

INDEX

- Abundance mentality, 164
- Academy Awards, 126
- Actor competency, 39
- Actors and their roles, 42,
107–114
 - adding/removing players,
108–109
 - drawing map of network,
107–108
 - educating customers and other
partners, 114–115
 - fostering emergence of
competitors, 110–111
 - modifying roles, 112–114
- Adobe, 132
- Aerobic exercise, 146
- Aerobics industry, 146
- Agenda construction for shared
purpose, 238
- AirBnB, 188
- Alahuhta, Matti, 199–202, 209
- Alcatel-Lucent, 245
- Alibaba, 187
- Amazon, 187
- American National Standards
Institute (ANSI), 131
- Ancillary language and concepts,
120–122
- Android operating system, 239
- Ansoff, Igor, 57
- API (Application Programming
Interface), 202
- Apple, 2, 8, 9, 235
 - fast-follower strategy,
155–156
 - iPod business, 73
 - Mac, 73
 - minimum viable system, 162
 - MP3 player market, 155
- Arena generator. *See* Business
arena generator
- Arts
 - metaphors from, 230–231
 - as positive-sum games, 230
- As-a-service contracts, 181–182
- As-a-service play, 180–182
 - service context, 181–182
 - tangible goods context,
180–181
- Associations, 126–129
- Auckland, New Zealand, 146
- Aviva, 187–188
- Awards, 126–129
- Barrett, Frank, 231
- Benioff, Marc, 228
- BetaMax, 132
- Better Mousetrap Syndrome, 178
- Bezos, Jeff, 187
- Big Oil, 116
- Black box thinking, 20
- Bluetooth Coalition, 238
- BodyPump, 147
- BoKlok, 65–66
- Bookabach, 104
- Booking.com, 187
- Boston Consulting Group, 37
- Brainstorming, business
 - definitions, 57–58
 - zooming in, 73–86
 - zooming out, 58–73, 60*f*
- Brand ownership, 81

- BreadTalk, 185
- Bricks-and-mortar matching
 - methods, 105–106, 187
- Bridging concepts, 123
- Bright Horizons, 71–72
- Burgelman, Robert, 21
- Business arena generator, 75–85, 75*f*
 - brand ownership, 81
 - customer segments, 79–80
 - customized/targeted data for arena analysis, 82–84
 - distribution channel, 80
 - end use/application, 81
 - geography, 79
 - identifying interesting arenas, 81–82
 - price, 80–81
 - prioritization, 84–85
 - products/services, 79
 - time, 80
 - value chain position, 80
- Business definitions, 41, 51–58
 - brainstorming, 57–58
 - casting out the worm of product, 56
 - frames, 53–55
 - polishing and pointing, 57
 - zooming in, 73–86
 - zooming out, 58–73, 60*f*
- Buyer-finds-seller matching, 187–188
- Camp, Garrett, 9–10
- Capabilities
 - defined, 61
 - network, 62–66
 - resources and, 61–62
- Capital expenditure
 - as-a-service lowering, 180–182
- Casey, Jim, 49, 50, 54–55, 213
- Chateau Margaux, 140
- Christensen, Clayton, 184
- Collaboration
 - platforms for, 239–241
 - as win-win-win strategy, 166–169
- Collaborative sense-making, dialogue for, 228
- Complacency, 213
- Complex adaptive system (CAS), 25–29
 - See also* Markets/market system
- Conceptual extensions, 122–123
- Confederation of Finnish Construction Industries, 128–129
- Constructive paranoia, 213–215
- Consumer practices, 68–69
- Containerization, 133
- Coor, 172–173, 186
- Credibility building, 237–241
- Credit cards, 237
- CRM. *See* Customer relationship management (CRM)
- Customer-oriented zooming out, 66–69
 - B2B, 66–67
 - B2C, 68–69
- Customer preferences
 - industry conventions as an obstacle to, 141–142
 - making product/service desirable by influencing, 139–141
- Customer processes
 - to consumer practices, 68–69
 - improving, 66–67
- Customer relationship management (CRM), 228
- Customers' customers, 70
- Customer segments, 79–80
- Customized/targeted data for arena analysis, 82–84
- Dell Computers, 109
- Dialogue for collaborative sense-making, 228–229
- Diamond, Jared, 214
- Didi Chuxing, 14

