```
within an
                   individual person _ T-shaped specialist (depth) + generalist (breadth / 'range')
 people
               within and between
                   people _ dyads e.g. CEO + CFO / CDO ... teams, companies, organisations
synergies
               within and between
                   people and things _ eco-systems, network platforms ... UI / UX / CX
  things
               within and between
                   things and systems of things _ the internet of things, big data, machine learning
```

CREATE NEW MARKETS, TARGET NEW CUSTOMER NEEDS TRANSFORMATIONAL Developing breakthroughs and inventing things for markets that don't yet exist ENTER ADJACENT MARKETS, SERVE ADJACENT CUSTOMERS **ADJACENT Expanding from** existing business into "new to the company" business WHERE TO PLAY
SERVE EXISTING MARKETS
AND CUSTOMERS CORE Optimizing existing products for existing customers

70% CORE 20% ADJACENT TRANSFORMATIONAL

USE EXISTING PRODUCTS AND ASSETS ADD INCREMENTAL PRODUCTS AND ASSETS DEVELOP NEW PRODUCTS AND ASSETS

HOW TO WIN

80% CORE

18%
ADJACENT

200 TRANSFORMATIONAL 70% CORE

20%
ADJACENT

100/0
TRANSFORMATIONAL

45% CORE

40%
ADJACENT

15%
TRANSFORMATIONAL

SMART HOTEL

iteration = consideration = decision-making

STRATEGIC FORESIGHT & DESIGN

premise:

the majority of our, in PRESENT, actions are guided by our interpretation of the PAST as well as our anticipation of, and aspiration for, the FUTURE.

key words:

foresight / forecasting / backcasting e.g., everything is a remix: 'the elements of creativity' (video).

past

what is? and what are? why? and why not?

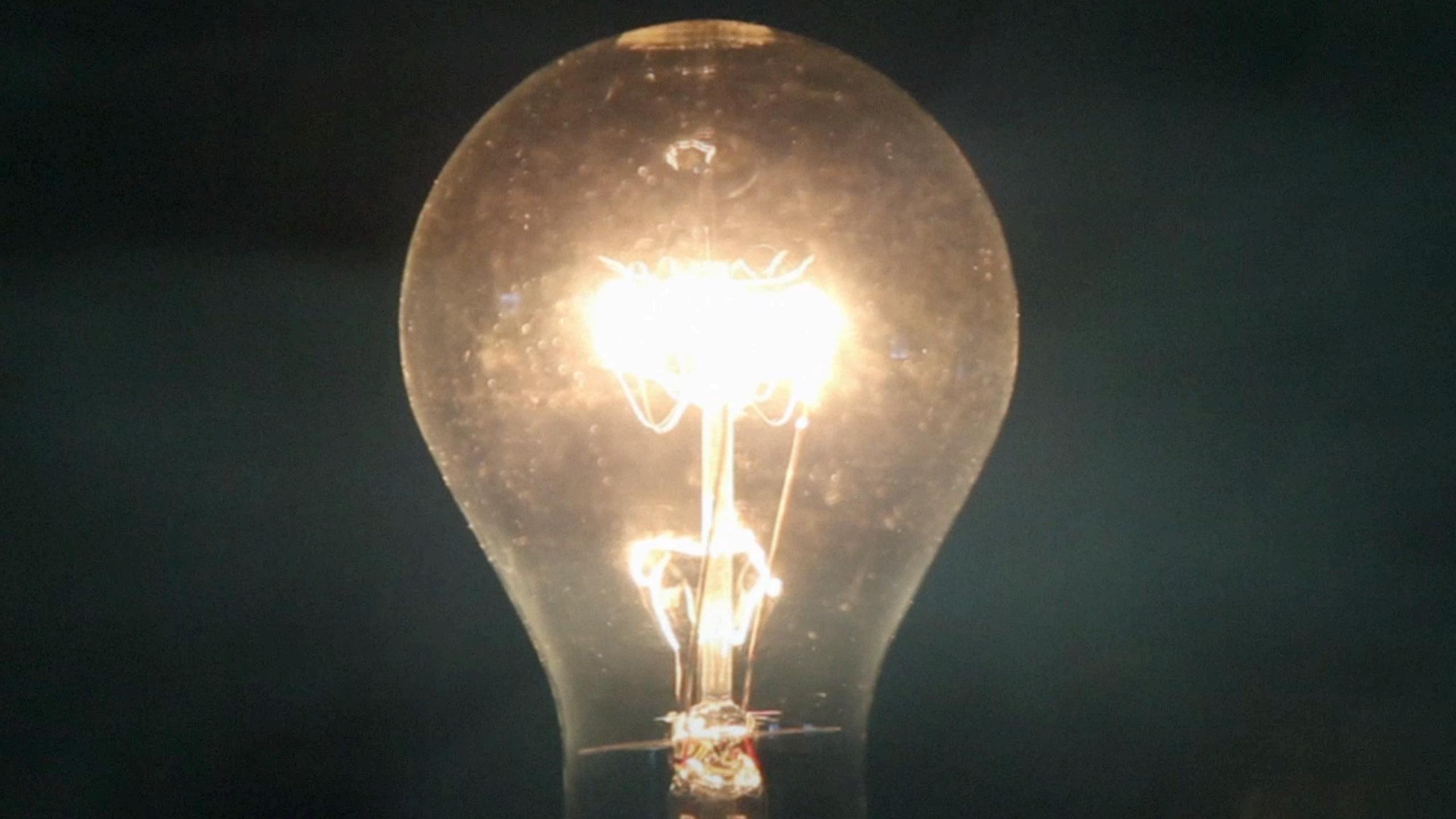
present

what if? what could (envisioning possibilities)? what should? (decision_right /or/ wrong)!

future

key words:

knowing / imagining / envisioning / envisaging / enacting /_ / possibility? / probability? / propensity?



INNOVATION

premise:

innovation is, in essence about, the successful implementation and adoption of creative and imaginative (new, novel, better) insights and ideas that have reciprocal value

key words:

invention, innovation, creative, imaginative, insight, idea, concept, value.