

Office of Strategic Services



Holistic Strategy Tools

- Packaging vs. Advertising
- Holistic Strategy
- The Wheel°
- TrendLinks°
- Pool°Tools



Packaging vs. Advertising

Packaging vs. Advertising

Fine Feathers make Fine Birds!

The Packaging Industry has always been...

... interdisciplinary, with a very wide array of different people involved &

... a secondary Industry, attached to that Industry of which the goods are packed.

In the past, this was fine, since Packaging was not very important. Brands were made through Advertising – and with superior Quality. Today now (and in the future even more), Advertising is not only not effective anymore, it has already become something we HATE.

Advertising is everywhere today, it is intrusive harassment. We are stressed by it, we need to invest energy to avoid it & often we hate it (pop-up ads!).



Looking for ROI?

Use Packaging, not Advertising.

Packaging is silent salesman on shelf and brand ambassador in people's homes. In addition to being able to create value by itself, through added or improved functionalities, the quality impression that it delivers is also (subconsciously) transferred onto the product.

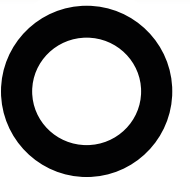
Consumers who do not know a product yet might have a quality preconception, but they will include the packaging to make their final assessment – at shelf or upon delivery. A strong material and solid feeling to the whole pack e.g. communicates high quality. Elegant use of finishing effects can lift a product into a whole new price tier.

Packaging is the superior Marketing tool compared to public Advertising. **Packaging complements Internet Marketing & E-Commerce to achieve a beautiful purchase experience.**



Key to Real Packaging Innovation

A Complex Multidisciplinary Industry demands for Cooperation between Companies



The parties with the money need to start using money together for higher goals

Brand Owners and Retailers need to understand the full value of packaging for their brands: A product quality evaluation modifier and brand communicator with extensive consumer contact.

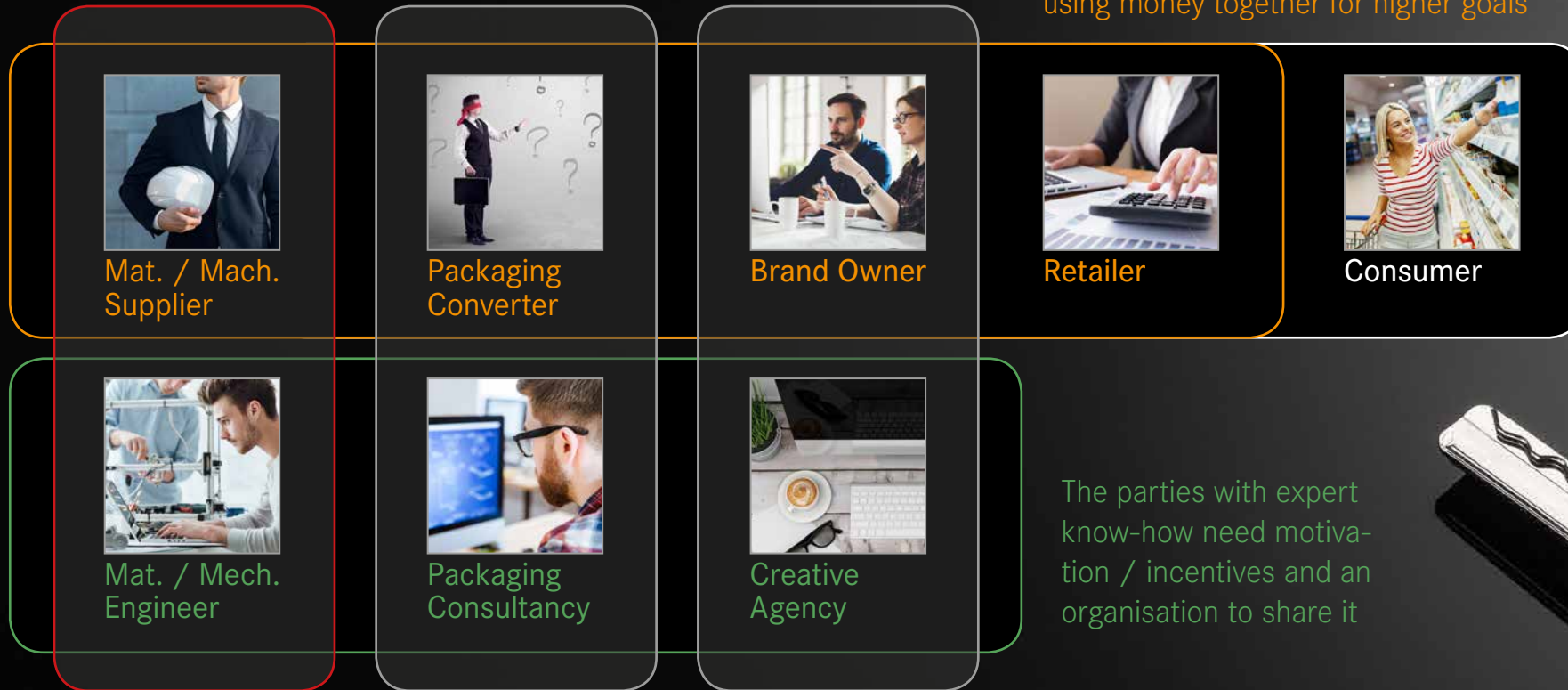
#1 Sustainability

#2 Innovation

#3 Education

#4 Promotion

#5 Cooperation



Material & machine suppliers & engineers need to participate in the Brand Owners' innovation process

Packaging converters and engineering consultants need strategic directions for development

Brand Owners and their creative agencies need hands-on education and project support





Holistic Strategy

Holistic Strategy

The Office of Strategic Services

In our globalised & multidisciplinary industries, smart tools & processes can be as important for project & market success as winning concepts.

The Office of Strategic Services (**OSS**°) provides Artful Design, Expert Consulting as well as Project Management & Execution. The **FMCG & Packaging Industry** is our core competence and usually we work in the following areas:

-
- Synergetic Industry Marketing
- Holistic Strategy for Innovation
- Knowledge Transfer Process Tools
- ★ Brand Creation & Strategy
- ★ Brand Design & Finishing
- ★ Communication Design



Office of Strategic Services



Holistic Strategy

To make you fit for the New Millennium!

In Marketing & Strategy, we do not believe in the application of the so-called ‚Scientific Method‘ of the Materialists, that solely relies on empiric data & quoting of other publications.
Not at all.

Instead, we believe in Holistic Strategy & Intuitive Process Tools that work with Expert evaluations & democratic decision-making. Tools like the Wheel° help to direct & enhance the communication between the different disciplines of mixed teams.

The Wheel° for example is a holistic sample-based visual logic evaluation tool & process for knowledge transfer & democratic decision-making in interdisciplinary teams.



„The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.“

– Albert Einstein

Holistic Strategy

Global & Multidisciplinary Project = Trouble³

The 5 people of our project team on the right can be...

- working for 4 different companies,
- coming from 3 different countries with 3 different mother tongues,
- representing 4 different functions or disciplines,
- booked on 3 different flight schedules relevant either for the beginning or the end of the meeting.

In our experience, this often results in some of the following problems:

- Misunderstandings happen, often even unnoticed & concerning important decisions.
- People are avoiding decisions in order to avoid conflicts.
- Dominant people talk much more than they should.
- Shy people talk much less than they should.
- Unclear meeting structure costs extra time.
- Documentation of the meeting is not efficient.



The picture shows a typical meeting situation in today's Business World of (merged) Multi-National Corporations: 5 people who barely know each other are presenting their stuff to the group & then try to get questions answered & decisions made.

Holistic Strategy

Benefits as Target Items

Different benefits are ,owned‘ by different disciplines –
Efficiency Benefits are related to Engineering & Purchasing,
Impression Benefits to Design & Marketing, etc.

COMMUNICATION

FUNCTIONALITY



EFFICIENCY

ATTRACTIVITY



Holistic development strategy is working with Benefits as target items. Their exact definition is essential & needs to be agreed on by everybody in the same team.



