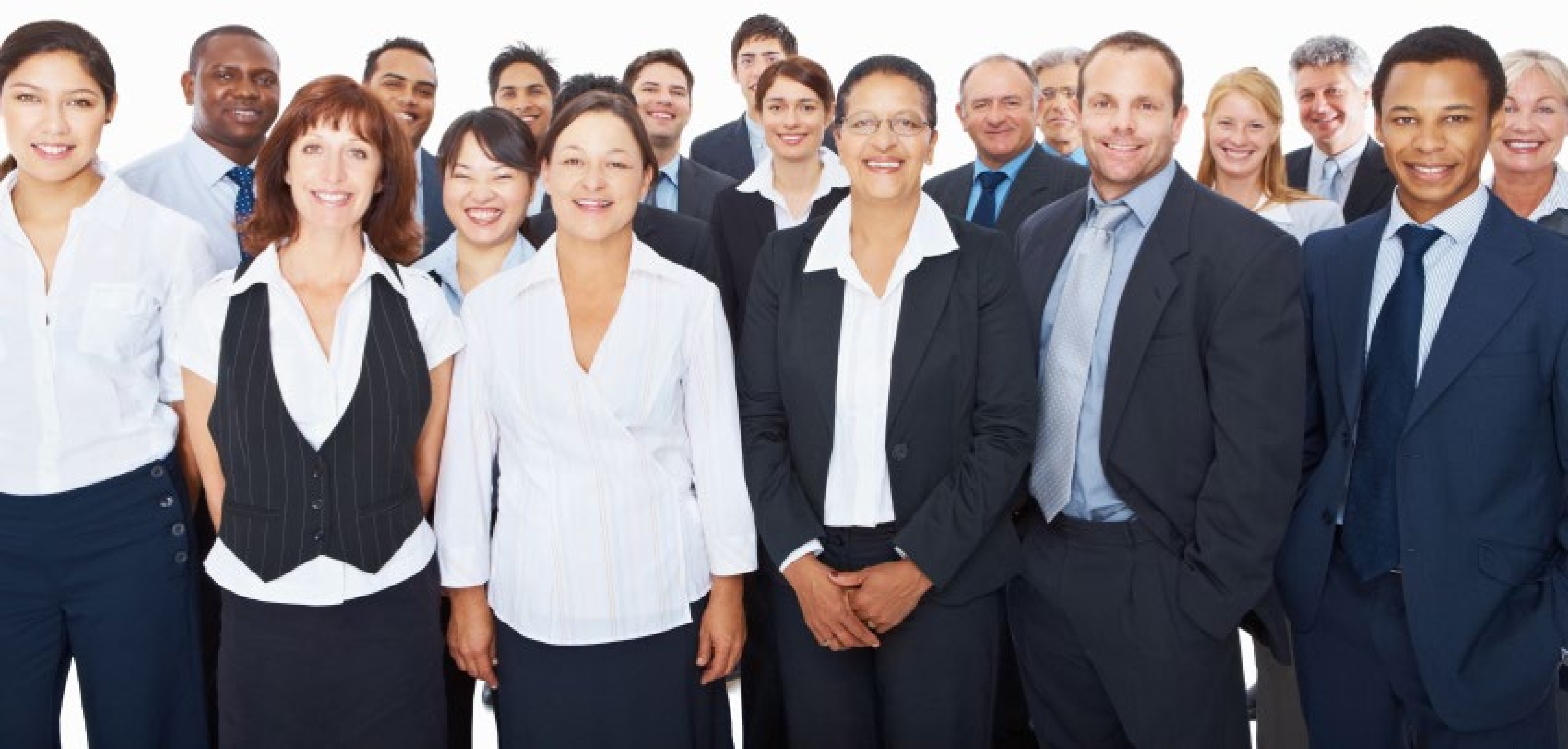
Building a Corporate Culture of Innovation

A conversation with Anthony W. Ulwick

To accelerate revenue growth, many companies are relying on the Chief Innovation Officer (CIO) to effectively harness the power of innovation. Deciding how to structure and staff such an effort will very well determine its success. In a discussion with an executive who recently took on the responsibility for establishing an innovation center of excellence for a $10 billion Fortune 1000 firm, Strategyn CEO Tony Ulwick explains how companies are using an approach he calls "directed innovation" to accelerate their growth.



