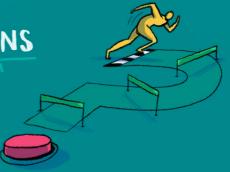
NUMBER 13:

CATALYTIC QUESTIONS to accelerate OUR Transformation



We must use the learnings derived from covid19, which we have been distilling in these pills, to ask ourselves the active questions that lead to transforming our company. Because the important job now is to ask the right questions, both deep and transformative, and not just focus on finding answers to the obvious questions.

The kind of questions we have to ask are what we might call catalytic questions, questions that focus on what really matters, and that, conveniently explored and / or resolved, lead us to a "new version" of ourselves.

Among the catalytic questions your company should ask are:

- What should be our new "sensors", the mechanisms (tools or methods) to quickly identify what the market is asking for, and that enable us to respond effectively and quickly?
- How have our main competitors perform during the pandemic and what can we learn from them?
- Which of our assets should we strengthen and which have shown that they do not make any difference to our value proposition?
- How do we increase the value of our proposals by making them a better solution to customers through incorporating science and technology to them? How do we detect who the best partners are to do so?
- What should be our innovation strategy? Where do we find who might help us implement an innovation strategy that transforms the value of our proposals to the market?
- What is our degree of development in digitization? And how can we increase it? To what extent? How "digital" should we be in 12 months?

- How can we initiate an effective "global markets" strategy? Who can help us define it? What percentage of our sales should come from abroad in the next 12 months?
- How are we injecting disruptive technologies into our value chain (processes) and into their results (products)? How do we incorporate artificial intelligence in our company?
- How do we structurally incorporate sustainability in our company (processes and products)?







