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Driving Change to Overcome Disruption



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Strategy-Making in Turbulent Times

A dynamic
 new model

Today's objectives

We will address three questions:

- 1 Why are most sectors facing increased volatility and unpredictability?
- 2 Why do companies struggle to cope with uncertainty in setting strategy?
- 3 What are leading companies doing to develop winning strategies in these turbulent times?

Harvard Business Review

118 Performance Management Shouldn't Kill Collaboration
 139 Dealing with Difficult Coworkers



Strategies for Turbulent Times

A new way to plan for the unknown
 60



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Most sectors have entered an age of heightened unpredictability

The number of change vectors has increased

- Technology is fundamentally altering competition
- The social and political climate is turbulent
- Global climate continues to change
- Public health concerns are mounting

Forecast end-points on each vector vary

- There is a wide variation in forecasts for most critical decision variables
- Past forecasts have become less reliable in predicting the future

Heightened Unpredictability

Timing for when we will reach the end-point on each vector is uncertain

- Pace of technological adoption is accelerating
- New business models are taking hold more quickly
- Customer expectations are changing rapidly

Many change vectors are inter-related

- Increasing global interdependence
- Greater interconnectedness between consumers – facilitated by communications and information technology

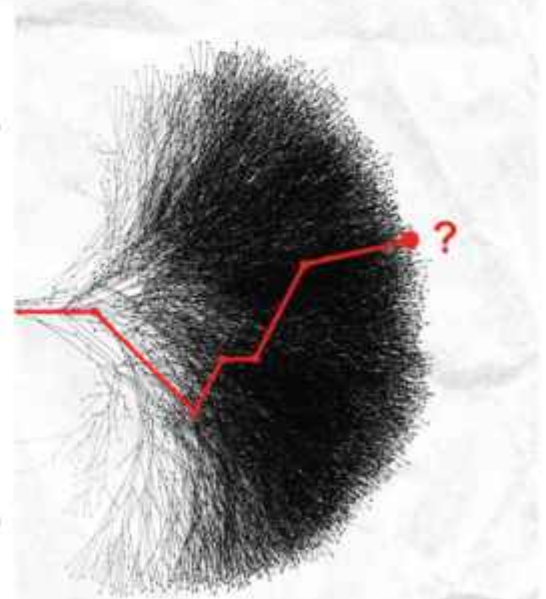
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The Butterfly Effect – what does it mean for strategy?



- Edward Lorenz: *"In complex systems, small changes in one variable may have no effect or massive ones, and it is impossible to predict which will turn out to be the case ... without a perfect specification on initial conditions, predictions are useless."*
- The butterfly effect is in full force for most businesses – the world is increasingly complex and interconnected

It is impossible for any business to accurately predict the future and plan for every eventuality

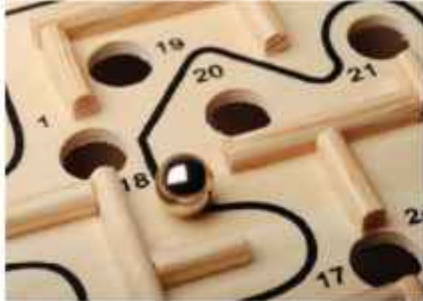


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In an unpredictable world, traditional *frameworks* and *tools* for strategic decision-making break down – making them ineffective, even obsolete ...



Decisions are mis-prioritized and mis-sequenced



Interdependences and linkages between decisions are ignored



Flexibility and optionality are undervalued in making decisions



Decisions are made incorrectly, at the wrong pace, or in the wrong order → foreclosing too many valuable, strategic options

Traditional *management processes* are challenged to cope with increasing volatility and uncertainty – the “plan then do” model fails



	Traditional model	
Strategy development	<p>'Batch' process</p> <p>Developed in Silos</p>	<ul style="list-style-type: none"> Calendar-driven, “batch” model poorly aligned with the need for continuous decision making “Plan then Do” vs. “Test and Learn” Siloed strategies are not well-aligned with critical decisions that cross organizational boundaries The whole is worth less than the sum of parts
Resource allocation	<p>BU-focused and incremental</p>	<ul style="list-style-type: none"> Traditional “incremental resource allocation” misses critical path investments in infrastructure and new talent “Small bets placed in every square” vs. select strategic options Budgets drive strategy, not vice versa
Performance management	<p>'Reporting the news'</p>	<ul style="list-style-type: none"> Traditional “weather report” model misses root cause of performance shortfall Push for incremental improvement vs. stop and redeploy

Strategy-making in turbulent times requires two fundamental changes:



Leadership must change the **tools** it applies in making strategic choices – the “strategic decision-making model”



Leadership must change the **process** it uses to develop plans and allocate resources – the “strategic management process”

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1 Leadership must change the **tools** it applies in making strategic choices – the “strategic decision-making model” – to incorporate three elements:



Consider **extreme, but plausible scenarios**

- Represent extreme but plausible end-states to capture the edge cases of potential outcomes
- Account for interconnections and linkages between change vectors
- Clarify the variables that matter most (and on which to set signposts)



Incorporate **flexibility and optionality** into strategic choices

- Explicitly capture the value of any “real options” created (or destroyed)
- Recognize the implicit value of flexibility in an uncertain business environment



Identify **trigger points, signposts and metrics**

- Help management determine which scenario the business most likely finds itself
- Drive strategic choices (including “stop and redeploy”) and/or course corrections

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1 New tools change the outputs of strategic decision-making to help leadership make three discrete sets of choices:



1. No-regret moves

Decisions that are likely to create value under most/all scenarios



2. Measured bets

Decisions with uncertain outcomes that create *hedges and options* that are valuable under many scenarios and/or support critical learning



3. Big bets

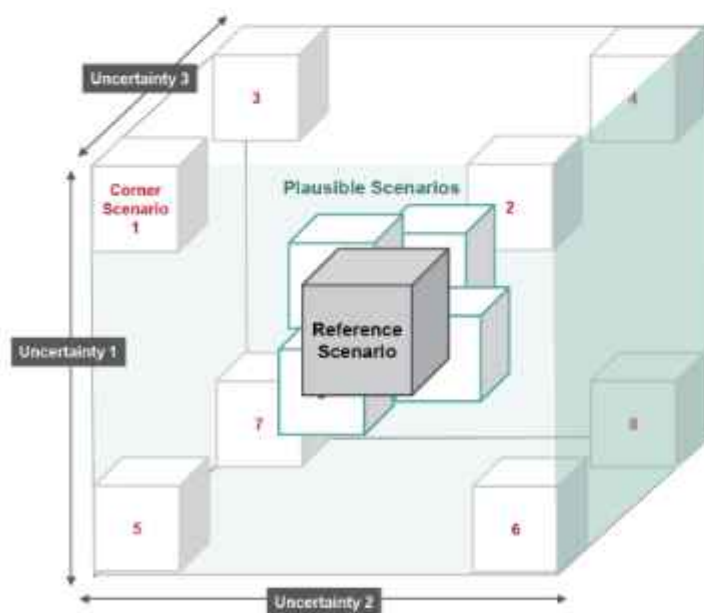
'One-way door' decisions, for which scenarios present conflicting views, requiring significant conviction in the future state

Evolution of traditional decisions processes and tools are critical to ensure the right decisions are made, in the right sequence, and at the right pace to capitalize on all "measured bets" and "big bets"

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1 Three types of **scenarios** should be used to stretch management's thinking and support leadership in making strategic choices



Three Types of Scenarios:

- **Corner Scenarios** – extreme, but plausible, scenarios; used to stretch management's thinking, identify no-regret moves, and pressure-test alternatives
- **Reference Scenario** – the scenario upon which management has the greatest conviction; used to carefully compare alternative big-bets
- **Plausible Scenarios** – variations on the reference scenario, where management has less conviction (but still views as credible); used to identify potential strategic hedges and options

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1 The scenarios are used to identify *no-regret moves*, surface *big-bets* and highlight potential *strategic options / hedges*

Description

Examples

No-regret moves



- Actions that are likely to prove **valuable under any scenario** – even extreme, but plausible, scenarios



- Strengthen customer relationships
- Reduce G&A costs

Big bets



- **Major strategic choices** and **big bets** that involve tough trade-offs and are tied to the scenario upon which management has the greatest conviction



- Large-scale M&A to enter a new business
- Investment to build a new technology platform



Strategic options / hedges



- Moves that **create 'options'** if one (or more) of the plausible scenarios come to fruition; typically **smaller-sized bets relevant to one scenario**
- Moves that **hedge against volatility** in one (or more) plausible and/or reference scenarios



- Partner to establish a position in a new technology with plan to ramp
- Consolidation in the core business

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1 Leadership at CMS made a series of critical strategic choices using new tools and frameworks for decision-making



SITUATION

- **Survived near-bankruptcy** after chasing far-flung adjacencies
- **Uncompetitive financially** vs. nearby utility companies
- Industry facing waves of **disruptions** (e.g., EVs, shale gas, sustainability, deregulation) – CMS did not know how to move forward
- Leadership team needed a refresh – **next generation of talent** needed development

APPROACH

Scenarios & stress tests

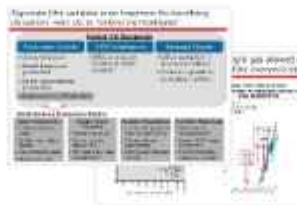
- Developed **four corner scenarios** for energy markets, covering a wide range of plausible volumes and prices
- **Stress-tested the business** to identify risks to mitigate and opportunities on which to capitalize

Trigger points and signposts

- **Multiple global oil and gas signposts** were defined and evaluated on magnitude, timing and permanence
- Monitoring signposts allowed us to **see gas price collapse three years before** competitors and peers

Flexibility and optionality

- **Built-out elements of optionality and trade-offs** in order to recognize real option value created by some investments and maximize flexibility in decision making



