



**Media Kit  
&  
Presentation Overview**

# Our Services



At Kai Method, we help our clients tackle critical business challenges and opportunities. But unlike traditional consultancies, we do not feed our clients answers. Instead, we facilitate workshops and coaching programs that unlock the innate strategic thinking capacity of our clients' organizations. Our programs help companies build strategic and innovative thinking skills to produce tangible bottom-line results.

Kai Method's proprietary methodology is rooted in decades of research into the true, underlying patterns of competitiveness. Kai Method consultants coach their clients to design and realize innovative strategies that will positively affect their revenues and competitiveness.

Our programs counteract the natural bias of most organizations that restrict the flow of innovative business ideas. The Kai Method identifies what blocks innovation and the appropriate set of tools to unblock it, addressing the following five steps of strategy development:

- 1. Discontent:** We begin by helping our clients dissect their challenges, envision a desired future, define goals and clearly articulate the most critical strategic challenge in a way that raises urgency sufficient to stir the creative exploration of alternatives.
- 2. Imagine:** We then use a proprietary methodology to help our clients conceive of creative strategies for delivering their vision. Our approach is based on pattern recognition rather than logic and is grounded in principles developed in Kaihan's books, *Hide a Dagger Behind a Smile* and *The Way of Innovation*. It produces "strategic clarity."
- 3. Formation:** History is littered with companies that committed to flawed strategies or failed to fully execute good ones. Our strategic-thinking workshops and coaching sessions introduce decision makers to a scientific method that avoids making the wrong choices. Our influencing-skills programs empower would-be innovators with the capability to more quickly and completely build support for an innovation among key stakeholders.
- 4. Breakout:** Most successful innovations are quickly consumed by the competition because the innovators find it difficult to maintain their lead. Kai Method applies a structure that shortens the time in which a company responds to competitive and market changes. By accelerating the strategy cycle, we help clients maintain, and, better yet, extend their lead over their peers.
- 5. Consolidation:** Extracting the greatest value from a new idea ultimately depends on a company's ability to build sustainable defenses against its competition. History proves only three sources of advantage provide meaningful long-term protection. Kai Method consultants help clients shift their priorities during this phase of innovation to begin erecting barriers that last.

## Company Overview

Kaihan Krippendorff and Douglas Muir founded the Kai Method to help businesses unlock internal innovation. The company's methodology is rooted in decades of research into the true, underlying patterns of competitiveness. Kai Method consultants coach their clients to design and realize innovative strategies that positively impact their bottom lines and train their clients' employees to become more innovative business strategists.

Kaihan and Doug intend to make Kai Method the standardized approach for creating revolutionary strategies and real-world solutions for mid- to large-sized companies. Together they have gathered a team of talented speakers and consultants whose expertise stems from years of experience in a variety of fields. All Kai Method consultants have an intense passion for innovative thinking.

### Kai Method Consultants



**Kaihan Krippendorff** is the chief executive officer of Kai Method and author of three business strategy books – *The Way of Innovation*, *The Art of the Advantage*, and *Hide a Dagger Behind a Smile*. He previously served as a consultant and manager at McKinsey & Company. Before working at McKinsey, Kaihan held various senior positions in the banking, retail, consulting, and nonprofit sectors. He earned master's degrees in business administration from Columbia Business School and London Business School, his Bachelor of Science in Finance from the University of Pennsylvania's Wharton School, and his Bachelor of Science in Engineering from the University of Pennsylvania's School of Engineering.



**Douglas Muir** is the chief operating officer of Kai Method. He is a former captain with a U.S. airline and is an authority in business strategy for small to mid-size companies, having successfully built several multi-million dollar enterprises from the ground up. He speaks internationally on topics of entrepreneurship, innovation, and business growth. He has been published and quoted in numerous publications including *Business Week* and *The Scotsman Guide*, a prestigious magazine for the banking, mortgage, and investor industries. Within Kai Method, Douglas focuses on the unique challenges of strategy execution. His research interests include innovative mindsets and entrepreneurial behavior.



