



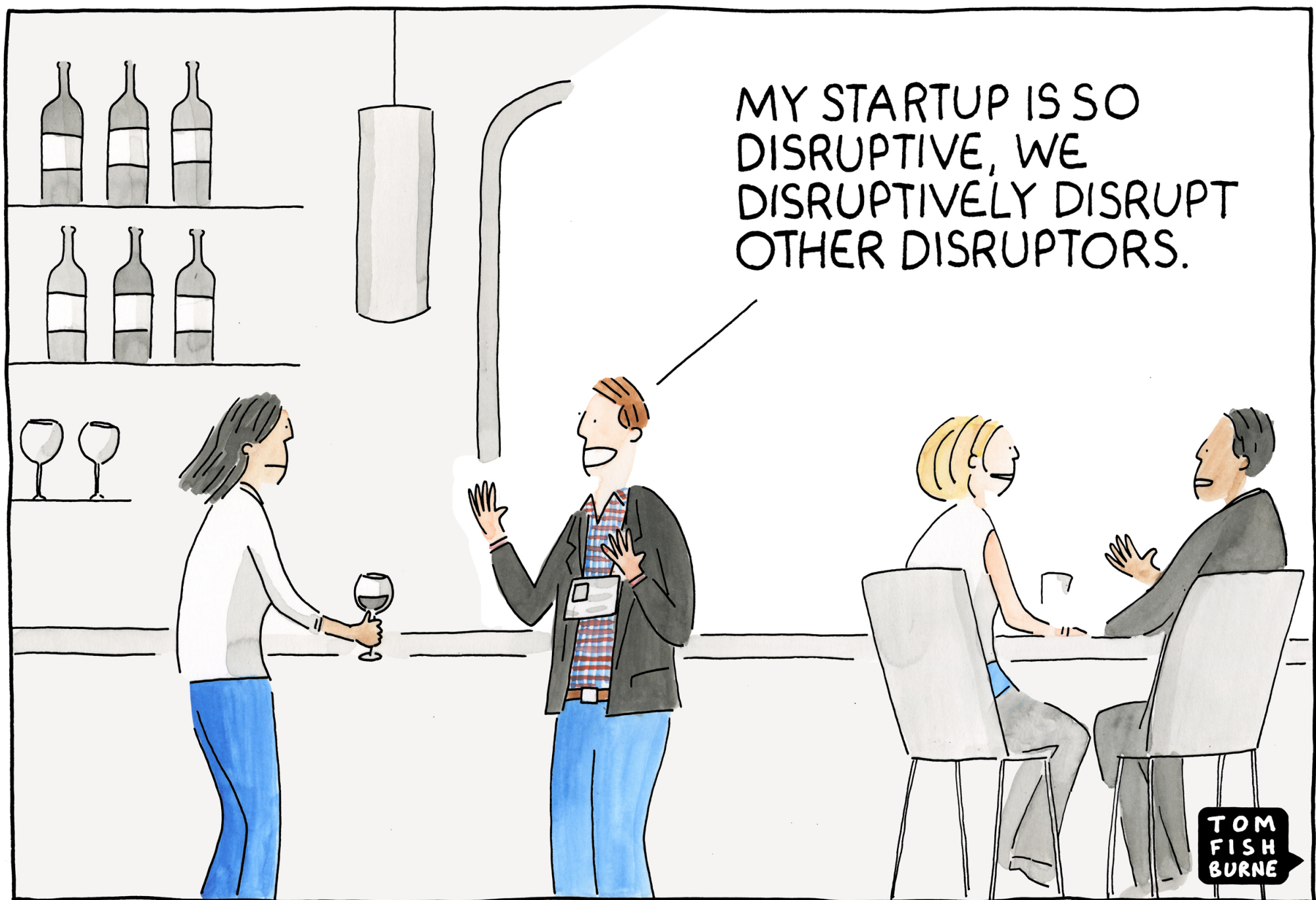
Disruption: Are we there yet?

