

Plattformen, Disruption & The People Formerly Known As The Audience

- Digitalisierung verstehen - von A wie Agile bis Z wie Zwischenhändler

Kirsten Hasberg ■ BlockchainHub Berlin ■ Aalborg University ■ IT University of Copenhagen ■
@energydemocracy
Handelsblatt Digitalisierung der Energiewirtschaft, Berlin, 9. Mai 2017

Über mich

I'VE HIRED A CONSULTANT
TO HELP US EVOLVE OUR
PRODUCTS TO USE
BLOCKCHAIN TECHNOLOGY.

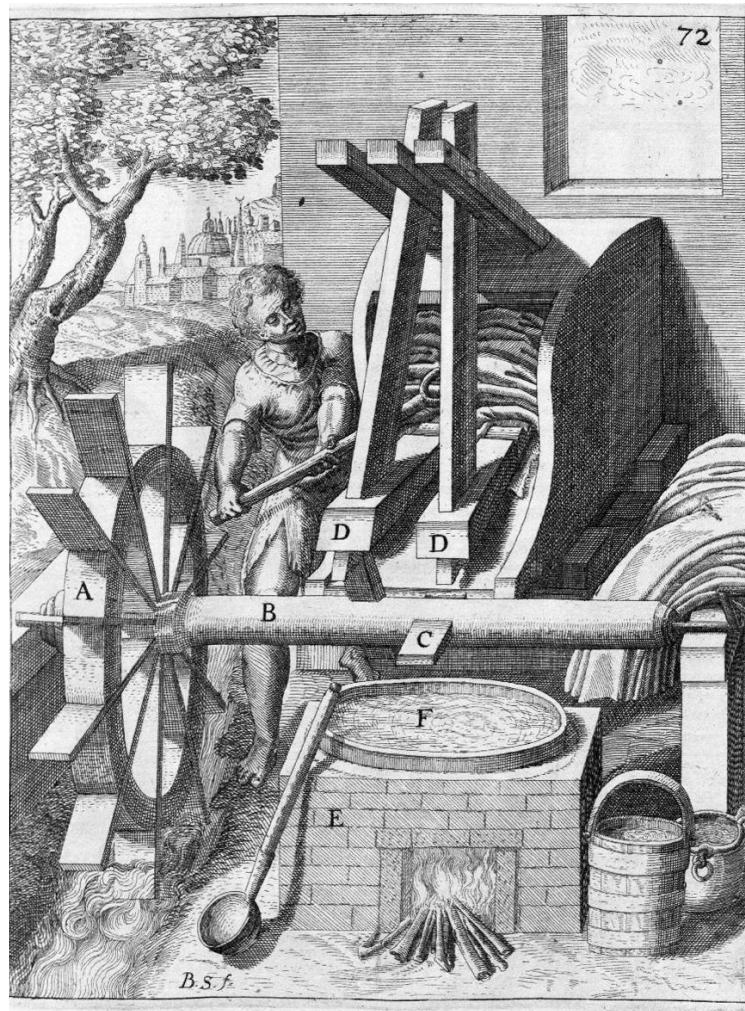
BLOCKCHAIN! BLOCKCHAIN!
BLOCKCHAIN! BLOCKCHAIN!
BLOCKCHAIN! BLOCKCHAIN!
BLOCKCHAIN! BLOCKCHAIN!

IT'S AS IF YOU'RE A
TECHNOLOGIST AND
A PHILOSOPHER ALL
IN ONE!

///
BLOCKCHAIN.
SIDECHAINS.

Industrielle
Revolutionen
zählen...





Watt's
STEAM ENGINE.

Plate CCCCLXXIX.

Fig. 11.

Fig. 12.

Fig. 13.

Fig. 14.

Fig. 15.

Fig. 16.

Fig. 17.

Fig. 18.

Fig. 19.

Fig. 20.

Fig. 21.

Fig. 22.

Fig. 23.

Fig. 24.

Fig. 25.

Fig. 26.

Fig. 27.

Fig. 28.

Fig. 29.

Fig. 30.

Fig. 31.

Fig. 32.

Fig. 33.

Fig. 34.

Fig. 35.

Fig. 36.

Fig. 37.

Fig. 38.

Fig. 39.

Fig. 40.

Fig. 41.

Fig. 42.

Fig. 43.

Fig. 44.

Fig. 45.

Fig. 46.

Fig. 47.

Fig. 48.

Fig. 49.

Fig. 50.

Fig. 51.

Fig. 52.

Fig. 53.

Fig. 54.

Fig. 55.

Fig. 56.

Fig. 57.

Fig. 58.

