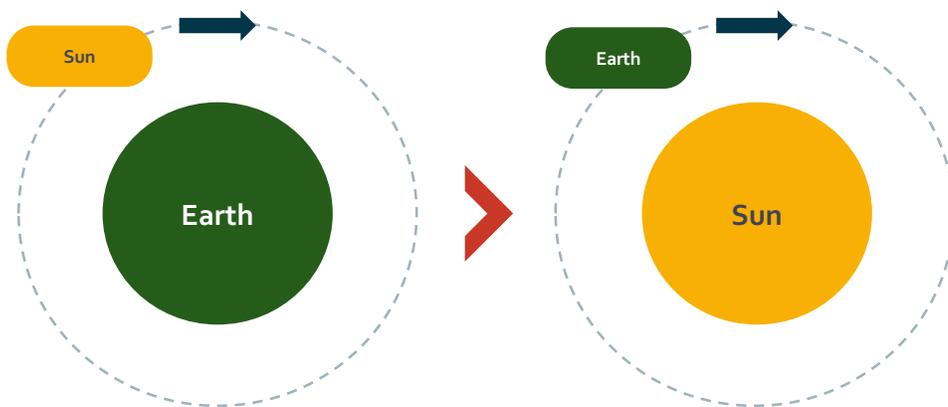
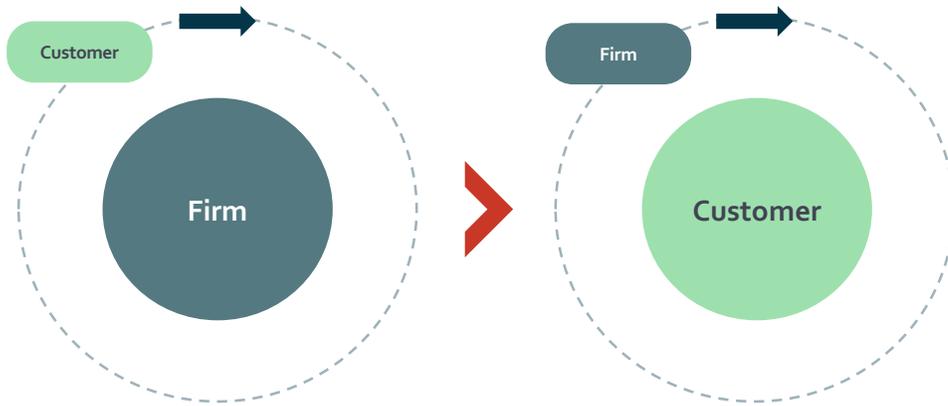


# Customer Centricity

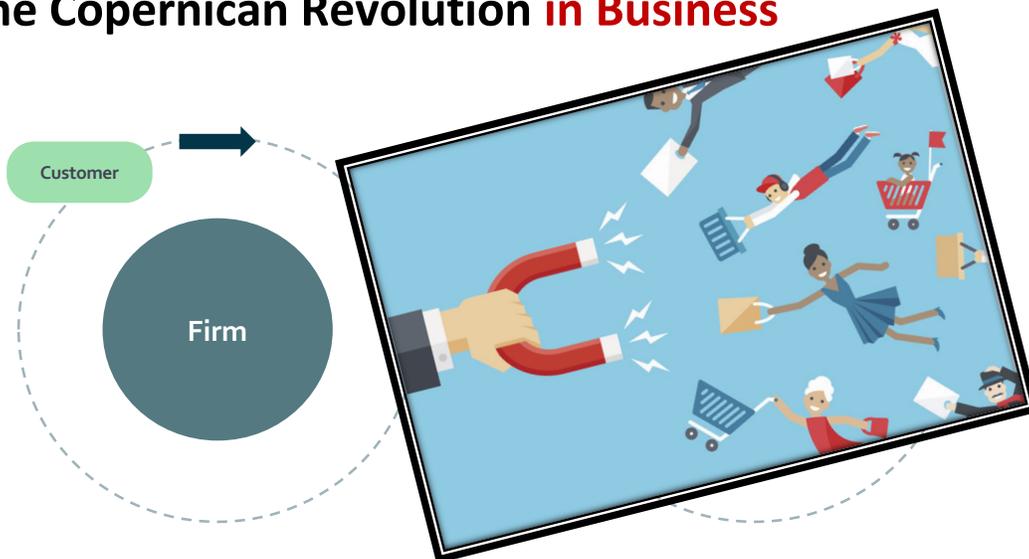
## The Copernican Revolution



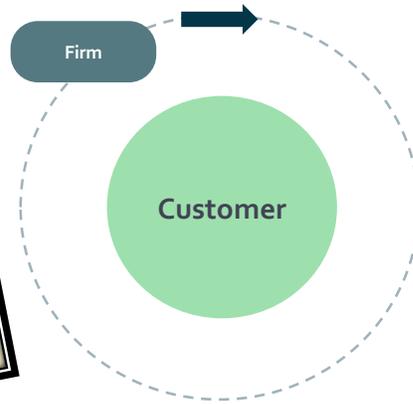
## The Copernican Revolution in Business