A Conversation with Anthony W. Ulwick

The following conversation took place on May 13, 2011.

Executive: My goal is to help our family of companies accelerate growth through innovation. To get our discussion started, can you explain to my team and me how other companies have organized their Centers of Excellence and the pros and cons of different approaches?

Ulwick: Sure, I would be happy to. Let me start by saying that we have learned a lot about helping companies build a culture of innovation over the past eight years. I think it is worth mentioning the three most popular approaches that companies have taken.

The first approach assumes that innovation is everyone's responsibility and that broad cultural change is required to build a culture of innovation. The second approach assumes that a specialized team of individuals can master the innovation process and apply those skills across the company as needed. The third approach assumes that a small group of people are responsible for innovation and that this team—or Center of Excellence—manages that effort for the organization.

So let's start with the first approach, which is the most common. When many companies think about building an innovation competency, they think about training hundreds or even thousands of employees as part of a change management effort—they want their employees to think differently about innovation. They plan to have dozens or even hundreds of people become experts at innovation and own the skills that are required to integrate that competency into the company's organizational DNA. When companies take this approach, they usually have the concept of innovation inextricably linked with broad cultural change in the organization.

We have worked with many firms who have this mindset and have provided them with the best innovation processes along with the training they requested, but after years of assessing its effectiveness, we no longer recommend this approach because the basic premise behind it is flawed. What we have learned is that innovation (at least product and service innovation that results in revenue growth) should not be everyone's responsibility. It should be the responsibility of a small group of people—those who decide what market to enter and grow and what products to place in the product development pipeline. The rest of the organization simply has to do what it has always done—that is, validate, prototype, design, build, create, ship, and launch new products. In my mind, training the entire organization is a time-consuming, costly, and unnecessary activity.

What we have learned is that innovation should not be everyone's responsibility. It should be the responsibility of a small group of people—those who decide what products to place in the product development pipeline.

Many companies have reached the same conclusion, and this leads us to the second most common approach to building an innovation competency, which is to create a team of internal innovation consultants who will form the core of the Innovation Center of Excellence. This team will then be called into action as needed to help a division or product manager in need. In other words, they market their skills to the divisions, and when asked, they help the divisions create a growth plan that it can execute.

We have helped a number of firms create an internal team of growth and innovation consultants, but again, we have discovered that this approach is also flawed at a rather fundamental level. The problem is that there is a mismatch between the time it takes to develop the needed skills and the demands of the individuals and the organization.

Let me explain. Successful execution of the innovation process requires skills in market selection and sizing, job-based market research, strategy formulation, solution innovation, and financial analysis. When we train our own internal Strategyn consultants, we train them with hands-on training for years before they gain the expertise required and work as a team to deliver growth plans. So when creating a growth plan, a company would need the equivalent of decades of training and experience, which is obviously not going to happen in the next quarter or two. This is a rather lengthy learning curve. Unfortunately, what often happens when we train people to be internal consultants for their companies' Centers of Excellence is that they never have the opportunity to complete the full learning curve. Often they were not doing this kind of work every day—in many cases, it was considered a part-time job. Those responsible for growth were hesitant to hire them because of their lack of experience. The result was that even after a full year in this position, their skills were not well developed. In many cases they would take on other assignments or jobs, or would leave the company altogether. What we found in nearly every case was that after a couple of years, the Center of Excellence would either dissolve, or it wouldn't have the skills it needed to sustain itself. When it did work, it was dependent on the skills of one or two people, which isn't very sustainable.

So this brings us to the third approach, which we now describe as our gold-standard approach. We call it "directed innovation". The directed innovation model enables an organization to grow through innovation quickly, with the least investment, and in a sustainable manner. In this scenario, a small group of people form the nucleus of the Center of Excellence. They are not responsible for physically creating growth plans for the divisions in need of growth. Rather, they are responsible for managing the creation and execution of growth plans for those divisions and for managing the integrity of the information and processes used to create those plans.

The directed innovation model enables an organization to grow through innovation quickly, with the least investment, and in a sustainable manner.

Here is how the directed innovation model works. The Center of Innovation Excellence (often with our help) identifies the markets that will generate the kind of revenue growth the company is looking for. Let's say the company wants the center to identify and create a growth plan for a market that has a $500 million revenue potential. The center, through executive inputs, may even have a hypothesis on how to grow that market. The center then leverages our innovation process, Outcome-Driven Innovation or ODI, which has an 86 percent success rate, and the skill set that we have developed over the past 20 years, to create a growth plan for that market.

