



peer insight

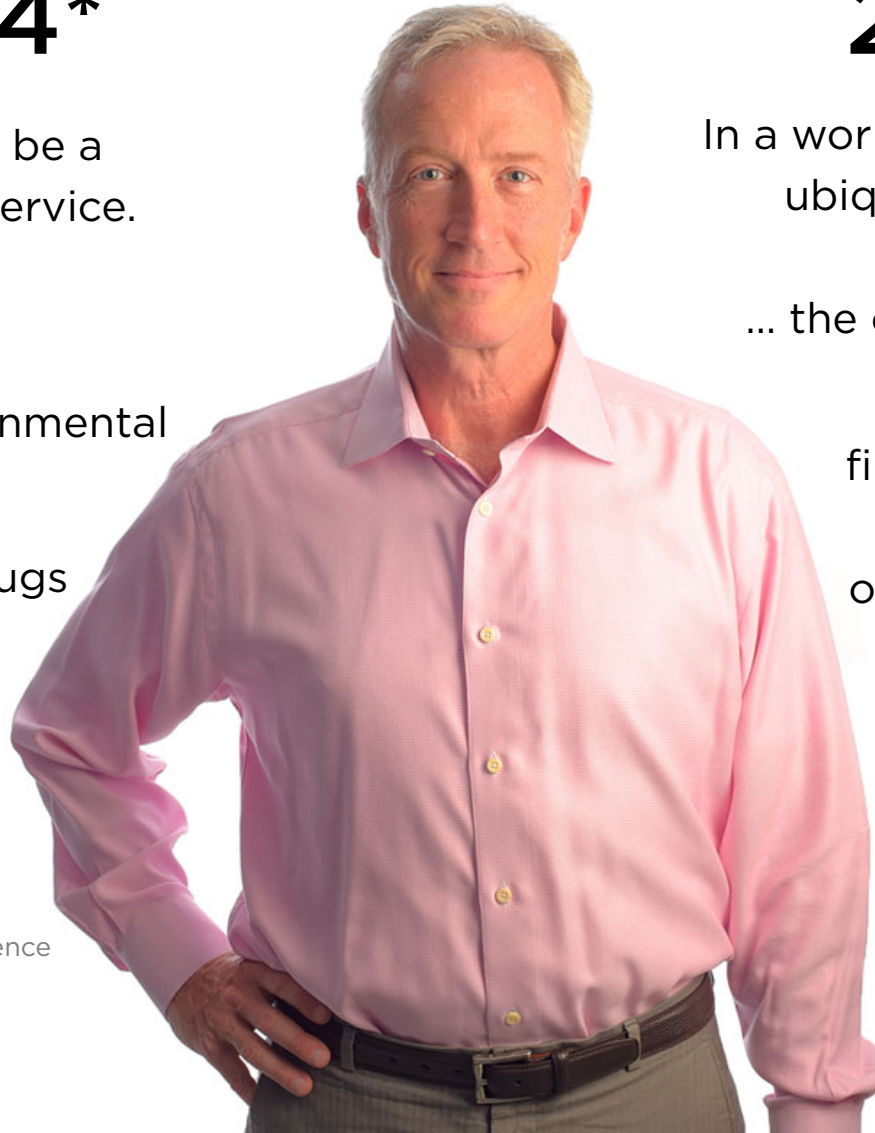
Collaborative Services Entrepreneurship
December 4th, 2015

Two predictions

2004*

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

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



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

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



* Journal of Research-Technology Management
September, 2015

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?



