



Disrupt or be Disrupted



Ján KOŠTURIAK

Disrupt or be disrupted

We have to change our business models and knowledge faster than the changes in our environment are happening.

Transformation trends and disruptive technologies that we can use as our competitive advantage or destroy our business will be presented.



About me

- **Biker**
- **Innovator**
- **Entrepreneur**
- **Mechanical Engineer/Industrial Engineer**
- **Professor**

We are Designing New Business Models



Disrupt or be Disrupted



We are living in the most slowly time we can imagine – in comparison with the coming time



We don't need to minimize risk, but to maximize creativity, speed and entrepreneurship

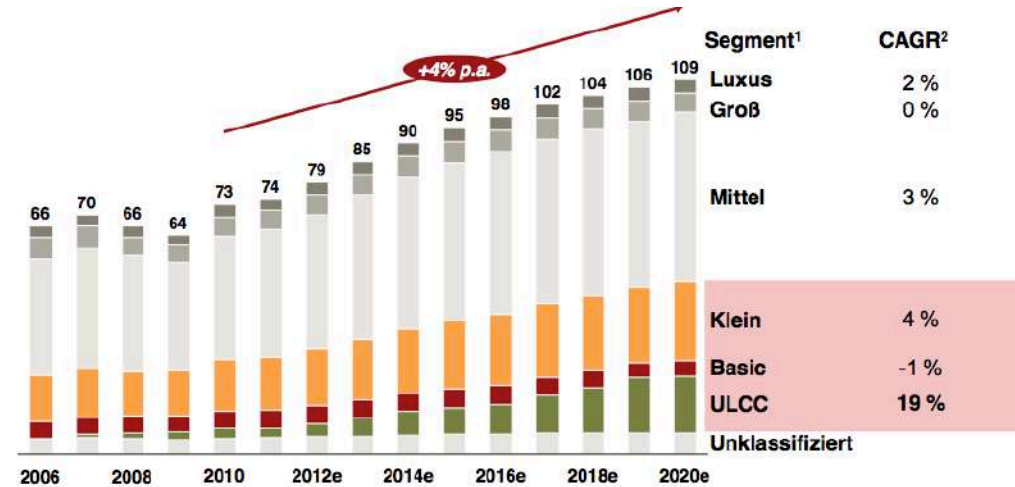
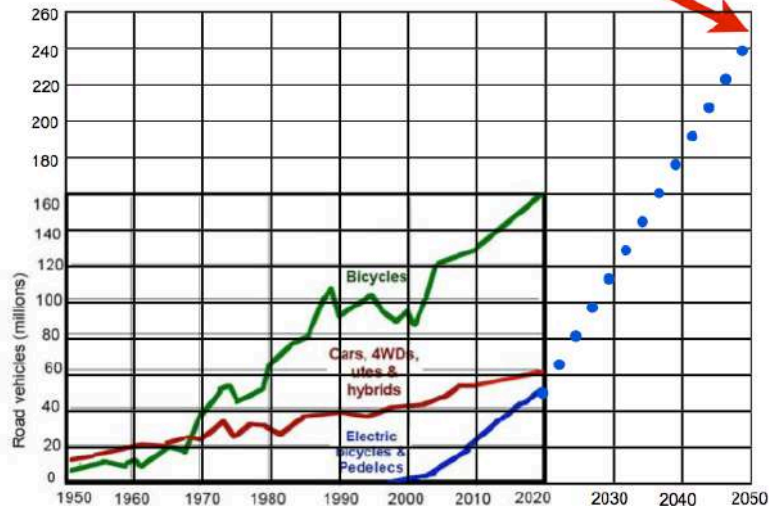
The highest risk is the fear from the risk

Exponential World and Technologies



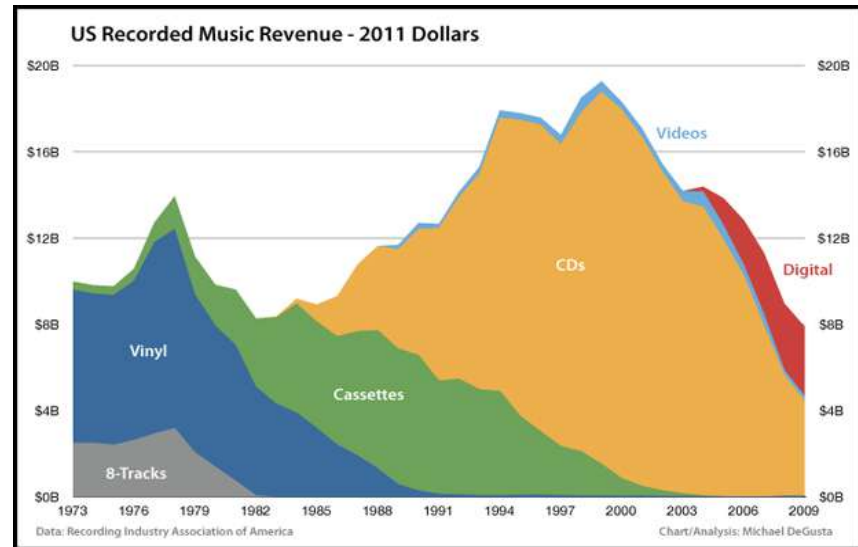
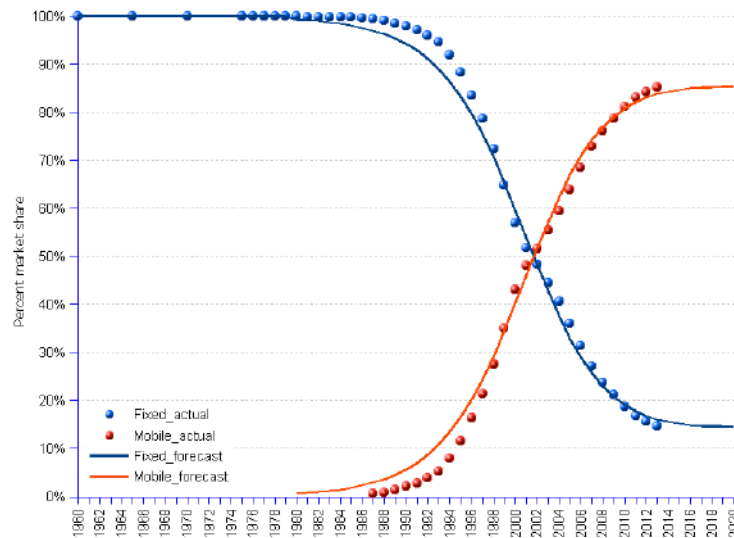
Source: Peter Diamandis, Singularity University

