

Club de Benchmarking RR.HH

Generaciones y tecnología en la
empresa

Prof. Salvador Aragón
salvador.aragon@ie.edu



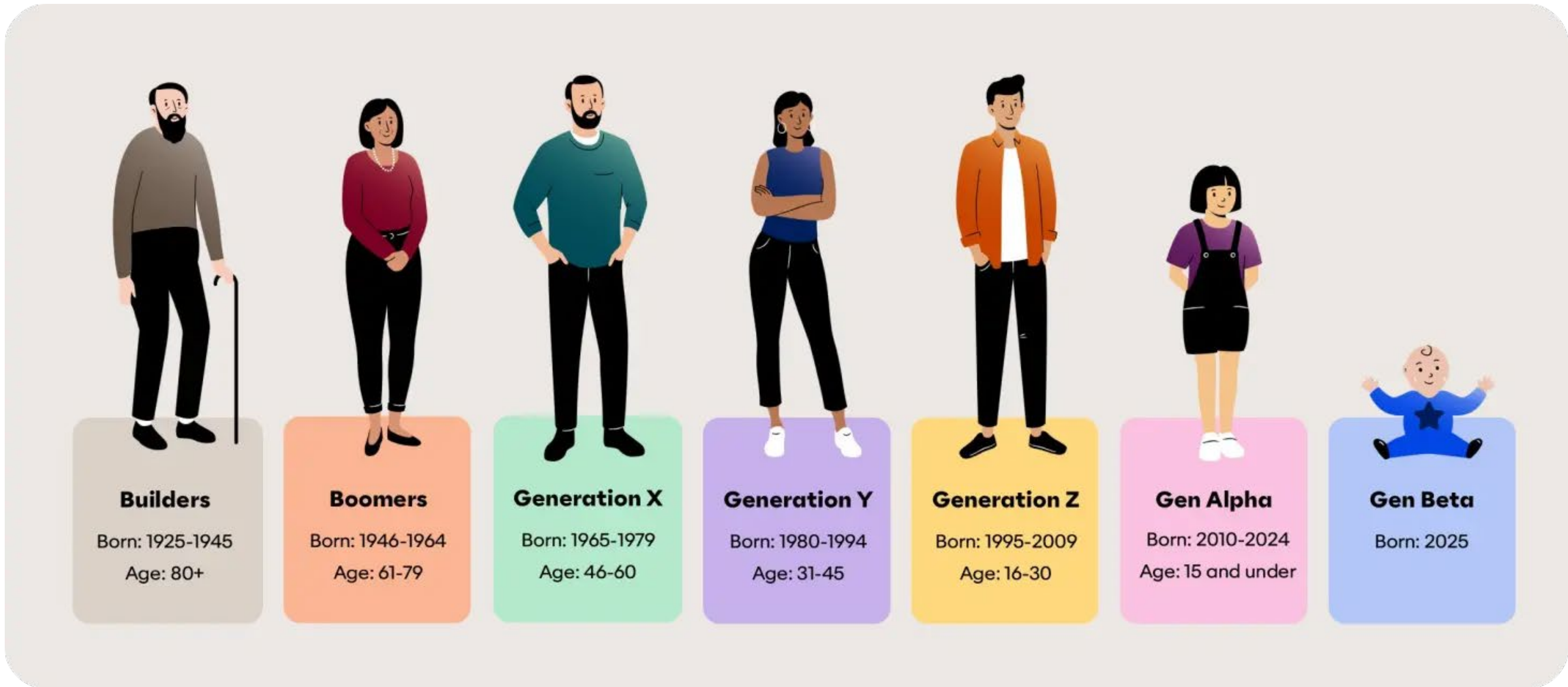
Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**














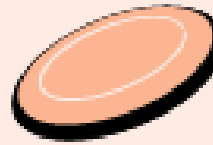
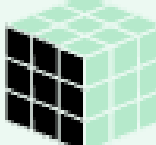


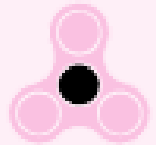






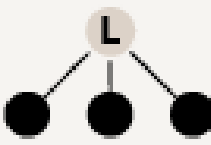
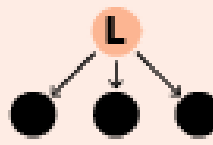
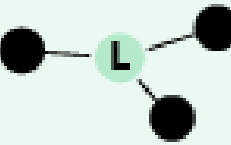
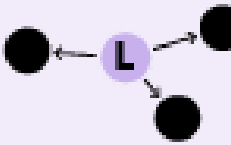
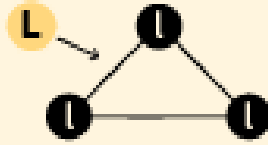
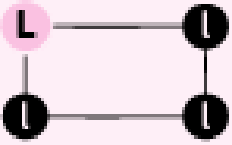
Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**

El mapa “de consenso” (McCrindle)



El mapa “de consenso” (McCrindle)

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	 We prefer proper English if you please	 Be cool Peace Groovy Way out	 Dude Ace Rad As if Wicked	 Bling Funky Doh Foshizz Whassup?	 Fam GOAT Slay Yass queen	 lit yeet hundo oof rn idrc
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubix cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence Advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

Una primera aplicación del modelo: Consumidores

- Baby Boomers: The Brand-Loyal Consumers
- Gen X: The Practical Decision-Makers
- Gen Y: The Convenience-Seekers
- Gen Z: The Purpose-Driven Spenders
- Gen Alpha: The Digital-First Consumers



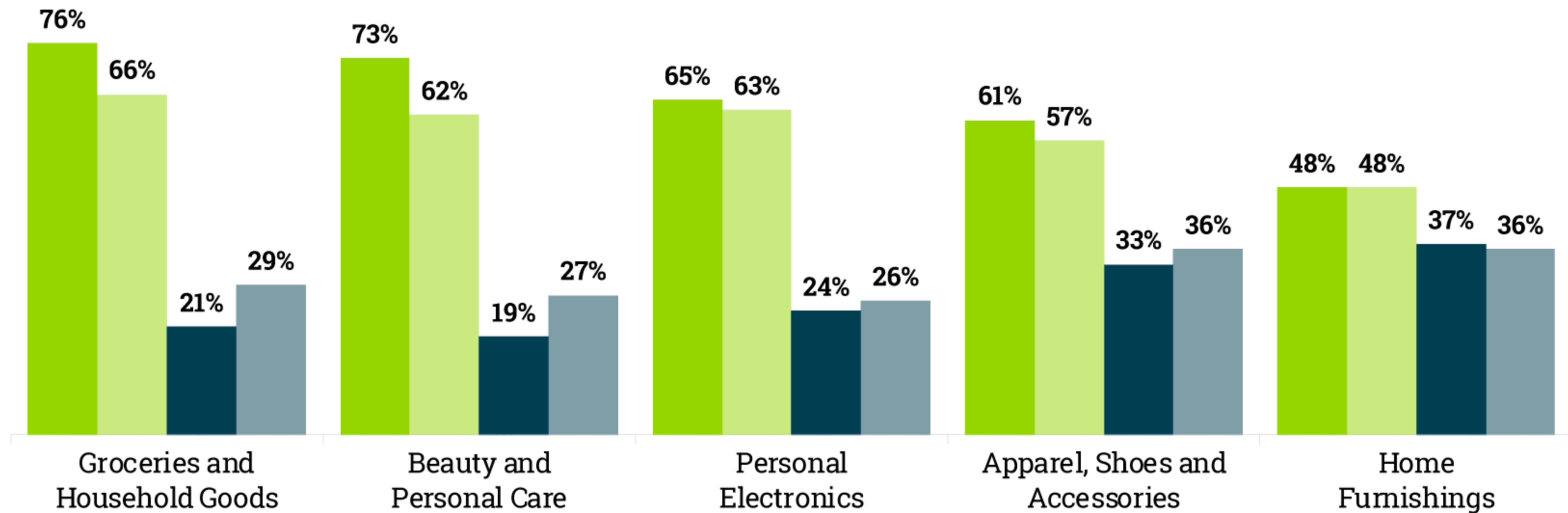
Un ejemplo: Lealtad de marca

Brand Loyalty: Baby Boomers vs. US Adult Average



"Respondents were asked if they make an effort to try new brands or if they usually purchase products from the same brands"

- Brand loyal: Baby Boomers
- Brand loyal: All US adults
- Tries new brands: Baby Boomers
- Tries new brands: All US adults













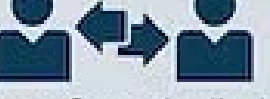




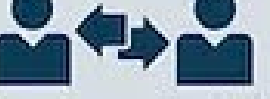



Published on MarketingCharts.com in September 2024 | Data Source: Morning Consult

Based on a May survey of 2,208 US adults (18+) | Remaining respondents answered "Does not purchase"

Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**

Las generaciones de tecnologías digitales

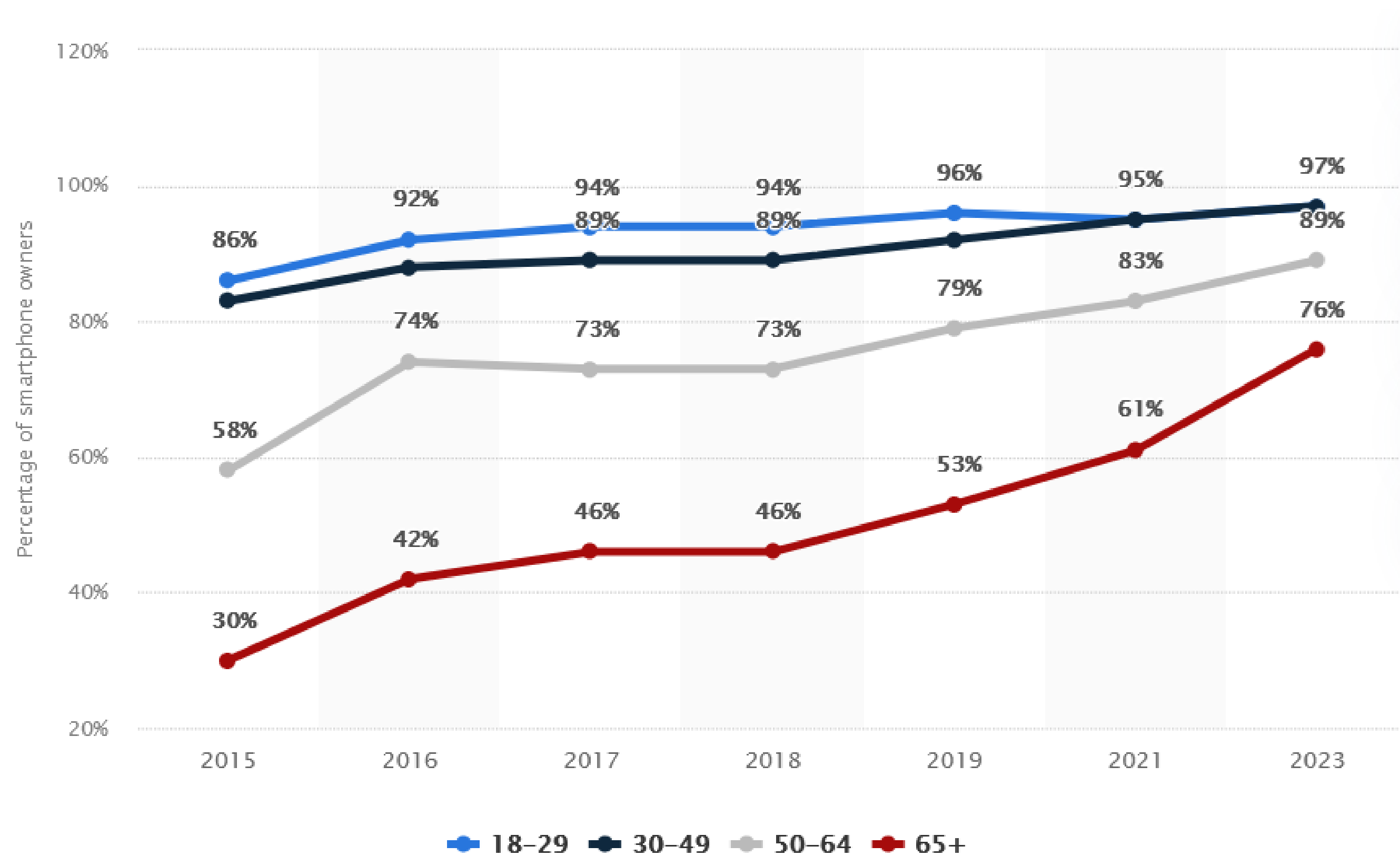
Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adapters	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

Fuente: **Marketing to New Generations**

. Disponible en: <https://medium.com/@oliveirarod/marketing-to-new-generations-919edf810c52>

¿Qué estamos aprendiendo?

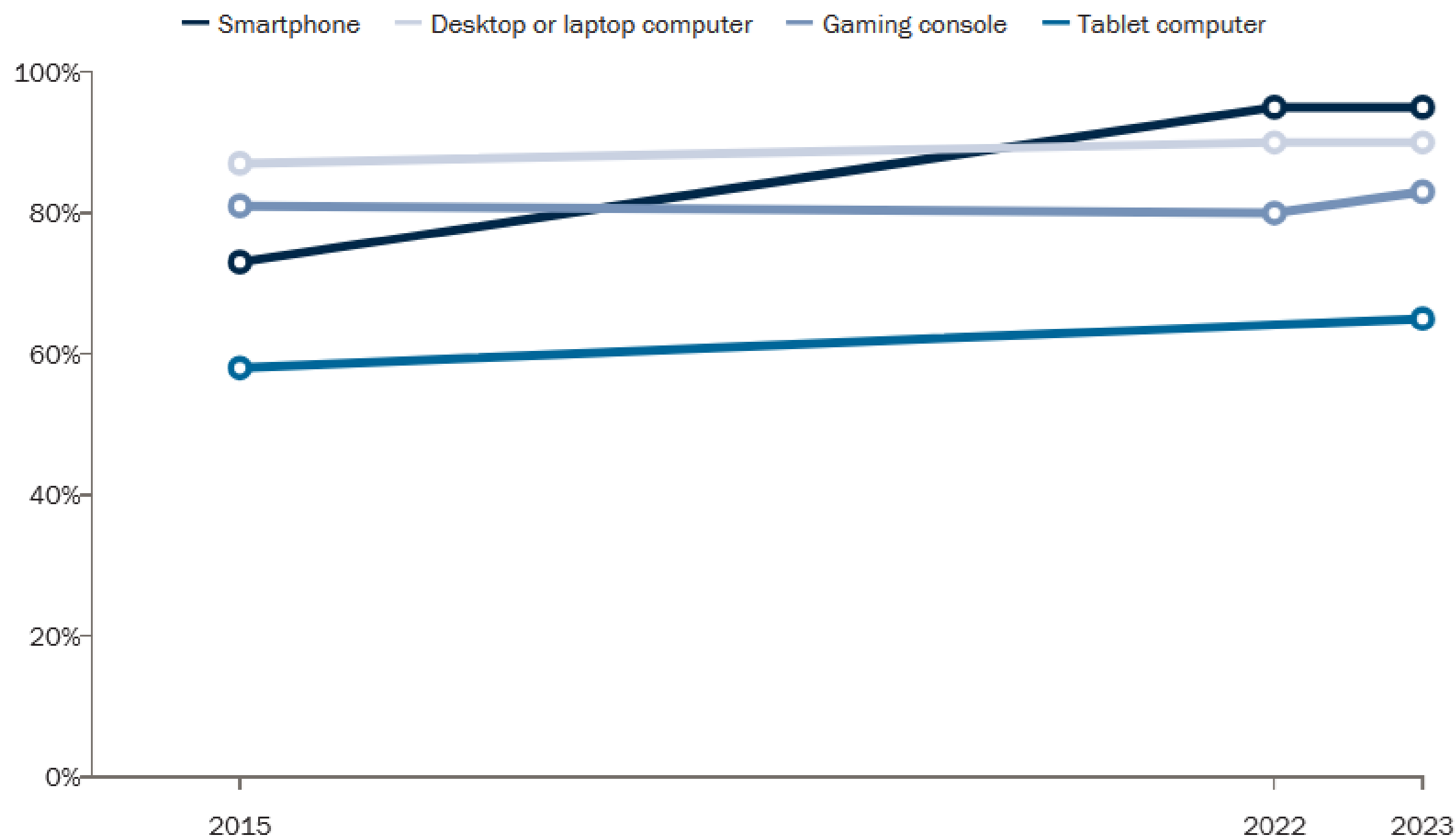
- El fin del gap de dispositivos



¿Qué estamos aprendiendo?

