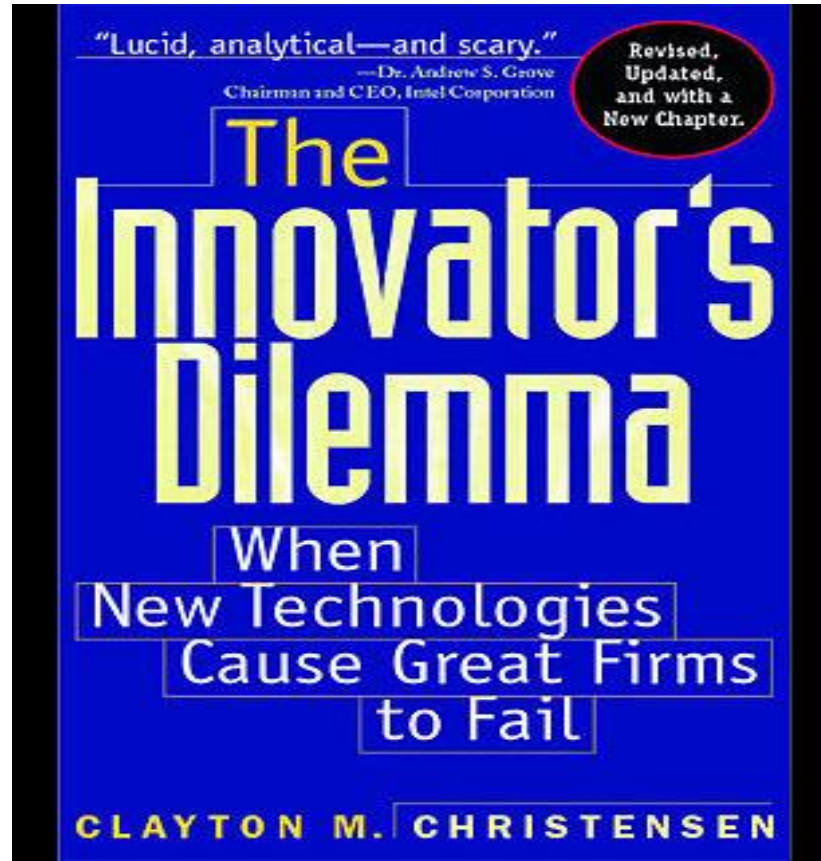


What we do



The bible of disruption



What is disruption?

- Disruption creates an entirely new market
- Disruptive change grows rapidly
- Disruption requires a different level of response than “sustaining innovation”

If disruption is so great and so transformative, why don't more companies get on board immediately?

**Answer: Disruption almost always
looks unattractive.**

“That’s illegal.” (Napster, Uber)

“Those are terrible margins.” (Schwab)

“That’s a lousy business.” (Amazon, Twitter)

What do you do?

- The textbook says: You need to rethink
- Resources
- Processes
- Values
- But what does that mean in practice?

How to react

- Team building
- Partnerships
- Acquisitions (Car-sharing: Avis/Zipcar)
- Innovate somewhere else (Hotels vs Air BnB)

Need to lead from the top

- “We have never seen a company succeed in addressing a change that disrupts its mainstream values without the personal, attentive oversight of the CEO.”