

Transportation as a Digital Data Business

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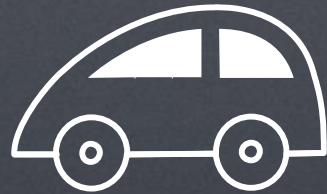


The New Digital Economy



Alibaba

the most valuable
retailer, has
no inventory



Uber

the world's largest
taxi company, owns
no fleet.



AirBnB

the largest
accommodation
provider owns
no real estate.



Facebook

the most popular
media company,
creates **no content.**

About Comtrade Digital Services

1500+

Employees

300M+

Revenues

30

Strategic partnerships

Ryanair



100M+ yearly passengers

Itron



~100M+ Smart & connected Meters

Pay Safe

Paysafe

600 banks

140K+ merchants 40 M users

CERN



Comtrade Digital Transportation Lab

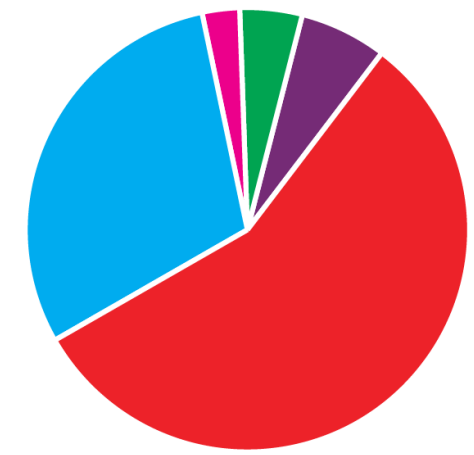
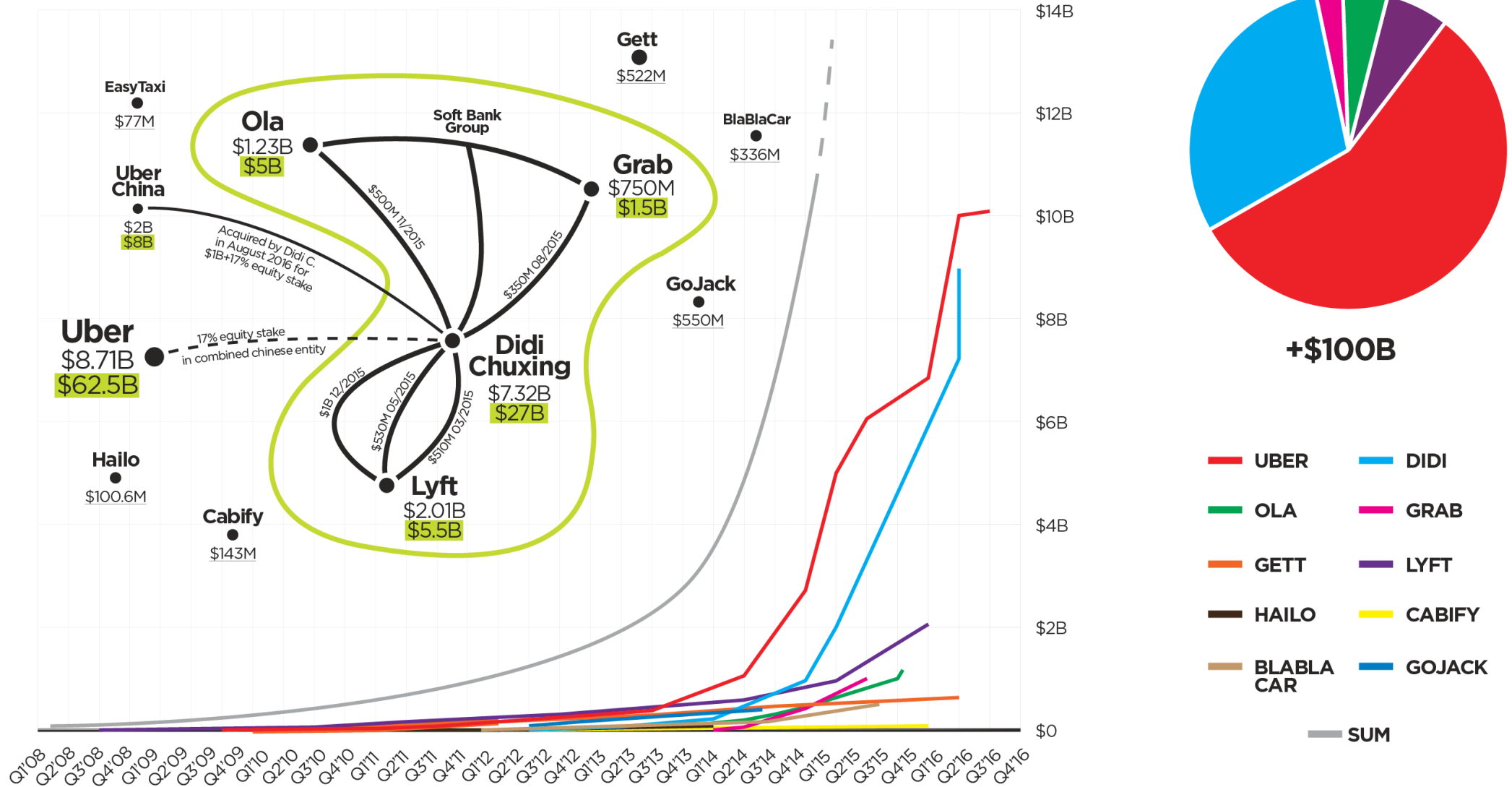


