

# CONCLUSION



**Embrace uncertainty**

**Arjen van Berkum  
Chief Disruption Officer**

# Topics?

- The Challenge
- The theory
- So what?

CONCLUSION



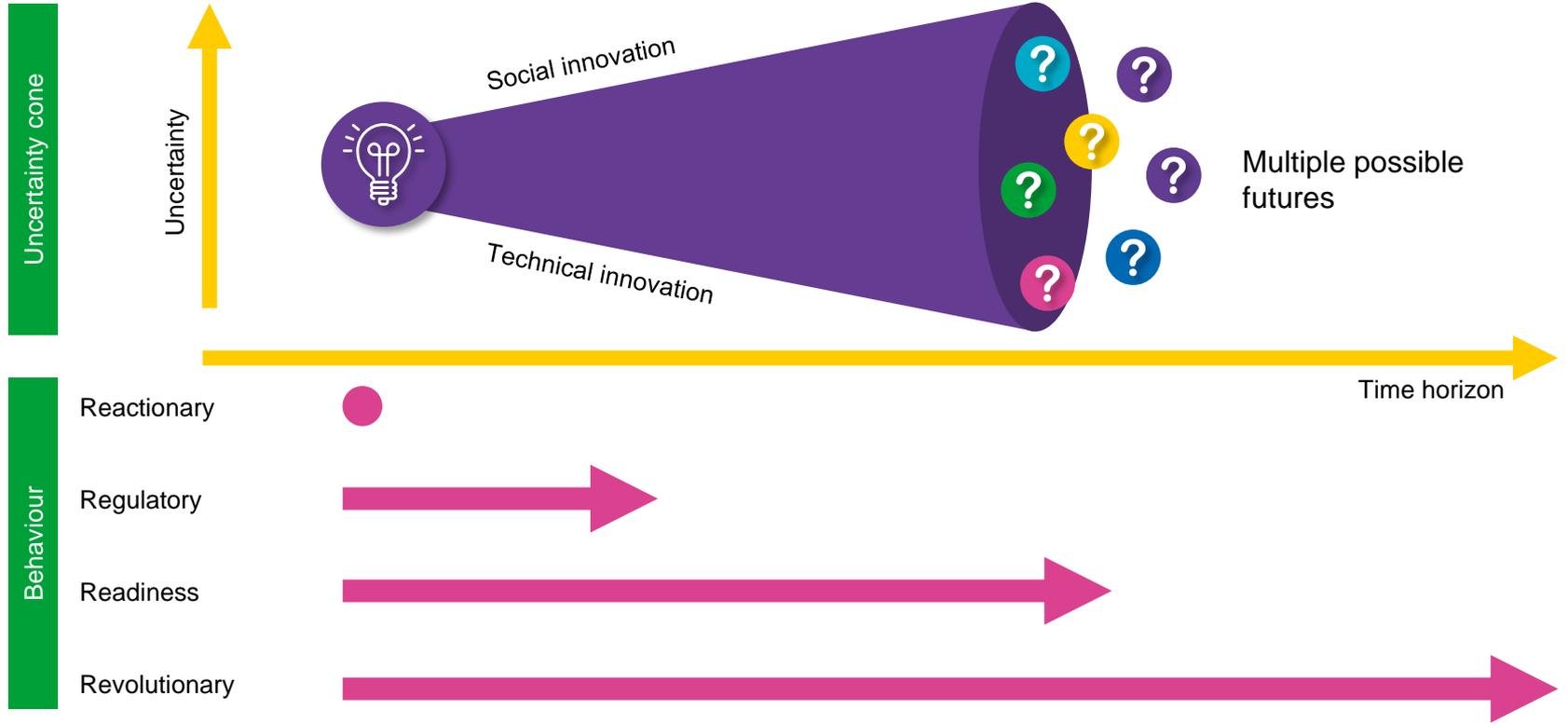
## The Challenge (thanking the World Economic Forum)

