



“I would define strategy in  
three words:

Change the game”

Alejandro Ruelas-Gossi



# The Conscious Competence Learning Model













Race to the **top**



Race to the **bottom**

SAMENESS

SAMENESS

SAMENESS

SAMENESS

SAMENESS

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# Sameness

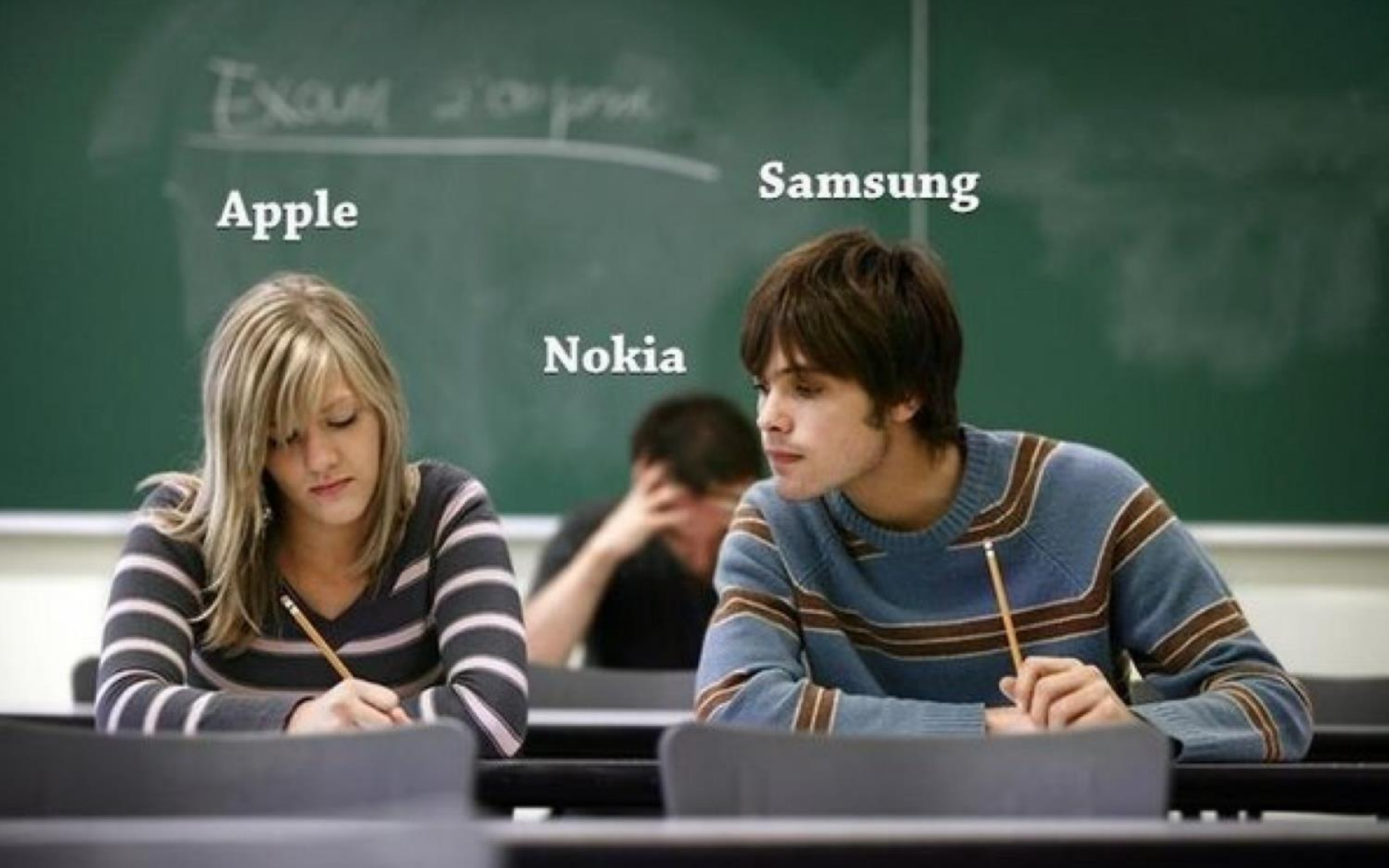




**Apple**

**Samsung**

**Nokia**





The Lost Interview: Triumph of the Nerds is a 1996 British/American television documentary, produced by John Gau Productions and Oregon Public Broadcasting for Channel 4 and PBS







Bill Gates and Steve Jobs at D5 Conference 2007 / The fifth D: All Things Digital conference



Bill Gates and Steve Jobs at D5 Conference 2007 / The fifth D: All Things Digital conference