## The Copernican Revolution in Business



# The Copernican Revolution in Business



## ORGANISATION CENTRIC CULTURE

WHAT PRODUCTS CAN WE SELL TO OUR CLIENTS

WHAT SERVICES CAN WE SELL TO OUR CLIENTS

WHAT RELATIONSHIPS DO WE NEED TO ESTABLISH WITH OUR CLIENTS

HOW CAN WE MAKE MONEY FROM OUR CLIENTS

VS

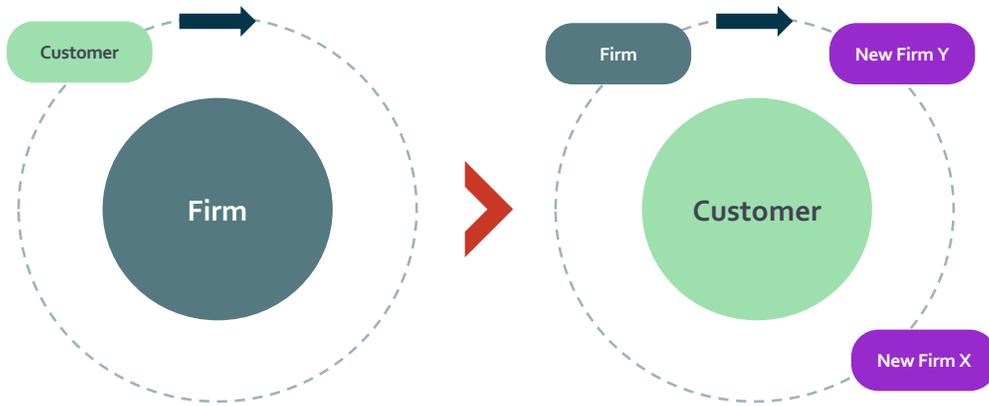
## CUSTOMER CENTRIC CULTURE

WHAT DOES OUR CLIENT NEED TO GET DONE NOW AND HOW CAN WE HELP

WHAT RELATIONSHIP DO OUR CLIENTS EXPECT US TO ESTABLISH WITH THEM

WHAT VALUE DO OUR CLIENTS NEED TO SEE BEFORE THEY ARE WILLING TO PAY

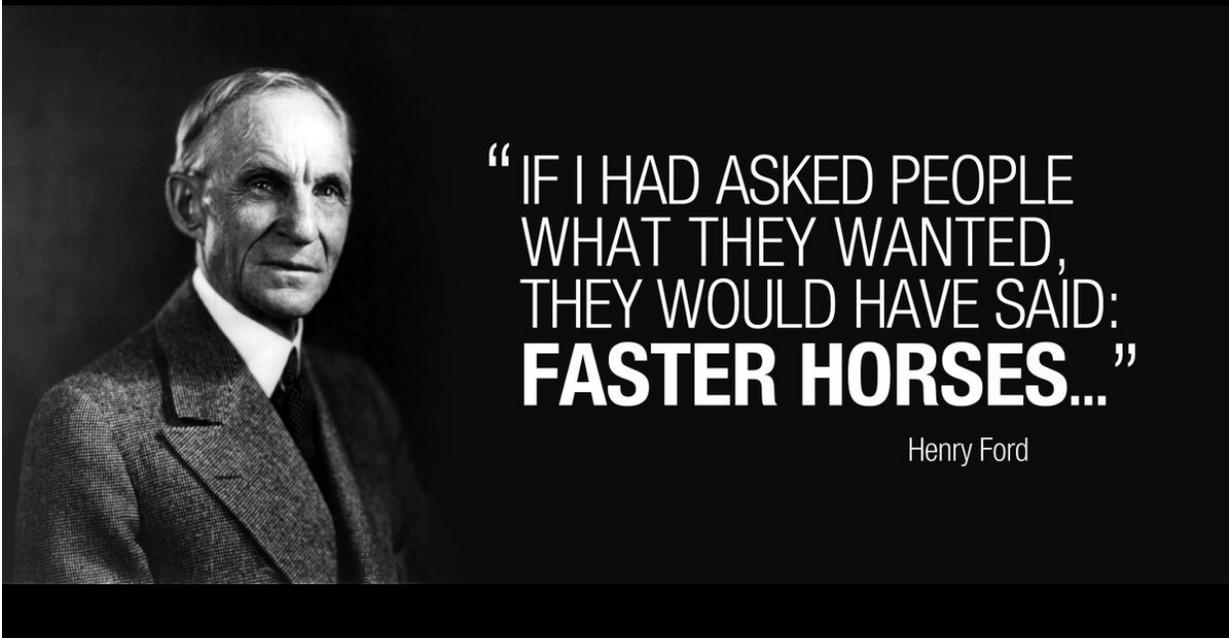
## The Copernican Revolution in Business



OUR MISSION

**WE ASPIRE**  
TO BE THE MOST  
**PLAYER**  
**FOCUSED**  
GAME COMPANY IN THE  
**WORLD**

REQUESTS



# Outputs, Outcomes & Impacts

## OUTPUT, OUTCOME, IMPACT

### Output



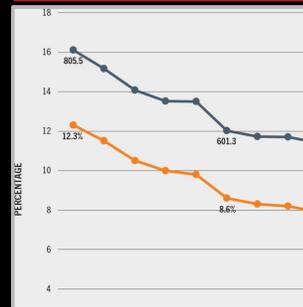
**OUTPUT**  
The meals served by a soup kitchen.

### Outcome



**OUTCOME**  
The target population eats a meal by the soup kitchen.

### Impact



**IMPACT**  
Reduction of hunger in the population

# OUTPUT, OUTCOME, IMPACT

## Output



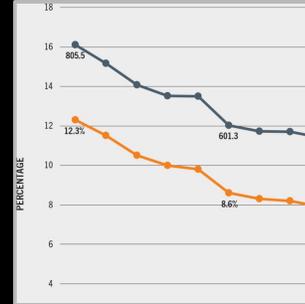
**OUTPUT**  
The goods or services produced or delivered

## Outcome



**OUTCOME**  
The desired behavioral change(s) of the target audience

## Impact



**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

Tesla's Vision (paraphrased) :  
Accelerate the world's transition to sustainable energy

## Output



**OUTPUT**  
The goods or services produced or delivered

## Outcome

Desired Behavior Change:  
People purchase an electric car

**OUTCOME**  
The desired behavioral change(s) of the target audience

## Impact

The world stops relying on fossil fuels for transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

**Tesla's Vision (paraphrased) :**  
Accelerate the world's transition to sustainable energy

**Output**



**OUTPUT**  
The goods or services produced or delivered

**Outcome**

**Desired Behavior Change:**  
Purchase an electric car

**OUTCOME**  
The desired behavioral change(s) of the target audience

**Impact**

The world stops relying on fossil fuels for transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

**Tesla's Vision (paraphrased) :**  
Accelerate the world's transition to sustainable energy

**Output**



**OUTPUT**  
The goods or services produced or delivered

**Outcome**

**Target Audience:**  
Tech-savvy, high-end, luxury car buyers

**Desired Behavior Change:**  
Purchase an electric car

**OUTCOME**  
The desired behavioral change(s) of the target audience

**Impact**

The world stops relying on fossil fuels for transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

**Tesla's Vision (paraphrased) :**  
Accelerate the world's transition to sustainable energy

**Output**



**OUTPUT**  
The goods or services produced or delivered

**Outcome**

**Target Audience:**  
Tech-savvy, entry-level luxury buyers from 20's to young 40's

**Desired Behavior Change:**  
**Purchase** an electric car

**OUTCOME**  
The desired behavioral change(s) of the target audience

**Impact**

The world stops relying on fossil fuels for transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

**Tesla's Vision (paraphrased) :**  
Accelerate the world's transition to sustainable energy

**Output**



**OUTPUT**  
The goods or services produced or delivered

**Outcome**

**Audience:**  
Other Car Manufacturers

**Desired Behavior Change:**  
Produce More Electric Cars

**OUTCOME**  
The desired behavioral change(s) of the target audience

**Impact**

The world stops relying on fossil fuels for transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision

# LEAST AMOUNT OF OUTPUT FOR THE MOST AMOUNT OF OUTCOME

Tesla's Vision (paraphrased) :  
Accelerate the world's transition to sustainable energy

## Output



**OUTPUT**  
The goods or services produced or delivered

## Outcome

**Audience:**  
Other Car Manufacturers  
**Desired Behavior Change:**  
Produce More Electric Cars

**OUTCOME**  
The desired behavioral change(s) of the target audience

## Impact

The world stops  
relying on fossil  
fuels for  
transportation

**IMPACT**  
The lasting effects and substantial changes required to achieve the vision



## Ocean's Alive Vision:

Healthy, protected and pollution free rivers and oceans and coastal environments and marine wildlife

### Output



#### **OUTPUT**

The goods or services produced or delivered

### Outcome



#### **OUTCOME**

The desired behavioral change(s) of the target audience

### Impact



#### **IMPACT**

The lasting effects and substantial changes required to achieve the vision



## Ocean's Alive Vision:

Healthy, protected and pollution free rivers and oceans and coastal environments and marine wildlife

