# FWTC

The **Fastest way to certainty**

*by Howard Leitch*

*Wiley*®

# THE

# FASTEST

# WAY TO

# CERTAINTY

Change Business

Change Life

H. LEITCH

*Wiley and Sons Ltd*

## TERMS OF USE

*This page intentionally left blank*

# Contents

*This page intentionally left blank.*

# Figures

# Introduction

## *What is the FWTC?*

Most things have their price but "Time" is the only truly limited resource.

### *"You can save time*
### *…. but not buy it."*

Although both Customers and Businesses have the common aim of saving time. The reality is, that they both choose to save money first. The opportunity of following a common aim is overlooked in favour of a continual struggle to get the best deal. The "Fastest Way to Certainty" (FWTC) is business approach that seeks to concentrate on the speed of operation above all else. It is designed to take both you and your Customers, from Opportunity to Certainty in the minimum time possible.

In the "Fastest Way to Certainty", business factors previously treated as sacrosanct, are demoted to the position of commodities. Capital is relegated to an input with no rights over strategy. Management is measured rather than obeyed. Company history is no more a determinant of the future than any other factor. And for staff this provides a welcome realignment. All their skills and abilities are for the first time considered on an equal footing with other factors.

In the past "Factor Distortion" has led to out of date approaches, supporting self serving business factions. The "Fastest Way to Certainty" maintains that the only factor to be minimised absolutely, is Time, all other factors compete equally on their merits.

# 1. How does FWTC work?

Starting with a "World of opportunity", we design a funnel that refines opportunities down until they fully meet the Customer requirements. We deliberately select viewpoints (called "Perspectives") that help illuminate the multitude of Customer needs and ensure we start with the greatest possibility of success.

Our funnel will filter out those opportunities which provide the best "Comparative Advantage" over other providers. Unlike other approaches that start with preconceived restrictions, we start by assessing all opportunities from first principles. The present company size, resources, business sector, skills or location are not the prime determinants of the final business design. Starting from scratch avoids endless recirculation of past mistakes.

Using FWTC, we deliver what the **customer values most, has been able to afford least and we do best.** We drive decisions using probability, principle and process. And then apply scenarios to pre-empt the future. The difference is, the next time they will be faster.

## 1.1. The FWTC Cycle

### 1.1.1. FWTC Thought Cycle

FWTC is the transformation of opportunity to certainty, in the minimum time. The thinking stages that drive this transformation are:-

- Consider a "World of opportunities".

- Deliver what the customer values most, can afford least and you do best.

- Take many perspectives.

- Create options.

- Do nothing that doesn't add value.

- Only make what never existed.

- Choose paths using probability, and principle.

- Pre-empt the future.

- Next time faster.

To provide a high quality business approach, this series of thoughts needs to transition into a set of activities. Without consistent activities there will not be a consistent quality of outcome. The following graphic shows the activities of the FWTC Cycle.

*Figure 1 FWTC Cycle*
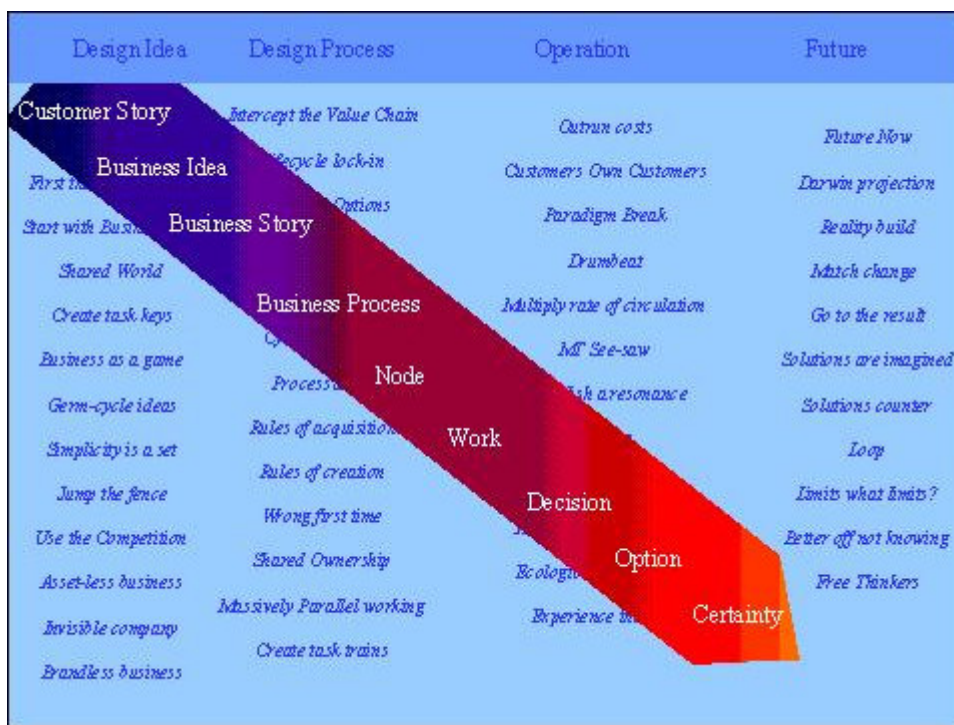
In a later chapter we will run through an example of an FWTC cycle (Chapter 8 "Example C").

