

## The next billion dollar idea Big things have small beginnings

In 2008, Arun Ganesh, a Chennai-based information design student, was frustrated by the lack of accurate bus route maps or timetables and decided to take the matter into his own hands.<sup>1,2</sup> Mapping Chennai's bus routes can be daunting. It is India's fourth largest city, spread over 426 square kilometres, and on average five million passengers use more than 800 different bus routes.<sup>3</sup> Arun and his fellow students came up with a simple but innovative solution to solve the problem: they crowdsourced the data pertaining to bus routes from daily commuters. Less than a week after setting up the platform, they were able to map most of Chennai's bus network.<sup>4</sup> The crowdsourced maps were not only more accurate, they also unearthed a host of information on the city's infrastructure that has proved of huge value to city planners.

Around the same time in Israel a small start-up called Waze began using crowdsourcing to collect and relay routing and traffic information in real time to daily commuters. The well-established start-up ecosystem in Israel allowed Waze to secure venture capital funding and rapidly expand globally. The live route updates proved to be an instant hit and Waze quickly amassed 50 million users. This attracted the attention of Google, who in 2013 acquired them for \$1 billion.<sup>5</sup>

Ideas have always travelled rapidly and digitisation continues to make the world increasingly borderless, which means ideas now travel faster and further than ever before. In recent years, the pace of technological advancement has been unprecedented and its disruptive potential is further amplified by crowdsourcing emerging as a business model and an abundance of capital ready to fund innovative ideas. The confluence of these three factors is unleashing a wave of innovation across the globe. This means that the next billion dollar idea is as likely to come from a workshop in Tel Aviv or a bus stop in Chennai as it is a garage in Silicon Valley.

This gives entrepreneurs the opportunity to access capital and talent to realise their ideas on a global scale. It also gives the corporate sector an opportunity to pursue growth through innovation by developing new products and services that cut across traditional market boundaries. Equally, the pace of technological advancement means both entrepreneurs and corporates could get caught out by newer technologies that can make products and services rapidly redundant.

The aim of this report is to highlight the changing market dynamics fuelling this wave of innovation and also offer recommendations on how the corporate sector could harness external innovation to realise their growth ambitions. In subsequent reports we will address the challenges of integrating innovation into the complex environment of multinational companies.

### Contacts

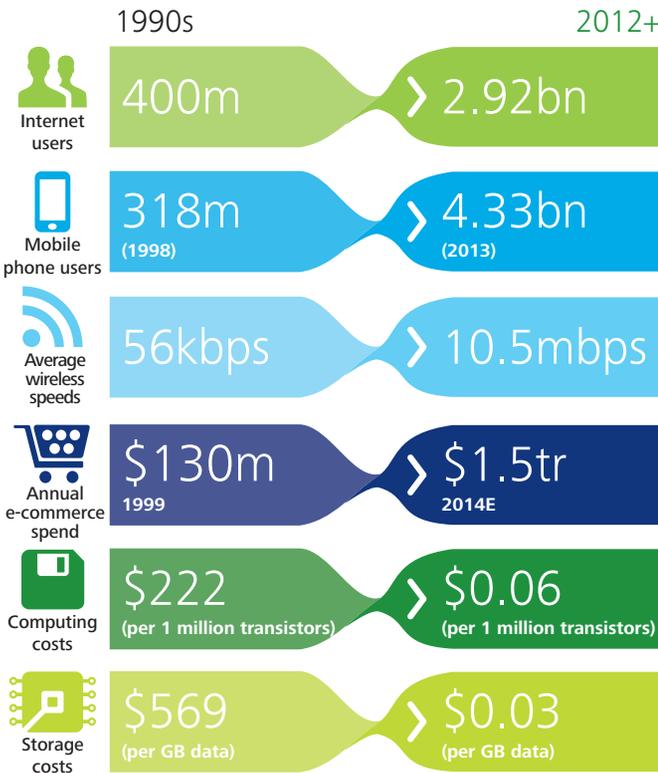
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# Changing market dynamics

Figure 1. Technology adoption is creating new markets



Source: Deloitte analysis based on data from Deloitte’s Shift Index, American University, Upfront Ventures and eMarketer

## Technology advancement and adoption

The widespread adoption of technology has been possible because of the sustained drop in cost and increase in performance of key technologies such as computing power, data bandwidth and data storage. This has shifted the balance in favour of the innovator.

