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Multi-Ocean Strategy Framework: Designing impactful strategies for multi-actor engagement in the ecosystem economy

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Multi-Ocean Strategy Framework: Designing impactful strategies for multi-actor engagement in the ecosystem economy

Krasimira Bozhinkova, Kevin Richard, and Andreea-Daiana Zavate

New digital technologies, business models, and regulatory frameworks dissolve the borders between traditional sectors of the economy to create new possibilities for companies to enter, provide, and share value for common sets of customers (Atluri & Dietz, 2023). Markets are dynamic, volatile, and hyper-connected, demonstrating fewer rigid borders and demanding robust business strategies to handle a higher complexity of relationships, risks, and opportunities.

The integrative role of systemic design is pivotal in providing the leverage to navigate these challenges. However, systemic design models that can sustain high levels of complexity, volatility, and ambiguity often limit insight and knowledge sharing among practitioners (systems designers, strategic designers, innovation managers, and service designers). Because of the overwhelmingly technical language of systems, it is difficult to build agile strategies when the contribution process is limited and non-inclusive and delays the alignment for timely and adequate actions.

The approach proposed in this paper is a strategic design framework, namely *multi-ocean strategy framework*, providing a structured approach to formulating and implementing effective strategies for impact in the ecosystem economy. Due to many unknowns and high uncertainty, strategy is a distributed function and a shared responsibility. The framework can be adopted and integrated within existing processes to make informed decisions based on relevant insights. Its main objective is to derive and realise value by fostering the interconnectedness

of various stakeholders as they navigate the rapidly evolving global economic landscape.

The framework is a creative environment built from visual metaphors, allowing participants to share diverse perspectives in a rich, nuanced, yet playful and collaborative way. In addition to metaphors, the framework uses emergent relationships inspired by situational game design (Upton, 2017) to give participants agency over outcomes in a highly collaborative setting. It invites different players to work together and translate markets into oceans, companies into players, and risks into monsters to explore intricate relationships, communicate more effectively, and determine the best course of action.

The framework serves as a platform for the complementarity of multiple perspectives, not for full agreement, which encourages the emergence of different outcomes and routes for sensemaking without losing the quality and granularity of inputs. By allowing cross-functional teams to understand and contextualise challenges, prioritise opportunities, and assess impact, companies build a more nuanced understanding of value creation and their role in it.

KEYWORDS: systemic design, strategic design, situational game design, sensemaking, complexity, complex adaptive systems, CAS, knowledge, metaphors, abstraction.

RSD TOPIC(S): Mapping & Modelling, Methods & Methodology

Towards better strategies in complex dynamic ecosystems

Organisations operate in increasingly complex environments which require them to embrace three dynamic forces: the global ecosystem economy (driven by digital tech dissolving boundaries), the need to adopt a more holistic approach to value creation (having to work with multiple stakeholders), and new standards for success (that are more inclusive and long-term driven). The role of systemic design is critical to navigating such complexity and implementing effective strategies, but not without broadening its application into the business context. There is an opportunity for systems thinking to provide more accessible tools for innovations and impact through the incorporation of ecosystem properties. The ongoing shift from reductionist and linear thinking to a more

holistic and systems-oriented approach needs to recognise the interdependent nature of organisations, markets, and ecosystems.

The systemic design practice has rapidly evolved in recent years by challenging the relationship of systems thinking with design to become more practical and action-oriented. However, systemic design proponents admit various roadblocks when establishing a fair two-way exchange between systems thinking and design thinking and their respective practices (Sevaldson, 2017). The attempts to create a unified approach need to address the fact that design thinking was never fully integrated but more of a "peripheral passenger in the systems journey" (Jones & Kijima, 2018, p. viii).

With the rise of the ecosystem economy, it is important to recognise the high degree of interconnectedness, shifting power dynamics, and information asymmetry of ecosystems and incorporate systemic design principles (Jones, 2014) such as complexity, finding purpose, playing with emergence, and adapting through self-organisation.

By using elements like gamification and visual narrative-building devices (metaphors), organisations can better understand the factors that shape their strategic landscape to take more effective and informed actions. Instead of simply embracing systemic thinking, systemic design can create more open and engaging approaches for more diverse participants to work with ambiguity and uncertainty.

This paper outlines that the ecosystem economy is an opportunity for systemic design to overcome theoretical and practical limits creatively and reinvent itself as a methodology that is more widely applicable in a business context. In the first part, the paper focuses on the main challenges that ecosystems and ecosystem players face with systemic design methods and the necessary shifts to overcome current limitations towards more effective solutions. In the second part, the discussion is centred around the *multi-ocean strategy framework* (MOSF) that brings a practical layer to systemic design processes to better serve the evolving stakeholder needs.

Thriving in the ecosystem economy

The appeal of natural ecosystems as a blueprint for the business context has gained much popularity in recent decades. While the analogy is not meant to offer a perfect overlap between biological and economic ecosystems, certain notions can be transferred. Ecosystems are dynamic and co-evolving communities of diverse actors

who interact to create and capture new value through sophisticated models of both collaboration and competition while facing inevitable external disruptions (Deloitte, 2015).

The global economy has become "ecosystemic" because it enables complex value chains to serve multiple needs simultaneously. As boundaries between industry sectors dissipate, organisations must focus on critical and evolving user needs to truly form sustainable ecosystems that provide encompassing and efficient solutions related to a particular need or a broad set of needs (Atluri & Dietz, 2023).

A business network becomes a viable ecosystem if it can demonstrate self-sufficiency, effectiveness, and efficiency in value creation over a longer period. Businesses can no longer be successful by working with direct and transactional approaches to extract value (i.e., slicing the pie). They must create value propositions that expand the pie and seek to create a shared appreciation of value as part of an ecosystem (Atluri & Dietz, 2023, p. 2). The ecosystem shift acknowledges the necessity to incorporate sustainability, circularity, and the environmental and social impact of economic strategies. The effectiveness of ecosystems lies in what they can achieve and how many levels they can generate value.

In practice, interactions become more complex and require frameworks for coordinated actions. Through action, the multi-level, networked, and interdependent relationships can be funnelled into defining and enabling innovative processes that make the evolution of the ecosystem economy possible (Auerswald & Lokesh, 2017).

The accelerated technological innovation and rapid developments in consumer behaviour pose two challenges to organisations in terms of how to:

Participate and leverage fully the opportunities the ecosystem enables: An ecosystem's richness or prosperity is not determined by how fast or how much it can grow but by how effective it is in harnessing available resources and relationships in the long run. Being part of a supply chain does not mean an organisation is part of an ecosystem. Everyone involved must take transformative steps to move from hierarchical and contract-based supply and distribution chains to more decentralised models defined by shared goals and collaborative practices to generate value (Späne et al., 2023).

Make organisations more responsive by recognising and mapping nonlinear dynamics between their activity and impact: The emergence of digital ecosystems has contributed to the rise of complex and interdependent systems as operational infrastructures that can support diverse stacks of services pertaining to the needs of consumers (Li et al., 2012, p. 117). The seamless experience and the fast scalability have altered the landscape, making it difficult for businesses to maintain clarity over purpose and actions. Big players in the market have expanded their reach and scope, and as a result, their spheres of operation and influence are difficult to track and provide transparency.