DECISIONS & RESULTS

- > **Shut down** all subscale/old coal units and announced plans to retire the rest
- > Bought a **natural gas power plant** at a fraction of the costs of building a new plant
- > **Restructured gas supply contracts** to improve position vs. the market to reflect expected price decrease
- > **Reset regulations and reimbursement** for independent power producers to reflect lower fueling and operating costs of natural gas vs. coal power plants
- > **Top 5 TSR for a decade; market value up by 3X+**

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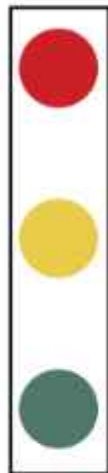
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1 Signposts must be identified to enable leadership to continuously monitor performance and adjust course when needed



Signposts: Leading indicators that raise a strategic choice to the forefront for deliberate analysis, decision-making and execution



Assessment *

- Disruptive change likely **within 5 years**
- Disruptive change possible within **5-10 years**
- Disruptive change **10+** years away

Outcome

- Decisions required within 2 quarters to enable integration into planning cycle
- Continue to monitor on a quarterly or bi-annual basis
- Codify implications of disruption on strategy and potential next steps

Example

- Non-traditional player (e.g. Google) penetration of customer base
- "DG in a box" enabling disconnect enters the mass market
- Storage at the distribution level passes prudency test for widespread deployment

Note: * Assessment defined as disruptive change relative to current strategy

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1 Tetra Pak used long-term 2030 strategic scenarios to revise its strategy and focus performance monitoring on measurable signposts



SITUATION

- In 2018/19 Tetra Pak developed a **10-year strategy** based on a **2030 World View**
- In the meantime, many **disruptive trends accelerated faster** than originally expected...
 - Sustainability
 - Connected industry
 - Commoditization
 - De-globalization
- ... that made the assumption of **"just one" long-term and static strategy unrealistic**

APPROACH

Disruptive strategic scenarios

- Developed **four disruptive but still plausible strategic scenarios** along the key disruptive forces ...
- ... each scenario representing a **potential financial risk of >€1B**

Monitoring dashboards

- Designed **executive monitoring dashboards** indicating risk and speed for scenario to materialize ...
- ... incorporating **signposts/ measurable KPIs** against a baseline trend over time

Strategy scenario playbooks

- Developed for each scenario executable **strategy playbooks** ...
- ... containing **new actions** in addition to established trafo program



RESULTS

- > **Refreshed existing 2030 Strategy** with alternative long-term scenarios focusing on most severe financial damage
- > Developed **actionable scenario playbooks** to act quickly if scenarios materialize (but also incl. bets/ hedges to preempt)
- > Embedded **scenario planning capabilities** in line organization
 - Each scenario was allocated to a management team...
 - ... responsible for keep scenario and monitoring dashboards fresh...
 - ...and operationalizing mitigation actions

Performance monitoring changed from "reporting the weather" to prescribing action

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Questions



Strategy-making in turbulent times requires two fundamental changes:

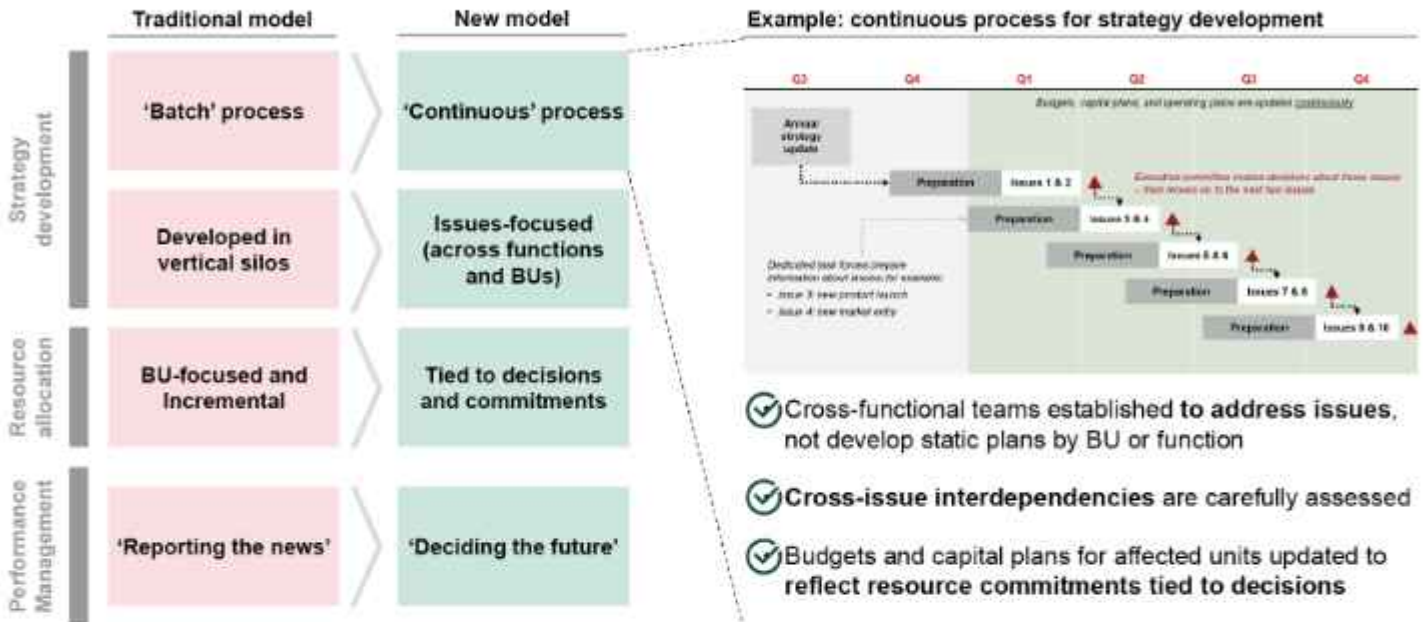


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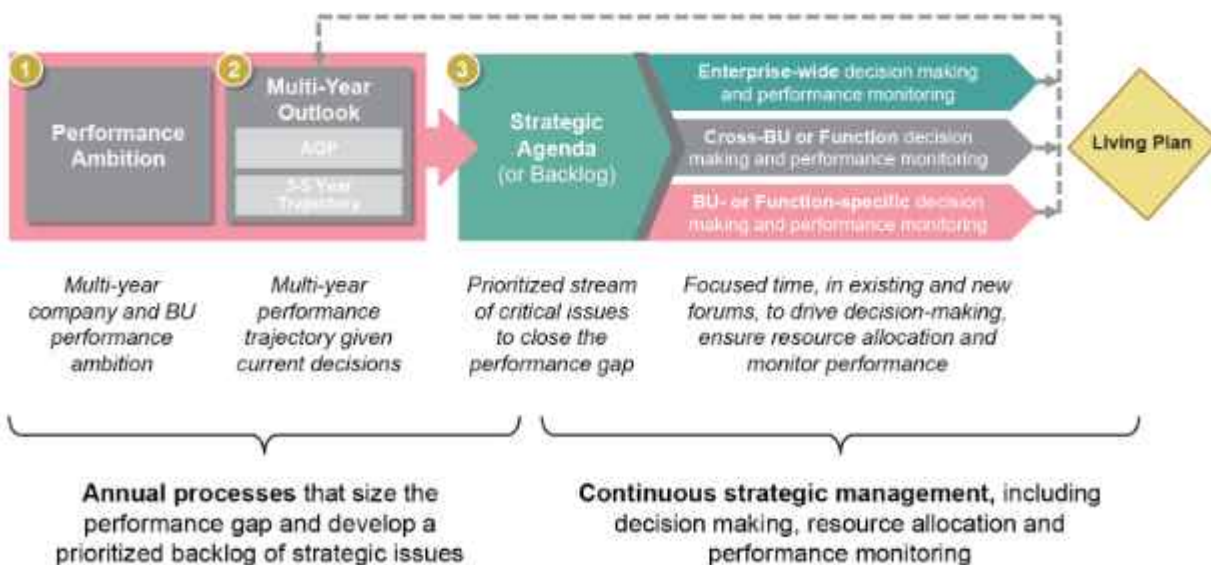
2 To cope with unpredictability across-the-board, leadership must move from a static, strategic planning process to **dynamic strategic management**



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2 The new approach to strategic management uses both annual and continuous elements to support the creation of a **"Living Strategic Plan"**



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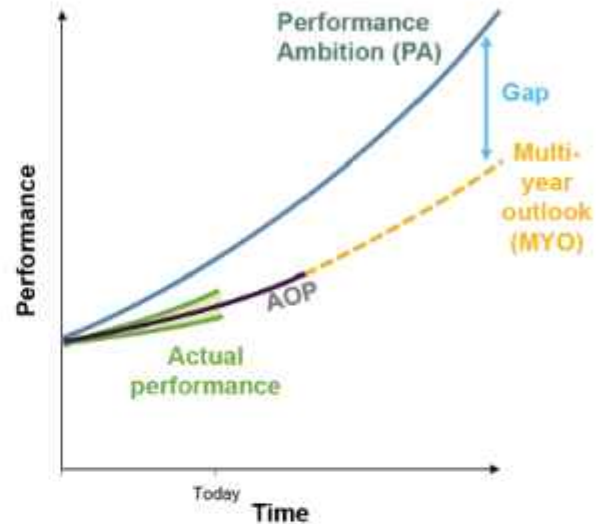
2 Dynamic strategic management is a **continuous, evergreen process** focused on making decisions to close the **performance gap**



Summary of components

- **Performance Ambition (PA):** Aspirational, five-year company and BU profitability and growth ambition consistent with delivering superior intrinsic value growth
- **Multi-year Outlook (MYO):** Five-year company, BU, and category (LOB) profitability and growth trajectory given current strategy and market context ("current course and speed") – does not incorporate decisions that have not yet been made
- **Performance Gap:** Identify highest-priority issues and opportunities to close the performance gap and accelerate intrinsic value growth

Graphical view of components



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2 Leadership at Dell Technologies put in place a new, dynamic, strategic management process – aka the "Dell Management Model"



SITUATION

- Successful, simple "direct" PC **business model** for 20+ years **ran out of steam**
- **ELT struggled to make decisions at pace**, undermining Dell's competitive position, future growth and ability to execute
- **Complex portfolio** with limited use of low-cost manufacturing, logistics, or engineering options
- **Strategic need for simultaneous "turnaround"** (PC) and **"transformation"** (solutions-centric model)

APPROACH

Dell simplified and revamped how it set priorities, made decisions, allocated resources and monitored performance



- Prioritize large value, high urgency, or critical path issues
- Often cross-functional or cross-business
- Continuous, dynamic strategic management process
- Integrated Decision Calendar
- Facts & Alternatives
- Choices & Commitments



RESULTS

- > **Portfolio mix** shifted towards more attractive markets and creating **competitive positions** across the portfolio
- > Gained **market leadership** across the stack, including servers, storage, virtualization/cloud infra, HCI, and SDS/SDN
- > Resulting in significant increase in **financial value**

Market capitalization



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Questions



Important takeaways



Virtually every sector of the economy is experiencing dramatic increases in volatility and uncertainty



The traditional approaches companies use to make choices and develop strategic plans do not produce winning strategies in today's unpredictable age



To cope with increasing uncertainty, leadership must employ new tools and frameworks for making strategic choices under extreme uncertainty ...