## 1.2.    Why FWTC?

Henry Ford popularised the most powerful business paradigm ever, "The Division of Labour". Using production lines he revolutionised manufacturing and even eclipsed the gains made during the machine age of the industrial revolution.

Since then, labour specialisation has always been the gold standard for business efficiency. Unfortunately every business approach that came before was treated as heresy. The twentieth century was the "Division of Labour" century.

Far from trying to overturn this, FWTC incorporates ideas that worked well in previous ages. Concentrating on a Customer, looking at the full story - not just a single page, working together - not in boxes, looking at things from different perspectives, etc. The production line becomes the thinking line, the **Customer is asked not told**, the workers are the business not in the business, and there is a story to be told.

## 1.3.    The Market

People's "Hierarchy of Needs" (Maslow) are well understood. The difficulty is that people are restrained by the efficiency of the general commercial environment. In cultures still stuck with medieval ideas they get a medieval lifestyle.

It is beyond an individual in a society to overcome social structures, antiquated ideas, and non existent markets. The prevailing business age is crucial, if you live in a culture stuck in an age of "Self Sufficiency" no amount of personal effort can change this, there is insufficient real or conceptual infrastructure.

The "Hierarchy of Supply" shows how business has over the years, has climbed towards the ultimate supply aspiration of "Self Replication". Commencing with ways to make increasing

numbers of "things" we are now entering a new phase. The Cargo Cult is reaching its end and

## Hierarchy of Supply

Self Replication
2025
Story
2005
Service
1975
Specialisation
1900
Standardisation
1800
Self sufficiency

Reducing Customer Effort

Increasing Supply Integration
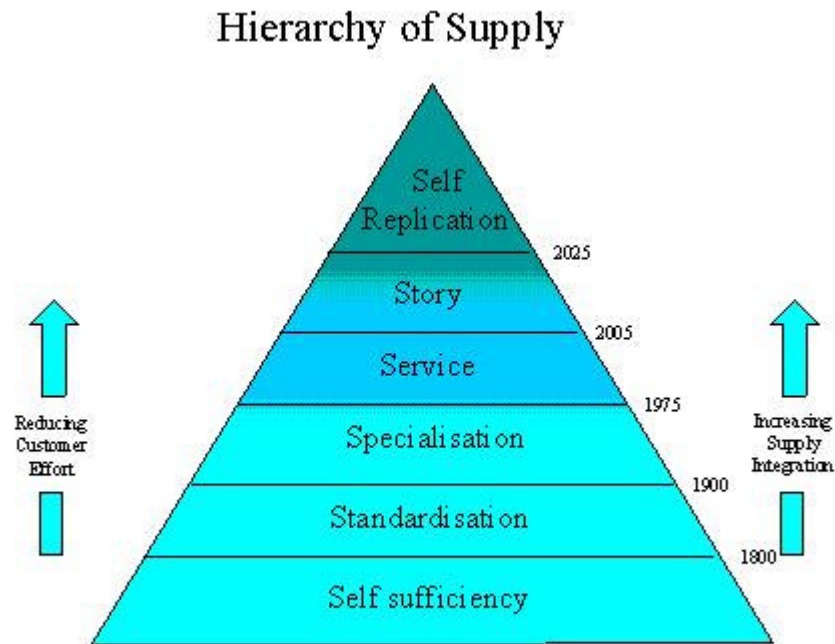
Customers are asking not just for things but 'what you can do for me".

