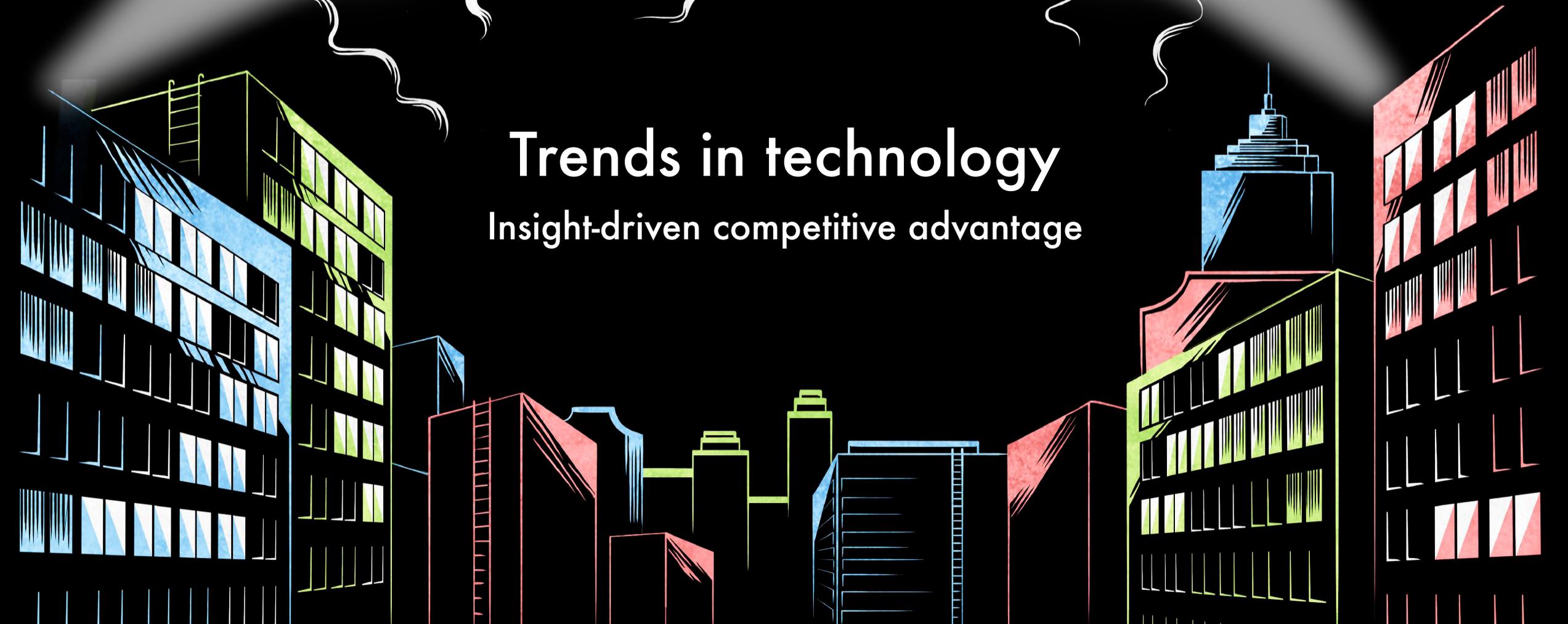




Trends in technology

Insight-driven competitive advantage



**SUPERHERO
CAPITAL**

We are Alfred

Superhero Capital is to founders what Alfred is to Batman; the help from behind the scenes



Competitive advantage

Insight



Competitive advantage

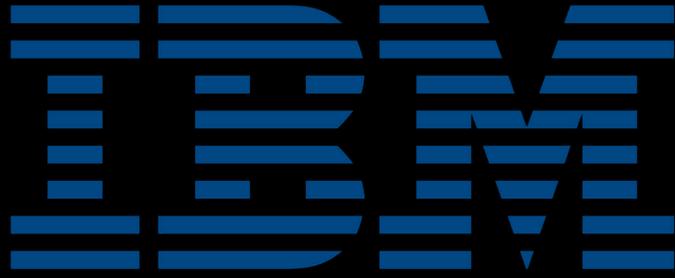


“A condition or circumstance that puts a company in a favorable or superior business position.”



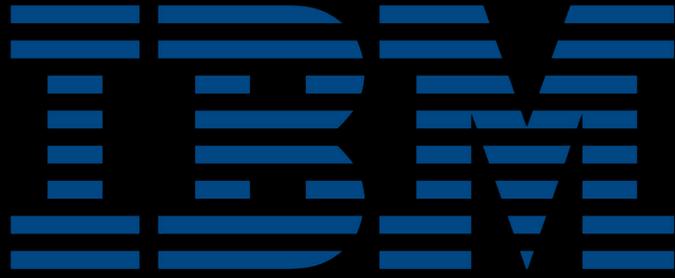
Economies of scale

Economies of scale



70% market share
95% mainframe-computer
industry profits

Economies of scale



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General Motors

55% market share
80% automobile industry profits

Economies of scale



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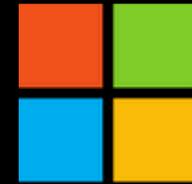
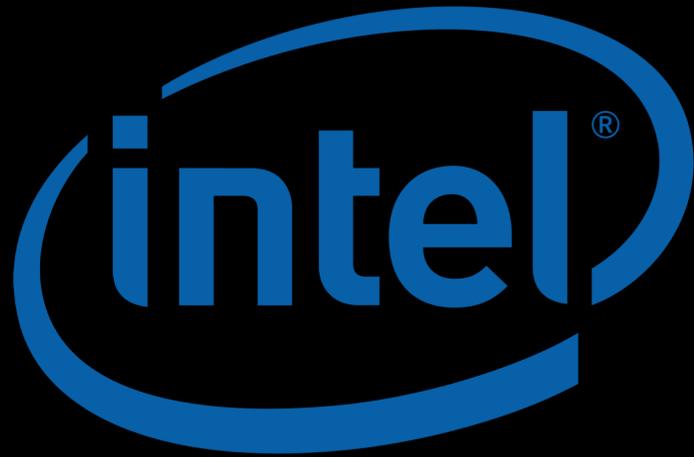


