


# THEN VS. NOW - HOW HAS VALUE CHANGED?

*New ways to facilitate customers' value experiences.*

THEN



*Experience: Watch movies at home*


✓ 9000+ stores for convenience

✓ Vast physical inventories for selection

✓ Popular titles / limited breadth for cost control

✓ 84,000 employees

NOW



*Experience: Watch movies at home*


✓ Digital streaming service for convenience

✓ No physical limits on consumer choice

✓ 193 million subscribers worldwide

✓ 8600 employees

THEN



*Experience: Personal transportation*

✓ Internal combustion engine


✓ Human driving / human error

✓ Knowledge “locked in” to physical components

✓ New models every year

✓ Dealerships

NOW



*Experience: Personal transportation*

✓ Battery / electricity


✓ Self-driving via A.I.

✓ Knowledge flow to the vehicle via software updates

✓ Continuous updating

✓ Direct to consumer

THEN



University Education

*Experience: Learn, to qualify for employment*


✓ Physical buildings / real estate

✓ Faculty of teachers, tied to the real estate / brand

✓ Students travel to the building / teachers

✓ Elite experience

NOW



Online Education

*Experience: Learn for a lifetime*

✓ Available anywhere, anytime

✓ Flexible, virtual assembly of best teachers

✓ Learning and knowledge flow to the student

✓ V/R = Augmented experience

## Principles

*What can we take away?*

✓ Digitize

✓ Value = Knowledge Flow

✓ Technological deflation: reduced cost, trending to free

✓ Universal access

✓ Exponential change via combination of multiple technologies

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