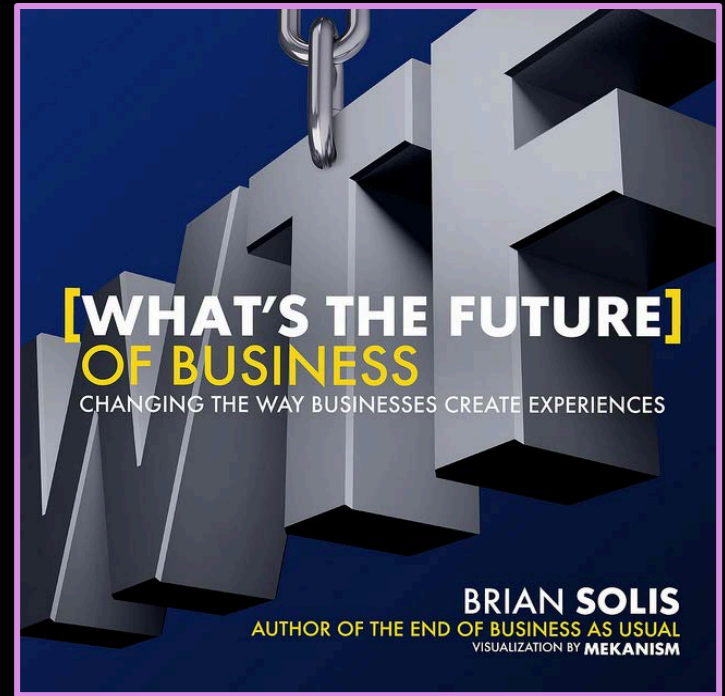


Brian Solis

principal analyst & author

MIT PLATFORM STRATEGY SUMMIT



ALTIMETER®

The most frequently cited obstacle
to digital transformation was:

“a lack of urgency.”

T H

F J I I A E

I^c UNI-

W R I T T E N

MONTH DAY YEAR AM PM HOUR MIN
001 22 2019 04 29
DESTINATION TIME

MONTH DAY YEAR AM PM HOUR MIN
588 08 2019 08 30
PRESENT TIME

MONTH DAY YEAR AM PM HOUR MIN
001 22 1989 00 00
LAST TIME DEPARTED



Data shows a shifting consumer value system

57% believe buying a home has become less appealing

67% of renters felt the sentiment of achieving the “American Dream” through renting

U.S. NEWS

More People Say Goodbye to Their Landlines

Younger Americans Drive Trend as Cellphone Ownership Soars

 Email  Print  Save   Comments



A A

By JEFFREY SPARSHOTT [CONNECT](#)

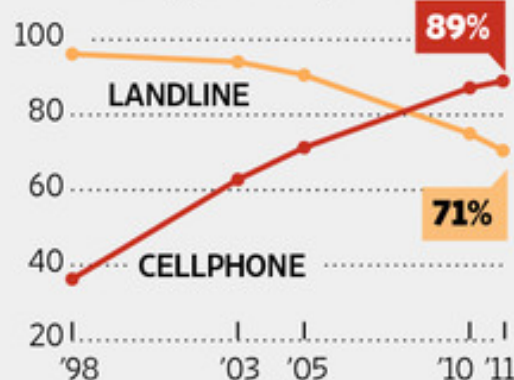
Sept. 5, 2013 7:32 p.m. ET

More than a quarter of U.S. households have ditched landline phones, a trend driven by younger Americans relying on their cellphones, according to Census Bureau data released Thursday.

Just 71% of households had landlines in 2011, down from a little more than 96% 15 years ago. Cellphone ownership reached 89%, up from about 36% in 1998, the first year the survey asked about the devices.

