Applying The Dominant Design Lens To The Future Of Video

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Let's start with an exercise…

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Can you picture in your head a…

1. Light Bulb

2. Automobile

3. Music Player

4. Watching a movie (on a screen)

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Light Bulb

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Automobile

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Music Player

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Watching a movie (on a screen)

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Dominant Design (DD): A specific path, along an industry's design hierarchy, which establishes dominance among competing design paths. (Utterback, Suárez 1993; Abernathy, Utterback 1975)

- Variation and Selection
- Arises from experimentation
- May drastically reduce performance requirements
- May not be predetermined

A DD is not at the extreme end of performance in terms of technology, business model, consumer preferences

A DD is an emergent phenomena. Predictive value comes from analyzing design hierarchies.

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Light Bulb (Electric Lighting) Chronology – 1880-1896

- 1880 Gas has been dominant for 70 years, but had low efficiency
- 1880 Edison establishes his company following two years of experimentation
- 1880 First installation on the ship *Columbia*
- 1881 First on land at New York Safe Deposit Co
- 1882 Edison Isolated Lighting Company Established. Bulbs sold directly to customers.
- 1885 Edison sues imitators (Upheld in 1891-93)

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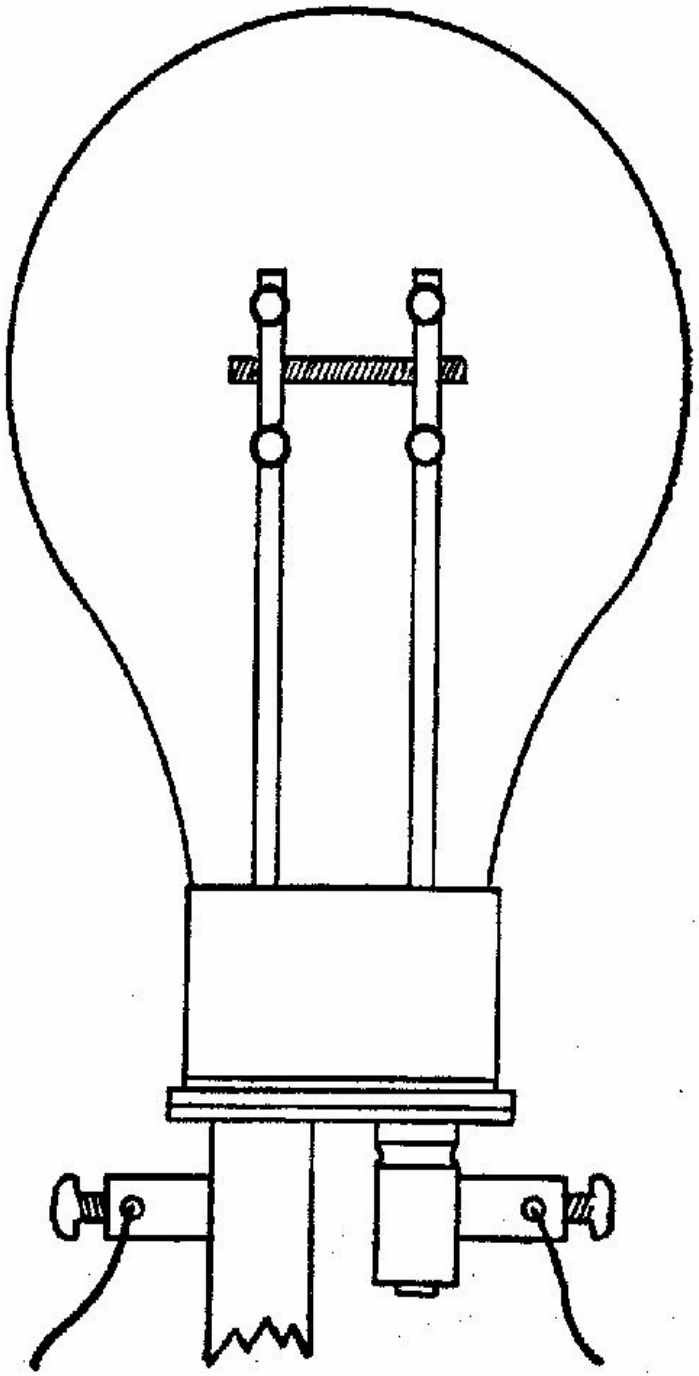
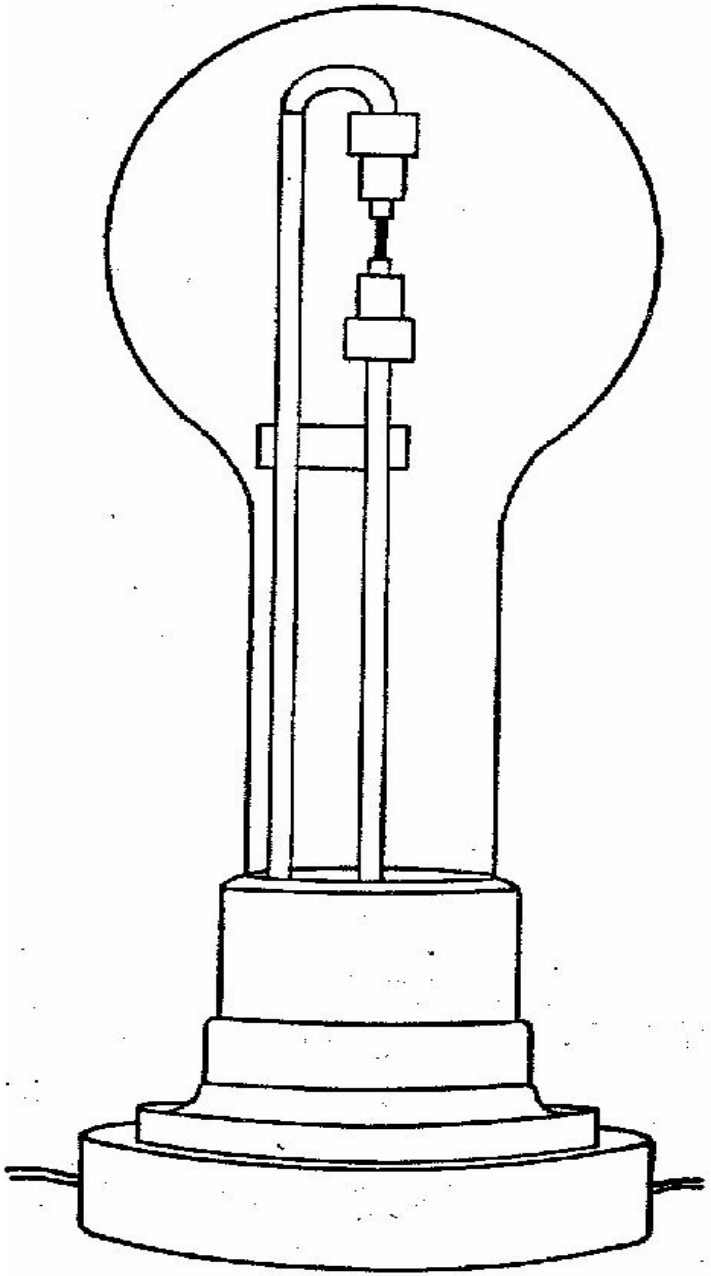
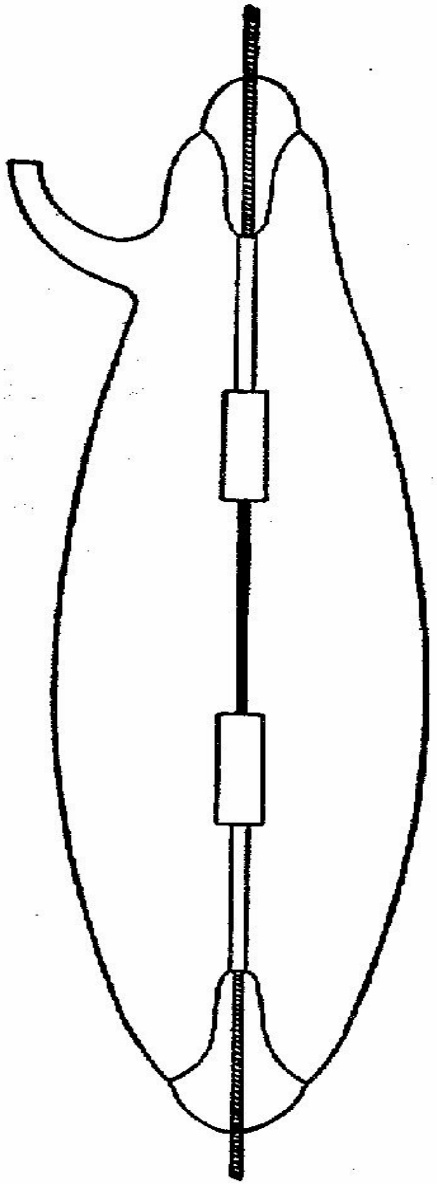
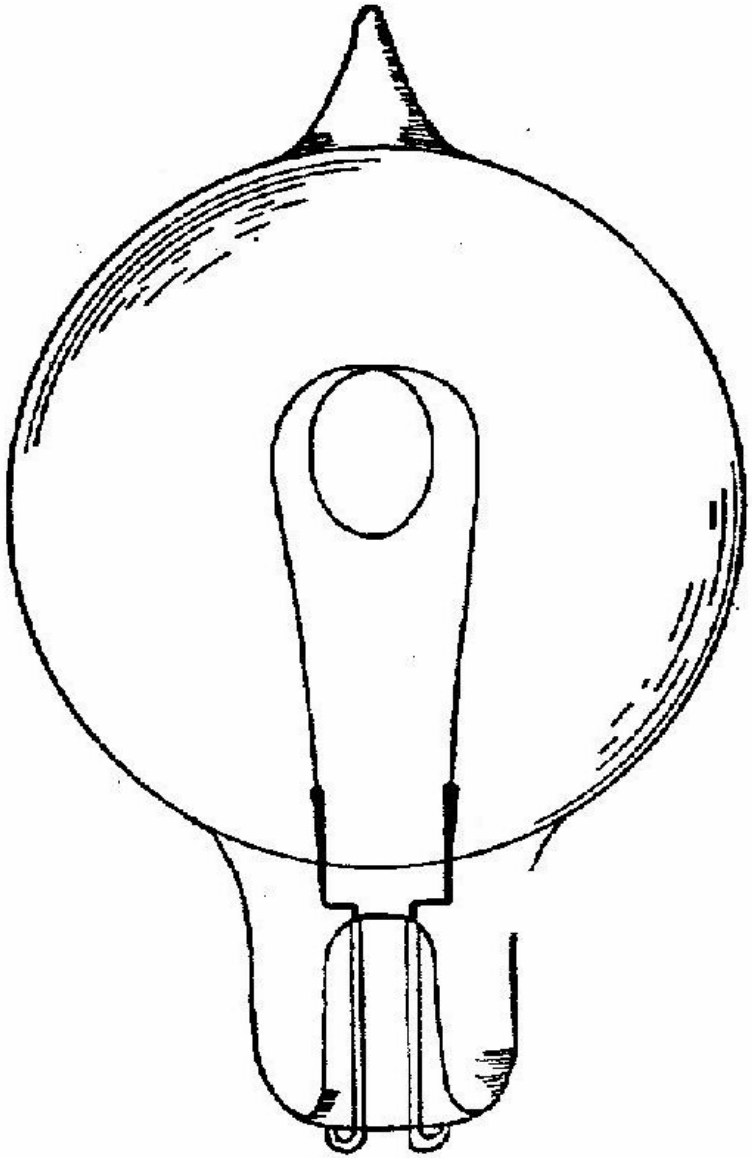
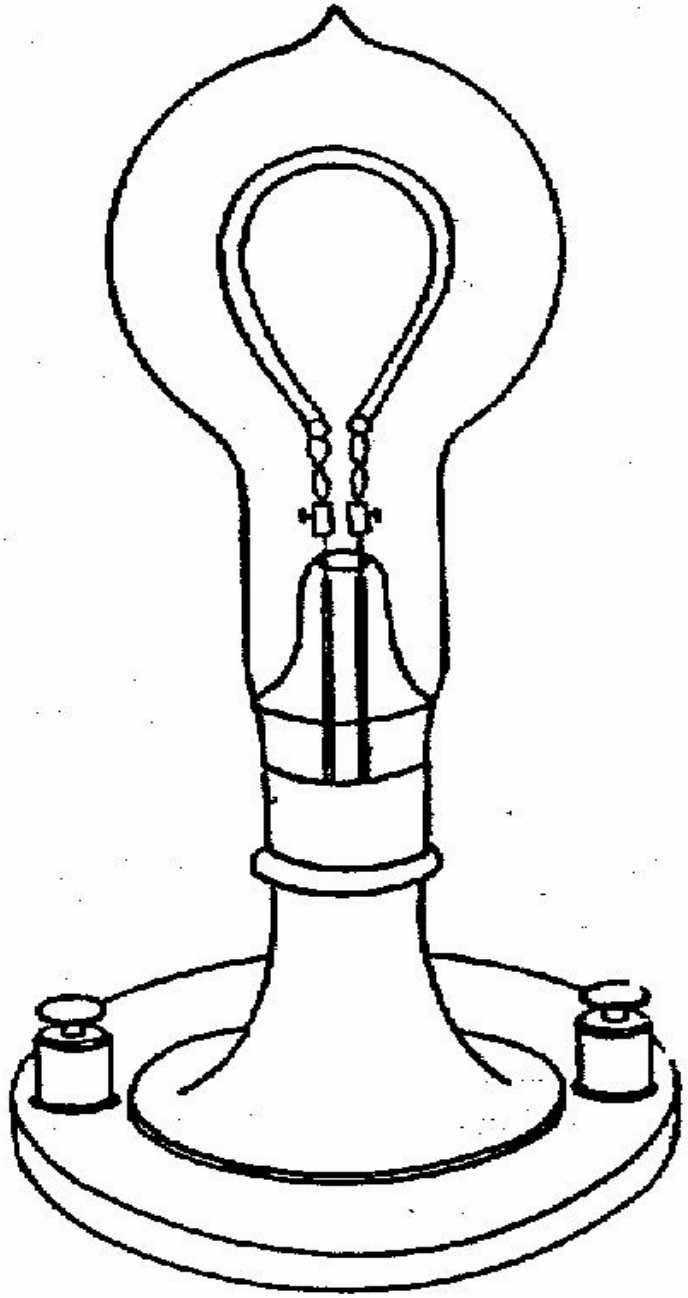
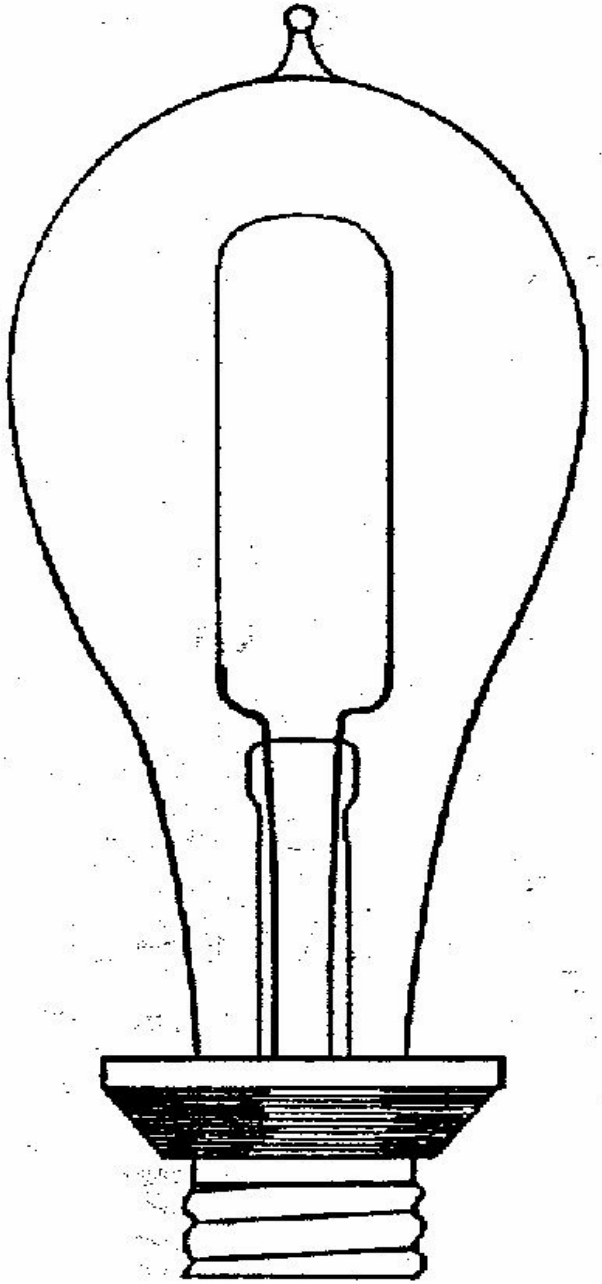


