

Seafood People.

WHY DO WE NEED INNOVATION?

Growth, resilience & differentiation

Focus on innovation drive growth

50 most innovative companies gives 75% more total shareholder return. All have a common focus on science, technology, and development. These companies continue to grow while staying one step ahead of the competition because they value the positive impact of innovation.

EXHIBIT 1 | BCG Most Innovative Companies Create More Value

TSR of BCG 50 most innovative companies vs. others



Sources: BCG ValueScience Center; BCG analysis.

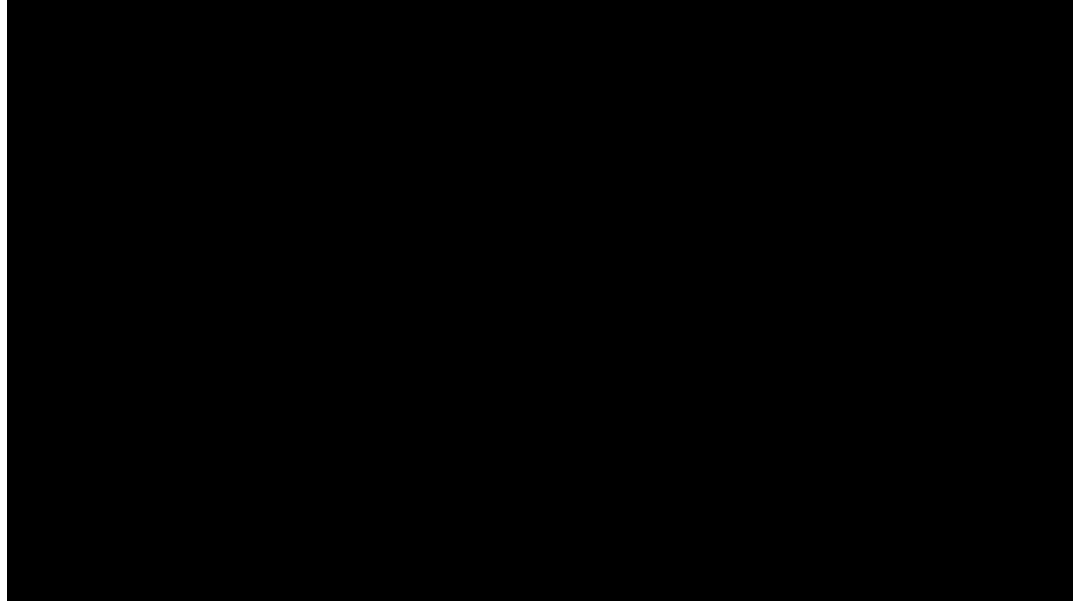
¹TSR = total shareholder return. TSR includes impact of reinvestment of dividends and other distributions to common shareholders.

²Five-year average total shareholder return CAGR difference between BCG Innovators at beginning of five-year period and global MSCI benchmark.

³BCG Innovators are all companies ranked in the 50 Most Innovative Companies (MIC) report in the starting year.

Innovation Keeps Organizations Relevant

Two-thirds of c-suite executives believe that 40% of Fortune 500 companies will no longer exist in 10 years time to digital disruption Just as a start-up often innovates in order to break into an industry, established organizations need to innovate in order to fend off competition and remain relevant in this changing environment.





TOMRA

Klar for
tomflasker

Tomra have produced
82.000 of the worlds
110.000 RVM's
(Recycling automats)

Seafood People.

