



# The Pool°

Cooperation Platform and Alliance for the Packaging Industry

/// Public Domain / Please share freely ///

Hamburg, December 2018



# The Pool° Presentation

- Packaging Innovation!?
- Introduction into the Pool° Organisation
- Organisation Rules & Mechanics
- A Friendly Organisation for Humans

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# Packaging Innovation!?

Where is it designed / invented / created / developed / done?

And why is there not more of it although everybody wants it?

# Status Quo: The 'Merry Food Chain Gang'

Lack of Strategy and Expertise lets Innovation Work degenerate to Show Business



## 'Innovation' = Sales Show

- Lack of strategic expertise
- No participation in BO process

## 'Innovation' = Sales Tray

- Lack of strategic expertise
- Shallow briefings from BO

## 'Innovation' = Sales Promotion

- Lack of packaging expertise
- Lack of vision



- 'Reporting Lines' in the Food Chain
- Profitable Services & Service Providers

## Innovation = Playground

- Lack of market insights
- Weak connection to end-use

## Innovation = Potential Trouble

- Lack of time & technical expertise
- No good education materials

## Innovation = Risk Investment

- Lack of packaging expertise
- Job rotation too quick

# Strategies for the Future

Fine Feathers will still 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!).

The Pool° was designed with the Packaging Industry in mind because it offers the widest diversity of people working there. And because more beautiful Packaging and less Advertising will be the quickest feasible measurements to make our lives better on the biggest scale. ♥ **You will see.**



# 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 one-way Advertising. It complements Internet Marketing and E-Commerce to get a beautiful purchase experience.**

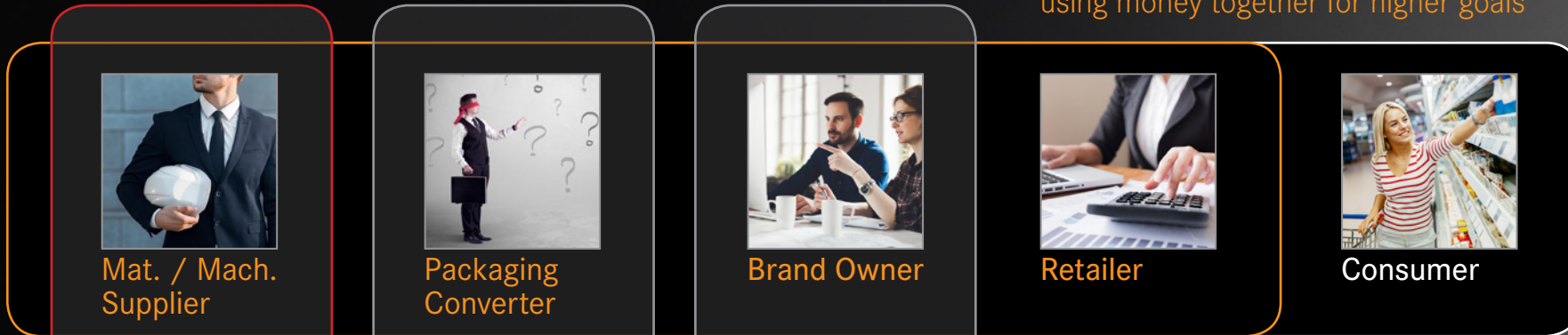


# Key to Real Packaging Innovation

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



The parties with expert know-how need motivation / incentives and an organisation to share it

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



# The Pool° is beautiful.

- Packaging Innovation!?
- Introduction into the Pool° Organisation
- Organisation Rules & Mechanics
- A Friendly Organisation for Humans



# The Pool° Organisation

Designed for the new Millennium

It is time for a different kind of organisation. Stock-listed or Limited companies, etc. are primitive (capitalist) structures. 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

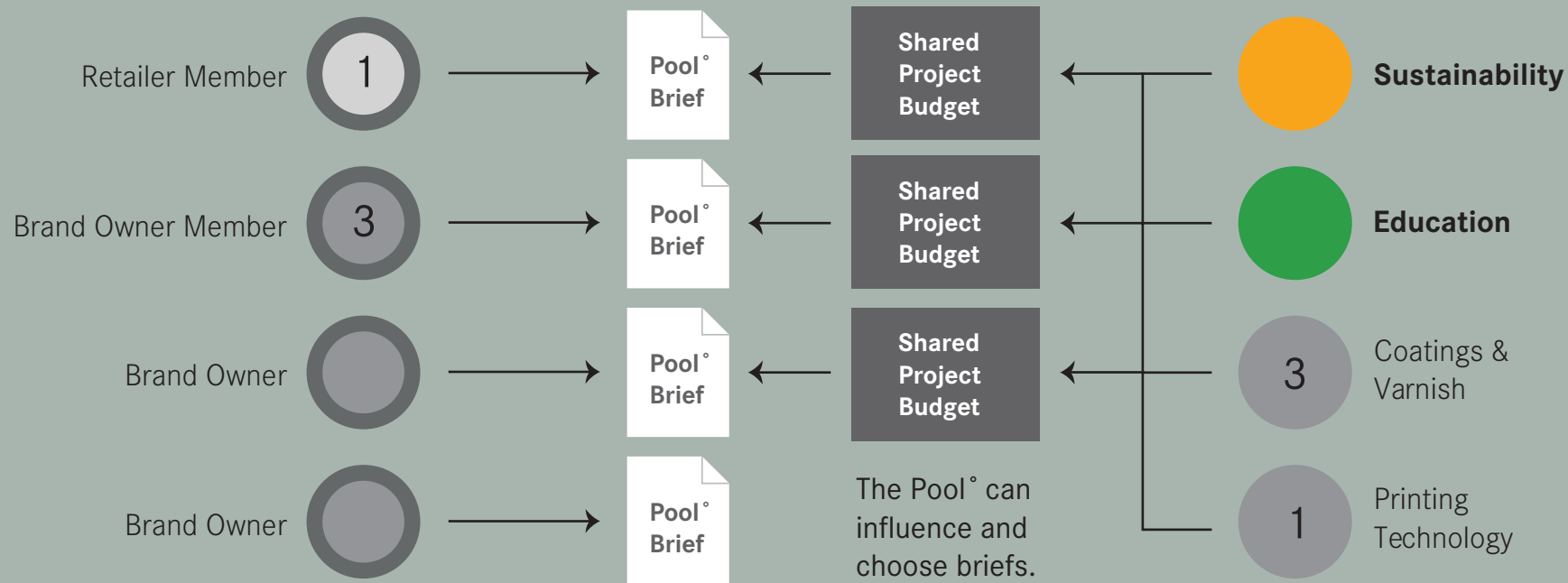
The Pool° will deliver **Innovation Services**. It will be:

- >> Democratic Guild of Innovators ruled by **Skill**
- >> Expert Network for Innovation Services
- >> Platform for Open Innovation & project-based Alliances



# A Powerful Alliance of Suppliers in Packaging

Members share bigger Budgets to fulfill better Briefings



- The **Pool°** accepts briefings from Brand Owners and Retailers.
- These briefings can then be taken by its Members, alone or together with a Shared Project Budget.
- As a powerful player, the **Pool°** does not need to accept every briefing as it is.

