

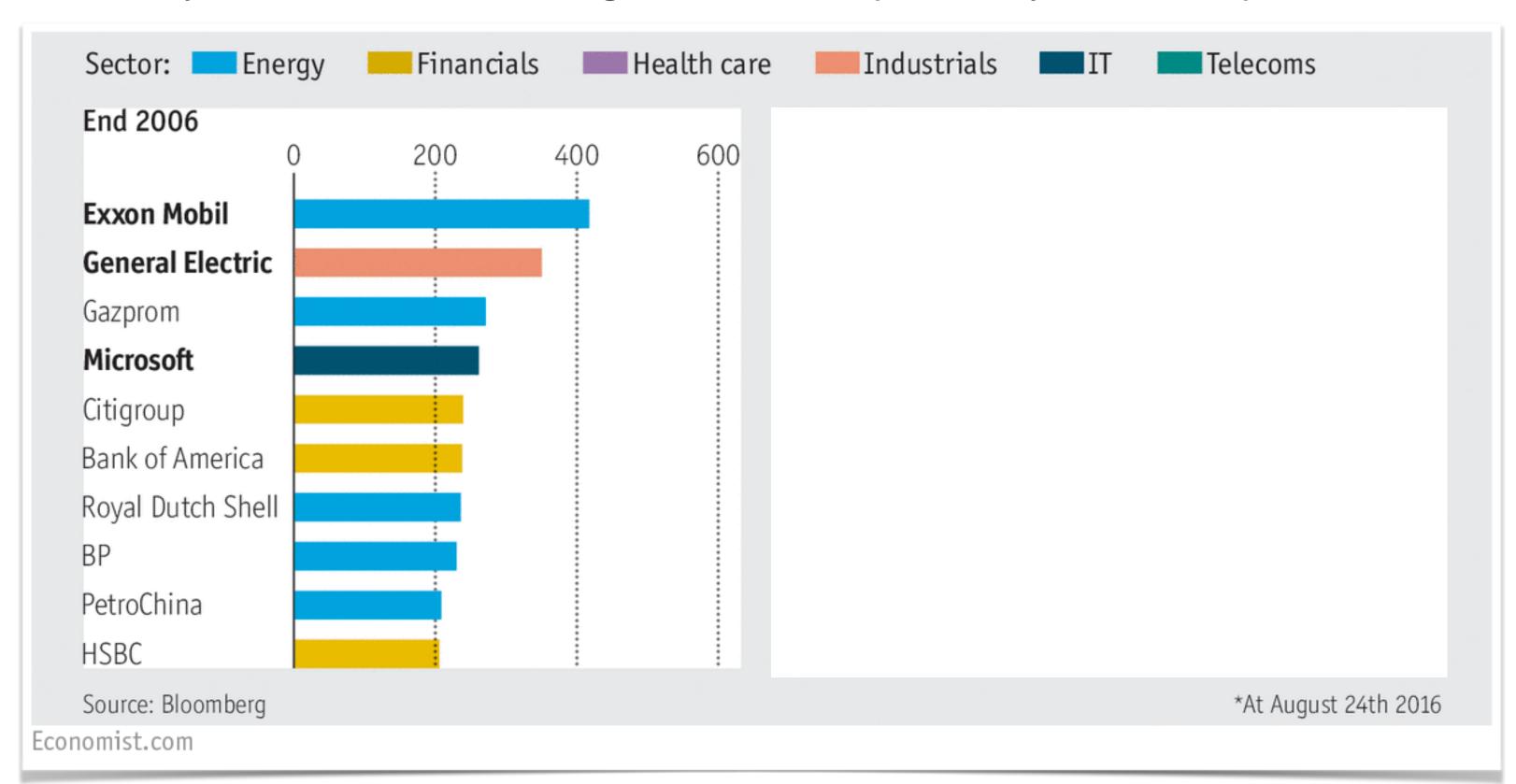


# LEAP How To Thrive In A World Where Everything Can Be Copied

Howard Yu LEGO professor of management and innovation

# What's Changing Around Us? What Creates Value For Large Firms?

A virtually new world. World, largest listed companies by market capitalisation, \$bn