Ryanair Case Study

From Airline to Digital Travel Platform



Transportation – New Kids on the Block



+\$100B

- UBER
- DIDI
- OLA
- GRAB
- GETT
- LYFT
- HAILO
- CABIFY
- BLABLA CAR
- GOJACK
- SUM

Clock-speed Change



Physical World



Digital World



Digital Transformation

Example: MUSIC



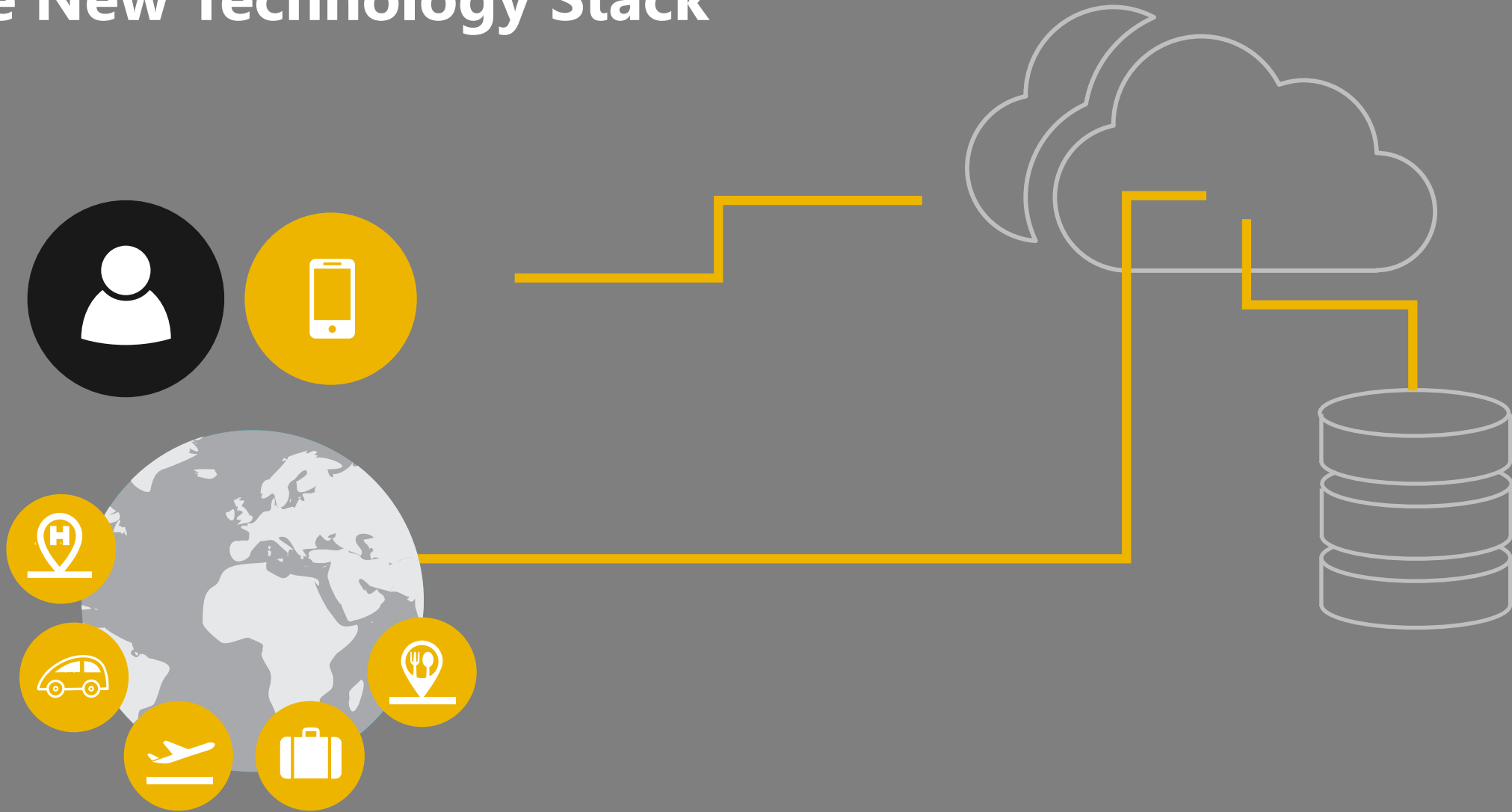
Disruption



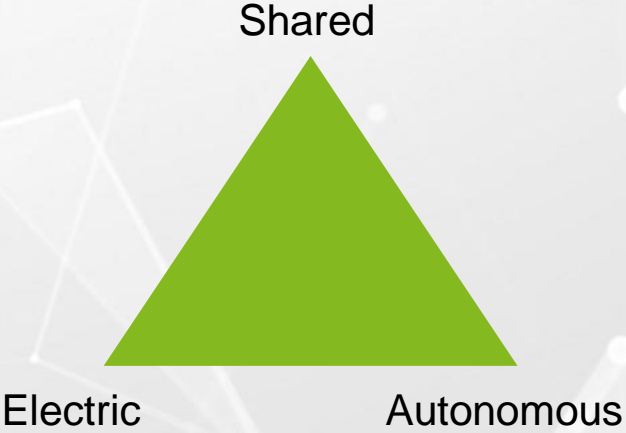
Music as a Service

- Change of user experience
- Change of business model
- Change of value chain / Distribution network

