

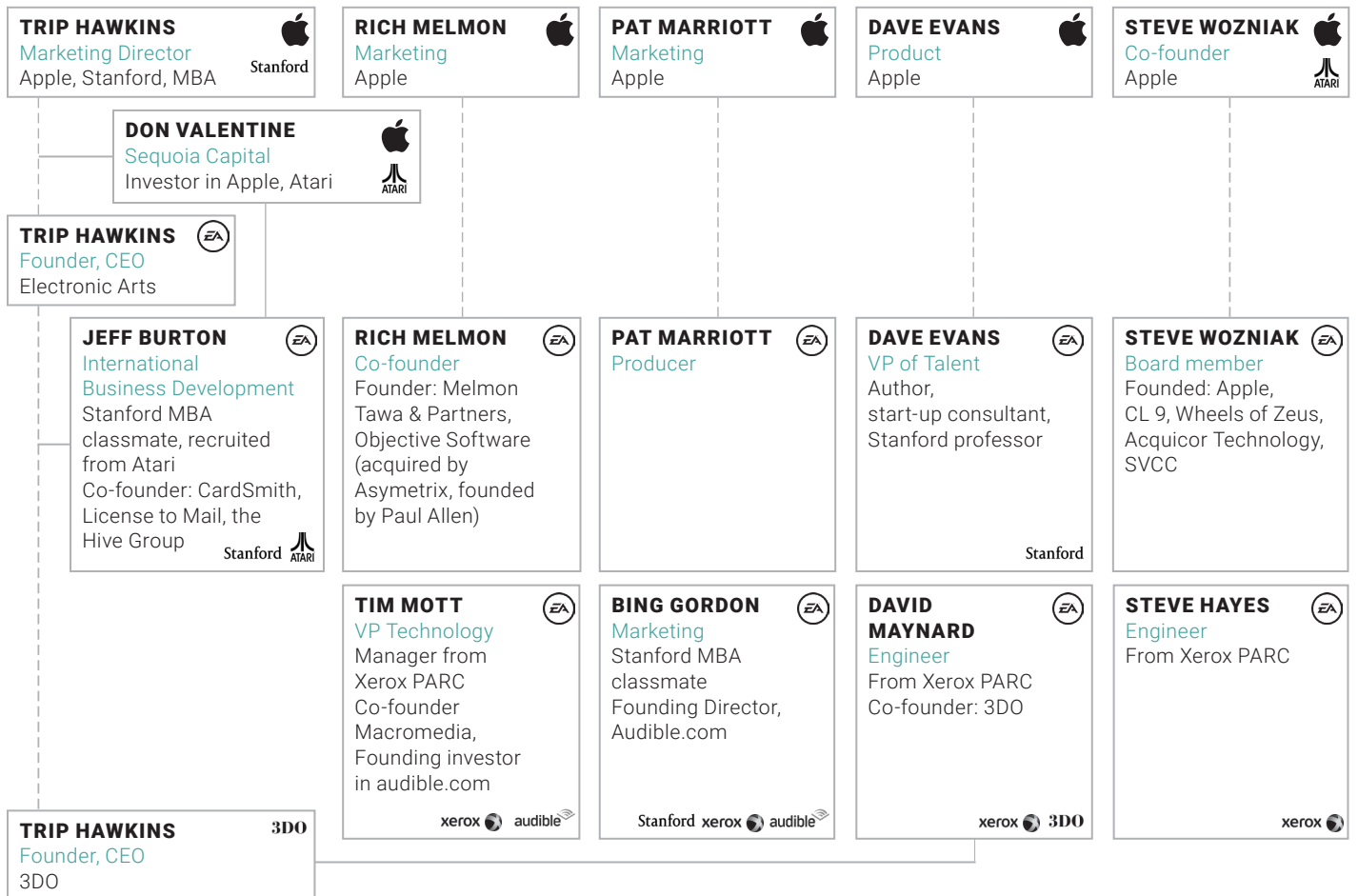
BORN-DIGITAL BUSINESSES' UNIQUE ANCESTRY HELPS THEM GROW FAST—BUT CAN ALSO IMPERIL THEIR HEALTH

To unravel the unique characters of born-digital businesses, we adapted concepts of human genealogy research to create business family trees. In tracing a business's family tree, it's not just the lineage of the founder or CEO that matters. It's the combined lineages of all of the members of the top leadership team that will impact decision-making within the organization.