General Motors

55% market share
80% automobile industry profits

High fixed vs variable costs

Economies of scale



Microsoft



Economies of scope

Economies of scope

Marshall Field's

Economies of scope

Marshall Field's

SEARS

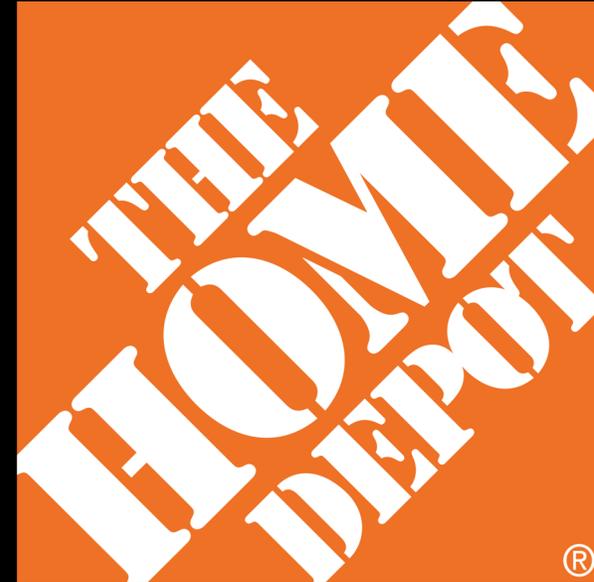
Economies of scope

Marshall Field's

SEARS

CAT
®

Economies of scope



Economies of scale & scope