Disruptive technologies

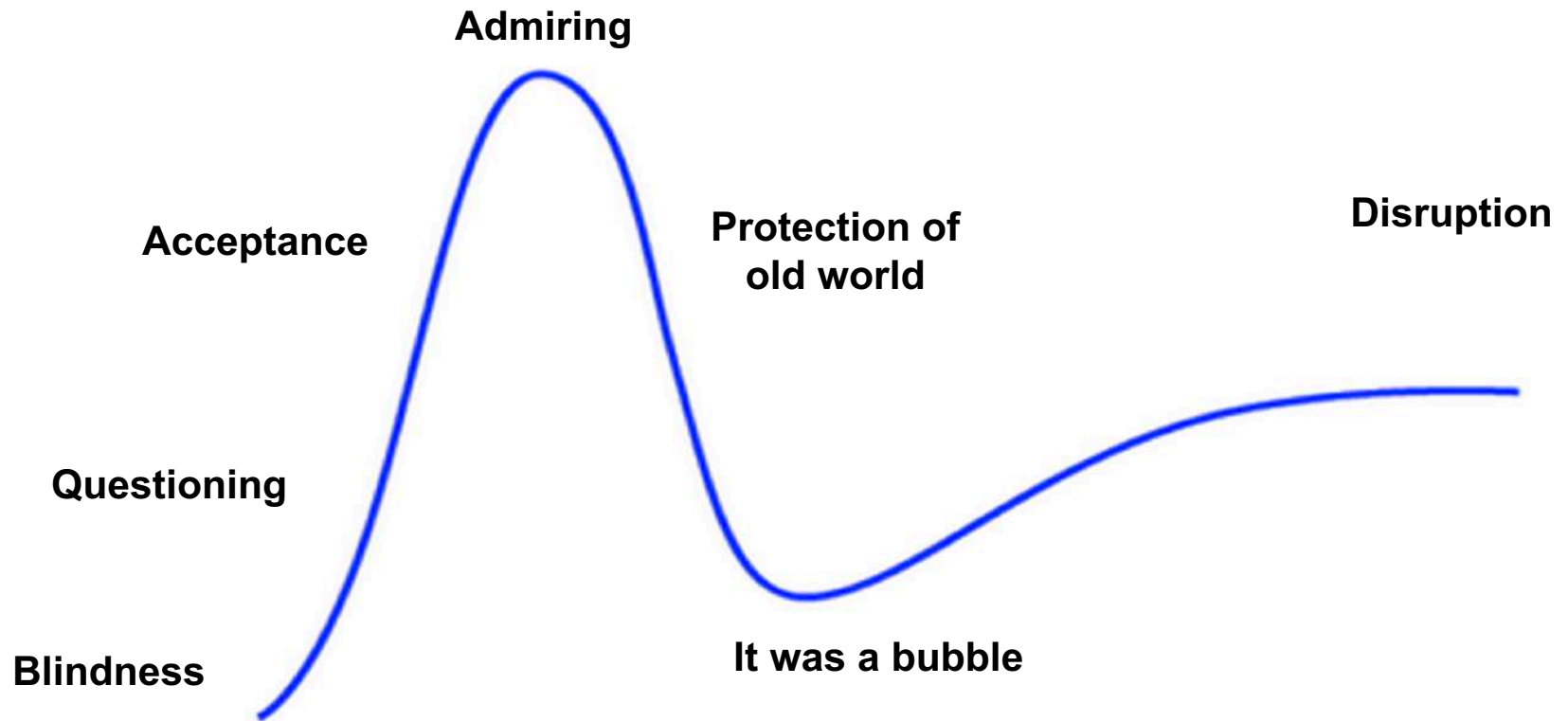
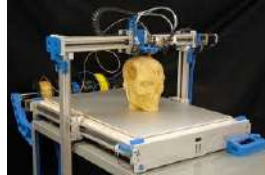


1. Klassifizierung: Luxus = E2F, Groß = D/E1, Mittel = C, Klein = B, Basic = A, ULCC = Sub-A
 2. Compound Annual Growth Rate 2010-2020
 Quelle: A. T. Kearney Prognose

A.T. Kearney 10/01/2012/42613d



Ramp up of disruptive technologies



“Savings at whatever cost”

There are many ways to ruin a company. There is nothing worse than do bad things perfectly and thoroughly with good intentions.



+ 100%

Individual demand,
mass customization

IoT and digital on line
world

Fast penetration of
disruptive technologies

Self service, modular
design, local service

Virtual and augmented
reality

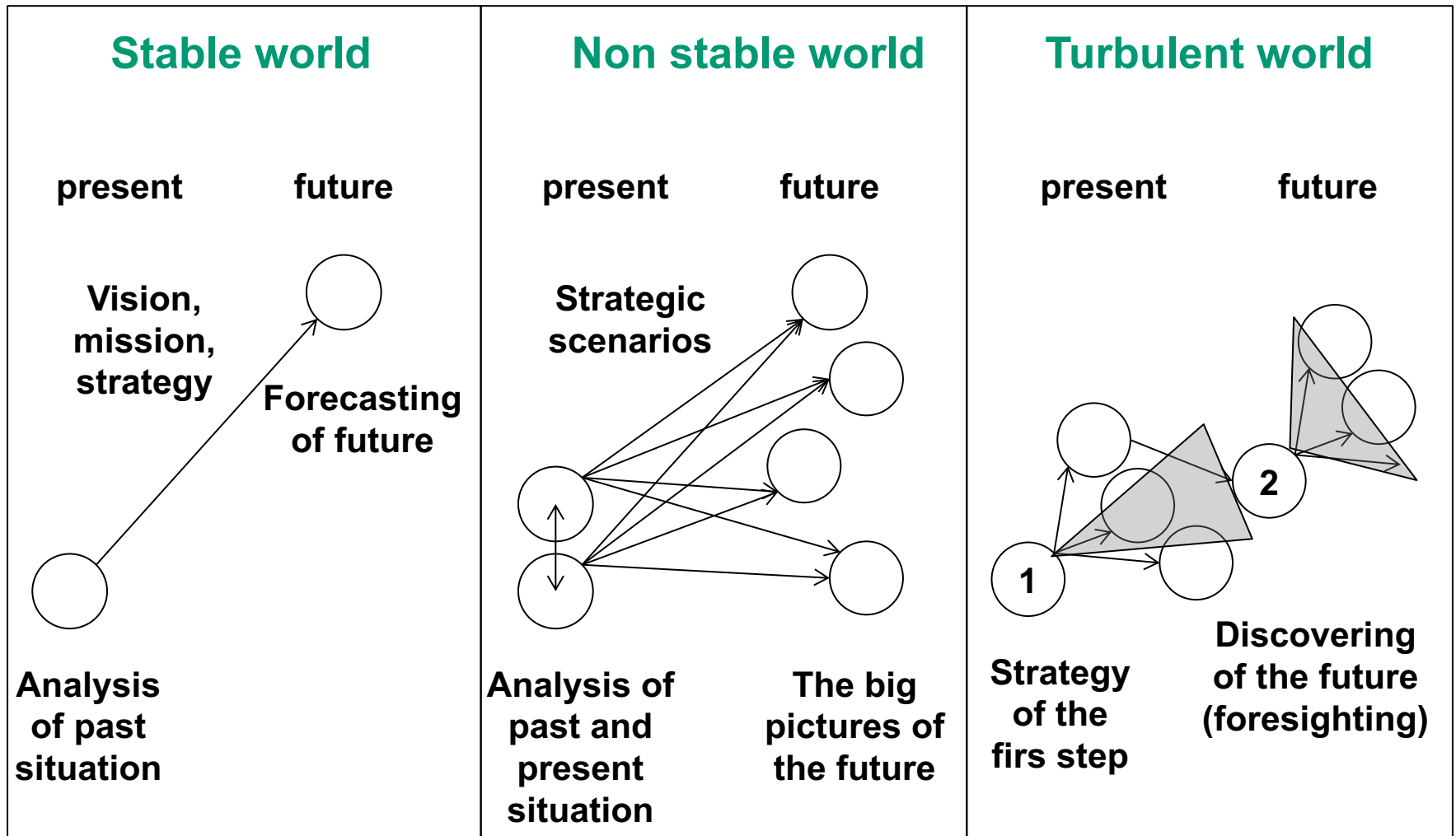
Fast, flexible and direct customer value
delivery, elimination of intermediates in
business models

From push towards pull
marketing and innovations,
from hierarchy toward
network, from cost saving
towards many making, from
robust towards agile design
process, from mass
production towards mass
customization



- 10%

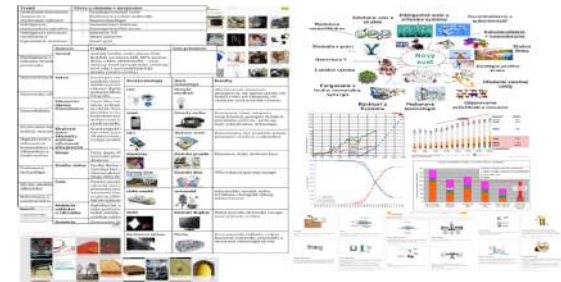
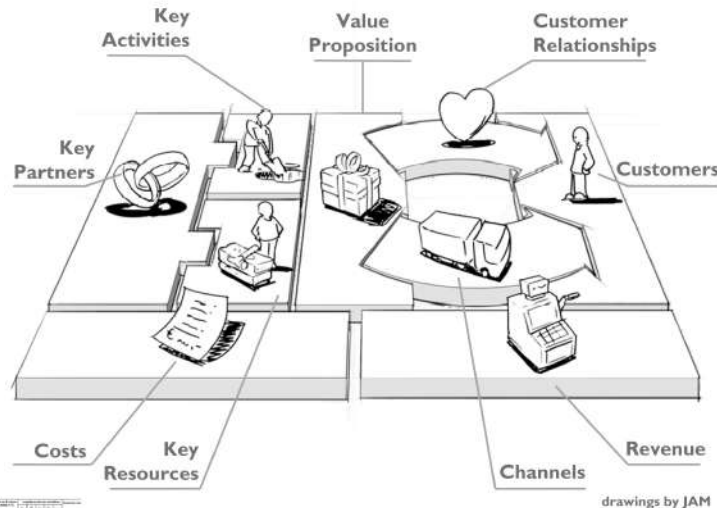
New strategic approach in chaotic world



