

**SOLEMN DECLARATION – INDIVIDUAL ASSIGNMENT****Solemn declaration by student**

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|----------------------|-------------------|
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I **J.N Pretorius** declare herewith that the assignment which I herewith submit to the North-West University as partial completion of the requirements set for the MBA degree, is my own work.

Signature of student *JN Pretorius*

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Signed at **Fochville** this 14 day of September 2020.

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## 1. QUESTION ONE (50 MARKS)

### 1.1 A Technology Entrepreneur

Please search and select one tech. entrepreneur online ( or Any media) that made headlines in year 2018 & 2019 in South Africa, whom you find impressive and prepare a written summary to explain: the idea, the industry applicable, the inventor, the business model, why impressive and how can it contribute to economic-social-environmental value. You will submit a (maximum) 2- 3-page analysis. (25 marks)

SolarTurtle is a social enterprise that specialises in green energy. SolarTurtle supply and manufactures solar power, free-standing, and mobile kiosks to communities where there is no or little electrical infrastructure. SolarTurtle vision is to help people to help themselves and to promote women-empowerment, youth-empowerment, and green economy.



James Van der Walt is the founder and Chief Technical Officer of Ugesi Gold, social business and SolarTurtle is his brainchild. The idea of James has achieved a lot from 2013 with the latest being, " Mergon Group, Nation Builder Award, winner, 2018" and "EDF Pulse Africa Tour, "Coup de Coeur" Award, 2019" (Turtle, 2020).

James Van der Walt is a social entrepreneur that completed his master's degree in mechanical engineering specialising in renewable energy. James vision is to give the power of tomorrow to those who are powerless today. James passion is to help people to help themselves by giving them a green opportunity to start and manage their own small business.

Ugesi Gold started by converts shipping containers into Spaza shops with a solar system where the solar panels are protected by theft and weather. These units are called "PowerTurtles".

The business plan is based on a franchise model. The company supplies PowerTurtles to off-grid small business owners in rural areas. This solar business solution is easy to deploy to any location. The solar business is ideal for customers that want power for their offices,

shops, clinics, and utilities where grid power is not always available or reliable. SolarTurtle can offer charging facilities (phones, tablets, laptops and SolarTurtle battery pack) and internet hotspot services. The solar battery pack is used to power LED light during night-time that can be used for studying light or to power a radio as an example. PowerTurtles are also sold to private sector enterprises and are scalable to suit the energy needs of customers. In 2018 the AutoTurtle (which folds the solar panels away automatically, where the PowerTurtle requires them to be folded away manually) was launched. Ugesi Gold started to develop a new lightweight, fibreglass, solar kiosk with roof-mounted solar panels called the MiniTurtle, and a mobile trolley version known as the BabyTurtle.

In an article by Business Insider South Africa (Caboz, 2020), SolarTurtle is described as one of the most exciting inventions over the past decade. SolarTurtle was mentioned in an article in Engineering News by Martin Zhuwakinyu (Zhuwakinyu, 2020) as one of South Africa's most amazing inventions of 2019. The company was contracted by the South African National Energy Development Institute and the Department of Science to develop the next-generation solar energy kiosk.

Figure 1 Container SolarTurtle



The off-grid Container SolarTurtle incorporates a unique container-based design that provides significant security for the energy system. SolarTurtle containers come standard with roof-mounted solar panels that feed off the sun. In the evening, the solar panels securely fold away

onto the hard shell of the container for easy transport and safety. The standard container includes ten 310 W solar photovoltaic (PV) panels that produce 3.1 kW of energy. The SolarTurtle includes locally sourced lithium batteries, single-phase or three-phase hybrid inverters with grid-tie functionality. The interior of the container can be custom designed to suit the business and require little maintenance or skills to operate, and no on-site infrastructure is required.

Figure 2 Mini SolarTurtle



The Mini SolarTurtle is a lightweight fibreglass energy kiosk fitted with an inverter and solar panels that are used as a roof. It is not as secure as the SolarTurtle but is very cost-effective. The Mini SolarTurtle offer trading space to entrepreneurs and vendors.

Figure 3 Trolley SolarTurtle



The Trolley SolarTurtle is a mobile-charging-station which can easily be transported to any location. The trolley is ideal for entrepreneurs wanting to offer charging and internet services to their customers. The trolley features a 5V charging station, Internet hotspot & media centre service with 100 – 200W Solar PV system

Additional services offered in terms of the SolarTurtle products include the following:

- **Wi-Fi hotspot** – Selling data vouchers is a crucial revenue stream for solar energy centres.
- **Printing** – Some of the larger solar energy centres will offer printing services
- **Snacks** – Most traders will offer a selection of snacks and drinks
- **Airtime** – Airtime vending services will be available to vendors to allow the sale of airtime & electricity.
- **Cooking** – Some of the larger SolarTurtle will allow for a cooking option to sell hot food. Energy-efficient stoves will be used for this.
- **Energy Efficient Devices** – These energy centres will serve as a location for ordering home solar kits, LED lights and other energy-efficient products.

Figure 4 SparkBike



SolarTurtle also offers the Sparke range that is the smallest of the units. The range consists of SparkCase, SparkBike and SparkCart.

Ugesi Gold also supply SolarTurtle Software that is management software which can be used with all SolarTurtle products to assist with entrepreneur's daily business management.

The software package is made up of two systems, namely(Turtle, 2020):

- POS Portal: Android point of sale to help vendors log sales transaction and to do a stock take and daily cash-up
- Management Portal: Web-based application which links to the POS Portal and can not only manage stock, vendors and its kiosks but also gives managers access to various trading reports

The software has e-learning models linked to it that assist with basic business principles.

The POS Portal has all the following features to assist with daily trading:

- Stocktake
- Cash-up
- Sales transaction logging (of all stock and services)

While the POS Portal is primarily a point-of-sale, the Management Portal is there for the kiosk managers to assist and support the POS Portal and its traders.