**Paula Hidalgo** leads Kai Method's business and education practice. Before joining Kai Method, Paula held several positions at Pearson, an international multi-media company; most recently, she was the vice president of design and development for its Curriculum Group. Prior to this, Paula was a consultant with McKinsey & Company. Paula holds bachelor's and master's degrees in education, a master's degree in psychology, and a doctorate in applied linguistics. Her research interests range from adult learning theory to applied linguistics. She has taught and is fluent in five languages.



**Cynthia Dow** is an executive consultant with Kai Method, co-leading its coaching practice. Cynthia has 15 years of client service, people management, public speaking, and advisory experience in consumer-packaged goods, manufacturing, and professional services companies. Most recently, she spent six years at Cadbury Schweppes Americas Beverages, as the vice president and assistant general counsel responsible for corporate compliance, labor and employment for 19,000+ employees; science and technology; procurement; and white-space innovation. Prior to Cadbury, Cynthia was the vice president and general counsel of a telecommunications component manufacturer, a trial and labor and employment attorney at multi-national firm Baker Botts LLP, and a law clerk to a federal district judge. She received her Juris Doctorate from Columbia Law School, and her Bachelor of Arts in Government from Cornell University. She is licensed to practice law in New York and Texas.



**F. Glenn Richardson** is an executive consultant with Kai Method and has over 25 years of experience working with various government agencies and corporate-sector businesses. His areas of expertise include strategic and business planning, human resources management, change enablement, financial management, and information technology resource planning and strategy. He has assisted numerous organizations with critical decisions regarding strategy, training and development, internal processes, policy development and implementation strategies, and identification and implementation of best business practices. Glenn is a former partner in the Public Sector Practice of Deloitte LLP, and a former partner at Arthur Andersen LLP. His military assignments included the U.S. Army Special Operations Command; U.S. Army, Europe; service in Operation Desert Storm; and The Joint Staff. Glenn earned a Master's of Arts in National Security and Strategic Studies from the U.S. Naval War College, a Master's of Business Administration in Finance from Syracuse University, and undergraduate degrees in business management and economics from North Carolina State University.



**Susan Drumm** is an executive consultant with Kai Method, co-leading its coaching practice. She has over 15 years of experience in coaching and consulting for senior executives and their teams. Previously, Susan was an associate partner for The Trium Group, a leading organizational consulting firm. Susan developed and facilitated leadership development programs for senior executives with numerous Fortune 50 clients. Earlier in her career, Susan worked for NBC as a Master Black Belt in the Six Sigma Quality program. A former film, TV, and theater actress, Susan has a passion for understanding the “human” side of business. She graduated cum laude with a Juris Doctorate from Harvard Law School and holds a Bachelor of Science in Industrial Management from Carnegie Mellon University and a Master of Arts in Drama from the London Academy of Music and Dramatic Art.



**Helmut Albrecht** is an executive consultant with Kai Method as well as a sales and marketing executive with extensive business development capabilities. Recently, as vice president, customer solutions for a component-driven organization, he further consolidated its systems division, introduced key performance management initiatives to the engineering organization, and achieved 20 percent revenue growth. In his position as national sales manager, digital solutions for Kodak Canada, Helmut led the integration of the digital print business, creating a sales funnel greater than \$100 million (Canadian). Numerous successful executive roles in Germany, Canada, and the United States have provided Helmut with a full understanding of the international business culture as well a command of the English and German languages. He earned a degree as Diplom Ingenieur (FH) from the Armed Forces University in Munich.



