# New possibilities

What are the potential new opportunities for customers, their articulated and unarticulated needs and aspirations?

# Change drivers

How will the most relevant drivers of change in markets –social, economic, technological –shape emerging trends?

# Market scenarios Business purpose How are existing and new markets likely to evolve, in terms of customers, channels, competitors, and ways of working? Future vision Why do we exist? What is our contribution to the world? What do we distinctively do? **Business ambition** What is our inspiring vision of the future? How will life be better for people? Future space Given this business purpose, and future vision, what do we want to achieve as a business? So what kind of business are we? What market are we really in? How can we articulate our business in a

better, more inspiring and distinctive way?

# Potential segments Profitable segments Evaluate existing customer segments Explore 'adjacent' customer segments (eg (defined by type, need, motivation) by similar needs, attitudes) as potential new existing and potential profit. markets. Profitable geographies Potential geographies available partners). Evaluate existing customer geographies Explore 'adjacent' geographic regions (eg (defined by region, culture distance) by nearby, similar culture, structures) as existing and potential profit. potential new markets. Potential categories Profitable categories Evaluate existing customer geographies Explore 'adjacent' categories (eg similar

products, complimentary benefits) as

potential new markets.

(defined by sector, product, application) by

existing and potential profit.

# Potential for profitable growth

Evaluate existing and potential markets in terms of their attractiveness (ability to add value to customers, profit and growth potential), and accessibility (competitiveness, ease of entry, available partners).

# Target markets

Prioritize your markets based on current and future potential, including the relative importance of growth by segment, geography or category to your business, or a mix of all.

# Change the 'why'

How could you change (redefine, extend, etc) the purpose or ambition of your business and brand? eg business goals, benefits, applications.

## Change the 'who'

How could you change (refocus, extend, etc) the core audience? eg a new segment, different influencers or decision makers.

# Change the 'what'

How could you change (reinvent, extend etc) your products and services? eg additional services, price positioning, and customer experience.

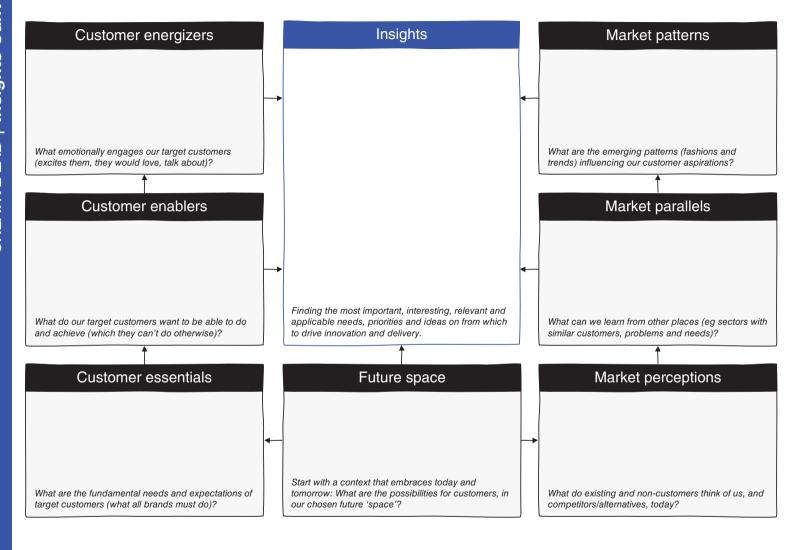
## Change the 'how'

How could you change (reconfigure, simplify etc) the way you work? eg business model, partners, organisation, channels, rewards.

#### Change the game

How will you combine a number of these factors, to change the way the market works? What are the differences (structures, processes, behaviours) between the old and new 'game'? Which will be most significant? What will be the benefit for customers and business?

# Target markets Market space Where to focus What is your distinctive space in the world - how will Making the strategic choices about where you will What are the potential new opportunities for you define it, the business that you are in? focus, to shape the future in your own vision. customers, and the benefits they would deliver? Change the game How to compete Distinctive assets How will you play a different "game" in the market, Making the strategic choices about how you will What do you have (ideas, partners, brands, networks disruptively and distinctively? compete and succeed in this space. etc) that enables you to do this better? Horizon planning Pivot points What to do to win What are the big moments on this journey, the most Making the strategic choices about what you will What are the big (typically 3) phases (over the next dramatic shifts, the key deliverables? need to change, develop and deliver over time. 1–5 years) to deliver this strategy?



#### Customers

How will you encourage customers to collaborate with the business? And even more powerfully between themselves, enabled by the brand?

#### **Employees**

How will you encourage employees to collaborate between each other? Particularly across functions and distance?