The New Technology Stack

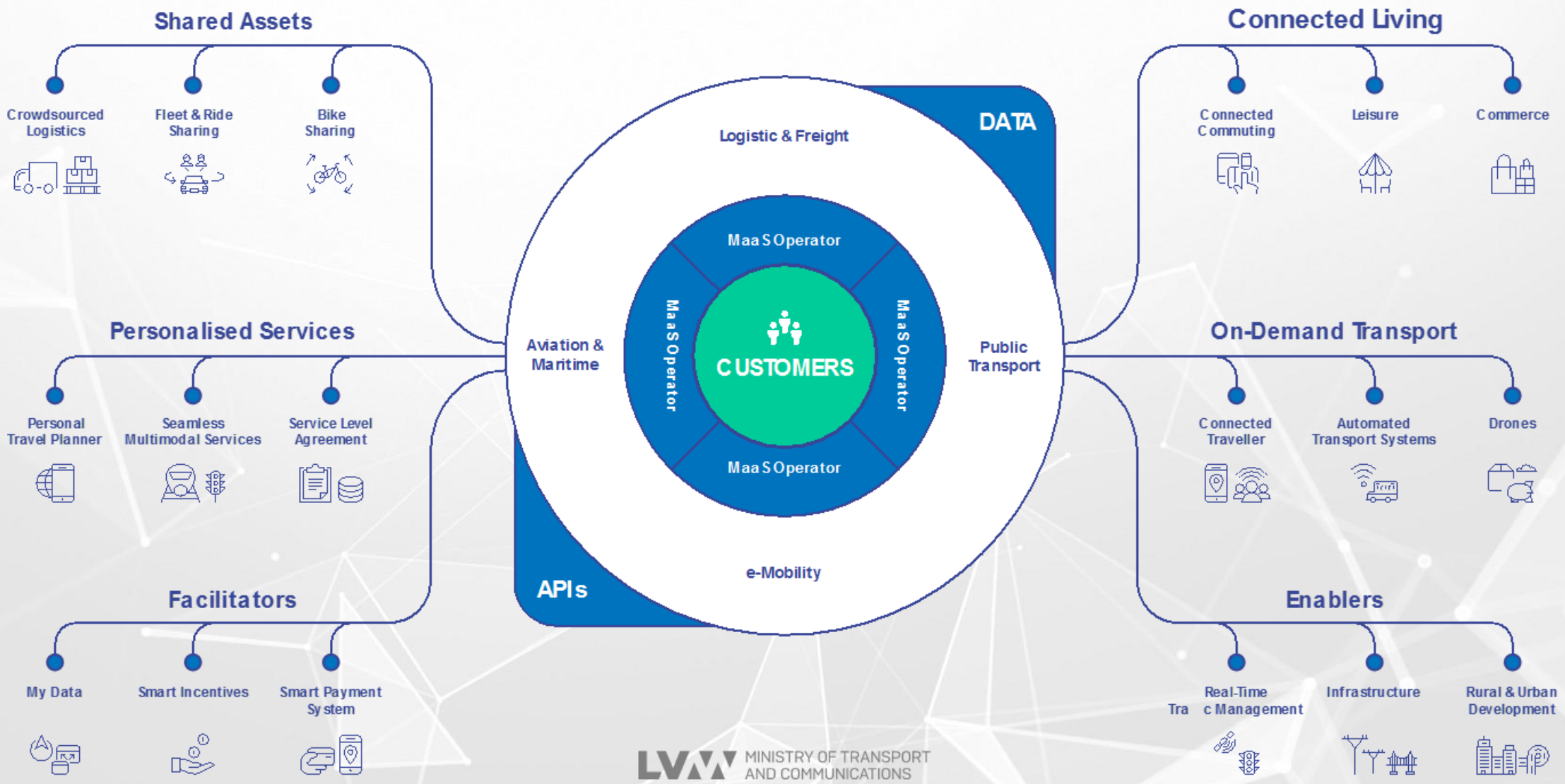


Mobility as a Service