Fig. 59.

Fig. 60.

Fig. 61.

Fig. 62.

Fig. 63.

Fig. 64.

Fig. 65.

Fig. 66.

Fig. 67.

Fig. 68.

Fig. 69.

Fig. 70.

Fig. 71.

Fig. 72.

Fig. 73.

Fig. 74.

Fig. 75.

Fig. 76.

Fig. 77.

Fig. 78.

Fig. 79.

Fig. 80.

Fig. 81.

Fig. 82.

Fig. 83.

Fig. 84.

Fig. 85.

Fig. 86.

Fig. 87.

Fig. 88.

Fig. 89.

Fig. 90.

Fig. 91.

Fig. 92.

Fig. 93.

Fig. 94.

Fig. 95.

Fig. 96.

Fig. 97.

Fig. 98.

Fig. 99.

Fig. 100.

Fig. 101.

Fig. 102.

Fig. 103.

Fig. 104.

Fig. 105.

Fig. 106.

Fig. 107.

Fig. 108.

Fig. 109.

Fig. 110.

Fig. 111.

Fig. 112.

Fig. 113.

Fig. 114.

Fig. 115.

Fig. 116.

Fig. 117.

Fig. 118.

Fig. 119.

Fig. 120.

Fig. 121.

Fig. 122.

Fig. 123.

Fig. 124.

Fig. 125.

Fig. 126.

Fig. 127.

Fig. 128.

Fig. 129.

Fig. 130.

Fig. 131.

Fig. 132.

Fig. 133.

Fig. 134.

Fig. 135.

Fig. 136.

Fig. 137.

Fig. 138.

Fig. 139.

Fig. 140.

Fig. 141.

Fig. 142.

Fig. 143.

Fig. 144.

Fig. 145.

Fig. 146.

Fig. 147.

Fig. 148.

Fig. 149.

Fig. 150.

Fig. 151.

Fig. 152.

Fig. 153.

Fig. 154.

Fig. 155.

Fig. 156.

Fig. 157.

Fig. 158.

Fig. 159.

Fig. 160.

Fig. 161.

Fig. 162.

Fig. 163.

Fig. 164.

Fig. 165.

Fig. 166.

Fig. 167.

Fig. 168.

Fig. 169.

Fig. 170.

Fig. 171.

Fig. 172.

Fig. 173.

Fig. 174.

Fig. 175.

Fig. 176.

Fig. 177.

Fig. 178.

Fig. 179.

Fig. 180.

Fig. 181.

Fig. 182.

Fig. 183.

Fig. 184.

Fig. 185.

Fig. 186.

Fig. 187.

Fig. 188.

Fig. 189.

Fig. 190.

Fig. 191.

Fig. 192.

Fig. 193.

Fig. 194.

Fig. 195.

Fig. 197.

Fig. 199.

Fig. 201.

Fig. 203.

Fig. 205.

Fig. 207.

Fig. 209.

Fig. 211.

Fig. 213.

Fig. 215.

Fig. 217.

Fig. 219.

Fig. 221.

Fig. 223.

Fig. 225.

Fig. 227.

Fig. 229.

Fig. 231.

Fig. 233.

Fig. 235.

Fig. 237.

Fig. 239.

Fig. 241.

Fig. 243.

Fig. 245.

Fig. 247.

Fig. 249.

Fig. 251.

Fig. 253.

Fig. 255.

Fig. 257.

Fig. 259.

Fig. 261.

Fig. 263.

Fig. 265.

Fig. 267.

Fig. 269.

Fig. 271.

Fig. 273.

Fig. 275.

Fig. 277.

Fig. 279.

Fig. 281.

Fig. 283.

Fig. 285.

Fig. 287.

Fig. 289.

Fig. 291.

Fig. 293.

Fig. 295.

Fig. 297.

Fig. 299.

Fig. 301.

Fig. 303.

Fig. 305.

Fig. 307.

Fig. 309.

Fig. 311.

Fig. 313.

Fig. 315.

Fig. 317.

Fig. 319.

Fig. 321.

Fig. 323.

Fig. 325.

Fig. 327.

Fig. 329.

Fig. 331.

Fig. 333.

Fig. 335.

Fig. 337.

Fig. 339.

Fig. 341.

Fig. 343.

Fig. 345.

Fig. 347.

Fig. 349.

Fig. 351.

Fig. 353.

Fig. 355.

Fig. 357.

Fig. 359.

Fig. 361.

Fig. 363.

Fig. 365.

Fig. 367.

Fig. 369.

Fig. 371.

Fig. 373.

Fig. 375.

Fig. 377.

Fig. 379.

