

# Leading in a disruptive world

Scott Bateman



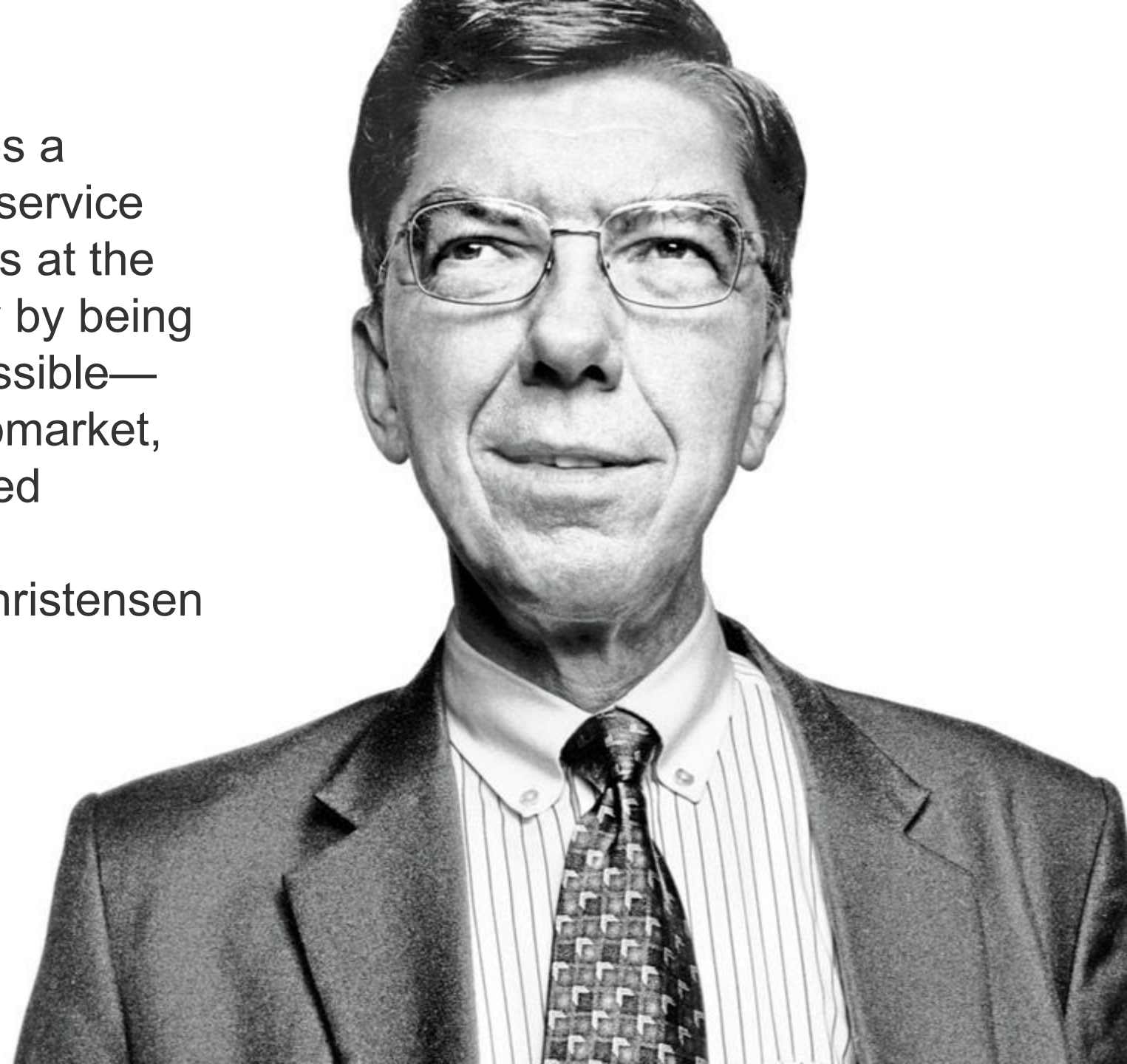


“Why the hell would you want that awful machine? They’re noisy, expensive and I can do the same thing with my horse”



“Disruptive Innovation describes a process by which a product or service takes root in simple applications at the bottom of the market—typically by being less expensive and more accessible—and then relentlessly moves upmarket, eventually displacing established competitors”






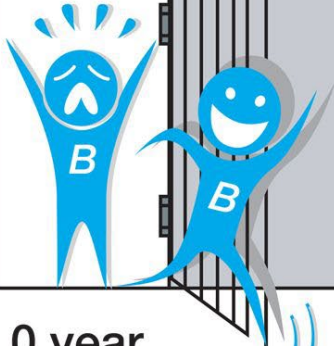

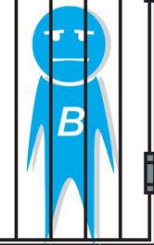
Clayton Christensen



A dramatic nuclear explosion with a large, billowing mushroom cloud of fire and smoke rising from a bright, glowing base. The sky is filled with dark, swirling clouds, and the overall color palette is dominated by fiery oranges, yellows, and deep reds.

**Disruption  $\neq$  Destruction\***

Prisoners' dilemma

		prisoner B			
		confess		remain silent	
prisoner A	confess	 5 years	 5 years	 0 year	 20 years
	remain silent	 20 years	 0 year	 1 year	 1 year

“People will ultimately act in their self-interest, even if a better outcome could have been achieved for everyone by accepting some reduction in gain for themselves”

# What increases the likelihood of disruption?

1. 'It won't happen to us' mindset
2. A lack of low-cost options
3. New technology significantly reduces costs
4. Consumer wants/needs being ignored
5. Economic contraction (downturn/crisis)

“Netflix aren’t even on the radar screen in terms of competition,”  
...Jim Keyes, Blockbuster