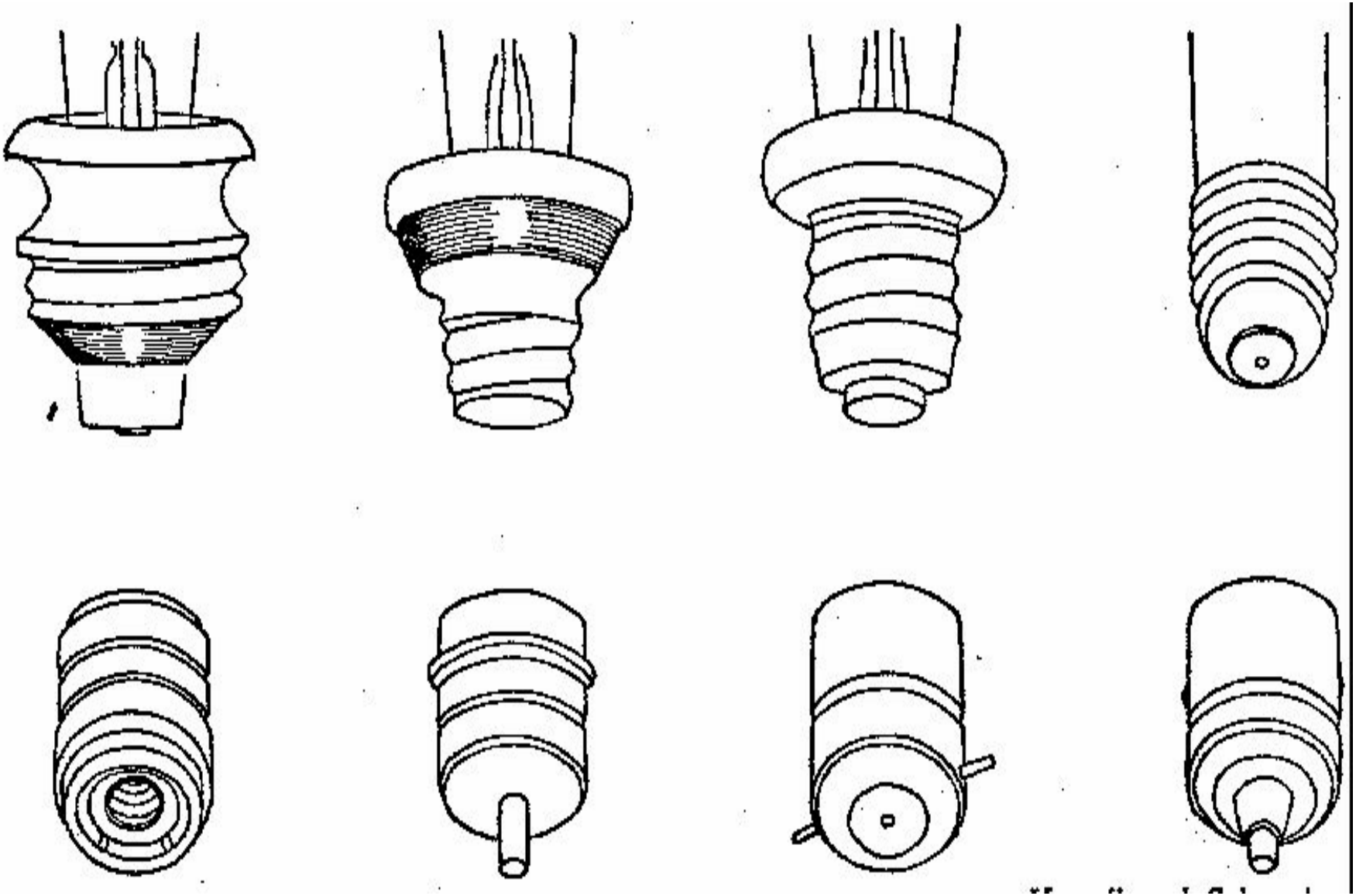




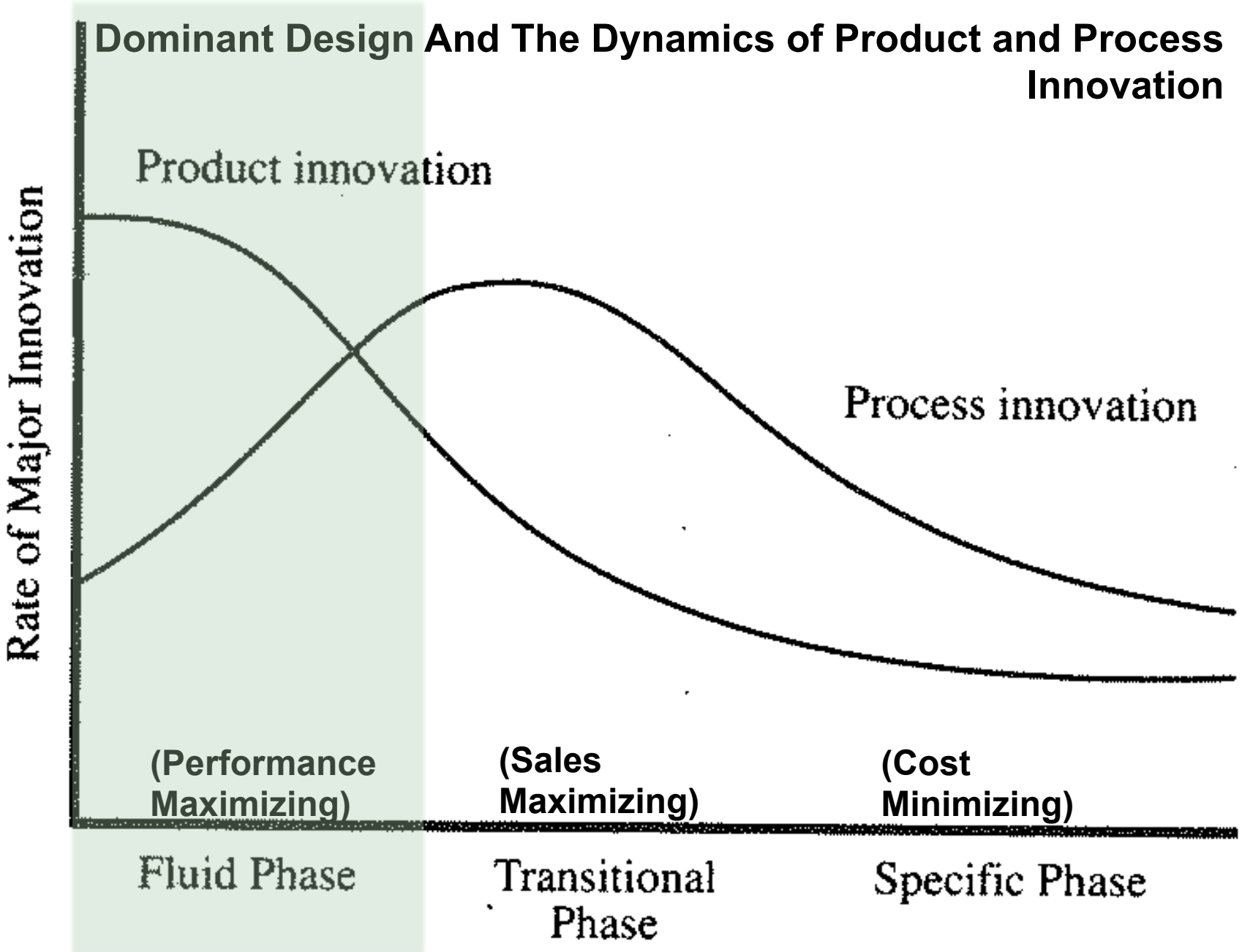








Dominant Design And The