



# Antler

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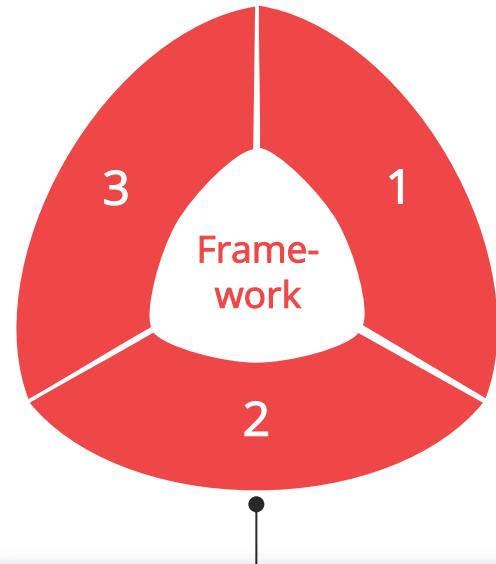
Ways to Innovate



# Introduction

The deck introduces three frameworks to look at innovation:

- Solution-Oriented Innovation versus Problem-Oriented Innovation



- Sustaining Innovation versus Disruptive Innovation

- Product Innovation
- Process Innovation
- Business Model Innovation

# Innovation framework



## Product Innovation



## Process Innovation



## Business Model Innovation

### Creating new products

- Improved performance of existing products (e.g. electric car, first iPhone)
- Inventing new products (Internet search, social media)
- Virtualization (e.g. movie rental, ebooks)
- Embedding social (e.g. social stock market trading)

### Creating new processes

- New manufacturing processes (e.g. T-Ford)
- Online shopping (e.g. Amazon)
- Online dating (e.g. Tinder)
- Digital self service
- Automating processes (i.e. removing people)
- Virtualization (e.g. telemedicine)

### Creating new business models

- Sharing economy models (e.g. Uber, Airbnb)
- Subscriptions rather than product purchase
- Fixed fee services (e.g. legal)
- Financing plans (e.g. mortgage)
- Crowdfunding (e.g. Kickstarter)



## Internet search



Google Search

I'm Feeling Lucky

Google offered in: Français

Google has become the undisputed leader in internet search. It shows how a new industry - i.e. the Internet – leads to a lot of follow-on innovations

This case also illustrates how easy it is to become irrelevant. At the end of the 1990s, the three largest web properties by traffic were Yahoo, Excite and Altavista - all but erased from living memory

# Crowdsourced encyclopedia



The screenshot shows the main page of Wikipedia. At the top, it says "WIKIPEDIA" and "The Free Encyclopedia". Below that, there's a large globe icon composed of puzzle pieces, each featuring a different script or symbol from various languages. To the left of the globe, there's a list of major languages with their article counts: English (5,769,000+ articles), Deutsch (2,249,000+ Artikel), Español (1,494,000+ artículos), Italiano (1,486,000+ voci), Português (1,012,000+ artigos), 日本語 (1,132,000+記事), Русский (1,515,000+ статей), Français (2,065,000+ articles), 中文 (1,036,000+ 條目), and Polski (1,312,000+ haset). Below the globe is a search bar with a blue outline and a magnifying glass icon. At the bottom, there's a button that says "Read Wikipedia in your language" with a small flag icon.

Wikipedia created a crowdsourced encyclopedia, with quality checks, that completely replaced legacy print publications like Encyclopedia Britannica

Encyclopedia Britannica issued its last print edition in 2010 after 244 years of operations

# Social media

The screenshot shows a Facebook news feed. At the top, there are icons for Facebook, Instagram, Twitter, LinkedIn, Snapchat, and TikTok. Below the header, the news feed displays several posts:

- A post from Andreas Birnik: "Happy NYE! 2018 was filled with love, laughter, loss, sadness, food, games, travel, fun, success, failure, and so much more. I've moved into my new home in Berkeley, started a new job at Atrium, loved and lost, and gotten a new puppy (Winter). I can't wait to see what 2019 has in store for me and all of you! Happy New Years everyone. Here's hoping 2019 is the best year yet."
- A post from Jimmy Ku: "14 hrs · 44 others. Happy NYE! 2018 was filled with love, laughter, loss, sadness, food, games, travel, fun, success, failure, and so much more. I've moved into my new home in Berkeley, started a new job at Atrium, loved and lost, and gotten a new puppy (Winter). I can't wait to see what 2019 has in store for me and all of you! Happy New Years everyone. Here's hoping 2019 is the best year yet."
- A post from Hans Fink: "18 hours ago · 11 others. Happy NYE! 2018 was filled with love, laughter, loss, sadness, food, games, travel, fun, success, failure, and so much more. I've moved into my new home in Berkeley, started a new job at Atrium, loved and lost, and gotten a new puppy (Winter). I can't wait to see what 2019 has in store for me and all of you! Happy New Years everyone. Here's hoping 2019 is the best year yet."
- A post from Kristin Ocampo: "12 hours ago · 5 others. Happy NYE! 2018 was filled with love, laughter, loss, sadness, food, games, travel, fun, success, failure, and so much more. I've moved into my new home in Berkeley, started a new job at Atrium, loved and lost, and gotten a new puppy (Winter). I can't wait to see what 2019 has in store for me and all of you! Happy New Years everyone. Here's hoping 2019 is the best year yet."

On the left side of the screen, the Facebook sidebar is visible, showing links for News Feed, Messenger, Watch, Marketplace, and other features.

Social media pioneered a novel way for people to stay in touch as well as to follow key influencers, pop stars and companies

Moreover, the “content” is provided for free by participants providing great margins for the new media giants

# Re-inventing the phone

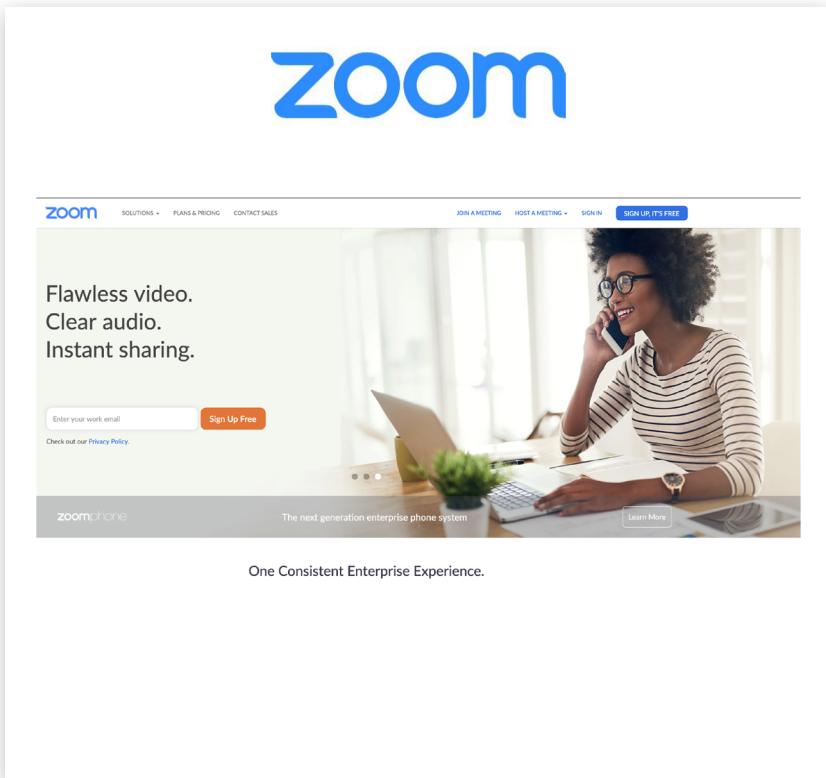
The slide features the Apple logo and the word "iPhone". Below it, the text "iPhone" and "June 29, 2007" is displayed, followed by the quote "Apple reinvents the phone." Two iPhone models are shown side-by-side: a silver model with a black bottom and a black model with a silver top. To the right of the phones, their specifications are listed:

Thickness	11.6 mm	Multitouch
Weight	135 g (4.8 oz)	Proximity sensor
Display	3.5"	Ambient light sensor
Storage	4, 8, 16 GB	Accelerometer
Camera	2.0 MP	
Memory	128 MB	~300,000 sold in first weekend

Apple “reinvented the phone” with Apple iPhone in 2007; phones have not looked the same ever since

Previous industry leaders like Nokia and RIM (BlackBerry) were destroyed

# Re-inventing video conferencing



Eric Yuan of Zoom (formerly of WebEx) re-invented the video conferencing market

Video conferencing was considered a “done” sector with the likes of WebEx, Skype, BlueJeans, Google Hangout, Facetime... showing the potential to re-invent existing product categories

## Electric vehicles



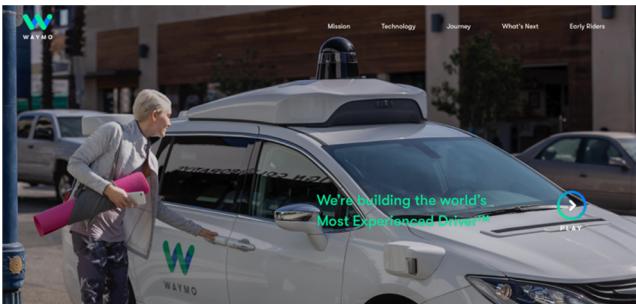
Tesla made electric cars mainstream by focusing on great design and top-class performance

Sustainability became a cool fashion statement for high-income segments – not just for hipsters

# Autonomous driving



# Uber



Waymo (Google), Uber and others are developing self-driving vehicles

As follow-on innovations, many startups now explore how to turn cars into moving living rooms / offices when the driving is automatic

# Electric scooters

**Amazon Best Sellers**  
Our most popular products based on sales. Updated hourly.

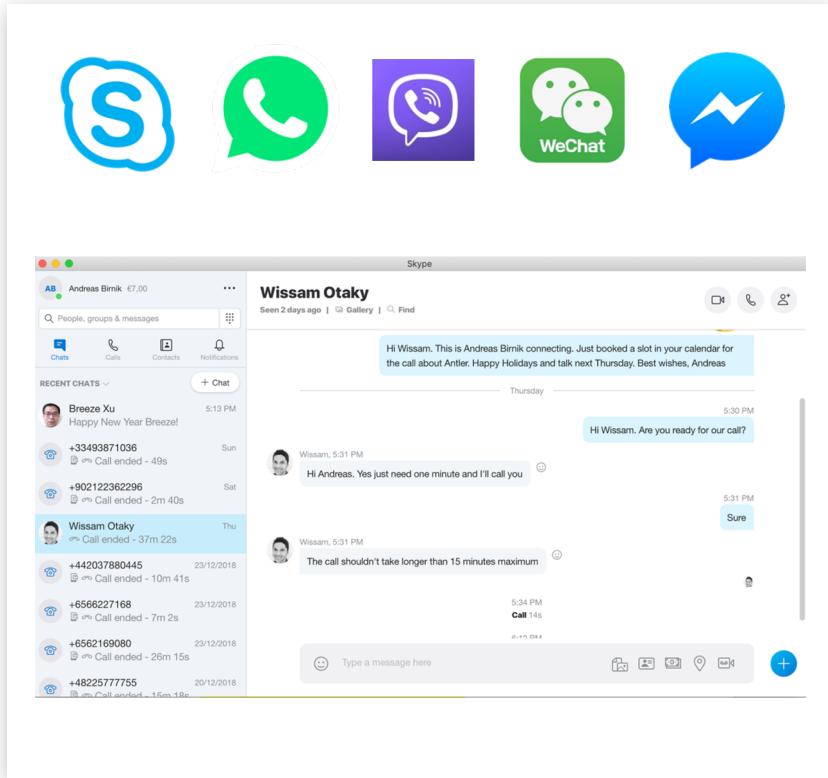
Best Sellers in Electric Scooters

#1	#2	#3	#4
Razor E100 Electric Scooter ★★★★☆ 1,911 2 offers from \$144.44	Razor Power Core E100 Electric Scooter ★★★☆☆ 225 \$124.99 <small>prime</small>	Razor Power Core E90 Electric Scooter ★★★★☆ 344 \$107.99 <small>prime</small>	Razor E200 Electric Scooter ★★★★☆ 708 \$156.99 <small>prime</small>
GOTRAX GX1 Commuting Electric Scooter - 8.5" Air Filled Tires & 15 MPH & up to 12 mile Range ★★★★☆ 378 \$349.89 <small>prime</small>	SWAGTRON City Commuter Electric Scooter, 18 mph on 8.5" Run Flat Cushioned Tires, Cruise... ★★★☆☆ 192 \$399.99 <small>prime</small>	Razor Pocket Mod Miniature Euro Electric Scooter ★★★★☆ 1,427 \$279.99	Razor E100 Electric Scooter ★★★★☆ 377 \$143.95 <small>prime</small>

