

Emerging End States in the Camera and Film Industry

Change Area	Scenario 1	Scenario 2	Scenario 3
<ul style="list-style-type: none"> • Value Bundle 	<ul style="list-style-type: none"> • Digital technology complements film 	<ul style="list-style-type: none"> • High end photography and event photography require film; all else digital 	<ul style="list-style-type: none"> • Film disappears entirely
<ul style="list-style-type: none"> • Value Ecosystem 	<ul style="list-style-type: none"> • New products based on digital technologies are available. Home based photofinishing and digitization becomes a big business. 	<ul style="list-style-type: none"> • Photofinishing exists with a smaller footprint • Professional printing services • Home printing becomes big 	<ul style="list-style-type: none"> • Printing need vanishes
<ul style="list-style-type: none"> • Context of use 	<ul style="list-style-type: none"> • Photo shops remain key 	<ul style="list-style-type: none"> • New retail channels emerge 	<ul style="list-style-type: none"> • New channels become key • Frequent new product launch becomes key
<ul style="list-style-type: none"> • Core capabilities 	<ul style="list-style-type: none"> • Image processing hardware on camera 	<ul style="list-style-type: none"> • Digital image sensor, in camera dark room 	<ul style="list-style-type: none"> • Digital surpasses film and provides new ways of enhancing picture quality that film technology cannot

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<ul style="list-style-type: none"> • Complementary capabilities 	<ul style="list-style-type: none"> • Photo shops remain the main channel 	<ul style="list-style-type: none"> • Photo shops become irrelevant 	<ul style="list-style-type: none"> • Photo shops and new channels become equally dominant
<ul style="list-style-type: none"> • Competitive landscape 	<ul style="list-style-type: none"> • Consumer electronic firms become complement product providers 	<ul style="list-style-type: none"> • Sony, Samsung, LG, and phone makers lock up the retail channel 	<ul style="list-style-type: none"> • Computer makers along with consumer electronic firms enter the market
<ul style="list-style-type: none"> • Value appropriation method 	<ul style="list-style-type: none"> • Film roll with electric circuitry 	<ul style="list-style-type: none"> • A dual model with hardware and consumable-based profit streams 	<ul style="list-style-type: none"> • No consumable-based appropriation
<ul style="list-style-type: none"> • Assessment / Comment 	<ul style="list-style-type: none"> • Future looks very bright. Need to aggressively gain shares in emerging value streams. 	<ul style="list-style-type: none"> • Need to protect the business while building share in new areas. 	<ul style="list-style-type: none"> • We need fundamental rethinking of our worldview.