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Collective Disruption:

Corporates & Startups Co-creating the Future of Innovation

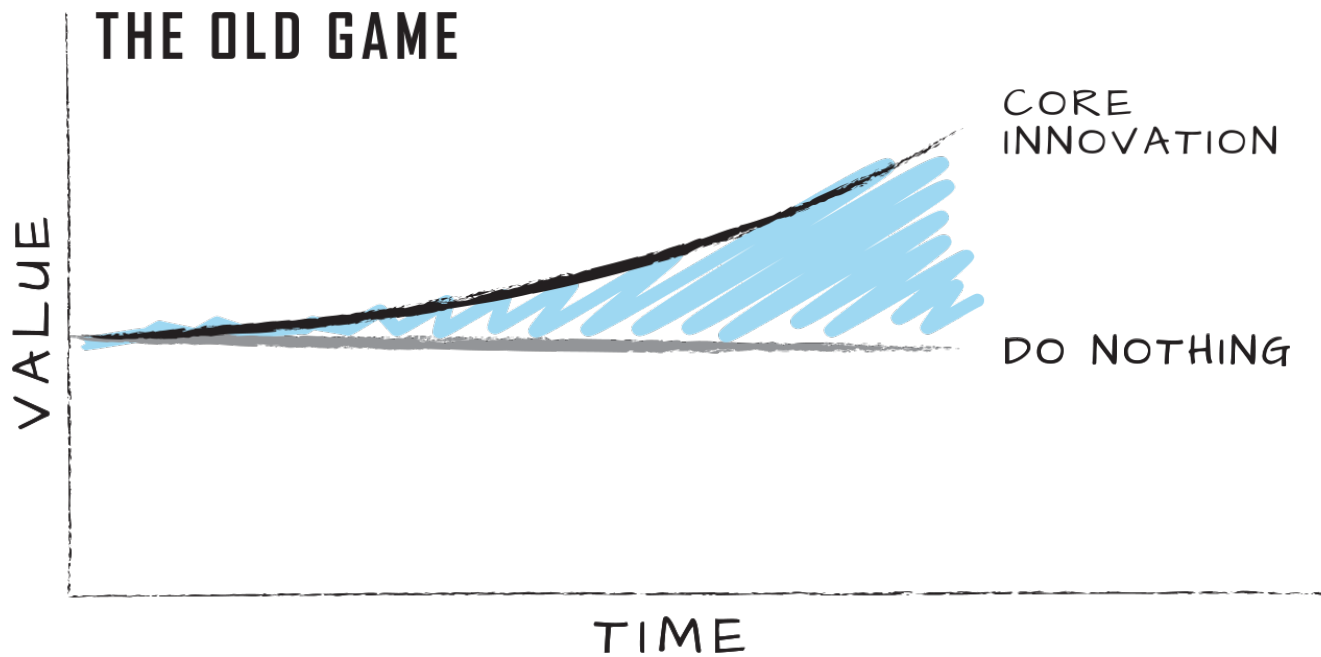
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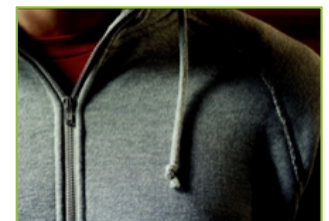
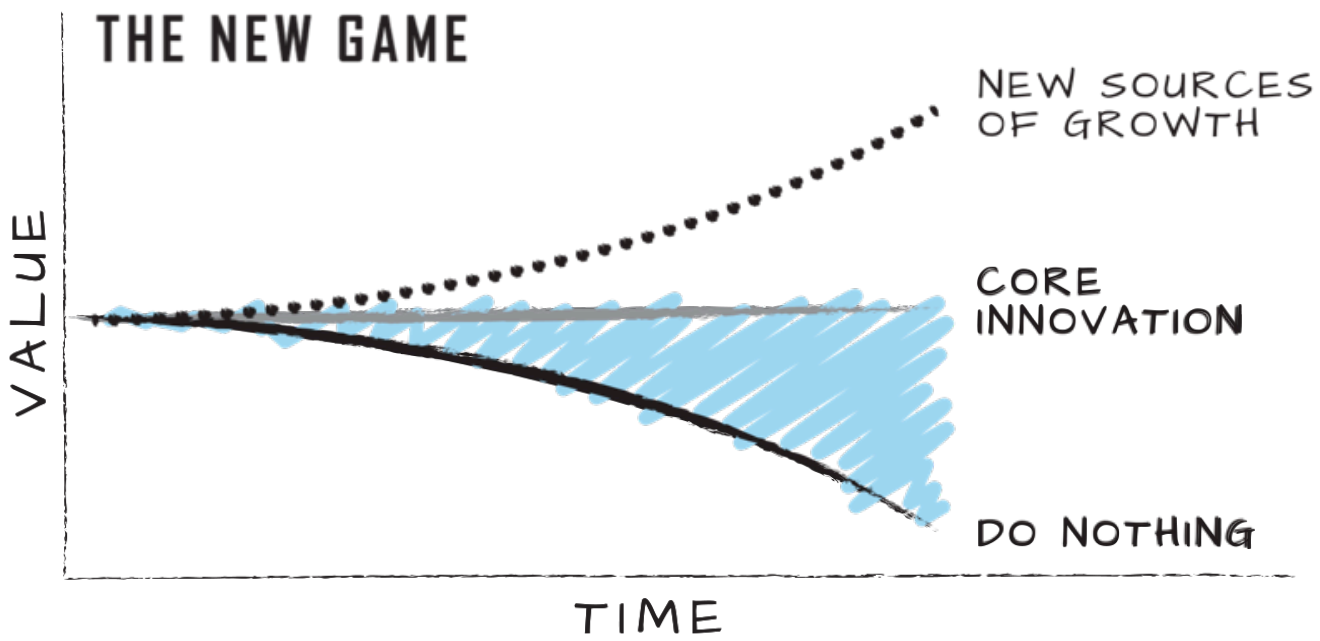
Innovex2017 – February 8, 2017