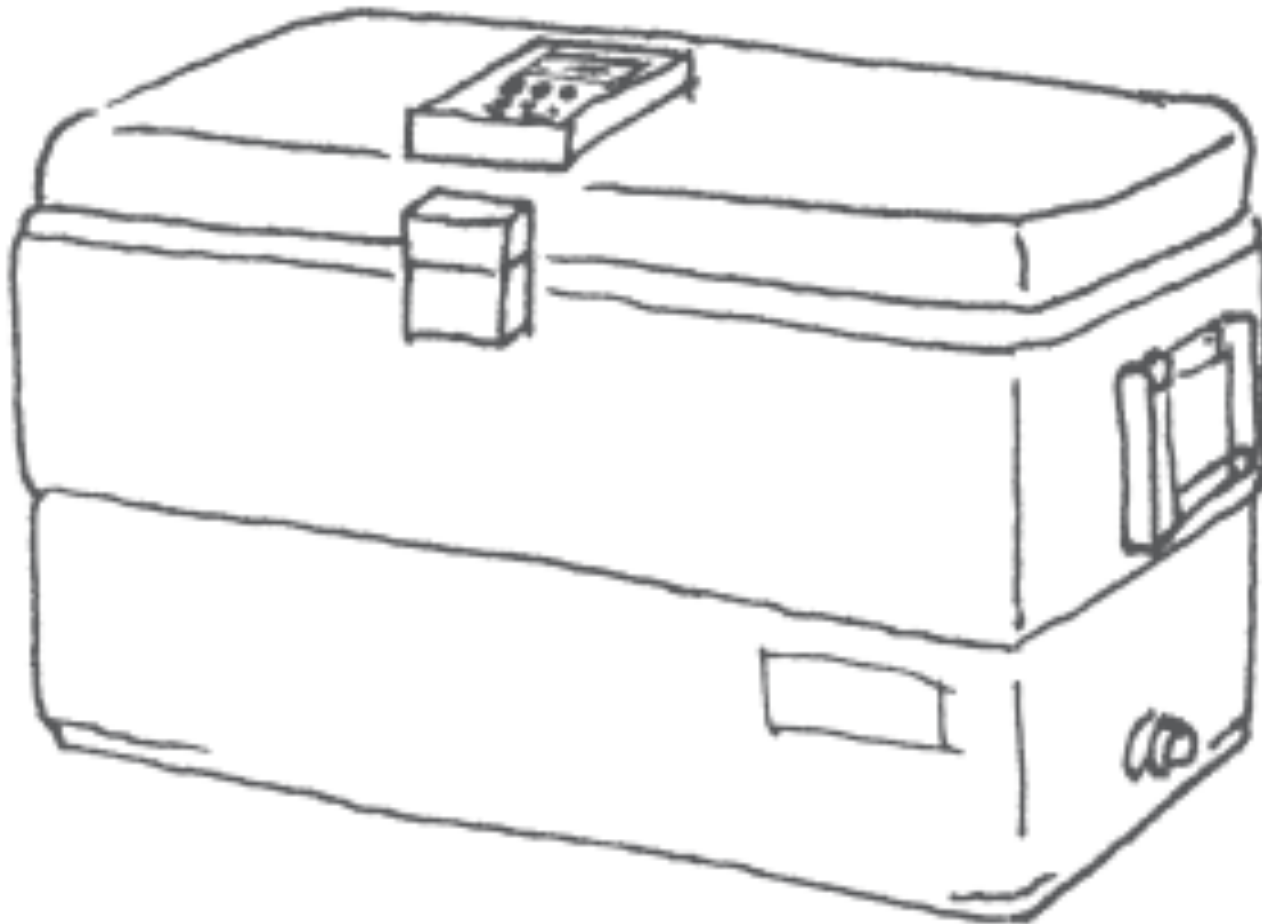
How I approached it in 1998

30 days

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



peer insight

300 days





→ PACKET SWITCHER

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*



PHOTOGRAPH: MATT DUCKLO

How I approached ~~it in 1998~~ 2015

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%)

How I approached ~~it in 1998~~ 2015

... try this

(human-centered design)