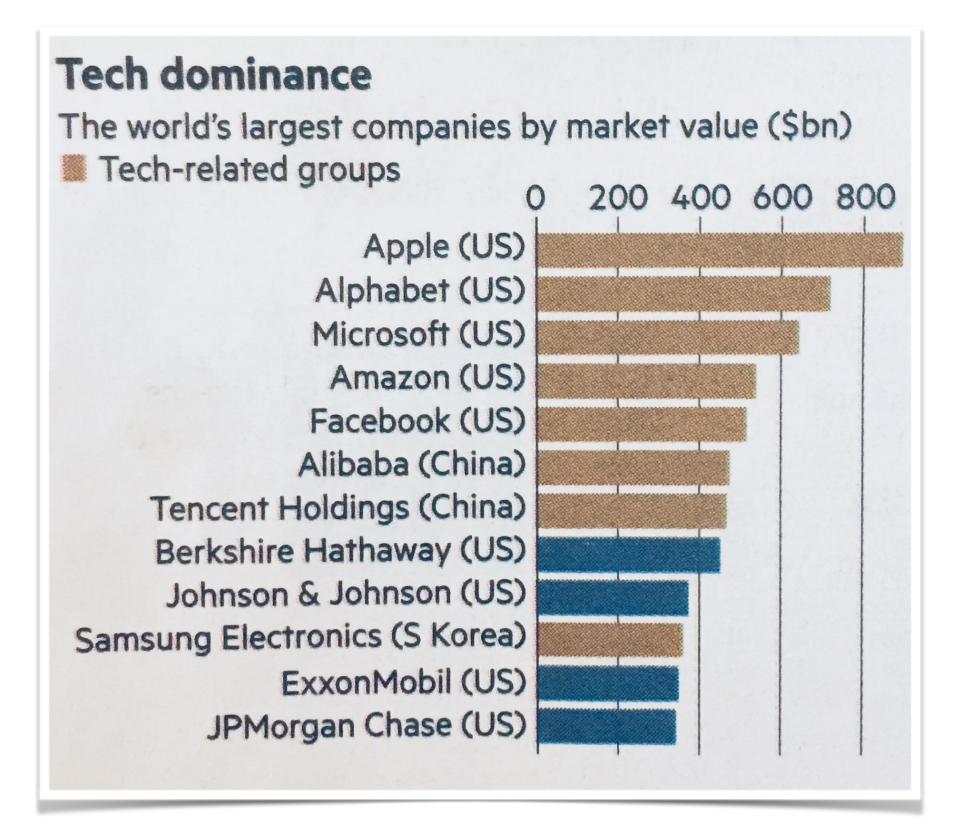
Things happen fairly slowly, you know. They do. These waves of technology, you can see them way before they happen, and you just have to choose wisely which ones you're going to surf. If you choose unwisely, then you can waste a lot of energy, but if you choose wisely, it actually unfolds fairly slowly. It takes years.

