

Buzzwords, unicorns and broken dreams:

# Deadly innovation myths and how to tackle them

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linn@askeladden.co | 99238144

5<sup>th</sup> March 2020

**Merkevaredagen 2020**





20%



20%



10%



# We are wasting our best people

20%



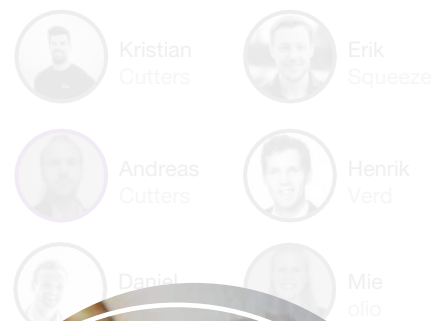
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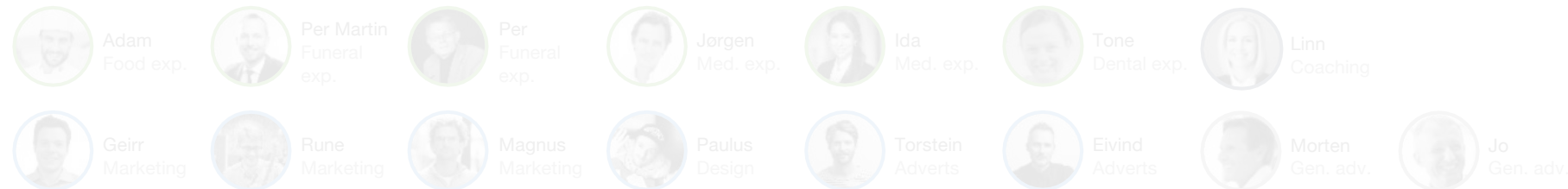
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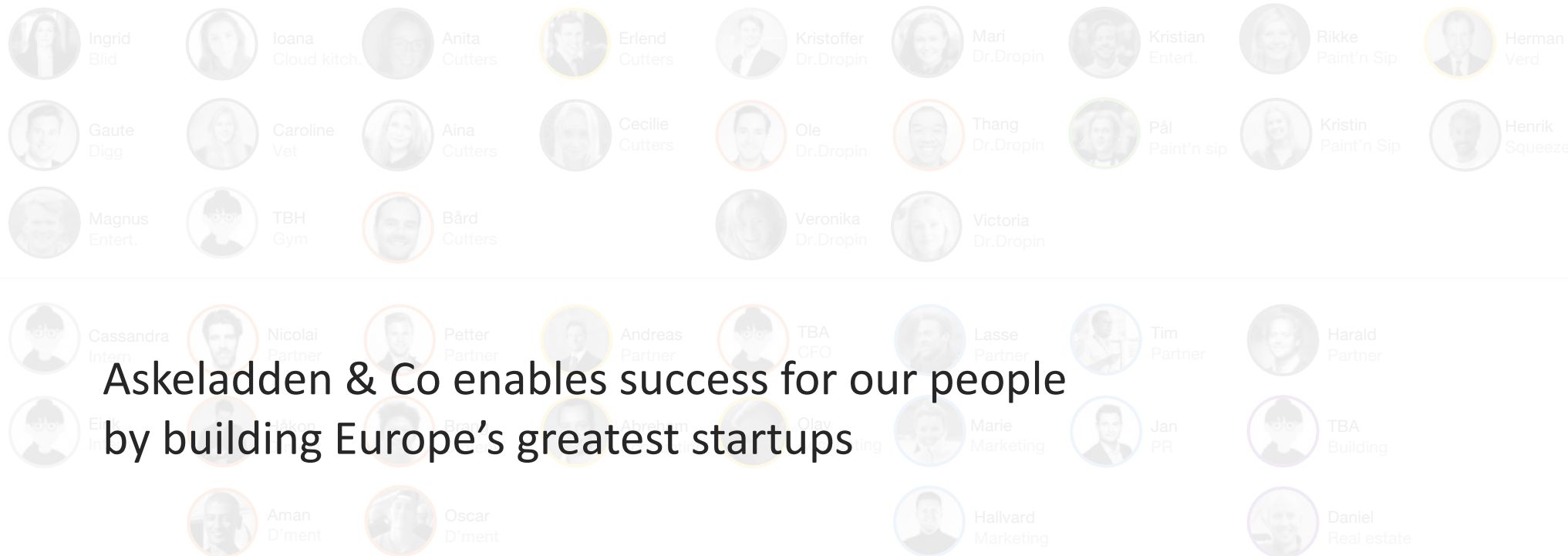
## CEOs & co-founders



## Advisors



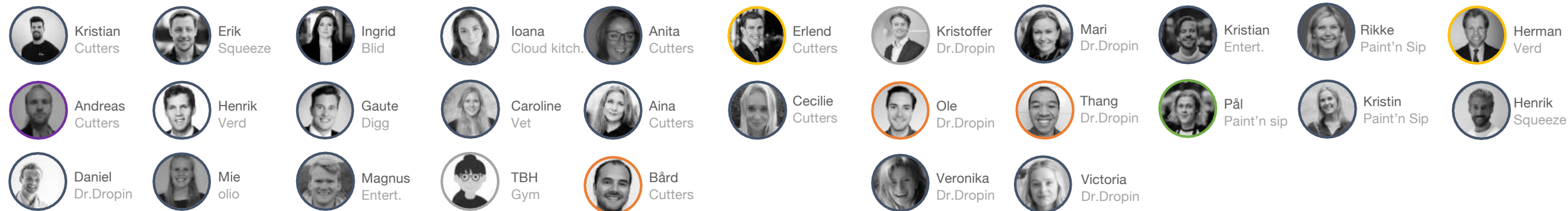
## Management



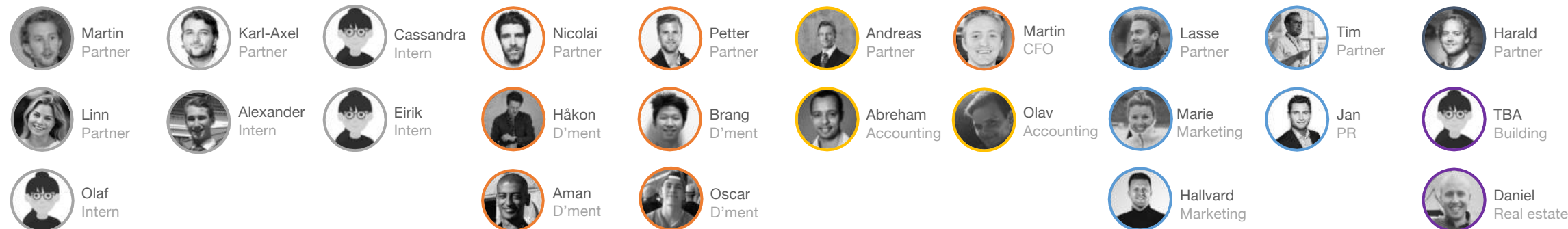
Askeladden & Co enables success for our people  
by building Europe's greatest startups

- Programming, systems, hardware
- Marketing, PR, sales, advertising, design,
- Real estate, interior, construction
- Strategy, business development, analysis
- Operations, recruiting, HR, customer service
- Industry experts
- Finance, accounting, legal

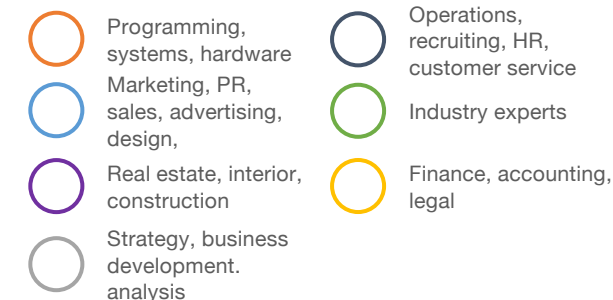
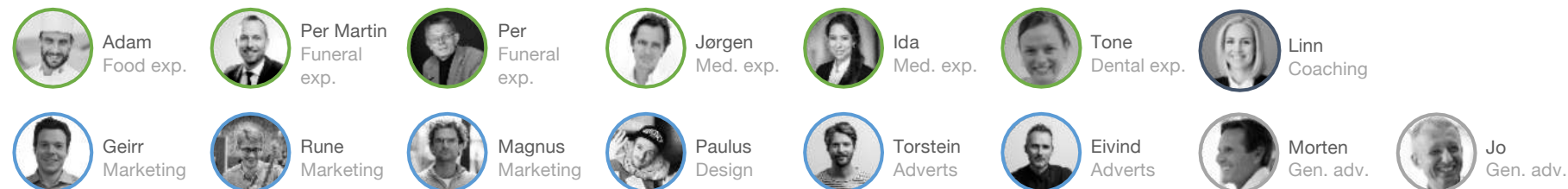
## CEOs & co-founders



## Askeladden & Co



## Advisors & partners



CEOs & co-founders

Management

Kristian Cutters

Erik Squeeze

Ingrid Blid

Anita Cutters

Siri Cutters

Kristoffer Dr.Dropin

Mari Dr.Dropin

Rikke Paint'n Sip

Daniel Dr.Dropin

Ole Dr.Dropin

Thang Dr.Dropin

Pål Paint'n sip

Kristin Paint'n Sip

Bård Cutters

Veronika Dr.Dropin

Victoria Dr.Dropin

Leadership, operations, recruiting, HR, customer service  
+ (finance), (programming/tech), (marketing), (real estate), (building)

Askeladden & Co

Martin Partner

Karl-Axel Partner

Strategy, business development, analysis

Alexander Intern

Nicolai Partner

Petter Partner

Programming, systems, hardware

Andreas Partner

Finance, accounting, legal

Lasse Partner

Tim Partner

Marketing, PR, sales, advertising, design

Harald Partner

Real estate, interior, construction

Advisors & partners

Linn Coaching

Strategy, business development, analysis

- Programming, systems, hardware
- Marketing, PR, sales, advertising, design,
- Real estate, interior, construction
- Strategy, business development, analysis
- Operations, recruiting, HR, customer service
- Industry experts
- Finance, accounting, legal



# Askeladden & Co builds and scales companies



**Assess** and identify  
attractive industries

**100+**  
industries per year



**Attract** and assist  
top talent teams



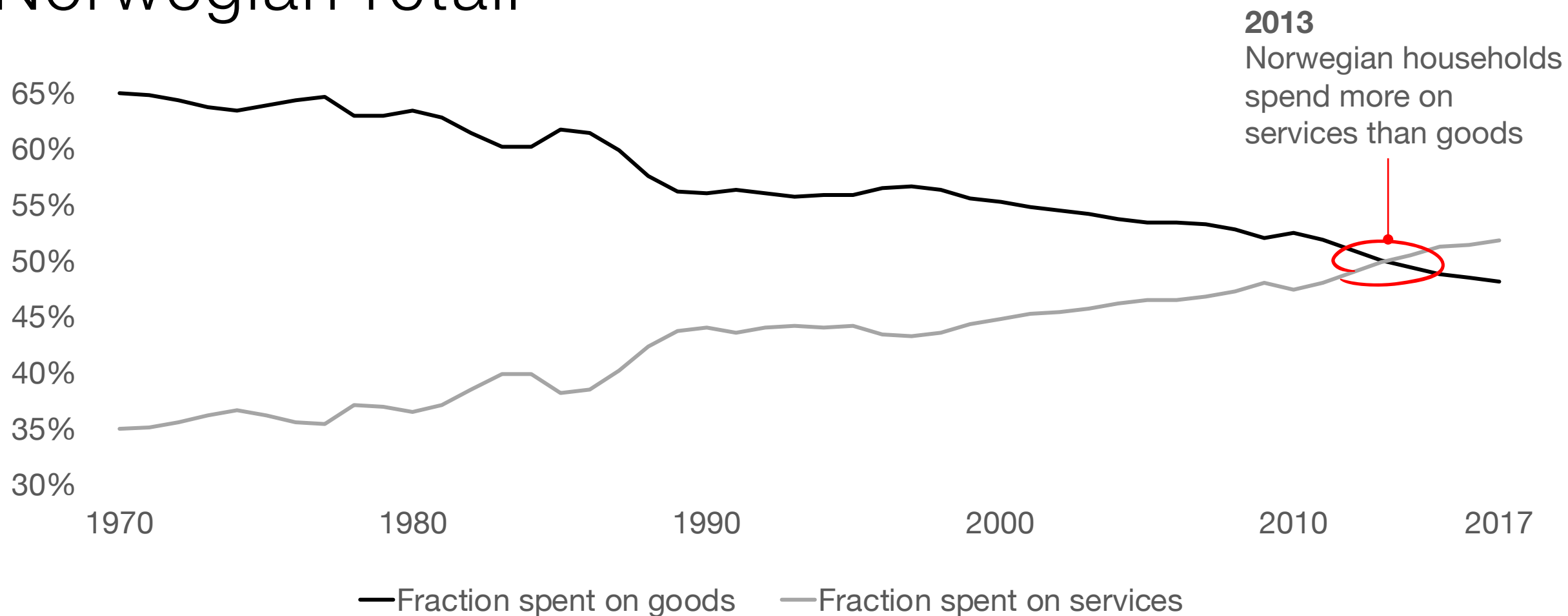
**Build** successful fast  
growing companies

