Index

Note: Page references in italics refer to exhibits.

A
Accenture, 172
“Acoustic” (Burberry), 82
Added-Service Disruption, 89–95
by Allianz, 93–95
for customer service, 92–93
Internet of Things and, 93
overview, 89–92
What Ifs, 95
Adidas, 91, 104, 150
Africa, Usage-Based Disruption used in, 79–80
Agnon, Jean-Paul, 90–91
Ahrendts, Angela, 81, 82
Airbnb, 100, 128–130, 143, 145–146
Alibaba, 102, 126–128
Alipay, 127
All Blacks, 150
Allianz, 93–95
Amazon
Added-Service Disruption by, 94
Asset-Based Disruption by, 10, 41, 42
Brand-Led Disruption by Zappos and, 108
Business Model Disruption by, 124
Data-Driven Disruption by, 72–73
Structural Disruption by Zappos and, 39
American Express, 99–100
Amex Sync on Twitter (American Express), 99
AMV BDDO, 112
Anderson, Chris, 28, 36, 38, 92–93
Angry Birds, 99
“Angry Burgers” (McDonald’s), 99
Ann Taylor, 127
Anticipation-Driven Disruption, 131–137
Crowdsourcing for, 133–136
Mirai Nihon project and, 131, 132–133, 168
Overview, 131
What Ifs, 137
AppExchange (Salesforce), 35
Apple
Anticipation-Driven Disruption by, 133–134
Asset-Based Disruption by, 44
Brand-Led Disruption by, 103–104
Business Model Disruption by, 123–124
“Distinguished Educators Program,” 134
Innovation by, 8
Revival-Based Disruption by, 64–65
App Store (Apple), 123
Architecture (Lego), 25
Ariel (Procter & Gamble), 21, 77
Asset-Based Disruption, 41–46
by Amazon, 41, 42
by Disney and DuPont, 43–44
by La Poste, 44–46
overview, 10
What Ifs, 46
AT&T Bell Lab, 33
Attal, Laurent, 114–115
ATMs, 122
Bain, 71
BBC News, 80
“beautiful question,” 17
BE FRUGAL (Nissan), 47
Beko, 97–98
Ben & Jerry’s, 56
Benioff, Marc, 35
Berger, Warren, 16–17
Berliner Republik (beer hall), 83
Bernbach, Bill, 111
“Bespoke” (Burberry), 82
Best Buy, 22, 54, 91, 101
Bezos, Jeff, 10, 41, 42
Big Bang Disruption (Garcia, Levin), 67
Big Bazaar, 115–117
Big data, 71, 73. See also Data-Driven Disruption
Biyani, Kishore, 116–117
BlaBlaCar, 128
Bletchley Park team, as inter-disciplinary, 29–30
Bloomberg Businessweek, 16, 100, 172
Bloomingdale’s, 127
BMW, 98–99
Booz & Company, 4
Bosch, 102
bottom of the pyramid (BOP), 48
Bouygues Telecom, 93
Bové, José, 58
brand building. See Brand-Led Disruption;
Disruptive Brand Building
Brand-Led Disruption, 103–109
by Marriott, 105–107
by Michelin, 108–109
overview, 103–104
Brand-Led Disruption (continued)
by Tesco, 104–105
What Ifs, 109
by Zappos, 107–108
Brand-utility concept, 90
Branson, Richard, 56–57
Brin, Sergey, 31
Browser, Martin, 59
Bulygo, Zach, 118
Burberry, 81–82
“Business Hacking,” 144
Business Model Disruption, 121–130
by Airbnb, 128–130
by Alibaba, 126–128
by Apple, 123–124
overview, 121–123
by Tesla, 124–126
What Ifs, 130