Electric scooters is a relatively new category for short-distance personal mobility

Powerful personal transformation option in hot climates (e.g. Singapore)

# Voice-Over-IP (VOIP) and Over-The-Top (OTT) messaging applications



Skype pioneered VoIP calling. Now mainstream through WhatsApp, WeChat, Viber, Messenger with enhanced messaging functionality

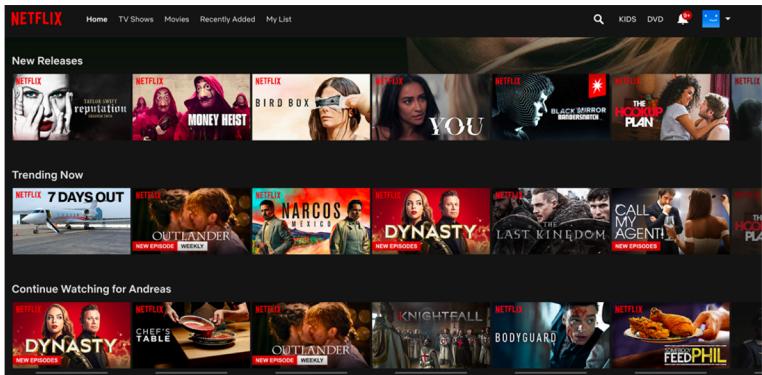
Calling and messaging became apps on smartphones rather than core functionality owned by telcos

## ebooks (virtualization)



Amazon Kindle made ebooks mainstream replacing physical books and making a large library instantly available to readers

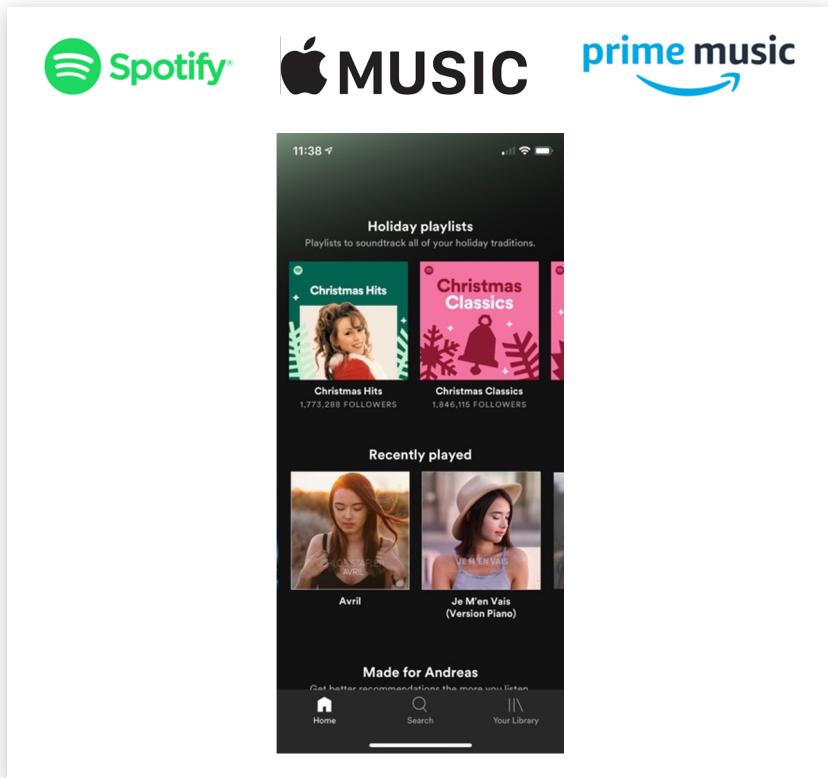
# Over-the-top (OTT) video streaming services (virtualization)



Netflix, Apple iTunes and Amazon Prime Video have completely replaced video rental stores

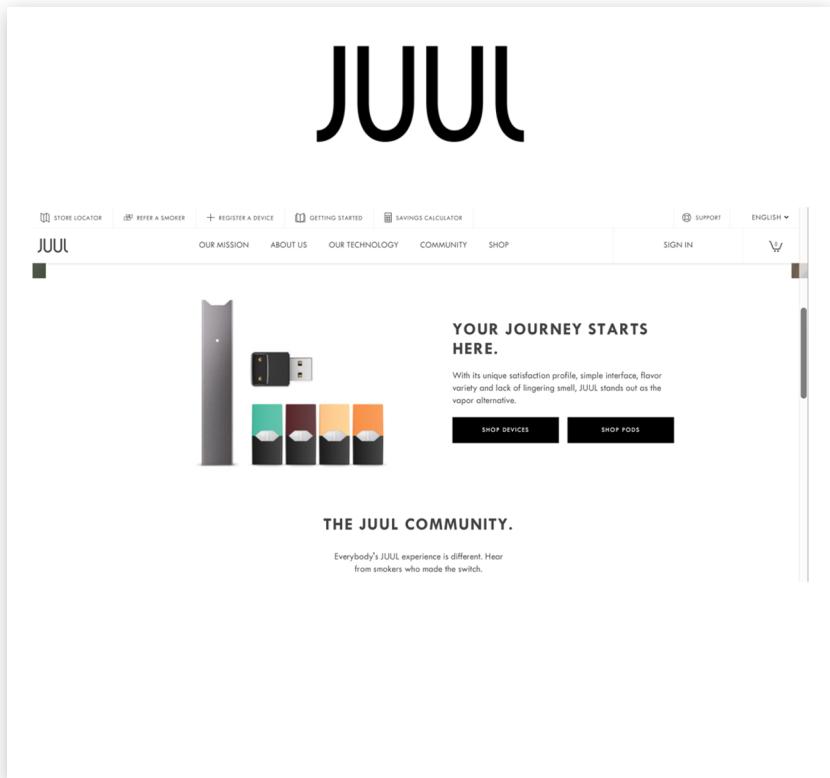
Blockbuster went bankrupt and linear TV is fading

# Over-the-top (OTT) music streaming services (virtualization)



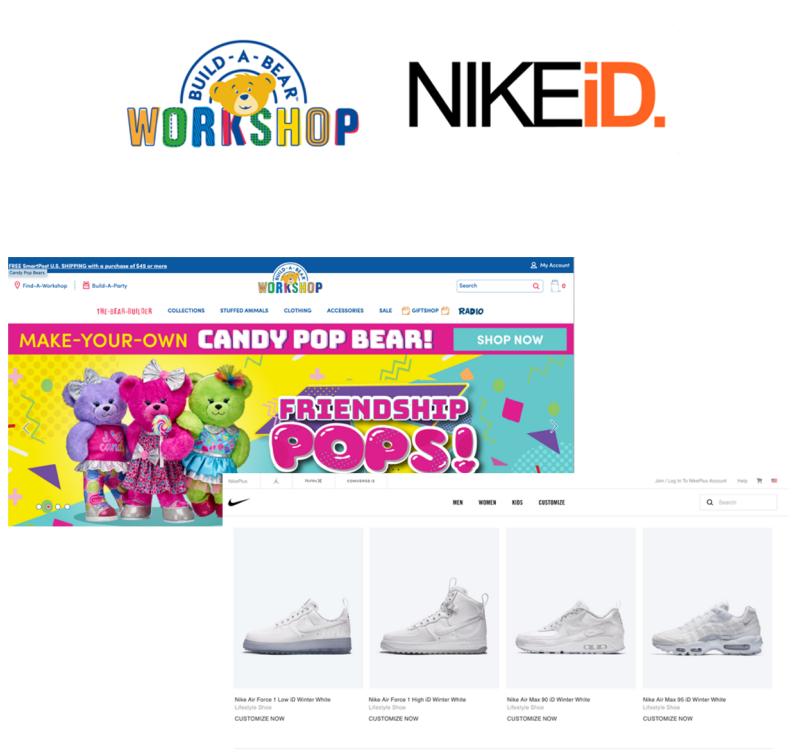
Spotify, Apple Music and Amazon Prime Music have replaced physical records as well as record stores; radio channels are under pressure

# Electronic cigarettes



A number of companies have introduced electronic cigarettes / vapor based products as healthier alternatives to conventional cigarettes

# Custom-made retail products

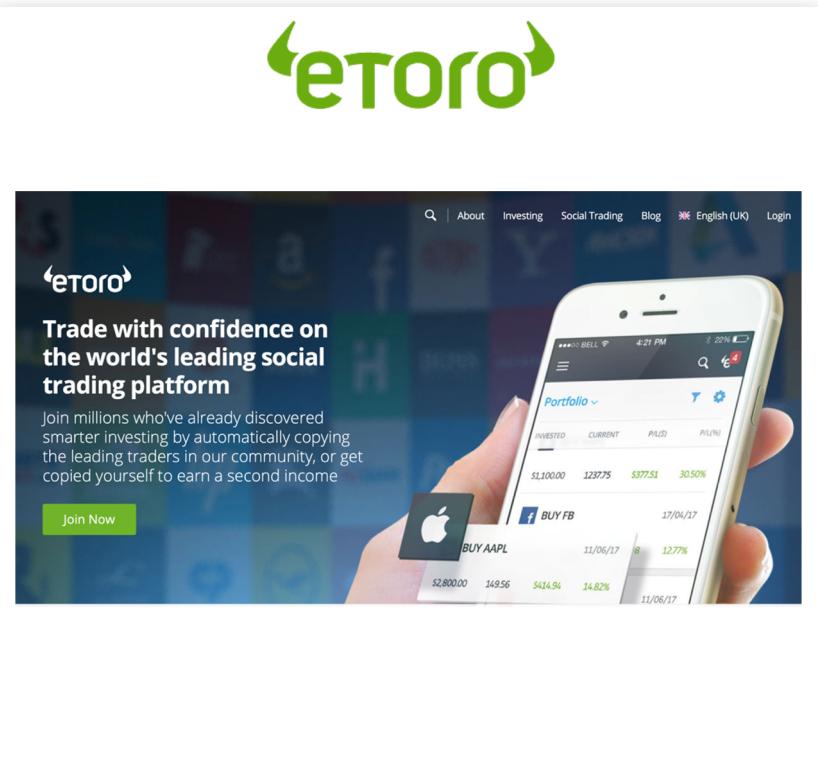


The image displays two examples of custom-made retail products. On the left is the Build-A-Bear Workshop website, which offers a "MAKE-YOUR-OWN CANDY POP BEAR!" service. The website features a vibrant design with three teddy bears dressed in colorful, patterned clothing. On the right is the Nike iD website, which allows customers to customize various Nike shoe models. Four examples are shown: Nike Air Force 1 Low iD Winter White, Nike Air Force 1 High iD Winter White, Nike Air Max 90 iD Winter White, and Nike Air Max 95 iD Winter White. Each shoe image has a "CUSTOMIZE NOW" button below it.