Cutting the Cord

Percentage of U.S. households with each type of telephone



Source: Census Bureau
The Wall Street Journal

5 million people
ended their
cable and
broadband
between 2010
and 2013

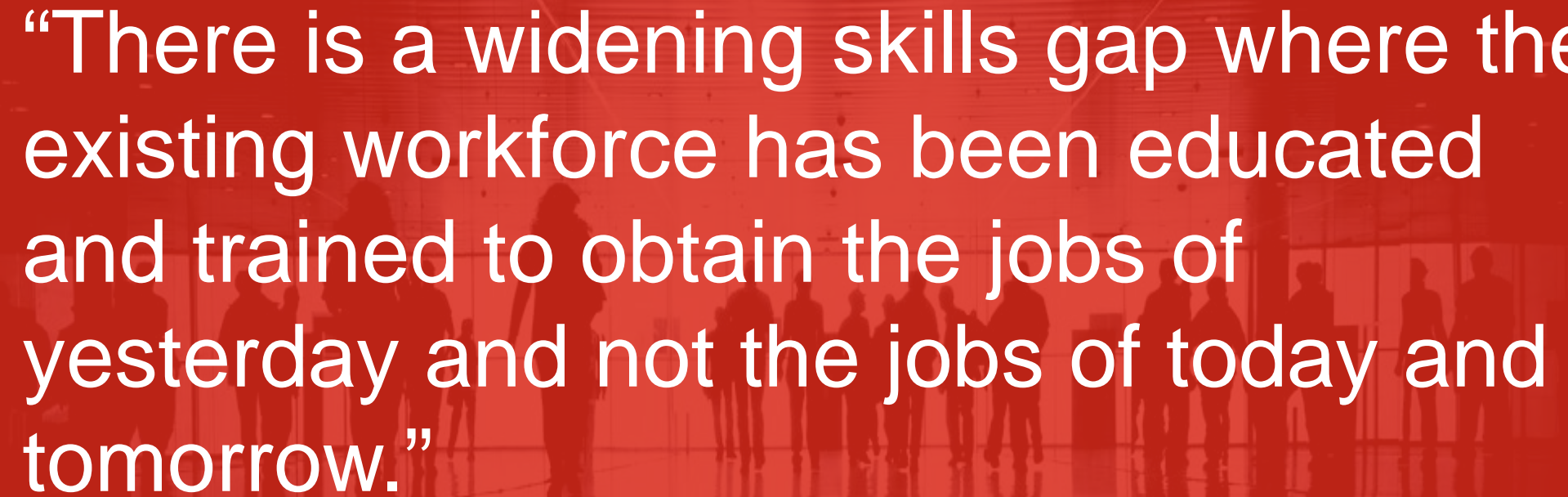


Death Of TV

Employee morale is at an all-time LOW.



Only 13% of workers feel engaged by their jobs.
63% are NOT engaged.



“There is a widening skills gap where the existing workforce has been educated and trained to obtain the jobs of yesterday and not the jobs of today and tomorrow.”

- Jeff Weiner CEO at LinkedIn



Brian Solis

Principal Analyst, Altimeter Group, Author of What's the Future of Business (WTF)

The Dilemma's Innovator: The Next 10 Years Will Either Happen To Us or Because of Us

December 12, 2013



46,184



847



102



Tweet

331



Like

545



169



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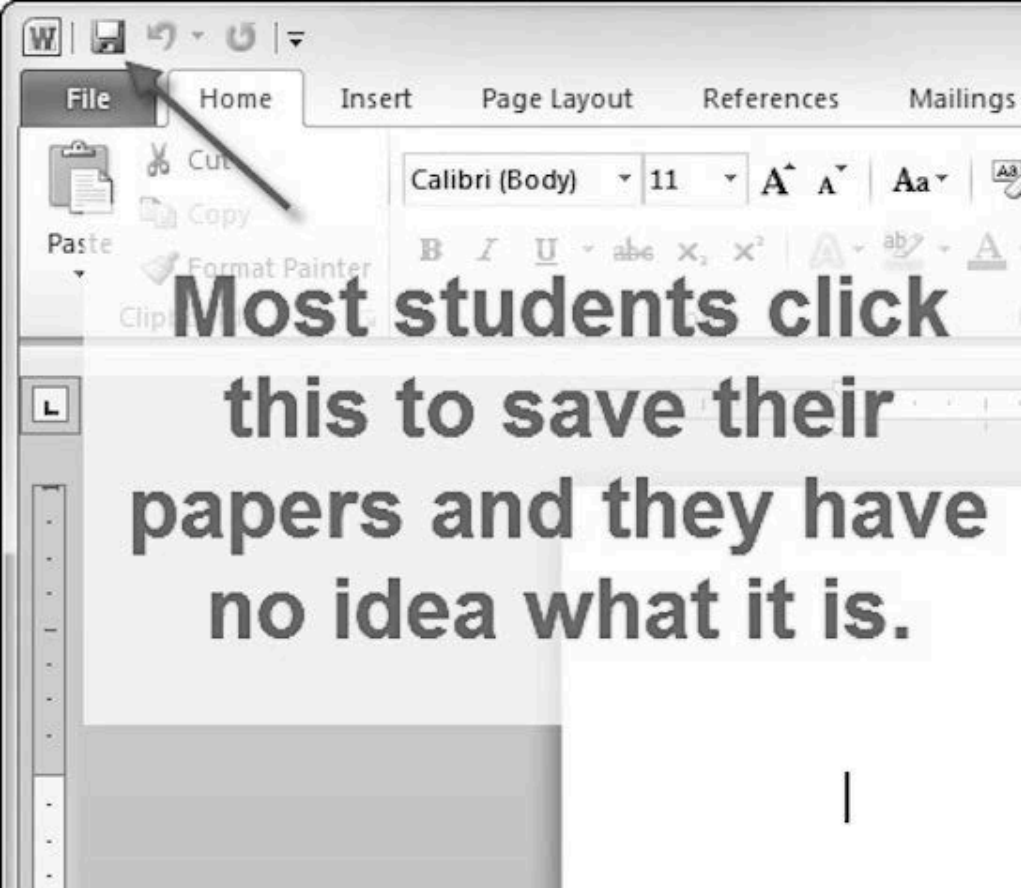
2,496

