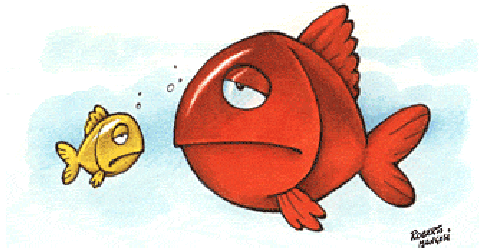


Asymmetric Innovation

Pathway to Success for Challengers



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To all challenger and latecomer firms



**Is it a coincidence that
challengers can succeed in
beating industry leaders?**



**Can we make challenger's success
more consistent?**



New strategy and innovation theory for challengers or latecomers is needed



抽象表现主义
Abstract Expressionism



超现实主义
Surrealism



未来主义
Futurism



古典主义
Le Classieisme



表现主义
Expressionism



Every revolution in oil painting art has been built on reconstruction of reality. Nothing has changed——canvas,paint and brush, except for the way artists looking at the world.

浪漫主义
Romanticis



现实主义
Realism



印象主义
Impressionism



野兽主义
Faurism



立体主义
Cubism



**No change in perception, no innovation
in strategy formulation.**

——Gary Hamel

Asymmetric innovation theory is built on case studies of David beating Goliath from both in China and abroad



Contents of Asymmetric Innovation

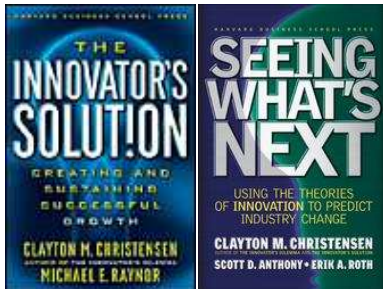
- Chapter 1 Pathway to success for challengers
- Chapter 2 Create asymmetry of perception
- Chapter 3 Create asymmetry of priority
- Chapter 4 Create asymmetry of willingness
- Chapter 5 Create asymmetry of capability
- Chapter 6 Challengers' innovation pathway
- Chapter 7 Challengers' strategic principles
- Chapter 8 From David to Goliath

《Asymmetric Innovation》 to be published this June in China!

Core concept of asymmetric situation

Disruptive Innovation

Asymmetric motivation



Firm does something that another firm does not want to do.

Military Strategy

Asymmetric approaches

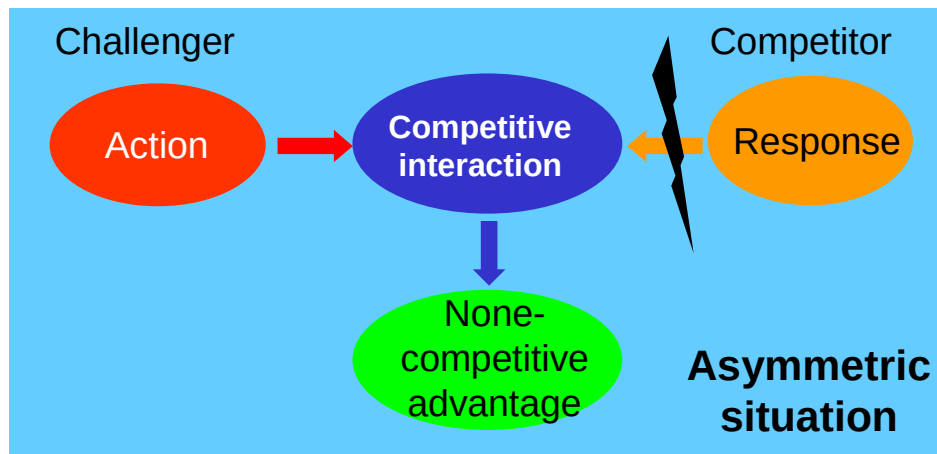
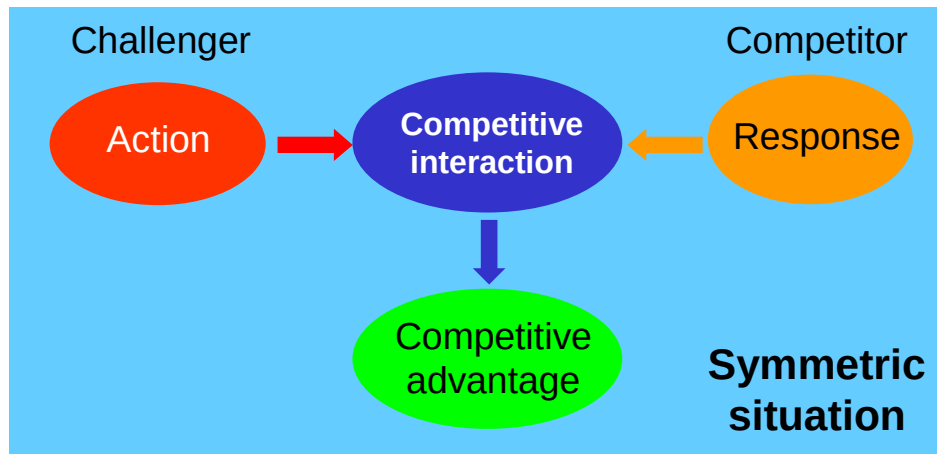
Asymmetric approaches are attempts to circumvent or undermine US strengths while exploiting US weaknesses using methods that differ significantly from the United States' expected method of operations.