Custom-made products are making inroads in sector after sector – e.g. Build-a-Bear and Nike

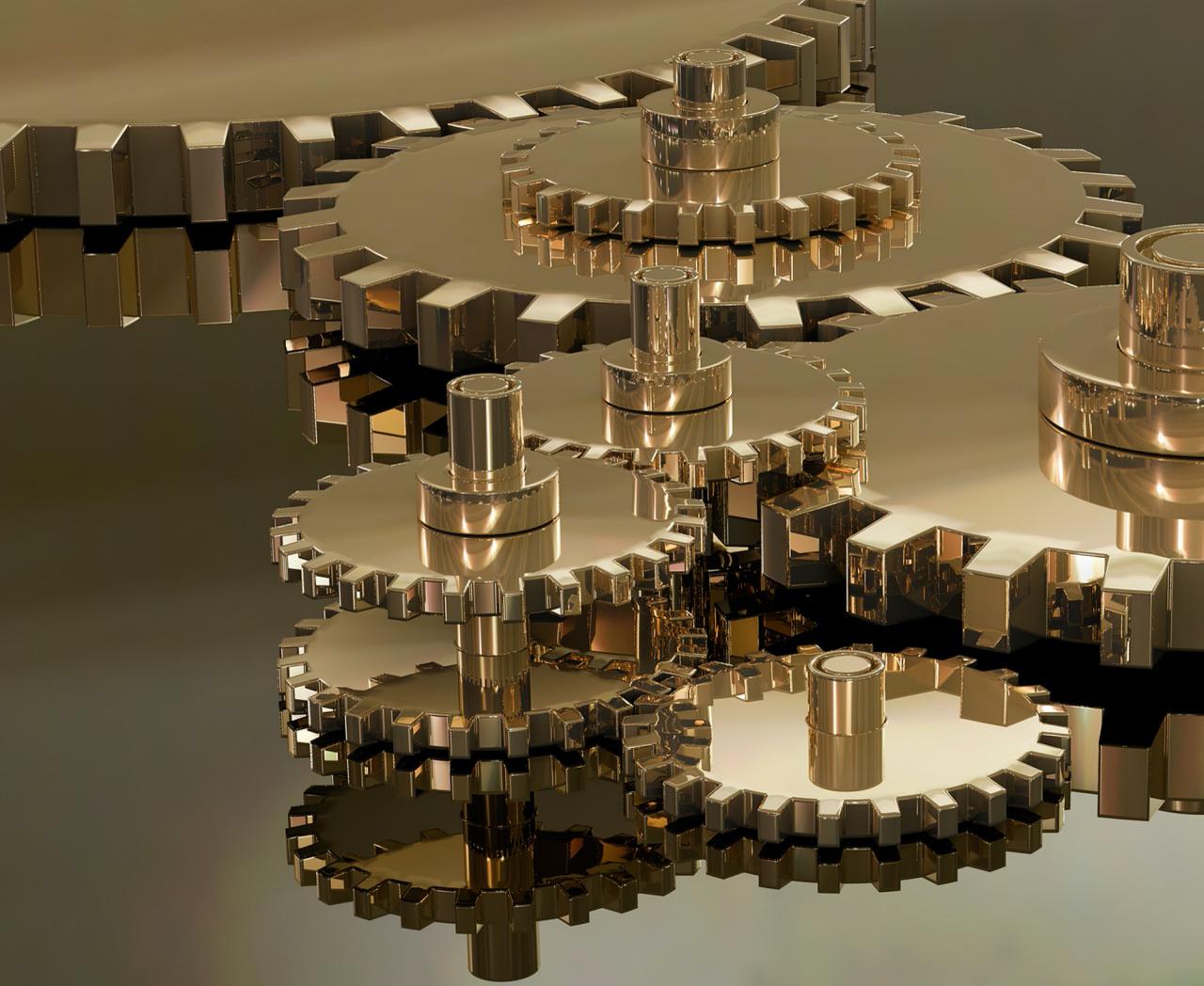
These products fall between traditional village craftsmanship and the mass production of factories. The customer is often made part of the creative process to build brand loyalty

# Social trading



eToro allows investors to automatically copy other investors (i.e. go along for the ride)

Powerful example of social commerce – merging social media with internet search / matching



PROCESS  
INNOVATION

# Moving assembly line (new product process)



Ford introduced the moving assembly line for Model T in 1913

Cars became affordable for the masses for the first time

# Lab grown meat (new production process)



MEMPHIS  
MEATS



Better meat, better world.

At Memphis Meats, our mission is to bring delicious and healthy meat to your table by harvesting it from cells instead of animals. You can enjoy the meat you love today and feel good about how it's made because we strive to make it better for you...and for the world.

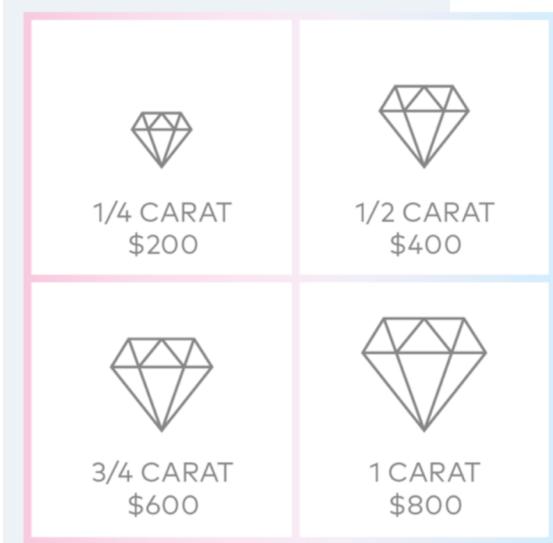
Memphis Meats are working on commercializing lab grown meat

Real meat without the need to kill animals and with substantial reduction in greenhouse gas emissions

# Lab grown diamonds (new production process)

## LIGHT BOX

LABORATORY-GROWN DIAMONDS



Lightbox, owned by De Beers, has pioneered laboratory grown diamonds. Structurally identical to natural diamonds but take 400-500 hours to produce rather than millions of years

# e-Commerce

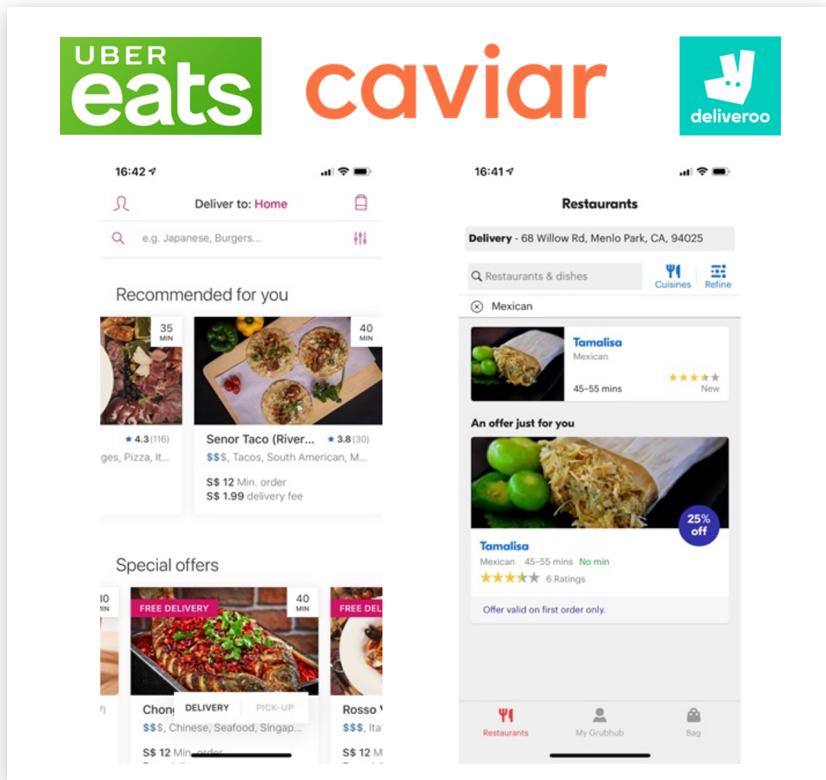


The screenshot shows the Amazon Prime Now and Amazon Fresh website interface. At the top, there's a banner for "amazon prime now amazonfresh" with the Amazon smile logo. Below the banner, a message states "AmazonFresh is now offering free delivery on orders over \$35 in the San Francisco region." A promotional offer "Buy 2, save \$1 Sips & snacks for the holidays" is displayed with images of Doritos and Fritos chips. The main navigation menu includes "About AmazonFresh", "More Ways to Shop", "Produce", "Perishables", "Grocery", and "Pet Supplies". The "Meat & Seafood" section is currently selected, showing various products like salmon, shrimp, and scallops with their prices and ratings. Below it, the "Fresh Vegetables" section shows a grid of vegetables including onions, tomatoes, broccoli, and bell peppers.

Amazon has changed consumer buying behavior in category after category – recently with 1h or 2h Prime Now delivery as well as Amazon Fresh grocery delivery

e-Commerce is now becoming the standard for many product categories in several markets

# Multi-restaurant food delivery services



UberEats, GrubHub, Caviar, Deliveroo, Food Panda and others have made home delivery of food easy from a wide selection of restaurants

# Gig economy / freelancer platforms

The image shows the logos of three well-known gig economy and freelancer platforms: Upwork, TaskRabbit, and Fiverr. Below these logos is a screenshot of the Upwork website. The Upwork homepage has a dark blue header with the company name and a search bar. Below the header, there's a navigation menu with categories like Web Dev, Mobile Dev, Design, Writing, Admin Support, Customer Service, Marketing, Accounting, and a 'See All Categories' link. A prominent feature is a large image of a smiling man standing behind several large, colorful 3D blocks (yellow, blue, grey) against a grid background. Text overlaying this image reads 'Hire freelancers. Make things happen.' and 'Top Rated Designer'. At the bottom of the page, there are sections for 'Hire for any scope of work:', 'Short-term tasks', 'Recurring projects', and 'Full-time contract work'. Logos for various clients like Zendesk, Dropbox, Airbnb, UCLA, and Microsoft are also present.

