



“I would define strategy in
three words:

Change the game”

Alejandro Ruelas-Gossi



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ARTICLE INNOVATION

4 Things Your Innovation Efforts Shouldn't Focus On

by Alejandro Ruelas-Gossi

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4 Things Your Innovation Efforts Shouldn't Focus On

by Alejandro Ruelas-Gossi
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Differentiation should be a prime motivator of any strategy; firms should always look to find an edge. But too often CEOs find themselves stuck in what I call an innovation plateau. They fall into chronic sameness, an inertia driven by a feeling that they must focus on cost, even cheapness, to remain competitive.

A main indicator of how widespread this plateau has become is the decline in corporate investment in R&D, the [invisible infrastructure](#) that supports true innovation. Investment in fundamental science, the R, has dropped from more than 2% of U.S. GDP in the 1970s to 0.78% today. The less science, the fewer ideas for new businesses.



Race-to-the-Top Strategy Paradigm

Alejandro Ruelas-Gossi, University of Miami,
US



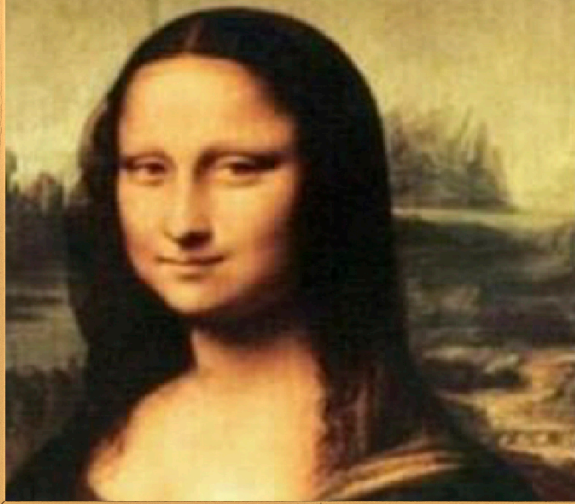
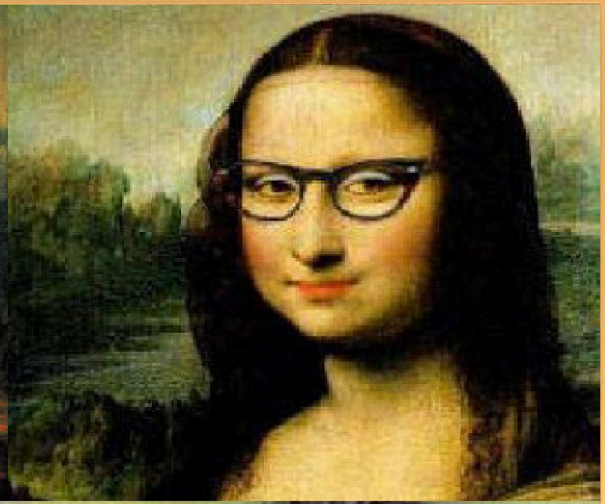
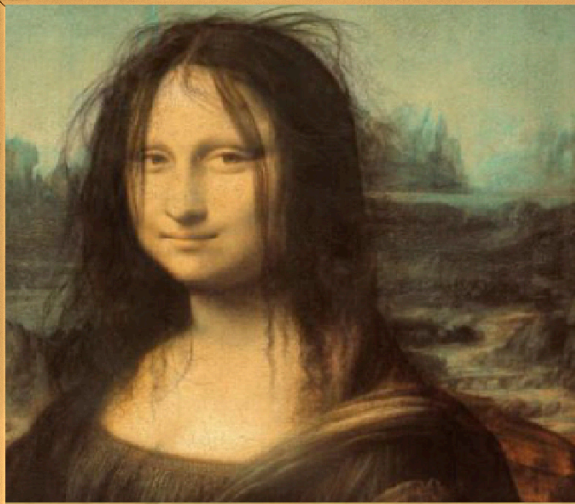
Race to the **top**