... and leadership must move from a static strategic planning model to a dynamic and continuous strategic management process

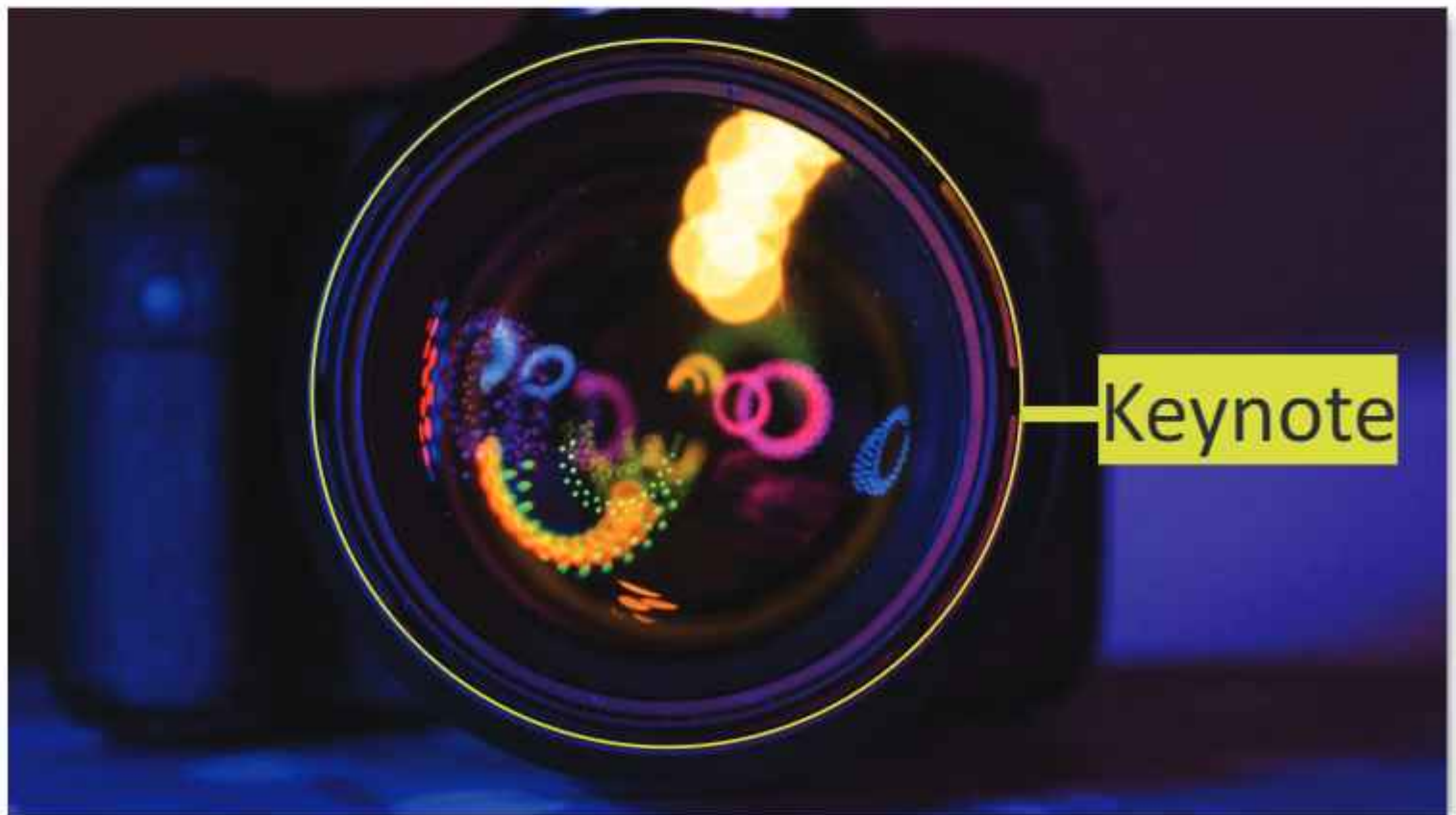


Companies that move quickly to revise their strategies and strategic management processes will move ahead and stay ahead no matter how the future unfolds

The Future of Design Thinking

Michael Lewrick, PhD, MBA

Bestselling Author – The Design Thinking Book Series



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The Future of Design Thinking



Paradigm shift?

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Form Human-Centered Design to

Design Thinking for Humanity



> 55 Years

Design Thinking

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> 20 Years

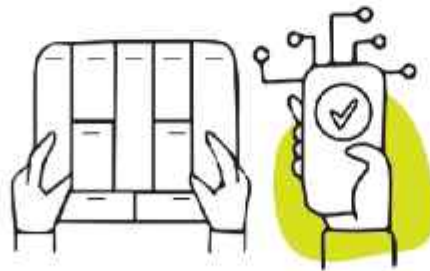
Experience in applied design thinking and innovation management.



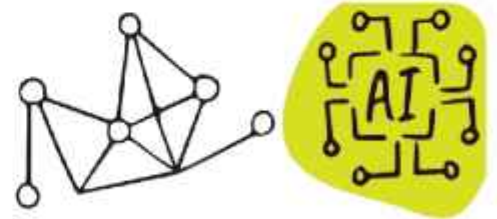
Design thinking is a mindset for creative problem solving



EARLY DAYS



TODAY



FUTURE

The approach leads to breakthrough innovation.

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**Design Thinking in the
21st century must blend human
and technological capabilities to
power innovation.**

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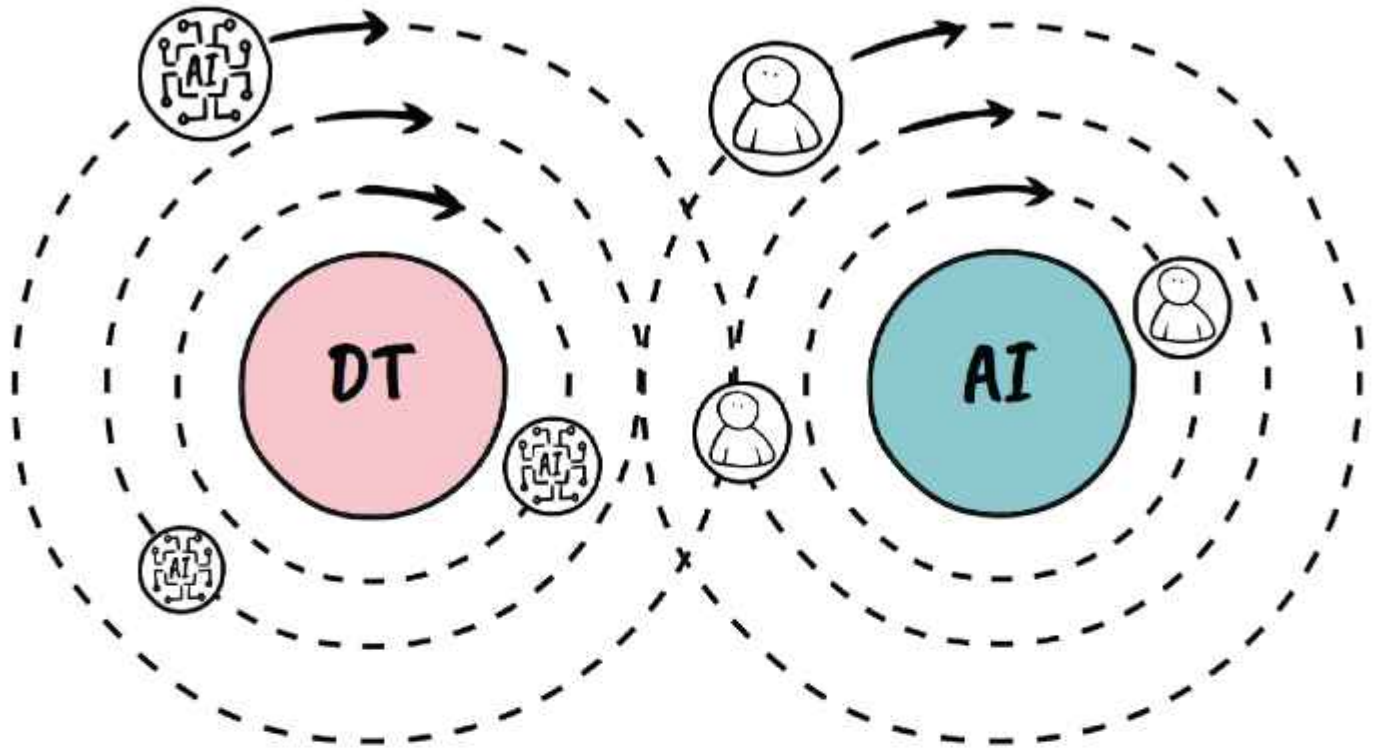
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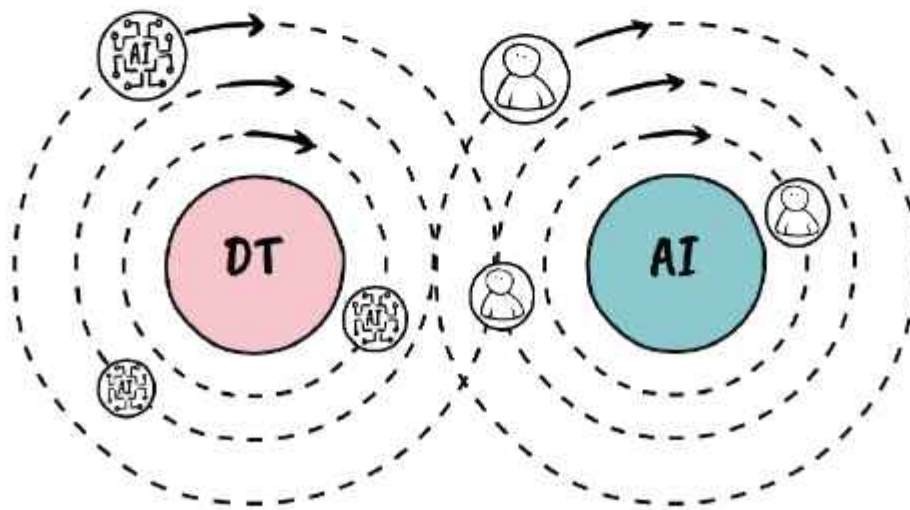
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Humans and AI as a TEAM!