### Output



#### OUTPUT

The goods or services produced or delivered

### Outcome

#### Audience:

Men between 30 and 60 who smoke



#### Desired Behavior Change:

Recycle their cigarette filters

#### OUTCOME

The desired behavioral change(s) of the target audience

### Impact



#### IMPACT

The lasting effects and substantial changes required to achieve the vision



**FOCUS, ASPIRATIONS, & ASSESSMENT**



## Output



### OUTPUT

The goods or services produced or delivered



## Outcome

### Audience:

Men between 40 and 60

### Desired Behavior Change:

Recycle more of their plastic especially, plastic bottles and cigarette filters

### OUTCOME

The desired behavioral change(s) of the target audience



## Output



### OUTPUT

The goods or services produced or delivered

## Definitive

Drives justification & assumptions

Limits exploration and focuses on execution

## Generative

Gives space  
More strategic  
Increases agility  
Allows for engagement



### Outcome

**Audience:**

Men between 40 and 60

**Desired Behavior Change:**

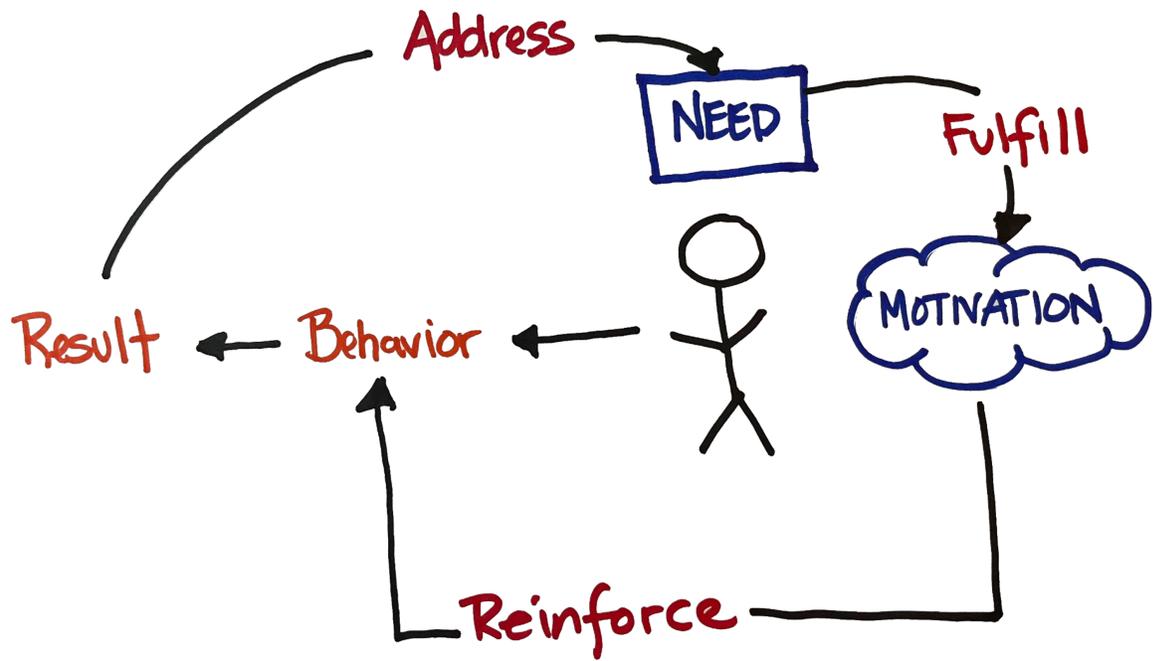
Recycle more of their plastic especially, plastic bottles and cigarette filters

**OUTCOME**

The desired behavioral change(s) of the target audience



**The  
Audience**





**Relaxation:** "I just want to unwind and let worries drift away."  
**Exploration:** "I want to explore diverse ports and cultures"  
**Convenience:** "Everything is in one place!"  
**Variety:** "There is something for everyone"





**FAMILY TRAVEL**

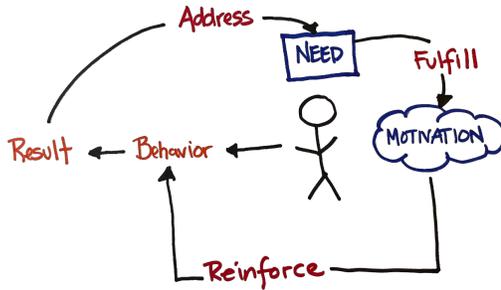


**MULTIGENERATIONAL FAMILY TRAVEL**

# Motivations

Target Audience: Organizers of Multigenerational Family Vacations

These individuals take on the role of organizers and decision-makers, responsible for planning, coordinating, and executing the trip. They consider the interests, preferences, and needs of each family member, ensuring that the itinerary caters to a wide range of ages and interests. They handle logistics, book accommodations, arrange activities, and address any challenges that arise during the journey to ensure a smooth and successful multigenerational family vacation.



Motivations are the WHY behind the behavior. What people seek to fulfill that reinforces doing the behavior. What MUST be fulfilled for the behavior to be rewarding.

Examples of motivations for going on a Cruise.

**Relaxation:** "I just want to unwind and let worries drift away."

**Exploration:** "I want to explore diverse ports and cultures"

**Convenience:** "Everything is in one place!"

**Variety:** "There is something for everyone"

List 3-5 Motivations for Organizers of Multigenerational Family Vacations

**1. Creating lasting memories:** "All I want is for the trip to be super memorable trip for the kids"

**2. Strengthening family bonds:** "It's worth the headache; seeing bonds and relationships strengthen is everything to me."

**3. Smooth Operations:** "I can't let the family down, everything needs to be planned and coordinated to perfection,"

**4. Ensuring variety:** "Everyone should be able to have fun, it's a vacation after all"

Vision

**A BOLD NEW WORLD FOR YOUR CUSTOMER**

**A CLEAR, INSPIRING, & VIVID PICTURE OF THE BOLD NEW WORLD**

## **VIVID DESCRIPTIONS**

Vivid descriptions are a tool for presenting your vision/ambition in such a way that it evokes powerful graphic images in your mind and induces strong emotions





**A BOLD NEW WORLD FOR YOUR CUSTOMER**



**A CLEAR, INSPIRING, & VIVID PICTURE OF THE BOLD NEW WORLD**



**Ford 1905: Vision: Democratize the Automobile**

We will build a motor car for the great multitudes. It will be so low in price that no man making a good salary will be unable to own one and enjoy with his family the blessing of hours of pleasure in God's great open spaces...When we are through, everyone will be able to afford one...the horse will have disappeared from our highways and the automobile will be taken for granted.

## **Ford 1905: Vision: Democratize the Automobile**



## **Ford 1905: Vision: Democratize the Automobile**

# DESIRED AREAS OF IMPACT



## **Ford 1905: Vision: Democratize the Automobile**

---

We will build a motor car for the great multitudes. It will be so low in price that no man making a good salary will be unable to own one and enjoy with his family the blessing of hours of pleasure in God's great open spaces....When we are through, everyone will be able to afford one....the horse will have disappeared from our highways and the automobile will be taken for granted.

**DESIRED AREAS OF IMPACT: (1) Reduce Cost (2) Mass Produce**

**Sony 1950s: Vision:** Become the company that most changes the worldwide image of Japanese products as being of poor quality.

We will create products that become pervasive around the world.... We will be the first Japanese company to go into the American market and distribute directly.... We will succeed with innovations like the transistor radio that American companies have failed at.... Fifty years from now, our brand-name will be as well-known as any on Earth ... and will signify innovation and quality that rivals the most innovative companies anywhere.... "Made in Japan" will mean something fine, not shoddy.

**DESIRED AREAS OF IMPACT: (1) Innovation, (2) Quality, (3) Brand Recognition**

**Riot will be prepared to win!**



Rioters will not only be able to deliver on their player-focused passion, but will also be the best version of themselves, working together, without friction or distraction. Collaboration at Riot will be exciting and invigorating. Rioters will feel energized because they “get” to work with colleagues in other teams, instead of “have” to work with them, and every Rioter will have the leaders, the resources, and the tools to achieve real collaboration, rather than waiting around for it to happen.

Leaders will also be prepared; they will be true role-models and embody the essence of our culture. They will succeed at combining great leadership and management skills in service of inspiring and providing the strong, stable foundation Rioters need to focus and thrive. They will be diverse and passionate, possessing the ideal balance of vision and operational excellence.

Riot’s leadership will not be a population of people, but a world class practice, recognized globally.



### **Riot will be prepared to win!**

Rioters will not only be able to deliver on their player-focused passion, but will also be the best version of themselves, working together, without friction or distraction. Collaboration at Riot will be exciting and invigorating. Rioters will feel energized because they “get” to work with colleagues in other teams, instead of “have” to work with them, and every Rioter will have the leaders, the resources, and the tools to achieve real collaboration, rather than waiting around for it to happen.

