

Big-Bang Disruptions and Tourism



What Are We Talking About Today?

1. Disruptive Technologies
2. Paper Journalism
3. Disruptors in Tourism
4. Unstoppable
5. Invisible
6. Someone Else's Components
7. Sharing Economy?



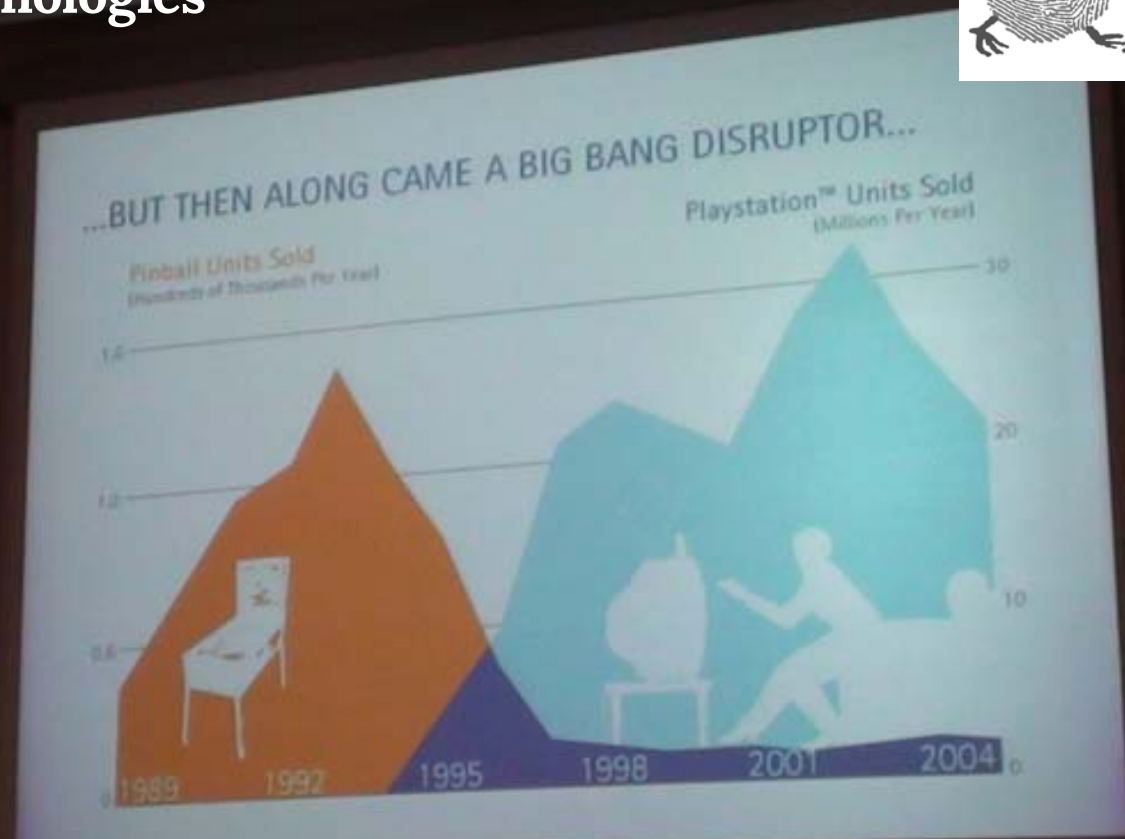
A Conference at the Politecnico di Milano



QUESTIONS?