**Itza Manuela Acosta** is a director with Kai Method, based in Toronto, Canada. She has a decade of experience in marketing including the creation and development of marketing departments, definition of commercial strategies, and positioning and launching of new business opportunities. One of the earliest members of the Kai Method team, Itza now leads the development of their Toronto business. Itza earned a Bachelor of Science in Industrial Engineering and has a master's degree in marketing from Pontificia Universidad Javeriana in Cali, Colombia. She is fluent in Spanish and English. Her research interests include entrepreneurship, creativity, and spirituality applied to business.



**Jill Hellman** is a special advisor to Kai Method. She has over 15 years of experience working in the area of innovation, from idea generation to diffusion. She has held numerous leadership roles in U.S. Fortune 500 companies, including serving as the director of strategy at AutoNation, Inc., a \$19 billion company known for innovation in automotive retailing. As a consultant, she has addressed audiences in Scotland, London, Guatemala, and Dubai for companies such as Microsoft, Royal Bank of Scotland, and Pfizer, and is a guest speaker for numerous senior executive groups. She currently serves as chief innovator for The Innovation Network, a groundbreaking program being launched by the Leland C. and Mary M. Pillsbury Institute for Hospitality Entrepreneurship at Cornell University's School of Hotel Administration. She received her Master of Business Administration from the Kellogg School of Management at Northwestern University.



**Ben Bewick** is a senior financial consultant with Kai Method. Ben is a trusted finance professional with 15 years of economic consulting experience. He has managed more than \$3 billion in corporate debt for Fortune 500 companies and outside investors, and has extensive experience in antitrust lawsuits and helping company mergers pass regulatory review. Companies such as Wells Fargo, M&A, Seagate Technology, and Fortune Brands have furthered their businesses by using Ben's financial expertise. Ben has a Bachelor of Arts in Economics and History from the University of Pennsylvania and was a member of the 1991 National Championship crew team.



**Jenny Sarang** is an executive consultant with Kai Method based in India. She is an American who has been living and working in India for 18 years in the fields of training, finance, business development, and corporate affairs in the financial services, consultancy, and manufacturing businesses. For the last 10 years, she has been conducting developmental and operational training programs. She has managed small and large teams in GE for nine years. Jenny started her consultancy, called Elevate Learning Solutions, in September 2006. Jenny is a graduate in business finance from the University of Colorado, Boulder, and holds a post-graduate degree in management studies from Faculty of Management Studies, University of Delhi.



**AnaMaria Rivera** is a senior consultant with Kai Method. She has over 20 years of management and consulting experience including three years as the president of a 1,500-person corporation. She was a consultant with McKinsey & Company, where she focused on helping companies solve strategic and organizational problems. She is an international professor at Pontificia Universidad Javeriana, teaching in the Specialization in Finance and Specialization in Marketing Programs. AnaMaria earned her Bachelor of Science in Industrial Engineering from Pontificia Universidad Javeriana, and her Master of Business Administration from Harvard Business School. She is fluent in English and Spanish.



**Brad Hoover** is a special advisor to Kai Method. He is currently a partner with General Catalyst Partners, a top-tier venture capital firm, focusing on investments in early and growth-stage technology businesses. His background includes a career in management consulting with McKinsey & Company, where he collected experience in growth, market entry, innovation, and sales strategy for Fortune 500 clients. At the former Arthur Andersen, Brad led the development of an intranet application used by Goldman Sachs and others to execute corporate mergers and acquisitions. Brad also started an architectural services firm during his undergraduate tenure at Cornell University, where he graduated with a Bachelor of Science in Operations Research and Industrial Engineering. In his limited spare time, Brad enjoys activities including cycling, downhill skiing, and aviation.

# Presentation Overview



It is a common – but inaccurate – assumption that a company’s size and resources play the most important roles in the game of business. Yet, once-small and resource-poor companies continue to dominate The Fortune 500 list because they tapped a more important source of advantage: strategic creativity. Kaihan Krippendorff, the chief executive officer of Kai Method, wants to share how your business can benefit from this phenomenon.