Collaborative services entrepreneurship

1. Do people want it?

2. Does it scale as a business?

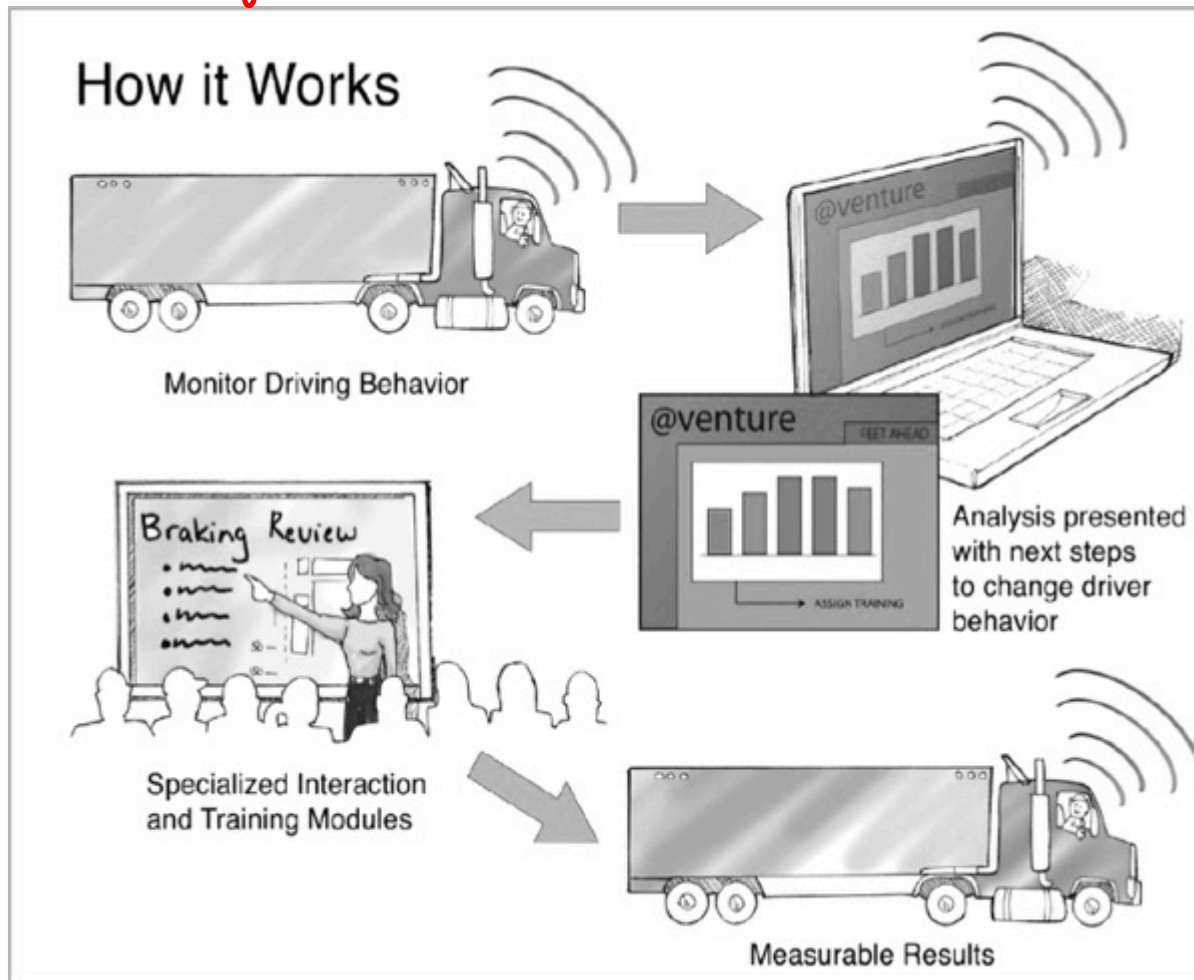
3. Can we produce it technically?

Keys to *collaborative services entrepreneurship*

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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.

