



# Corporate Innovation and Technology Report Q2 '17





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# OurNetwork Members





## WELCOME MESSAGE

*Laly David, Partner, Business Development*

Welcome to OurNetwork's Strategic Collaboration Program. We're excited to have you involved in the program and look forward to working together. This quarterly report is part of our initiative to help our corporate members stay ahead of the latest technology and innovation trends globally. We would love to hear your feedback and feature you in upcoming reports, articles, and content. We hope you enjoy this report and share it.

### Why We Launched OurNetwork

Bridging the gap between startups and corporations is a daily priority at OurCrowd. For startups trying to develop relationships with corporations, it can be extremely frustrating to navigate the complex organizations structures. And while startups might live by the mantra "move fast and break things," the concept is foreign to many of the world's largest companies.

Corporations often have an incredibly difficult job partnering with startups. Aside from having to cut through internal processes, corporate innovation teams struggle with being in the right place at the right time and connecting with the right companies. And with hundreds of startups being founded every month, they have to keep tabs on different sectors and stages all over the world in order to find promising startups.

### Bridging the Gap Through OurNetwork

By leveraging OurNetwork, OurCrowd is uniquely positioned to bridge the gap between industry-leading corporations and disruptive startups, providing corporations with business, talent, and investment opportunities. Through our Strategic Collaboration Program, corporations gain enhanced access to OurCrowd's growing portfolio of promising startups and robust deal flow pipeline that spans multiple sectors and stages across the globe.

Today, more than ever before, corporations are interested in accessing cutting edge, agile technology companies who can materially impact their business, but often find it challenging to keep pace with the growing ecosystem.

I would like to thank all the current members of OurNetwork for joining us, and am looking forward to future collaborations!

