GAMECHANGERS
ARE YOU READY TO CHANGE THE WORLD? CREATING INNOVATIVE STRATEGIES FOR BUSINESS AND BRANDS

PETER FISK
From Alibaba to Zynga, Azuri to Zidisha, Airbnb and Zipcars, a new generation of businesses are rising out of the maelstrom of economic and technological change across our world. These are just a few of the companies shaking up our world. Over the last 12 months I have completed a huge research project to find the 100 companies, large and small, from every continent, who are changing our world … and to learn from them, the best new approaches to business and brands.

“Gamechangers” are disruptive and innovative, start-ups and corporates, in every sector and region, reshaping our world. They are more ambitious, with stretching vision and enlightened purpose. They see markets as kaleidoscopes of infinite possibilities, assembling and defining them to their advantage. They find their own space, then shape it in their own vision. Most of all they have great ideas. They outthink their competition, thinking bigger and different. They don’t believe in being slightly cheaper or slightly better. That is a short-term game of diminishing returns.

Why be 10% better, when you could be 10 times better?

Gamechangers think and act differently. They fuse digital and physical, global and local, ideas and networks. They win by being smart, fast and connected – rather than through scale and efficiency.

They capture their higher purpose in more inspiring brands that resonate with their target audiences at the right time and place, enabled by data and technology, but more through empathetic design and rich human experiences. Social networks drive reach and richness, whilst new business models make the possible profitable. They collaborate with customers, and partner with other business, connecting ideas and utilising their capabilities. They look beyond the sale to enable customers to achieve more, they care about their impact on people and the world. Ultimately they want to create a better world.

“Gamechangers” by Peter Fisk is just published by Wiley, including 100 case studies, and 16 practical canvases on which to apply the best ideas to your own business. It is supported by a range of seminars, workshops and digital resources … For more information explore www.Gamechangers.pro … or email peterfisk@peterfisk.com
GAMECHANGERS
Are you ready to change the world? Creating innovative strategies for business and brands
Free chapter: Are you ready?
Chapter 1 ... ARE YOU READY?
Are you ready to change your world?

“Moonshots” are the incredible, seemingly impossible, ideas that can change our world.

Google X is a moonshot factory. Full of creative thinkers, optimists, seeking out the big opportunities and most challenging problems, that with a little imagination and a lot of innovation might just make our world a better place. From intelligent cars to augmented vision, the [X] team fuses tech possibility with human need, to create more audacious, inspiring futures.

This is how we move forwards.

From Galileo’s vision to Da Vinci’s mechanics, Ford's cars to Bell’s phones, Apple's devices to Dyson's cleaners. They enrich society, and make life better. Markets emerge out of new possibilities, seeing things differently, thinking different things. Brands capture big ideas, innovation turns them into businesses, and future growth.

We live in the most incredible time.

Days of exponential change and opportunities limited only by our imagination. A world where impossible dreams can now come true. A period of awesomeness. From Alibaba to Zespri, Ashmei to Zidisha, Azuri and Zipars, a new generation of businesses are rising out of the maelstrom of economic and technological change across our world.

“Gamechangers” are more ambitious, with stretching vision and enlightened purpose. They see markets as kaleidoscopes of infinite possibilities, assembling and defining them to their advantage. Most of all they have great ideas, capturing by brands that resonate with their target audiences at the right time and place, enabled by data and technology, but most of all by rich human experiences. Social networks drive reach and richness, whilst new business models make the possible profitable.

Our challenge is to make sense of this new world, to embrace the new opportunities in innovative ways, and to be a winner.

What’s your game?

Branson flashed his trademark grin, flicked his shaggy maverick hair.

“Business is like the best game you could ever imagine”

We talked about his multi-billion dollar investments in financial services, media and telecoms, airlines and space travel. He described his responsibility to hundreds of thousands of staff, and millions of customers.

And he was calling it a game.
He was having fun now, challenging the notions of conventional strategies and structures, especially in the biggest companies. The essence of Virgin, he said, is to do things significantly different and better.

He talked about his admiration for kids, and for the next generation of entrepreneurs, especially those in fast-growing markets who have hunger and passion, and was inspired by iconic revolutionaries, Nelson Mandela and Steve Jobs.

“You’ve got to think different, uninhibited like a child, never give up, have an ambition that you really care about, take more risks, be ingenious, make a bigger difference to people’s lives, have incredible fun, but also play to win.”

I asked him what keeps him going. “Doing things different, unexpected and a bit crazy” he said. “It’s about playing the game. But the best way to win is to change the game”.

Whilst he says he’s not too old for an all-night party, Branson loves a game of tennis, and that’s after he’s swum for an hour each morning along the coast of his own Neckar Island.

