

# REEXPLORING YOUR HORIZONS



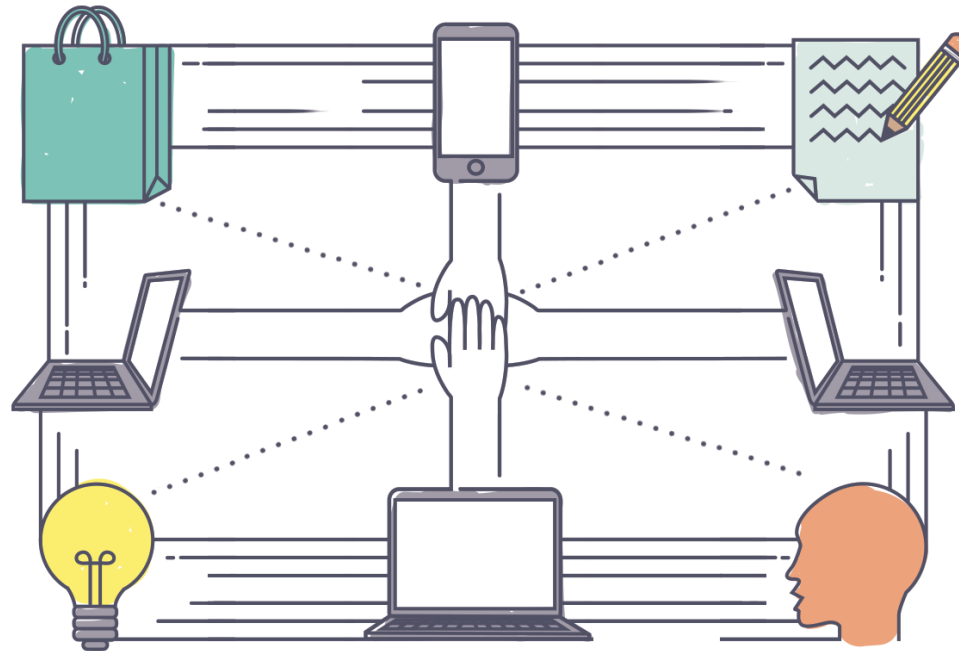
It's not just about

# **BALANCE SHEETS, STOCK BUYBACKS, HIGH RISK LEGAL, AND TAX STRATEGIES**



or

# **MULTI-SIDED PLATFORMS, VALUE EXTRACTION, AND MARKET POWER**



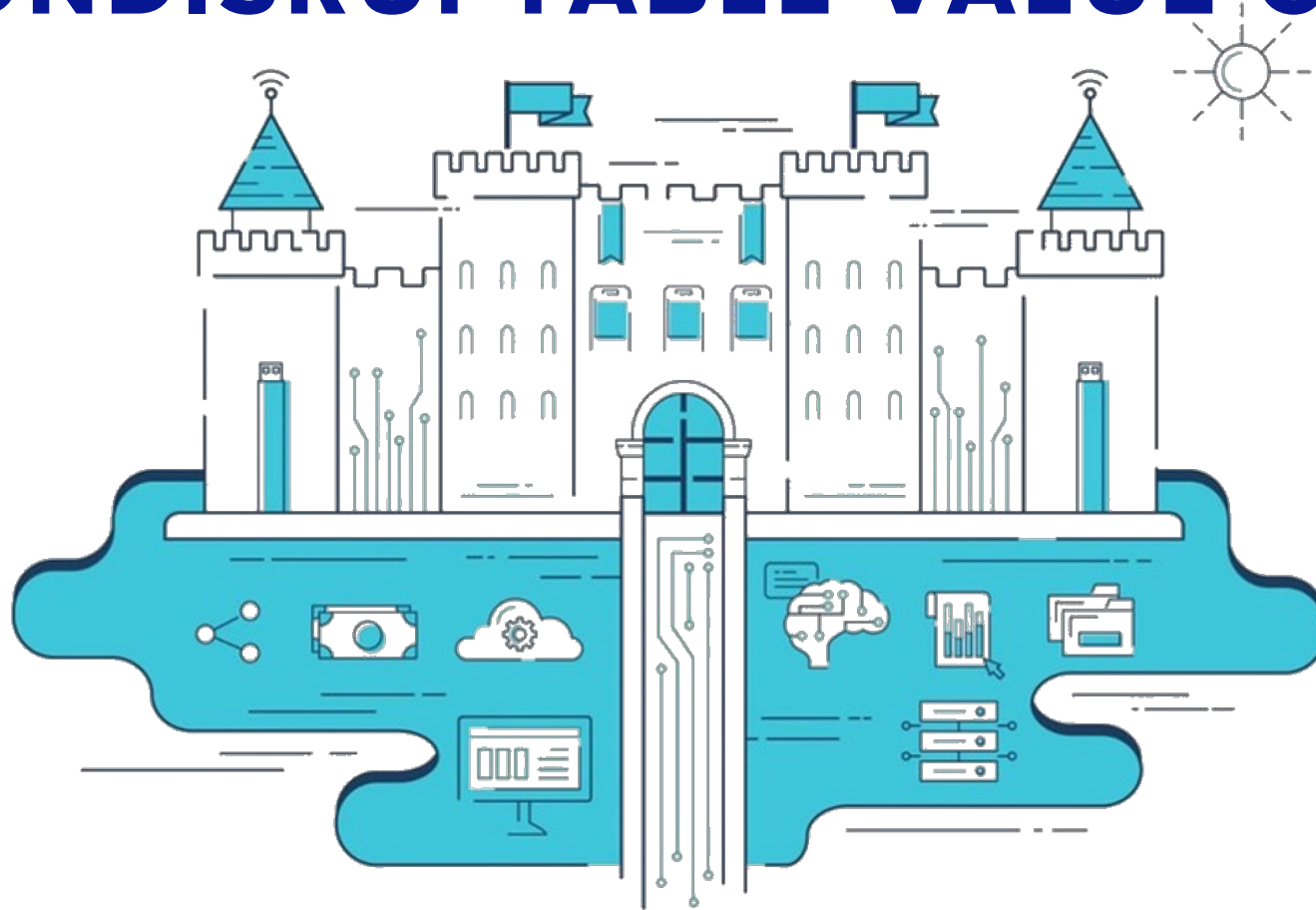
or

**NEW CATEGORY CREATION,  
FIRST MOVER ADVANTAGE,  
AND BLITZSCALING**



or

# **ECONOMIC CASTLES, AND NONDISRUPTABLE VALUE CHAINS**



[https://www.morningstar.com/investing-definitions/economic\\_moat](https://www.morningstar.com/investing-definitions/economic_moat)

