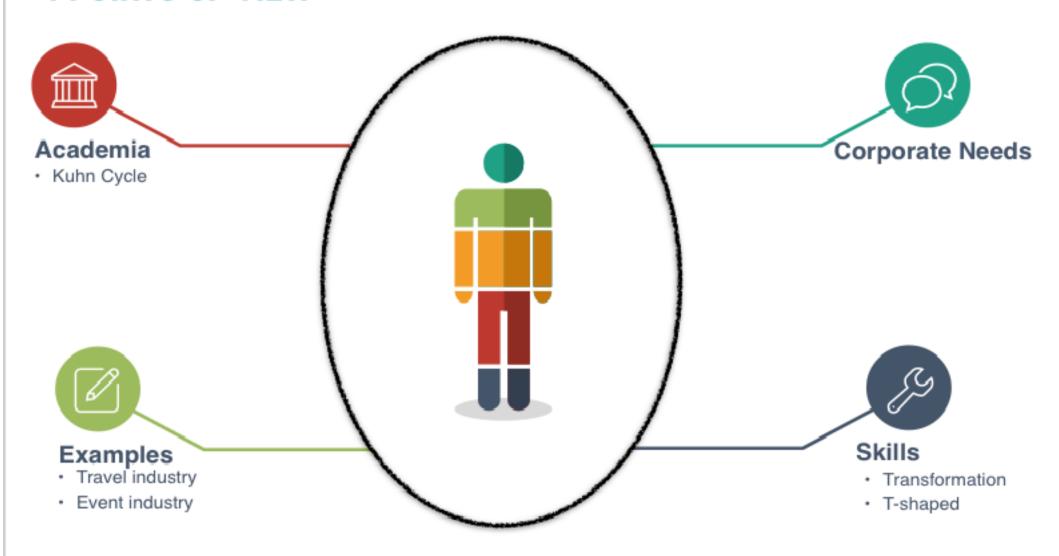




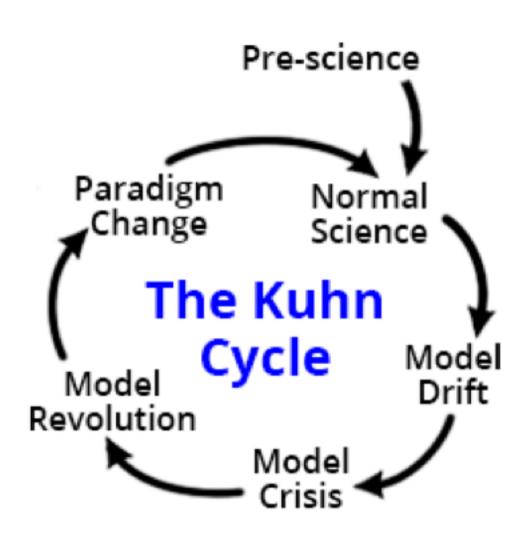
Lucerne | November 10, 2016



# **4 POINTS OF VIEW**

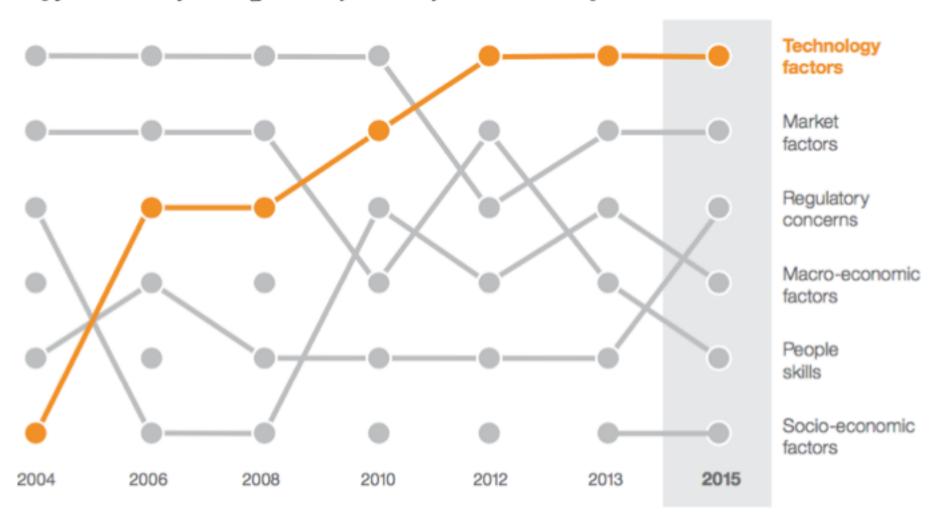


## WHERE IS YOUR INDUSTRY TODAY?

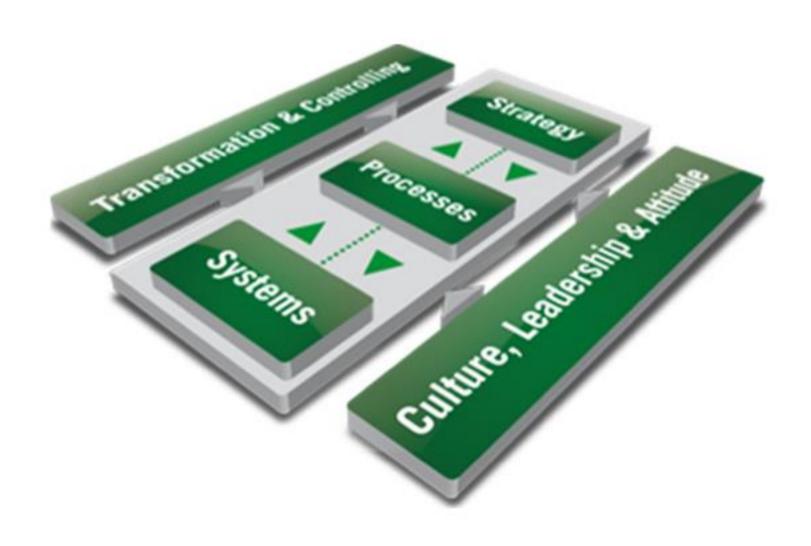


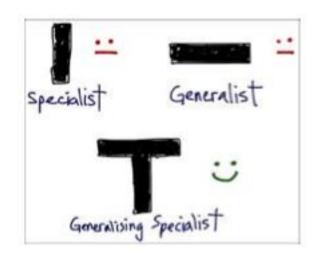
#### CORPORATES: DISRUPTION, CONVERGENCE AND EMERGENCE

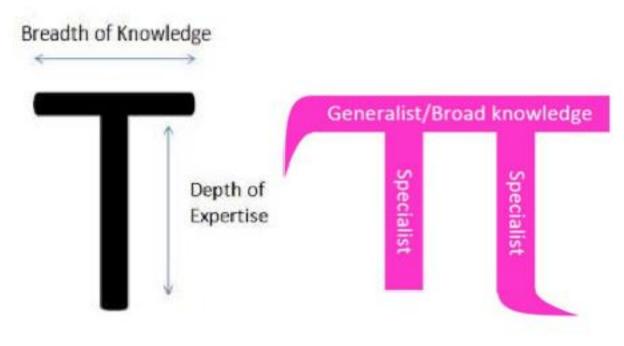
Top factor: CEOs say technology is the chief external influence on their enterprises



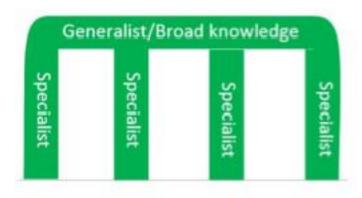
IBM Institure of business value, Insights from the global C-suite Study, The CEO perspective, figure 1