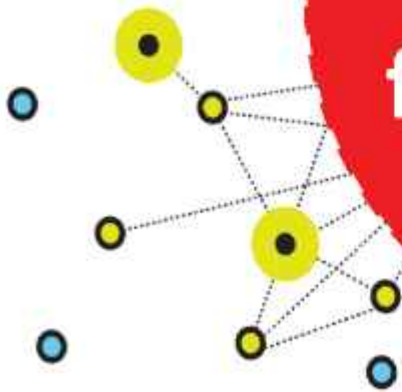
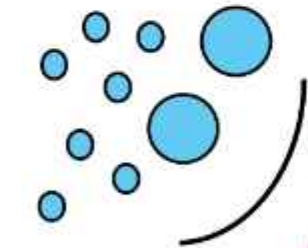
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Design Thinking for Humanity?



Design Thinking for Humanity

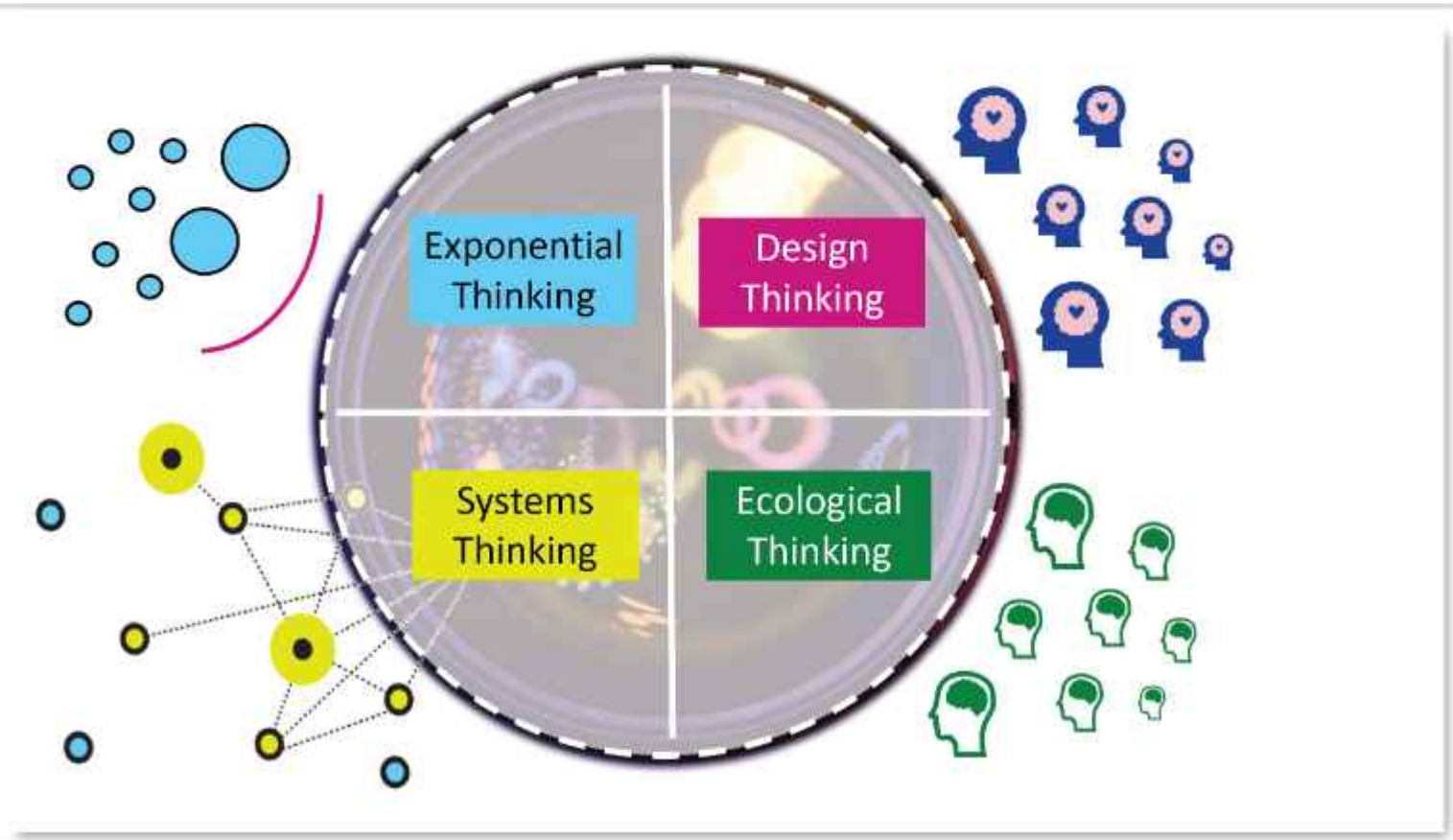
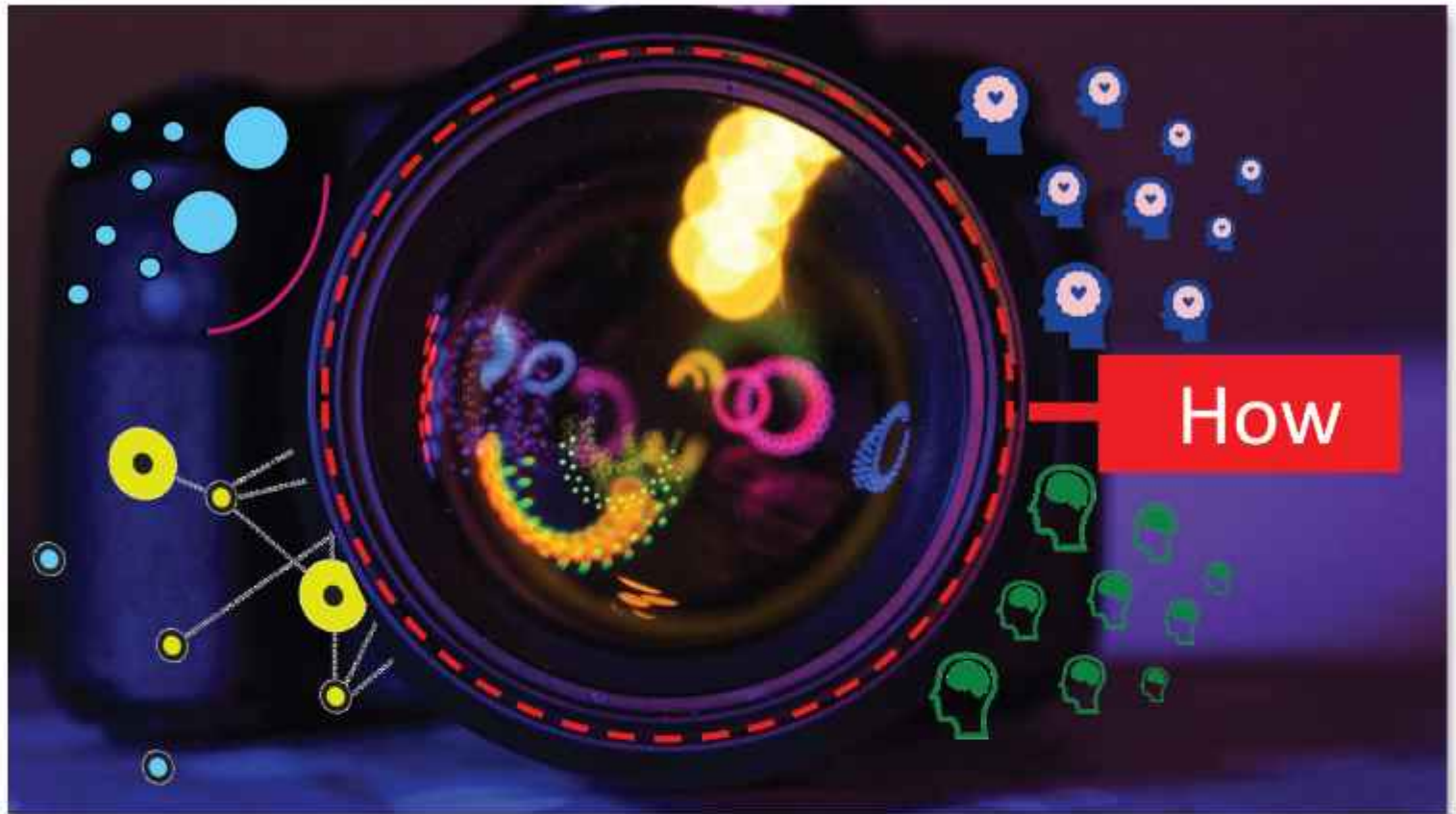