This theme repeatedly surfaces throughout thousands of years of military history. There are many stories of seemingly weak armies overcoming larger enemies. By studying winning military strategies, and the unique mental practices of great military strategists, Kaihan has clearly identified 36 strategies that can be applied to the corporate environment.

Through his provocative presentations, Kaihan helps audiences generate untapped creativity. He teaches that imagination and flexibility are more important than money or size. Kaihan knows that businesses beat their competition by outthinking them, not by outspending them. Kaihan can teach groups how find their own innovative ideas by introducing:

- The seven strategic plays that trigger prolonged breakthrough performance
- The five phases that strategic innovation travels through from idea to reality
- Seven language tools for enrolling key stakeholders in an innovation
- The three fundamental sources of sustained competitive advantage

The key to gaining a competitive advantage is to find a “winning move” to which a competitor will not respond. History’s greatest military strategists – from Sun Tzu to Napoleon Bonaparte – shared an ability to shift their perspective and see winning moves that their adversaries overlooked. Similarly, the companies that have created the greatest value in the last decade – from Wal-Mart to Dell – made creative strategic moves that competitors viewed as illogical.

Kaihan helps his audiences find their natural strategic creativity and apply this power to their own companies, thereby gaining a competitive edge over their competition. His presentations are delivered in 30-minute, 90-minute, and three-hour formats.

Presentation talking points include:

- **Outthink them:** It is easier to outthink your competitors than to outmuscle them
- **The innovation shift:** All innovations begin with a mental shift and you can learn to consistently produce such shifts
- **Openings vs. end games:** Why logic will not help you beat your competition
- **The five phases:** The five phases all innovations pass through and what you must do to successfully navigate them
- **The breakthrough playbook:** The “7 openings” that most often trigger a decade of breakthrough performance over the competition
- **Managing breakthrough:** How to rapidly isolate the strategies that will propel you past your competition and continue expanding your lead
- **Three sources of sustained advantage:** The three things great companies do to immunize themselves against competition over the long term

# Kaihan Krippendorff

## Biography



**Strategic. Insightful. Profound. Creative. Stirring.** These are just a few of the words that describe Kaihan Krippendorff, the chief executive officer of Kai Method. A former consultant with McKinsey & Co., Kaihan has spent over a decade studying corporate conflict. By using Eastern philosophies, Krippendorff helps companies unleash new ideas and strategies to stay competitive in this global market.

Kaihan founded the Kai Method based on his decades of research into the underlying patterns of competitiveness, as outlined in his three business strategy books – *The Art of the Advantage*, *Hide a Dagger Behind A Smile* and *The Way of Innovation*. Each text delves into the keys to true competitiveness and innovation. Kaihan identifies mental patterns applied by great military strategists – from Sun Tzu to John Boyd – and then applies those strategies to breakthrough companies, such as Whole Foods, Microsoft and Starbucks.

Kaihan is an expert blogger with FastCompany.com and he presents his ideas and theories to conferences across the world. He teaches participants that agility and flexibility are more important than strength and resources, and he shows that with creativity, companies can consistently outthink their competition ... today ... with ease.

Kaihan works regularly with ambitious large and medium-sized corporations including Microsoft, Wal-Mart, and Johnson & Johnson. He has delivered keynote speeches for organizations such as Motorola, Schering-Plough, Colgate-Palmolive, *Fortune Magazine*, *Harvard Business Review* and Wharton Business School that motivate participants to unleash their strategic creativity to better their organizations.

Beyond his research into Eastern military tactics and his own entrepreneurial success, Kaihan backs up his business expertise with master's degrees in business administration from Columbia Business School and London Business School, a Bachelor of Science in Finance from the University of Pennsylvania's Wharton School, and a Bachelor of Science in Engineering from the University of Pennsylvania's School of Engineering.