QUESTION
EVERYTHING

TEASEF

TLW





PRIME TIME SCHEDULE - 1970

SUNDAY 7:00 PM(ET) 7:30		8:00		8:30		9:00		9:30		10:00		10:30	
ABC		Young Rebels			The F.B.I.			ABC Sunday Night Movie					
CBS		Lassie	Hogan's Heroes	Ed Sullivan Show			Glen Campbell Goodtime Hour		The Conway Comedy Hour				
NBC		Wild Kingdom	Wonderful World of Disney		Bill Cosby Show		Bonanza		Bold Ones: The New Doctors/The Lawyers/The Senator				
MONDAY													
ABC		Young Lawyers			Silent Force			ABC Monday Night Football					
CBS		Gunsmoke			Here's Lucy		Mayberry R.F.D.	Doris Day Show	Carol Burnett Show				
NBC		Red Skelton Show		Rowan & Martin's Laugh-In			NBC Monday Night Movie						
TUESDAY													
ABC		Mod Squad			Movie of the Week				Marcus Welby, M.D.				
CBS		Beverly Hillbillies	Green Acres		Hee Haw			To Rome with Love	CBS News Hour / 60 Minutes				
NBC		Don Knotts Show			Julia		NBC Tuesday Night Movie						
WEDNESDAY													
ABC		Courtship of Eddie's Father		Make Room for Granddaddy	Room 222		Johnny Cash Show		Dan August				
CBS		Storefront Lawyers			Governor & J.J.		Medical Center		Hawaii Five-0				
NBC		Men from Shiloh				Kraft Music Hall		Four in One: McCloud/San Francisco Int. Airport/Night Gallery/The Psychiatrist					
THURSDAY													
ABC		Matt Lincoln			Bewitched		Barefoot in the Park	Odd Couple	The Immortal				
CBS		Family Affair	Jim Nabors Hour			CBS Thursday Night Movie							
NBC		Flip Wilson Show			Ironside			Nancy	Dean Martin Show				
FRIDAY													
ABC		Brady Bunch	Nanny and the Professor	Partridge Family	That Girl	Love, American Style	This is Tom Jones						
CBS		The Interns			The Headmaster		CBS Friday Night Movie						
NBC		High Chaparral			Name of the Game				Bracken's World				
SATURDAY													
ABC		Let's Make a Deal	Newlywed Game	Lawrence Welk Show			Most Deadly Game						
CBS		Mission: Impossible			My Three Sons	Arnie	Mary Tyler Moore Show	Mannix					
NBC		Andy Williams Show			Adam 12		NBC Saturday Night Movie						

Now

5:30 PM

6:00 PM

6:30 PM

7:00 PM



1

On Demand: Most Shows Are Free



2

Fetch! With Ruff R...

PBS NewsHour

Greater Boston



3

Serena Williams Si...

Serena Williams Signature St.

Victoria Wieck Gemste



4

WBZ News

WBZ News

CBS Evening News...

Wheel of Fortune



5

Newscenter Five at...

Newscenter 5 at Six

ABC World News:...

Inside Edition



6

Who Wants to Be a...

WLNE6 News at 6

ABC World News:...

WLNE6 News at 7



7

7News at 5:30 PM

7News at 6 PM

NBC Nightly News/...