# WHICH TYPE ARE YOU?

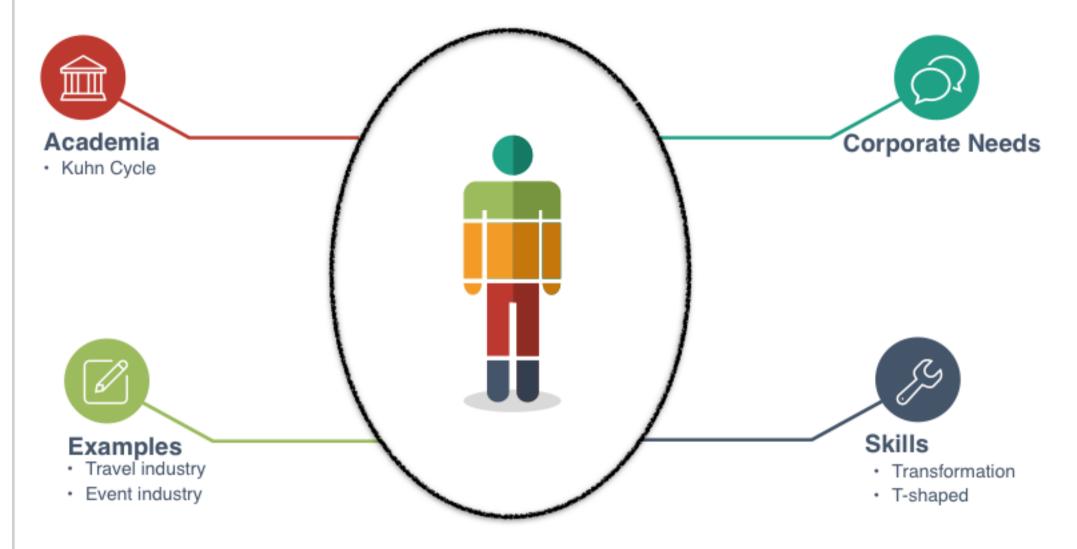






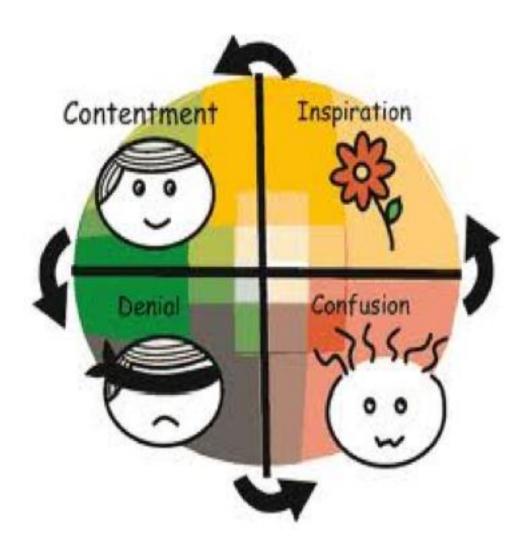


# **4 POINTS OF VIEW**

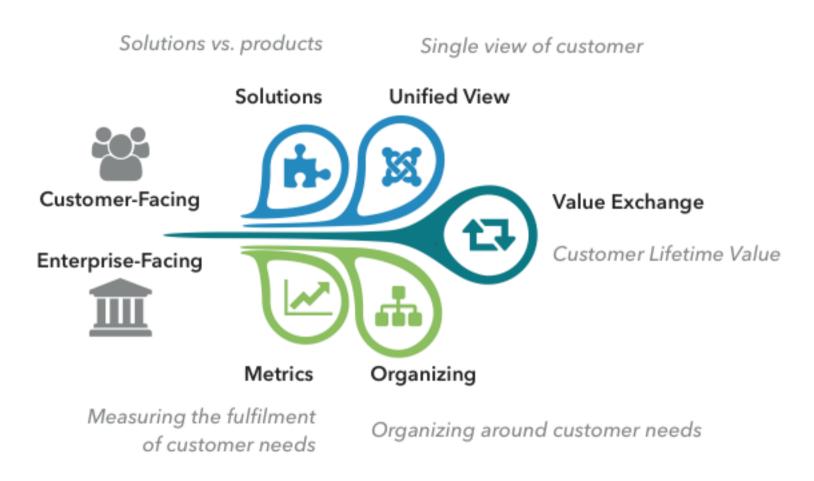


# **APPENDIX**





## **HOW WILL YOU GET THERE?**



Asteroidea AG, Dr. Deep Parekh, Polo Looser

## **HOW OTHER'S DID IT**

- ▶ 1981 Growth path, 1990 2,2 billion
- 2006 KUONI Switzerland and GB alone are valued > 1 bn \$
- 2016 KUONI (CH, Scand, Benelux, GB) sold for 0.1 bn \$
- Failure to transform / account for different business model
  - -> no more products
  - but solutions:
    travel advisors, family holidays, specialised round trips