*Figure 2 Hierarchy of Supply*

As the "Hierarchy of Supply" has progressed, people have employed new business approaches that are more and more time efficient. Manufacturing grew from the technical innovations of the 1800's, promoting **Standardisation** of products and the emergence of World-wide commodity markets. Scale economies of factories were further enhanced by the **Specialisation** age (see 1.2 Why FWTC?) where organisations broke up tasks into elements to save time.

In recent times with the pressure on Customers' time, business has returned to its roots to provide a **Service** rather than just products. World markets have accentuated this move with extreme competition forcing commodity product pricing down to unsustainable levels. The indicators are in future there will be a polarisation of these effects depending on how far up the hierarchy a population has progressed. Only the big developing countries (China, India, Brazil, Taiwan etc) will have the mass markets to be able to sustain general manufacturing. In the

**9**

developed markets the vector will be towards taking over more of the Customer effort in a coherent manner. We are calling this super-service era the **Story** age.

The **Story** age will happen when companies switch to a full service approach in order to take the stress out of living. Operating using themes not products they can take a an easily understood proposition delivered in a Customer configured way. The theme will evolve over years of relationship with the prime asset "The Customer". The days of the product, customised or not will be over. It would seem as archaic to buy an electric washing machine as bashing clothes on a rock. The replacement theme would evolve from "clothes maintenance" to "personal style". Processes to achieve this would commence with dry cleaning and move on to electronic personal catwalks with clothes maintenance included in the service.

Beyond this we can foresee an age where "**Self Replication**" of Customer requirements becomes the norm. Both Biotech and Nanotechnology are turning this dream into reality rather quickly. In some ways "**Self Replication**" already exists in the music/video industries (mpg, mp3) and most technology manufacturers now use rapid prototyping, expected to feature in the first "**Self Replication**" examples.

## 2. FWTC Approach

Simplicity is the key to FWTC implementation. We **design** the opportunity funnel, **operate** it and pre-empt its **future** design. To undertake these tasks a range of special perspectives are employed to improve our refinement process. The fundamental approach is always to turn uncertainty into certainty in the shortest time possible.

## 2.1.    The Opportunity Funnel
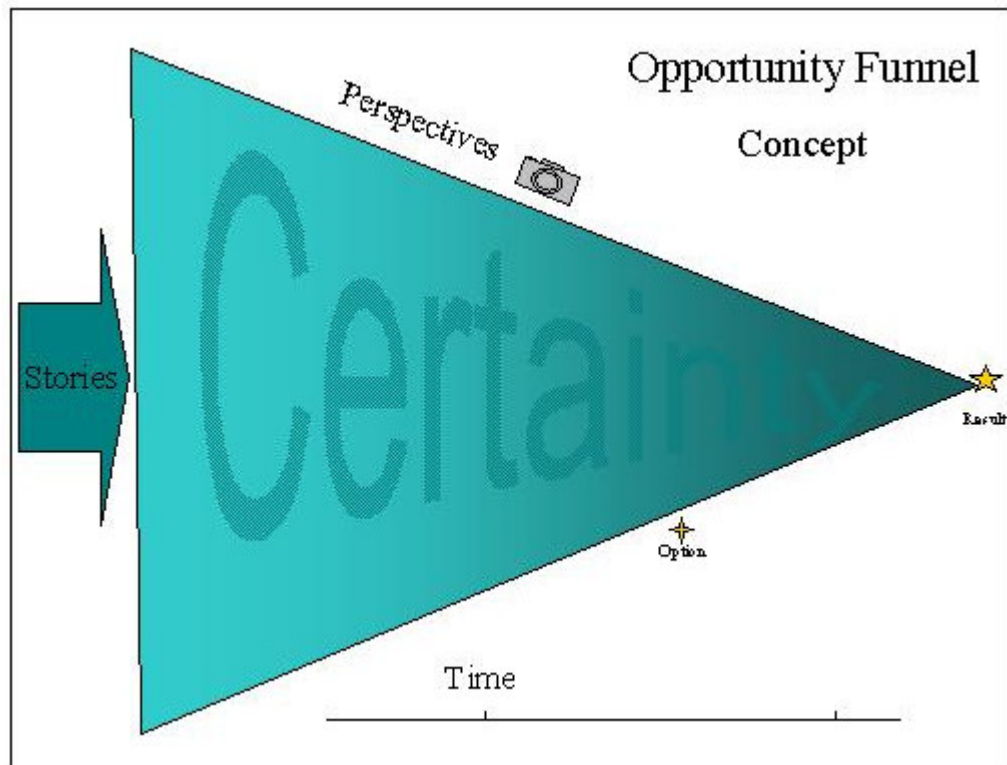


The concept of the approach is illustrated below.