# Join The Pool° Organisation!

Success in its 5 Mission Targets is what the Pool° pursues. For the Good of all Humanity:



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

# The Pool° Organisation

Designed for the new Millennium

The Pool° will be organised as a Foundation & its statutes are planned to be made available as Public Domain, so that this new kind of organisational structure can be used for the benefit of any other industry that has similar challenges like the FMCG & Packaging Industry.

Since these statutes cannot easily be changed after opening the Foundation, they need to be defined in the right way to last for a whole Millennium. A lot of foresight is required & we need to check if the circumstances, paradigms & frameworks of our current society can be expected to last. And some rules & statutes will be defined with the aim of inducing social change.

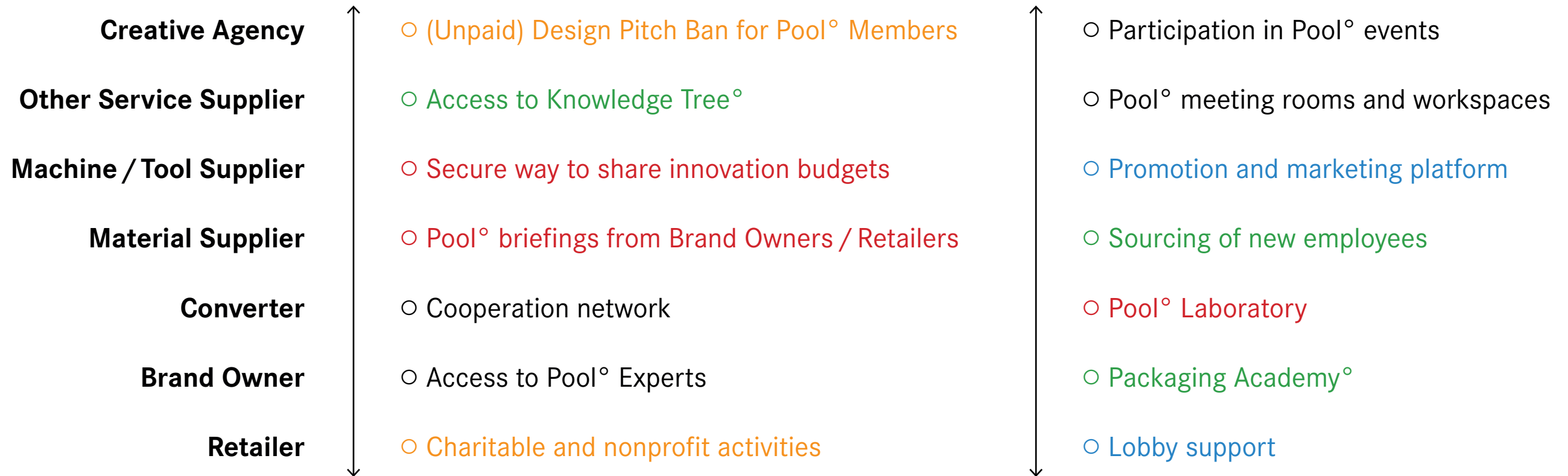
Not the shareholder value, not the turnover or the ROI are how the Pool° will measure its success. Only benchmarks not connected to money can be fit for the Pool°, whose rules & statutes are designed to stay valid for a whole Millennium.

**For the Good of all Humanity. And nothing else.**



# Many Reasons to Join the Pool°

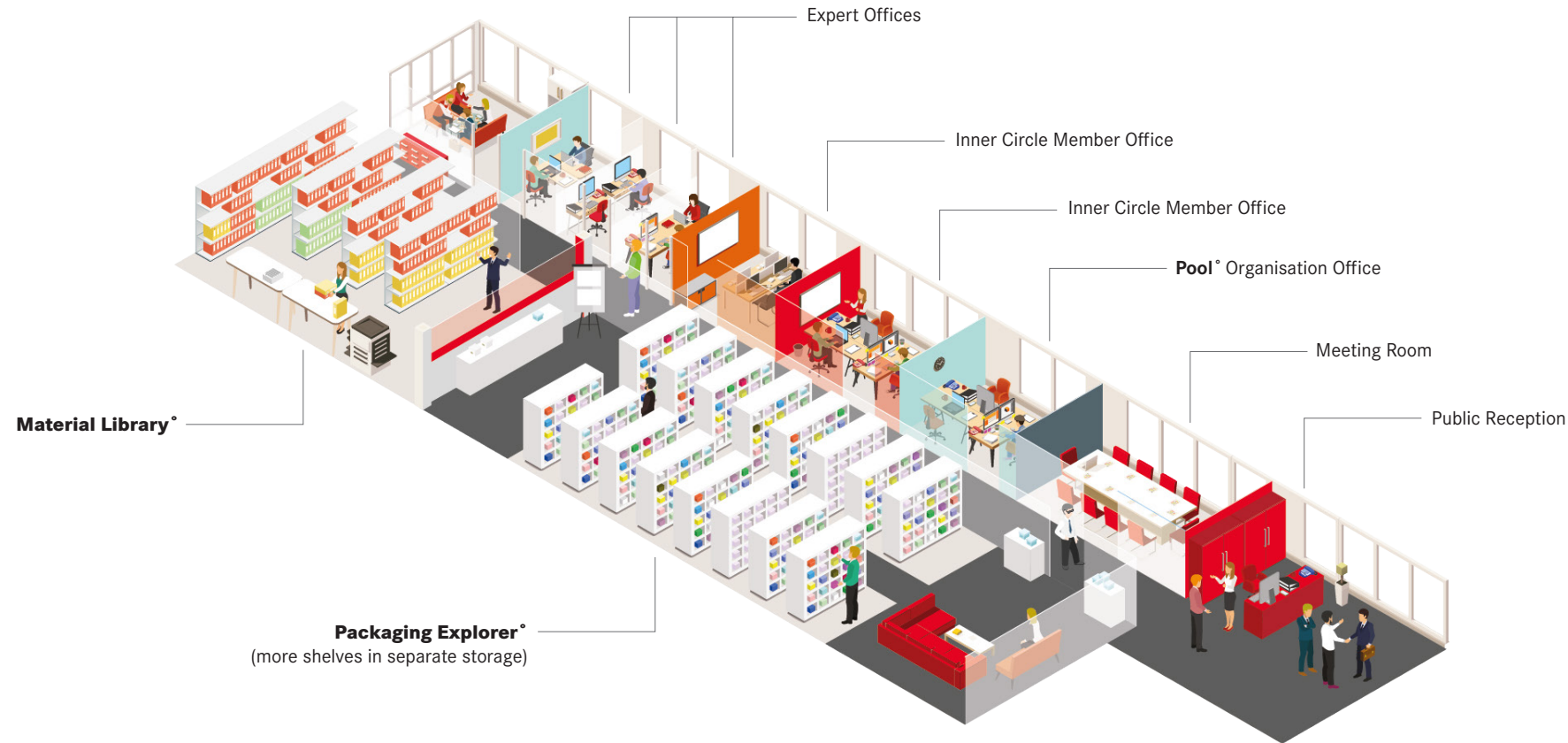
Different Companies have different Reasons



- Most Suppliers need the **Pool°** for **Promotion** and to participate in the Brand Owners **Innovation** Process through **Pool°** briefings.
- Creative Agencies and Service Suppliers need access to the **Knowledge Tree°** and Experts and enjoy the Design Pitch Ban for Members.
- Brand Owners and Retailers need the **Cooperation** network for **Innovation** projects.