Sharon M. Ludlow, CPA, CA, ICD.D

Corporate Director

Executive in Residence, Global Risk Institute

MY STARTUP IS SO
DISRUPTIVE, WE
DISRUPTIVELY DISRUPT
OTHER DISRUPTORS.





WIKIPEDIA
The Free Encyclopedia

Disruptive innovation – A definition

Creates a new market and value network **displacing established market-leading firms, products, and alliances.**

Disruptive innovations tend to be produced by **outsiders** and **entrepreneurs**, rather than existing market-leading companies.

Source: Clayton M. Christensen

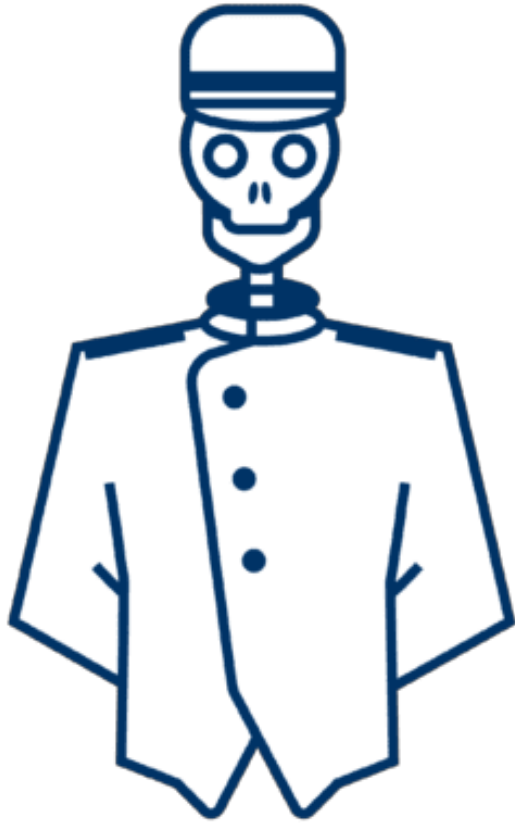
Apple Statement at Launch:

“iPhone is a revolutionary and magical product that is literally five years ahead of any other mobile phone. We are all born with the ultimate pointing device—our fingers—and iPhone uses them to create the most revolutionary user interface since the mouse.”



“We've learned and struggled for a few years here figuring out how to make a decent phone. PC guys are not going to just figure this out. They're not going to just walk in.”

Ed Coligan, former CEO of Palm



AIRBNB

We have not seen a direct effect [from Airbnb] in any of our hotels.

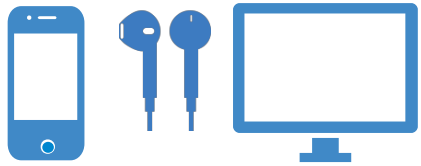
RICHARD JONES

Senior VP and COO of Hospitality Ventures
Management Group

In a 2014 interview with Hotel News Now.

Source: Foot In Mouth: 43 Quotes From Big Corporate Execs Who Laughed Off Disruption When It Hit, August 14, 2018

Every industry is being disrupted



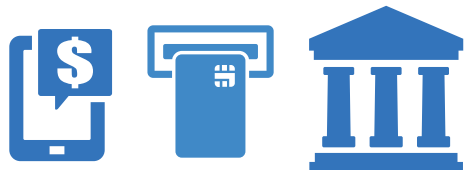
Media



Healthcare



Hospitality



Banking/Lending



Transportation



Insurance?



Consumer Goods

GLOBAL UNICORN CLUB: 260 PRIVATE COMPANIES VALUED AT \$1B+ MARKET MAP (as of 8/13/2018)