Vertical Integration and Nonintegration

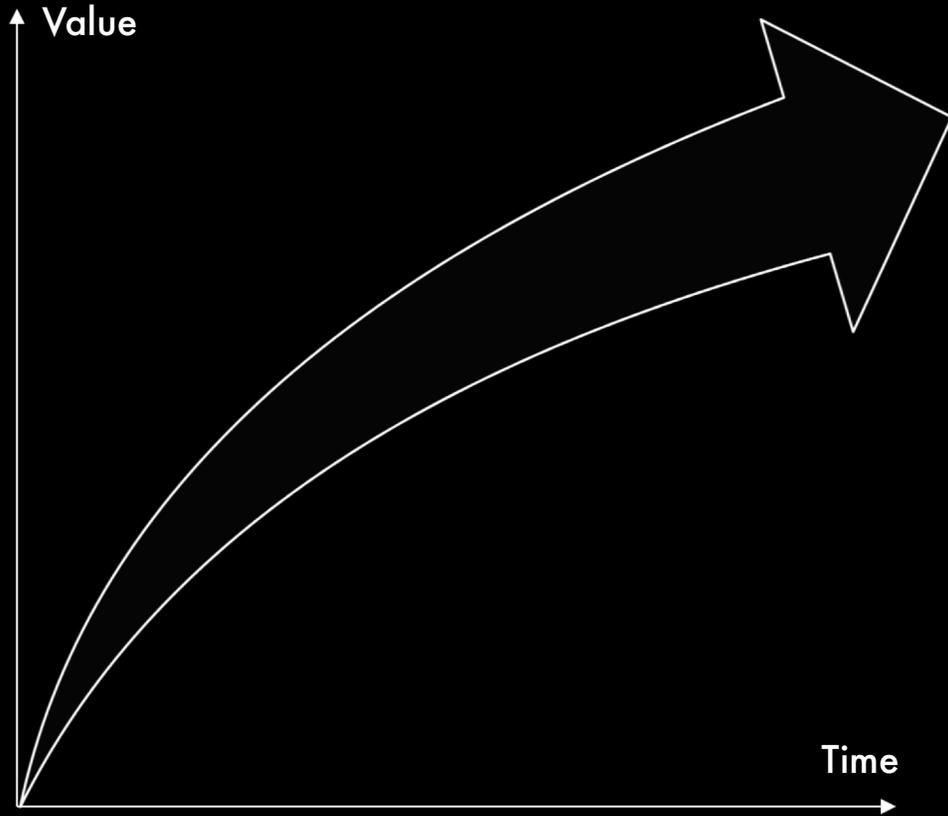
Core Competence and Processes



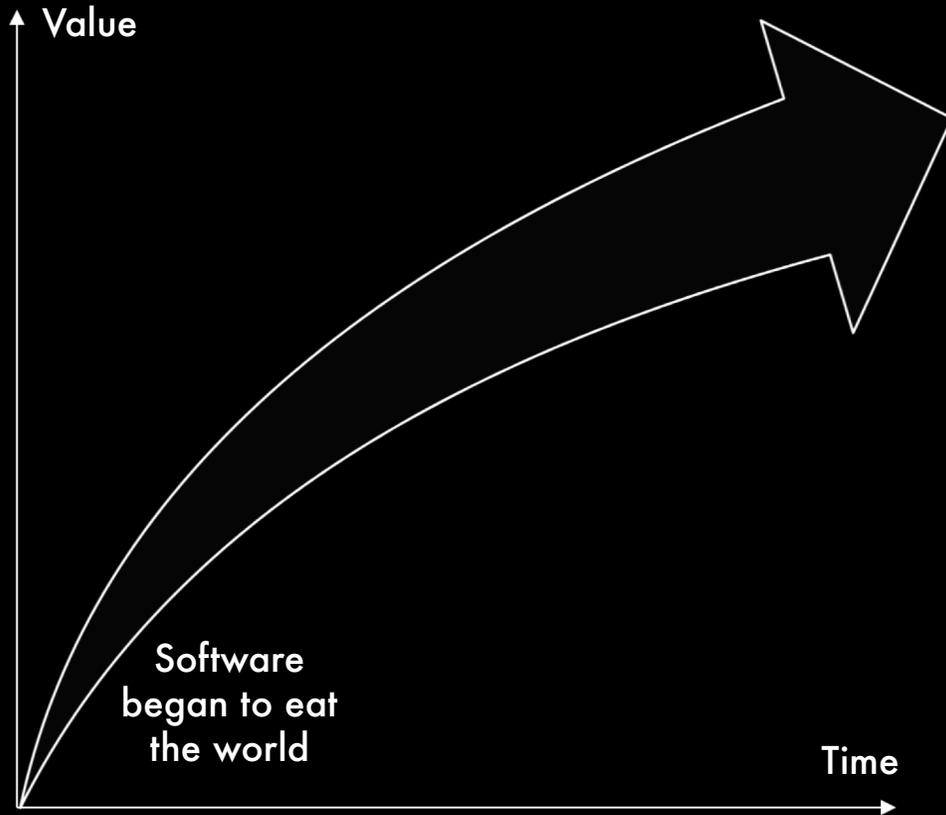
Insight



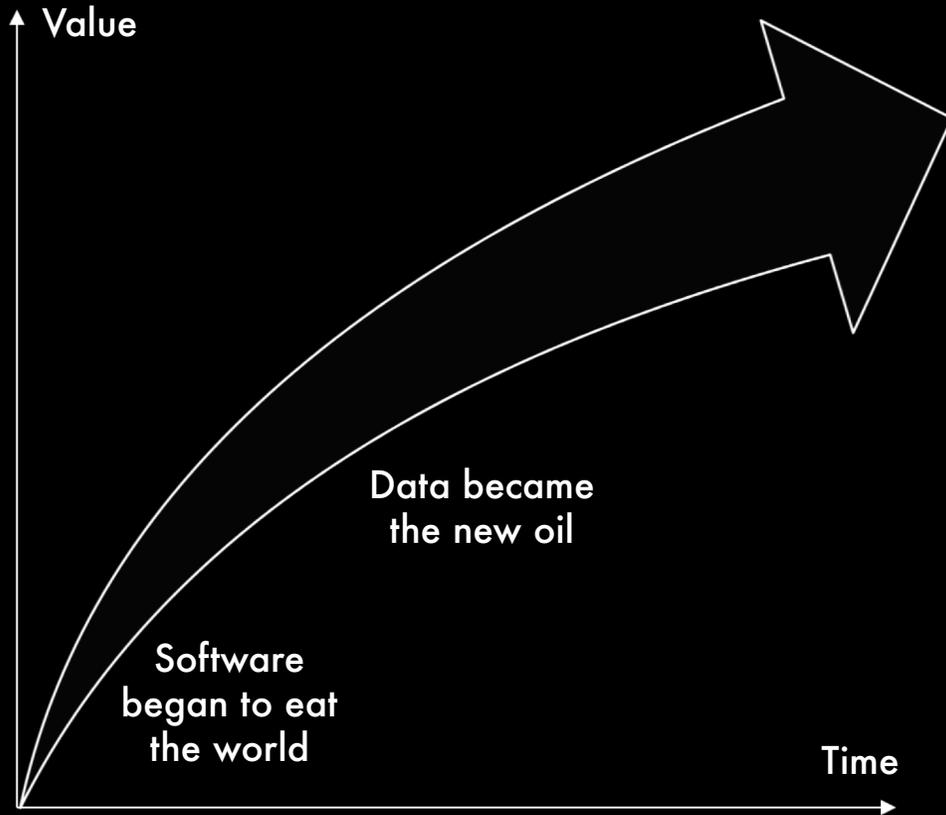
Paradigm shift from software to data to insight



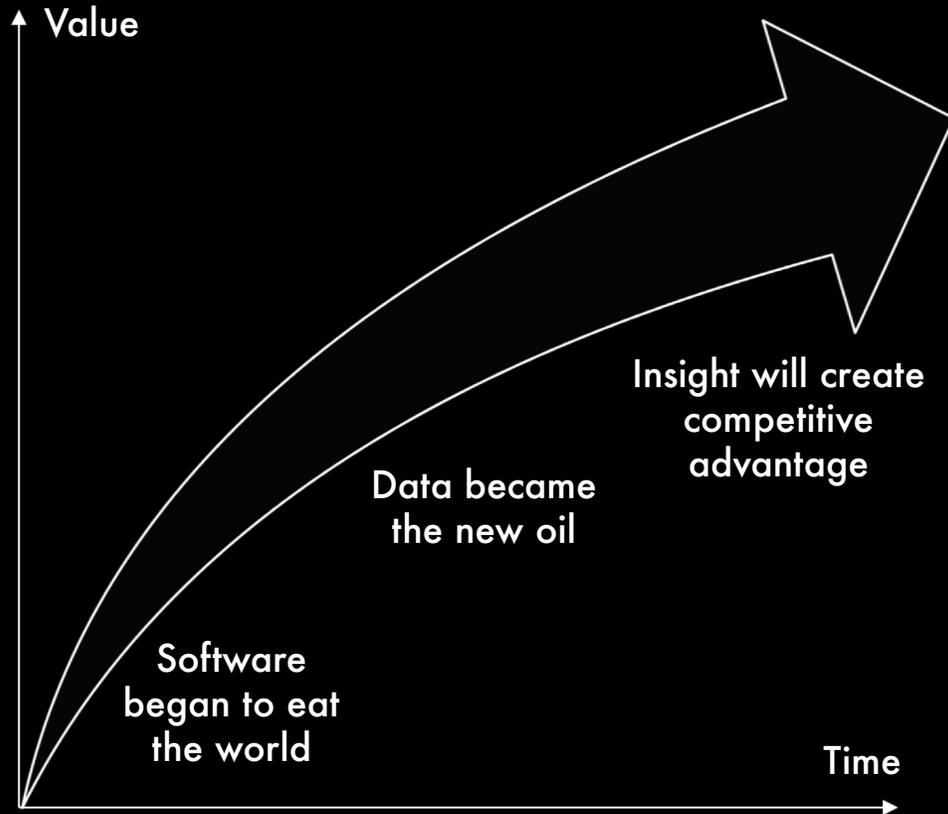
Paradigm shift from software to data to insight