# Hamburg/Haifa Headquarters

A Public Meeting Place



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.

# The Pool° is smart.

- Packaging Innovation!?
- Introduction into the Pool° Organisation
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# Club of Founding Members

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

#1 Sustainability

#2 Innovation

#3 Education

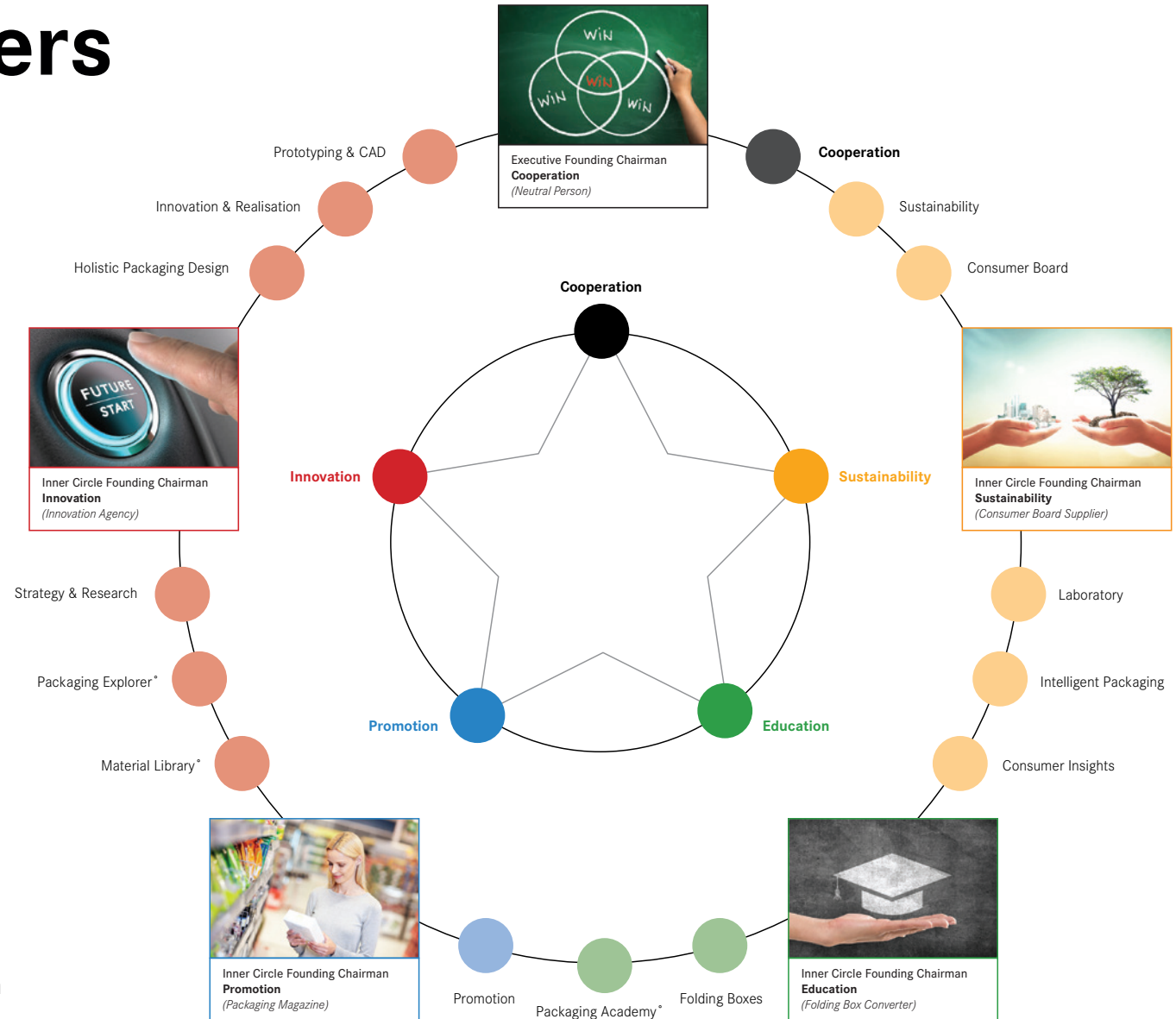
#4 Promotion

#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.



# Foundation Mission Target #1

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.**

Inner Circle Partner Companies appoint a Chairman who takes part in important decisions. Founding Member Chairmen can act and sign on behalf of the Organisation.

Inner Circle Chairmen who do not have time for Pool° work can appoint a Managing Chairman who belongs to the Pool°. This can be one of the Representatives.

Inner Circle Founding Chairman  
**Sustainability**  
(Consumer Board Supplier)

+ Managing Chairman

Foundation Mission Target #1:  
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.**



Vaasa

Vaasa

Vaasa

Vaasa

Pool° HQ

Representative  
**Consumer Insights**

Expert  
**Consumer Insights**

Representative  
**Intelligent Packaging**

Expert  
**Intelligent Packaging**

Representative  
**Laboratory**

Expert  
**Material Tests**

Representative  
**Consumer Board**

Expert  
**Board Consulting**

Representative  
**Sustainability**

Expert  
**Sustainable Packaging**

- As Founding Member for **Sustainability**, a Material Supplier would make sense – renewable resources must be supported.
- Given the size of this Member, it would probably be in a leading role and – to strengthen this claim – open its Laboratory for the **Pool°**.
- Sustainable packaging will be the foremost, but by far not the only target.