Organisations require the development of appropriate "knowledge networks, strategic alliances, and other outcomes of processes that develop social, cultural, and economic ties" (Auerswald & Lokesh, 2017, p. 253). These areas need to address transformation at the fundamental levels of company, competition, relationships, and value (Atluri & Dietz, 2023, p. 10). Now, companies need to think about the prosperity of the ecosystem as a strategic priority aligned with their individual business goals. For many businesses, especially traditional ones, the shift may be too radical and difficult to handle without a systemic design process to take coherent transformative steps.

Limits to existing approaches

"Seeds" of systemic design can be found in popular practices adopted by businesses and professional organisations, such as IDEO’s popularisation of design thinking and different adaptations in service design. However, the business-centric focus puts pressure on practitioners to select tools and activities that provide extremely linear and analytical means to define the boundaries, highlight the interactions and determine relationships (VanPatter et al., 2020).

Current approaches are prescriptive as they offer a limited predefined understanding of systems, sensemaking, and the nature of their parts and interactions (VanPatter et al., 2020). They rely heavily on the technical knowledge of systems, jargon, and the facilitator's expertise. As a result, they limit interpersonal, collective sensemaking, and cognitive diversity and expose risks of premature convergence and biased decision-making. By applying such constraints, systems can be approached through high-level frameworks to map existing complexity. However, without explicit alignment on terms, elements, and relationships, there is a risk of losing diversity and optionality.

Another drawback of existing approaches is that they tend to assume systems are somewhat fixated. Even system mapping methods such as system dynamics, participatory system mapping, or theory of change maps (Barbrook-Johnson & Penn, 2022) highlight causal relationships as important revealing factors of the underlying structure of the system, which informs interventions. However, no substantial inquiry is made into whether the system changes or remains the same over time.

Such challenges will continue to persist in business ecosystems if stakeholder relationships and solutions are built on narrow and static frameworks. A few necessary shifts should be considered in the typical approaches to increase organisational adaptability and responsiveness to change, beginning with improving the quality of interactions among stakeholders.

From limited to multiple perspectives: The inclusion of multiple perspectives allows players to gain insight into market dynamics to better appreciate the value of multi-stakeholder co-creation to "thoughtful systems design" (Banathy, 1996, p. 175) aiming to serve customer needs holistically.

From fixed roles to dynamic roles: Defining the roles of players in an ecosystem is an iterative process that can bring new opportunities. However, because ecosystems also blur boundaries between companies, it is vital to maintain clarity about their role and capabilities within the ecosystem at any time (Späne et al., 2023).

From known to emergent standards: The emergence of certain standards (e.g., sustainability, GDPR, privacy, security, etc.) may test players' limits and tolerance to withstand the pace of change and even increase resistance to making a valuable contribution to ecosystem growth.

The three shifts acknowledge the degree of ambiguity and subjectivity, but instead of excluding them, they promote an integrative role for systemic design. Systemic design “seeds” can be further cultivated into new frameworks that help players constrained by their resources, environment, and processes to define and align with their ecosystem priorities.

The next part of the paper will be focused on presenting a framework that responds to the shifts and enables different actors, leaders, and decision-makers to navigate the complexity of their ecosystem and organisation more effectively.

Introducing the multi-ocean strategy framework

As an interactive tool, MOSF helps leaders and decision-makers navigate the rapidly changing business context and take more effective actions by infusing components of strategy, branding, and innovation. The standards for success are evolving with the business context, and so must the frameworks and tools needed to steer the strategic direction and implementation efforts.

MOSF provides a situational gamified approach to connect the building blocks and give participants a sense of agency to tackle complex issues visually and creatively (Upton, 2017). Through narrative building, MOSF offers a space for experimentation, inviting creative thinking that supports ambiguous value spaces by enabling, containing, connecting, and dark constraints in a fluid manner (Snowden & Rancati, 2021). The interactive components allow participants to play, develop and arrange the metaphors they are built upon into different scenarios to provide clarity and stimulate ideation.

Metaphors are powerful cognitive tools for sensemaking when facing complex situations as individuals and as a group/organisation (Weick, 1995). Metaphors are means of abstraction that simplify complex information to make it more understandable and manageable (Weick, 1995) and help highlight coherent patterns. Finding appropriate metaphors to apply to a systems design method and be used to reflect on different contexts is an iterative process, but once that is achieved, metaphors become a medium between the systems design method and the context in which they are applied (Banathy, 1996).

Shared metaphors enable shared meaning creation within organisations to foster collective action without losing the diversity of perspectives and understanding, as every individual has autonomy over their own interpretation in their context. The formation of a collective pattern of coherence, therefore, does not require alignment and convergence of meaning but, on the contrary, allows the creation of liminal space: it is a layering process that retains options and allows for creative divergence, increasing resilience and improvisation to emerging complexities (Gatti et al., 2019). This enables the creation of an intentional scaffolding structure for shareability, creative appropriation, and local interpretation for context-sensitive actions through storytelling within the organisation and across the ecosystem.

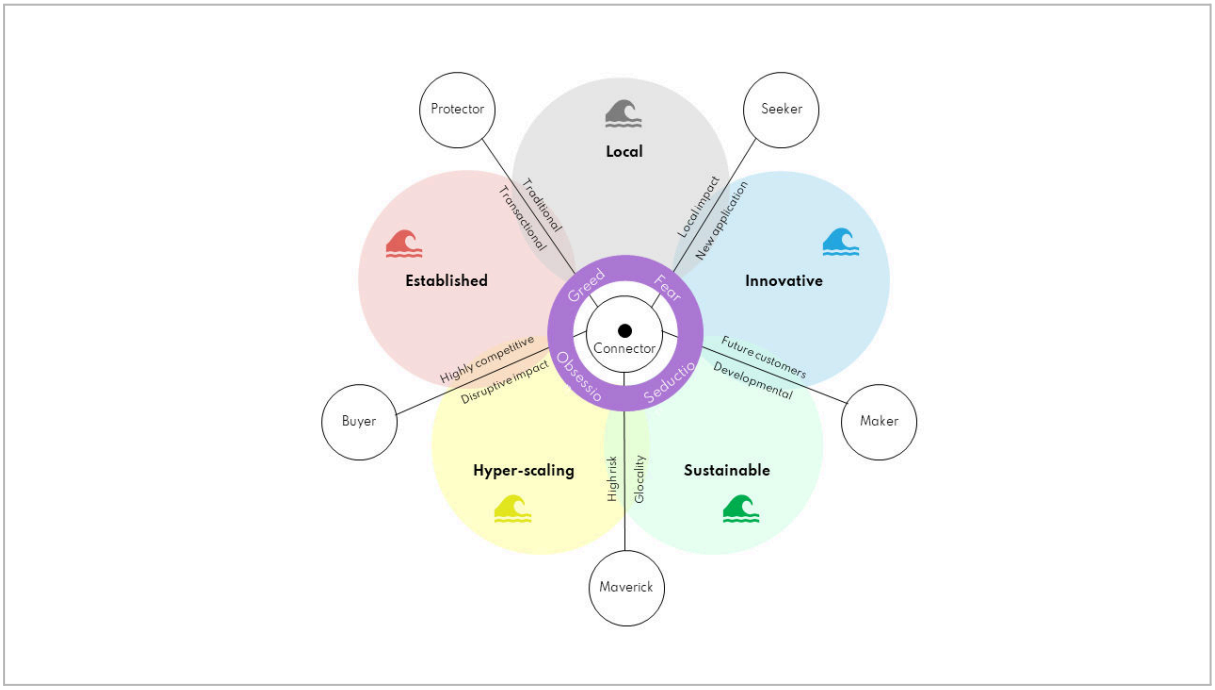

Figure 1. A multi-ocean strategy framework is a systemic tool for impact and value mapping.