Access Hollywood

Filter By

The Remote is Born
Channel surfing was born five decades ago. The first TV remote control, called "Lazy Bones," was developed in 1950 by Zenith.



- 1.**
The first remote intended to control a television was developed by Zenith Radio Corporation in 1950.



- 2.**
The Zenith Space Commander Six hundred remote control.



- 3.**
Even into the 70's remotes had a limited number of functions.



- 4.**
After the invention of the transistor, remote controls were now cheaper, smaller, battery operated.

evolution of the remote



1.
Powerful enough to replace a coffee table full of remotes.

3.
No batteries, no WFL, no wall plug needed.

4.
Intuitive app for iPhone and iPod touch, 100,000 buttons/1000 remote capacity.

2.
Drag and drop to design the remote you want. Keep the buttons you use. Delete the ones you don't.

Infrared Technology
After about 25 years of the Zenith Space Commander remote, infrared was introduced into the industry.



- 5.**
On May 30, 1985, Philips introduced the first universal remote.



- 6.**
TiVo was the first company to produce a remote to record live tv.



- 7.**
In 2010 you can also use your remote to get files, pictures, audio and video from your PC to your TV.



- 8.**
Remote controls continue to get more advanced, including sleek designs. [TiVo Slider]

PRIME
electronic components

All of the early remotes were wired to the TV set, usually with a 20 foot long cable (wire).

The first **WIRELESS** remote control, which used a beam of light aimed at one of the sensors on the four corners of the picture tube.

In the late 60's and early 70's the number of functions were often still as few as three: next channel, previous channel, and volume/off.

The Space Commander 600 was introduced in 1965 and this particular design was in use until the end of the 1972 model year. (Zenith)

Infrared were introduced. By using a low frequency light beam, so low that the human eye cannot see it, but which can be detected by a receiver in the TV.

Multiple remote controls were soon introduced into homes with one or more televisions.

Zenith developed the world's first wireless trackball TV remote control, called Z-Trak.

Bluetooth Remote Control allowed users to use devices such as the iPhone to control TV's, Blu Ray players, and much more.

1950

1955

1968

1972

1985

1990

2001

2011

Sarah Perez / TechCrunch:



Too many startups are now building poorly differentiated messaging apps

— Overrun With Messaging Apps — Because I'll install almost any app on my iPhone just to take a look, I've got a jam-packed folder called "messaging apps" that's now five pages deep.



About 29,600,000 results (0.60 seconds)

[The Airbnb of Food | Travel IQ | Big Think](#)

[bigthink.com/traveliq/the-airbnb-of-food](#) ▾ Big Think ▾

Jun 18, 2014 - Recently, Reuters broke the news, that **Airbnb**, the hegemony of community marketplaces for shared lodging, was riffing off of their original ...

[Storefront: The Airbnb of retail - Video](#)



[video.cnn.com/gallery/?video=3000285681](#) CNBC ▾

Storefront: **The Airbnb** of retail. Thursday, 19 Jun 2014 | 3:30 PM ET. Raising more than \$7 million in funding ...

[Storefront: The Airbnb of Retail | Inc.com](#)

[www.inc.com/em-maier/interview-with-erik-eliason-storefront.html](#) ▾ Inc. ▾

Jul 2, 2013 - Storefront: **The Airbnb** of Retail. BY Em Maier. Ready for your pop-up? This San Francisco-based start-up could make your physical retail ...

[The Airbnb Of Car Renting? How RelayRides Is Switching ...](#)

[www.fastcompany.com](#) ▸ ... ▸ [Most Creative People](#) ▾ Fast Company ▾

Jun 26, 2014 - Once a ZipCar competitor, the company is now taking on the traditional car rental industry. Powered by people--and \$25 million in funding.

[Interviewed: Tristan Pollock of Storefront, the Airbnb of ...](#)

[www.shareable.net/.../interviewed-tristan-pollock-of-storefront-...](#) ▾ Shareable ▾

May 19, 2014 - Now their company, often labeled as **the "Airbnb** of Retail," has thousands of store listings around the country and is looking to shake up the ...

[Want to Start the Airbnb of X? Near-Me Can Help - Shareable](#)

[www.shareable.net/.../want-to-start-the-airbnb-of-x-near-me-ca...](#) ▾ Shareable ▾

Feb 18, 2014 - Michelle Regner knows first-hand that building a sharing platform from scratch is expensive, time consuming, and demanding. A former ...