The Management Portal has the following features:

- Allocate stock to the storeroom
- Allocate stock from storeroom to kiosks
- Allocate vendors to the kiosk
- Create and manage stock
- Create and manage services (Wi-Fi vouchers, printing services, charging services)
- Manage vendor details
- Trading reports

James Van der Walt and his CEO, Lungelwa Tyali, want to make a difference in people's life. They have the passion and commitment and is an example of helping people to help themselves. The future of SolarTurtle is to help people in Africa where there is no infrastructure to begin their own small business and become self-sustainable. It is like the logo of SolarTurtle, say "*Inspiring Renewable Development Across Africa.*"



## 1.2 Barriers to Innovation

Discuss any three main barriers for innovation, and give practical examples? (15 marks)

Innovation is creating new ideas, new ways of doing business, creating unique, more satisfactory, and advanced solution to existing problems, think outside the box. Innovation is essential, and a must in any business to survive in today's business world. The most crucial aspect of innovation is that it is, not only management ideas that count, it is the organisation in a whole that must embrace and motivate innovation.

A report by KPMG (KPMG, 2018) show that the most significant barriers to innovation are:

- Politics / Turf Wars / No Alignment, 55.1%
- Culture Issues, 45.3
- Inability to Act on Signals, 40.8%
- Lack of Budget, 40,8%
- Lack of Strategy, Vision, 35.6%

The report also mentions that the biggest enable of innovation is leadership support (KPMG, 2018).

There are lots of barriers in the organisation, centralising decision-making, communication, everyday fears, stagnating minds, highly formalised process, money and resources to mention a few(John, 2013).

In this document, the first three barriers will be discussed and explored a bit more.

### 1.2.1 Politics / Turf Wars / No Alignment

A large organisation is complex, change is not that easy and as the company grow so thus its internal politics(Goldring, 2019). One can beg to differ if one looks at Google, Amazon, or Tesla where innovation and change are at the order of the day but also with some boundaries (Anthony *et al.*, 2019). In South Africa, external politics has a significant impact on innovation, for instance, BEE (Black Economic Empowerment) and land reform without compensation. Does a person with a good idea want to take a chance to innovate without

support on government and with the economic uncertainties in South Africa? Lack of support can be put aside if one has a look at SolarTurtle discussed in question one. The politics in this article is actual internal politics in the organisation. Politics go hand in hand with internal turf wars.

People need to be shown the benefits of innovation in the company and see and understand how innovation can benefit the organisation and society. The organisation must create an environment where employees feel comfortable to give ideas, to be open and honest. As people position in an organisation change, they become more risk-aware and defensive (Philmckinney, 2018). Turf wars start when there is competition, and everyone is for themselves. Turf wars break down the innovation way of thinking.

Leadership must announce the need for innovation and create the environment to innovate. Google (Anthony *et al.*, 2019) inspired the "70:20:10" system where software developers are permitted to spend 70% of their time on day-to-day work, 20% on work-improvement ideas, and 10% on experiments and pet projects.

Breaking down this barrier, one must not worry about getting credit. Do not use innovation for a team or position name only, do not isolate the innovation team. Using innovation as a team or position name gives the idea that it is only that position of that team that is responsible for innovation. Do not innovate in isolation at any level of the organisation. Make sure the company's vision and mission are clear and communicate it to the organisation.

### 1.2.2 Culture Issues

The main issue with culture is the fear of failure and being afraid of experimenting with new ideas. To overcome this, one must identify the core values that encourage innovation.

Risk and innovation go together, and innovation will lead to some failures. For some companies, failure is not seen as an option, and this can slow down a company's innovation process (Goldring, 2019). One way of overcoming but not eliminating the risk factor is by optimising the proof-of-concept process.

A good example of failure and not quitting is Elon Musk founder of SpaceX and co-founder of Tesla. Both Tesla and SpaceX was on the brink of bankruptcy in December 2008(French, 2017).

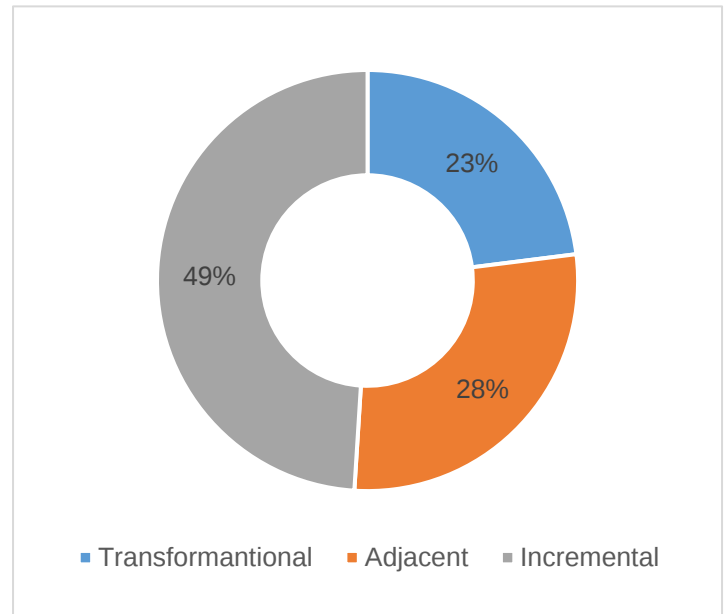
### 1.2.3 Inability to Act on Signals

The inability to not act on signals signifies inflexibility within the organisation.

The key to breaking this barrier to innovation is to identify weak signals and must be willing and flexible to change.

The first step to innovate and change of a product, service, or procedure is to recognise the need for the change in the organisation.

Figure 6 Strategies where Innovation is focused on (KPMG, 2018)



KPMG report(KPMG, 2018) identifies that management identified the inability to act on signalled market changes as the third-highest obstacle to innovation.

The organisation sometimes gets stuck in their previous success and then use the time that must be used for innovation to optimise the old procedure, products, and processes. Business must take time to reflect and evaluate what is working and what not in the industry.