Cheers,

**Laly David**  
Partner, Business Development  
OurCrowd

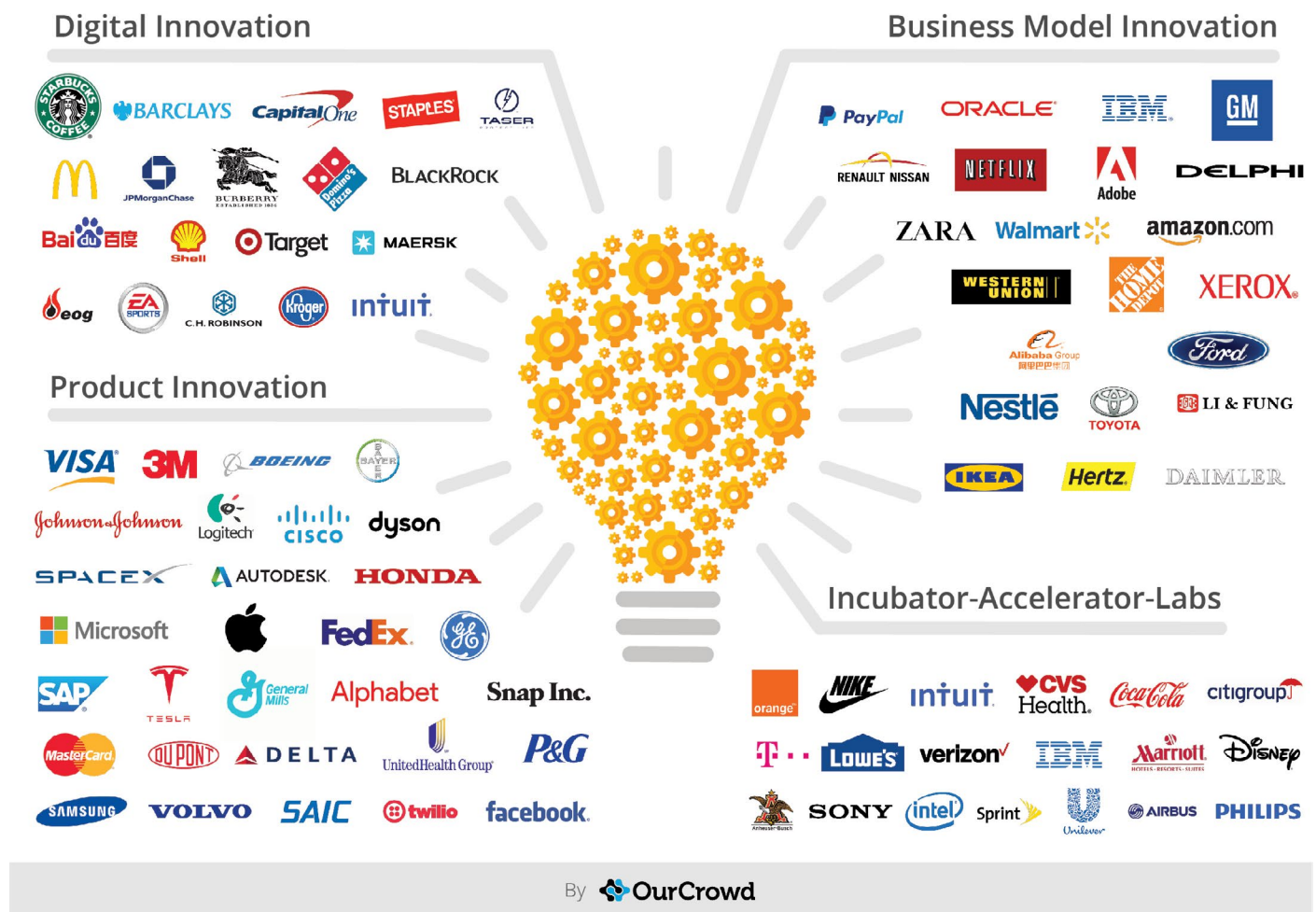


## GLOBAL INNOVATION TRENDS: HOW CORPORATIONS ARE RESPONDING

*Jonathan Pressman*

In a world of rapidly advancing technologies, it seems no industry is safe from disruption. Large businesses once thought “too big to fail” are now being forced to keep up with the times or suffer the consequences of being undercut by opportunistic startups. With so many new technologies coming to market, it's important to know how established corporations are reacting. Here, we examine how some of the world's most well-known corporations are innovating to keep pace with the rise of autonomous vehicles, blockchain, and artificial intelligence.

### CORPORATE INNOVATORS MAP

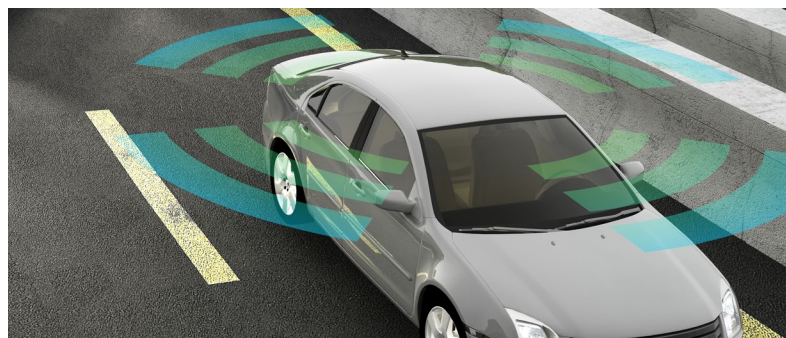


## Autonomous Vehicles

The advent of autonomous vehicles arguably represents the greatest innovation in the automotive industry since Ford's creation of the assembly line in 1913. Here's a quick rundown of what some of the largest OEMs are doing:

In a 2017 report by Navigant Research, Ford ranked number one in the autonomous vehicle race.<sup>1</sup> Ford is tackling the entire autonomous stack from sensors to control systems and fleets. The US manufacturer invested over \$1B in Argo AI, an artificial intelligence company employed to help Ford develop its virtual driver system.<sup>2</sup> The Detroit-based automaker also invested \$150M alongside Baidu in Velodyne's LiDAR technology and acquired ride-sharing service Chariot in a \$65M cash deal.<sup>3,4</sup> Ford is planning to roll out its fleet of fully autonomous ride-sharing vehicles by 2021.<sup>5</sup> If all this isn't enough to convince you of Ford's aggressive play to lead the world into an age of autonomous vehicles, the 114-year-old company recently replaced its existing CEO with the chairman of Ford Smart Mobility, Jim Hackett.<sup>6</sup>

Longtime rival and fellow American automaker GM is hot on the heels of Ford. In 2016, GM partnered with Lyft, investing \$500M with the intent of developing a ride-sharing network of self-driving cars.<sup>7</sup> The company also purchased Cruise Automation, a self-driving startup, in an acquisition worth \$581M.<sup>8</sup> GM has already produced a fleet of 130 self-driving electric cars, which it plans to deploy in California and Arizona this summer.<sup>9</sup> Through its partnership with Lyft, GM has also announced



its intent to test thousands of autonomous vehicles as soon as 2018, which will represent a tremendous advance for the American carmaker.<sup>10</sup> Outside of the US, the Renault-Nissan partnership is pushing to get driverless cars on the roads of Europe and Asia. Last year, Nissan unveiled ProPilot, its partially autonomous driver assistance technology that can be found in select models in Japan.<sup>11</sup> The company plans on gradually adding functional features to the ProPilot, culminating in the release of fully autonomous vehicles in 2020.<sup>12</sup>