[The Airbnb of Anything: The Growth of P2P Markets](#)

[schedule.sxsw.com/2012/events/event_IAP12606](#) ▾

It's been coined 'collaborative consumption,' and **'the Airbnb** of' well... anything, really. Peer-to-peer marketplaces are the hot start-up space this year, reporting ...

[PlantCatching: the Airbnb of Gardening - CSMonitor.com](#)



BUSINESS

Arthur T. Demoulas seeks to buy Market Basket



BUSINESS

Meet the Market Basket board of directors



BUSINESS

New rendering for waterfront towers is unveiled



METRO

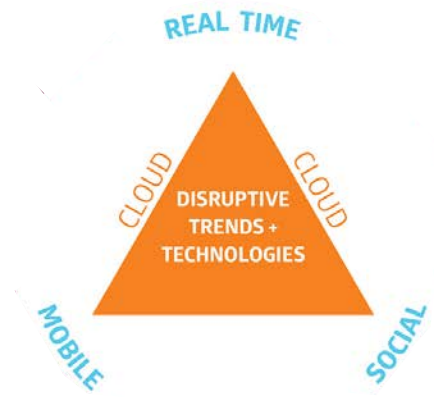
Tsarnaev friend in gun charge had past drug arrest

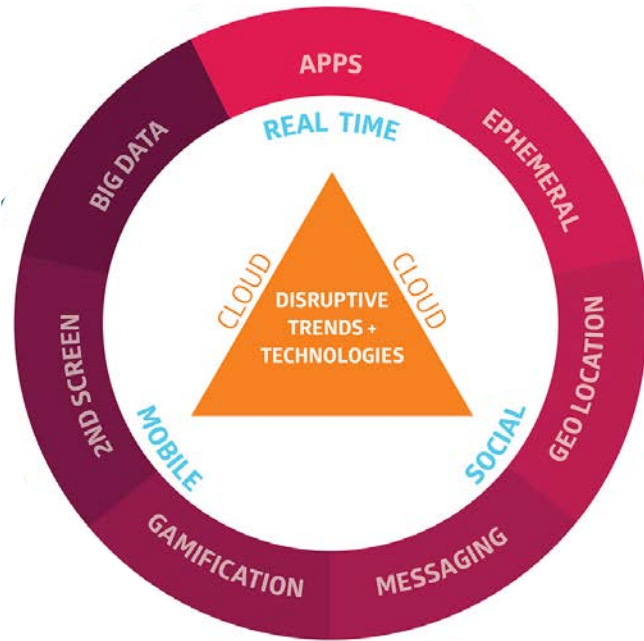
BOSTON CAPITAL

Harvard professors clash over rebuke of business theory

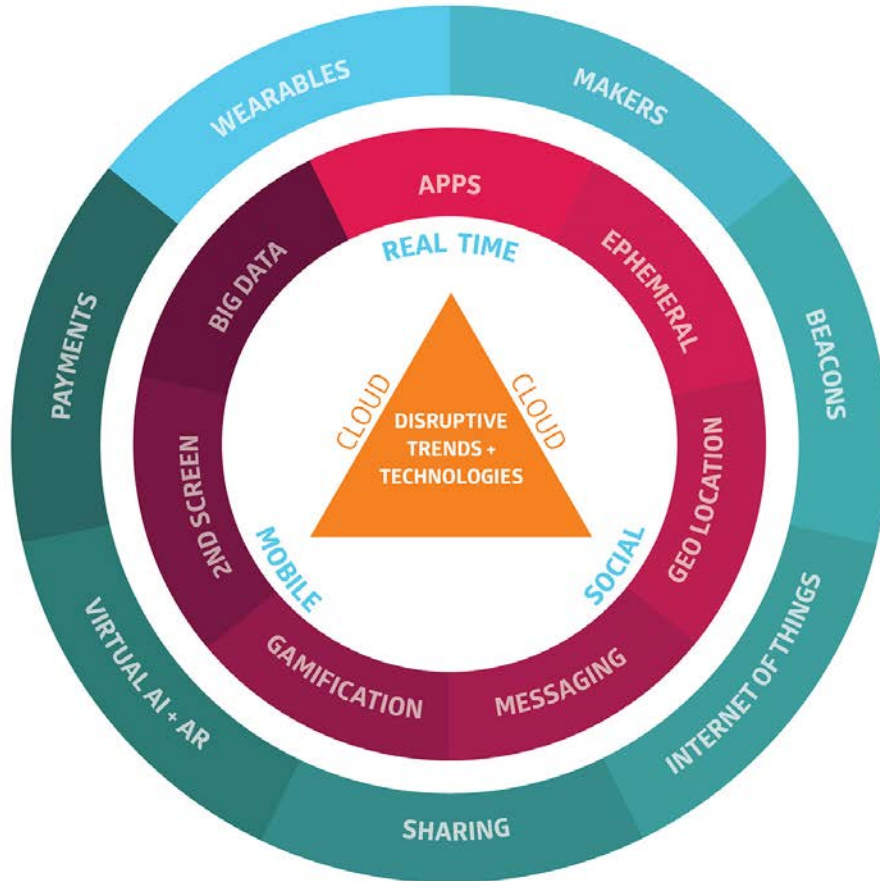


By [Steven Syre](#) | GLOBE COLUMNIST JULY 08, 2014





THE WHEEL OF DISRUPTION



Within the Wheel of Disruption, the “Golden Triangle” is encircled by other emergent technologies and sectors affected by mobile, social, and real-time, such as big data, geo-location, cloud, and more.



No matter how ambitious we get with new technology, it doesn't matter. Without aligning with a bigger mission or vision **something that is going to matter to people**, we are just managing businesses the way we always have. **We are not moving in any new direction.**

A MUCH More Diversified Market Than Investors Realize



Produced by:
John Pitzer

Slide 6

Source: Company
Website, iFlowreader,
Credit Suisse
Estimates

Remote Control: Why is Turning on the TV Still So Hard?







Think Different.

Imagine what we - as users, entrepreneurs, investors, and enterprises - could do with all of this information.

Think different.
Different has a lot of uses.

Imagine if we thought beyond technology and capabilities and invested in platforms instead...

CREATIVE TRUTHS



IDEAS ARE A DIME A DOZEN

When everyone is so important, ideas are now a commodity...empathy and vision are a scarcities.

TO LIVE A
CREATIVE
LIFE WE MUST
LOSE OUR
FEAR OF
BEING WRONG

Joseph Chilton Pearce

Great ideas and bad ideas both
sound ridiculous early on.

Creativity = the use of the **imagination** or original ideas in the production of an **artistic** work or work where **creativity is usually not part** of the equation.



CREATIVITY

Innovation = something original and, as consequence, new that "breaks into" a market or society.



Innovation isn't an abstract thing that some companies have and some don't.

Innovation is a business skill that executives and employees can develop and master.



Disruption...disrupts markets and introduces new direction and changes behavior



| NEWS

EVENTS

INSIGHT

Channels

Videos

Newsletters

Jobs

Got news? Tell us!

