



**“Smart Air”**

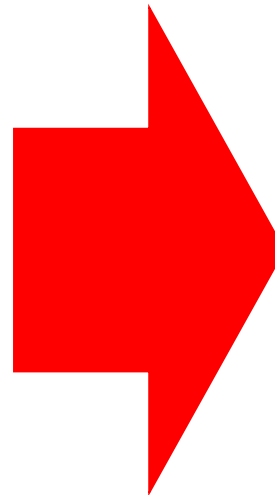
**NACAA Spring Meeting**

**Chattanooga, Tennessee  
May 21, 2018**

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# 10 most-valued Companies, 2008 & 2018

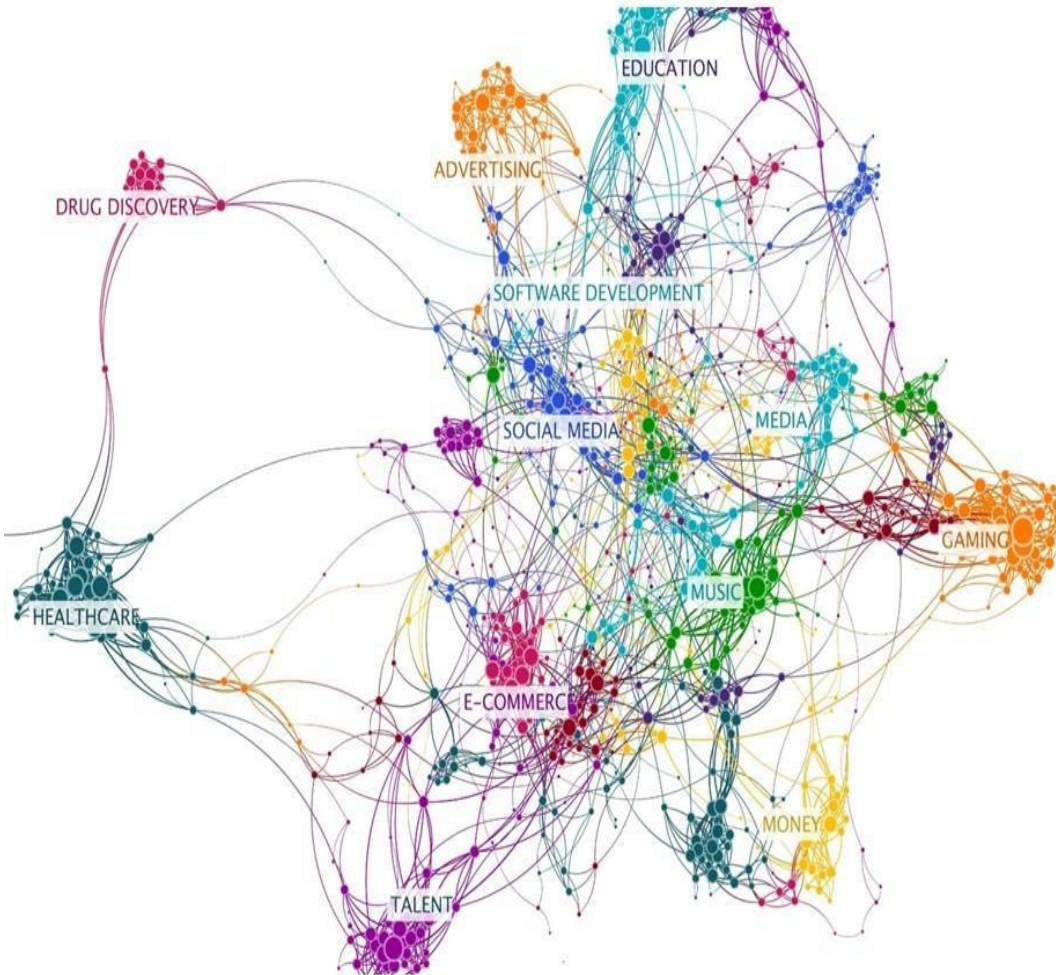
1		Exxon Mobil ▼452,505
2		PetroChina ▼423,996
3		General Electric ▼369,569
4		Gazprom ▼299,764
5		China Mobile ▼298,093
6		Industrial and Commercial Bank of China ▼277,236
7		Microsoft ▼264,132
8		AT&T ▼231,168
9	 	Royal Dutch Shell ▼220,110
10		Procter & Gamble ▼215,640



	Apple Inc. ▲868,880 <sup>[10]</sup>
	Alphabet Inc. ▲727,040 <sup>[12]</sup>
	Microsoft ▲659,910 <sup>[13]</sup>
	Amazon.com ▲563,540 <sup>[11]</sup>
	Facebook ▲512,760 <sup>[17]</sup>
	Tencent ▲493,340 <sup>[23]</sup>
	Berkshire Hathaway ▲489,490 <sup>[15]</sup>
	Alibaba Group ▲440,712 <sup>[23]</sup>
	Johnson & Johnson ▲375,360 <sup>[19]</sup>
	JPMorgan Chase ▲371,050 <sup>[18]</sup>