- Digitalization, and matching methods, 103–105
- Digital revolution, 239
- Disruptive economics, 182–184
- Disruptive innovations, 182–183, 184
- Distribution channel, 80
- Dow Corning, 104–105
- Durkheim, Emile, 138

- Earthquake in Christchurch, New Zealand, 151
- Economic profit, 16
- Edison, Thomas Alva, 234–235
- Edison Electric Company, 234
- Edison Illuminating Company, 234
- E-invoicing, 165
- Electricity Act of India (2003), 135
- Electronic games, 244
- Ellis, William Webb, 230
- Elop, Stephen, 5–6, 9, 11, 17, 26
- Emergence
 - encouraging, 224–225
 - fostering and exploiting, 223–225
- End use/application, 81
- Engagement, 206, 235–245
 - building credibility, 237–241
 - in complex environments, 235
 - decoupling leadership, 235
 - intraorganizational alignment, 235
 - meaning of, 235
 - orchestration, 241–243
 - pivoting, 243–245
 - resource mobilization, 236–237
- Ericsson, 3, 172
- ERoaming, 116
- European Committee for Standardization, 131
- Events, 126–129
- Exchange, 94–106
 - matching methods, 103–106
 - pricing, 99–102
 - sales item, 95–99
- Exchange interface relocation, 170–175
 - bundling and unbundling of sales item, 173–175
 - price tag to non-monetized activities, 171–173
- See also* Generic market-shaping plays
- Exchange layer, 41–42
- Exchange value, 18, 19
 - obsession with, misses the opportunities of growing use value, 23
- Expedia, 187
- Experimentation, 205, 215–225
 - affordable loss, 219–220
 - at boundaries, 216–218
 - emergence, 223–225
 - investments, 219–221
 - as method for learning, 216
 - recognizing and ending failed experiments, 218
 - resource re-allocations, 219
 - rigorous processes, 216–217
 - safe-to-fail environment, 221–223
- Exploration, 205, 207–215
 - challenging existing beliefs and business models, 212–213
 - constructive paranoia, 213–214
 - cultivating diverse perspectives, 212–215
 - pre-mortems, 215
 - triangulation and peripheral vision, 208–212
- Expression, 206, 225–235
 - as art, 226–228
 - labeling, 232–233
 - metaphors, 229–231
 - symbolic actions, 233

- Facebook, 154
- Fair Dinkum Shed, 113–114
- Fast-follower strategy, 153–156
- Fast-food restaurants, 183–184
- Fermi, Enrico, 223
- Finnish Timber Council, 128
- Finnish Wood Research, 128
- Firebreaks, 222
- First International Screw Cap Symposium, 142
- Fonda, Jane, 146
- Fondia, 181, 232–233
- Fonterra Foodservice, 179
- Frame-storming, 58
- FRANK by OCBC, 105–106
- Freestyle, 146
- Game layer, rules for, 44
- Gasoline-driven automobile, 239
- General Motors, 61
- Generic market-shaping plays, 169–195, 170*f*
- breaking supply and efficiency bottlenecks, 189–195
 - concept, 170
 - delivering step-change in use value, 176–179
 - exchange interface relocation, 170–175
 - matching methods, 186–188
 - turning non-users/non-payers into customers, 184–186
 - using market-widening pricing, 179–184
 - widening customer catchment area, 184–188
- Geography, business arena and, 79
- Gladwell, Malcolm, 210
- Global System for Mobile Communications Standard (GSM), 2, 6
- See also* 2G
- Google Buzz, 218
- Google Inc., 178
- search engine, 71
- Google Reader, 218
- Google Wave, 218
- Great Recession, 13
- Grosset, Jeffrey, 141
- Grove, Andrew “Andy”, 213–214
- GSM. *See* Global System for Mobile Communications Standard (GSM)
- Gutenberg, Johannes, 182–183
- Harford, Tim, 222
- Healthcare market, 43
- Hendrik, Toomas, 137
- Hewlett-Packard, 244
- Homebrew Computing Club, 239
- Household work, 171–172
- IBM
- customers’ processes, 66
 - Smarter Planet, 229
- IETF. *See* Internet Engineering Task Force (IETF)
- IKEA, 37, 184
- Skanska and, 65–66
- India
- Electricity Act (2003), 135
 - National Electricity Policy, 136
 - Wärtsilä in, 135–136
- Inditex, 109
- Industrial organization, 16
- Industry associations, 128–129
- Industry self-regulation, 137–138
- Industry view, 15–16
- Information, 123–126
- media, 124–125
 - research and statistics, 125–126
- See also* Representations layer
- Infrastructure, 43, 115–117
- influencing others for building, 117
 - investment in, 115