—The U.S. Army Professional Writing Collection

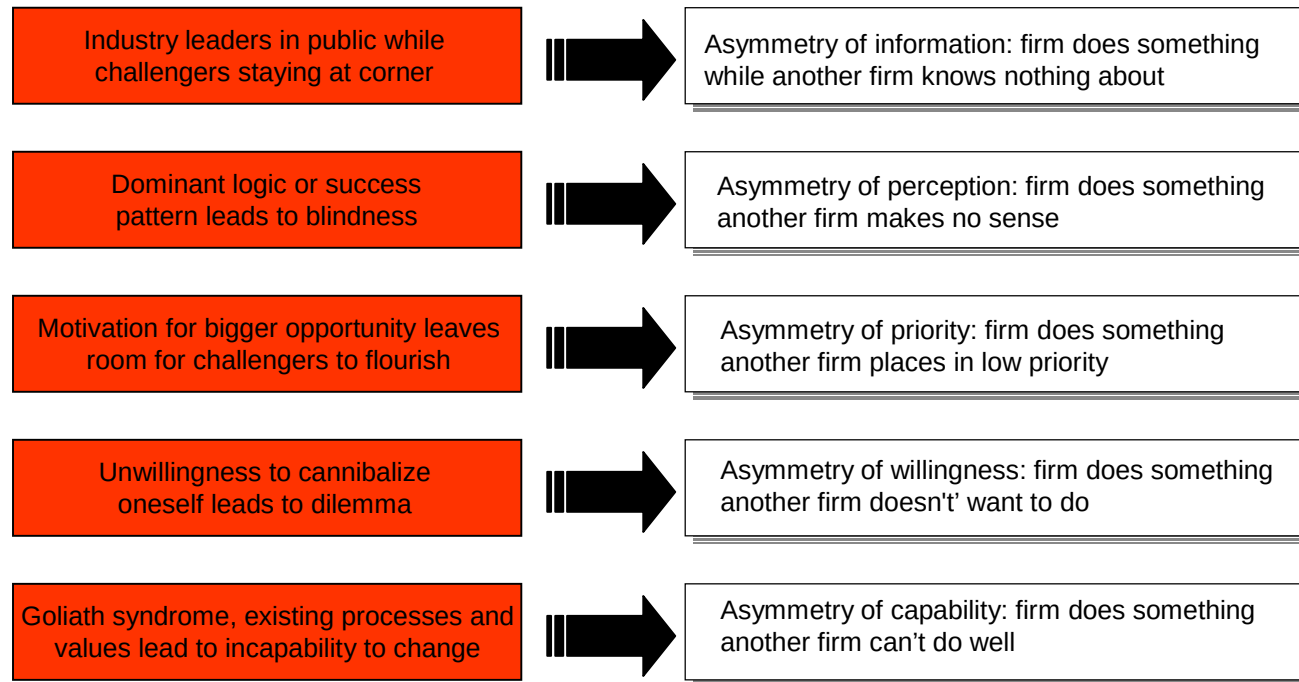
Asymmetric Situation

It is a resulting none-competitive situation in favor of challengers who take a series of strategic actions by exploiting powerful competitors' critical weaknesses inherent within their status quo