The Wheel^o

The Wheel°

A logic Evaluation Tool and a Way of Working

The Wheel° is an intuitive tool for Expert Teamwork!

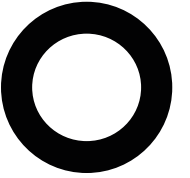
The Wheel° helps to make the cooperation in multi-disciplinary project teams easier. Team decision processes can be guided and supported by this flexible system for strategic evaluation, knowledge transfer & democratic decision-making.

Using the Wheel°, a strategic Expert decision process is conducted in an intuitive & democratic fashion. With a structured way to hear everybody's opinion & with a structured way to include pre-research. The Wheel° process is a way of working that lets knowledge transfer from Senior to Junior happen naturally. A highly communicative, intensive process that lets effective, satisfactory meetings happen between people whose time is too valuable to be wasted with ineffective communication – **all of us.**



The Wheel^o

Packaging Benefits as Target Items



FUNCTIONALITY



Handling

- Easy opening
- Easy re-closing
- Easy product access
- Convenient storage
- Easy to take out portions



Protection

- Physical protection
- Compression strength
- Biological protection
- Spoilage protection
- Aroma protection



Ecology

- Renewable material use
- Recyclability
- Compostable
- Dissolvable
- Climate neutral, etc.
- No overpacking
- No harmful contents

EFFICIENCY



Production Efficiency

- Runability
- Complexity
- High-speed machinability
- Manual assembly
- Directly filled



Logistic Efficiency

- Stackability
- Volume occupation
- Sturdiness
- Pack footprint



Material Efficiency

- Reduced material usage
- Low material costs
- Low production waste
- Empty headspace

ATTRACTIVITY



Finishing & Enhancement

- Printing techniques
- Coatings & special inks
- Foil application
- Labelling
- Added elements



Shelf Impact

- Shape uniqueness
- Facing
- Size / volume impression



Quality Impression

- Artwork with high quality images & clear information
- High quality material
- Convenient format, e.g. easy opening, re-closing
- Well made structure (construction & converting)
- Premium finishing effects (foil, high gloss, matt varnish)

COMMUNICATION



Brand Link

- Shape linked to brand
- Graphics linked to brand
- Opening ritual
- Usage ritual (sharing...)
- Brand sound effect



Information

- Outside communication
- Inside communication
- Additional flaps
- Labels
- Connection to online info



Category Fit

- Packaging type
- Category codes in design
- Colours
- Finishing effects
- Content size
- Usage occasion

- The evaluation criteria for different Benefits are defined through attributes of sample items.
- This system needs to be fixed first by a multi-disciplinary team of experts in a process called Wheel^o Setup.
- Once defined, the setup can be used again & again for the same product category.

The Wheel°

The Evaluation Wheel°

WHEEL° TARGET PROFILE



Brand Link
How much the pack connects to the Brand, to its story & values

Handling
Level of convenience in usage & handling (access, portioning, ...)

Finishing & Enhancement
The amount of Finishing & other Enhancements used on the pack



Material Efficiency
The relative amount of material used as well as the material costs & waste produced

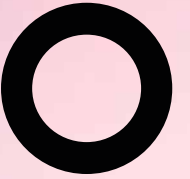
Natural Impression
How well the packaging supports an image of Naturalness

- The Wheel° Setup is flexible – single or multiple Benefits can be exchanged depending on the project targets.
- Automatically, a pool of possible Benefits is created – with compatible sample evaluations as a perfect project documentation.

The Wheel°

The Evaluation Wheel°

WHEEL° TARGET PROFILE



Unique Impression
The uniqueness of the pack's looks compared to competitors

Ecology
The ecological impact of the pack concerning production & disposal

Quality Impression
How well the packaging supports an image of High Quality



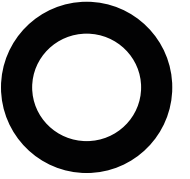
Protection
How well the contents are protected against mechanical & other environmental influences

Production Efficiency
Criteria include the level of complexity, runability & machinability of a packaging solution

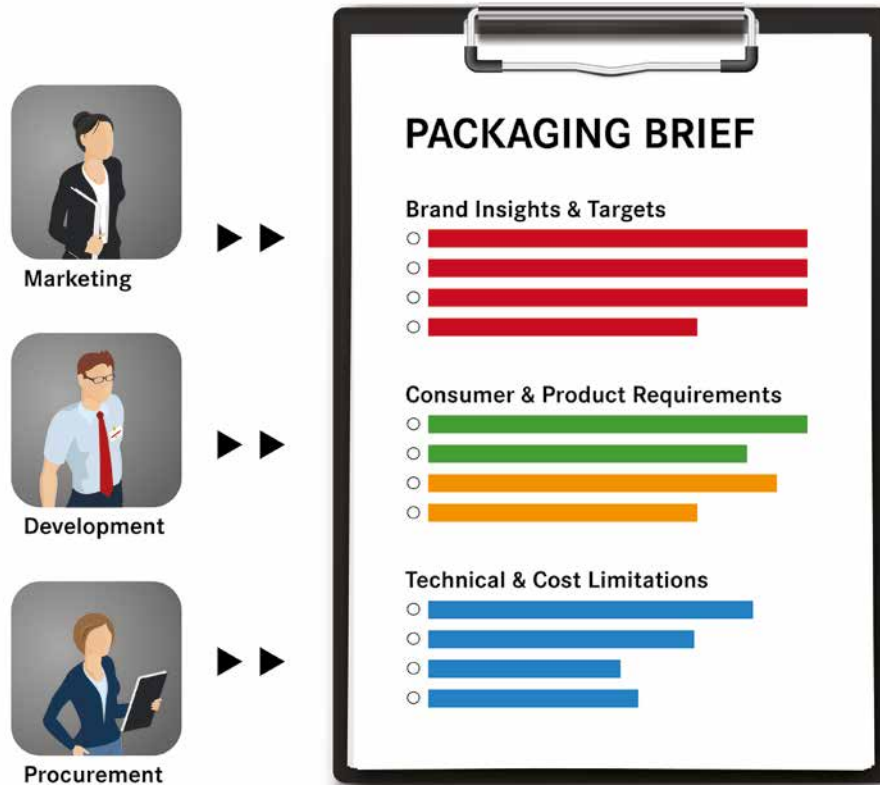
- The Evaluation Wheel° always works sample item or example-based.
- Sample items / examples are evaluated by Experts to get their individual Wheel° profiles.