Finally, Toyota, the world's largest automotive company has refused to be left in the dust in the race for self-driving cars. Following a \$1B investment into its artificial intelligence arm, TRI (Toyota Research Institute), Toyota unveiled its first autonomous vehicle in May 2017.<sup>13</sup> With the investment, Toyota is leveraging its AI technologies to support fully-autonomous vehicles in the future, as well as offering a driver-assist system for the present to help drivers stay safe through AI-powered, machine learning technologies.<sup>14</sup> TRI has also recently announced a new \$14M investment into Intuition Robotics, a leading AI startup alongside OurCrowd and Maniv Mobility.

## The Israel OurTake

Israel is one of the leading ecosystems in autonomous vehicles, blockchain, and AI.

Over 25 OEM's and Tier 1 suppliers have a presence in Israel. R&D centers have been set up by the likes of GM, Daimler and SAIC. Honda has partnered with the local ecosystem via a partnership with OurCrowd as well as with Volvo and Hertz and Drive, a local accelerator. Many acquisitions have been made by Ford, Samsung, and of course Intel's purchase of Mobileye.

Israel also boasts 200+ transportation focused startups and OurCrowd has recently invested in Maniv Mobility, one of the world's leading mobility focused funds.

Israel has also taken the blockchain world by storm leading in raising hundreds of millions of dollars. Tel Aviv-based Colu is a digital wallet that allows users to pay local businesses for goods and services instantly through their mobile app. Colu recently raised \$9.5M in their Series A VC round, which is becoming a less common fundraising method for these startups. Alternatively, blockchain startup Bancor raised \$150M in their Initial Coin Offering in June 2017 to fund their method of addressing the cryptocurrency market's liquidity problems.



Maniv's portfolio boasts some of the world's leading mobility startups including Otonomo, Nexar, Drive.ai, Nauto and Cognata.

*"Maniv Mobility LP, the first Israel-based venture fund dedicated exclusively to mobility tech, announced today that it has raised its first fund, in excess of \$40 million, twice its target. Limited Partners in Maniv include equity crowdfunding pioneer OurCrowd, InMotion Ventures, a subsidiary of Jaguar Land Rover, and the \$14 billion French Tier One supplier, Valeo, as well as hedge funds and family offices."*

- Yahoo Finance

## Blockchain

Less than a decade ago, the world of blockchain and Bitcoin was practically non-existent. Today, individuals and companies alike are mesmerized by blockchain technology, and can't seem to get enough of it.

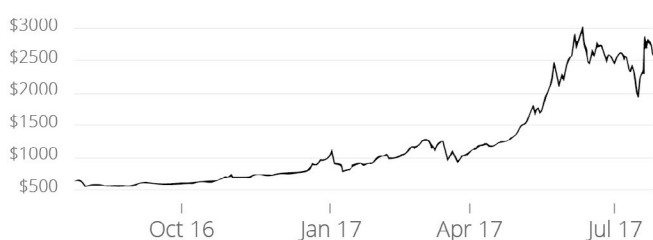
A collaboration between Citigroup and Nasdaq Inc. has introduced blockchain to securities sales. The two companies have teamed up with Chain Inc., a financial blockchain provider. The move allows CitiConnect, Citigroup's cross-border payment system, to manage large-sum international payments using Nasdaq's Linq, a private market blockchain technology.<sup>15 16</sup> Citi and Nasdaq executed the first private securities sale in December 2015, and are continuing to partner to integrate distributed ledger technology into their payment networks.<sup>17</sup> In addition, Citi's Head of Innovation Labs, Ken Moore, said in an interview that the company has built three blockchains, in which it is testing its own cryptocurrency, Citicoin.<sup>18</sup>

Another financial services firm working to implement blockchain solutions into its offerings is Visa. Last year, Visa partnered with blockchain platform BTL to explore automated, blockchain-based interbank payment and settlement solutions.<sup>19</sup> Visa also launched a pilot program with Chain Inc.'s enterprise blockchain infrastructure, which offers faster, more secure global B2B payments.<sup>20</sup> The company is also hiring blockchain engineers, further demonstrating its commitment to a future in which blockchain is a key component.<sup>21</sup>

