

Why Entrepreneurial Thinking Matters
Prof. Dr. Geert Duysters







Waves of Digital Disruption



1995+

Music
Photography
Video Rental
...

2010+

Print Media
TV
Travel
HR
...

2015+



Finance
Healthcare
Automotive
Retail
Education
Telco
...

2020+

**All Safe havens
will be subject
to digital
disruption**
...





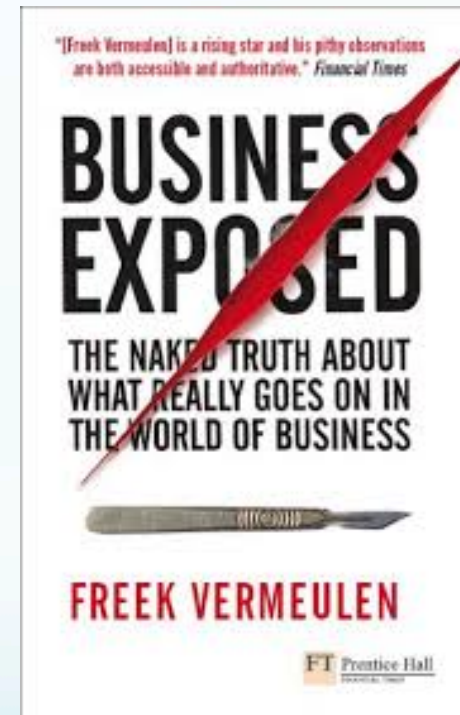




INERTIA
ENERGY OF
CHANGE OF

REN...