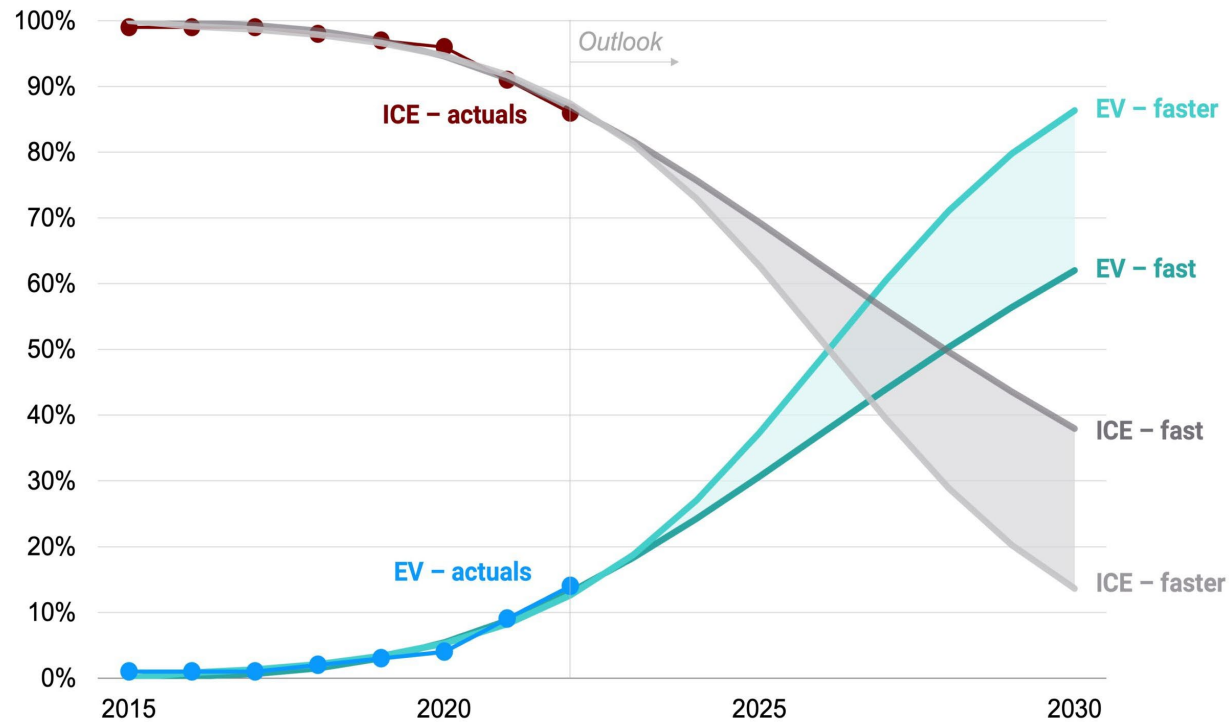








## Global EV and ICE market share forecast (%)

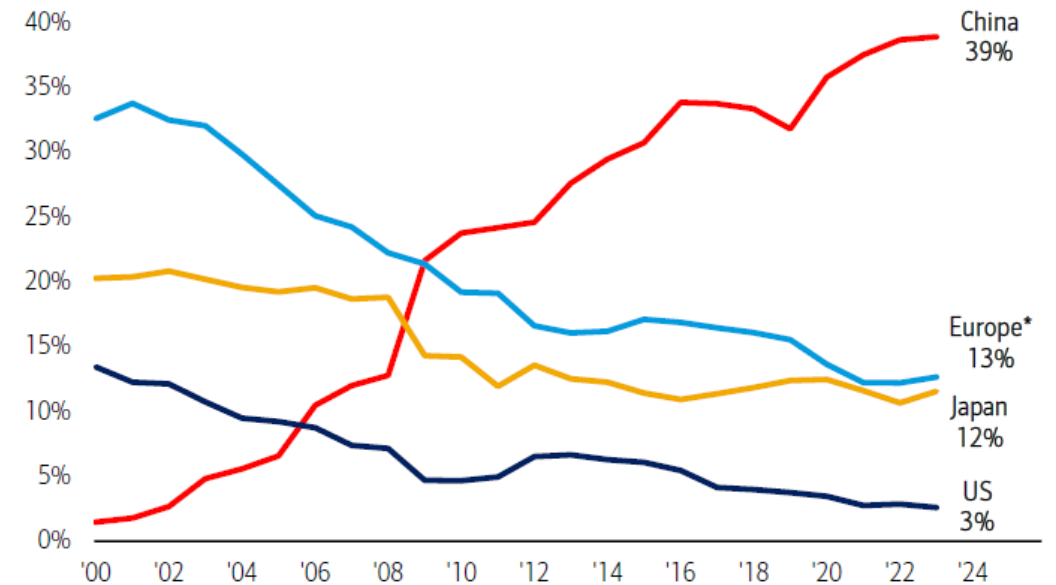


RMI - Energy. Transformed.

Source: IEA, RMI forecasts

## Chart 7: China car production share from 1% to 39% past 20 years

Global share of automotive car production by country/region



Source: Bloomberg, International Organization of Motor Vehicle Manufacturers. \*Europe 'Big 5' = Germany, Spain, France, Italy, UK.

BofA GLOBAL RESEARCH

# VW labour chief sounds alarm on mass layoffs and three German plant closures

By Axel Schmidt, Christoph Steitz and Christina Amann

October 29, 2024 7:16 AM GMT+11 · Updated 7 months ago



They further said the German auto giant wants to shrink its remaining plants in Europe's biggest economy.

[← Back to all guides](#)

## 5 Automakers On the Brink of Extinction – And the Numbers to Back It Up



Justin Fischer

Last updated Feb 22, 2025

### Key Takeaways

- The U.S. car market is ripe for disruption, yet these brands are failing to keep up with the competition.
- While Chrysler and Nissan were once giants, others like Maserati and Alfa Romeo never had a large footprint.
- Car buyers can use this to their advantage. All of these brands are highly negotiable as inventory piles up.

Spread the knowledge



# Europe's embattled auto sector plans plant closures and layoffs

By Reuters

December 23, 2024 11:22 PM GMT+11 · Updated 6 months ago



[1/3] A general view of a Volkswagen plant in Kassel, Germany, December 17, 2024. REUTERS/Fabian Bimmer/File

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# Stellantis records 70% fall in profits amid plunging North American sales and search for new CEO

BY AEP

February 26, 2025 at 5:18 AM EST



Stellantis chief executive Carlos Tavares (R) quit in December amid differences over how to confront the group's profit slump. NATHAN LAINE/BLOOMBERG VIA GETTY IMAGES



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# Europe's automotive crisis has a domino effect on suppliers

Schaeffler is to make 4,700 people redundant. Michelin and other companies are planning staff cuts



Photos by: Audi

“Almost all  
disruptive  
technologies will,  
at first, appear  
entirely inferior”