*Figure 3 Opportunity Funnel Concept*

11

- The Funnel turns Customer stories into Customer options.

- We start with the World – all people have stories.

- We use rules of thumb to make options from their story.

## 2.2.   Probability

Fastest Way to Certainty uses a network of increasingly refined decisions to create a probability network.  This network is designed to provide the minimum path time to turn opportunities into certainty.

Using the best available information, **a hierarchy of expert rules** in each decision node selects the next step in the chain.  The 'work" required by each node is to fulfil the minimum entry conditions of  its rules.  If  improved input information is available then a rule further up the hierarchy is employed with consequent improvements in accuracy of outcome.

 The better the rule design, the quicker the network.  Although the simple logical steps can be recorded on a sheet of paper most networks will benefit from use of database.  The use of database techniques (refer Information System) should not detract from what is simply the encapsulation of the Customer story in the fewest steps possible.

Whatever the approach, when fully constructed Scenario testing can establish the nodes that are most sensitive to rule enhancement and hence predicting the correct outcome.  Although we spend much time on the 'Perspectives of change" we are using them to build a network that can generate certainty. 'The Fastest Way to Certainty is a probability engine."

## 2.3.   Node Design

The node design *is* the network design, and the network design *is* the FWTC.  Node design is carried out by converting a Customer story into business rules that, in turn, supervise the work carried out.

Starting with a 'Customer Storyboard", you create a set of transformation steps that lead to the required Customer result. The steps are then elaborated into a hierarchical set of rules. If only the minimum information is available, it can be transformed by 'Rules of Thumb". However if the optimal information has been identified, it is passed through an algorithm to produce more certain results.

## 2.3.1.　Rules

The rules are statements of the fewest decisions needed to reach the desired result. The hierarchy allows staff to continue with a business story, even if there is incomplete information. This increases the speed of circulation and allows work to be carried out on several nodes as soon as sufficient information is available. All that is required to move forward is that the minimum rule is met. In any case, the final result will not be released until the last nodes are satisfied.

Node rules are selected in a hierarchy that provides the optimal precision given the knowledge and information available at that stage. Here is a typical hierarchy set of node rules :-

1. Algorithm (Mathematical formula)

2. Principle (Proven concept)

3. Guideline (Expected concept)

4. Rule of Thumb (Empirical experience)

This is an example of node rules created for a Customer assurance process :-

1. If  Algorithm B6 is satisfied, continue.

2.  To continue, computed forecast costs must exceed revenue by 40%.

3.  If  previous claims are less than 20%, continue.

4.  If a previous no claims Customer, continue.

## 2.3.2.    Work

The rules determine the work required, not the other way around.  This avoids many ludicrous situations where:-

- Staff have no idea why a task is carried out.

- Tasks have a life of there own.

- The objective is doing work not meeting needs.

- Work creates work.

Examples of the types of rule driven work tasks are:-

1.  Create new entities to satisfy rule requirement

2.  Collect additional information to satisfy rule requirement.

3.  Check held information satisfies rule requirement.

4.  Confirm Customer identity.

The work may be additive, in that, rules may require more than one work task in order to be fulfilled (e.g. rule 3 may require work tasks 3 & 4 before continuing).

# *Structure*



**FWTC Fastest Way to Certainty**

| Opportunity Funnel Design | Opportunity Funnel Operation | Opportunity Funnel Future |
|---|---|---|

**Ideas** | **Process**

Ideas:
- Dream Catcher
- That think it, not do it
- start with Business idea
- Shared World
- Business as a game
- Germ-cycle ideas
- Simplicity is a set
- Jump the fence
- use Competition
- Assetless Business
- Invisible company
- Brandless business

Process:
- Tell a story
- Intercept the Value Chain
- Lifecycle lock-in
- Process Aligned
- Create Task Keys
- Maximum Options
- Rules of thumb decision levels
- Follow the false route
- Cycles of re-use
- Rules of acquisition
- Rules of creation
- Wrong that time
- Shared Ownership
- Massively Parallel working