Disruptive Technologies



Paper Journalism

“I really don't know whether we'll be printing the Times in five years, and you know what? I don't care either,”
Arthur Sulzberger,
publisher, The New York Times, 2007



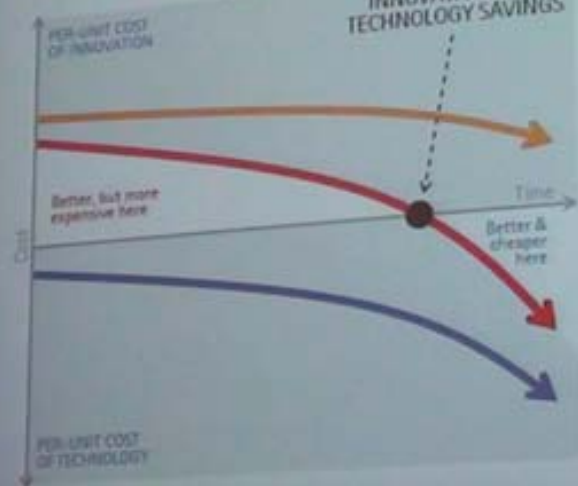
...AND ANOTHER WIPED OUT NEWSPAPERS



Innovation Vs. Declining Costs



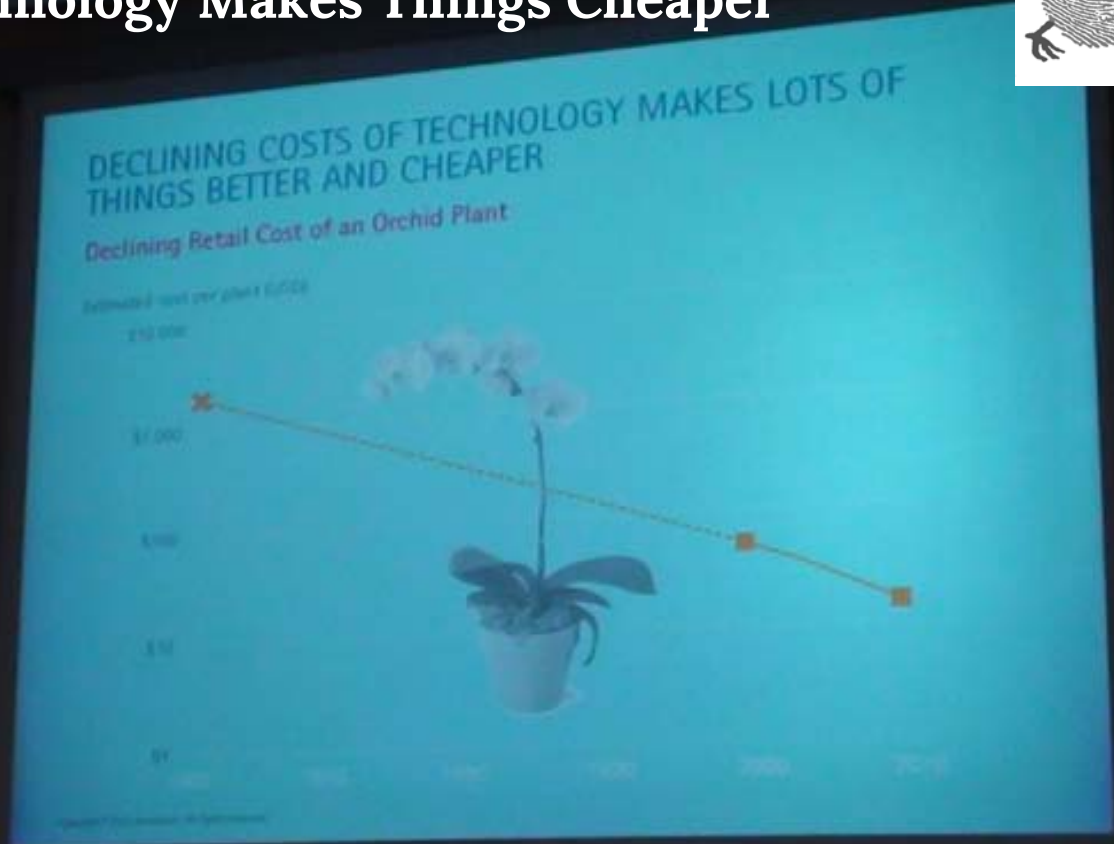
HOW CAN SOMETHING BE BETTER AND CHEAPER?
WHEN A COMPANY SPENDS LESS ON INNOVATION
THAN THE SAVINGS FROM DECLINING COSTS