**3-5**  
companies per year

# Spend on goods as share of wallet is declining

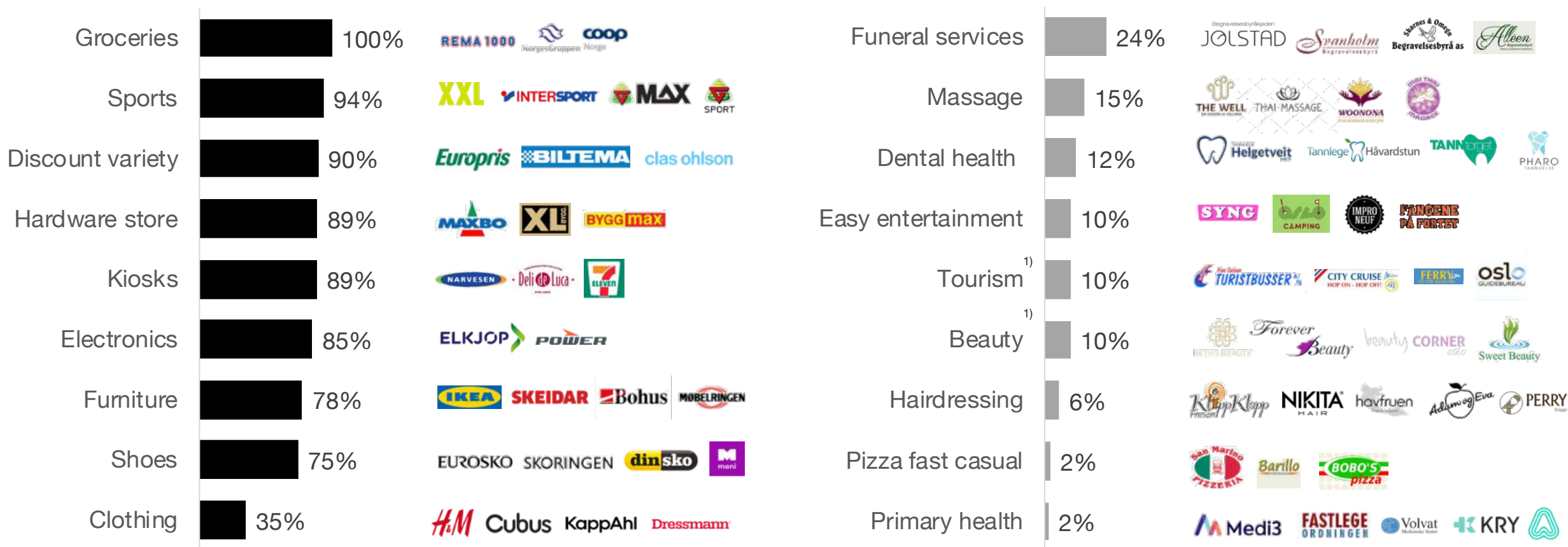


# Spend on service has surpassed goods in Norwegian retail



# However, most service and entertainment industries are yet to be professionalized

% is market share of top five players in industry



Source: Proff Forvalt

Notes: 1) Not assessed in detail, but analysis suggest a market share of 5-15% for top 5 companies



**Assess** and identify attractive industries

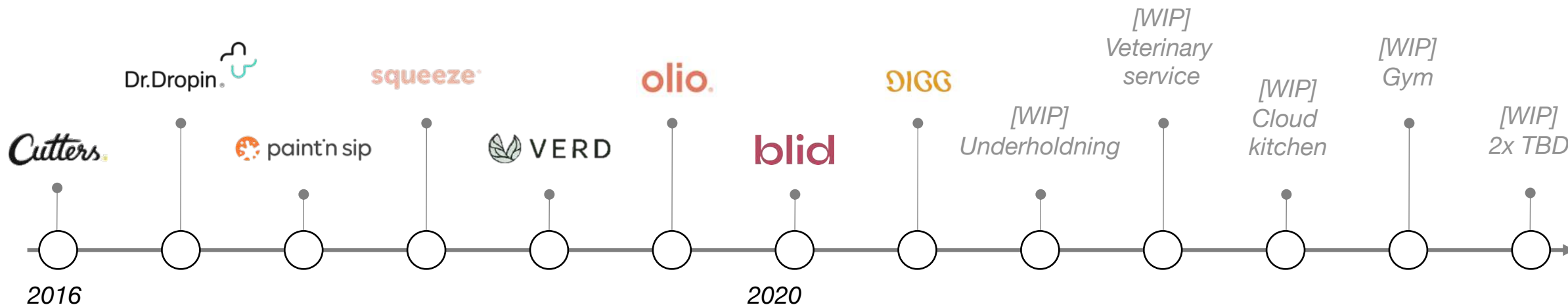


**Attract** and assist top talent teams



**Build** successful fast growing companies

Askeladden & Co



**>2.000.000**  
happy customers



**>600 happy**  
employees



**>120**  
locations



**>550 MNOK**  
revenue



**>1 BNOK**  
valuation<sup>1</sup>

# Cutters



Norway's largest  
hairdresser chain



95+ locations  
(130+ end of 2020)

*Exited  
August 2019*



# Dr.Dropin



Norway's largest  
primary medical chain



13 locations  
(20+ end of 2020)



First of many  
entertainment concepts



5 locations  
(10+ end of 2020)





**Profesjonell  
massasje**

**345,-**



Norway's first massage  
chain with subscription



7 locations  
(15+ end of 2020)



Vanlige spørsmål ▾

Priser

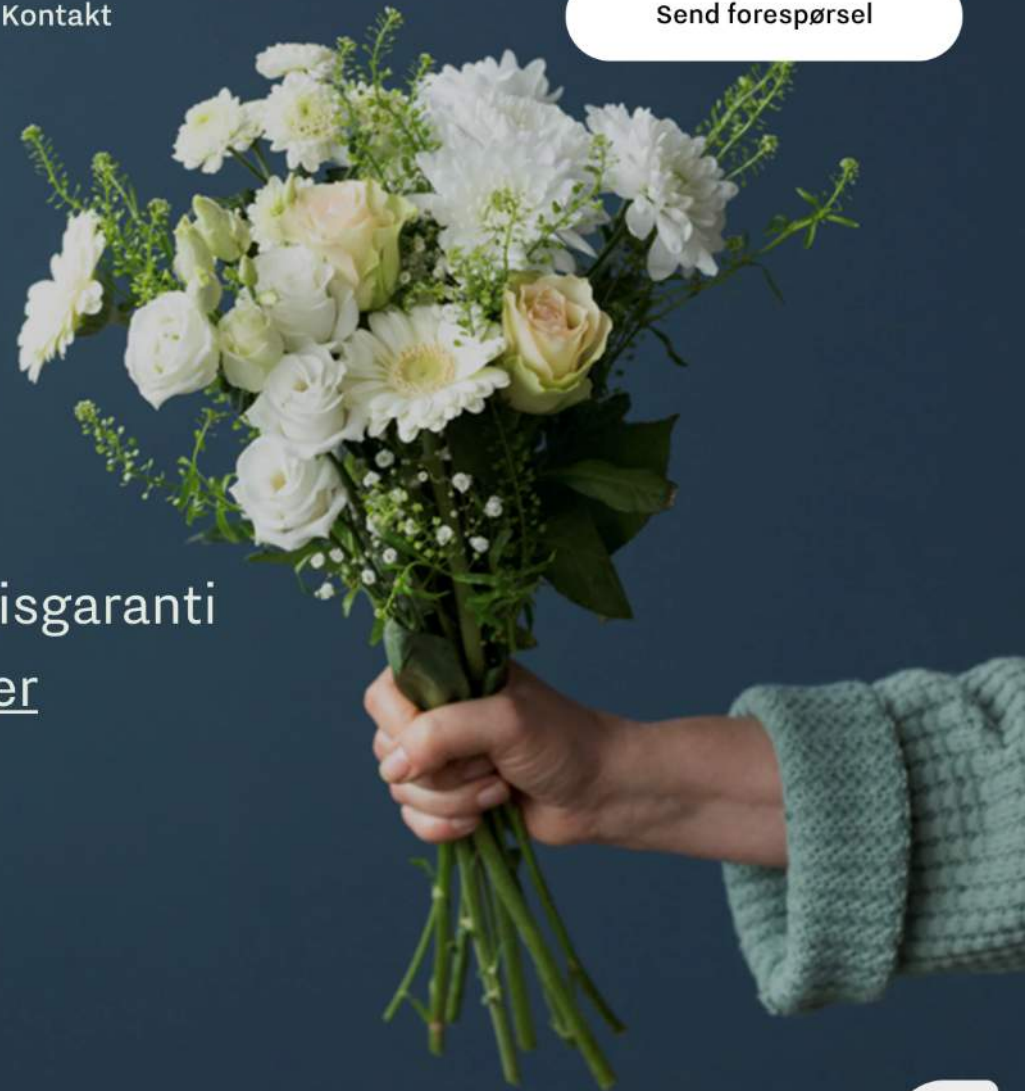
Om oss

Kontakt

Send forespørsel

# VERD

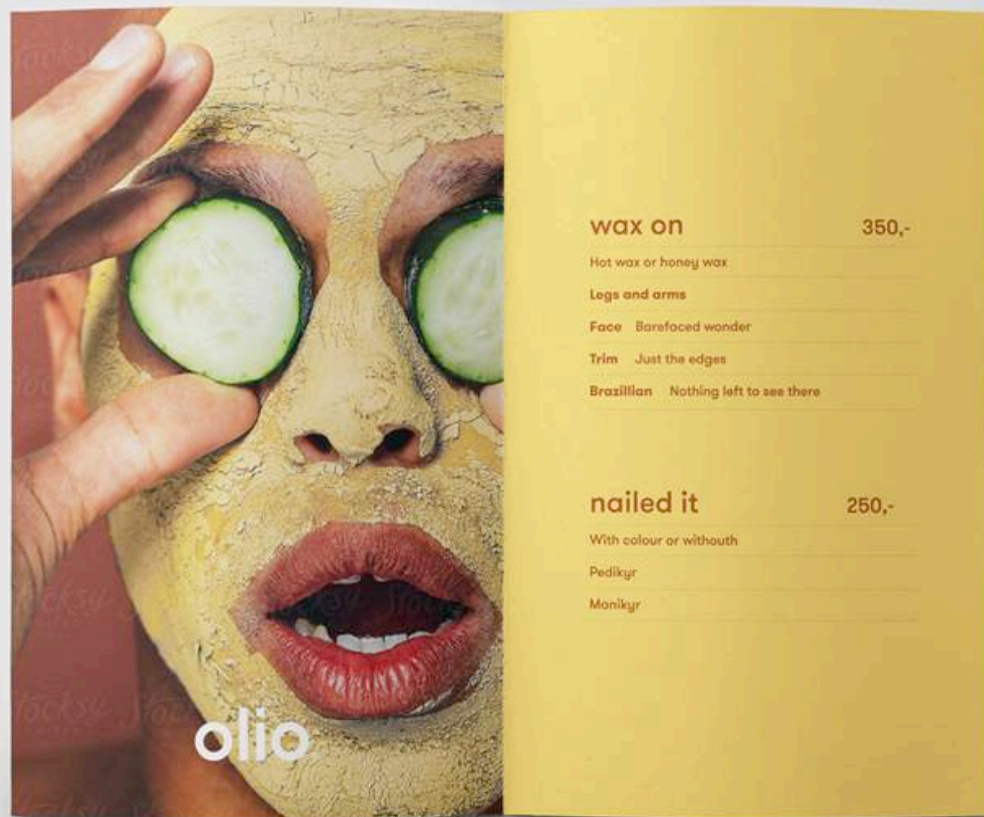
Fullverdig begravelse med prisgaranti  
[Se våre alternativer her](#)



A challenger to the  
funeral service industry



4 counties  
(7+ end of 2020)



1 location  
(6+ end of 2020)