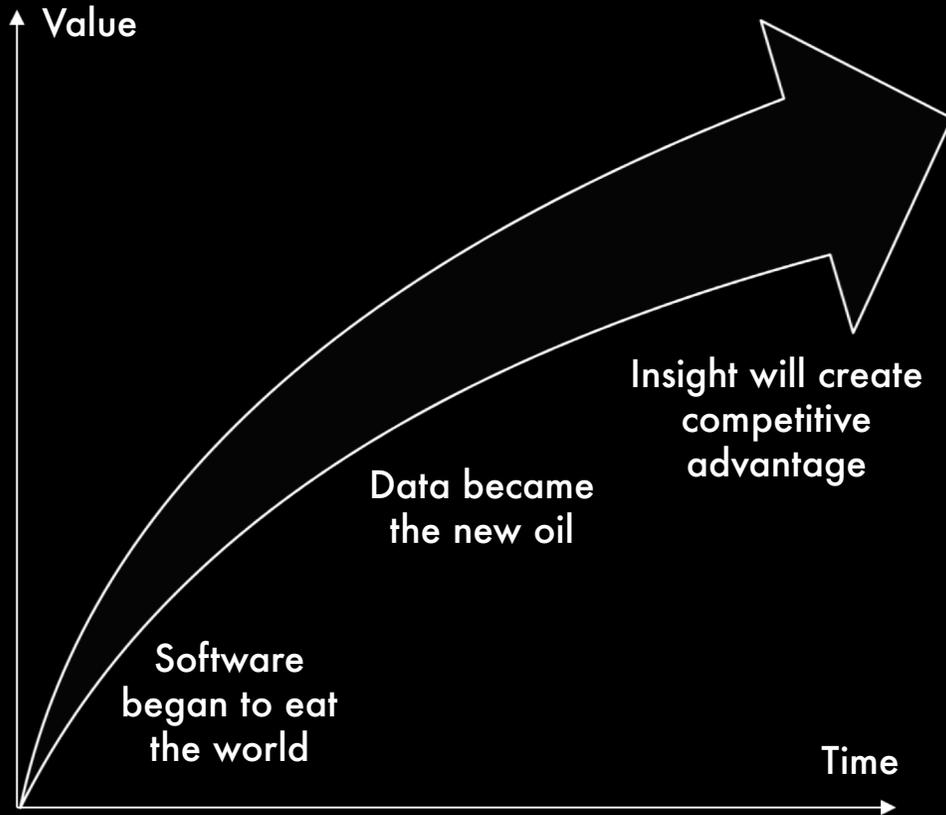
Paradigm shift from software to data to insight



Paradigm shift from software to data to insight

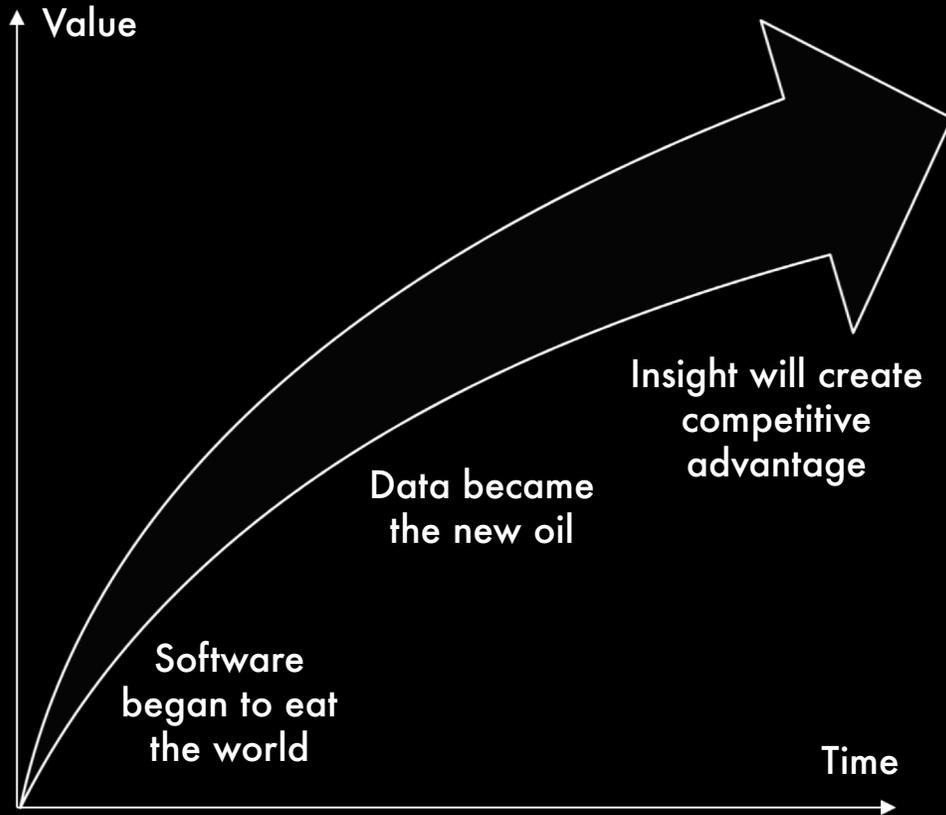


Paradigm shift from software to data to insight



Insight-driven companies in the global TOP10 by market cap	
2014	2018
Google	Google
	amazon
	facebook
	Tencent 腾讯
	Alibaba.com

Paradigm shift from software to data to insight



Insight-driven companies in the global TOP10 by market cap	
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Insight is becoming the most powerful source of competitive advantage and value creation

What does it mean to be insight-driven?

What does it mean to be insight-driven?

Startups that create their own datasets to provide insight



ZADAA
Find clothes that fit.

Creates proprietary insight on its users' clothing style and size preferences

What does it mean to be insight-driven?