- DEFLATIONARY PRESSURES ON INNOVATION**
- Crowdsourcing
 - Open source communities
 - Open innovation
 - Open markets
 - Nonstop seamless channels
 - Crowdfunding

- DEFLATIONARY PRESSURES ON COSTS**
- Moore's Law effects on:
- Core technologies
 - Sourcing
 - Manufacturing
 - Distribution
 - Selling
 - Servicing
 - Other costs

Cheaper Technology Makes Things Cheaper



Disruptors in Tourism

Six Big Bang Disruptors
in twelve concern
tourism...
And, well, one concerns
Universities.

1. Maps
2. Taxis
3. Hotels
4. Payments
5. Travel Agencies
6. Perhaps cameras, too

BIG BANG DISRUPTORS ARE EVERYWHERE

Industry	Big Bang Disruptor
Maps & dedicated GPS devices	Google Maps, Waze
Taxis	Uber, Lyft, Side-car
Hospitality - Hotels	Airbnb
PCs and Laptops	iPad
Financial Services - Payments	PayPal, Google Wallet, ISIS
Retail	amazon.com
Education	Coursera, U, edX
Travel agencies	Travelocity, Expedia, Priceline
Yellow pages	Yelp
Film rentals	Netflix, Amazon
Low-end digital cameras	iPhone