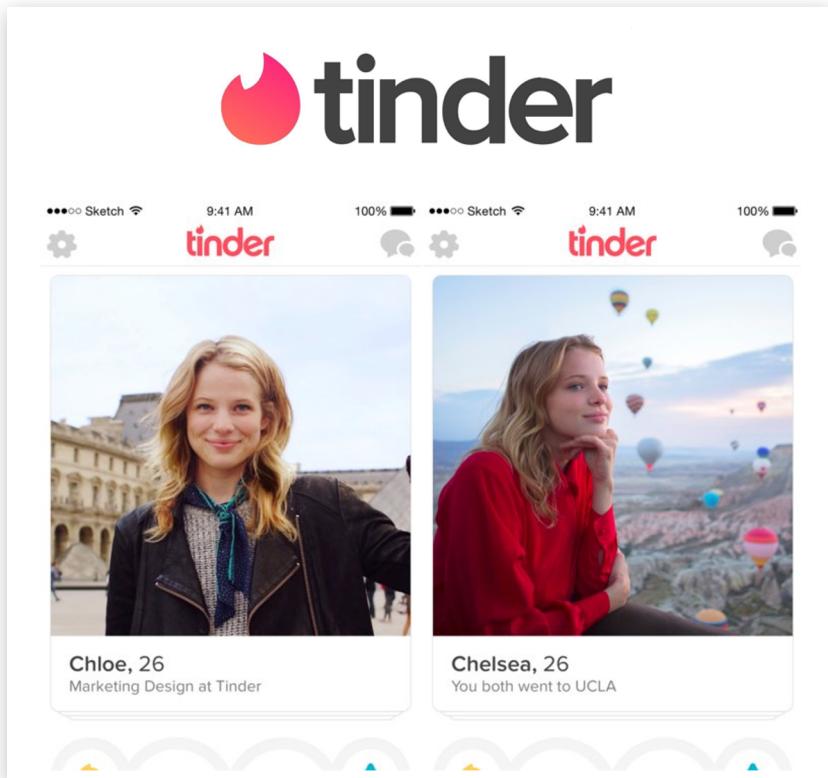
Fivrr, TaskRabbit and UpWork provide platforms for freelancers to offer their services and complete client assignments

# Online price comparison and purchase engines

The image displays two side-by-side screenshots of travel booking websites. The top half shows the Expedia.com.sg homepage, featuring the Expedia logo and a search bar for flights from Singapore to Stockholm. The bottom half shows the Hotels.com homepage, featuring the Hotels.com logo and a search bar for a hotel stay in Vasastan, Stockholm. Both sites include navigation menus and search results for travel dates in January 2019.

Online booking of flights and hotels have become standard. Long gone are the days when you had to call the airline / hotel or visit a travel agent in order to make a booking

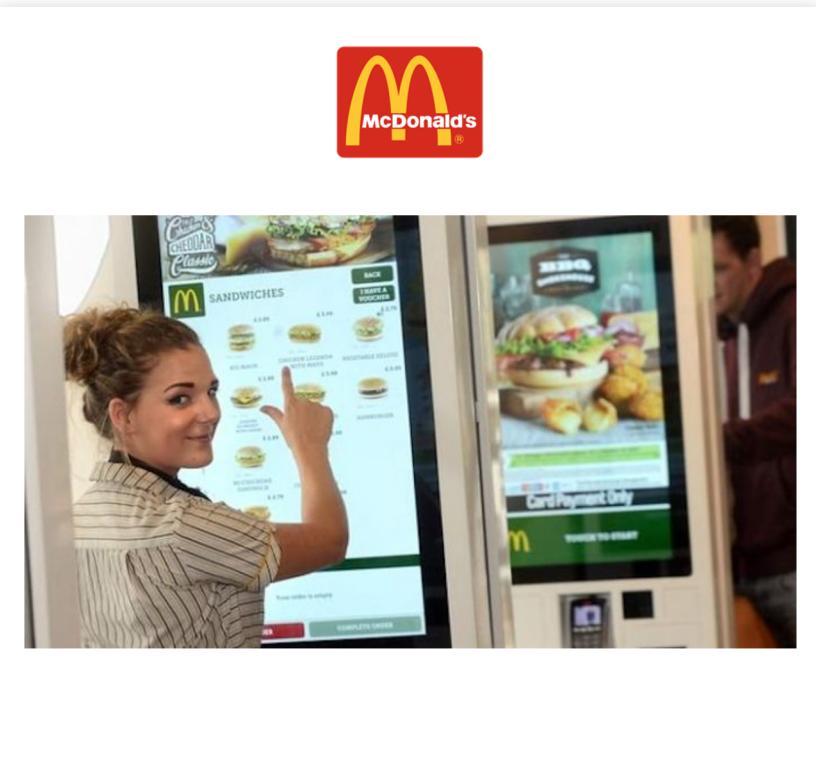
# Online dating



Tinder, and other dating apps, have widened the search for dates and improved matching

20-40% of straight couples meet through online dating in western markets making the phenomenon mainstream. For gay couples, 60%+ meet online

# Ordering screen in fast food restaurants



McDonald's touchscreen to automate ordering and payments and thereby reducing both queues and restaurant staff

## Cashier free supermarkets

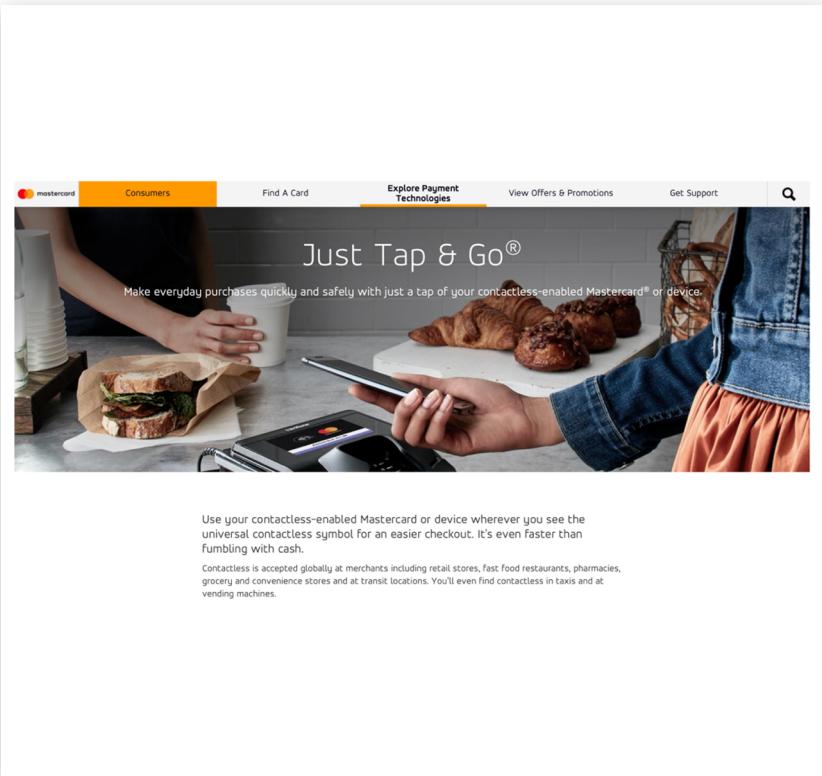
**amazon go**



Cashier free grocery shopping to remove the need to stand in line and pay – just grab and go

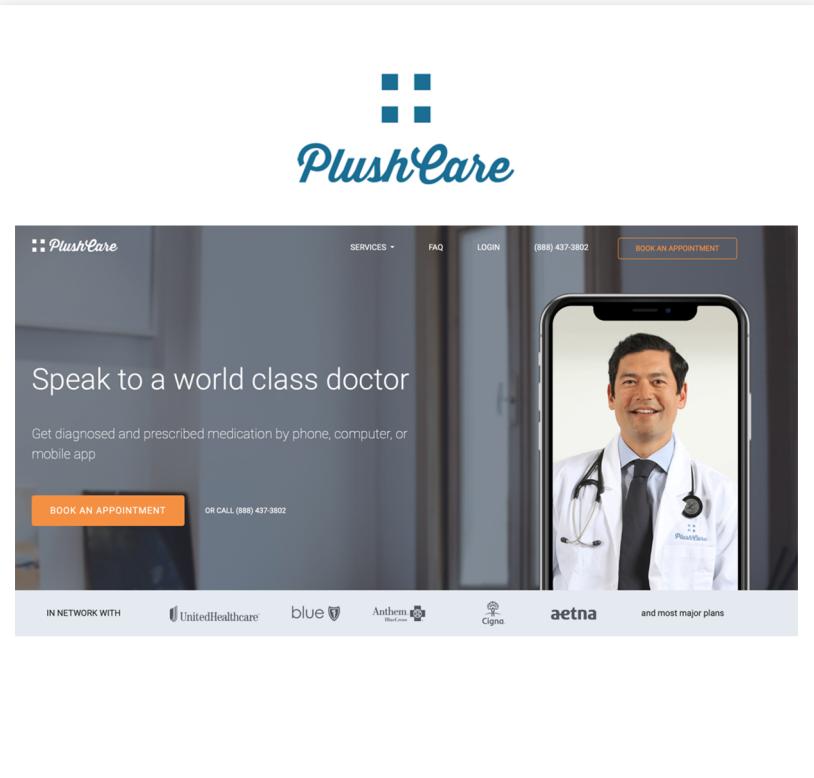
Reduction in staff as a result, limiting payroll expenses

# Contactless payment



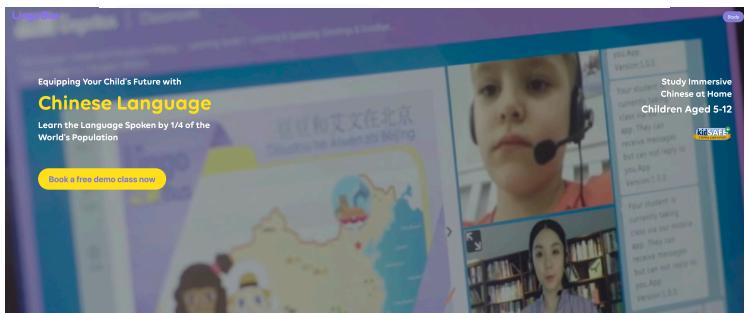
Several technologies have been introduced for contactless "tap and go" payments enabling faster checkouts / payments

# Telemedicine



PlushCare and others offer remote telemedicine consultations, with e-mail prescriptions, removing the need to physically visit a doctor

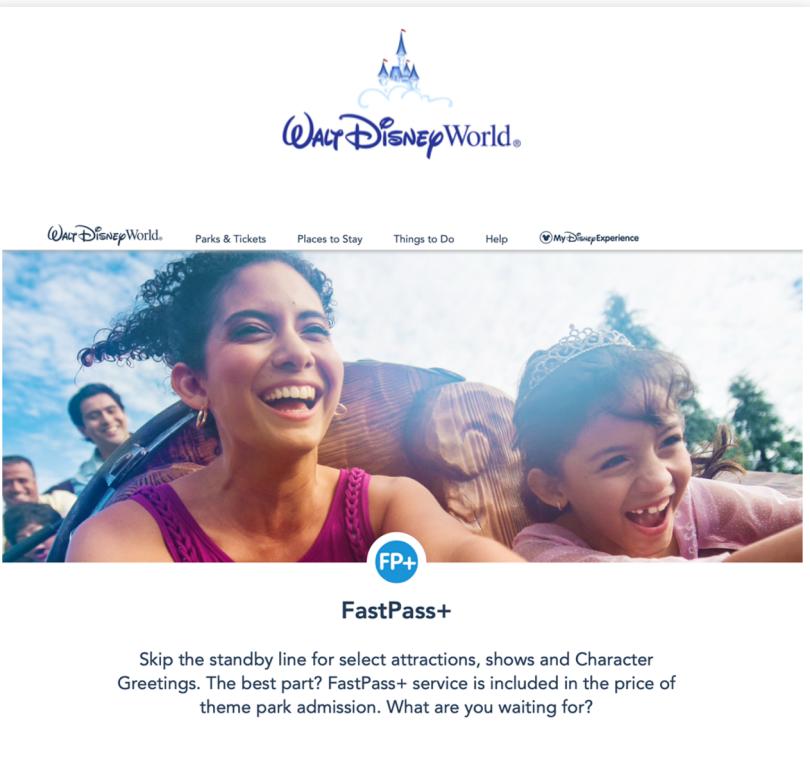
# Online Tutoring



VIP Kid and Lingobus offer intensive 25 minute online tutoring lessons in English (for Chinese kids) and in Mandarin (for overseas kids, Chinese and non-Chinese)