The game has changed



Sunbeam





The accelerating pace of disruption

61

Average tenure (years) of companies on the S&P 500, as of 1958

18

Average tenure (years) of companies on the S&P 500, as of 2011

75

The percentage of companies in the S&P 500 that will be off the list by 2027

DISRUPTION



DISRUPTION

“Never saw it coming...”



DISRUPTION

**Established
companies usually
do see disruption
coming...**

But still don't act.



Disrupting automotive

Porsche's CEO Oliver Blume recently commented that the company doesn't plan to develop self-driving vehicles.

"An iPhone belongs in your pocket, not on the road."

- 'connected' cars
- sharing economy
- electrics
- self-driving



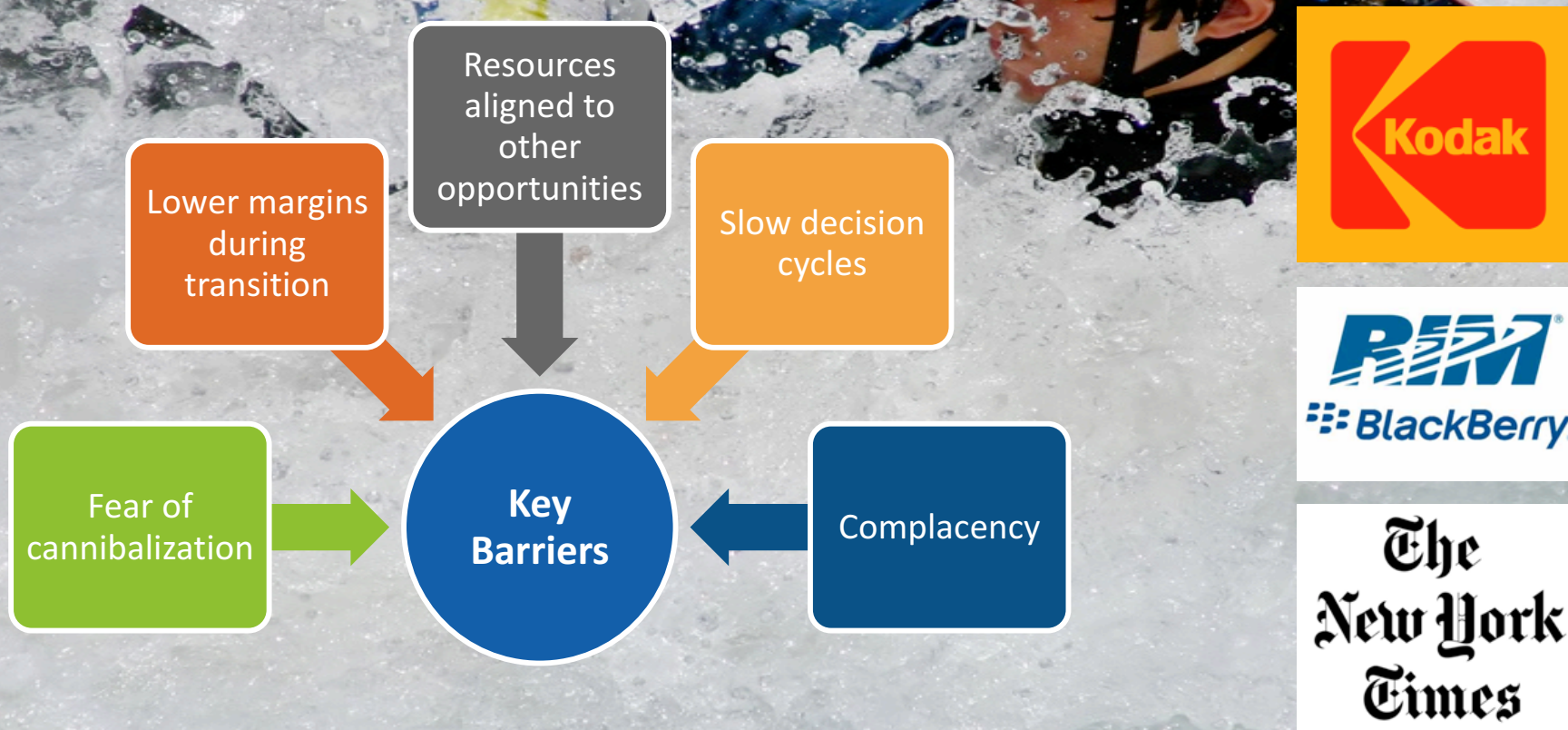
IT'S AN "ALL INCLUSIVE" FOR AUTOMOTIVE ACCESS