- El fin del gap de dispositivos

% of U.S. teens ages 13 to 17 who say they have access to the following devices at home



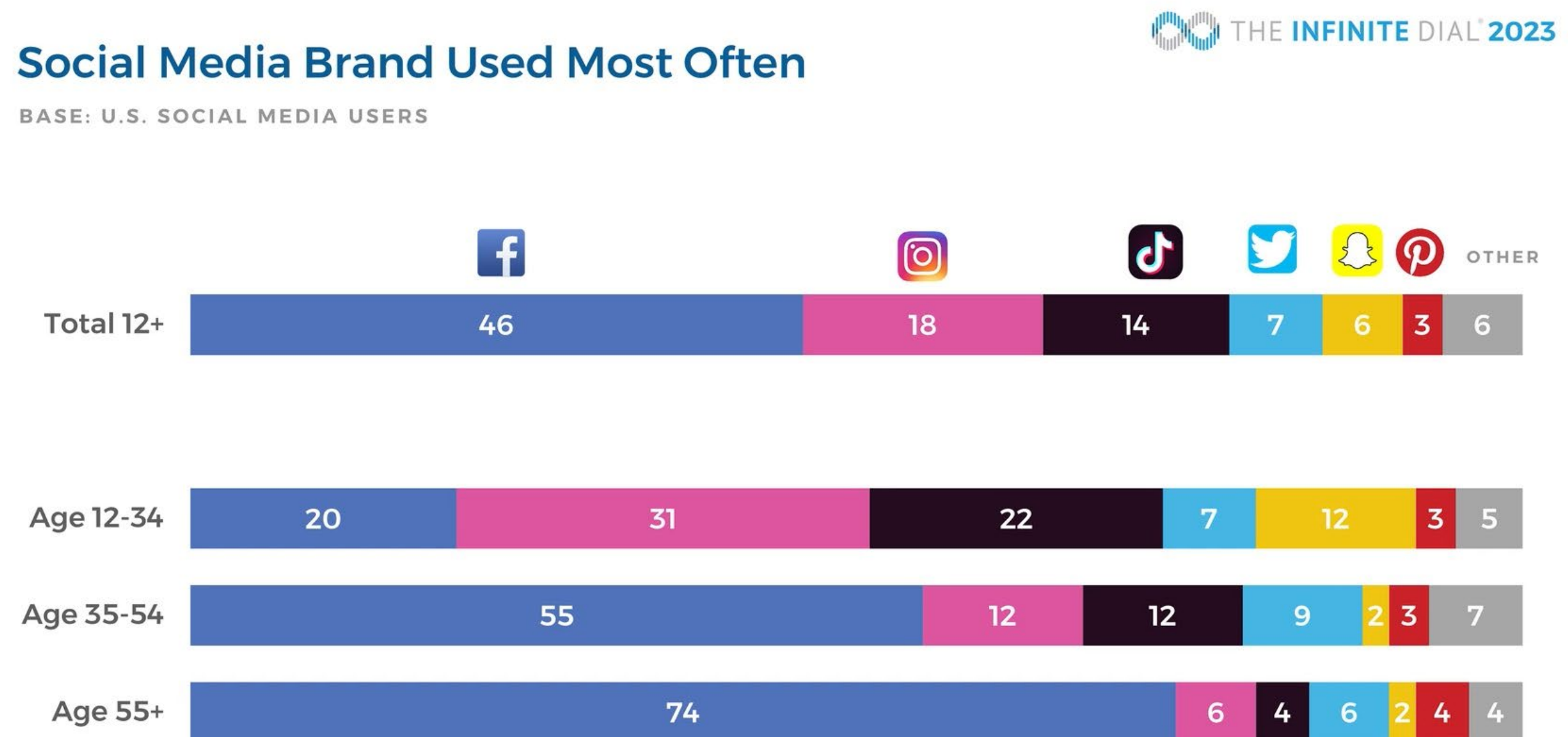
Source: Surveys of U.S. teens conducted 2014-2023.

Note: Figures from 2015 depicted above were collected from 2014 to 2015. Those who did not give an answer are not shown.

PEW RESEARCH CENTER

¿Qué estamos aprendiendo?

- Diferenciación en las aplicaciones dominantes



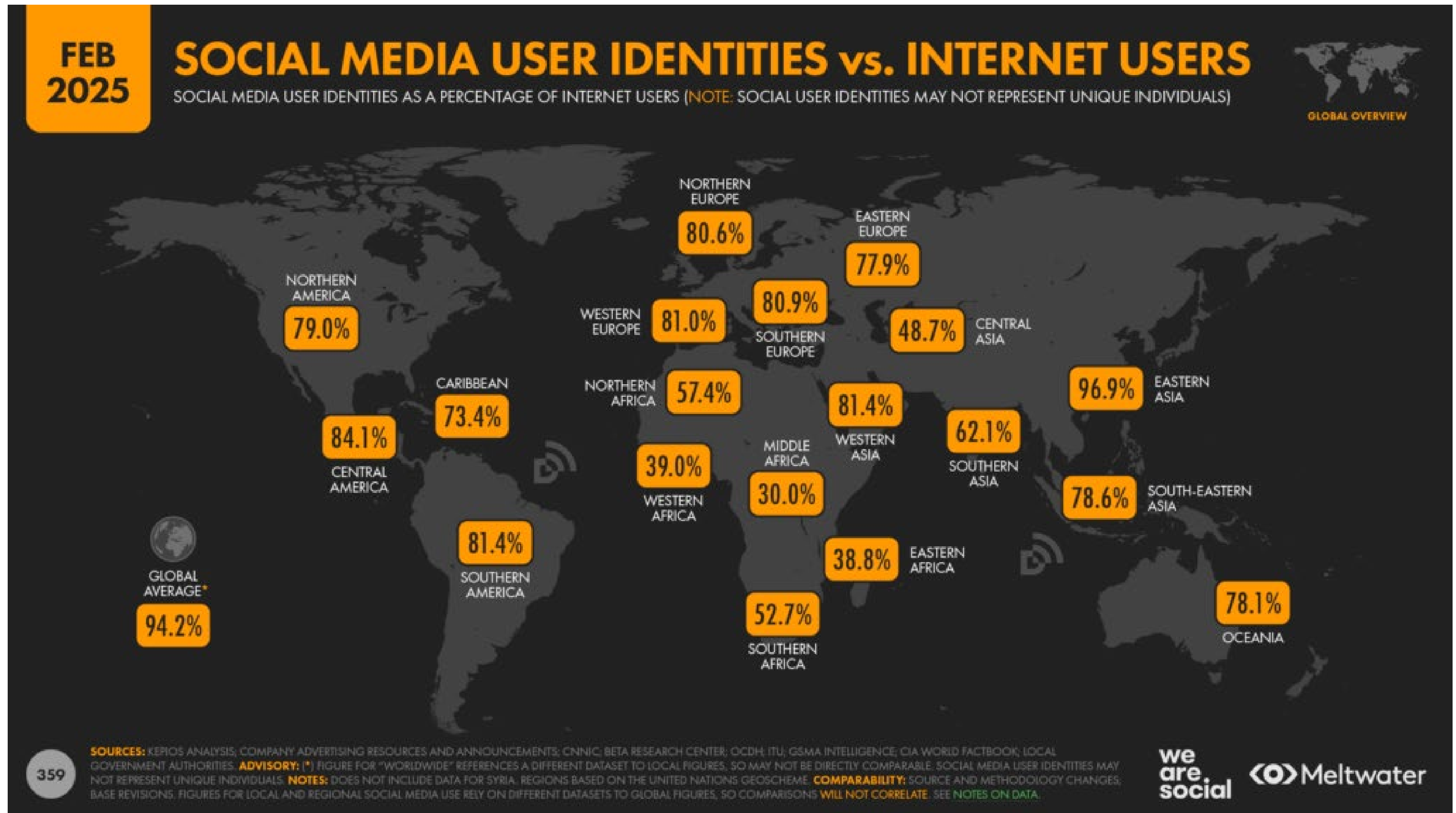
THE INFINITE DIAL © 2023 EDISON RESEARCH

#InfiniteDial

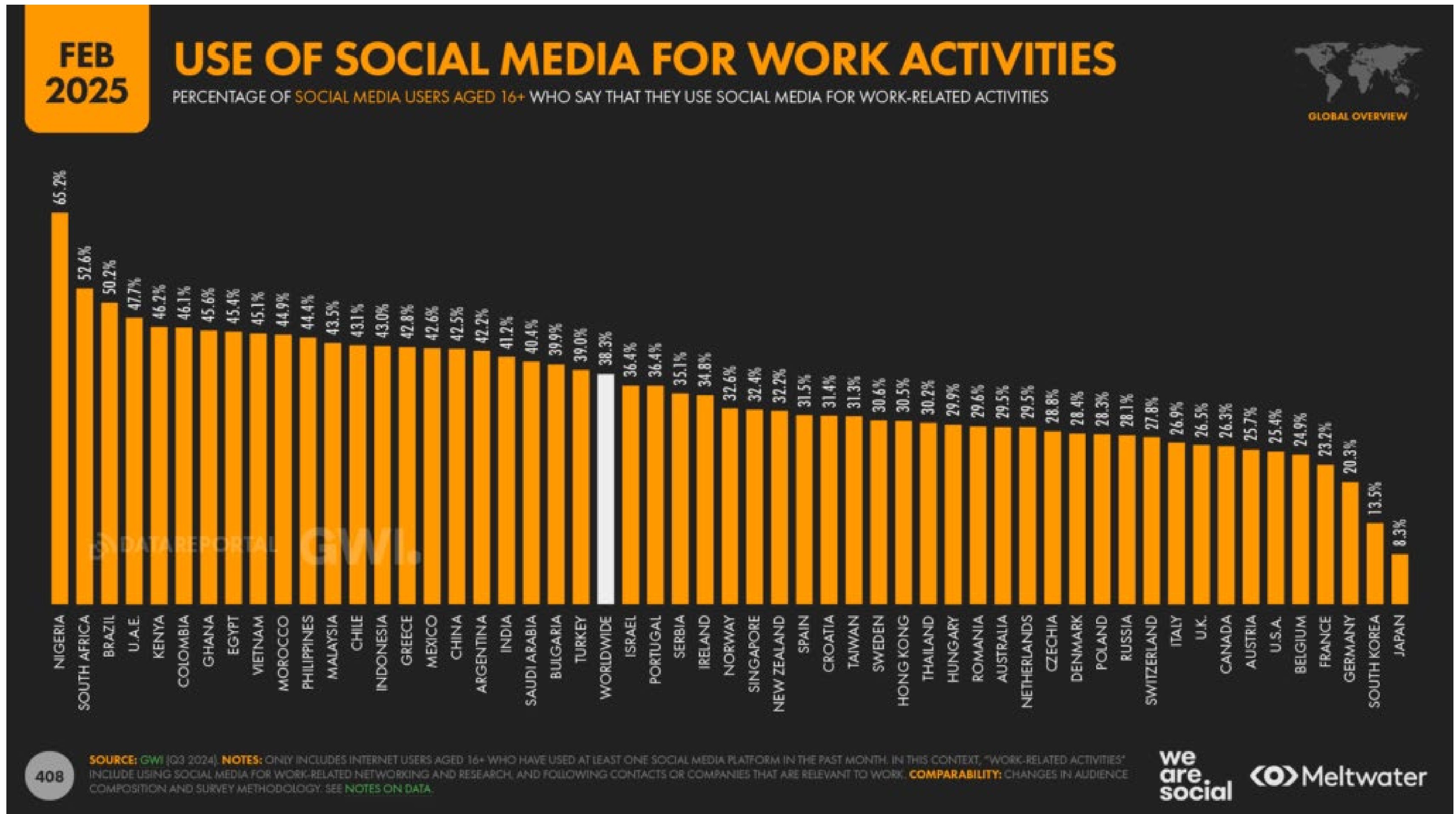
Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**

