INDEX

Account prioritization, 147 Account/household type, 233 Accountability, 116 Ad hoc best efforts, 279 Adaptive innovation, 213, 245 development Ops, 250–251 platform product Ops, 248–249 research Ops, 246–248 at scale, 246 Adjacents jump categories, 14 Adobe, 7 Creative Cloud, 50, 109 Advertisers, 64 Advisory and feedback programs, 139 Affordability assessment, 71 Agile adjustment, 152 Agile content, 213, 237 enablers, 243–244 in-market application, 241–242 pre-market creation, 239–241 Agility of demand generation, 104, 109 diversified revenue sources, 108–109 maturity-based messages, 109–110 tailored modules and solutions, 109	Analytical feedback, 163 Analytical middleware, 224 Anonymized analytics, 115 Aphids, 294–295 Apple, 7, 49, 127–128 in-store initiatives, 128 Apple Classroom, 128 Apple Guides, 128 Apple TV+, 14 Application Programming Interfaces (APIs), 250 Apps, 6, 44, 48–49 for non-connected product businesses, 48 Artistic Swimming, 298, 300 Artistry, 298 Asset sharing, 163 Assets under Management, 145 Atlassian's community, 140–142 Atlassian's threshold, 114 Augmented and virtual reality simulations (AR/VR simulations), 113 Augmented reality (AR), 156, 195 Autodesk, 7, 81–82, 107 customers, 107 Autodesk Platform Services, 107 Automated regulatory intelligence, 91
AirBnB, 7, 108–109 Alexa, 167, 169	B2B, 140–142
Alphabet, 51	Banking as a Service (BaaS), 55
Amazon, 7, 14, 122, 167–168	Benefit experience profile, 75
Amazon Alexa's semantic	Best accounts, 146
interpreter, 80	Best customer type, 146
Amazon Echo, 167	Best Execution, 145, 151
Amazon Web Services, 7	agile adjustment, 152
Amplification, 242	customized content, 151

Best offer (s), 149–150	size, 61
Best Opportunity, 146	story, 4–8
account prioritization, 147	support teams, 290
customer type, 146–147	Business markets, 160
expected expansion value,	magnetic architecture for,
147–148	89–92
renewal and extension use	Buyer/seller, 73
cases, 148-149	Buyer's Journey, 99
Best Strategy, 145, 149	
experience blueprint, 150–151	Call center programs, 119
Better Data Deal, 156, 175	Catalytic community, 135–142,
data, 176	199
ladder, 177–181	B2B, 140–142
security and compliance,	community lift, 139-140
175–176	Category-level insights, 145
beyond the deal, 181-182	Certified 100% Organic, 204
Beyond the deal, 181–182	Certified Carbon Neutral, 204
BitSight algorithm, 80	Change Agent, 208
Blueprints, 220	Checkpoint, 85–87
Bottoms-up motions, 92	CityMapper, 245
Boundary Breaker, 207	Cloud Service Providers, 7
Brand attraction, 105	Cloud-based digital asset
customer coalition reputation,	management, 243
107–108	Clouds, 6, 44, 50
elevated company promise,	Coalition interactions, 73, 162
105–106	Collaborating, 163
shift from product to platform	Collaboration council, 279
brands, 106–107	Collaborative go to market, 265
Brand power, 104	advantages of workflow-
Brand relevance, 8–9	competency system,
Brand Relevance Index (BRI), 8	271–272
Brand synergies, 51	brief history of go-to-market
Brand-demand lead engine, 103	evolution, 266–267
agility of demand generation,	collaborative workflow-
104, 108–110	competency model,
brand attraction, 105–108	267–269
brand power, 104	illustrative workflow-
Brand-demand lead engine, 196	competence examples, 269–271
Branded house approach, 51 Brands Get Brains, 156, 183	motivating alignment and
living brand, 187–191	change, 273–274
living system, 187	new function and competency
Business	opportunities, 272–273
design, 61	reimagining go-to-market as
executives, 290	single system, 267
leaders, 45	Collective Catalyst, 206
portfolios, 288	Comic Con, 137
shape, 61	Commensalism, 295
shape, or	Commensansin, 273