Focus Is About Saying No: Apple Worldwide Developers Conference 1997

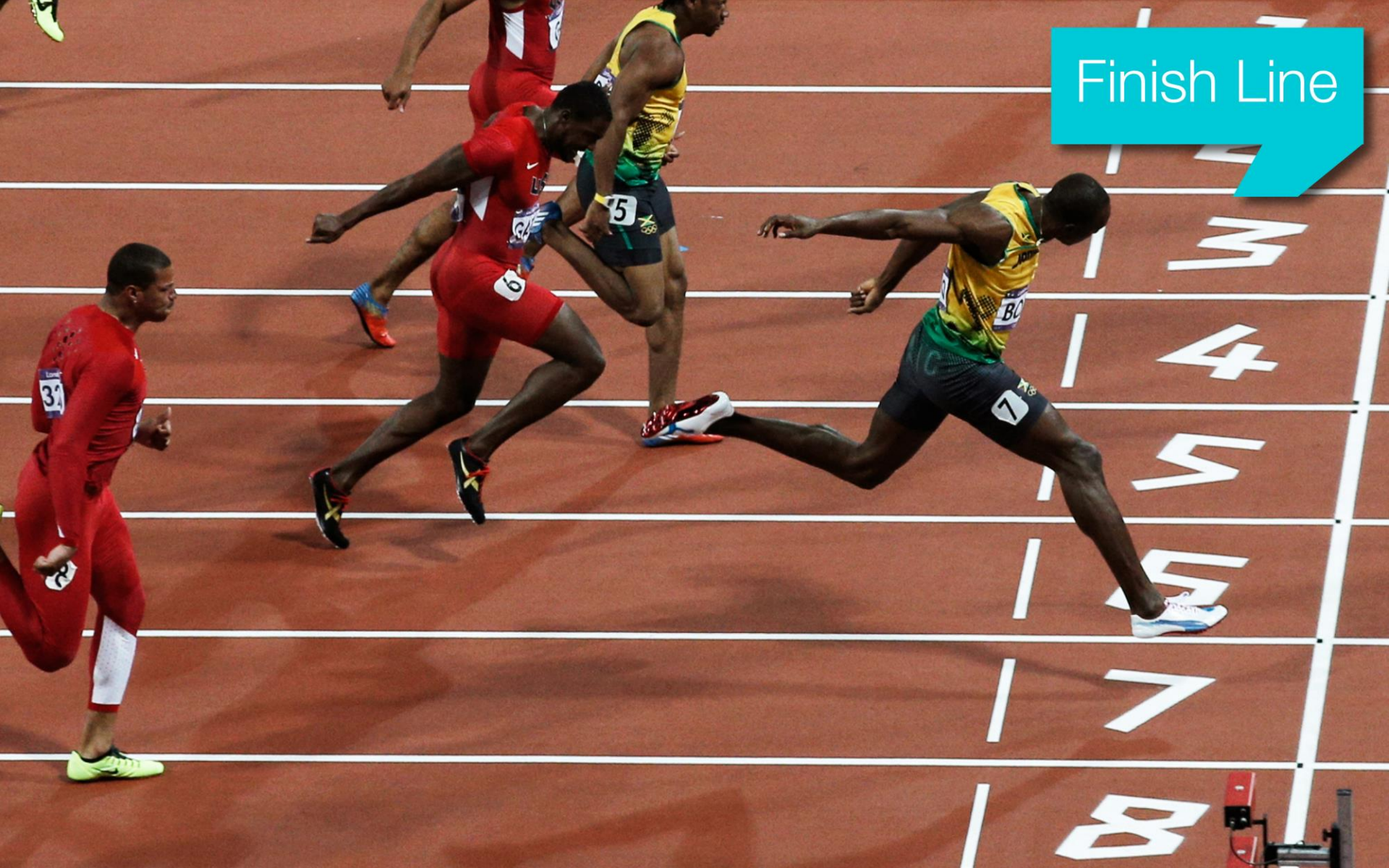


Starting Line





Finish Line





# Orchestration





# How Orchestration differs from the Classic Strategy

	Classic Strategy	Orchestration
Vantage point	The Individual Firm	Individual Opportunity / Network
Source of funds (investment)	Firm's own resources	Mobilizing other's resources
Methodology	Upstream/Downstream Integration	Identify the needed resources (assemble the network)
Window of opportunity	Value chain – 180°	No-boundaries. Peripheral-360°
Locus of control	Egocentric central control	Allocentric distributed control
Scope of value	Firm (Adam Smith)	Network (J. Nash)
Skills	Power	Diplomacy

# The art of innovating on a shoestring





# The Metaphor of...

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