

HIDDEN IN PLAIN SIGHT

How to Find and Execute Your Company's Next Big Growth Strategy

ERICH JOACHIMSTHALER

ERICH JOACHIMSTHALER is founder and CEO of Vivaldi Partners, a strategy, innovation and marketing consulting firm. He is considered to be one of the world's leading authorities on brand strategy and marketing. Dr. Joachimsthaler, a graduate of Harvard Business School and the University of Kansas, has held faculty positions at the University of Southern California, Institues Estudios Superiores de la Empresa (IESE) in Barcelona and the Darden School, University of Virginia. He is the author of nearly sixty articles published in the business press and the co-author of *Brand Leadership* with David Aaker.

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MAIN IDEA

If you genuinely want to bring successful and innovative products to market again and again, focus on doing three things:

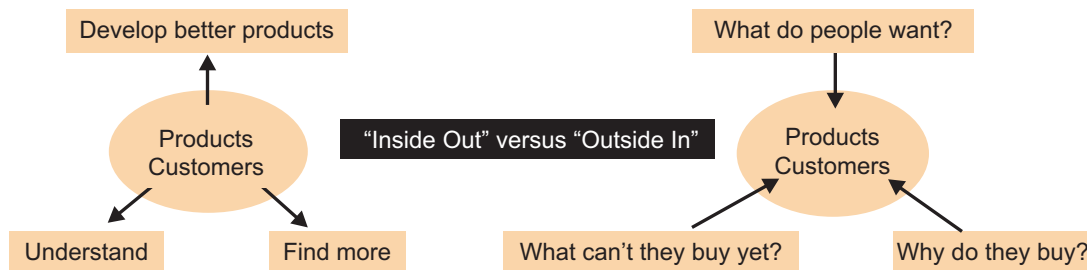
- Understand the people you're trying to serve as the individuals they are and learn what they are truly trying to accomplish in their daily routines. Know the context within which they live.
- Forget all the golden rules about how to succeed in business today. Instead, innovate across people's behaviors. This is the only way you'll be able to define the spaces of greatest commercial opportunity because they will be things nobody has yet imagined.
- See yourself from the "outside in". Formulate your strategies around the way people behave. Go beyond satisfying the needs and wants of your customers and instead engage customers by coming up with innovations which fit their behaviors like a glove. Have a goal of creating genuine transformational experiences and not just communicating the features and benefits of what you have to offer.

"For the last twenty-five years, I have investigated why some innovations, business models, business strategies, and marketing and branding tactics hit the mark, and why others do not. Throughout my research and experience, one idea has surfaced consistently: the biggest, best, brightest, and most successful opportunities for innovation and growth are right here, in front of us, and we often don't see them or act on them. These opportunities are yours for the spotting and taking. But to see them and profit from them, you first must abandon some of the tried and proven conventions of innovation, marketing, and strategy formulation; you must discard some of today's common assumptions and management practices and adopt a fresh way of planning and executing your strategies today and your innovation and growth strategies of tomorrow. It is my hope to show you how."

– Erich Joachimsthaler

Section 1 – Hidden Opportunities for Growth and Innovation Page 2

Most companies try and innovate from the "inside out" – improve products, talk to customers and generally do more of the same. A better idea is to innovate from the "outside in". This means trying to look through the eyes of the customer and change how they live, work and play for the better.



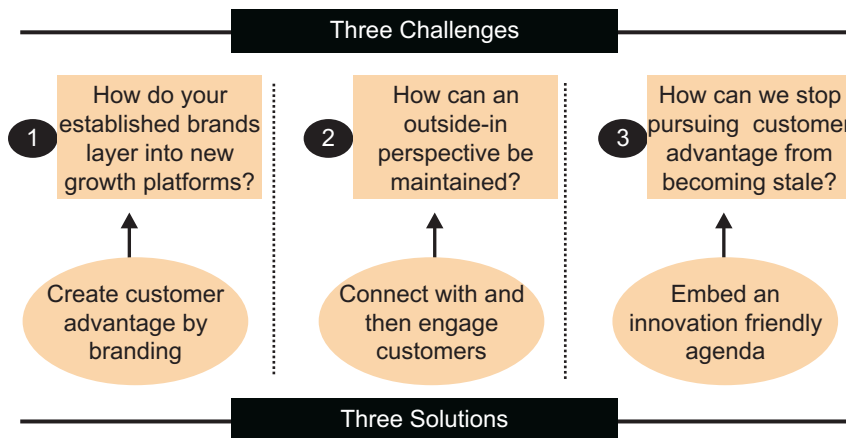
Section 2 – The Demand-driven Innovation and Growth Model Pages 3 - 6

The Demand-driven Innovation and Growth (DIG) model is a systematic and repeatable process for identifying and then exploiting profitable growth opportunities. DIG focuses not on better products but on creating a change in the everyday lives of consumers.

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| Demand-driven Innovation and Growth (DIG) | 1 | Focus closely on what people do, not what they say |
| | 2 | Make your offerings highly relevant |
| | 3 | Develop a plan and a strong bias for action |

Section 3 – Strategies for Achieving Customer Advantage Pages 7 - 8

As you attempt to implement the DIG model, there are three challenges you're likely to face and three corresponding solutions:



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