Complex situations or challenges exist when ambiguity and uncertainty cannot be resolved through traditional means. Such situations are complex because there is no right or wrong answer; this is where traditional analytical root-cause approaches do not work (Snowden & Boone, 2007; Snowden & Rancatti, 2021). As multi-dimensional challenges should not be ignored and can't be solved easily, the framework invites the use of metaphors to allow stakeholders to interact under difficult conditions. MOSF challenges abstract thinking and engages creative cultural references that can support stakeholders in defining their contexts using richer narratives.

Framework elements

MOSF structure supports the formulation of strategic responses by adopting a holistic perspective, one that is more interconnected and dynamic, to map the complex relationships among various organisations, assess risks and opportunities, and communicate patterns and insights more flexibly (Figure 1). The framework adopts three underlying principles:

- Formulating effective strategies requires a more granular market segmentation (beyond competition and innovation).

- Impactful partnerships require emotional insights based on identity traits to understand the actions and motivations of different stakeholders.
- Risk plays a key role when operating under ambiguity and impacts organisational resilience.

Markets require a granular segmentation.

Kim and Mauborgne's *Blue Ocean Strategy* (2005) popularised the notion of two types of markets—red oceans (overdeveloped, saturated markets) and blue oceans (uncontested, growing markets). It introduced the idea that value innovation can replace competitive advantage in strategic management. Cutthroat competition results in a bloody red ocean of rivals fighting over a shrinking profit pool, whereas a blue ocean is about creating and capturing uncontested market space, thereby making the competition irrelevant (Kim & Mauborgne, 2005).

However, organisations participating in the ecosystem economy must move beyond dualistic thinking to understand markets more granularly and to accurately determine the intricate characteristics, forces at play, and conditions for success that motivate strategies and actions. Furthermore, markets should be seen as value spaces combining competitive advantage and value innovation where organisations operate to create, deliver, and capture value within a market. Value spaces represent the landscape of opportunities, relationships, and interactions that contribute to the overall value proposition of products or services.

In MOSF, there are five different oceans as value spaces (Figure 2), each with unique characteristics:

- Red Ocean: A very competitive environment characterised by established rules and regulations that companies follow. It provides some familiarity to companies operating in it but stifles growth.
- Blue Ocean: A highly innovative and unregulated market where organisations can shape demand with first-to-market products. However, innovation efforts can easily fail if customers do not perceive enough value creation and their needs are not met.

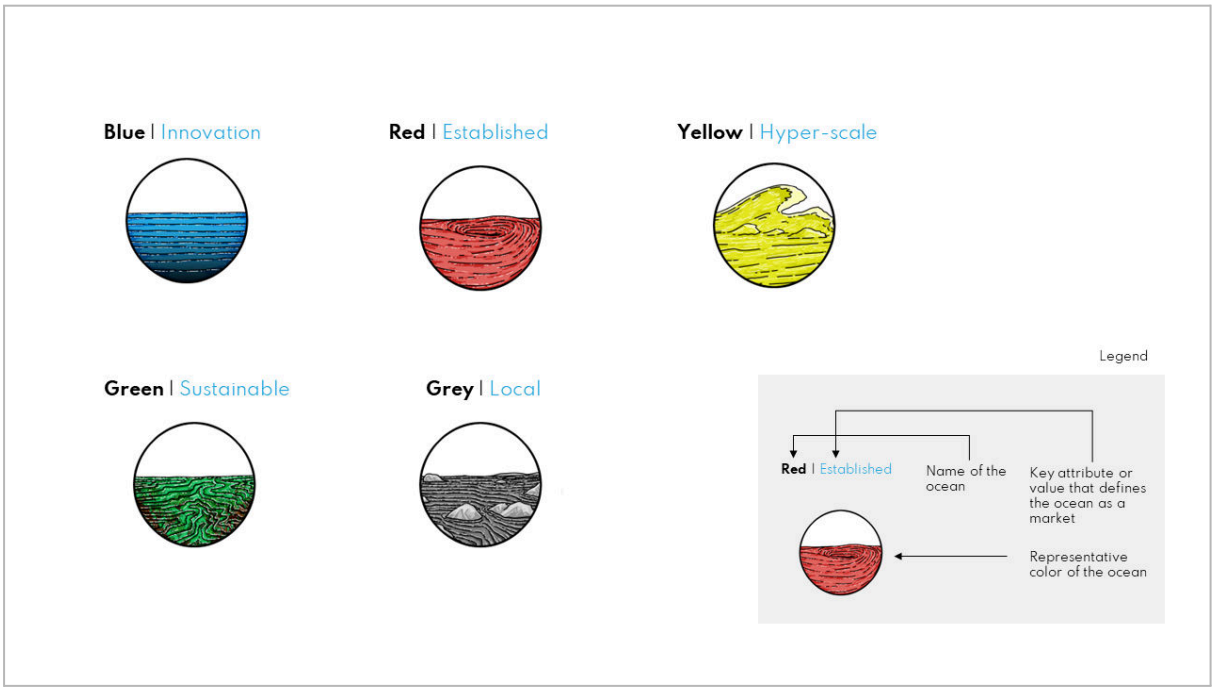

Figure 2: Dynamic markets represented as oceans

- Yellow Ocean: A risky market with a hyper-scale potential for mass product adoption. Both success and failure can happen quickly; companies in it are susceptible to megatrends (major factors with multiple trends contributing to the trajectory of change).
- Green Ocean: An environment where organisations prioritise impact over profits, sustainable transitions, and responsible economic growth. The downside in this ocean is the long time for new standards creation and adoption.
- Grey Ocean: The "smallest" of the oceans, associated with local markets where trust is valued highly and is the dominant exchange currency. Entrance into this market is difficult, and organisations may face rejection while establishing credibility and acceptance.

Working with multiple value spaces provides a deep and nuanced understanding of the dynamics to appropriate the capabilities and resources that are key to success. In the ecosystem economy, organisations do not operate in isolation but are part of a larger network of stakeholders who actively contribute to value co-creation. Within the value space, organisations rely on partnerships, alliances, and collaborations with other ecosystem players. When they understand where certain players come from or head

next, they can better leverage each other's resources, capabilities, and expertise to foster innovation, knowledge sharing, and impact generation.

Using identity traits to form strong partnerships

Segmentation to identify key internal and external stakeholders is a major strategic topic in organisations. The traditional segmentation methods are based on specific preferences or behaviours related to products and their associated features, pricing, and marketing do not always provide sufficient insights about organisational values and aspirations. Similarly, market-based segmentation that categorises customers or competitors based on the markets they serve or the target customer segments they focus on lacks the depth to explore the emotional connection and alignment of values, attributes, and aspirations. Segmentation approaches should have built-in flexibility to respond to evolving market conditions, and, by extension, effective segmentation is dynamic and should be part of an ongoing search for answers to important business questions as they arise (Yankelovich & Meer, 2006).

A more effective approach to stakeholder segmentation can be derived from brand identity elements. Brand identity is the unique set of characteristics, values, and attributes that define and differentiate a brand in the minds of its target audience, using tangible and intangible elements to assess the consistency between stated values, underlying motivations, and actual actions to build trust.