The average cost to set-up a start-up company in the late 1990s was estimated at \$5 million. However, with the breakthroughs in technology, platform-based delivery and collaborative ecosystems, the cost is now estimated at \$65,000.<sup>6,7</sup>

The rise of the smartphone encapsulates the falling cost of technological advancements best. A Huffington Post columnist recently highlighted a 1991 advertisement for RadioShack that listed all the latest devices, ranging from a portable CD player to a VHS Camcorder. He estimated that back in 1991 it would have cost nearly \$3,000 to buy all the devices that today are bundled in a smartphone which costs just \$250 on average.<sup>8</sup>

The wealth creation cycle starts with an idea and investment in ideas results in innovation, which is fundamental to economic, social and commercial success.

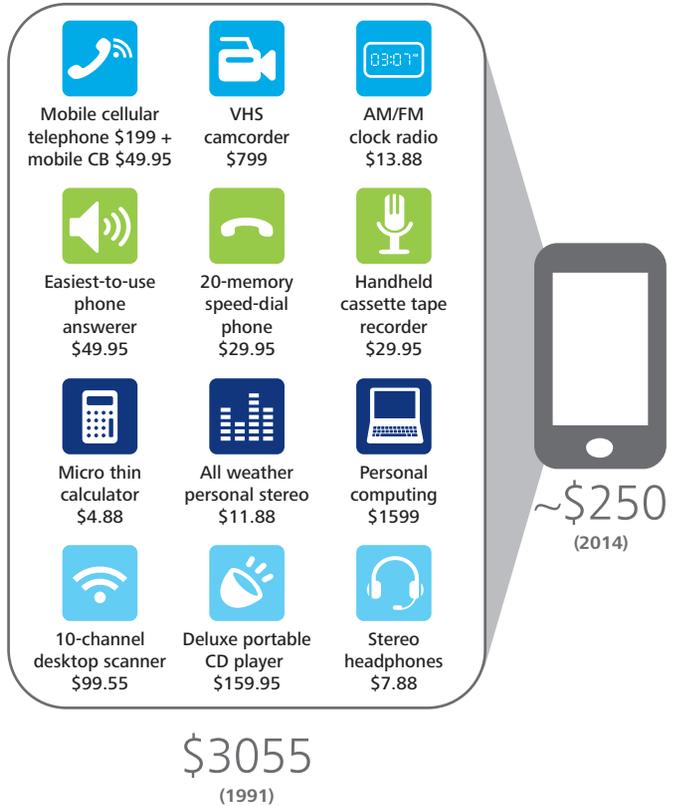
Whereas it took the landline over 100 years to reach a billion users, it took the internet just 14 years. The smartphone has outpaced both taking just eight years to reach that milestone.

The pace of technology obsolescence and the decrease in cost is well documented, but it is the potent combination of increasing functionality and widespread adoption that makes the smartphone a powerful tool to deliver new innovative services. Companies as disparate as Nest Labs, in home automation, Uber, in travel services and Square, in payment transactions, all use smartphones as the medium to deliver their services.

This widespread adoption also allows developing market countries to ‘leapfrog’ generations of infrastructure investment. In India, an estimated 904 million people have mobile phones, which means more people have a mobile phone than access to clean water on a regular basis.<sup>9</sup> An Indian social start-up called NextDrop is using the mobile network to connect people with clean water by creating a smart grid system that helps distribute water more efficiently.<sup>10</sup>

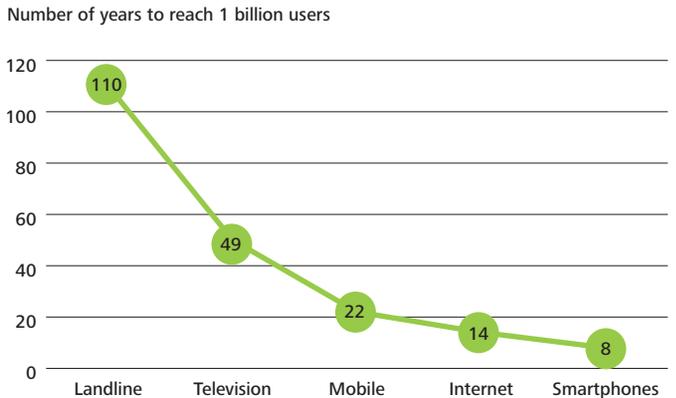
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**Figure 2. An average smartphone equipped with all the functionality of over 12 separate electronic devices**