From his earliest venture, launching a student magazine, he would always do things differently. He launched his first airline with no knowledge of the travel industry, but he had a big idea, to provide low-cost travel that was modern and fun. And he had a brand that at least some people loved. He could see an opportunity to disrupt the market, to be on the customer’s side. When he launched mobile phones, he piggy backed on somebody else’s network, to grow further and faster, and targeted a new generation of consumers.

Even Virgin Galactic, his latest and craziest business, is not all it might seem. He had no experience of space travel. But he got together with glider designer Burt Rutan to do things differently, launching his spacecraft from the back of a mother ship, eventually to be fuelled by his algae farms of the Caribbean, hugely reducing costs and carbon emissions, and enabling daily departures and landings.

Perhaps the most surprising revelation is that space is not really the frontier. Branson’s real ambition for Virgin Galactic is inter-continental travel. Imagine a one-hour flight from Rio to Jakarta, or Cape Town to Beijing. It could get a little weightless on the way, but could transform the way we think about the world.

Whilst Branson was still playing, it was already evening in Beijing.

Li Ka-Shing was sitting down to a dinner of his favourite snake soup. The Chaozhou-born, Hong Kong-based chairman of Hutchison Whampoa is the richest man in Asia, worth around $30 billion according to Bloomberg.

Yet he lives a relatively frugal existence, wearing simple clothes and a $50 Seiko watch on his wrist, and has donated much of his fortune to education and medical research.
This is a man who sees business as an ancient game, rooted in Chinese culture’s “Wu Xing” where the five elements – wood, fire, earth, metal and water – come together in a mutually generative sequence.

You can see these phases in Li’s business investments which include construction and energy, mining and technology, shipping and banking. Together they account for over 15% of the market cap of Hong Kong’s Stock Exchange.

Li loves a game before work too. In fact you’ll find him at 6 every morning teeing off at the Hong Kong Golf Club with his playing partner, movie mogul Raymond Chow.

Whilst Asia rises, the old is still important. And that great old “Sage of Omaha”, investor Warren Buffett, still knows how to play too.

Twice as wealthy as his Asian peer, Buffett loves to surprise his shareholders when they gather at “the Woodstock of business”, Berkshire Hathaway’s annual meeting. Forget slick graphics explaining the complexities of financial markets, this is different.

As the lights dim, there’s a roar off stage, and 80 year old Buffett rides on dressed in a leather jacket, on the back of a shining Harley Davidson. He grabs a guitar and starts playing a song. His review of the year. His shareholders love it.

In fact it’s interesting how playful the world’s most famous entrepreneurs are.

Mark Zuckerberg began writing software at the age of about 10. As his father once said “Other kids played computer games, Mark created them”. Whenever he came across somebody else’s game, he would hack into the code, change it, to make it better.

Facebook itself started out as a game.

Enrolled at Harvard to study psychology and computer science he was quickly distracted, famously creating a game called FaceMash which invited fellow students to vote for the hottest girls (and guys) on campus.

Soon he changed the game, under pressure from some of his peers and University administrators. Facebook was born. And a billion people followed.
Living in the zig-zag zeitgeist … from west to east, digital and physical, where small companies outpace big ones
Living in the zigzag zeitgeist

More than half the world live inside a circle based 106.6° E, 26.6° N, and within 4100km of Guiyang, Guizhou Province, in southwest China. A quick snapshot of our changing world demonstrates the dramatic change which surrounds us, and is or will disrupt every business:

• **Middle world** ... Global population has **doubled** in the past 50 years, with a shift from low to middle income groups, a new consumer generation (OECD)
• **Young and old** ... As life expectancy has boomed, now over 70, and births have declined, from 5 to 2.5, we live longer, with different priorities (UN).
• **Mega cities** ... Urban populations will grow from 3.6bn in 2010 to 6.3bn by 20, representing 96% of the global population growth (World Bank)
• **Flood warning** ... By 2050 at least 20% of us could be exposed to floods, including many cities, an economic risk to assets of $45 trillion (World Bank).

Brands come and go with much more regularity, products are built across the world, small business working together in networks:

• **Business life** ... Over 40% of companies in the Fortune 500 in 2000 were not there in 2010. 50% will be from emerging markets by 2020. (Fortune)
• **Made in the world** ... 55% of all products are now made in more than one country, and around 20% of services too (WTO)
• **Small is better** ... 70% of people think small companies understand them better than large. The majority of the world’s business value is now in privately owned.
• **Corporate trust** ... While 55% of adults trust businesses to do what is right, only 15% trust business leaders to tell the truth (Edelman).

