Building the Invincible Corporation

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products, tech, business models & value propositions expire like yogurt in a fridge

... but there's another phenomenon
Nestle may cut about 70% of French R&D jobs

By Mike Allen
Published: Apr 21, 2017 10:14 a.m. ET

Nestle SA (NSRGY.OL) said Thursday that it may cut up to 550 jobs at its Geneva research and investment center in southern France.

The decision stems from a modernization of global operations, a controversy over bonuses, and a recent loss in one of the most important areas of the company's operations in Switzerland.

The company plans to offer about 200 of the 550 employees who work in the Nestle Research Center a voluntary severance package. Another 350 would be transferred to a new lab facility nearby.

The news was first reported by Reuters.

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"You cannot invent and pioneer if you cannot accept failure."
— @jeffbezos

$3 billion

vs

$4.5 billion

$8 billion

$12 billion

$3

$1 billion

2013
1. The Business Portfolio Map
2. A VC Investment Mindset
3. The 21st Century Org Chart
Business Model Portfolio (EXPLOIT)

- **EXPLORE**
  - Invent / Innovation (H2/H3)
  - Explore

- **EXPLOIT**
  - Improve / Execution (H1)
  - Explore

- **IMPROVE**
  - Improve / Execution (H1)
  - Exploit

- **PROTECT**
  - Protect

- **GROW**
  - Grow

- **SPINOFF**
  - Spinoff

Risks are simulated

Business Model Portfolio (EXPLOIT) 2017

- **Fabric & Home Care**
  - (Fabric Care, Home Care) 32%

- **Baby, Feminine & Family Care**
  - (Fabric Care, Home Care) 26%

- **Beauty**
  - (Hair Care, Skin & Personal Care) 16%

- **Health Care**
  - (Oral Care, Personal Health Care) 12%

- **Grooming**
  - (Shave Care, Appliances) 10%

- **Batteries Business**

- **Pet Care Business**

- **Mature BM**

- **Low real return (sustainable)**

- **High death/disruption risk**

- **Low death/disruption risk**

- **High real return (profitable)**

- **Death risk**

- **High death/disruption risk**

- **Evolution**

- **Maintain (Renovate)**

- **Explore**

- **Improve**

- **Protect**

- **Grow**

- **Spinoff**
Inventing New Business Models (Explore)
power battle?
Portfolio Evolution

**Business Model Portfolio (EXPLORE)**
- **INVENT**
  - Low innovation risk
  - High innovation risk
  - Low expected return
  - High expected return

**Business Model Portfolio (EXPLOIT)**
- **EXPLOIT EXECUTION ENGINE**
  - Transfer A BM from EXPLORE portfolio to EXPLOIT portfolio

**EXPLORE INNOVATION ENGINE**
- Design
  - High expected return
  - Low expected return

**EXPLOIT EXECUTION ENGINE**
- Transfer A BM from EXPLORE portfolio to EXPLOIT portfolio

Unbalanced Portfolio
“At Amazon we invented a lot of things that customers did not care about at all.”
— @jeffbezos

Early-Stage Venture Returns (2004 - 2013)

Balanced Portfolio

do you have a balanced portfolio that makes you invincible?
Building the Strategic Operating System for the FT Global 500