Leaders will also be prepared; they will be true role-models and embody the essence of our culture. They will succeed at combining great leadership and management skills in service of inspiring and providing the strong, stable foundation Rioters need to focus and thrive. They will be diverse and passionate, possessing the ideal balance of vision and operational excellence.

Riot’s leadership will not be a population of people, but a world class practice, recognized globally.

### **Desired Areas of Impact:**

(1) Collaboration across Riot, (2) Rioter effectiveness (3) Leadership Preparedness



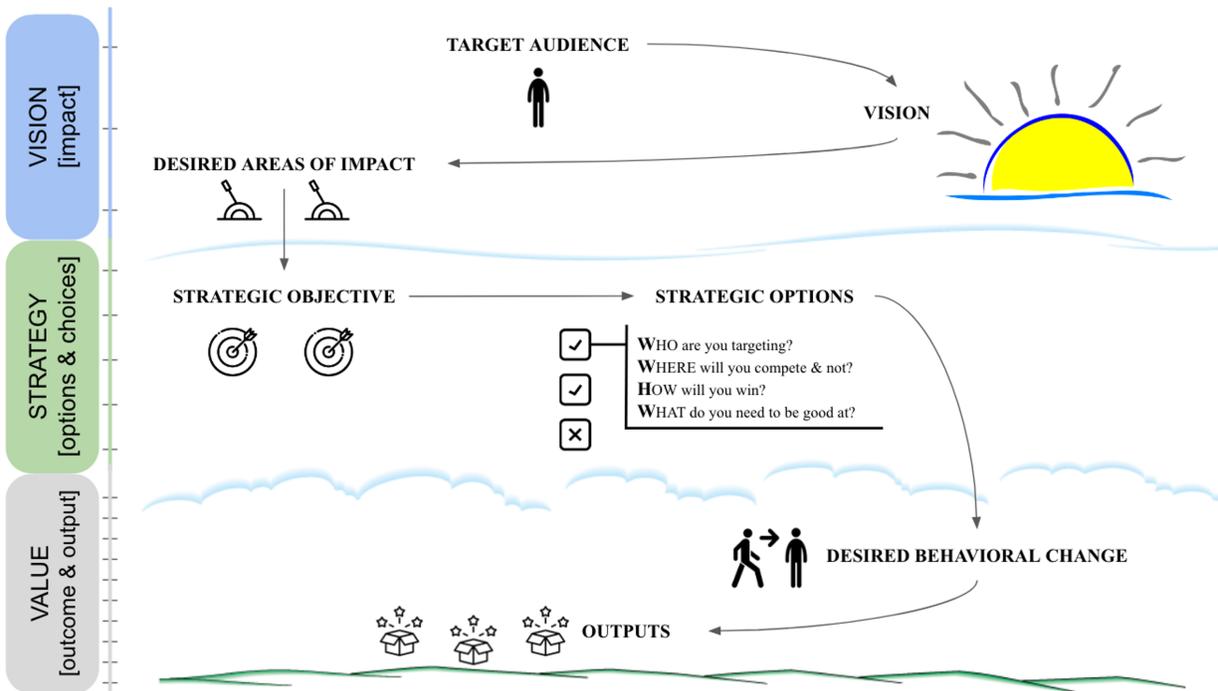
## Multigenerational family vacations with no pain and all the gain

Giggles and laughter resonate through the air as grandparents share tales of wisdom with their wide-eyed grandchildren, while parents revel in a newfound sense of relaxation, free from the anxieties that used to accompany such journeys. The days are thoughtfully designed, catering to every age and mobility, ensuring that no member of the family is left behind. Adventure courses, interactive learning experiences, and rejuvenating spa retreats cater to the diverse desires of every generation. In the evening, it gets loud as long dining tables become the center of lively conversations, as each generation cherishes the opportunity to bond over a feast that suits everyone's needs. Everything is running smooth; everyone knows what their itinerary looks like, and the family leader is not burdened with questions every moment of the day. By streamlining the once burdensome process of organizing such trips, the once feared, and abandoned, multigenerational family vacation becomes the new "go-to", desired, vacation for everyone, even the family vacation leader.

### DESIRED AREAS OF IMPACT:

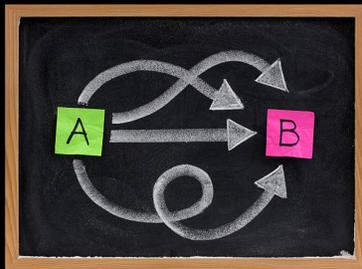
(1) **No Burden:** effortless, no burden, everyone get to enjoy – all the details are taken care of. Removing planning and decision making from the experience – "what do you want to do" – we just get to experience  
Everything related to the planning is taken care of in one place and in a streamlined manner

(2) **Harmonious Variety:** Creating a variety of experiences for different ages yet it still feels that we other together as a family





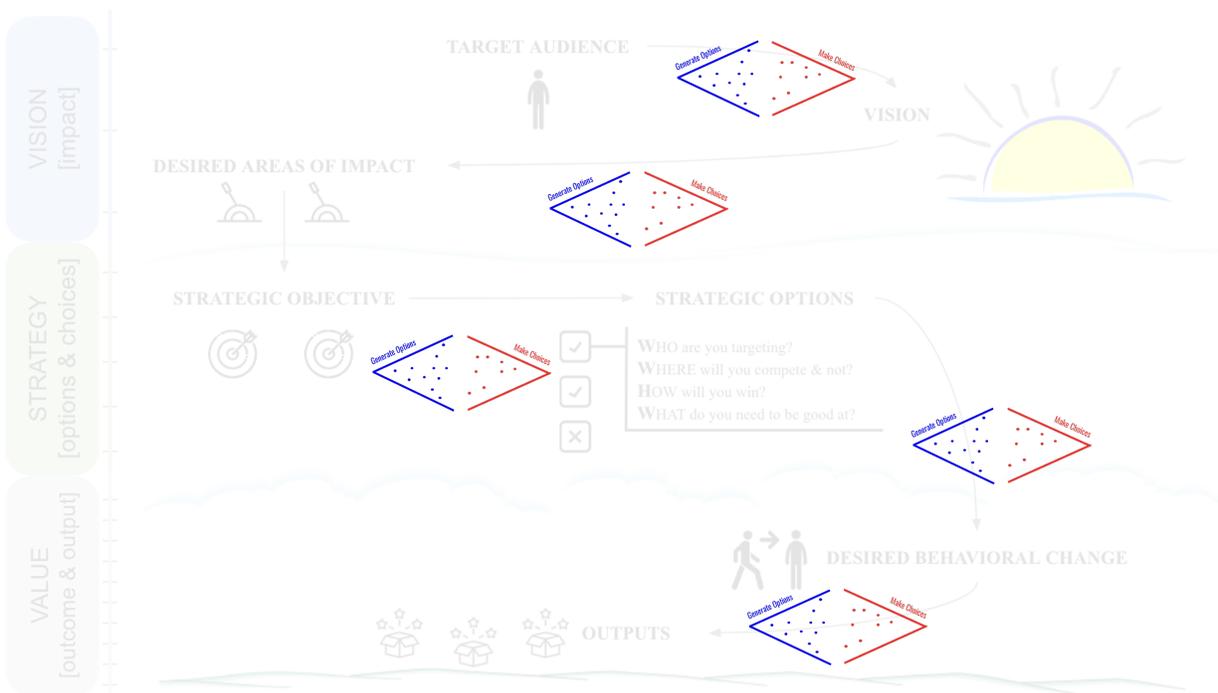
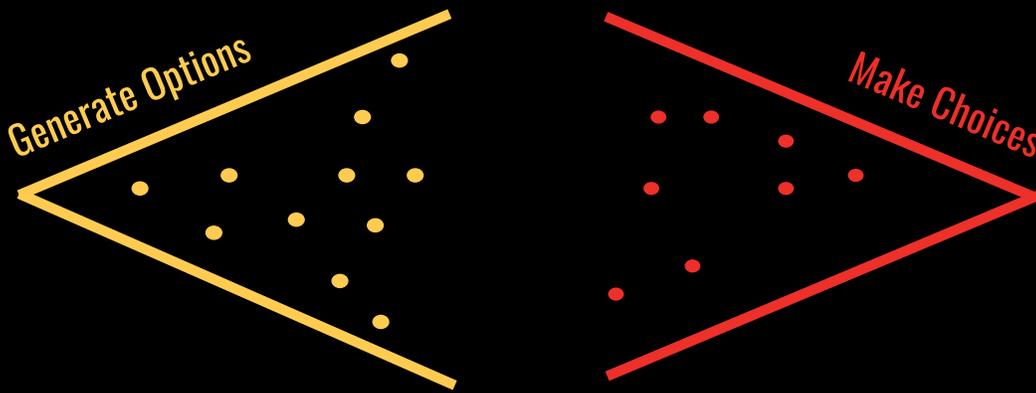
STRATEGY