Operation:
- Outrun Goals
- Wrong that time
- Increase Drumbeat
- Multiply rate of circulation
- Vr See-saw
- All effort must be useful
- Establish a resonance
- Customers Own Customers
- Believe
- Paradigms
- Ecological management
- Self marking failure

Future:
- Future how
- Reality is still being built
- Darwin projection
- Go to the result
- Limits what limits?
- Better off not knowing
- Solutions are imagined
- Loop
- Match company change to market change
- Solutions can be counter intuitive.
- Free Thinkers

Figure 4 FWTC Perspective Structure

## 3. Design

The ideal design of opportunity funnel, collects the widest selection of opportunities, at the fastest rate and refines them into the most satisfactory Customer outcomes. Beyond this, the funnel operation should be efficient and the transition to future designs smooth and seamless.

The design methodology utilises attention focusing "perspectives" to increase innovation and allow for the difference in reality depending on personal narrative, perception, and aspect. Selection of perspective is dependent on the stage, business philosophy, risk return attitude and familiarity. A table follows that expands the above mapping of perspectives to individual stages in the design. It should be noted though that the end goal of designing the "Fastest Way to Certainty" is the aim. The perspectives can be employed at any stage as long as they assist this process.
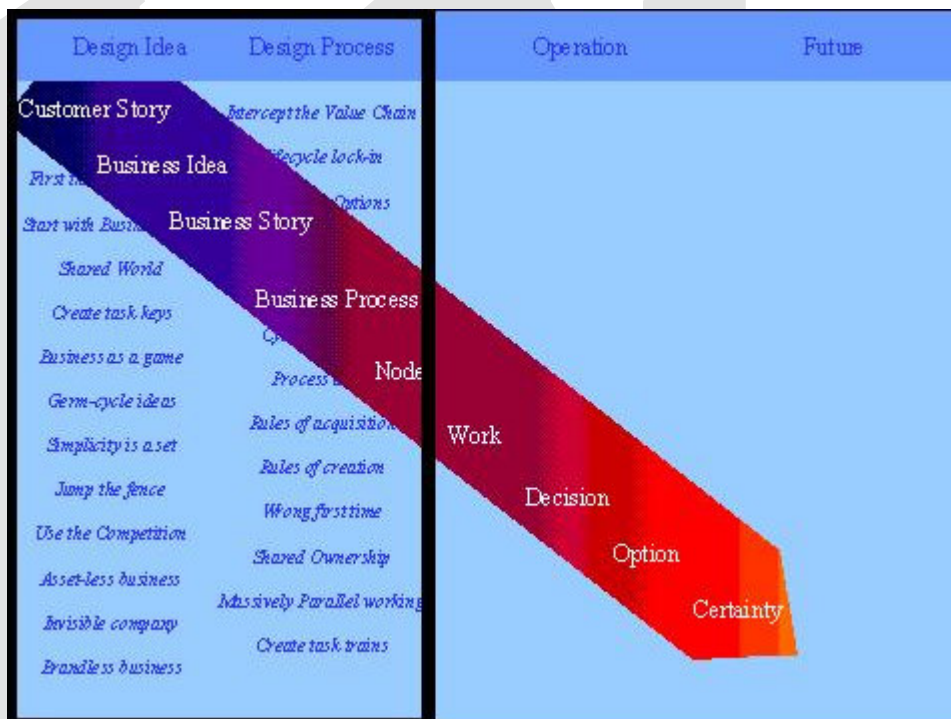


*Figure 5 FWTC Design Stage*

The perspectives on change for the design stage are :-



*Figure 6 Design Perspectives*

## 3.1.    Design (Ideas)

Before rushing into the process design of the "opportunity funnel", a period of reflection is required. In the design stage, "Idea" perspectives are intended to condense our views about the business environment into opportunity areas.  Each perspective suggests another way of looking at the business environment that can illuminate new opportunities.

Instead of commencing with a trawl of existing propositions and then mechanically separating out those with any life left, we suggest a more creative approach.  Moving from the general business environment, right through to the existing transactions taking place, we look for the people stories. People stories illustrate what people value and where they want to go.  Traditionally business looks for every Customer, but never hears their stories.  Business only listens to the Customer transactions not the Customers.