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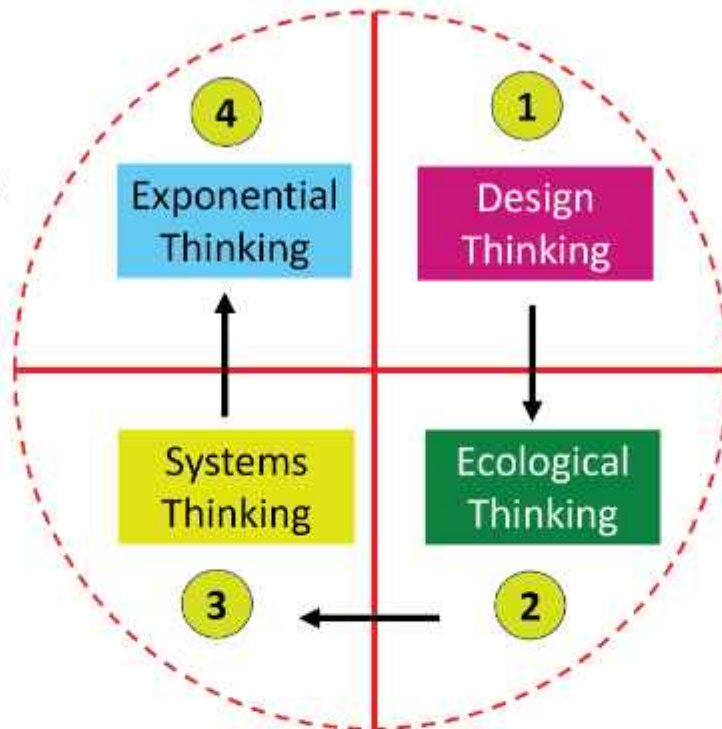


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Apply the appropriate
enabler technologies!

Take a long-view and
accept complexity!



Begin at the
beginning!

Change behaviors
and patterns!

How to change the world

Become a Mindful Innovation Thinker

Become a Force for Engagement and Behavioral Change

Become a Master in Ecosystems Design

Become a Champion of Applying Exponential Technologies

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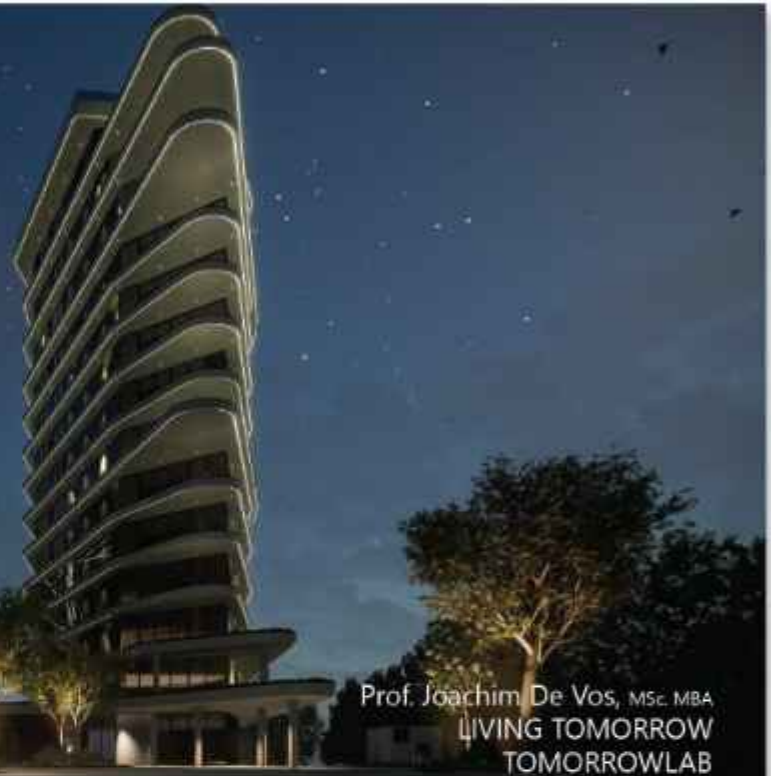
How to learn about Design Thinking



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WE CANNOT
 PREDICT THE
 FUTURE,
 BUT WE CAN
 INVENT IT



Prof. Joachim De Vos, MSc MBA
 LIVING TOMORROW
 TOMORROWLAB
 Prof. UGHENT, Europe



OUR HISTORY

<p>1995</p> <p>Generation 1</p>	<p>2000</p> <p>Generation 2</p>	<p>2003</p> <p>Generation 3</p>	<p>2007</p> <p>Generation 4</p>
<p>2009</p> <p>TOMORROW LAB</p>	<p>2012</p> <p>Generation 5</p>	<p>2013</p> <p>Generation 6</p>	<p>LIVING TOMORROW</p>

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WHY
 INNOVATION
 FAILS

LIVING TOMORROW MAIN THEMES



FUTURE MARKET INNOVATIONS
 &
 PRODUCT RESEARCH



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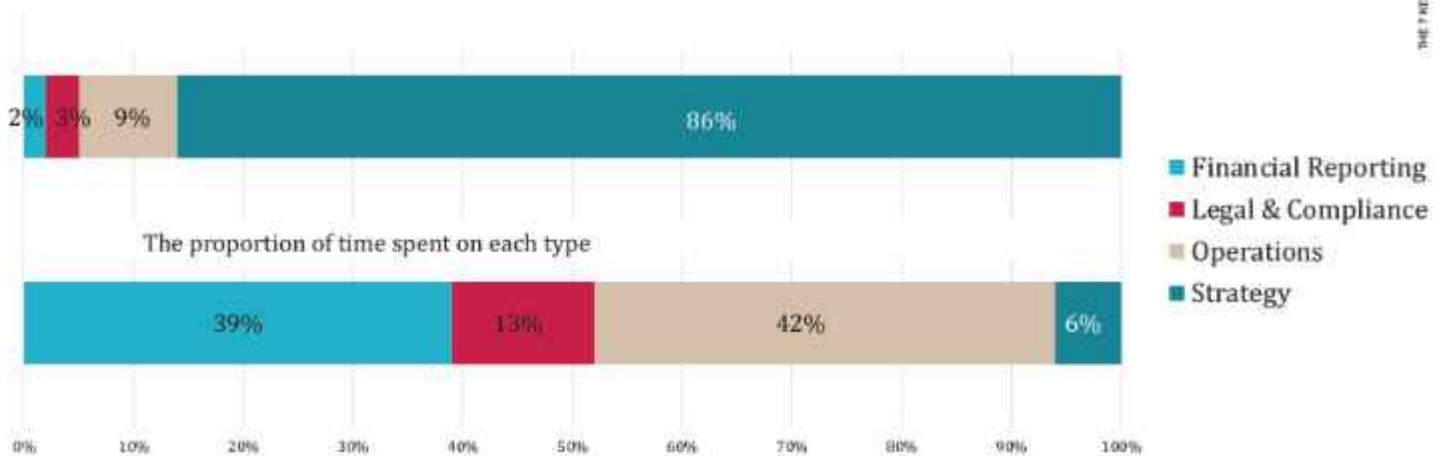
WHY INNOVATION FAILS

The 7 keys
 to success

JOACHIM DE VOS



ORGANIZATIONS LOOK FOR RISKS IN THE WRONG PLACES



Source: GIB/ Harvard - Why Innovation Fails - 7 keys to success - Joachim De Vos - L'Espresso Company 2012

THE 7 KEYS TO SUCCESS

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WHY
INNOVATION
FAILS

“I believe a project like Living Tomorrow — where you are brainstorming about what is possible and you’re getting people to come in, look at it, and talk about what this all means — is really fantastic...

BILL GATES



THE 7 KEYS TO SUCCESS

WHY
INNOVATION
FAILS

4 THINGS

WHY

INNOVATION

FAILS

7 KEYS TO SUCCESS

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WHY
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4 THINGS

WHY

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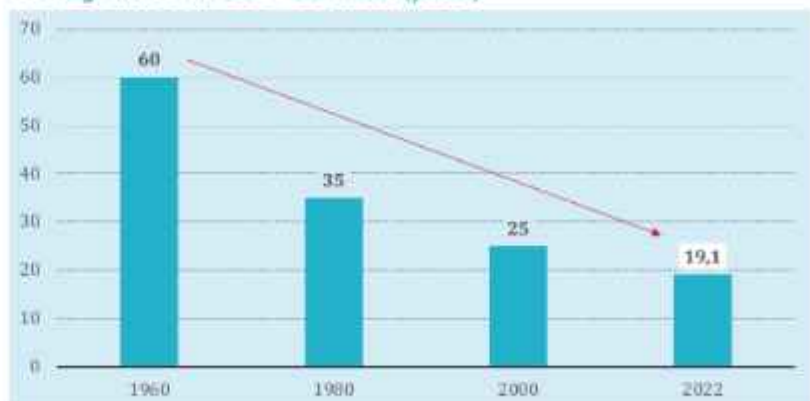
7 KEYS TO SUCCESS

WHY
INNOVATION
FAILS

THE PACE OF CHANGE IS INCREASING

At current rate,
75% of S&P 500
will be replaced
by 2033

Average life on the S&P 500 index (years)



Source: INNOV8KIT / Richard N. Foster / S&P / Harvard

THE 7 KEYS TO SUCCESS

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WHY
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FAILS

... THAT ARE
ALSO
PROFOUNDLY
AFFECTING
OUR ...