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Red eDeal

**\$248**

Flex

**\$385**

Business

**\$438**

Flex

**\$621**

Business Class



6:00 am

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**\$236****\$438****\$621**

6:10 am

8:20 am

**\$142****\$172****\$187****\$202****\$232****\$214**

7:00 am

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**\$283****\$438****\$621**

7:10 am

9:20 am

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7:30 am

9:40 am

**\$166****\$196****\$211****\$226****\$256****\$238**

8:10 am

10:20 am

**\$161****\$188****\$248****\$585**

8:20 am

10:35 am

**\$283****\$438****\$621**

9:00 am

11:20 am

**\$283****\$438****\$1,374**

9:10 am

11:20 am

**\$161****\$188****\$248****\$585**

9:30 am

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**\$176****\$206****\$221****\$236****\$266****\$248**

10:10 am

12:20 pm

**\$237****\$264****\$304****\$385**

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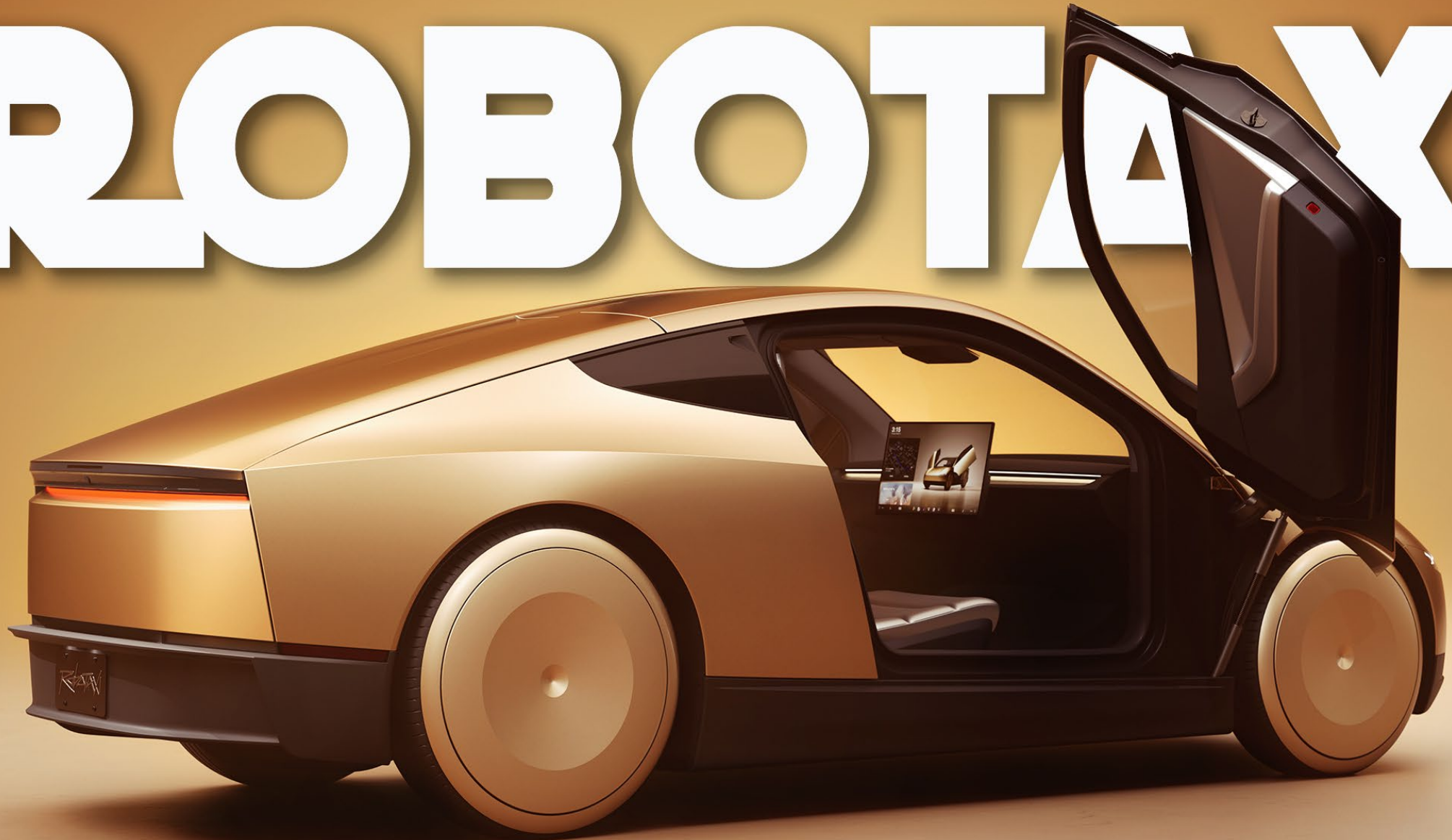
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experience  
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way faster  
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arrives and you get on your way

