

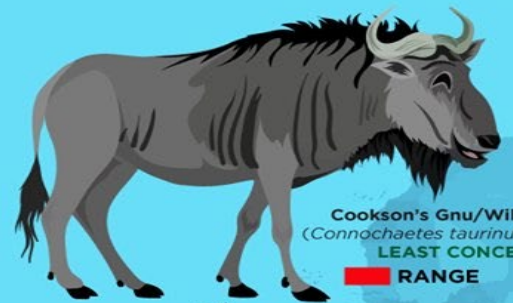


Denison 2023 Global Forum
Strategic Culture Transformations

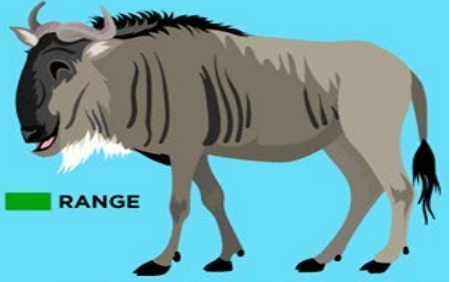
What's GNU?



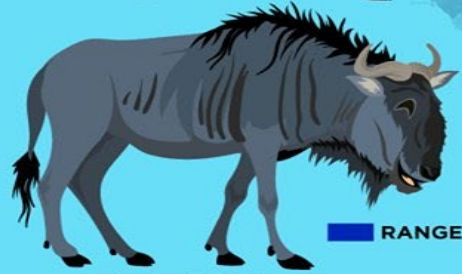
KNOW YOUR GNU



Cookson's Gnu/Wildebeest
(*Connochaetes taurinus cooksoni*)
LEAST CONCERN
RANGE



RANGE
Eastern White-Bearded Gnu/Wildebeest
(*Connochaetes taurinus albojubatus*)
LEAST CONCERN



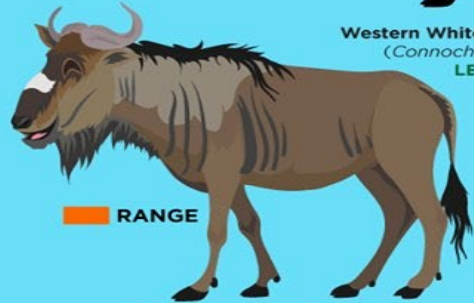
RANGE
Blue Gnu/Wildebeest
(*Connochaetes taurinus taurinus*)
LEAST CONCERN



RANGE
Western White-Bearded Gnu/Wildebeest
(*Connochaetes taurinus mearnsi*)
LEAST CONCERN



RANGE
White-tailed Gnu/Black Wildebeest
(*Connochaetes gnou*)
LEAST CONCERN

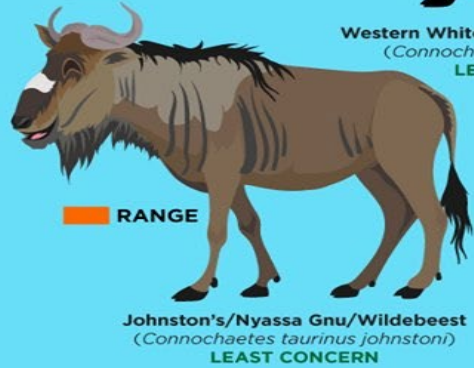
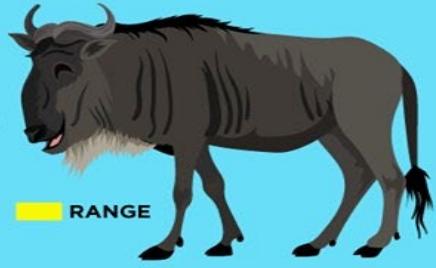
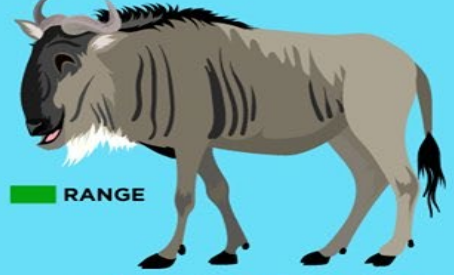


RANGE
Johnston's/Nyassa Gnu/Wildebeest
(*Connochaetes taurinus johnstoni*)
LEAST CONCERN

Happy Gnu Year!



DO YOU KNOW YOUR GNU ?



Happy Gnu Year!



How to Adapt for the Future



- 1. Foster a culture of innovation and experimentation:** Encourage employees to come up with new ideas and test new approaches, without fear of failure. This requires a shift in mindset towards risk-taking and entrepreneurial thinking.
- 2. Embrace diversity and inclusivity:** Companies that value and leverage the differences in their workforce are better equipped to solve complex problems and respond to diverse customer needs. This means creating a workplace culture that values different perspectives, backgrounds, and experiences.
- 3. Build agile teams and processes:** Companies must be able to pivot quickly to respond to changing market conditions and customer needs. This requires building cross-functional teams that can work together to identify and respond to new opportunities.
- 4. Develop a learning culture:** In a rapidly changing world, employees must constantly learn and adapt to stay relevant. This requires investing in employee training and development, as well as creating a culture that values continuous learning and growth.
- 5. Foster open communication and collaboration:** In order to respond to rapid change, companies must be able to quickly and effectively share information and work collaboratively across departments and teams. This requires creating a culture of open communication and collaboration, with transparent processes and systems that encourage teamwork and information sharing.