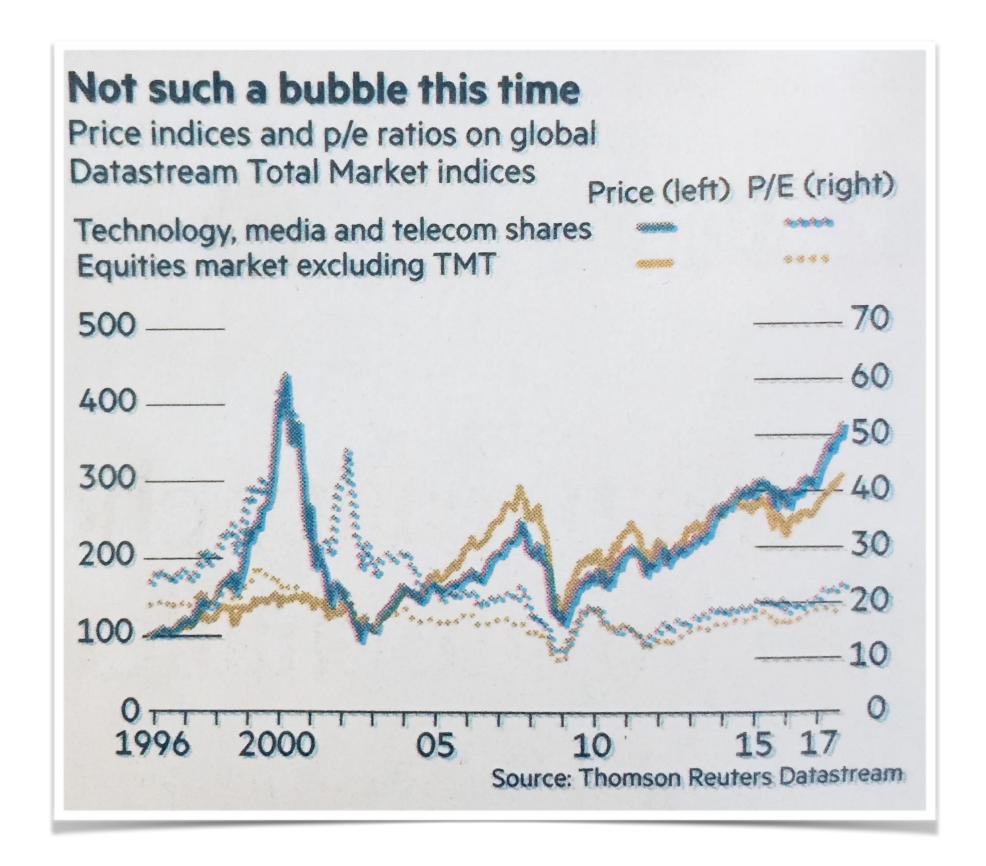
~Steve Jobs



## We Live In A Big Tech World

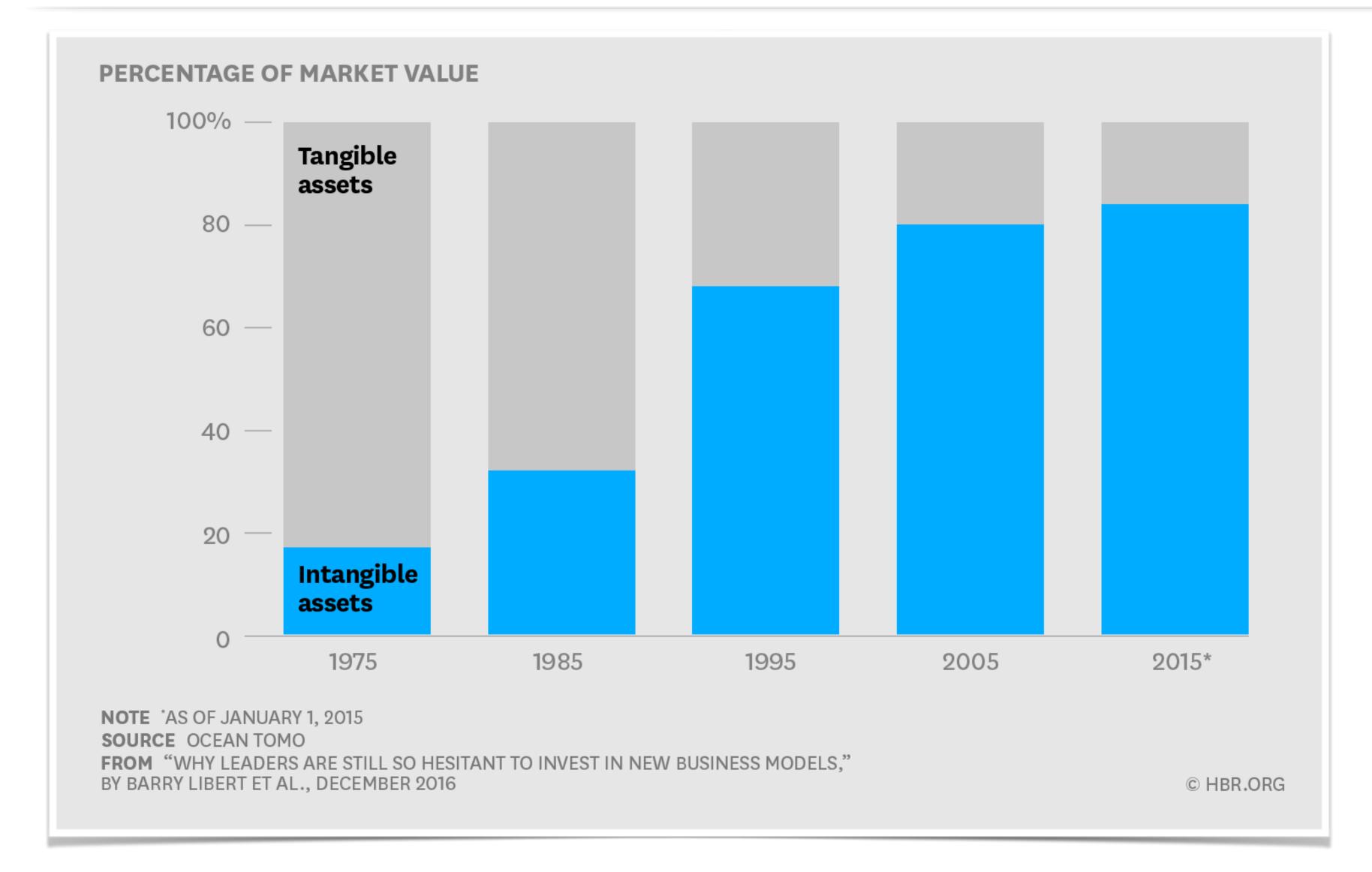
- Among the eight of the world's most valuable companies, five (Apple, Google, Microsoft, Amazon, and Facebook) are from the US, two are Chinese (Alibaba and Tencent) and one is South Korean (Samsung.)
- The combined market capitalization of these top eights exceed \$4.7 trillion. That is, 4,700 billion, or 4,700,000 million.