Fig. 381.

Fig. 383.

Fig. 385.

Fig. 387.

Fig. 389.

Fig. 391.

Fig. 393.

Fig. 395.

Fig. 397.

Fig. 399.

Fig. 401.

Fig. 403.

Fig. 405.

Fig. 407.

Fig. 409.

Fig. 411.

Fig. 413.

Fig. 415.

Fig. 417.

Fig. 419.

Fig. 421.

Fig. 423.

Fig. 425.

Fig. 427.

Fig. 429.

Fig. 431.

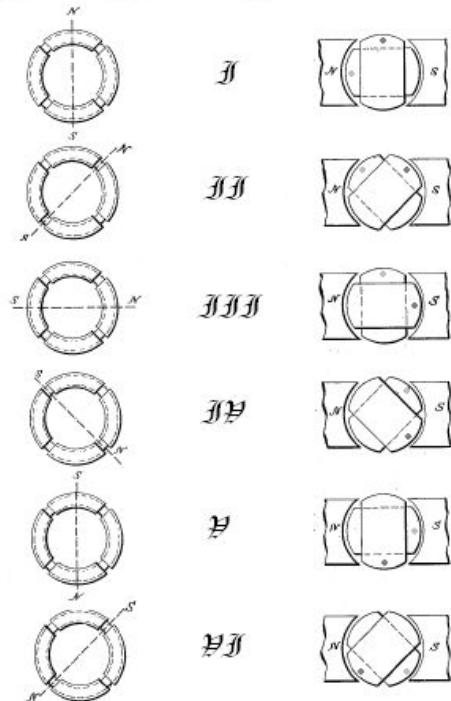
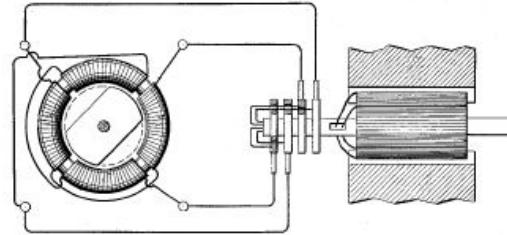
Fig. 433.

Fig. 435

Nikola Tesla

ELECTRO MAGNETIC MOTOR.

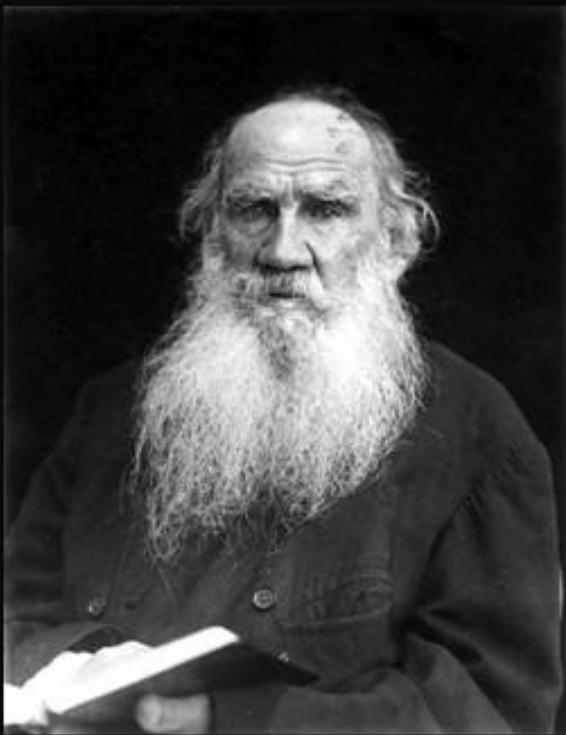
No. 381,968





REVOLUTION



A black and white portrait of Leo Tolstoy, the Russian author. He is shown from the chest up, wearing a dark, button-down shirt. He has a very long, full white beard and mustache, and his hair is also long and white. He is looking slightly to the left of the camera with a thoughtful expression.

Alle glücklichen Familien gleichen einander.
Jede unglückliche Familie ist auf ihre eigene Art
unglücklich.