# Knowledge is Power

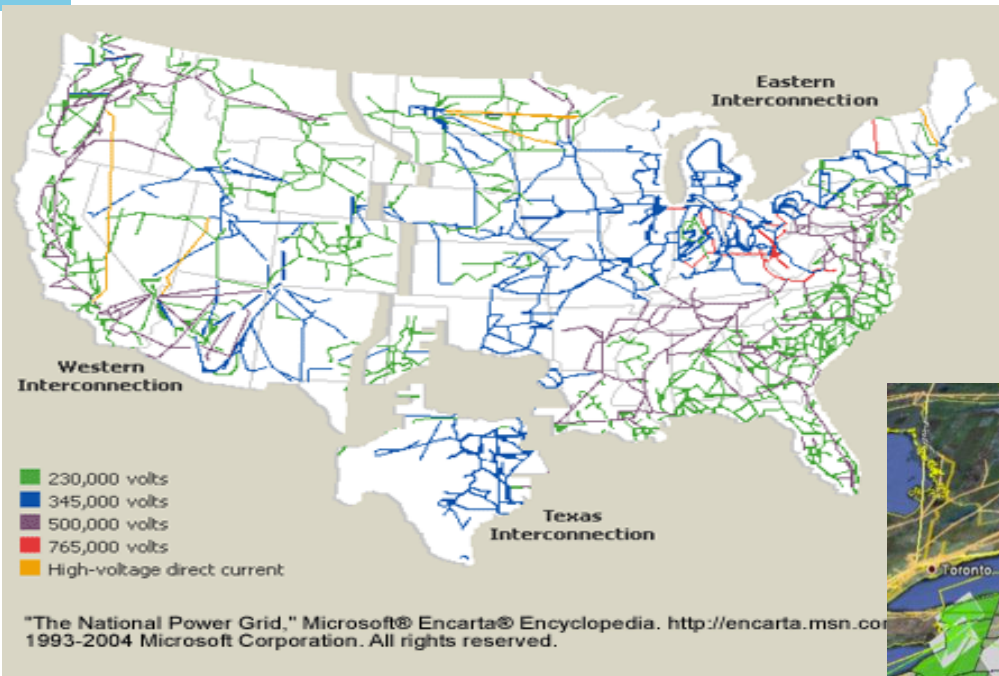
## Emerging Global Platform Economy



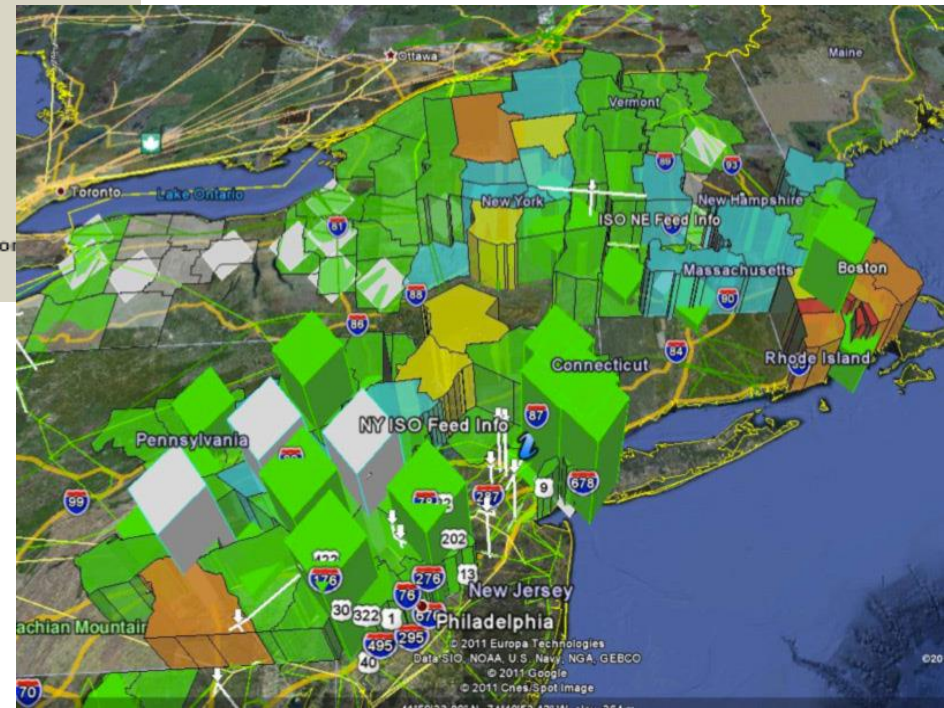
- 1 Uber doubled the number of cabs worldwide between 2010-2016.
- 1 Expedia eliminated the “travel agency” industry in 5 years
- 1 Hilton built about 830,000 rooms from 1919-2017. Founded in 2008, AirBnB by 2015 had a million rooms in 190 countries.
- 1 Bikeshare, e-scooters, driverless cars, weather apps, yelp reviews, craigslist ads, iTunes: the digital economy is based on the platform business model