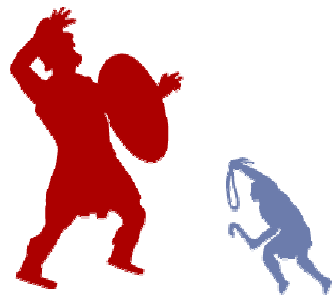
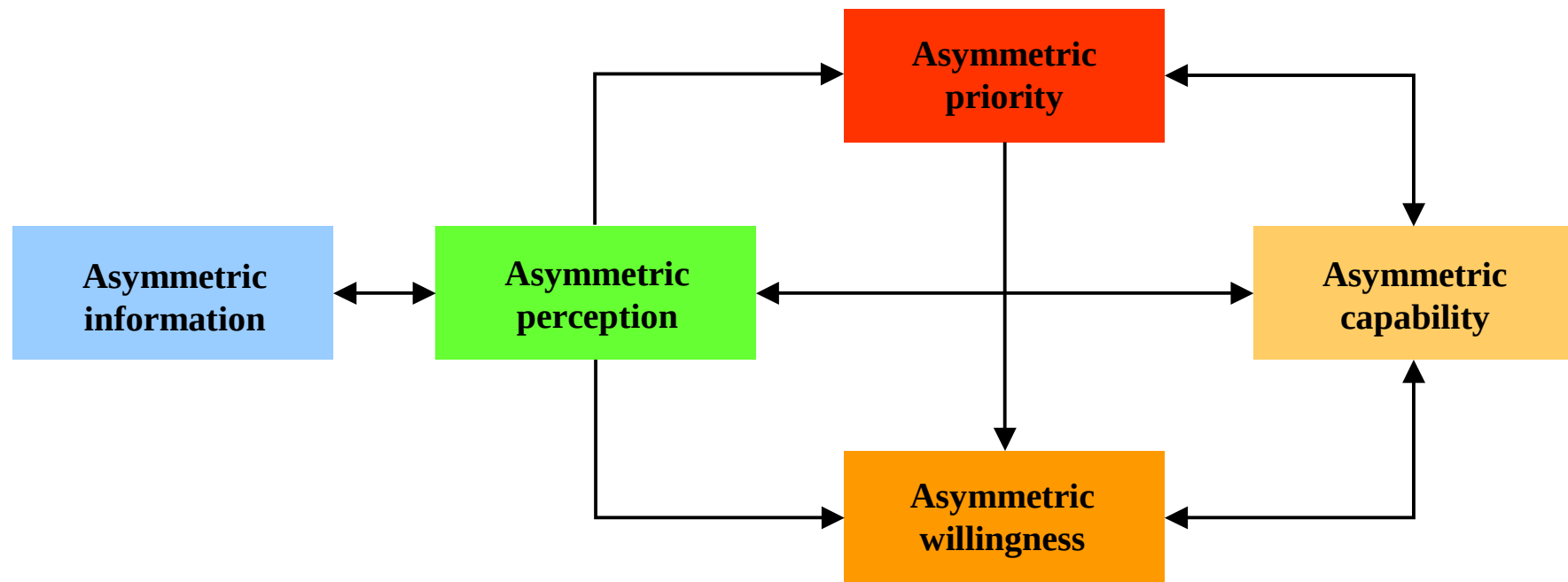
How does asymmetric situation work?



Where do asymmetries stem from?



Asymmetric situation model



Rules of asymmetric situation

Rule 1: Never does the same thing in the same way within the same field

Rule 2: The more asymmetric situations can be created, the better

Rule 3: Asymmetric situations must be created against all players

Industry leader's weaknesses must be exploited for challengers to succeed

《The Art of War》

Sun Tzu said: The good fighters of old first put themselves beyond the possibility of defeat, and then waited for an opportunity of defeating the enemy. To secure ourselves against defeat lies in our own hands, but the opportunity of defeating the enemy is provided by the enemy himself.



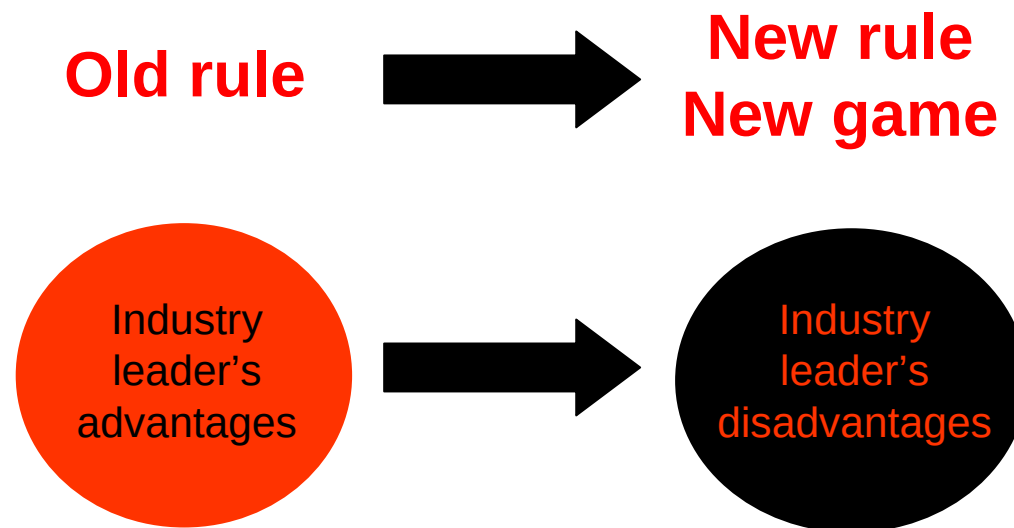
Industry leader's critical weaknesses inherent within status quo must be exploited to paralyze them to response

If you are attacking industry leaders' general weakness, you are helping them turn their weakness into strength.