AUTOTECH



TRAVELTECH



MEDIA



CYBERSECURITY



SOCIAL



ON-DEMAND



DATA & ANALYTICS



HARDWARE



HEALTHCARE



INTERNET SOFTWARE & SERVICES



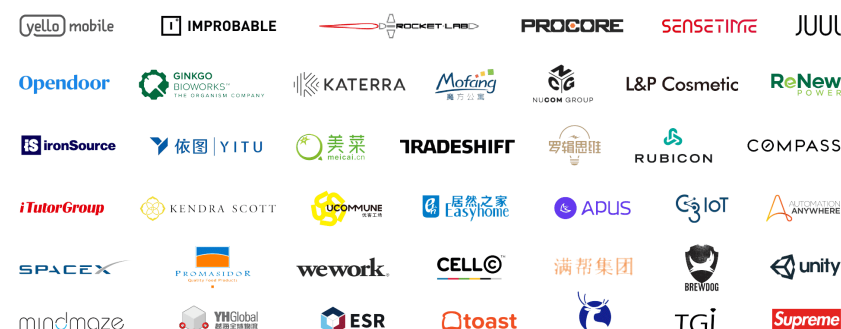
E-COMMERCE



FINTECH



OTHER



US Insurance Tech Market Map

Health



Home, condo & renters



Auto



Title



Pet



Drone



Personal item



Small commercial



Cyber



Life & annuity



Crop



B2B

P&C



Life

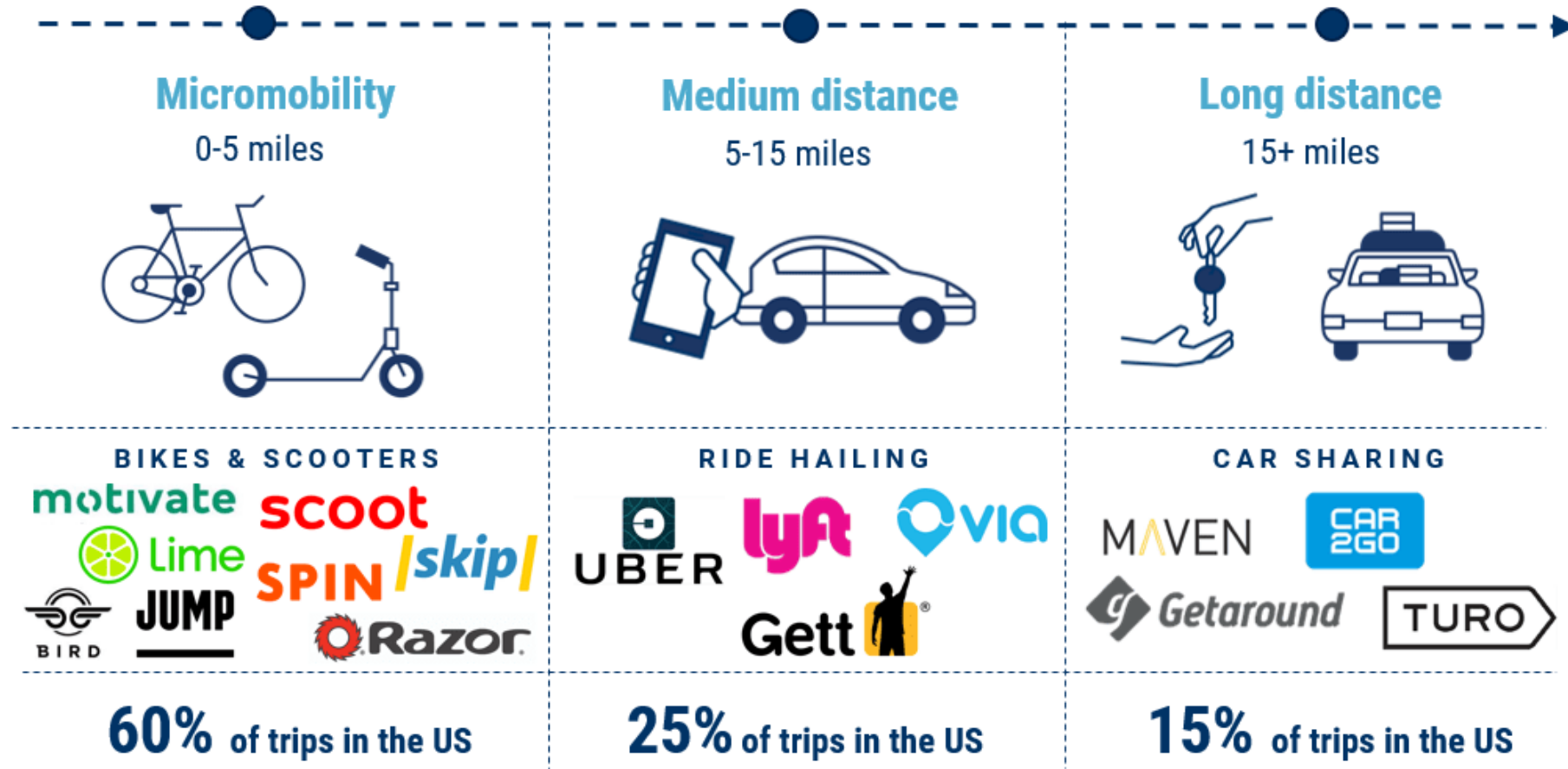


Health



DISRUPTING THE CAR

Alternatives to car ownership by trip length

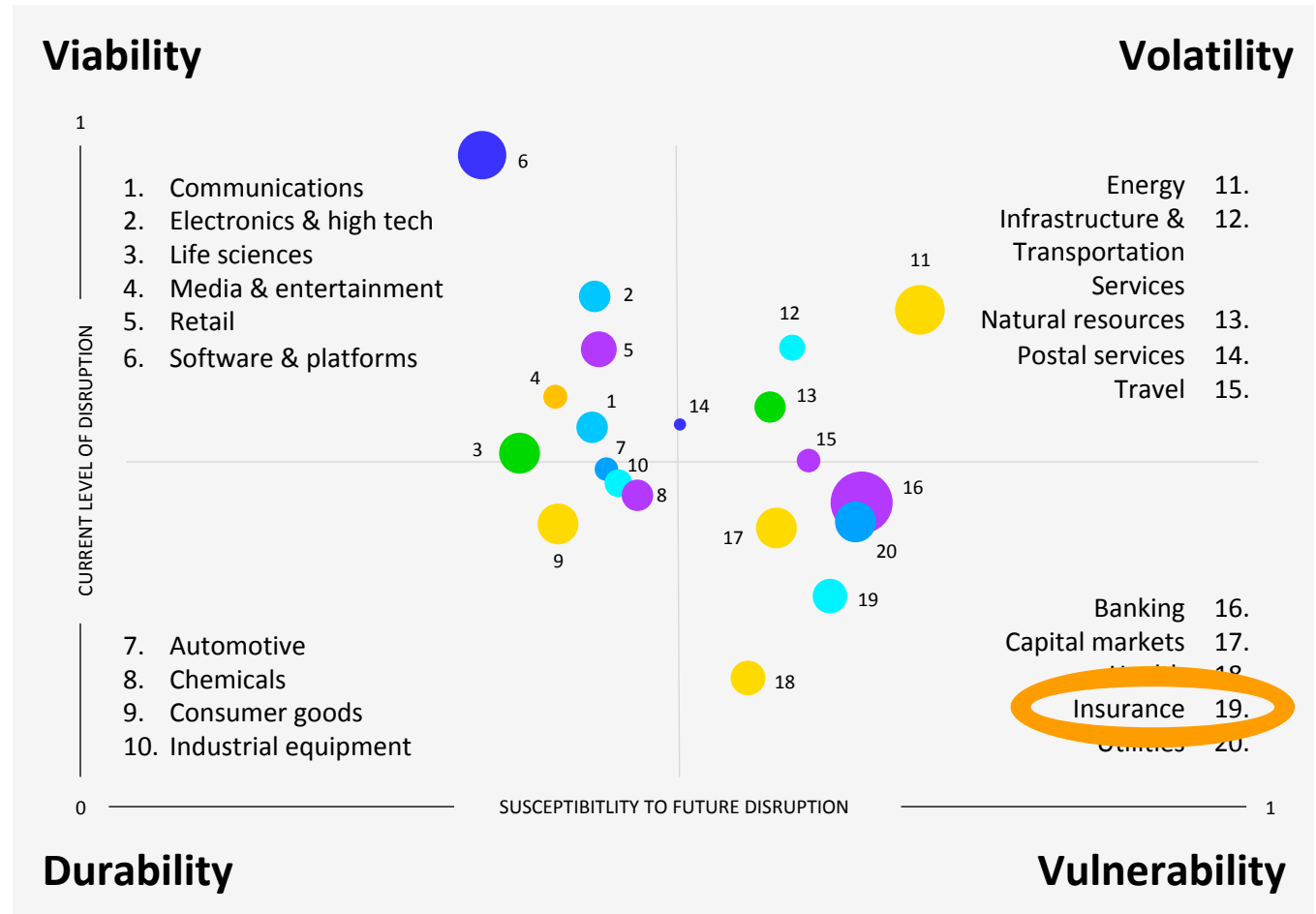


Source: NHTS

93% of executives say they know their industry will be disrupted at some point in the next five years, only **20%** feel they're highly prepared to address it.

Source: Disruption need not be an enigma, Feb 26, 2018

Disruptability Index



A look at *THE* serial disruptor

A look at *THE* serial disruptor **amazon**

Commerce and Retail

amazon.com[®]

amazon books

music



diapers[®]
.com

Zappos
.com

amazon *Prime*

amazon basics

 amazon
elements

prime wardrobe

amazon fresh



amazon dash
BUTTON

prime day

A look at *THE* serial disruptor



harvest.ai



Enterprise Cloud



Target. Hunt. Disrupt.