Technological innovation is relentless, currently digital and mobile, but rapidly becoming more about clean energy and biotech:

• **Always on** ... 24% of world population has a smartphone, typically checking it 150 times per day, spending 141 minutes on it (Meeker)
• **Digital markets** ... 80% of websites are US-based, 81% of web users are non-US based, 70% of the value of all e-commerce transactions are B2B (IAB)
• **Instant content** ... Content on the internet tripled between 2010 and 2013. 70% is now video. The half-life of social content is 3 hours (bit.ly)
• **Future energy** ... By 2017, there will be close to $11 Billion in revenue from 35-million homes generating their own solar or wind power (GIGAom)
Customers feel increasingly ambivalent to brands and companies. In a world of infinite choice, their priorities and preferences have changed:

- **Bland brands** ... 73% of people say they wouldn’t care if the brands they used disappeared. 62% say they are not loyal to any brands (Ad Age)
- **Customer emotions** ... 70% of buying experiences are based on how people feel, loyal customers are typically worth 10 times their first purchase (McKinsey).
- **Service costs** ... 7 times more to acquire customers than keep them, 12 positive experiences to make up for one unsolved negative experience (IBM)
- **Family life** ... The amount of time parents spend with their children continues to go up, fathers spend three times more than 40 years ago (Meeker)

**The end of the world as we know it**

When Henry Ford launched his Model T in 1908 his Detroit assembly line, his innovative product, and his pioneering marketing machine, transformed an industry. His efficient mass-production methods reduced prices, improved quality, and created vast wealth. He dominated the market, and by 1918 half the cars in America were Fords.

It was the third wave of the industrial revolution.

The first wave of the industrial revolution had been about **invention** – from the forging of iron in the Shropshire valleys, the spinning jenny for making textiles, and James Watt’s steam engine. The second wave was about **application** – Robert Fulton’s steamboat on the Hudson River, Alexander Bell’s telephone, and Thomas Edison’s light bulb.

The third wave was about **transformation**, when the innovations take on a scale, and can change the world – from the mass production of cars, railways and airplanes, huge factories and modern medicines. This transformed people’s lives, improving health and education, the growth of cities and international trade.

Whilst the industrial revolution had begun in the north of England, making Britain powerful and wealthy, it soon spread across Europe and to America, and in later years beyond, particularly to Japan. It was 250 years of disruption, after 7000 years of a society based around agriculture. Waves of revolution in the industrial and digital ages

Now, as that age closes, we are in the midst of the **digital revolution** – embarking on the third wave of a new age that will change the world again, even faster.

The first wave, about invention, started with transistors that led to integrated circuits, rise of **computers** and the miniaturisation of machines ... from video games and mobile phones through to 1990 when Tim Berners Lee introduced the World Wide Web.
The second wave, about application, is well known to us today. Internet and mobile communications pervade our lives, shopping on Amazon with our Apple iPads, a world of knowledge through Google and Wikipedia, a world without borders by Facebook and Skype. First distracting us, now embraced as the way we live.

The third wave of the digital revolution is when everything changes, when digital is transformational, when power really shifts.

Whilst the last 20 years of technology has inspired us, it is only now that the game really changes – when the “gamechangers” shape the future. Mass production is rapidly becoming obsolete, 3D printers are already replacing factories, companies work in virtual networks, products bought on demand and customised by default, whilst personal channels are replacing stores which used to second guess what people wanted.

In the past we created average products for average people. We made the products ourselves in big factories that absorbed significant capital investment. We needed to sell huge scale to secure a return on investments. Markets were largely homogeneous because every competitor was close to average, therefore we could measure results by market share. We used mass-market, broadcast advertising with average messages, at times to suit us, pushing people to buy more of what we wanted.

This game doesn’t work anymore. That was the industrial age. Soon we will see the end factories, shops and advertising.

Digital is by its nature, not about size or geography, capability or experience. It is borderless and democratised, enabling anyone to have an impact. Mikael Hed sits in Espoo creating games like Angry Birds that entertain the world, Eric Magicovsky could be anywhere raising $10 million from 69000 people on Kickstarter to launch his Pebble smartwatch. Vicky Wu flies between LA and HK building “prosumer” demand for her latent fashions with ZaoZao.

This is the third wave of the digital revolution, where ideas can change people’s lives, where anybody can change the game.

Where the future begins

The value of business lies not in what is does today, but in what it seeks to achieve tomorrow. That might seem a little idealistic, given the short-term obsession of many organisations with operational performance, yet it is the future that most interests investors and private owners who now dominate the business world, hoping to see their investments grow through future profits.

Most business leaders are “heads down” in a relentless battle to survive, to hang onto the status quo. But that can only lead to diminishing returns. The more enlightened leaders are “heads up” looking at where they are going, making sense of how the outside world is changing with every day, identifying the new needs and expectations, the new competitors and challenges, opportunities and possibilities.

The best businesses go to where the future is.
Change the game, don’t just play the game … Create the future in your own vision, don’t live by the rules of others.
They disrupt before they are disrupted. They sell before they are worthless. They recognise that existing success is increasingly driven by out-dated beliefs and, a once-profitable niche that has now become the mainstream, a previous innovation that has been widely imitated, an economy of scale that has become irrelevant, a temporary monopoly that is no more.