If you are attacking industry leaders' critical weakness inherent within their status quo, you are turning their strength into weakness.

**The more powerful a firm is, the longer
a firm is in a leading position, the
more vital its weaknesses.**

Industry leader's advantages can be easily turned into disadvantages when rule or game changes

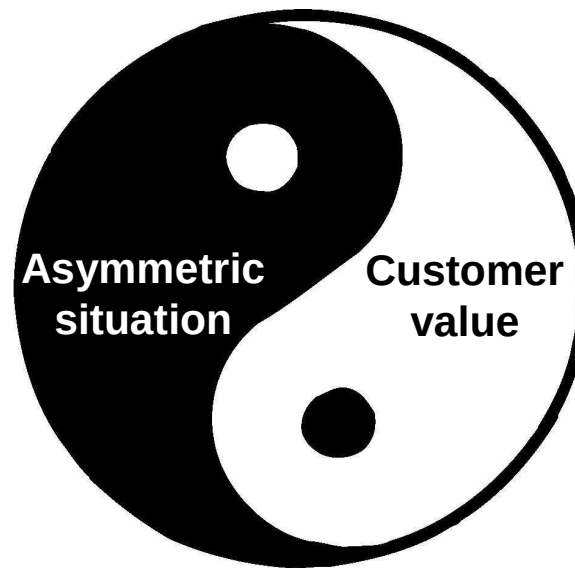


All powerful competitors have their weaknesses. You can find the opportunities of turning their strengths into weaknesses through study of your competitor's rules.

——Michael Dell

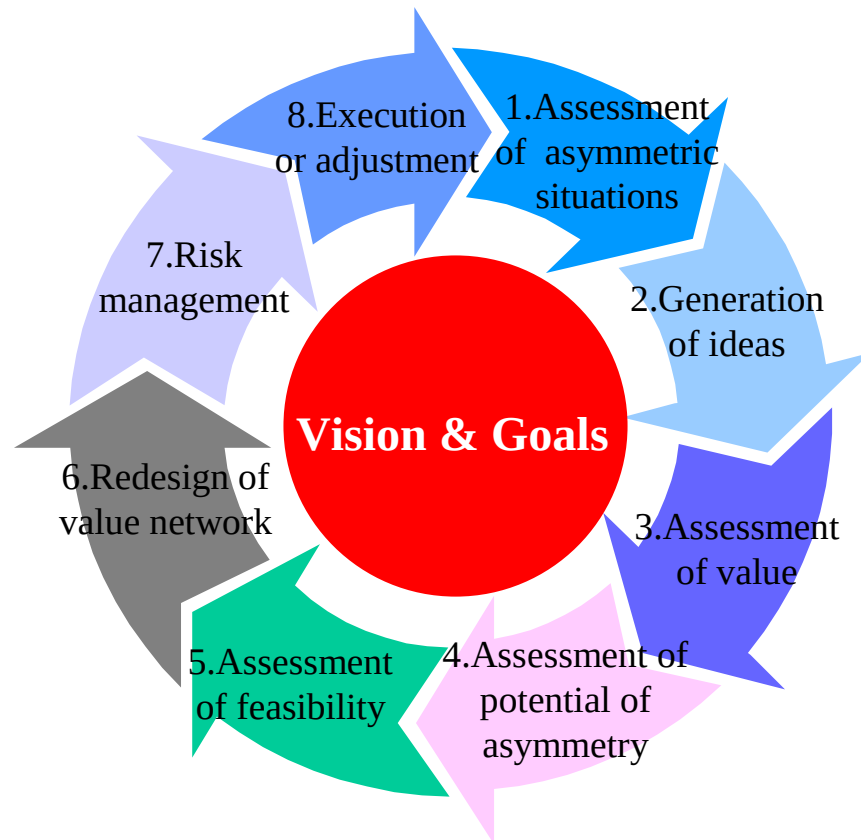
**Challenger firms must create customer value as well
as asymmetric situation in new rule or new game**

Asymmetric Innovation



**Secrets of success from challengers
Lessons of failure from industry leaders**

Process of asymmetric innovation



Thank You!

For more information about this
book, please contact Chris Wu.

To live, to love, to learn, to leave a legacy.

——Steven Covey