Source: Huffington Post

**Figure 3. Race to a billion users**



Source: ISB Digital Summit

Figure 4. A sample of crowdsourced alternative services

		Examples
Money	Lending, insurance services, payments, etc.	Crowd Angels, Zopa, Friendsurance, Lending Club
Travel	Accommodation, experiences, guides, tours, etc.	airbnb, 3rdHome, Eatwithalocal.com
Fashion	Accessories, clothes and makeup	A Good Exchange, Barter Sugar, Bootleg Market
Equipment	Machinery, pets, photography, sports equipment and tools	BorrowLenses, Capasety, Coint
Transport	Bikes, cars, carpool, parking, boat sharing and taxis	Boatsetter, Lyft, Autosshare

Source: Deloitte analysis based on the Collaborative Consumption Directory

### The crowd and impact of collaborative networks

The widespread adoption of the internet allows innovators to unlock the full potential of a connected world since they have access to scale, diversity and multiplicity of viewpoints. Crowdsourcing is one such innovative model that has emerged as a result. In theory it is feasible that every major service could have a crowdsourced alternative. Crowdsourcing is also driving new sets of behaviours where sharing and collaboration are fast becoming the norm. This in itself present opportunities to create new market offerings.

Crowdsourcing is broadly evolving into the following three business models:

#### Peers over corporates

In this model the peer group is both the supplier and consumer of services and products, bypassing the corporate sector as the traditional supplier. Most industries seem to have their own version of peer-to-peer service innovation. The most popular is Airbnb, founded in 2008. At its current rate of growth it is on course to be the world's largest hotelier by 2015.<sup>11</sup>

Peer-to-peer lending is a new dynamic that is disrupting the traditional banking sector. Companies like Lending Club, Funding Circle and Zopa are directly connecting lenders with borrowers. It is estimated that this peer-to-peer lending model will raise \$8.8 billion by the end of 2014.<sup>12</sup>

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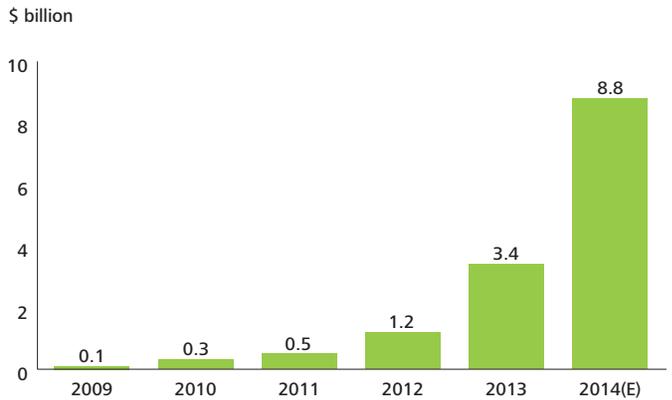
### Access over ownership

Access over ownership is a business model where people share products and services, instead of owning them outright. This uncouples the value of products or services from ownership. For instance, Lyft, a ridesharing company based in San Francisco, is revitalising the informal car-pooling arrangement by turning it into a mainstream transportation network.

### Collaboration over competition

Since the early days of the internet, distributed computing projects such as SETI@home have enabled volunteers to collaborate. Wikipedia is perhaps the most famous and successful collaboration project. Many of these projects are now offering credible alternatives to well established services. For instance, OpenStreetMap (OSM), a global collaborative project started in the UK in 2004, offers free editable maps of the world by crowdsourcing the data.<sup>13,14</sup> OSM is harnessing the power of the collective to map places ranging from inaccessible regions to countries that have not given private companies permission to map their territory. OSM has grown to 1.5 million registered editors and is emerging as a credible alternative to other popular street maps, despite having an annual maintenance cost of just \$100,000.<sup>15</sup> Recently Telenav, a wireless location service company, made a significant investment in OSM and are planning to integrate the OSM maps into their mobile navigation system.<sup>16</sup>