Social

**People are more important than technology,
according to new Altimeter Group study**

I sing the body electric

Walt Whitman
Leaves of Grass, 1855

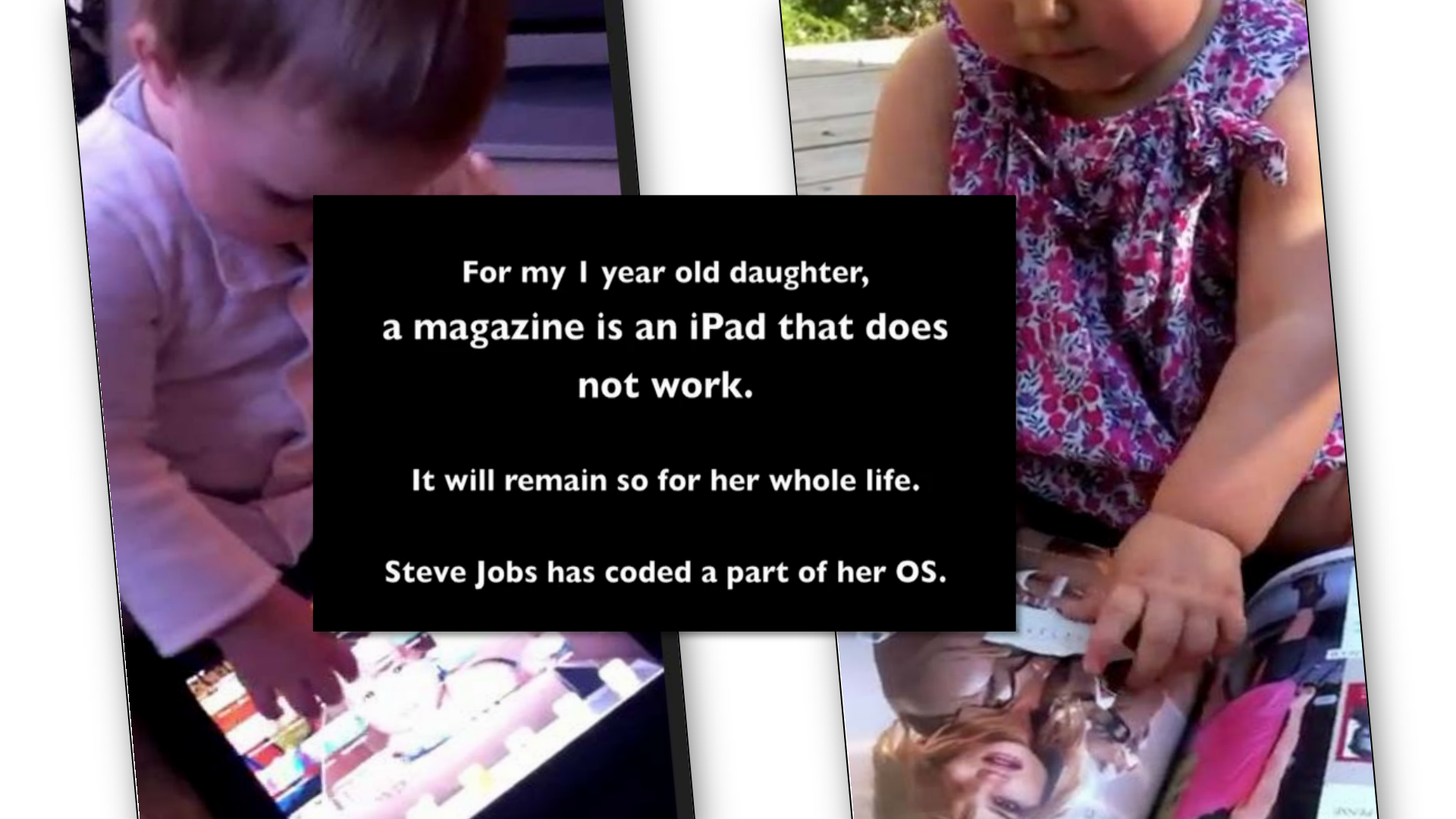
The medium is the
message aka mess age.

Marshall McLuhan
1911-1980

The form of a medium embeds itself in the message,
creating a symbiotic relationship
by which the medium influences
how the message is perceived.

The future of relationships and technology
is linked by an open source platform:

YOU.



**For my 1 year old daughter,
a magazine is an iPad that does
not work.**

It will remain so for her whole life.

Steve Jobs has coded a part of her OS.



Born Digital

Information, products, services, and supporting systems that align with expectations and behaviors of Generation C...consistently, seamlessly, across every screen in every scenario.



ES

The future of platform design requires the balance of experience architecture and the exchange of human information between people and machines

EX

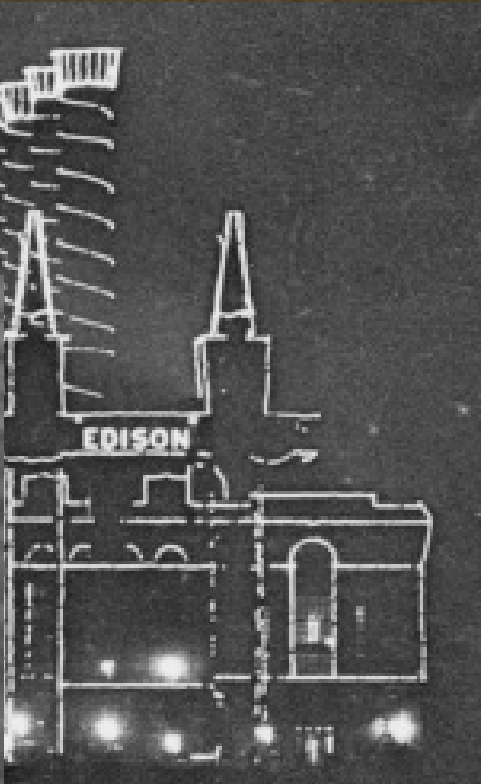
The image shows a futuristic brain interface dashboard. At the center is a large, colorful brain heatmap with red and yellow areas indicating high activity. Surrounding this central brain are several panels and icons. At the top left, there's a panel titled 'COGNITIVE ANALYSIS' with sub-sections for 'Attentional Memory' and 'Executive Memory', each showing a brain slice. Below that is a 'FUNCTIONAL RESULTS' panel with 'Healthy Brain' and 'State of an Abnormal Brain'. At the top right, a panel titled 'COGNITIVE STATE' shows 'PERFORMANCE OF' with three brain slices. At the bottom left, there are two panels with brain network diagrams. At the bottom right, there are three panels with brain network diagrams, one labeled 'SUPPLEMENTAL SPECIAL RESULT'. Along the bottom edge, there's a row of nine brain icons with labels: 'Normal', 'Sub-Optimal', 'Sub-Optimal', 'Normal', 'Post-Optimal', 'Sub-Optimal', 'Post-Optimal', 'Normal', and 'Sub-Optimal'. In the bottom right corner, the 'GENSYS' logo is visible, featuring a stylized 'S' symbol.