The proposed approach provides several benefits during strategic exploration and formulation. Integrating ecosystem thinking within a strategy framework allows organisations to understand the interplay between different players, their roles, and the broader context in which they operate. It encourages collaboration, co-creation, and the recognition of mutual dependencies for long-term success. When there is a better alignment of values and goals, stakeholders allocate resources more effectively, improve communication, and strengthen engagement efforts based on advocacy and trust. Because the ecosystem economy runs on trust and complementarity, organisations must understand the emotional components related to the brand to leverage them and create more favourable conditions for co-creation, dynamic partnerships, and outcome-based approaches.

The segmentation approach in MOSF leverages the brand's network nature and identity (Brandt et al., 2011) based on six main segment categories called "players" as active participants in the ecosystem (Figure 3):

- Buyer: A persona seeking a balance between the known and the unknown to generate growth. They thrive in oceans with low uncertainty and invest in forming trusted relationships that enable more efficient value exchange.
- Connector: A persona building networks, alliances, and partnerships. They communicate and bring together diverse players, often operating in different oceans.
- Maker: A goal-driven persona with clear objectives to turn ideas into tangible products and relationships into partnerships. They are tactical thinkers, creators, and risk-takers who are not afraid to be first and even to create a new market.
- Maverick: A persona making unexpected decisions, thinking outside the box, and acting in highly unpredictable ways. They challenge and disrupt established norms, especially when they hinder value innovation.
- Protector: A persona with the responsibility to bring balance to the market through regulations (i.e., policies, laws, rules, standards). They consider the the longer-term impact of poor risk assessment and enforce accountability of other players.
- Seeker: A persona exploring the unknown, identifying unmet needs, and imagining new possibilities to reinvent existing or create new markets. They look for the untapped potential, focusing on the future and the next big opportunity to unlock new value.

The choice of players is appropriate to the ocean context, making them compatible with the environment. However, additional players may be considered and added to the framework to gain more flexibility and adapt to different contexts.

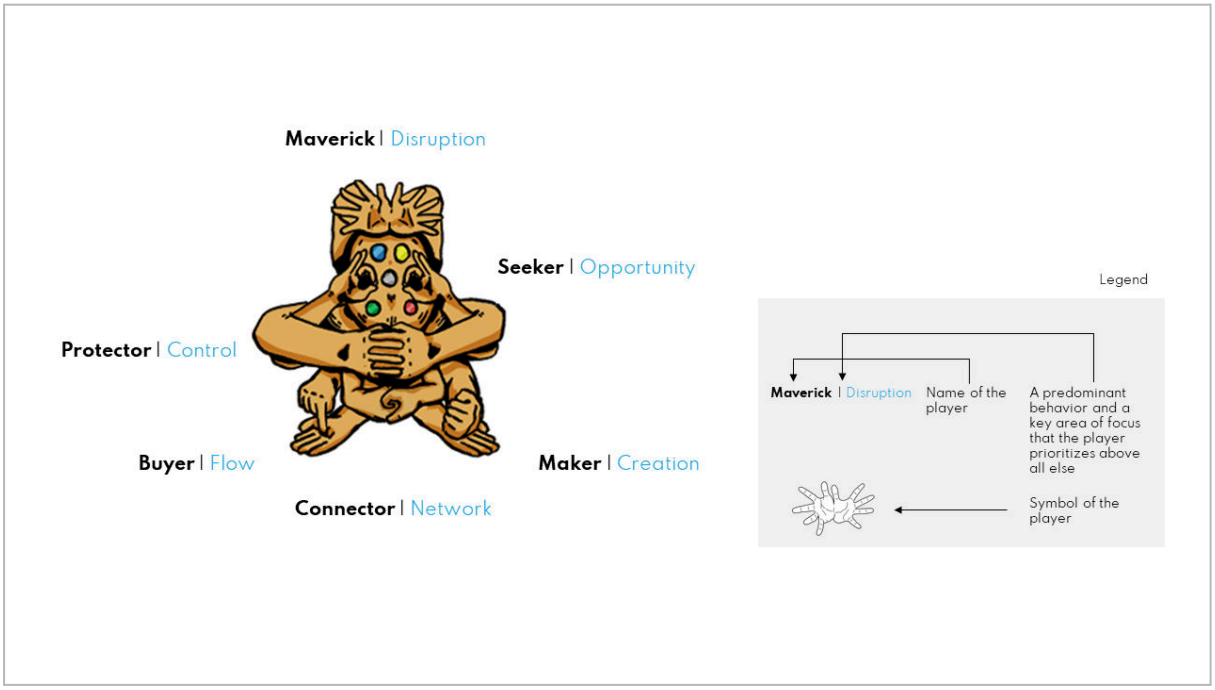

Figure 3: Dynamic personas represented as players

Expand the understanding of risks.

The ecosystem economy is inherently ambiguous because of the following three forces at play, putting pressure on organisations to establish a different relationship to risk:

A high degree of interconnectedness: Actions and decisions of one entity can have ripple effects on others. This creates a complex web of relationships and dependencies, making it hard to understand the full impact of decisions.

Shifting power dynamics: Rapid change, new entrants, technological advancements, and changing customer preferences can disrupt traditional business models and create new opportunities or challenges. Organisations are forced to act in the face of incomplete information and unpredictable outcomes and cope with stakeholders' emergent behaviours.

Information asymmetry: Stakeholders have different levels of access to information, and it is hard to have complete visibility into the actions, motivations, or capabilities of other ecosystem participants.

Organisations can be proactive and adaptable players in the dynamic ecosystem by prioritising risk understanding and management. Focusing solely on internal weaknesses or external threats may not capture the full spectrum of risks associated with market shifts or dismiss certain emergent opportunities. Embracing risks is integral to operating in such a dynamic and interconnected environment to develop robust strategies and successfully navigate rapid change. In this context, risks have a dual role. They can be seen as potential negative events but also as opportunities that can be harnessed for growth and innovation. Understanding and proactively managing these risks is essential for maintaining a competitive advantage, differentiation, and sustainability.

In MOSF, there are four different types of internal and external risks, described as monsters (Figure 4):

- Kraken (a symbol of greed): A monster representing the risk of unchecked ambition when there is a willingness to exploit loopholes or break the rules to achieve profits. By understanding when greed surfaces, organisations can foster a culture of responsible growth and collaboration to formulate market development strategies based on fair value exchange.
- Leviathan (a symbol of fear): A monster representing the risk of succumbing to fear and being paralysed by uncertainties. Fear-driven decision-making and reactive behaviours can hinder the ability to adapt and pursue opportunities. By addressing fear, organisations build a culture of courage, resilience, and adaptability to embrace change, explore new possibilities, and respond confidently despite challenges.