The Wheel°

Wheel° Target Profiles for better Briefings



PACKAGING BRIEF = MULTIDISCIPLINARY



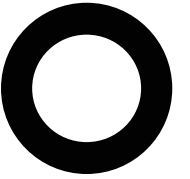
WHEEL° TARGET PROFILE



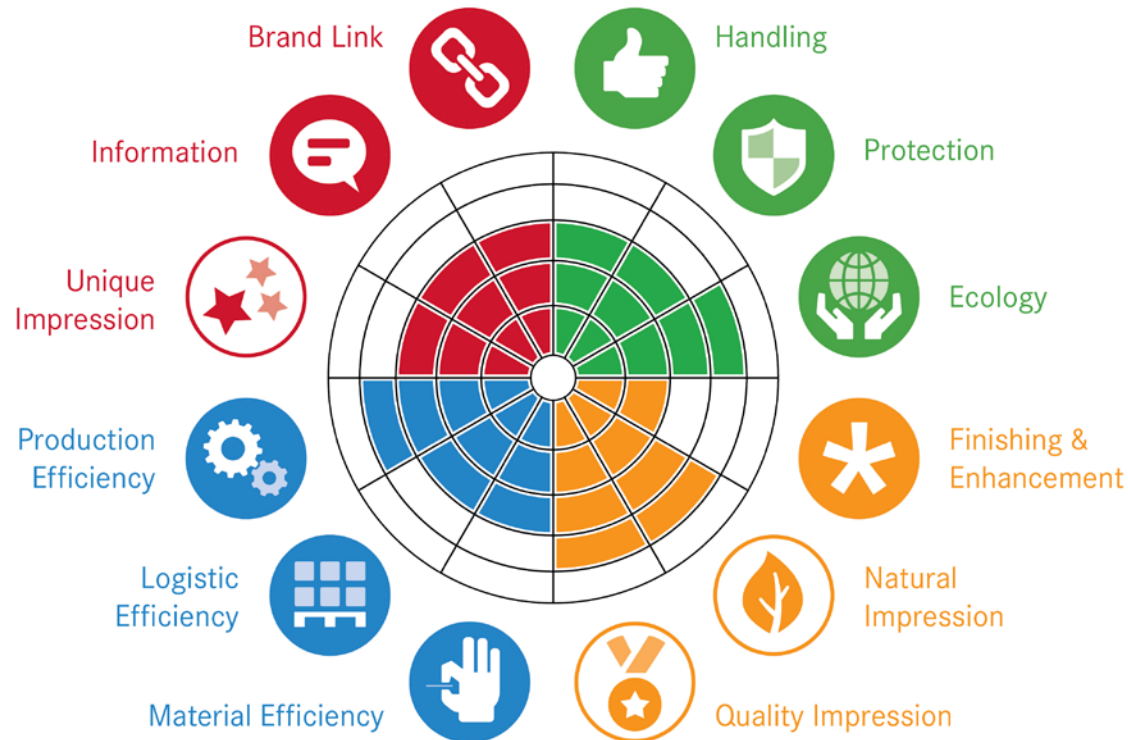
- A typical Packaging Innovation briefing needs to go through 3 different hands at least: Marketing, Development & Procurement.
- As a result, most briefings are not accomplishable, since every party tries to play safe.
- Wheel° Target Profiles can help!

The Wheel°

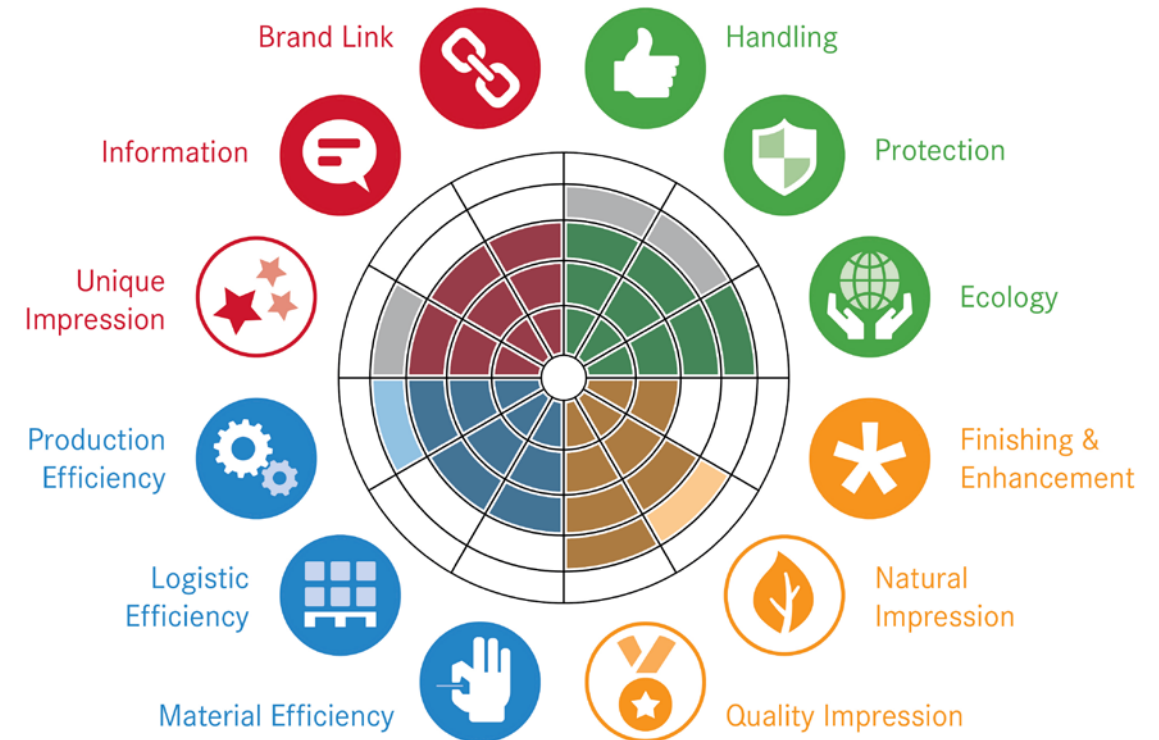
Wheel° Target Profiles for better Briefings



WHEEL° EVALUATION PROFILE



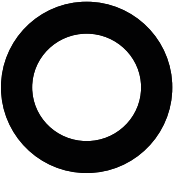
WHEEL° TARGET PROFILE



- Wheel° profiles can easily, quickly & visually be compared with the profiles of other samples or target profiles.
- Target profiles can be defined for a project, a specific category, a strategy, etc.

The Wheel°

Benchmarking of different relevant Samples



VITALIS Müsli BAG-IN-BOX



Kellogg's VARIETY



Kellogg's RECLOSABLE BAG



mymuesli TUBE



mymuesli KICKSTART



Handling // Cereals Category

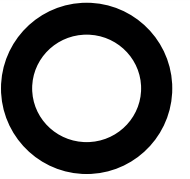
- Easy opening
- Easy re-closing
- Easy product access
- Convenient storage
- Easy to take out portions
- ...

During this intuitive process, samples/examples for all evaluation scores from 0 to 5 for a Benefit are chosen. By choosing items for both extremes, the possible range is defined.

- Attending the evaluations of sample items through Experts is a perfect way for Juniors to learn everything about the business.
- In Packaging, a lot of samples need to be handled for this and Excel lists need to be written – a classic job for Juniors.
- Wheel° Benchmarking in a Team is an intensive exchange of valuable Information.

The Wheel^o


ACTEGA Coating Wheel^o – Knowledge Exchange & Image Building



ACTEGA
Coatings & Sealants

Using the Coating Wheel^o

Easy coating selection for your categories



A member of **ALTANA**

Packaging Wheel^o Strategic Evaluation Tool

The Packaging Wheel^o is a logic evaluation tool helping in strategic thinking, communication and decision-making processes. It is also a way of working, with the tool itself supporting the exchange of opinions and know-how when used in packaging development. Interdisciplinary teams can work and evaluate examples together with a standardised benchmarking process.

EFFECT IMPACT

- Visual Impact
- Tactile Impact
- Highlighting
- Luxury Impression
- Natural Impression
- Quality Impression

IMPRESSION

The Packaging Wheel concept is copyright protected by pacproject (www.pacproject.com). Free usage is permitted providing the citation of this copyright statement.
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We are encouraging everybody to use the Packaging Wheel^o in general and its variation described here – the Coating Wheel^o – for their benefit and for the advancement of packaging solutions in the market.

APPLICATION

- Mechanical Persistence
- Technical Standardisation
- Efficiency
- Regulatory Compliance
- Ecology
- Special Properties

ADDED VALUE

Attributes and features of evaluated items are translated into a set of benefits that are rated with values from 0 to 5.

Complex information is reduced to simple visual profiles that allow to make decisions in large (interdisciplinary) teams.

Evaluation profiles of items (here: of coatings) can quickly be compared to requirement profiles (here: of categories) to easily find matching pairs.

Wheel Setup

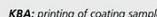
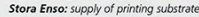




SPECIFIC WHEEL SETUP
The Coating Wheel^o is a variation of the Packaging Wheel^o that has a specific setup of benefits defined for the evaluation and comparison of ACTEGA's packaging coatings.

Coatings here refer to overprint varnishes. They protect the printed product and enable a fast further processing. They add the right visual or tactile finishing and may extend the packaging by valuable functions, e.g. barrier properties.

On the right of this page, you find these 12 benefits. The petrol blue and green ones are rather objectively rated while the ratings of the red and orange ones are more emotional and subjective.