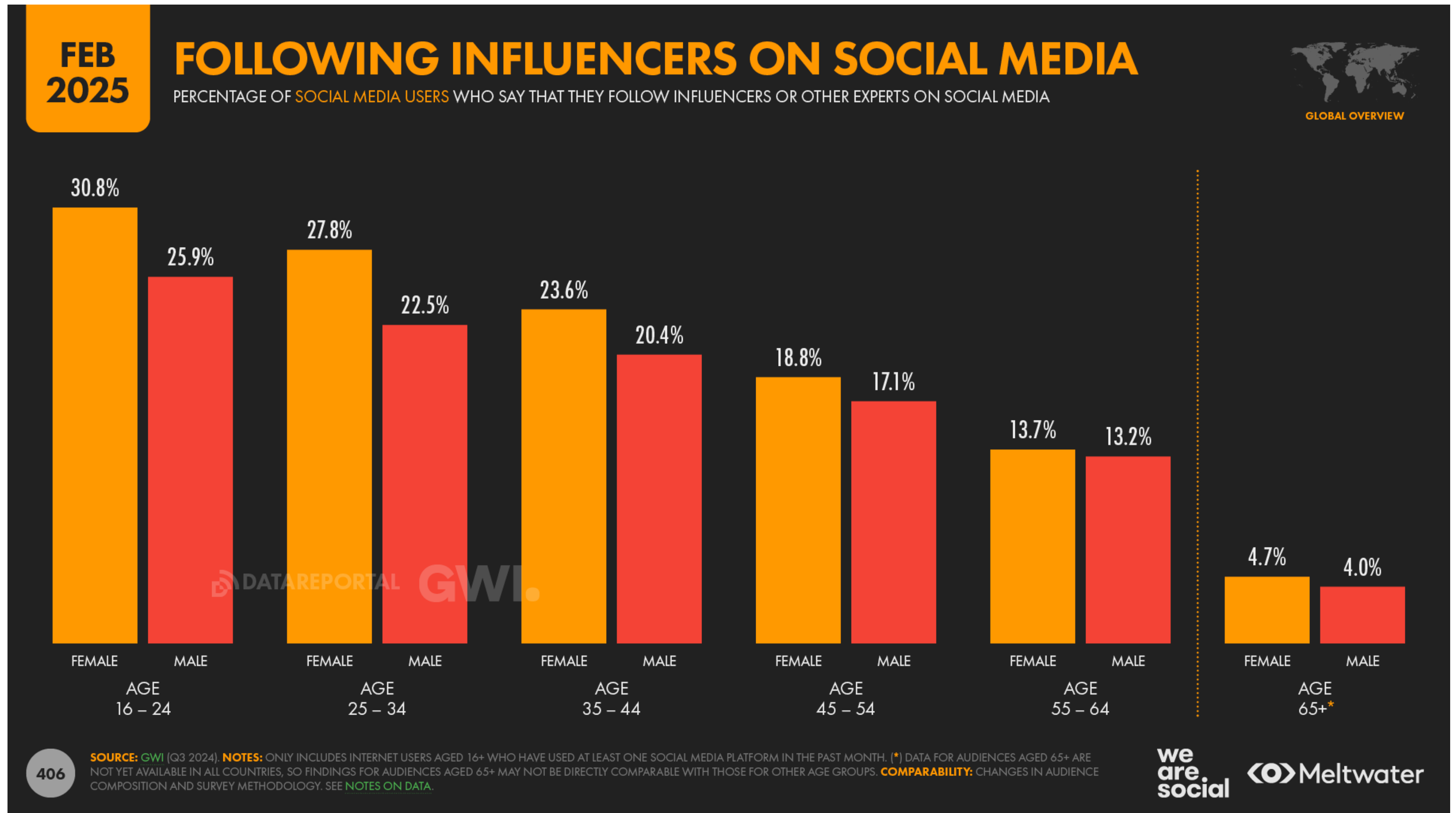
Cuando somos los laggards
















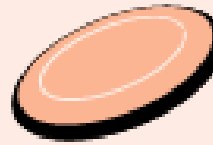
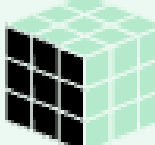


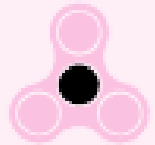

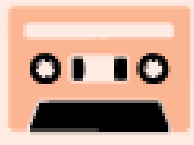




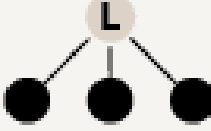
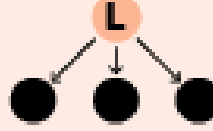

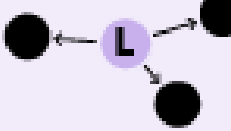


Ya no es sólo ocio



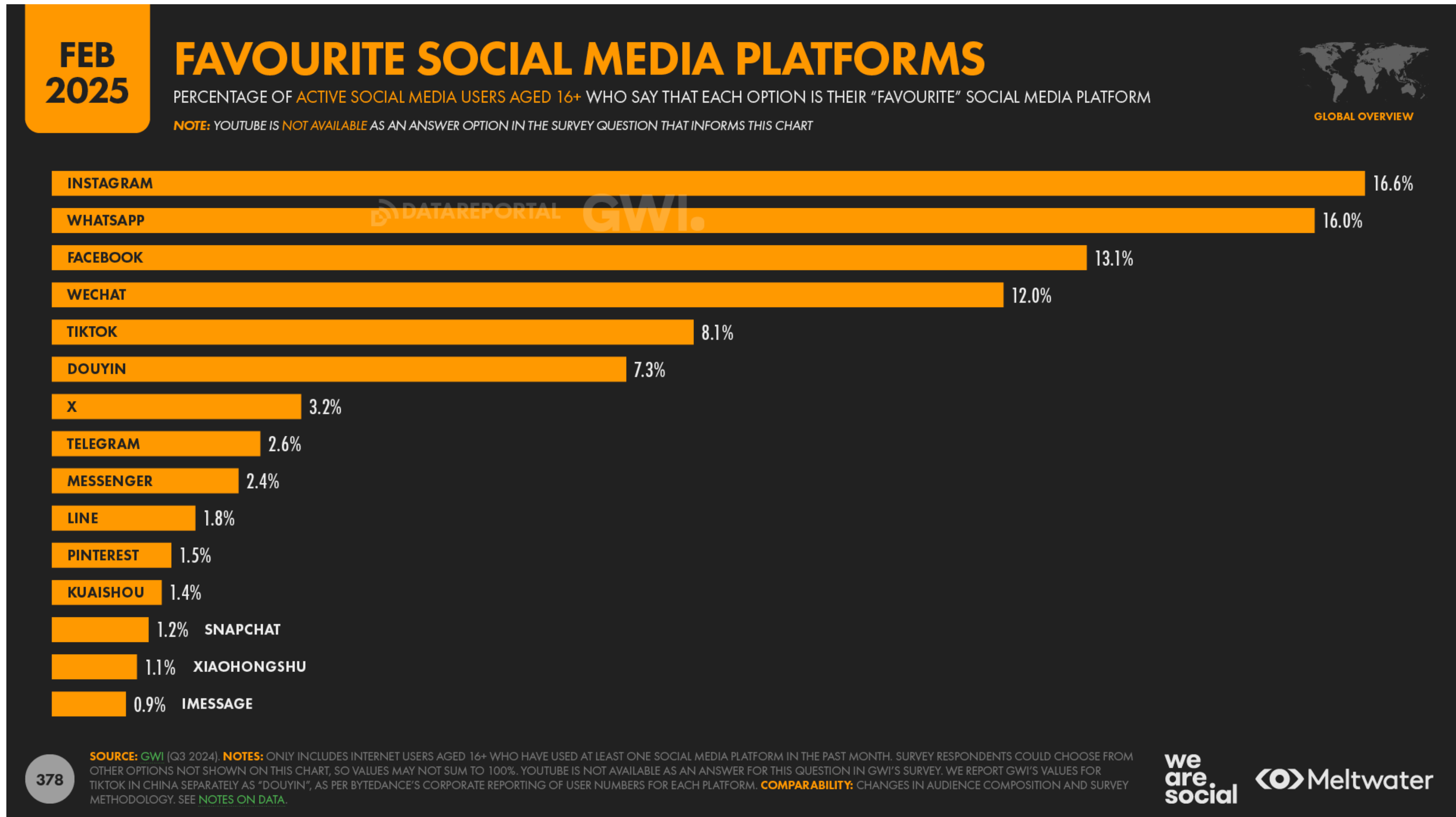
El gap de influencers... y repensando el liderazgo