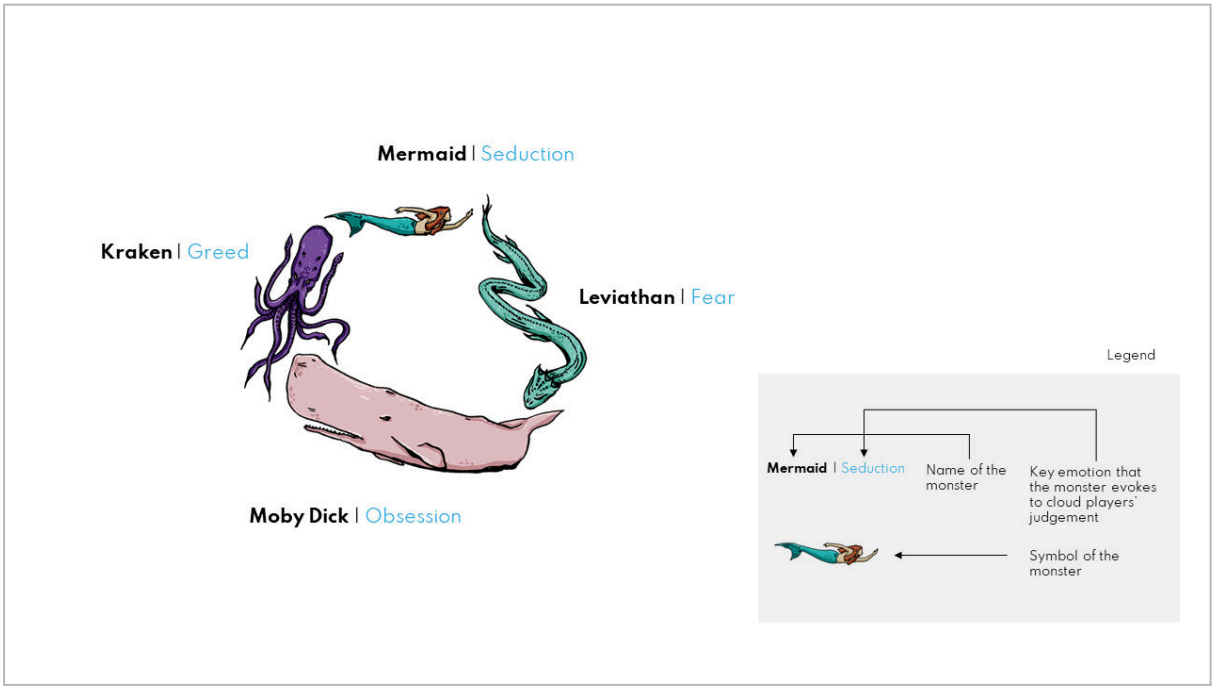

Figure 4: Risks represented as monsters

- Mermaid (a symbol of seduction): A monster representing the risk of being lured away from strategic goals and core competencies. It highlights the danger of deviating from the organisation's intended purpose and losing sight of its unique value proposition. By looking behind the seductive prospects, organisations can make more informed decisions, remain true to their core strengths, and avoid diversions that may dilute their competitive advantage.
- Moby Dick (a symbol of obsession): A monster representing the risk of becoming obsessed with a single objective or opportunity. It highlights the danger of fixating on elusive goals or chasing unpredictable market trends. By mitigating obsession, organisations can foster a culture of flexibility, agility, and open-mindedness to diversify and seize relevant opportunities in the competitive landscape.

Strategic responses to take effective actions

Once the business context is mapped using the framework elements, the next step is to construct strategic responses. The goal of each is to prioritise actions to tackle the challenge and drive a successful business model execution. The strategic responses can be reactive when the business is confronted with an impending crisis or proactive when the business takes on new initiatives or pursues new opportunities (Figure 5).

MOSF works with four main responses:

- Survive (reactive): A scenario triggered by an imminent crisis (due to the presence of a strong monster) to the business, product, or team that requires urgent action. The outcome (defeat, avoid, escape, or lose to the monster) depends on the players' ability to overcome weaknesses and learn from unexpected wins against the monster elsewhere.
- Adapt (reactive): A scenario to counter disruption that forces new conditions on the market, which could threaten business-as-usual and the known routes to success (indirect monster). Adaptive responses depend on rethinking existing capabilities (considering complementary, adjacent, or new capabilities), relationships, and partnerships to thrive better in the new market conditions.
- Expand (proactive): A scenario to identify lucrative opportunities and build a presence in new markets. During expansion, players may be confronted with unexpected backlashes (hidden monsters), which require them to anticipate and assess the level of their capabilities, relationships, and, very importantly, compatibility with the new market.
- Transform (proactive): A scenario to pursue aspirations beyond what is currently possible for breakthrough success. Transforming from one type of player to another to pursue a radical aspiration brings unexpected value for the player but also may trigger a dormant monster to the surface.

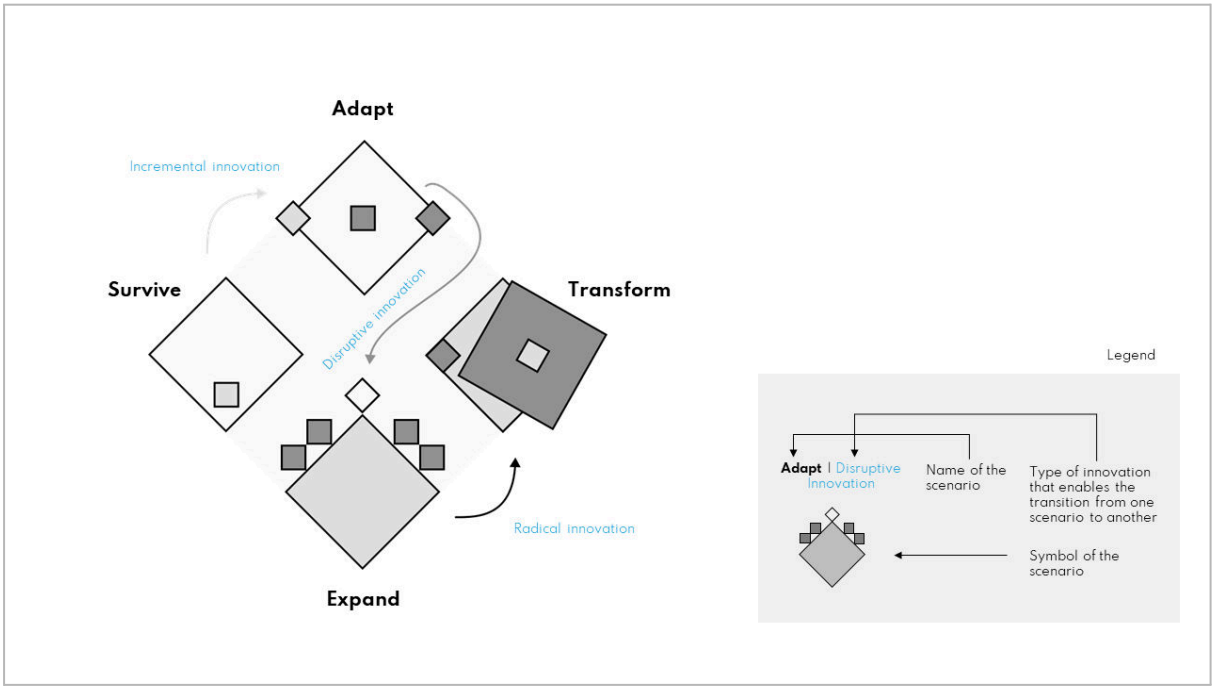

Figure 5: Strategic responses represented as actions

Conclusion

This paper discusses the challenges with systemic design to gain practical value and become more widely applicable in the business context. The opportunity to make a difference in the ecosystem economy can be more impactful if systemic design frameworks adopt the recommended shifts to allow ecosystem players to develop better strategies for value creation – from limited to multiple perspectives, from fixed to dynamic roles, and from known to emergent standards.