What we can learn from our Alumni

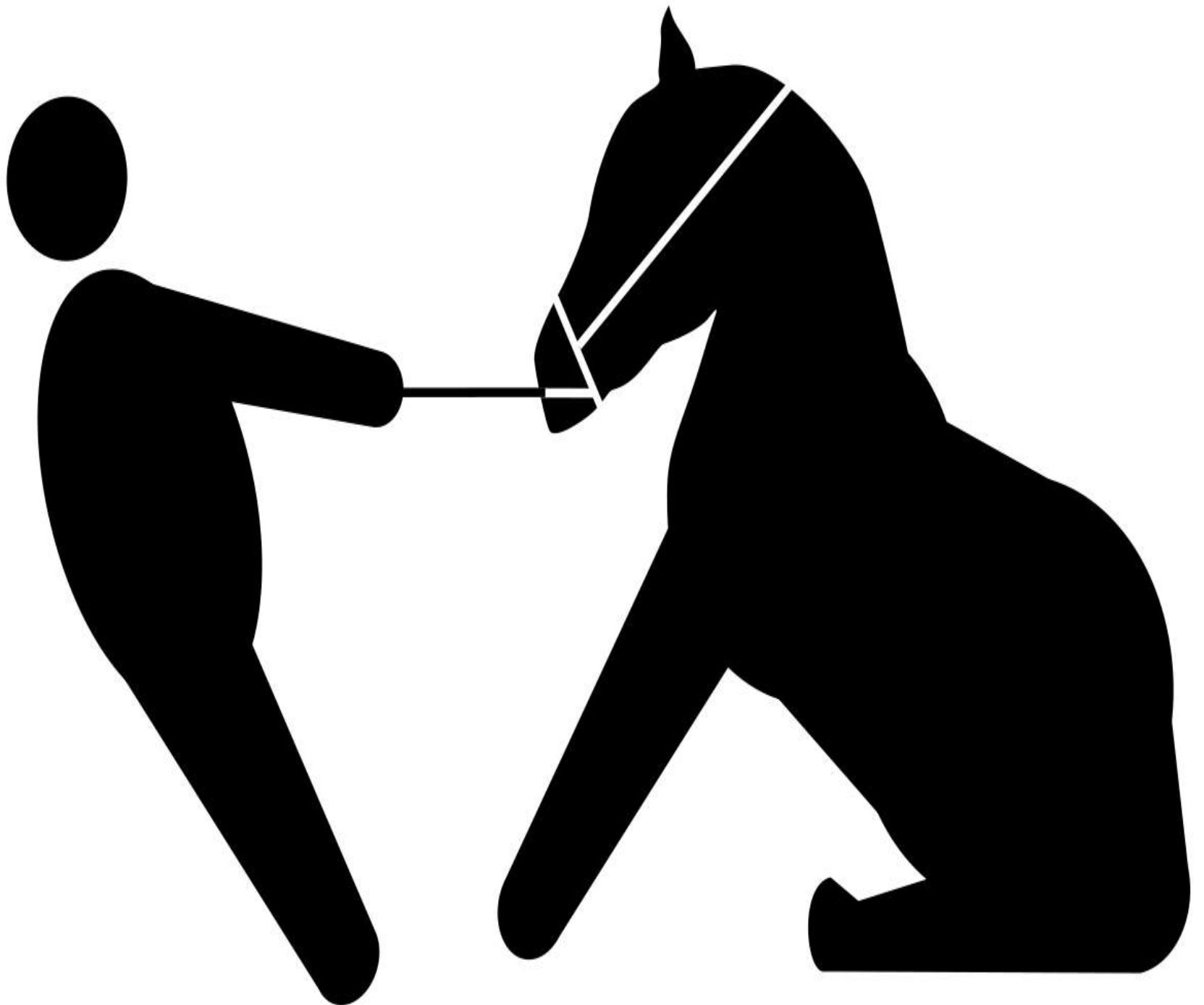


Routine gets in the way



BUREAUCRACY

BUREAUCRACY EVERYWHERE





Core Competence

Guy Kawasaki (2006 Blog) Kill the milk cow!
If you don't, two people in a garage will do





EPIC FAIL

Seriously, how the fuck did you manage that?

A large, bright nuclear explosion is shown against a dark background. The explosion consists of a massive, glowing orange and yellow fireball at the base, which rises into a large, billowing mushroom cloud. The top of the cloud is dark and textured, resembling a large, dark mass of smoke or debris. The overall scene is dramatic and intense, with a strong sense of danger and destruction.

DOOMED

Can Big Firms Survive?

To survive, big companies today are all deconstructing themselves and creating new structures, many as autonomous units

John Naisbitt, 1994

The ideal corporation therefore is able to combine the scale and pure power of a large organization with the creativity, flexibility and resilience of a small organization.