El mapa “de consenso” (McCrindle)

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	 We prefer proper English if you please	 Be cool Peace Groovy Way out	 Dude Ace Rad As if Wicked	 Bling Funky Doh Foshizz Whassup?	 Fam GOAT Slay Yass queen	 lit yeet hundo oof rn idrc
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubix cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence Advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

Una realidad nada simple...



El principio del bar de copas

MENU DEL DÍA SOLYSOMERA TAPAS
VARIADAS PORRÓN VEDADO CORDERO
TAPAS WHISKY MILKSHAKE

AYÚDANOS A ENCONTRAR
EL BAR MÁS VIEJUNO
100% TRADICIÓN
0% MODERNEO

CINZANO
MARTINI & ROSSI
FUNDADOR
MIRINDA
ANIS DELA ASTURIANA
DULCE FERRAND
Quina

LA GULATECA **biscayenne**

BUSCAMOS EL #BARMÁSVEJUNO DE ESPAÑA
ENTRAÑABLE, TRADICIONAL Y SIN ATISBO DE HIPSTERS
Si tú conoces uno y también quieres salvar a la humanidad, sube fotos y dirección de tal joya a Twitter con el hashtag #barmásvejuno o mándalos por email a barvejuno@lagulateca.com. Puedes ganar una cámara Polaroid Snap y la gloria eterna.

El principio de local de copas

FEB
2025

FAVOURITE SOCIAL MEDIA PLATFORMS

PERCENTAGE OF ACTIVE SOCIAL MEDIA USERS WHO SAY THAT EACH OPTION IS THEIR "FAVOURITE" SOCIAL MEDIA PLATFORM

NOTE: YOUTUBE IS NOT AVAILABLE AS AN ANSWER OPTION IN THE SURVEY QUESTION THAT INFORMS THESE TABLES



FAVOURITE SOCIAL MEDIA PLATFORMS AMONGST FEMALE INTERNET USERS

SOCIAL PLATFORM	AGE 16-24	AGE 25-34	AGE 35-44	AGE 45-54	AGE 55-64
INSTAGRAM	24.8%	20.8%	16.0%	13.9%	10.2%
WHATSAPP	12.7%	14.3%	15.4%	17.3%	21.1%
FACEBOOK	5.9%	10.6%	13.2%	14.9%	17.1%
WECHAT	8.2%	11.7%	15.5%	13.6%	12.0%
TIKTOK	15.5%	11.3%	7.8%	6.9%	5.0%
DOUYIN	6.6%	8.1%	9.8%	6.4%	5.4%
X	3.1%	2.1%	1.8%	1.6%	1.7%
TELEGRAM	2.6%	2.1%	2.0%	2.1%	2.2%
MESSENGER	1.7%	2.5%	2.5%	2.7%	3.0%
LINE	0.5%	0.8%	1.2%	2.6%	3.5%

FAVOURITE SOCIAL MEDIA PLATFORMS AMONGST MALE INTERNET USERS

SOCIAL PLATFORM	AGE 16-24	AGE 25-34	AGE 35-44	AGE 45-54	AGE 55-64
INSTAGRAM	26.6%	18.4%	11.7%	9.4%	6.1%
WHATSAPP	14.1%	14.7%	17.3%	19.5%	21.9%
FACEBOOK	7.8%	13.5%	14.7%	16.4%	17.5%
WECHAT	8.2%	11.8%	16.0%	14.4%	14.4%
TIKTOK	9.6%	7.1%	5.7%	5.3%	4.3%
DOUYIN	6.5%	8.5%	8.2%	6.8%	6.6%
X	4.2%	4.6%	4.0%	3.8%	3.3%
TELEGRAM	4.0%	3.2%	3.2%	2.6%	2.5%
MESSENGER	1.8%	2.4%	2.2%	2.4%	2.3%
LINE	0.7%	1.0%	1.2%	2.4%	2.9%

379

SOURCE: GWI (Q3 2024). NOTES: YOUTUBE IS NOT AVAILABLE AS AN ANSWER FOR THIS QUESTION IN GWI'S SURVEY. TABLE VALUES IN BOLD ORANGE TEXT IDENTIFY THE TOP VALUE FOR THE RESPECTIVE AGE GROUP. DATA ONLY INCLUDES INTERNET USERS WHO HAVE USED AT LEAST ONE SOCIAL MEDIA PLATFORM IN THE PAST MONTH. SURVEY RESPONDENTS COULD CHOOSE FROM OTHER OPTIONS NOT SHOWN ON THIS CHART, SO VALUES MAY NOT SUM TO 100%. WE REPORT GWI'S VALUES FOR TIKTOK IN CHINA SEPARATELY AS DOUYIN, AS PER BYTEDANCE'S CORPORATE REPORTING. COMPARABILITY: CHANGES IN AUDIENCE COMPOSITION AND SURVEY METHODOLOGY. SEE NOTES ON DATA.



Y la gran incógnita...

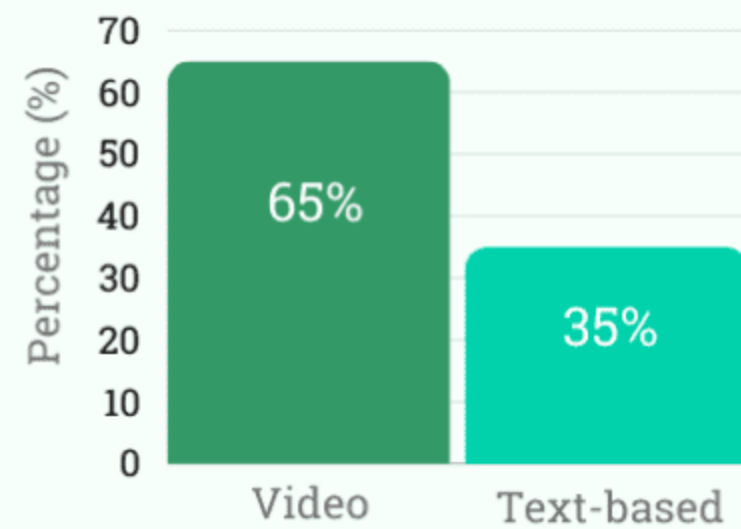


👁️ Gen Alpha

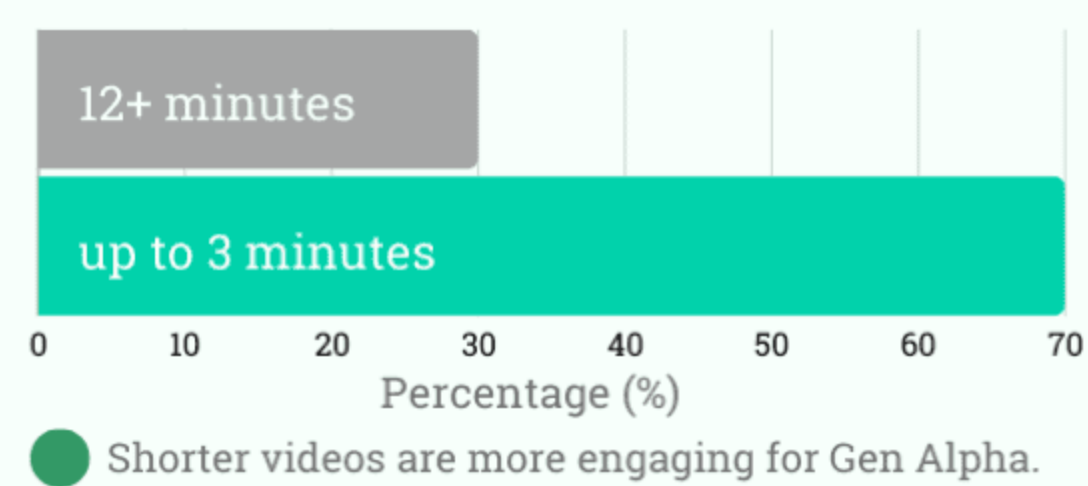
Un cambio de modos de uso

Gen Alpha Content Habits: Video, Length, and Creativity

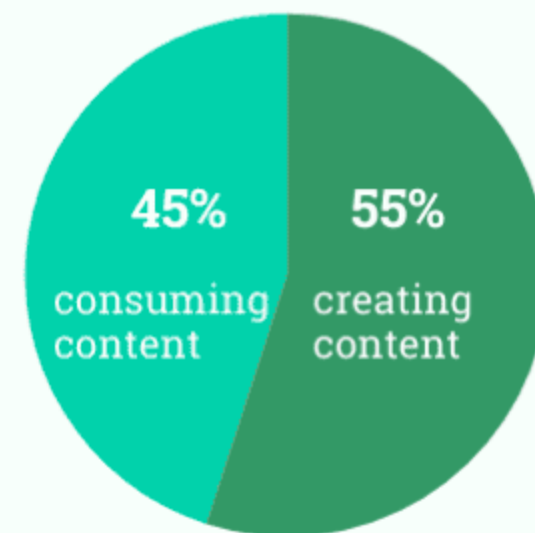
Video vs. Text Preferences



Video Length Preferences



Creating vs. Consuming Content



Gen Alpha's preference for video content reflects a trend toward engaging, creative, and shorter formats.