In addition to the coating evaluation profiles, we have defined requirement profiles for the most important categories in which the coatings are used. Both types can be matched to find the right coating(s) for an end use.

PARTNER COMPANIES AND SPONSORS
This project has been realised under the lead of **ACTEGA** and **pacproject** with the support of the following partner companies and sponsors:










Profile Comparison

End Use Requirement Profiles
In the first pocket of this folder, you will find our booklet *Coatings by End Use* with valuable information about the use of coatings in different categories. There is a page for each end use, including an Coating Wheel^o profile reflecting the general requirements there.
E.g. Confectionary - Premium:




Those benefits for which the wheels and thus coating and end use perfectly match will instantly become obvious, as here e.g.:




Especially for the  Regulatory Compliance benefit, it is essential that the coating matches or exceeds the end use requirements.


Coating Evaluation Profiles
In the other pocket, there are descriptive cards for selected ACTEGA coatings, each one including a Coating Wheel^o evaluation profile for the coating.
E.g. TerraEffekt^o Pearlescent G 29/438:



It is also easy to see for which benefits the coating exceeds the end use requirements, as there, the outer wheel segments still appear clearly coloured:



Attention is required with those benefits getting dark grey outer wheel segments:



Here, the coating does not reach the general end use requirements. You need to consider if you are ready to make a compromise or not.

- ACTEGA's Coating Wheel^o for example helps end-users choose the right coatings for their specific end-use or project.
- By offering a tool that anybody in the industry can use, you show that you are the expert in your area.
- With a variation of the Wheel^o, you are a communication and technology leader.



TrendLinks^o

TrendLinks°

Trends linked to Benefits

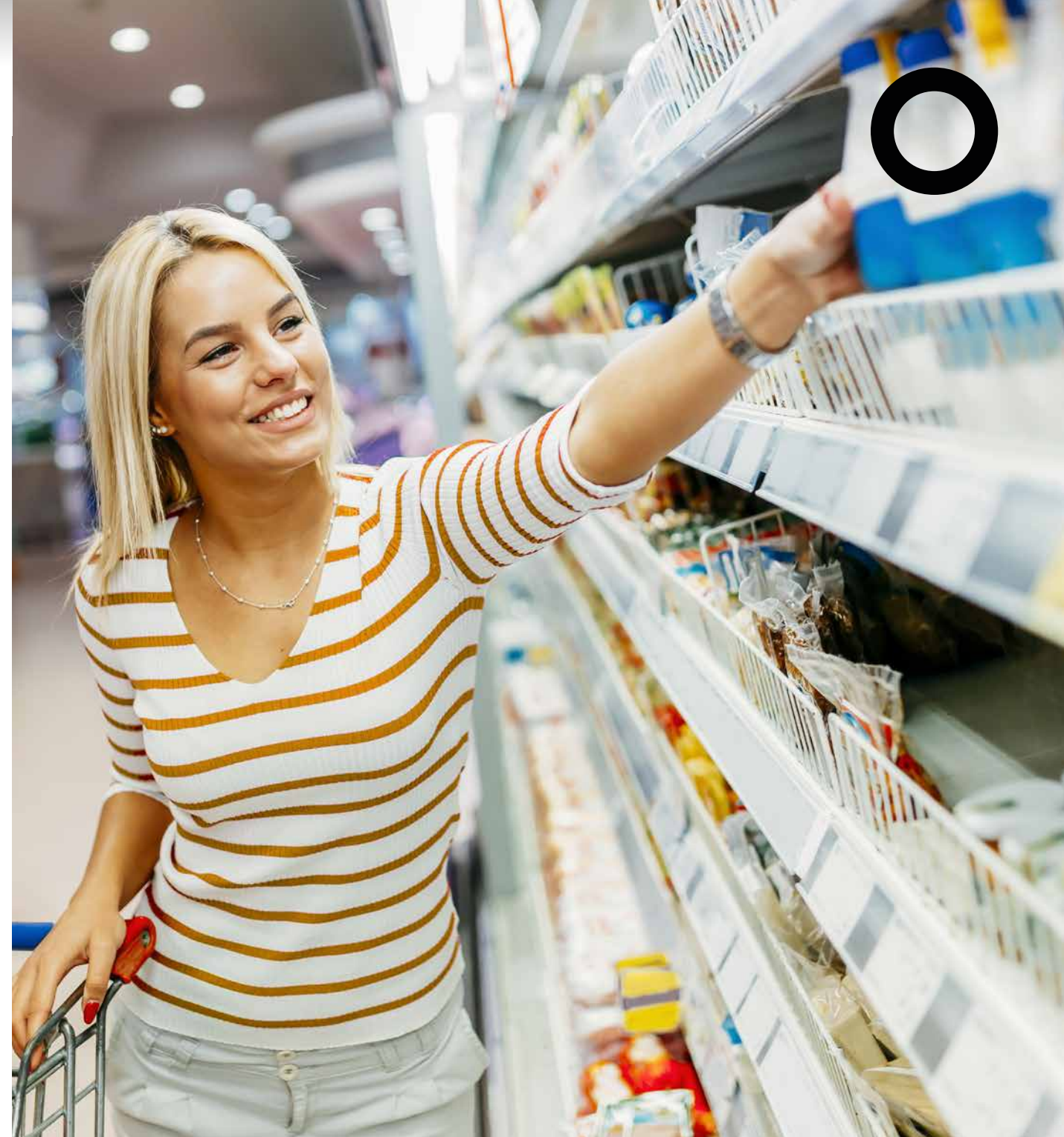
Trends do not directly connect to (technical) packaging or product attributes. They do, however, connect to benefits that have been defined during the Wheel° process.



Finishing Effects

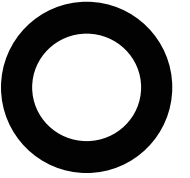


The TrendLinks° tool connects Packaging and Consumer Trends with Benefits which in turn represent sets of Packaging or Product Attributes which they are comprised of or influenced by.