or

**PRODUCT PIPELINE VITALITY,  
CUSTOMER ADVISORY BOARDS,  
AND ECO-SYSTEMS**



# OPPORTUNITIES ARE NOT JUST TECHNOLOGIES IN SEARCH OF MARKETS

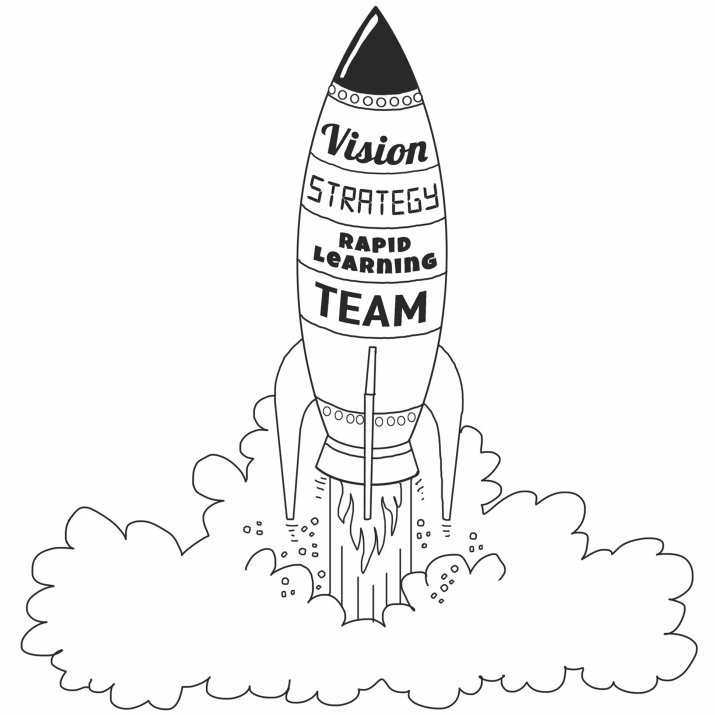


**OPPORTUNITIES  
ARE NOT JUST  
“WHAT IF” or “WHY NOT”  
HYPOTHESIS**





# OPPORTUNITIES ARE ABOUT REIMAGINING YOUR HORIZONS



**Exploring** with curiosity, passion, and rookie smarts.

**Discovering** the best problems, solutions and customers.

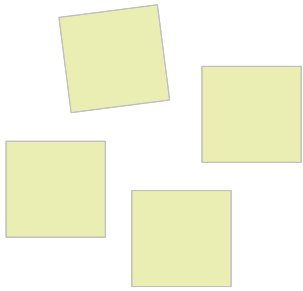
**Experimenting** with what's hard, complex and complicated.