A fabulous edtech company with a lot of attention to details including pre / post session individual work by the student

# Paying for priority service

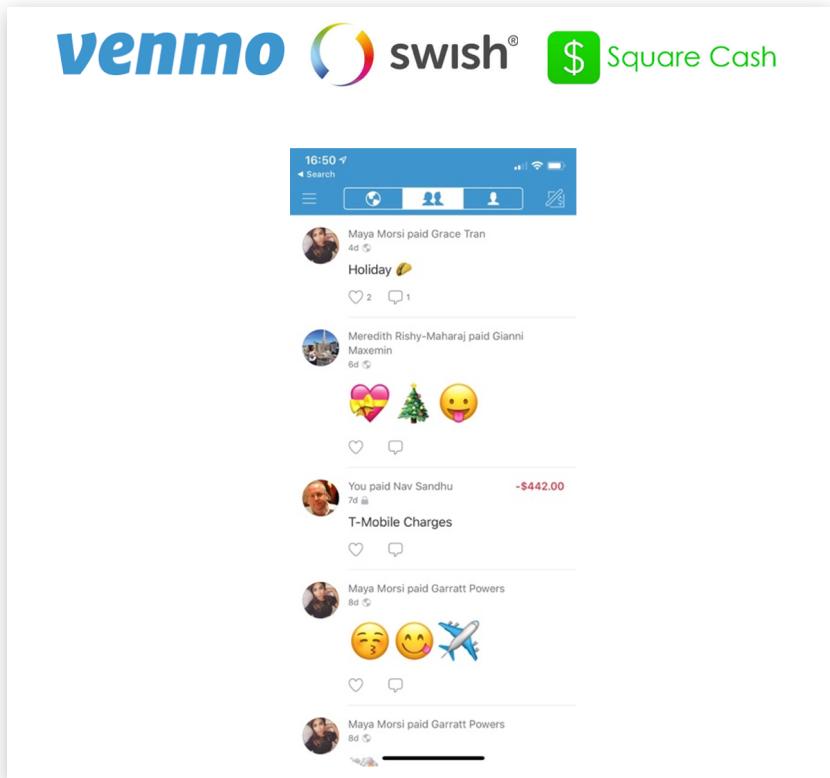


The screenshot shows the Walt Disney World homepage. At the top is the iconic castle logo and the text "Walt Disney World". Below it is a navigation bar with links for "Parks & Tickets", "Places to Stay", "Things to Do", "Help", and "My Disney Experience". The main visual is a photograph of a woman and a young girl smiling. A blue circular icon containing the letters "FP+" is overlaid on the image. Below the photo, the text "FastPass+" is written in white. At the bottom of the screenshot, there is a promotional message: "Skip the standby line for select attractions, shows and Character Greetings. The best part? FastPass+ service is included in the price of theme park admission. What are you waiting for?"

FastPass+ at Walt Disney World allows visitors to jump the queues

Provides additional income stream for amusement parks

# Peer-to-peer (p2p) money transfer

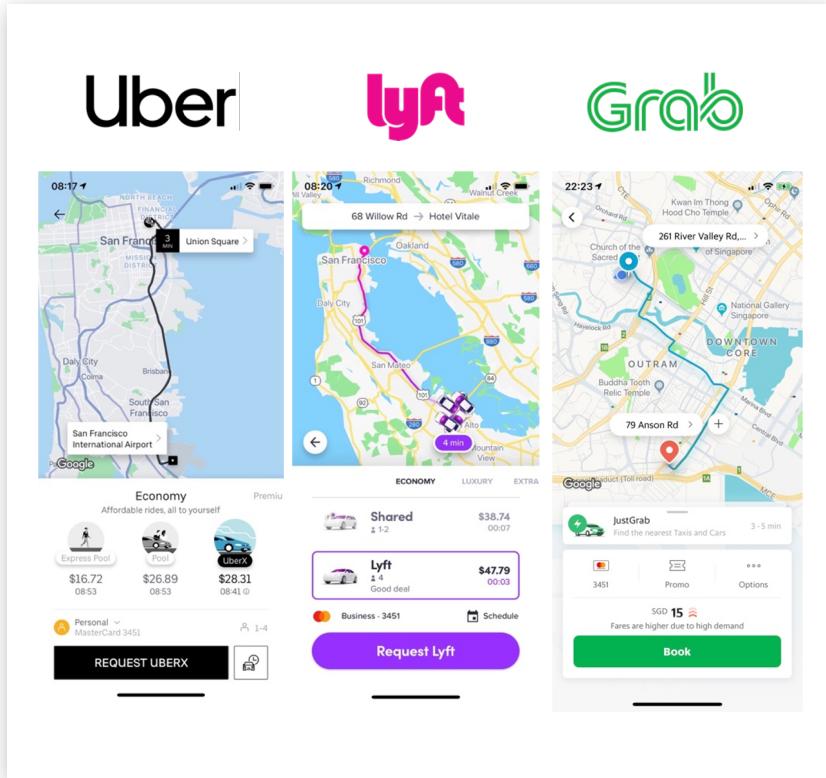


Services like Venmo, Swish, Square Cash and Facebook Messenger make it easy to make peer-to-peer (P2P) money transfers, sometimes with social commerce features

A related phenomenon are money-transfer services targeting overseas workers seeking to remit money to their families back home



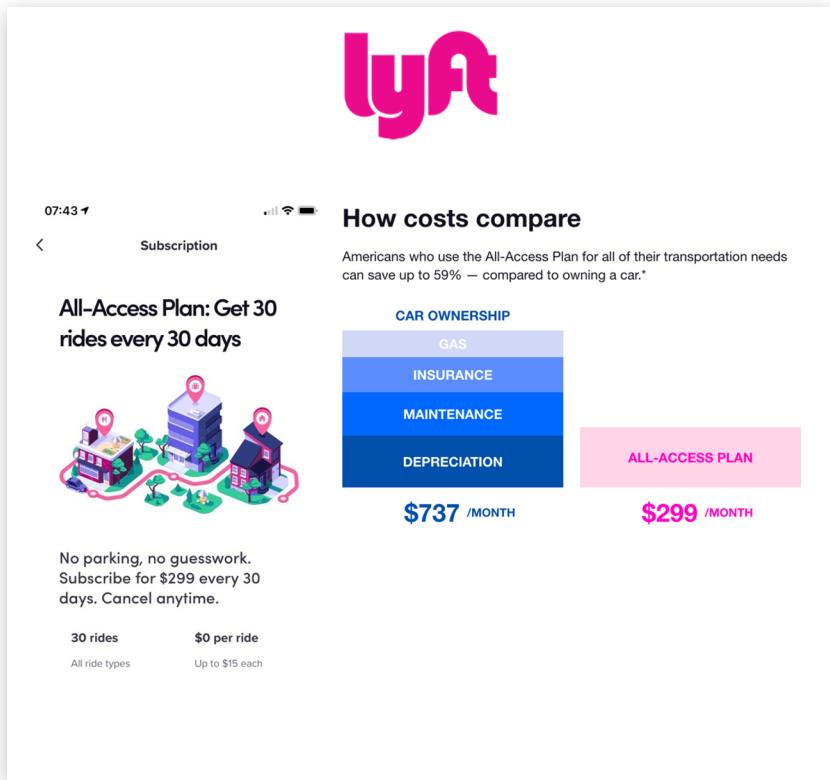
# Ride sharing apps as alternative to taxi & even car ownership (sharing economy)



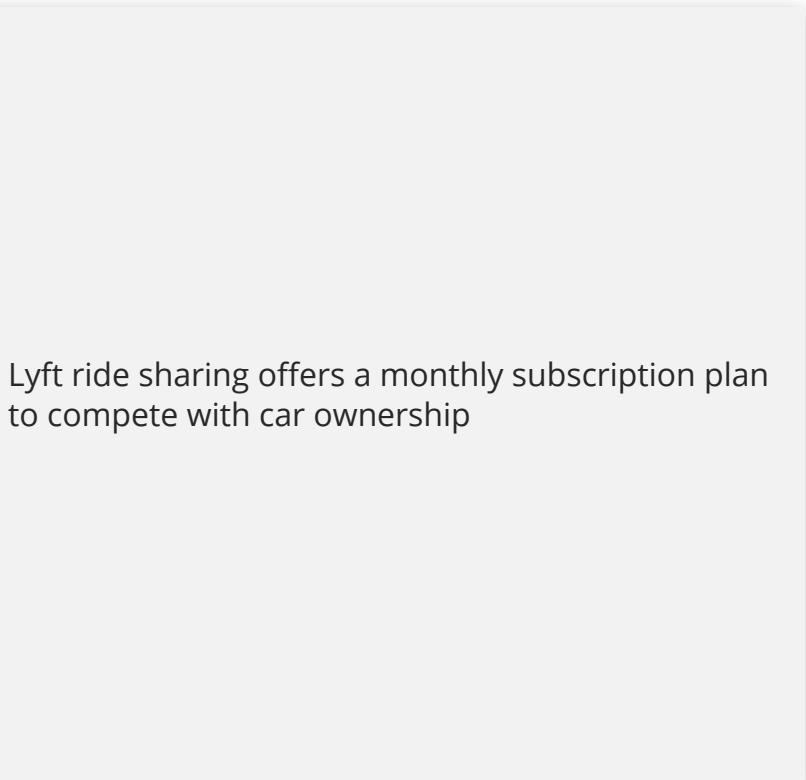
Ridesharing apps have made taxi rides more affordable and plentiful

As the cost has been reduced, demand has surged, sometimes encouraging urban residents to give up personal car ownership

# Ride share commuter subscriptions



The screenshot shows the Lyft mobile application interface. At the top, the Lyft logo is displayed. Below it, the status bar shows the time as 07:43 and various connectivity icons. The main header reads "How costs compare". A sub-header states: "Americans who use the All-Access Plan for all of their transportation needs can save up to 59% — compared to owning a car.\*". On the left, there's a section titled "All-Access Plan: Get 30 rides every 30 days" featuring an illustration of a city street with buildings and landmarks. On the right, a vertical bar chart compares the cost of car ownership against the All-Access Plan. The categories listed from top to bottom are GAS, INSURANCE, MAINTENANCE, and DEPRECIATION. The "ALL-ACCESS PLAN" is shown at the bottom of the chart. Below the chart, the monthly cost for the All-Access Plan is listed as "\$299 /MONTH", while the estimated cost for car ownership is "\$737 /MONTH". A note below the chart says: "No parking, no guesswork. Subscribe for \$299 every 30 days. Cancel anytime." At the bottom of the screen, there are two sections: "30 rides" and "\$0 per ride", with a note "All ride types" and "Up to \$15 each".