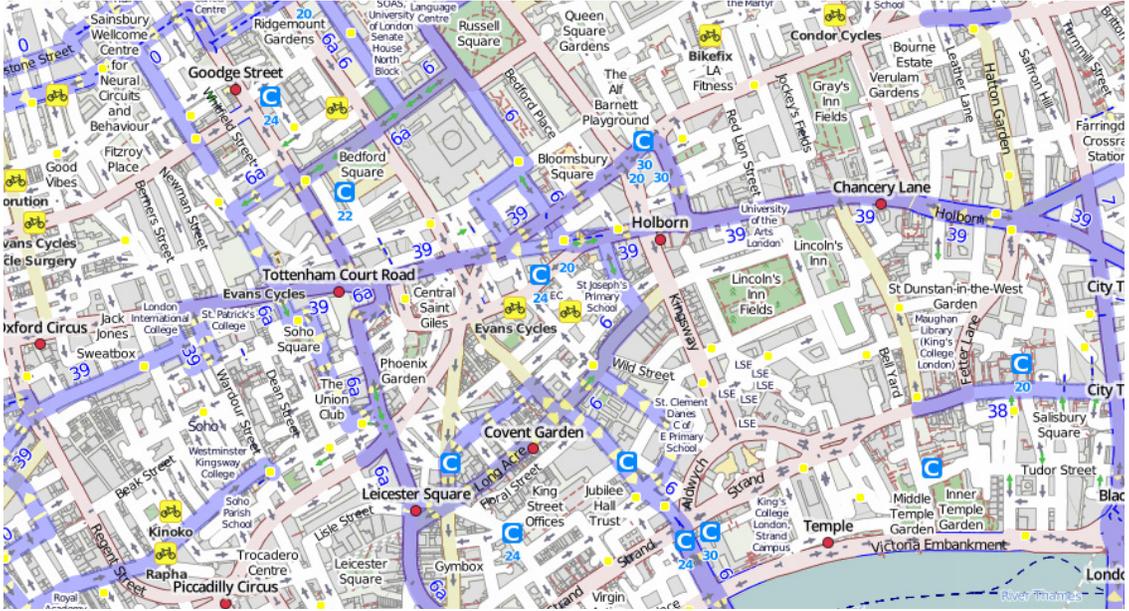
**Figure 5. Peer-to-peer lending**  
Marketplace loans gross annual volumes



Source: Foundation Capital, 2013

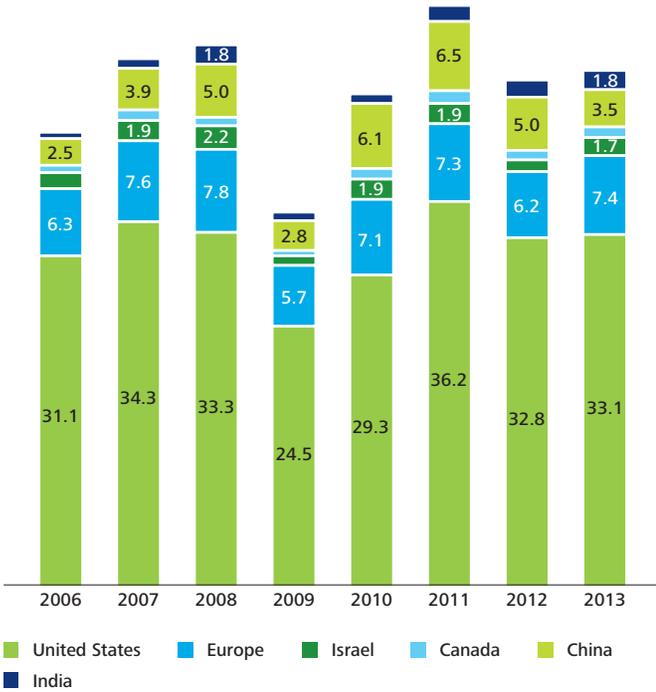
Crowdsourcing is also driving new sets of behaviours where sharing and collaboration are fast becoming the norm.

Figure 6. OpenStreetMap in action –highlighting London’s cycle routes



Source: OpenStreetMap (OSM)

Figure 7. Global venture capital investments (\$bn)



Source: Dow Jones VentureSource, 2013

**Capital is flowing**

Access to capital is the third factor that is stimulating innovation. Venture capital firms have long been the traditional sources of funding external innovation, but in the last few years additional sources of capital such as crowdfunding, and the resurgence in corporate venturing are changing the dynamic.

**Venture capital**

In 2013 global venture capital investments totalled \$48.5 billion of which \$33 billion was invested in the US alone. Cambridge Associates’ US Venture Capital index increased by 24.7 per cent in 2013, the best annual performance in 15 years and a dramatic improvement over the low absolute returns of the dotcom era.<sup>17</sup> The venture capital industry has also become more global. In the first nine months of 2014, London-based start-ups raised \$1 billion, the highest on record and ten times more than what they raised in 2010.<sup>18</sup>

### Venture funding from the corporate sector

The corporate sector is sitting on record levels of cash reserves and with pressure on growth, corporate venturing is experiencing a resurgence. In 2013, US technology corporate venture funds invested \$5.8 billion in 587 deals globally. In Q1 2014 alone, this figure rose to nearly \$3 billion, suggesting that 2014 will go down as a record year for corporate venturing investment.<sup>19</sup>

Three sectors (technology, telecoms and pharmaceuticals) have typically led the way for corporate venturing. However, in recent years investment has been spread more widely. According to Global Corporate Venturing data, there were 756 corporations with CVC units engaged in venture related activities across 17 industries in 2012.<sup>20</sup>