Dynamics of Product and Process Innovation



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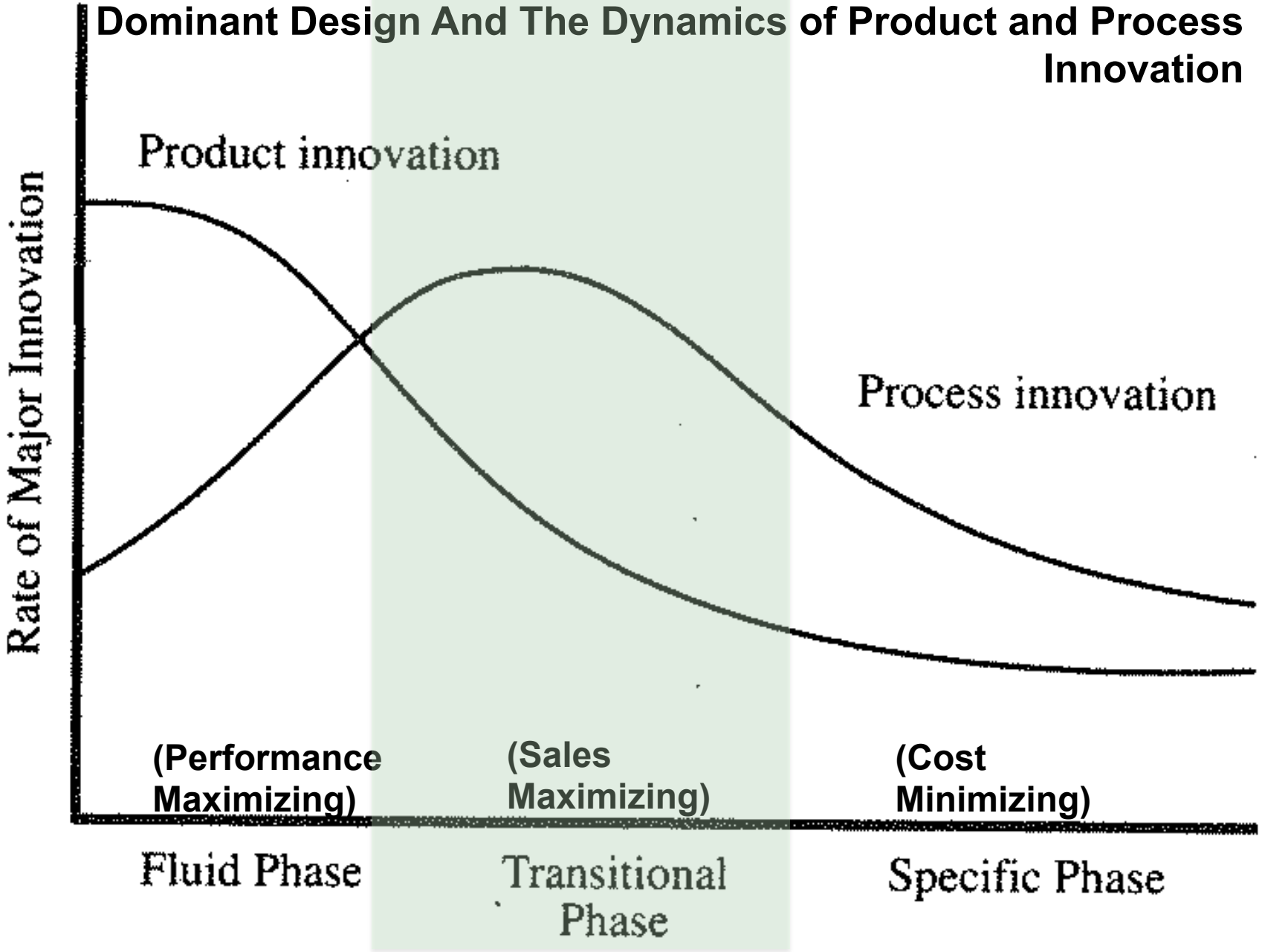

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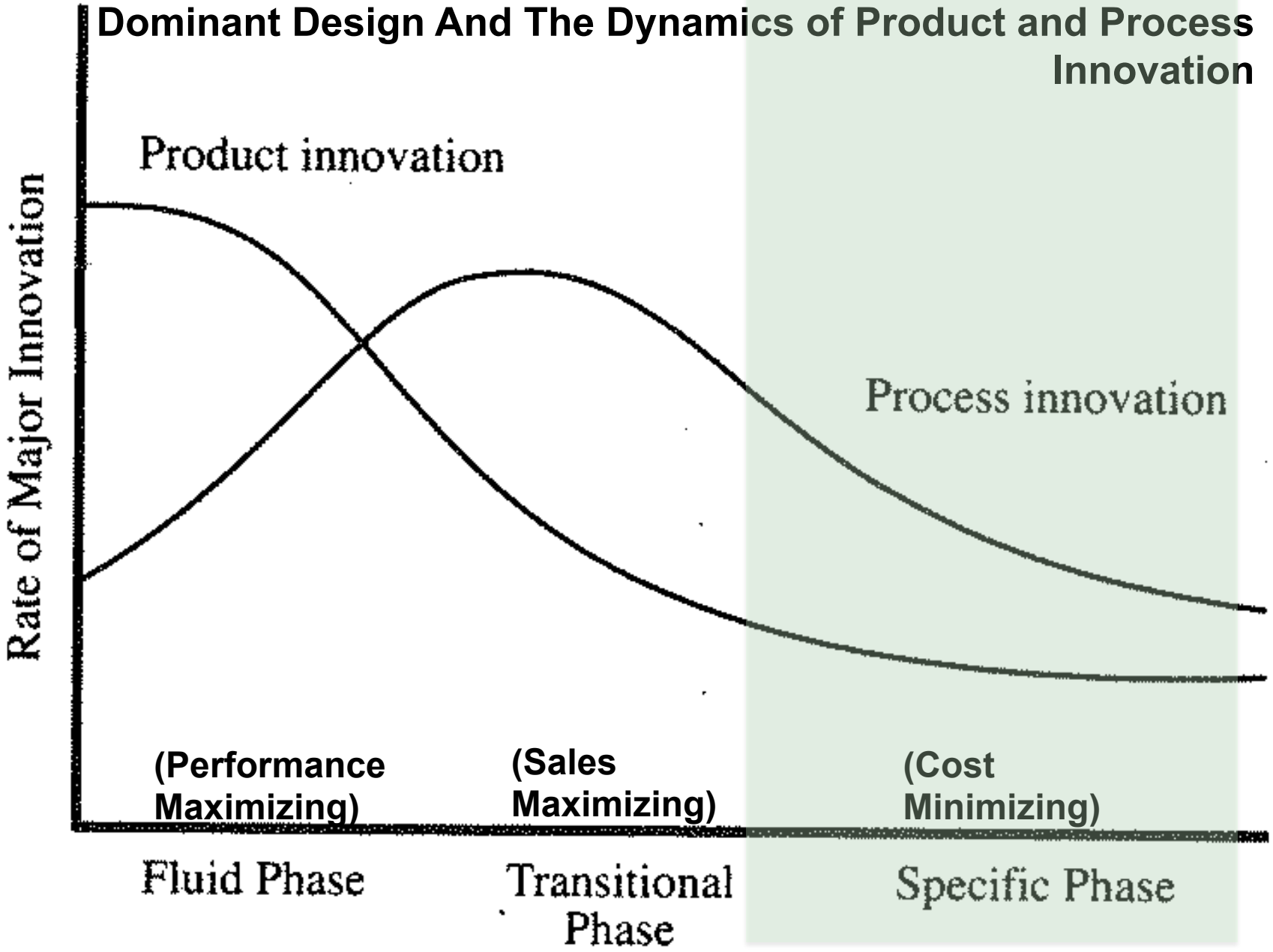

