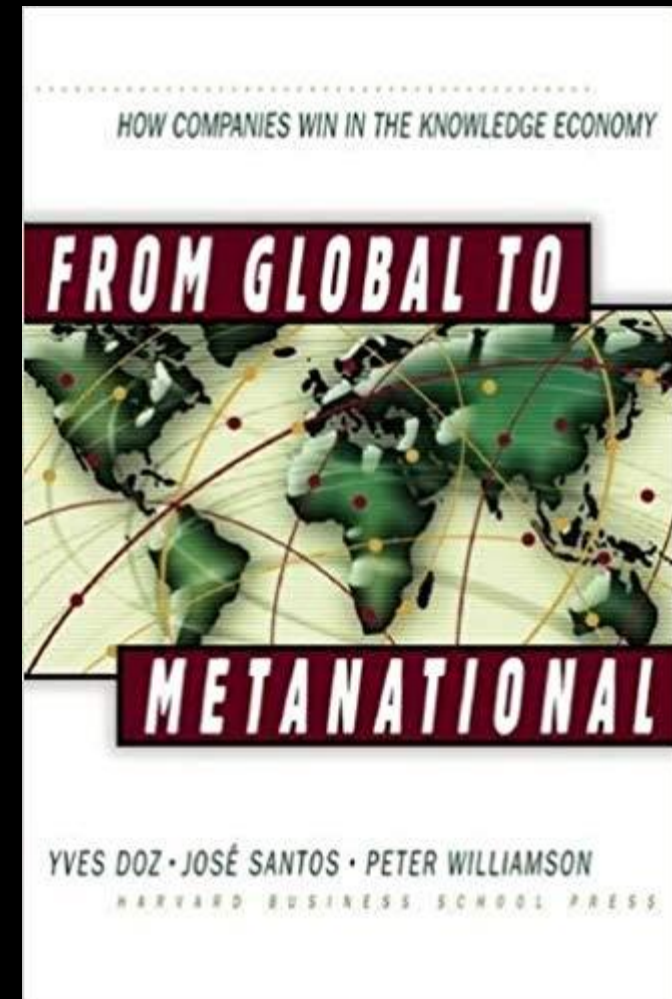


## Chapter 2

### Learning from the world

Arthur Vieira de Moraes



Global company / projector are attracted by similarities to their home base that will provide maximum returns with minimum adaptation.

Metanational company / projector: seek out environments and knowledge that are most differentiated from their home base, **because diversity provides the best raw material for innovation.**

To be metanational – innovate by acquiring pieces of knowledge around the world – a company must build a sensing capability



sensing capability is the ability to learn from the world

sensing involves:

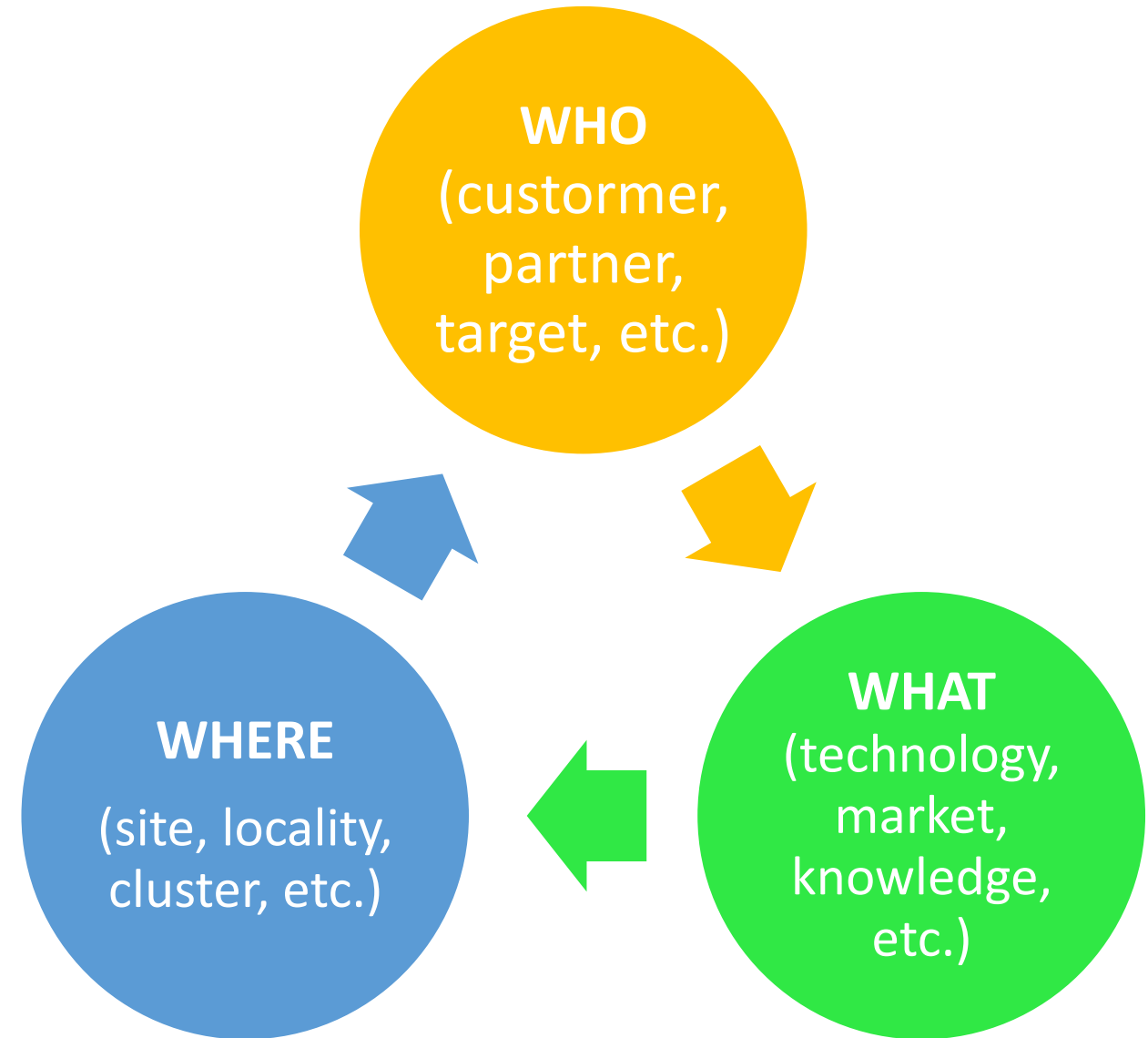
- Capacity to identify a sensing need – purpose
- Capability to prospect the world – search for new knowledge ahead of competitors
- Capacity to access the new knowledge identified