As we explore the shifts and trends, the white spaces and technological breakthroughs, the new attitudes and behaviours, we need to learn to think in a different way. The **change is exponential**. So we need to jump on whilst we can. Catch the new wave, or better still, learn to ride with the successive, and ever more frequent waves of change.

When we look around us at the companies who are challenging established positions, shaking up conventions and waking up tired consumers, they are not the big companies but the small ones. They are the **speed boats**, fast and flexible, rather than **super-tankers**, steady and stable,

The challenge is extreme. It demands that we rethink where we’re going, and how to get there, rather than handing on to what made us great before.

In a fast and connected world, complex and uncertain, a winning business cannot hope to keep doing what it does, and do better. It has to do more, or different.

**We are all in the ideas business**

In Hong Kong there is a great 100 year old business that explains our future potential. For much of the last century **Li and Fung** was focused on low-cost manufacturing of textiles. That was until salary levels grew, and places like Indonesia were able to achieve much lower cost bases. The business reinvented itself as a **virtual resource** network, helping brands to find the right partners for the business, in terms of expertise, quality, and price.

Walk into a Li and Fung office in Sao Paulo or Istanbul, Barcelona or Toronto – or any one of their 300 offices in over 50 countries - and the small team of **sourcing experts** will help you find the best designers, manufacturers and distributors for your brand. Every pair of Levi jeans you buy are made with the help of Li and Fung, and around 40% of the world’s textiles. If you need finance, they’ll find you an investor, and if you need merchandising, processing or customer service, they can find the right partner for that too. Their business model can be based on fees, on commissions, or an agreed mix.

Actually, all you need is a **good idea**. Take it to Li and Fung and they can make it happen with you.

Those ideas are not the product of years of experience, of big organisations with thousands of employees, of rigorous “big data” analysis, and scientific labs. Those things can help, but they can also hinder. Fresh perspectives beat conventional wisdom, youthful insights connect with millennial markets, right brain intuition is an equal to left brain intelligence, and collaboration can achieve this even better.
And we haven’t even started on Steve Jobs. From the revolutionary Apple Mac that transformed computing. The iPod, the iPhone, the iPad. Not just incredible products with beautiful designs, but new business models creating entirely new markets, changing the world.

Or James Dyson, with his bagless vacuum cleaner. Ratan Tata, with his dramatically affordable Nano car. Amancio Ortega with his ready baked Zara clothes. Or further back in time … Henry Ford, Marie Curie, Thomas Edison, Pablo Picasso, The Beatles, Nicolas Hayek, Ted Turner and many more.

Great ideas are the result of **better thinking**.

We need to think - to see things differently, and do different things – to open our minds to new possibilities, to outthink the new competition.

- **Think bigger** … redefine the markets we are in, reframe our brands in more useful contexts, recreate the strategies for success
- **Think smarter** … refocus on the best customers and categories, reinvent every aspect of our business, realigning with new partners.
- **Think faster** … reenergise people with new ideas, resonate with customers new priorities and aspirations, and achieve more together.

Beyond the connectivity and applications, the social networks and artificial intelligence, we now live in a world that is **more equal and accessible**, where people are more knowledgeable and capable, than ever before.

It really is a world limited only by our imaginations.

Back at the moonshot factory of Google X, they have a mantra which says “Why try to be only 10% better, when you could be **10 times better**?”

10 times better provides much more than a temporary competitive advantage, it has sufficient capacity to change the game. The effort required to think in a bigger frame, to innovate things more radically, to deliver them faster, is relatively small compared to the benefits.

But that requires one more thing. To **think different**.

Apple, or rather its ad agency Chiat Day, conjured up that phrase, but it matters more than ever. The best companies today don’t just play the game, they think bigger and better, smarter and faster, in order to change the game.
The book includes 100 case studies of brands, large and small, from across the world who are shaking up their markets, as voted for by industry leaders in each sector. More at www.Gamechangers.pro

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- N/S American brands
- European brands
- African/Arab brands
- Asian/Oceania brands

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Aeromobil … the flying car from Bratislava, wins **GAMECHANGERS 2014** competition
GAMECHANGERS

Are you ready to change the world? Creating innovative strategies for business and brands

10 Ways to Change your Game
Change your game

THINK
Change your vision

AMPLIFY
Change your potential

EXPLORE
Change your market

SUSTAIN
Change your impact

DISRUPT
Change your strategy

MOBILISE
Change your relationship

INSPIRE
Change your brand

ENABLE
Change your experience

DESIGN
Change your business

RESONATE
Change your story
Theme 1 ... THINK
Change your future.

Out-thinking the competition, with ideas that can change the world.

We live in an ideas economy, with possibilities limited only by our imaginations. The past is no guide to the future. What we can do matters more than what we have done. The best companies are guided by an inspiring purpose, exploring new possibilities, being curious and connected, daring and ingenious, working from the future back, to develop more audacious and disruptive ideas, to “out-think” the competition.

