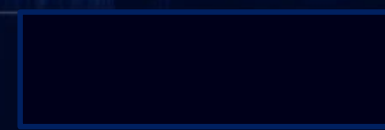


# Why are we here?

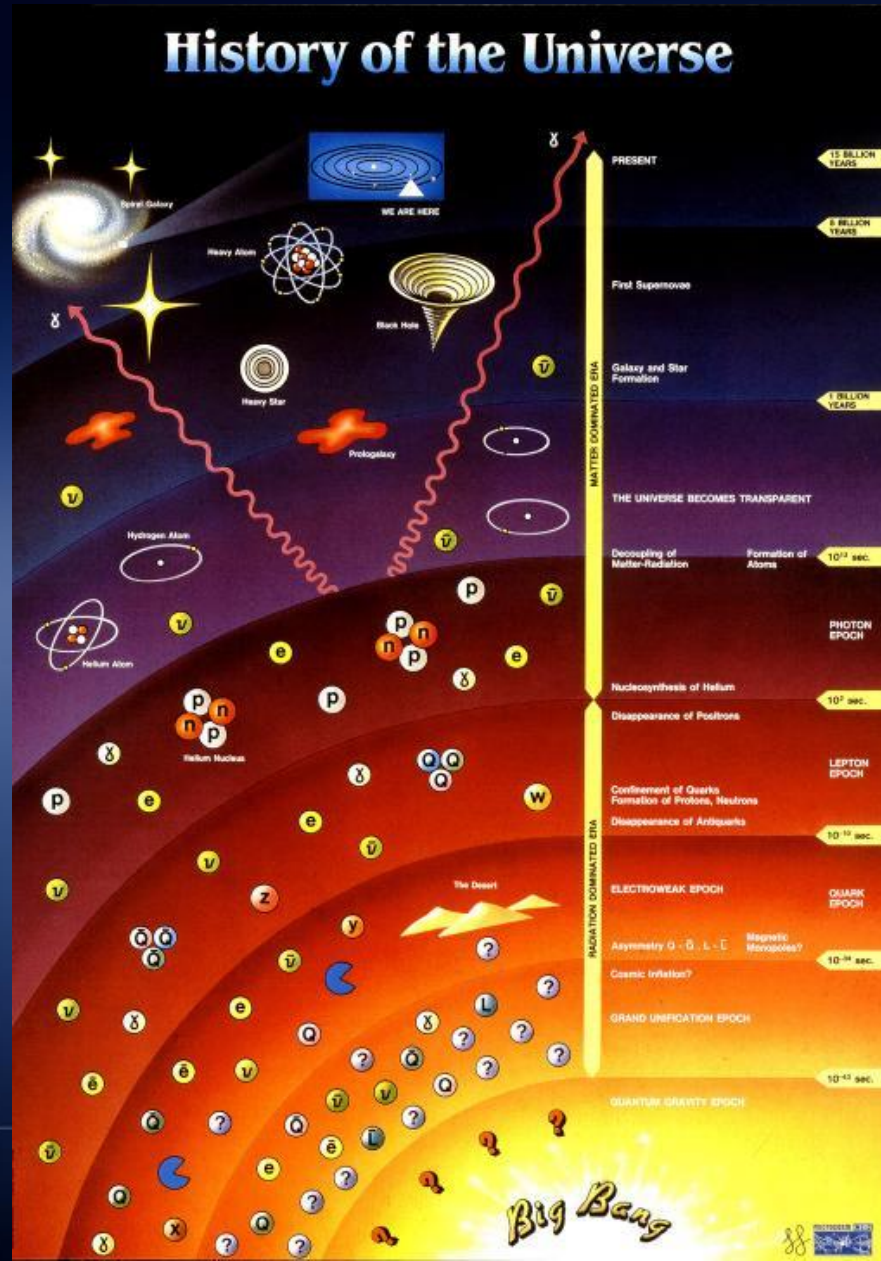
## About CERN, Physics, and Innovation

CBI A3+X, November 21, 2017

Markus Nordberg (CERN)

