So if a company wants to rotate to the new, what we’ve learned is that there are four things that they have to do. **The first one**, is to transform the core business itself in order to drive up the investment capacity. So yes, that is about more competitiveness, more improved cost structures in order to drive flexibility in the existing core model to create investment capacity to repurpose other parts of the business. **The second part**, and this is a bit that people often skip over is “how do I drive incremental growth actually in my core business?” and that’s what some of the investment capacity must be used for. And we talk about the digital brilliant basics, things like digital marketing, analytics, web interaction are ways of getting closer to customers to drive up growth in the core business. **The third area**, very hard, is scaling the new. So, most business leaders can see near their core business, the new areas, the new innovation that are most relevant. Scaling them is however, is super difficult and that involves building an innovation architecture inside a business that is reflective of
the different levels of maturity of those innovations, in order to get them from an idea and a concept, perhaps working with start-ups in Silicon Valley or other global innovation centers and figuring out how they get to mass market scale and industrial scale. And then the fourth part of the jigsaw is what we call the wise pivot. “How do I optimize my investment management and my capitol allocation over time, in terms of the money flows in my core business to the new business to get them balanced right?”, and again that’s a super difficult thing to pull off.

Those are the four areas that we need to pull together in order to manage a strong and continual rotation to the new.