THE 7 KEYS TO SUCCESS

WHY
INNOVATION
FAILS

4 THINGS

WHY

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WHY
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FAILS



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WHY
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FAILS

innovation

involves the
exploration of new ideas
that can produce **successful**
products, services, processes
or **profitable** business models.

WHY
INNOVATION
FAILS

INNOVATION WAVES

Schumpeter

THE 7 KEYS TO SUCCESS

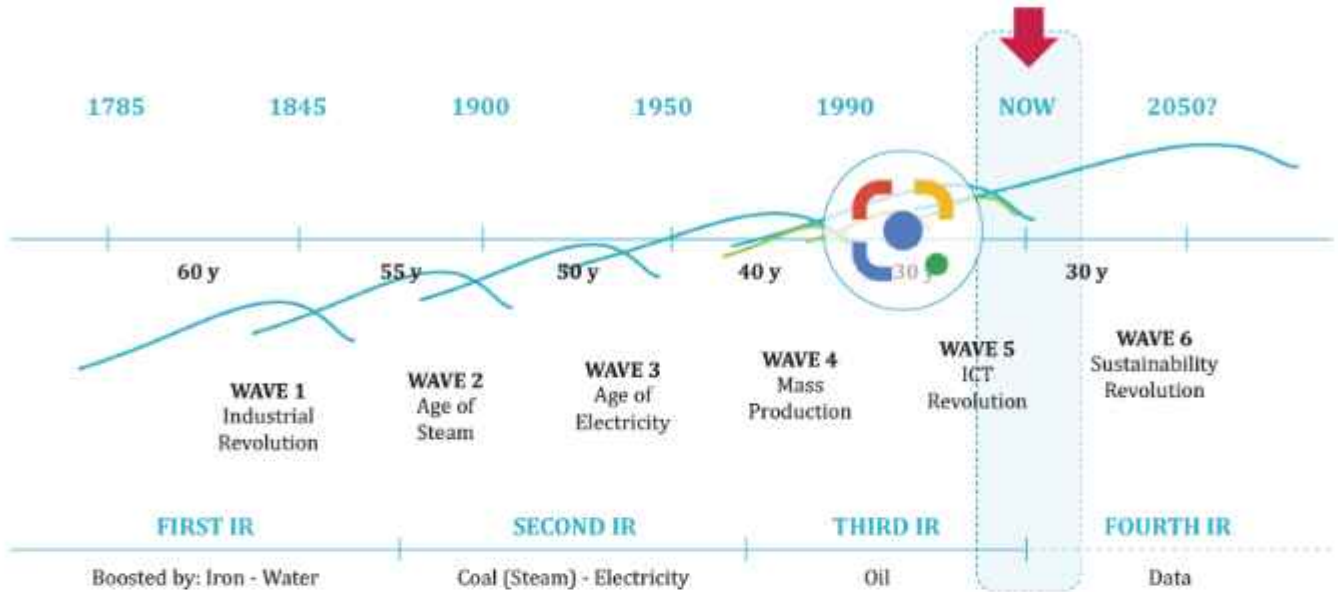
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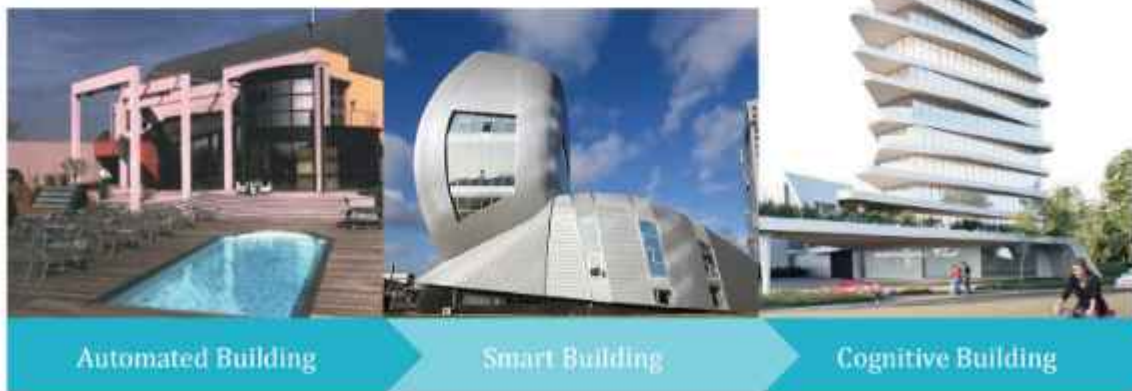
WHY INNOVATION FAILS



THE 7 KEYS TO SUCCESS

WHY INNOVATION FAILS

IT WAVES CHANGING BUILDINGS



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WHY
INNOVATION
FAILS

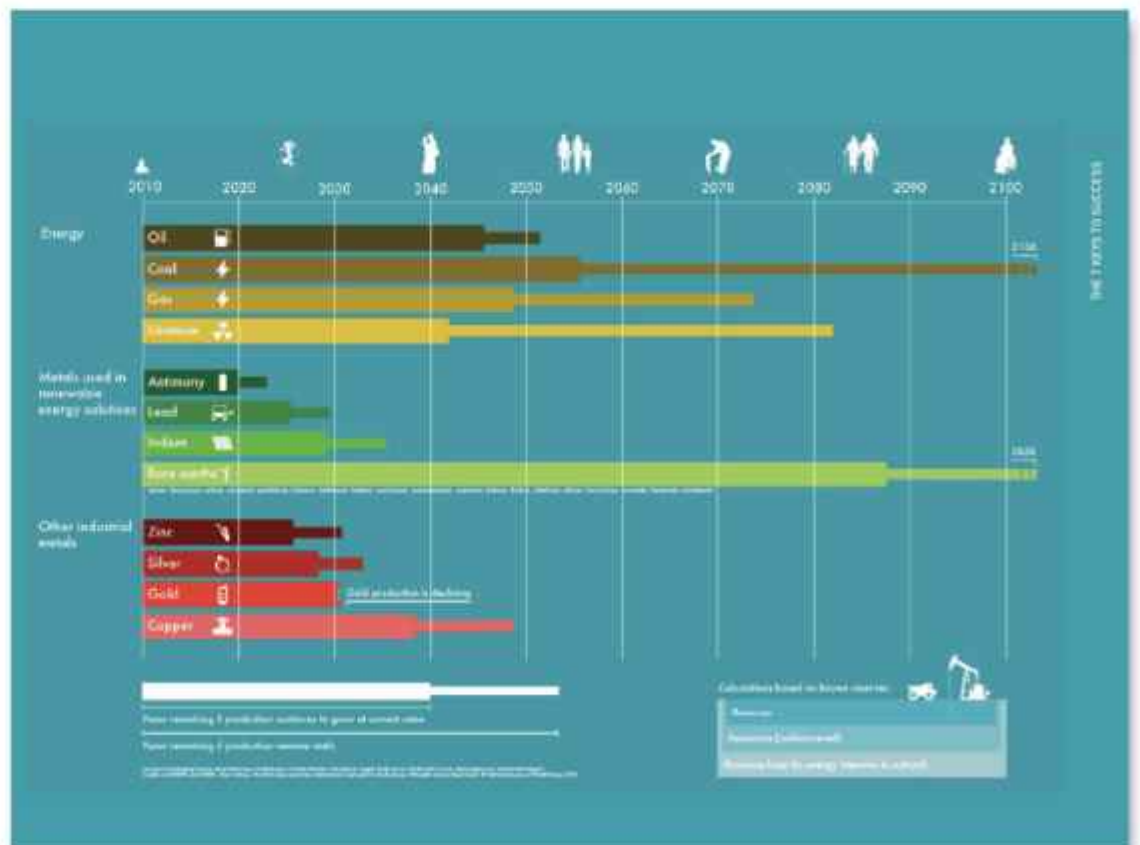
6TH WAVE OF INNOVATION

THE 7 KEYS TO SUCCESS



WHY
INNOVATION
FAILS

BORN IN 2010: HOW MUCH IS LEFT FOR ME?



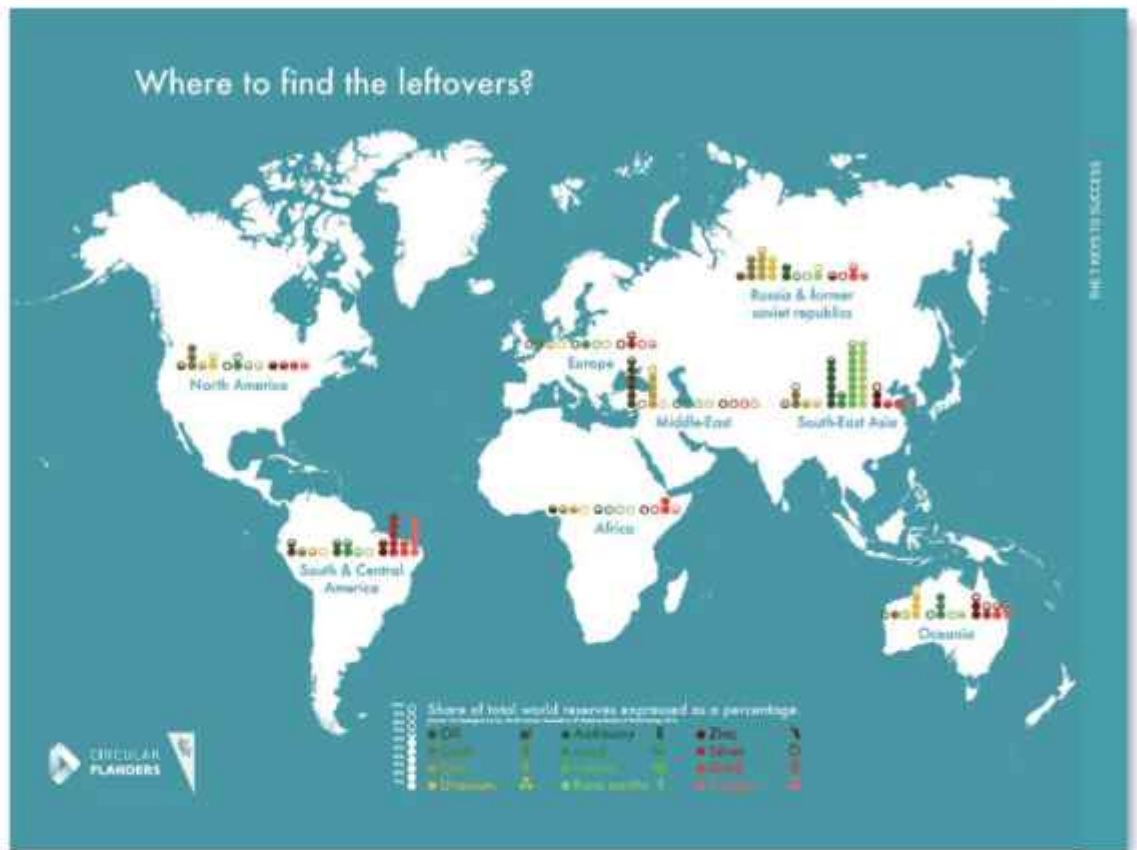
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WHY
INNOVATION
FAILS

WHERE TO
FIND THE
LEFTOVERS?