IBM has taken blockchain to the next level with its March 2017 release of Blockchain-as-a-Service (BaaS), which combines the best of blockchain and cloud software, allowing customers to set up their own secure blockchain networks.<sup>22</sup> IBM Blockchain is the first fully managed service for Hyperledger Fabric, a distributed ledger platform which offers flexible, scalable enterprise blockchain solutions.<sup>23</sup> <sup>24 25</sup> IBM Blockchain has already demonstrated impressive traction after being selected to provide the blockchain platform for the Digital Trade Chain Consortium, whose members include Deutsche Bank, HSBC, and Societe Generale.<sup>26</sup>

Despite the practical application of blockchain for financial institutions, the digital ledger technology offers a number of other business uses. Media and information giant Thomson Reuters has taken the blockchain world by storm, investing over \$1.5B and launching beta versions of its BlockOne ID and BlockOne IQ oracles.<sup>27</sup> Powered by Ethereum, BlockOne ID uses a wallet and smart contract to help developers secure web applications,<sup>28</sup> while BlockOne IQ allows for the use of Thomson Reuters content and data in Ethereum and Corda smart contracts.<sup>29</sup> The company recently announced the 2017 opening of its incubator, which is seeking startups in innovative technologies, such as blockchain.<sup>30</sup>

### Bitcoin



### Ethereum



Source: coindesk



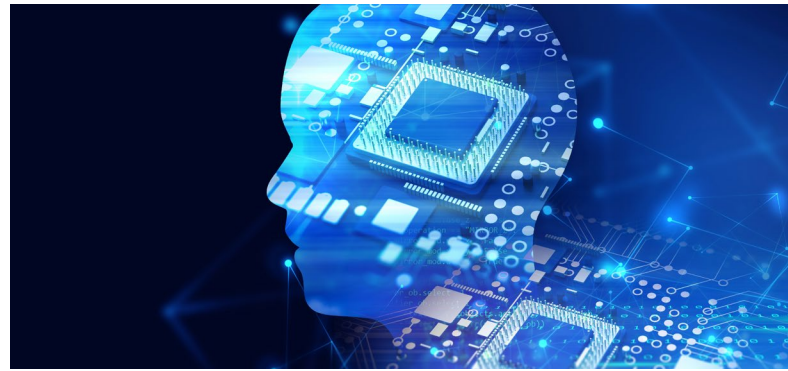
## Artificial Intelligence (AI)

2016 was a record year for investments in artificial intelligence, with VCs dumping \$5B into more than 658 AI startups.<sup>31</sup> AI has the potential to reshape nearly every industry, and according to Microsoft's Chief Envisioning Officer, Dave Coplin, "is the most important technology that anybody on the planet is working on today."<sup>32</sup> From virtual assistants like Siri and Alexa to bionic limbs and smart cars, AI has become integrated into our daily lives. In 2016, some of the world's top technology companies joined forces to found the Partnership on AI to Benefit People and Society.<sup>33</sup> Let's take a look at what other companies are leading the charge in artificial intelligence.

Nvidia's recent announcement to train 100,000 developers in deep learning artificial intelligence indicates the company's clear and ongoing commitment to AI technology.<sup>34</sup> Nvidia is readying itself for the age of artificial intelligence, and already has plans to use its AI supercomputer solutions to power smart cities, prevent diseases, and revolutionize the way we do business. Nvidia's GPUs were originally designed to reinvent computer gaming experiences through enhanced graphics.<sup>35</sup> Today, Nvidia GPUs have evolved from visual computing to deep learning neural networks and harnessing the power of simulating human abilities, which it provides to over 500,000 developers and 40,000 companies.<sup>36</sup>

Intel's AI program has been a large focus for the semiconductor giant, but Nvidia has grabbed the public eye.<sup>37</sup> In March 2017, the California-based tech company grouped its entire AI program under the Intel Artificial Intelligence Products Group (AIPG), in addition to investing in a trio of AI companies: Cognitive Scale, AEye, and Element AI.<sup>38</sup> Intel's \$400M acquisition of Nervana Systems, a deep-learning AI startup, is a huge leap forward for the company, which plans to incorporate Nervana's technology in its server chips in the second half of 2017.<sup>39 40</sup>

Salesforce, the world's leading CRM software provider, is also gearing up for a future filled with AI. Earlier this year, the company joined in a strategic partnership with IBM Watson to help companies make smarter, faster decisions.<sup>41</sup>



Zebra Medical Vision, an OurCrowd portfolio company, is utilizing Nvidia's Tesla K80 GPUs and cuDNN to train their deep learning models how to read and diagnose medical images – with the ability to detect and classify bone health, fatty liver, emphysema, coronary artery calcium, and brain bleeds.