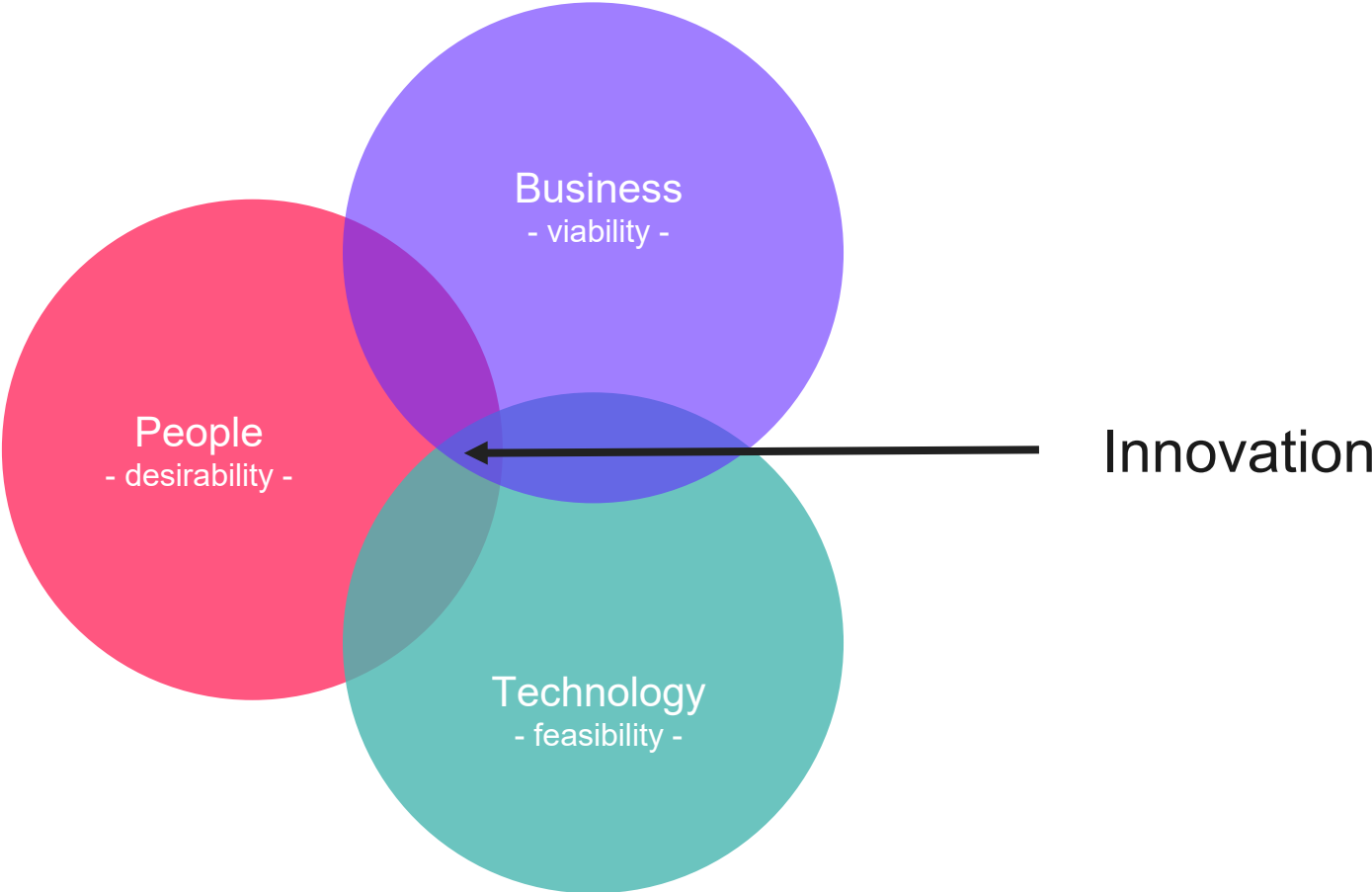
A task force 20 men, 16 of them educated at the same institute at NTNU.

They used 6 years before they realized they had to put the bottles down.

Innovation Helps Organizations Differentiate Themselves

Innovation is about doing something differently from everyone else operating in your space. Either it is innovation on your products until there is nothing else on the market like it, or if your organization is innovating on its processes to save you time, money, or other resources, and give you a competitive advantage over other companies stuck in their systems. While delivering value to your customers should always be a company's main focus, doing so in a way that is memorable and different from everyone else can become a standout element of your brand identity and business strategy, as well.