MOSF is a new framework that incorporates mixed methodologies (i.e., systemic design, ecosystem thinking, and strategic design) that is built as a modular flow to increase flexibility and the depth of insights to understand and solve challenges. The framework utilises three key building blocks - oceans, players, and monsters. Transforming the exploration into action is the critical step for a systemic design approach to be practical and have a broader use in the business context. The introduction of the strategic responses allows participants to interact with the framework and prioritise actions based on new insights gained during the scenario exploration.

MOSF was developed and tested through a series of interactive workshops to refine the components and their capacity to enable value creation with a diverse group of system thinkers, service designers, and product designers. Despite differences in background, experience level, and lack of familiarity with the problem statement, the participants could apply the metaphor, use it to overcome blind spots in knowledge, and generate ideas for the given challenge (Appendix 1 & 2).

The boundaries between industry sectors undergo constant revision due to the fast pace of change. Organisations need to address multiple needs when they grow, launch innovative products, target new customer segments, and build partnerships. MOSF is a a powerful tool to map and overcome such challenges successfully. The authors strive to empower the users of MOSF to find creative ways to make an impact and become thriving players in the ecosystem.

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Appendix

Workshop 1

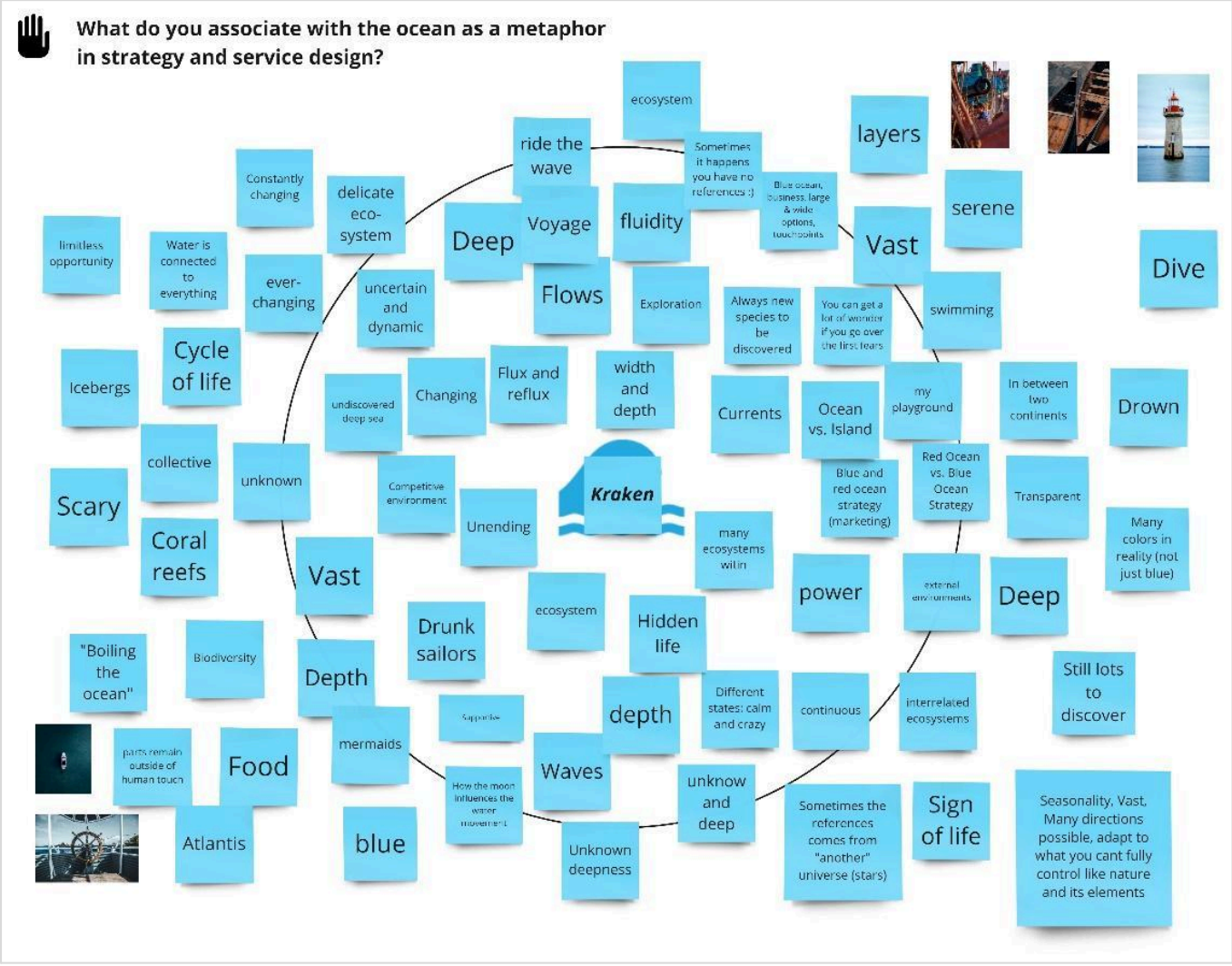
An online interactive workshop was hosted on 6 April 2023 with the Service Design Network (SDN). The topic was Introduction to the Multi-Ocean Strategy Framework. More than 50 participants joined the session and participated in a series of activities.

> Activity 1: Capture the audience's understanding of the metaphor "ocean" in strategy and service design.
>
> Activity 2: Capture the audience's understanding of the multiple oceans and the ability to associate an ocean with their company/industry.
>
> Activity 3: Brainstorm around "survive" and "adapt" for the given use case, Mastercard e-commerce, a yellow ocean, and a monster, greed (300+ fintech unicorns).