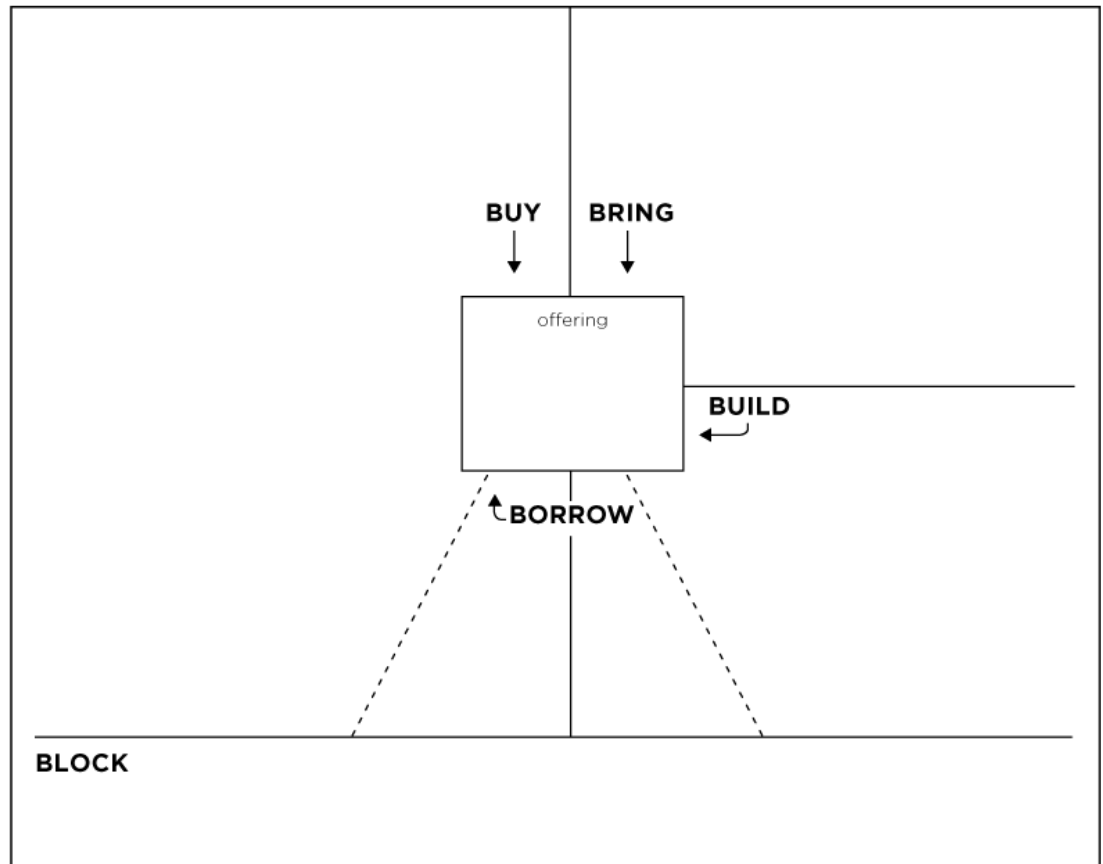


“RoadAngel”