Lyft ride sharing offers a monthly subscription plan to compete with car ownership

# Home sharing (sharing economy)

The screenshot shows the Airbnb search interface. At the top is the Airbnb logo. Below it, there are four search results displayed in a grid:

- ENTIRE APARTMENT - 1 BED**  
Relaxed & Spacious Studio w JACUZZI  
\$110 per night - Free cancellation  
★★★★★ 186
- ENTIRE CONDOMINIUM - 1 BED**  
Luxury Condo Studio with 4 swimming pools  
\$94 per night - Free cancellation  
★★★★★ 139
- ENTIRE LOFT - 2 BEDS**  
Bright & Airy, Heritage Shophouse!  
\$93 per night - Free cancellation  
★★★★★ 197 - Superhost
- ENTIRE SERVICED APARTMENT - 4 BEDS**  
NEW & Modern Studio Apartment @  
\$101 per night - Free cancellation  
★★★★★ 83

Below these results is a map of Singapore with price markers indicating the cost of staying in different areas. The map shows the city center, Marina Bay, and surrounding regions like Punggol and Sentosa.

Airbnb home sharing has become an alternative to hotel stays

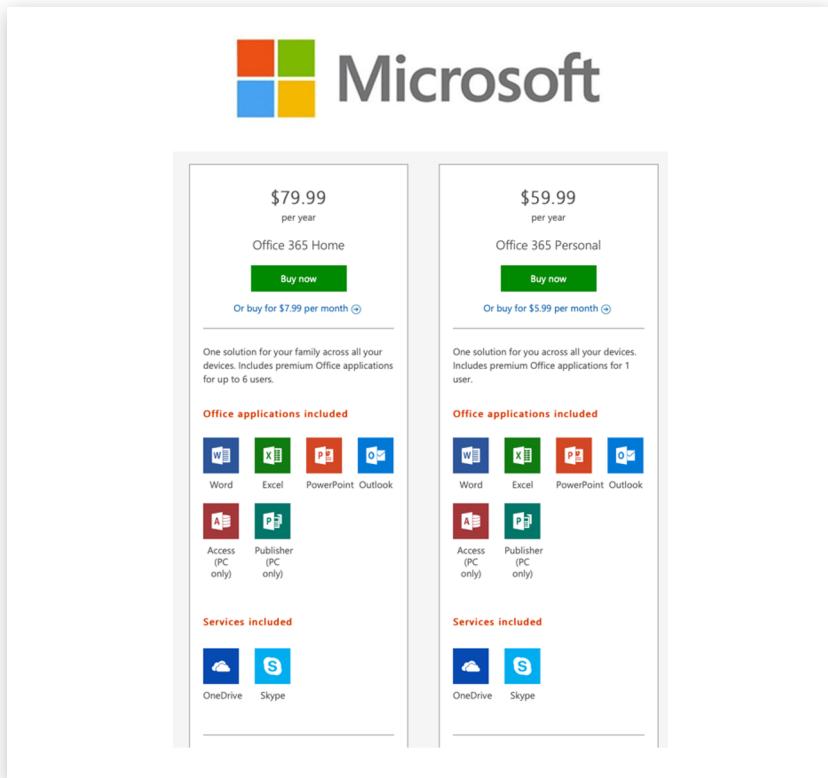
## Co-working spaces (sharing economy)

**wework**



WeWork is a leader in co-working spaces offering “all-inclusive” pricing on flexible terms as an alternative to leasing office space

# Software-as-a-service (SaaS) subscription services



The screenshot shows the Microsoft website for Office 365 subscription plans. It features two main plans: Office 365 Home and Office 365 Personal.

**Office 365 Home:** \$79.99 per year. Includes Word, Excel, PowerPoint, Outlook, Access (PC only), Publisher (PC only), OneDrive, and Skype. A "Buy now" button is available, along with an option to "Or buy for \$7.99 per month".

**Office 365 Personal:** \$59.99 per year. Includes Word, Excel, PowerPoint, Outlook, Access (PC only), Publisher (PC only), OneDrive, and Skype. A "Buy now" button is available, along with an option to "Or buy for \$5.99 per month".

Both plans are described as "One solution for your family across all your devices. Includes premium Office applications for up to 6 users." and "One solution for you across all your devices. Includes premium Office applications for 1 user."

**Office applications included:** Word, Excel, PowerPoint, Outlook, Access (PC only), Publisher (PC only).

**Services included:** OneDrive, Skype.

Microsoft Office 365 annual subscription plans as alternative to purchasing software

SaaS models are becoming dominant and favored by venture capitalists due to the recurring revenues

# Printer ink subscriptions (with freemium tier)



The image shows the HP Instant Ink website interface. At the top, the HP logo is followed by the "instant ink" brand name with a colorful dot icon. Below this, four subscription plan options are displayed in colored boxes: a pink "FREE PRINTING PLAN", a blue "OCCASIONAL PRINTING PLAN", a yellow "MODERATE PRINTING PLAN", and a black "FREQUENT PRINTING PLAN". Each plan box contains the number of pages included, the price per month, and a "Print more?" link.

PRINTING PLAN <sup>1</sup>	PAGES/MONTH	PRICE
FREE PRINTING PLAN <sup>1</sup>	15 PAGES/MONTH	FOR <b>FREE</b>
OCCASIONAL PRINTING PLAN	50 PAGES/MONTH	FOR <b>\$2.99</b>
MODERATE PRINTING PLAN	100 PAGES/MONTH	FOR <b>\$4.99</b>
FREQUENT PRINTING PLAN	300 PAGES/MONTH	FOR <b>\$9.99</b>

HP Instant Ink monthly ink jet subscription plans to replace cartridge purchases

Includes free tier (freemium model)

# Consumer goods subscriptions

The screenshot shows the 'How It Works' section of the Dollar Shave Club website. At the top is the brand logo (two crossed razors forming a circle) and the slogan 'SHAVE TIME. SHAVE MONEY.' Below this, a heading 'How It Works' is followed by a brief description: 'Our goal is to make sure you always have everything you need to look, feel, and smell your best. Here's how it all goes down:' A prominent orange 'TRY THE CLUB' button is centered below the text. The page is divided into four main sections with accompanying icons:

- GET STARTED**: Shows a 'SHAVE BUTTER' kit and a razor. Description: 'Choose one of our risk-free starter sets and try what the Club has to offer.'
- WE WILL, WE WILL STOCK YOU**: Shows a box labeled 'Dollar Shave Club'. Description: 'We will continue to deliver the full-size products of your choice a few times a year.'
- BUT WAIT, THERE'S MORE!**: Shows various bathroom products like razors, soap, and shampoo. Description: 'Add and remove our amazing bathroom products as you see fit. And the more you buy, the more you save with our Handsome Discount.'
- YOU SAY WHEN**: Shows a calendar. Description: 'Tell us how often you want regular shipments, from every month to twice a year. You're in the driver's seat.'

Dollar Shave Club pioneered monthly subscriptions for men's razor and personal hygiene products

Acquired by Unilever for USD 1 billion in 2016

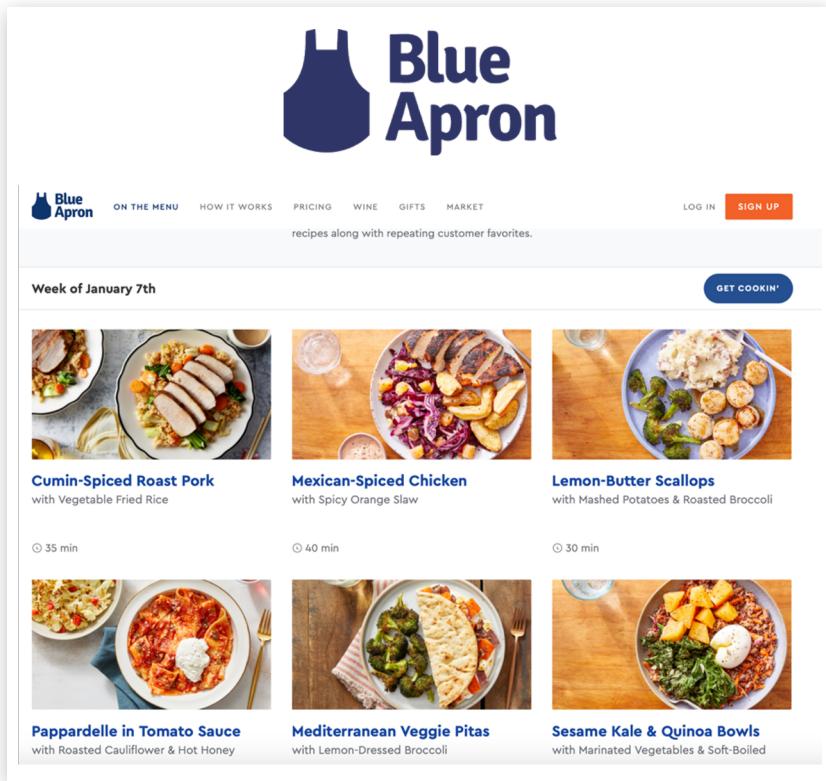
# Wine club subscriptions

The screenshot shows the Alpha Omega Wine Club website. At the top is a logo consisting of a yellow square with a black 'A' above a black square with a white 'O'. Below the logo is the text "ALPHA\_OMEGA". A large button labeled "Select Your Wine Club" is centered. Underneath it, a section for the "Alpha Omega Club" is shown with the text: "Priority entitlement to limited release and allocated wines from our red and white wine collections. You will receive six shipments over the course of the year." Below this are four options: "2 Bottle Club" (2 bottles), "4 Bottle Club" (4 bottles), "6 Bottle Club (Winemaker's Circle)" (6 bottles), and "12 Bottle Club (Winemaker's Circle)" (12 bottles). Each option has a "Join" button. Below this is a "Red Club" section with similar information and joining options.

Dominant model for prestige US wineries is subscription-based wine club memberships with shipments 4-6 times per year

Provides stable income to the winery

# Recipe and ingredients subscription plans



The screenshot shows the Blue Apron website homepage. At the top, there's a navigation bar with the Blue Apron logo, a search bar containing the text "recipes along with repeating customer favorites.", and buttons for "LOG IN" and "SIGN UP". Below the navigation, a section titled "Week of January 7th" displays six meal options with images and descriptions:

- Cumin-Spiced Roast Pork** with Vegetable Fried Rice. Image shows a plate of pork slices with rice and vegetables. Preparation time: 35 min.
- Mexican-Spiced Chicken** with Spicy Orange Slaw. Image shows a plate of chicken with orange slaw. Preparation time: 40 min.
- Lemon-Butter Scallops** with Mashed Potatoes & Roasted Broccoli. Image shows a plate of scallops with potatoes and broccoli. Preparation time: 30 min.
- Pappardelle in Tomato Sauce** with Roasted Cauliflower & Hot Honey. Image shows a bowl of pasta with tomato sauce and cauliflower. Preparation time: 35 min.
- Mediterranean Veggie Pitas** with Lemon-Dressed Broccoli. Image shows a plate of pitas and broccoli. Preparation time: 40 min.
- Sesame Kale & Quinoa Bowls** with Marinated Vegetables & Soft-Boiled. Image shows a bowl of quinoa and kale with vegetables. Preparation time: 30 min.