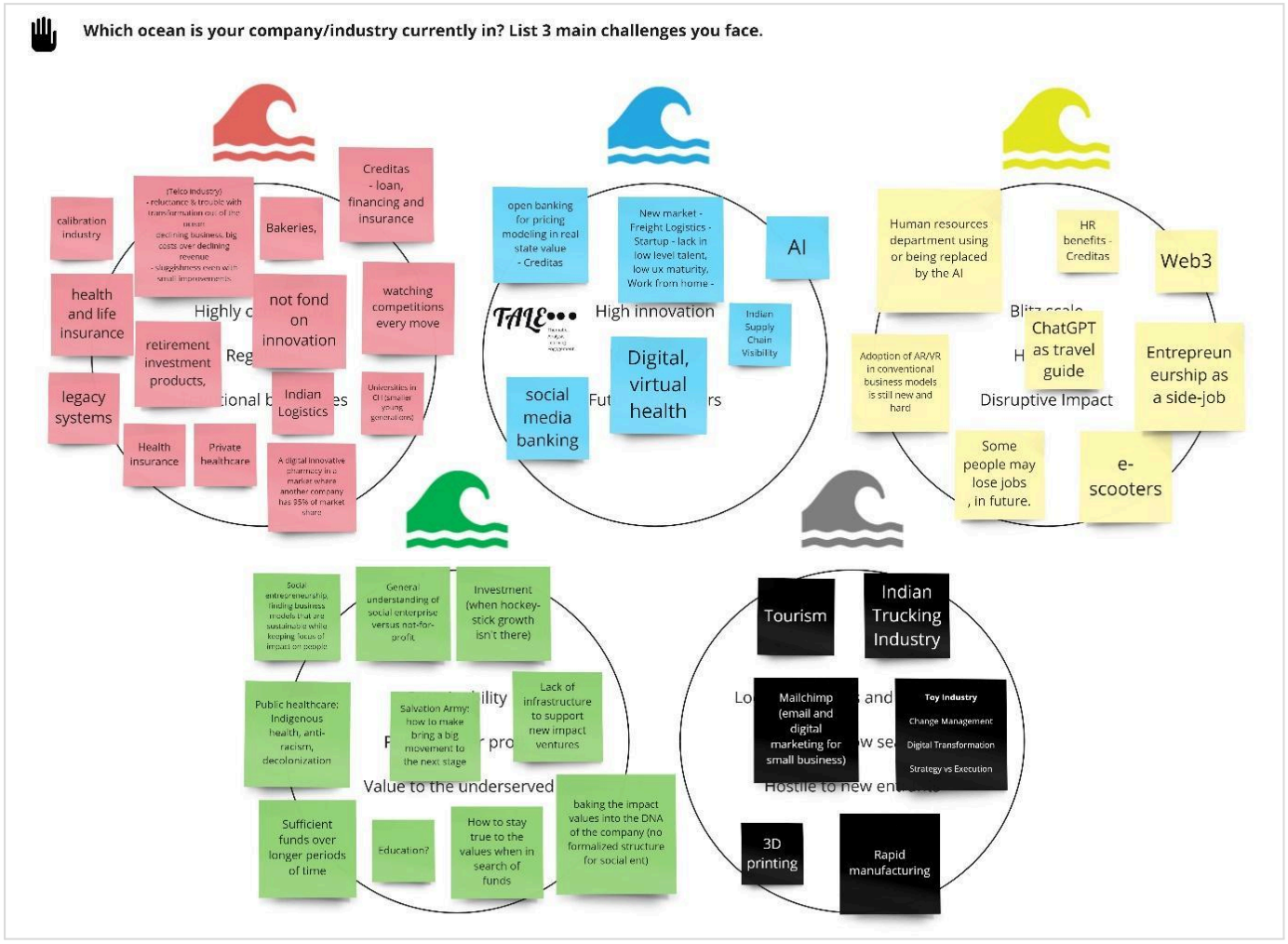
Workshop 2

An online interactive workshop hosted on 24 May 2023 with SI Amsterdam Hub (Systems Innovation) with the topic, "Turn the tide with a Multi-Ocean Strategy." More than 20 participants joined the session and participated in a series of activities.

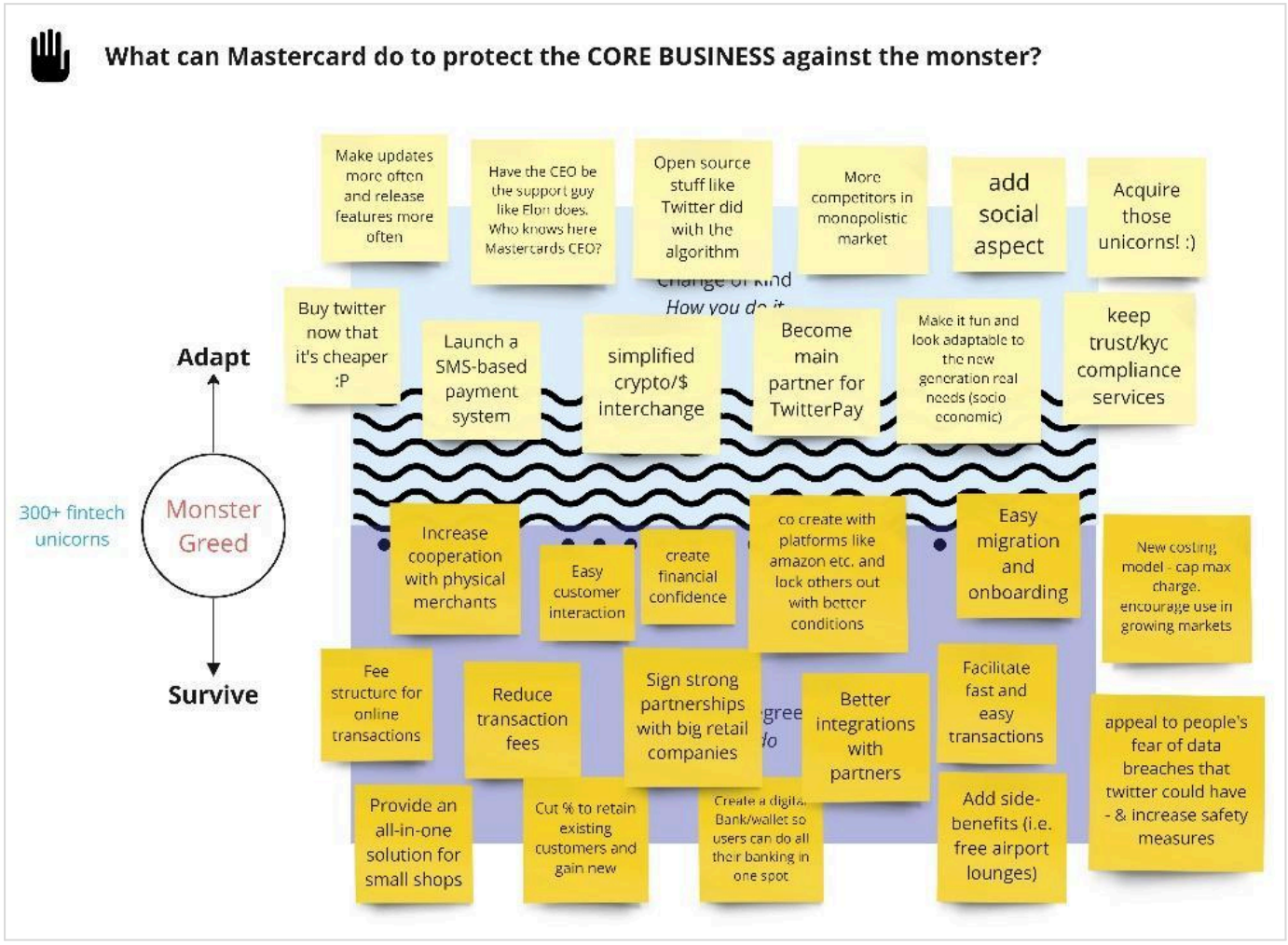
> Activity 1: Capture the audience's understanding of the metaphor "ocean" in systems thinking.
>
> Activity 2: Brainstorm which monster a company awakes through their actions.