C
Cakiroglu, Levent, 97
Calico, 135
Camera lucida, 66–67
Camera Shy (Dove), 113
Cautiousness, as innovation deterrent, 9–11
CEMEX, 22
CES Innovation Awards, 93
Charlie Rose, 127
Chatter (Salesforce), 35
Chessboard, Henry, 42, 123, 124
Chesky, Brian, 129
China
Business Model Disruption in, 126–128
Usage-Based Disruption used in, 78–79
Christensen, Clayton, 171
cloud computing
Asset-Based Disruption and, 42
Structural Disruption and, 35
Clow, Lee, 103, 152
Coca-Cola, 33, 129
Colette, 60
“commerce qui profite à tous, Le” (Système U), 61
Communication. See Disruptive Brand Building
Community Cloud (Salesforce), 35
Company labs, 32–34
Compte-Nickel, 122
Comstock, Beth, 101
“Connect + Develop” (C+D) (Procter & Gamble), 102
“Connections Radar,” 151
consumer reaction
Customer behavior and Insight-Driven
Disruption, 111–120
Customer service and Added-Service Disruption,
92–93
Innovation and, 23–24
Usage-Based Disruption and, 77–82
Contagions, 38, 70, 99
“Contrat de Confiance, Le” (Darty), 92
Convention, Disruption, Vision (three-step method)
Convention, defined, 141–142
Convention, hunting for, 145–146
for creating Disruption, 146–147
overview, 3
simplicity of, 158–159
symbols for, 165
Vision, defined, 141–142
Vision, imagining for, 142–145
convergence-sensitive model, of innovation, 20
core capabilities, Asset-Based Disruption and, 41–46

Corning, 64–65
Corporate Social Responsibility (CSR)
Anticipation-Driven Disruption and, 135
Disruption led by, 11
Sustainability-Driven Disruption and, 53–62
Creative Disruption (Waldman), 172
Cristal Valley, 132
“Cross Business,” 152–153
crowdsourcing
Anticipation-Driven Disruption and, 133–136
as Open Disruption, 21–28
customer behavior, Insight-Driven Disruption and,
111–120
customer service, Added-Service Disruption and,
92–93

D
Darty, 92
Data-Driven Disruption, 69–75
by Amazon, 72–73
“Gap Finder Tool” (TBWA), 73–75
Insight-Driven Disruption and, 118–119
overview, 69–70
by Weather Channel, 70–71
What Ifs, 75
Dealing with Darwin (Moore), 19–20
Defense Advanced Research Project Agency
(DARPA), 31–32
Delivering Happiness (Hsieh), 107
Dell, 22
Delta Air Lines, 121
design as you build” (Xiaomi), 23–24
digital approach, Disruption Methodology and,
144–146
Digital Arts Network (TBWA), 34
Digital Disruption (McQuivey), 172
Disney, 43–44
Disruption, 1–17
Asset-Led Disruption, 10
defined, 5–6, 122–123
Disrupting way of innovation, 7–11
Disruption Days, 13–14, 97–98, 157–158
Disruption in practice, 13–17
Disruption Statements, 147
innovation deficit, 3–6
led by Corporate Social Responsibility (CSR), 11
origin of term, 170–173
overview, 157–159
What Ifs, 10, 15–17, 161–164
See also Disruption Live; Disruption
Methodology; Disruption Strategy;
Fifteen Innovation Paths
Disruption Days, 13–14
Disruption Live, 149–155
Nissan and, 152–154
Open Brief and, 150–152
overview, 149–150
SNCF (French National Railway Company) and,
154–155
Disruption Methodology
digital approach and, 144–146
Disruption Days, 13–14
overview, 5–6
See also Convention, Disruption, Vision
(three-step method)
Disruption Revolution (Passiak), 172
Disruption Strategy, 141–147
Convention, defined, 141–142
Convention, hunting for, 145–146
creating Disruption, 146–147
Index

overview, 141–142
Vision, defined, 141–142
Vision, imagining for, 142–145
Disruption What Ifs, 15–17
Disruptive Brand Building, 139–155
Disruption Live, 149–155
Disruption Strategy, 141–147
overview, 139–140
See also Brand-Led Disruption
“Double Life” (PlayStation), 112
Dove, 113
Do-it-yourself (DIY), 36
Domino effect, 123
Dreamforce Conferences (Salesforce), 35
DriveNow (BMW, Star), 98–99
Dru, Jean-Marie, 104
DuPont, 43–44