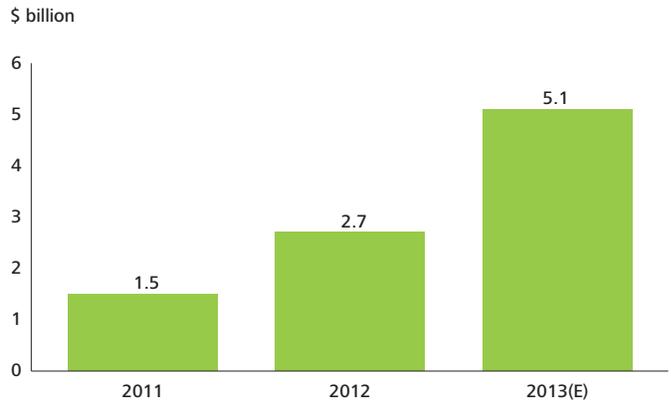
### Crowdfunding

In 1976, a young socially conscious filmmaker, Shyam Benegal, made a film called *Manthan*, which was funded by contributions from 500,000 Indian farmers who wanted their story told.<sup>21</sup> It is one of the earliest examples of crowdfunding and was possible back then because India's large population made it easy to rally a mass of people to contribute towards a common cause.

Today the penetration of the internet has eroded physical barriers and is making crowdfunding platforms mainstream. People are using crowdfunding to raise money for initiatives ranging from video game production to assisting students with their tuition fees.<sup>22</sup>

Crowdfunding was estimated to have raised \$5.1 billion in 2013. A study by the World Bank expects crowdbased funding to raise up to \$90 billion by 2025, with most of this growth likely to come from developing market countries that have huge populations with steadily increasing disposable incomes.<sup>23</sup>

Figure 8. Amount raised by crowdfunding platforms (2011-13)



Source: Massolution, 2013

Additional sources of capital such as crowdfunding, and the resurgence in corporate venturing are changing the dynamic.

# Rethinking the role of intellectual property in innovation

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A conversation with Dr Francis Gurry, Director General of the World Intellectual Property Organization (WIPO) IP laws and systems harness the benefits of innovation and creativity but rapid technological advances mean keeping pace with them is more difficult than ever. Dr Gurry discusses the implications of innovation on IP.

**Q: What are your views on the opportunities and challenges to the existing patent regime from new technological innovations?**

**A:** Technological innovations in recent decades, ranging from bioscience to computers to communications and more, demonstrate that intellectual property protection must keep pace with the innovations themselves. This evolution in IP rights is evidenced by normative and policy developments both on the national and international levels, including advancements in national frameworks and strengthened protection in many countries for biotechnical and pharmaceutical inventions, computer databases, integrated circuit layout and semiconductor products. The opportunities presented by 3D printing technology are promising and are already being seized. For example, such technology is already used extensively in the medical field, to manufacture replacement hips or prostheses. It also has the potential to transform R&D, manufacturing, and retailing – especially where there is demand for individual customisation.

The most immediate implication for the intellectual property system is the ease with which individuals may be able to replicate objects – not unlike what the arrival of digital technology meant for the copying of creative works. Above all, this could complicate the enforcement of IP rights – not only patents, but also industrial designs, trademarks and copyright. The breadth and pace of innovations worldwide present both a challenge and an opportunity for countries to work together to ensure that technological advances continue to be protected for the benefit of both society and economic growth.

**Q: What are the lessons to be learnt from “patent wars” and what can be done differently?**

**A:** It is important to put the so-called “patent wars” into a broader perspective. Patent filings have risen to historically unprecedented levels over the past decades. To a good extent, this reflects expanded technological opportunity, especially in the area of information and communication technologies – a benign force. In addition, companies have recognised the strategic importance of protecting their technological assets with patents. The intensity of patent disputes in these areas mirrors the intensity of business competition in the same areas, and in fact reflects the high degree of innovation in those very technologies, protected by patents. The scope for conflict has therefore widened, especially in industries – such as smartphones – where competition is intense and patent landscapes are complex.

What lessons do the “patent wars” hold? Clearly, patent offices have a big responsibility to ensure the granting of quality patents that offer certainty in the marketplace. High quality requires thorough prior art searching and examination, which is facilitated by providing IP offices and searching authorities with the tools and databases they need to ensure comprehensive searches. To this end, WIPO has created a free search system called PATENTSCOPE, which includes over 37 million searchable patent documents from 30 nations, as well as other technology databases and tools. Such systems ensure that patents are issued in light of the best prior art searches available, providing certainty and reliability to companies in protecting their developments.