Launching March 2020

# PIGG



To be launched







1. You need a digital business
2. You need industry experience
3. You need an invention
4. You need a broad offering



«Data is the  
new oil»

- 1. You need a digital business**
2. You need industry experience
3. You need an invention
4. You need a broad offering



«

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*is the new oil»*

- Politicians, business leaders,  
investors, entrepreneurs

Blockchain Artificial intelligence Augmented reality

Virtual Reality Internet of things Gamification

« Market place Aggregators Marketing Automation Big Data

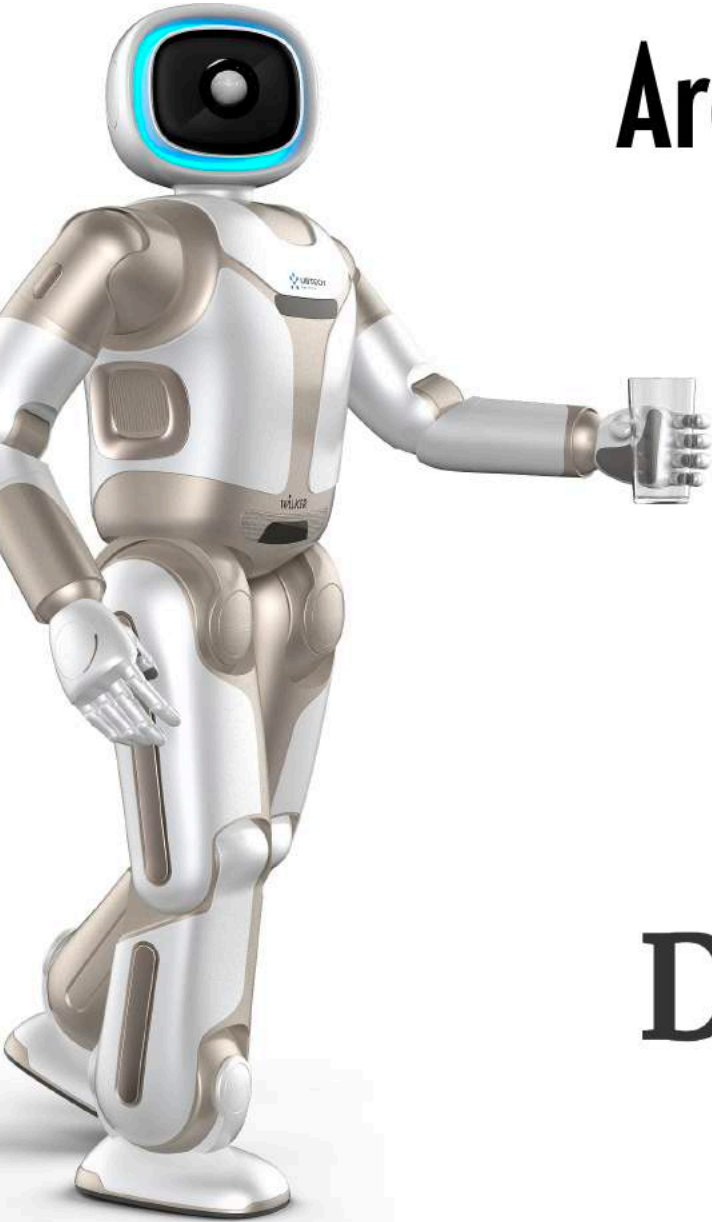
*is the new oil»*

Digitalization Mixed reality Data

- Politicians, business leaders,  
investors, entrepreneurs

Robotic process automation Startups IWWIWWIWI 3D printing Smart Factory

Influencers Algorithms Industry 4.0 Machine learning



# Are we ready for the digital tsunami?

NATIONAL POST

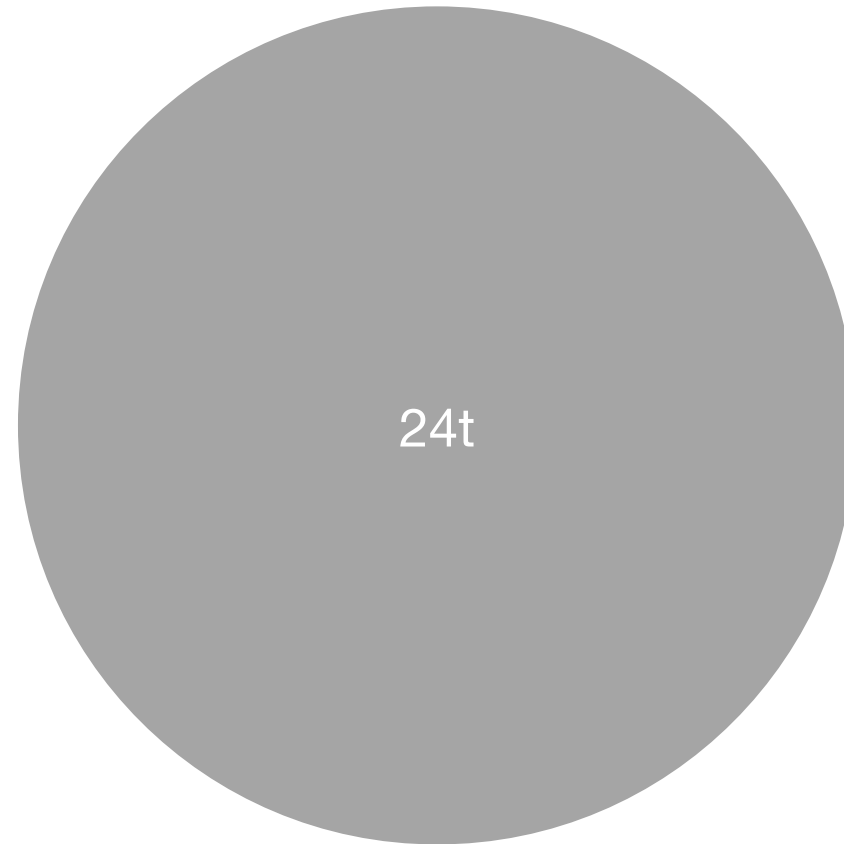
## IF OUR FUTURE IS DIGITAL, HOW WILL IT CHANGE THE WORLD?

WIRED

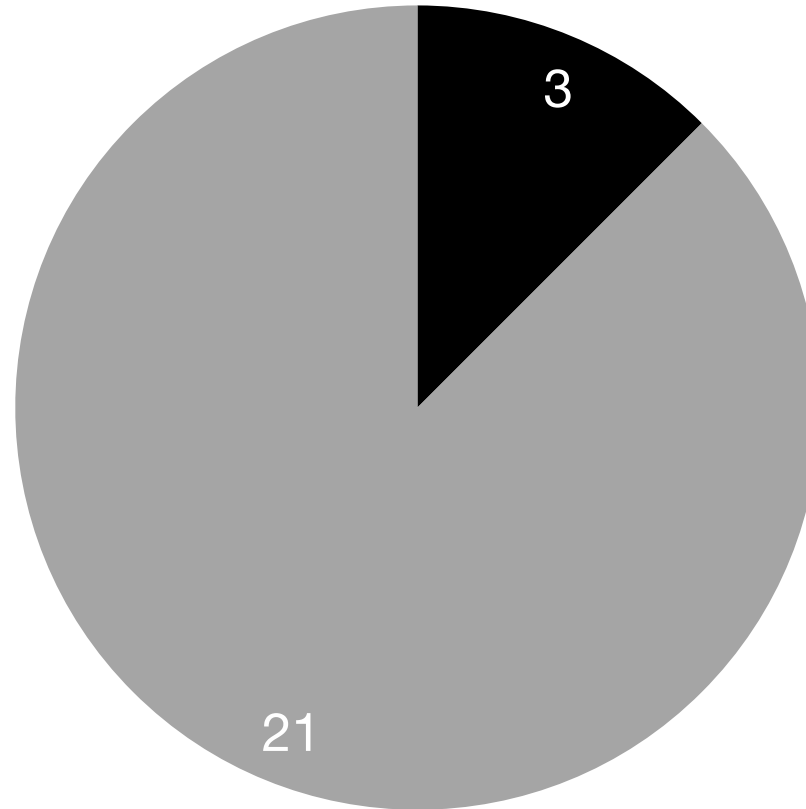
## Data Is The New Oil

Forbes

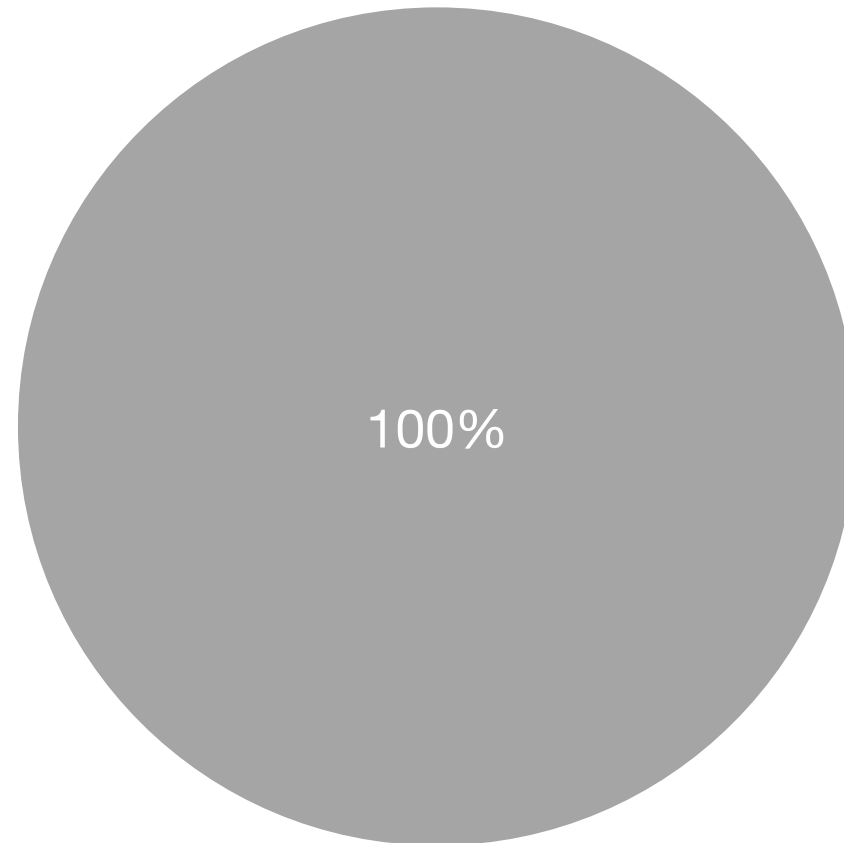
# Hours spent online/offline, Norway and Sweden, all ages



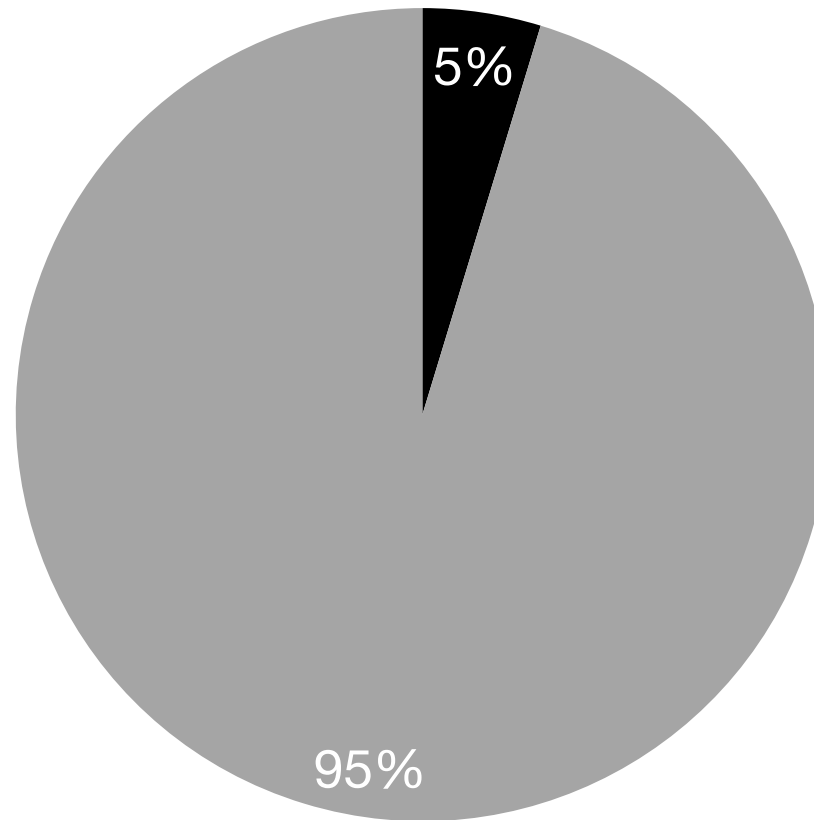
# Hours spent online/offline, Norway and Sweden, all ages