The future design takes HCD, ACD + BCD
stimulate new behavior...

Welcome to an era of Human Interface Design,
the convergence of people, devices, and data.

Innovation begins with an idea on how to improve something that may or may not be broken.
It's driven by a higher purpose.







Nike has broken out of apparel and moved into tech, data, and services. Nike isn't making shoes, they're building platforms. Flyknit is a platform.

Why Tesla Survived and Fisker Won't

Tesla's innovations in batteries give it an edge that Fisker, focused on design, lacks.

By Kevin Bullis on April 4, 2013



Fisker Automotive and Tesla Motors, two startups founded to make battery-powered cars, are both in the news, but for very different reasons. [Tesla Motors](#) recently announced that it is selling cars faster than it expected, which the automaker says will make the first quarter of 2013 its first profitable quarter ever. [Fisker Automotive](#), in contrast, has furloughed workers to cut costs and is reportedly close to bankruptcy.

The different fortunes of the two companies can be



TOP STORIES IN BUSINESS

1 of 12



In Fracking, Sand Is the New Gold

2 of 12



Trucks, New Models Boost November U.S. ...

3 of 12



Russia's Yota Bets on Dual-Screen Phone

FRANCHISING

Tesla Clashes With Car Dealers

Electric-Vehicle Maker Wants to Sell Directly to Consumers; Critics Say Plan Violates Franchise L



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Explore Watch Join In Speak Out

The Last Word with Lawrence O'Donnell / Economy / Society / Green

Tesla vs. the auto dealers of America

06/28/13 07:05 AM - UPDATED 10/02/13 10:03 PM

By **Evan Puschak**



Electric car manufacturer Tesla Motors has a gallery in Tyson's Corner, Virginia, to show off its new Model S to local drivers. The only problem is, no one in Virginia is allowed to buy one there.

Virginia law prohibits car manufacturers from selling through independent dealerships, and it isn't the only state to do so. [According to the Chicago Tribune](#), 48 states prohibit or limit the direct sale of automobiles, thanks to long-established laws requiring car purchases to go through a licensed third party. This is



TRY: Hottest Cars

AUTOMOTIVE

TECHNOLOGY

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HOME HOW-TO

AUTO NEWS

Hot Cars

> 100 H

> 10 Ho

[Homepage](#) / [Automotive](#) / [Auto News](#) / [Auto Industry News](#) / [Do We Really Need Car Dealerships Anymore?](#)

Do We Really Need Car Dealerships Anymore?

Electric car company Tesla is finding itself fighting it out in state courts for the right to sell vehicles directly to the consumer rather than through a locally owned dealership. But why does America have the dealership franchise system in the first place, and does it make any sense to keep it?

By Brett Berk

WSJ BLOGS



What matters right now in business. From WSJ reporters around the world.

October 22, 2012, 1:00 PM

Tesla CEO Elon Musk Takes on Car Dealers



T

M

E

L

E

Watches

TRAVELER
60



**If necessity is the mother of
invention, then vision is the
father of innovation.**

There are only 2 ways to
influence human behavior:
manipulate it or inspire it



Brian Solis

brian@altimetergroup.com

briansolis.com

Twitter: @briansolis

For more information & to buy
the books, please visit:

<http://bit.ly/WTFBook>

<http://bit.ly/EndofBusiness>

<http://bit.ly/engage2>