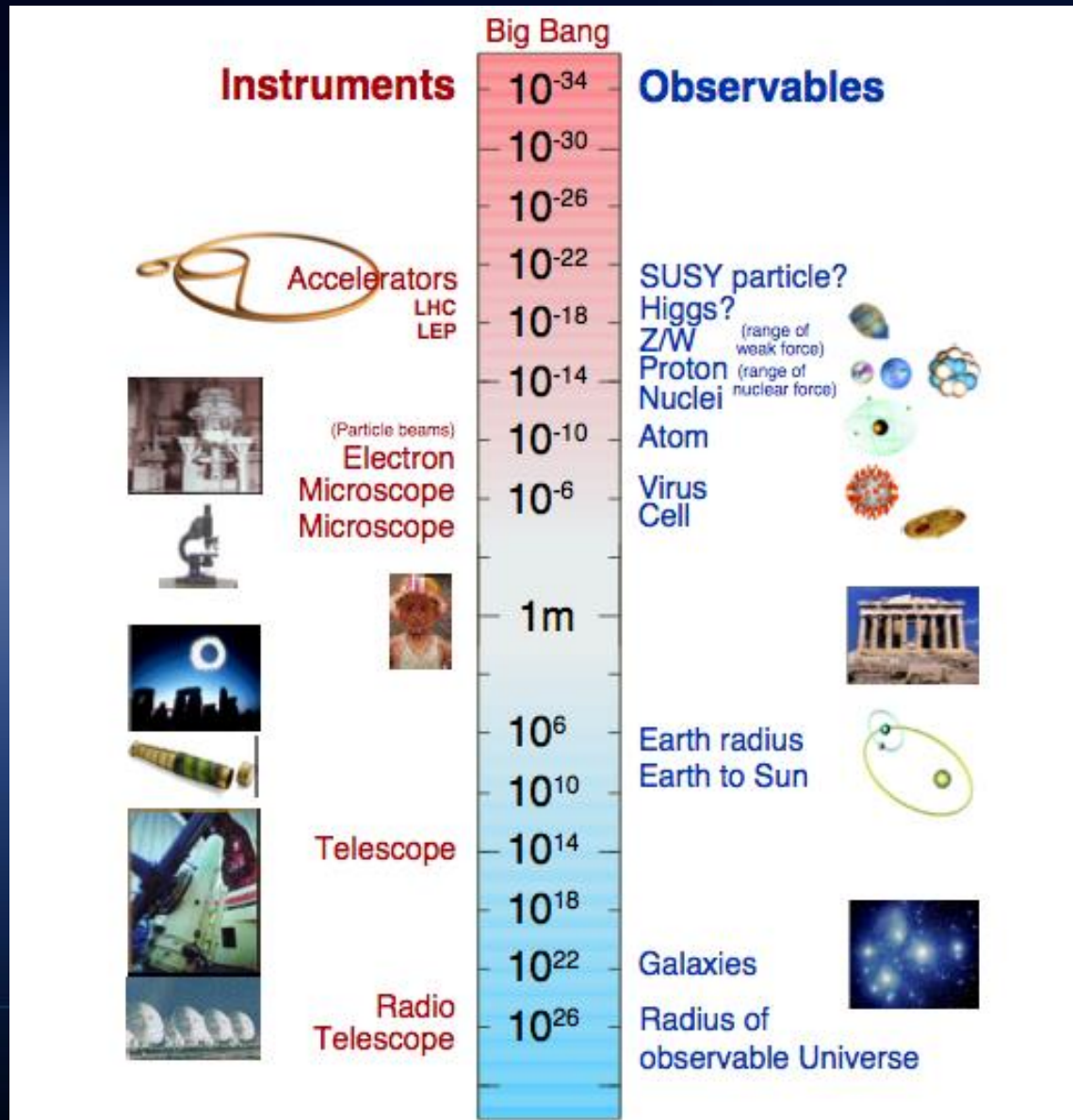


# How does CERN Connect?



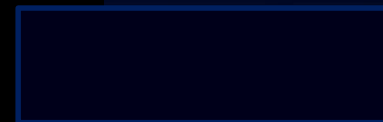
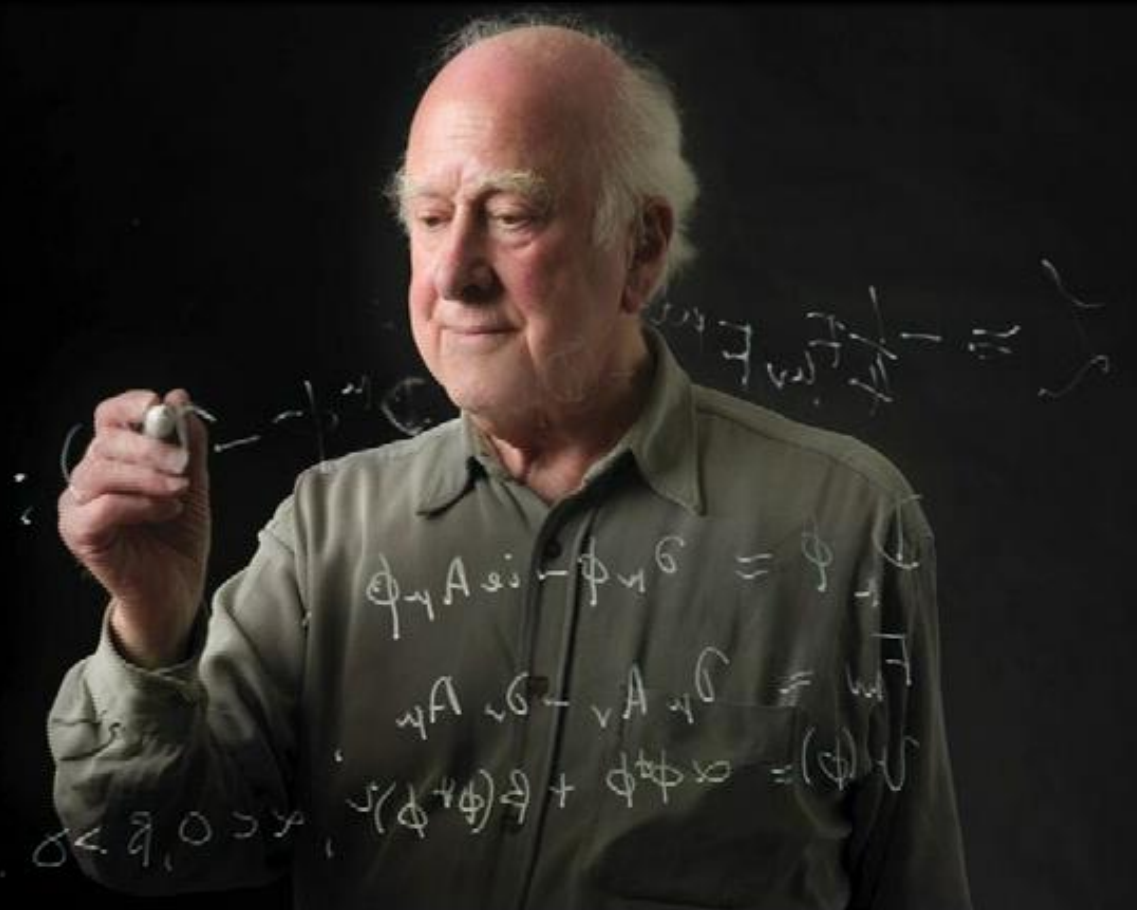
# Size of things