E
early linear model, of innovation, 20
eBay, 102, 126
Economist, 67, 172
Eisen, Michael, 43
Eli Lilly, 26
Elsève (L’Oréal), 51
Enigma Code, 29
environmental issues, Sustainability-Driven Disruption and, 58–60
Evers, Joris, 118
“Every Little Helps” (Tesco), 104–105
“Experiences” (Burberry), 82
Exponential technologies, 84

F
Fab Labs
Asset-Based Disruption and, 45
Reverse Disruption and, 50
Structural Disruption and, 36–40
Facebook, 34, 124, 129, 135
Fadell, Tony, 100
Fast Company, 34, 57, 158
Febreze (Procter & Gamble), 4
Fifteen Innovation Paths, 19–137
Added-Service Disruption, 89–95
Anticipation-Driven Disruption, 131–137
Asset-Based Disruption, 41–46
Brand-Led Disruption, 103–109
Business Model Disruption, 121–130
Data-Driven Disruption, 69–75
Insight-Driven Disruption, 111–120
Open Disruption, 21–28
overview, 19–20, 136–137, 167
Partnership-Led Disruption, 97–102
Price-Led Disruption, 83–87
Reverse Disruption, 47–52
Revival-Based Disruption, 63–67
Structural Disruption, 29–40
Sustainability-Driven Disruption, 53–62
Usage-Based Disruption and, 77–82
Firms of Endearment (Sheth, Wolfe, Sisodia), 54
Flat World Knowledge, 11
FlavorPrint, 91
Forbes, 35, 72, 80, 106
Forrester Research, 128
Fortune, 108, 126
Foursquare Labs, 32
Freemium model, 85–86
frugal innovation, Reverse Disruption and, 47–49
Fukushima, Francis, 172, 173
“Future Edging,” 144

G
Gabriel, Kaigham, 31
Galeries Lafayette, 15
Game Changer, The (Lafley), 26, 113
“Gap Finder Tool” (TBWA), 73–75
“Gap in the Market, The,” 73
Garcia, Pablo, 67
Gatorade, 112, 142–143
Geek Squad, 91
General Electric (GE)
Partnership-Led Disruption by, 101–102
Reverse Disruption by, 49, 50, 52
General Mills, 22
geo-cosmetics, 115
Gertner, Jon, 57
Ghosn, Carlos, 30–31, 47–49, 104
Gigafactories, 126
Gillette, 27, 86
“Glowing Lines,” 65–66
“Glow-in-the-Dark Lining,” 65
Goldman Sachs, 22
Google
Anticipation-Driven Disruption by, 133, 135–136
Data-Driven Disruption by, 71
Structural Disruption by, 31
Google X, 16, 32
Gorilla Glass (Corning), 65
Govindarajan, Vijay, 49
Gratz, Stacy, 99–100
Great Disruption, The (Fukuyama), 172
Guardian, 80

H
Haier, 78–79
“Happiness management,” 107
“Happy Meal” (McDonald’s), 60
Harvard Business Review, 31–32, 43, 52, 81
HBO, 118
Hello Baby (Pampers), 89–90
HEMS (Home Energy Management System), 132
Henkel, 102
Hirson, Ron, 72
Home Depot, 101
Home Plus (Tesco), 95
House of Cards (Netflix), 118
How Disruption Brought Order (Dru), 104
Howe, Jeff, 22
Hsieh, Tony, 107
Huffington Post, 80
Hurman, James, 111, 112–113