By evaluating the Industry Uber surprised the taxi industry and Airbnb the vacation rental sector. The companies acted on the signals. These service companies recognized how their respective industries were failing to take advantage of the benefits of new technology and changing market demands, and they innovated to fill that void.



The business needs a dedicated innovation program with an established leader that has experience in the technical and business side of innovation, and the

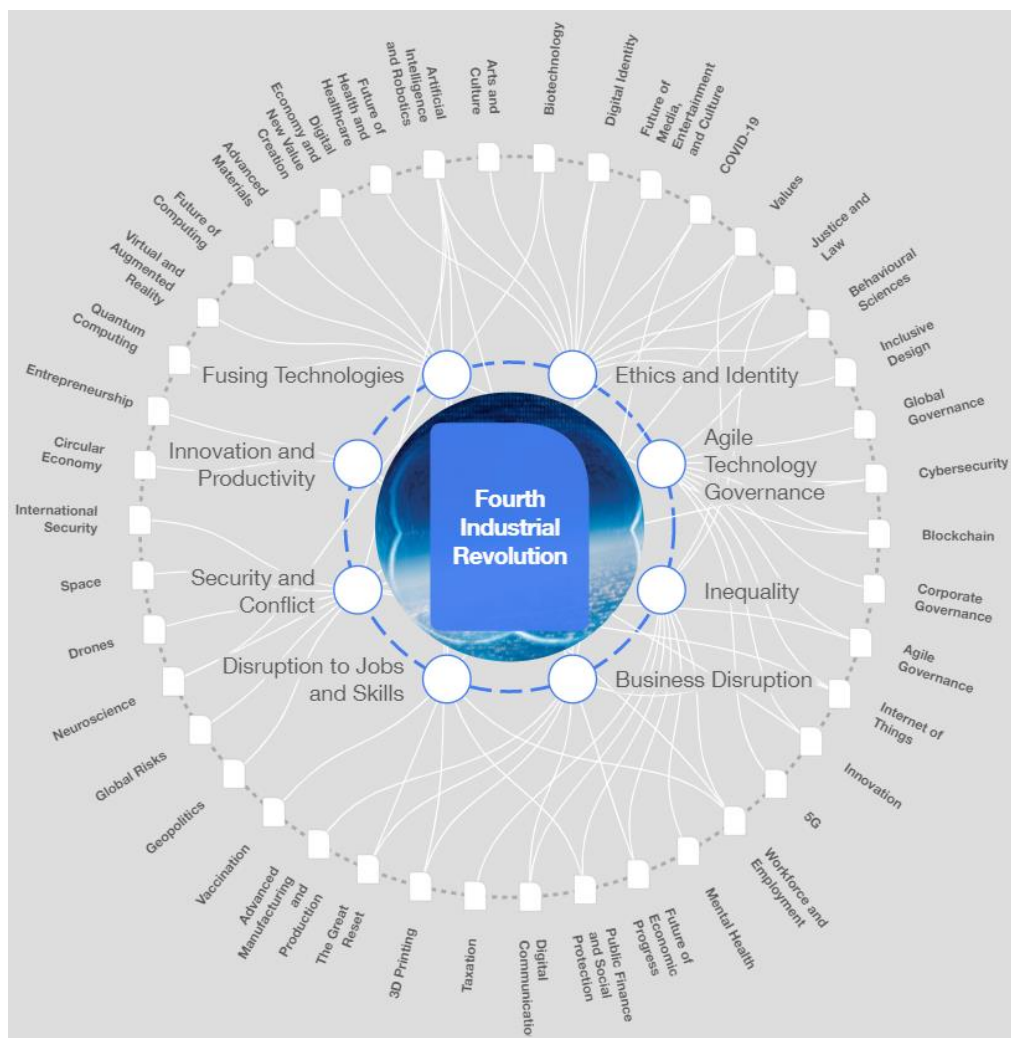
knowledge and the ability to recognize and act on relevant trends (Goldring, 2019).

### 1.3 The Fourth Industrial Revolution

The Fourth Industrial Revolution is rewriting the business rulebook. This process has been painful for some, and a boon to others. Discuss how the Fourth Industrial Revolution will affect business, and what could organisations do to survive this storm? (10 marks)

What is driving the 4<sup>th</sup> Industrial Revolution, and why is this topic so crucial for society and business alike? The main drivers behind the 4<sup>th</sup> Industrial Revolution are the reduction of cost and labour and the increase in profit. The 4<sup>th</sup> Industrial Revolution refers to the way we introduce and use technology into our societies, cities, environment, and how will we sustain a green and efficient environment for the future

Figure 7 The Fourth Industrial Revolution (Schwab, 2016a)



The 4<sup>th</sup> Industrial Revolution will bring machine and human closer and connect everything to something (IoT - Internet of Things), change the pace that we do business and develop new technology. Take the fridge in the kitchen as an example. The fridge connects to the internet through Wi-Fi and then to an online store. If something is needed, it will place an order, and delivery will be by an advance delivery drone. Self-driving vehicles will communicate with each other in the city that is equipped with 5G technology to make travel safer and prevent accidents.

Figure 8 Element of the 4<sup>th</sup> Industrial Revolution



The figure shows elements of the 4<sup>th</sup> Industrial Revolution that will change and develop as we are going forward. AI (Artificial Intelligent), Nano Technology, Quantum Computing, to name a few. Technology and biology will become much more integrated, and much more

will be done to look after the environment and living greener. Technology will assist in the understanding of the human body and brain and assisting in the working of the human body, for instance, replacing an amputated leg or arm and controlling it with the brain. The biologic integration will have the most significant impact on humanity as we know it.

The 4<sup>th</sup> Industrial Revolution will depend on big data, and the speed of data transfer; this is where the use and developing of 5G will play a big part.

The 4<sup>th</sup> Industrial Revolution will have some effect on business in general namely, customer expectations, customer satisfaction, business interaction with customers, product enhancement, collaborative innovation and organisational structure and management of the business and people (Schwab, 2016).