¿Y de plataforma dominante?

New Social Media Platforms Marketers Should Watch

The infographic displays ten social media platforms arranged in a grid-like pattern. Each platform is represented by its logo icon, a light blue rounded rectangle with the platform name, and another icon. The platforms are: Clubhouse (purple icon with a megaphone), Twitter Spaces (teal bird icon), TikTok (black circle with a white and red musical note), Instagram Reels (white camera icon), Facebook (white 'f' icon), Medium (black square with a white 'M'), Youtube (red play button icon), LinkedIn (teal 'in' icon), NextDoor (green 'n' icon), and Quora (red 'Q' icon). The ARITIC logo is at the bottom center.

Clubhouse

Twitter Spaces

TikTok

Instagram Reels

Facebook

Medium

Youtube

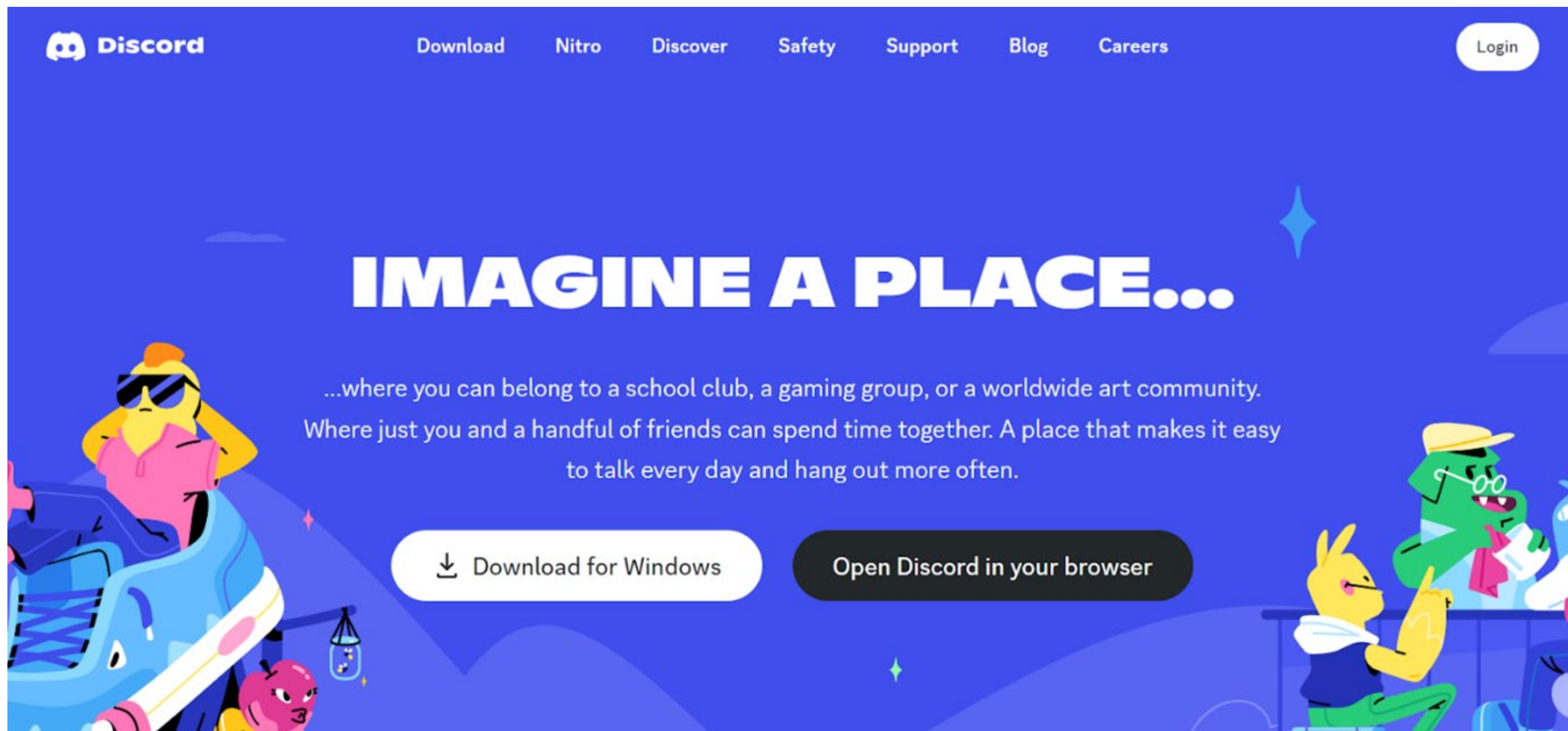
LinkedIn

NextDoor

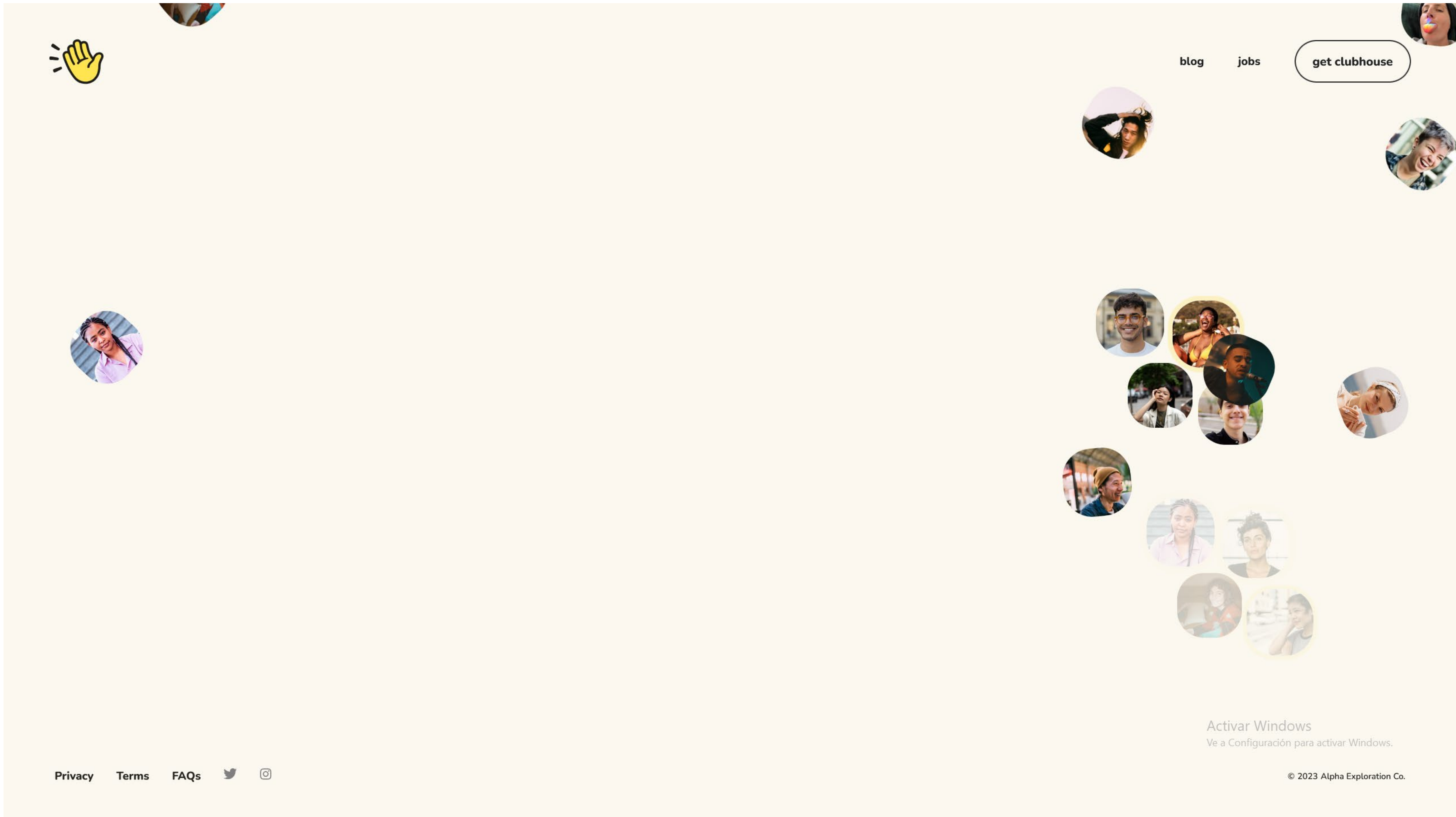
Quora

ARITIC

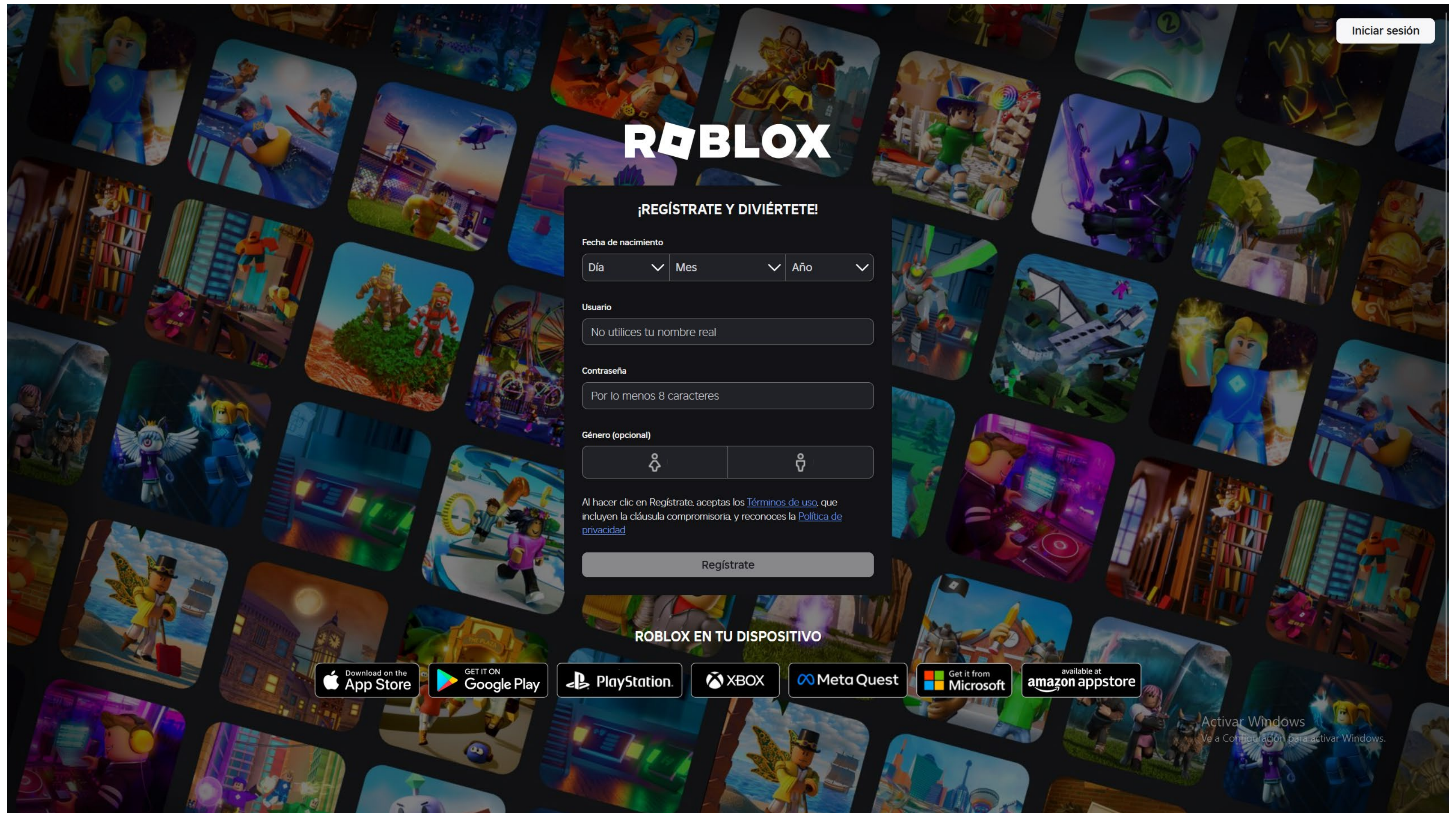
Discord?



Clubhouse?














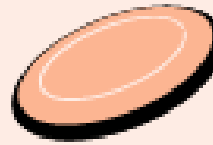
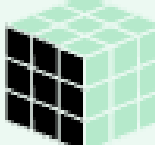


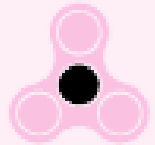






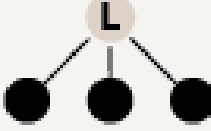
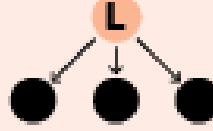

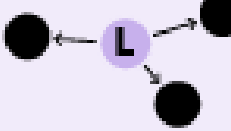




Roblox?