Key concepts to change your future:

- Ideas ... the power of imagination
- Audacious ... creating ideas with attitude
- Foresight ... thinking from the future back
- Ambition ... finding your higher purpose
- Rethink ... seeing things differently
- Challenge ... asking the right question
- Creative ... be curious and connected

New insights from around the world:

- Aeromobil ... the incredible flying cars from Slovakia
- Google <X> ... moonshots from Silicon Valley
- Li & Fung ... anything is possible in Hong Kong
Theme 2 ... **EXPLORE**
Change your market.

Making sense of the kaleidoscope, to shape markets in your own vision.

Finding the best opportunities for growth in connected and fragmented markets, disrupted by tectonic shifts in power and new technologies. The best companies have foresight beyond traditional borders, geographies and categories. From masses to niches, averages to individuals, geography to global tribes. They look east and south, to digital natives and migrants, women and entrepreneurs.

Key concepts to change your market:

- Kaleidoscopes ... making sense of changing markets
- Reorder ... tectonic shifts of markets
- Eastwards ... reawakening the Asian tiger
- Southwards ... Africa and Latin America
- Tribes ... redefining markets by attitude
- Millennials ... understanding generation X, Y, Z
- Women ... the power of female customers

New insights from around the world:

- Apple ... designed in California, imitated in Beijing
- 3D Hubs ... the new Kinko’s transforming supply chains
- Moven ... the mobile money brand, to manage your life.
Theme 3 ... **DISRUPT**

Change your strategy.

Finding your own space, with a strategy that disrupts the future.

Strategy is about finding your space in crowded and convergent markets. It cannot be an extrapolation of the past, nor a fixed point in the future. Through a more stretching vision and disruptive thinking, you choose your future – reframing your context, choosing a different audience, playing by new rules. Strategy is then about pivoting to this better place, from mediocrity to magic, staying focused yet agile as you progress.

Key concepts to change your strategy:

- **Focus** ... Finding your best opportunities for growth
- **Break** ... Changing the possibilities, achieving more
- **Vision** ... Imagining a better place
- **Choices** ... Developing a winning strategy
- **Frame** ... Defining your own space
- **Shape** ... Writing the new rules of the game
- **Pivot** ... Moving from mediocrity to magic

New insights from around the world:

- **Amazon** ... 20 years of customer-centric innovation
- **Renova** ... why is toilet paper white? Not in Portugal!
- **Umpqua Bank** ... world’s greatest bank, thinks different
Theme 4 … INSPIRE
Change your brand.

Building brands about people not products, about making life better.

Brands are about making people’s lives better. About me not you, what people want and aspire to, rather than companies and products. Brands are enriching and enabling, giving people the confidence, and helping them, to achieve more. They can reach into new spaces because they mean more. They are platforms that bring people together inside and out, engaging them in bigger ideas, collaborative and evolving over time.

Key concepts to change your brand:

• Purposeful … brands make life better
• Essence … finding the idea that defines people
• Enabling … helping people to achieve more
• Activate … bringing brands to life
• Platforms … creating space to explore and engage
• Propositions … making brands specific and relevant
• Stretch … extending brands to new markets

New insights from around the world:

• Corning … why glass is no longer a commodity with Gorilla Glass
• Juan Valdez Cafe … Colombia’s coffee growers transform their world
• Red Bull … beyond the product, air races to space jumps
Theme 5 … **Design**

Change your business.

Innovating the whole company, from business model to customer experience.

Innovation is about making the best ideas happen profitably. It uses design thinking to look beyond products, to rethink business models and customer experiences, hard and soft, and then the products and services to deliver them. Every aspect of business can be innovated, open and collaborative, simple and frugal. Innovation is driven by a human cause, to make a positive and profitable difference to our world.

Key concepts to change your business:

- Innovation … from better products to new markets
- Create … diverge and be deviant
- Design … engage with function and form
- Breakthroughs … creating today and tomorrow
- Integrate … innovating the whole business
- Business models … defining how the business works
- Better … simpler, cheaper, together

New insights from around the world:

- ARM … how to beat Intel with a different business model
- M-Pesa … why telecoms is just the platform for much more
- Spotify … rethinking the business model in music world
Theme 6 ... **Resonate**

**Change your story.**

**Tuning into the customers world with real-time and relevant marketing content.**

Getting in sync with your customers world, engaging them in relevant and meaningful ways, about them, at the right time and place. Forget broadcast campaigns, advertising push. Think digital and physical, in context and on demand. Participation builds content that is liquid and linked, working across media, social and local, mobile and topical, articulated in stories that are authentic, collaborative, experiential and contagious.