- separate business opportunity
 - from lack of, 116–117
- Innovating technology, 38
- Instagram, 154
- Intel, 70–71
- Intellectual property (IP) rights, 132–133
- International Organization for Standardization (ISO), 131
- International Screw Cap Seal Initiative, 142
- International SOS, 109–110
- Internet Engineering Task Force (IETF), 131
- Invoices
 - e-invoicing, 165
 - manual processing of, 164–165
- iPhone, 2, 4, 5
- iPod, 73
- ISO. *See* International Organization for Standardization (ISO)
- Ive, Jonathan, 235

- Jay Z, 69
- Jazz, 231–232
- JCDecaux, 64, 71
- Jobs, Steve, 8, 235

- Kahneman, Daniel, 22, 99–100, 171
- Kaizen system, 62
- Kalanick, Travis, 9–10, 13
- Kallasvuo, Olli-Pekka, 1–2, 4
- Kamprad, Ingvar, 65
- Khan, Kublai, 94
- Know-how, 42, 112–115
- KONE
 - API Challenge, 202
 - business definition, 52–53
 - events and awards, 127–128
 - as globally integrated organization, 199
 - leadership, 199–202
- People Flow, 53, 127–128, 201–202
- R&D engineers, 200–201

- Labeling, claiming market by, 232–233
- Language, 228–231
 - ancillary language and concepts, 120–122
 - bridging concepts, 123
 - conceptual extensions, 122–123
 - generic names, 120
 - trademarks, 119
 - See also* Metaphors
- Leaders, and leadership, 236
- Leadership
 - building credibility, 237–241
 - challenging existing beliefs and business models, 213
 - constructive paranoia, 213–214
 - cultivating diverse perspectives, 212–215
 - engagement, 206, 235–245
 - See also* Engagement
 - experimentation, 205, 215–225
 - See also* Experimentation
 - exploration, 205, 207–215
 - See also* Exploration
 - expression, 206, 225–235
 - See also* Expression
 - informing about resource potential, 204–205
- KONE, 199–202
- leaders and, 236
- looking around approach, 205, 207–215
- market shaping traits, 203–204, 204*f*
- orchestration, 241–243
- performing/enacting new market, 205–206
- pivoting, 243–245

- pre-mortems and prospective hindsight, 215
- probing and responding, 205
- redefining, 203–206
- resource mobilization, 236–237
- Lead users, 238–239
- Lee, Katherine, 185
- Les Mills International, 145–149
 - background, 146–147
 - BodyPump, 147, 148, 149
 - instructors, 148–149
 - regional distribution rights, 148
- Les Mills On Demand, 149
- Levitt, Theodore, 57
- Lewin, Kurt, 215–216
- Life insurance companies, 187–188
- Linux operating system, 239
- London Wine Fair (2002), 141–142
- Low-cost airlines, 183
- Lower prices for disruptive economics, 182–184
- Ma, Jack, 187
- Mac, 73
- MacLean, Malcolm, 133
- Market Fan, 39–45, 42*f*
 - business definition, 41
 - exchange layer, 41–42
 - network layer, 42–43
 - representations layer, 41, 43–44
 - rules of game, 41, 44
- Market making, as market shaping, 35
- Market orientation, 21–22
- Market rebels, 239
- Market segmentation, 74–75
- Market shaping, 32–39
 - concept, 32, 34–35
 - environments, 38
 - FAQs, 36–38
 - firms practicing, 37–38
 - main ingredients for, 36
 - mainstream strategic thinking *vs.* strategies of, 36–37
 - market making as, 35
- Markets/market system, 14–31
 - black box thinking, 20
 - complex adaptive system (CAS), 25–28
 - exchange for value creation, 29
 - human agents, 30–31
 - industry view, 15–16
 - misconception, 17
 - poor market view, 20–24
 - product market view, 17–20
 - rich reality of, 24–31
 - as social system, 30
- Matching methods, 103–106
 - bricks-and-mortar, 105–106, 187
 - buyer-finds-seller matching, 187
 - digitalization, 103–105
 - passive information mediators, 186
 - wider or safer, 186–188
- McDonalds, 183
- McKinsey & Company, 16, 72, 150–151
- Media, 124–125
- MeeGo, 4
- Merchant Parcel Delivery, 50
 - See also* UPS
- Metaphors, 122, 229–231
 - arts and, 231
 - zero sum to positive-sum game, 230
- MetLife, 187
- Microsoft, 2
- Mills, Leslie Royce, 145–149
- Mills, Phillip, 146–147
- Minimum viable system,
 - win-win-win strategies in, 158–163
- Moore, Mike, 134
- Motorola, 3