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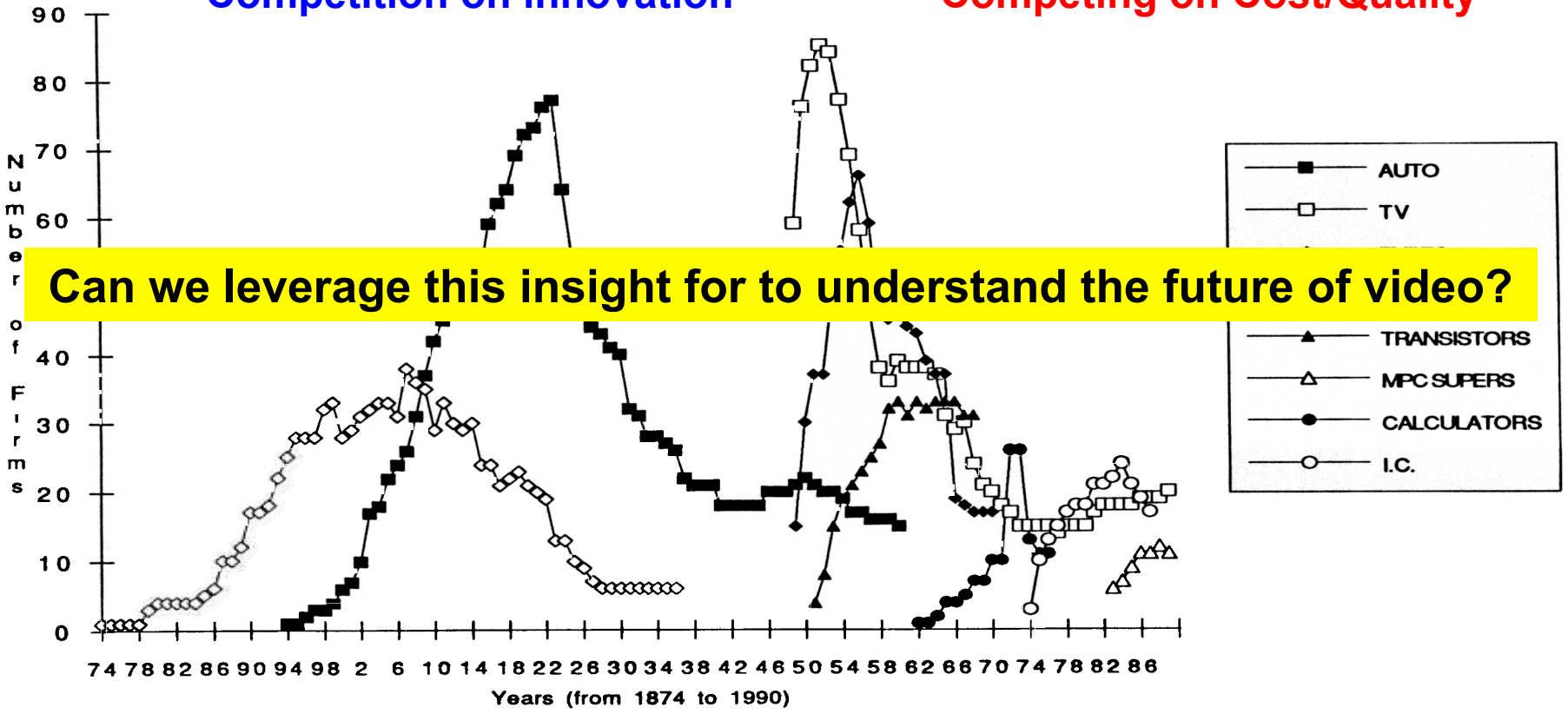
Before DD

More Design Variation
More firms
Easier market entry
Greater risk, likelihood of success
Competition on innovation

After DD

Less Design Variation
Fewer firms
Great barrier to market entry
Lower risk, likelihood of success
Competing on Cost/Quality



Can we leverage this insight for to understand the future of video?