Undisciplined



UNDISCIPLINED STRATEGY YOU CAN'T BEAT IT



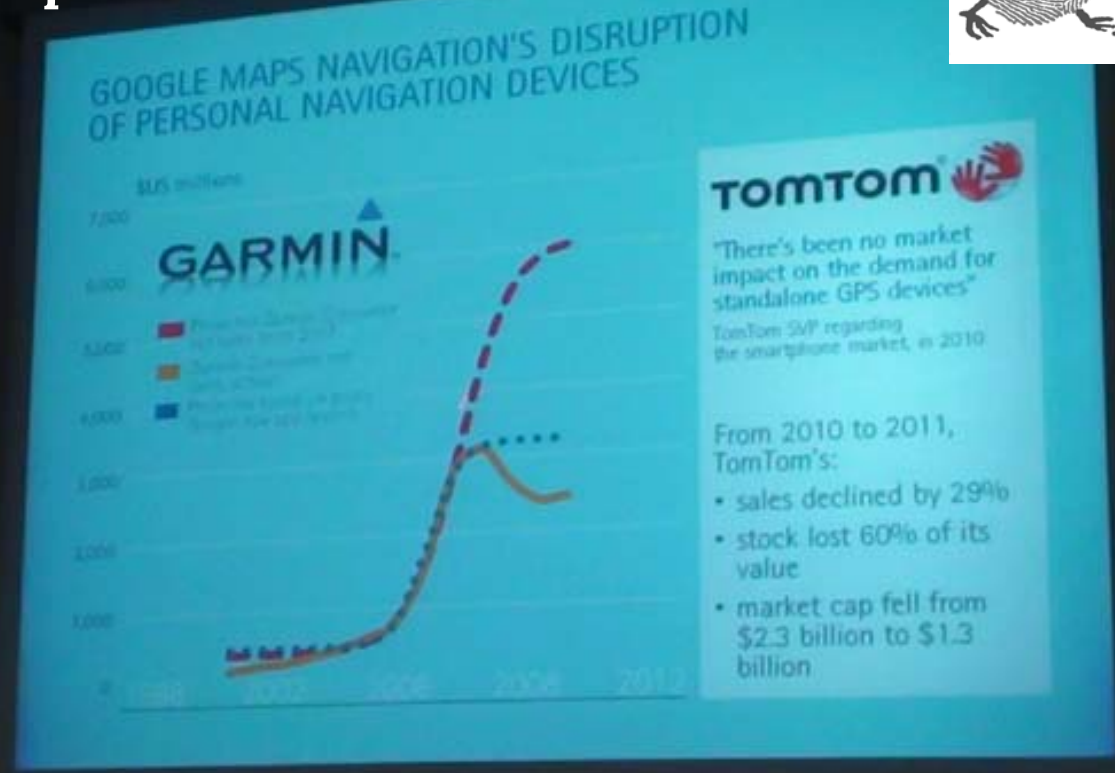
Standalone GPS



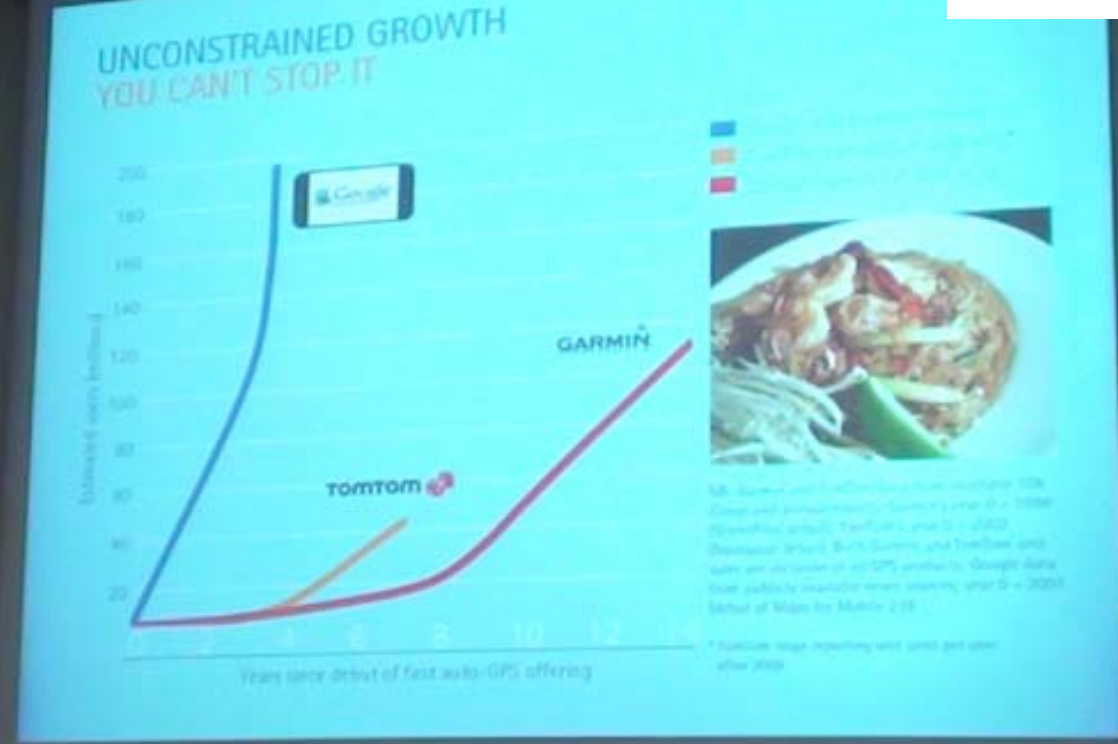
Smartphone Navigation App

Price	\$100 - \$300	Free
Differentiation	Intermittent update	Real time updates of data and software
Customer Intimacy	Little to no real time context	Integrated with phone contacts and search

