



GAMECHANGERS

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

PETER FISK

'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: The Obsession That Drives Apple's Success*

'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

'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

'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, founder of Thinkers
50

'Peter is able to succinctly capture the key dynamics in this fast-changing world of business and brands, and challenging one's 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

'*Gamechangers* is more than a review of the key movers and shakers in today's industrial world; it's 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

'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

'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 businesses 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!'

**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 this 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**

'A stunning book that will be 'current' for at least the next ten years. No blind theories or wild thinking, just clear and game-changing insights based on profound research'

**Ward Vandorpe, Managing Director Expert Marketer
Magazine, Belgium**

'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

'We met Peter a year ago during our perpetual trip around the world. We were meeting brands with a purpose and sharing their stories to inspire other people. 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, Netherlands and authors of *Around
the World in 80 Brands***

'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**

'A great framework that is insightful, colorful, simple, and easy to put into practice. A must read for any ambitious executive'

Tanyer Sonmezer, CEO, Management Centre, Turkey

'Peter Fisk is one of the great marketing polymaths of our age. *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

'A veritable alphabet of brands that are changing the world as we know it. Peter is one of the very few who really changes our understanding of business rather than simply observing it'

Shaun Smith, co-author of *Bold: How to be brave in business and win*

'*Gamechangers* is an inspiring must-read for organizations who are facing transformational change to their business model and are seeking practical ideas which can be easily executed to drive positive results'

**Peter Hardwick, SVP Sales and Marketing, Canada
Apotex Inc**



GAMECHANGERS

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

PETER FISK

WILEY

This edition first published 2015

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Registered office

John Wiley and Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom

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Cataloging-in-Publication Data is available from the Library of Congress

A catalogue record for this book is available from the British Library.

ISBN 978-1-118-95697-7 (paperback) ISBN 978-1-118-95695-3 (ebk)

ISBN 978-1-118-95696-0 (ebk) ISBN 978-1-119-06533-3 (ebk)

Cover Design & Image: Parent Design Ltd.

I AM A GAMECHANGER

I believe in the **future**.

A world of infinite possibilities.

I see **opportunity** when others see impossibility.

Thinking bigger, reframing my perspective.

Seeing things differently, thinking **different** things.

I explore. I challenge. I risk. I venture.

Rethinking. Imagining. Reinventing. Igniting.

We are all in the **ideas** business.

Creating, designing, innovating, together.

I embrace my childlike **wonder** and curiosity.

I take flying leaps into the known.

Playing the game. **Changing** the game. Playing to win.

I want to **contribute** to something bigger than **myself**.

I want to make **life** better, the **world** a better place.

Change is my opportunity, to seize and **shape**.

Aiming higher, with a purpose beyond profit.

Harnessing the power of **brands**, the potential of people.

Digital **networks**, technologies and business models.

Fusing the best ideas. **amplifying** the potential of others.

Mobilizing people with a cause, **enabling** them to achieve more.

I don't want to live somebody else's life.

To live in the shadow of somebody else's vision.

Imagination is my pathway to a better **future**.

Ideas and brands are my guides.

Partners make them real.

Most of all, I **believe** in me, and in being more.

To achieve what I never thought possible.

To put a ding in my universe.

I am bold, brave and brilliant.

I am a **gamechanger**.

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INTRODUCTION . . . ARE YOU READY TO CHANGE THE WORLD? CHANGE THE GAME, DON'T JUST PLAY THE GAME

'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 to their advantage. Most of all they have great ideas. They out-think 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.

1. Play . . . the game, change the game

Today's brands and businesses are playing a new game. They recognize that the steady state has been replaced by a zigzag world where ideas shake up every market and winners create the future in their own vision.

2. Change . . . world-changing, game-changing

Discontinuous change in markets requires disruptive action. Power shifts and global trends drive exponential change and new possibilities. Incrementalism is not enough to win this new game.

3. Win . . . the Gamechangers and what they do

There is a new breed of business, changing the world right now, but thinking bigger and smarter, winning in new ways. Do you have what it takes to change the game? Are you ready?

This book is about you, and how you can change your game. In Part Two we explore the 10 dimensions in which you can achieve this by thinking differently. In Part Three we look at the 100 companies, chosen by you, who demonstrate these new practices. In Part Four you'll find the action canvasses, the toolkits for your success.

HOW WILL YOU CHANGE YOUR GAME?