The image shows the Roblox registration page. At the top right, there is a button labeled "Iniciar sesión". The main heading is "ROBLOX" in large white letters. Below it is the text "¡REGÍSTRATE Y DIVIÉRTETE!". The registration form includes fields for "Fecha de nacimiento" (Day, Month, Year), "Usuario" (with a warning "No utilices tu nombre real"), "Contraseña" (minimum 8 characters), and "Género (opcional)" (Male/Female). A "Regístrate" button is at the bottom of the form. Below the form, it says "ROBLOX EN TU DISPOSITIVO" and lists various platforms: "Download on the App Store", "GET IT ON Google Play", "PlayStation", "XBOX", "Meta Quest", "Get it from Microsoft", and "available at amazon appstore". At the bottom right, there is a Windows watermark: "Activar Windows. Ve a Configuración para activar Windows."

El mapa “de consenso” (McCrindle)

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	 We prefer proper English if you please	 Be cool Peace Groovy Way out	 Dude Ace Rad As if Wicked	 Bling Funky Doh Foshizz Whassup?	 Fam GOAT Slay Yass queen	 lit yeet hundo oof rn idrc
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubix cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence Advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

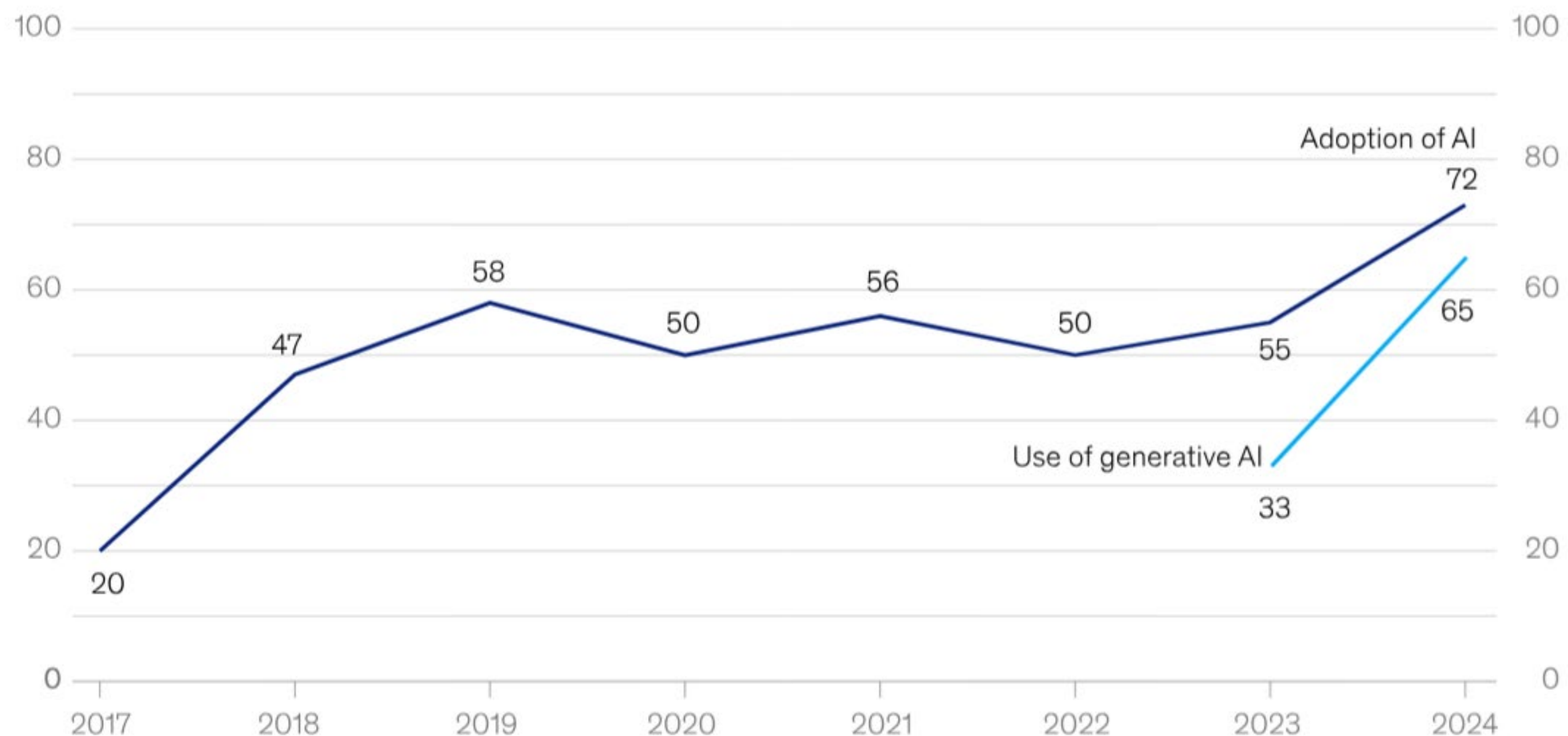
Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**

¿Qué está pasando con la IA?

