

DISRUPTIVE BUSINESS MODEL MAP

PART I

1. Pick an industry: either healthcare or lodging/accommodation

Healthcare.

2. Identify an unmet consumer need, a “pain point” - something you would benefit from if it were different

Discovery diseases after sickness. The lack of tools to discover diseases after advanced stage.

3. Think of a new business offering that would meet this consumer need

Creating a toilet that will analyze the physiological needs of people that use it on the go.

PART II

1. What is your challenger business? Describe the idea that you came up with - the need you were going to solve and what your new offering/business is.

Creating a factory of smart toilets that will diagnose diseases before they advance. The toilet will have sensors and will be connected to the cloud, providing analyses and warnings based on the characteristics of the physiological needs of the users.

2. Who is the incumbent? Which business or industry might be challenged or hurt or disrupted by this new company?

Hospitals.

3. Who is your target customer? Who is that customer that is currently being served by the incumbent and will also be served by the new challenger you have come up with?

All the population.

4. What is your value proposition of your new business idea? Think of the different "generatives" - is it something that is creating more choice through aggregation or more an on-demand experience? What is different or compelling or interesting about the value proposition of this new offering?

Discovering diseases before they advance. It's an on-demand experience, where people can follow up in real time their health condition. People can prevent types of diseases by following up their conditions without the need of going to the doctor. People can be healthier and lose less time.

5. How does that displace the value of the incumbent? How much of a challenge to the real value of the incumbent does this value proposition offer? How big is that differential? Is it a "nice thing to have" or is something that is dramatically better - something that, once offered to you, you wouldn't want to work with the traditional business.

It will not substitute the services of the incumbent, however, it will impact the amount of people that uses hospital services to get diagnoses and it will reduce the amount of people under treatment.

As it deals with health, we can definitely increase the age of life expectancy of people using it. As life very valuable, it can have a huge impact in the way health is managed.

6. The value network - Think of the different components - the people, assets, partners, that are going to allow this new startup business to deliver the new offering to the market. What different pieces will you need to put together in order to get this startup off the ground?

Sensors companies, toilet factories, retailers, construction companies, clinics and doctors.

7. Which of these are different from the incumbent? Can the incumbent match them? Does anything in the value network provide a barrier to them imitating?

The partners related to toilets manufacturing and construction are very different from the partners that hospitals are used to make businesses. The barrier is technology. Hospitals

are not used to develop technologies related to this. They are used to buy technology. And actually, they can also be customers of this business.

8. Two part test: Is your idea genuinely disruptive? In order to be genuinely disruptive, it would need two things:

8.1. It would have to dramatically displace the value of the incumbent - be much better, at least in the eyes of some of its customers

8.2. It would have to pose a genuine barrier that will prevent the incumbent from simply imitating the business themselves.

This technology can be much better than the way diagnoses are done today, as it will discover diseases before they advance. The technological barrier is the technology development and it's genuine. This way, I think this business is genuinely disruptive!