Einstein, Salesforce's analytics platform dubbed "AI for everyone," uses artificial intelligence to automate tasks such as data modeling, and offers recommendations and predictions based on unique business processes.<sup>42 43</sup> Salesforce advertises Einstein as a tool that can be used to improve everything from IT and marketing to sales and service.

The leading corporate innovators all have one thing in common—they embrace change. Whether it's something tangible like self-driving cars or an intangible digital technology like blockchain, the most successful companies are the ones who are constantly adopting new technologies, investing in the future, and never getting too comfortable with the "here and now."



## ETHEREUM MARKET MAP: AN IN-DEPTH LOOK AT STARTUPS AND OPPORTUNITIES BUILT ON ETHEREUM

*Jordan Odinsky - Opinion*

I've always been fascinated by technology that changes the way people engage with the world. Facebook, Amazon, Airbnb, and Uber all played a role in shaping the way people view the world. They made it normal to share moments and thoughts online. They taught us that it's okay to hop into a stranger's car or even sleep in their spare bedroom. They forever changed the way we purchase goods and services from one another. And I believe that blockchain technology will be the next innovation that changes the way we think about and interact with the internet. Viewed as a revolution of cryptocurrency, technologists, venture capitalists, startup junkies, and even my Dad have come off the sidelines to learn more about this new wave of innovation.

Over the past few weeks, I've dived deep into blockchain technologies and its use cases. While the market map above is only a piece of the larger blockchain puzzle, I believe that Ethereum has the potential to overtake Bitcoin as the digital currency and framework of the future because of its strong developer ecosystem, coding simplicity, and the variety of applications that can utilize smart contracts.



*By Jordan Odinsky*

## What is Ethereum?

In short, Ethereum is a decentralized blockchain technology that allows users to develop and run smart contracts. A smart contract is a digital contract that allows users to exchange money, or anything of value, in a transparent, conflict-free way, while avoiding middlemen.

## Ethereum's Powerful Use Cases

Ethereum is radically different from Bitcoin. Built as a user-friendly platform for developers to make applications easily, Ethereum not only allows for peer-to-peer transactions but allows developers to program their applications to utilize smart contracts.

This is only the tip of the iceberg! Additional use cases are being developed in healthcare, marketplaces, banking, token exchanges, eSports, gaming, entertainment, loans, identity management, file storage, business services, payments and more.



## What does this all mean?

Ethereum has the potential to change the face of the internet, commerce, and the applications that we interact with on a daily basis. Ethereum as an ecosystem that has only begun to scratch the surface. Think of Apple pre the App Store or iOS. By providing developers with an easy language to build valuable applications that leverage smart contracts, cryptocurrencies, and protocols, Ethereum will pave the way for a new type of commerce. As new applications and use cases flood the market, consumers will naturally become more inclined to test out the technology—especially if it saves them money — and many won't turn back to their old systems and practices. I see this as a classic network effect. As application offerings increase, more individuals will adopt the new technologies, thus making the Ethereum technology and various tokens more valuable.

## How are corporations responding?

As Ethereum soared over the past few months, corporations have been gearing up for this newest wave of innovation by forming a strong alliance. Known as the Enterprise Ethereum Alliance (EEA), Fortune 500 companies are coming together to "enhance the privacy, security and scalability of the Ethereum blockchain, making it better suited to business applications", according to their website.

To date, more than 30 multinational corporations have joined the alliance including Accenture, Banco Santander, BP, Credit Suisse Group, UBS Group, Deloitte, Intel, J.P. Morgan Chase, ING, Bank of New York Mellon, Thomson Reuters, Samsung, and Microsoft.

### What Are ICOs?

Initial Coin Offerings, known as ICOs, is an alternative method for blockchain companies to fundraise beyond the common VC route, creating instead a network effect among token holders. Typically in an ICO, a play on the well-known acronym IPO, or Initial Public Offering, early backers will receive liquid tokens that reflect the market value for that company's tokens. Investors are jumping into the asset class due to the recent skyrocketing markets that have returned upwards of 1000% to early cryptocurrency investors.

While still highly risky, companies that have undergone ICOs have raised over half a billion dollars in recent months. In turn, the Securities and Exchange Commission (SEC) issued a new ruling stating that specific tokens serving as shares of decentralized organizations are considered securities, and therefore must be registered with the regulatory body.