Making choices: The 5Bs template

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

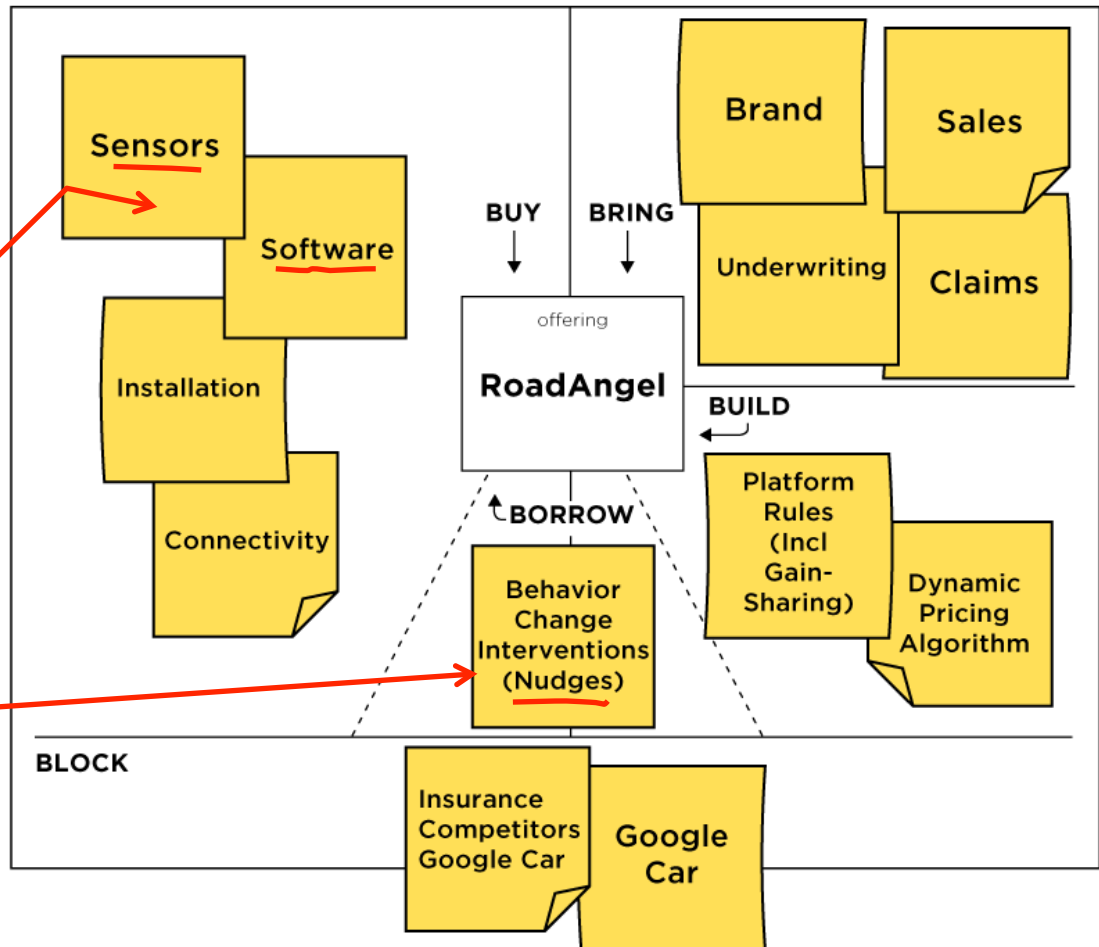


RoadAngel and the 5Bs template

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



RoadAngel and services IP protection

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

| Formal Protection Method | Purpose |
|--------------------------|--|
| Patent (issued) | Enable ownership rights for specific claims |
| Provisional patent | Create the basis for future claims (which will revert to the date of provisional filing) |
| NDA | Create a legal obligation for protection of confidential information |
| Contract | Create mutual rights and responsibilities for parties to the agreement |

| Informal Protection Method | Purpose |
|----------------------------|---|
| Documentation | Prevent the disappearance of the latent knowledge, increase the effectiveness of the entrepreneur |
| Confidentiality | Prevent the spreading of confidential information to outsiders |
| Concealment | Prevent the spreading of confidential information to outsiders |
| Quick innovation pace | Stay ahead of imitators and accelerate the development of the business |
| Dividing of tasks | Prevent individual workers from having access to the totality of the business model |
| Recycling of tasks | Reduce the dependence upon key workers by replicating capability elsewhere |
| Defensive publication | Preclude others from patenting or “owning” the same concept |

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?

| ELEMENTS OF THE SOLUTION | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|-----------------------|-----------|----------------------|-------------------------|----------------------------|-----------------------------|------------------------------|---------------------------------|---------------------------------|--------------------------|
| | UBIQUITOUS | | | | | | | | CONSTRAINED | |
| | Free Available to all | Commodity | Many Providers Exist | Several Providers Exist | Possible to Observe + Copy | Branded + Expensive to Copy | Produced by Only A Few Firms | Protected by Contracted Secrecy | Protected by Contractual Patent | Protected by Concealment |
| 1 FleetSure Brand | | | | | | X | | | | |
| 2 Installed Base | | | | | | | X | | | |
| 3 Platform Orchestration | | | | | | | X | | | X |
| 4 Dynamic Pricing Algorithm | | | | | | | | | | X |
| 5 Correlation of Interventions to Outcomes | | | | | | | | | | X |
| 6 | | | | | | | | | | |

A shaded gray area labeled "TARGET ZONE" covers columns 8, 9, and 10. A curved arrow points from column 7 towards the "TARGET ZONE". A large question mark "?" is located to the right of the table.