The center doesn't have to develop the skills needed to select and size markets or conduct job-based research. It doesn't have to reinvent the innovation process. We have already done that. We also execute the strategy formulation, solution innovation, and financial analysis phases. With our assistance, the Center of Excellence then presents a visionary growth plan to the sponsoring division, along with supporting information and financial justification. The sponsoring division takes it from there and works with the center to execute the growth plan. We will often work with the division as well to ensure the plan is being executed as envisioned and to teach them how to use the insights to manage growth for years to come. Some companies, such as Kroll Ontrack, have used the insights from a growth plan to guide market growth for up to ten years.

There are a few variations on this approach, but in a nutshell, this is how our thinking has evolved over the past few years. This approach is working well in companies such as General Motors, Marsh & McLennan and other firms.

Executive: So just to take the directed innovation concept further, if you have responsibility to build an innovation competency inside company x, and you're going to do it with a group of five or ten, whom do you recruit, how do you set it up, what skills are you looking for—how would you think about all that?

Ulwick: Using this structure, an innovation competency would consist of three areas of expertise: market selection, growth plan creation, and growth plan execution. If I had ten people to staff the center, here is what I suggest for each. But keep in mind, you can start with just 2 or 3 people.

First, I see one or two people focused on market selection—this team is responsible for working with the divisions to identify which markets will likely generate the revenue growth that the company desires and should be targeted for investment. The individuals holding these positions are often business analysts or researchers who understand market trends. They identify new markets—jobs that people want to get done. They also have good relationships with their peers in the divisions for which they are creating growth strategies, and they work on maintaining and strengthening those relationships.

Next, I see another two or three people working with us on growth strategy development. The individuals holding these positions must understand the growth plan creation process and the underlying innovation process we use to create that plan. They must assist us in formulating the growth plan, bringing internal resources to bear (especially for platform and business model creation) as needed. Once the plan is created, they assist us in presenting it to those responsible for growth in the sponsoring division. We jointly decide if the growth plan will enable the company to meet its growth objectives.

Finally, another two or three people will work with the sponsoring division (and us in some cases) to monitor the execution of the growth plan and ensure it is implemented correctly. These people work with the development organizations and establish a long-term relationship with them, not unlike a board member who creates a growth plan for a venture-backed company. They may also work with us to find M&A opportunities to pursue if an internal execution plan is not practical.

So with these core groups in place, the Center of Excellence is able to accelerate the growth of the company through innovation. In my view, this is the most simple and effective way for a company to accelerate its growth. I know this runs counter to many cultures in which people think that from the top down, everyone's responsible for innovation, that companies need hundreds of people and external collaboration for ideation, that ideation should produce hundreds of ideas—the list goes on. As I mentioned before, only a handful of people are required for product and service innovation. By controlling the process as I've described, companies can achieve their growth objectives without a major cultural overhaul. Once the center becomes proficient at these three tasks (an achievable goal), they can turn out several growth plans per year that will contribute to accelerated growth. Of course, each division will still have its own sustaining growth plan—the center will be responsible for accelerating that growth, finding new opportunities to create an additional $200 million, $500 million or even $1 billion in revenue.

Executive: Tony, you've spent so much of your time thinking about this topic and observing organizations that do it extremely well and others that don't do it well, some from afar and some close up. When you look at companies like Apple or Google, have you given any thought to why is it that they are so good at innovation?

Ulwick: Absolutely. In the case of Apple, I think it's that the company follows a process much like ODI and manages it as we describe here. It's centralized up top, and they're directing what needs to be done, and they're damn good at it. This is probably the way Steve Jobs thinks, and he's excellent at it. I would hold him out as an example of natural talent, which of course is rare. You can't be successful that many times without an effective innovation process.

I would say Google, on the other hand, probably hasn't adopted this thinking. Unlike Apple, they have had numerous product failures, as their approach is more conventional. Of course, they have also had some great successes. Why? I would say it's simply because they possess a platform (the search platform) that inherently provides them with incredible growth opportunities. In our vernacular, the search platform is an enabler; it helps people get dozens of jobs done. Owning this platform is the key to their success. With that one platform, they can be very successful in many markets. They've been able to expand on the same platform for the last 10 years and continue to grow very well. In my opinion, they are able to accomplish this despite the fact that their views on innovation are archaic. Encouraging employees to spend 20 percent of their time innovating—going in whatever direction they want without following an effective innovation process—would be disastrous in most companies, but it works OK for them.