WHY
INNOVATION
FAILS

4 THINGS
WHY
INNOVATION
FAILS
7 KEYS TO SUCCESS

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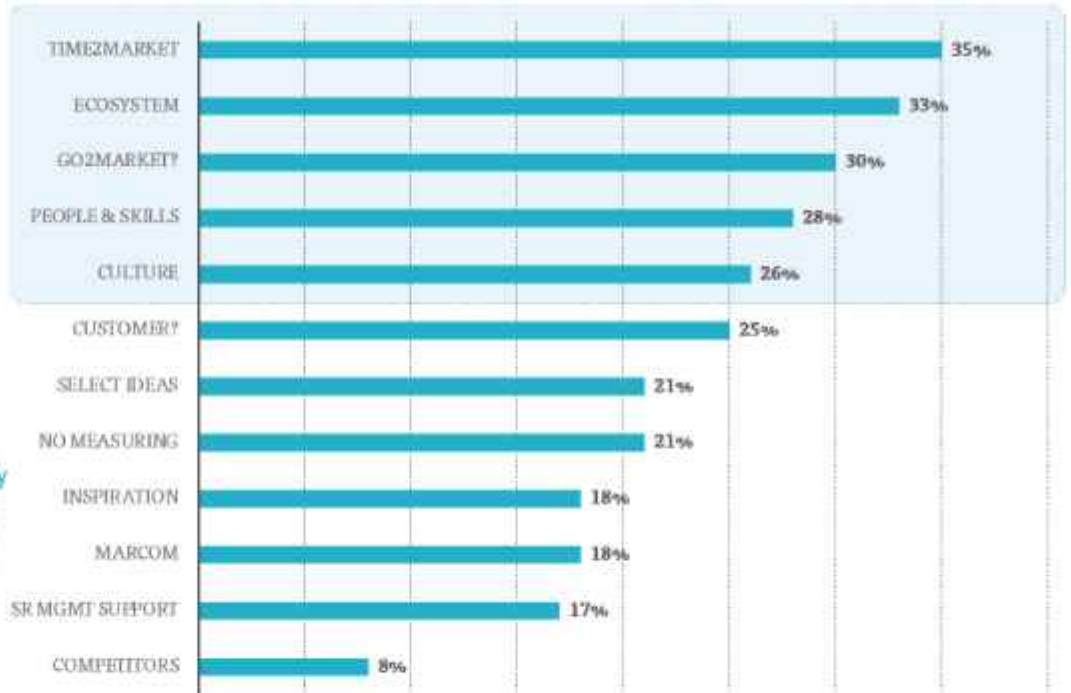
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Driving Change to Overcome Disruption

WHY INNOVATION FAILS

"If you are not completely satisfied with the ROI on innovation, what are the obstacles you face?"



THE 7 KEYS TO SUCCESS



WHY INNOVATION FAILS

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WHY
INNOVATION
FAILS



Steven Sasson with
digital camera, 1975

© Courtesy of Kodak archive

THE 7 KEYS TO SUCCESS

WHY
INNOVATION
FAILS

4 THINGS

WHY
INNOVATION
FAILS

7 KEYS TO SUCCESS

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WHY INNOVATION FAILS

MOORE'S LAW

Processor performance doubles every 2 years

More performance
Nanotechnology
Lower costs

"Everything becomes intelligent"



WHY INNOVATION FAILS



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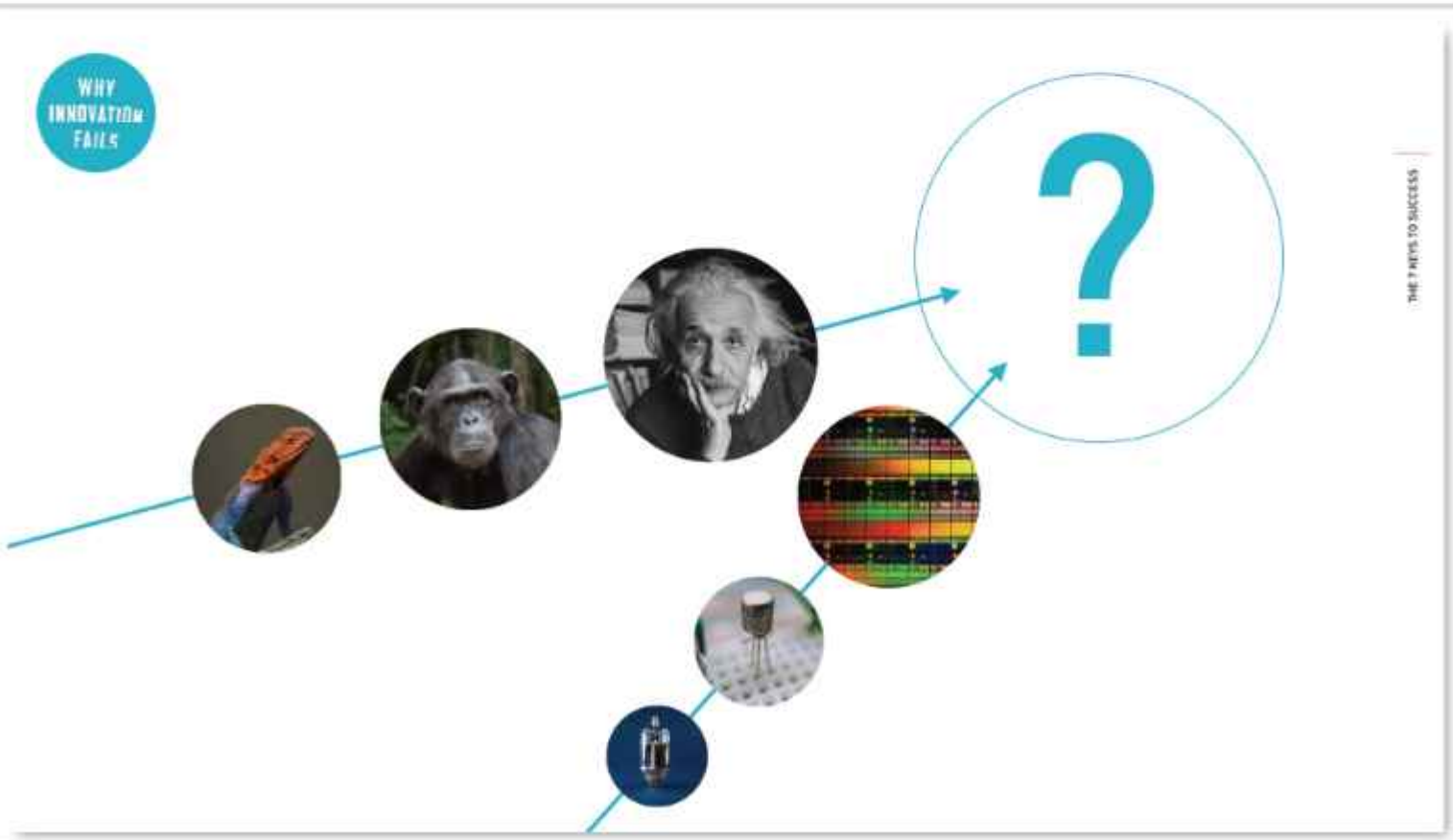
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WHY
INNOVATION
FAILS

GILDER'S LAW

Bandwidth
triples every
12 months

Ultrafast
'Cloud'
Always on

"Instant
Availability"



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WHY INNOVATION FAILS



SPEEDTEST by Ookla

5/13/2021 8:47 PM GMT

DOWNLOAD Mbps	560.04	UPLOAD Mbps	38.78
Ping 13ms			

SpaceX Starlink Berlin ~ 50 mi & 3 others

PHOTOGRAPH BY SUCCESS

WHY INNOVATION FAILS

METCALFE'S LAW

The value of a network is the square of the number of nodes participating in the network



PHOTOGRAPH BY SUCCESS

Value(network) = nodes²

"Everything communicates"

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WHY
INNOVATION
FAILS



THE PATH TO SUCCESS

INTERNET OF EVERYTHING

WHY
INNOVATION
FAILS

What does this
mean?

THE PATH TO SUCCESS

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WHY
INNOVATION
FAILS

"Any sufficiently
advanced
technology
is indistinguishable
from magic."