What if you could switch to a brand new automotive access model... one that does away with every part of the driving experience that you don't like, from dealers to maintenance to insurance... so that all you had to do was drive the car? All the while someone else takes care of all the hassles for you. That's what we offer you with REVOLVE. We take care of everything so you don't have to. Become a member today and experience the benefits of frictionless automotive ownership.

'Access' replacing ownership



Why are incumbents slow to deal with disruption?



Source: Capgemini Study of 100 US and European Companies disrupted by digital technologies - 2014

The INTERNET of THINGS



During 2008, the number of things connected to the Internet exceeded the number of people on earth.



By 2020 there will be 50 billion.

“What’s next...”



Creative destruction



A completely different set of competitors today versus 10 years ago.

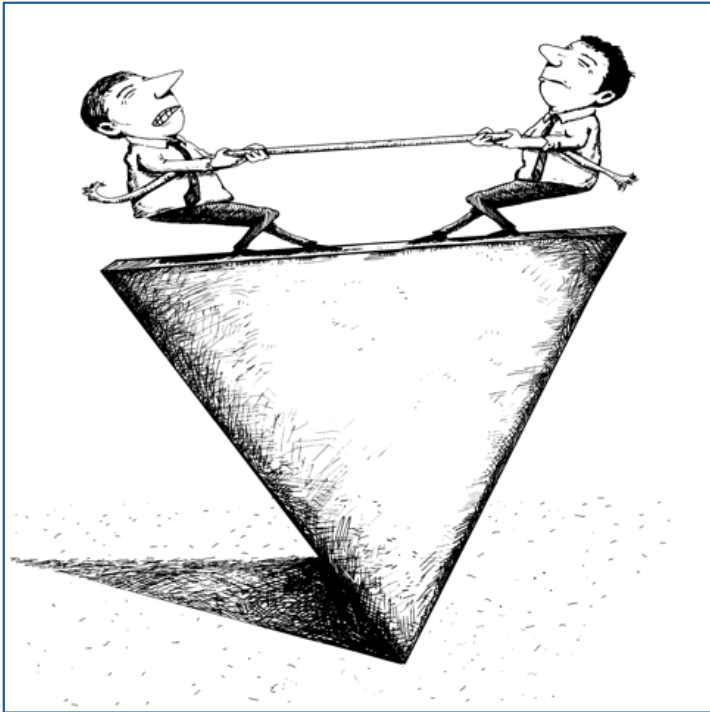


Innovation Theatre

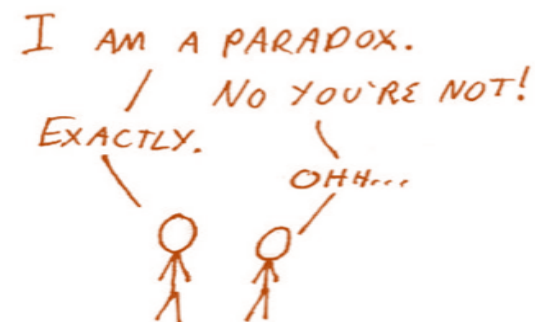
- ✓ Give innovation leaders interesting-sounding titles like Innovation Sherpa or Digital Prophet.
- ✓ Build a startup-y office with an open floor plan, showers, and an Xbox/Playstation.
- ✓ Talk a lot about failing fast and disruption.
- ✓ Visit Silicon Valley and meet with startups. Talk about how you're embracing innovation and take pictures with hoodie-wearing founders you've met.
- ✓ Hire someone who wasn't getting promoted at Google or Apple to head your innovation efforts. Tell people regularly that this person is from Google or Apple.



Attribution: Adapted from Anwal Sandwal – CB Insights



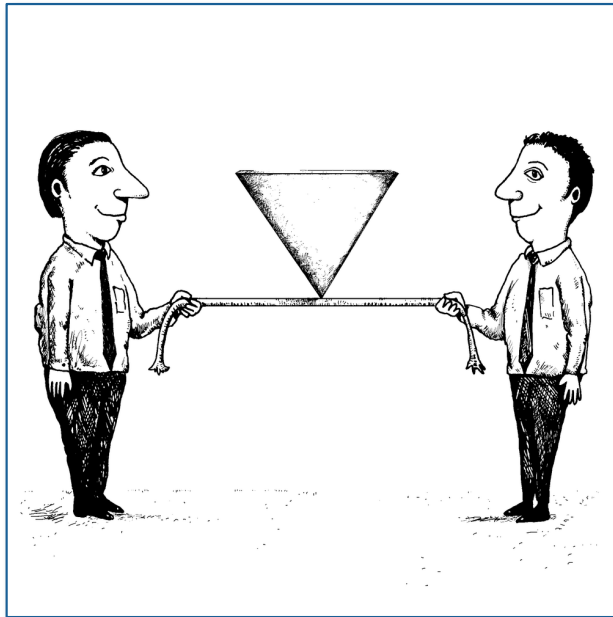
Innovation is filled with paradoxes



We need to reframe...