Executive: And what about in non-tech environments, where you look at a 3M, or you look at the financial services industry, which has been quite busy the last five years securitizing everything. Are there any differences amongst industries, or is the abstract process of innovation the same anywhere?

Ulwick: It's the same process everywhere, but in certain industries, it is more difficult to execute certain parts of the process. For example, it is typically harder to conduct job-based market research in a B2B (business to business) environment than it is in a B2C (business to consumer) environment. In addition, it is often easier to find solutions in a consumer market than in a B2B market. This explains why certain approaches to innovation work better in some situations than others.

For example, let's look at P&G's connect-and-develop approach. This approach is a take-off on open innovation. P&G believes that much has already been invented and that they shouldn't have to reinvent everything. The solution may exist within their company walls or belong to a lone inventor in Asia. In addition, they have adopted a jobs-based approach to innovation. As a result, understanding customer needs and finding solutions to those needs is a simpler process for them than it is in many other industries. With a little knowledge of the job to be done, solutions can be requested, filtered, and evaluated—and fairly effectively. P&G is the only company I am aware of that claims a 50 percent innovation success rate. The average innovation success rate is less than 20 percent. It is clear that this approach works for P&G, but it will not work everywhere. So any company choosing the P&G innovation model should make sure their situation is very similar to P&G's.

Executive: Here's another line of questioning around the front end of this process. Let's call it market selection, though it's probably not that precise, to be honest, because not everybody thinks in terms of markets. Here at my firm, there's no process at all, at least not on a coordinated basis. We have to collect ideas, evaluate ideas, vet ideas, filter them, and think them through the various stages of the innovation process, assuming they don't fall out on the way. What do you think about how one should do that in an organization this large? What is required to do that? What are your thoughts?

Ulwick: So, assuming that you want to follow that path, the process here—

Executive: —or if you think that's the wrong path, how would you do it?

Ulwick: Well, let's stick with the path you've described for a second. Let's say your company has hundreds of ideas coming in, which nearly all companies do, and that this signifies the start of the innovation process. What should ideally happen is that each idea should be analyzed to assess whether or not it is in a market that the company wants to pursue and that will contribute to its revenue growth. If it is, then all the customer needs in that market should be uncovered and the unmet needs should be prioritized. With that information in hand, the company should evaluate whether or not the idea at hand addresses the unmet needs. If it does not, it should be discarded. But here is the catch—it is highly unlikely that any idea will significantly address all the unmet needs in a market and that the idea is in a market that the company wants to pursue. In other words, this ideas-first approach to innovation is just a guessing game that will never support predictable growth. This approach has a success rate that is less than 20 percent. It is not the method I would want to back with my money.

This is why we think the innovation process should begin with market selection, not with the idea. Once all the unmet needs are known, then solicit ideas, not before. Using this approach, our clients have an 86 percent innovation success rate.

In other words, this ideas-first approach to innovation is just a guessing game that will never support predictable growth. This approach has a success rate that is less than 20 percent. It is not the method I would want to back with my money.

Executive: All right, let's put this thinking to work. Let's take Company X, one of our subsidiaries, for example. It's the leading provider of consulting and administrative services around defined-benefit pension plans. And, of course, one of the trends that's happening in that market is that companies are moving away from, or evaluating moving away from, defined benefits and more towards defined-contribution (DC) plans, like 401ks, where they no longer carry market volatility risk, investment risk, that sort of thing. So this is clearly happening. So someone might say we need to get into the DC business because we're in the pension business already. Are they right? If so, help me: how would you then take that situation and mold it through this process? How would you think about that?

Ulwick: OK, this is what you are faced with. The people in this market are trying to get a job done: for simplicity's sake, let's say the job is saving for retirement. Your company offers one solution—defined-benefit plans—and others offer competing defined-contribution solutions. Those are two ways to get the same job done. The question is, why and when is one solution desired over the other, and by how large of a segment of the market? Clearly, the defined-contribution solution is gaining popularity because there has been a shift in the unmet needs of those saving for retirement. Failing to address that shift could cost your firm significant market share. The true innovation in this market may be a product that gets the job done better than both defined-benefit and defined-contribution solutions. Only knowing the degree to which these two solutions fail to address customer needs will lead you to that answer. That is where you should look.