# Foundation Mission Target #2

## 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.**



Inner Circle Founding Chairman  
**Innovation**  
(Innovation Agency)  
+ Managing Chairman

Foundation Mission Target #2:  
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.**



Pool° HQ

Pool° HQ

Hamburg

Pool° HQ

Hamburg

Hamburg

Hamburg



Representative  
**Material Library\***

Expert  
**Innovation Scouting**



Representative  
**Packaging Explorer\***

Expert  
**International Store Checks**



Representative  
**Strategy & Research**

Expert  
**Packaging Strategy**



Representative  
**Holistic Packaging Design**

Expert  
**Holistic Packaging Design**



Representative  
**Innovation & Realisation**

Expert  
**Production Realisation**



Representative  
**Prototyping & CAD**

Expert  
**Packaging Prototyping**

- In this position, an experienced international Innovation & Design Agency with an interdisciplinary approach is required.
- In order to drive this Mission Target, a lot of projects need to be launched - and what **Pool°** work this agency can take, it will get.
- Big, intensive, thorough and professional cooperative projects are required.

# Foundation Mission Target #3

## Hands-on **Education** and Knowledge Transfer



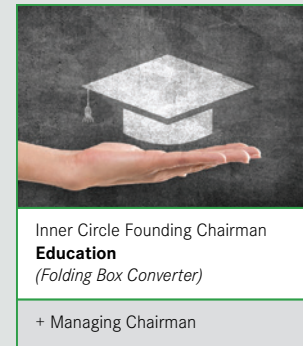
Packaging is a niche industry in which people with many different backgrounds are working and educated personnel is rare.

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

Foundation Mission Target #3:  
Hands-on **Education** & Knowledge Transfer

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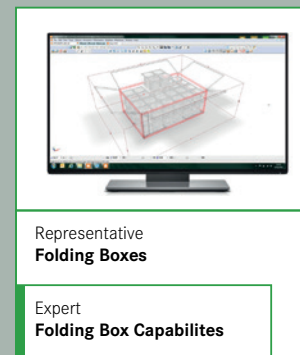


Inner Circle Founding Chairman  
**Education**  
(Folding Box Converter)  
+ Managing Chairman

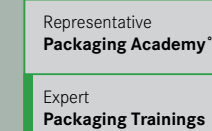


Vienna

Pool° HQ



Personnel with a white background is employed by a Member Organisation, but does (also) work for the Pool°.



Personnel with a grey background is directly employed by the Pool° and usually also working in the Pool° HQ or other Pool° locations.

- Since **Education** here means training for packaging **Innovation**, this Member should be used to answering Brand Owner briefs.
- A very important role and a great responsibility, but also a unique chance to create a never-ending supply of 'new blood'.
- The **Packaging Academy°** could become a powerful Brand of its own.

# Foundation Mission Target #4

## 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.

Foundation Mission Target #4:  
**Promotion** as sustainable Branding Tool

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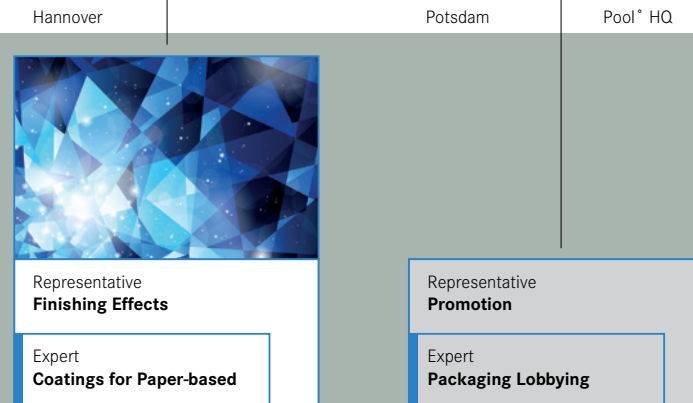
Inner Circle Founding Chairman  
**Promotion**  
(Packaging Magazine)

+ Managing Chairman



Many location names are quasi fictional, but all together reflect a realistic near-future scenario.

Elements with a coloured frame represent the Pool° externally.



- It is good that most Packaging people are down-to-earth and do not boast a lot, but you have the right to be self-confident if you are good.
- Packaging is by far the better Marketing and Branding tool compared to unnervering and/or primitive TV and internet ads.
- The **Pool°** will maintain print and online **Promotion** as well as lobby work.

# Foundation Mission Target #5

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.**



Executive Founding Chairman  
**Cooperation**  
(Neutral Person)

Foundation Mission Target #5:  
Win-win **Cooperation**  
between Brand Owners,  
Suppliers and Retailers

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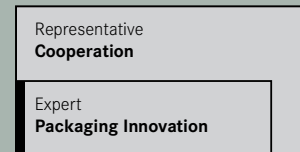


Pool° HQ

Pool° HQ



Representatives for an entity should also be experts in a related area.