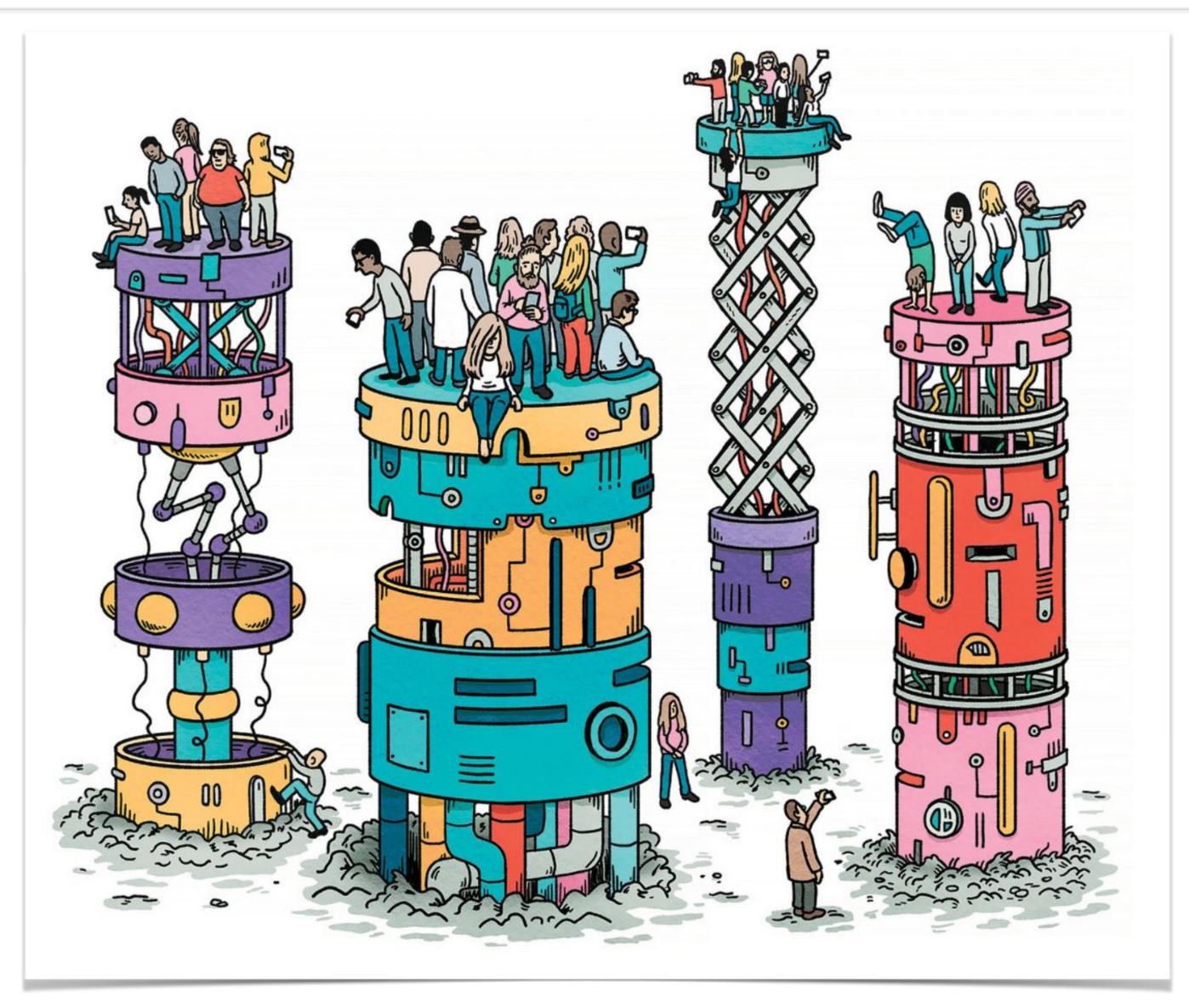
## What Drives the Market Value of S&P 500?



Since 1975, the companies on the S&P 500 have increasingly derived more value from intangible assets – intellectual property, brand awareness, digital platforms, etc. – and less value from traditional physical assets.