At the same time, industry needs to think about new ways to manage technological complexity and avoid conflict – and such thinking is taking place.

**Q: In recent years the developing markets, particularly China, have seen a significant growth in patent submissions. What are the opportunities and challenges presented by this shift?**

**A:** The rapid growth in patenting is a reflection of a broader development: the rise of China as an innovator. This development holds immense opportunity, for China as well as for the rest of the world. China is transiting towards a new development model, whereby firms do not compete on the basis of low wages but on the basis of new products and technologies. This transition is fundamental to the Chinese economy maintaining fast growth and addressing the environmental and social challenges its society is facing. Since the benefits of innovation transcend national borders, the rest of the world stands to gain. However, China's rise as an innovator requires adjustment – some companies and workers will benefit whereas others will come under increased competitive pressure. Managing this adjustment clearly is a challenge.

**Q: How is the IP system evolving to incorporate greater social inclusion and public welfare?**

**A:** The Marrakesh Treaty to Facilitate Access to Printed Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, is notable for being not only a treaty on copyright limitations and exceptions, but also a human rights treaty. The Convention on the Rights of Persons with Disabilities is acknowledged explicitly in the Preamble of the Treaty. The Secretariat of WIPO is working with many interested Member States to bring the Treaty into force as quickly as possible. WIPO has also launched a complementary project, the Accessible Books Consortium, to seek practical ways to foster the goals of the treaty through projects such as building capacity to create accessible format books in developing countries.

In general, WIPO is dedicated to working towards a balanced intellectual property system that fosters creativity and innovation and brings the practical benefits of the system to individuals and national economies, including those in the developing world. We work actively with national governments to foster inclusive innovative and creative industries. Discussions on limitations and exceptions to exclusive rights and flexibilities within the IP system are ongoing in many WIPO committees, including those focused on copyright, patents, and development and intellectual property.

WIPO also has several ongoing projects to address global challenges of particular concern to developing countries, including global health, climate change, and food security. These projects seek practical ways to use innovation to address these challenges, for instance by providing access to intellectual property for pharmaceutical compounds, technologies, know-how, and data available for research and development for neglected tropical diseases, tuberculosis, and malaria.



#### Biography

Francis Gurry is an Australian lawyer who has served as Director General of the World Intellectual Property Organization (WIPO) since October 1, 2008.

He holds law degrees from the University of Melbourne, a Ph.D from the University of Cambridge and is an honorary professor of, and holds honorary doctorates from, universities in a wide range of countries. Mr. Gurry is currently chair of the UN High-Level Committee on Management, which reports to the UN Chief Executives Board (CEB) and is responsible for ensuring coordination in administrative and management areas across the UN System. He is the author of a number of publications, one of which has become a standard legal text in the UK and is published by Oxford University Press as *Gurry on Breach of Confidence*.

# Unlocking the next billion dollar idea

In 2013, *The Wall Street Journal* did a survey of annual reports filed with the Securities and Exchange Commission and found that the word “innovation” had been used 33,528 times in the preceding year’s company filings.<sup>24</sup> According to Deloitte analysis, the 1,000 largest non-financial companies in the world held \$3.53 trillion in cash reserves at the end of 2013.<sup>25</sup> The need to innovate, coupled with easier access to financial resources, means companies have the potential to rekindle their growth ambitions.

But innovation is much more than R&D or product development. Innovation in a corporate environment requires a more structured and rigorous process to capture ideas and turn them into positive commercial outcomes. Innovation-led growth can provide companies with advantages well beyond revenue growth. It allows companies to attract new talent and preferred suppliers, increase customer loyalty and obtain premium margins.

Indeed, growth through innovation gives the corporate sector the potential to ‘unlock’ the next billion dollar idea. This means the corporate sector needs to be an active participant in the innovation ecosystem that is transforming markets and unleashing new services, products and operating models. Tapping into this ecosystem can help companies harness external innovation, which is as important as internally generated innovation.