### Range of use case applications for smart contracts

Use case		What the smart contract can do
Financial services	Trade clearing and settlement	Manages approval workflows between counterparties, calculates trade settlement amounts, and transfers funds automatically
	Coupon payments	Automatically calculates and pays periodic coupon payments and returns principal upon bond expiration
	Insurance claim processing	Performs error checking, routing, and approval workflows, and calculates payout based on the type of claim and underlying policy
	Micro-insurance	Calculates and transfers micropayments based on usage data from an Internet of Things-enabled device (example: pay-as-you-go automotive insurance)
Life sciences and health care	Electronic medical records	Provides transfer and/or access to medical health records upon multi-signature approvals between patients and providers
	Population health data access	Grants health researchers access to certain personal health information; micropayments are automatically transferred to the patient for participation
	Personal health tracking	Tracks patients' health-related actions through IoT devices and automatically generates rewards based on specific milestones
Technology, media, and telecom	Royalty distribution	Calculates and distributes royalty payments to artists and other associated parties according to the contract
Energy and resources	Autonomous electric vehicle charging stations	Processes a deposit, enables the charging station, and returns remaining funds when complete
Public sector	Record-keeping	Updates private company share registries and capitalization table records, and distributes shareholder communications
Cross-industry	Supply chain and trade finance documentation	Transfers payments upon multi-signature approval for letters of credit and issues port payments upon custody change for bills of lading
	Product provenance and history	Facilitates chain-of custody process for products in the supply chain where the party in custody is able to log evidence about the product
	Peer-to-peer transacting	Matches parties and transfers payments automatically for various peer-to-peer applications: lending, insurance, energy credits, etc.
	Voting	Validates voter criteria, logs vote to the blockchain, and initiates specific actions as a result of the majority vote

Source: Deloitte University Press

As this new wave of innovation has surely been the talk of the town, it's become increasingly clear that this isn't a fad, rather the beginning of something great.



If you'd like to get in touch about blockchain technologies, I'd love to hear from you! Feel free to email me at [Jordan.odinsky@ourcrowd.com](mailto:Jordan.odinsky@ourcrowd.com) and follow along on Twitter [@JordanOdinsky](https://twitter.com/JordanOdinsky)



## AMAZON AND WHOLE FOODS: WHAT WE LEARNED ABOUT CORPORATE INNOVATION

*Yehoshua Zlotogorski - Opinion*

When does staying ahead of your competitors require inventing something new and when is M&A enough? Where do we draw the line between technological innovation and business model innovation? Let's take a look through the lens of the recent Amazon-Whole Foods (WFM) tie in, and shed some new light on this acquisition.

### It's all about the kale chips

Let's start with the why. Before jumping into what I think is the real reason (spoiler alert), I'll touch on the mainstream narrative I've read over and over, which has mainly been about "Amazon eating the world" and how Amazon is playing offense in same-day delivery with this acquisition. WFM gives Amazon two main things: real estate in populated areas and a grocery arm large enough to supply Amazon Fresh. The real estate play has clear synergies: Amazon now has 400 stores located in prime (pun intended) locations, able to serve as hubs for other Prime items. Building out fulfillment centers has been a challenge for Amazon over the past several years, and with one fell swoop, they now have 400 such locations.

The grocery angle comes down to one sentence: As Amazon did to books (and everything else), now so with groceries. By leveraging their superior logistics, customer data, Prime and AI (of course), Amazon will now dominate our everyday shopping experience. This was clearly seen in the public markets' reaction to the buyout: while AMZN & WFM both rocketed, other food retailers plummeted, namely Safeway, Kroger, Costco, Walmart, Target etc.

There is no doubt that Amazon is a fantastic company, and Jeff Bezos one of the premier CEOs of our age, but is it really that simple? Can Amazon just leverage WFM's 400 retail locations and win with Prime? No. Integrating a \$13.7 billion company isn't that easy. This is the biggest acquisition Amazon has ever made, and by far. Leveraging WFM's for same day delivery isn't that simple - systems have to be synchronized, locations have to be optimized, inside for storage, accessibility and turnover, and outside for delivery and logistics. Transforming a supermarket into a fulfillment center just isn't that easy.

If a physical foot print was all Amazon was looking for, wouldn't it be simpler to just purchase space? That would give them the flexibility to choose the right locations to fit their needs.

### Size Matters

It's clear that this purchase revolves around food delivery. But is Amazon really playing offense? For a while now Amazon has had Amazon Fresh, their grocery delivery service, but it's been struggling to get off the ground. So what are they looking for with the acquisition of WFM? Here is where leveraging WFM size really matters.