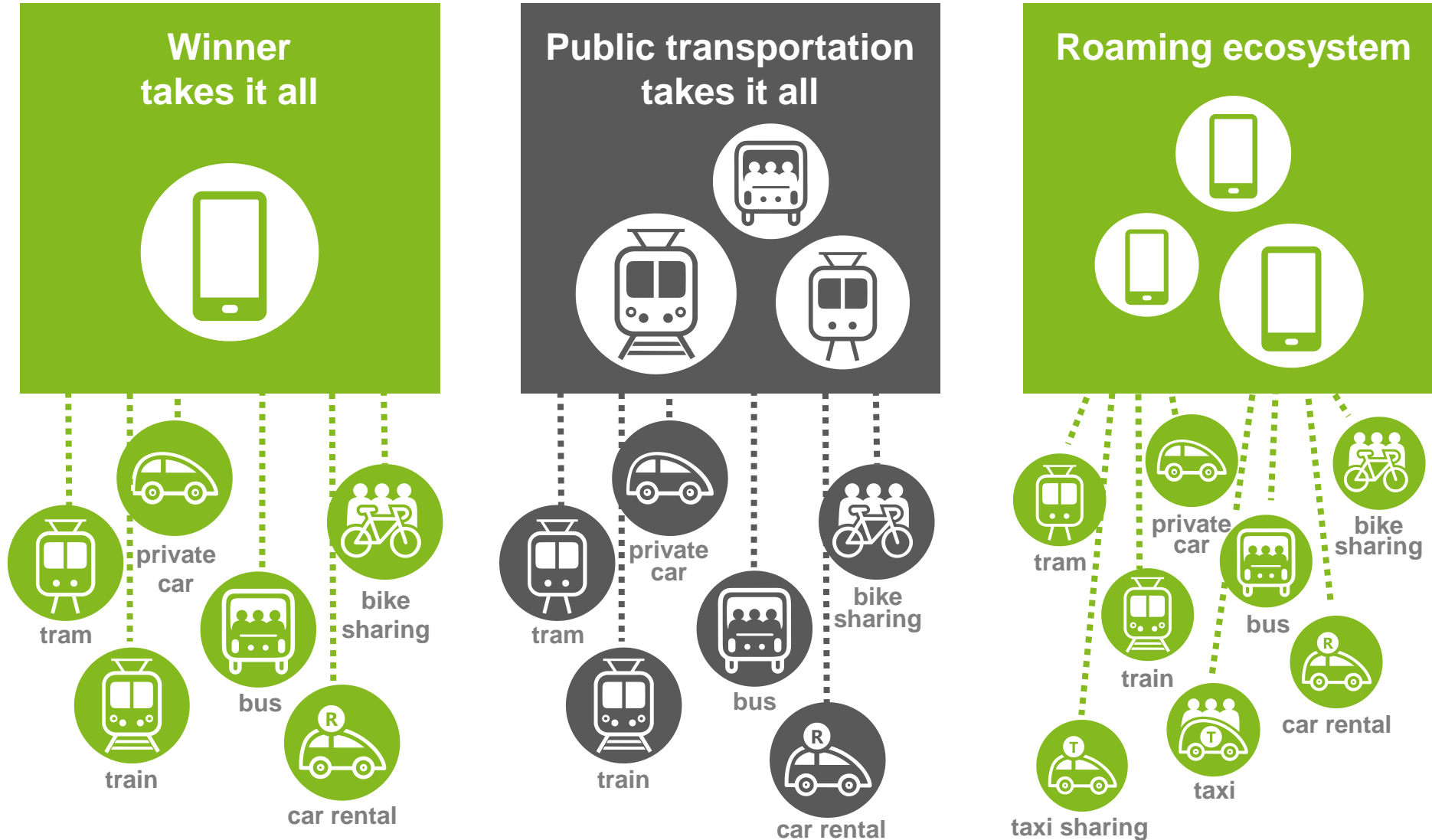




The New Digital Transportation Ecosystem (MaaS)