CONCLUSION

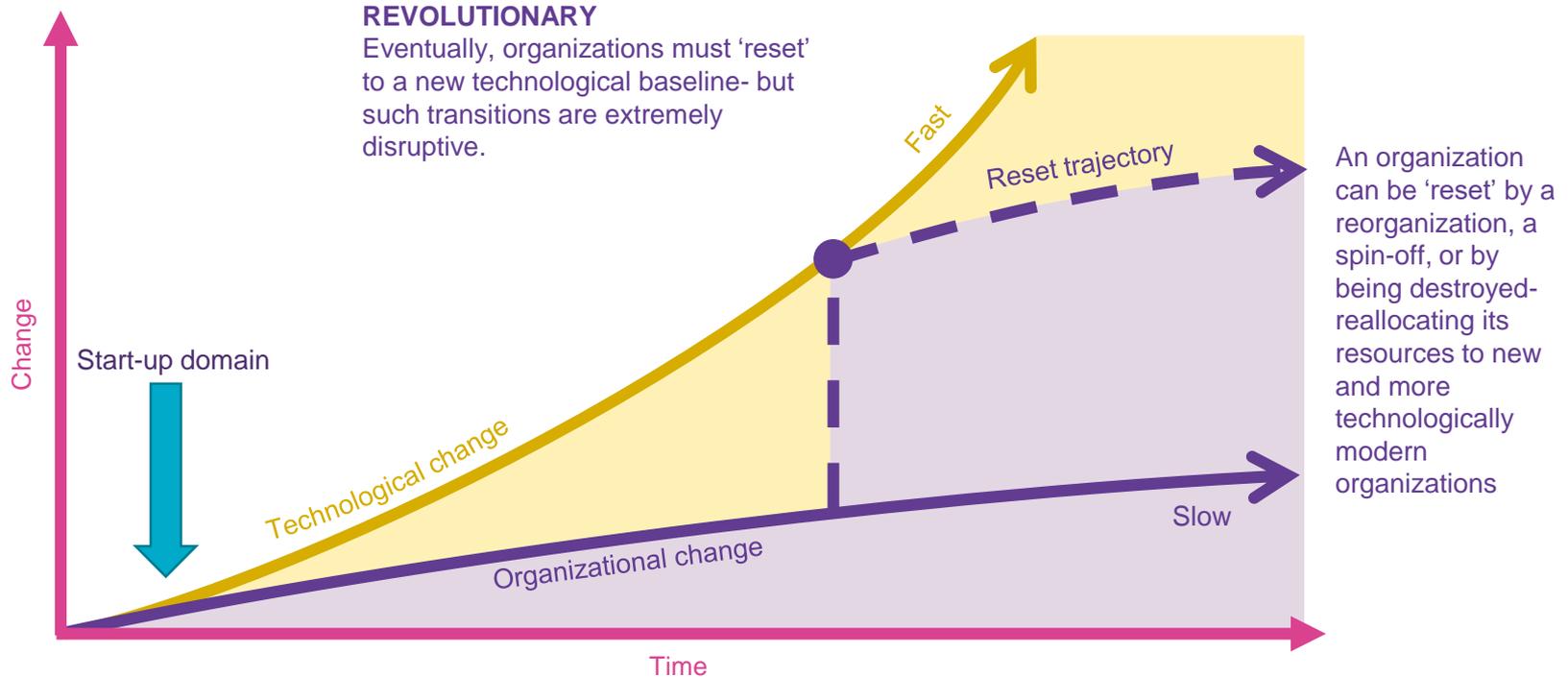
Today's competitive landscape is defined by one word: Disruption. The ideas of incremental progress, continuous improvement and process optimizations don't cut the mustard anymore, those practices are necessary but insufficient.