## Addressing Sensing Needs

It's possible to enter the cycle at any point

A company should know, at least, to start:

- WHO might provide a fertile source, or
- WHAT to sense, or
- WHERE to look for it



Those starting from behind may need to begin by sensing additional knowledge in places that its competitors have already mined in order to catch up

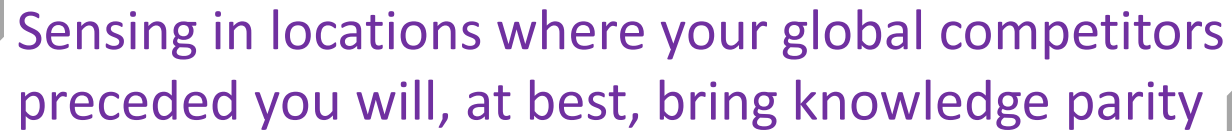


The key objective is to create competitive advantages

To innovate and open up a competitive lead, multinational need to be able to unearth emerging sources of technology and market behavior that its competitors haven't identified, possibly in places where competitors haven't even looked.

## Catching Up and Keeping Up

Where, Who or What can be obvious sometimes, lacking to choose the other aspects




Sensing in locations where your global competitors preceded you will, at best, bring knowledge parity


- The most rewarding sensing is to discover new locations that your competitors are not yet aware
- Smaller customers or partners who are experimenting new applications may offer the richest sensing grounds
- The best way to find what is anticipating the potential application of technologies developed in another industry

## Getting Ahead: Moving beyond the Obvious

Where, Who or What can be obvious sometimes, lacking to choose the other aspects



The winners in the new knowledge economy will go far beyond being customer-led.



Tough questions to anticipate emerging hotbeds of knowledge before your competitors:

- **What** disruptive technologies may affect my industry?
- **Where** are critical technology and market discontinuities likely to originate?
- **Who** will be the lead customers of the future?



There is no surefire way to anticipate who, what and where sensing. But failure is assured for those who don't even try



# Prospecting for knowledge

Four indicators of emerging knowledge hotbeds

- **Look for leapfroggers** – it's more likely to be generated in markets clear of legacy technologies
- **Think through metaphors from other industries** – business models can be adapted
- **Identify locations where technologies are converging** - like clusters or excellence centers
- **Look for lifestyle leaders** – it can indicate the emergence of new tech and market trends



At the end of the day, prospecting is an art, not a science

Other signs of emerging hotbeds

- Government / university science center
- Places with growth data traffic
- Locations with early regulatory approvals
- Personal mobility – for where interesting people are moving?
- Places in crisis – adversity motivates innovation



# Ways to access local knowledge

## External resources

- Alliances with **customers, distributors, suppliers**
- Join ventures with **other partners / competitors**
- Investments in **target acquisitions**
- Investments in **venture capital funds**
- Sponsorship to **universities and research centers**
- Buy data **from knowledge brokers**
- Hire **emigrant population**



Access knowledge from third parties require commitment and investment –  
others may also learn with you



## Ways to access local knowledge

### Internal Sensor

A company can open a sensing unit in a market where it has no operations

To do this it's important to know:

- What kind of people would be assigned to this new unit?
- What would be their future in the organization?
- How would we measure their performance?
- How would be their reward?



Thank you!