- MP3 player market, 155–156
- Myspace, 154
- Napster, 69
- Nash, Ogden, 229
- National Electricity Policy of India (2012), 136
- National Organization for Rare Disorders (NORD), 123
- Nelson, Kent “Oz”, 50
- Nespresso, 109
- Nestlé, 109
- Network-based zooming out, 62–66
- Network layer, 41, 42–43, 106–117
 - actors and their roles, 42–43, 107–115
 - infrastructure, 115–117
 - know-how, 42, 112–115
- New Zealand
 - Fonterra Foodservice, 179
 - Les Mills International, 145–149
 - wineries, 193
- N-Gage (Nokia), 3
- Nicholson, Jack, 53
- Nintendo, 244
- Nokia, 1–9, 157, 162, 244–245
 - Alahuhta, 200
 - demise/failure of, 2, 4–7
 - diversification, 244–245
 - GSM, 2
 - management, 4–5
 - Microsoft and, 2, 245
 - old playbook and theory, 7–9
 - original incarnation of, 244
 - rival, 5
 - smart phone, 3
 - success story, 2–4
 - supply chain, 2–4
 - 3G handset, 3, 4
 - touch-screen phone, 3
 - 2G handsets, 4
- Nokia 9000 Communicator, 2
- Non-monetized activities, price tag to, 171–173
- Non-shapeable market, 156–158
- NORD. *See* National Organization for Rare Disorders (NORD)
- North, Douglass, 15
- Online ride-sharing company. *See* Uber Technologies Inc.
- Open-source software community, 239
- OP Group, 160–161, 165
- Opinion leaders, 238–239
- Oprah Winfrey’s Book Club, 239
- Orchestration, 241–242
 - allocentric innovation, 242
 - from domination to, 241–242
 - rotating leadership, 242–243
- Orphan Drug Act of 1983, 123
- Oscars. *See* Academy Awards
- Other actors, 39
- Other-benefactor perspective, 69–72
- Outliers, 210–211
- Oversea-Chinese Banking Corporation (OCBC), 105
 - See also* FRANK by OCBC
- Panasonic, 154
- PayPal, 244
- People Flow, 201–202
- People Flow (KONE), 53
- Peripheral vision, 208–212
 - focusing on IFAQs, 211–212
 - focusing on outliers, 210–211
 - metaphor, 210
 - See also* Triangulation
- Petrini, Carlo, 123
- Pivoting, 243–245
 - after start-up phase, 243–245
 - concept of, 243
 - for start-ups, 243

- Platforms for enhanced
 - collaboration, 239–241
- Poor market view, 20–24
- Post, Emily, 138
- Practices. *See* Consumer practices
- Pre-mortems, 215
- Price carriers, 101–102
- Price/pricing, 99–102
 - arena and, 81
 - as-a-service, 180–182
 - changing level of, 100–101
 - errors relevant to, 100
 - lowering of, 182–184
 - non-monetized activities, 171–173
 - using market-widening, 179–184
- Printing press, 182
- Product-geography matrix, 57
- Product market view, 17–20
 - data bias, 19–20
 - stock market analysis, 20
- Products, business arena and, 79
- Prospective hindsight, 215
- Provocative competence, 242

- Quantifying win-win-win
 - strategies, 163–166
- Quek, George, 185

- Red Bull, 122
- Regulations/laws, 134–138
 - breaking regulations to change, 136–137
 - cooperation with regulators to change, 134–136
 - industry self-regulation, 137–138
- Representations layer, 41, 43–44, 118–129
 - devices, 118–119
 - information, 123–126
 - language, 119–123
 - symbols, 126–129
- Research and statistics, 125–126

- Resource mobilization, 236–237
- Resource potentiality, 204–205, 236
- Resources
 - capabilities and, 61–62
 - defined, 61
 - network, 62–66
- Rey-Herme, Pascal, 110
- Rotating leadership, 242–243
- Roth, Alvin E., 42, 188
- Royal Bank of Scotland, 187
- Rules of the game, 41, 44, 129–142
 - regulations, 134–138
 - social norms, 44, 138–142
 - standards, 130–133
- Rumsfeld, Donald, 210
- Ryanair, 183