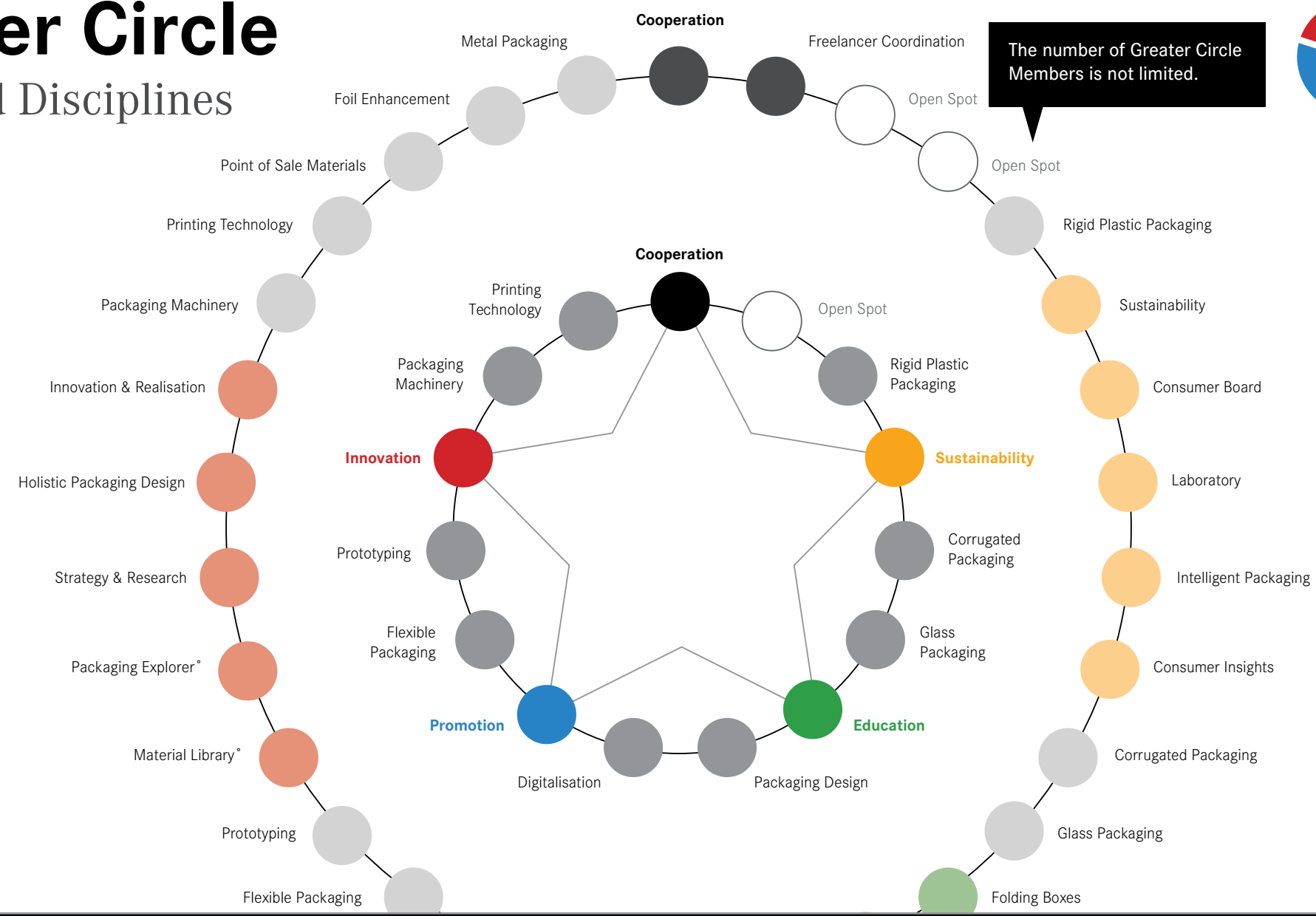
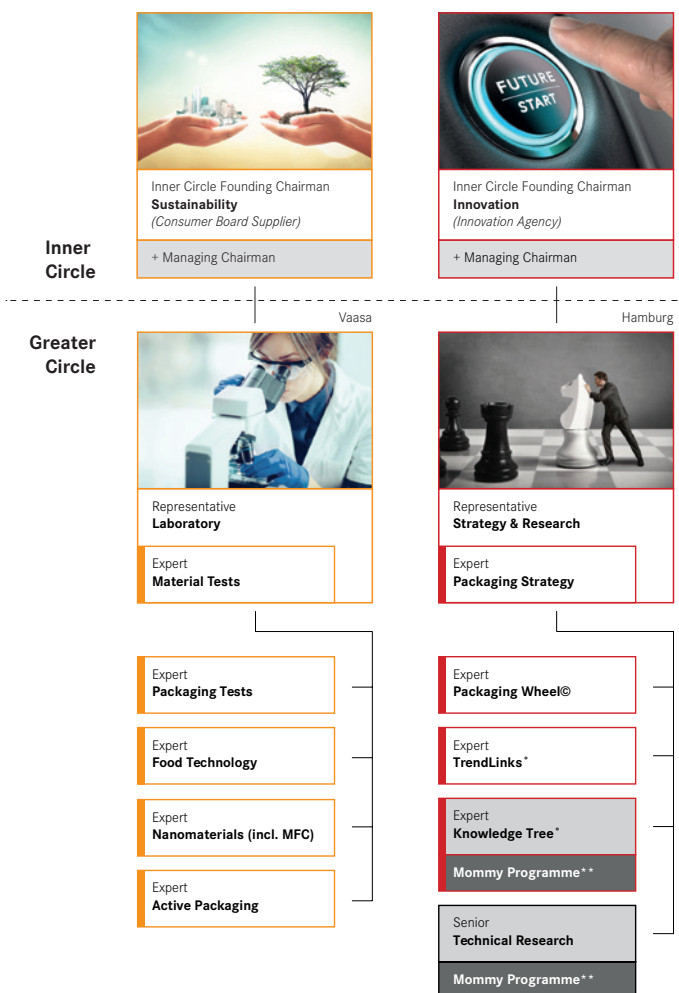


The Representative is the person leading the entity and who is responsible for its service portfolio. Point of Contact for service requests.

- The Cooperation branch is responsible for management of joint activities and projects & the organisation of Pool° facilities and staff.
- The **Cooperation** Chairman must be neutral and is an important role to ensure fair **Cooperation**. A strategic view is required.
- Freelancers are also accredited, supported and managed in projects by the Pool°.

# Inner and Greater Circle

A vast Variety of Trades and Disciplines



The number of Greater Circle Members is not limited.

- 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.
- And there is also the option to develop own business models and pitch for them.

# 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 <sup>R</sup>
40.000,- €	Junior <sup>R</sup>
60.000,- €	Senior <sup>RC</sup>
80.000,- €	Expert <sup>* RAC</sup>
100.000,- €	Representative <sup>RAC</sup>
100.000,- €	Chairman <sup>RAC</sup>
100.000,- €	Managing Chairman <sup>RAC</sup>
100.000,- €	Founding Chairman <sup>RAC</sup>

\* - 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.



# Contribution Budgets and Pool° Contribution

Buy in at any point, Raise at any point, 20% is for the Pool°



## Minimum Budgets

Minimum Contribution Budgets are required for Membership. In the beginning, this amount will be sufficient even for Inner Circle Membership (but maybe not for very long). Minimum Budgets could be according to turnover or e.g.:

- Suppliers: 50.000,-€
- Brand Owners / Retailers: 50.000,-€
- Agencies / Service Suppliers: 2.500,-€

## Total Contribution Budget

Concerning Inner Circle Membership, it is the Total Contribution Budget that counts. This figure includes all deposits the Member has ever made plus all earnings of own Pool° entities – not only the current Contribution Budget.

**80%**  
stay under your  
control

**20%**  
used by the Pool°

## Spendings

- Wages of own Pool° personnel
- Costs of own Pool° equipment, rent & operating costs
- Access to other Pool° personnel, services & equipment (at lower Foundation rate)

## Budget Pool° Contribution

20% of all contributed budgets are allocated to the Pool° Organisation to finance personnel, rooms, gear, etc.

## Earnings

- Service fees paid by external customers
- Reduced service fees paid by other Pool° members
- Sales returns of studies, products, etc. of own personnel and entities