## How does CERN Measure?



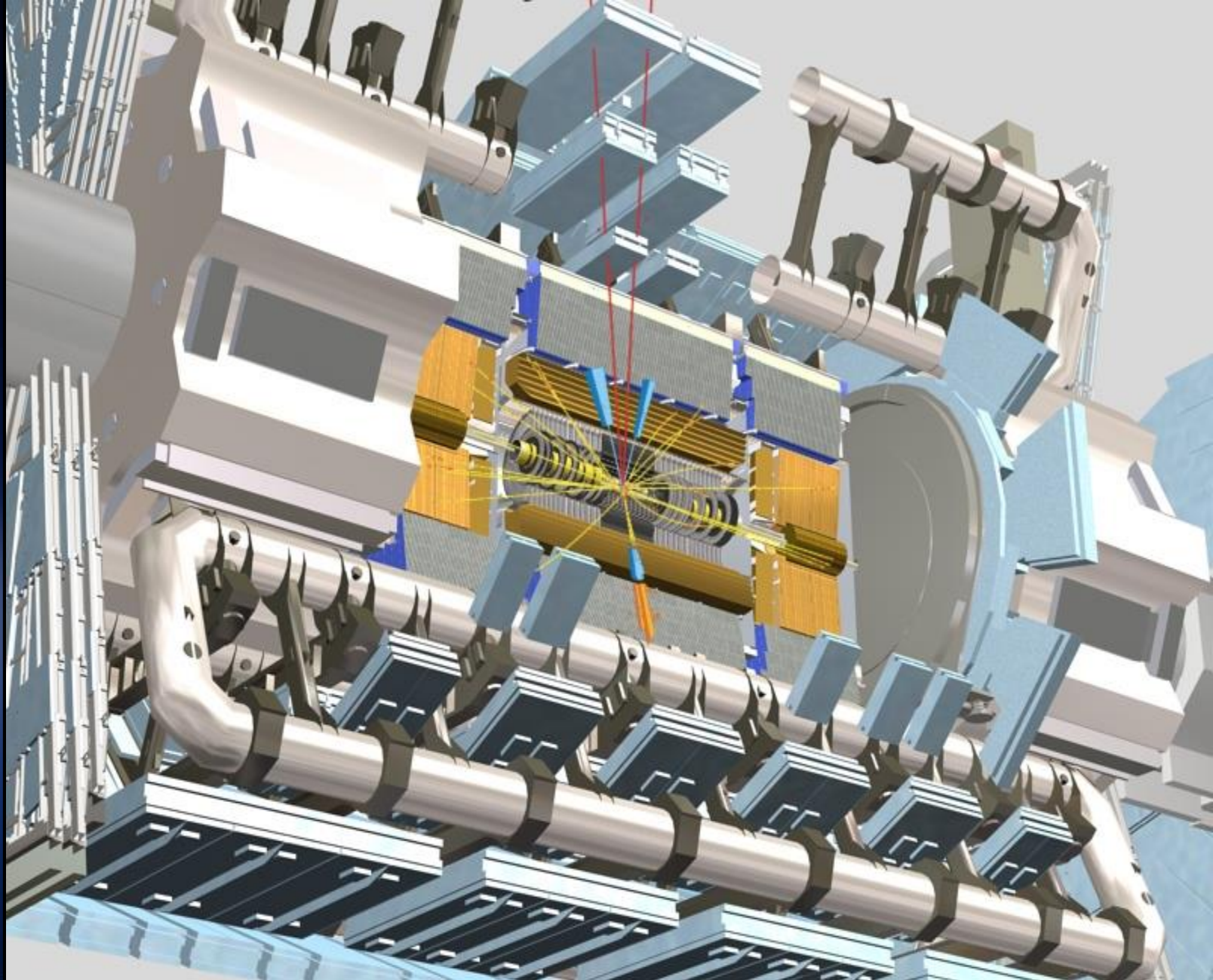


# Where do we start?