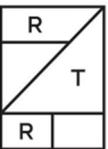
Companies like Blue Apron offer weekly subscription plans to recipes and ingredients – all delivered home to make meal planning and shopping easy

# Aggregation subscription plans

The image displays two screenshots of subscription-based service websites. On the left is the Priority Pass website, which offers access to over 1200 lounges worldwide. The right side shows the ClassPass website, which provides access to various fitness classes across different studios. Both platforms represent examples of how companies have aggregated multiple providers under a single subscription model.

Companies like Priority Pass and ClassPass have created “all-in-one” subscription solutions to provide access to a myriad of independent providers

# Fashion rental services



## Three Ways to Access the *Dream Closet*

**RTR Reserve**  
starting at \$30/rental

Reserve looks for upcoming plans.

- ✓ Rent pieces for 4 or 8 days
- ✓ Book for tonight or months from now
- ✓ Free returns and backup size

**BROWSE NOW**

**RTR Update**  
\$89/month \$69 trial month

Refresh your wardrobe each month.

- ✓ Rent 4 pieces for your shipment
- ✓ Exchange for new pieces each month
- ✓ Free shipping and insurance

**LEARN MORE**

**RTR Unlimited**  
\$159/month \$99 trial month

Access a constantly rotating wardrobe.

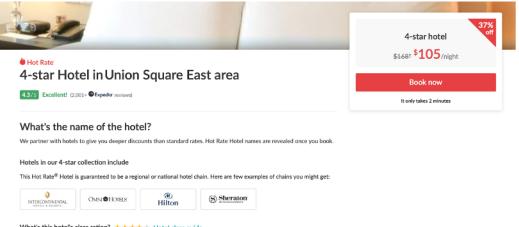
- ✓ Rent unlimited pieces on rotation
- ✓ Swap anytime, no return dates
- ✓ Free shipping and insurance

**LEARN MORE**

Rent the Runway offers subscription plans for fashion items to women as an alternative to buying clothes

“More variety for the same cost” logic

# Buying a discounted “pig-in-a-poke”



The Hotwire interface shows a deal for a 4-star hotel in Union Square East area for \$105 per night, marked down from \$168. The page includes a photo of a hotel room, a rating of 4.5/5, and a "Book now" button.

hotwire®

Hot Rate  
4-star Hotel in Union Square East area

4.5/5 Excellent 12,301 reviews

Book now

\$168 • \$105 night

37% off

It only takes 2 minutes

What's the name of the hotel?

We partner with hotels to give you deeper discounts than standard rates. Hot Rate Hotel names are revealed once you book.

Hotels in our 4-star collection include

This Hot Rate® Hotel is guaranteed to be a regional or national hotel chain. Here are few examples of chains you might get:

INTERCONTINENTAL • CNN HOTELS • Hilton • Sheraton

What's this hotel's class rating? ★★★★ Hotel class guide

OG N.08 2018 Napa Valley Cabernet 12-bottle case \$168.00

ADD TO CART

BUY IT NOW

SHARE

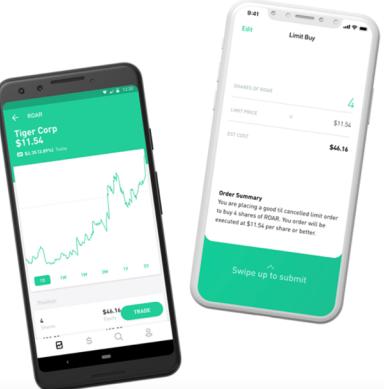
Deep, dark and delicious, this gorgeously brooding, primarily Mt. Veeder-derived Cabernet (full breakout below) is an absolute showstopper. Aged in a blend of 50% new American and French oak, this rich yet powerfully structured wine will thrill those of who like their Cabernet's big and bold.

Retailing just south of \$100/bottle at the winery, its an incredible value at \$14/bottle or \$168/case. More good news: IT BOTTLES AND SHIPS NEXT WEEK.

Hotwire provides discounted “below-the-line” hotel rates by not letting the customer know the exact hotel prior to making a non-refundable booking

de Négoce buys Napa and other California wines in bulk and sells it under its own label for USD 9-18 per bottle without the buyer knowing from what winery the wine originates

# Zero commission trading



The image shows the Robinhood mobile application interface. At the top left is the Robinhood logo. Below it, a smartphone displays a stock price chart for ROAR (Tiger Corp) at \$11.54. To the right, another smartphone shows a 'Limit Buy' order screen for ROAR, specifying 4 shares at a limit price of \$11.54, with a total cost of \$46.16. A green button at the bottom right of the screen says 'Swipe up to submit'.

**Invest for Free**

Invest in stocks, ETFs, options, and cryptocurrencies, all commission-free, right from your phone or desktop.

[Sign Up](#)

Zero Commission stock trading by Robin Hood

A business model based on taking out disliked costs imposed by a middle-man

# Fixed fee legal services

The screenshot shows the Co-op Legal Services website. At the top right, there is a search bar and a phone number (0333 060 8308). The main navigation menu includes Probate Solicitors, Making a Will, Family Law Solicitors, Personal Injury & Medical Negligence Claims, Employment Solicitors, and Conveyancing. On the left, there is a sidebar with links for Family Law Solicitors, Divorce Solicitors (with a dropdown menu for International Divorce Solicitors, Children in Divorce, Money Matters in Divorce, Pension Money Matters in Divorce, Property Money Matters in Divorce, Military Divorce Solicitors, and Divorce FAQ), Custody of Children (with a dropdown menu for Court Orders, Pre-Nuptial Agreements, and Cohabitation Agreements), and a link for When we have provided you with a written quote for the agreed work to be done on your divorce case, that fee will not change.

**Fixed Fee Divorce Solicitors**

For initial legal advice about getting a divorce call our Divorce Solicitors on **0333 060 8308** or contact us online and we will help you.

Co-op Divorce Solicitors provide Fixed Fee Divorce for £300 including VAT.

Co-op joins Government pilot schemes to modernise the divorce process, with divorces now finalised in just 12 weeks - [read more](#)

A Divorce Solicitor will take you through the divorce process, you won't have to visit a Solicitors office, you won't need to go to Court if your divorce is not contested (disputed) and you can start your [divorce online](#) at any time.

For contested divorce (one spouse does not agree to divorce) or additional divorce services we provide a Fixed Hourly Divorce Solicitor rate from £210 per hour including VAT; [contact us to request a call](#).

When we have provided you with a written quote for the agreed work to be done on your divorce case, that fee will not change.

**Divorce \$ 15,000**

**Wedding \$ 25,000**

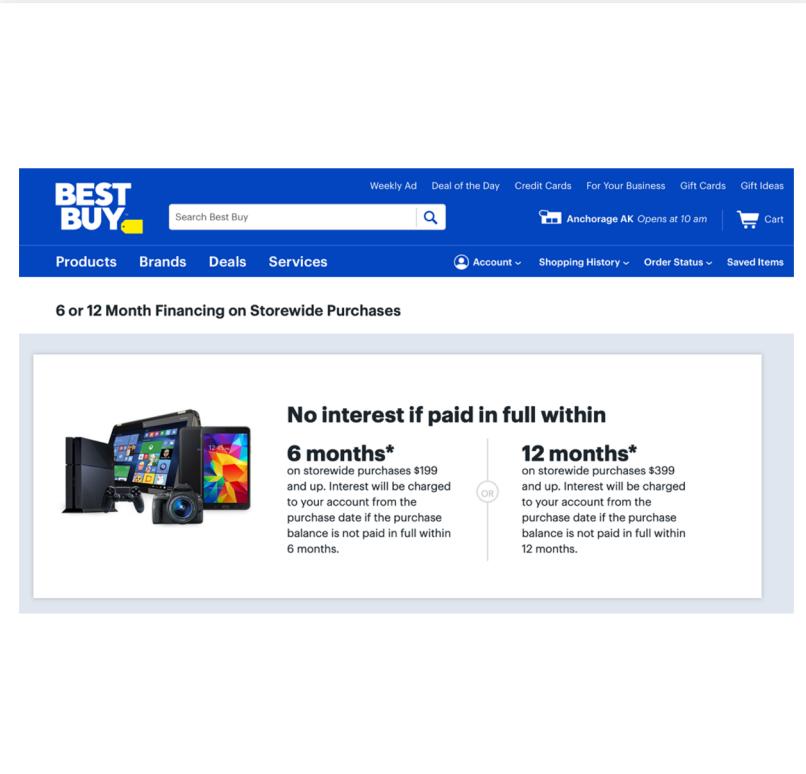
**Wedding > Divorce**

A typical divorce costs **\$15,500**. A few paid as little as **\$1,000**; some paid over **\$100,000**.

Fixed fee divorce for GBP 300 instead of running up an hourly bill

Average US divorce costs USD 15,000

# Financing solutions



The screenshot shows the Best Buy homepage with a navigation bar at the top. Below the navigation, a banner highlights "6 or 12 Month Financing on Storewide Purchases". The main content area features a large image of a laptop and a tablet. To the right, there are two financing options: "No interest if paid in full within 6 months\*" and "12 months\*". Both descriptions mention interest will be charged if the balance is not paid in full within the specified period.

Best Buy

Weekly Ad Deal of the Day Credit Cards For Your Business Gift Cards Gift Ideas

Search Best Buy

Anchorage AK Opens at 10 am

Products Brands Deals Services  Account  Shopping History  Order Status  Saved Items

6 or 12 Month Financing on Storewide Purchases



**No interest if paid in full within**

**6 months\***  
on storewide purchases \$199 and up. Interest will be charged to your account from the purchase date if the purchase balance is not paid in full within 6 months.

**OR**

**12 months\***  
on storewide purchases \$399 and up. Interest will be charged to your account from the purchase date if the purchase balance is not paid in full within 12 months.

A variety of financing solutions have been introduced for household appliances, consumer electronics products, cars and homes (mortgages)

# Crowdfunding



The image shows a screenshot of an Indiegogo Kickstarter campaign page for the PIQO pocket projector. The main heading reads "INDIEGOGO KICKSTARTER". Below it, the project title is "PIQO: World's Most Powerful 1080p Pocket Projector". A video thumbnail on the left shows a hand interacting with the device. The project description states: "240-inch HD projection from a 2-inch cube. Stream content from all your devices, anywhere, anytime." The project owner is listed as "Pipo Projector" from "PIQO Los Angeles, United States". The funding goal is "\$736,935 USD raised by 2170 backers" and "About €644,262 EUR". The campaign has reached "7369% of \$10,000 fixed goal" and has "28 days left". A "BACK IT" button and social sharing icons are at the bottom.

Indiegogo and Kickstarter have pioneered crowdfunding of products – paying for perks up front to sponsor the creation of new products



SUSTAINING VS.  
DISRUPTIVE  
INNOVATION

# innovation framework 2: sustaining vs. disruptive innovation



## Sustaining Innovation

### Improving Products in Existing Markets

- Listening to customers to understand their existing and anticipated needs.
- Often focused on incremental product improvements (e.g. iPhone XS launch).
- Focused on proven, large and profitable markets.
- Large corporates excel at sustaining innovation.