(Leo Tolstoi)

ZERO TO ONE

NOTES ON STARTUPS,

OR

HOW TO BUILD THE FUTURE

PETER THIEL

WITH BLAKE MASTERS

"All failed companies are the same. They failed to escape competition"

Skalierbarkeit

Finde eine Nische
und dominiere
sie... und skaliere
dann

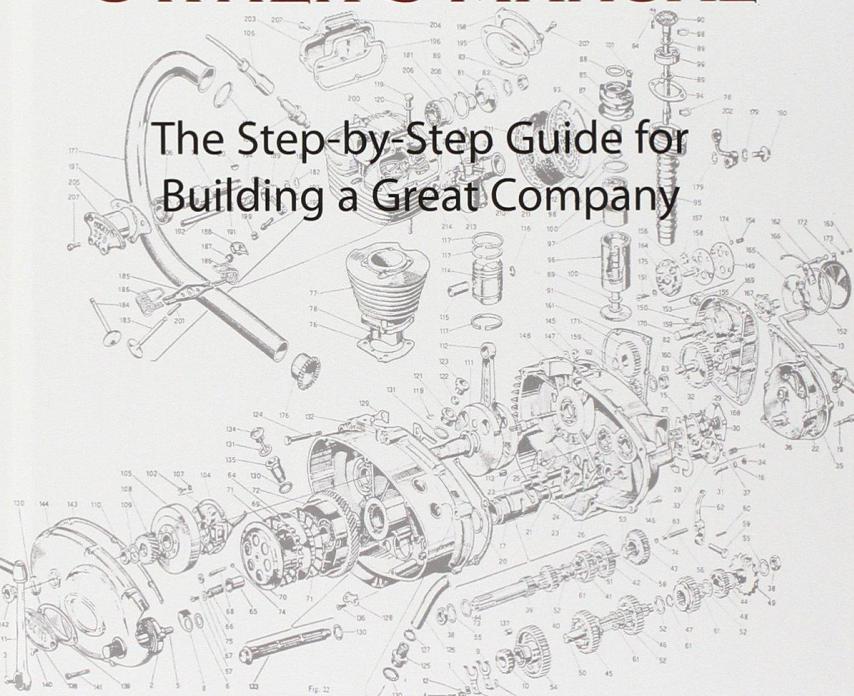
*"First-scaler advantage beats
first-mover advantage"
Reid Hoffman, co-founder of
Linkedin*

— — —

Agilität durch Lean Startup Prinzipien (Steve Blank):

- There are no facts inside your building – so get out of there
- Startups are NOT smaller versions of large companies
- (Therefore), Business *Plans* are a waste of time at best