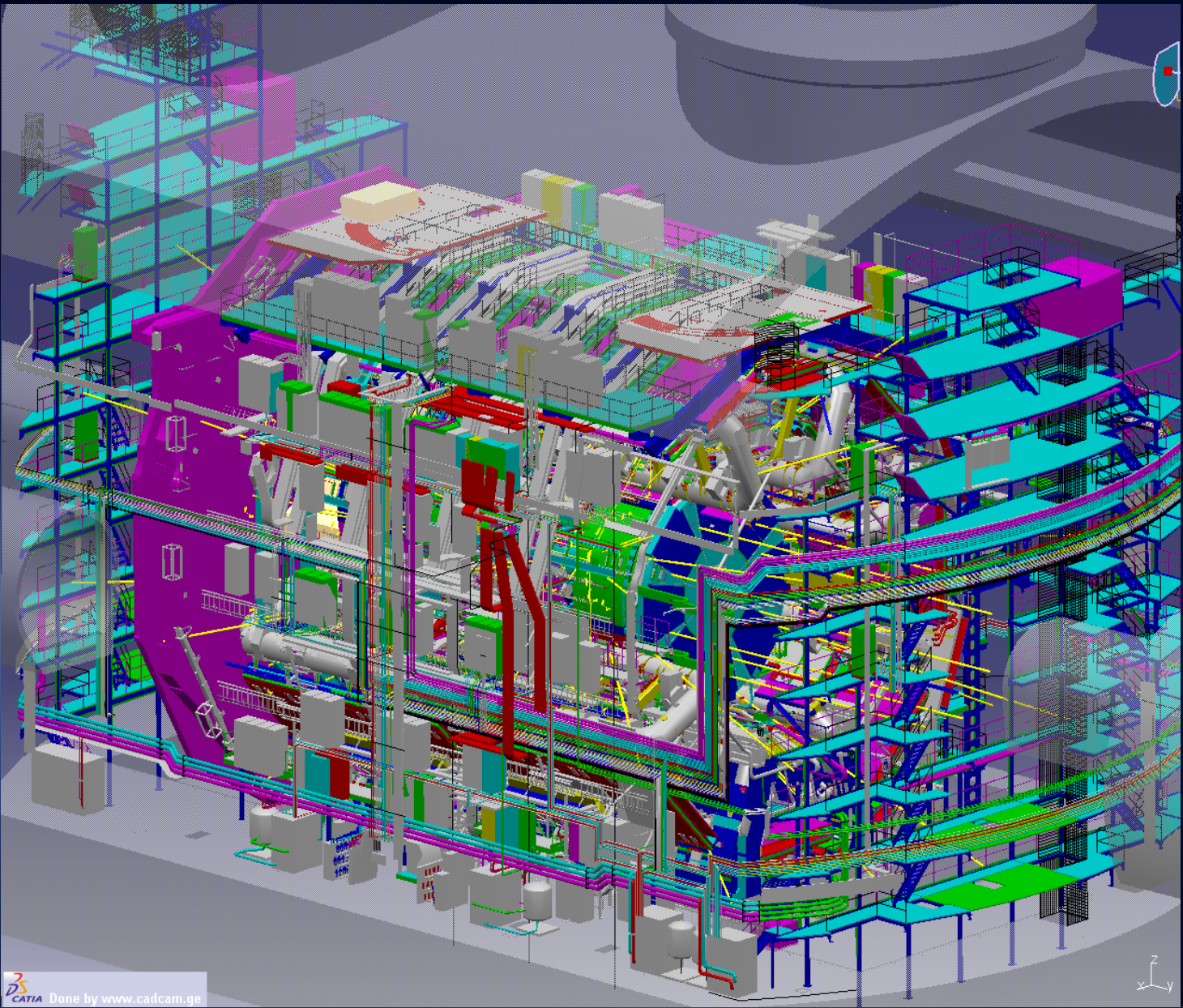






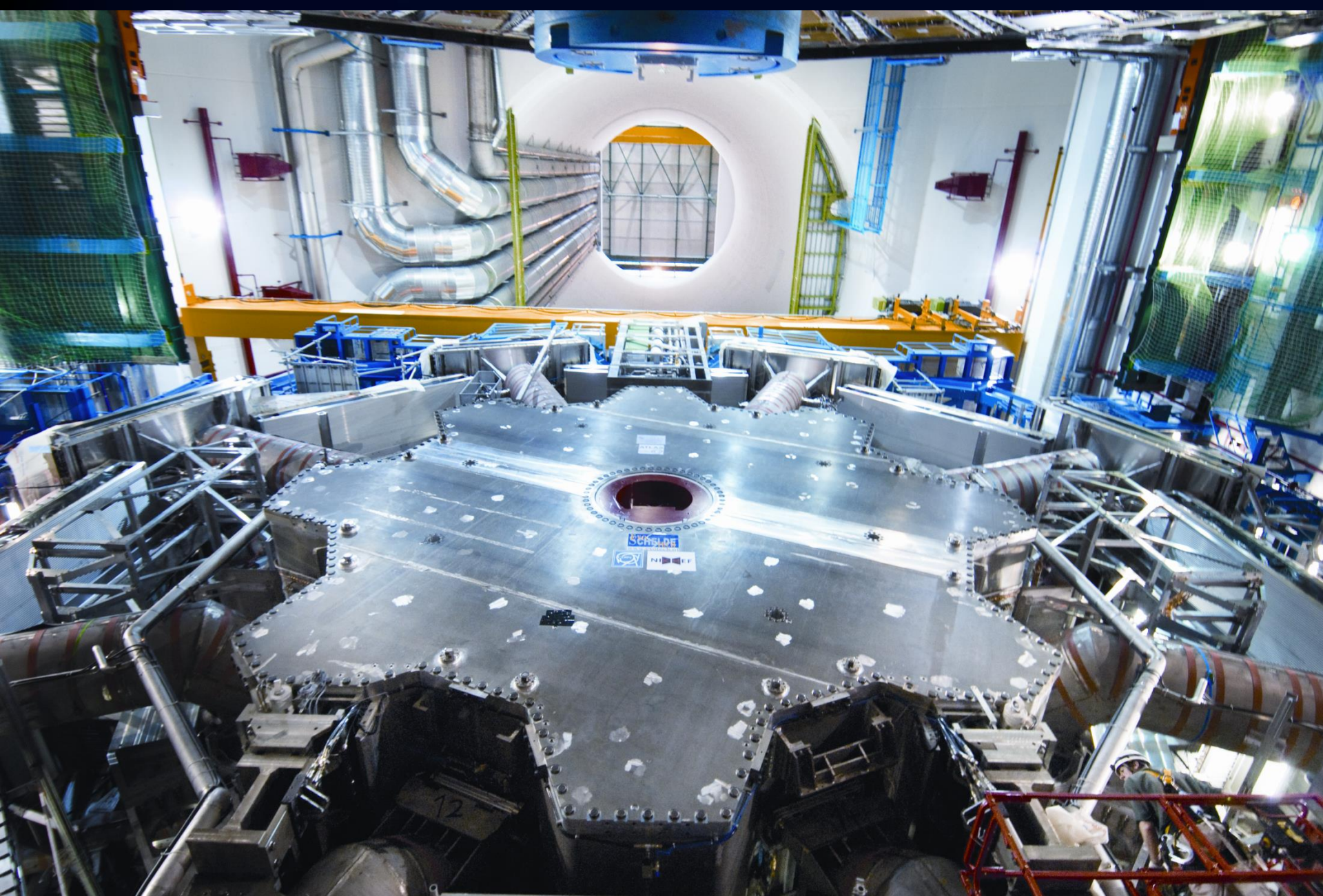






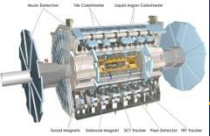