-- Arthur Clarke

THE 7 KEYS TO SUCCESS



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WHY INNOVATION FAILS

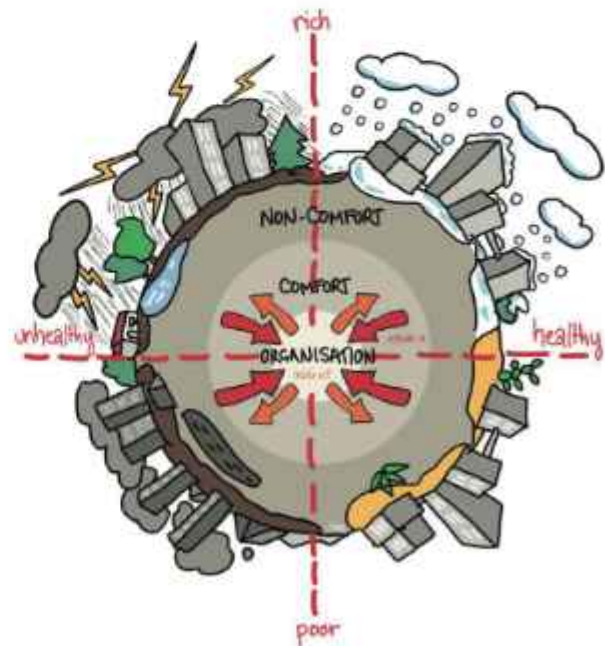


KEY 2 IS YOUR ORGANISATION FUTURE FIT?

THE 7 KEYS TO SUCCESS

WHY INNOVATION FAILS

KEY 6 SCENARIOS AS THE CORE OF YOUR INNOVATION STRATEGY



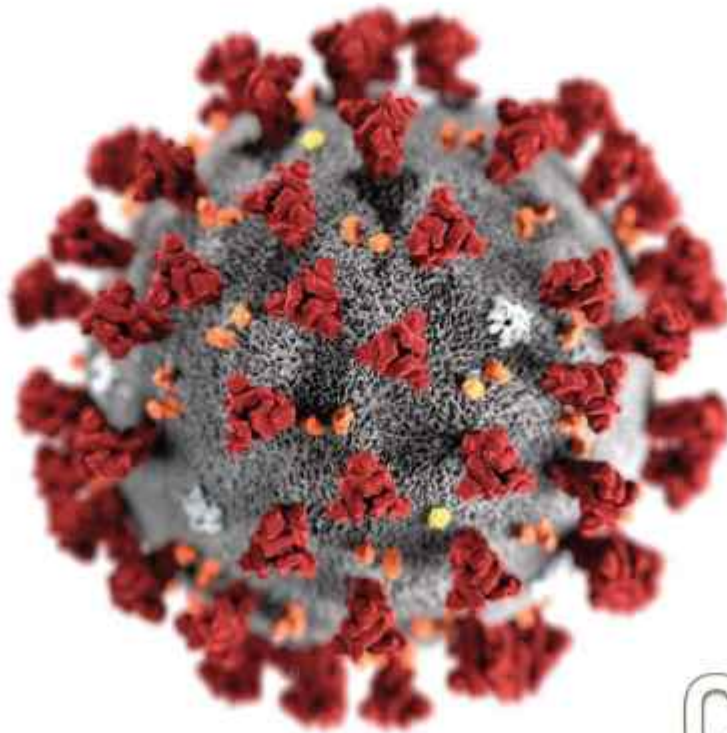
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2020

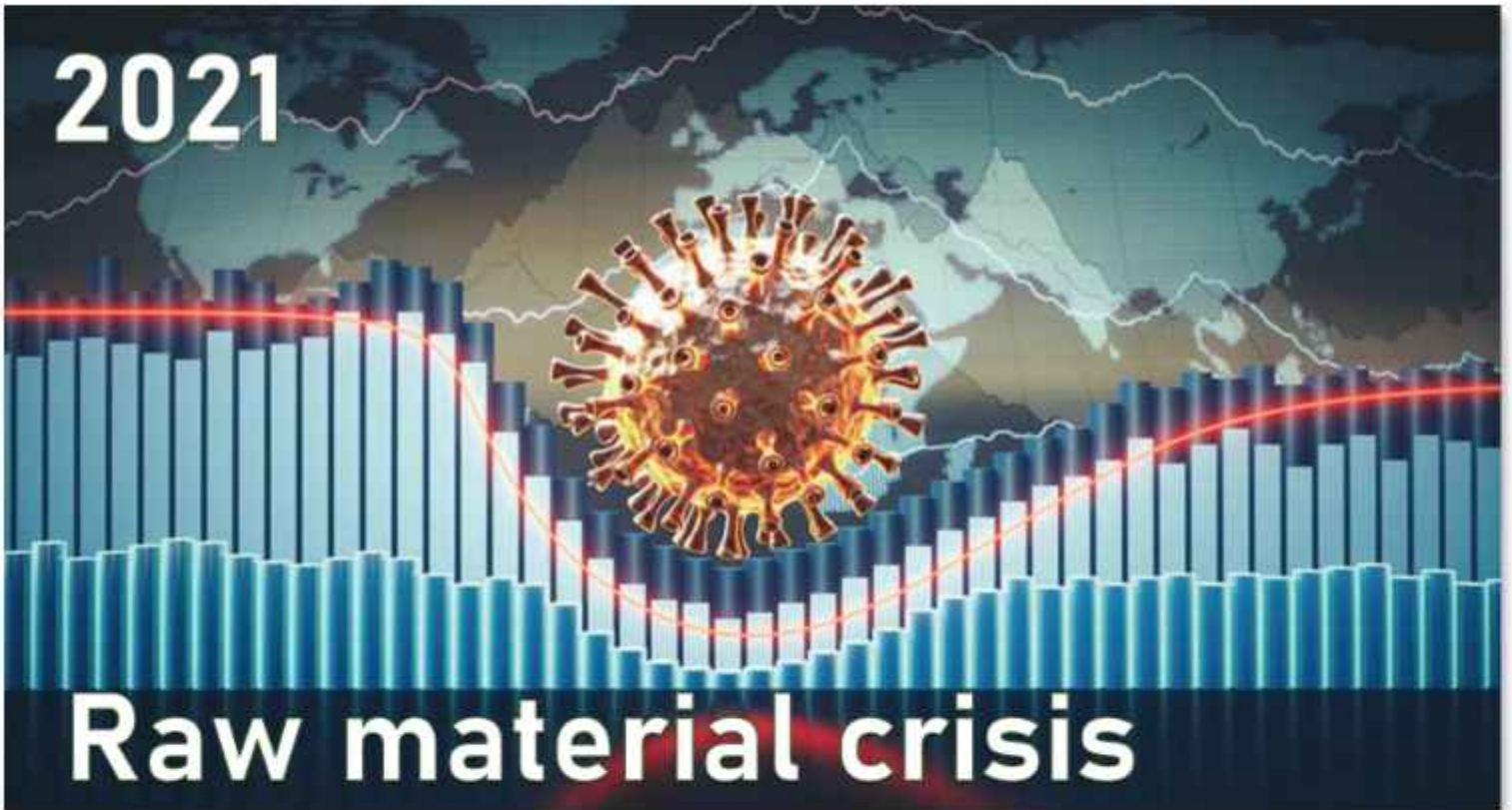


COVID19

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2021



Raw material crisis

2022



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2022



ENERGY
CRISIS

PHOTO: SHUTTERSTOCK

2022



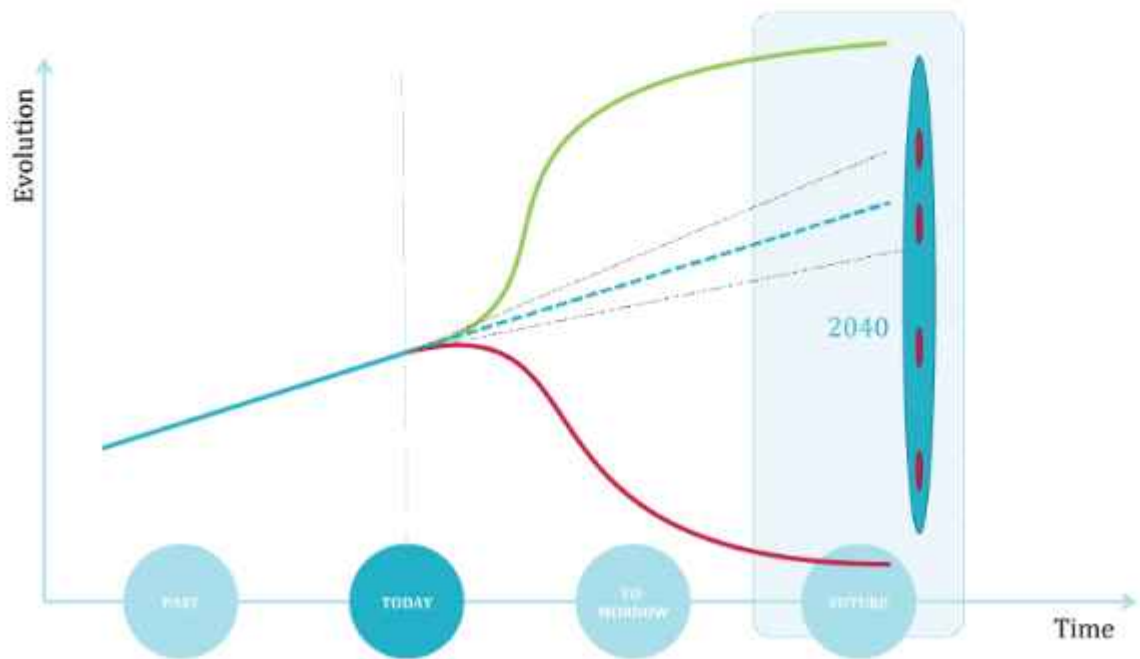
CRYPTO & TECH
CRISIS

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WHY
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 FAILS



THE PATHS TO SUCCESS

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WHY INNOVATION FAILS



MAKE INNOVATION SUCCEED

THE PATH TO SUCCESS

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UNDER THE
AUSPICIOUS OF THE
GENERAL AUTHORITY
FOR INVESTMENT &
FREE ZONES



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Driving Change to Overcome Disruption

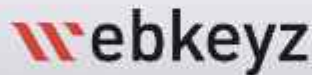
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