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Europcar

# ROBOTAXI

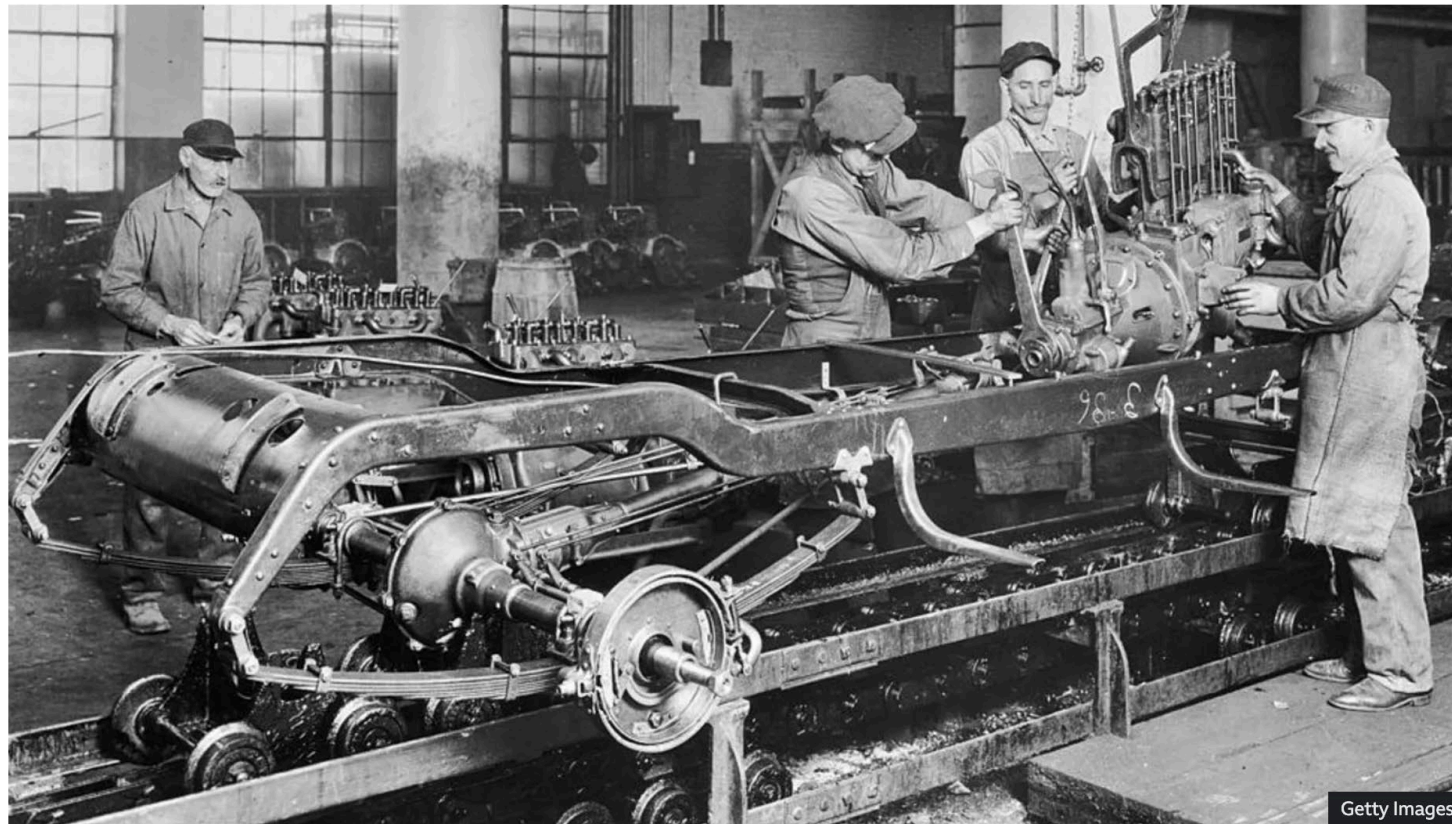


# Why a recession can be a good time to start a business

18 June 2020

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**Padraig Belton**  
Business reporter



GM went on to become a global car industry giant

What do General Motors, Burger King, CNN, Uber and Airbnb all have in common?

Microsoft Pow

# Insane debt levels and slowing growth...

**BBC**

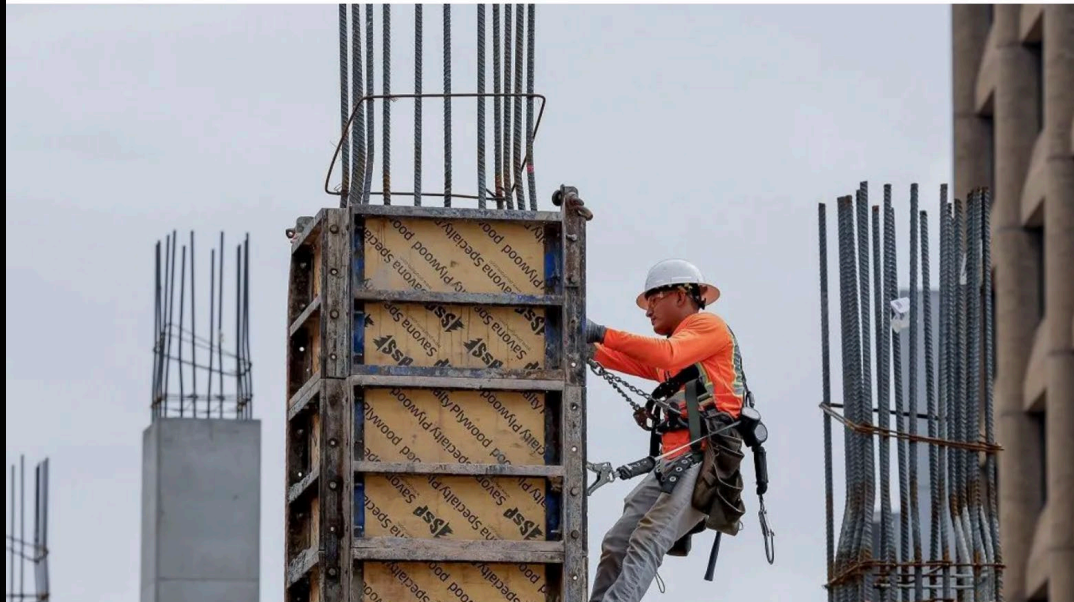
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## World Bank predicts worst decade for global growth since 60s