The reason is simple - fresh food is a drastically different business than every other item Amazon deals with. Whereas books, clothes, consumer electronics and content have no expiration date, fresh food does. This one key difference is what has caused Amazon so much trouble in building out Amazon Fresh. In a non-perishable product category, items can wait in the warehouse, and other than maintenance costs, products can be stored until shipped. This enabled Amazon to purchase a large stock and sell at whichever pace the market supplied.

#### Amazon's 5 largest M&As

**Whole Foods Market (2017):** \$13.7 billion  
**Zappos (2009):** \$1.2 billion  
**Twitch (2014):** \$970 million  
**Kiva Systems (2012):** \$775 million  
**Souq (2017):** \$650 million

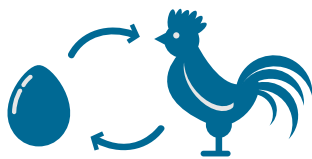


With food, this simply isn't the case. If not purchased, perishables (as their name so aptly describes) - perish. Demand can't be built out at a leisurely pace; rather, it must reach a critical point from the start. Otherwise, food remains on the shelf and spoils, causing losses. On the flip side, without being able to trust that the produce will be bought, it's difficult to invest in variety and SKU's, leading to a poor consumer experience, which leads back to a lack of consumer demand. It's a vicious cycle.

"Until now, grocery stores who have resisted giving their customers the ability to shop from outside the store - via online and mobile - have merely been falling behind their more progressive peers. With Amazon now directly in the grocery space, stores who continue to ignore their customer desires will be roadkill within five years."

~Jon Polin,  
Storepower, CEO

*Storepower is assisting leading brands and supermarkets, such as Fairway.*



*Groceries - a classic  
chicken and egg problem*

In order to achieve the necessary offerings and variety in groceries to supply Prime consumers with a good experience, scale was needed, and quickly. This is why Amazon had to buy a supermarket chain. WFM made the most sense on a lot of metrics - customer overlap and service, prime locations and importantly - size, which was juuust right.

## Defense! Defense!

Why is food delivery so important? Margins are low (although so are Amazon's in general), products are commoditized and fresh food delivery is yet to be done profitably. The reason is that Amazon needs food delivery to defend its leadership. In other words - Amazon is playing defense.

Today's consumers are different than yesteryear's. Everything has to be at the touch of their fingers, any place, any time. UX is key, ease of use paramount. This has always been Amazon's edge: not the individual products they sell, but rather the whole

## Why Whole Foods Market?

WFM is small enough for Amazon to acquire, yet still gives Amazon the necessary scale. Their locations and customer segment correlate well with Prime users. Most importantly, their consumer experience can be a key edge in online groceries. The mistrust in a courier choosing our fresh produce, or the "I want to choose my family's tomatoes" mentality has been a barrier to grocery delivery. What better brand to tackle this than 'Whole Foods - America's Healthiest Grocery Store'? WFM commits to the highest quality produce and their employees usually know more about the 24 ways to pick fresh river salmon than we do. The WFM brand coupled with Prime prices could go a long way in creating trust in produce delivery.

bundle. Without having a full suite of offerings, Amazon could easily lose out on the marginal purchases that consumers make. Prime users want everything in Amazon's app whether it be content, music, their new PC or the weekend groceries. Amazon has realized this key functionality and is determined to supply it at the highest level. The only way to do this was to purchase the size and scale that WFM could provide.

But why are they so worried about defense and their consumers? Prime is inching closer every day to becoming the U.S.A's dominant club membership (Costco is still leading with some 85+ million members). Who could realistically take their crown?

## Winds of Change

Here's where Walmart and Target enter the picture. As unlikely as it sounds, Amazon is worried about these two stalwarts of the U.S "old economy." Both have the same thing going for them - they're already well situated in every critical geography, with locations within five miles of most Americans. Their supply chains are built out and ready for scale. The only thing that's been missing has been the technological edge to dominate in e-commerce, logistics, consumer preferences and AI.

But all of that might be changing. Both of these big boys, and others, know they're behind and are adamant about catching up.



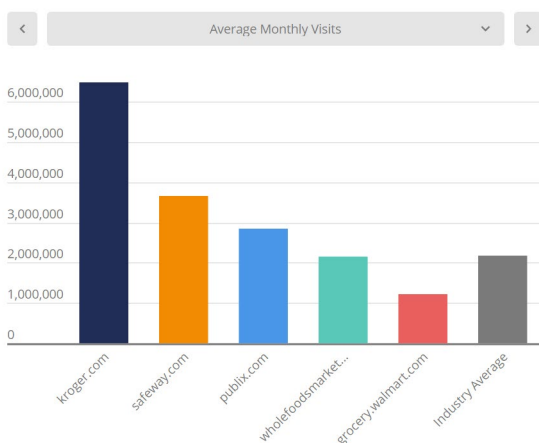
Target announced earlier this year that it will be spending \$7 billion on adapting to the new era of retail. Walmart has gone on a buying spree rarely seen among large corporations - over \$3.5 billion in the past year alone, and has also launched their own accelerator last year. Most of the old school of retailers are making a push here, and results are starting to take shape.