We suggest listening to people's stories capturing their dreams and thoughts (Dream Catcher, First think it, not do it).  We reflect with them, on how and why their story progresses and offer to help develop options for the future narrative.  Taking cues from their approach we can assist with new outcomes they do not expect and could not achieve alone.

In return Customers hear the "Fastest Way to Certainty" story, where you both share the aim of achieving the maximum options in the minimum time.  The Customer can of change their story from a struggle over work/life balance and simply choose life.

### 3.1.1.    Dream Catcher

*What is this perspective?*

The first function of the opportunity funnel is to be a "Dream Catcher" for Customer requirements. The wider the range of Customer opportunities trapped the higher the quality of the final result.

Triggers are set to cross people's paths and to start the capture of their stories. Each trigger is a question that indicates a customer choice of direction.  .

When triggered the Dream Catcher process steps in to capture either the intimated Customer direction or better still, key aspects of the Customer story. The Dream Catcher process starts the route to certainty.  The Dream Catcher fills the opportunity funnel.

*Examples*

An example of a Customer passing a trigger would be when they go to an airport departure lounge, pass an exam, or buy a text book

### 3.1.2.    First think it, not do it

*What is this perspective?*

This perspective ensures you "go there and come back again" in the mind rather than wasting resources on untested plans.  The mind scenarios enable experience to be built up and risks reduced prior to setting off on the next big thing (in our circumstances another FWTC route).

*How do you use it?*

When a Customer story is so appealing that it suggests the immediate build of another FWTC route, the "First think it, not do it" perspective causes a rethink.  Each possible story is walked through to its conclusion examining the viability of the route matching the story and providing a successful conclusion.

*Examples*

Thinking through a Customer story that values an adventurous lifestyle can test a wider range of options more quickly than actually putting them into practice.

### 3.1.3. Start with Business idea

*What is this perspective?*

Idea's are more resilient than plans.  This perspective asserts the importance of conceiving ideas that are motivational, self explanatory, and match the Customer story.  The alternative of following preset plans is less successful.

*How do you use it?*

The target of this perspective is to envision an idea that encapsulates the FWTC route.

*Examples*

Business ideas worth starting with could include such concepts as, 'The Customer  should do nothing you can do better", and 'Why wait till they ask?".

### 3.1.4. Shared World

*What is this perspective?*

The nature of the World is of interaction.

Business attempts to overrule this interaction in order to provide isolation conditions under which business can establish its own simple but unreal world.  The effect is to enable business transactions in a way the Customer must comply with.  This is easier for business but does not recognise the Customer story or take advantage of the myriad of beneficial interactions already available.

*How do you use it?*

Shared World is without a doubt the most difficult perspective to fully employ.  The huge divergence of interactions available for capture is a significant incentive but a daunting prospect.  The method of

approach is to use the standard FWTC perspectives but stand back from them enough to see the many Customer stories rather than a single route.

*Examples*

Travel insurance can be better consider as a response to Customers risk attitude and considered as part of that Shared World incorporating joint risk strategies like travellers sharing avoidance information, following joint protective strategies etc.

### 3.1.5. Create task keys

*What is this perspective?*

In creating the route to certainty, there are particular tasks that unlock more paths than any other. These 'task keys' are capable of replacing a multitude of less effective, wasteful or indirect actions. The idea behind the task key is to find a way of unlocking a clear path to the Customer story. As such the key is likely to be an concept sympathetic to the Customer behaviour rather than a business device.

*How do you use it?*

Identify the minimum tasks that must link and ask why each is needed and what it adds to meeting the narrative. The extent of the transformation each task performs will be a good indicator of the value it has as a facet in the chain. Like cutting a diamond each facet is polished until the sparkle is released.

*Examples*

A common need from Customers is for reliability, this need goes beyond the importance of the mere security of supply. The value of achieving this in the Customer story is to allow a bedrock of normality in everyday life from which they are more able to accept variability in areas they perceive as of higher reward. A task key to enable this could be a risk refinement task early in the opportunity funnel. This task equates the Customer need for security with the actual delivery. In doing so it avoids less effective, wasteful or indirect actions that chase alternative strategies. A simpler task key could be the collection of an identifier that allows access to stored information (such as a post code) to save Customer time.

### 3.1.6. Business as a game

*What is this perspective?*

Why work when you can have fun?