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 businesses, connecting ideas and utilizing 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**.

4. **Think . . . Change your future**

Out-thinking the competition with audacious ideas that can change the world . . . possibilities limited only by imagination, guided by an inspiring purpose, daring and ingenious, forged in your own ideas factory.

5. **Explore . . . Change your market**

Making sense of the kaleidoscope to shape markets in your own vision . . . tectonic shifts in power, from

masses to niches, average to individual, looking east and south, millennials and entrepreneurs, to find the best opportunities.

6. Disrupt . . . Change your strategy

Finding your own space, with a strategy that shapes markets in your own vision . . . choosing your future, reframing your context and audience, rewriting the rules, then having the agility to pivot from mediocrity to magic.

7. Inspire . . . Change your brand

Building brands about people not products, about making life better . . . more than a name or logo, brands are built through platforms and propositions that are relevant and engaging, bringing people together with shared aspirations.

8. Design . . . Change your business

Innovating the whole business, from business model to customer experience . . . design thinking to look beyond products, open and collaborative, simple and frugal, to make the best ideas happen profitably.

9. Resonate . . . Change your story

Turning into the customer's world with real-time and relevant content . . . engaging them in more relevant, topical and meaningful ways, at the right time and place, collaboratively creating content that is built around contagious stories.

10. Enable . . . Change your experience

Delivering customer experiences that enable customers to achieve more . . . going beyond the sale to support and enable, educate and entertain people, through digital and physical experiences, big data and mobile technologies.

11. **Mobilize . . . Change your relationship**

Growing further and faster through networks and collaboration . . . connecting people with people, trusting and loyal to each, sharing and co-creating ideas that matter to them through social communities, and even spark a movement.

12. **Impact . . . Change your results**

Delivering and sustaining a positive impact, human and financial . . . value creation is about more than sales, it is about sustained profitable growth underpinned by a circular economy, social and environmental, and leaves a legacy to the world.

13. **Amplify . . . Change your potential**

Leaders amplify the potential of their people and organizations . . . which starts with you, changing your brain to think differently, to win as a speedboat or a supertanker, to redefine your potential, by being bold, brave and brilliant.

WHO ARE THE GAMECHANGERS?

From Alibaba to Zidisha, Ashmei to Zilok, Azuri 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 12 months I asked around 500 business leaders from across each continent to nominate the companies who they see as shaking up their markets. From this I identified 10 companies, large and small, in every sector and learnt how they are developing their businesses, innovating and competing, growing and winning.

14. **Futurestore . . . changing the game of retail**

From branded boutiques to online marketplaces, digital

walls and mobile marketing, retail connects physical and digital experiences.

- Amazon
- Fab
- Positive Luxury
- Aussie Farmers Direct
- Ekocycle
- Etsy
- Rackuten Ichiba
- Inditex
- Trader Joe's
- Le Pain Quotidien

15. **Futurebank . . . changing the game of finance**

Financial services need to go beyond transactions and management, to help people to achieve more with their money.

- Moven
- Umpqua
- Zidisha
- Square
- La Caixa
- Commonwealth Bank
- Fidor
- Itau Unibanco
- First National Bank
- M-Pesa

16. **Futurehealth . . . changing the game of healthcare**

Healthcare is increasingly personal, predictive and positive. It harnesses technology to enable more individual and intelligent wellbeing.

- 23andMe
- Epocrates
- Narayana Hrudayalaya
- Aravind Eyecare
- Genentech
- Organova
- Intuitive Surgical
- PatientsLikeMe
- Scanadu
- Second Sight

17. **Futuregadget . . . changing the game of consumer products**

Products will embrace smart design and service to provide more connected experiences that are intelligent and personal.

- Renova
- Method
- Nike
- Apple
- Godrej
- Lego
- Natura Cosmetics
- Oculus Rift

- Pebble
- Philosophy

18. **Futuremedia . . . changing the game of content and media**

As networks become ubiquitous, media is about relevant and distinctive content, bringing stories to life through real-time, immersive experiences.

- Coursera
- Spotify
- Netflix
- Al Jazeera
- Future
- Pledge
- Ushahidi
- Red Bull
- Supercell
- Pixar

19. **Futurefashion . . . changing the game of fashion**

Fashion captures culture, be it current or heritage, aspirational or fun, or harnessing technology and data to enable high performance.

- Toms
- Ashmei
- Threadless
- Gilan
- Desigual
- Editd