TrendLinks°

Trends linked to Benefits linked to Attributes



CONSUMER TRENDS



Efficient & Effective



Environmental Responsibility



Premiumization & Indulgence



Private Label Evolution



Personalization

PACKAGING TRENDS



On-the-Go Packaging



Lightweighting



Multisensory Finishing



Finishing Effects



Packaging Size Variations

BENEFITS



Handling



Ecology



Quality Impression



Finishing & Enhancement



Material Efficiency



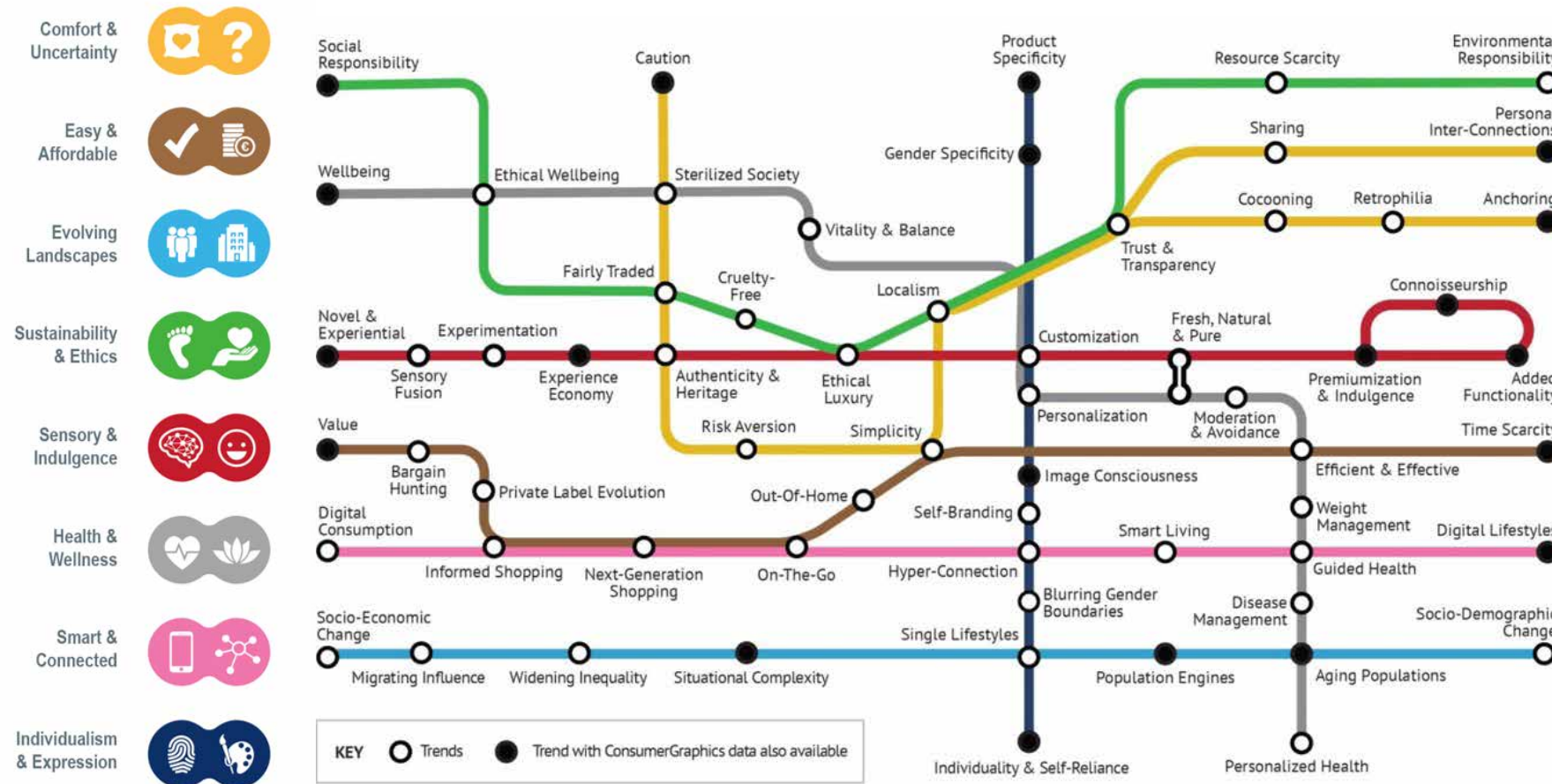
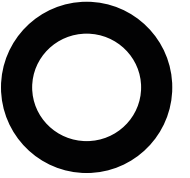
Logistic Efficiency

ATTRIBUTES

- Easy opening
- Easy re-closing
- Easy product access
- Convenient storage
- Renewable material use
- Recyclability
- Dissolvable
- Climate neutral, etc.
- No overpacking
- No harmful contents
- High quality artwork
- Convenient format
- Well made structure
- High quality material
- Printing techniques
- Coatings & special inks
- Foil application
- Labelling
- Added elements
- Reduced material usage
- Low material costs
- Low production waste
- Empty headspace
- Stackability
- Volume occupation
- Sturdiness
- Pack footprint

TrendLinks^o

GlobalData Consumer and Megatrend System



We are using the Consumer Trend & Megatrend system from GlobalData, (www.globaldata.com) complemented by a number of Packaging Trends of our own definition.

- We use GlobalData's Intelligence Center as a resource for our strategic services.
- The consumer trends and megatrends from GlobalData have been integrated into the TrendLinks^o system.

TrendLinks^o

Comfort & Uncertainty

Consumer & Society Trends



Transparency & Trust



Cocooning



Simplicity



Authenticity & Heritage



Personal POS Promotions

Packaging & Technology Trends



Sharing Packaging



Transparent Packaging



Ingredient Traceability



Clean Label Communication



POS Product Trials



Pack acts as Physical Proxy



Step-by-Step Sequence



Pack is (Interior) Design Object



Comfort & Uncertainty Megatrend

Consumers value safety, tradition, simplicity, and reassurance due to rising stress and uncertainty in their lives and the world around them.

TrendLinks^o

Easy & Affordable

Consumer & Society Trends



On-the-Go



Efficient & Effective



Private Label Evolution



Bargain Hunting



Consumer Bonus Systems

Packaging & Technology Trends



On-the-Go Packaging



Dosage & Dispensing Aids



Out-of-Home Convenience



Shelf-Ready Packaging



Ultra-Express Delivery



Easy & Affordable Megatrend

Time and money are perceived to be the great scar-cities of modern life, and consumers are searching for ways to maximize these limited resources.

TrendLinks^o

Evolving Landscapes

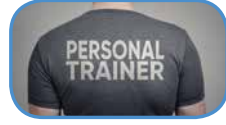
Consumer & Society Trends



Aging Population



Single Lifestyles



Coaches & Assistants



Store-in-Store Concepts

Packaging & Technology Trends



Convenient Handling



Packaging Size Variations



Robots & Androids



E-Commerce Private Labels



Evolving Landscapes Megatrend

The underlying and mostly dependable socio-demographic and -economic trends impacting consumer societies.

TrendLinks^o

Sustainability & Ethics

Consumer & Society Trends



Environmental Responsibility



Resource Scarcity



Ecological Technology



Sustainable Living Homes

Packaging & Technology Trends



Lightweighting



Circular Economy



Bio-based Materials



Compostable & Dissolvable



Renewable Material Use



Recycled Material Use



Return Systems



Re-usable & Second Use



Sustainability & Ethics Megatrend

Mounting awareness and concern surround the scale, complexity, and interdependence of shared social and environmental challenges globally.

TrendLinks^o

Sensory & Indulgence

Consumer & Society Trends



Premiumization & Indulgence



Added Functionality



Ethical Luxury



Experimentation



Experience Economy

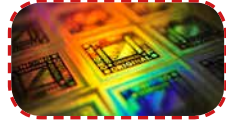
Packaging & Technology Trends



Finishing Effects



Multisensory Finishing



Anti-Counterfeiting Packaging



Cross-Category Transfer



Unboxing Drama & Experience



Dispensers & Applicators



Sophisticated Robot Packing



Virtual Reality



Sensory & Indulgence Megatrend

The driving force behind continually higher expectations of quality, variety, and immersive „consumption experiences.“

TrendLinks^o

Health & Wellness

Consumer & Society Trends



Ethical Wellbeing



Sterilized Society



Fresh, Natural & Pure



Moderation & Avoidance

Packaging & Technology Trends



Highest Level Food Safety



Single Portions Packaging



Robotic Helpers



Individual Pharmacy



Health & Wellness Megatrend

People of all ages are more proactively addressing their health in a more holistic and personalized manner.

TrendLinks^o

Smart & Connected

Consumer & Society Trends



Hyper Connection



Informed Shopping



Next-Generation Shopping



Smart Living



Digital Lifestyles

Packaging & Technology Trends



E-Commerce Packaging



Connected Packaging



Track & Trace (Serialization)



NFC - Near Field Communication



Augmented Reality



Active Packaging



Intelligent & Smart Packaging



Electronic Packaging



Nanomaterials



Smart Retail



Smart & Connected Megatrend

In a hyper-connected, technology-enabled society, consumers integrate the use of multiple technologies into their lives and buying behavior.

TrendLinks^o

Individualism & Expression

Consumer & Society Trends



Self-Branding



Customization



Personalization



Creativity & Self-Expression



Public Advertising

Packaging & Technology Trends



Social Media



Personalized Packaging



Digital Printing



Production On-Demand



Limited Editions



Play Value Packaging



Customized Packaging



Individualism & Expression Megatrend

Values that emphasize individuality and self-expression guide confident and empowered modern consumers.



Pool°Tools

The Pool° Organisation

Designed for the new Millennium

The Pool° is a new kind of entrepreneurial ecosystem, designed to accelerate Innovation for the ever-faster turning cycles of our new Millennium. While decelerating us!