Key concepts to change your story:

- In context … It’s about my world not yours
- In time … Real-time marketing, fast and topical
- On demand … when, where and how I want it
- Moments of truth … the four resonance points
- Content … Creating ideas that are liquid and linked
- Storytelling … Turning ideas into memorable stories
- Contagious … Catching the ideas virus

New insights from around the world:

- Airbnb … building a global network of spare bedrooms
- Coca Cola … why content everything, liquid and linked
- Rapha … the brand that every cyclist loves
Theme 7 ... **ENABLE**

**Change your experience.**

Delivering customer experiences that enable customers to achieve more.

Customer experiences are much more than the touchpoints that lead to a sale. That is just the beginning for the customer. They should do more, and go further. Educating or entertaining, supporting and enabling the customer to achieve more. They are intelligent and interactive, collaborative and personal. Through digital interfaces and physical theatre, big data and human service, they immerse people in brand that enables more.

Key concepts to change your experience:

• Enriching ... educating, entertaining, and enabling more
• Beyond ... selling is just the beginning of what you do
• Double loops ... building retention, loyalty and advocacy
• Personal ... customizing business to make it mine
• Collaborative ... participating to make it ours
• Intelligent ... unlocking the power of big data
• Alignment ... bringing the whole organization together

New insights from around the world:

• Commonwealth ... the Australian bank that is not about money
• Lululemon ... empowering you to do more inside
• Nike+ ... technology beyond shoes, enabling more
Theme 8 ... **Mobilise**

**Change your relationship**

Growing further and faster, through social networks and collaboration.

Customers have more in common, trust each other, and want to connect with each other much more than with any business. Advocacy, trust and loyalty between customers can be far more powerful than any CRM or loyalty card could ever achieve. Social and collaborative, brands and networks can support their desire to collaborate and share ideas, to build communities, or empowered movements with cause and passion.

Key concepts to change your relationships:

- Engaging ... involving and participating
- Contributing ... collaborating and co-creating
- Sharing ... renting, sharing and recommending
- Contagious ... viral ideas and communication
- Loyalty ... trust, advocacy, loyal to each other
- Communities ... building a network with purpose
- Movements ... activating a network with passion

New insights from around the world:

- Etsy ... the world’s largest craft market
- Threadless ... the world’s greatest t-shirt community
- Tom’s ... how Argentina’s one for one became a global sensation
Theme 9 ... **IMPACT**
Change your results.

**Delivering and sustaining a positive impact, human and financial.**

Value creation is about more than sales, it is about sustaining long-term profitable growth, which is good financially, and good for the world. Sustaining growth means being sustainable more broadly, through circular business models, and enabling customers to be better too. Happiness and health, social and environmental. Finding growth that is good, profits that are shared, achieving more together.

**Key concepts to change your impact:**

- Impact … the real economics of business
- Sustainable … driving profits and growth over time
- Good … good for me and my world, social and environmental
- Perpetual … embracing the circular economy
- Talent … unlocking the potential of people to create the future
- Multipliers … how business can unlock network effects
- Leaders … the real value of leaders to business

**New insights from around the world:**

- Positive Luxury … curating a better world for luxury brands
- Tesla … sexy and sustainable, ready to transform an industry
- Virgin Galactic … the real ambition goes far beyond space travel
Theme 10 … AMPLIFY
Change your potential.

Leaders amplify the potential of their people and organisations.

Leaders make organisations work. Changing the game might also require you to change your brain, to think in new ways with new people and partners. Leaders amplify the potential of others. Brands amplify the potential of customers. Networks amplify the possibilities with partners. Gamechangers are typically the speedboats, rather than the supertankers, with the speed and agility to seize the new opportunities of change.

Key concepts to change your potential:

• Amplifiers … how to multiply your impact
• Leaders amplify … Enabling people to do more
• Brands amplify … Enabling customers to do more
• Networks amplify … Enabling partners to do more
• Speedboats and supertankers
• Small companies can be Gamechangers
• Big companies can be Gamechangers

New insights from around the world:

• How to get started
• How to change your business
• How to reach for the stars
• How to make it happen
• How to be bold, brave and brilliant
GAMECHANGERS

ARE YOU READY TO CHANGE THE WORLD? CREATING INNOVATIVE STRATEGIES FOR BUSINESS AND BRANDS

16 Canvases for Practical Action
"Thorough and smart, Gamechangers doesn't just identify the trends shaping our business future, it offers us a roadmap for how to get there."
Greg Williams, Editor of Wired Magazine

"Zigging when others zag is the only way to win in today’s rapidly changing world. There’s inspiration and learning aplenty in Gamechangers. This book will change your world and help you become a creative leader. Read and win!"
Kevin Roberts, Worldwide CEO, Saatchi & Saatchi

"Gamechangers sets a new record for brilliant ideas per page. If you can’t find inspiration from the brilliant strategies of 100 gamechanging companies, you might want to consider another line of work."
Ken Segall, author of “Insanely Simple” and personal marketing advisor to Steve Jobs