- Safe-to-fail environment, 221–223
- Sainsbury, 187
- Sales item, 95–99
- Samsung, 5
- Sanyo, 154
- Savvy market shapers, 150
- Schörling, Melker, 65
- Screwcaps, 141–142, 193–194
- Screwcap Wine Seal Initiative (SWSI), 141–142, 194
- S-curve, 139
- Sea-Land, 133
- Search engine (Google), 71
- SEPA. *See* Single Euro Payments Area (SEPA)
- Services, business arena and, 79
- Short Message Service (SMS), 2
- Siemens, 2
- Single Euro Payments Area (SEPA), 165
- Skanska, 172
- Skanska and IKEA, 65–66
- Skeuomorphism, 235
- Smarter Planet (IBM), 229

- SMS. *See* Short Message Service (SMS)
- Social norms, 44, 138–142
- Sony Walkman, 154
- Spotify, 37, 69
- Standards, 130–133
 - compatibility, 130
 - de jure *vs.* de facto, 131–132
 - intellectual property (IP) rights, 132–133
 - technical, 131–132
 - wars, 132
- Starbucks, 244
 - zooming in success story, 85–86
- Stock market analysis, 20
- Stora Enso, 91–94, 128, 152
 - BoKlok, 65–66
- Strategies, for market shaping, 32–39, 158–169
 - collaboration, 166–169
 - minimum viable system, 158–163
 - poor market view, 20–24
 - quantifying win-win-win, 163–166
- Strategy&, 73
- Supply bottlenecks
 - clearing out regulatory, 191–193
 - elimination by scaling up
 - cottage industries, 189–191
- Symbian, 4
- Symbolic actions, claiming market by, 233
- Systems theory, 151–152
- Tantlinger, Keith, 133
- Telenokia, 2
- Tesco, 187
- 3G, 3, 4, 5, 6–7
 - See also* Nokia
- Tidal, 69
- Time, 80
- Timing, in market shaping, 149–158
 - assessing shapeability, 149–153
 - fast-follower strategy, 153–156
 - non-shapeable market, 156–158
- Toyota
 - capabilities, 61–62
 - sideline businesses, 62
- Trademarking, 119
- Triangulation, 209–210
 - See also* Peripheral vision
- 2,4,6-Trichloroanisole (TCA), 140
- 2G, 2, 3, 4, 5, 6, 8
 - See also* Nokia
- UberGREEN, 13
- Uberification, 14
- Uber Technologies Inc., 9–14, 157, 213, 214
 - background, 9–10
 - country-specific taxi regulations and, 136–137
 - goodwill and trust, 12
 - growth, 12
 - matching methods, 187
 - private car owners, 10, 11
 - surge pricing, 11
- UberX, 10
- Unilever
 - hygiene products, 117
 - Shakti program, 117
- University of California, Los Angeles (UCLA), 146
- UPS, 49–51, 213
- US Department of Commerce
 - Bureau of Economic Analysis, 171
- User/payer split, 71–72
- Use value, 19, 176–179
 - commercializing a new widget, 176–178
 - creation, 18
 - defined, 18
 - enhancing customers' use environment, 178–179

- Vaissié, Arnaud, 110
- Value chain position, 80
- Value quantification, 165
- Value sensing, 209
- VHS, 132
- Voltaire, 211
- Von Clausewitz, Carl, 229

- Walkman (Sony), 154–155
- Walmart, 188
- Wärtsilä, 116–117
- Water footprint, 122
- Water Footprint Network, 122
- Watson platform of IBM, 202
- WhatsApp, 154
- What You See Is All There Is (WYSIATI), 22, 171
- Wilde, Oscar, 18
- Wineries
 - screwcaps, 193–194
 - Screwcap Wine Seal Initiative, 194
 - social norms, 193–194
- Wozniak, Steve, 239

- Xiameter, 104–105

- YouTube, 244

- Zara, 109
- Zooming in, 73–86
 - business arena generator, 75–85
 - as market segmentation, 74–75
 - Starbucks, 85–86
- Zooming out, 58–73, 60*f*
 - capabilities and resources, 61–62
 - demand perspective, 60
 - diversification, 72–73
 - network perspective, 63
 - other-benefactor perspective, 69–72
 - supply perspective, 59–60
- Zuckerberg, Mark, 154