The Pool° will be organised as a FOUNDATION with 5 Mission Targets for the Common Good:

★ SUSTAINABILITY

★ INNOVATION

★ EDUCATION

★ PROMOTION

★ COOPERATION

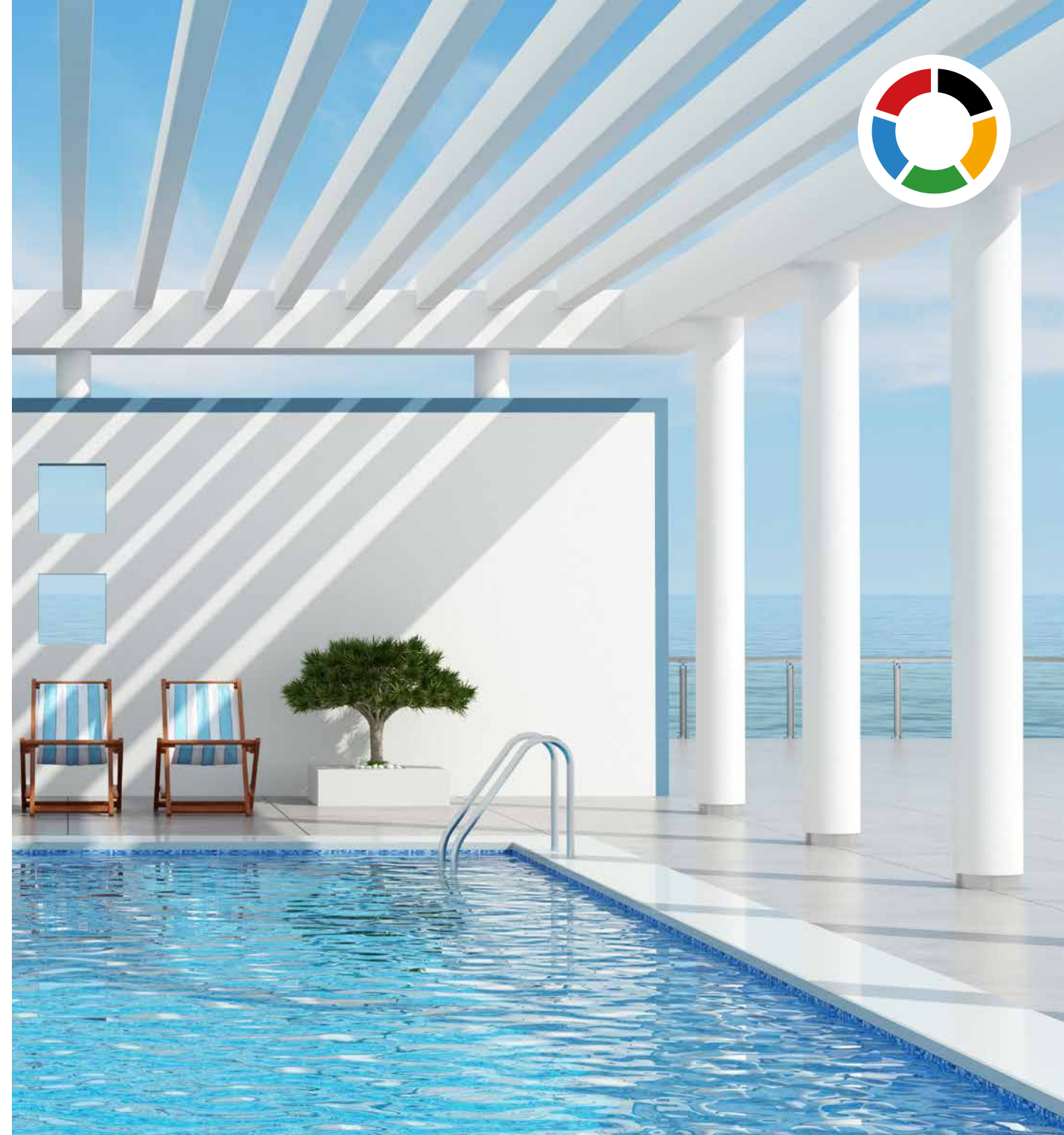
The Pool° will deliver INNOVATION SERVICES. It will be:

>> Democratic Guild of Innovators ruled by SKILL

>> Expert Network for Innovation Services

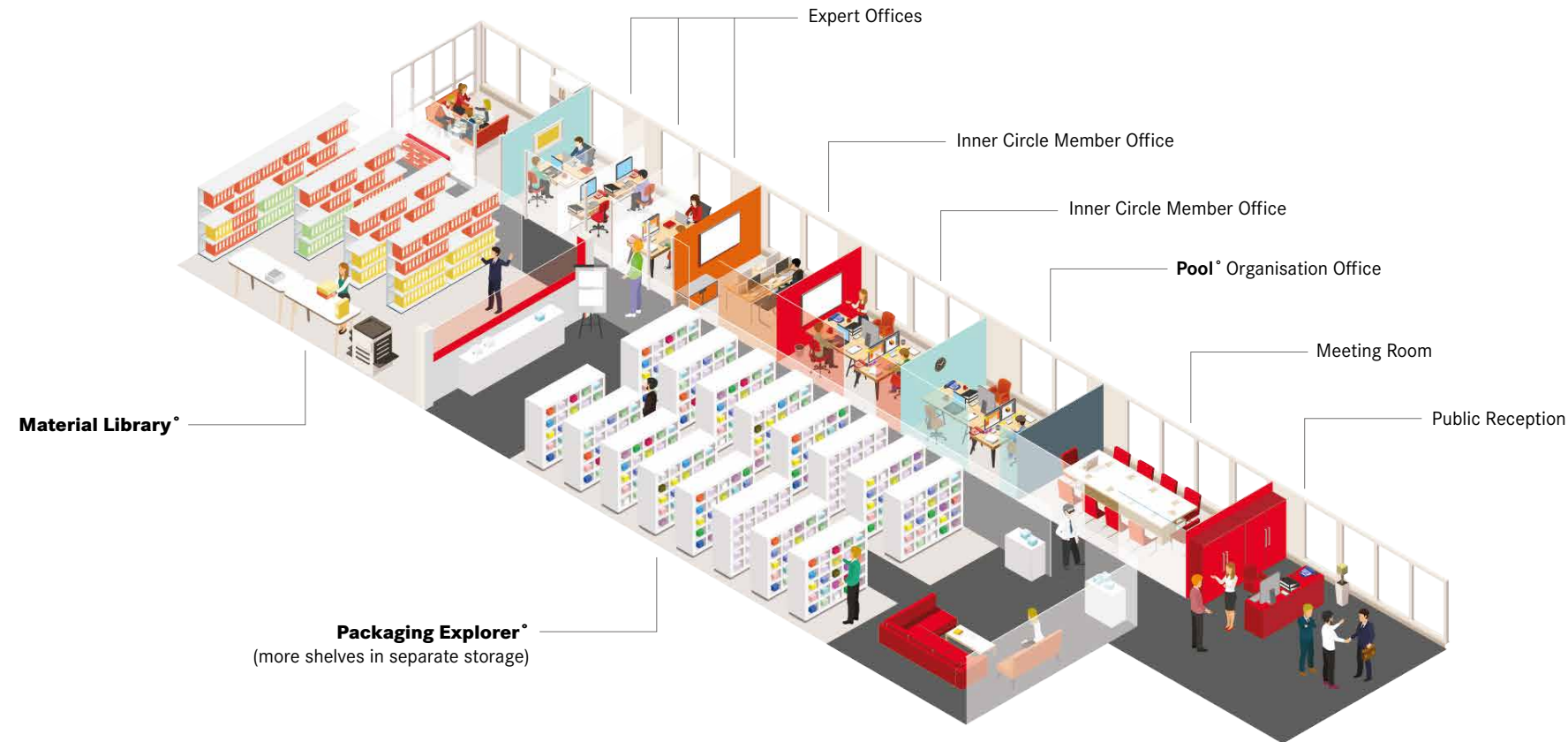
>> Platform for Open Innovation & project-based Alliances

A set of Pool°Tools that is used by all Pool° Members will enhance Communication & Mutual Strategy Definition.