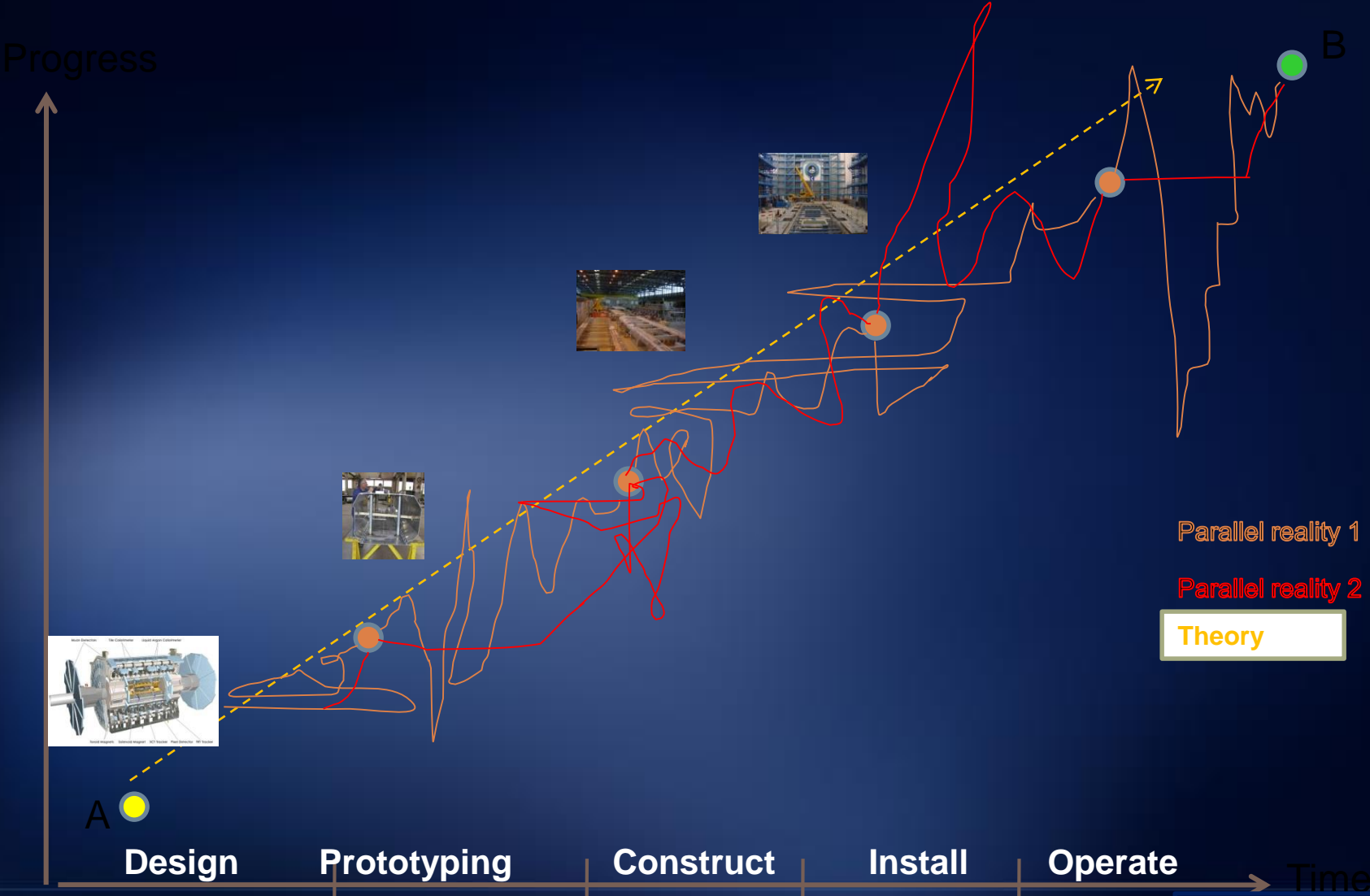
 Done by [www.cadcam.ge](http://www.cadcam.ge)