I
IBM, 8, 35, 134–135
iBook 2 (Apple), 133–134
Ideas (Lego), 25
Idea, 36
Imitation Game, The (film), 29
Imelt, Jeff, 50
implementation, innovation and, 3–6
“Impossible Is Nothing” (Adidas), 104, 150
India
Insight-Driven Disruption in, 115–117
Price-Led Disruption in, 86–87
Reverse Disruption in, 47–49
innovation
Disruption Days on, 13–14
Disruption for, 7–11
Disruption in practice, 13–17
group modes of, 20
Innovating Against/Innovating For/Innovating With, 8–9, 14
innovation deficit, 3–6
See also Fifty Innovation Paths
Innovator’s Dilemma, The (Christensen), 171
Innocentive, 35
Innowave, 26
Insight-Driven Disruption, 111–120
by Big Bazaar, 115–117
by L’Oréal, 114–115
by Netflix, 117–118
overview, 111–113
by SNCF (French National Railway Company), 118–119
What Ifs, 119–120
“Insight-Mining,” 151
Instagram, 9
Inter-disciplinary teams, 29–30. See also Structural Disruption
International Association of Fab Labs, 38
Internet
digital approach and Disruption Methodology, 144–146
Disruption Live and social media, 152–154
Internet of Things, 27–28, 93
origin of Disruption term and, 172
Smartphone apps and, 89
for Sustainability-Driven Disruption, 53–54
Usage-Based Disruption and, 81–82
See also Added-Service Disruption; cloud computing
iPad (Apple), 64–65, 123, 133
iPhone (Apple), 64–65
iTunes (Apple), 123
Ive, Sir Jonathan, 44, 158
J
Japan, Anticipation-Driven Disruption in, 131, 132–133
JAXA (Japanese Aerospace Exploration Agency), 132
Jay-Z, 81
Jefferson, Thomas, 46
Jobs, Steve, 33, 40, 44, 64–65, 103–104, 134
Johansson, Frans, 5
Johnson & Johnson, 54
Joly, Hubert, 91
Jugaad (concept), 47–49
Jugaad Innovation (Radjou, Prabhu, Ahuja), 48, 84
K
Kahn, Oliver (Adidas), 150
KBC, 73–75, 143
Keeley, Larry, 19
Kenya, Usage-Based Disruption in, 80
Kevlar, 43
Kickstarter, 67
KISSmetrics, 118
KLM, 91
L
Lada (car brand), 84
Lafarge, 49–57
Lafley, A. G., 4, 21, 26, 27, 109, 113
Lawrence, Jennifer, 81
Leaf (Nissan), 132
Lean Management, Structural Disruption and, 36–40
Lean Startup, The (Ries), 38
Leclaire, Jacques, 114
Lego, 24–25, 100
Lego Movie, The, 100
Lending Club, 102
Levin, Golan, 67
LinkedIn, 91, 106
Linux, 22
“Liter of Light, A” (My Shelter Company), 55
Long Tail, The (Anderson), 28
Logan (Renault), 84–85
L’Oréal
Added-Service Disruption by, 90–91
Insight-Driven Disruption by, 114–115
Reverse Disruption by, 51–52
Structural Disruption by, 34
Light-emitting diode (LED), 57–58
Lycra, 43
M
Ma, Jack, 126–128
Macy’s, 127
mad cow disease, McDonald’s reaction to, 58
Maker Movement, 27–28, 36–40
Makers (Anderson), 36, 38, 92–93
Makeup Genius (L’Oréal), 34
marketing. See Disruptive Brand Building
Marriott, 105–107
Mawdsley, Craig, 112
McCormick, 91
McDonald’s
Partnership-Led Disruption by, 99
Structural Disruption by, 34
Sustainability-Driven Disruption by, 58–60
McGraw-Hill, 133
McKinsey, 75, 172–173
Medici Effect, The (Johansson), 5
Medissimo, 93
“Meet & Seat” (KLM), 91
Melbourne Cup, 69–70
Merkel, Angela, 81
Mexico, Insight-Driven Disruption in, 113
Michelin, 108–109
Microsoft
Office Labs, 32
Xbox, 15
Mindstorms (Lego), 24–25
minimum viable product (MVP), 38
“Miracles of Science, The” (DuPont), 44
Mirai Nihon project, 131, 132–133, 168
MIT, 32, 37, 38
MOOCs, 134
Moore, Geoffrey A., 19–20
More Beautiful Question, A (Berger), 16–17
M-Pesa (Vodafone), 79–80
Musk, Elon, 124–126
Mycoskie, Blake, 56–57
My Shelter Company, 55
N
NSA, 72
“Name-Your-Own-Price” (Priceline), 87
NeoLucida, 66–67
Nespresso, 122
Nest Protect, 94
Netflix, 33, 117–118
New England Healthcare Institute, 93
New York Academy of Science, 20
New York Auto Show, 153
Index