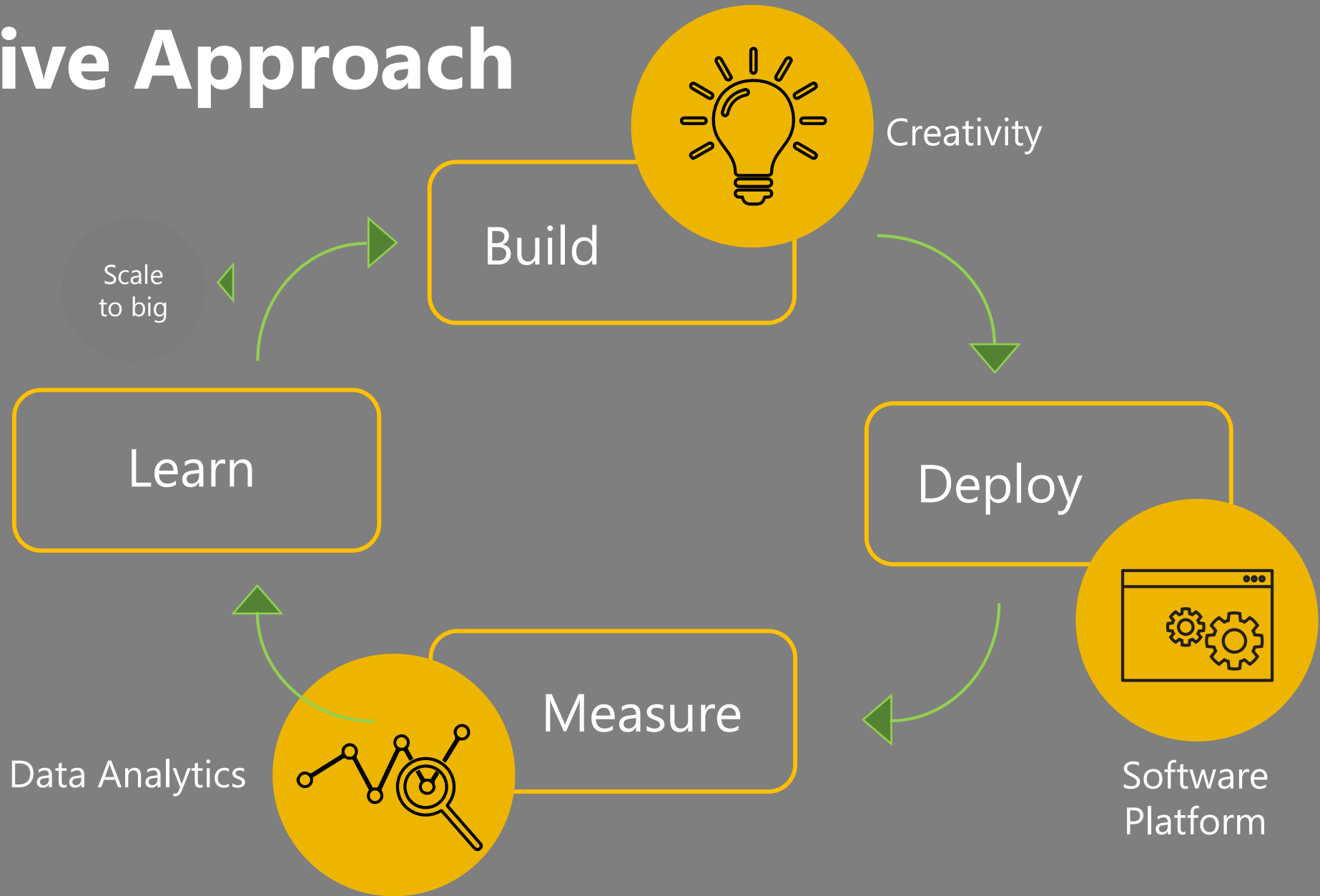
Three ways for markets to evolve



Mobility as a Service (aggregators)

Transportation providers

Iterative Approach



Why iterative / agile?

Cause and effect seen introspect,
and do not repeat

Emergent practice
probe-sense-respond

**Pattern
management**
probe-sense-respond

Sensemaking; stories;
monitor coherence

COMPLEX

Disorder

COMPLICATED

Data provides options;
experts interpret;
Measure goodness

Cause and effect separated over
time and space

Good practice
sense-analyze-respond

**Predictive
planning**

Rules

Expert Analysis

Cause and effect not usefully
perceivable

Novel practice
act-sense-respond
Act to bring stability
Crises management

Experience informs
decisions; action is
required;

CHAOS

OBVIOUS

Cause and effect repeatable
known and predictable

Best practice
sense-categorize-respond
**Standard operating
procedure Automation**

Data provides answers;
anyone can interpret;
Measure best

What's Next?

- Chat-bots
- Artificial Intelligence
- Block-chain



**I skate to where
the puck is going
to be, not where
it has been.**

Wayne Gretzky

THANK YOU

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