Race to the **bottom**



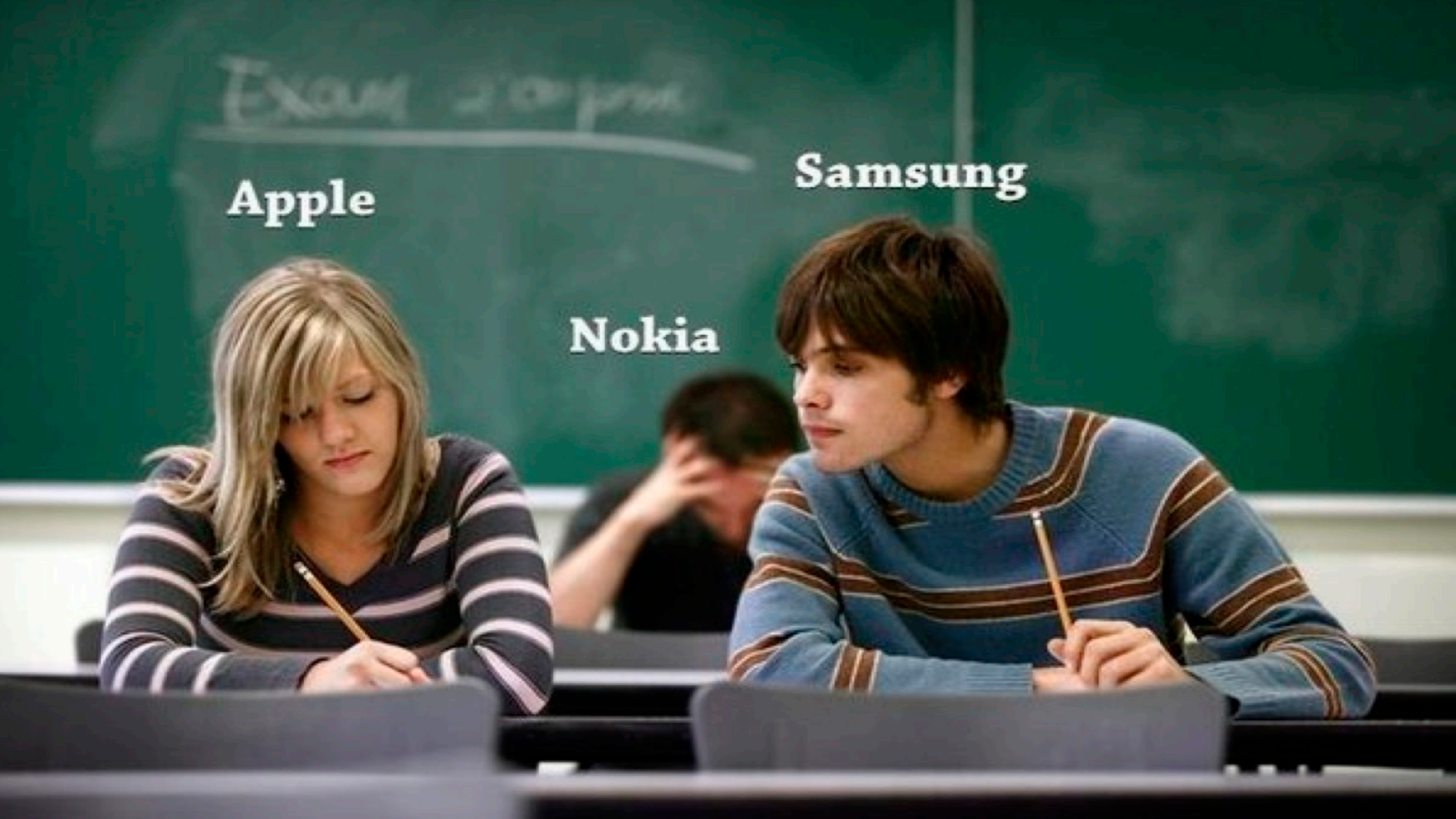
Sameness



Apple

Samsung

Nokia



Uber

The world's largest
taxi company, owns
no vehicles.

The world's most
popular media owner,
creates no content.

Facebook

Alibaba

The most valuable
retailer, has no inventory.

The world's largest
accommodation provider,
owns no real estate.

Airbnb

Something interesting is happening.

Strategic orchestration

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Strategic orchestration

Don Sull and Alejandro Ruelas-Gossi

18 Jan 2011

Strategic orchestration allows firms to get to market faster, adapt to changing circumstances and lower their invested capital, thereby allowing them to pursue less profitable opportunities such as serving emerging market consumers. But, if strategic orchestration is the answer, what is the question? Donald Sull and Alejandro Ruelas-Gossi explain.