THE STARTUP OWNER'S MANUAL



The Step-by-Step Guide for Building a Great Company

Steve Blank and Bob Dorf

**Fail fast
(and learn)**



campus

JEREMY RIFKIN

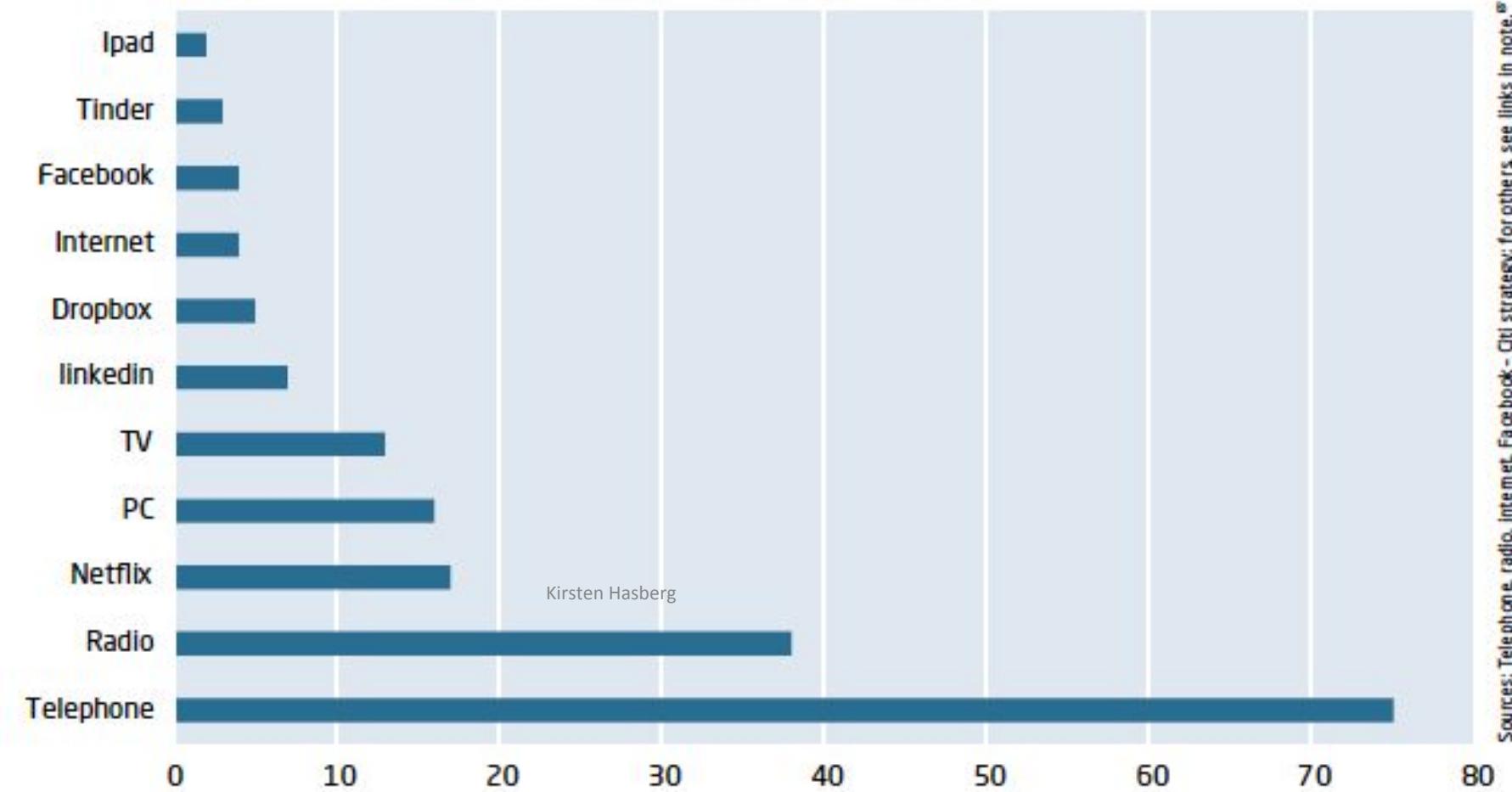
**DIE DRITTE INDUSTRIELLE
REVOLUTION**

*Die Zukunft der Wirtschaft nach
dem Atomzeitalter*

"Heute ermöglicht die Kommunikation/Energie-Matrix der dritten industriellen Revolution es dem Konsumenten, selbst zum Produzenten zu werden. (...) Und wenn es ein Thema gibt, das dem sich abzeichnenden kulturellen Narrativ zugrunde liegt, dann ist es die 'Demokratisierung von allem'."

— — —

Figure 2.2. Years needed to reach 50 million users

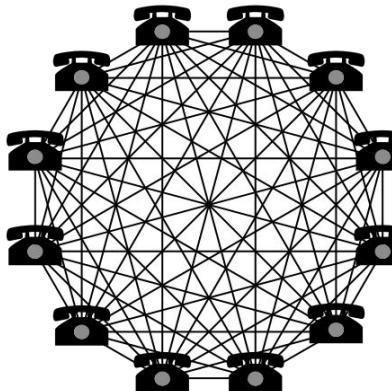
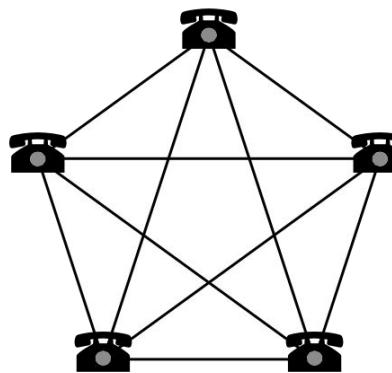


Sources: Telephone, radio, Internet, Facebook - GfK strategy; for others see links in note.¹⁸

Warum ist Skalierung so wichtig?



Netzwerkeffekte





Die Blütezeit der Zwischenhändler:

Durch Netzwerkeffekte entstehen Platform-Geschäftsmodelle...

Quelle: *Tom Goodwin, Havas Media, 3.3.2015, "The Battle Is For The Customer Interface"*

"Uber ist das größte Taxiunternehmen der Welt, und es besitzt keine Fahrzeuge. Facebook ist das populärste Medienunternehmen der Welt, und es erzeugt keine eigenen Inhalte. Alibaba ist das wertvollste Handelsunternehmen der Welt, und es verzichtet auf ein eigenes Lager. Und Airbnb, der größte Anbieter von Übernachtungen der Welt, besitzt keine Immobilien."

... und die ‘Sharing Economy’

NETWORKED MONOPOLIES

THE PROCESS OF CROWDSOURCING MONOPOLY POWER



BUDGING NETWORK EFFECT

GROWING NETWORK UTILITY

FULL-FLEDGED NETWORKED MONOPOLY

... und ihre Krise:

*"Every Uber has an
Unter"*

Trebor Scholz



Ökonomie des Teilens ohne Teilhabe

Tapscott & Tapscott:
Blockchain Revolution
(2016)

"Today's sharing economy is a nice notion (...). But these businesses have little to do with sharing. In fact, they are successful precisely because they do not share – they aggregate."

