

# Index

- Acceleration, 41
  - analyzing, 131, 142, 144, 147
  - financial sustainability (*See* Financial sustainability)
  - synthesizing, 147–165
- Acquisitions, 142–143
- Ad Age top campaigns, 44–48
- Affect computation, 78
- AI-enabled decision support system, 42
- Airbnb, 114–115
- Airline industry, 92
- Alphabet, 1, 158–161
- Amazon, 1, 112–113, 145, 152–154
- Amazon guidelines, 88–89
- American Express, 45–46, 61, 62
- American Legacy, 48
- Amsterdam Canal eBoats, 86–87
- Analytical techniques, 42
- Anonymous Asian Bank, 154
- Ansoff matrix, 2
- Apple, 1, 154–156
- Aspartame, 11, 17
- Aston Martin, 63
- Augmented reality (AR), 24, 81
- Automobiles, 88
  - value added, McKinsey, 126
  - World Economic Forum survey, 123–124
- Boeing, 10–11, 74, 75
- Boeing Dreamliner’s interior, 75
- Bridgewater Associates, 156–158
- Budget fitting
  - Amsterdam Canal eBoats, 86–87
  - automobiles, 88
  - iPhones, 88
  - line filling, 87
- Budgets
  - capital expenditure (capex), 85
  - operating expense (opex), 85
- Building blocks, 3, 10, 29–35
- Bundling
  - Amazon guidelines, 88–89
  - GE Café Series refrigerator, 90
  - LG SmartThinQ refrigerator, 91
  - Samsung family hub refrigerator, 90
- Business condition changes, 70
- Capital expenditure (capex), 85
- Chesbrough’s Open Innovation Paradigm, 105
- China spatiotemporal preference heterogeneity, 59–60
- CISCO, 118
- Client coaches, 43
- Co-experiencing
  - customer decision journey flowchart, 66
  - IdeaRocket, 68
  - Lancome, 69–70
  - LEGO, 69
  - Rail Europe, 65–68
- Compustat database, 132
- Conjoint analysis, 42
- Baptist Health, 72–73
- Base technologies, 24, 26
- Battelle, 13
- Beauty Brands, 73
- Belief-goals-expectations-predictions-behavior model, 76, 77
- Betty’s Place, 125
- Blockchain, 24
  - Betty’s Place, 125
  - definition, 123
  - PWC Survey 2018, 125–126
  - representation of transactions, 124

- Crew Dragon space capsule, 10
- Cultural holidays, 51
- Customer disciplines
  - American Express, 62
  - Aston Martin, 63
  - China spatiotemporal preference heterogeneity, 59–60
  - co-experiencing, 65–70
  - customer synchronization, 70–83
  - idealizing, 60
  - mapping, 57–59
  - Midwest BB, 60–61
  - persona descriptions, 63–65
- Customer mapping, 58
- Customer need knowledge states, 38–41
- Customer need sophistication, 52
- Customer synchronization, 70–84
- Customizing, 73
  
- Decision-making, 69–70, 76, 153–154
- Delighting, 73–74, 79
- Design
  - bundling (*See* Bundling)
  - unbundling (*See* Unbundling)
- Discernible access, 14–15
  - stealth fighters, 16–17
  - timing devices, 15–16
- Discrete choice techniques, 42
- DISH networks, 70–71
- 3D object printing, 82
- Dove, 46–48
- 3D printing, 24, 81, 83
- Drones, 24, 122
- Dyson/ipCG, 5
  
- Electric cars, 43–44
- Elements of Joy, 80
- Emerging, 25
- Emotion types, 78
- Enterprise software platforms, 126
- External knowledge, 13
  
- Facebook, 1, 64
- Fechner’s law, 87, 94–97
- Financial derivatives, 23
- Financial sustainability
  - Amazon, 145, 147
  - Frank Donaldson Brown, 143
  - General Motors, 143
  - Microsoft, 145
  - sweet spot, 145
- Flavr Savr2 tomato, 20–21
- Ford, 113
- Fortune 500, 104, 149
- Frank Donaldson Brown, 143
- Fundamental organic growth disciplines, 5
  
- Gartner’s Hype Cycle, 24
  - emerging technologies, 25
  - innovation trigger, 25
  - peak of inflated expectations, 25
  - trough of disillusionment, 25
- GE Cafè Series refrigerator, 90
- General Motors, 143
- Google, 111, 158–161
  
- Hackermoon.com, 127–128
- Haier, 107–108, 113–114
- Health.Pioneers, 107
- Hot House variant, 21
- HubSpot, 61
  