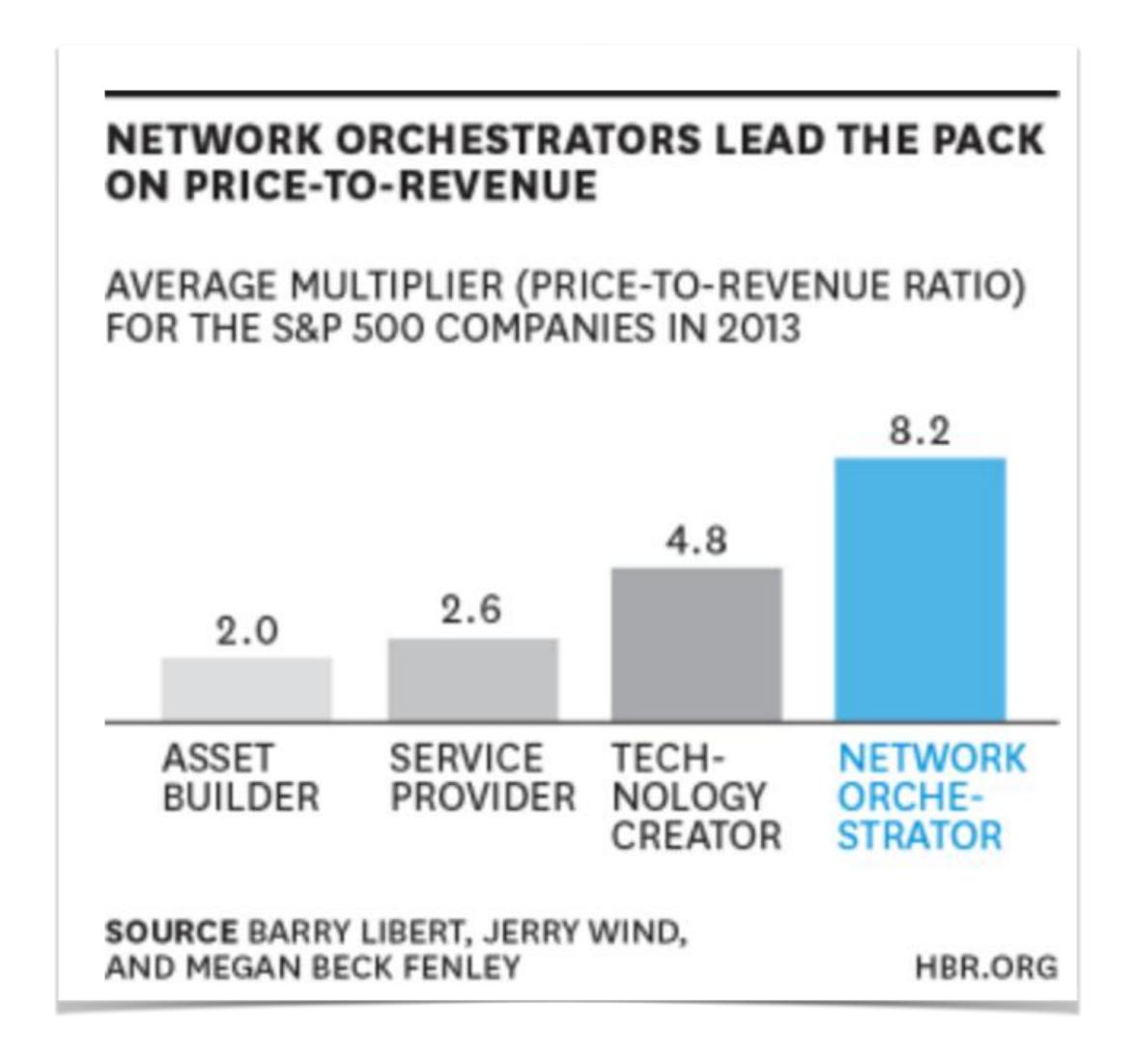


# The Rise Of Platform



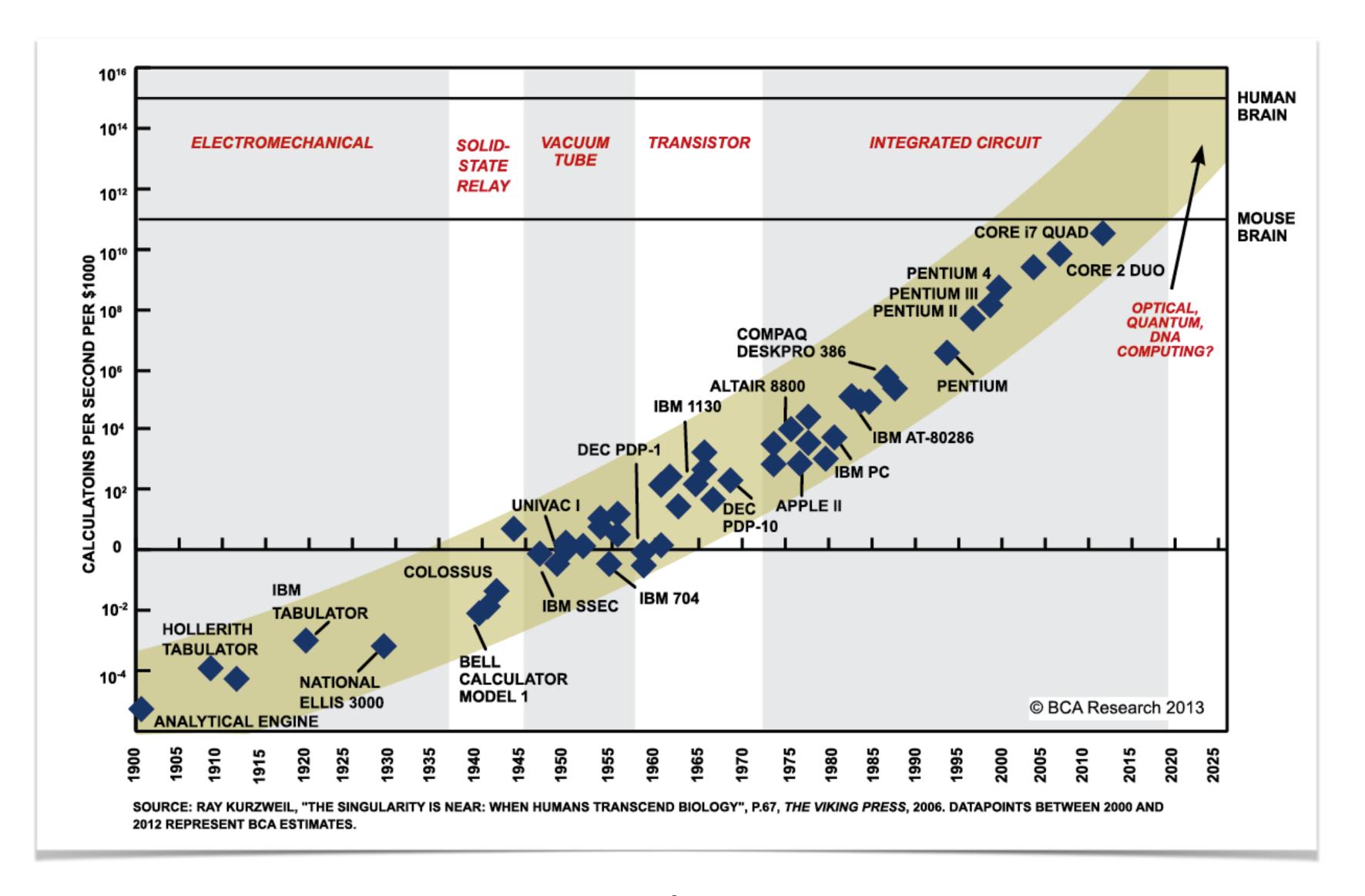


### What Drives the Market Value?





# Calculations per second per \$1000

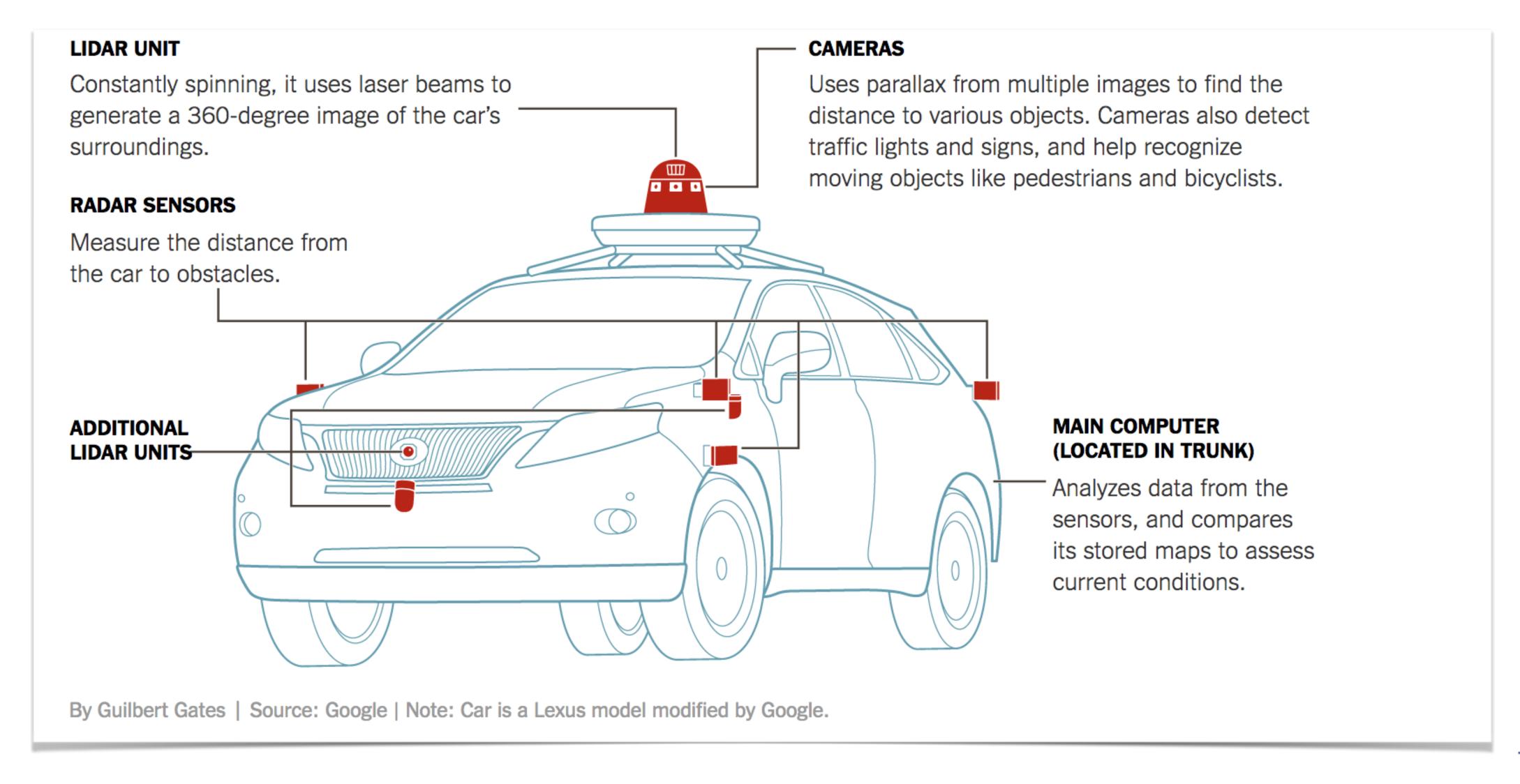