— — —

These: Peer-to-Peer
Transaktionen ohne Zwischenhändler
= Demokratisierung der 'Sharing Economy'

... ... zu einer eigenlichen Ökonomie des Gemeinwohls

Tapscott & Tapscott:
Blockchain Revolution
(2016)

*"Imagine instead of the
centralized company Airbnb,
a distributed application –
call it blockchain Airbnb or
bAirbnb – essentially a
cooperative owned by its
members."*

— — —

A COMPARISON OF EXISTING AND EMERGENT BUSINESS MODELS



TRADITIONAL

Business model is based on resource extraction.
Value is created by products or services.
Consumers and workers have minimal power over technology.

PLATFORM

Not based on extraction.
Value is created by users sharing content in an online network, giving them power over technology to communicate.

SHARING PLATFORM

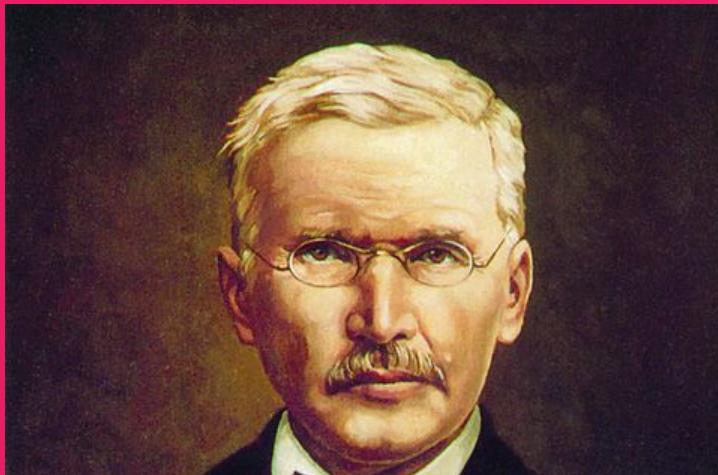
Consciously not based on resource extraction, but rather on facilitating the exchange of resource. Value is created by users - consumers and workers - sharing access to underused assets or human resource as part of an online network. An intermediary connects users and oversees activity on a platform, but users have some power over technology to change how they live and work.

CO-OPERATIVE SHARING PLATFORM

Similar to a sharing platform, but the online network is co-operative. No intermediary is needed, in some cases because of blockchain technology. Users, but particularly workers, have power over technology to change how they live and work.

Blockchain = Gemeinwohl- ökonomie 3.0

Revival von Raiffeisen?