**Designing** for happy while delivering on meaningful.

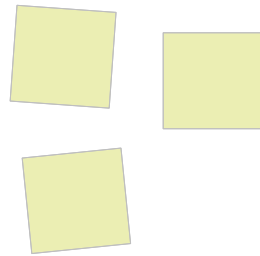
Because knowing what made something great, and what will create something great are not the same.

# REVALUATE YOUR CORE VALUE PROPOSITION

FOR THESE  
COHORTS



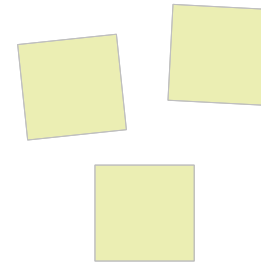
WHO HAVE THESE  
JOBS TO BE DONE



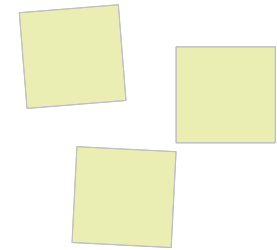
OUR



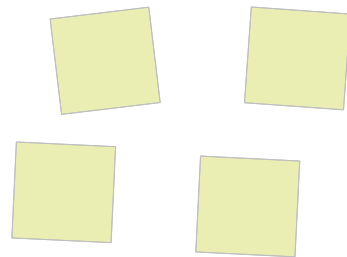
IS A



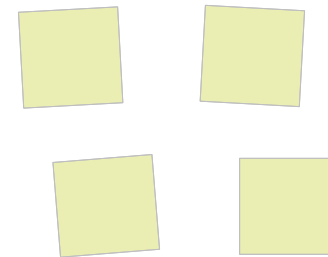
THAT  
PROVIDES



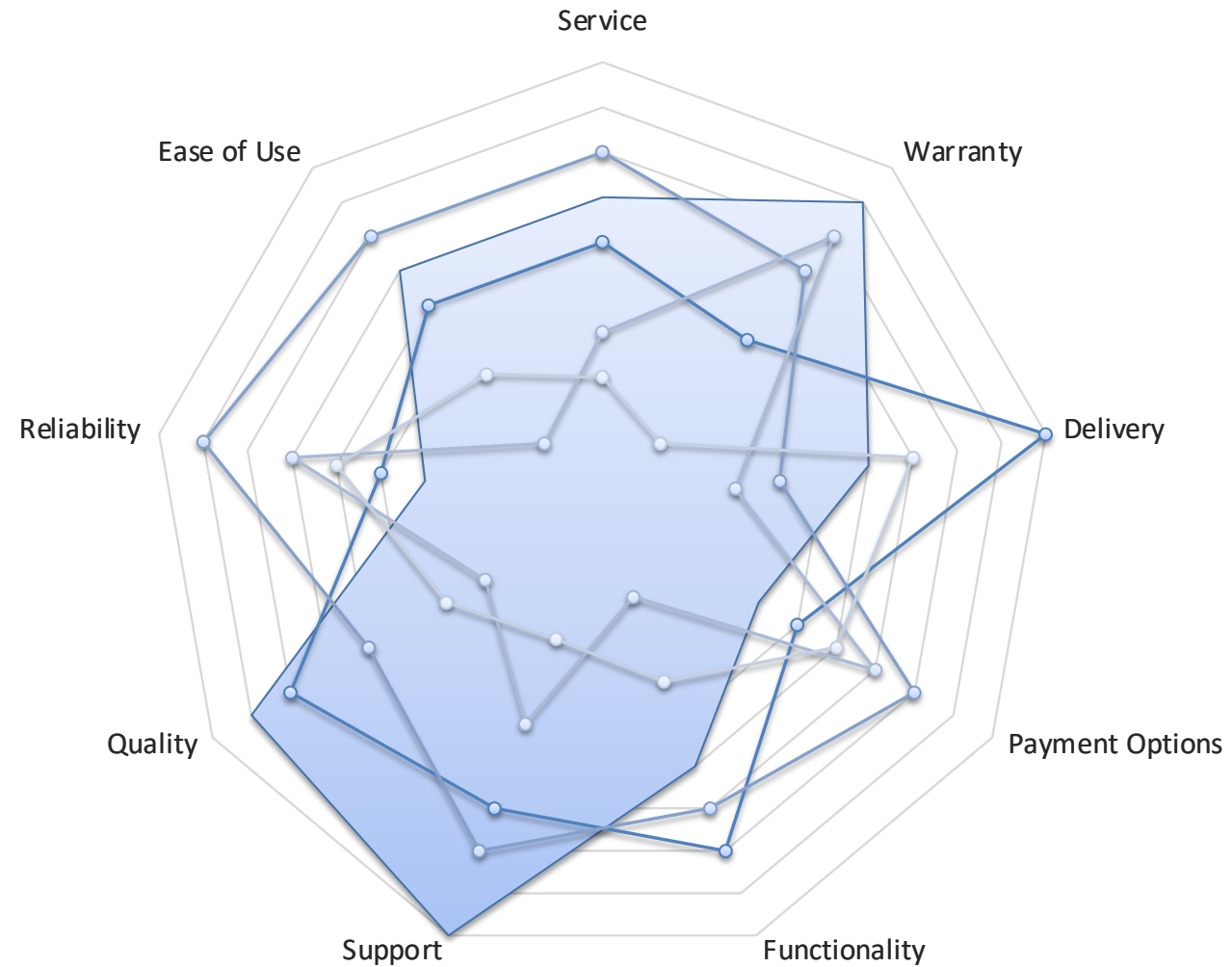
UNLIKE THESE  