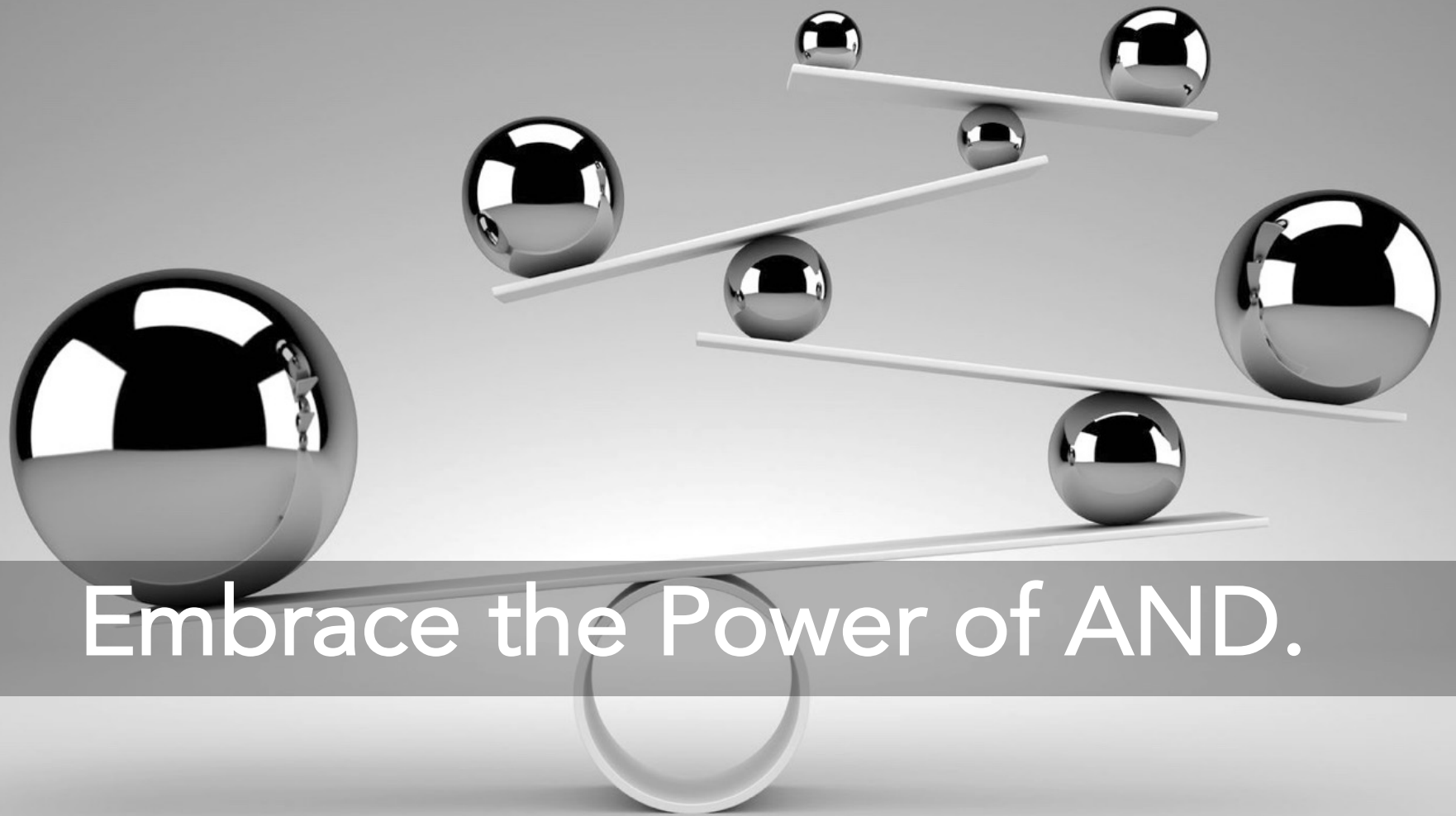
Optimize
the core
business

Enable
transformative
growth



... from
“EITHER/OR”
to “AND”

*An interdependent
system for innovation
and growth*



Embrace the Power of AND.



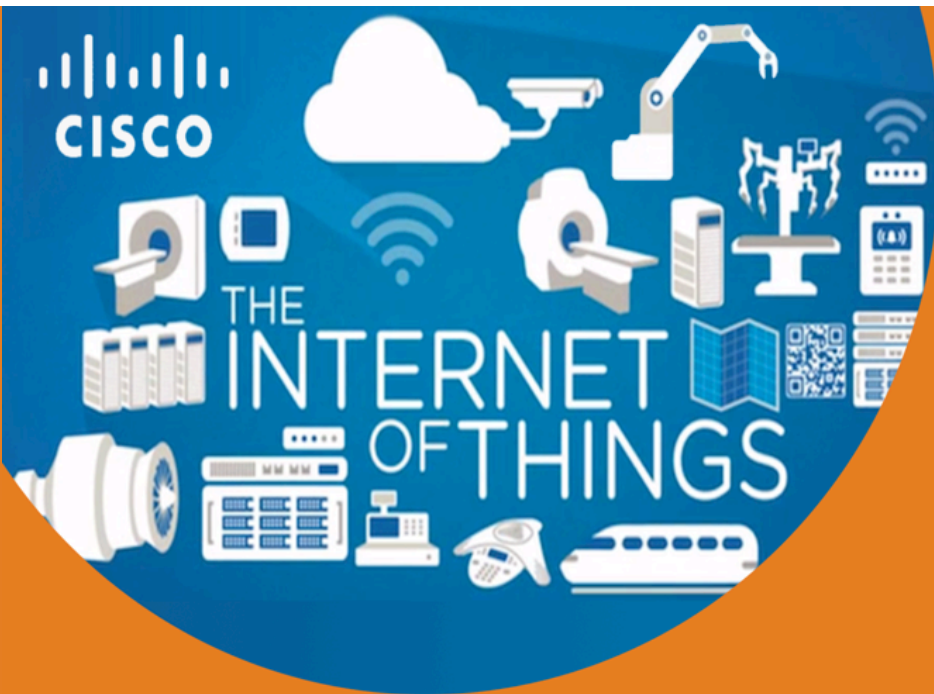
▶ INSIDE IN

- 4 incubation centers: Boston, Silicon Valley, London and Shanghai
- Broader network of J-Centers
- J&J business and scientific teams co-creating with entrepreneurs
- Equity investment possible, not a requirement

Johnson & Johnson
INNOVATION



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Cisco Hyper-innovation Living Labs

- IOT ecosystem solutions
- Co-creation with peer companies
- 90-days to pilots



OUTSIDE IN

- Transformational Innovation (TI) group for new business models
- Opportunity: Premium food direct to consumer, linked with Crock-Pot
- Recruited and embedded proven food+tech entrepreneur



Bryan Janeczko
Wicked Start

JARDEN consumer solutions

venture2



Founders Program



'OUTSIDE-IN'
CO-CREATION

Wenele

Businesses Wonoloers Business Login

Available on the App Store ANDROID APP ON Google play

Work. Now. Locally.

