

Objectives	Financial	Financial and social
Outlook	Structured	Experimental
Planning	Extrapolation of the past	Focus on the future
Corporate Foresight	Sporadic	Continuous and planned
Assets	Owned assets	Leveraged asset
Products	Products are merely produced	Products are converted into services and services into ecosystem
Market and Competitors	Competition based on price	Ongoing search for new “Blue Oceans”
Internationalisation	Progressive	Global by design
Role of Technology	A production efficiency tool	A business model innovation tool
Digital Automation	Driven by savings	Driven by growth
Innovation	Targeted investments in in-house Research & Development (closed innovation)	Continuous: it permeates the entire company and all its partners (open innovation)
Growth	Linear	Exponential
Growth Funding	Banks	10% to 30% of own company resources (e.g.: Google), Corporate Venture Capital, Venture Capital
Personnel	Large numbers of employees	Staff on demand and partnership
Organisational Structure	Hierarchical	Holocratic
Management	Top down	Autonomy-social technology
Risk Tolerance	Intolerant	Medium-High
Environmental Sustainability	Applies if and whenever possible	Sustainable by design
Focus on Social Impact	Optional	Essential
Social Reputation	Negative or neutral	Positive
Time Frame	As long as company management remains unchanged	The time required to achieve the desired impact on the company