#### **Partners**

How will you encourage partners to collaborate (eg suppliers, distributors, complinementors), facilitating a business ecosystem?

#### **Experts**

How will you encourage experts to collaborate with your business (eg tech specialists, experienced retirees, creative agencies)?

#### Collaborative business

Building an 'ideas and networks' business that is sustained through smart collaborations that bring people together. Creating the infrastructure and incentives to enable this (eg open forums, competitions, and communities), and business model to capture the benefits for collaborators and the business (faster, cheaper, better).

#### Co-design

How to facilitate shared ideas and design, that embraces different perspectives and priorities? (eg ARM's business ecosystem, Nike's ID Studio)

### Co-develop

How to facilitate shared build and delivery, that taps into other capabilities and networks? (eg Threadless t-shirts, P&G's Connect+Develop)

#### Co-consume

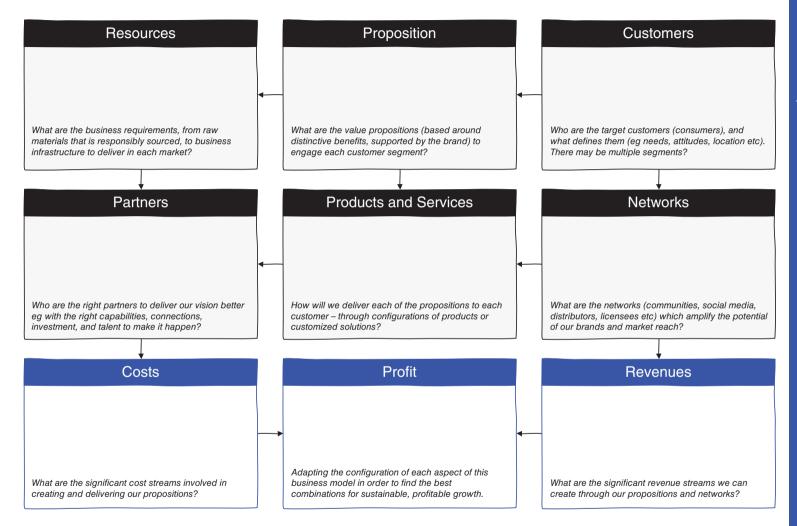
How to facilitate shared purchase and usage, that is good for customers and the environment (eq Airbnb's rooms to rent, Zipcars's car sharing)

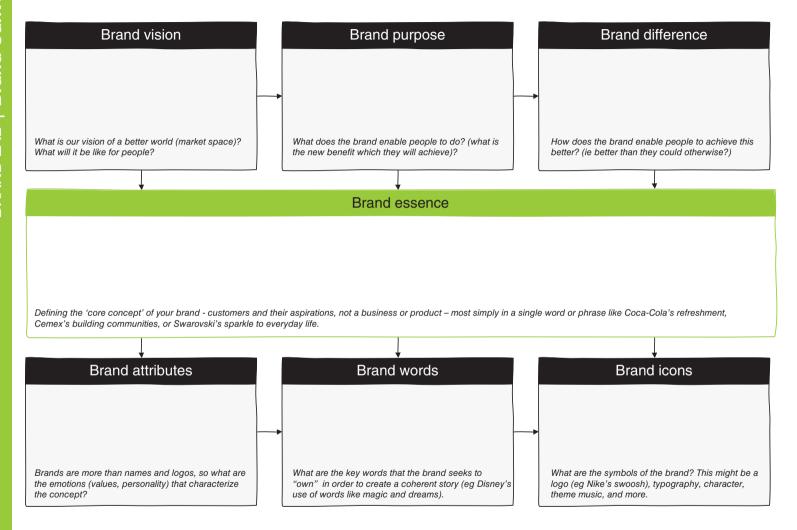
# Co-support

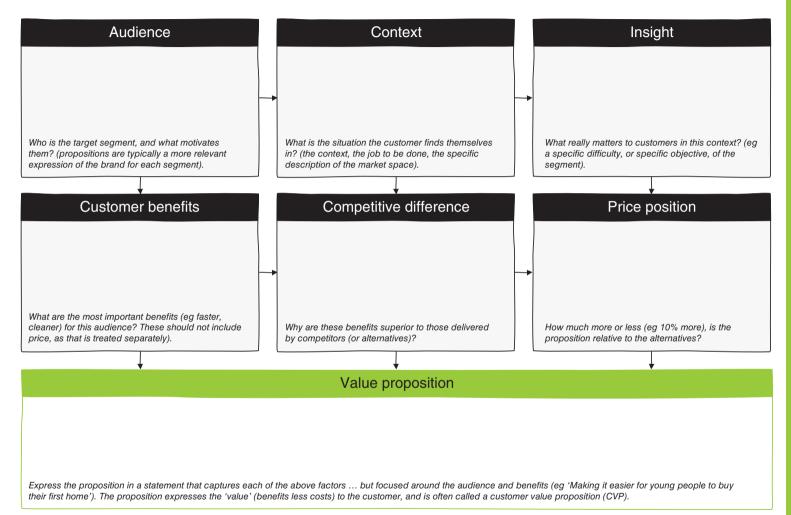
How to facilitate shared support and selling, that is built around community and advocacy? (eg Avon's network selling, Apple's help forums)