Commerce, 137	Customer renewal and expansion,
Commercial behavior segmentation,	143, 152, 199
234–235	achieving, 145-146
Commercial buildings, 81	Best Execution, 151–152
Commonality buyers, 90	Best Opportunity, 146-149
Community leaders, 141	Best Strategy, 149–151
Community lift, 139–140	platform insights, 144–145
Company-wide leadership, 303–306	Customer Success Management,
Competitive intensity, 12	119
Competitors, 11	Customer Momentum,
Compliance, 175–176	120–121
	full-use pathing, 124–125
Computing power, 6	
Conditional free use, 114	full-use profiles, 121–122
Confluence, 140	full-use vision, 122–123
Connection, 137	Customer type, 146–147
Consoles, 6, 44	D. II.
Consumer magnetism, 93	Daily moments, 95
Consumer markets, 160	Dashboards, 6
Content, 137	Data, 175
agility, 237	and definitions, 116
creation, 237	discovery and classification, 91
personalization, 162	foundation, 162
Contextual support, 163	synergies, 80–82
Contextualization, 241–242	trust, 178
Corporate social responsibility	Decision guidance, 163
(CSR), 204	Decision synergies, 83–85
Creative content teams, 237	Dedicated living brand, 189-190
Creators, 62	Demand plays, 19, 97-99, 143
Crowdsourcing, 124	new customer journey, 99-101
Cultural commitment to	Dependence, 294–295
mutualism, 296	Design plays, 18, 59-60
Culture, 34	Development Ops, 246, 250
Curious Refuge, 14–15	innovation distribution,
Currency exchange, 164	250–251
Current usage data analytics, 161	process automation, 250
Current/potential use cases, 233	task componentization, 250
Customer coalition edge, 61	Differentiation edge, 65–66
ever-evolving coalition, 68–69	Digital asset management (DAM),
Uber's customer coalitions,	224, 243
62–67	Digital elements, 195
Customer coalition reputation,	Digital media, 184
107–108	Digital twin, 81, 195
Customer experience hubs, 289	Disney, 7, 13, 199
Customer information databases,	Disney's multi-plat form
223–224	transformation, 258
Customer Momentum, 120–121	Disney+, 13, 256
Customer relationship management	Displays, 6
(CRM), 179	Distribution, 242

Diversification edge, 65 DNA, 258 body, 259–260 mind, 260–261 soul, 261–262 Dove's Real Beauty self-esteem campaigns, 184 Dropbox's threshold, 114 Dynamic segmentation, 213, 229 in action, 230–232 commercial behavior segmentation, 234 designing, 232–235 identity segmentation, 233 needs and usage segmentation, 233–234	Enterprise body, mind, and soul, 253 Disney's multi-platform transformation, 258 DNA, 258–261 human-centered transformation, 258 platform transformation, 258 platform transformation, 262–263 Environmental, social and governance (ESG), 204 Epic Games, 194 ESPN, 13 Ethnographic research, 161 European Union (EU), 176 Event recording, 164 Exchanges, 4, 44, 176 Expansion likelihood, 147
E-commerce shopping cart, 54	Expansion value, 147
Economic exchange programs, 139	Expected expansion value, 147
Economic sharing, 180–181	Experience design, 270
Ecosystem "orchestrator", 173	Experience hubs, 289
Ecosystem connector platforms,	Extended reality, 195
45, 50	customer side, 194-195
ElasticSearch's threshold, 114	maker side, 193–194
ElleVest, 123–124	
Embedded commerce, 130	Facebook, 135, 194
Embedded community, 130	Fair Trade®, 204
Embedded learning, 130	Fashion Act, 209
Embedded support, 130	Financial commitment, 113–114
Employing, 164	Financial synergies, 51
Enablers, 218, 223, 243	First-party data, 176
access and management, 243	Flowers, 295
data management and analytics,	Free trial, 113
226	Full wallet value, 122
operating model, 243–244	Full-journey engagement, 212, 215
organization and skills,	enablers, 223–227
226–227 technology architecture and	engagement excellence drivers, 218
integration, 223–225	in-market capabilities, 220–223
technology stack effectiveness,	pre-market strategy, 219–220
243	Full-Use Pathing, 121, 124–125
End benefits, 73	Full-use person, 123
End-to-end supply chains, 210	Full-use personas, 123
Energy engineers, 4	Full-use profiles, 121–122
Engagement, 47–48	Full-use program, 122–123
tools, 223	Full-use scope, 233
Engine by Starling Bank, 55	Full-Use Vision, 122–123
Enhanced core, 48–50, 52	"Full-wallet" platform design, 145