Startups that create their own datasets to provide insight



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Startups that process others parties' datasets to provide insight



Analyses retailers' data and turns it into insight on what the retailers' customers want to buy

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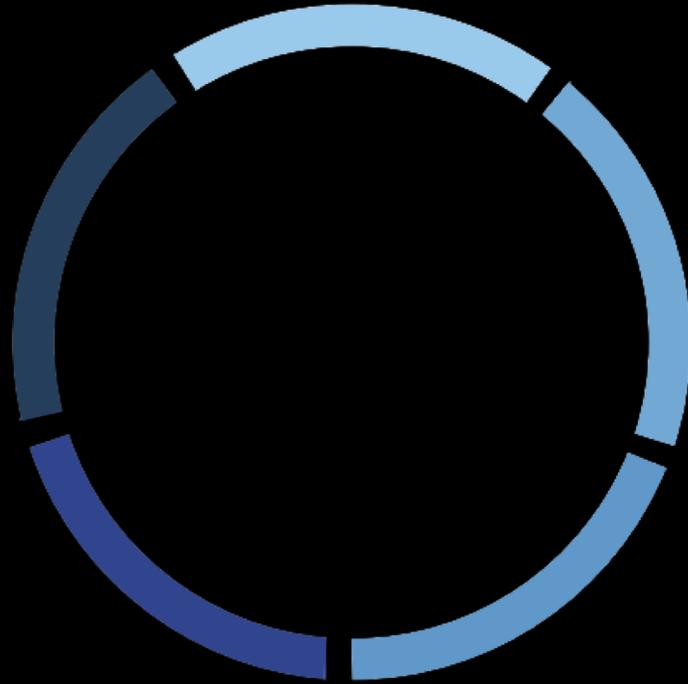
Analyses retailers' data and turns it into insight on what the retailers' customers want to buy

Startups with insight-driven teams and business cultures

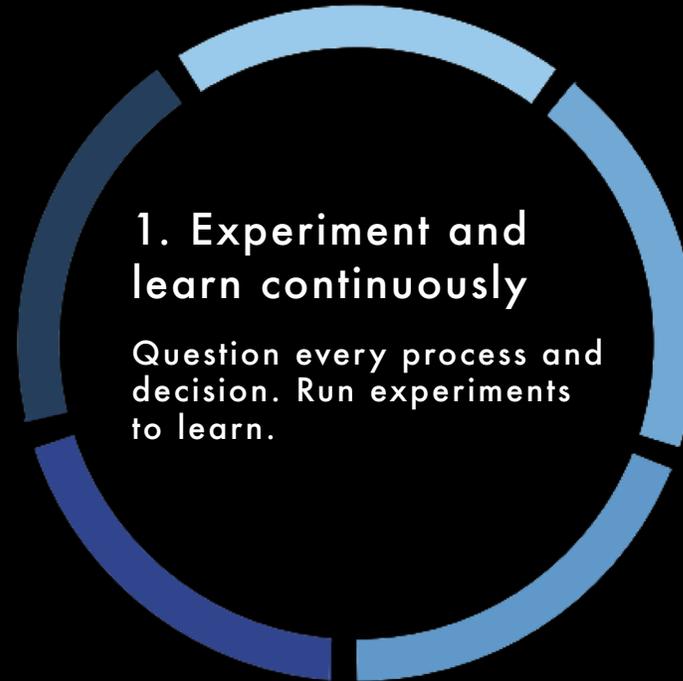


Team makes decisions based on insight from marketing experiments, customer behavior and other **daily** measured data

Startups with insight-driven teams and business cultures



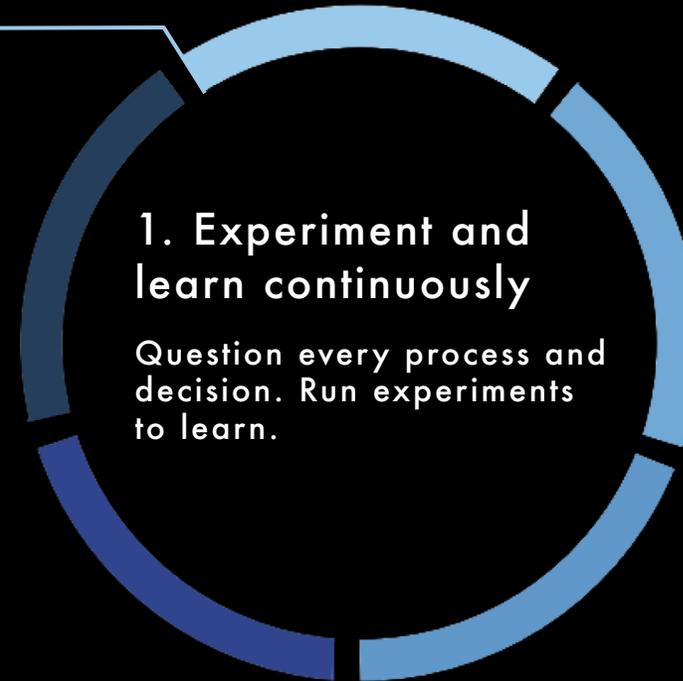
Startups with insight-driven teams and business cultures



Startups with insight-driven teams and business cultures

2. Identify outcomes and interim metrics

Find metrics for every outcome. Instrument and measure processes, decisions and outcomes.



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1. Experiment and learn continuously

Question every process and decision. Run experiments to learn.

3. Gather (more) data

Start with their own data, but add new sources and kinds of data as they learn

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Apply analytics and artificial intelligence methods to develop potential insights.