"You will never look at brand building the same again. Gamechangers explodes with refreshing strategies and ideas to take your brand to the next level!"
Paulo Miguel Periera da Silva, CEO of Renova

"Gamechangers create the future with vision and innovation. In 1940 Henry Ford said that one day somebody would combine a car and aeroplane. At Aeromobil we made that happen. You too can be a “gamechanger” with Peter’s excellent guide to disruptive innovation"
Stefan Klein and Juraj Vaculik, Co-Founders of AeroMobil

"Peter is the Einstein of marketing and has just solved the elusive theory of business success. This book is like a magical lens that will allow you to see a world in business in which you can always win. You will think differently, see links that you never saw before and play the ‘game’ knowing you cannot lose. Peter goes one step further by proving how ordinary people have created extraordinary businesses - it is impossible to imagine business success without this book."
Mark Pitt, CEO, Virgin Australia New Zealand

"In a very grey world, finally, how to change the game, in a great framework that is insightful, colorful, simple, and easy to put into practice. A must read for any ambitious executive"
Tanyer Sonmez, CEO, Management Centre Turkey

"At Thinkers 50 we aim to identify the best business thinkers. We have featured Peter Fisk because his work consistently challenges the status quo. He seeks out best practice wherever it may be and shares it with the world. Gamechangers is far-ranging and important. It delivers on its promise."
Stuart Crainer & Des Dearlove, founders of Thinkers 50
“Peter Fisk is one of the great marketing polymaths of our age. From nuclear physicist to creative guru Peter is unique in his ability to blend left and right brain thinking and to inspire both creative and commercial stakeholders. Gamechangers is the latest brilliant episode in his crusade to transform the way marketing creates sustainable business and brand value. A tour de force and a must for every self respecting CEO.”
David Haigh, Founder and CEO of Brand Finance plc

“Peter is able to succinctly capture the key dynamics in this fast changing world of business and brands, and challenging ones own strategic imperatives. Through insights drawn from global brands, he is able to inspire you to adopt different ways of thinking and working, with highly relevant applications for those of us operating in Asia.”
Ajit Gunewardene, Deputy chairman, John Keells Holdings Plc (Sri Lanka)

“Gamechangers is an in-depth view of how the commercial world is viewed by the most innovative businesses, and how they make the difference.”
Stuart Brooke, Founder and Managing Director, ashmei

“This book provides fascinating insights into leading businesses that are shaping their markets in their own vision and driving innovation and growth.”
Lain Jäger, CEO of Zespri International (New Zealand)

“Gamechangers are the businesses who make sense of our fast changing world, and drive innovation in everything they do, in order to be winners today and tomorrow. In India, there is more opportunity than ever to innovate and grow. Every Indian business needs to be a gamechanger!”
Manish Sharma, Managing Director, Panasonic India & South Asia

“Customers, brands and marketing should sit at the heart of every business’s strategy and performance today. Peter Fisk explains why this matters more than ever, and how to achieve it for business and personal success.”
Prof. John Quelch, Professor of Business Administration at Harvard Business School

“This is the most original and practical book. Any marketer who skips this book is missing a huge opportunity to get “genius” ideas from the father of 21st century business thinking”
Handi Irawan D, CEO of Frontier Consulting Group (Indonesia)

"Peter makes you see the world, and your business in a new way … I really like what he has to say, and the help he has given us … Enjoy every minute of it”
Mariano Dima, Senior VP Marketing and Products, Visa Europe
"Captures provocative lessons from an enormous range of recent innovations, spanning many different categories and countries. The result is a highly stimulating toolkit that challenges marketers to see things and do things very differently."
Andy Bird, Co-Founder of Brand Learning

"Steve Jobs once said you need to be 10x better than your competitors. What’s your strategy to get there? Start with Gamechangers ... and get inside the thinking of 100 of the world’s most amazing companies"
Ken Segall, author of “Insanely Simple: The Obsession That Drives Apple’s Success”

"Fisk succeeds in providing an entertaining, lucid and innovative analysis of disruptive companies that are transforming the landscape of all global industries. Highly recommendable for those entrepreneurs aiming at changing the rules of the business game as well as for managers whose mature businesses are threatened by new entrants."
Santiago Iniguez, Dean of IE Business School, Madrid

"Unlike any business book you've ever read, celebrated brand guru Peter Fisk asks you "are you ready to play the game?" Fisk argues that "the best business go to where the future is, then he takes you on a kaleidoscopic tour of that very future, opening-up a multitude of new horizons. In a world limited " only by your imagination", Gamechangers invites you to stretch your own imagination, so as to advance in the competition for new ideas. Warning: while you are reading this, others are changing your game!"
Prof. Bill Fischer, Professor of Innovation Management, IMD, Lausanne
Former President and Dean, China-Europe International Business School (CEIBS), Shanghai