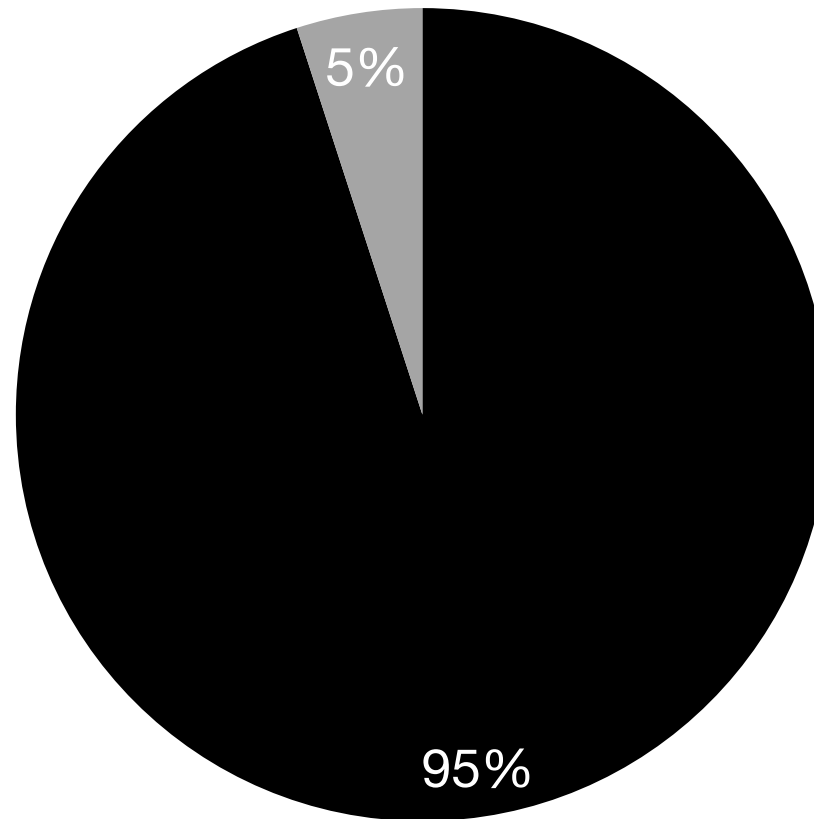
# Share of retail spend online/offline, 2018, Norway



# Share of retail spend online/offline, 2018, Norway



# Smartphone penetration, 2018, Norway





# Dr.Dropin



Alle  
legetjenester

Man-fre  
Lørdag  
Søndag

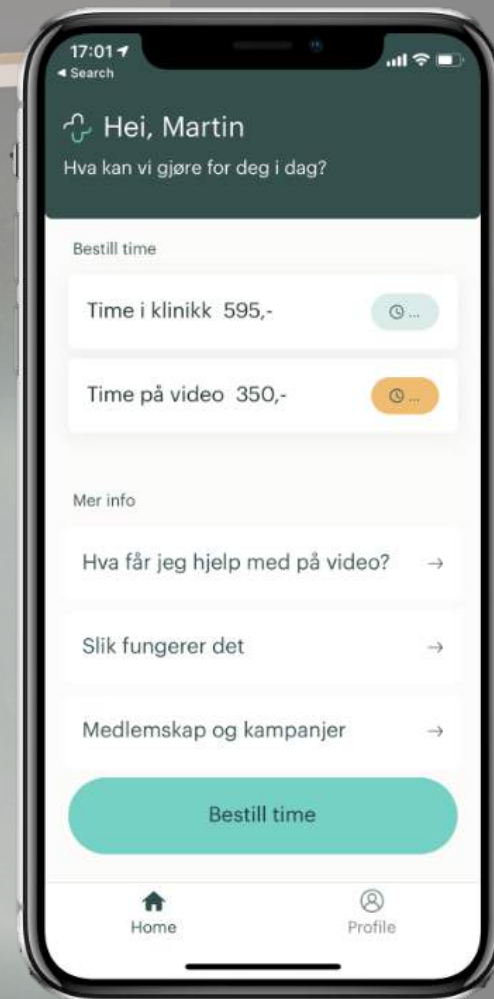


Ingen  
ventetid

Besøk  
drdropin.no

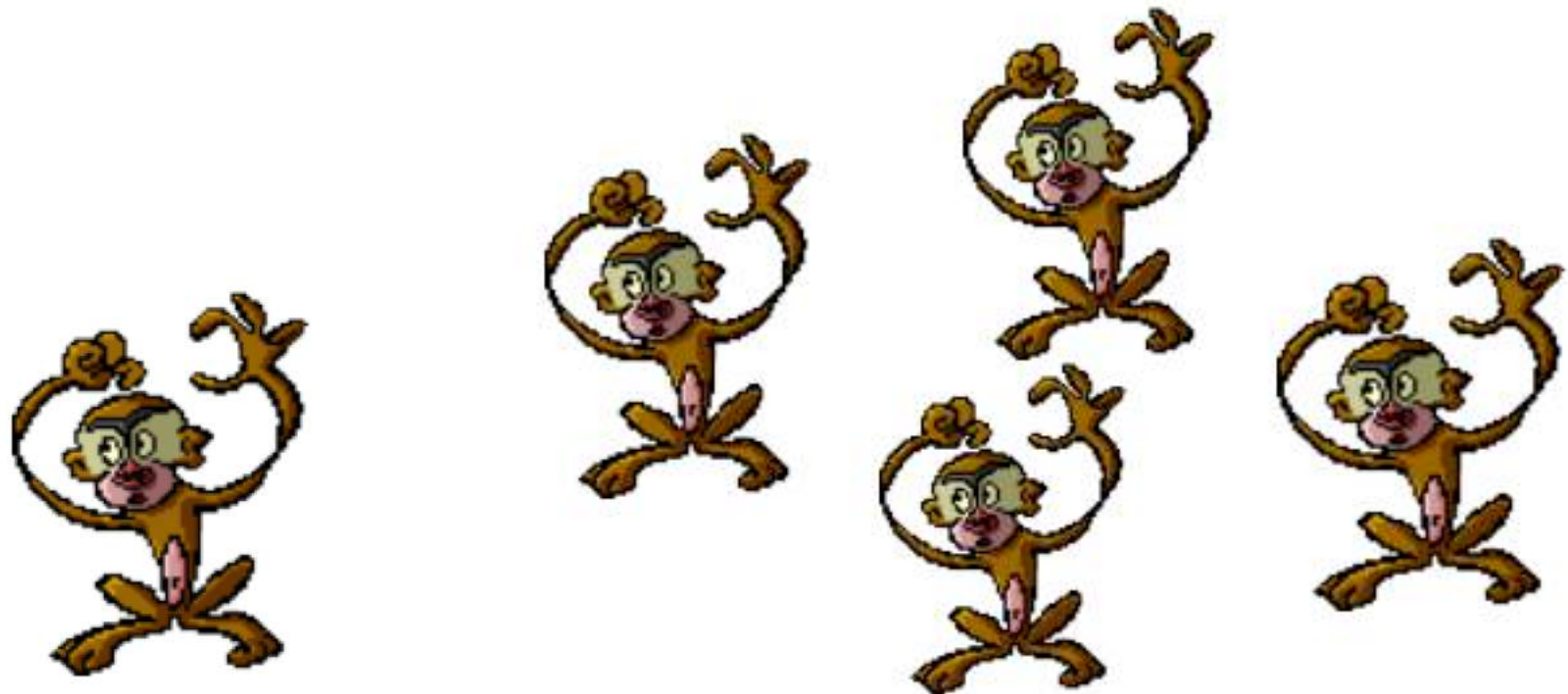


Alltid  
595,-



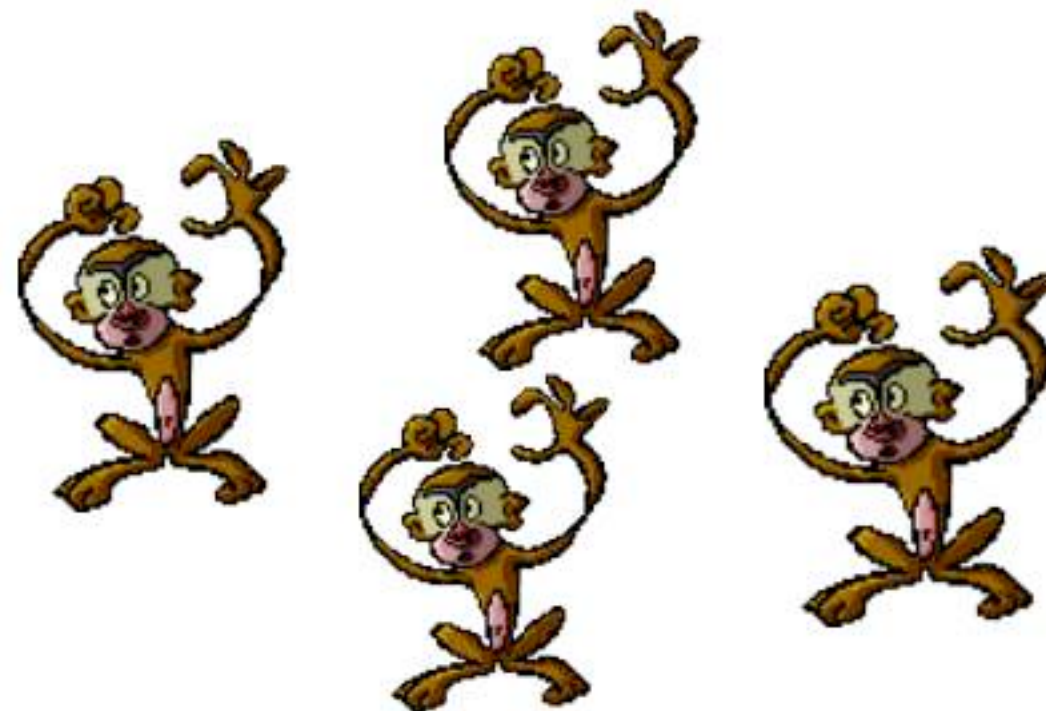


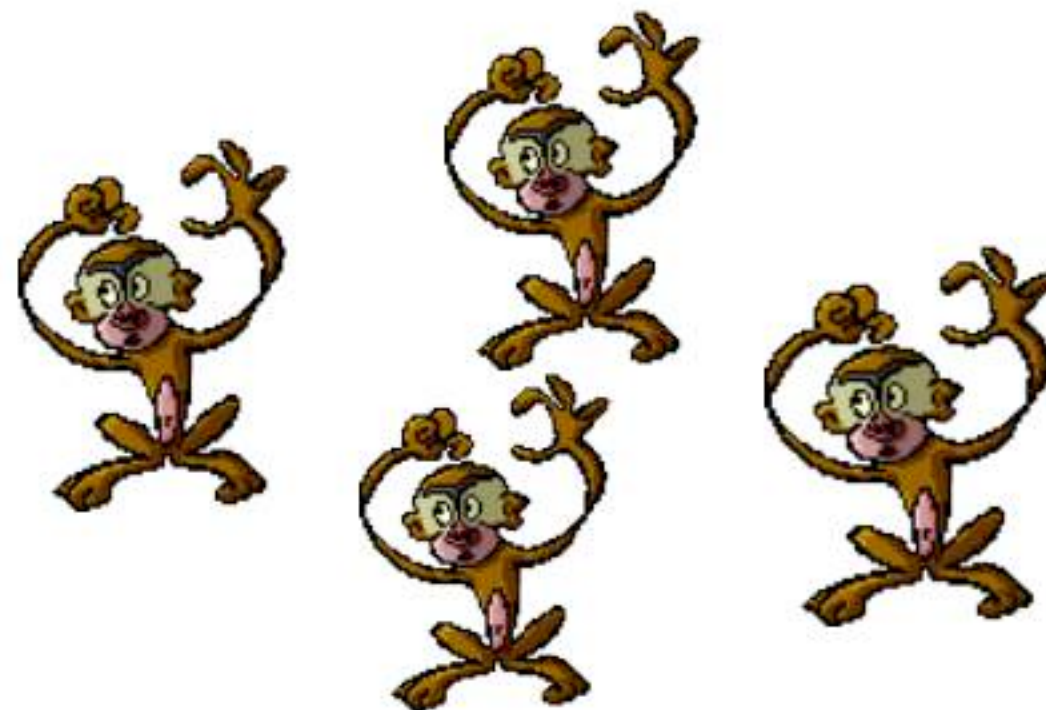
1. You need a digital business
- 2. You need industry experience**
3. You need an invention
4. You need a broad offering