2 days ago

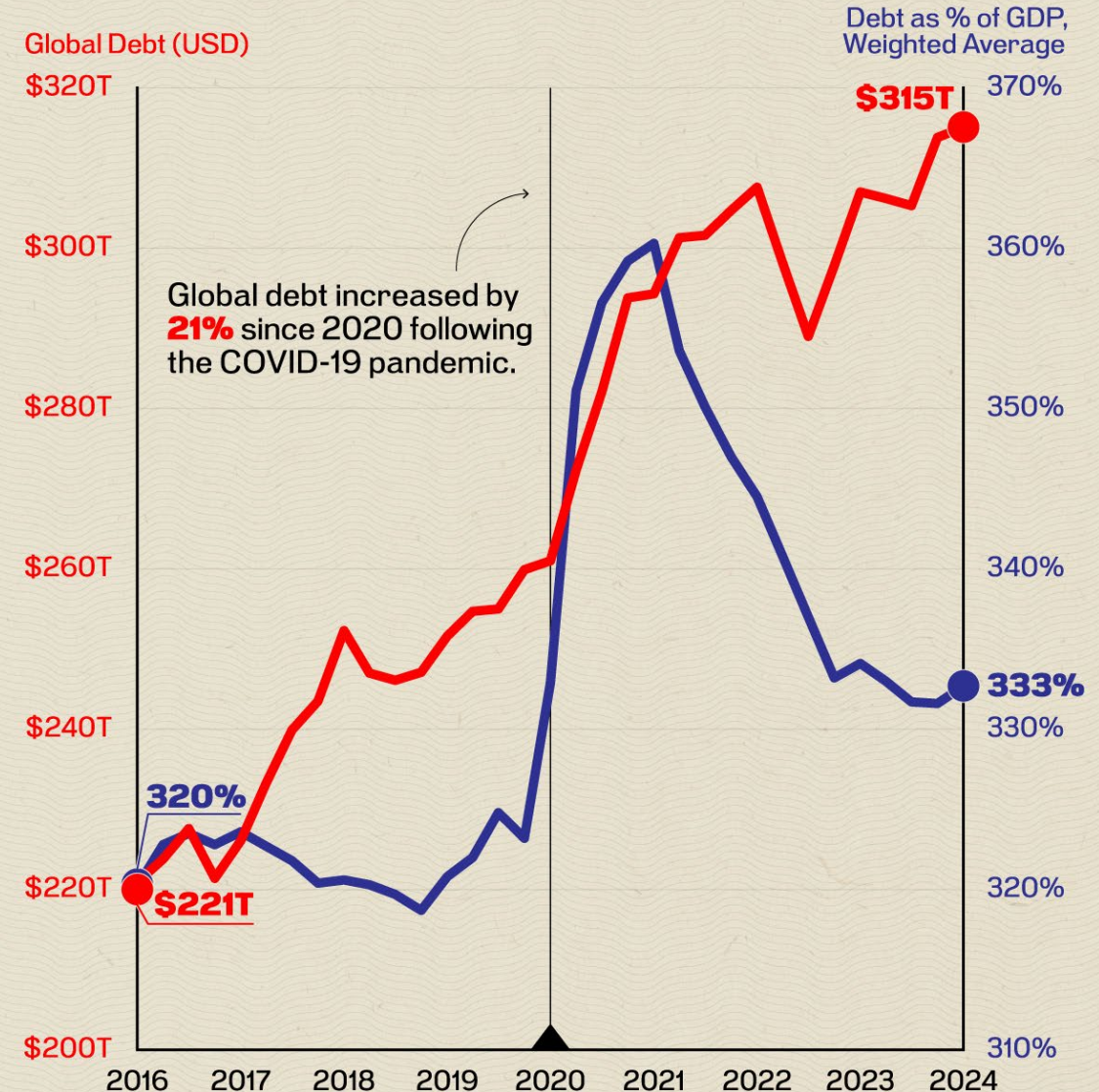
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**Faarea Masud**  
BBC Business reporter



# GLOBAL DEBT

## REACHES \$315 TRILLION



Source: IIF Global Debt Monitor

COLLABORATORS RESEARCH + WRITING Dorothy Neufeld | ART DIRECTION + DESIGN Sabrina Lam

An 'unpredictable' USA...




# Gen Z: 'numerous, rich, ethical & impatient'

Fortune magazine article snippet:

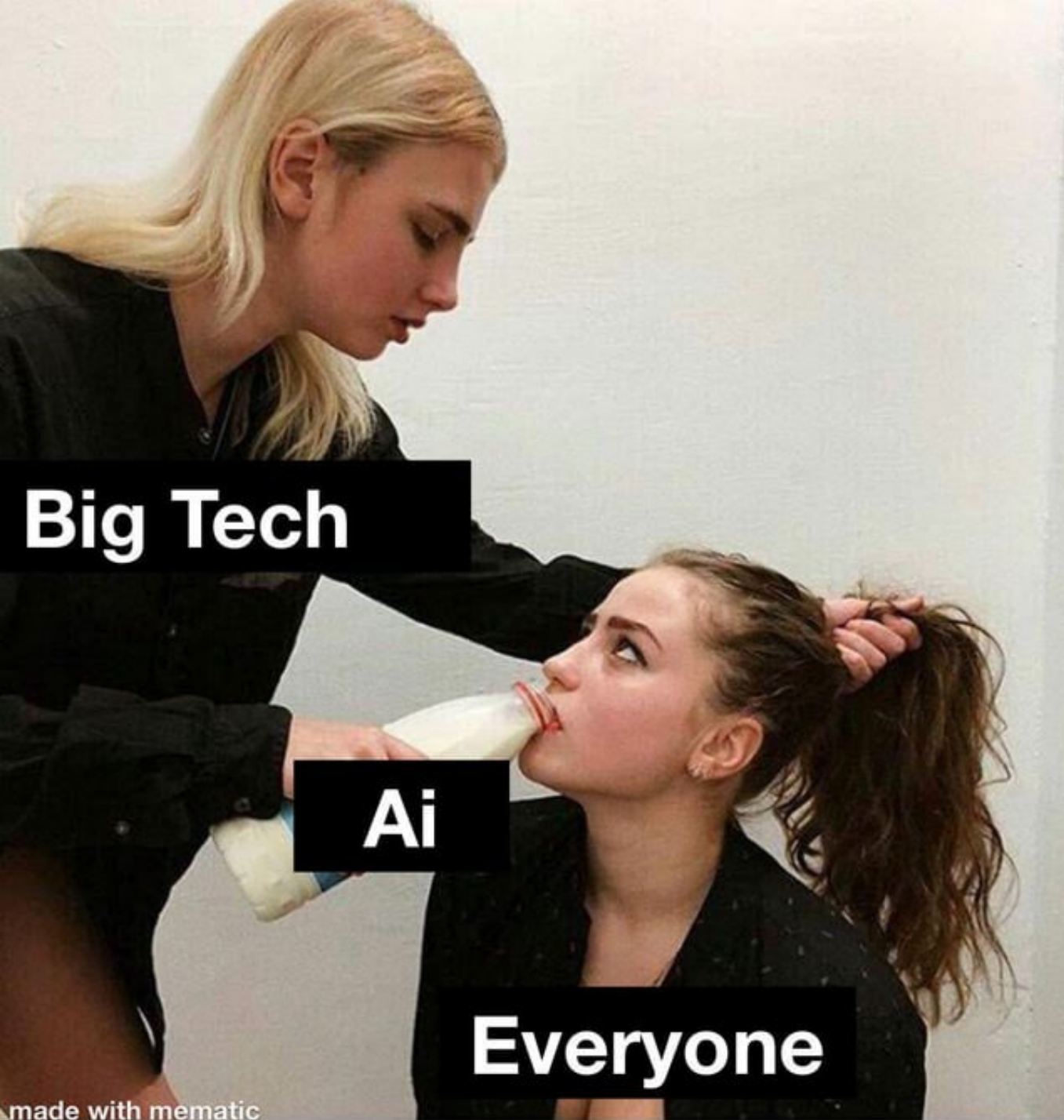
**SUCCESS: GEN Z**

**Gen Z may not be able to afford a house or the cost of living now—but give it 10 years. They're on track to gain \$36 trillion and become the richest generation**

BY EMMA BURLEIGH



Gen Z isn't shy about splurging—whether it's doom spending for a dopamine hit, spoiling their pets, or splashing out on rent. But



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Let's  
talk Ai...