ALTERNATIVES



WE ARE BETTER IN  
THESE WAYS

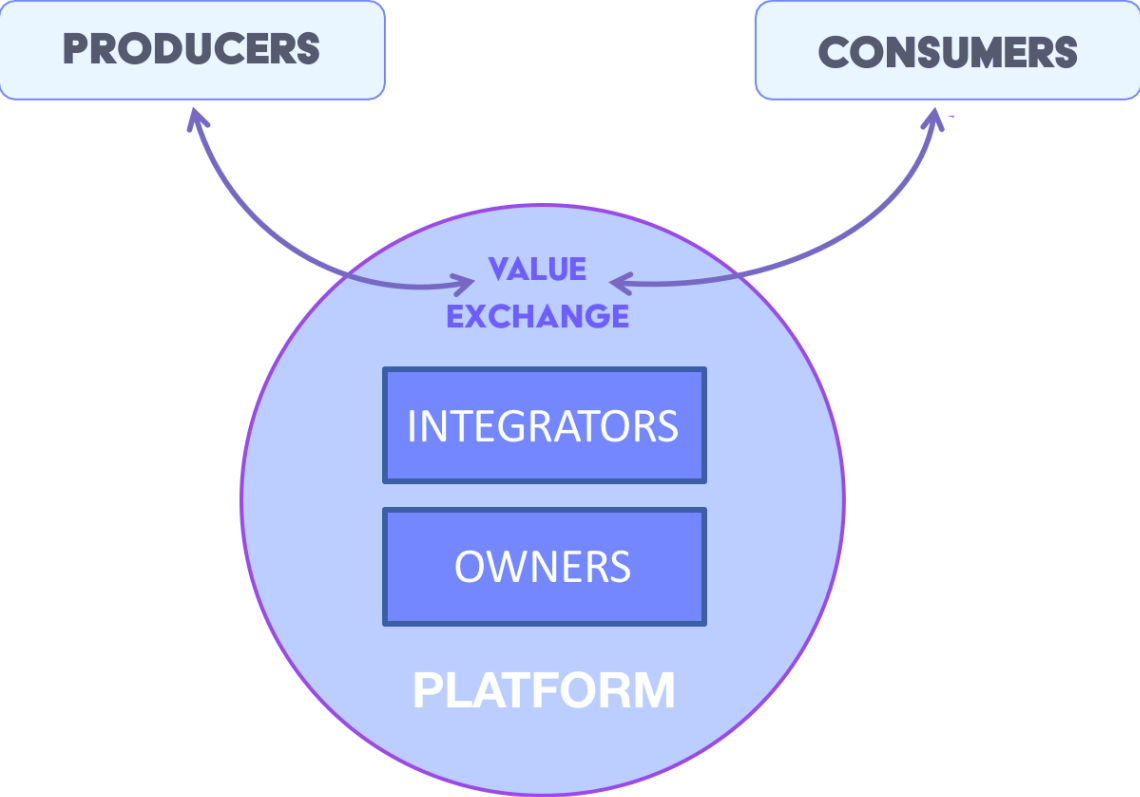


# RECONSIDER YOUR DIFFERENTIATION STRATEGY



# MODEL YOUR MARKETPLACE DYNAMICS

WHAT THEY WANT, NEED, FEAR, VALUE  
WHY AND WILLINGNESS TO PAY



SUBSTITUTES  
ALTERNATIVES  
SWITCHING COST  
CONSTRAINTS

# KNOW YOUR BUSINESS PRIORITIES



**Cost  
Reduction**



**Growth  
Management**



**Product  
Pipeline Vitality**



**Capital  
Efficiency**



**Venture  
Investments**



**M&A  
Strategies**

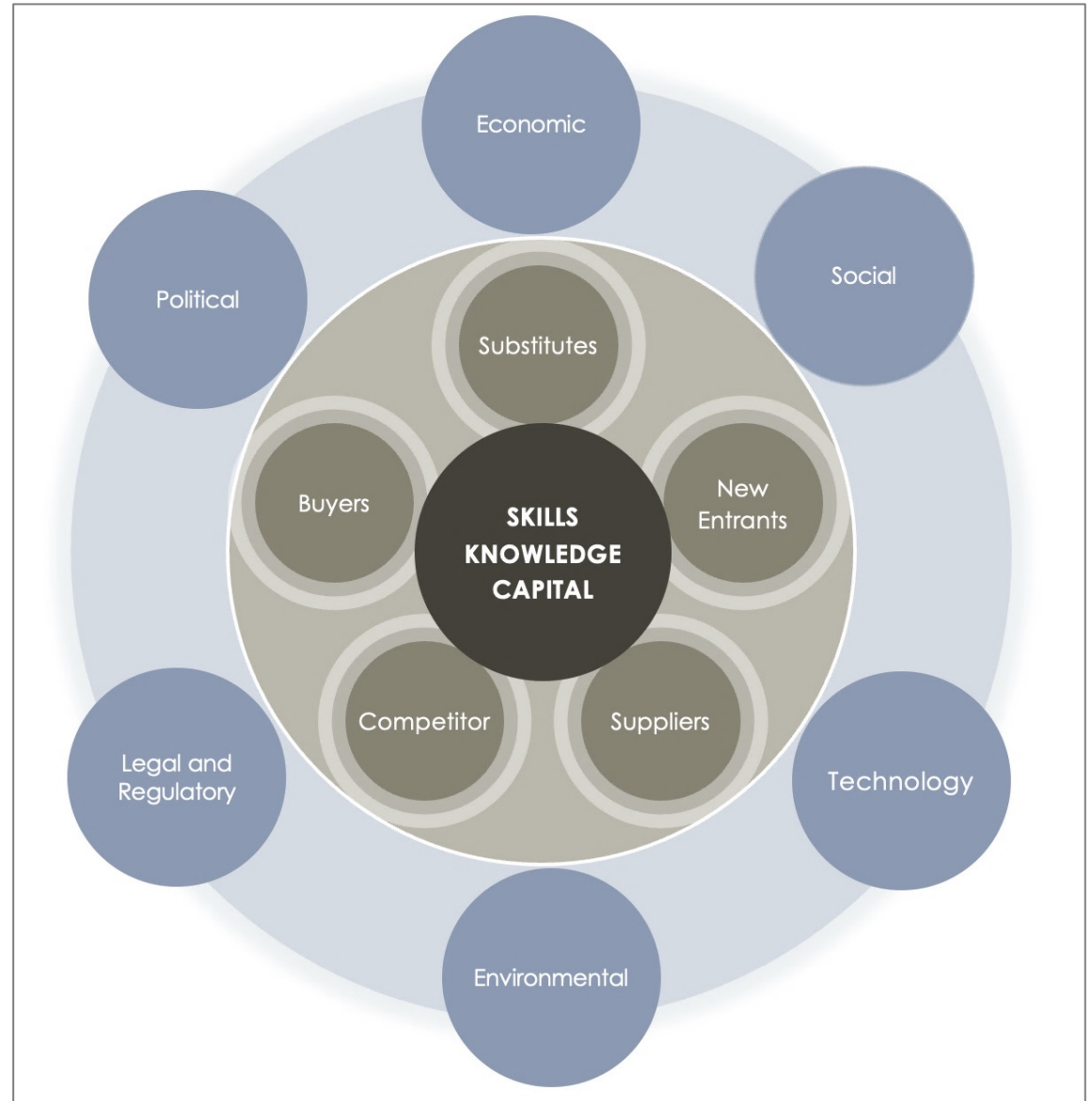


**Sustainability  
Initiatives**



**Risk  
Management**

# Refactor Your Research



# EXPLORE THE NEW NORMAL

BEHAVIORS

MARKETS

SEGMENTS

ENABLERS



# **MAKE YOUR CASE**

**The importance of the problem, to whom and why**

**Market size, drivers, friction, and dynamics**

**Competitors, substitutes, or alternatives**

**Critical design, development, and delivery capabilities**

**Proof of concept and demonstrated traction**

**Validation of the pricing, packaging, and positioning**

**Scalability of channels, system, and business model**