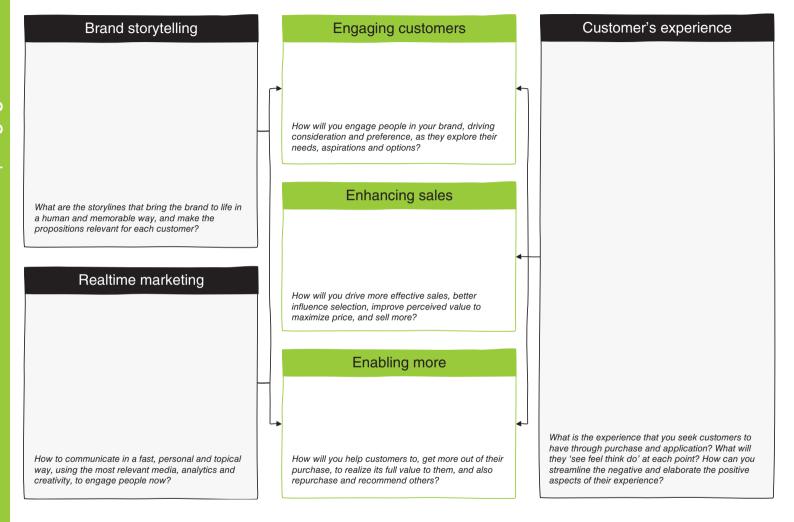
## Possibilities Idea fusion Concept design Stimulating creativity through, what is possible -Convergent ... Clustering together the best ideas technological capability, best in class solutions, ideas into themes with similar customer benefits ... from other places, and random catalysts. shaping small number of molecules (concepts). Evaluation Insights Finding the 'right question' to answer through Evaluating each of the emerging concepts in terms Divergent ... generating lots of ideas, using each innovation, based on a prioritization of the most 'wave' spark more ... and in particular through of customer and business attractiveness (high important customer and broader insights. "unusual combinations" (fusions). medium low - impact, cost, time, risk etc). **Business innovation**

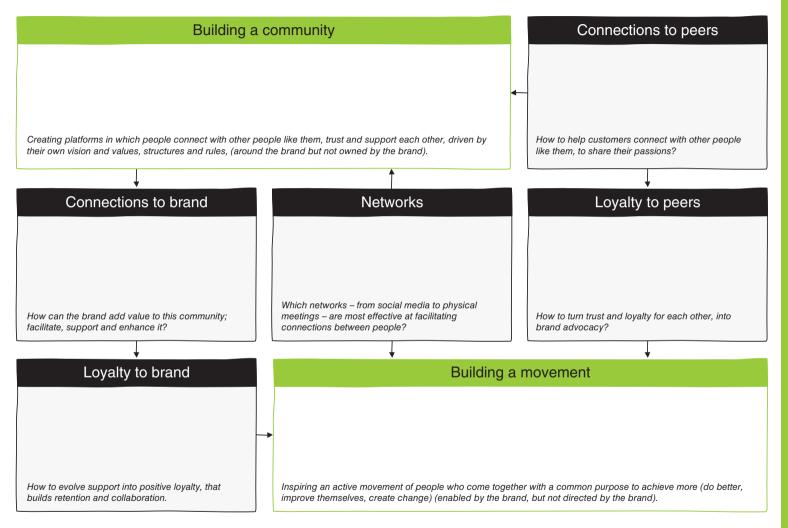
Innovating the total business concept - from product and service, business model and customer experience, partnerships and relationships ... Accelerating the 'best few' evaluated concepts to shape further through in-market testing and adaption ... to innovate the market and application, as well as business and solution.











#### Fit

Building your personal and professional fitness, the physical and mental capacity, energy and agility, to be a leader of change.

#### **Future**

Having a future orientation, making sense of a changing world, the vision to shape the future, and to leave a positive legacy.

#### Focused

Combining creative flexibility with the disciplined focus to define clear priorities and deliver against business and personal targets.