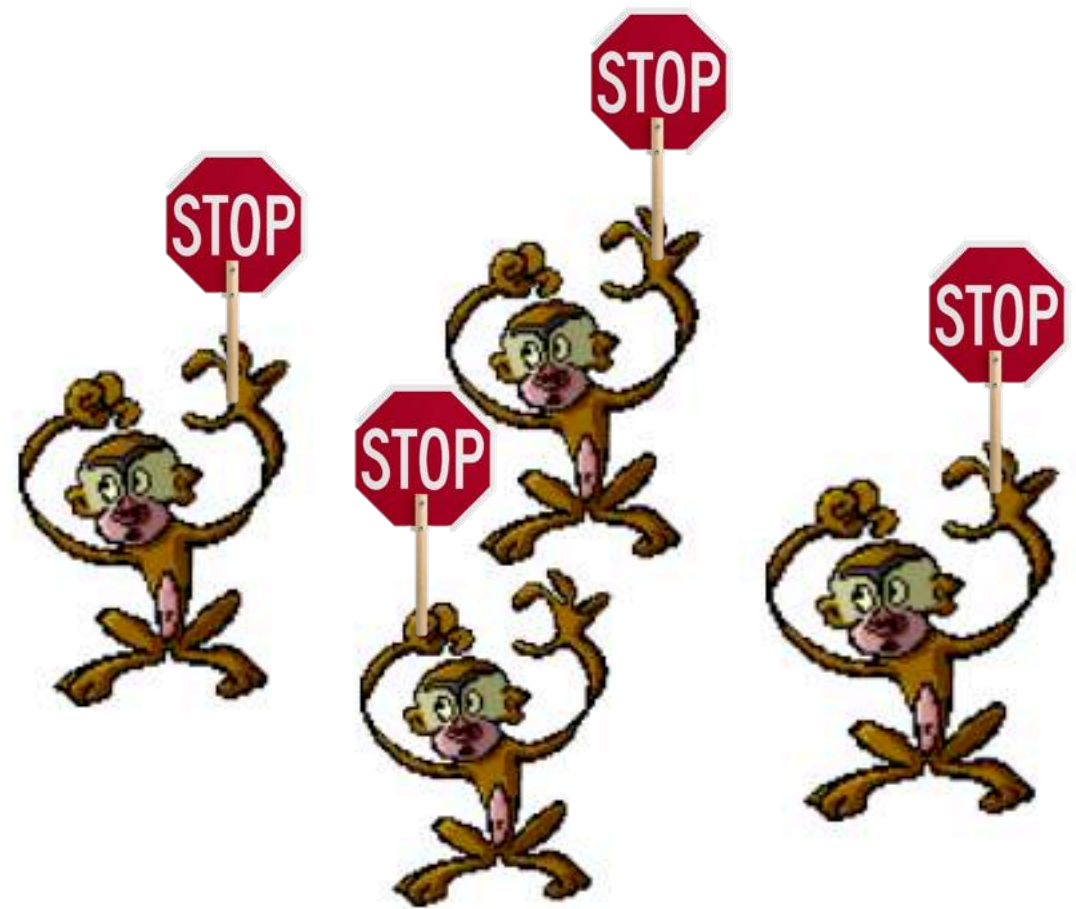
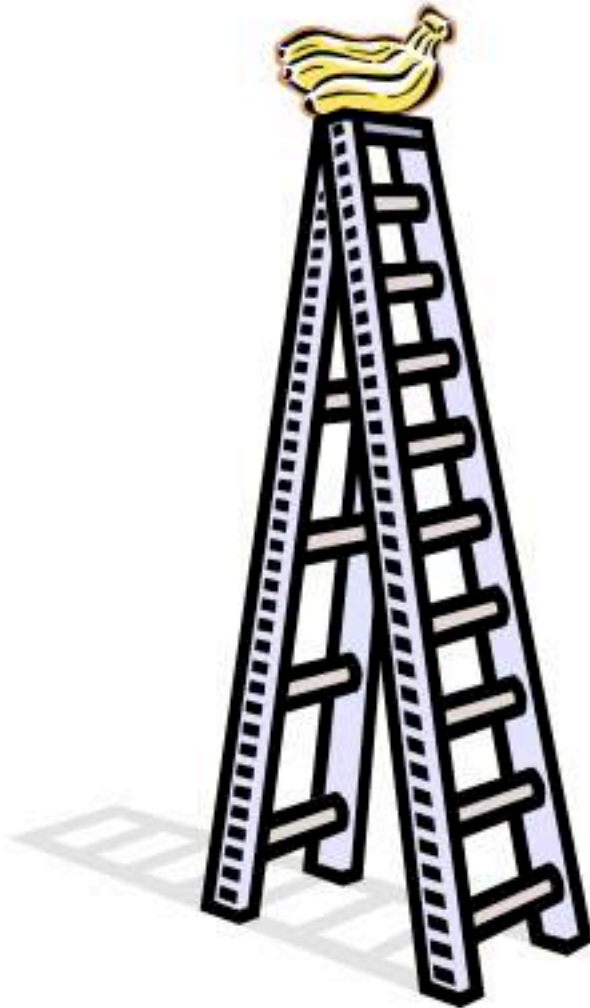


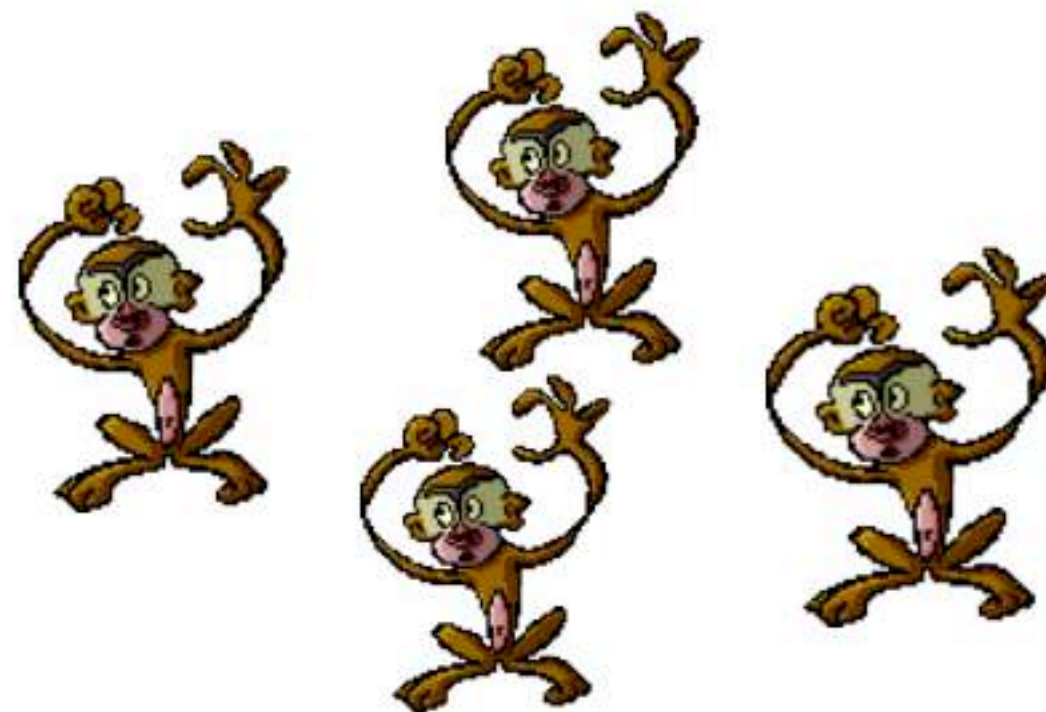
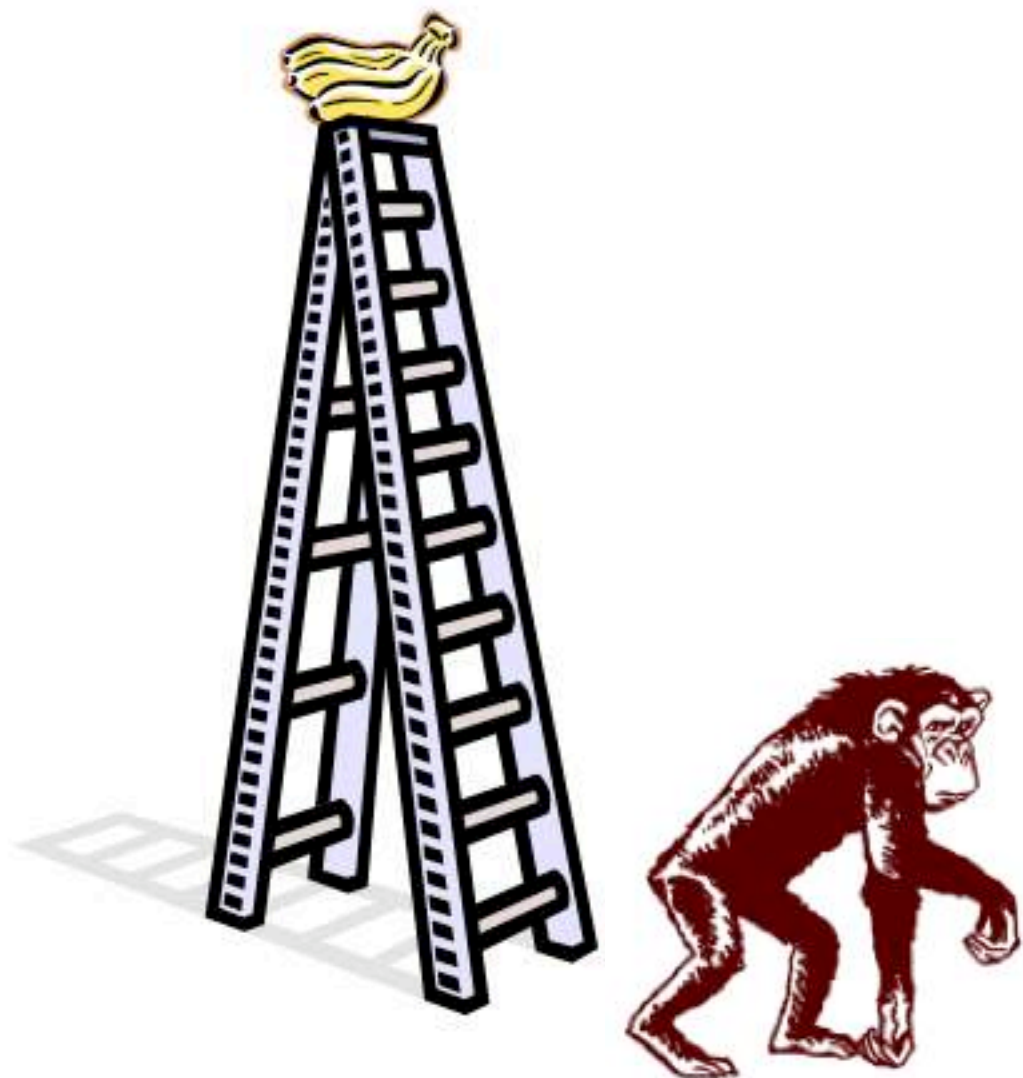




