#### CONTENTS

List of case studies ix List of HOW TO boxes xi Preface xii Acknowledgements xiv

## Introduction: connect-convert-collaborate: how to build a customer-driven innovation journey 1

Connect 4

Convert 4

Collaborate 5

The strategic case for customer understanding and market insight 5

The antecedents 8

Desperately seeking 9

Firm-centric paradigm versus customer-centred perspective 10

How to read this book 14

Notes 16

# **PART ONE** The zoom lens – Laying the foundation for outside-in strategy 19

# O1 Connect using the zoom lens: five practices to zoom in on your customer 21

Establish a feedback loop from customers 23

Immersive customer understanding 27

Using every source of information you have 32

Customers as a source of ideas 35

Customers as developers 38

Organizing the customer connection 41

Conclusion 46

In short 48

Get started 48

Notes 49

## O2 Convert using the zoom lens: how to create a culture of daily innovation 55

Harness the potential of incremental innovation 56 Leverage a connected development model 60 Close the customer feedback loop 62 Make innovation organization wide 63

In short 69

Get started 70

Notes 70

## O3 Collaborate using the zoom lens: placing the customer at the heart of your activities 73

Building a bridge between the inside and the outside 74 Harvest all customer roles 77 Towards a truly customer-oriented culture 90 Conclusion 95

In short 95

Get started 96

Notes 97

## PART TWO The wide lens – How to innovate your current customer journey 101

### O4 Connect using the wide lens: understanding your customers' journey, goals and outcomes 103

How to enhance the existing customer journey 109
An opportunity to innovate by rethinking the customer journey entirely 113

Rethink segmentation 116

In short 118

Get started 120

Notes 120

# O5 Convert using the wide lens: creating innovative solutions to the challenges that customers face 123

What is solution thinking? 124
The outside-in value proposition 127
The integration solution 129

The disintegration solution 134
The solution-focused organization 137
The trap of competence thinking 140
In short 142
Get started 142
Notes 143

## O6 Collaborate using the wide lens: creating customer value by collaborating along the value chain 145

Connect downstream value with upstream collaboration 147
Defining the assets that ensure your role in the ecosystem 151
Re-create the value chain 157
In short 160
Get started 161
Notes 162

### **PART THREE** The fisheye lens – Expanding your customer base to new horizons 165

#### O7 Connect using the fisheye lens: how to learn from customers you don't have 167

Learn from the customers you don't have 172
The competitors of the future 173
Traps to be avoided – on blinkers and biases 176
Driving attention to the outside 180
How to exploit the fisheye lens 183
In short 186
Get started 186
Notes 187

## OS Convert using the fisheye lens: should business-model innovation be on your agenda? 191

Business-model innovation: fad or fab? 193
The enemies of business-model innovation 195
How to organize to enable new business creation 205
On persistence and patience 213
In short 214
Get started 215

Notes 215

# OS Collaborate using the fisheye lens: creating adaptable ecosystems for change and expansion 219

Embracing uncertainty 221

Orchestrating ecosystems 224 Agility versus commitment – a balancing act 227

Platformization of industries 228

In short 230

Get started 231

Notes 231

#### PART FOUR Conclusion 233

# 10 Conclusion – three essential capabilities: the playbook for continual customer-based growth 235

Step 1 – Connect 235

Step 2 - Convert 236

Step 3 – Collaborate 237

Notes 241

Index 243