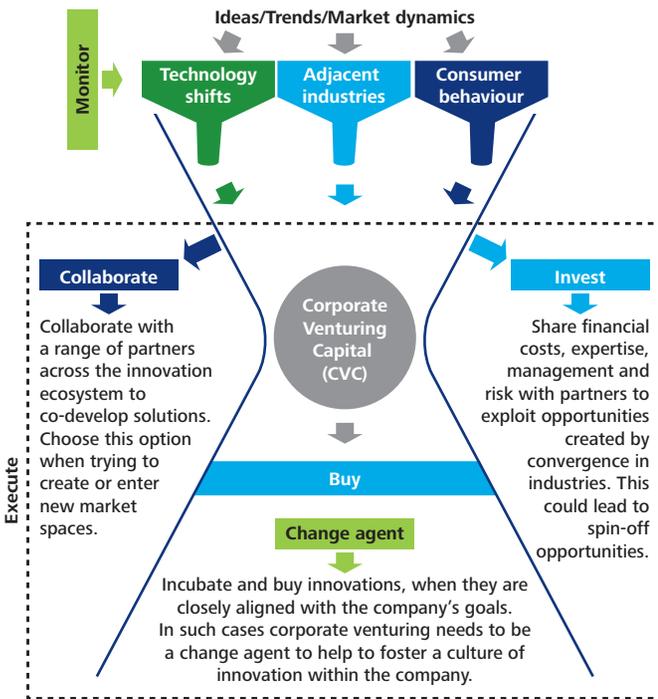
### Winning through corporate venturing

Corporate venturing has traditionally provided companies with access to external innovation, but companies rarely treat it as a core competency. As competition intensifies and market uncertainties persist, corporate venturing needs to be revitalised to open new growth avenues. Companies will send a strong signal to the marketplace if they create a new position of Chief Growth Officer to take charge of corporate venturing and make it a source of competitive advantage. To maximise the benefits of corporate venturing, companies need to:

### Align strategies to maximise impact

For corporate venturing to succeed it is crucial that companies develop clarity on the role that external innovation can play in helping them achieve their strategic ambitions. The design of these venture units needs to mirror closely the strategic goals so that there is clarity of purpose and sharing of objectives on both sides. Once companies choose a course of action, it is important that they remain committed for a period of time to signal their intent to current and future venturing partners.

Figure 9. Designing the corporate venturing unit



Source: Deloitte

### Develop a competency to monitor signals and shifts

Corporate venturing units need to develop the competency to proactively monitor signals coming from the marketplace. This is crucial because it allows them to understand the true future potential of the numerous start-ups they come across and what impact these could have on their respective companies. Keeping track of technological advancements and adoption will help companies to understand the potential opportunities and threats to their existing products and services. Monitoring changes in consumer behaviour will help them to anticipate significant shifts in consumer preferences. And, observing movements in adjacent industries can help them to anticipate potential disruption in their own industry. In an era of constant technological disruption, corporate boards should monitor these signals on a regular basis along with traditional measures of performance such as revenue growth and margins.

### Use collaboration as a business model

In addition to outright buying or investing, corporate venturing units should consider collaboration as a business model to harness open innovation. For instance, Vodafone established an arm's-length venturing environment to help co-develop the hugely successful money transfer service, M-PESA, in association with the British Department for International Development and researchers from GAMOS. Today M-PESA accounts for 18 per cent of revenues for Safaricom, which is Vodafone's Kenyan subsidiary.<sup>26</sup>

Convergence across many different industries provides incentives for multiple industry players to collaborate and co-invest in emerging technologies. For instance, the corporate venturing arms of BP, GE, Google, ConocoPhillips and NRG Energy invested in Cool Planet BioFuels, a clean technology start-up that is developing biofuels that can be blended with conventional gasoline and used in all vehicles.<sup>27</sup>

### Deploy corporate venturing arms as change agents

Assimilating external innovation into company culture is perhaps the most challenging aspect of innovating for growth. This means corporate venturing teams need to define their role as change agents.

Change starts at the top and corporate leaders need to be fully committed to accepting external innovation. The typical barrier to introducing external innovation into a company is the so-called 'not invented here syndrome' and one way of alleviating this is to encourage more internal recognition for collaboration with external parties. For example, corporate venturing units could organise 'hackathons' where they bring internal and external teams together to collaborate towards generating new ideas and solving problems.

Companies often keep their corporate venturing arm shrouded in secrecy, overlooking an opportunity to tell markets about the impact their venturing arms are making through collaborative networks and open innovation.

Innovation will have no impact if it is unknown. Adoption will become a reality when companies embrace strategies such as storytelling to communicate with their audiences. Only then will it become possible to educate audiences, influence behaviour and foster innovation.

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### Bottom Line

We are in the era of the knowledge economy, where economic wealth is created by intangible assets. The wealth creation cycle starts with an idea and investment in ideas results in innovation, which is fundamental to economic, social and commercial success. While bright ideas require moments of inspiration, innovation requires sustained rigour and discipline. Turning an idea into a billion dollars will therefore depend on balancing strategy with exploration, discipline with creativity, and practicality with ambition.