- Ideal customer, 60, 63
- Idealizing, 60
- Ideal shaping, 60
- IdeaRocket, 68
- Influential knowledge, 9, 10–11
- Initial coin offerings (ICOs), 124, 126
- Innovation trigger, 25
- Inside-out open innovation (IOI), 104, 107
- Instrumental knowledge, 9–10
- Intellectual property (IP), 4, 104
- Internet of Everything (IoE), 115–118
- Internet of Things (IoT), 24
- ipCG-Dyson, 4, 110
- ipCG virtualization, 34–35

- iPhone 4, 52
- iPhone 3G, 52
- iPhones, 88
- iPhones X, 52
- iPhones XR, 52
- iPhones XS, 52
- IVY Project, 127
  
- “Jobs to be done,” 42
- Just-noticeable-difference (JND), 87
  
- Kabbage, 119–120
- Kansei Engineering (KE), 74–75
- Key technologies, 26
- Knowledge discipline
  - discernible access, 14–17
  - influential knowledge, 10–11
  - instrumental knowledge, 9–10
  - knowledge development, 11–14
  - serendipity, 11–12
  - systematic development, 12–14
- Knowledge space, 32
- Know Your Customer (KYC), 127
- Know Your Transaction (KYT), 127
  
- Lancome, 69–70
- Launch sequence, new products, 139
- Leapfrogging, 53
- LEGO, 69
- Lemley7, 104
- Leveraging
  - licensing, 102–104
  - networking, 115–129
  - opening, 104–110
  - platforming, 110–115
  - utilizing, 99–102
- LG, 108
- LG SmartThinQ refrigerator, 91–92
- Licensing
  - National Geographic, 103
  - Nestle, 103–104
  - Popeyes, 104
  - soft assets, 102–103
- Life condition changes, 70
  
- Line filling, 87
- LinkedIn, 64
- Lyft, 42
  
- MacGregor’s tomato variant, 21
- Mapping, 57–59
- Marketing research techniques, 42
- Market level observations, 141–142
- Mazda, 74
- Mazda MX5, 75–76
- McKinsey, 125–126
- Metro Trains, 45
- Microsoft, 1, 4, 145–147
- Microsoft Surface Pro, 4
- Midwest BB, 61–62
- Multidimensional scaling, 15, 42
  
- NASA’s Commercial Crew Program, 10–11
- National Geographic, 103
- Need discipline. *see also specific needs*
- Need ecologizing, 49–51
- Need obsoleting, 48–49
- Need patterns coincide, 52
- Need rhythm synchronizing, 51–54
- Need seeking, 37
  - customer knowledge, 38
  - customer need knowledge states, 38–41
  - elements, 38
  - need surfacing, 42–43
- Need shaping
  - Ad Age top campaigns, 44–48
  - electric cars, 43
  - need ecologizing, 49–51
  - need obsoleting, 48–49
  - need rhythm synchronizing, 51–54
- Need surfacing, 42–43
- Nestle, 103
- Networking, 115–129
  - blockchain, 123–129
  - CISCO, 118
  - Internet of Everything (IoE), 115–118

- Kabbage, 119–120
- Malaysia, 120
- Sherpa, 118–119
- US Small Business Administration, 120–123
- New industry, 126–127
- New knowledge/technology/products, 72
- New product development processes (NPD), 19
- New production introduction rates, 132–136
- Nike Plus, 46
- Nissan, 44
- Norwegian Gas, 59
  - intention map, 27, 29
  - intentions or ambitions, 28
  - market map, 27
  - overall technology strategy map, 30
  - taxonomy map, 28
- OCC model
  - auditory, 79
  - chemical, 79
  - emotion types, 78
  - vestibular, 79
  - vision, 79
- Ola, 42
- Olfaction, 79
- Opening, leveraging
  - Chesbrough’s Open Innovation Paradigm, 105
  - Haier, 107–108
  - Health.Pioneers, 107
  - inside-out open innovation (IOI), 104
  - intellectual property (IP), 104
  - ipCG-Dyson, 110
  - Lemley7, 104
  - LG, 108
  - open innovation, 104–108
  - outside-in open innovation (OII), 104
  - patent pools, 108–110
  - UK Patent Box, 105
  - Unilever, 108
- Open innovation, 104–108
- Operating expense (opex), 85
- Organizational culture, 148
- Outside-in open innovation (OII), 104
- Oxford Dictionary, 58
- Pacing technologies, 26
- Panasonic, 43
- Patent pools, 108–110
- Pay-by-usage rate basis, 86
- Peak of inflated expectations, 25
- PERCH, 80–83
- Personas, 63–64
- Platforming, leveraging
  - Airbnb, 114
  - Amazon, 112
  - Amazon Advertising Platform (AAP), 113
  - Ford, 113
  - Haier, 113–114
  - Infrastructure as Service (IaaS), 111
  - Platform as Service (PaaS), 111
  - Software as a Service (SaaS), 111
  - toolbox, 111
- Popeyes, 104
- Pricing discipline
  - budget fitting, 85–88
  - bundling, 88–91
  - capital expenditure (capex), 85
  - elements, 93
  - Fechner’s law, 87, 94–97
  - fundamental OGD discipline, 93
  - operating expense (opex), 85
  - Toyota Production System (TPS), 85
  - unbundling, 91–93
- Product life cycle (PLC), 132
- Product market, 32
- Product–market combinations, 136
- Product market framework
  - financial derivatives, 23
  - Flavr Savr2 tomato, 20–21