Strategy is a set of interrelated and powerful **options & choices** that positions the organization to achieve its vision

Adapted from the works of Roger Martin

# CREATING PRODUCT STRATEGY IS A PROCESS



## STRATEGIC OBJECTIVES

Supports by articulating clear vision of what "good" looks like & providing clear strategies, impacts and outcomes



## EMPOWERED TEAMS

Own executions and provide constructive, iterative, meaningful feedback to affect strategic vision and approach



**STRATEGIC  
OBJECTIVE**



## **Riot's People Team**

### **Vision 2023 Vivid Descriptions**

Riot will be prepared to win! Rioters will not only be able to deliver on their player-focused passion, but will also be the best version of themselves, working together, without friction or distraction. Collaboration at Riot will be exciting and invigorating. Rioters will feel energized because they “get” to work with colleagues in other teams, instead of “have” to work with them, and every Rioter will have the leaders, the resources, and the tools to achieve real collaboration, rather than waiting around for it to happen. Leaders will also be prepared; they will be true role-models and embody the essence of our culture. They will succeed at combining great leadership and management skills in service of inspiring and providing the strong, stable foundation Rioters need to focus and thrive. They will be diverse and passionate, possessing the ideal balance of vision and operational excellence. Riot's leadership will not be a population of people, but a world class practice, recognized globally.

### **Desired Areas of Impact:**

(1) Collaboration across Riot, (2) Rioter effectiveness (3) Leadership Preparedness



## Areas of desired impact and Strategic Objectives - People Team

AREA OF DESIRED IMPACT	STRATEGIC OBJECTIVES
Collaboration across Riot	<ul style="list-style-type: none"> <li>● <b>Redefine</b> and cultivate collaboration at Riot</li> </ul>
Rioter effectiveness: Rioters' time is being spent on value-add and rewarding work	<ul style="list-style-type: none"> <li>● <b>Simplify</b> and <b>reduce</b> the friction of the Rioter work experience</li> </ul>
Elevate the People team partnership with the business	<ul style="list-style-type: none"> <li>● <b>Elevate</b> our partnership with the business</li> </ul>
Leadership Preparedness	<ul style="list-style-type: none"> <li>● <b>Drive</b> a diverse and healthy leadership pipeline</li> <li>● <b>Increase</b> manager effectiveness</li> </ul>

## HOW TO GENERATE STRATEGIC OBJECTIVE(S)

### DEFINE THE OBJECTIVE

#### STEP 1: Focus on a Desired Area of Impact

- Pick one to start with

#### STEP 2: What do you want to accomplish

[relative to that Desired Area of Impact]

- Pick a verb (no analysis paralysis)

#### STEP 3: How much do you want to accomplish

- [a step] Ordering - need to achieve this to setup future success
- [a part] Slicing - try with a small scope to learn and expand
- [a limit] Constraining- we only want to invest so much

### CHECK THE OBJECTIVE

#### Is it aligned?

- Is it relevant to the desired area of impact and vision?
- Does it connect?

#### Is it generative for others?

- Generative across both the "what" dimension and the "how" dimension

#### Is it right-sized?

- Can you achieve it in your time horizon?
- Is it too big? Too small?

#### Can you determine if it's been achieved?

- Is there a way to determine if it was achieved or not (even if just by saying Yes or No)

## HOW TO GENERATE STRATEGIC OBJECTIVE(S)

EVALUATION CRITERIA

Is it aligned?  
Is it generative?  
Is it right-sized?  
Can you determine if it's been achieved?

- DESIRED AREA IMPACT
  - Collaboration: Rioters understand what collaboration is and have the tools to use it effectively in their work
- STRATEGIC OBJECTIVE(S)
  - **Make collaboration better at Riot (too broad)**
  - **Enhance collaboration (too broad)**
  - **Enable collaboration (more specific than enhance but not measurable)**
  - Make collaboration easier between groups and products (less specific)
  - Make collaboration more desirable between groups and products (more specific)
  - Provide opportunities for collaboration in a systemic not ad-hoc manner (more specific)
  - Leaders demonstrate collaboration at the highest level (smaller scope - specific audience)
  - **Performance Management incorporates collaboration (too specific, not generative)**
  - **Every team creates a collaboration / dependency charter (too specific, not generative)**



## Multigenerational family vacations with no pain and all the gain

Giggles and laughter resonate through the air as grandparents share tales of wisdom with their wide-eyed grandchildren, while parents revel in a newfound sense of relaxation, free from the anxieties that used to accompany such journeys. The days are thoughtfully designed, catering to every age and mobility, ensuring that no member of the family is left behind. Adventure courses, interactive learning experiences, and rejuvenating spa retreats cater to the diverse desires of every generation. In the evening, it gets loud as long dining tables become the center of lively conversations, as each generation cherishes the opportunity to bond over a feast that suits everyone's needs. Everything is running smooth; everyone knows what their itinerary looks like, and the family leader is not burdened with questions every moment of the day. By streamlining the once burdensome process of organizing such trips, the once feared, and abandoned, multigenerational family vacation becomes the new "go-to", desired, vacation for everyone, even the family vacation leader.

### DESIRED AREAS OF IMPACT:

(1) **No Burden:** Removing the burden of planning and decision making. It should be effortless, no burden, all the details are taken care of and everyone gets to enjoy it, even the organizer.

(2) **Harmonious Variety:** Creating a variety of experiences for different ages yet it still feels that we other together as a family

### HOW TO GENERATE STRATEGIC OBJECTIVE(S)

EVALUATION CRITERIA

Is it aligned?  
It is generative?  
Is it right-sized?  
Can you determine if it's been achieved?

- **DESIRED AREA IMPACT**
  - **No Burden:** Removing the burden of planning and decision making. It should be effortless, no burden, all the details are taken care of and everyone gets to enjoy it, even the organizer.
- **STRATEGIC OBJECTIVE(S)**
  - **Make it easy to organize multigenerational family vacations**
  - Deliver multigenerational family vacations with near "zero-effort" for the family vacation organizer, and participants
  - **Build an application that provides all the vacation participants with their schedule during the vacation**



# Strategic Options

## COMPONENTS OF A STRATEGIC OPTION \*

Given your strategic objective....