The 4<sup>th</sup> Industrial Revolution is an essential item on any government's agenda, and that goes for South Africa also. Minister Stella Ndabeni-Abrahams introduces the 4<sup>th</sup> Industrial Revolution Presidential Commission on 14 May 2019 and explains what the government's plans are namely (Ndabeni-Abrahams, 2019):

- Scale-up skills development for the youth in data analytics, coding, the internet of things, Blockchain and machine learning.
- Design a social plan to address retraining and support for workers that could potentially be displaced by new technologies.
- Open opportunities for young people to develop new software and applications, devices, and equipment through specialised start-up support programmes; and
- Give enhanced support to existing innovation centres and hubs over the next three years

Change is upon us, and we must embrace, understand, manage new technology and plan. The 4<sup>th</sup> Industrial Revolution will change our jobs and the way we do business, interact with customers and each other. The working environment is changing flexible hours, work from home and still have an interactive meeting with colleagues that is all around the globe. COVID-19 has put 4IR in the spotlight more than ever. A need for better and more skilled workers is needed. It is easier to replace unskilled labour with a robot, for instance, an automated warehouse where robots are used to stack the shelves and fetch stock. Education will be the cornerstone of the future to ensure more skilled and educated people and that we can keep unemployment at a minimum. Take Japan, for instance, the country

where automation is the highest and they have an unemployment rate of less than 2.4%, Japan have a very skilled workforce(Investopedia, 2020).

The 4<sup>th</sup> Industrial Revolution is a new begging in some fields. We are not the victims of the 4<sup>th</sup> revolution, but the architects, creators, and users. It is our responsibility to plan to give it structure and purpose (Schwab, 2018). The 4<sup>th</sup> Industrial Revolution must benefit people and place humanity, environmental and the earth first.

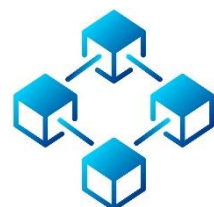
The 4<sup>th</sup> Industrial Revolution has already started. Many publications mention it will serve humanity, and it will be about a better and more effective and efficient world, it will also come with a price. The revolution is driven mainly and foremost by being the best and by profit. The 4<sup>th</sup> Industrial Revolution will benefit the upper and middle class, and the lower class will be left behind the same as in the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Industrial Revolution. Unemployment, world hunger, poverty, inequality, and the gap between the rich and the poor are at an all-time high. If we do not manage the 4<sup>th</sup> Industrial Revolution in a way to serve humanity and protect the environment, we are in for a bumpy road.

## **2. QUESTION TWO (50 MARKS)**

### **2.1 Blockchain**

Discuss how the blockchain model and mobile technologies are triggering a new era of mobile financial services in developing countries, potentially eliminating the need for brick-and-mortar banks. (20 marks)

The standard way of banking has excluded two billion people of making use of financial services for investing, financial transactions and saving money (Oswald & Kleinemeier, 2017). New technology like Blockchain is seen as the future of the financial sector. It will revolutionise the way financial transactions is done. Offer financial service to clients using Blockchain will give customers access to financial services without any physical bank.



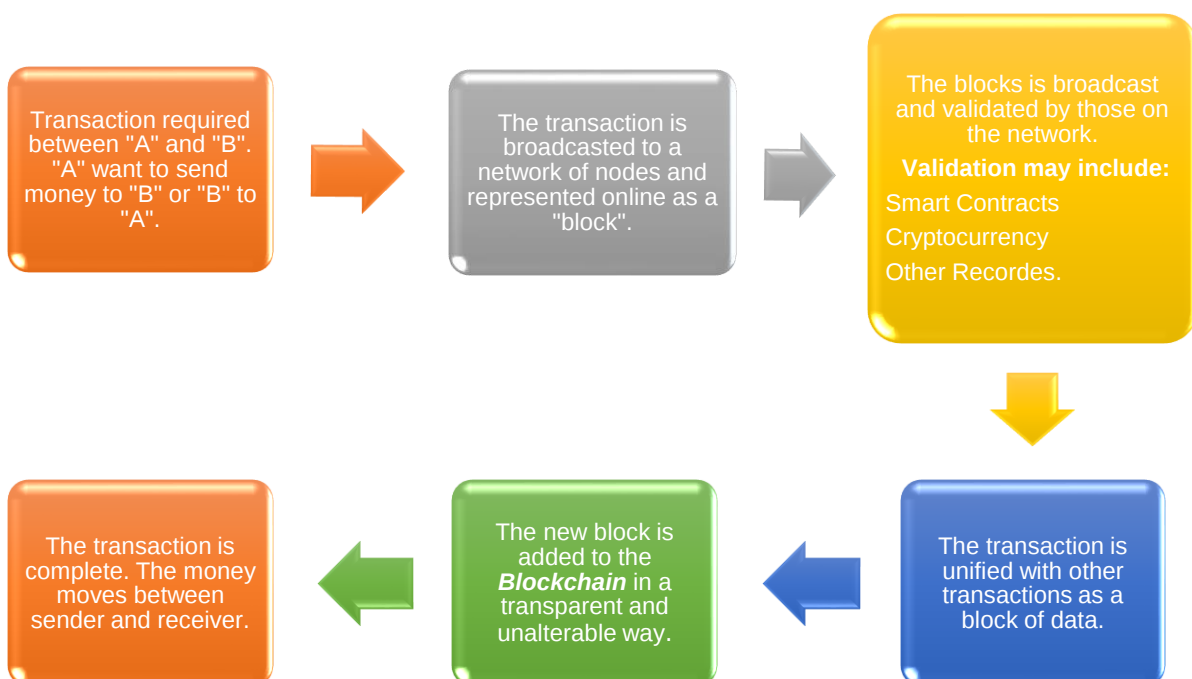
In addition to Blockchain, there is other new technology that will chains the way business is conducted like Cloud Computing, IoT (Internet of Things), 5G mobile technology, Edge Computing, VR (Virtual Reality), AR (Augmented Reality) and MR (Mixed Reality).