RoadAngel control points

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

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
|--------------------------|--|-----------------------|-----------|----------------------|-------------------------|----------------------------|-----------------------------|------------------------------|---------------------------------|---------------------------------|--------------------------|--|
| | | ← UBIQUITOUS | | | | | | | → CONSTRAINED | | | |
| ELEMENTS OF THE SOLUTION | | Free Available to all | Commodity | Many Providers Exist | Several Providers Exist | Possible to Observe + Copy | Branded + Expensive to Copy | Produced by Only A Few Firms | Protected by Contracted Secrecy | Protected by Contractual Patent | Protected by Concealment | |
| 1 | FleetSure Brand | | | | | | X | | | | | |
| 2 | Installed Base | | | | | | | X | | | | |
| 3 | Platform Orchestration | | | | | | | X | | | X | |
| 4 | Dynamic Pricing Algorithm | | | | | | | | | | X | |
| 5 | Correlation of Interventions to Outcomes | | | | | | | | | | X | |
| 6 | | | | | | | | | | | X | |

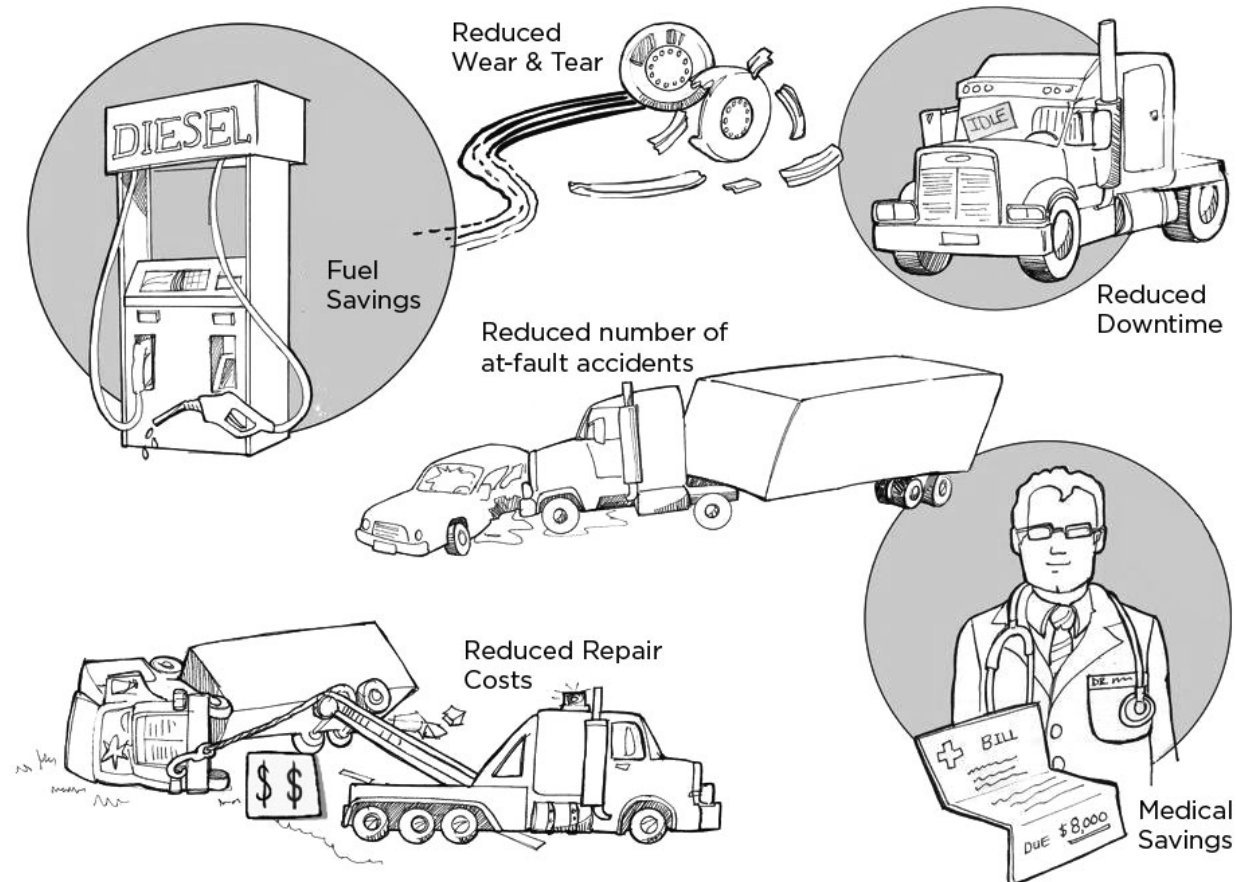
TARGET ZONE (shaded area covering columns 8, 9, and 10)

? (large question mark on the right side of the table)

Q: Will the telematics partner share raw data?