- new product development processes (NPD), 19
- nonvolatile magnetic random access memory (MRAM), 20
- Tax Cuts and Jobs Act (TCJA), 21–23
- PWC
  - enterprise software platforms, 126
  - initial coin offerings (ICOs), 126
  - new industry, 126–127
  - territory leaders, 126–127
  - Tokenization, 126
- Qualified opportunity zones, 22
- Qualitative techniques, 42
- Rail Europe
  - customer touchpoints, 66, 67
  - experience map, 67
  - journey model, 68
  - lens, 68
  - qualitative insight, 68
  - quantitative information, 68
- Relative Value of Growth (RVG), 146–147
- Return on assets (ROA), 144
- Return on equity (ROE), 144
- Return on sales (ROS), 144
- Rhythms, 51, 52
- Robots, 24, 25
- RVG. *See* Relative Value of Growth (RVG)
- Samsung family hub refrigerator, 90
- Sandia National Laboratories, 13
- SCARF, 80–83
- Serendipity
  - aspartame, 11
  - Stealth Submarines, 12
- Sherpa, 118–119
- Silicon Valley, 51
- Social interactions, 71–72
- Soft assets, 102–104
- SpaceX, 10–11
- Stealth fighters, 16–17
- Stealth Submarines, 12
- Sustainability, 131–136
- Sweet spot, growth, 145
- Synthesizing
  - Alphabet, 158–161
  - Amazon, 152–154
  - Anonymous Asian Bank, 154
  - Apple, 154–156
  - Bridgewater Associates, 156–158
  - Google, 158–161
  - organizational culture, 148
  - Valve, 161–164
  - Zappos, 164–165
- Systematic development, 12–14
- Tastants, 79
- Taste/gustatory, 79
- Tax Cuts and Jobs Act (TCJA), 21–23
- Technology bundle formation
  - building blocks (BB space), 32
  - bundled (B space), 32
  - knowledge space (K), 32
  - mode I, 32
  - mode II, 33
  - mode III, 33
  - mode IV, 33
  - mode V, 33
  - mode VI, 33
  - product market (PM space), 32
- Technology discipline
  - building blocks and bundles, 29–35
  - product market framework, 19–23
  - technology dynamics, 24–30
- Technology dynamics
  - Gartner’s Hype Cycle, 24, 25
  - Norwegian gas, 26–30
  - S-curves, 24
- Technology imitation, 53
- Temporary lapse in growth, 138
- Terminator technology, 21
- Territory leaders, 126–127
- Tesla, 41
- Textbook publishers, 92

- Thanksgiving, 38
- Thinker Thing, 81
- Timing devices
  - building blocks, 15
  - bundle elements, 15
  - features/attributes/characteristics, 15
  - knowledge domains, 16
  - needs, 15
  - product markets, 15
  - replacement technologies pacing, 16
  - technologies, 16
  - technology changes, 15
- Tokenization, 126
- Toyota, 44
- Toyota Production System (TPS), 85
- Tradeoffs, 41, 42
- Traditional marketing language, 58
- Trigeminal–chemosensory system, 79
- Trough of disillusionment, 25
  
- Uber, 42
- UK Arts and Humanities Research Council, 12
- UK Patent Box, 105
- Unbundling, 91–93
  
- Unilever, 108
- US Midwest, 61
- US Small Business Administration, 120–123
- Utilizing
  - capacity hard assets, 99
  - Costco, 100
  - metered pricing, 101–102
  - private labels worldwide, 99–100
  - Rajhans group, 101
  - Storj, 101
  
- Value creation process, 9
  - Dyson/ipCG, 5
  - ipCG-Dyson, 4
  - Microsoft Surface Pro, 4
  - stylized form, 3
- Valve, 161–163
- Virtual reality (VR), 24
  
- World Economic Forum survey, 123
  
- Xerox PARC, 29
  
- Zappos, 164–165