### 2.1.1 How does Blockchain Work?

Blockchain is a sequence of blocks containing data or a group of transactions that are chained together and distributed among nodes on a network. Blockchain can be described as a "distributed ledger technology (DLT)" that is entirely open to everyone. It is a system that guards against hacking, the ability to alter record and fraudulent transactions. The data is protected through verification by more than one node on the network and for not being in one specific location. Blockchain will reinforce trust as it has clear and trustworthy value propositions. There is not one single institution or central entity controlling all the decisions but rather a collective of all the computers on the network to agree to any changes. Everyone in a network owns the record of the transactions. Blockchain will have benefits of lower transaction costs, faster execution of trades, improved transparency, recording of transactions, audit trail, and cut out the middlemen(Lichtfous *et al.*, 2018).

The figure below shows the typical process of a Blockchain transaction(Lichtfous *et al.*, 2018).

Figure 9 The Blockchain process



"The blockchain revolution has a greater potential than anything we have seen in history. It is bigger than the Internet revolution, how it is going to restructure society."—Patrick Byrne, CEO and founder, Overstock.com." (Sharma, 2019)

Each Block consist of

1. Data
  - From
  - To
  - Amount
2. Hash of existing block
3. Hash of previous block



#### 2.1.2 Uses of Blockchain technology in the banking industry (Fintech, 2020).

1. Payment. Cross-border and locally.
2. Stock exchange and share trading.
3. Financial trade and transactions.
4. Digital Identify Verification
5. Syndicated Lending
6. Accounting, bookkeeping and audits.
7. A Credit report for business and individuals
8. Hedge funds
9. Crowdfunding (ICOs)
10. Peer to Peer (P2P) transfers.

Blockchain has much use, and in an article by Nitish Singh (2019) he gives a list of 20 plus technology uses as indicated by the figure below.

Figure 10 20 Plus Blockchain Technology Use Cases (Singh, 2019)

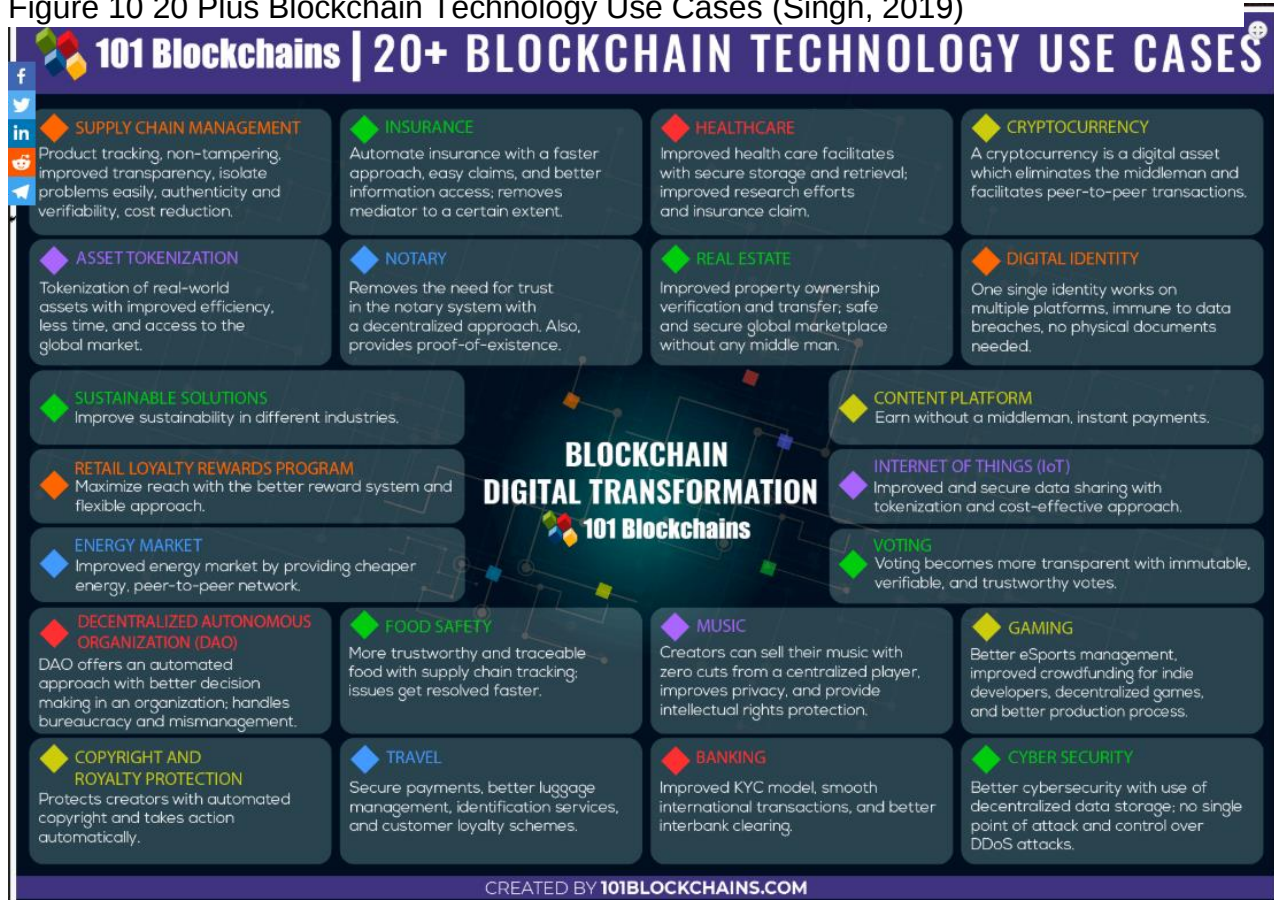


Table 1 A Summary of Blockchain advantages and drawbacks (Gaile, 2018)