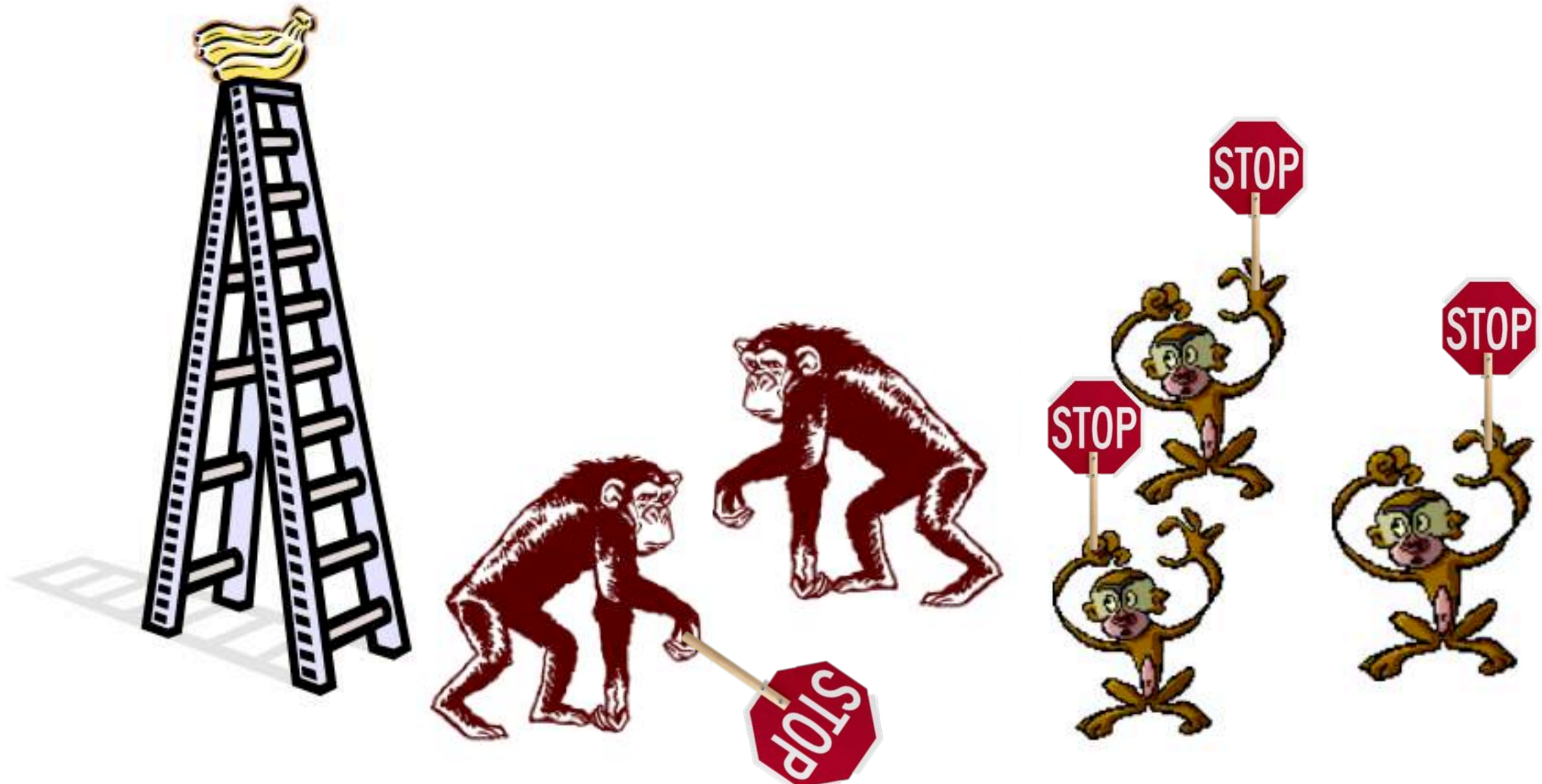


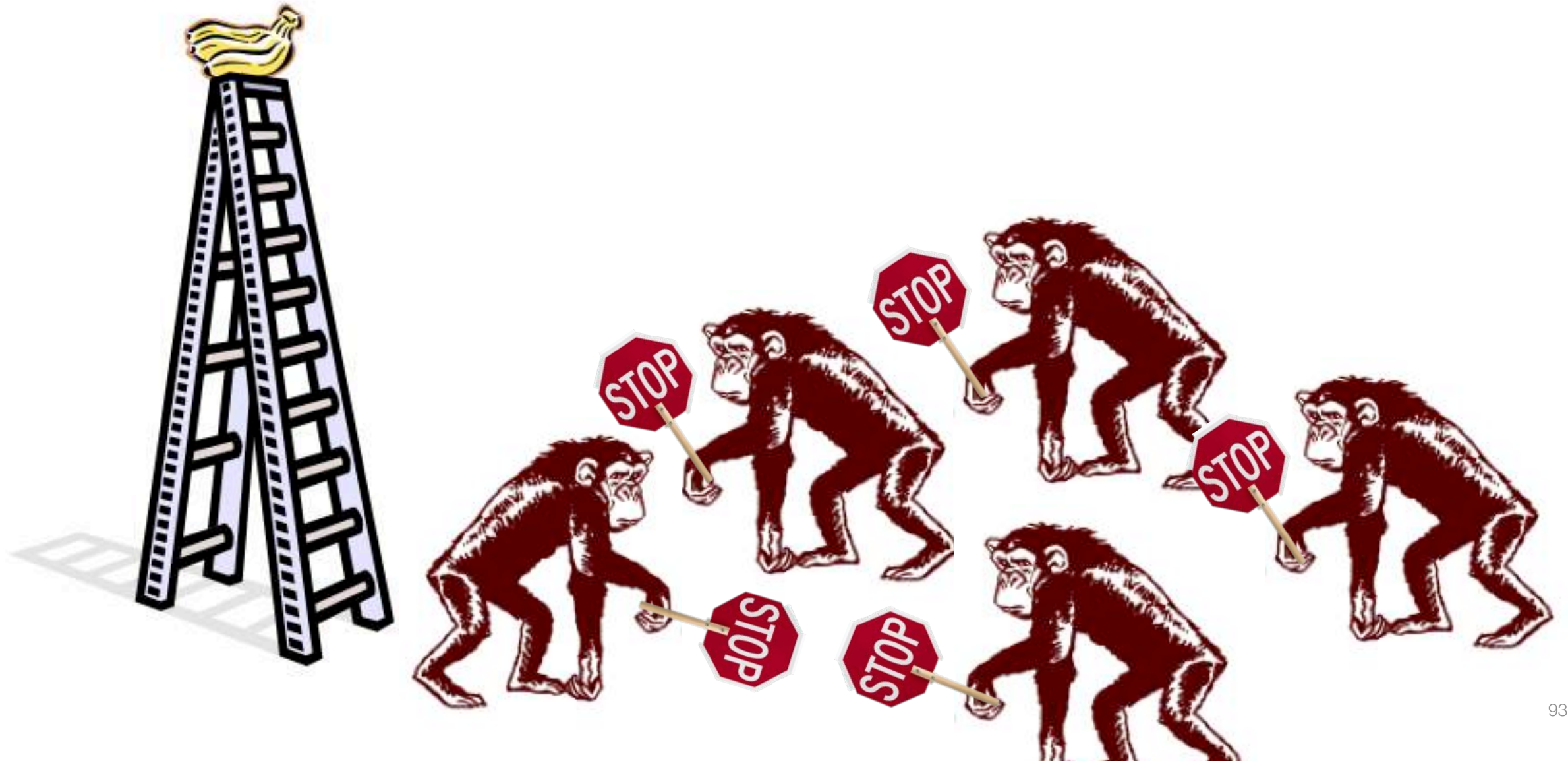












*«In this industry, everything is perfect»*

- Head of anonymized Virke organization

Why are we working on this? Why are we pricing our service like this?

Why do we use so much money on digital marketing?

Why are we offering this service?

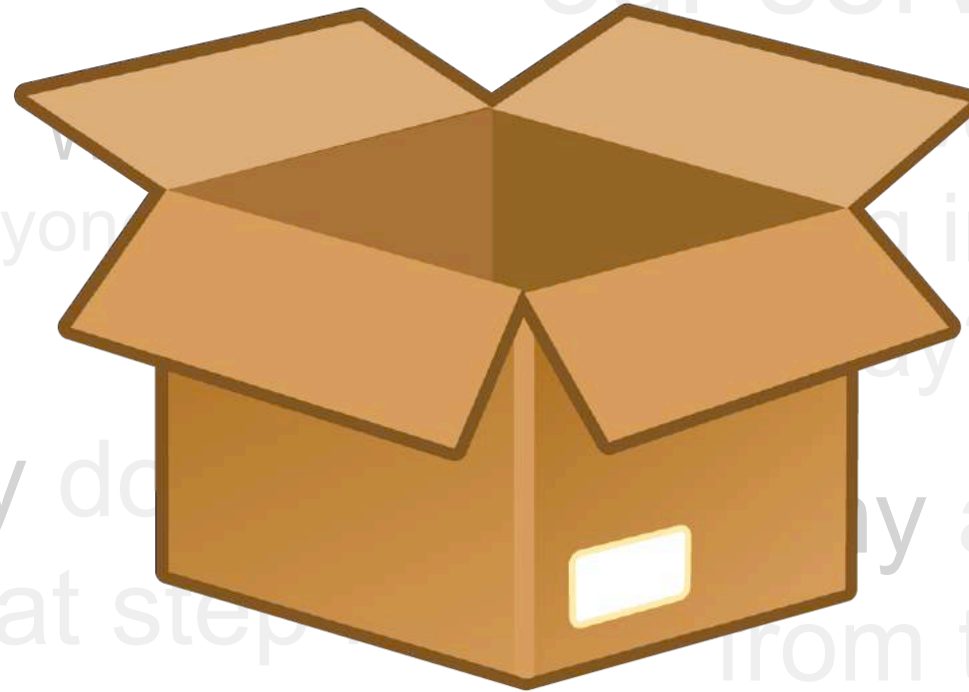
Why do we have that step in our customer journey? Why are we buying from that supplier?

Why is the website blue?

Why do we have that step in our customer journey?

Why haven't we tried that sales channel?

Why am I in this meeting?





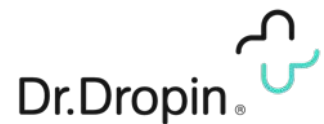
Hairdressers?

Nope



Dentist?

Nope



Doctor?

Yes



Pizza chef?

Nope



Painter?

Nope



Entertainment

Actor?

Nope



Masseuse?

Nope



Cloud Kitchen (WIP)

Chef?

Nope



Funeral agent?

Nope



Veterinary Care (WIP)

Veterinarian?

Nope



Beautician?

