



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”)

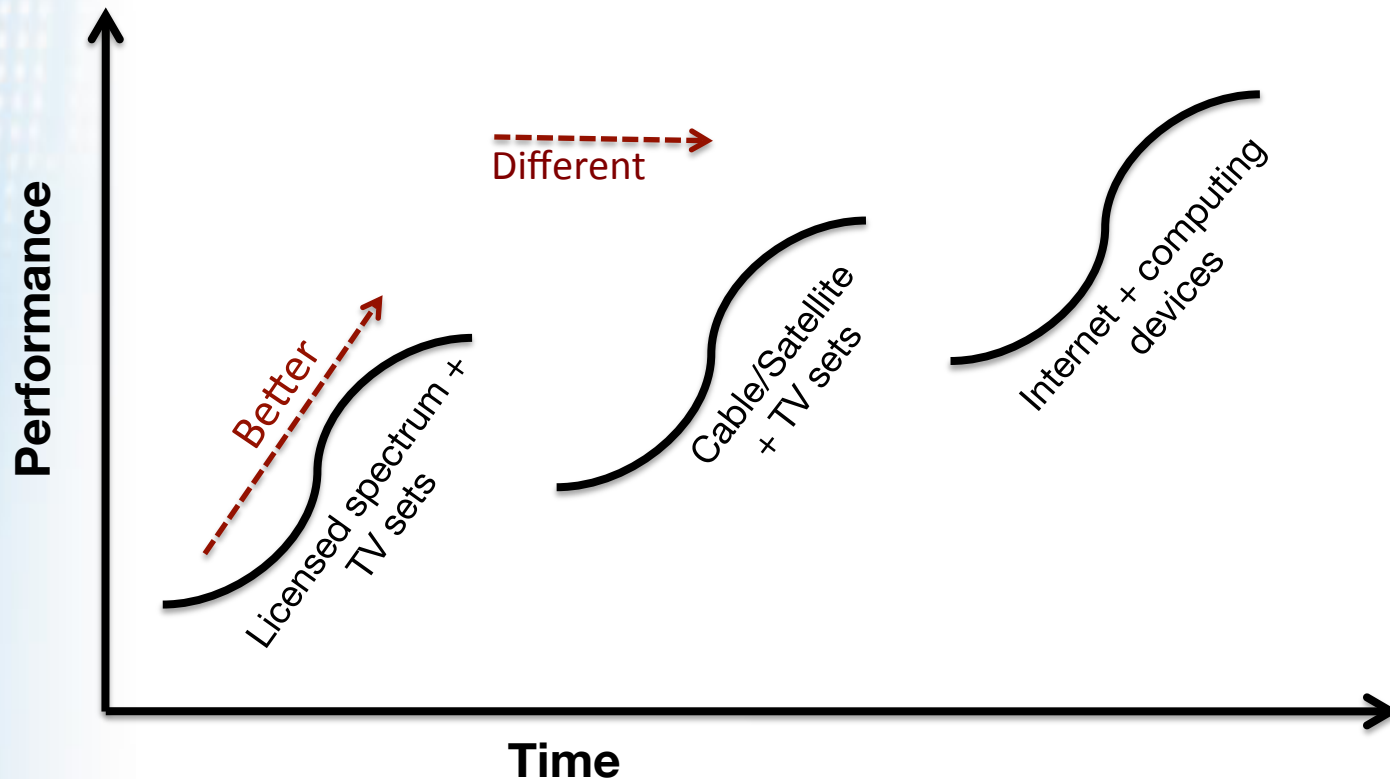
What comprises the TV experience?

- 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?