Gathering and doing programs,	Imitation Game, 183 Immersive reality (IR), 195
General Data Protection	Impact goals and effects, 210
Regulation (GDPR),	In-market application, 241
176	contextualization and
Generative AI, 151, 241	personalization,
Generative Intelligence, 151	241–242
Generosity multiplier, 209	distribution and amplification,
Genius Bar, 127	242
Geological moon samples, 3	In-market capabilities, 218, 220
Glossier community, 136	best move decision rules, 221
Go-to-market authority, 280	channel mix and media buying,
Go-to-market authority, 200 Go-to-market executives, 211	221–222
Go-to-market function, 265	content strategy and
Go-to-market teams, 34, 44–45	customization, 221
Google Cloud Platform, 7	customer choice support, 223
Google Maps, 80	owned touchpoint experiences,
Google News, 80	222
Google Search app, 80	segments, targeting, and
Grew Alexa, 168	recognition, 220
Growth action backlog and	status advancement and nurture
orchestration, 278	loops, 222–223
Growth Operations (GrowthOps),	In-use enrichment, 127–128, 198
226, 275–276	collaborators, 131
activity scope options, 277–278	enrichment elements, 130–131
authority options, 279–281	model, 129–130
Growth strategy contributions,	professional in-use enrichment,
278	132–133
	Incentives, 116
Haier, 7, 157–159, 164, 170,	Incumbents, 13
172–173	Initial Public Offerings (IPOs), 7
HBO, 13	Innovation distribution, 250–251
Helium-3, 3–4	Innovation plays, 19, 155–156
Hero platform capability, 79–80	Innovator stalls, 15
Holding group, 51–52	Innovators, 12–13
Honeybees, 295	Inside-out, 54–55
Honeydew, 295	platform role, 47
House of brands approach, 51	Integrated trust analytics, 91
Hub design and experience teams,	Intel, 5–6
290	Intelligence features, 130
Hulu, 13	Intelligence-washing, 189
Human-centered transformation	Intelligent automation, 163
(HCT), 257–258	Interaction plays, 19, 211–213,
Human-centric user insights, 119	253
Hunger Games, The, 16	Internal platform teams, 44
	Internet of Things (IoT), 43, 157
Identity segmentation, 233	Investing, 164
IMDb, 14	Investment edge, 67

Jira, 140	MasterClass, 7
Journey, 36–37	platform architecture, 93-95
step profile, 74–75	Matter, 169
	Maturity-based messages, 109-110
Kaleidoscope, 287	Media, 15
Kaleidoscopic vision, 288–291	Member advocacy and program
Key business function leadership,	engagement levels, 140
306–309	Member attitudes toward brand
Key Uber technologies, 67	and company, 139
Knowledge sharing, 163	Member experiences of brand's benefit, 139
"Land and expand" game plans,	Member wins, 94
120	MicroEnsure, 207
Lead-to-sale smoothing, 152, 196	Microsoft Azure, 7
overcoming obstacles, 112–114	Middle-out motions, 92
Learning, 124	Mixed reality (MR), 195
program engagement level, 234	Morgan Stanley technology index,
Lego-like segmentation, 220	10
Life flows, 160	Multifunctional process
Living brand, 184–187	optimization, 278
architecture, 189–190	Multilevel mental focus, 298
experience, 190-191	Multiple-pricing models, 113–114
portfolio, 190	Mutualistic bee, 293
strategy, 188–189	commensalism, 295
Living corporate brand, 190	cultural commitment to
Living system, 187	mutualism, 296
Longitudinal customer opportunity	dependence, 294-295
insights, 277–278	mutualism, 295-296
Loyalty as a Service (LaaS), 92	parasitism, 294
Loyalty edge, 66	Mutualism, 295–296
Lunar mining exploration, 4	,
	Needs and usage segmentation,
Magnetic offer architecture, 60, 89	233–234
for business markets, 89–92	Netflix, 7, 12–13, 15, 53
magnetic consumer	Network members, 62
architecture, 92–96	New customer journey, 99–101
Mainstream market, 12	New flow value, 160, 162–165
adjacents jump categories, 14	New flow vision, 160–161
countless mainstream markets,	"New flows" company, 170
15	New rules, new mindsets, 23–35
incumbents, 13	Next use case (s) path, 233
innovator stalls, 15	Next generation disruptor, 14–15
innovator scales, 12–13	Niche players, 14
media, 15	Nike, 7, 217, 222
next-generation disruptor, 14–15	Nike Experiences, 217
niche players, 14	Nike Fit, 217
Management alignment, 115–117	Nike Run app, 217
Marketplaces, 44	Nike Train app, 217
	11mm app, -1/