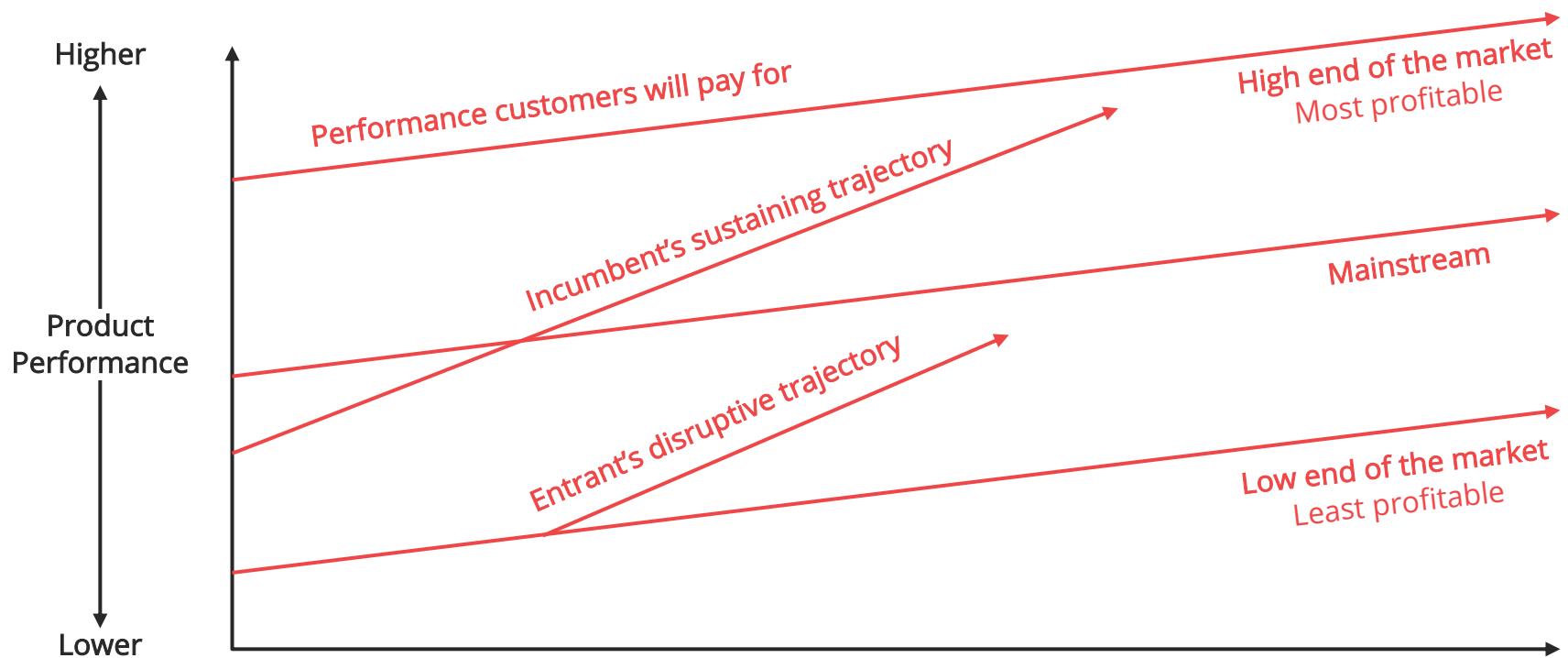


## Disruptive Innovation

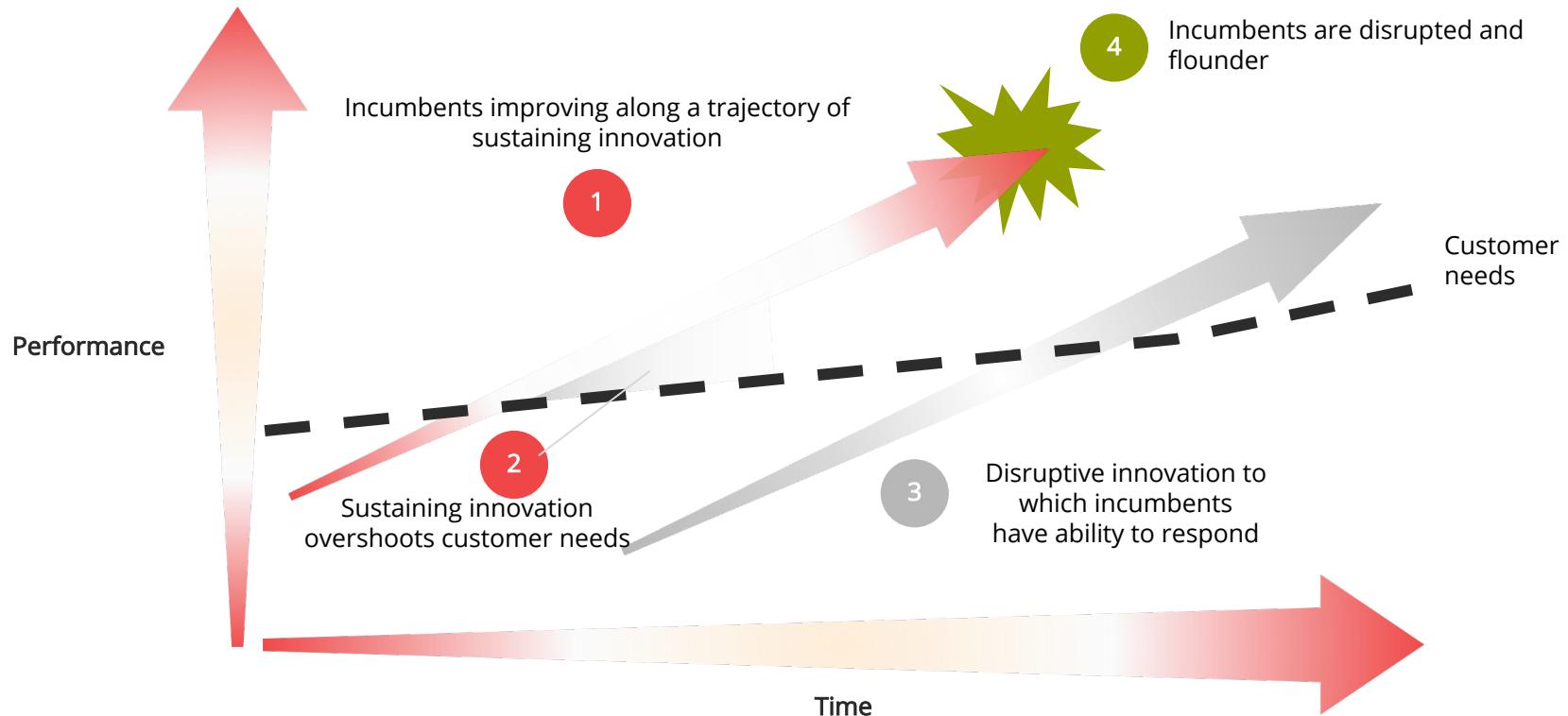
### Creating New Products for New Markets

- Typically launching new products that customers did not know that they want.
- Often initially operating below the radar to serve small segments that are not attractive to mainstream corporations.
- Products often ridiculed in the beginning.
- Startups excels at disruptive innovation.

# Clayton Christensen's disruptive innovation model (version 1)

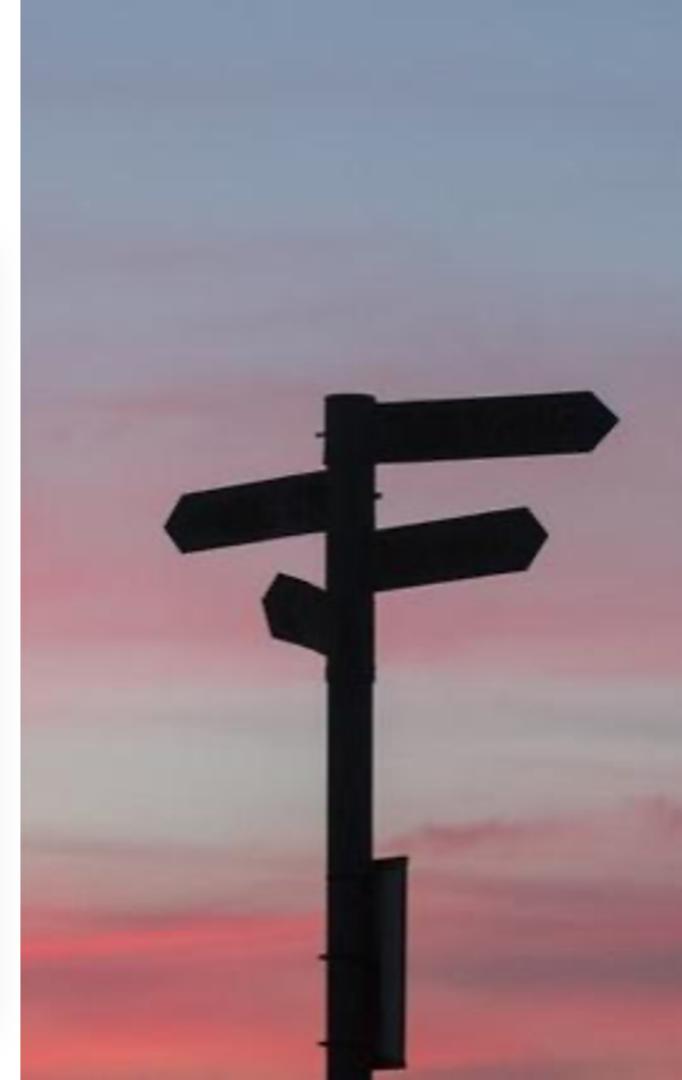


# Clayton Christensen's disruptive innovation model (version 2)



# Disruptive innovation examples

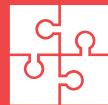
Market	Disrupted by
<ul style="list-style-type: none"><li>• Workshop-built cars</li><li>• Telegraph</li><li>• Sailing ships</li><li>• Encyclopedia Britannica</li><li>• Short-haul flights</li><li>• Phone calls / messaging</li><li>• Mainstream airlines</li><li>• Chemical photography</li><li>• LP</li><li>• VHS</li><li>• DVD</li><li>• CD</li></ul>	<ul style="list-style-type: none"><li>• Assembly line (Model-T, Ford)</li><li>• Telephone</li><li>• Steamboats</li><li>• Wikipedia</li><li>• High-speed train</li><li>• VoIP (Skype, WhatsApp, Viber)</li><li>• Low-cost airlines (Tier 2 airports)</li><li>• Digital photography</li><li>• CD</li><li>• DVD</li><li>• Video streaming</li><li>• Music streaming</li></ul>





SOLUTION  
ORIENTED  
VERSUS  
PROBLEM  
ORIENTED  
THINKING

# Innovation framework 3: Solution-oriented vs. Problem oriented innovation



## Solution-Oriented Innovation

### Inside-out Approach to Innovation

- A company designing a solution for potential customers and then introducing the solution to the prospects.
- Often based on identifying a trend and then thinking about matching products and services
- Often a rather linear process.
- Risk of falling in love with the solution rather than with the problem.



## Problem-Oriented Innovation

### Outside-in Approach to Innovation

- Ethnographic interviews followed by low-fidelity and high-fidelity mockups moving gradually towards an MVP.
- Typically a non-linear process.
- Focus on falling in love with the problem – not with any one solution.

## Contacts



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