Anwendungsfall: **StromDAO**

*eine dezentral
organisierte Gemeinschaft
zur Entwicklung neuer
Strom Produkte*

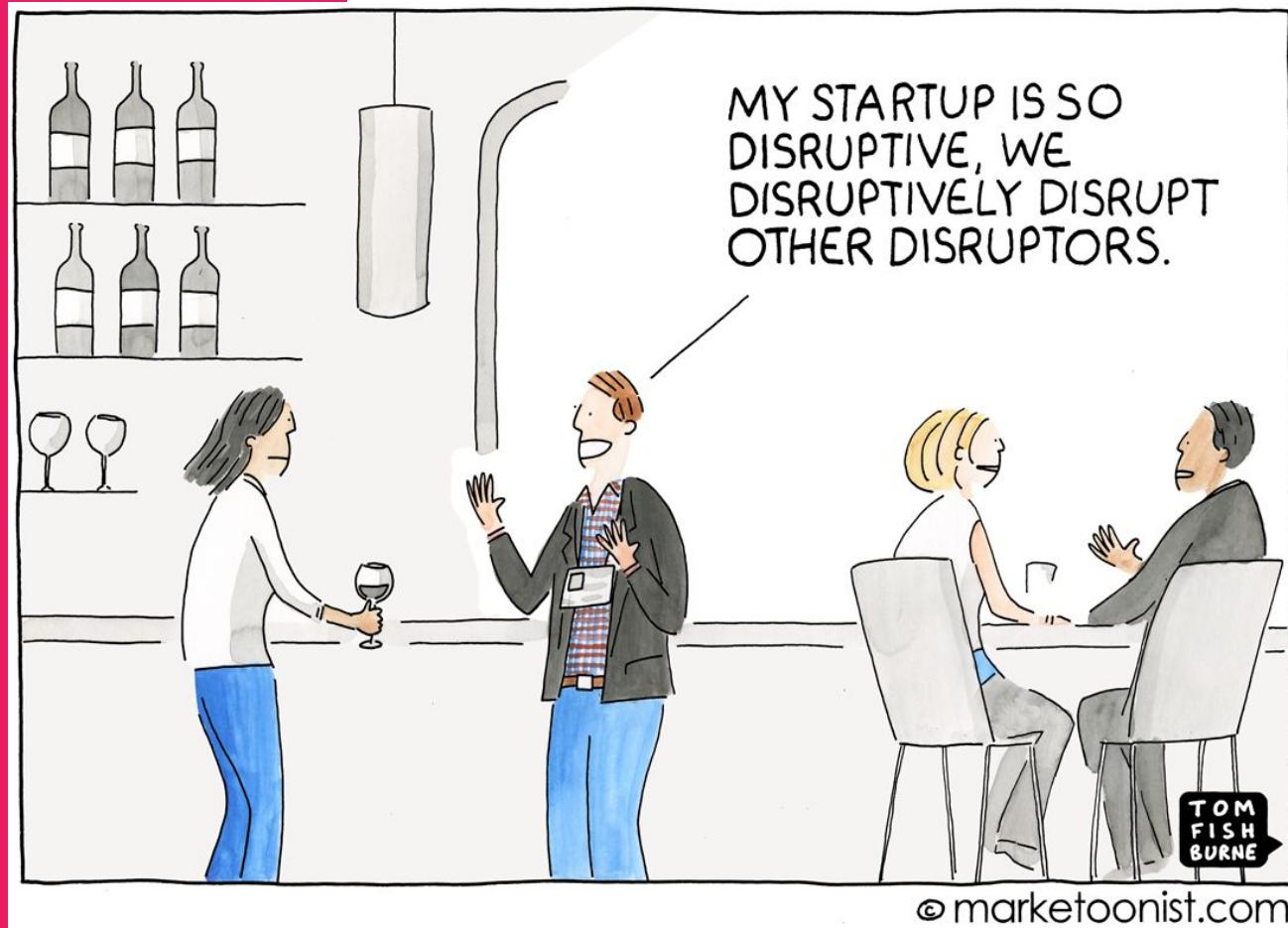
StromDAO

**DER ERSTE
STROMTARIF
DER VON
DEN KUNDEN
ERSCHAFFEN
WIRD.**



STROMDAO.DE

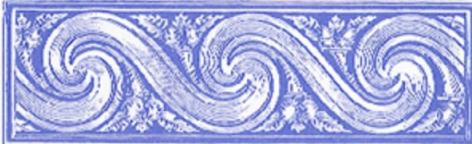
Disruption der Disruptoren?



Harvard Business Review



JANUARY-FEBRUARY 1995

JOSEPH L. BOWER
AND CLAYTON M. CHRISTENSEN

LAWRENCE R. ROTSTEIN

PETER F. DRUCKER

CHRISTOPHER W.L. HART

AMIS C. ANDERSON
AND JAMES A. MARUSSUMANTRA CHOSHA
AND CHRISTOPHER A. BARTLETT

JOEL BEEKEF AND DAVID FRNST

JAY W. LORSCH

KENICHI OHMAE

DAVID C. MCCLELLAND
AND DAVID H. BURNHAM

DISRUPTIVE TECHNOLOGIES: CATCHING THE WAVE	43
HBR CASE STUDY THE EMPOWERMENT EFFORT THAT CAME UNDONE	20
PERSPECTIVES USING DERIVATIVES	33
THE INFORMATION EXECUTIVES TRULY NEED	54
THE POWER OF INTERNAL GUARANTEES	64
CAPTURING THE VALUE OF SUPPLEMENTARY SERVICES	75
CHANGING THE ROLE OF TOP MANAGEMENT: BEYOND STRUCTURE TO PROCESSES	86
IS YOUR STRATEGIC ALLIANCE REALLY A SALE?	97
EMPOWERING THE BOARD	107
WORLD VIEW PUTTING GLOBAL LOGIC FIRST	119
HBR CLASSIC POWER IS THE GREAT MOTIVATOR	126