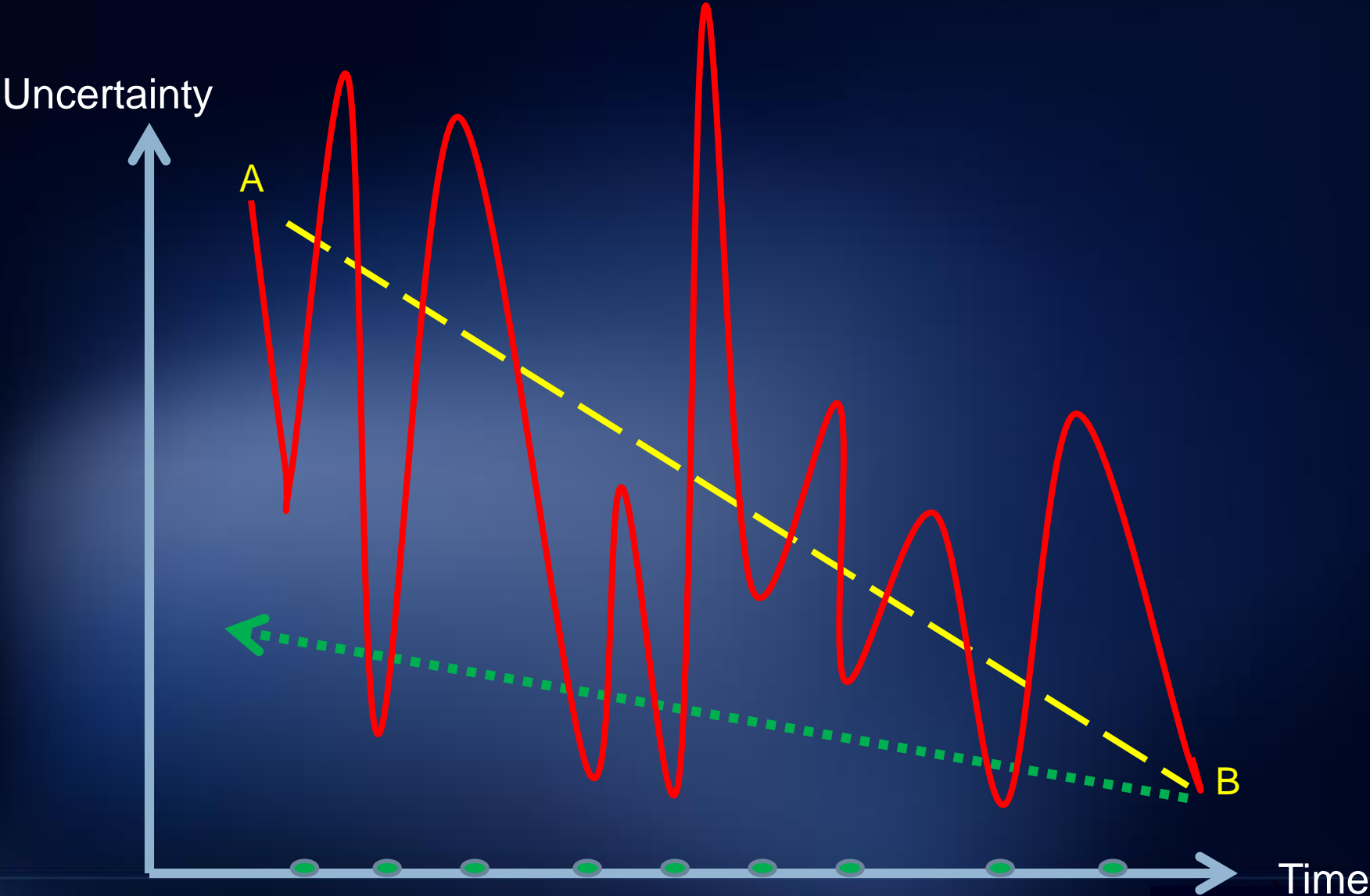




# Implementing Strategy is Not Linear

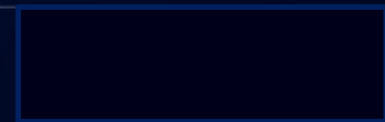
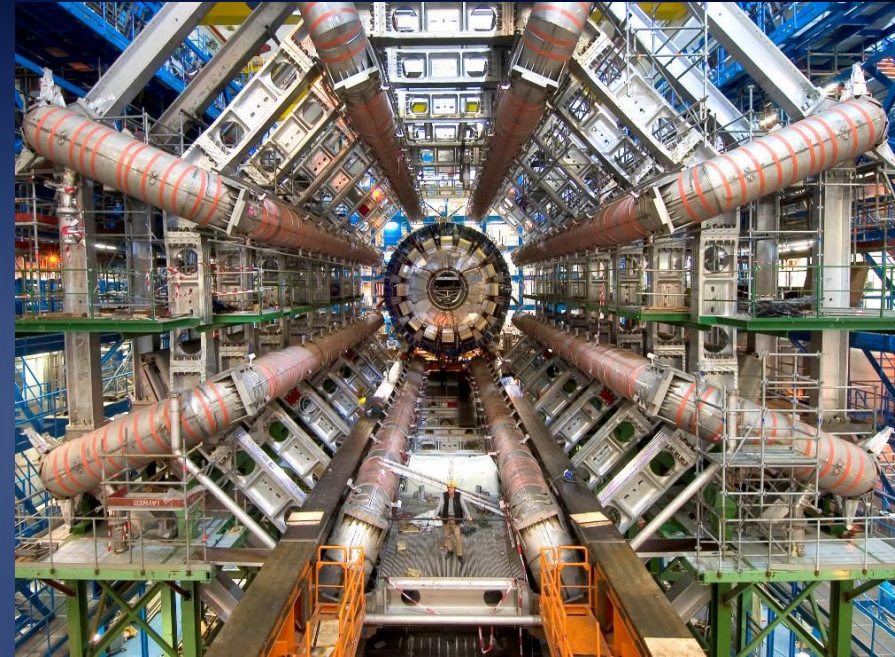
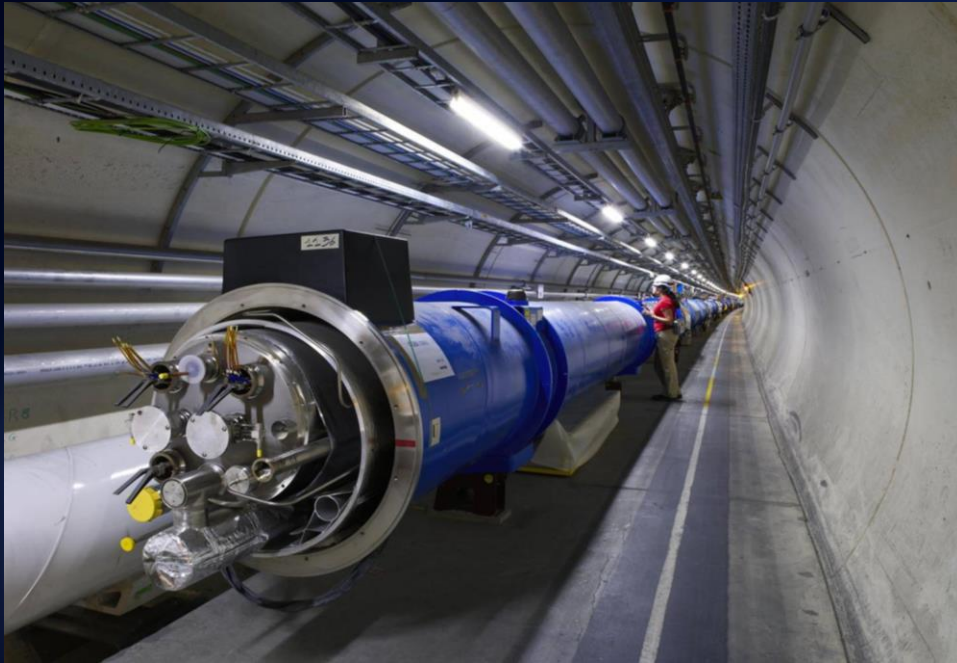


# Absorbing vs. Reducing Uncertainty

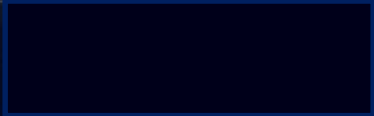




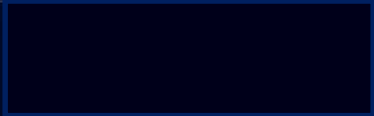
# Seeing the Micro needs the Macro (scopes)













# CERN was founded 1954: 12 European States Today: 22 Member States

- ~ 2300 staff
- ~ 730 other paid personnel
- ~ 12 000 users
- Budget (2017) ~1000 MCHF

- **22 Member States:** Austria, Belgium, Bulgaria, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Israel, Italy, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland and the United Kingdom.
- **2 Candidate for Accession to Membership of CERN:** Cyprus, Serbia
- **8 Observers to Council:** India, Japan, the Russian Federation, the United States of America, Turkey, the European Commission and Unesco