3A Analyse - Adapt - Act

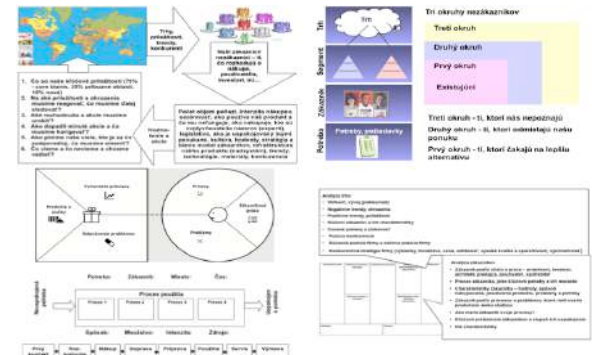
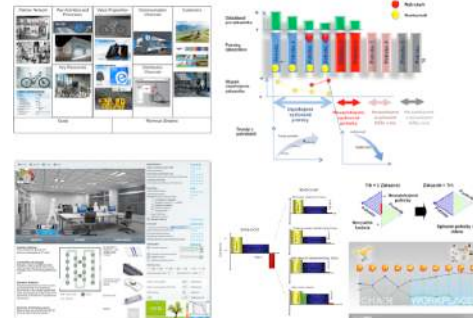
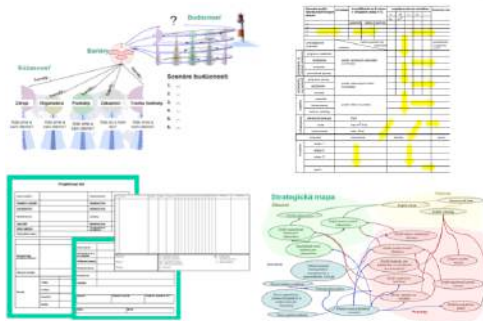
1. Trend analyses and strategic orientation