A look at *THE* serial disruptor **amazon**

amazonstudios

amazon 
primevideo



amazon
publishing


amazon

primemusic

Media & Advertising

A look at *THE* serial disruptor **amazon**

kindle

amazon key

Hardware & Devices

blink
an amazon company

amazon alexa

amazon echo

ring

amazon dash
BUTTON

fire tv

fire tv stick

amazon
fire
PHONE

A look at *THE* serial disruptor **amazon**

amazon alexa

amazon echo

echo dot



GRAIL

AI & Voice

A look at *THE* serial disruptor **amazon**



PHARMACY SIMPLIFIED

Transportation & Logistics



amazonfulfillment



amazonrobotics

amazon.in



EMVANTAGE

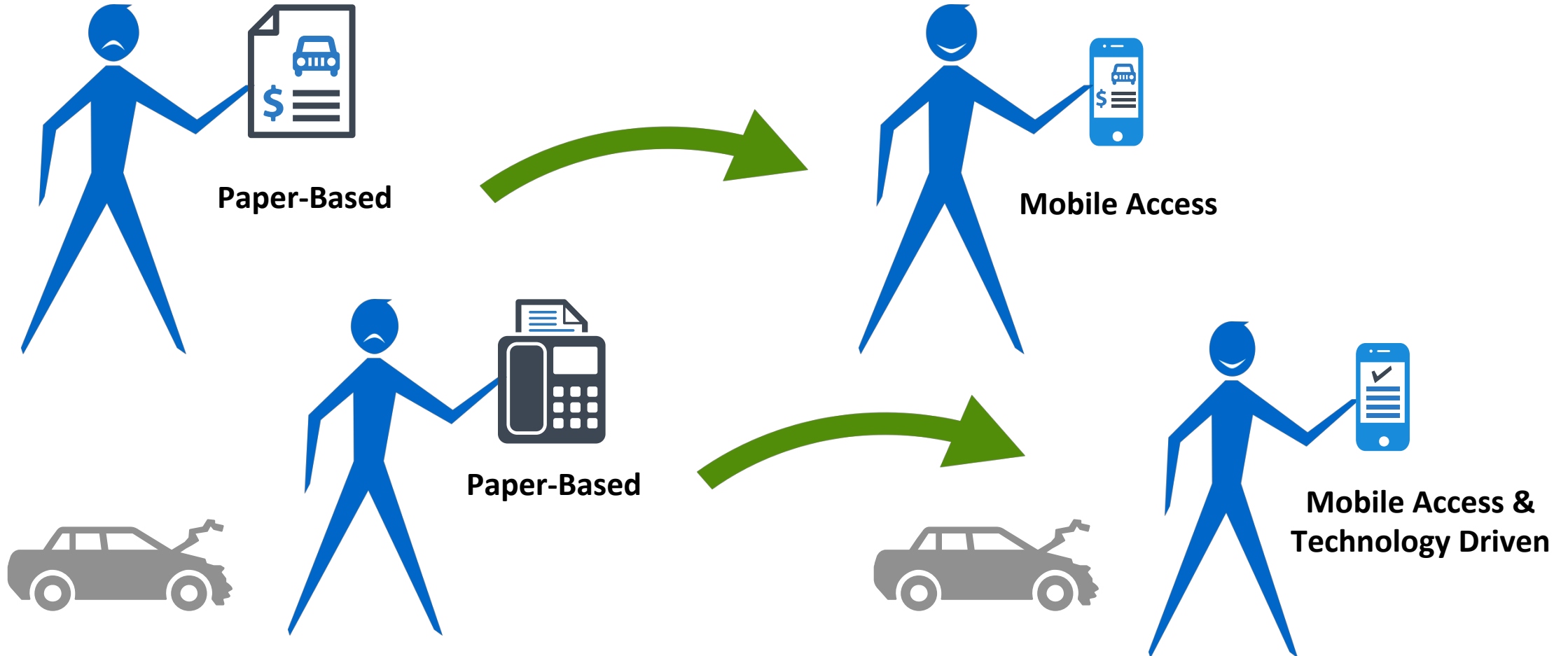
Other new business