If you are thinking of entering the market with a me-too product, you will be fighting for market share. The goal would be to enter the space with a product that is superior to that currently offered by the competitor. To get there, you would have to know the customer's unmet needs—the metrics they use to measure the successful execution of the job they want to get done. With that knowledge, you can devise a solution that will help them get the job done better. After all, that is the purpose of innovation and the driver of growth.

Executive: Thinking about the answer, one thing that occurs to me is that you might end up deciding that what you need to do is just go buy somebody who does whatever the necessary new thing is. There's brand strength, there's leverage, there's integration, and we need to be in it. We're done.

Ulwick: That's correct—M&A is always an option.
Once you know the growth strategy, then it's a build-or-buy decision. Also, with the growth strategy in hand, you can make sure you select the right company for acquisition. When it comes to M&A, you want to acquire a company that owns a platform that can be used to help customers get the entire job done effectively—and a company that can execute your growth plan. This is something I often consider as my role as managing director of Strategyn Equity Partners.

Executive: OK. You've broken down the Center of Excellence competency building into market selection, growth strategy development, and then implementation, or at least shepherding the implementation process forward. One of my questions is, if we're in 10 markets, why do we need to take experts from each of those and move them into the center? I can see that there is some value in having a smaller group that can move more quickly and that isn't burdened by the day-to-day operations, but I think separating out a group of experts like that is going to be a tough sell in this company.

Ulwick: You don't have to move experts from each of those 10 markets into the center. They can stay in those divisions. Your people—the ones in the center, as we described earlier—can interact with those experts in the 10 markets at the right times as growth plan decisions are made. Your central team will form relationships with these market experts and hopefully win them over as they witness your team's expertise at creating visionary growth plans.

Executive: Great; that makes sense. Can you talk about some of your bigger clients and the different models they're using? Are they all kind of using this hub-and-spoke method?

Ulwick: The ones that are working best and have the greatest chance of survival are using the hub-and-spoke approach. Other approaches have yielded some short-term success in a few firms. For example, one company in the aerospace industry asked us to host an on-site education course. A few of the people got familiar with our approach, their researchers picked up some of the techniques, and they've been using those techniques internally, not across the board, but here and there, to help drive some innovation efforts and M&A decisions. It's worked well for them, because those people are still in those positions after a couple of years. But they don't have a program to transfer those skills, or to grow that skill set, or to really operationalize that competency in their organizational DNA. So at some point, their competency will go away. If you're aiming to turn your company into an innovation powerhouse, that wouldn't be the right approach.

Executive: Yeah, that's what I get. There are advantages to centralizing the process in terms of risk management and in terms of protecting against intellectual capital leaving. Also, it scales better; you can use it across the enterprise more easily; you do cross-pollinate ideas. But the other thing I'm trying to figure out is how to map the very specific language and thought processes of your ODI process to the more conventional language of corporate America, because I have to convince people that this is the right way to go. There's so much, especially right now, being written about innovation, but there's no common language around it. There's lots of genius; HBS graduates have an opinion on it. One thing you hear is that innovation is thought of as technology. Now we know that's not the case. Another thing you hear is, you innovate in strategy, you innovate in technology, you innovate in business models, you innovate in business processes. These are some of the things that I'm trying to get really clear in my head: how these things map back to ODI.

Our visionary growth plans focus specifically on devising a product and service platform that enables the customer to effectively get the entire job done, as defined by the customer. This is the key contributor to our 86 percent success rate.

Ulwick: Yes it is confusing, but unnecessarily so. Growth is tied primarily to product and service innovation—that is, it's tied to deciding what products and services to enter into the product development process. This is the focus of ODI, and it is also why companies exist—to define the product and service platforms and feature sets that will help customers get a job done best. The companies who own these winning product and service platforms lead their markets (think Google in search, Apple in mobile communications, Walmart in retail, Kroll Ontrack in electronic discovery). They have all created product and service platforms that help customers get an entire job or several jobs done very effectively. That is the goal of any business, and ODI is focused on helping companies achieve that goal. Our visionary growth plans focus specifically on devising a product and service platform that enables the customer to effectively get the entire job done, as defined by the customer. This is the key contributor to our 86 percent success rate.