New York Museum of Modern Art, 101
New Yorker, 171
New York Times, 70
Nickel, 122
Nike, 90, 129
Nike + Fuel Lab, 32
NineSigma, 26
Nintendo, 15
Nissan
Anticipation-Driven Disruption and, 112
Brand-Led Disruption by, 104
Disruption Live and Nissan United Real-time Vision for Engagement (NURVE), 152–154
Nissan Motors, 132
Reverse Disruption by, 47–49
Structural Disruption by, 30–31
Nokia, 22, 49
No Ordinary Disruption (McKinsey), 173
“number withheld” services, 86–87
Nylon, 43
NYSE Euronext, 22
O
Obama, Barack, 38
Oculus, 106, 135
Olay Regenerist (Procter & Gamble), 27, 51
“One for One” (Toms), 55–56
Open Brief (TBWA), 150–152
Open Disruption, 21–28
crowdsourcing, overview, 21–22
by Lego, 24–25
by Procter & Gamble, 25–28
What Ifs, 28
by Xiaomi, 23–24
Open Innovation (Chesbrough), 42
Open Services Innovation (Chesbrough), 123, 124
Oracle, 35
Oral-B Pulsonic (Procter & Gamble), 26
P
Pampers (Procter & Gamble), 89–90
Parker, Mark, 90
Partnership-Led Disruption, 97–102
overview, 97–98
between Quirky and GE, 101–102
between Sixt and BMW, 98–99
unexpected alliances from, 99–100
What Ifs, 102
patents, innovation and, 4–5
Pay-How-You-Drive, 94
Paypal, 34, 126
Pearson, 133
Peer-to-peer economy, 129–130
Pelata, Patrick, 34
“Penalty of Leadership,” 94
Pepsi, 53–54, 55
Pereira, 153
Peters, Tom, 172
Philipps, 50, 57–58
PlayStation (Sony), 15–16, 35, 112
Poste, La (French postal service), 44–46
Post-it (3M), 64
“Powered by Service” (Zappos), 107
Powerpacks (Tesla), 126
Price-Led Disruption, 11, 83–87
Priceline, 87
Printemps, 15
Procter & Gamble
Added-Service Disruption by, 89–90
innovation of, 4
Insight-Driven Disruption by, 113
Open Disruption by, 25–28
Usage-Based Disruption by, 77
Prototyping, Fab Labs and, 37
Pyroceram, 64–65
Q
Quirky+GE (Quirky, GE), 101–102
R
Raffaelli, Ryan L., 63–64
Rakuten, 127
“Red Button” (Darty), 92
Red Tomato Pizza, 92
related purchase systems, 72
Renault, 34, 49, 84–85
Regent Street (Burberry store), 82
Reverse Disruption, 47–52
80/20 model and, 49
by Lafarge, 49–57
by L’Oréal, 51–52
by Nissan, 47–49
What Ifs, 52
Reverse Innovation (Govindarajan, Trimble), 49
Revival-Based Disruption, 63–67
Ries, Eric, 38
Robinson, Mark, 22
Roosegaarde, 65
Ruimin, Zhang, 78–79
Ryanair, 85
S
Saks Fifth Avenue, 127
Sainsbury’s, 112
Salesforce, 34–36, 128
Samsung, 23, 145
SAP, 35
Schmidt, Eric E., 71
Schweitzer, Louis, 84–85
“Science of Beauty” (L’Oréal), 91
security, Open Disruption and, 21–22
Sederma, 27
“Serving class,” 117
Shift (Ghosn), 30
“Shift” (Nissan), 104
Siemens, 50
Silicon Valley, 33, 36
Siri, 72
“Six Degrees” (Marriott), 106
Sixt, 98–99
“Sky Soccer” (Adidas), 150
“Smarter Cities” (IBM), 134–135
“Smart Highway” project, 63–66
Smart Pillbox, 93
SNCF (French National Railway Company), 118–119, 154–155