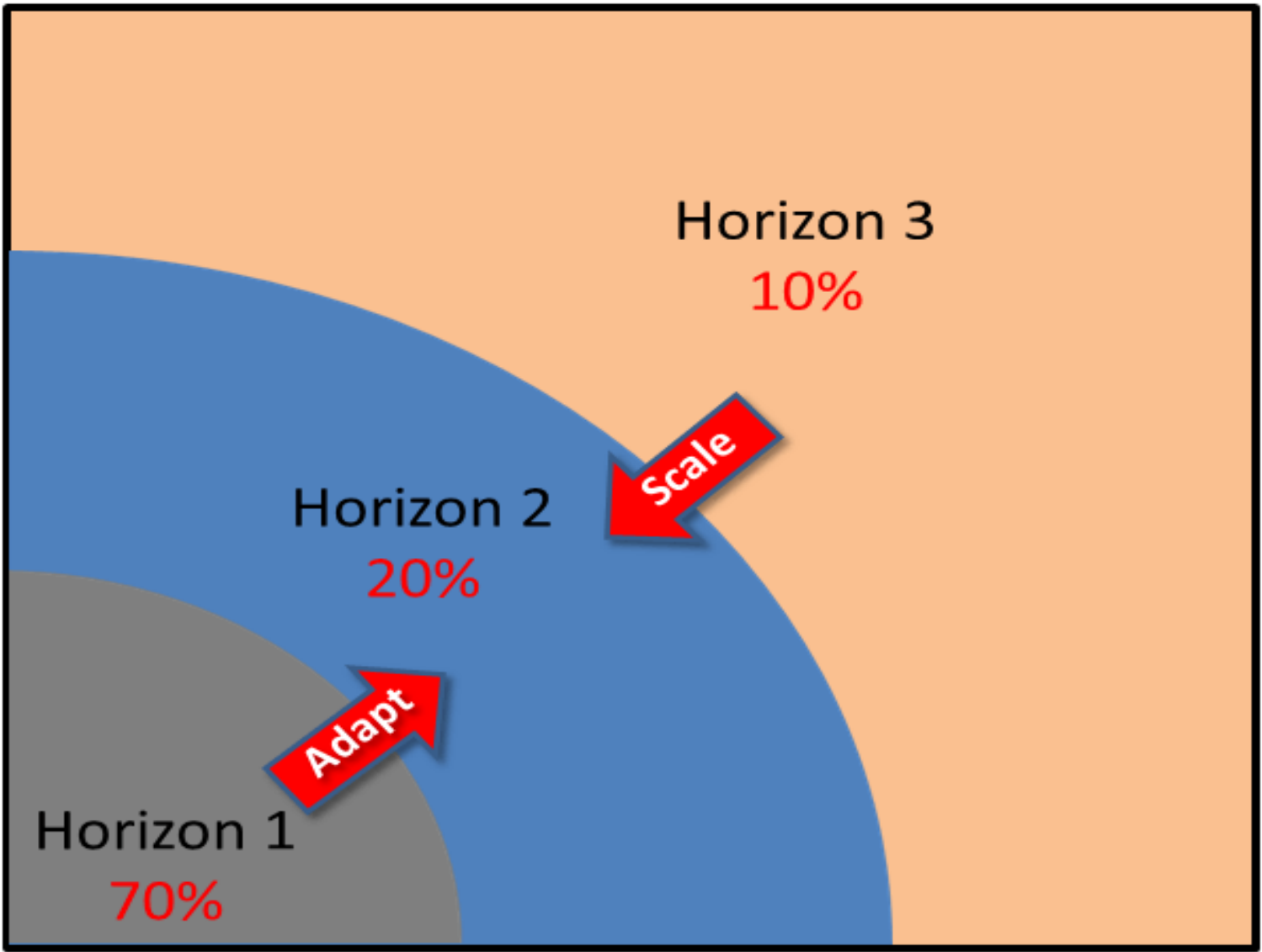


Technological Capabilities

new to
company

new to
division

deployed



Horizon 3
10%

Horizon 2
20%

Horizon 1
70%

existing

partially-new

new

Scale

Adapt



- Three rules for making a company truly great
- Raynor and Ahmed
- HBR April 2013

Three rules

- Rule 1: Better Before Cheaper (differentiation through Brand, style or reliability)
 - Rule 2: Revenue Before Cost
 - Rule 3: There are no other Rules
-
- Study: 25,000 companies (1966-2010)

A diver in a blue wetsuit and yellow tank stands on a wooden pier. The pier extends from the bottom center towards the left, where it is covered in a dense field of various logos and brand names. The ocean is on the right, and the sky is a mix of blue and orange, suggesting a sunset or sunrise.

Jump in with everyone else.
Or jump right.

Diving In The Blue Ocean

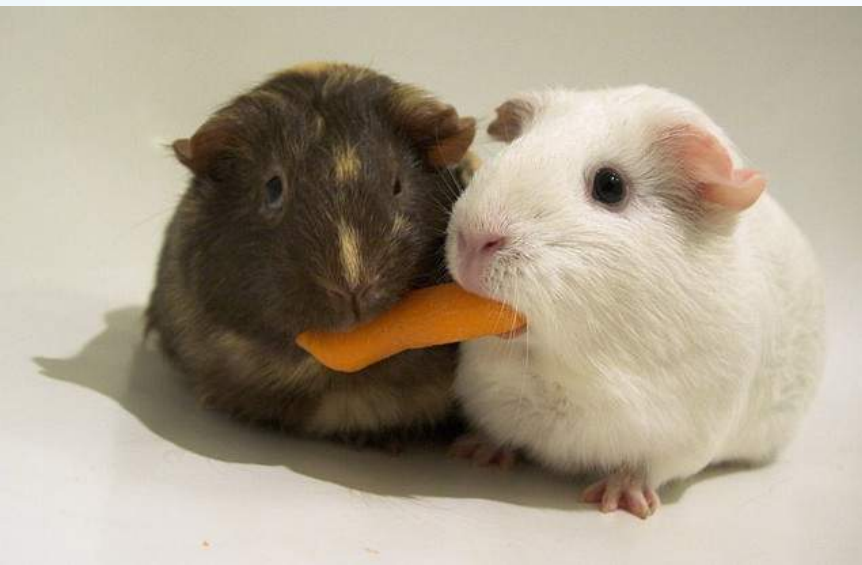
Nintendo®



Corporate Venturing



Acquisitions



Strategic Alliances



83% fail
to create a sustainable
competitive advantage

Source: Wharton



66% fail
to add
shareholder value

Source: Harvard

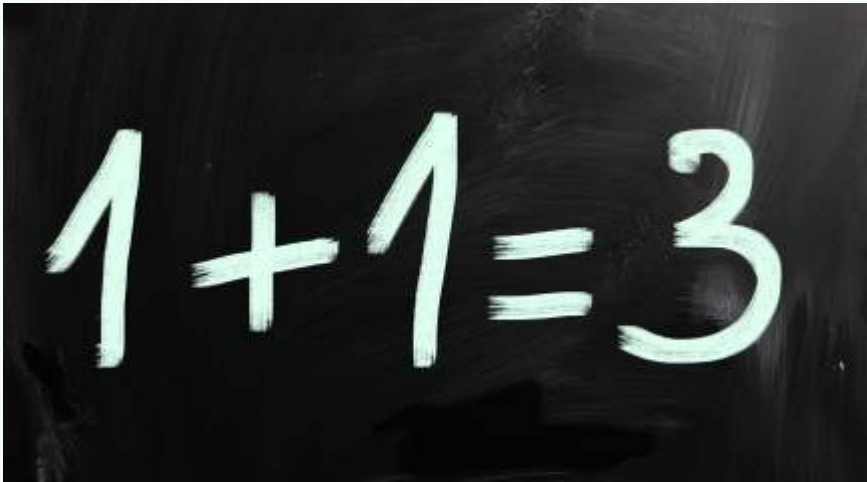


60% destroy
company
value

Source: Deloitte

The average merger loses 16 to 49% combined market share

Over time I learned two things about Mergers and Acquisitions



1 + 1 = 3