Where will you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

Where will you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

Where will you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

\* Inspired by *Playing to Win*, Martin, Lafley

# QUESTIONS TO BUILD A STRATEGY [SET OF OPTIONS & CHOICES]

Strategic Objective

Where we you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

Where we will play will be defined by one or more of the following:

- Markets or Industries
- Target Customers
- Geography
- Channels
- Products, Functions, Experiences

# QUESTIONS TO BUILD A STRATEGY [SET OF OPTIONS & CHOICES]

Strategic Objective

Where we you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

Given your decision on where you will play...is there anything in that to take off the table?

- Markets or Industries
- Target Customers
- Geography
- Channels
- Products, Functions, Experiences

## QUESTIONS TO BUILD A STRATEGY [SET OF OPTIONS & CHOICES]

Strategic Objective

Where we you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

How we will win answers the question from the audience point of view:

- Why did our target audience select us over others?

Format: Dimension: "Customer Quote"

Example:

**Global Footprint:** "I'm able to connect with people all over the world!"

## QUESTIONS TO BUILD A STRATEGY [SET OF OPTIONS & CHOICES]

Strategic Objective

Where we you play?

Where will you NOT play?

How will you win?

What do you need to be good at?

What are the specific capabilities required to execute this strategy successfully?

For generic capabilities, like Marketing, which aspect is especially critical?

How good are we at these capabilities?:

- Strong
- Weak
- Non-existent

## Office Service Company

### STRATEGIC OBJECTIVE

Grow the company and have the highest customer satisfaction, client loyalty, and level of repeat business in our industry

OPTION 1: Expand Geographically	OPTION 2: Expanded Services
WHERE WILL YOU PLAY?	WHERE WILL YOU PLAY?
<ul style="list-style-type: none"> <li>Customers: Small and medium enterprises</li> <li>Channel: Direct</li> <li>Product: Service contracts for regular office cleaning</li> <li>Geography: Midwest</li> </ul>	<ul style="list-style-type: none"> <li>Customers: Small and medium enterprises</li> <li>Channel: Direct</li> <li>Product: Service contracts for regular office cleaning, basic maintenance, small repairs, and regularly ordered office products (paper towels, coffee, etc.)</li> <li>Geography: Chicago area</li> </ul>
WHERE WILL YOU NOT PLAY?	WHERE WILL YOU NOT PLAY?
<ul style="list-style-type: none"> <li>Geography: More than 120 miles away from existing region</li> </ul>	<ul style="list-style-type: none"> <li>Product: Facilities Management</li> </ul>
HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?	HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?
<ul style="list-style-type: none"> <li><b>QUALITY:</b> "They consistently deliver with quality and efficiency, why wouldn't we go with them? They are a known quantity"</li> <li><b>LOCAL:</b> "I've heard great things about them and now they are in my city"</li> <li><b>MIDWEST PRIDE:</b> "I love supporting my local economy and these guys and "Midwest owned"</li> </ul>	<ul style="list-style-type: none"> <li><b>SIMPLICITY:</b> "We worry about it for you"—simplified caretaking of the customers' office space</li> <li><b>CUSTOMIZATION:</b> "They adapted how they work to our unique situation and needs." - customize our service to the specific needs of our customers</li> <li><b>QUALITY:</b> "They consistently deliver with quality and efficiency, why wouldn't we go with them? They are a known quantity" - what we are known for</li> </ul>

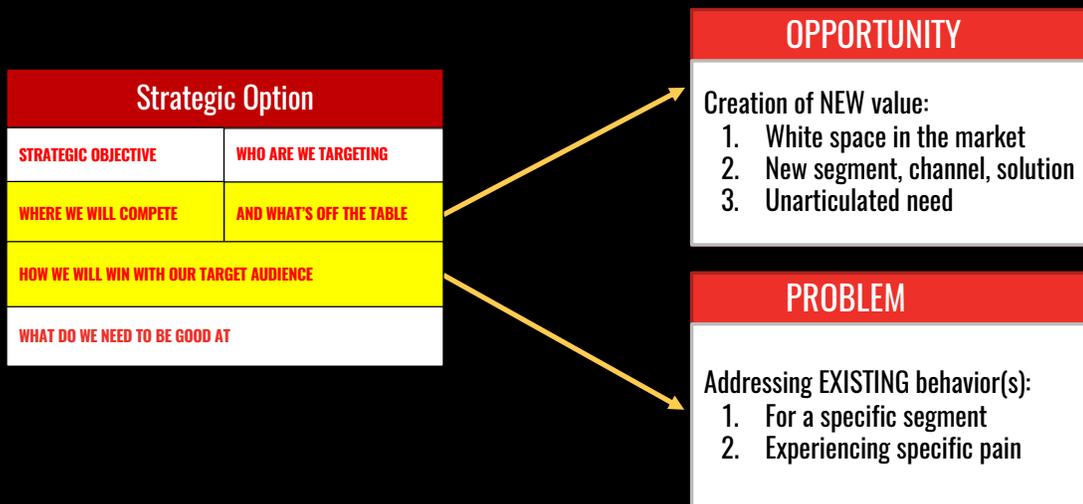


MULTIGENERATIONAL FAMILY TRAVEL	
<b>STRATEGIC OBJECTIVE</b> Deliver multigenerational family vacations with near "zero-effort" for the family vacation organizer, and participants	
OPTION 1: Specialized Tour Team	OPTION 2: Resort Takeover
<b>WHERE WILL YOU PLAY?</b>	<b>WHERE WILL YOU PLAY?</b>
<ul style="list-style-type: none"> <li>● Target Audience: Family vacation organizer, Affluent families</li> <li>● Product/Service: Multiple guides are deployed with the family each catering to an age group or interest. They manage everything before and during the vacation. They work directly with the venue.</li> <li>● Experience: They don't just do the logistics, they design a rich experience based on everyone's interest, the location chosen, and the venue. They know all the great hidden gems of a location.</li> <li>● Geography: USA</li> </ul>	<ul style="list-style-type: none"> <li>● Target Audience: Family vacation organizer,</li> <li>● Product/Experience/Service: We buy-out a complete resort that can accommodate for 10-15 multigenerational family vacations at the same time. Itineraries are set. Families are allocated times for certain activities. Everything runs on a schedule.</li> </ul>
<b>WHERE WILL YOU NOT PLAY?</b>	<b>WHERE WILL YOU NOT PLAY?</b>
<ul style="list-style-type: none"> <li>● Target Audience: Non-English speaking</li> <li>● Geography: Crowded Destinations (Disney)</li> </ul>	<ul style="list-style-type: none"> <li>● Product: Luxury Resorts</li> <li>● Product/Experience/Service: Customized Itineraries</li> </ul>
<b>HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?</b>	<b>HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?</b>

