

# Telepass: From Tolling to Mobility Platform

Feng Zhu

MBA Class of 1958 Professor of Business Administration



H A R V A R D | B U S I N E S S | S C H O O L

# Reed Hastings, CEO of Netflix



**“The advent of broadband internet across the U.S. would pose a challenge to Netflix’s DVD-rental business.”**

- **“We ask people to do what you would think is best for the company...”**
- **“We don’t give them any more guideline than that.”**
- **“If this method of reasoning frustrates them, then they probably are not a good match for Netflix.”**

# Seeing the future



**Mark Andreessen**

founder of Netscape,  
renowned Venture Capitalist  
Andreessen-Horowitz

**Software is eating the  
world, in all sectors**

In the future every  
company will become a  
**software** company



A tech company that just happens to make pizza

— Former Domino's CEO J. Patrick Doyle (2010 - 2018)

## Other Examples

We're a technology company that happens to do biology.

— Stéphane Bancel, CEO, Moderna

We are a tech company. We also just happen to build awesome tractors.

— Julian Sanchez, Director of Emerging Technology, John Deere

We are now increasingly thinking of ourselves as a technology company offering financial services, rather than a traditional bank. The fact that we have twice as more engineers than bankers is perhaps a testimony to the shift in the nature of the company that we are.

— Piyush Gupta, CEO, DBS Bank

# Questions

1. What will your industry look like in the next five or ten years, and will your products or services remain relevant?
2. If you were to position your company as a tech company today, what would you do next?
3. Could you identify any platform opportunities within your business?