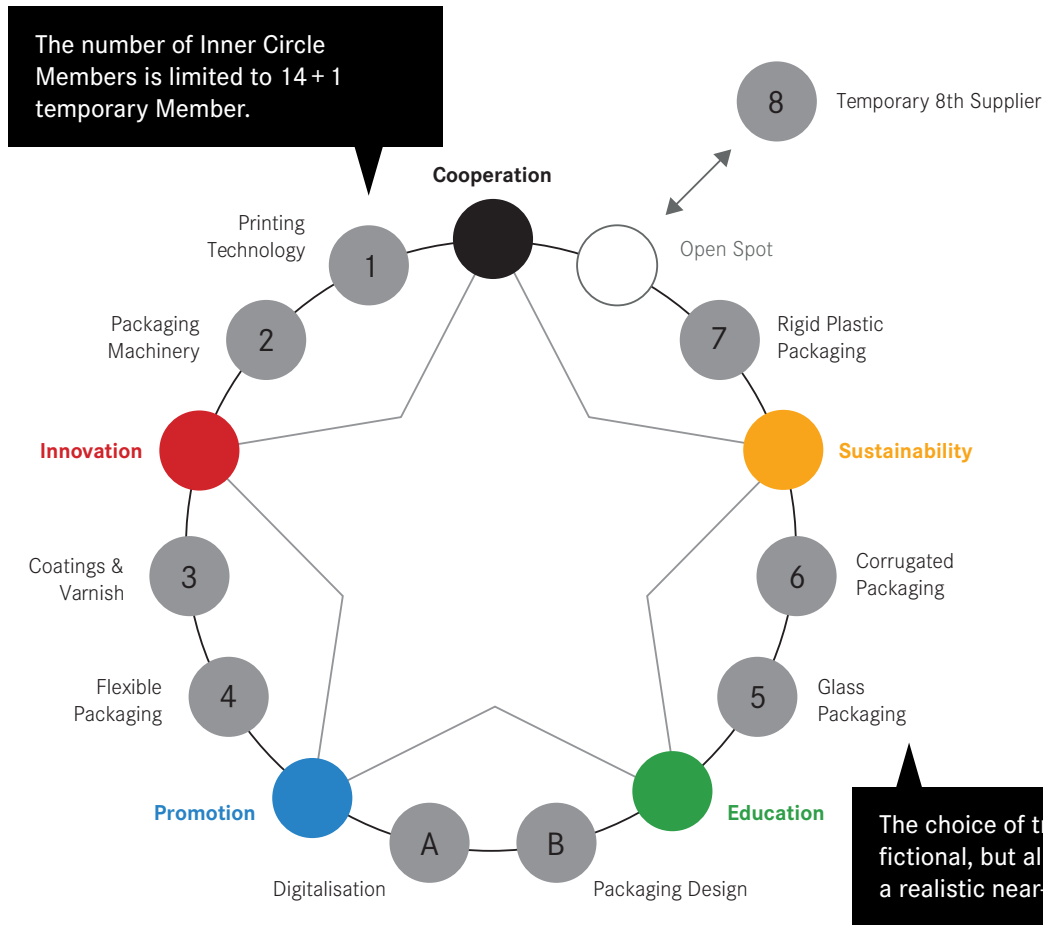
## Earnings Contribution

20% of all earnings are also contributed to the Pool° budget.

- There is a Minimum Budget required to buy into the **Pool°**; it might be 50.000,-€ for a Supplier or could depend on the turnover.
- 80% of the Contribution Budget can still be used by (and for) the Member – but only in pursuit of the Foundation’s Mission Targets.
- 20% of deposits as well as earnings go into the **Pool°** budget.

# Turning the Wheel on and on

And still Money makes the World go round...

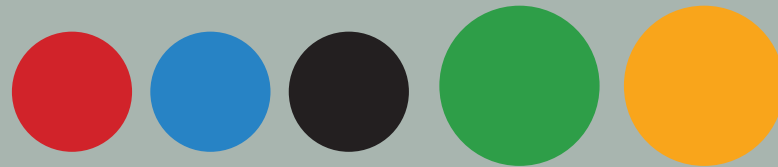


Total Budget	Current Budget	Member	Notes
3.300.000,-€	1.287.350,-€	5	
2.532.500,-€	231.720,-€	7	If this Member has Pool° personnel or other running expenses, the budget must be raised soon.
2.265.000,-€	2.231.825,-€	3	
1.819.350,-€	1.231.720,-€	6	
1.438.000,-€	837.735,-€	1	These two Members would need to raise their budgets to be sure to stay in the Inner Circle.
1.265.000,-€	1.028.230,-€	2	
1.165.000,-€	853.975,-€	4	If nobody raises their budgets during 3 months, this Member goes to the Greater Circle.
1.500.000,-€	1.500.000,-€	8	1.5 Mio. EUR would be sufficient for a new Member to buy into the Inner Circle at this point.

- The positions in the Inner Circle are limited – in order to stay in, Members will need to raise their budgets regularly.
- Others can try to buy into the Inner Circle by offering a Total Contribution Budget higher than the third lowest in the Inner Circle.
- If somebody is accepted by simple majority (8-6), three Members need to raise.

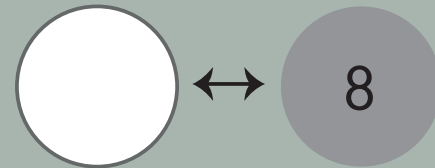
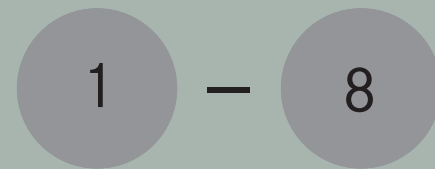
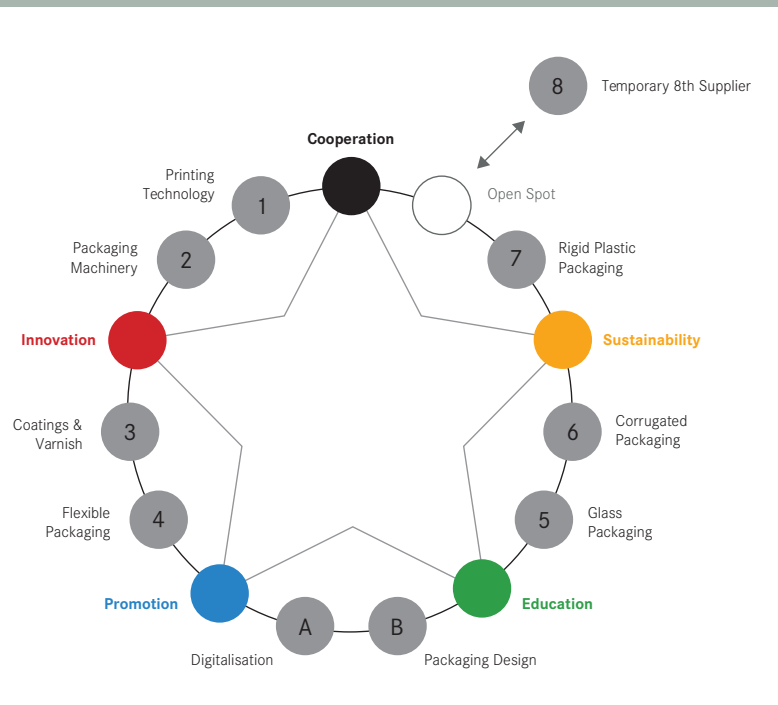
# Types of Members

Founding Members commit themselves early and stay Inner Circle as long as they wish



## 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



## Converters & Suppliers of Materials, Parts, Tools, Machines, etc.

- Need to prove their Sustainability and Innovation Power to be admitted
- Companies with their headquarters in EU countries are preferred
- Stay in the Inner Circle until they leave it with the lowest Total Contribution Budget

To be (provisionally) accepted in the Inner Circle, an 8th Supplier needs to offer a Total Contribution Budget that is at least as high as the third lowest Budget. Once the 8th Supplier is accepted, the others have 3 months to raise their Total Contribution Budgets – afterwards the one with the lowest Budget changes to the Greater Circle.