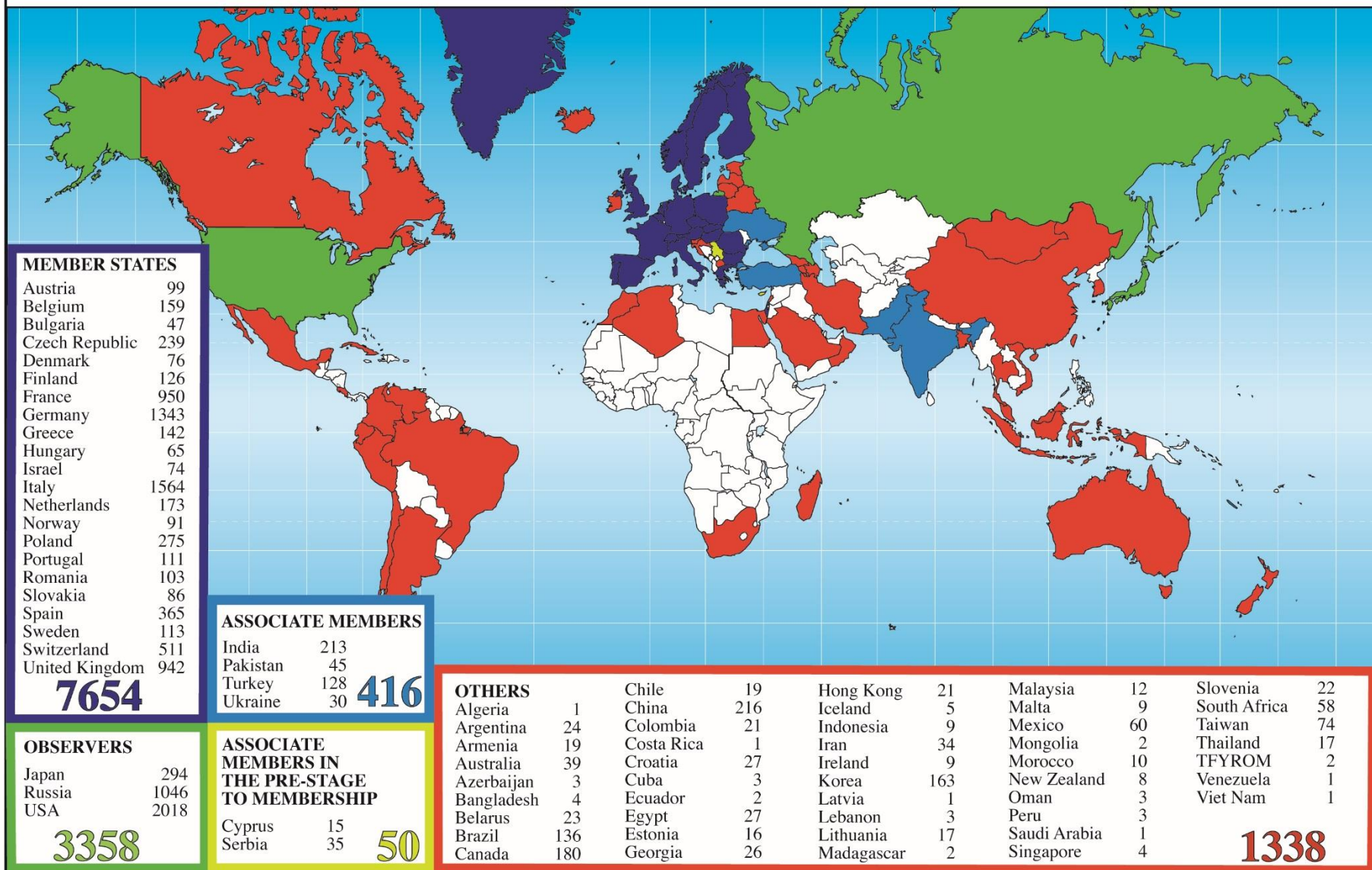






# A Global Reach

## Distribution of All CERN Users by Location of Institute on 12 January 2017





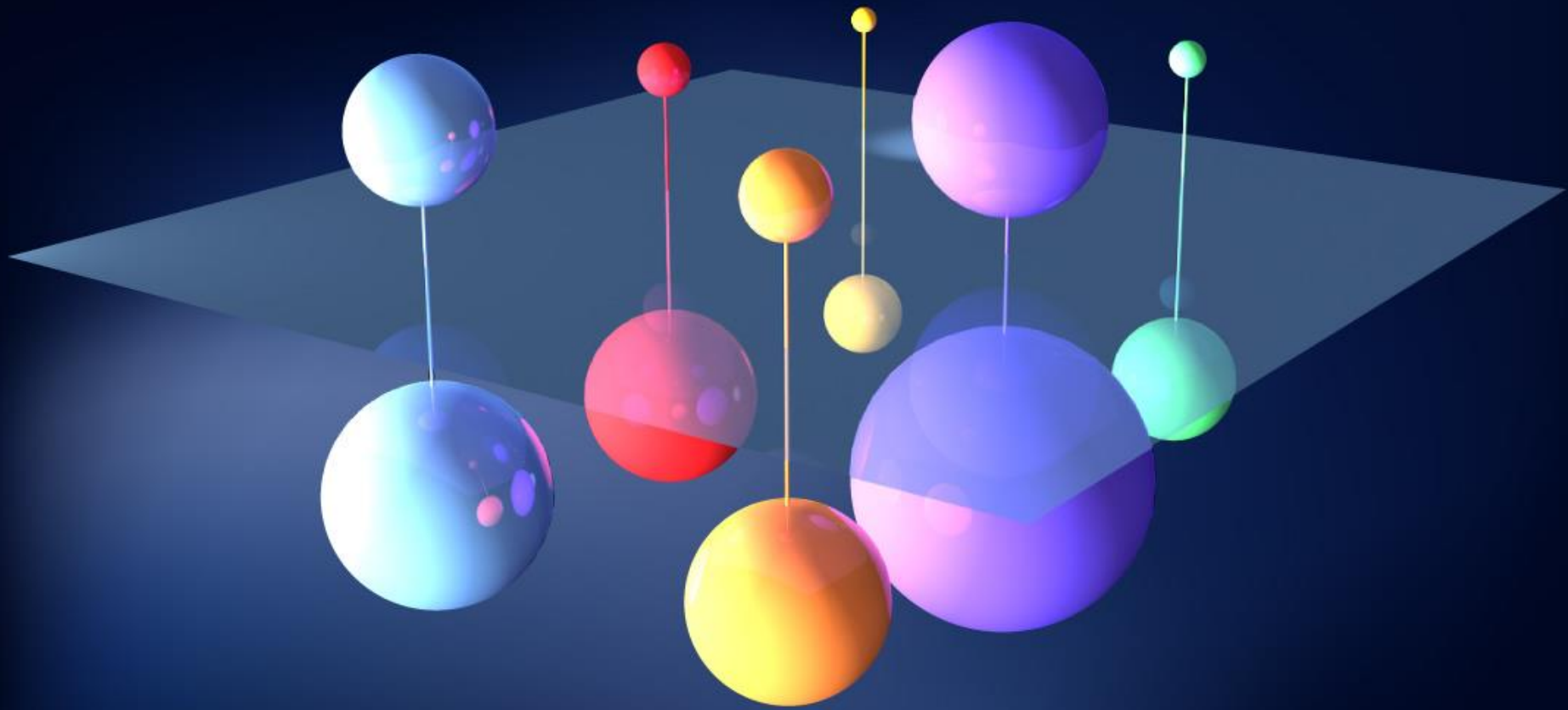
# (How) Do We Manage This?