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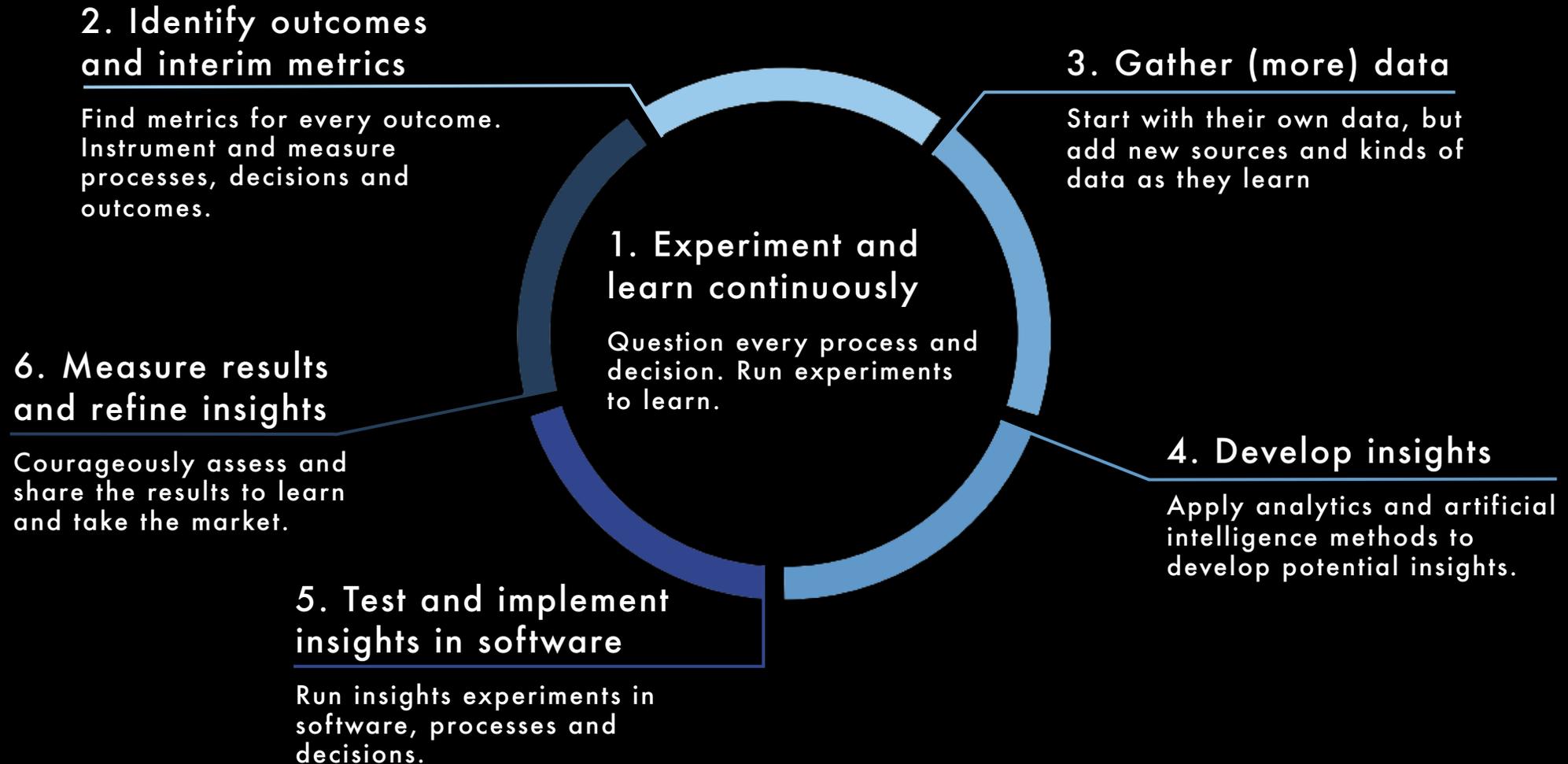
4. Develop insights

Apply analytics and artificial intelligence methods to develop potential insights.

5. Test and implement insights in software

Run insights experiments in software, processes and decisions.

Startups with insight-driven teams and business cultures



Data tells us what happened.

Data tells us what happened.