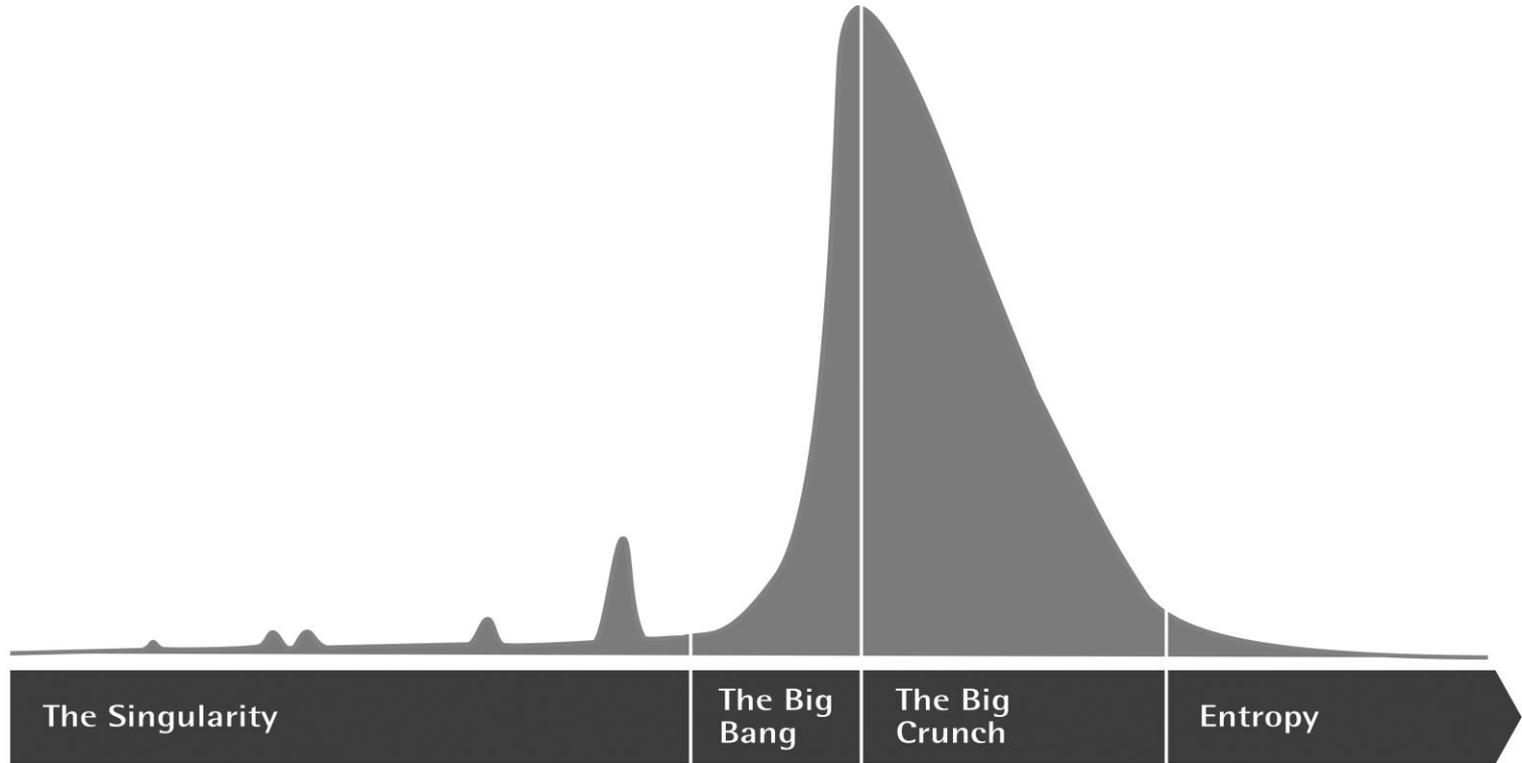
# Theory: The uncertainty cone



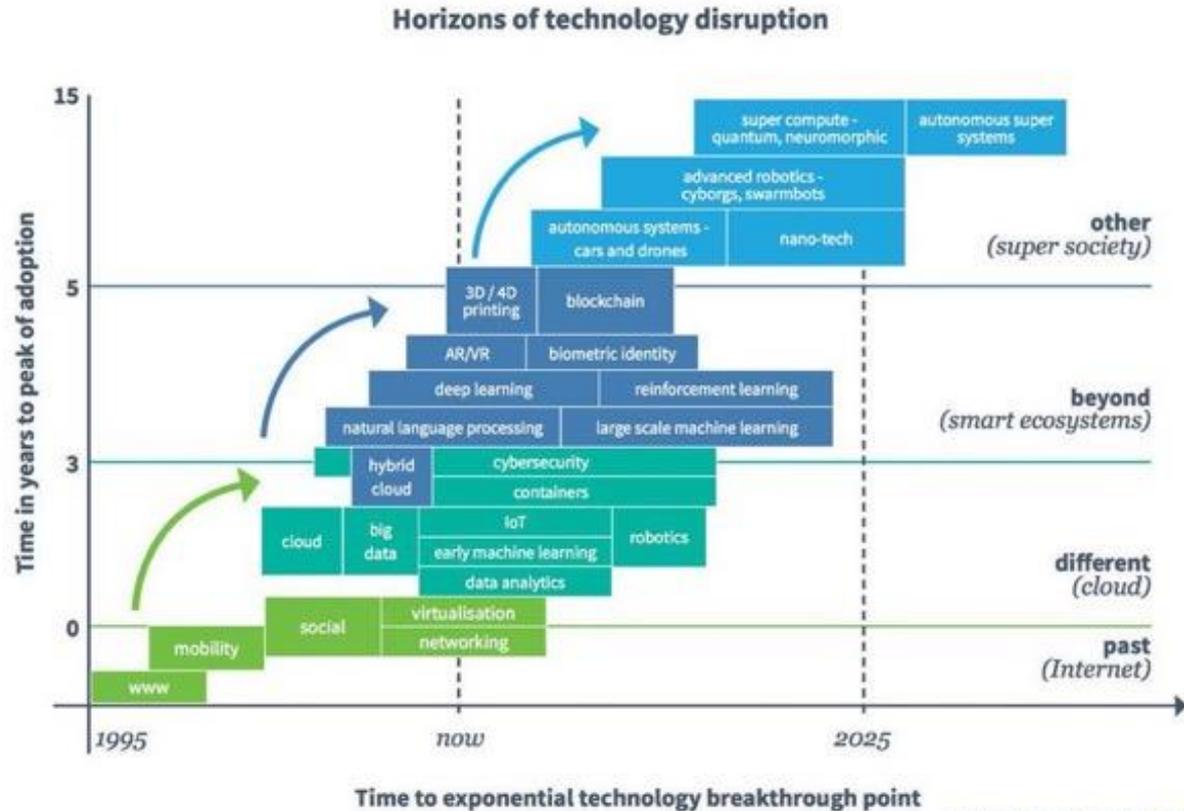
## Theory: Martec's law, hoe organisaties omgaan met veranderen