The other types of innovation you mentioned (like innovation in strategy and business models) are part of a growth plan, as are innovation in pricing and market segmentation. Loosely speaking, any time you improve anything (strategy, business model, pricing, delivery, installation, etc.) it is an innovation. This is where the confusion comes in. Improving a business process can also be considered innovation. Improving anything is an innovation. But let's get back to basics. Companies want to grow their revenue. They want to do so organically. This means they want to envision, develop, and deliver the best products and services possible. This is the type of innovation we should be focused on and the language we should be using to communicate that focus.

To keep it simple, I think we should focus on the three activities I discussed earlier—market selection, growth plan creation, and growth plan execution. In creating a Center of Excellence, the focus should be on these three activities. If you can help your family of companies accelerate growth with an 86 percent success rate, then it will be considered a success. That is the goal.

Executive: So let's focus on market selection for a minute, Tony. Let's say you are an operating company that is tasked with a 15 percent compound annual growth rate, five-year target, organic, without acquisition, and you look at the markets you're in, as a starting point. As you start evaluating adjacent markets and other markets to enter, you would typically ask yourself, do we have assets (such as brand, geographic reach, core competency, whatever) that we can leverage in other spaces? Do you see this activity as a front end to the ODI process, or integrated with?

Ulwick: It's an integral part of the ODI process. We have created a great tool set for making that evaluation. If you are tasked with 15 percent compound annual growth, then that means you either have to grow your current markets or enter new markets to achieve that growth. The first step in the ODI process is to select the markets that hold that growth potential. After all, you can't have a $1 billion dollar idea in a $10 million market. We start by focusing on markets you are already in, but are performing poorly. For example, maybe you are in a market and hold 2 percent market share. The goal would be to grow that to 20 percent, like we did for Cordis Corporation in the angioplasty balloon space. This can have a major impact on revenue growth, whereas going from 68 percent to 70 percent market share in a core market may not contribute greatly. Once we complete an exhaustive evaluation of the existing markets, we begin to look at adjacent and new markets.

We look at adjacencies in the manner you described. If you have a unique core competency or capability that you want to leverage, which in our language means you've got a capability that's helping a job executor get a job done really well, we will ask, "What other executors want to get that or a similar job done?"

Following this process, we may find five or six possible applications. Of course now the goal is to pick the one that would give you the best chance for a success. That most attractive market adjacency would consist of a lot of job executors who are trying to get the job done frequently, but who struggle to get the job done well. And these underserved job executors would be willing to pay to get the job done better.

Executive: We have worked with a very well-respected management consulting company to do this work for us in the past. They do market studies. What would you do that's different from what they do?

Ulwick: This goes to our whole core philosophy. Most companies or consulting firms don't define markets the way we do. They don't define them as job executors and jobs. They typically define a market through the eyes of a product. So they say, for example, that the radio market is x big because people sell this many radios to this many people. In other words, they define the size of the market in terms of what's being sold in that space. We view that as a very inefficient way of looking at markets because we know that the radio is going to be replaced at some point in the future with a better product. But that doesn't mean that the market for communicating remotely goes away; it just means that radio is no longer the best solution. So what we try to do is dig behind a particular product and look at, in our vernacular, the job and the job executor, because by doing market sizing from that perspective, we get new insights into market space. It's something that we've worked on over the past ten years or so. We've got some patents on the technology that does that, so I don't believe there's anyone else who has the capability or insight to size markets and grow markets from that perspective. This is the power of our ODI process.

Executive: And to create the growth plan itself, how do you do that?

Ulwick: Let's say you pick, or we help you pick, a market that you want to be in, and we know that the market could potentially generate $300–400 million in additional revenue. The goal of the growth plan will be to figure how you can capture the bulk of the market share in that market - in other words, it will be to describe how your company is going to help the job executors in that market get the job done better than anyone else.

We figure this out by first understanding the entire job the customer is trying to get done and what metrics they use to measure the successful execution of that job. These metrics, in our approach, are the customer's needs. Customers use anywhere from 50 to 150 metrics to describe the successful execution of a job. We identify these needs and prioritize them with a large sample of customers so that we can determine which needs are unmet and where the market is under- and overserved. We also apply our opportunity-based segmentation techniques to uncover segments of opportunity, which often assist with our targeting strategy. This helps us find entry points from a strategic perspective, which we need to know as we formulate our growth plan.