amazon

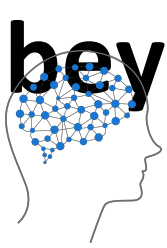


Are We There Yet?

Customer Experience is Changing...



Next wave of disruption from innovations beyond



Artificial Intelligence



Augmented Reality



Shared Economy



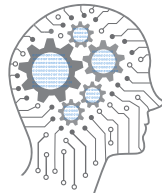
Industry 4.0



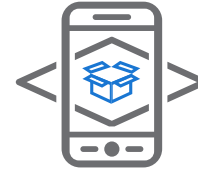
Smart Homes



Voice-based Personal Assets



Machine Learning



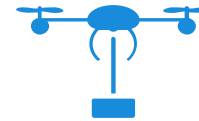
Mixed Reality



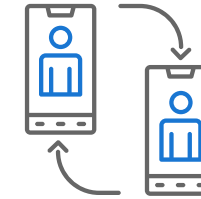
Autonomous Vehicle



Convergence



Drones



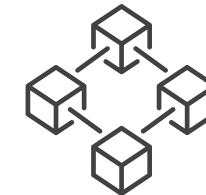
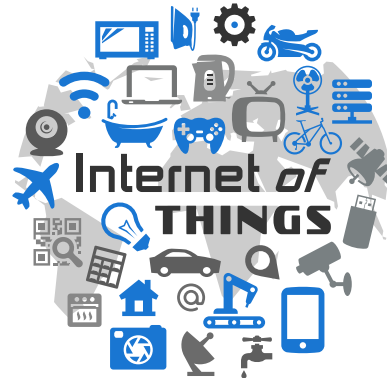
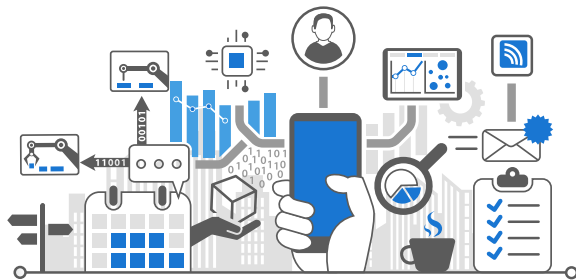
Peer-to-Peer



