

SEEING THINGS DIFFERENTLY BY PETER FISK

Seeing things differently A more insightful and inspired approach to innovation and growth. Peter Fisk Business has grown fat and lazy on the.

It lies in the ability to connect outside and inside, markets and business, customers and shareholders, creativity and analysis, promises and reality, today and tomorrow. Therefore we need to address them in different ways. This important but limiting preoccupation - plus the blinkers of functional silos and industry conventions - means that businesses often miss what matters most. Customers now call the shots. Market-thinking should be at the heart of decision making, and market-thinkers at the heart of business. From Aristotle to Mozart to Einstein to Picasso to Warren Buffett, every genius throughout history has displayed the following nine characteristics of genius. Customer expectations are sky high, and their loyalty is rare. Apple watched the market for music fragment and blur into chaos, as new technologies disrupted the industry model and consumers began to rebel, new entrants challenged the economics and old formats quickly became obsolete. They connect the unconnected, challenge the conventions, look for new opportunities, and are not afraid to try new ideas. Market change and its implications are often discontinuous, requiring more significant responses. Customer insight and creativity are important, but must be combined with the analytical and commercial rigour that drives strategy, innovation and growth. Ask Kodak, the market leader in photographic film for many decades, who within a handful of years found that their market had disappeared, swallowed up by alien digital worlds led by the likes of Sony and HP. Leading businesses, like Einstein and Picasso before them, see things differently, as a result believe different things, and by applying their intelligence in more imaginative ways can do extraordinary things. What is genius? Indeed kids have learnt to cope with more research shows that they can typically deal with 5. Contact me The Making of a Business Genius What do the most successful businesses do differently than mediocre ones? Analytical Intuitive. Apple brought together an innovative solution in the form of hardware and software iPod and iTunes to offer a way through this turmoil, to redefine the industry dynamics, with a compelling and profitable solution The rise of customer power Whilst borders have blurred and markets merged, within markets there is a shift from economies of surplus demand to those of surplus supply. Gone is the day when we fit into a well-defined segment, or adhere to average market research statistics. But what is genius? They see the big picture. They should be the starting point of any business strategy rather than a consequence. The yin and yang of business So what should businesses do? Geniuses have given the world everything from Theory of Relativity to penicillin to the World Wide Web. It is a recipe by which companies will converge to sameness, for incrementalism, and ultimately for irrelevance. However business also requires more intelligence than ever, to make sense of complexity and provide focus amidst unlimited opportunity. They had not even been on their radar screen, until it was too late. The noise in markets is deafening, as we are bombarded with at least commercial stimuli every day, many causing resentment through the deluge of direct mail and intrusive telemarketing. Imagination is required to see the uncharted waters, the bigger picture, to drive more sustainable innovation and differentiation. Taking off the blinkers Too many businesses are obsessed with themselves, and the organisations and products which they describe how to do what they do better, reduce their cost base, automate their processes rather than their outside. A young person is likely to have seen around , different ads by their 18th birthday. Most of us, in the western world, typically have everything that we need, so our wants are more emotional and unarticulated. They see things differently and do different things. We surf through channels of television, dispersing our lifestyle patterns, and destroying the predictability that advertisers used to rely on. The essence of genius is to apply intelligence in a more imaginative way.