# The disruptive power of communications

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## A conversation with Melissa Waggener Zorkin, CEO, President & Co-Founder of Waggener Edstrom

Today's consumer is dictating the success of your organisation's innovation. Melissa Waggener Zorkin reveals why agility, personalisation and scalability are your brands' biggest storytelling accelerators.

### **Q: What do you consider to be the main communication challenges and opportunities for organisations today?**

**A:** The world as we know it is changing. Technology is forcing organisations to change the way they think and act. It's fundamentally reprogramming how consumers engage with organisations globally, and in turn, the way we tell our stories.

The proliferation of social media and digital platforms, catalysed by the emergence of our six-screen culture (desktop, mobile, tablet, TV, wearable, in-car), has rapidly evolved the customer-buying journey. Today's consumers are channel-agnostic; regardless of where, when or what device, they expect to receive the same brand experience and story.

In this environment, a company's ability to adapt to the needs of its audience is what will determine its survival – often a huge challenge for major brands with large, and at times, rigid infrastructures. Organisations need speed not strength, collaboration not control and personalisation not generalisation. This means for agile brands there is huge potential to adapt and disrupt using effective communications.

### **Q: What is the best way for organisations to communicate innovation?**

**A:** Through storytelling. When done well, it is compelling and powerful. It can educate audiences, influence behaviour and alter thinking on big issues. A successful story relies not on one, but many things: an innovative idea that solves a problem, an infrastructure that can make it available and the ability for people to hear about it.

An invention simply isn't an innovation until its story is told. Take Bayer Aspirin, for example: an innovation that was put on the shelf after being tagged with a story that the drug enfeebled the heart. However, during the great influenza pandemic, Bayer showed how aspirin could save lives by helping with fever; Bayer's story was told and the innovation was put into the hands of those that needed it most.

As the rapid adoption of technology continues to challenge brands and consumers alike, authentic stories – the core of successful communication – have never been more important.

### **Q: How can organisations win over consumers?**

**A:** Consumers are savvier than ever: both in how they engage with brands and interact with their stories. Technology has broken the information barrier and knowledge has become increasingly transparent. Today's consumers now have immediate access to research, reviews and videos and it is an organisation's responsibility to tell credible stories across these mediums.

As communicators, your story must resonate with your audience – no matter where they are. But to connect across borders, you must think globally while acting locally. Whether you're a large or small organisation, and whatever your geography, it's important to have people on the ground in those markets who can deliver local insights, check assumptions and provide guidance on the best channels of communication. Only then can you build an effective communications strategy that can reach your audience with the right messages across the right channel and ignite engagement.

**Q: So who has the control now?**

**A:** Let's face it: tight brand management is dead. Gone are the days of top-down communication, where brands maintained complete control over their own narratives. User-generated content has put the consumer in the driver's seat and shattered the notion of tight brand management as we once knew it.

Today's stories need to fit into the consumer dialogue, engaging consumers on their terms. Only then can you create compelling content and respond quickly with authenticity and agility.

**Q: What else can organisations do to be successful?**

**A:** At their core, innovators are disrupters. But to succeed in sharing this innovation, brands must capitalise on the power of communications. Adoption will only become a reality when you communicate with your audience using the right content across the right platform in a truly authentic and engaging way. Only then will you be able to transform and accelerate innovation.

The playing field has been levelled, so whether you have a dollar or a million dollars to spend on communication efforts, the organisations that know their story, and are agile enough to adapt with their consumers, will ascend as the true innovators.



**Biography**

Melissa Waggener Zorkin is the co-founder and CEO of Waggener Edstrom Worldwide, one of the world's largest independent communications companies. To her clients and colleagues, Melissa is renowned for her belief in purpose, potential and possibility. Under her leadership, Waggener Edstrom Communications has grown from a two-person communications agency started in 1983 with co-founder Pam Edstrom to become one of the world's largest independent, integrated communications companies with a talented workforce nearly 800 strong.

Broadly recognised for introducing innovative approaches to communication strategies, Melissa is a technology trend-spotter who has spent much of her career helping clients evolve their stories to keep pace with the modern ways that audiences consume them.

Melissa has provided strategic counsel to major brands, including Microsoft, IBM, Intel, Abbott Labs, SAP, AT&T, The Walt Disney Company, Dell, EMI Records, Virgin Interactive, Sega, AMD and Scientific American, and has also helped guide emerging brands and start-ups to success through the initial public stock offering (IPO) stage.

A Mercy Corps board member since 2006, Melissa is particularly interested in helping women entrepreneurs start their own businesses. She has been recognized for her contributions to global and local initiatives that lift women out of poverty through education and entrepreneurial training.

## Notes

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## About the authors

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