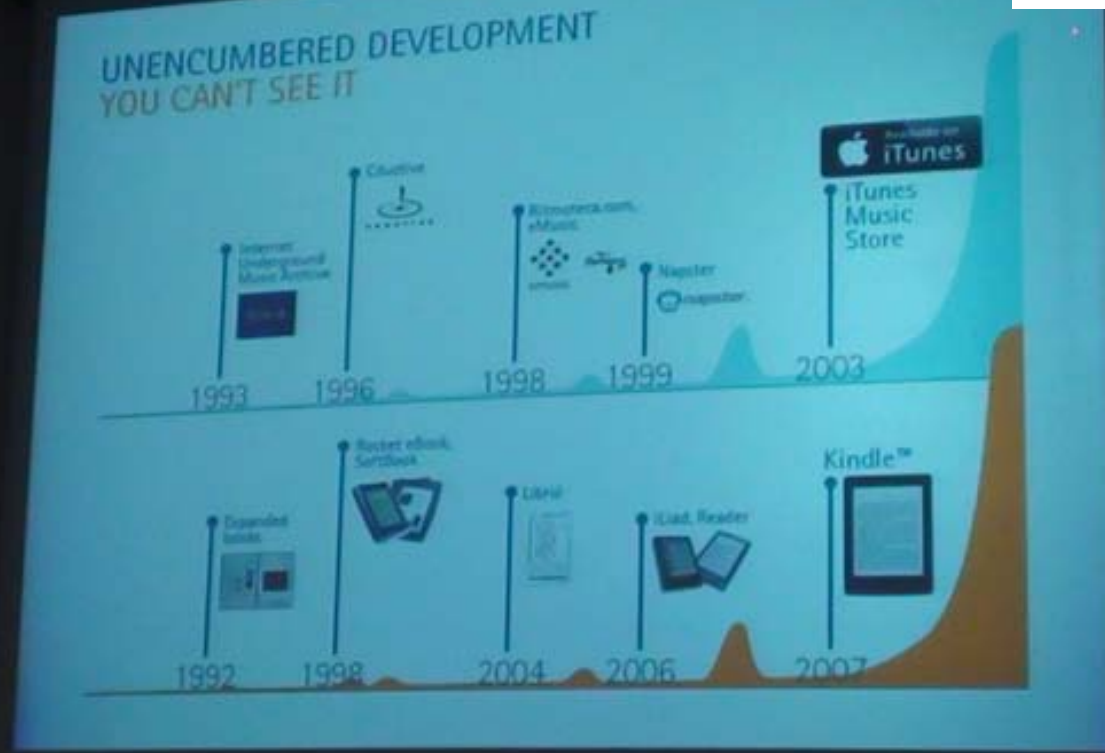
Disruption Of Maps 2.0



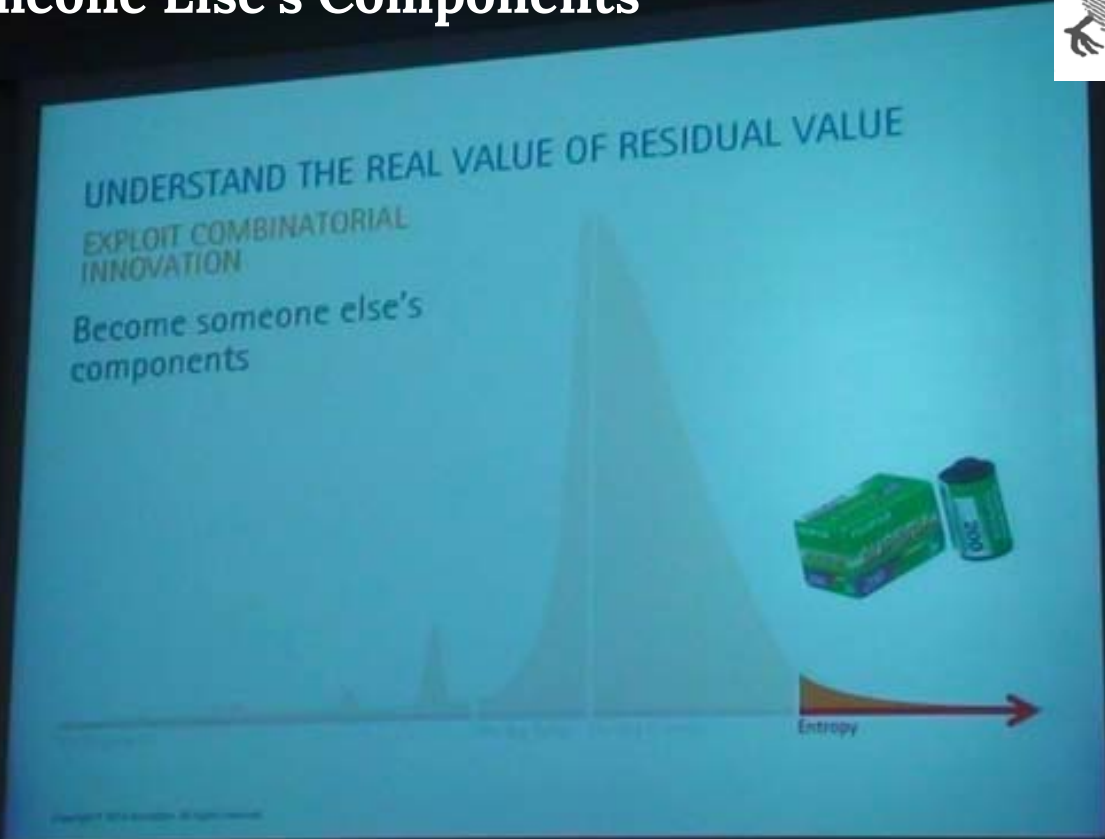
Unstoppable



Invisible



Become Someone Else's Components