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### How car drives itself







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# Table 1: Top 55 automakers and component suppliers



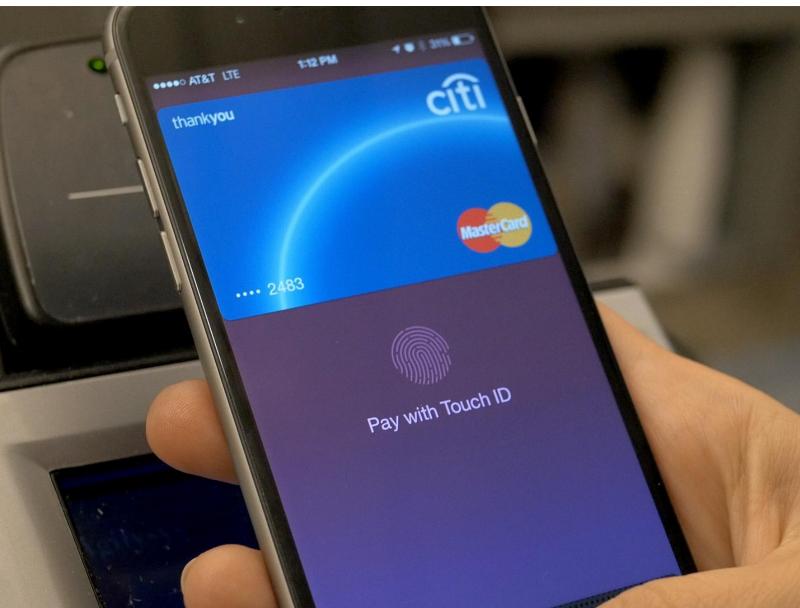
Company	Score	Rank
Tesla Inc.	100	1
General Motors Company	98.357	2
Volkswagen A.G.	93.221	3
Ford Motor Co.	82.265	4
Toyota Motor Corporation	82.235	5
Nissan Motor Co., Ltd.	81.442	6
Bayerische Motoren Werke A.G.	71.473	7
Daimler A.G.	69.570	8
Peugeot S.A.	63.488	9
Visteon Corporation	59.146	10
Honda Motor	56.223	11
AB Volvo	53.885	12