Orchestration





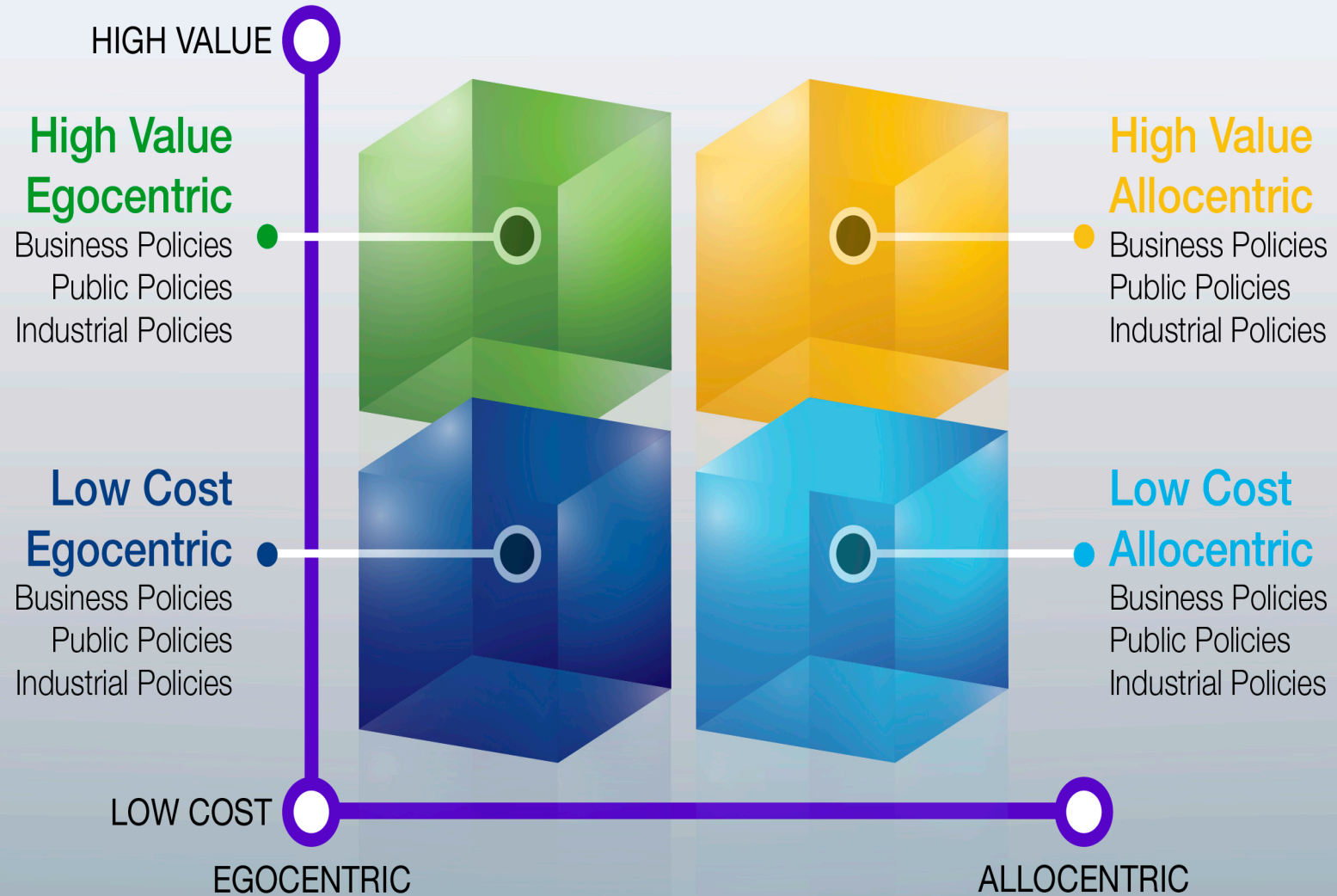
The Lost Interview: Triumph of the Nerds is a 1996 British/American television documentary, produced by John Gau Productions and Oregon Public Broadcasting for Channel 4 and PBS