4. Processes and organization



2. Market and customer analysis

3. Exceptional value proposal

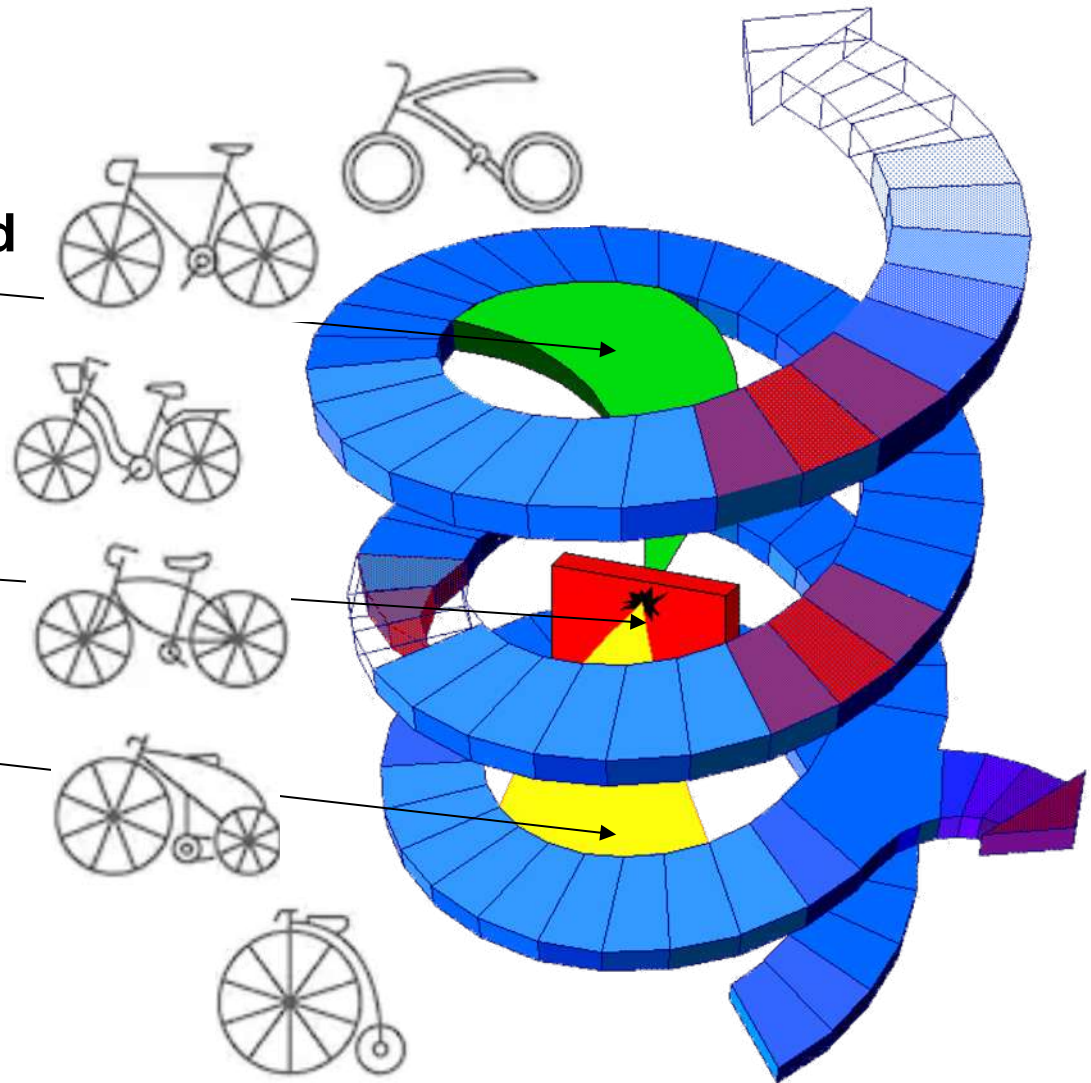


Spiral of Evolution

**New Solutions –
Contradiction Solution
Principles, Variation and
Combination, Final
Solution**

**Contradiction –
Development
Barrier**

**Orientation -
Strategy, Trend
Analysis, Current
State Analysis,
Evolution Trends,
Ideal Solution**

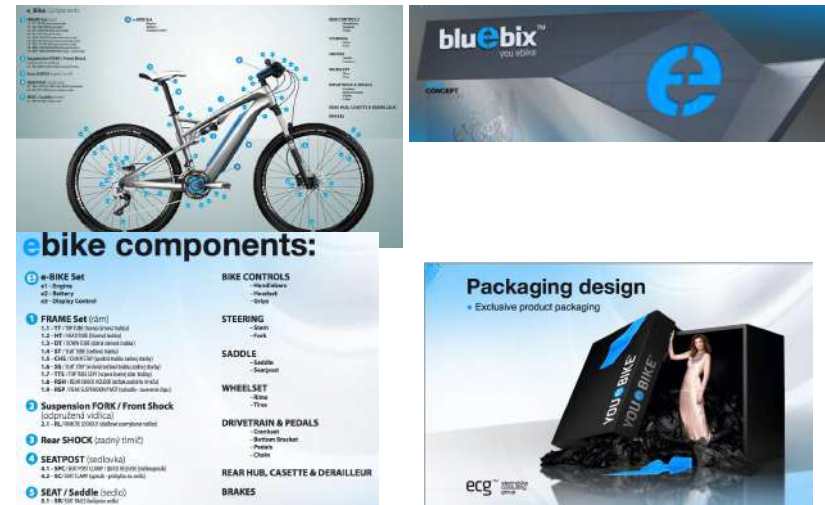


Disrupt or be Disrupted

Customer's Jobs and Problems



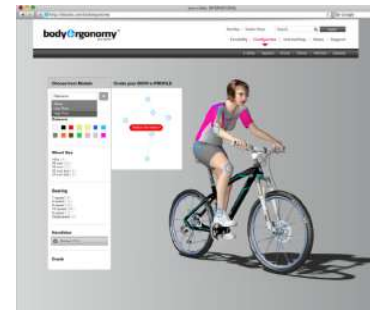
Value Proposition



Processes, Organisation, Key Resources, Partners



Communication and Distribution



eBike Innovation – Patrik Paul, Kinazo Design

1. Idea

Scanning of customer body and customized e Bike geometry



New selling and distribution concept



New eBike concept



2. Prototyping

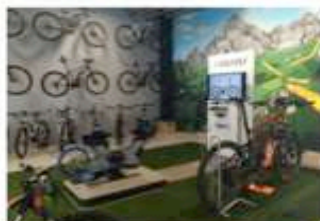
Business model



Individual product



Delivery and service



3. Realisation

Body scanning and fitting



Modelling and customization



3D printing, production, assembly



From Idea to Result – Patrik Paul, Kinazo Design



aplikovanie dizajnu na plochu / Zlínka



prezentácia na Unifab / profesor Peter



nový dizajn prezentatívneho panelu kinazo H&M



výber materiálu B&A detail uchytu kolies



praca vytvárajú prezentatívneho panelu
tvoríme stih videa / Slava, Adam a Jano
Bartulova 25 April 2017



finalizácia stavby panelu / Zlínka 26 Apr 2017
čas realizácie 1h / 17 min



Janek Komarik prezentuje Dielo na ateliérom konferencie
Zlínka 26 Apr 2017 / 8:00



podrobné detaily
uchytienia kolies

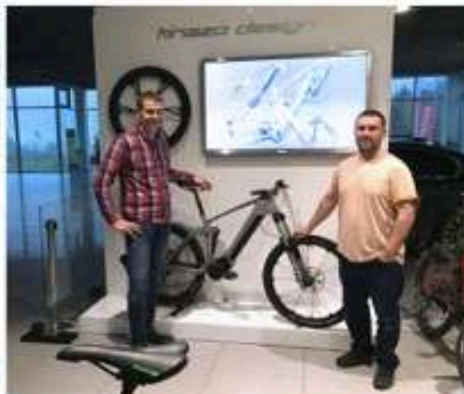


finalizácia panelu
Zlínka 26 Apr 2017
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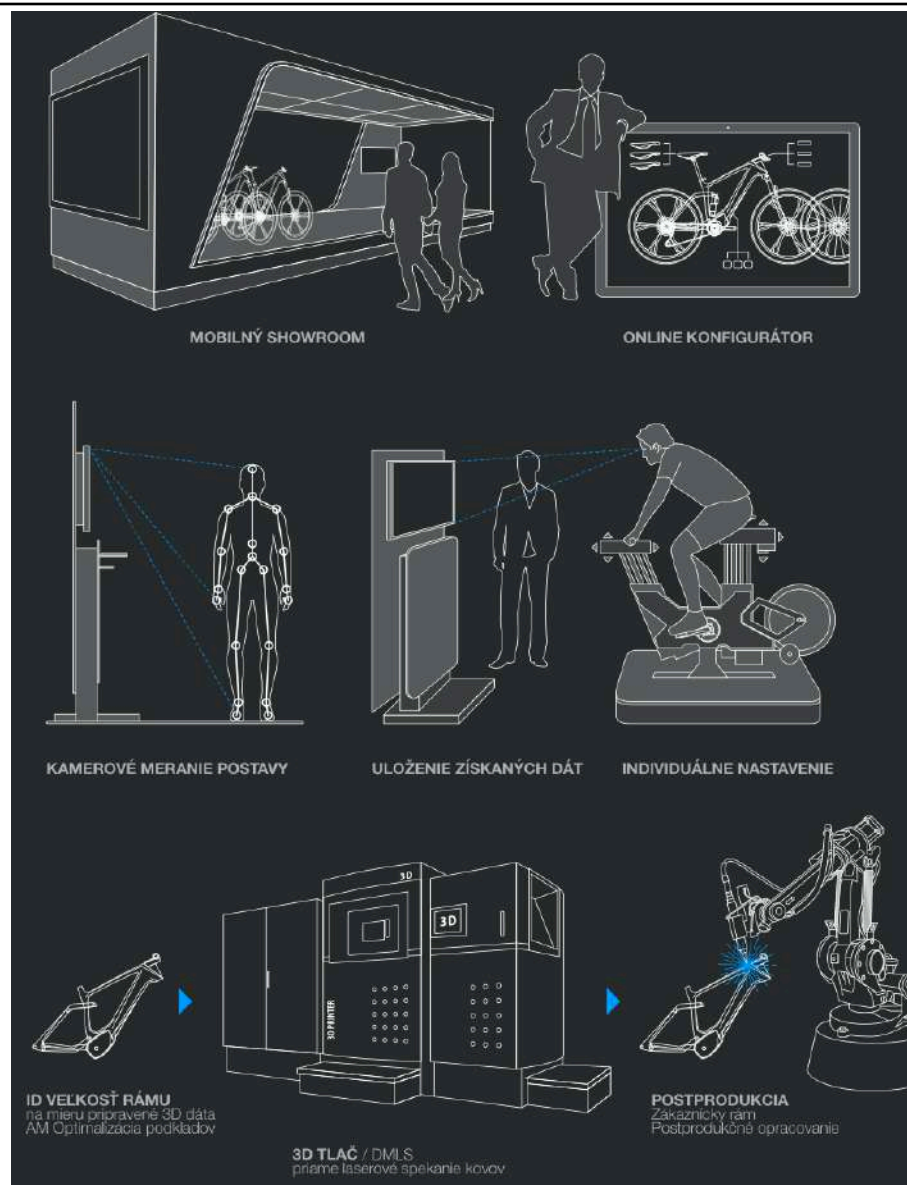


Urobte príkladu robu k Dielu a havi je to !!