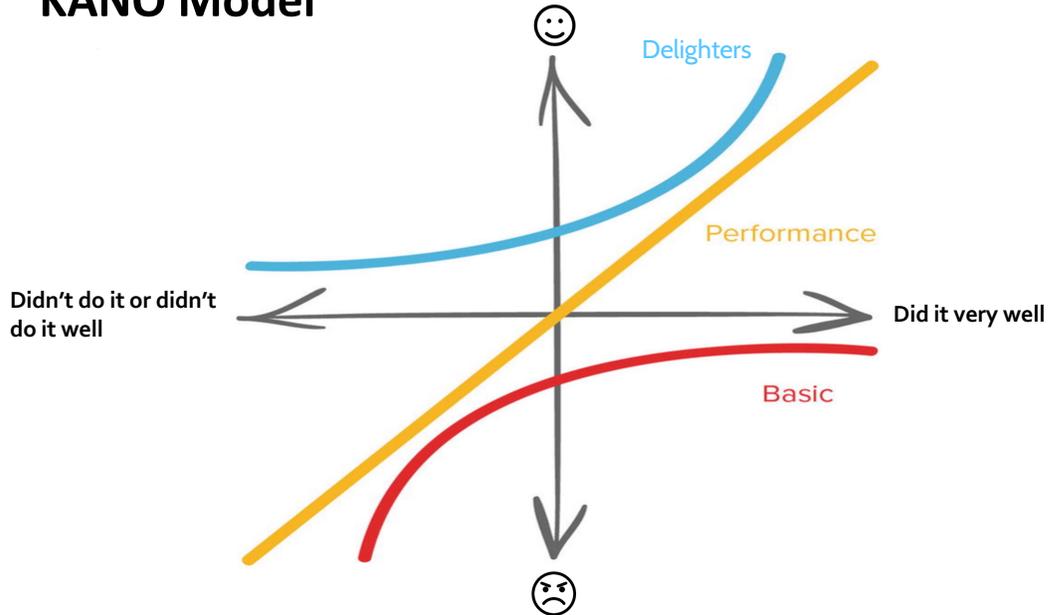
MULTIGENERATIONAL FAMILY TRAVEL	
<b>STRATEGIC OBJECTIVE</b> Deliver multigenerational family vacations with near "zero-effort" for the family vacation organizer, and participants	
OPTION 1: Specialized Tour Team	OPTION 2: Resort Takeover
<b>WHERE WILL YOU PLAY?</b>	<b>WHERE WILL YOU PLAY?</b>
<ul style="list-style-type: none"> <li>● Target Audience: Family vacation organizer, Affluent families</li> <li>● Product/Service: Multiple guides are deployed with the family each catering to an age group or interest. They manage everything before and during the vacation. They work directly with the venue.</li> <li>● Experience: They don't just do the logistics, they design a rich experience based on everyone's interest, the location chosen, and the venue. They know all the great hidden gems of a location.</li> <li>● Geography: USA</li> </ul>	<ul style="list-style-type: none"> <li>● Target Audience: Family vacation organizer,</li> <li>● Product/Experience/Service: We buy-out a complete resort that can accommodate for 10-15 multigenerational family vacations at the same time. Itineraries are set. Families are allocated times for certain activities. Everything runs on a schedule.</li> </ul>
<b>WHERE WILL YOU NOT PLAY?</b>	<b>WHERE WILL YOU NOT PLAY?</b>
<ul style="list-style-type: none"> <li>● Target Audience: Non-English speaking</li> <li>● Geography: Crowded Destinations (Disney)</li> </ul>	<ul style="list-style-type: none"> <li>● Product: Luxury Resorts</li> <li>● Product/Experience/Service: Customized Itineraries</li> </ul>
<b>HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?</b>	<b>HOW WILL YOU WIN WITH YOUR TARGET AUDIENCE?</b>
<ul style="list-style-type: none"> <li>● <b>Tailored:</b> "Everyone was able to do what they wanted, and they took care of everything"</li> <li>● <b>Expertise:</b> "They knew exactly how to organize a reunion in San Diego-- they knew all the great places"</li> <li>● <b>Effortless:</b> "I didn't have to do anything; they contacted each family and did all the planning"</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Variety:</b> "The resort had everything the family needed, in one place"</li> <li>● <b>Seamless:</b> "We didn't have to think, everything was preplanned"</li> <li>● <b>Effortless:</b> "I didn't have to do anything; the packages were premade, and they were great"</li> </ul>

# Identify Potential Outcomes

## DIVERGE - A SET OF OPTIONS TO CHOOSE Value Space - an Opportunity or Problem Space

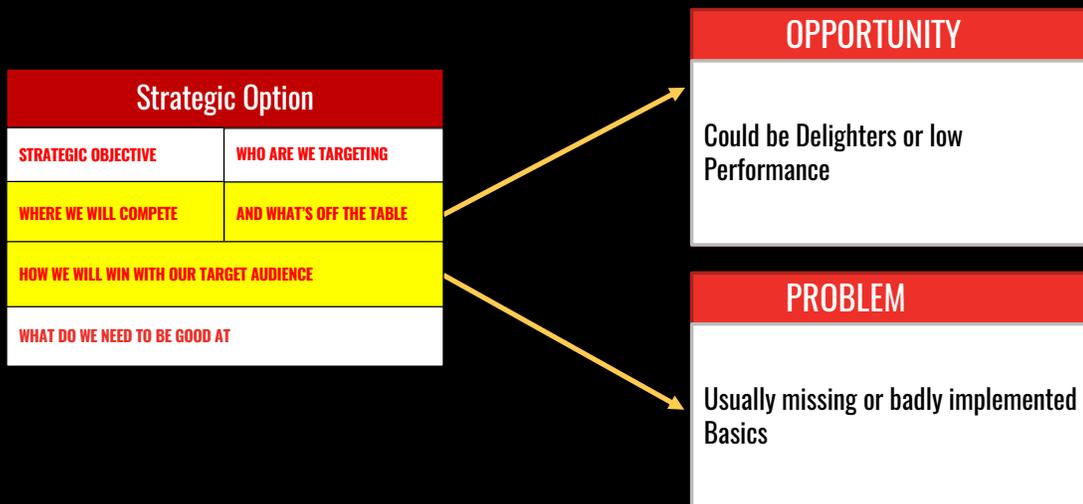


# KANO Model



## DIVERGE - A SET OF OPTIONS TO CHOOSE

### Value Space - an Opportunity or Problem Space



OUTCOMES CANVAS		
STRATEGIC OBJECTIVE	TARGET AUDIENCE & MOTIVATIONS	HOW WE WIN
WHAT IS VALUABLE? [POTENTIAL PAINS   POTENTIAL OPPORTUNITIES] [KANO: BASIC   PERFORMANCE   DELIGHTER]		
WHAT ARE THE DESIRED OUTCOMES (BEHAVIORAL CHANGES) TO SUCCEED WITH THIS OPTION		

## OUTCOMES SHOULD ILLUSTRATE YOUR STRATEGIC CHOICE

NOT SO USEFUL OUTCOME	MUCH BETTER
Players watch esports to get better	Competitive players watch esports highlights and learn new strategies and skills
Rioters collaborate with each other	Game design teams reach out to other game design teams during ideation to co-create with them early in the design process
Fans attend our pop-up events	League players who love lore attend Riot events that provide opportunities to interact with LoL lore.

Valid outcomes are those that give an indication of the strategy and only make sense if the specific strategic option is executed.



## OUTCOMES FOR RESORT TAKEOVER

### STRATEGIC OBJECTIVE

Deliver multigenerational family vacations with near "zero-effort" for the family vacation leader

### TARGET AUDIENCE & MOTIVATIONS

**Creating lasting memories:** "All I want is for the trip to be super memorable trip for the kids"  
**Strengthening family bonds:** "It's worth the headache: seeing bonds and relationships strengthen is everything to me."  
**Attention to detail:** "I can't let the family down, everything needs to be planned and coordinated to perfection."  
**Ensuring variety:** "Everyone should be able to have fun, it's a vacation after all"

### HOW WE WIN

**Variety:** "The resort had everything the family needed, in one place"  
**Seamless:** "We didn't have to think, everything was preplanned"  
**Effortless:** "I didn't have to do anything: the packages were premade and they were great"