Hamburg Headquarters

A Public Meeting Place



More Pool°Tools:



Representative
Material Library°

Expert
Innovation Scouting



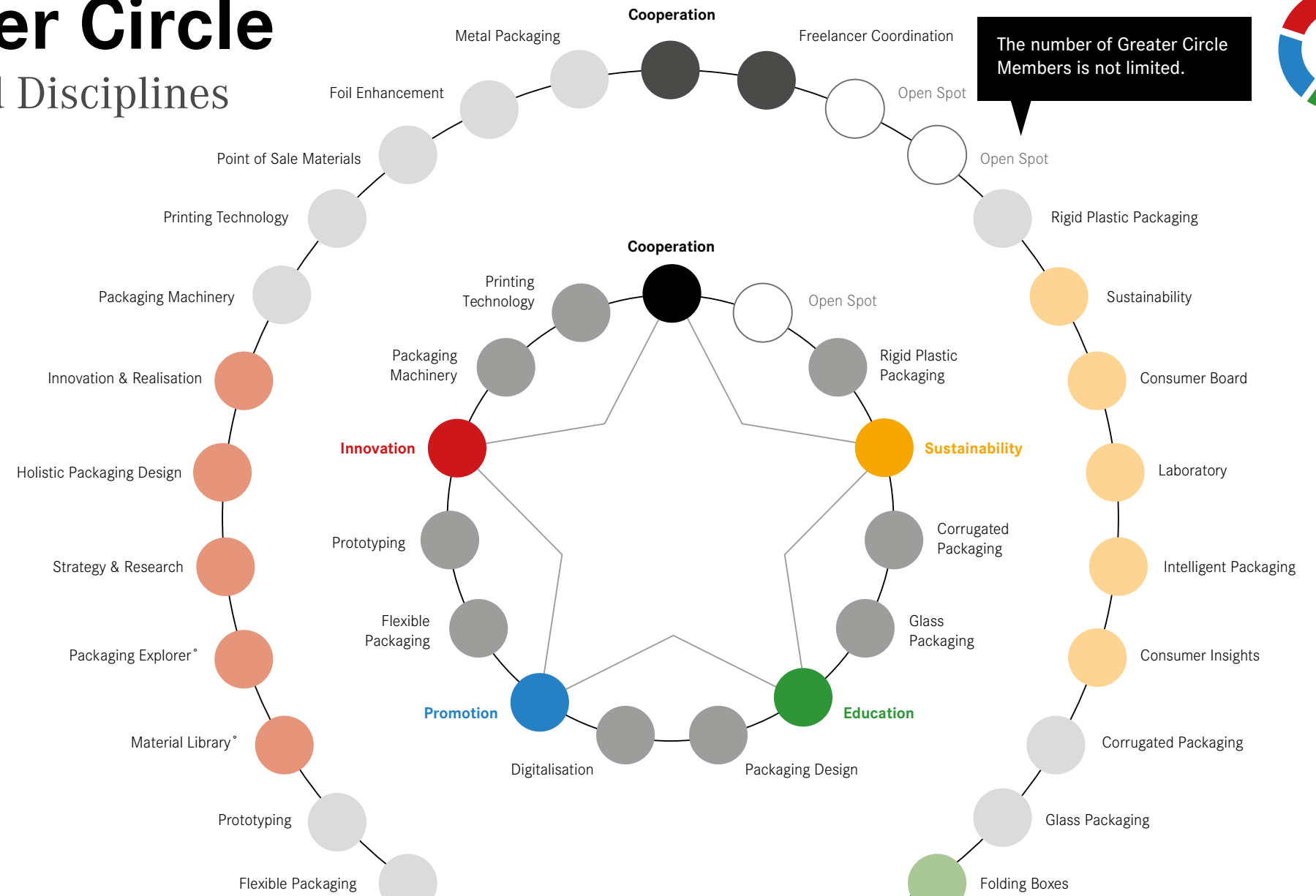
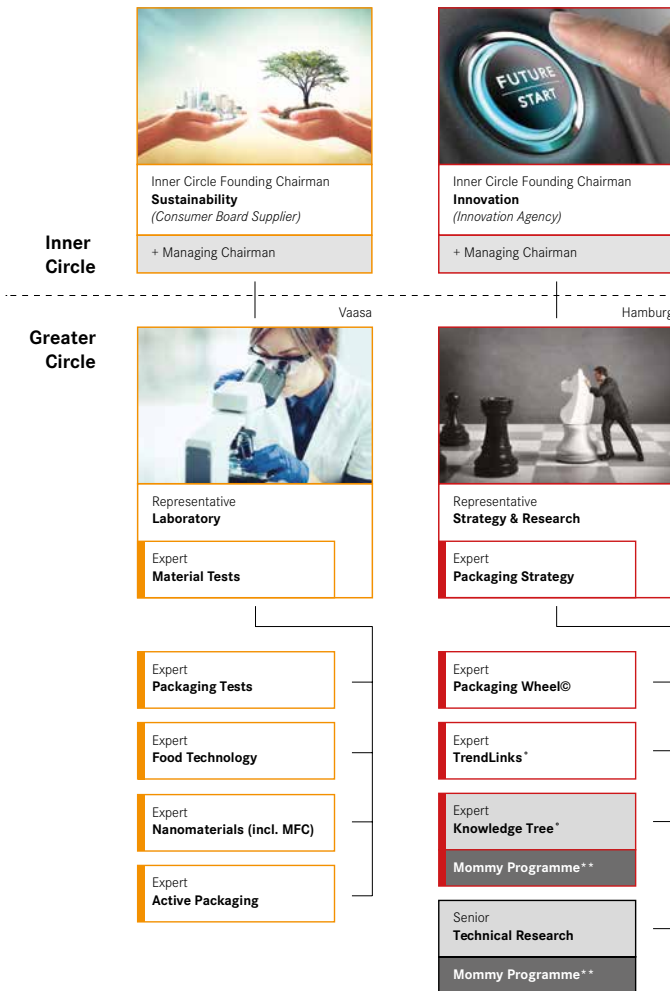
Representative
Packaging Explorer°

Expert
International Store Checks

- The **Pool°** will be headquartered in Hamburg, one of Europe's leading cities in Packaging Design – and the world's most beautiful city!
- The headquarters are planned to include a library of packaging materials and an archive/exhibition of outstanding market samples.
- A large **Pool°** meeting room can be booked for meetings on neutral ground.

Inner and Greater Circle

A vast Variety of Trades and Disciplines



- Greater Circle Members and Entities each represent a branch of Expertise – with Experts that work for everybody in the **Pool**°.
- Members can have several Greater Circle Representatives and the number is not limited. They can be external or belong to the **Pool**°.
- But each Member can have only one Inner Circle Chairman – if at all.

Step by Step to Individual Expertise

Master and Apprentice, different Experts and the Way to Stardom



Trainee Programme***



The Pool° always keeps a number of Trainees who work for a low but fair salary and in turn have a lot of freedom to learn and experiment. Includes people who have useful skills from their education, but did not find a job in that industry.



Trainees become Juniors and Seniors become Experts who develop new Innovation Services



- In **Innovation** work, there is no learning 'by the book'; it is the natural way of learning – by doing and as an Apprentice from a Master.
- But even if there are many Experts in the **Pool°** to learn from, everybody is free to find his or her own specific field of expertise.
- The **Wheel°** process is a great basis for this process of individual advancement.

Science Fiction Communism?

Just a fair System designed for the new Requirements of a new Millennium!



Targeted Pool° Organisation Salaries 2020

Yearly salaries for full placements (7 hours / day, 5 days / week)

20.000,- €	Trainee ^R
40.000,- €	Junior ^R
60.000,- €	Senior ^{RC}
80.000,- €	Expert ^{* RAC}
100.000,- €	Representative ^{RAC}
100.000,- €	Chairman ^{RAC}
100.000,- €	Managing Chairman ^{RAC}
100.000,- €	Founding Chairman ^{RAC}

* - Expert or former higher position

R - Free Room in Pool° Flat

A - Subsidised Pool° Apartment

C - Access to Electric Car Pool°



- Salaries paid by the Pool° rise in a fair step-by-step system, but only up to Representative and then do not fall below an Expert again.
- This way, people will not stick to power due to money. And will not follow useless projects just to stay in charge.
- Work is paid by the hour, 'normal' time (7 h/day, 5 days/week) as well as overtime.