# **THE DISRUPTOR SERIES**

**With Maya Sesami**



**AI won't take  
your job.**

**Someone  
using AI will**

-Scott Galloway



**“AI won't  
replace you.  
Someone  
using AI will”**



AI won't take your  
job. But someone  
using AI will



**AI WON'T STEAL YOUR JOB...  
...BUT SOMEONE USING AI WILL.**

REAL THREAT ISN'T AI — IT'S YOUR REFUSAL TO LEARN IT.



**Myth Debunked!  
No, AI Won't Take Your Job**



—Grippe! taken from economist Richard Baldwin's response to a question at the World Economic Forum's Growth Summit (May 2022)

Technology

# AI could replace equivalent of 300 million jobs - report

28 March 2023



## AI is replacing human tasks faster than you think



By Matt Egan, CNN

5 minute read · Updated 2:02 PM EDT, Thu June 20, 2024



Home | News | 30% of companies swapped workers for AI in 2024, more to come

## 30% of companies swapped workers for AI in 2024, more to come

SIA Editorial Staff | August 16, 2024



TechScape newsletter  
Artificial intelligence (AI)

## Will AI wipe out the first rung of the career ladder?

Generative AI is reshaping the job market, and it's starting with entry-level roles

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## 4 in 10 companies plan to replace employees with AI, WEF says

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Jan 10, 2025 · 1 min

labor market in the coming years, including an

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customer wait times.

### 4. Ikea

In June 2023, the beloved Swedish furniture retailer Ikea announced that it would be phasing out call center work and using an AI bot called Billie to answer queries instead. However, unlike most companies on this list, Ikea is planning to upskill affected employees and has already begun training thousands of call center workers to become interior design advisors.

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Telstra expects to shrink workforce as it leans in 'hard' on AI – including in customer service

Company tells investors 'we will embrace AI' and suggests autonomous AI agents could soon play a role

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Bots to help fill Victoria's budget hole: State hopes AI can slash costs

Daniella White

June 9, 2025 – 5.00am

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Artificial intelligence and automation will be a cornerstone of the Victorian

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Artificial intelligence (AI)

Australia has 'no alternative' but to embrace AI and seek to be a world leader in the field, industry and science minister says

Tim Ayres says the Albanese government will focus on legislation and regulation but country would benefit from moving quickly

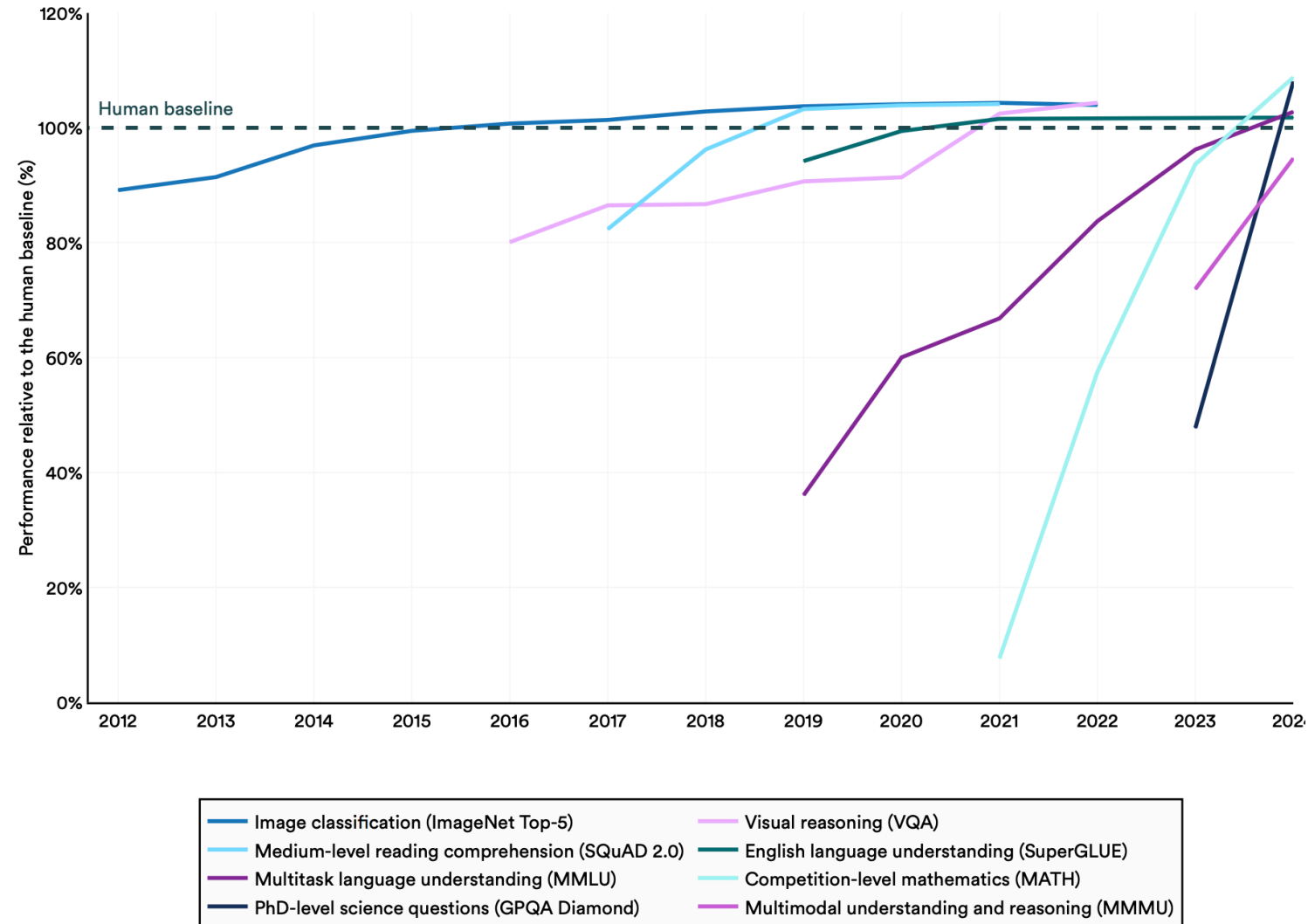
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# Smarter than us, at almost everything..