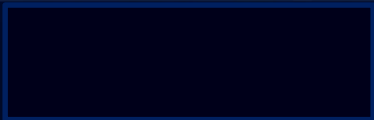
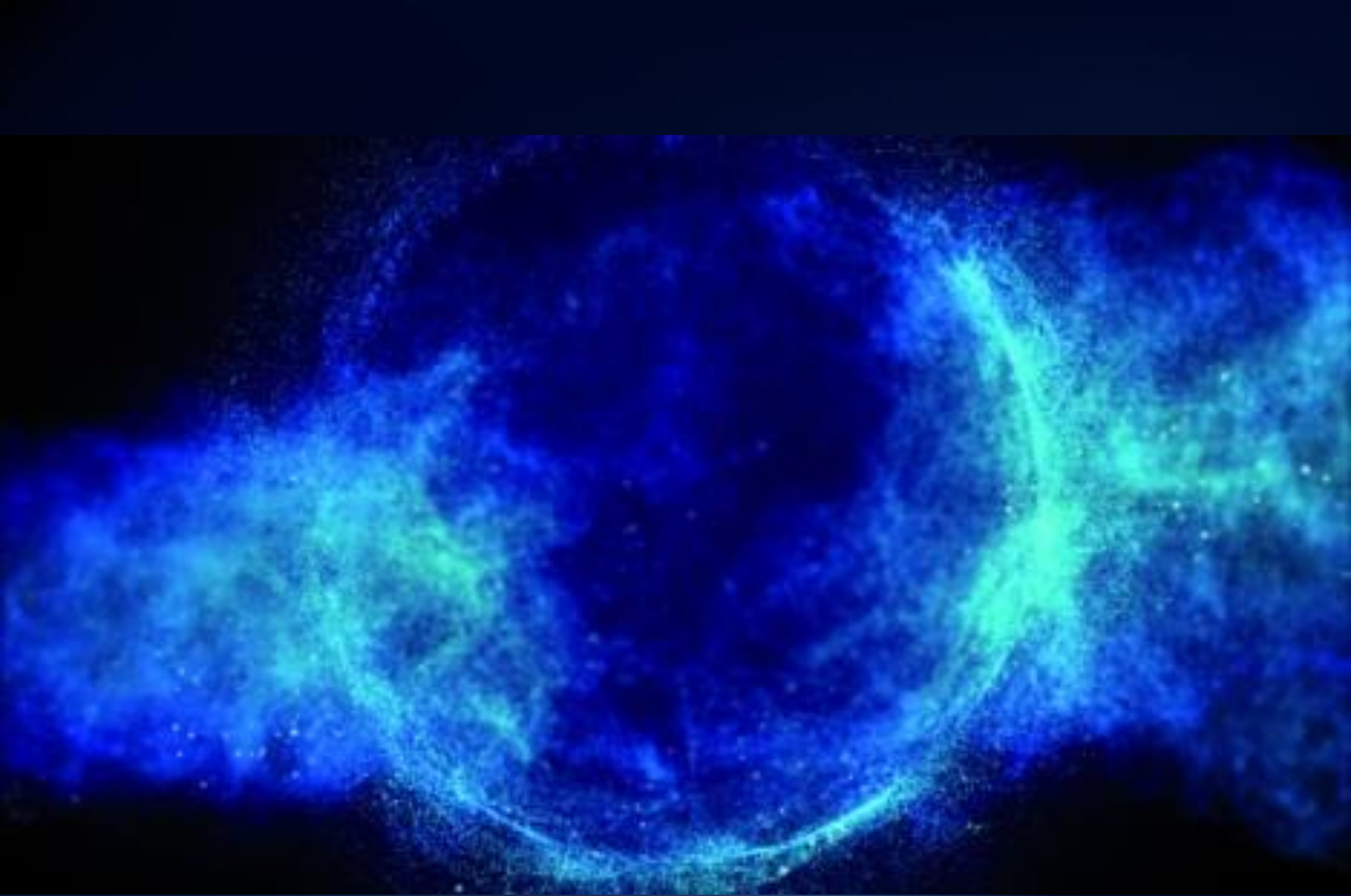
1. Vision
2. Commitment
3. Tolerance

**What is Wrong with this Picture?**

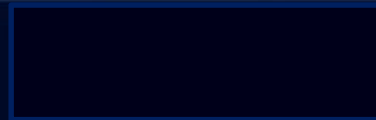


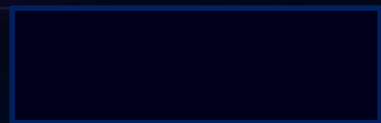




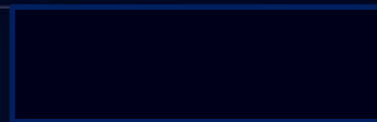
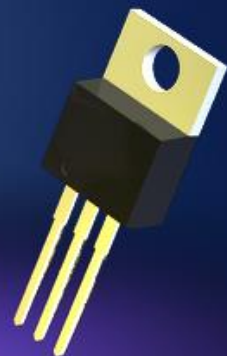
















What do you see differently?