COMPANY	SCORE	RANK
MASTERCARD	100.00	1
VISA INC.	93.98	2
GOLDMAN SACHS GROUP, INC.	75.49	3
PAYPAL HOLDINGS, INC.	69.03	4
SQUARE	63.41	5
WELLS FARGO & CO.	61.87	6
BANK of AMERICA CORPORATION	61.48	7
CITIGROUP INC.	61.25	8
CREDIT SUISSE AG	56.06	9
JPMORGAN CHASE & CO.	52.28	10
HSBC HOLDINGS PLC	51.66	11
UBS AG	50.42	12
BNP PARIBAS	49.54	13
SWISS LIFE AG	49.33	14
PRUDENTIAL PLC	46.73	15
BARCLAYS BANK PLC	46.61	16
PING AN INSURANCE (GROUP) COMPANY OF CHINA LTD.	44.18	17
ALLIANZ SE	41.92	18
BBVA	40.58	19











forums games

support suggestions

#### How to use Facebook Credits

Updated 09/08/2010 11:23 AM

To purchase virtual goods and in-game currency for your Zynga game, you will first need to purchase Facebook

#### How to purchase in-game currency

- 1. Click on the "Add {in-game currency}" or "Get {in-game currency}" link from your game.
- 2. Select what you want to purchase.

For example: 72 Horseshoes, 115 Sand Dollars, etc.

3. Select the payment method.



If you select Credit Card or PayPal, you will be charged the full purchase price to that account. Your Facebook Credits balanced will not be affected.

If you select Facebook Credits, Facebook will first display how many Facebook Credits you currently have.

If you have sufficient Facebook Credits to complete the purchase, you will not be asked to charge to a credit card or to PayPal; you will be able to complete the 'purchase' with Facebook Credits.







**É** Pay

Your wallet. Without the wallet.





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How to Thrive in a World Where Everything Can Be Copied









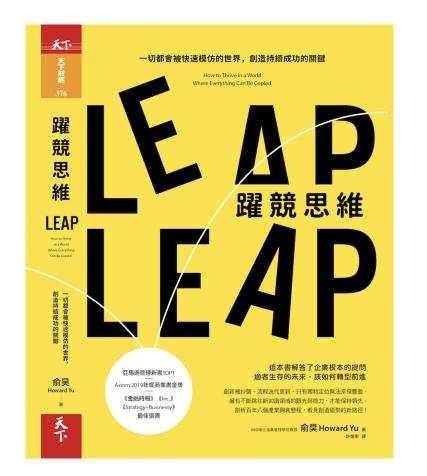
Outlasting competition is difficult. Doing so for decades is nearly impossible. Yet some pioneering companies have endured and even prospered for generations. How did they do it? And what can we learn from them?

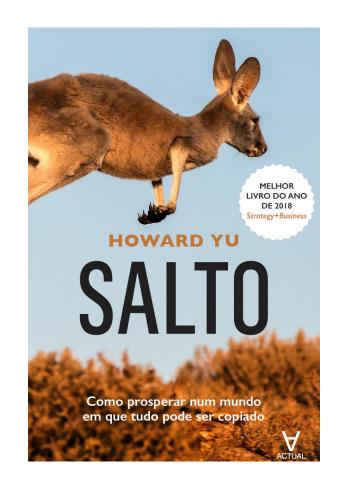
#### IN TODAY'S COMPETITIVE ENVIRONMENT

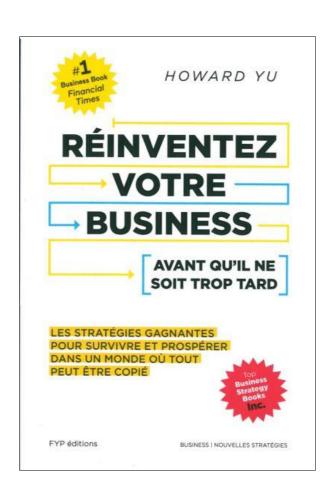
where latecomers can replicate almost any product or service for less, and where expert intuition and market intelligence have been overtaken by machine algorithms, companies can no longer just be very good at what they do. They need to leap to new knowledge disciplines. The best leap repeatedly. And it's the combination of two skills—mastery of the old and the new—that empowers them with the best competitive

> To discover how some companies not only survive but thrive for centuries, strategy expert Howard Yu identifies key trends from business history, skillfully extracting timeless lessons and applying them to today. He illustrates how managers can look to leverage techno-

logical shifts, increasingly ubiquitous connectivity, smart machines, and managerial creativity—in order to leap forward. Ultimately, Leap is a playbook for the future that shows how pioneering players can thrive by rethinking their businesses, their relationships with customers, and the very reasons they exist.







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