## Select AI Index technical performance benchmarks vs. human performance

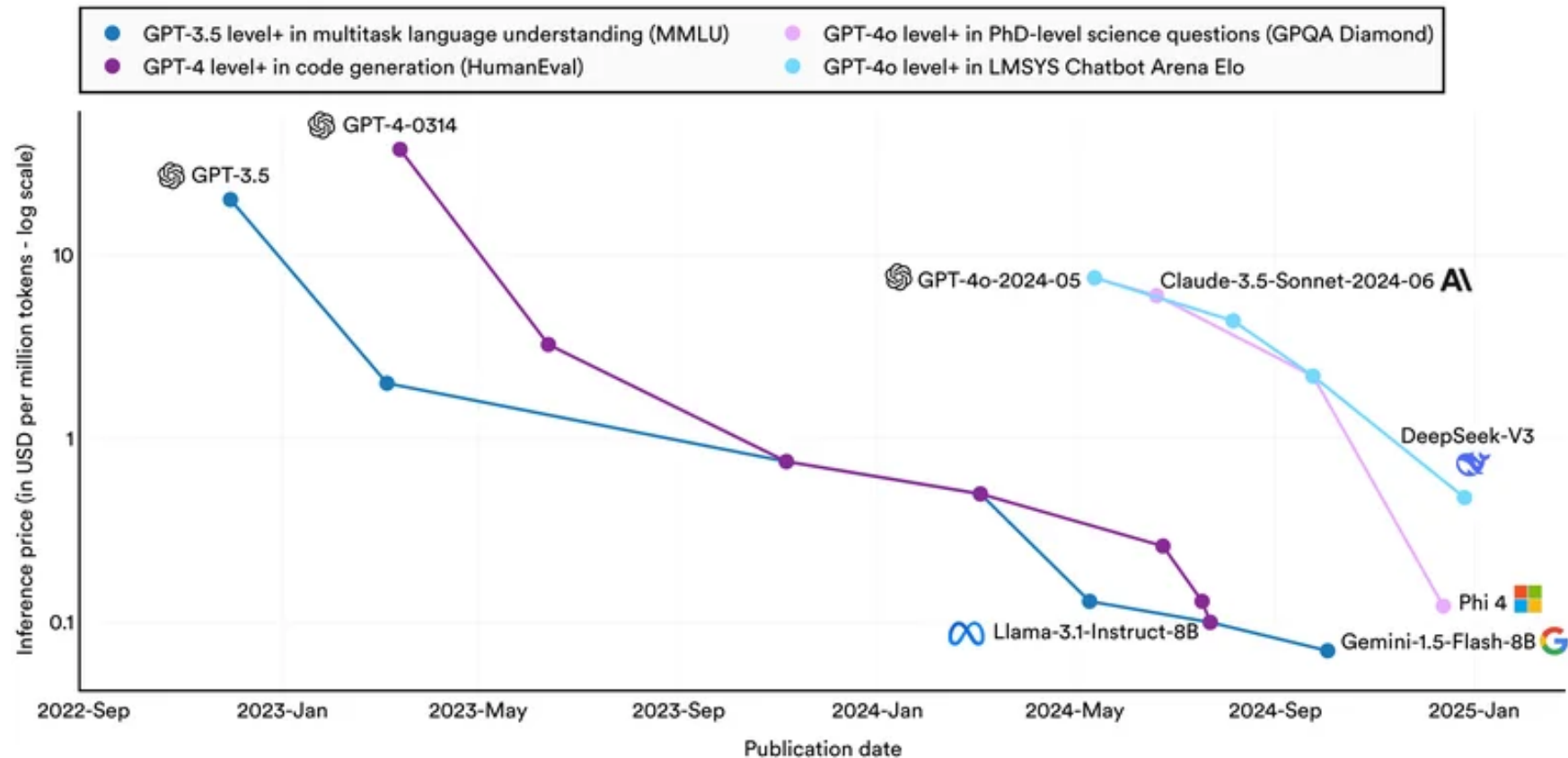
Source: AI Index, 2025 | Chart: 2025 AI Index report



.... & a 280X reduction in cost!

