**

Digital platforms and cooperation between companies and/or employees will become diversified and consolidated.

**Working from Home**

Working from home will become the new reality. Companies will have to redesign their workspaces. Professional relationships will become more humane and empathetic.

**Digitalization**

The digitalization of companies and employees must accelerate.

**Innovation**

This crisis is a unique opportunity to accelerate innovation across any sector.

**Technology**

The technological areas with great innovation potential are The Future of Work, Blockchain, Artificial Intelligence, Digital Health and Education.

**Startups' Adaptation**

Startups must move fast to adapt to the new situation by fostering digitalization, coordination and anticipation of problems.

**Antifragility**

Startups must work on their antifragility and redefine their work methodologies, giving relevance to remote work.

**Investment**

Investment in startups might slow down, but there will continue to be activity.

**Fighting Stress**

Mental hygiene and physical activity help us handle anxiety and stress caused by this situation

**Resilience**

We must develop creativity, empathy and resilience to overcome the psychological consequences of the confinement period.