Source: P. Evans, Center for Global Enterprise with data and visualization from Quid, 2015

# Old hardware, new software



2012

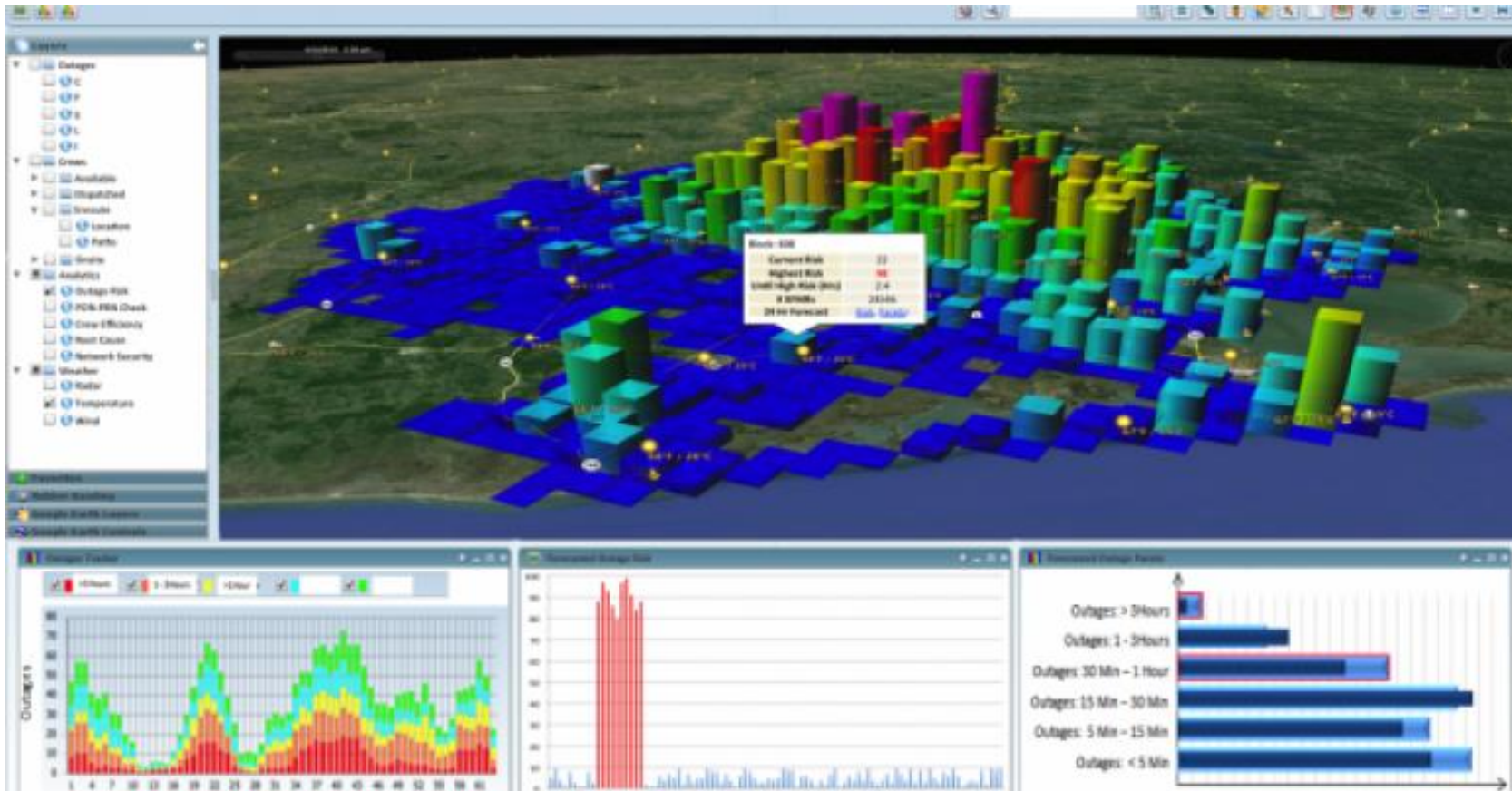


2016





# The Innovator's Dilemma



# So what's happening to air?

- ❑ Will devices & data be transformative?
- ❑ If we think they might be, how do we face the “innovator’s dilemma”?
- ❑ Check out this awesome panel!



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