

matters. There isn't such a thing as IT or finance or marketing but instead multiples of.

To resolve this problem, you need to populate the cells with different types of people — *pioneers*, *settlers* and *town planners*. It's not realistic to think that everyone has the same attitude, some are much more capable of living in a world of chaos, experimentation and failure whilst others are much more capable of dealing with intensive modelling, the rigours of volume operations and measurement. You need brilliant people with the right aptitudes (e.g. engineering, finance) and different attitudes (e.g. pioneers, settlers).

*Pioneers* are brilliant people. They are able to explore the never before discovered concepts, the uncharted land. They show you wonder but they fail a lot. Half the time the thing doesn't work properly. You wouldn't trust what they build. They create 'crazy' ideas. Their type of innovation is what we describe as core research. They make future success possible. Most of the time we look at them and go "what?", "I don't understand?" or "is that magic?". They built the first ever electric source (the Parthian Battery, 400AD) and the first ever digital computer (Z3, 1943). In the past, we often burnt them at the stake or they usually died from malaria in some newly discovered swamp.

*Settlers* are brilliant people. They can turn the half-baked thing into something useful for a larger audience. They build trust. They build understanding. They make the possible future actually happen. They turn the prototype into a product, make it possible to manufacture it, listen to customers and turn it profitable. Their innovation is what we