## Agencies & Service Suppliers

- Need to prove their Sustainability (no intern exploitation...) and expertise to be admitted
- Need to pitch and maintain a Counteradvertising campaign
- Can be challenged each year by other agencies / service suppliers in a Pitch

- The **Pool°** is for everybody, but foremost it is for Suppliers in the Packaging Industry to form an Alliance for the good of the Industry.
- Agencies and Service Suppliers have two Inner Circle spots that are not bought, but pitched for with Counteradvertising campaigns.
- To stay in the Inner Circle, other Non-Founders need to keep their budgets high.

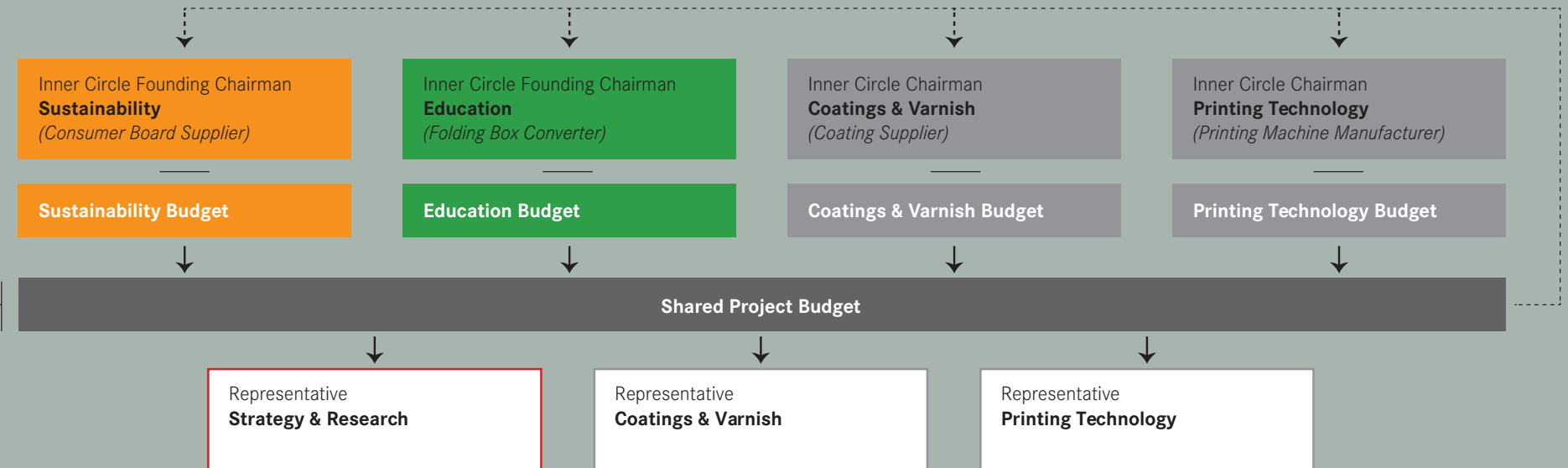
# Share Your Load with Friends and Allies

Shared Project Budgets administered by the neutral Cooperation Chairman



Executive Founding Chairman  
**Cooperation**  
(Neutral Person)

Shared Project Budgets from cooperating Members can be administered by the neutral Cooperation Chairman. Upon completion of the project, the budget is disbursed to the different service-supplying entities. What is left is paid back into the different Members' Contribution Budgets.



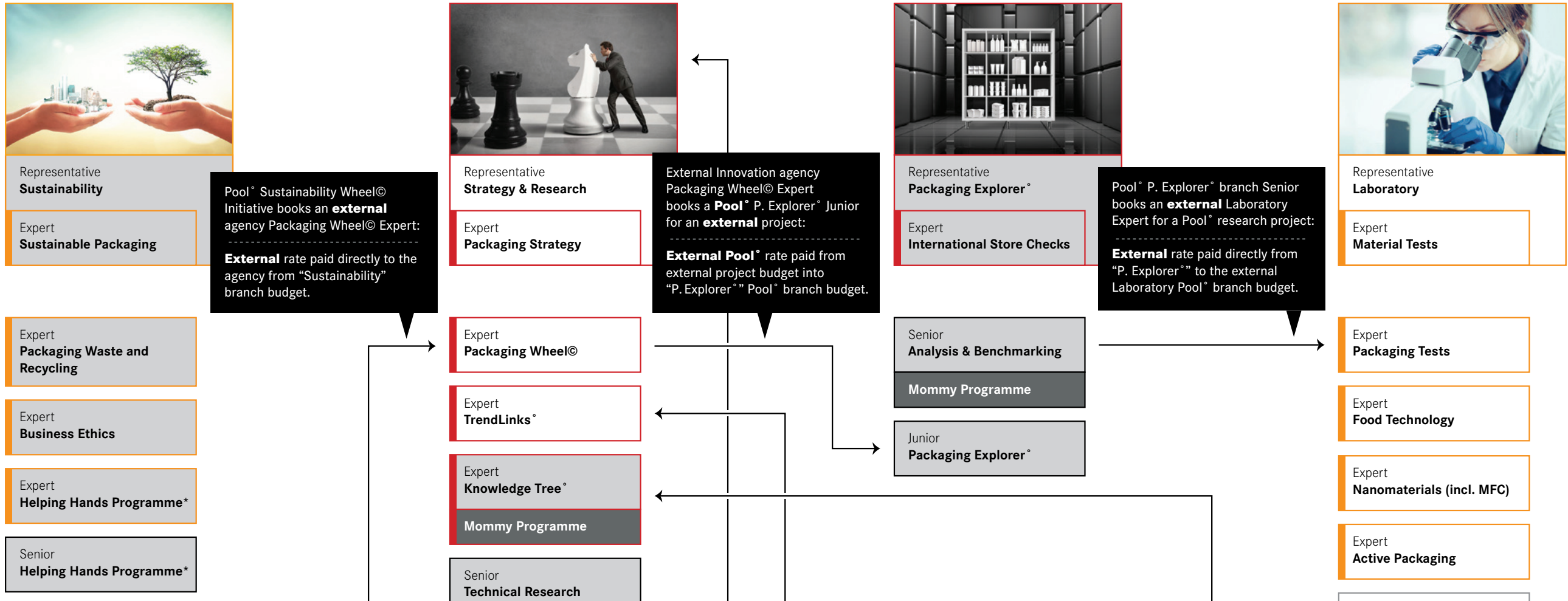
- The **Pool**° makes it easy to team up and approach bigger challenges in temporary, project-based alliances.
- No permanent commitments need to be made and money that is left is distributed back fairly.
- If you want to go fast, go alone. If you want to go far, go together!

