Two predictions

2004*

Anything that can be a service, will be a service.

- Jet engines
- Building environmental controls
- Prescription drugs
- T-shirts

2015*

In a world of cheap sensors & ubiquitous connectivity ... 

... the collaborators will rule 

... because very few firms have the breadth of assets required to offer a device-enabled service

aka, the Internet of Things

* NorCal PDMA annual conference
  San Francisco, CA
  October, 2004

* Journal of Research-Technology Management
  September, 2015
How the collaborators rule

Keys to collaborative services entrepreneurship

1. Make sound strategic choices about what to own, what to share, and how to share it; and

2. Become adept at prototyping and validating business models off-platform ...

... where new opportunities can be explored without distracting the core business ...

... making failures and pivots affordable.
How I approached it in 1998

1. Does it sound cool?
2. Can we produce it technically?
3. Do people want it?
4. Does it scale as a business?
How I approached it in 1998

1. Does it sound cool?  **30 days**
2. Can we produce it technically?  **100 days**
3. Do people want it?  **300 days**
4. Does it scale as a business?  **never**
100 days
300 days
Sick of watching one-click items in your Web shopping cart morph into an armload of missed delivery notices? Enter Brivo, a steel-reinforced, Net-connected-and-secure container that keeps your content on the edge of the network. One of several smartboxes aiming to own ecommerce’s last yard, Brivo (www.brivo.com) promises to be considerably more than an icebox with an IP address. This mail drop is built on an open system – package bearers of any stripe (or even a neighbor returning your Matrix DVD) can unlock the Brivo by entering a keypad code. And its brain – a two-way wireless modem with an embedded 386 processor – tracks who delivered what and when, then alerts its owner by email. Early this fall, the company finished up a six-month beta and launched a full pilot test involving more than 100 houses in the Washington, DC, area. And Brivo Systems cofounder Carter Griffin promises that the boxes will be available “through major brick-and-mortar outlets” beginning this November. – Aaron Clark
How I approached it in 1998

Instead of this ...

1. Does it sound cool?
2. Can we produce it technically?
3. Do people want it?
4. Does it scale as a business?

... try this

1. Do people want it? (60%)
2. Does it scale as a business? (30%)
3. Can we produce it technically? (10%)

2015
How I approached it in 1998

... try this

1. Do people want it?
2. Does it scale as a business?
3. Can we produce it technically?

(human-centered design)
Collaborative services entrepreneurship
Reminder: How the collaborators rule

Keys to collaborative services entrepreneurship

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FleetSure Corp: A case study

“RoadAngel”

How it Works

Monitor Driving Behavior

Braking Review

Specialized Interaction and Training Modules

Analysis presented with next steps to change driver behavior

Measurable Results
Making choices: The 5Bs template

How can we make sound strategic choices about what to own, what to share, and how to share it?
RoadAngel and the 5Bs template

How can we make sound strategic choices about what to own, what to share, and how to share it?

Partner A

Partner A or Partner B

Partner A or Partner B
RoadAngel and services IP protection

How can we make sound strategic choices about what to own, what to share, and how to share it?

<table>
<thead>
<tr>
<th>Formal Protection Method</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Patent (issued)</td>
<td>Enable ownership rights for specific claims</td>
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<td>Provisional patent</td>
<td>Create the basis for future claims (which will revert to the date of provisional filing)</td>
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<tr>
<td>NDA</td>
<td>Create a legal obligation for protection of confidential information</td>
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<tr>
<td>Contract</td>
<td>Create mutual rights and responsibilities for parties to the agreement</td>
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<tr>
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<tbody>
<tr>
<td>Documentation</td>
<td>Prevent the disappearance of the latent knowledge, increase the effectiveness of the entrepreneur</td>
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<tr>
<td>Confidentiality</td>
<td>Prevent the spreading of confidential information to outsiders</td>
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<td>Concealment</td>
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<tr>
<td>Quick innovation pace</td>
<td>Stay ahead of imitators and accelerate the development of the business</td>
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<tr>
<td>Dividing of tasks</td>
<td>Prevent individual workers from having access to the totality of the business model</td>
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<td>Recycling of tasks</td>
<td>Reduce the dependence upon key workers by replicating capability elsewhere</td>
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<tr>
<td>Defensive publication</td>
<td>Preclude others from patenting or “owning” the same concept</td>
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Separate partners = stronger role for FleetSure Corp.
RoadAngel control points

How can we make sound strategic choices about what to own, what to share, and how to share it?

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<th>ELEMENTS OF THE SOLUTION</th>
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TARGET ZONE

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**RoadAngel control points**

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**TARGET ZONE**

**Q:** Will the telematics partner share raw data?
FleetSure business model prototype

How can we become adept at prototyping and validating business models off-platform?
FleetSure business model prototype

How can we become adept at prototyping and validating business models off-platform?
Summary: How the collaborators rule

Keys to **collaborative services entrepreneurship**

1. Make sound strategic choices about what to own, what to share, and how to share it; and

   Use good planning templates
   - 5Bs
   - Services IP
   - Control points

2. Become adept at prototyping and validating business models off-platform ...

   Expose it early, in low fidelity
   - Visual prototype
   - One customer or partner at a time

... where new opportunities can be explored without distracting the core business ...

... making failures and pivots affordable.
questions?

Tim Ogilvie
(703) 314-3123
togilvie@peerinsight.com
Thanks.