Making on-demand staffing simple.

Tap into our talent pool for immediate needs to fill hourly/daily jobs on-demand. Manage unpredictability through Wonolo's frictionless platform.

LEARN MORE

Matches Coke assets with
vetted startup co-founders



THE
ON-DEMAND
ECONOMY



What's next?

DISRUPTION ON DEMAND



- Nuovo Systems founded in 2006 from \$70+ million investment from Cisco
- Trio of serial entrepreneurs (Mazzola, Jain, Cafiero)
- Cisco acquired business two years later for \$678 million

Crazy?



Not so crazy...

Unified Computing Systems (UCS) server category now a \$3 billion business for Cisco

CREATIVE DOCK

Zonky + Creative Dock

The screenshot displays the Zonky marketplace interface. At the top, the Zonky logo is visible. The main heading is 'market'. Below this, there are filters for 'Show loans rated' (A**, A*, A++, A+, A, B, C, D), 'shifting' (by the lowest interest), and 'The length of the repayment' (nezáleží). A 'Show more filters' link is also present. The main content area shows a grid of loan listings. Each listing includes a title, a description, a rating, an interest rate, and a repayment length. The listings are for 'Auto-moto' and include details such as the amount invested and the number of days available for investment.

Listing ID	Days Available	Rating	Interest Rate	Repayment Length	Invested Amount
zonky65552	4 days	A** almost no risk	3,99 %	47 months	31 % from 300 000 CZK
zonky65587	2 days	* A low risk	4,99 %	60 months	47 % from 155 000 CZK
zonky65552	7 days	* A low risk	4,99 %	60 months	8 % of 300,000 CZK
	3 days				
	4 days				
	5 days				

- Creative Dock hired to disrupt existing financial player
- Formula: CEO from outside industry, #2 from inside
- Access to parent assets
- Freedom from bureaucracy

zonky.

zonky.

HOW DOES IT WORK DISCOUNTER LOANS MARKET ABOUT US FAQ CONNECT WITH US LOG IN

People to people. Cheaper and calmly.



we the people

People like you lend to people like you. Ordinary people do not want to save money and keep them in an account in the bank, so it is happy to lend you, ordinary people. Loan from people at any time is free to repay.



Interest from 3.99% per annum

We operate online. Neživíme military personnel and rented, a costly branch. Therefore, we can offer Zonk interest from 3.99% for those who borrow, and reasonable assessment of those who want to borrow.



Every cent counts

Zonk declared war-exposed to interest. It annoys us that a lot of people are paying unnecessarily high interest rates. Discounter you cheaper one, two expensive loans, credit cards and overdrafts account on behalf of an overdraft.

- Peer to peer lending
- Focus on human touch as differentiator
- Low default rate
- Becoming a 'community'

WHAT'S NEXT

create TEL AVIV

CREATIVE DOCK

BUILDTOGETHER.CO

Everything about Startup Studios — there are already more than 150+ Startup Studios in the world. Don't miss out the next big thing.