Finalizácia panelu v gendáry RCE
Benka Bystrica / 27 Apr 2017 / 18:50



3D printed customised eBike



**Weight reduction by
AM computing, new
generation of powerful
battery, optimized
geometry**

**Technology
edge**

Exceptionality

First 3D printed

**Design without
compromises**

**Individual
fitting**

**Body,
geometry,
components,
individual
design,
special
application
and use**



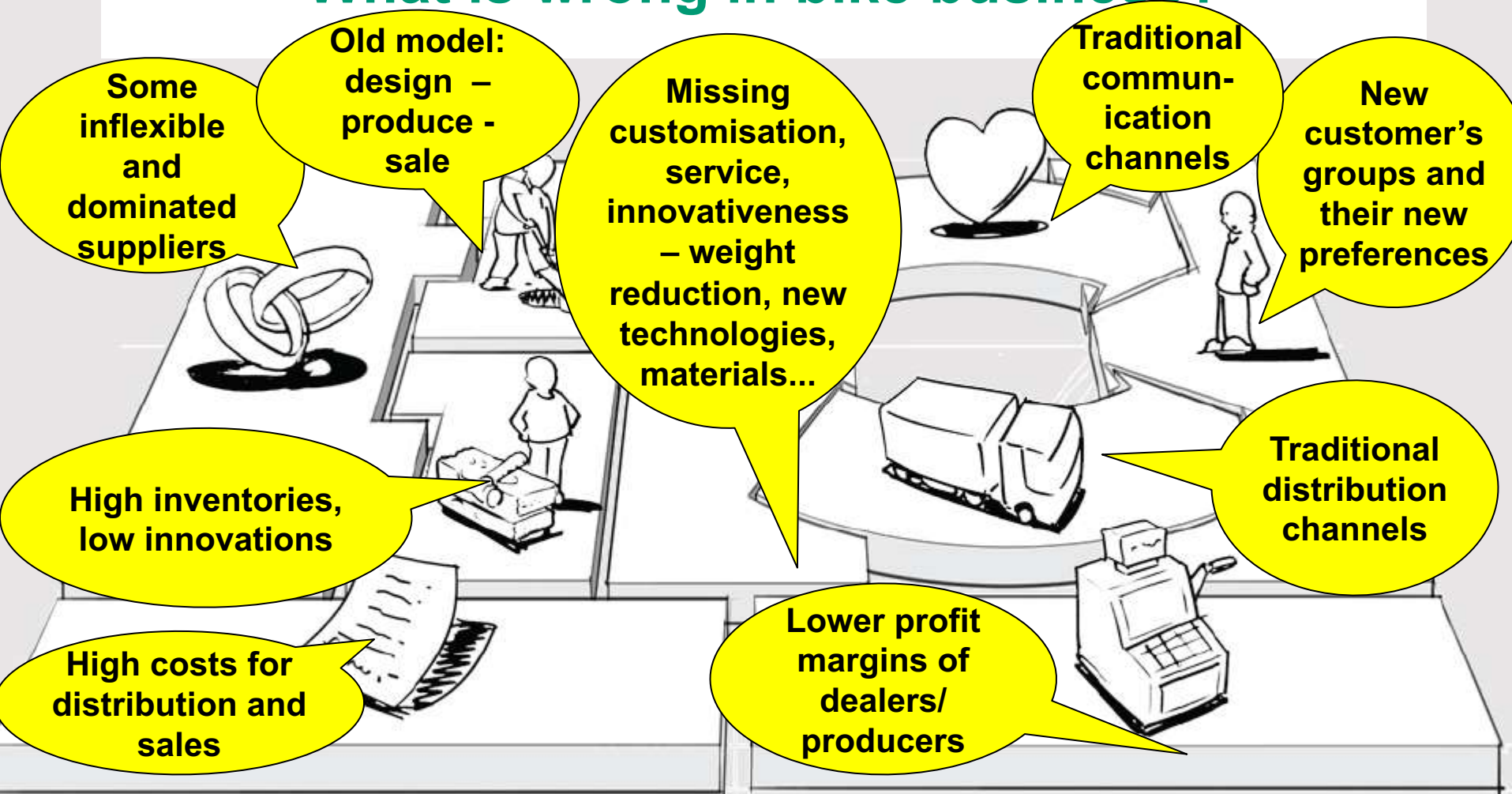
**Co-creation
platform**

**You can develop
innovative
projects**

**Individual on line
care and service**

**Direct sales without intermediates, eBike
+ assessories fitting, on line shopping,
digital service book, customer support in
cloud**

What is wrong in bike business?



CANVAS Problems in Biking

1. Individualisation



2. Selfservice



3. Elimination of Intermediaries



10. Decent and Fair Company



9. Circular Economy



8. New People's Values and Habits



7. Sharing Economy and Networks



Transformation Trends in Business

4. Re-localisation and Decentralisation



4. Disruptive Technologies



6. Digitalisation and Automation



1. Individualisation



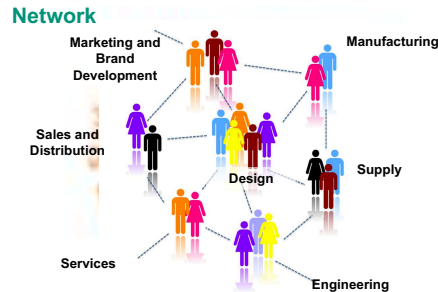
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8. New People's Values and Habits

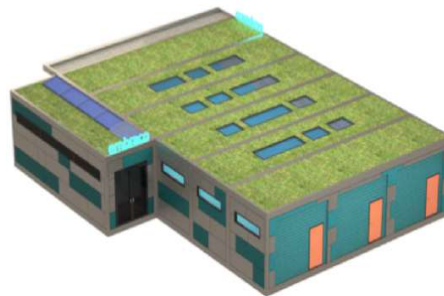


7. Sharing Economy and Networks



Transformation Trends in Business

4. Re-localisation and Decentralisation



4. Disruptive Technologies



6. Digitalisation and Automation



Trends – our research

Business Model Element	Past	Future
Customers	Customer segments with common needs and predictable behaviour	Individual customers who are changing needs and have not predictable behaviour
Communication and Relationships with Customers	Arvertisement, trade fairs, catalouges, demands/offers, agreements and contracts, technical information and product description	Personal communication, internet, virtual and augmented reality, customer involvement into innovation (open innovation), professional services and trust, customer language and knowledge
Distribution Channels	Dealers, distribution networks, many interfaces and intermediaries	Direct connection between value creation and customer, elimination of middle man and intermediaries
Value Proposition	Product/Service innovation, facelifting, modernisation, improvement, cost reduction and delivery improvement	Business model innovation, exceptionality, disruptive innovations, speed, excellence, extreme flexibility a customisation

Trends – our research

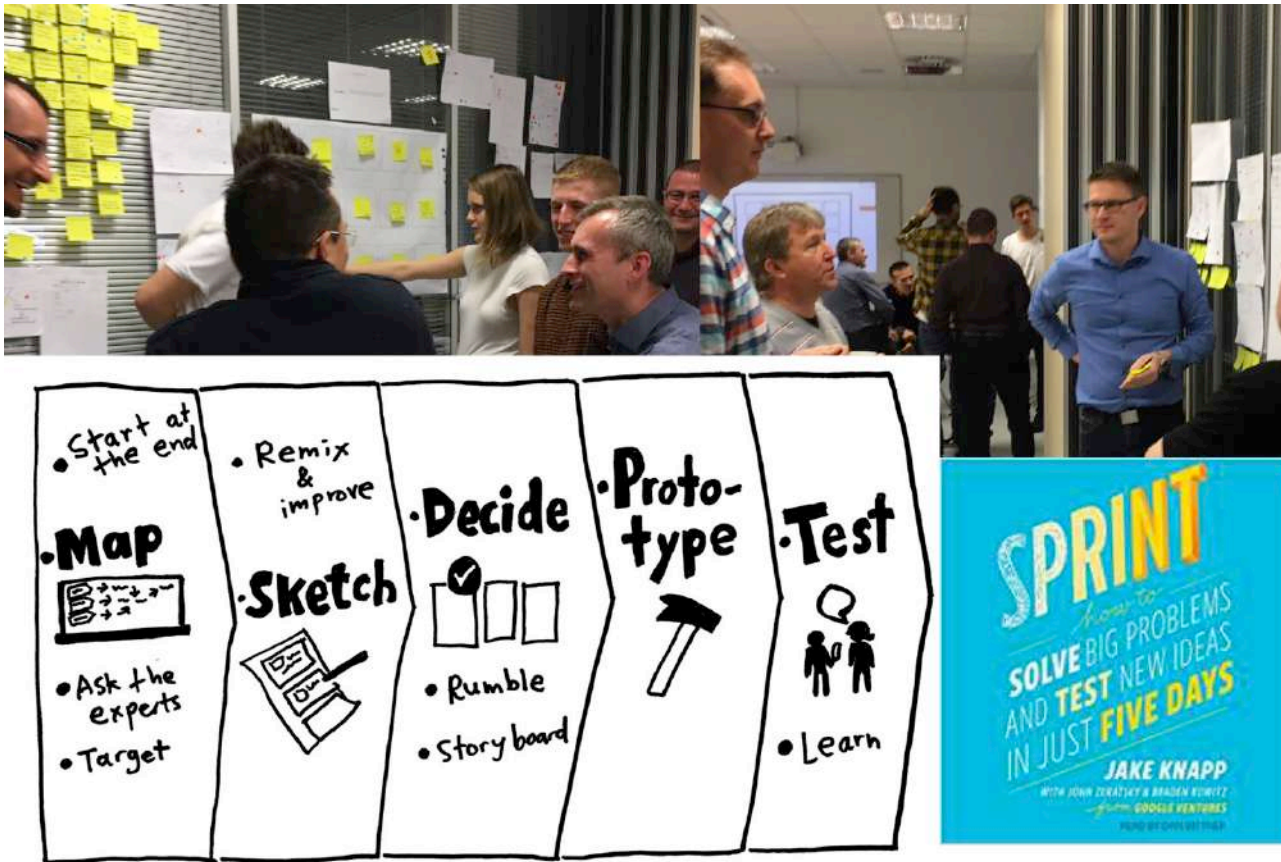
Business Model Element	Past	Future
Activities, Processes, Organisation	Continuous value flow to customer demand in production and logistics – customer is a part of production and delivery	Continuous value flow to individual customer in innovation, product design and other processes – customer is a part of innovation
Resources	Employees are disciplined executors of jobs and tasks and their involvement in continuous improvement process. Managers focused on defining targets, fulfilling goals and elimination risk Flexible equipment with short setup times	Employees as well as managers are entrepreneurs, „smart creatives“ who are able to solve problems, develop new solutions and take risks and responsibility. People focused on external opportunities, innovations, spin offs and start-ups. Shared Equipment in flexible and fast responsive networks
Partner Network	Flexible and productive supply and distribution networks sharing resources and delivering products and services	Innovation networks sharing knowledge, discovering market opportunities and delivering customer value without intermediaries