| Advantages                                                                                                                                                                                                                                                                                                                                            | Drawbacks                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Eliminate intermediary</li> <li>• Process integrity</li> <li>• Clutter reduction and simplification</li> <li>• Immutable</li> <li>• No downtime, cannot be shutdown</li> <li>• Cost-effective</li> <li>• Record historical and current data in one place</li> <li>• User friendly and empowerment</li> </ul> | <ul style="list-style-type: none"> <li>• Complexity</li> <li>• Size of Blockchain</li> <li>• Hacks can happen</li> <li>• Offers irreversible transactions</li> <li>• Bottlenecks in process</li> <li>• Slow transaction speed</li> <li>• High access cost</li> <li>• Individual verification per request</li> <li>• Regulatory status uncertain</li> <li>• Intense resource requirements</li> </ul> |

| Advantages                                                                                                                                                                                                                                                                                        | Drawbacks                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <p>Forbes also mentions the following benefits of Blockchain (Fintech, 2020)</p> <ul style="list-style-type: none"> <li>• Blockchain records and validates each transaction.</li> <li>• Blockchain does not require third-party authorization.</li> <li>• Blockchain is decentralized.</li> </ul> | <ul style="list-style-type: none"> <li>• Capital intensive</li> </ul> |

### 2.1.3 The effect that Blockchain has on mobile financial services.

To date, the financial services industry has been controlled by a central entity which meant that it has been in the control of a few parties. Bringing Blockchain into the picture the perception is that it has been useful for the mobile service industry and has allowed the middleman to be eradicated. Financial products and services help in the fight against poverty and development in the world. In saying this, more than 1.7 billion (Lichtfous *et al.*, 2018) people lack the most basic financial service. They thus cannot invest in their health, entrepreneurship, and education.

## 2.2 Exponential Organisation

How would you change your organisation into an exponential organisation? Start off with a brief description of your organisation. Keep in mind that not all the proposed steps are necessary, and it depends if you are a start-up or large organisation already in existence. (15 marks)

The Exponential Organisation (ExOs) is an organisation that grows into large and influential companies in a short period and whose impact or output is disproportionately large (Jeffery, 2019).

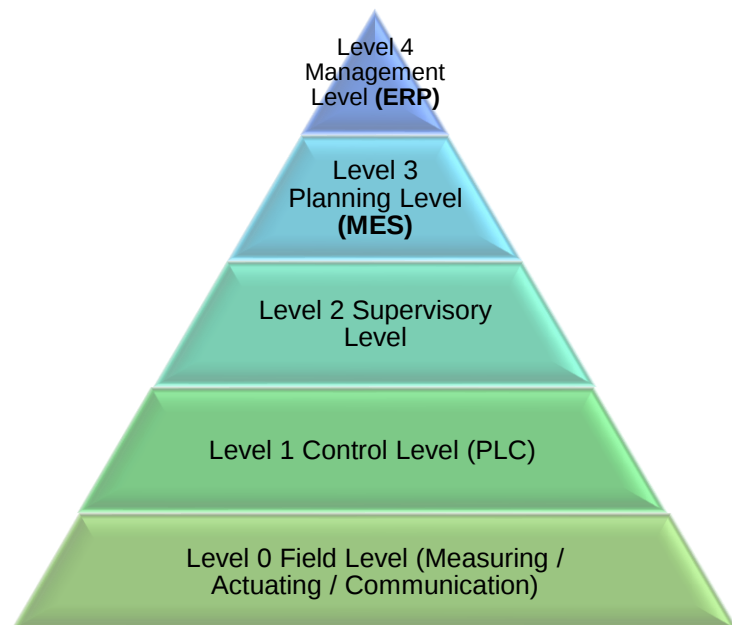
Moore Process Controls was established in South Africa as Moore Controls SA in 1984. The company has grown from a small regional sales office into a leading, full-service supplier and systems integrator of large-scale automation projects, with regional offices in South Africa, Singapore, and London. Moore supplies Industrial Automation and Optimization

turnkey solutions in a variety of industries. Moore has extensive engineering experience in DCS (Distributed Control System), Integrated Control & Safety Systems, PLC (Programmable Logical Controller), Systems and Field Instrumentation, Compressor Control & Anti Surge, Subsea Master Control Stations, Industrial Control Optimization, Alarm Management, Asset Condition Monitoring, and Advanced SCADA Solutions. Moore handles the design of control systems from concept through to final implementation.

*Moore Process Control “Vision” is to provide process industries with outstanding solutions that maximise plant revenue and extend plant life. Partnering with Moore, clients have benefited in the long-term through increased security of their investment in the process.*

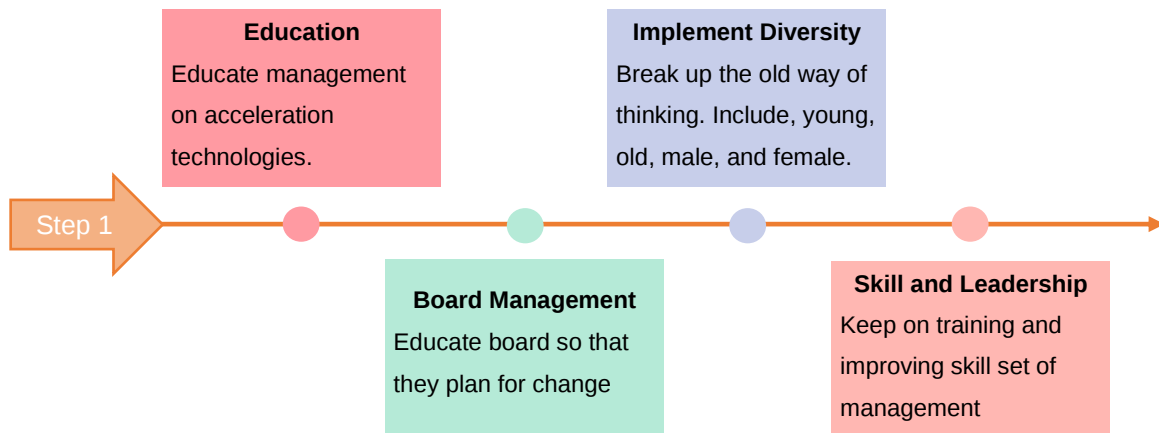
Moore primary income is in the service they deliver in PLC and DCS programming and implementation. Moore has a product range that includes but not limited to, Siemens, Rockwell, ABB, and Schneider. Moore supply reporting software that connects the MES (Manufacturing Execution System) with "Level 0" on the automation pyramid. Moore is active in four of the five levels of Automation Pyramid and supplies equipment for level zero to four.