The best place to start is with establishing a baseline—that is, to assess your firm's current innovation capabilities, so that we can measure the improvements that are being made.

Once we know all the unmet needs in a market, we work to devise the visionary product and service platforms that will enable the successful execution of the entire job. We have a whole body of science behind the way this innovation is constructed. With the solution in mind and the metrics in hand, we can then calculate just how much additional value the new solution will provide the customer and what kind of market share and revenue can be captured if the growth plan is executed. In the end, we deliver a market opportunity and the market growth plan that will enable your firm to lead in that market. We can tell you, for example, that it is a $600 million market and that the solution proposed for that market will give your company 50 percent market share, adding $300 million to your company's revenue growth.

Executive: Tony, I understand the rationale behind your recommendations and the idea of directed innovation, but let's say I still want my company to ultimately have the internal capabilities you describe, so that we are not dependent on Strategyn five years from now. How do you see that happening?

Ulwick: In stages. During the first two years of the directed innovation rollout, I suggest you create the organization I described above. Let's use that structure to secure a number of successes and begin the institutionalization process. For each market we help you grow, we will provide the management teams with the data, tools, and decision-making skills they need to continue to innovate and grow those markets. They will become self-sufficient. Once we have reached that stage, we can discuss if and how we complete the transfer of skills that are needed to create the growth plans on your own in any market. We are open to that possibility.

Executive: Where do we start as a firm? What is the first step you recommend we take?

Ulwick: The best place to start is with obtaining executive approval for using our Outcome-Driven Innovation process and directed innovation approach. In our interactions with top management, we will seek out potential growth opportunities that they may want to have considered for growth plan development. We can then work with you and your team to create the first growth plan and scale from there.

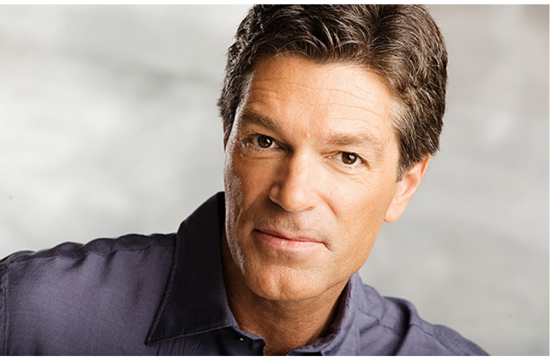
Executive: How can my team learn more about your approach?

Ulwick: There are many journal articles, white papers, and books that offer a great level of detail on our Outcome-Driven Innovation process. You can find them all on our website (strategyn.com).

Executive: Well Tony, thank you for your time. My team and I appreciate your views on creating an Innovation Center of Excellence. It's obviously something you have put a lot of thought into.

Ulwick: It has been my pleasure. Thank you for inviting me. I hope my insights will help you become successful in your new position.

Contacts



Tony Ulwick is an inventor, entrepreneur and a thought leader in the field of strategy and innovation. As an inventor, Tony has spent 20 years creating Outcome-Driven Innovation®, a powerful innovation process that has a success rate of 86 percent – that is 5 times the industry average. He holds 10 issued, 8 granted, and more pending patents that explain how he reinvented this complex process.

As an entrepreneur, Tony is the founder and CEO of Strategyn Consulting and the co-founder and managing director of Strategyn Ventures. His work has generated billions of dollars in revenue growth for companies such as Microsoft, Johnson & Johnson, Motorola, Colgate-Palmolive, and others. The focus of his businesses is to help companies accelerate growth through sound strategy and innovation.

As a thought leader, Tony has won the best business idea award from Harvard Business Review. He has authored the best-selling book, *What Customers Want*. His articles, which have been published in the Harvard Business Review and MIT Sloan Management Review, are cited in hundreds of publications. His counterintuitive views have challenged the way academics and executives think about strategy and building a culture of innovation.

Contacts

United States
Tony Ulwick
CEO & Founder
Strategyn
ulwick@strategyn.com
+1 415 787 2706

France & Italy
Maurizio Beltrami
Managing Partner
maurizio.beltrami@strategyn.com
+41 79 596 34 27

EMEA
Petr Salz
Director of Business Development
psalz@strategyn.com
+31 40 2261800

Germany, Austria & Switzerland
Martin Pattera
Managing Partner
martin.pattera@strategyn.com
+43 7472 65510 121

STRATEGYN
Accelerated growth. Delivered.™