Trends and their Consequences on eBike Business

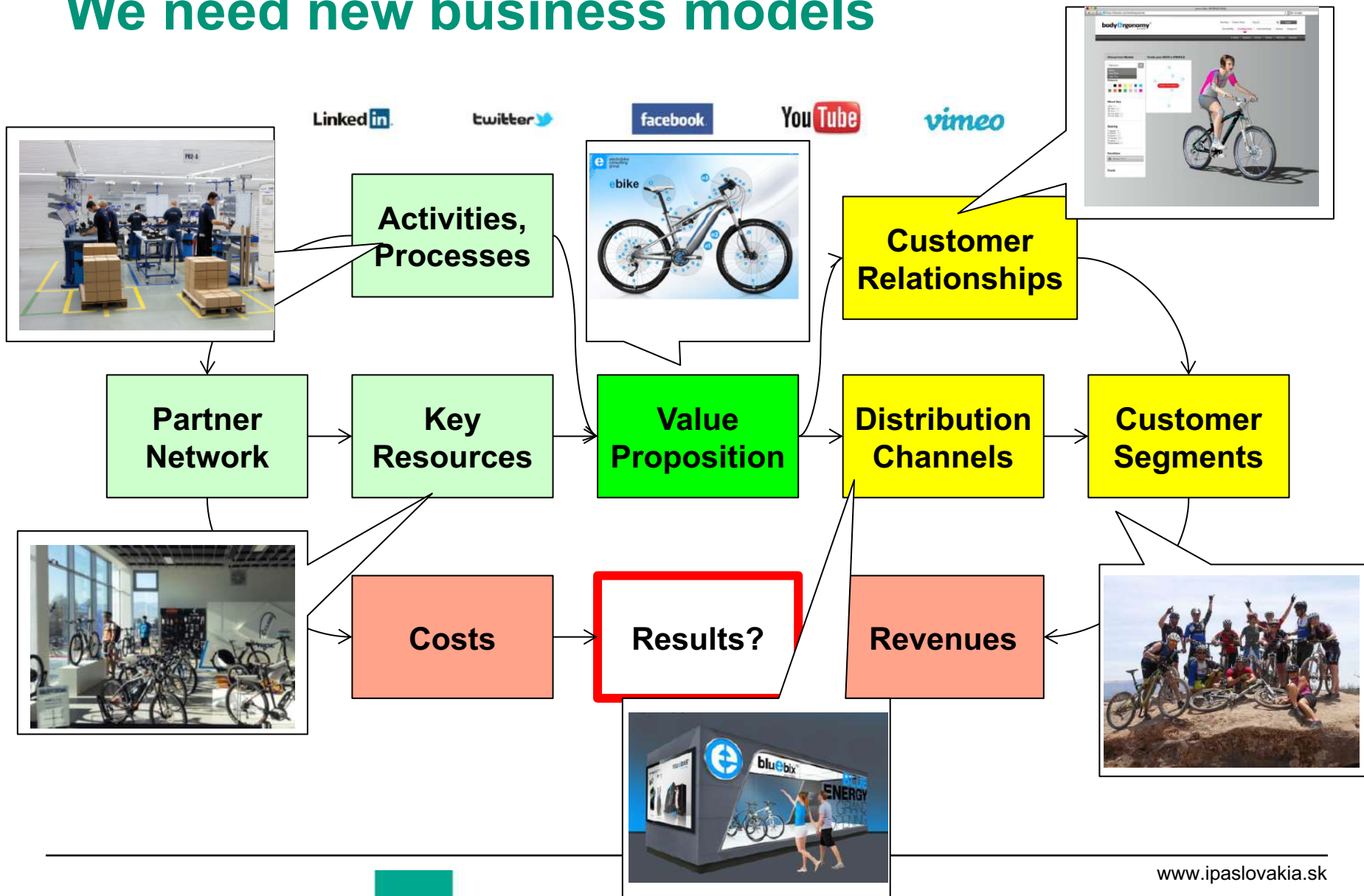
1. Elimination of Intermediates
2. High Speed
3. Flexibility
4. Decentralisation
5. Disruptive Innovations
6. Sharing Economy
7. Selfservice
8. Automation
9. Smart networks, IoT
10. Local production
11. Individualisation
12. Generations Y and Z
13. Circular Organisation
14. Additive Technologies
15. New Materials
16. Virtual Systems

- Direct communication, responsibility
- Empathy and Agility
- Antifragility
- Entrepreneurship, Proactivity
- Flexibility, Adaptability, Learning
- Trust and Open Networks
- Self-development
- Self Configured Manufacturing
- Micro Factories
- Local and Mobile Factories
- Digital Configurators
- Holacracy, Freedom in work
- Recycling of Waste and Printing
- 3D eBike printing
- Weight Reduction of eBike
- Teleworking, Teleservice

From Design – Produce – Sale in years and months towards Sale – Design – Produce in weeks and days



We need new business models



On line customer monitoring what and how they are using from our products/services – information for marketing, sales, distribution, R+D, innovations



Configuration/selection software

3D digital model, virtual and augmented reality

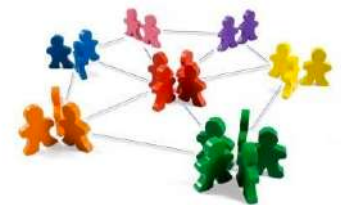


Modular designed, customizable, scalable product – Lego principle

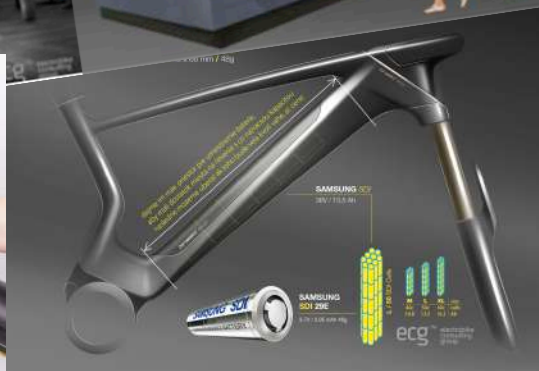
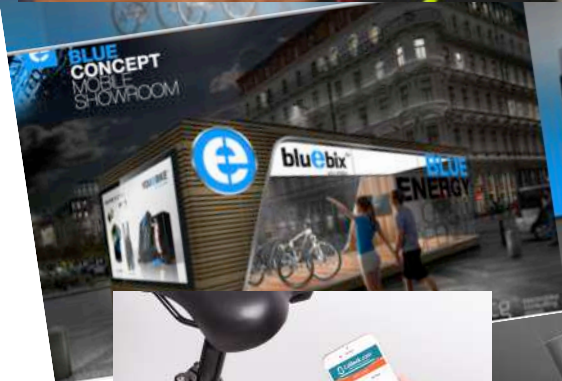
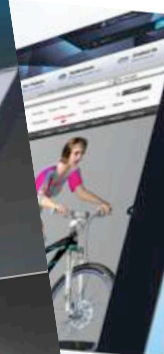
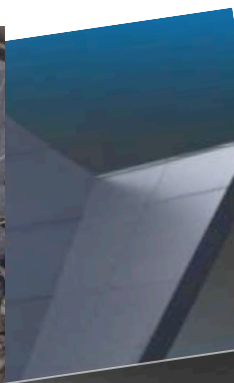
Individual, customized solutions and applications, interface for different customer groups and “playground for game players who are paying for the games”



