Industry Dynamics

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Frameworks

- The Double Helix (Charlie Fine)
  - Vertical vs modular value chains

- Disruption (Clay Christensen)
  - Entrants vs Incumbents

- The Incumbent’s Dilemma (Chintan Vaishnav, Sergey Naumov, Charlie Fine)
  - Which technology disruptions will lead to industry disruption? Why/why not?
Disruption

- Technology disruption does not always lead to industry disruption (telco IPTV)

- Industry disruption does not always lead to experience disruption ("Netflix is not the new HBO")
What comprises the TV experience?

- Content (stories)
- Services (navigation, social TV)
- Delivery platform (networks and devices)

*The whole is greater than the sum of the parts*
What constitutes experience disruption?

- Better vs different “products”
The Entrant’s Dilemma?

- How do entrants grow?
- Where’s the innovation?
- What are customer preferences?