Personalisation & Customisation



Edge Computing



Blockchain



As-a-Service

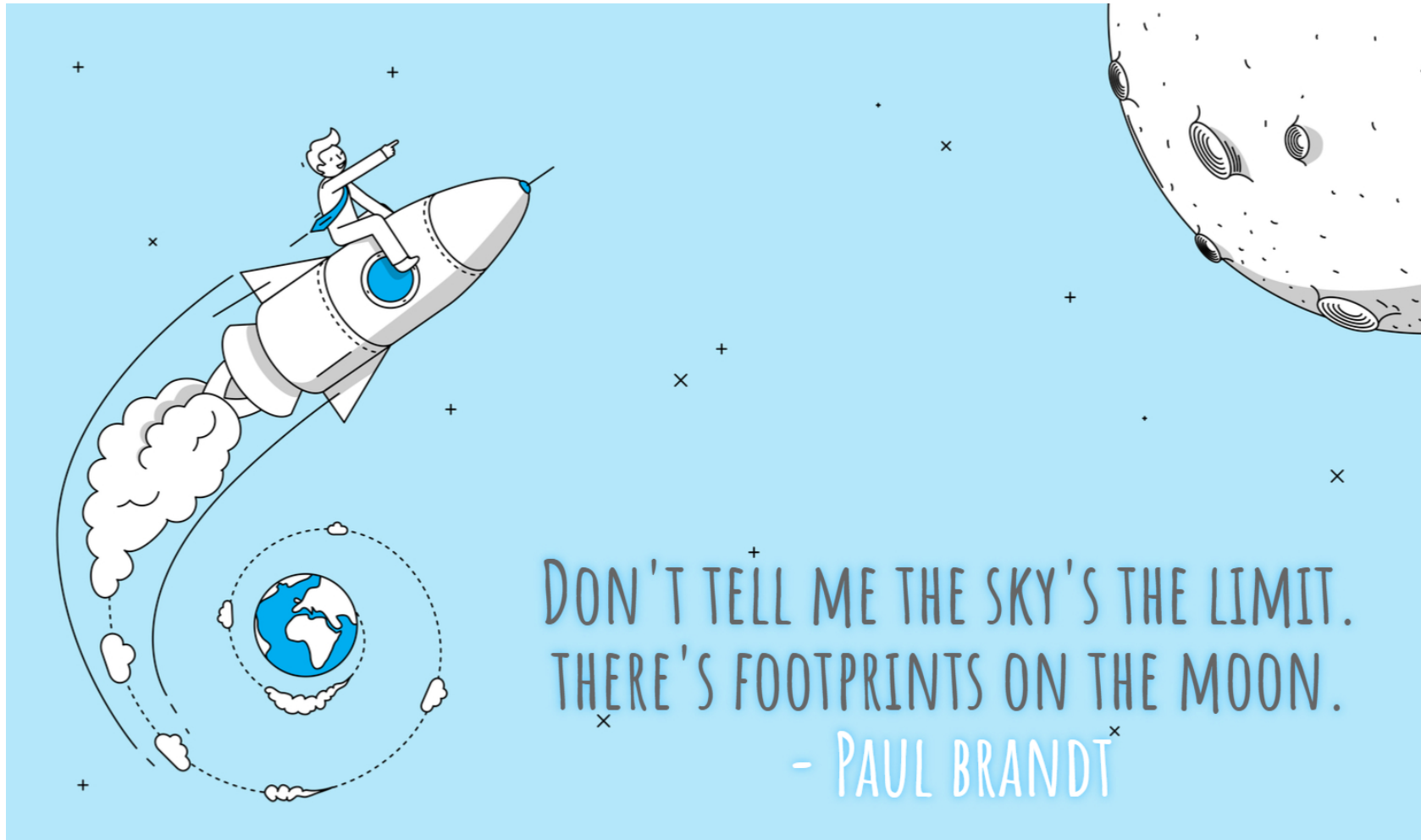


Genetics



Blockchain & disintermediating insurers

Are we there yet? Not yet.



INSTEAD OF RISKING ANYTHING NEW,
LET'S PLAY IT SAFE BY CONTINUING OUR
SLOW DECLINE INTO OBSOLESCENCE.



Thank you.

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