FAMILY TREE EXAMPLE 1



This chart illustrates an example of an Apple employee that started a new company by bringing in classmates from business school and colleagues from Apple, and most went on to found new companies of their own. When these employees go to their new company, they bring the mindset of their previous company.

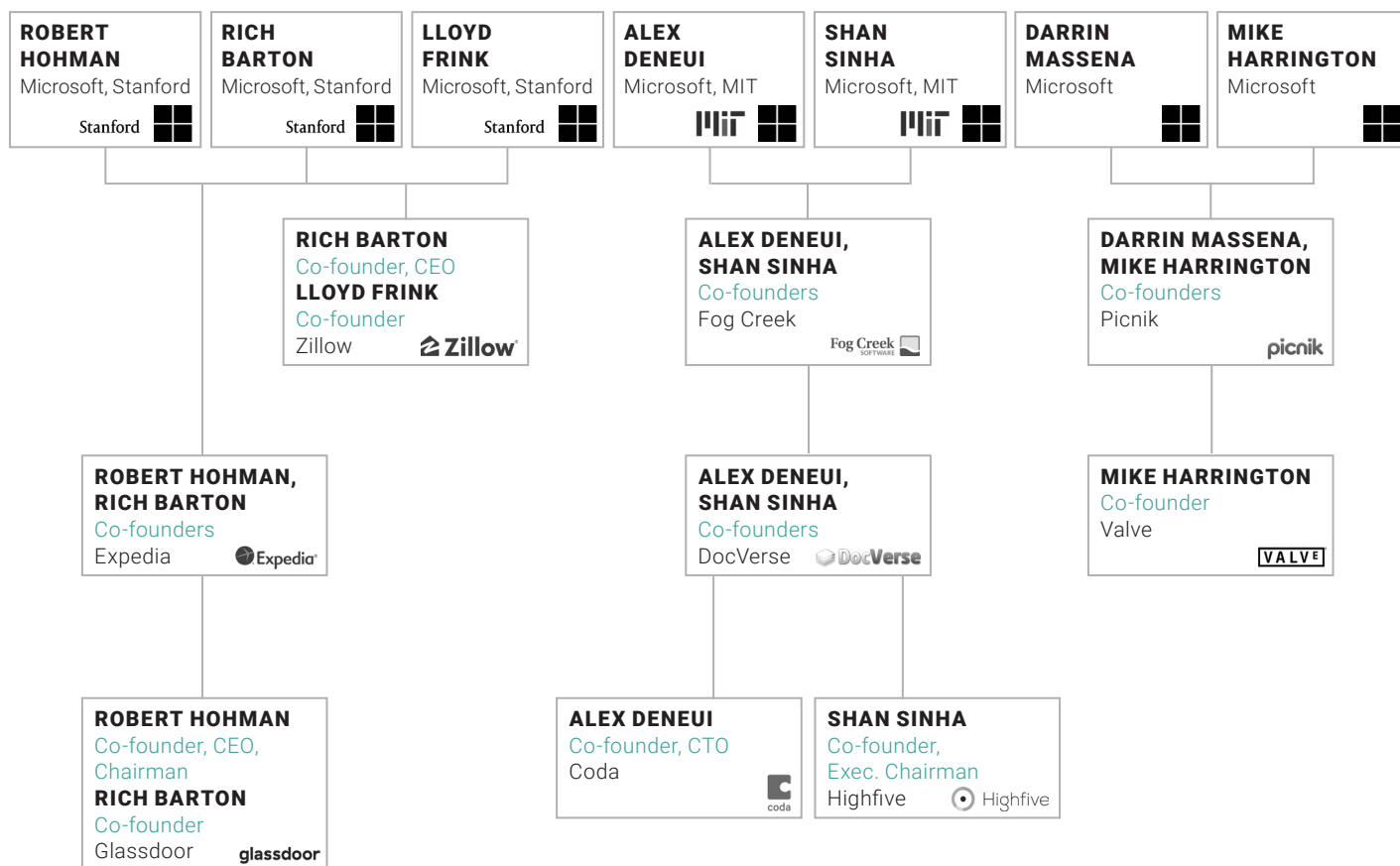




FAMILY TREE EXAMPLE 2

 Microsoft
  MIT
  Stanford

This chart illustrates an example of Microsoft employees starting multiple new companies with classmates from business school who were also colleagues from Microsoft. Many founded multiple new companies together.



Source: AlixPartners research