Nope





21.11.2019

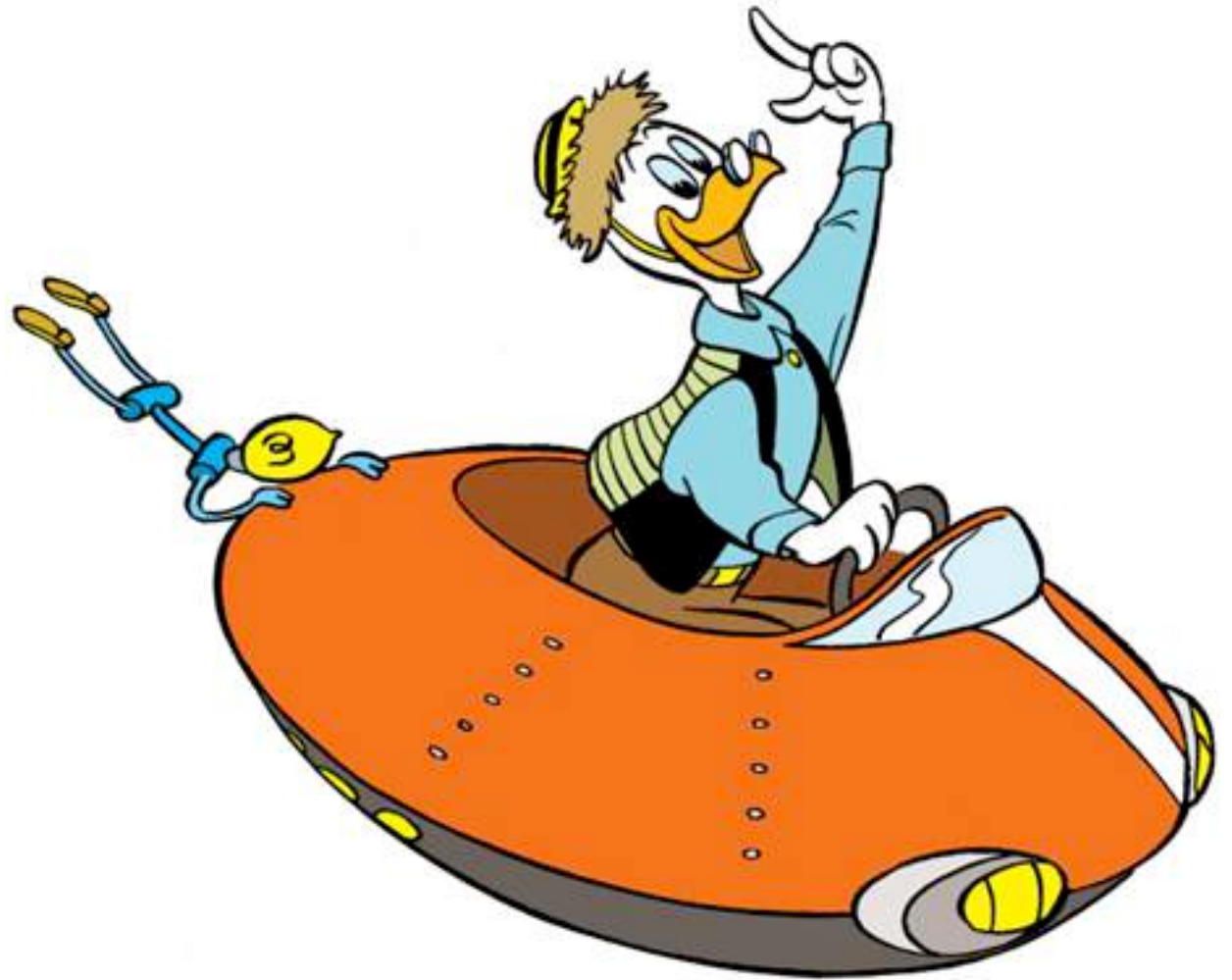




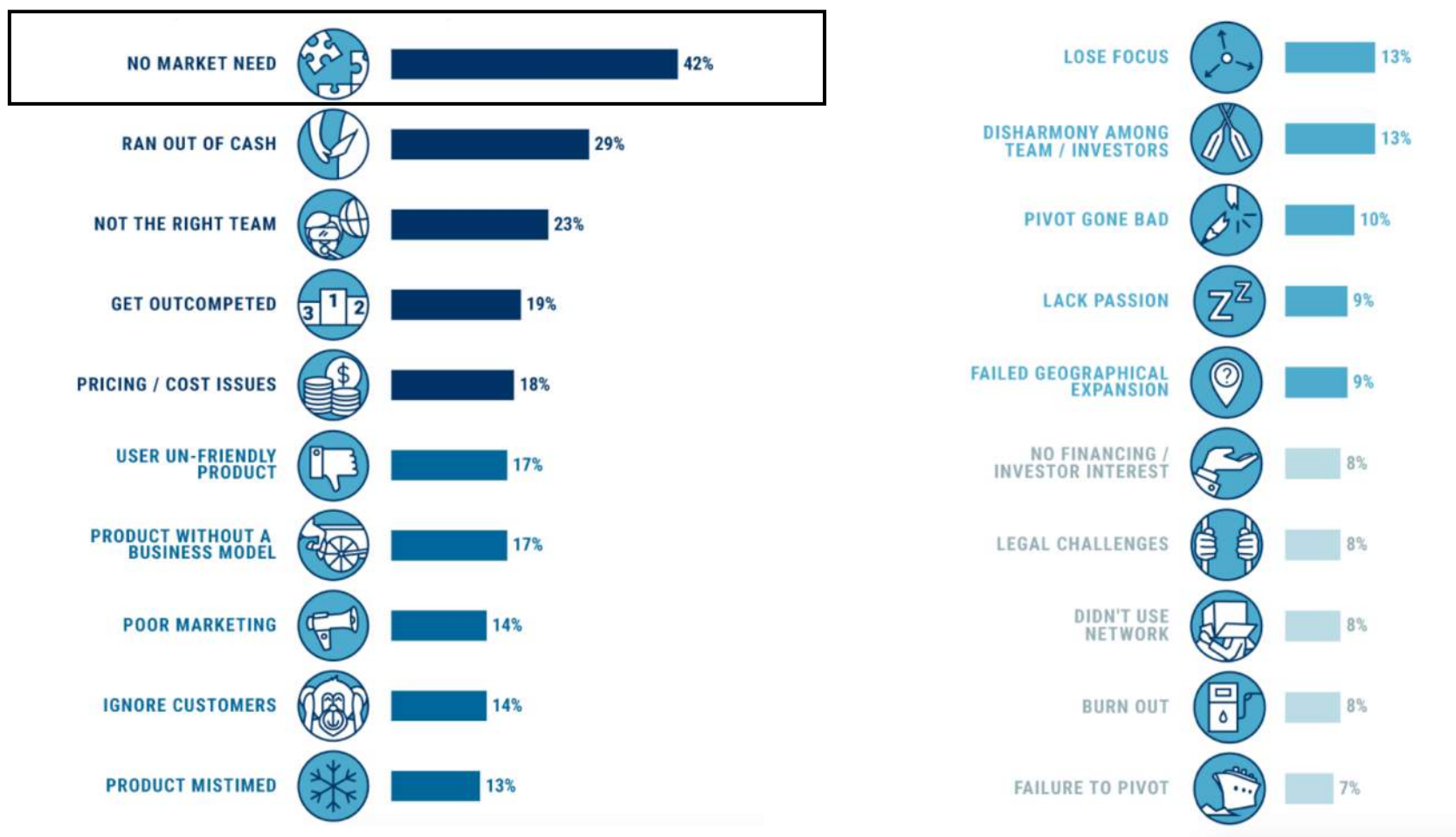
1. You need a digital business
2. You need industry experience
- 3. You need an invention**
4. You need a broad offering



# There's a difference between inventions and innovation



# **BASED ON ANALYSIS OF 101 STARTUP POSTMORTEMS** **Top 20 Reasons Startups Fail**





«Most everything I've done I've **copied**  
**from somebody someone else**»

– Sam Walton, founder of Wall Mart



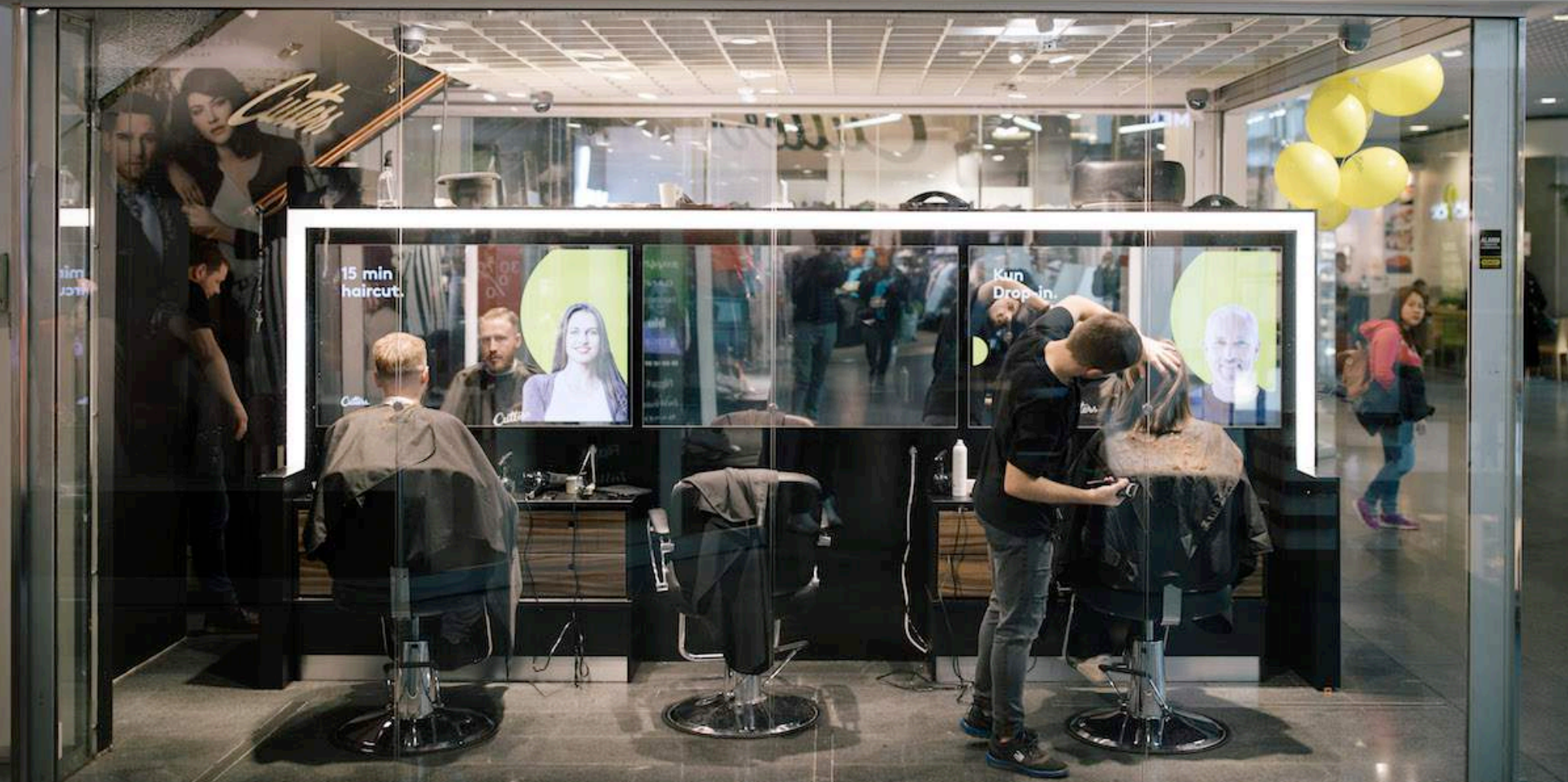
«Innovation [...] is useful, but **copying** what  
already works **is usually more practical**»

– Jorge Lemann, co-founder 3G Capital





# Cutters





1. You need a digital business
2. You need industry experience
3. You need an invention
- 4. You need a broad offering**

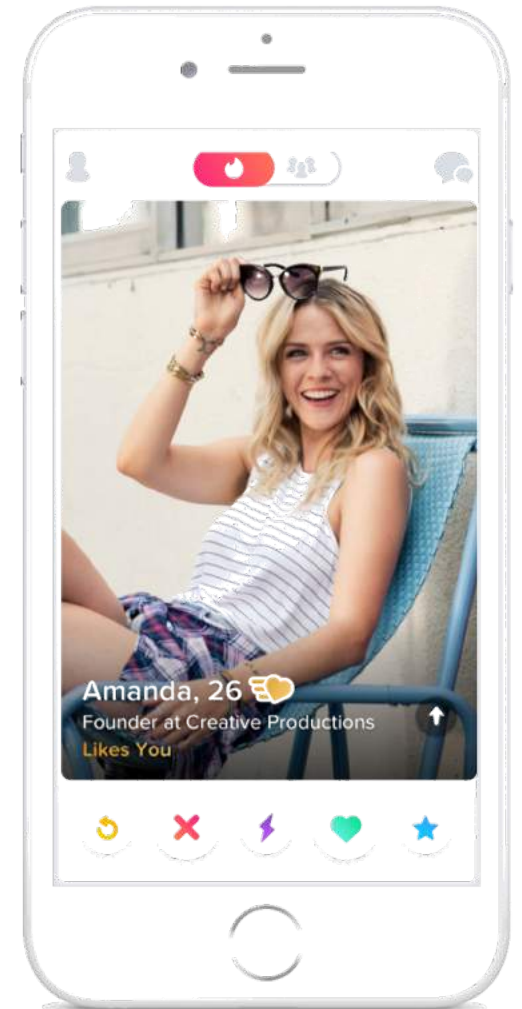
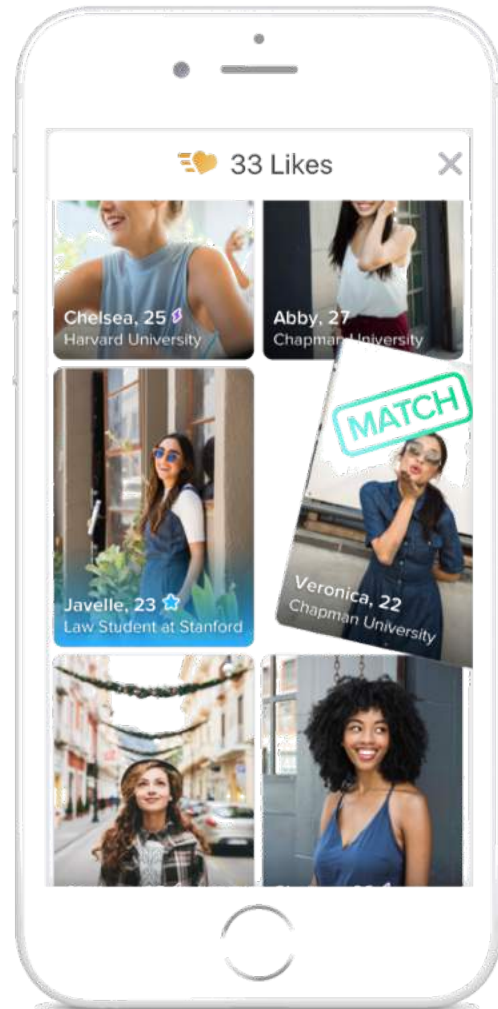
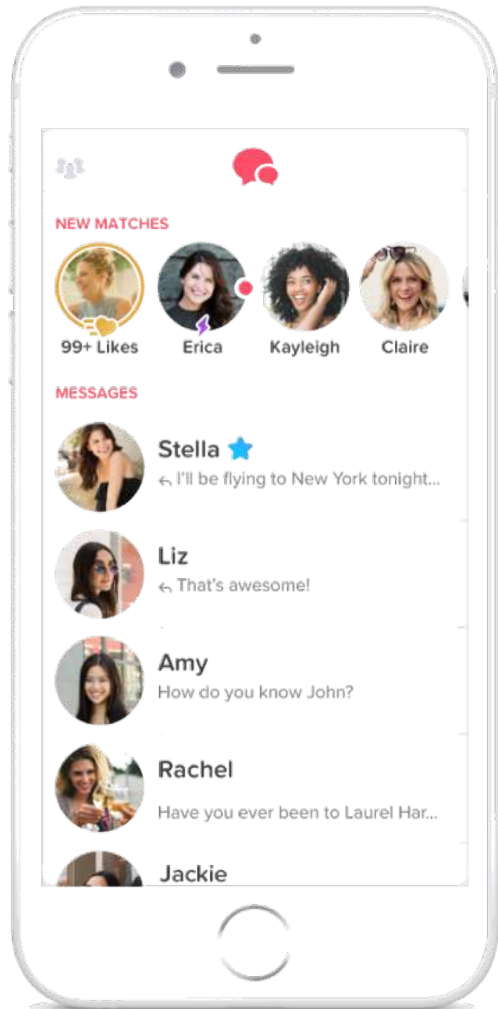