### Inference price across select benchmarks, 2022–24

Source: Epoch AI, 2025; Artificial Analysis, 2025 | Chart: 2025 AI Index report

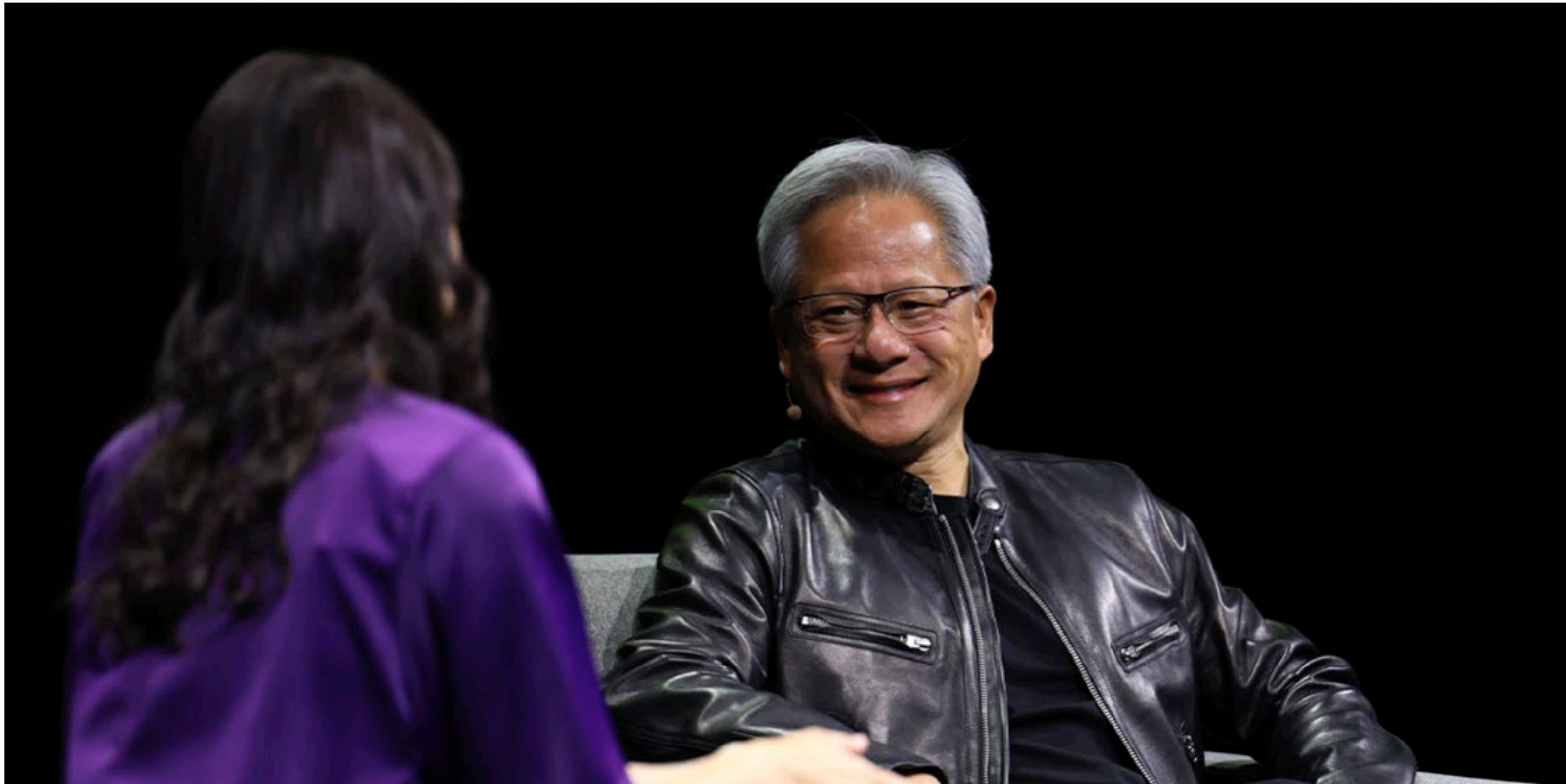


# ‘Agentic Ai’ will change everything

## ‘Everybody Will Have an AI Assistant,’ NVIDIA CEO Tells SIGGRAPH Audience

Jensen Huang discusses the future of AI-amplified human productivity, the energy efficiency of accelerated computing, and the intersection of graphics and AI with WIRED’s Lauren Goode at SIGGRAPH 2024.

July 29, 2024 by [Brian Caulfield](#)











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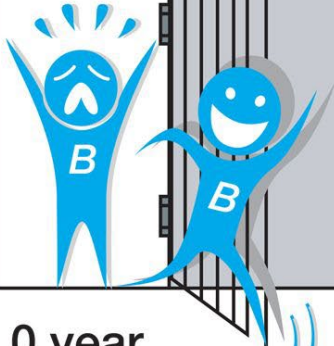

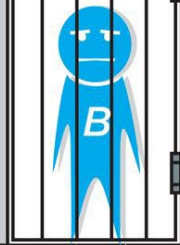






OpenAI

Prisoners' dilemma

		prisoner B			
		confess		remain silent	
prisoner A	confess	 5 years	 5 years	 0 year	 20 years
	remain silent	 20 years	 0 year	 1 year	 1 year

“People will ultimately act in their self-interest, even if a better outcome could have been achieved for everyone by accepting some reduction in gain for themselves”

**“The team, culture,  
processes and  
technology that  
won today’s game  
may not win  
tomorrow’s”**



Diversification  
Intity  
Roll the 'DICE'  
Collaboration  
Experimentation



**“How we define who we are  
determines the opportunities  
we can rightfully pursue”**





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# The LEGO Story



## Volkswagen's \$5 bln investment in Rivian boosts EV maker's shares

By Abhirup Roy and Ben Klayman

June 26, 2024 5:56 PM GMT+10 · Updated a year ago



### Companies

Rivian Automotiv



John Mahoney

## Stellantis EV start-up

Deal could see Leapmotor electric cars sold throughout Europe – and possibly even Australia

Stellantis has snapped up a \$US1.6 billion (\$A2.5b) stake in Chinese EV start-up Leapmotor, with the deal paving the way for Leapmotor electric cars to potentially be sold throughout Europe – and possibly even Australia, if the business case stacks up.

The pay-off for Stellantis is that the auto giant – [which owns a vast group of brands](#) including Peugeot, Opel, Fiat, Alfa Romeo and Jeep, among others – will get access to Leapmotor's advanced EV technology that should fast-forward the development of its own EVs.

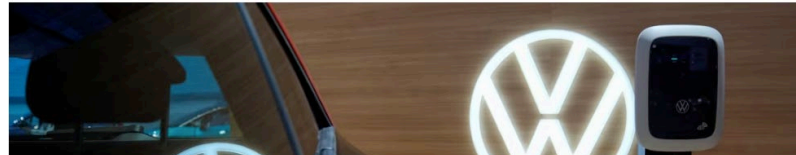
[Stellantis expects all of its sales in Europe to be EVs by 2030.](#)

Full details of the deal, which sees Stellantis take a 20 per cent stake in Leapmotor, have yet to be made public.

## Volkswagen invests \$700 million in Chinese EV maker Xpeng to boost sluggish sales

By Laura He

4 minute read · Published 7:47 AM EDT, Thu July 27, 2023



## Audi, partner SAIC to develop China-specific EV platform

By Reuters

May 20, 2024 7:19 PM GMT+10 · Updated a year ago



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“If you can’t beat them, join them” (or buy them)



FIAT GRANDE PUNTO  
IMAGE CREDIT: STELLA

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# Plan

- The outcome is known
- Context is clear
- Change is slow
- Disciplined execution
- Process is key

# Experiment

- Lack of clarity
- Many possible paths
- Change is constant
- Speed and agility
- Adaptability is key

## **Do**

- Start with a hypothesis – Agree on how you will measure success
- Keep it small, isolated and run one at a time
- Celebrate losses as much as wins

## **Consider**

- Running these under a different brand
- Which customers may enjoy being part of it
- Partnering with your competition

## If you want to lead, ask:

- Have we become too fixed on 'what' we do?
- What is the market saying that we (and others) may not be listening to?
- How might we diversify into new price points, products lines or brands?
- Who should we be partnering with, investing in, or acquiring?
- What's the first experiment we will run?



Let's Connect!



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