AI adoption worldwide has increased dramatically in the past year, after years of little meaningful change.

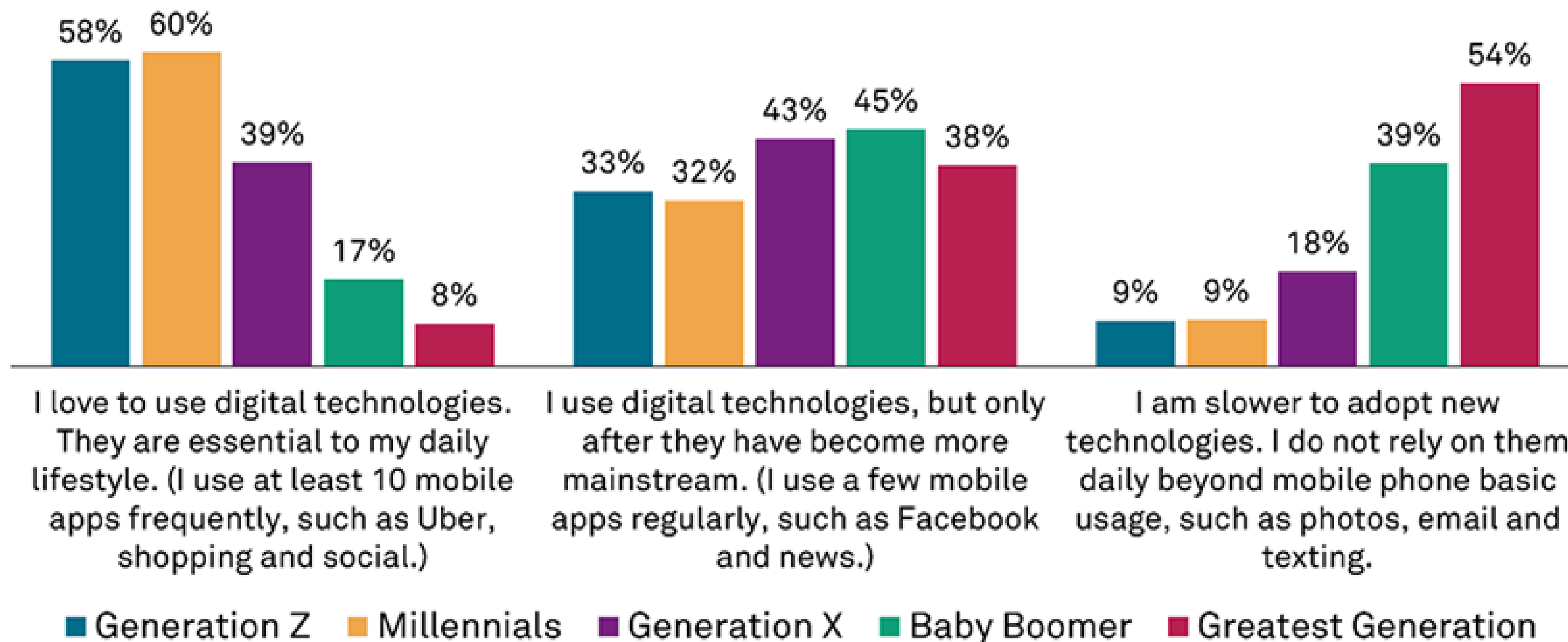
Organizations that have adopted AI in at least 1 business function,¹ % of respondents



¹In 2017, the definition for AI adoption was using AI in a core part of the organization's business or at scale. In 2018 and 2019, the definition was embedding at least 1 AI capability in business processes or products. Since 2020, the definition has been that the organization has adopted AI in at least 1 function.
Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22–Mar 5, 2024

Edad y tecnofilia

Which statement best describes your attitude and behavior toward digital experiences?



451 Research

S&P Global

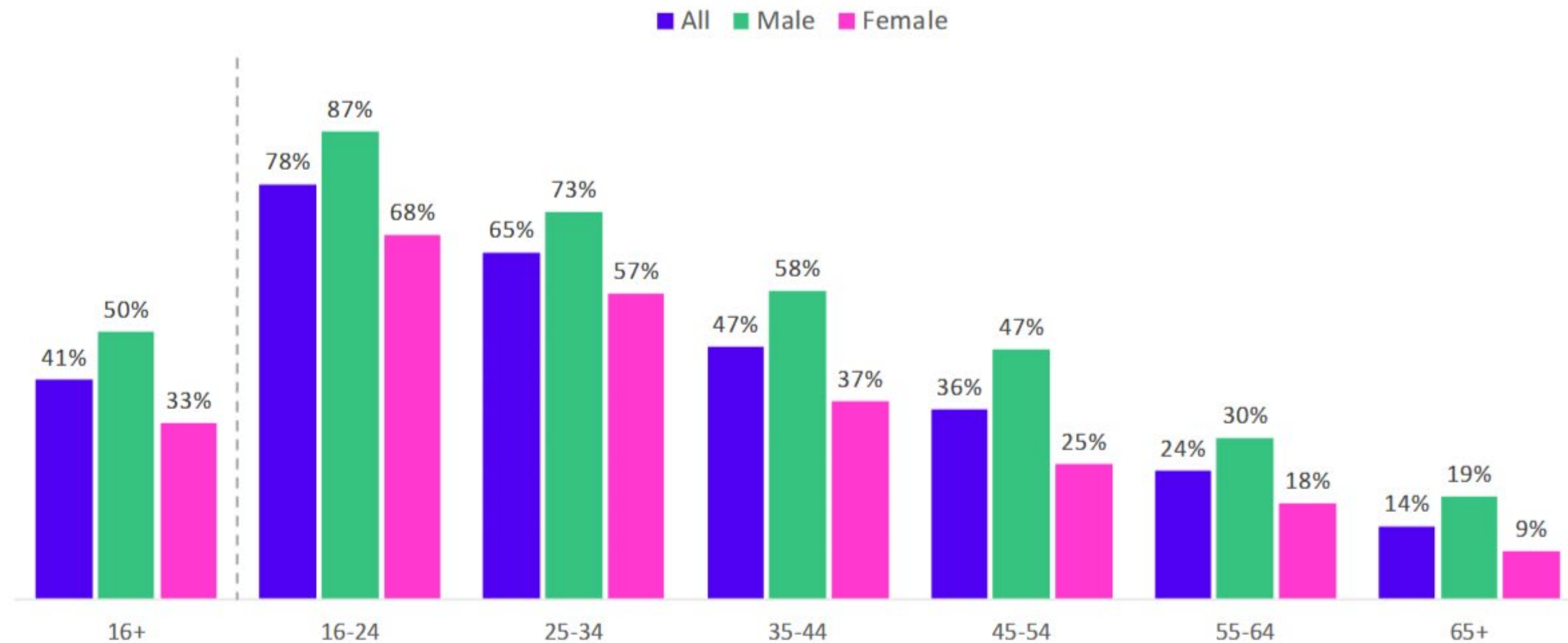
Market Intelligence

Source: 451 Research's Digital Endpoint Tracker Q1 2023

Copyright © 2023 S&P Global Market Intelligence.

¿Qué está pasando con la IA?

Figure 21: UK internet users aged 16+ who have used a generative AI tool in the past year, by age and gender: June 2024



Source: Ofcom, Online research panel poll: Generative artificial intelligence, June 2024. Question 1: When, if ever, did you last use each of the following GenAI tools? Net results Generative AI tools include: ChatGPT; ChatGPT Plugin; My AI on Snapchat, Google Gemini, Microsoft CoPilot, DALL-E, Midjourney, Character.AI, Scribe, AlphaCode, Quillbot, Synthesia, Claude from Anthropic, Perplexity, Stability's AI tools and Grok on X.

Fuente: Online Nation 2024 Report. Accesible en:
<https://www.ofcom.org.uk/siteassets/resources/documents/research-and-data/online-research/online-nation/2024/online-nation-2024-report.pdf?v=386238>

Agenda

- **UN VISTAZO A LAS GENERACIONES**
- **DE GENERACIONES HUMANAS A GENERACIONES TECNOLÓGICAS**
- **LAS REDES SOCIALES COMO INDICADOR TEMPRANO**
- **EL CASO DE LA IA**
- **UN JUEGO PARA REFLEXIONAR**