Figure 11 The five layers of the automation

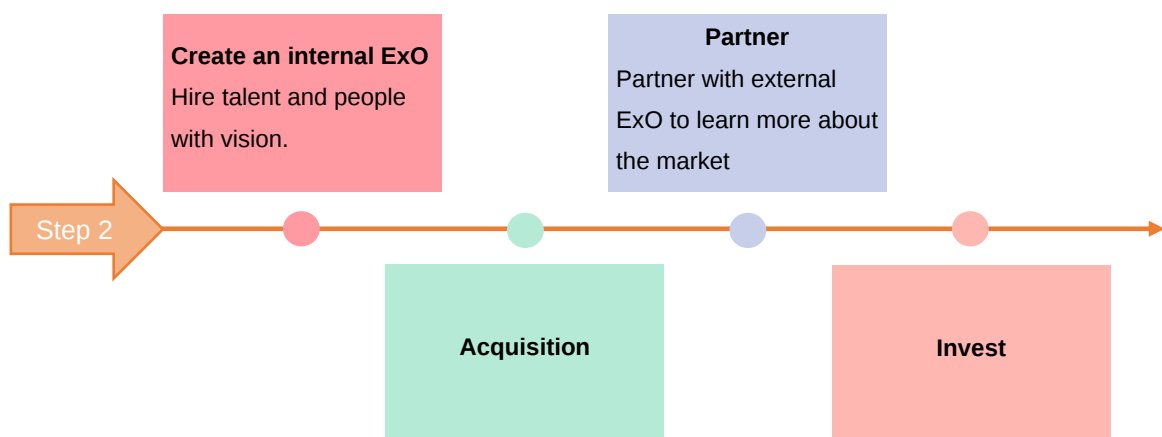


2.2.1 The organisation can take the following steps to grow into an Exponential Organisation(Marcos, 2019).

## Step 1: Transform Leadership



Step 2: Partner with, invest in or acquire ExOs. The organisation is currently a system integrator for Siemens, ABB, and Rockwell. Become a system integrator for Schneider Electric and Mitsubishi. Select a technology or partner in your industry that is growing exponentially and see where the technology will be in ten years and build your product or service on that point.



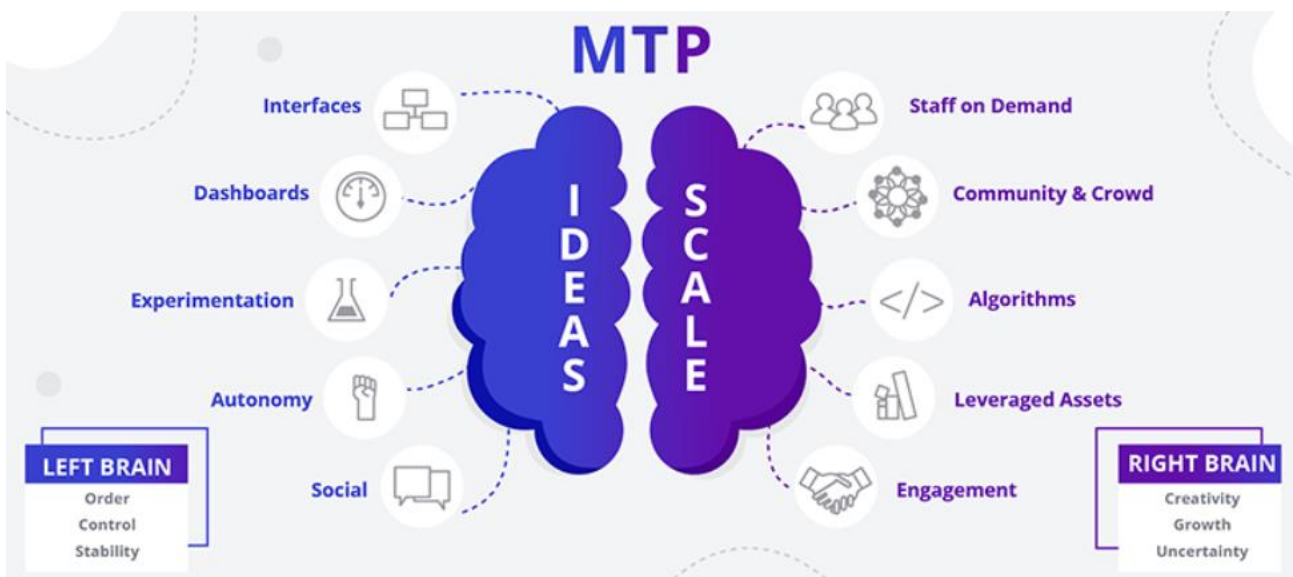
## Step 3: Disrupt Technologies

Most of the organisation is afraid of changing and is sets in their ways. Use people that are not afraid of change and that will inspire a new way of thinking. Use people that will disrupt the usual traditional way for an organisation to do business.

#### Step 4: Implement the Exponential Organisation 11 attributes

The exponential organisation has 11 attributes in common. Implement as much as possible of the attributes. Start with one and work your way through them. Start measuring your successes and failures. An organisation adopting any four of the 11 attributes for a start can achieve exponential growth (Balanagarajan & Kabaly, 2018). Make sure you know what works and what does not work. Look at the competition and know your market. The figure below shows the 11 ExO attributes and Massive Transformation Purpose (MTP).