**Insight tells us why and
what to do.**

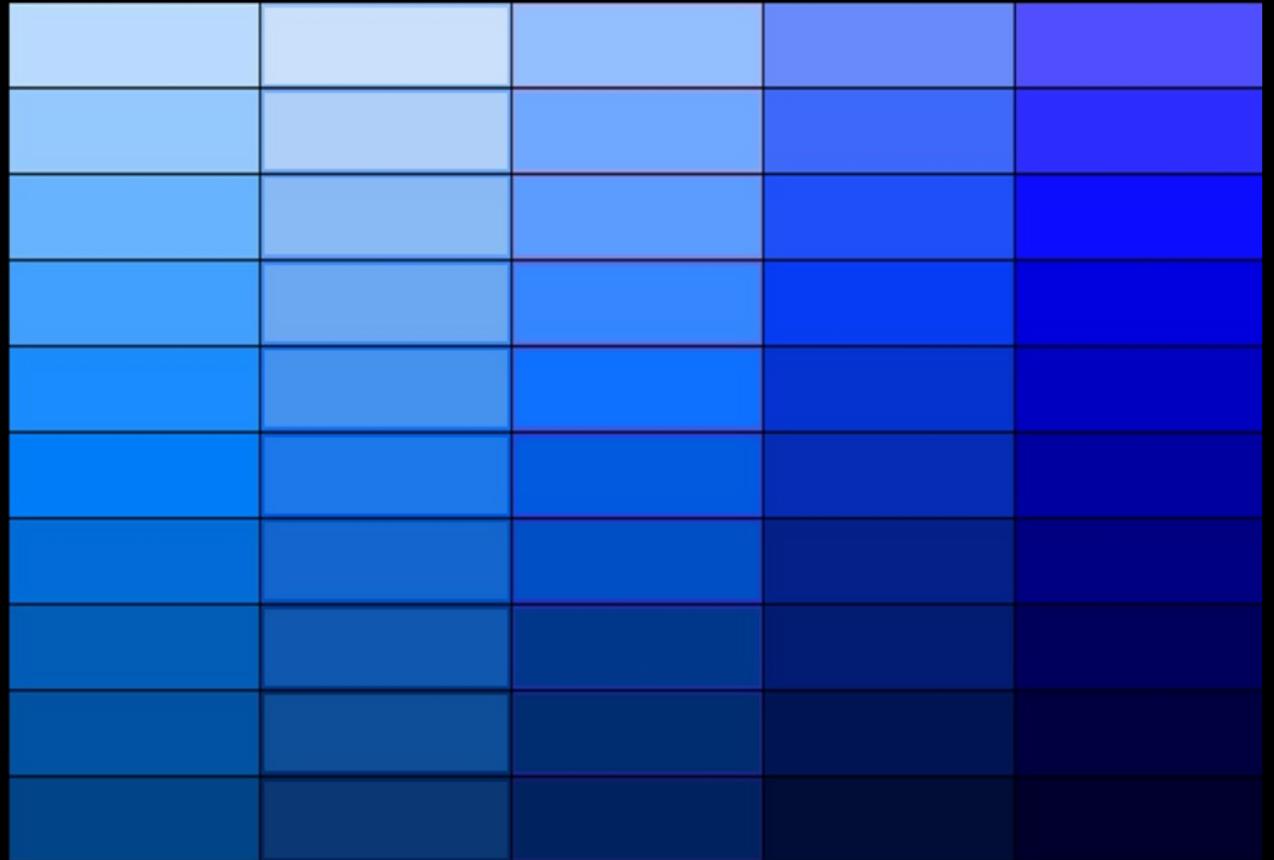
8x

Insight-driven companies capture data and apply analytics



Insight-driven companies use testing and learning

Google

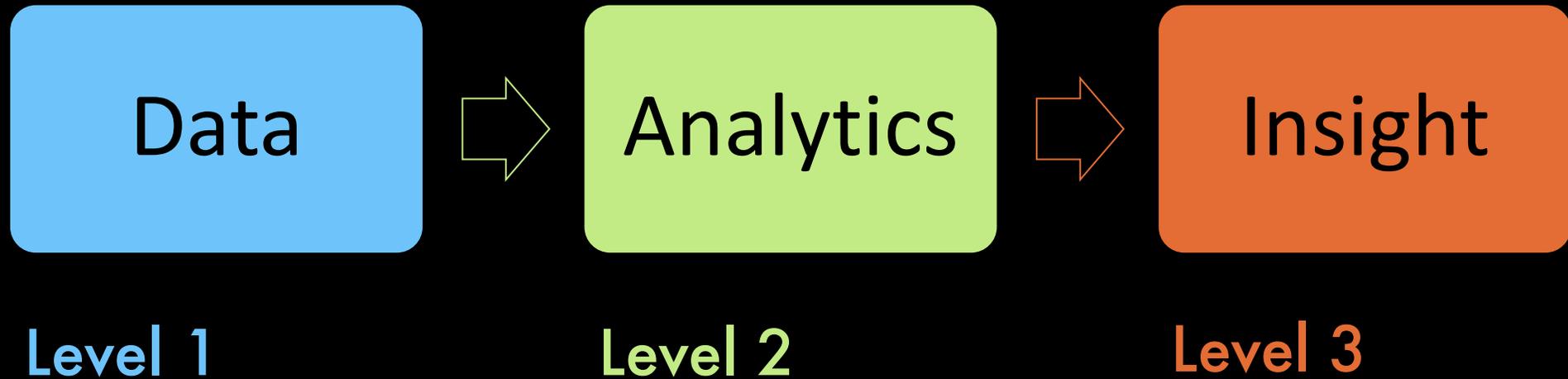


Insight-driven companies view insight as an asset



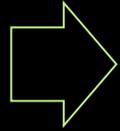
How to get from data to insight?

How to get from data to insight?





Level 1
WHAT HAPPENED



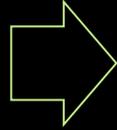
Level 2
CONVERSIONS



Level 3
COHORTS



Data



Analytics



Insight

Level 1

WHAT HAPPENED

Level 2

CONVERSIONS

Level 3

COHORTS

New business MRR
Expansion MRR
Churn MRR

LTV CAC NPS
Payback period
Growth rates (MoM)



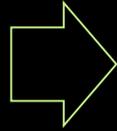
Data

Level 1

WHAT HAPPENED

New business MRR
Expansion MRR
Churn MRR

LTV CAC NPS
Payback period
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Analytics

Level 2

CONVERSIONS

Acquire Retain
Activate Upsell
Monetize Refer

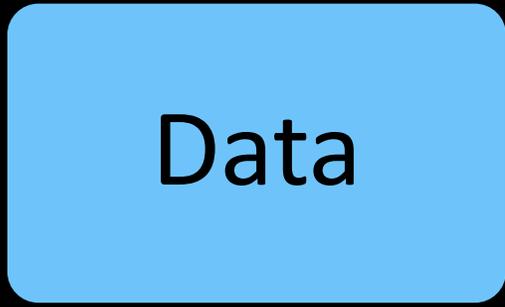
+ continuous A/B testing



Insight

Level 3

COHORTS



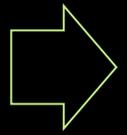
Data

Level 1

WHAT HAPPENED

New business MRR
Expansion MRR
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LTV CAC NPS
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Analytics