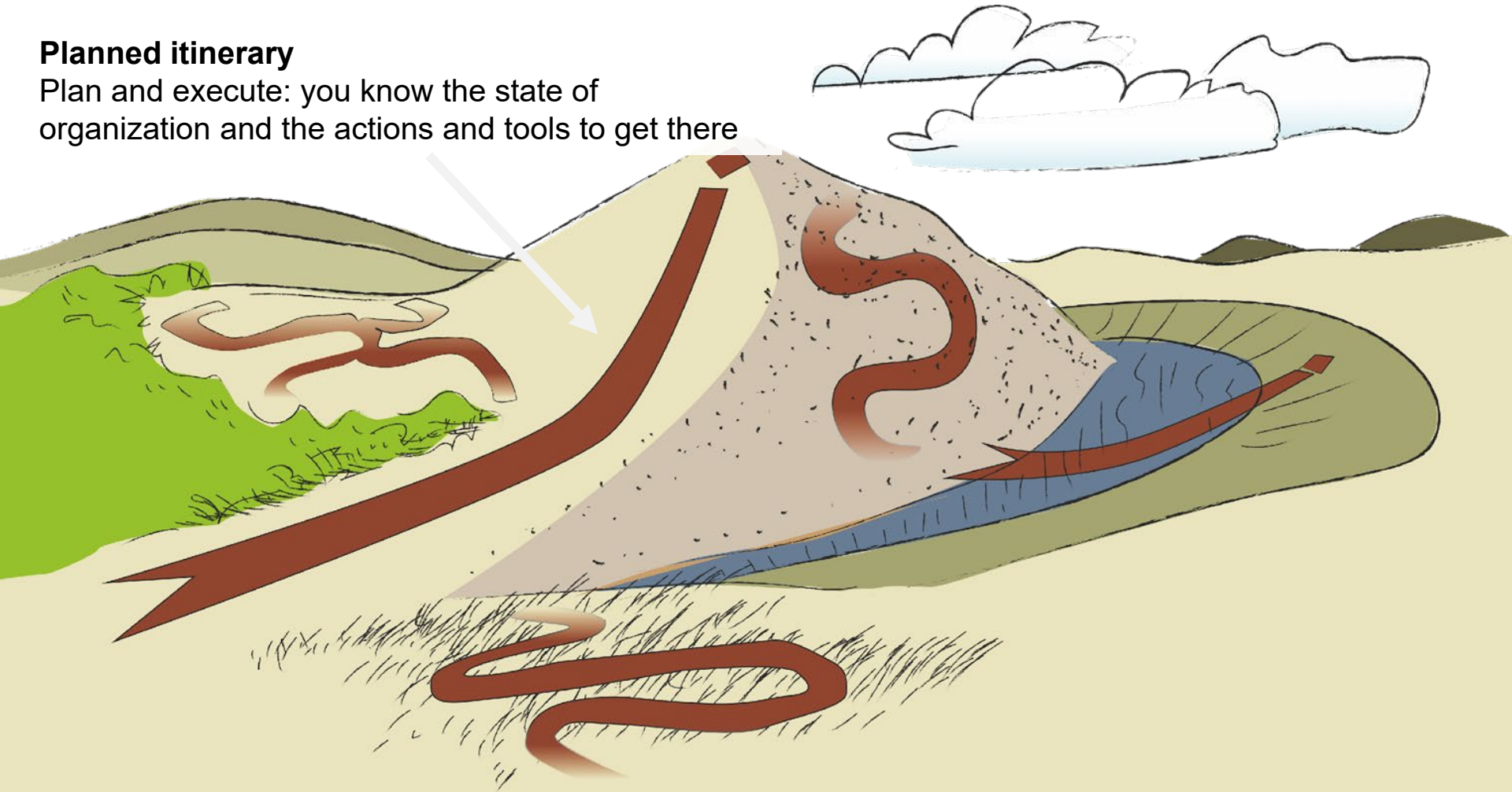


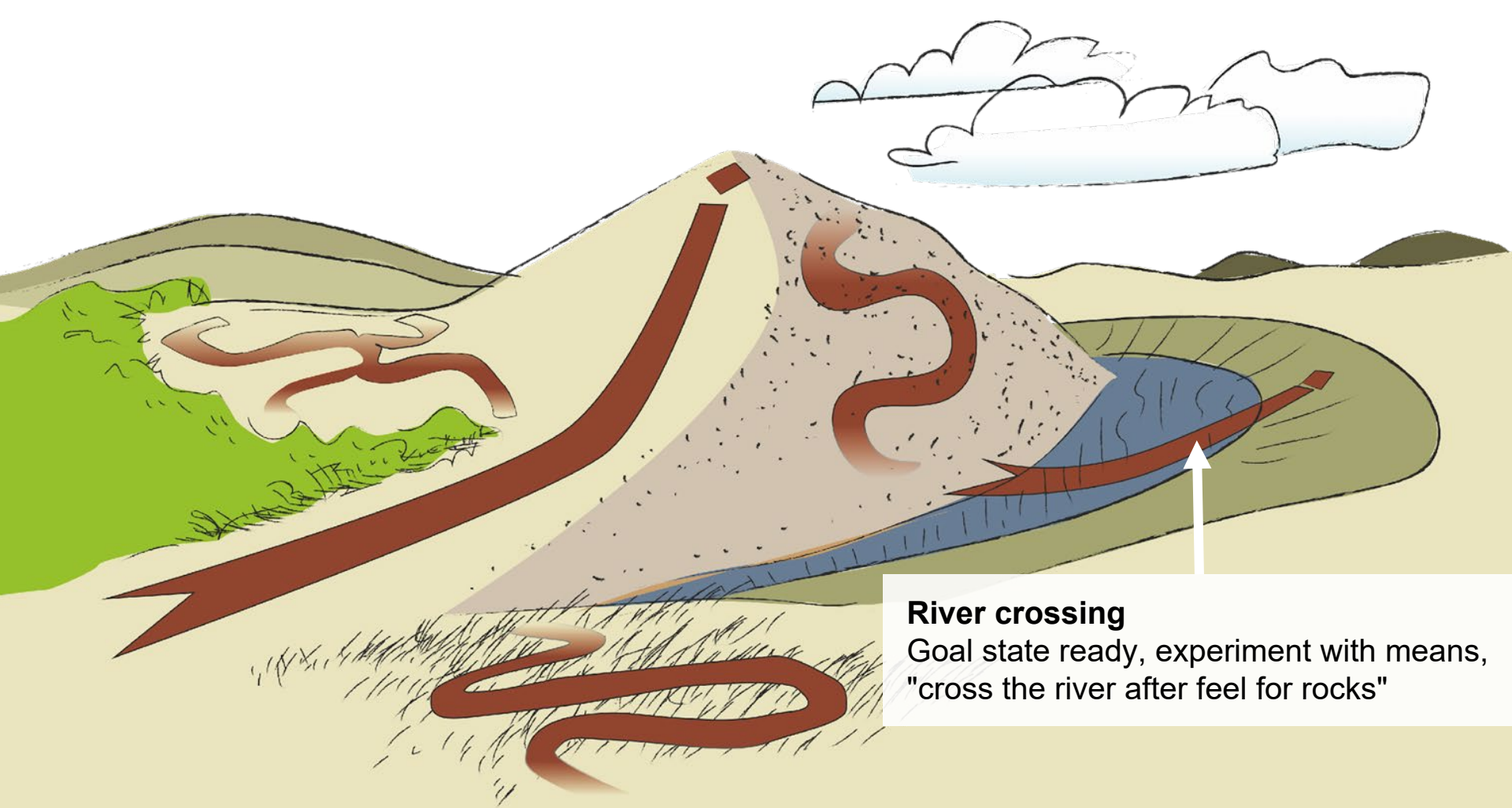
A dark, stylized illustration of a mountain landscape. The scene features a prominent mountain peak in the center, with several winding paths or roads leading up to it. A large, dark blue lake is situated in the foreground, reflecting the sky. The background shows rolling hills and a cloudy sky. The overall color palette is muted, with shades of grey, green, and blue.