Social Network, The (film), 118
Solvay, 22
Somaya, Vikram, 71
Sony, 15–16, 112
Southwest Airlines, 54
S&P 500 Companies, 139
Spotify, 85–86
Star Wars, 100
Stamper, Eric, 104
Starbucks, 22
Stone, Brad, 16
Stokey, Donald, 64–65
“Stratégie de rupture,” 170
Structural Disruption, 29–40
company labs and, 32–34
by DARPA, 31–32
diversity for, 29–30
Maker Movement, Fab Labs, Lean Management and, 36–40
by Nissan, 30–31
by Salesforce, 34–36
What Ifs, 40
Success Community (Salesforce), 35
Sustainability-Driven Disruption, 53–62
by McDonald’s, 58–60
overview, 53–55
by Philips, 57–58
Système U, 60–62
by Toms, 55–57
What Ifs, 62
Swiffer (Procter & Gamble), 4
Swinmurn, Nick, 39
Système U, 60–62
Taobao, 127
Taylor, Bill, 158
TBWA
Asset-Based Disruption by, 44
Data-Driven Disruption by, 73–75
Digital Arts Network, 34
Mirai Nihon project, 131, 132–133, 168, 169
Open Brief, 150–152
origin of Disruption term by, 170–173
TBWA/Chiat/Day, 103
TBWA/Hakuhodo, 131, 132–133
See also Disruption; Fifteen Innovation Paths
TechCrunch, 33
TechShop, 37–38
Teflon, 43
Telegraph, 80
Ten Types of Innovation (Keeley), 19
Tesco, 32, 95, 104–105
Tesla, 124–126
TF1 television channel, 155
3M Company, The, 64
“Think Different” (Apple), 103–104
third-party assets, leveraging, 123–124
Time, 133
Tmall.com, 127
Tomoyama, Shigeki, 35
Toms, 11, 55–57
Total Repair 5 (Elsève), 51
Toyota, 35
Transavia, 102
“Travel Brilliantly” (Marriott), 106
Trimble, Chris, 49
TripAdvisor, 99
“Try Something New Today” (Sainsbury’s), 112
Tucker, Adam Reed, 25
Turing, Alan, 29–30
Twelpforce, 91
Twitter, 35, 99
U
“U, le commerce qui profite à tous” (Système U), 61
Uber, 33, 72–73, 99
Unbundling, 84–85
Unilever
“Sustainable Living Plan,” 55
Urmon, Chris, 31
“Usage and Attitude” reports, 77
Usage-Based Disruption, 77–82
by Burberry, 81–82
by Haier, 78–79
overview, 77
by Vodafone, 79–80
What Ifs, 82
by Wibbitz, 80–81
UPS, 127
U.S. Department of Defense, 31–32
U.S. Postal Service, 43
V
Vincent, James, 44
VIP Fridge Magnet, 92
Virtual partnerships, 97–102
Vision
Convention, Disruption, Vision
(three-step method), 5, 141–147, 158–159, 163
defined, 141–142
imagining for, 142–145
“Vision Composing,” 144
Vodafone, 79–80
W
Wall Street, 128
Wall Street Journal, 171
Walmart, 116
Warner Bros., 100
“Wash & Coffee,” 102
Water for People, 56
Weather Channel, 70–71
Weather Company, 70–71
What Ifs
List of, 161–164
Overview, 10
Quality of, 166
Whole Foods, 54
Wibbitz, 80–81
“Win from Within” (Gatorade), 143
“Window Shopping” (Adidas), 91
Wired, 22
“Wisdom of Crowds, The,” 69–70
“Wisdom from the Oracle of Qingdao,” 79
Wikipedia, 37, 107
Wright, Frank, Lloyd, 25
Wozniak, Steve, 33
X
Xerox, 128
Xerox PARC, 33
Xiaomi, 23–24
Y
YourEncore, 26
Z
Zappos, 39, 107–108
Zenger, Todd, 43
Zenith, 63–64
Zipcar, 128
ZipDial, 86–87