Level 2

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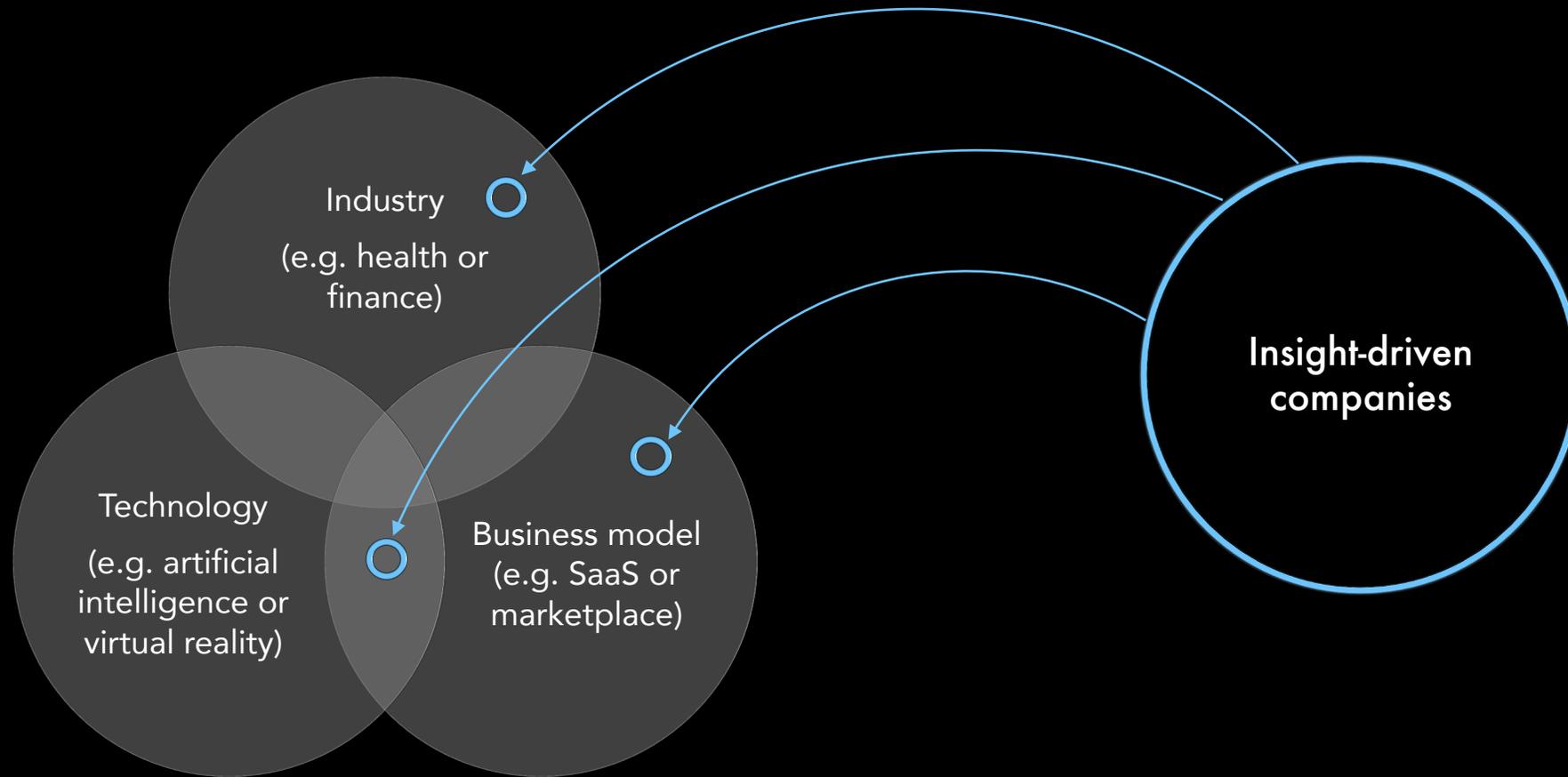
Level 3

COHORTS

Size-based cohort
Time-based cohort
Segment-based cohort

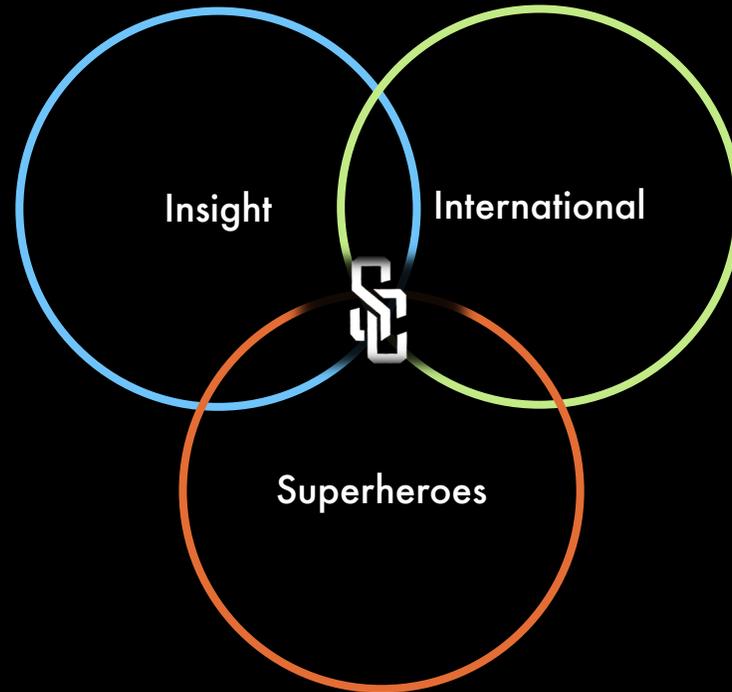
+ prediction analysis
+ data quality report

Insight-driven startup can be found across all sectors



Superhero Capital's 3 value drivers

Insight-driven startups with international-minded Superhero founders maximize value



Insight is becoming the most
powerful source of
competitive advantage.

What insight do you have
that others don't?

SUPERHERO CAPITAL



ksuomala
superherovc

Data tells us what happened – Insight tells us why and what to do

Insight-driven companies create value by analyzing data to produce actionable insight



Features of insight-driven companies*

Insight-driven companies capture data and apply analytics at every opportunity to derive insights that they test and implement to differentiate and compete.

Insight-driven companies use testing and learning processes to rapidly adapt and grow. They are predicted to grow at least eight times faster than GDP.

Insight-driven companies view insight as an asset.

*Source: Forrester Research

Examples of what insight-driven companies do

Tencent 腾讯

In China, 55% of a typical consumer's mobile time is spent interacting with Tencent's internet businesses (social, news, gaming, etc.). Tencent's ecosystem of businesses enables it to develop detailed profiles about consumers. This insight helps Tencent to create more and better new services.

Google

In 2009, Google launched a project to test 41 shades of blue for its advertising links. Google learned that one particular shade of blue was more likely to result in clicks than other shades of blue. This insight led Google to change the shade of blue of advertising links, which grew Google's annual revenues by USD 200 million.

Alibaba.com

Alibaba is the largest e-commerce platform in China and it has a unique database of consumer spending patterns. It has also become an insights provider. Alibaba entered into a partnership with toy company Mattel wherein Mattel sells its products via Alibaba and in return gets access to data used to customize toys according to the preferences of Chinese consumers.