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



Moonshot



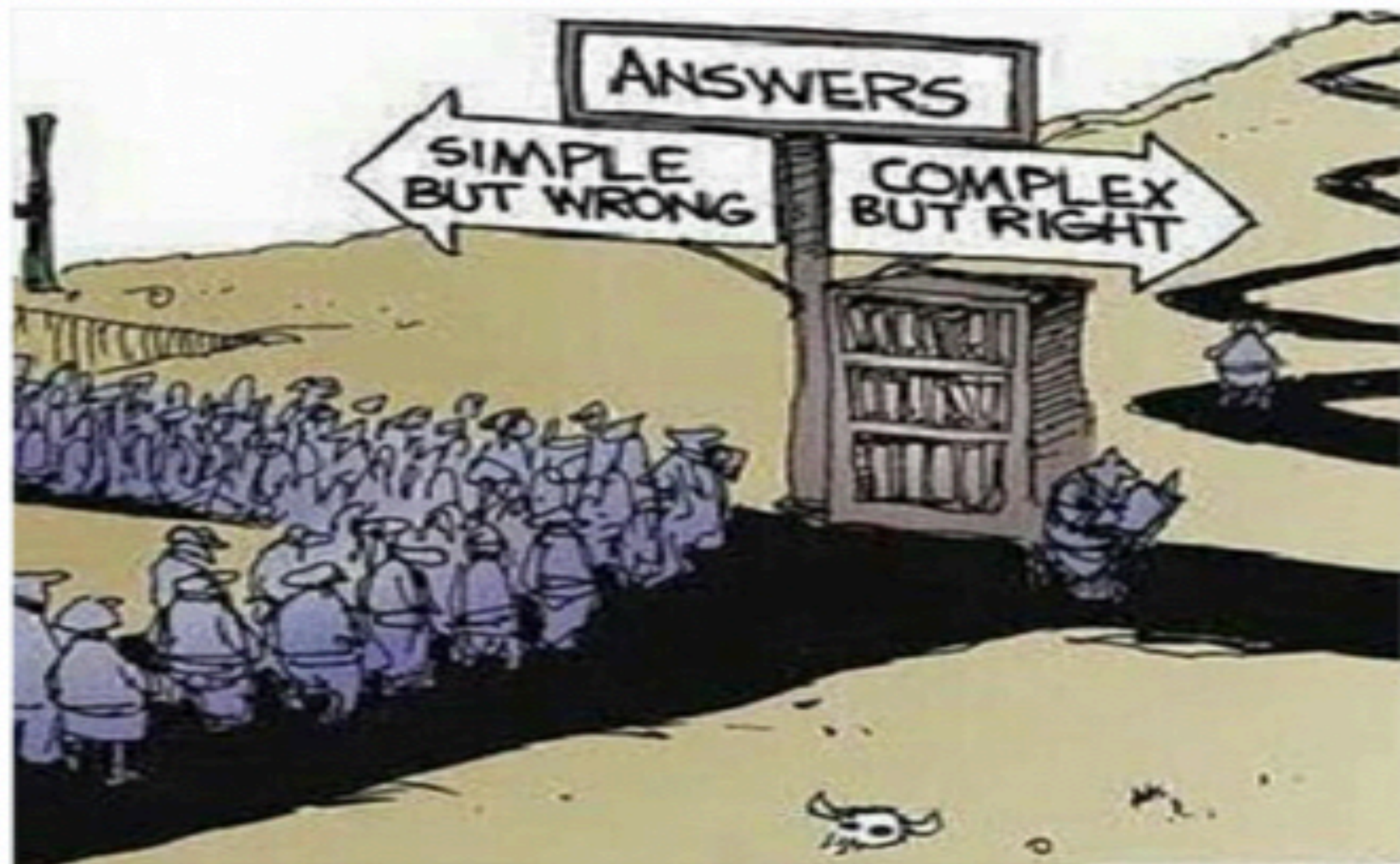


Patterns of This Race-to-the-Top Paradigm



Patterns of This Race-to-the-Top Paradigm:

Focusing on the high-value of their market segments





Patterns of This Race-to-the-Top Paradigm:

Deepening the science behind the business



Patterns of This Race-to-the-Top Paradigm:

Expanding into more products/industries



Patterns of This Race-to-the-Top Paradigm:

Sourcing ideas—through FDI—globally



Patterns of This Race-to-the-Top Paradigm:

Orchestrating public-private cooperation through robust policies development

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Estructura flotante



Mantenimiento



Recurso y meteorología



Fondeos



Cable submarino



Normal is overrated



Digital



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Avatar's life