next big

leadership commitment



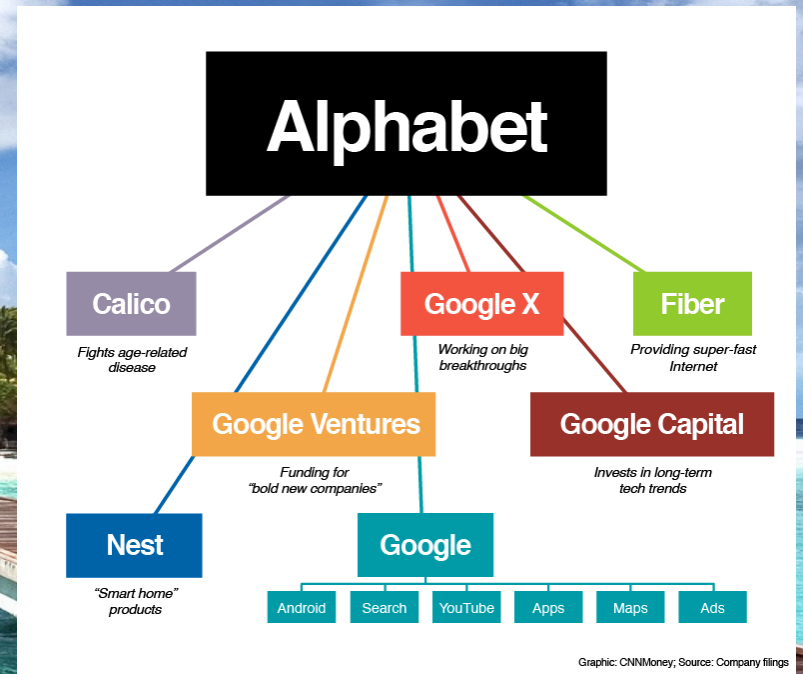
Adobe

“Kickbox” Program

- \$1,000 credit card
- No strings attached



balance autonomy **and** integration



Graphic: CNNMoney; Source: Company filings

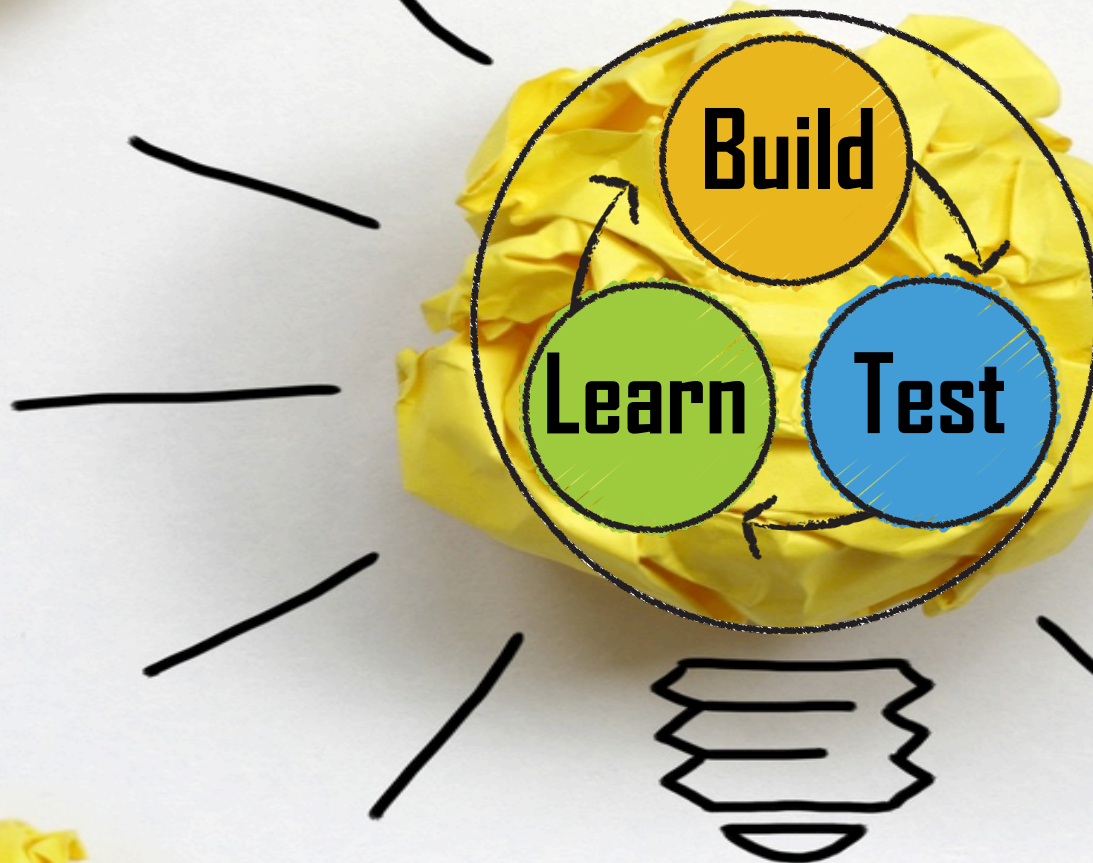
'reframe' failure



Celebrating failing early:

- Funeral for major program killed
- CEO read "eulogy" at company event

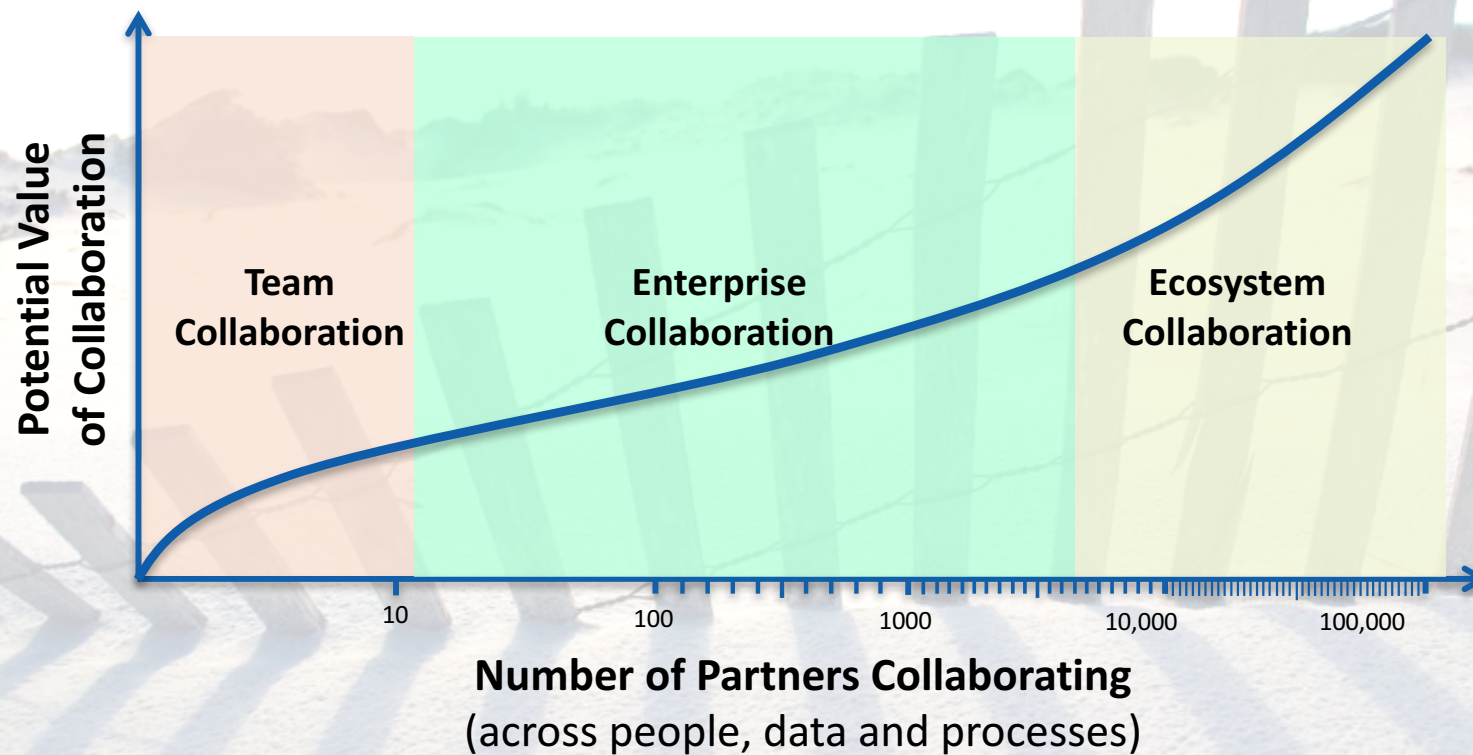
a culture of experimentation



GE FastWorks:

- 80+ dedicated FastWorks coaches in lean startup methods
- 1000+ executives trained across company
- New turbine developed 50% faster than traditional programs

Future of business: *The virtual enterprise*



ieCrowd[^]
Innovation Economy Crowd



A photograph of a large crowd of people, many with their arms raised in celebration. A red kite-shaped card with the word "kite" is overlaid on the image. Overlaid text includes "\$557,123 Raised" and "11,254 Funders". At the bottom, the text "indiegogo #1 most popular campaign for four weeks in a row" is displayed with the Indiegogo logo.



Embrace the Power of AND.



Let's connect:

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Collective Disruption (book)

Available at [Amazon.com](https://www.amazon.com) and [Collectivedisruption.com](https://www.Collectivedisruption.com)