the GAMECHANGERS program

Creating a better future for your business through creative leadership that drives innovation and growth
You are here

Be dissatisfied with your current world

Open your eyes to the possibilities of future worlds

Explore what it would take for you to create a better future

Be inspired to start creating the future today

Leading from the future back

GAMECHANGERS program
Leading from the future back ... is about creating the future of business ... through leadership that inspires smarter innovation and growth ... 

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The Gamechangers Program is based on the new “Gamechangers” book by Peter Fisk, an expert in helping business leaders to make sense of changing markets, to develop new strategies and innovation that drive new and more profitable growth.

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, to shake up every market, and every future.

“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. This is a leadership challenge – to create the future, and start today.
10 ways to change your game provides the structure for the program

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

RESONATE
Change your story

DESIGN
Change your business

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Module 1 … Day 1

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 include:

• **Aeromobil** … the incredible flying cars from Slovakia
• **Google <X>** … moonshots from Silicon Valley
• **Li & Fung** … anything is possible in Hong Kong
Module 2 ... Day 1

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.
Module 3 … Day 1

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
Module 4 ... Day 2

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** ... Gorilla Glass is no longer a commodity
- **Juan Valdez Cafe** ... Colombia’s brand coffee growers
- **Red Bull** ... air races to space jumps ... and drinks
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** … beating Intel with a different business model
• **M-Pesa** … telecoms is the platform for much more
• **Spotify** … rethink the business model in music world
Module 6 … Day 2

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** … global network of spare bedrooms
- **Coca Cola** … content is everything, liquid and linked
- **Rapha** … the brand that every cyclist loves
Module 7 … Day 3

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 Bank … the Australian bank that is not about money
• Lululemon … empowering you to do more inside
• Nike+ … technology beyond shoes, enabling more
Module 8 ... Day 2

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** ... Argentina's one for one became a global star

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Module 9 … Day 3

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 eco
• **Perpetual** … embracing the circular economy
• **Talent** … unlocking the potential of people
• **Multipliers** … how business can unlock network effects
• **Leaders** … the real value of leaders to business

New insights from around the world:

• **Positive Luxury** … a better world for luxury brands
• **Tesla** … sexy and sustainable, fast and recharged
• **Virgin Galactic** … the real ambition goes far beyond space travel
Module 10 … Day 3

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** … Small companies can be Gamechangers
• **Supertankers** … 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
The GAMECHANGERS program

FUTURE LAB
- Vision Canvas
- Growth Canvas
- Strategy Canvas
- Disruption Canvas

CREATIVE LAB
- Insights Canvas
- Innovation Canvas
- Co-creation Canvas
- Business Canvas

BRAND LAB
- Brand Canvas
- Proposition Canvas
- Engagement Canvas
- Relationship Canvas

PERFORMANCE LAB
- Leadership Canvas
- Culture Canvas
- Sustainability Canvas
- Performance Canvas
Examples of the canvases to turn your ideas into practical action
The Gamechangers program is customized to the challenges and opportunities of you and your business, and can be held at the location of your choice, or hosted by GeniusWorks at our leaders retreat on the banks of the River Thames, a superb location just outside London, and only 30 minutes from Heathrow.
Peter Fisk leads the program
He is a bestselling author, inspirational keynote speaker and expert consultant in helping leaders to develop innovative strategies for business and brands.

He is a Professor of Strategy, Innovation and Marketing at IE Business School, one of the world's top ranked business schools, and leads his own company, GeniusWorks, a boutique consulting firm, helping clients around the world to develop more innovative business and brand strategies. He features on the Thinkers 50 “Guru Radar” as one of the best new business thinkers.

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 Coca Cola, DSM and Mars, Philosophy and Red Bull, Sabre and Santander, Tata and Virgin, Visa and Vodafone - to think bigger and 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 21 Century.

His new book "Gamechangers ... Are you ready to change the world?" is published in late 2014, 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.

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.