# Theory: a new reality

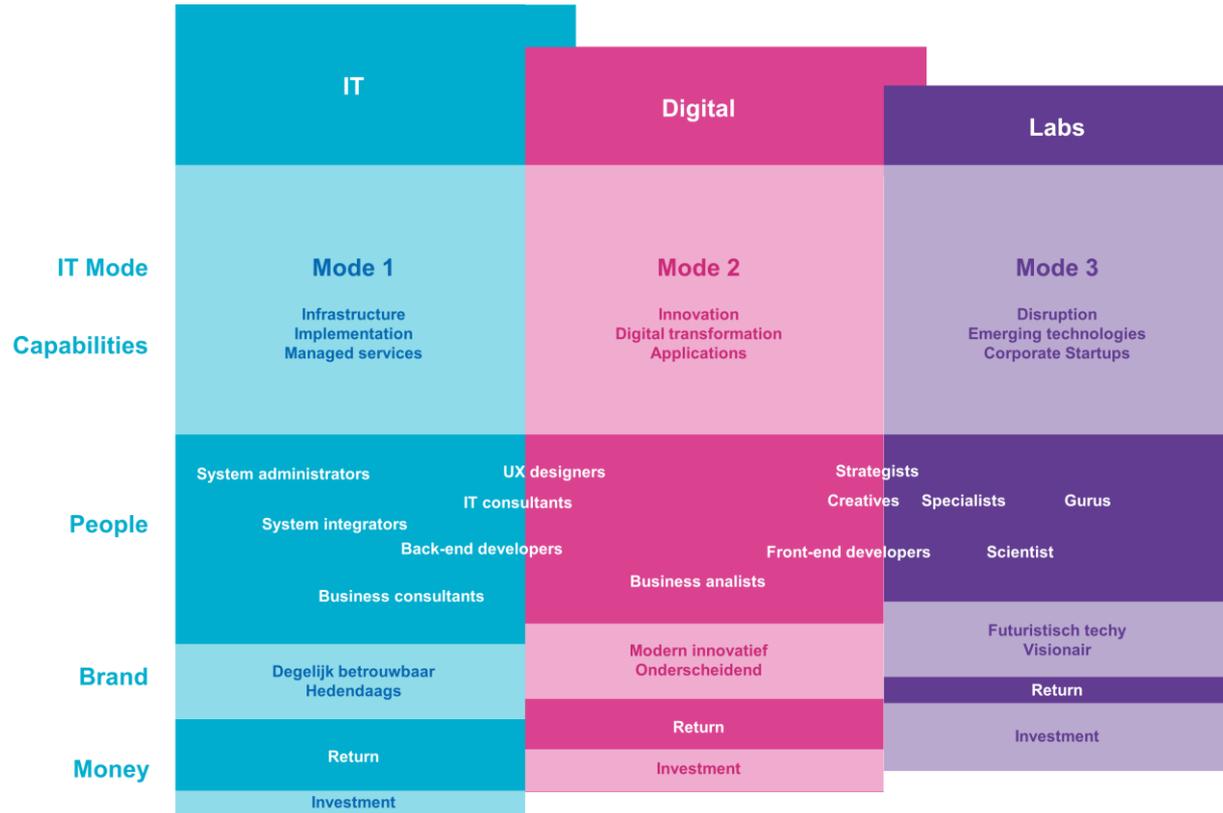


# Theory: Technology roadmap is becoming increasingly difficult



source dimension data via @mikequindazzl

# Theory: different organizing, different risk strategy per mode



# So what?

CONCLUSION

- Risk becomes an even more relevant business function
  - However it moves from factual to conceptual
  - Prognosis based on past models is dead, it is about predicting
  - Prejudice is the biggest killer of change

Work differently, embrace uncertainty and work from larger conceptual goals:

- Moonshot as company strategy
- Impact on:
  - I. Customer experience
  - II. Employee value proposition
  - III. Processes



**Thank You!**