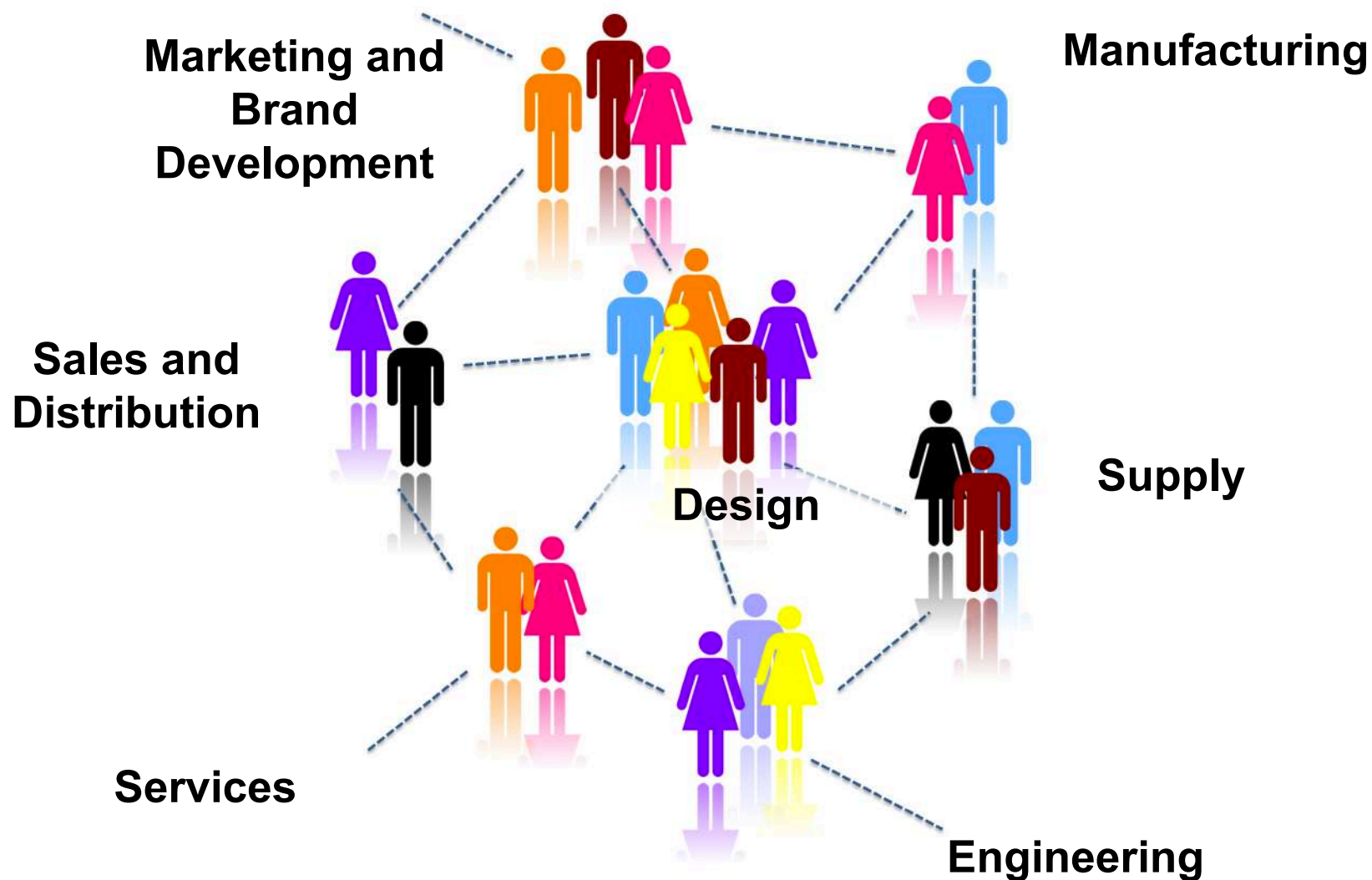
Individual customers – individual bikers, biking groups, dealers, OEM, startups and new solutions