**Your change
needs a strategy**

Planned itinerary

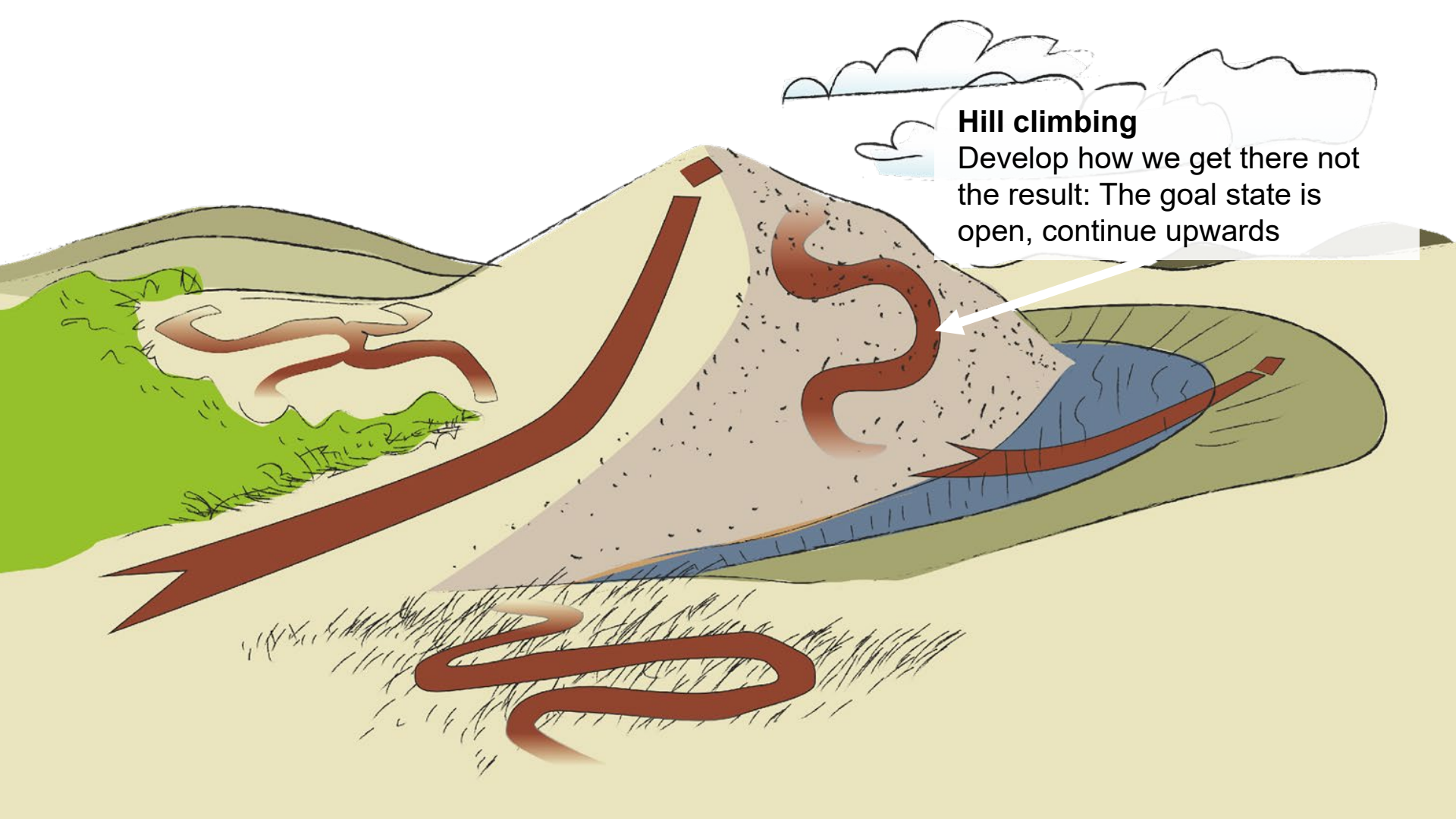
Plan and execute: you know the state of organization and the actions and tools to get there





River crossing

Goal state ready, experiment with means,
"cross the river after feel for rocks"