Join The Pool° Organisation!

A neutral Organisation with five Mission Targets to support the Packaging Industry:



Improve **Sustainability** in the Packaging Industry and beyond

In today's industries, there is still too much focus on making money and not enough on creating sustainable solutions for mankind and for our planet.

We will change that.



Technological Advance and **Innovation** in the Industry

To drive real innovation in packaging, the expertise and cooperation of many different players is required. One party alone can do nothing.

Cooperation partners need to come together and launch projects that drive real Technology Advancement.



Hands-on **Education** and Knowledge Transfer

Packaging is a niche industry in which people with many different backgrounds are working and educated personnel is rare.

More experts need to be educated and stakeholders require efficient and effective knowledge transfer to be able to take the right decisions.



Promotion as sustainable Branding Tool

Compared with advertising or other 'offensive' ways to build a brand, packaging is far more sustainable.

It is required to protect the goods and with good ideas and a little enhancement it can be a great brand representative and storyteller.

Packaging as such needs to be promoted as the better marketing investment.



Win-win **Cooperation** between Brand Owners, Suppliers and Retailers

In order to effectively drive innovation and technology advancement, a cooperation between the different parties must be rewarding for all sides and the interests of smaller parties must also be respected.

A neutral platform is required to enable and ensure fair modes of cooperation.

#1
Sustainability

#2
Innovation

#3
Education

#4
Promotion

#5
Cooperation

Club of Founding Members

A leading Position and a Commitment to one of five Mission Targets:

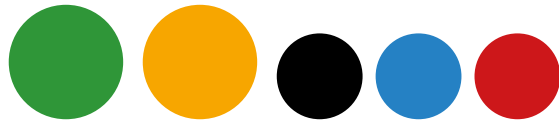
#1 Sustainability

#2 Innovation

#3 Education

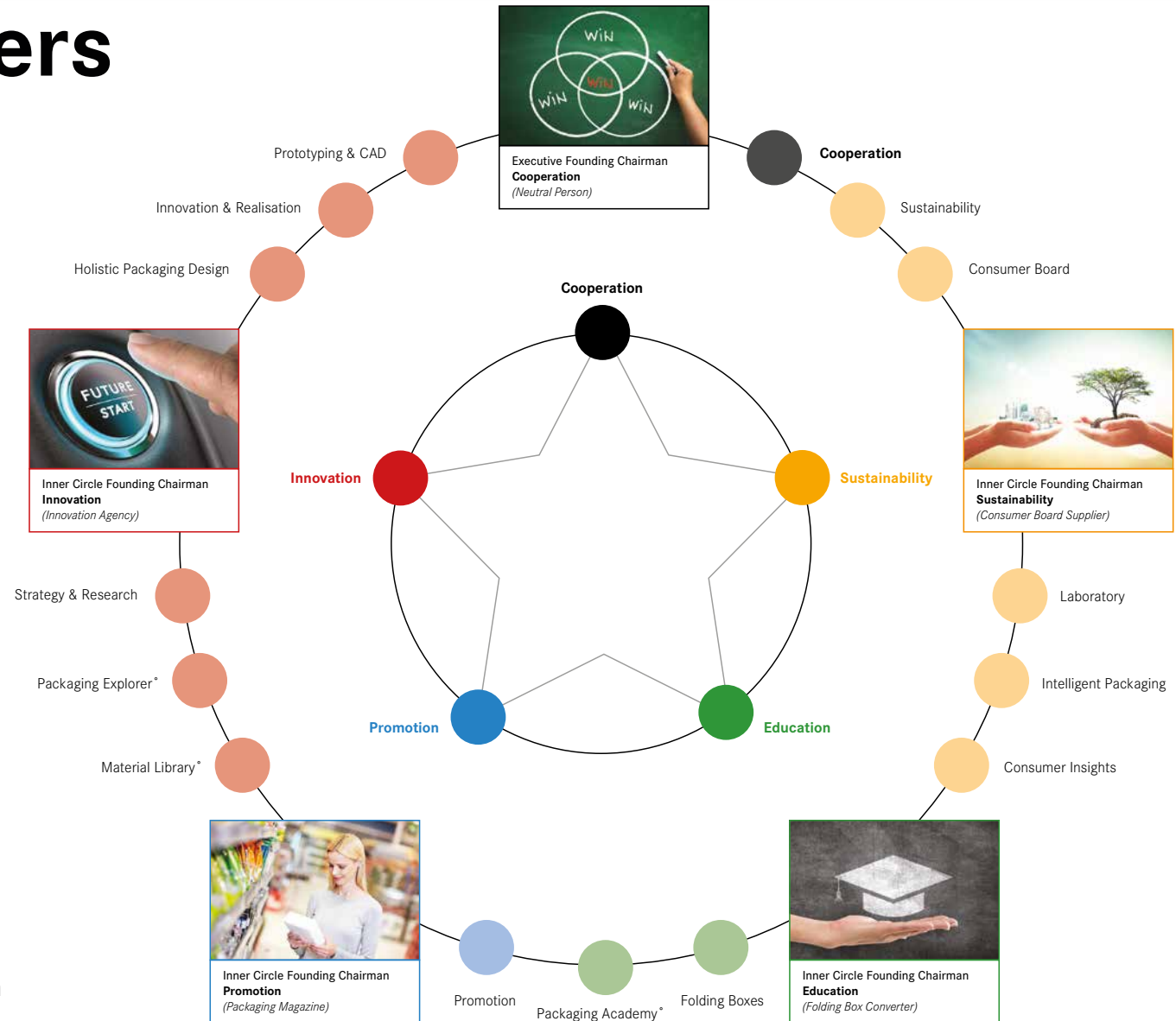
#4 Promotion

#5 Cooperation

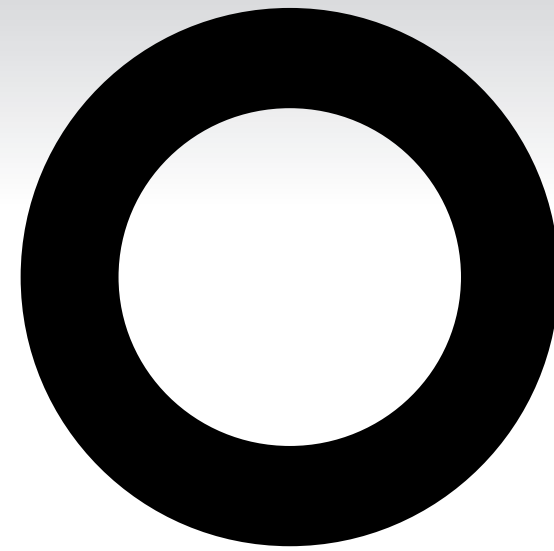


Founding Members

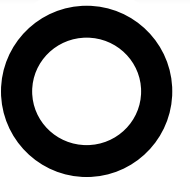
- Stay in the Inner Circle until they desire to leave and be replaced
- The larger Founding Members raise their budget as they see fit
- The smaller Founding Members' entities get budgets from the Pool° Contribution



- As a first step, the **Pool°** enlists a number of Founding Members that will give the Organisation the critical mass required for success.
- Each Founding Member will be responsible for driving one of the five Mission Targets of the **Pool°** Foundation.
- They will be permanently leading the Organisation once it is created.



Office of Strategic Services



 **The Pool**°

Office of Strategic Services // **OSS**°

Holistic Strategy / Design / Innovation

www.poolorganisation.org/oss/

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*I encourage to read the book “Explore / Create” from the Ultima game series creator and also – among other things – astronaut, entrepreneur and philanthropist Richard Garriott de Cayeux.