### Here's what people are saying about Kaihan and Kai Method:

*"Kaihan has an innate ability to captivate his audience. He brings a fresh, unique and passionate perspective on strategy and leadership, his style is brilliant and engaging and he is clearly a rising star."*

*"Kaihan is a trusted strategic advisor to an ever-growing base of corporate executives. With wide-ranging expertise, he offers a unique perspective into how companies innovate, compete, and win."*

*"Kaihan is a great strategic thinker across a broad spectrum – his books give some idea of the breadth of his thinking. Unlike other strategy consultants, he gets audiences to think but brings it back to a hands-on practicality and execution. The go-to source for insightful analysis combined with a 'get it done' approach."*

# Douglas Muir

## Biography



Douglas Muir is the chief operating officer of Kai Method. He is a former captain with a U.S. airline and is an authority in business strategy for small to mid-size companies, having successfully built several multi-million dollar enterprises from the ground up.

He speaks internationally on topics of entrepreneurship, innovation, and business growth. He has been published and quoted in numerous publications including *Business Week* and *The Scotsman Guide*, a prestigious magazine for the banking, mortgage and investor industries.

Within Kai Method, Douglas focuses on the unique challenges of strategy execution. His research interests include innovative mindsets and entrepreneurial behavior. Douglas teaches clients that both the business plan and the strategy game are composed of the same three distinct phases: an opening, a middle game, and an endgame. Each of these phases demands a different problem-solving approach, and Douglas helps clients and groups find the right direction. This unique methodology is why participants typically generate around 100 strategic ideas in a session, rather than the average five to 10 ideas in the traditional strategy workshop.

### Here's what people are saying about Douglas and Kai Method:

*"First of all, Doug's energy and excitement is contagious. He is engaging and gets you excited about setting goals for your company and helps to uncover unconventional ideas for implementation. As he walks you through your Kai Method playbook, the plan of action becomes obvious, and confidence in some of those 'lofty ideas' emerges. As my first group session with Doug ended, I was reinvigorated to take action on ideas I always kept in the back of my mind."*

*"Of great value was the opportunity for a directed brainstorming session on strategies for moving one's business forward. Of even greater value was a systematized method for weeding out the impractical ideas and bringing into focus those strategies that are undeniably possible and probable."*

*"Kudos to a great day! The Kai Method was incredibly insightful but more important was the innovative style and tactics that were learned."*

## Additional Praise

"Kaihan was **quick to understand our issues** and our mission and was **an immense help in developing our strategy.**"

- Mary E. Power, *Executive Director, HR Certification Institute, Society for Human Resource Management*

"Kaihan was **an absolute hit with our group.** Of all of our speakers, many people said that Kaihan's presentation was one of the most impactful. I will definitely recommend that Kaihan and Kai Method continue to be a fixture in our program."

-Brian Brault, *CEO of Pure Solutions*

"**Kaihan stands far apart from other strategy 'gurus'** by drawing from the millennia-old fund of human ingenuity to offer **a truly innovative approach.**"

- Michael Gousev, PhD, *Director, Morgan Stanley*

"Kaihan and his team offer **practical lesson, drawn from ancient and modern principles** for overcoming the challenges of leading innovation."

- Mohammad Yunus, *2006 Nobel Peace Prize winner*

"Kaihan's ability to reflect on history and keenly link to the current business environment **displays his rich respect and creativity for businesses.**"

- Melinda Large, *Regional Director-Americas, Wal-Mart*

"Kaihan is a **trusted strategic advisor** to an ever-growing base of corporate executives. With wide-ranging expertise, the Kai Method **offers a unique perspective** into how companies innovate, compete, and win."

- Juan Jose Gonzalez, *Global Vice President, Johnson & Johnson*

"Kaihan has an innate ability to captivate his audience. He and the Kai Method team bring a **fresh, unique and passionate perspective on strategy and leadership,** Kaihan style is brilliant and engaging and he is clearly a rising star."

- Kal Mistry, *Senior Vice President, VITAS Healthcare Corporation.*