Overall, companies that are able to adapt quickly to change will be better positioned to thrive in the future. This requires a shift in mindset towards agility, innovation, inclusivity, and continuous learning.

Overview of Haier



- Haier is the world's largest manufacturer of appliances. Founded in 1984, they now operate in over 100 countries, with over 90,000 employees and revenues of US\$40B
- In 2016, Haier acquired GE Appliances in Louisville, Kentucky. GEA's revenues have more than doubled since the acquisition
- Haier has 4000 independent "Microenterprises" – including innovation teams, start-up businesses, and mature businesses
- Micro-enterprises operate within "Ecosystems" – a network of partners, suppliers, and investors, that collaborate to deliver value

Zhang Ruimin



Microenterprises

People

From Order-Takers to Entrepreneurs

Everyone an entrepreneur

Defunctionalizing the organization

Make it easy to start a new business

Users

From Anonymous Customers to Lifelong Users and Co-Creators

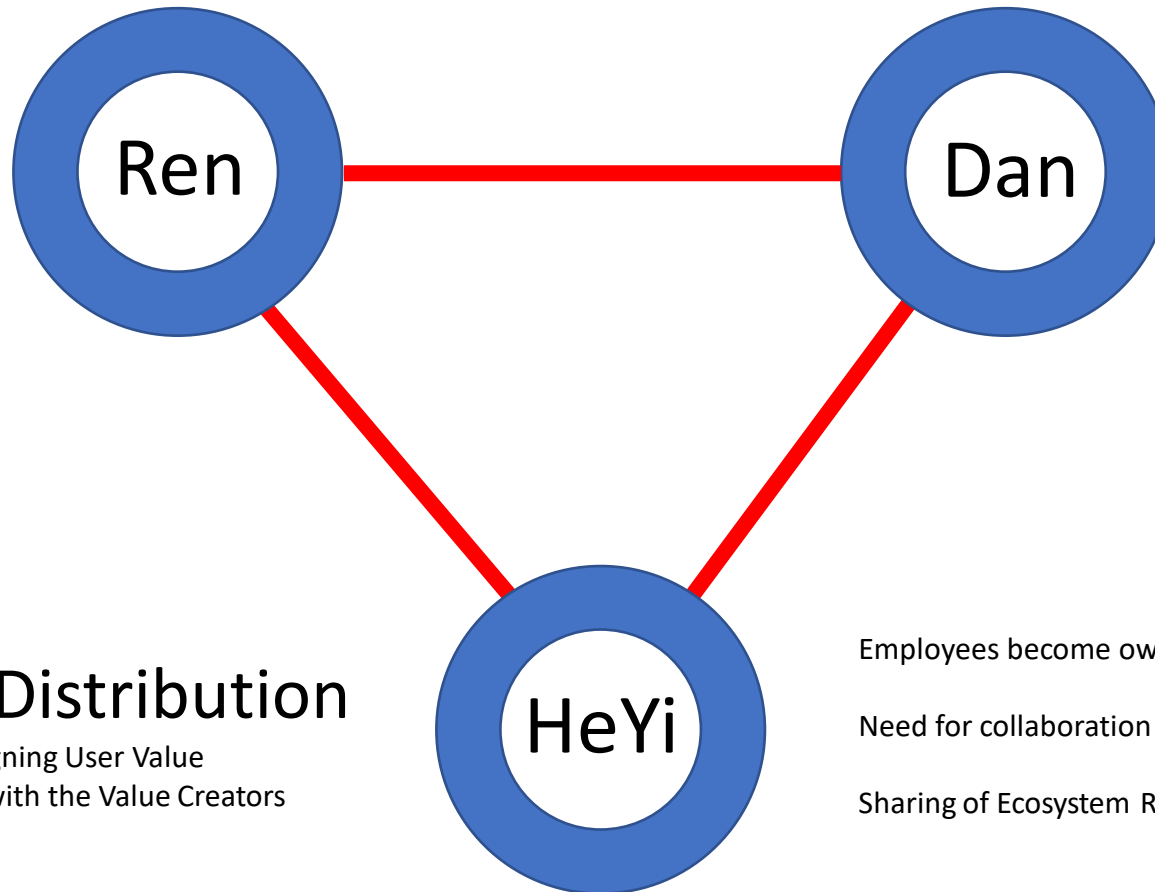
Customers seen as partners in co-creation

Be a leader in CX

Zero distance

Value Distribution

Aligning User Value
Enjoyed with the Value Creators



Employees become owners (ME Equity)

Need for collaboration (Ecosystems)

Sharing of Ecosystem Revenues (VAM)

A Final Thought



Edgar H. Schein
March 5, 1928 – January 26, 2023