#### Financial

Balancing the short and long-term demands and performance of the business financially, whilst staying true to the purpose and vision.

#### Gamechanger leader

Changing your own 'game' whilst inspiring the organization to do likewise – a change agent and innovator. Head up not head down, delivering today whilst also creating tomorrow.

# Amplify potential

Increasing the capacity of your people and partners, brands and business to achieve more through more creative and diverse connections, bigger thinking in a bigger space.

#### Communicate

Articulating a clear vision that inspires followers, goals and priorities that creates effective focus, whilst listening and engaging all stakeholders.

#### Coach

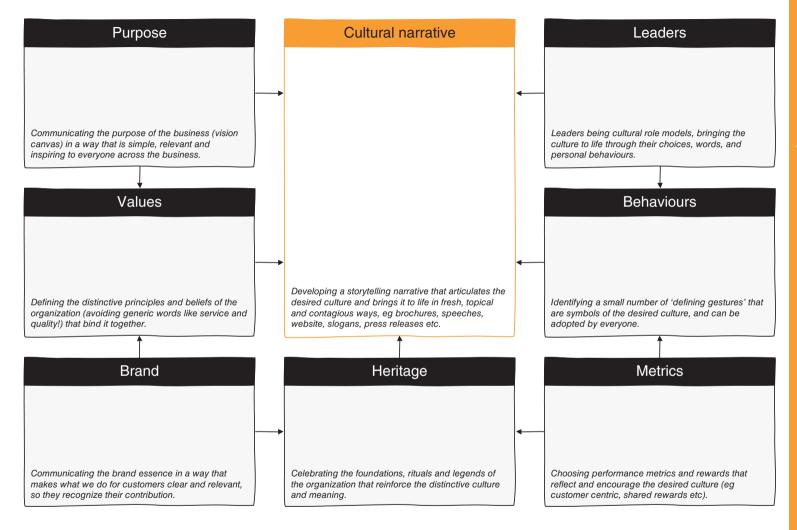
Actively supporting your people in how they think and act, on their side, helping them to perform better individually and as teams.

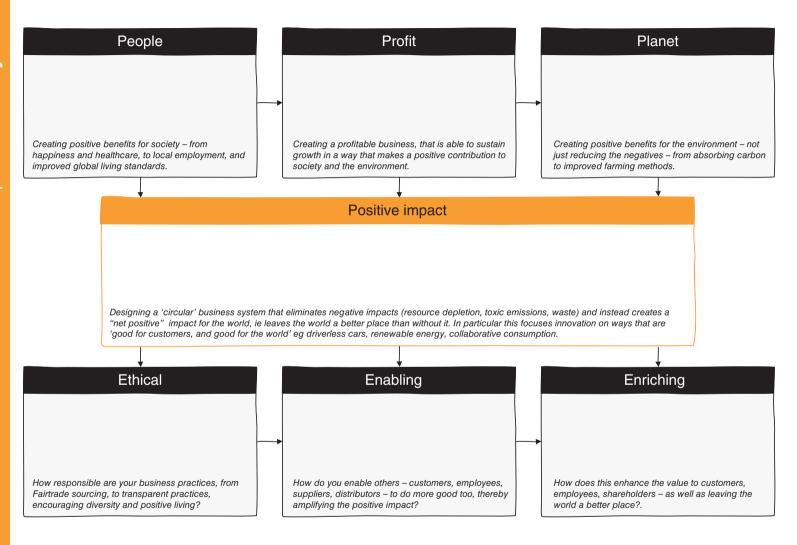
#### Catalyse

Stretching and challenging the organization, to think bigger and better, disrupting the culture, exploring new ideas, encouraging participation.

#### Connect

Connecting people and partners, ideas and innovations, to create more novel solutions, break down boundaries and improve innovativeness.





#### Market drivers Revenue Market mix What are the factors that determine success in the What are the revenue streams, ideally from sources market eq the relative importance of scale, choice that are profitable and growing? How can you provenance, innovation, growth etc? enhance and accelerate these revenues? **Customer drivers** Profit Optimizing your choice of markets and segments to balance short and long-term success. Product mix What are the factors that create perceived value, How profitable is the revenue generation, driven retention and advocacy for customers eg the relative through adding value as well as efficiency? How can importance of brand, price, service, etc? you enhance this profitability? **Business drivers** Value creation Optimizing your portfolio of brands and products to balance short and long-term success. What are the factors that determine success What is the economic value of the business, based financially eg capital, operating costs, risks, speed, on current and future performance? How is the value time, accessibility, licenses etc? shared for sustained growth?