Obstacles, 120	Platform Product Ops, 246, 248
financial commitment,	plan alignment, 249
113–114	portfolio themes, 249
overcoming, 112–114	prioritization of options, 249
purchase fit, 112-113	Platform teams, 43
Omnichannel preference	Platform-wide capabilities and
management, 178	differentiators, 90
Onboarding, 119	Platform-wide differentiators, 60, 79
OneTrust, 7, 89–91, 95, 178	data synergies, 80–82
Onvio platform modules, 86	decision synergies, 83-85
OpenAI's ChatGPT, 241	hero platform capability, 79–80
Optimal platform role (s)	platform performance
in business, 45–55	synergies, 80
determining, 55–58	support synergies, 85–88
platform clarity, 43-45	Platforms, 4
Options generation, 162	Playbook, 16–17, 20
Organizing, 163	structure, 20–21
Outsourced cloud service	Playlists, 94
providers, 44	Plays, 17–18
	Point of sale, 144
Parallel attention, 300–301	Point of use, 144
Paramount, 13	Portfolio plays, 18, 41–42
Parasitic wasps, 294	Potholes, 120
Parasitism, 294	filling in, 114–117
Patagonia, 209	management alignment,
Pattern recognition, 161	115–117
Peacock, 13	visibility, 115
Performing, 163	Poverty Stoplight, 206
Permissible commerce, 130–131	Pre-market creation, 239
Persona value assessment, 76	governance and compliance, 241
Persona value proposition, 76–77	guidelines and templates, 240
Personal analytics, 130	modular creation, 240–241
Personal end benefits, 164	resource banks, 240
Personalization, 241–242	strategy and planning, 239–240
Personalized experiences, 179	Pre-market strategy, 219
Physical strength, 298	program strategy and
Pivotal persona value, 60, 71–78	blueprints, 220
designing for, 74–78	touchpoint and process
Platform and feature use intensity, 234	standards, 219–220 Predictive analytics, 119
Platform as a Service (PaaS), 44	Pricing edge, 66–67
	Prime program, 122
Platform brands, 9 Platform business, 41, 45	Privacy, 89
Platform companies, 97	• •
Platform experience hubs, 44	Process automation, 250 Process standards, 219–220
Platform Games, The, 15–16	Product development, 44
Platform Journey model, 215	Product development, 44
Platform performance synergies, 80	Product market making, 163
rationin periorinance synergies, 60	110duct market making, 103