# The Pool° is friendly.

- Packaging Innovation!?
- Introduction into the Pool° Organisation
- Organisation Rules & Mechanics
- **A Friendly Organisation for Humans**

# Friends and Family Rates

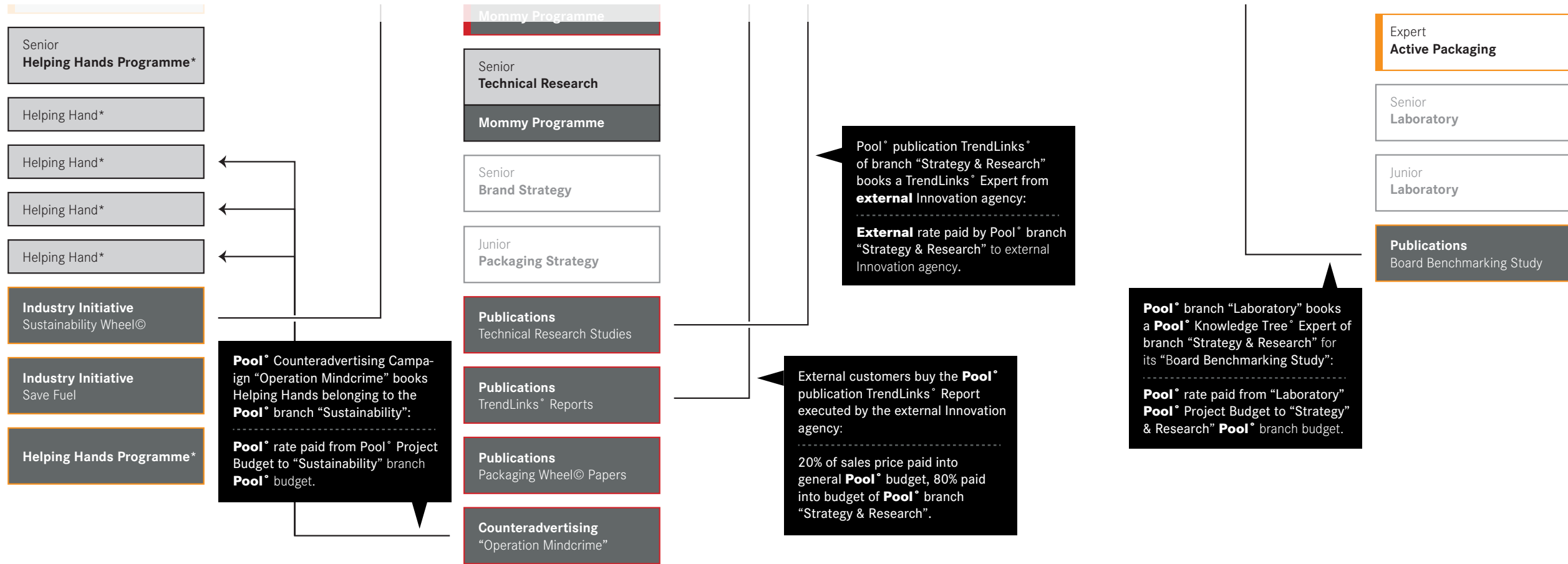
The closer to the Pool°, the better the Rates



- There are different types of hourly rates: the first is the internal **Pool°** rate between **Pool°** personnel of different Members.
- The second type is the external **Pool°** rate that a Member's non-**Pool°** personnel has to pay if accessing **Pool°** personnel.
- The third type is external rates for services from a Member's non-**Pool°** personnel.

# Friends and Family Rates

The closer to the Pool°, the better the Rates



- There are different types of hourly rates: the first is the internal Pool° rate between Pool° personnel of different Members.
- The second type is the external Pool° rate that a Member's non-Pool° personnel has to pay if accessing Pool° personnel.
- The third type is external rates for services from a Member's non-Pool° personnel.

# Do Good and Talk about it

## Friendly Employer Branding



### Mommy Programme\*\*



Lets mothers of young children change from an external Member Organization into the Foundation. There, they can work on research and other projects without many travel hours and critical timelines. The Pool° HQ also offers day care.

Helping Hand\*

Helping Hand\*

Helping Hand\*

**Industry Initiative**  
Sustainability Wheel©

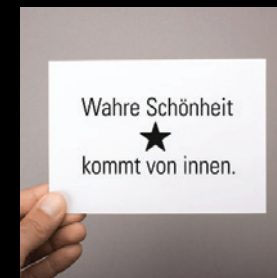
**Industry Initiative**  
“Save Fuel”

**Helping Hands Programme\***

### Industry Initiative “Save Fuel”



Ongoing research and trials to find the best process tools and communication equipment for maximum effectiveness and efficiency of innovation work by teams whose members are located in different places.



Promotion campaigns for real values and ethical behaviour in contrast to the hollow values and false illusions that Advertising preaches and creates. The idea – and also the challenge – is to be witty and satirical, not patronizing.

### Counteradvertising “Operation Mindcrime”

Sustainability Wheel©

Sustainability Wheel©, on creating (and and updating) and commonly at helps to compare the ecologi- packaging solutions.

especially from ve an education two healthy hands lp. For a small room in a Pool° ternally and work oaigns in the city.

Helping Hands Programme\*

Senior  
Brand Strategy

Junior  
Packaging Strategy

Publications  
Technical Research S

Publications  
TrendLinks® Reports

Publications  
Packaging Wheel© P

Counteradvertising  
“Operation Mindcrime”

- The Foundation is planned to have some programmes and initiatives that are charitable or serving the public good.
- The Mommy Programme and the Industry Initiative “Save Fuel” should also have positive effects on the Pool°’s image as an employer.
- For Counteradvertising “Operation Mindcrime”, agencies pitch to reach Inner Circle.



# Next Steps

An ambitious Plan. How do we get there?



- Appointment of **first Chair(wo)men** **2018**
- Pool° Introduction Campaign



**#1**  
Sustainability

- 
- Creation of **Interim Pool° Organisation UG** **2019**
  - Pool° Invitation Campaign and Roadshow
  - Enlisting first larger Founding Member
  - Creation of **Interim Pool° Organisation GmbH**
  - Starting Representative presentations & Expert Audits
  - Hiring or transfer of first Pool° personnel



**#2**  
Innovation



**#3**  
Education

- 
- Enlisting 'critical mass' of Founding Members **2020**
  - Opening of **Pool° HQ(s)** in Hamburg / Haifa
  - Finalising of exact Foundation statutes
  - Creation of **Foundation Pool° Organisation**



**#4**  
Promotion



**#5**  
Cooperation



 **The Pool°**

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

Holistic Strategy / Design / Innovation

[www.poolorganisation.org/oss/](http://www.poolorganisation.org/oss/)

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# Carpe Futurum!\*

Science Fiction can be **now**.

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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.