Figure 12 Exponential Organisation Attributes(Balanagarajan & Kabaly, 2018)



Diamandis and Kotler (Kotler, 2015) have stated that an idea or product must go through six stages to make a massive impact, and they call it the 6D of Exponential Organisation.

Table 2 6D's of Exponential Organisations

| Growth cycle takes place in six steps | Impact of the 6D's on Organisations                                                   |
|---------------------------------------|---------------------------------------------------------------------------------------|
| Digitalisation                        | Help to understand how technologies are changing business models and the environment. |
| Deception                             |                                                                                       |
| Disruption                            |                                                                                       |
| Demonetisation                        | Can make companies obsolete and disrupt industries in a short period.                 |
| Dematerialisation                     |                                                                                       |
| Democratisation                       |                                                                                       |

## 2.3 Kodak

Discuss the major reasons that led to the demise of KODAK, as discussed in unit 1. As a technology consultant, what would you have done to address the situation that was happening at KODAK had they consulted you earlier before their demise? (15 marks)

The famous Kodak slogan: "**Share Moments, Share Life!**" or a "**Kodak Moment**" was associated with capturing moments in time on film. The slogan no is a wakeup call for executives to respond quickly to disruptive development in their market(Anthony, 2016).



Kodak disruption occurred when cameras were integrated into a cell phone, and people start sharing memories online rather than printing them. Kodak did not change its focus and did not adopt its business (Anthony, 2016). Kodak core business was film and printing, and its success blinded Kodak. Even if they already developed a digital camera in 1975, they did not change their focus. If an organisation identifies a new trend in the market but do not act on it, it is the same as never spotted it in the first place.

Kodak followed a strategy where one product (Cameras) is sold at a low price to increase sales of complementary goods (Films). In 1984 the customers of Kodak changed to Fuji because the film was 20% cheaper. The loss of sales should have risen the red flag for Kodak.

Clients would take photos with a Kodak camera and send the camera to the Kodak for the film to be developed. Kodak core business was the film and printing photos, not the camera itself. Kodak's Kodachrome was the company's leading sales item for 74 years and was discontinued in 2006. Kodak acquired a photo-sharing site Ofoto in 2001(Anthony, 2016). Instead of going the Instagram way, Kodak used Ofoto to try to get more people to print digital images.

Kodak could have stayed with their slogan "**Share Moments, Share Life!**" but not with the hardware and films. Sharing Moment is what Instagram is doing now. This market was open, and Ofoto could have been Instagram.



### 2.3.1 What could Kodak do differently to survive?

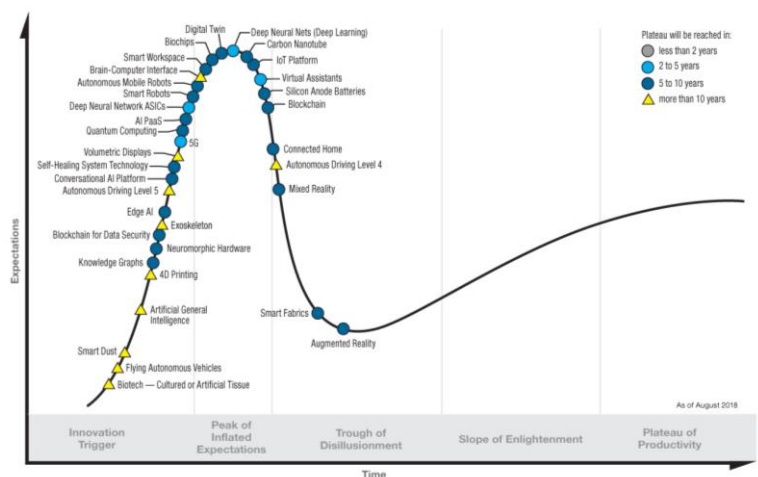
1. Transform the way management view strategy, business models and innovation management.
2. Be prepared to shift from protecting your company's competitive advantages to making change radical and revolutionary.
3. Monitor your product or service on an ongoing basis. Know what is happening in the market and what service or technology is dominating the market now and in the near future. One can use the Hype cycle to identify where your product or service is currently in its life cycle.

Figure 13 Hype Cycle for Emerging Technologies, 2018

4. Keep on asking what business (Gartner, 2018)

we are in currently? Answer the question with what you can do to satisfy your customer's needs

5. Ask the question of what new opportunities does the disruption in the market open for the company. Disruption grown markets but also transform the standard way of thinking and business models.



6. Diversify to give the company a competitive advantage.
7. Look for and identify new opportunities
8. Participate in new emerging markets
9. Adapt and change the business module, continuously keeping the vision of the organisation intact.
10. The company must keep on reinventing itself to keep up with new trends.
11. Do not become complacent
12. Take risk

### 2.3.2 A new beginning for Kodak

Kodak is a company that became famous for making camera film, then not so famous, bankrupt, and then for missing the shift to digital photography.

Kodak tried to recover from bankruptcy

when they tried their hand at Blockchain. Kodak launce KODAKOne image rights management platform and KODAKCoin, a photo-centric cryptocurrency to empower photographers and agencies to take control of image rights management. KODAKOne and KODAKCoin did not last. Kodak tried Blockchain when that was fashionable and then quietly moved away when it was not. Eastman Kodak Co. shares tripled on a \$765 million government loan to help produce ingredients used in generic medicines to fight the Covid-19 (Levine, 2020).

The Development Bank loan is the first of its kind under the Defence Production Act in collaboration with the U.S. Department of Défense. The loan is intended to speed up the production of drugs, and those considered critical to treat Covid-19 (Levine, 2020).

Kodak, the 132-year-old company, tried Blockchain in January 2018, and in July 2020 they accept hundreds of millions of dollars from Donald Trump to produce pharmaceutical drugs.

This makes one wonder where Kodak will be in ten years?

Figure 14 Eastman Kodak CO NYSE Share Price last ten years.



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