The opportunities and risks of digital disruption shift over time, and competitive advantage flows to the businesses that see and act on those shifts first.
Digital Disruption Drivers

• Demographic changes
• Pace of technology innovations
• Empowered multi-channel consumers
• New customer pain points
• Myriad delivery and monetization options
• Innovative value-based business and operating models
Reasons for brand/industry susceptibility

- Digital skills gap
- Denial/Complacency
- Lack of customer-centricity
- Short term result orientation
- Can’t keep up with pace of change
- Inherently view start-ups as non relevant
- Don’t want to cannibalize profitable businesses
Disruption introduces an incumbent to a new journey.

**Disruption is ...**  
- Detectable: Faint signals with lots of noise  
- Clear: Emergence of a validated model  
- Inevitable: Critical mass of adoption achieved  
- New normal: At scale and mature

**Incumbent’s move**  
- Acuity  
- Action  
- Acceleration  
- Adaptation

<table>
<thead>
<tr>
<th>Common barrier</th>
<th>Acuity</th>
<th>Action</th>
<th>Acceleration</th>
<th>Adaptation</th>
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<tr>
<td>Myopia</td>
<td>Avoidance of pain</td>
<td>Inertia</td>
<td>Fit</td>
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</tbody>
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McKinsey&Company
No industry is immune to disruption
Channel Impact

- Consumer journey now is now omni-channel - requiring integration
- Creation of inherent channel conflicts
- Speed of interaction
- Increased competition
- Customer user experience is now critical success factor
- Customer data and relevant content creates shift in power
A disruptor story
HOW AIRBNB STARTED
Or How 3 Guys Went From Renting Air Mattresses To A 10 Billion Dollar Company

By Anna Vital

2007
- two guys in San Francisco can't pay rent
- they think to rent out air mattresses
- they make a simple website (a blog with maps)
- 2 men, 1 woman showed up, paying $80 each
- after guests left they thought this could be a big idea
- they invited former roommate as a co-founder to build the site

2008
- launched at SXSW - got two bookings

2009
- 2 men, 1 woman were making $200 a week for months, not growing
- got $20,000 in first funding from Paul Graham's Y Combinator
- said “Obama O’S” cereal before the election, for $40 each making first money $30,000

2010-2011
- made $400 a week started to grow
- were rejected by a famous VC in New York (Fred Wilson)
- Barry Manilow's drummer rents an entire house
- raised $600,000 seed round from Sequoia
- raised $7.2 million, then $112 million from many investors and Ashton Kutcher

2014
- $10 BILLION VALUATION

Based on reports in Telegraph, WSJ, and The Atlantic
The disruptor being disrupted

[Diagram showing Airbnb logo pointing to Noirbnb logo]
A small business story
Destination Marketing

Company/Brand
Trident

Program
Trident Resorts

Opportunity
Successfully launch and market the newly refurbished historic Trident Hotel in Port Antonio Jamaica to the travelling elite.

Approach
Develop distinctive and compelling value position for Trident Resorts with the travelling elite and communicate through earned media channels and events to drive awareness, interest and direct online bookings.

Plan
- Develop brand strategy, messaging, positioning, look and feel for the Trident Hotel which is part of the GeeJam Collection of high-end destination resorts.
- Design and launch the resort website to appeal to the target customer, drive awareness, interest and bookings.
- Launch an comprehensive PR campaign to accelerate awareness of this newly opened resort.
- Execute launch events to drive engagement and showcase resort experience with key constituencies.
- Engage online travel agency industry and drive wholesaler outreach to build industry support and drive new bookings.

Results
- Bookings exceeding estimates to date
- #5 Hotel – Trip Advisor
Destination Influencer Marketing

Company/Brand  Program
Geejam  Geejam Resorts

Opportunity
Provide strategic guidance, creative leadership and integrated marketing execution support to drive awareness, general/studio bookings and trip advisor ratings for Gee Jam Hotel in beautiful Port Antonio, Jamaica.

Approach
Position GeeJam as the destination location for the music industry elite who are looking for a discreet location that will Inspire and support the creative production process. Utilize this unique positioning to drive direct bookings of studio and room nights for high profile creatives and for those who want to be associated.

Plan
• Target music industry executives and talent to drive general and studio bookings with major celebrities.
• Develop a proactive PR plan to drive awareness and position Geejam as a destination location for the traveling elite.
• Execute targeted online marketing campaigns to reach key constituencies who are increasingly researching and booking travel online.
• Conduct online travel agency and wholesaler outreach to increase reach, create implied endorsement and drive bookings.

Results
• High profile press coverage
• Numerous high profile music industry/celebrity guest bookings
• #1 Hotel in Jamaica – Trip Advisor
Solving the Dilemma

- Know and own your customer
- Take an outside-in view
- Disrupt your own business
- Partner with digital centric companies
- Incorporate digital transformation in every aspect of the business
- Meet with the customer relevant content and experiences across touchpoints
- Innovate and evolve rapidly