### WHAT IS VALUABLE? [POTENTIAL PAINS | POTENTIAL OPPORTUNITIES] [KANO- BASIC | PERFORMANCE | DELIGHTER]

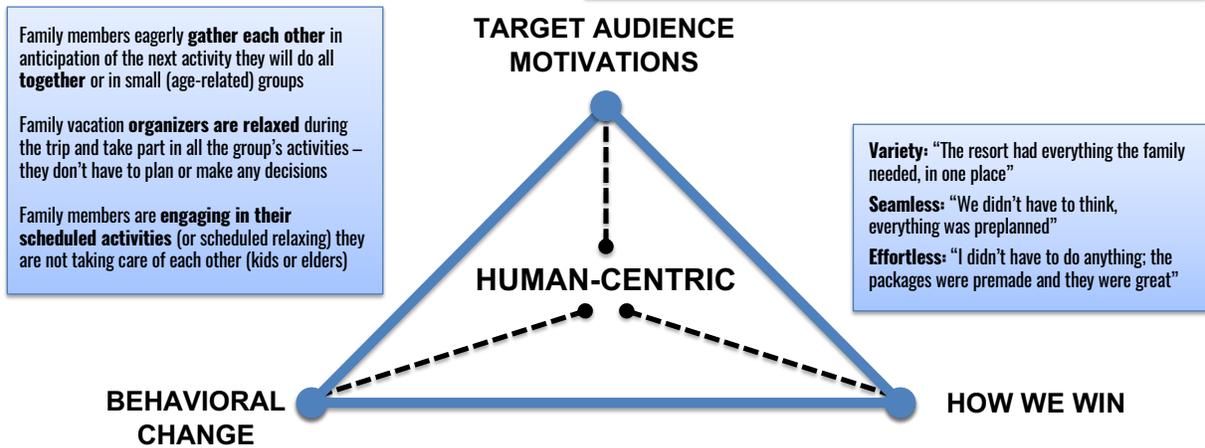
Enough time for activities – everything should not be rushed (Potential pain, basic)  
 If the schedule is not known or "enforced" (Potential pain, basic)  
 A number of activities are designed to be multigenerational - and fulfilling for each generation (opportunity, delighter)  
 Activities that are not multigenerational are within close proximity so the family can see each other, while each (group) doing what they enjoy (opportunity, delighter)  
 Kids are taken care of, and engaged so parents can relax

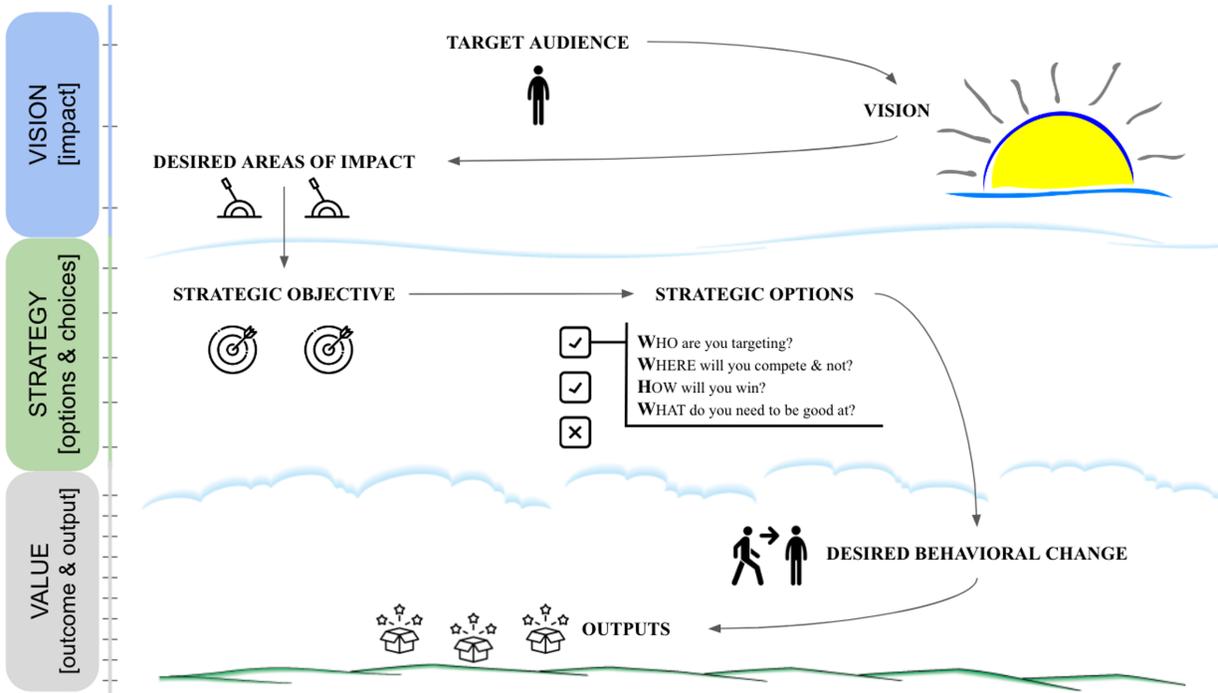
### WHAT ARE THE DESIRED OUTCOMES (BEHAVIORAL CHANGES) TO SUCCEED WITH THIS OPTION

## OUTCOMES FOR RESORT TAKEOVER

<p><b>STRATEGIC OBJECTIVE</b> Deliver multigenerational family vacations with near "zero-effort" for the family vacation leader</p>	<p><b>TARGET AUDIENCE &amp; MOTIVATIONS</b>  <b>Creating lasting memories:</b> "All I want is for the trip to be super memorable trip for the kids"  <b>Strengthening family bonds:</b> "It's worth the headache; seeing bonds and relationships strengthen is everything to me."  <b>Attention to detail:</b> "I can't let the family down, everything needs to be planned and coordinated to perfection."  <b>Ensuring variety:</b> "Everyone should be able to have fun, it's a vacation after all"</p>	<p><b>HOW WE WIN</b>  <b>Variety:</b> "The resort had everything the family needed, in one place"  <b>Seamless:</b> "We didn't have to think, everything was preplanned"  <b>Effortless:</b> "I didn't have to do anything; the packages were premade and they were great"</p>
<p><b>WHAT IS VALUABLE? [POTENTIAL PAINS   POTENTIAL OPPORTUNITIES] [KANO: BASIC   PERFORMANCE   DELIGHTER]</b></p> <p>Enough time for activities – everything should not be rushed (Potential pain, basic)                  If the schedule is not known or "enforced" (Potential pain, basic)                  A number of activities are designed to be multigenerational - and fulfilling for each generation (opportunity, delighter)                  Activities that are not multigenerational are within close proximity so the family can see each other, while each (group) doing what they enjoy (opportunity, delighter)                  Kids are taken care of, and engaged so parents can relax</p>		
<p><b>WHAT ARE THE DESIRED OUTCOMES (BEHAVIORAL CHANGES) TO SUCCEED WITH THIS OPTION</b></p> <p>Family members eagerly gather each other in anticipation of the next activity they will do all together or in small (age-related) groups                  Family vacation organizers are relaxed during the trip and take part in all the group's activities – they don't have to plan or make any decisions                  Family members are engaging in their scheduled activities (or scheduled relaxing) they are not taking care of each other (kids or elders)</p> <p>-----</p> <p>Family members proactively coordinate their vacation with the resort takeover dates and organize their family reunions around those dates                  Family vacation organizers book their next vacation while they are still on their first vacation – regardless the new resort destination                  Family members ask the family vacation leader to come back again to this same program again</p>		

## THE HUMAN-CENTRIC TRIANGLE





# THANK YOU

**SPEAKER MEET  
AND GREET**

**AHMED SIDKY**

**THE ART & SCIENCE OF CUSTOMER-  
CENTRIC PRODUCT STRATEGY**

 **THURSDAY, JULY 27, 2023**  
**12:00-12:30PM**

 **ICAGILE BOOTH EXHIBIT SPACE**