Professional in-use enrichment,	Salesforce.com, 45, 123, 132
132–133	Samsung/Android, 7
Profiles and newsfeeds programs,	Sanyiniao scenarios, 157
138	Search capability, 80
Program strategy, 220	Second-party data, 176
Progressive Insurance, 7, 113,	Security, 175–176
180–181	Select Comfort, 106n3
Promoting, 163	Self-actualization, 165
Propensities, 148	Self-service portals, 119
Provenance. org, 208	Sephora cosmetics, 115
Providers, 64	Service Level Agreements (SLAs),
Psychographic profile, 233	116
Purchase fit, 112–113	Service market making, 163
Purchase Funnel, 99	Sessions, 94
Pure-play, 46, 50–51	Shared service, 280
	Signal gathering, 247–248
Rating, 163	Single sign-on page engagement, 234
Reality Shifts, 156, 193	Siri, 128
creating value through,	Sleep Number, 7, 105–106, 110
196–201	Smart 360 platform, 106
customer side of extended	"Snapshot Test Drive" program, 113
reality, 194–195	SNKRS, 217
maker side of extended reality,	Social media pages as platform,
193–194	47–48
ways, 195	Socializing, 163
ways, 195 Reimagined flows, 157–165	Software and data teams, 290
ways, 195 Reimagined flows, 157–165 new flow value, 162–165	Software and data teams, 290 Software code, 6
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45,
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases,	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps),	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276 Richer ecosystems, 169	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88 Swoop Aero, 198
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276 Richer ecosystems, 169 building, 172–174	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88 Swoop Aero, 198 Symbiosis, 293–294
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276 Richer ecosystems, 169 building, 172–174 partnership among equals,	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88 Swoop Aero, 198 Symbiosis, 293–294 Synchronized performance art, 298
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276 Richer ecosystems, 169 building, 172–174 partnership among equals, 170–171	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88 Swoop Aero, 198 Symbiosis, 293–294 Synchronized performance art, 298 parallel attention, 300–301
ways, 195 Reimagined flows, 157–165 new flow value, 162–165 new flow vision, 160–161 Renewal and extension use cases, 148–149 Renewal value, 148 Reporting and public access, 210 Reputation, 165 Research and development expenditure (R&D expenditure), 49 Research Ops, 246 innovation test and learn, 248 signal gathering, 247–248 synthesis to implications, 248 Revenue Operations (RevOps), 226, 275–276 Richer ecosystems, 169 building, 172–174 partnership among equals,	Software and data teams, 290 Software code, 6 Software-as-a-Service (SaaS), 45, 50, 73, 162, 306 Spaceship Columbia, 3 Specificity buyers, 90 Sponsors, 64 Standards-based excellence, 299–300 Starling Bank in UK, 55 Strategic advantage, 287 colorful history, 287–288 kaleidoscopic vision, 288–291 Success Management, 119 Success to Momentum, 119–125 Super apps, 6, 44 Support, 127 synergies, 85–88 Swoop Aero, 198 Symbiosis, 293–294 Synchronized performance art, 298

Synchronized swimmer	TurboTax, 50
alignment advantage and,	Two-way advantage, 47, 52-54
297–298	
synchronized performance art,	Uber, 7
298-301	Uber Eats, 65
Synchronized swimming, 298	Uber Freight, 65
Systemic end benefits, 164	Uber One, 92
	"loyalty as a service" program,
Task componentization, 250	66
Tech stack and data architecture	Uber's customer coalitions, 62
and integration, 278	differentiation edge, 65-66
Tech titans, 7	diversification edge, 65
Technical standards, 298	edge, 64–66
Technology architecture and	investment edge, 67
integration, 223–225	liquidity edge, 67
Technology platform, 43-44	loyalty edge, 66
teams, 43	pricing edge, 66–67
Technology stack effectiveness, 243	Uber's matching engine, 80
Ted Talks, 93	UberPro, 66
Tesla, 7	Unity, 194
Third-party data, 176	User empowerment, 73, 162
Thomson Reuters company, 85	
Thought leadership and learning	Value-added services, 179-180
programs, 138–139	Virtual reality (VR), 156, 195
Thought process, 55	"Virtual Try-On" app, 113
360° digital customer, 99	Visibility, 115
Three-dimension (3D), 156	Visibility for Good, 156, 203
3D-experience creators, 193	competing on good, 204
worlds, 156	designing, 206–209
Today at Apple, 128	platforms and, 205-206
Top-down motions, 92	rising baseline, 209–210
Total addressable market (TAM), 56	Vital Farms, 48
Touchpoint, 219–220	
Traditionalists, 275	Walt Disney Company, 255
Trailblazers, 123	Website preference management,
Transformation Management	178
Office (TMO), 304	Well-being, 165
Transformation plays, 19, 253–254	Workflows, 160
Transformative leadership, 303	Workshops, 303–304
company-wide leadership,	World Expo, 199
303–305	
key business function	YouTube, 14, 80
leadership, 306–309	
personal transformation,	Zebra Technologies, 7, 83
309–310	Zero-party data, 176
Trellix, 187, 191	Zestimate, 71–73
Trello, 140	Zillow, 7, 71–73
Trusted experiences, 178–179	platform model, 52