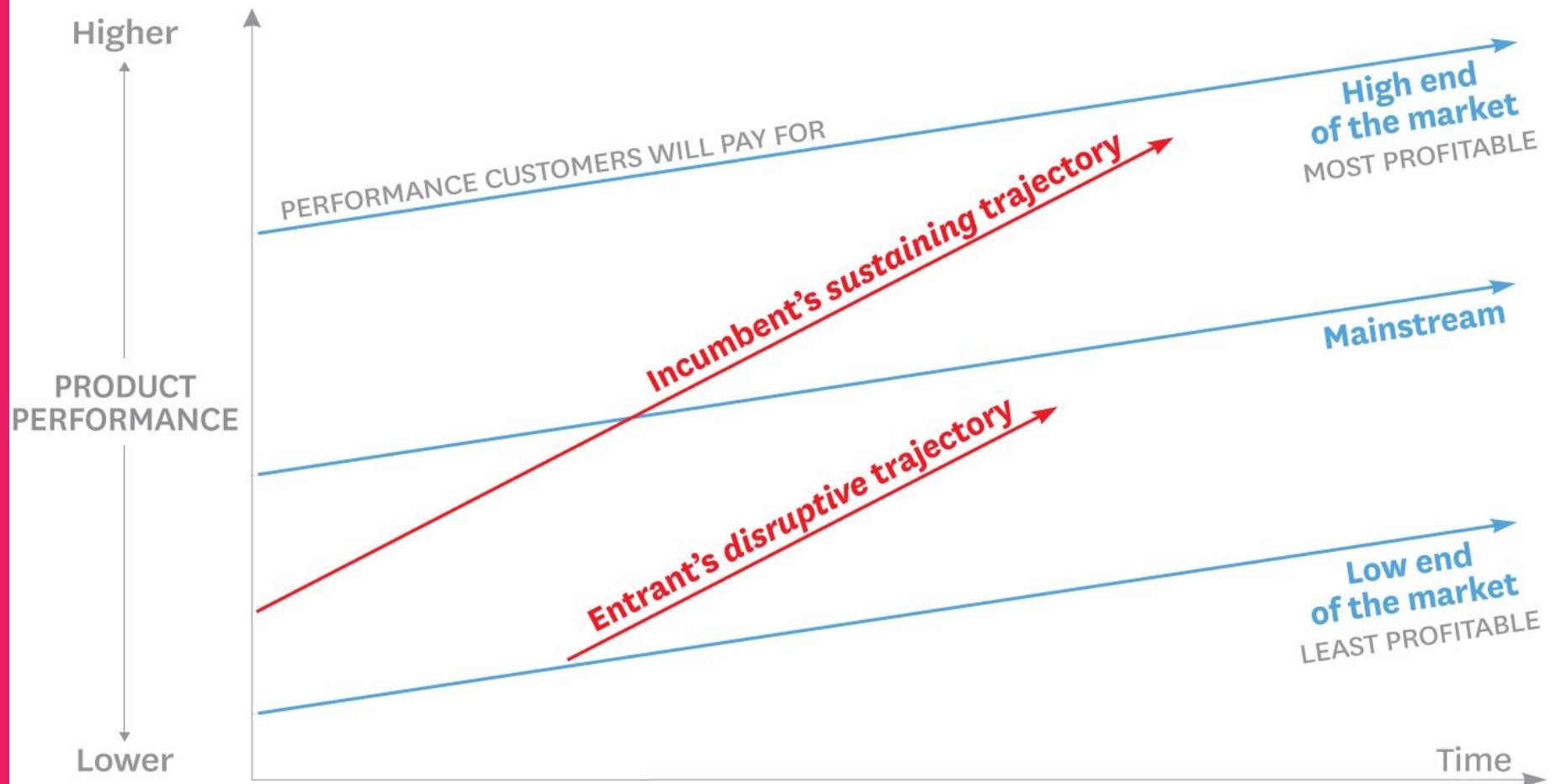
"Disruptive Innovationen sind meist am unteren Ende des Marktes und in neuen Märkten zu finden. Die neuen Märkte entstehen für die etablierten Anbieter in der Regel unerwartet und sind für diese, besonders auf Grund ihres zunächst kleinen Volumens oder Kundensegmentes, uninteressant."

*Disruption nach Clayton Christensen (1995):
Disruptive Technologies: Catching the Wave
Quelle: Wikipedia.de*

Ihre Frage: Kann man damit Geld verdienen?



"Yeah, I see him too...But nobody wants to talk about it!"



SOURCE CLAYTON M. CHRISTENSEN, MICHAEL RAYNOR, AND RORY MCDONALD
FROM "WHAT IS DISRUPTIVE INNOVATION?" DECEMBER 2015

Demokratisierung und dezentralisierung sind nicht nur Phänomene der Energiewirtschaft: **The People Formerly Known As The Audience**

"Such fantastic delusions ("we own the eyeballs...") were the historical products of a media system that gave its operators an exaggerated sense of their own power and mastery over others.

*You don't own the eyeballs.
You don't own the press (...).
You don't control production on the new platform, which isn't one-way.
There's a new balance of power between you and us.
The people formerly known as the audience (...) want you to know we're here. "*

- Jay Rosen, 2006, PressThink, 2006