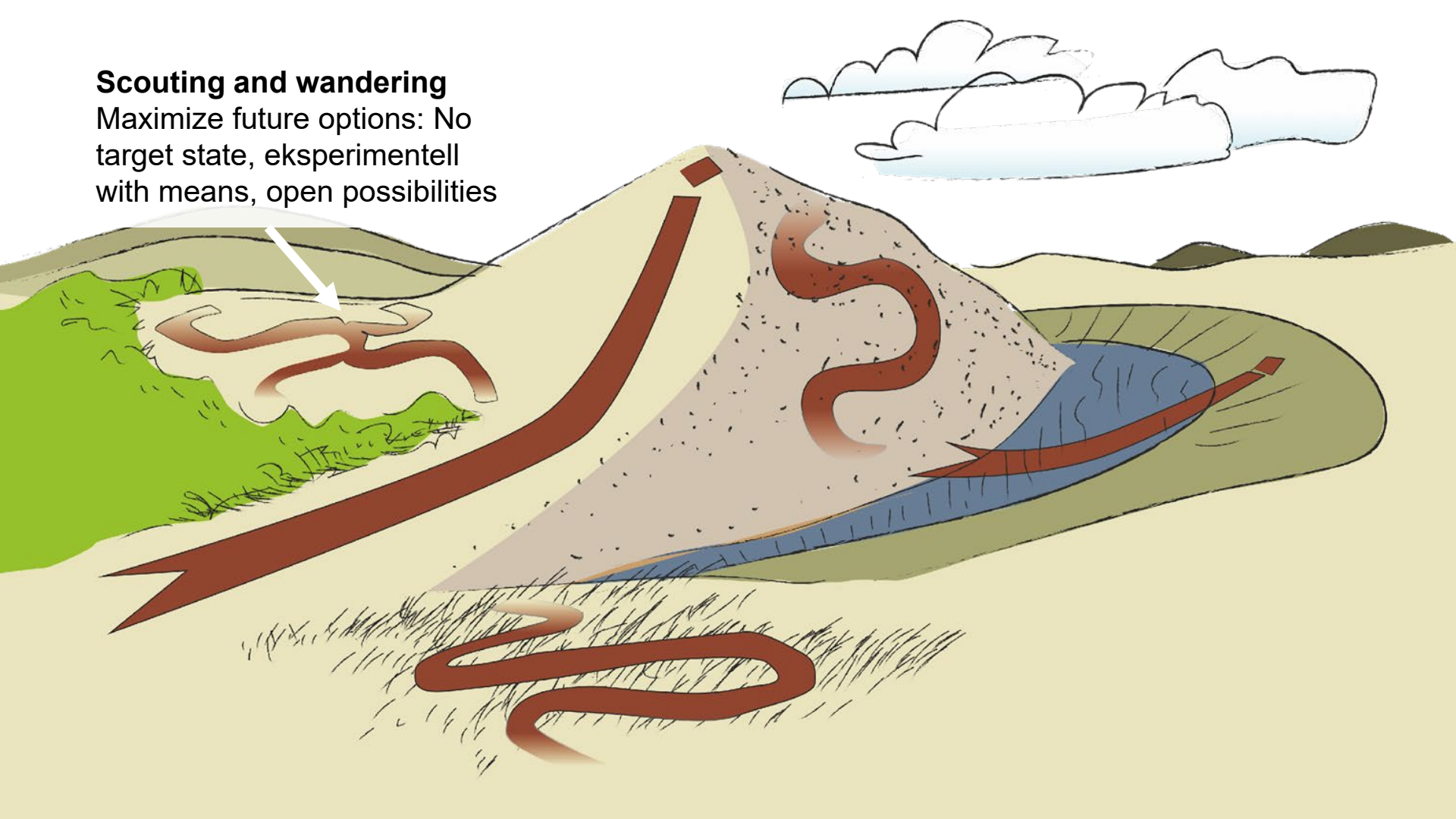


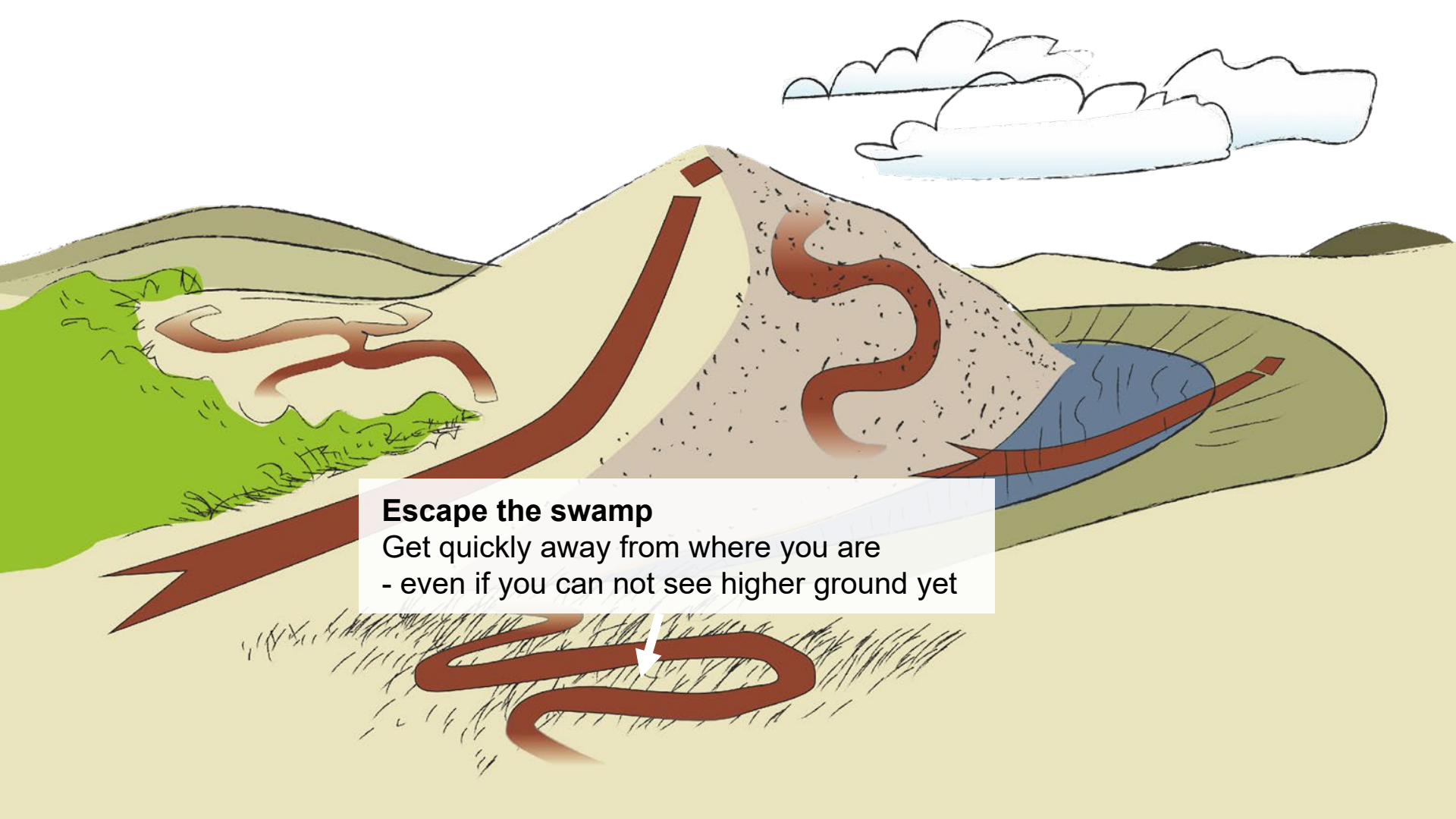
Hill climbing

Develop how we get there not
the result: The goal state is
open, continue upwards

Scouting and wandering

Maximize future options: No target state, eksperimentell with means, open possibilities





Escape the swamp

Get quickly away from where you are
- even if you can not see higher ground yet

To set a diagnose for your change strategy leaders must ask themselves these questions

1. What is the urgency to move away from the current situation?
2. How clear is the end state?
3. How clear are the means to get there?
4. Should we go it alone, collaborate, or compete towards our goal?
5. What stages of change do we need to move through?
6. What is the optimal strategy for each, and what does this imply at the level of tactics?
7. Do we have the required capabilities, and if not, how will we build them?