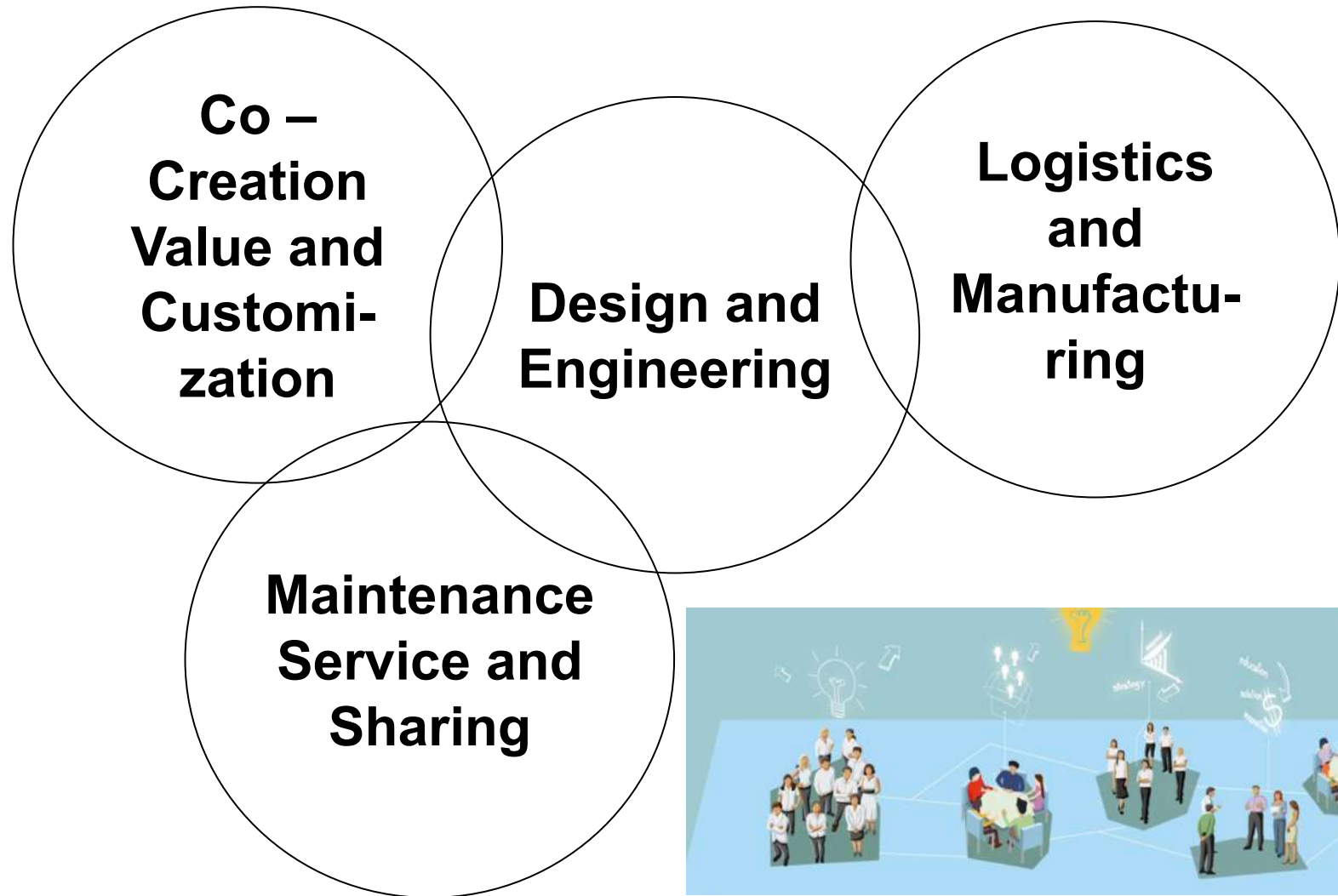
3S – Sales – Service - Sharing



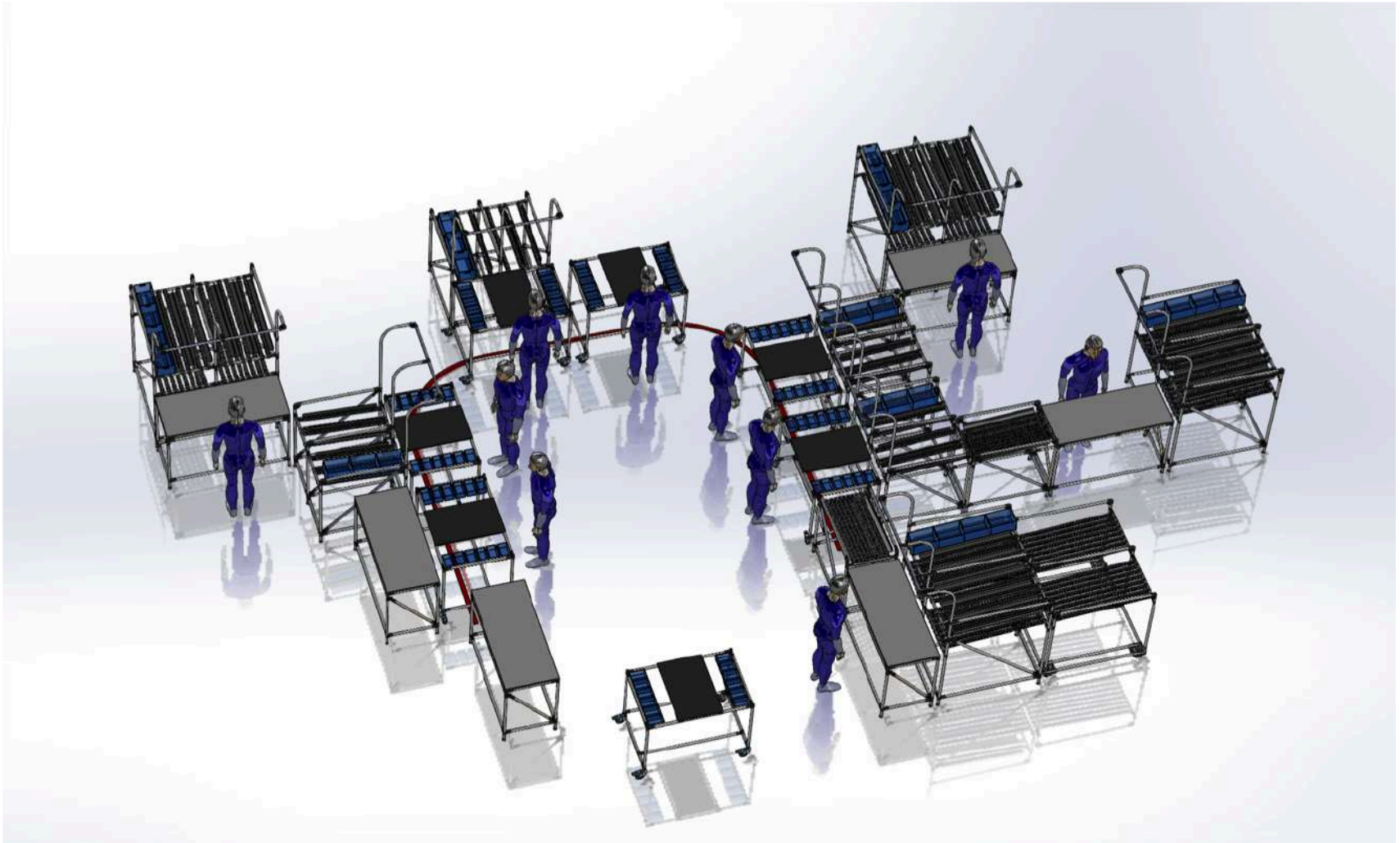
Networks



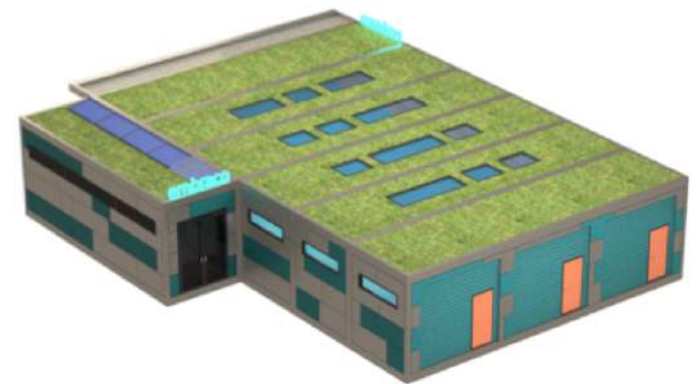
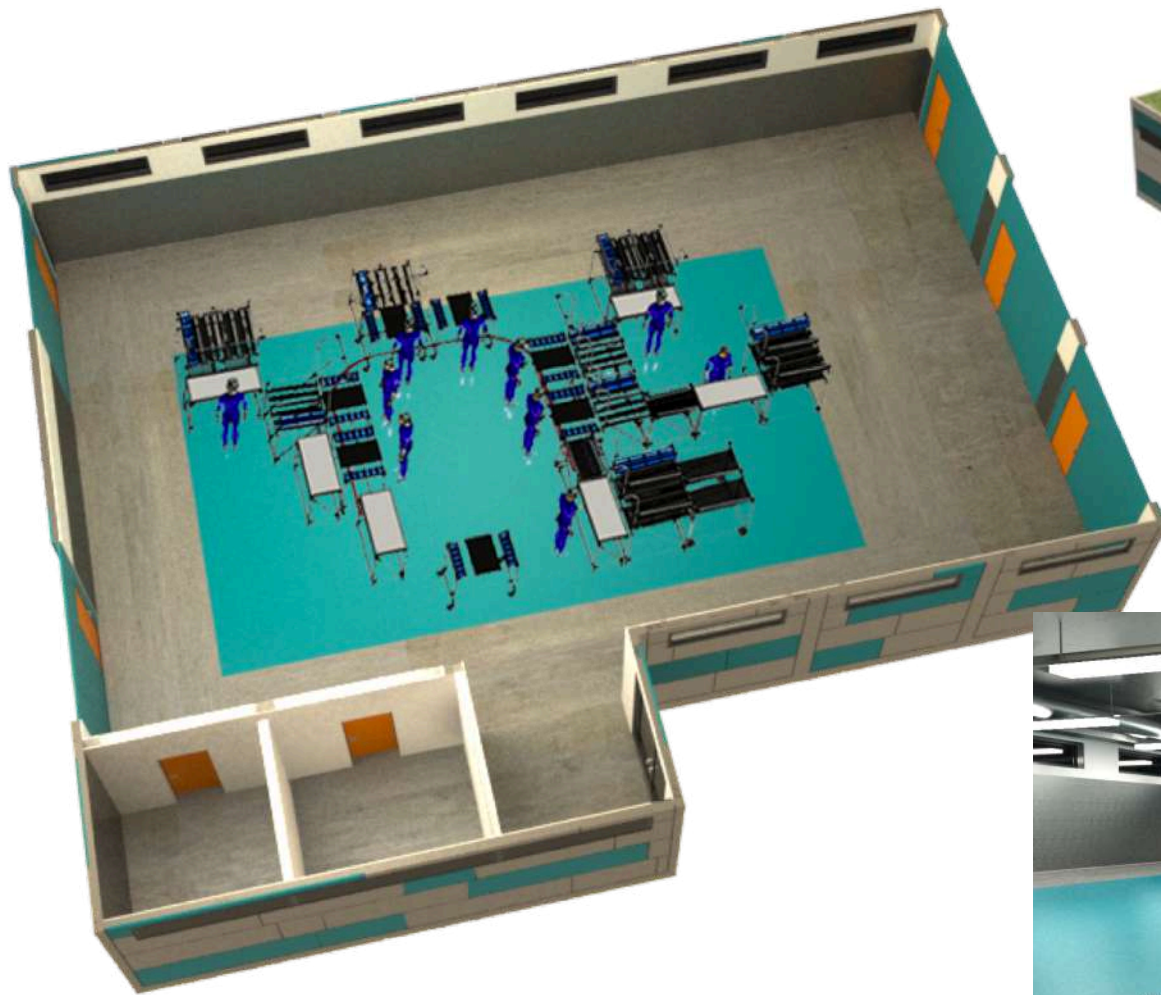
New Manufacturing Concepts - Microfactories



Modular and Mobile Manufacturing



Mobile Factory





**If everything is under
control you are just
not driving
fast enough**

**Thank you for your
attention**

Jan Kosturiak

kostur@ipaslovakia.sk