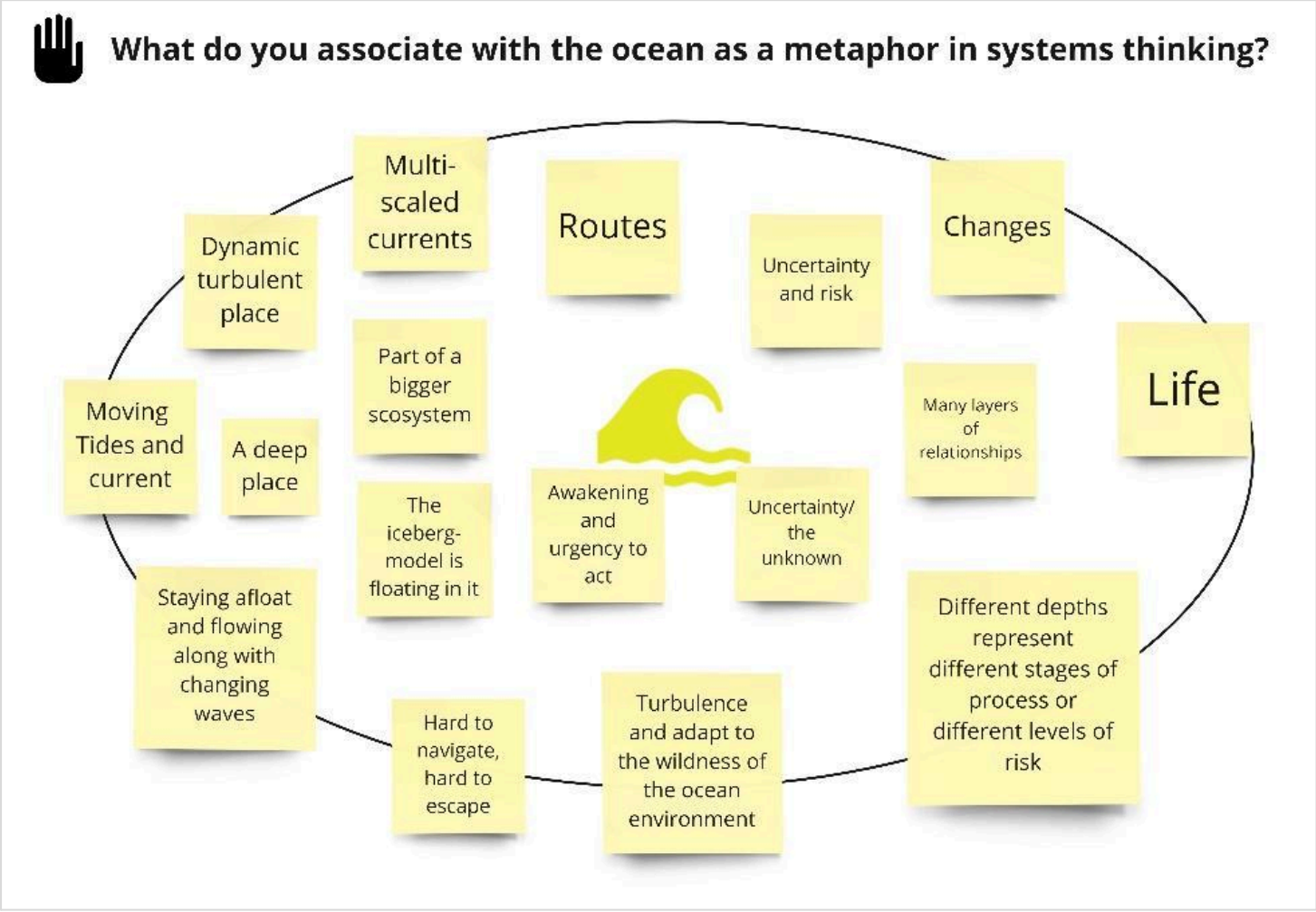
Workshop 1 | Activity 1: Capture the audience's understanding of the metaphor "ocean" in strategy and service design.



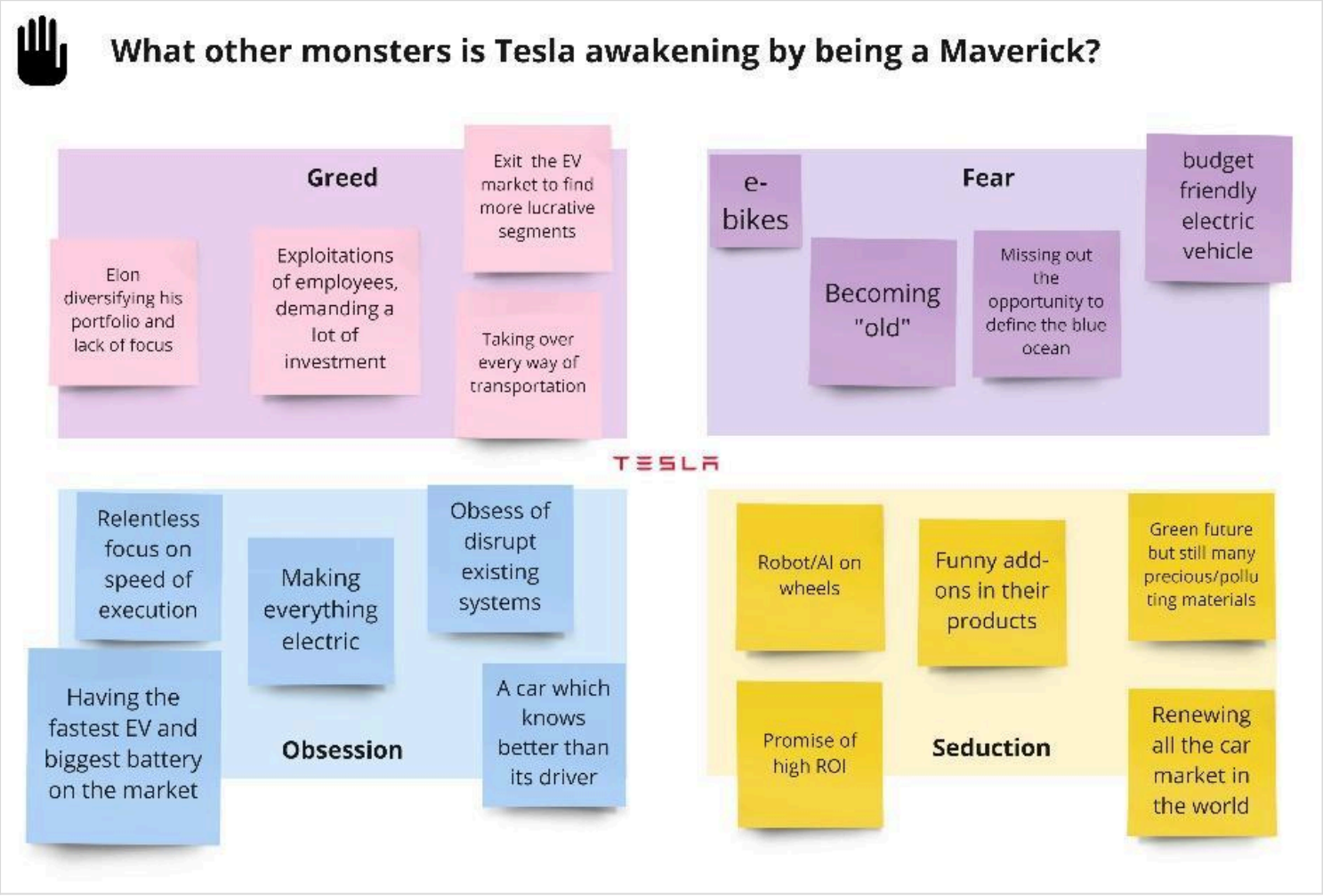
Workshop 1 | Activity 2: Capture the audience's understanding of the multiple oceans and the ability to associate an ocean with their company/industry.



Workshop 1 | Activity 3: Brainstorm around "survive" and "adapt" for the given use case, Mastercard e-commerce, a yellow ocean, and a monster, greed (300+ fintech unicorns).



Workshop 2 | Activity 1: Capture the audience's understanding of the metaphor "ocean" in systems thinking.



Workshop 2 | Activity 2: Brainstorm which monster a company awakes through their actions.