"Peter Fisk fires up a mosaic of thinking beyond business through these brilliantly enunciated century of stories. Gamechangers is sheer intellectual capital that everyone needs to dig, grow, store, sell and share to make this world an interesting place not just for doing business but for all of us to live”
S. Subramanyeswar, National Planning Director, Lowe Lintas India

"Peter has captured in Gamechangers the essence of the future direction in business. A book to be included in all business libraries."
Labeed S. Hamid, President, Middle East Management Centre (Dubai)

“This is the most original and practical book. Any marketer who skips this book is missing a huge opportunity to get “genius” ideas from the father of 21st century business thinking”
Handi Irawan D, CEO of Frontier Consulting Group (Indonesia)
"Once again Peter has written a stunning book. No blind theories or wild thinking, just clear and game-changing insights based on profound research. 350 pages of the most inspiring material for any marketer or business manager. Countless cases from all over the world in many different sectors make eye-opening reading for anyone wanting to grow their business and be successful. A book that will be 'current' for at least the next ten years. I'm sure that most gamechangers of the coming decade will have read this book.”

Ward Vandorpe, Managing Director Expert Marketer Magazine

"If you've ever wondered how some people manage to totally re-invent a sector or introduce a brand-new business that no-one really knew was needed until it was there, then Peter's new book not only explains how they come about, but it actually gives you a framework on how you could do it – fantastic! As usual, Peter has researched the topic thoroughly, and gives you some great examples. If you're curious about what the future could be, and would also like to be one of those that create it, then this book is for you.”

Steve Gilroy, CEO of Vistage International

"Thanks to Peter we now have a different view of our world. We have learnt to see our business from the outside in ... like customers do ... and with many more opportunities too" 

Erdal Karamcan, Group CEO, Eczacibasi Holding (Turkey)

"Peter's insights into the future of brands and marketing are incredible. As is everything about his seminar today - the presentation, the interaction, the music, and the energy”

Svetlana Omelchenko, Head of Marketing Insights, Coty (France)

“This is a truly prodigious book. Peter Fisk is experienced, urbane and creative, all the attributes one would expect from a top marketer. The case histories in this book are inspirational and Peter's writing style is engaging and very much to the point. This book deserves a special place in the substantial library of books on marketing.”

Prof. Malcolm McDonald, Cranfield School of Management

“We met Peter a year ago during our perpetual trip around the world. We were traveling from east to west. He was traveling in the opposite direction. We were meeting brands with a purpose and sharing their stories to inspire other people. Peter was meeting brands that do things different, companies that were changing the game. He was observing, looking for a pattern... and creating a method to teach other companies to do the same. He asked us during that meeting: “Are you ready to change the world?” Now that we've read the manuscript... we can’t wait to apply the method to our business.”

Anouk Pappers and Maarten Schäfer, co-founders of CoolBrands
Are you ready to change the world?

**Peter Fisk** is a bestselling author, inspirational keynote speaker and expert advisor, helping leaders to develop innovative strategies for business and brands.

He is founder of GeniusWorks, a boutique advisory firm, helping business leaders to develop more innovative strategies that accelerate growth in fast-changing global markets. He is also Professor of Strategy, Innovation and Marketing at IE Business School, one of the world’s top ranked business schools. He features on the Thinkers 50 “Guru Radar” who say “his work constantly challenges the status quo.”

Having trained as a nuclear physicist, Peter moved to managing brands like Concorde at British Airways, helping Microsoft to adopt a value-based marketing model, and Virgin to launch into new markets. He has worked in every sector and region of the world. As CEO of the world’s largest marketing organisation, the Chartered Institute of Marketing, he became a global authority on what’s best and next in business and markets.

Finding his own space, he founded GeniusWorks, with offices in London and Istanbul. He now works with the leaders of businesses - as diverse as Aeroflot and America Express, Coca Cola and Mars, Philosophy and Red Bull, Sabre and Santander, Tata and Virgin, Visa and Vodafone - to think smarter, develop innovative strategies, bolder brands, and accelerate growth.

Peter’s best-selling book *Marketing Genius* explores the left and right-brain challenges of success, and is translated into 35 languages. It was followed by five others – “Business Genius” on leadership and strategy, “Customer Genius” on customers and experiences, “People Planet Profit” on sustainable innovation - and most recently *Creative Genius* defining what it takes to be Leonardo da Vinci in the 21st Century.

His new book *Gamechangers ... Are you ready to change the world?* is based on extensive research into the 120 companies who are shaking up markets, and making sense of how they innovate and win. It explores the challenges of new markets, changing customers, brand building, digital media, new business models, inspiring leadership and positive impact. *Wired Magazine* said it is “thorough and smart, inspiring and practical”.

Peter was described by *Business Strategy Journal* as "one of the best new business thinkers". He is thoughtful and practical, combining high-energy keynotes with high-impact workshops. Each one is uniquely designed for the specific audience, their issues and aspirations. Helping people to find their own space, to be leaders of change - to be bold, brave and brilliant.