**Kroger clearly leads the pack in web page visits to their online grocery shopping site.**

**Whereas Walmart's pace of growth has been the fastest.**

## Competitor Traffic & Engagement

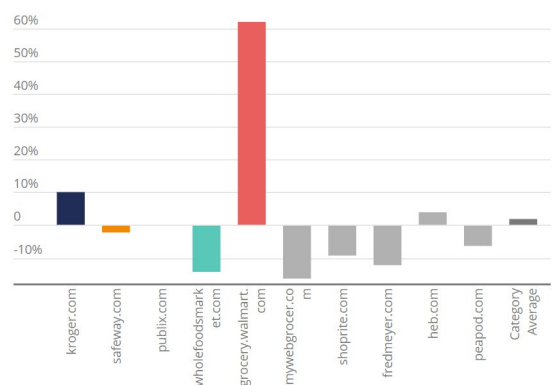
US, Desktop Data, May 2016 - May 2017



Insights by **SimilarWeb**

## Change in Traffic to Grocery Retailers

US, Desktop Data, May 2016 vs May 2017



Insights by **SimilarWeb**

Target has also grown its e-commerce rapidly, compounding at a rate of over 30% in past three years. Everyone is coming after Amazon. But so what? Amazon has been so dominant for so long. Do they really have the tools to win?

I believe the answer is yes.

The race is far from over, but today, the tools exist for large retailers to catch up. Whether in Silicon Valley, Tel Aviv, London or Paris, startup ecosystems are flourishing. Innovation abounds, and we are only just getting started. Young companies are tackling issues that only several years ago seemed insurmountable: Blockchain will drastically improve supply chains. Marketplaces and fleet utilization are enabling same day, on-demand delivery even without massive

scale. Clothes can be tried on remotely and one click checkout is on its way to becoming the norm. Many of the edges that Amazon has long held via its scale and sophistication, namely, a superior supply chain, e-commerce platform and consumer experience might soon be adapted and adopted by legacy retailers learning how to integrate outside innovation. Amazon is seeing this, and they're moving quickly to protect their moat. So, does staying ahead of your competition require the invention of something new? Amazon sure doesn't think so. Neither do Walmart or Target. The main lesson from this acquisition is that properly integrating outside innovation can work. That corporations properly partnering with the right companies at the right time are a real challenge to Amazon, one of the most innovative companies of our age.



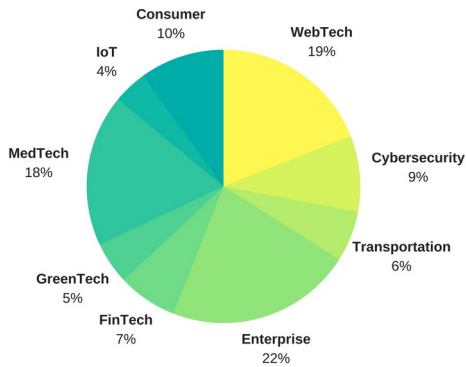
Agree, disagree, or just want to share thoughts and insights?

I'd love to hear from you! Feel free to email me at [yehoshua@ourcrowd.com](mailto:yehoshua@ourcrowd.com)

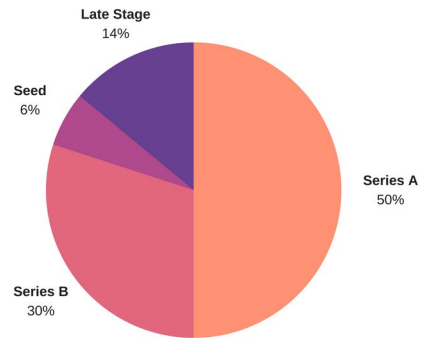


## OurCrowd's Innovative Global Portfolio Companies

Sector Breakdown



Stage Breakdown



*Our portfolio companies are located in Israel, USA, Canada, India, UK, New Zealand, and Australia.*

*If you'd like to get in touch with any of the companies below, please feel free to reach out!*

## PORTFOLIO COMPANIES BY SECTOR

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