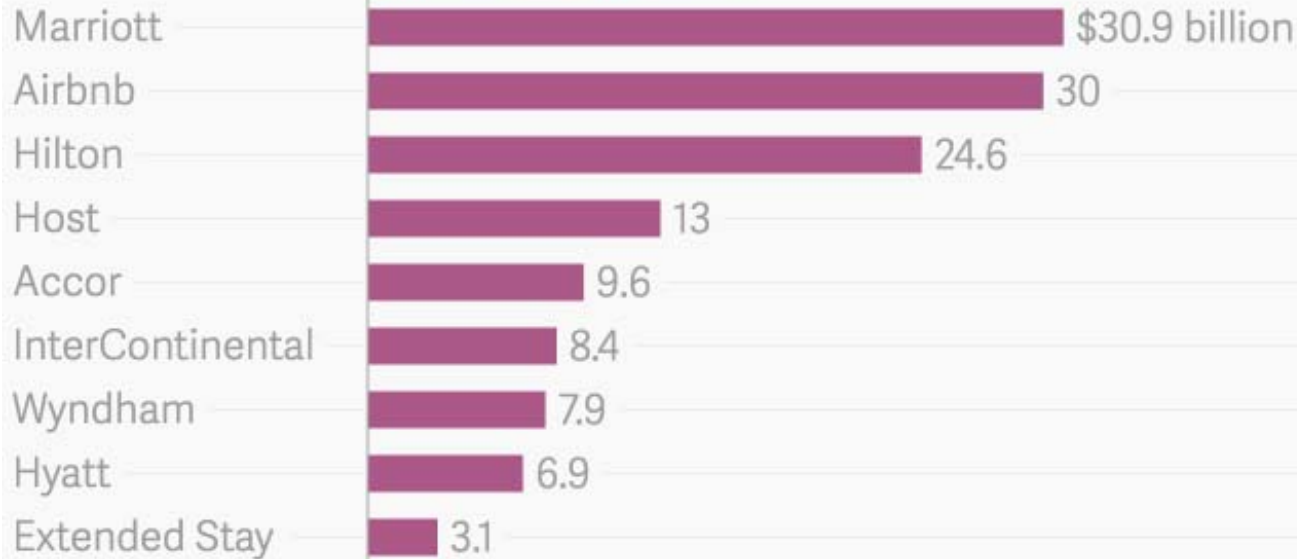


Sharing Economy?



Airbnb is worth as much on paper as Marriott International

Market cap/valuation



ATLAS | Data: Yahoo Finance as of Nov. 29, 2016