**Overchoice** is a cognitive process in which people have a difficult time making a decision when faced with many options, partly because the risk of making a sub-optimal choice is higher with more alternatives









## Manicure / Nail Design

Opi / China Glaze Express manicure (30 min) / Manikyr	350
Vel fransk manikyr for det 15 min ekstra og koster 100,- ekstra	
French or model each regular extra 15 min and additional 100,-	600
Spa manicure (1h) / Spa manikyr	650
Gel nails (nemo) + tips (90 min)	
For fransk manikyr / white tips koster 100,- ekstra	
For French polish / white tips or model please add 100,-	650
Acrylic nails (90 min)	
For fransk manikyr koster 100,- ekstra	
For a French Polish / white tips or model please add 100,-	550
Acrylic nails / nail gel infills (Oppløst 60 min)	
For fransk manikyr koster 100,- ekstra	
For French polish / white tips or model please add 100,-	500
Shellac / Gelish with complete manicure (35 min)	
For fransk manikyr koster 100,- ekstra	
For French or model please add extra 100,-	250
Paraffin wax treatment	400
Removal of nail enhancements & spa service (30 min)	from 50
Nail art	80
Facilities for exchange / repair one nail in treatment	200
Gel / acrylic removal	150
Shellac / gelish removal (10 min)	

## Pedicure

Express nail Opi / China Glaze Pedicure (45 min) / Pedikyr	550
For fransk pedikyr koster 100,- ekstra	
French or model please add extra 100,-	
Spa Pedicure (1h)	800
Pedicure (45 min) + Shellac / Gelish	700
Shellac / gelish / gel removal + spa service (30 min)	400
Pedicure + gel on toes (90 min)	1.000
For fransk pedikyr / white tips koster 100,- ekstra	
For French polish / white or model please add 100,-	
Paraffin wax pedicure treatment	250
Pedicure for men (45 min - 1h)	800

## Eyebrows & Eyelashes

Eyebrow Tinting (15 min)	200
Eyebrow Tinting (15 min)	200
Shape of eyebrows (20 min)	250
Shape of eyebrows + color eyebrows (35 min)	450
Full extensions of individual eyelashes (1 h 20 min)	1.400
Refill and maintenance for individual eyelashes (within 3 weeks)	600
Refill and maintenance for individual eyelashes (within 4 weeks)	700
Refill and maintenance for individual eyelashes (within 5 weeks)	800
3D Lash Extensions (1h 40 min)	1.600
Refill and maintenance for 3D lash extensions (within 3 weeks)	700
Refill and maintenance for 3D lash extensions (within 4 weeks)	800
Refill and maintenance for 3D lash extensions (within 5 weeks)	900
Hollywood eyelashes (up to 2.5 hours)	1.800
Refill and maintenance for Hollywood lashes (within 3 weeks)	800
Refill and maintenance for Hollywood lashes (within 4 weeks)	900
Refill and maintenance for Hollywood lashes (within 5 weeks)	1.000
Eyebrow Professional Removal (15 min)	200

## Wax Kvinne

Wax short legs (up to knee) (20 min) / Voksing av korte ben til kvinner	300
Wax full legs (45 min) / Full voksing av legger	500
Wax bikini line (10 min) / Voksing av bikini linje	250
Wax half armpits (20 min) / Voksing av ett større område	500
Wax full armpits (15 min) / Voksing av hele armer	200
Wax armpits, whole (30 min) / Voksing av hele armer	350

Waxing underarm (15min) / Voksing av underarmer	200
Waxing superior lip (10 min) / Voksing av leppe	100
Wax butt (20 min) / Voksing av rumpa lår	300

## Wax Mannen

Waxing back/ chest (30 min) / Voksing av rygg eller bryst	400
Waxing back & chest & abdomen (1h) / Voksing av rygg & Bryst & Mage	950
Waxing legs & thighs & butt (1h) / Voksing av legger & Lår & rumpe	800
Waxing legs & thighs (50 min) / Voksing av legger & lår	600
Waxing chest & abdomen (30 min) / Voksing av bryst & mage	600
Boyzilian line (20 min)	450

## Facial treatments

Deep Cleansing Facial for man (1 h 30 min)	1.400
Mini facial 6 steps (30 min)	500
Anti Stress Treatment (60 min)	800
Anti aging signature (60 min)	1.000
Lifting Anti-Aging Gold mask Treatment (90 min)	1.600
Visible Brilliance Facial (75 min)	1.200
Firming eye treatment (60 min)	950
Purifying Facial (60 min)	800
Problematic Acne Skin Facial Treatment (90 min)	1.500
S.O.S. Purifying Facial (1 hr 15 min)	1.200
Deep Cleansing Facial (1 h 20 min)	1.200
Vitamin Rich Facial Treatment (90 min)	1.400
Firming Vitamin C Facial Treatment (90 min)	1.500
Wake Up Renewing Facial Treatment (90 min)	1.500
MD facial w / fruit acid glaze (75 min)	1.000
Organic best facial (50 min)	800
Signature Personalized Facial (50 min)	800

## Massage

Foot massage + Reflexology (60 min)	800
Leggsmassage med refleksologibehandling	
Foot massage (30 min)	400
Relaxing Massage (50 min)	700
Aromatherapy Face and Body Massage (60 min)	800
Honey Detoxifying Massage (50 min)	800
Hot stone Therapy Massage (60 min)	900
Aroma Stone Therapy Massage (60 min)	900
Deep tissue massage (1h 20 min)	1000
Four hands massage (1h)	1400
Tension Release Head & Face Massage (30 min)	500
Tension Release Back Massage (30 min)	550

## Spa packs for 2

(all the prices include two persons / alle priser inkluderer to personer)	
Together in love (90 min)	2.000
2 x Aromatherapy face & body massage (60 min) / Chocolate & Sparkling wine with gold flakes	
& Fruit plate / Jacuzzi milk & rose bath	2.400
You and me (110 min)	2.600
2 x Relaxing massage (50 min) / 2 x Six Steps Facial / Chocolate & Sparkling wine with gold flakes	
& Fruit plate / Jacuzzi milk & rose bath	2.600
Remedy and Juliet (120 min)	4.000
2 x Heaven Stone Couple Massage (60 min) / 2 x Feet Rejuvenating Treatment / Chocolate & Sparkling wine with gold flakes & Fruit plate / Jacuzzi milk & rose bath	
Together young (180 min)	5.500
2 x Heaven Stone Couple Massage (60 min) / 2 x De-aging full body scrub (30 min) / 2 x Hands & Feet Repair (30 min) / 2 x Vitamin C refreshing mini-facial (30 min) / Chocolate & Sparkling wine with gold flakes & Fruit plate / Jacuzzi milk & rose bath	
Anniversary Escape (130 min)	
2 x Organic Coconut oil full body scrub (30 min) / 2 x Hot Stone massage with warm oil (60 min) / Gold mask mini-facial (30 min) / Chocolate & Sparkling wine with gold flakes & Fruit plate / Jacuzzi milk & rose bath	

Girls Escape (130 min)  
2 x Relaxing massage (50 min) / 2 x Organic Coconut oil full body scrub (30 min) / Chocolate & Sparkling wine with gold flakes & Fruit plate / Jacuzzi milk & rose bath

## Pregnant / Breast feed Treatments

Detox Honey Face & Body Therapy (90 min)	700
Detoxifying & Nourishing body treatment with honey mask	
Manual Lymphatic Drainage (60 min)	1.500
A very gentle massage that encourages lymph flow in the body	
Mother to be (Massage & Face Treatment) (120 min)	
Customized therapeutic massage for pregnant women & organic best facial treatment	

## Body Treatments

Repairing Hands and Feet Treatment (30 min)	400
Full Body Scrub (30 min)	700
Organic Full Body Scrub (30 min)	900
Intense Hydration Body Treatment (50 min)	900
Rose Royal Ceremony (60 min)	1.200
Anticellulite Advanced Treatment (60 min)	1.200
Coffee Cellulite Body Treatment (90 min)	1.200
Seaweed Detox Body Treatment (90 min)	1.200
Chocolate / Coconut / Shea butter Sensations (90 min)	700
Organic Chocolate Scrub & Wrap (50 min)	1.200
Wine Spirit Scrub & Wrap & Massage (120 min)	1.200
Tropical Fruits Aroma Treatment (90 min)	1.200
Lavender & Honey Elixir Scrub & Wrap & Massage (120 min)	1.200

## Body wrap

Organic seaweed Wrap (45 min)	500
Organic Chocolate Wrap (40 min)	500
Organic Bye-Bye Cellulite Wrap (40 min)	500
Organic detox Wrap (40 min)	500
Green tea wrap (40 min)	500
Organic slim fast wrap (40 min)	500
Organic wine Wrap (40 min)	550
Organic Cleopatra Wrap (40 min)	550
Organic hydrating wrap (40 min)	500
Organic herbal (40 min)	500

## Makeup

M.A.C. Dag sminke (30 min) / M.A.C. Day make-up	500
M.A.C. Selskapsminke (45 min) / M.A.C. Evening make-up, supervision	800
M.A.C. Bridal make-up, including the trial session (60 minutter x 2)	1.800
M.A.C. naturlige gjenbrukbare øyevipper	200
Bridal or event pack makeup	5 pers. 4.000
Brudesminke eller pakke på 5 personer	10 pers. 7.000

## Semi - Permanent make up

Microblading	
Color refresh (within 1 year)	4.000
Additional refill / Ekstra refill	1.000
Semi - Permanent makeup - lips - contour	2.000
Permanent makeup - lepper - konturlinje (2 hours)	800
Semi - Permanent makeup - lips - full lip color	3.000
lepper - full hele lepper (2 hours 30 minutes)	
Semi - Permanent makeup - eyeliner - up	4.000
Permanent makeup - eyeliner - kun øvre (90 min)	
Semi - Permanent makeup - Correction of errors pigmentation	3.500
Permanent makeup - retting av pigmentfeil (2 hours)	
Semi - Permanent makeup - refill 1 time	2.000
Permanent makeup - etterfyll (60 min)	
Saline removal 1 session (in case of failure)	1.000
Saline removal 5 sessions	

Bogstadveien 30, 0355 Oslo  
www.summerbeautystudio.com

Tlf: 22 22 22 88 • Orm  
https://www.summerbeautystudio.com









## Seks kjappe

Hans Tormod Vike (44), eneeier

● Hva var ideen da dere startet?

- Jeg hadde ingen idé.

● Hva gjorde dere for ti år siden?

- Gravde.

● Hva gjør dere om ti år?

- Graver.

*What did you do  
10 years ago?*

- Dug

*What will you do  
in 10 years?*

- Dig

# Legetime når du trenger det

Bestill legetime

595,- for klinikk | 350,- for video







1. You **don't** need a digital business
2. You **don't** need industry experience
3. You **don't** need an invention
4. You **don't** need a broad offering

Buzzwords, unicorns and broken dreams:

# Deadly innovation myths and how to tackle them

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