Three typologies of innovation

Business Model Innovation

- Profit model
- Network & ecosystem
- Strategy
- Structure & culture
- Process & new ways of working

Product & Service Innovation

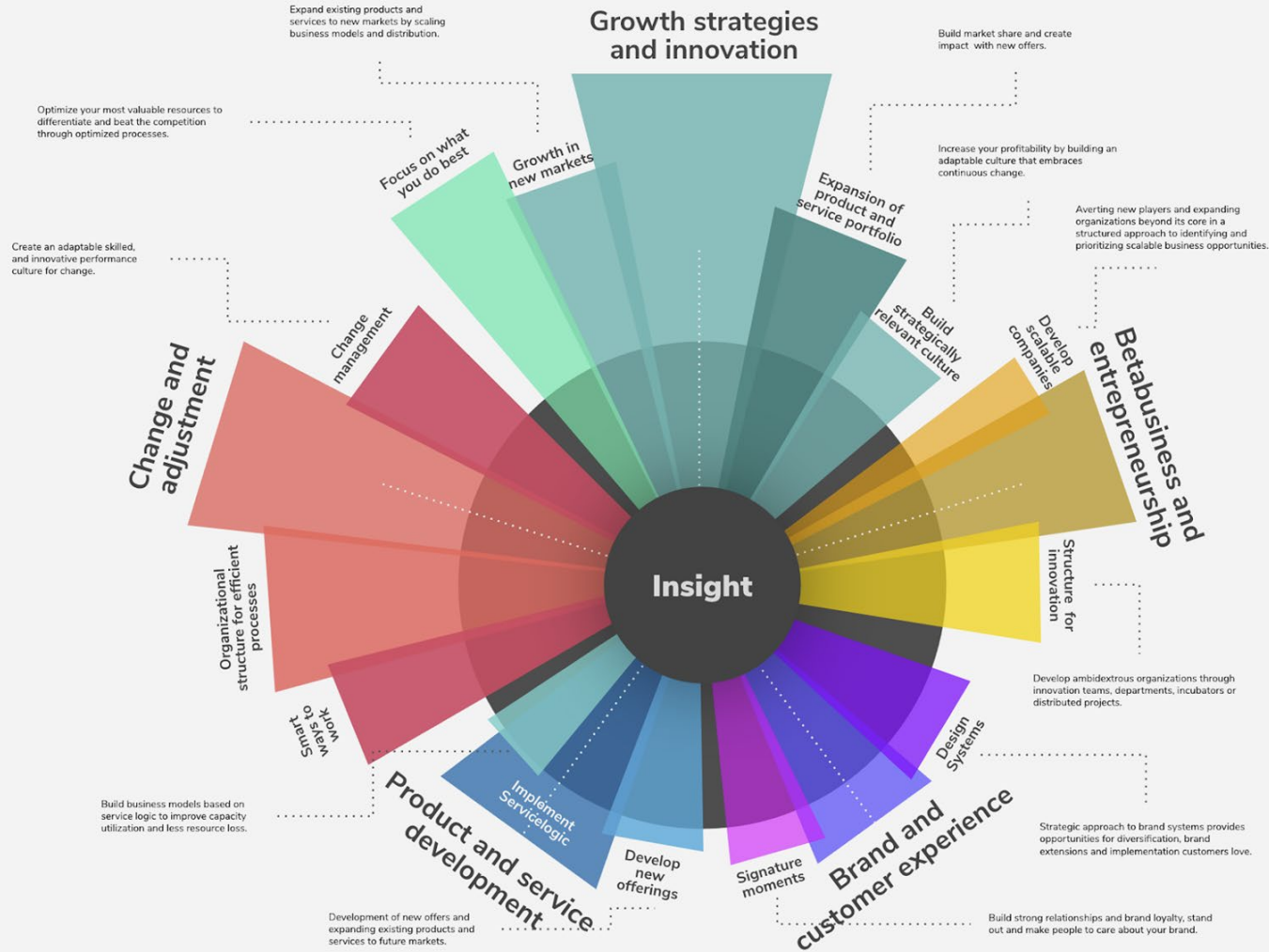
- Improvements
- New products & services
- Simplification
- Sustainability
- Customization
- Product systems
- Platforms

Customer & User-Centric Innovation

- Branding
- Channels
- Product use enhancement
- Service
- Magical experiences
- Graceful simplicity
- Packaging

Seafood People Growth framework

Seafood People is a global recruitment and strategy consultancy. We work with passionate leaders and visionary entrepreneurs to start new businesses, develop the best customer experiences and bring bold ideas to life.



Questions?

Thank you for your time!