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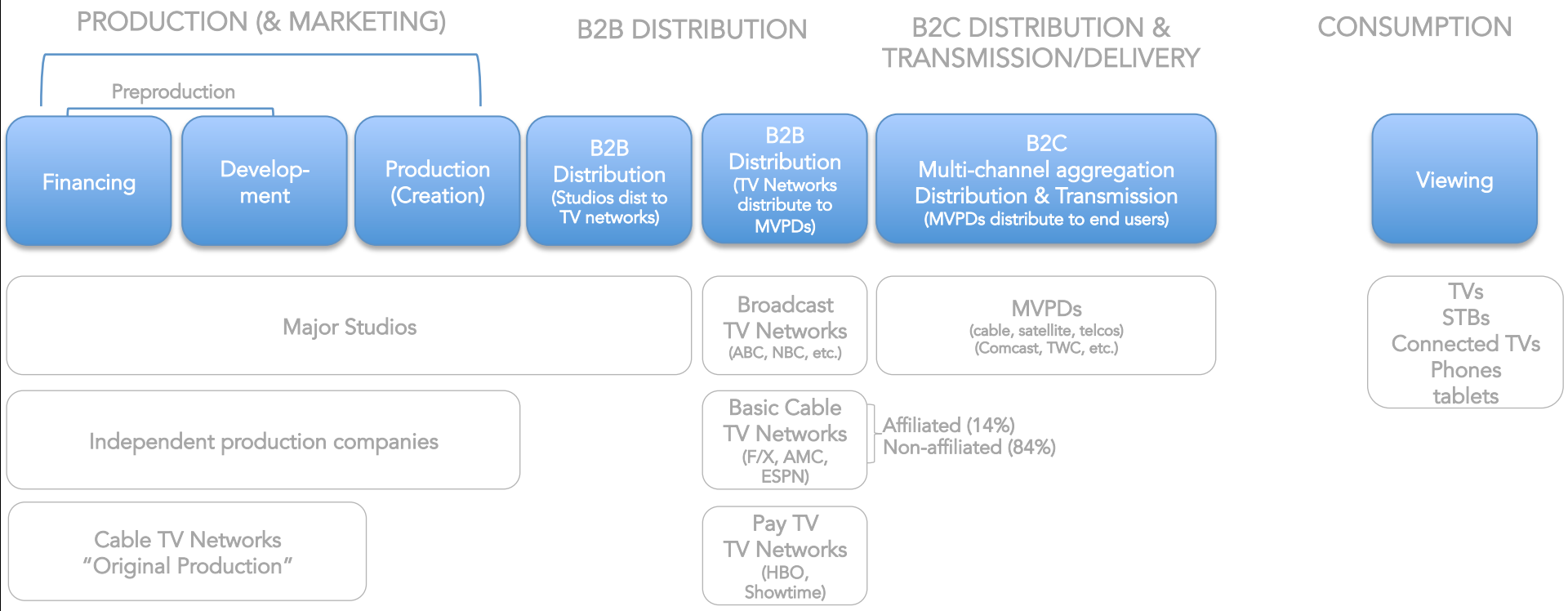
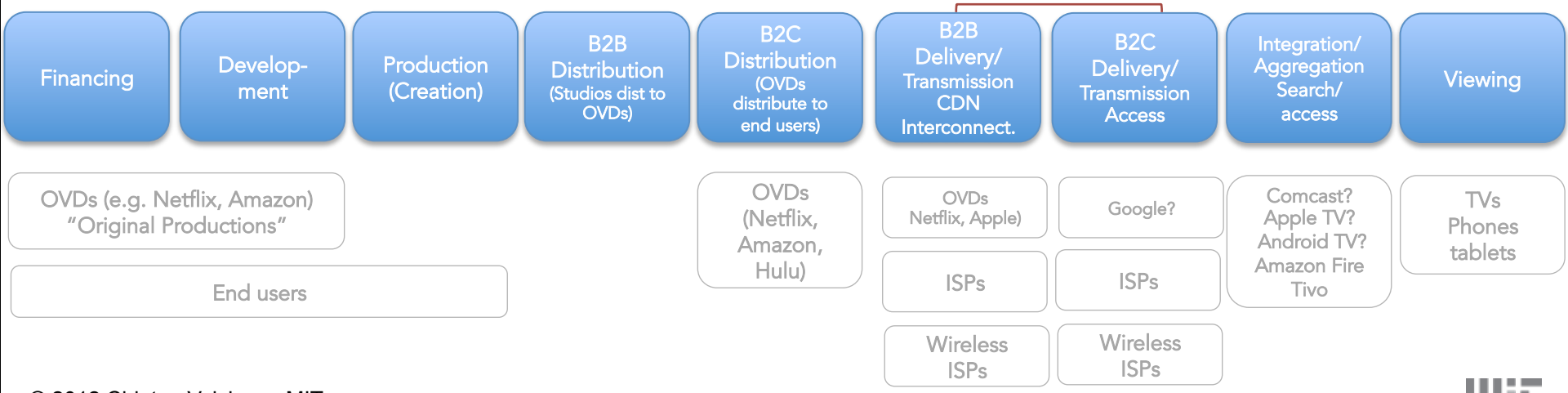
The incumbent MVPD value chain



The entrant OVD value chain



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Which hypothesis do you most believe in about the video over IP experience?

1. Will largely converge to a single dominant form of experience

2. Will converge to a distinct experience at each layer (network, service, device), but not the system as a whole

3. Will NOT converge to a single dominant form of experience

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How about applying the dominant design lens to analyze the future of video?

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