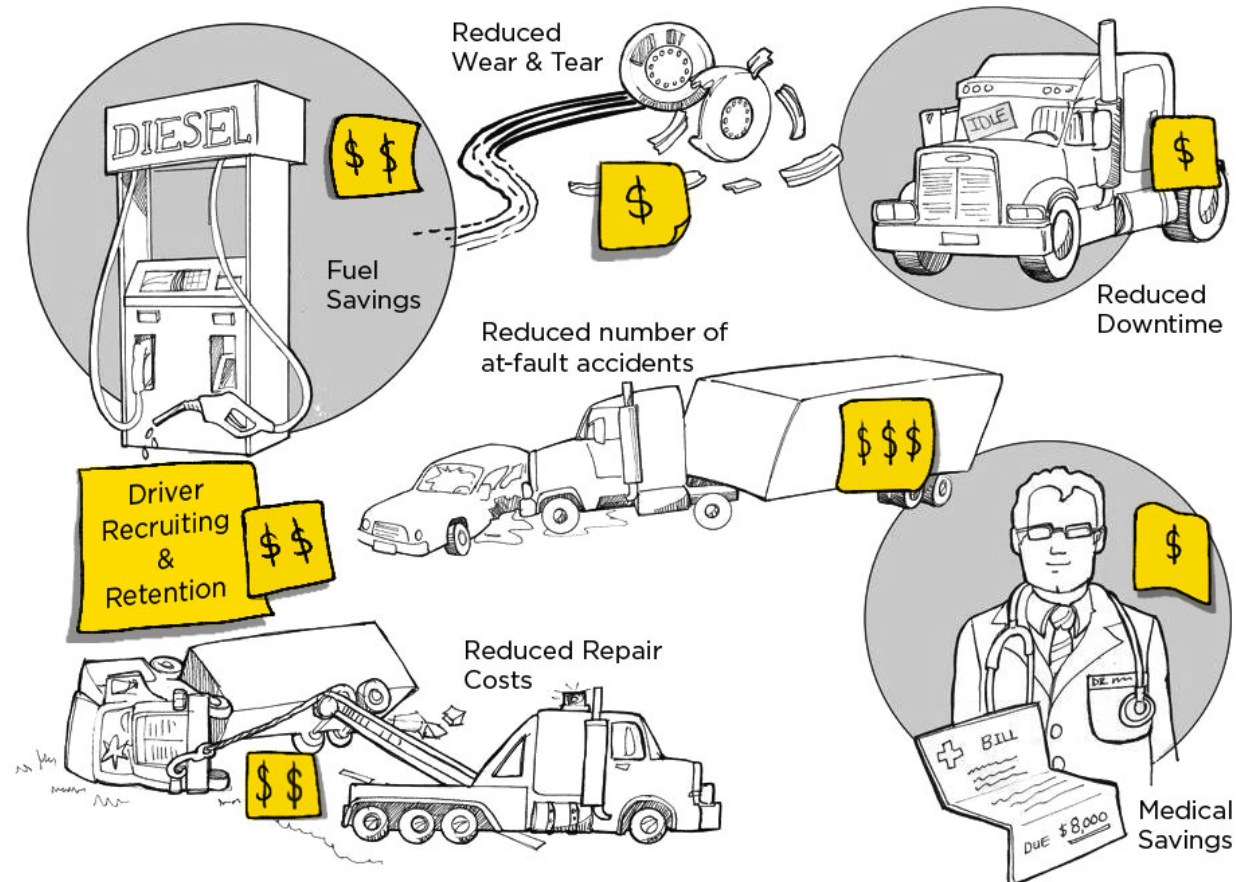
FleetSure business model prototype

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?



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