Business is associated with all the negative aspects of working (compulsion, duty, lack of choice etc.). Whereas games have positive associations with free choice, achievement, interaction etc. The reality is that it is most difficult to differentiate the actual practice of business from the actual practice of games. The differentiation is of perception and attitude.

There is no need to differentiate between work and games or even work and play. Both activities target positive interactions in a people environment with the intention of delivering a result. In fact business actually has advantages in that it has a tangible and important outcome. Business is a net sum game.

*How do you use it?*

The key aspects of a game are incorporated into the business. The rules are established, competitive targets are set, the individual player contribution is recognised, the team sores kept and the game plan improved. The symptoms of failure to make the game real will be continued cynicism from the very people able to input most. The crucial aspect is to "Believe" in the game.

*Examples*

A bank might select a range of changing games that all funnel together to meet the business aims. A challenge for each employee to have one thousand satisfied Customers, a league table of the fastest response to queries in the industry or simply the most smiles from visitors.

### 3.1.7. Germ-cycle ideas

*What is this perspective?*

Ideas can be duplicated faster than germs. Ideas are unlike any other entity, they are not denuded by sharing, they are enhanced. Furthermore the rate of transmission is logarithmic. Utilising these effects and the natural tendency of ideas to be "caught" and retransmitted by recipients, we can spread trigger ideas and replicate solutions efficiently and quickly.

*How do you use it?*

The principle use of "germ cycle ideas" is to widen the neck of the opportunity funnel by spreading ideas into the general population that cause them to seek out the propagator.

*Examples*

The "Fastest way to certainty" is a germ cycle idea. It encourages customers with the prospect of quickly achieving their aims.

### 3.1.8. Simplicity is a set

*What is this perspective?*

Complexity increases when we restrict our attention to one particular element in a set, thereby losing the symmetry and simplicity that were inherent in the totality of all the elements taken together. Keeping our attention on sets will help minimise the time needed for activities and the resources employed.

*How do you use it?*

Throughout the funnel, sets are identified from the stories captured and the activities needed.

A communication element might be included in the opportunity funnel that trapped all requests for customer communication and directed them through a standard set of communications procedures.

### 3.1.9.   Jump the fence

*What is this perspective?*

To join the Customer on her side of the fence.

The nature of business is for it to be separated from Customers by the transaction wall, whereby communication is via a trading of services in return for resources.  On each side of this wall the world looks very different.  The Customer side is a confusion of immediate needs and unclear goals and the business side is a machine that supplies things.

"Jump the fence" does not suggest that there is time to wait until all business acts as a facilitator for the hopes and dreams of Customers.  Instead it advises you join the Customer on their side of the fence and help them directly fulfil their aims.

*How do you use it?*

Using the many Customer perspectives such as "Dream Catcher", the Customer story is clarified and captured into the opportunity funnel design.  From then on the funnel helps the Customer move to the certainty of success they are looking for.  The business side of the fence where propositions are built in the hope of attracting Customers rather like hundreds of fishermen with different baits.

*Examples*

A Customer with a love of sailing had previously spent many years training and saving for a boat and equipment.  The "Jump the fence" perspective encouraged viewing this story from the Customers position and providing fast access to the sailing lifestyle.  By arranging for ongoing use of shared

boating facilities whilst still targeting sole ownership in the long term, the Business becomes a partner in the dream not just the seller of a boat.

### 3.1.10.  Use the Competition

*What is this perspective?*

Avoid avarice, enable sporting competition.  Competition is useful in that in aids the building of 'business as a game" and helps test Customer  scenarios at no cost to the business.

*How do you use it?*

Simply apply the same techniques used to capture Customer stories, to the competitors propositions. Customer propositions are treated as proven stories and nodes can be extrapolated from the way the service is delivered.  This becomes the base scenario to which the other perspectives can apply themselves.

*Examples*

A competitor providing fast food might switch to using phone text ordering.  Careful monitoring of this can enable incorporation of this proposition at low risk and very little cost of market research.

### 3.1.11.  Asset-less business

*What is this perspective?*

The key business driver is to obtain the maximum return on assets.  It therefore makes sense to maximise the employment of traditional assets by avoiding locking them up in your business  or replace their function with new assets that are obtained at a lower resource consumption.  New assets are information assets that are easily reproduced, cheaply stored and simply modified.

*How do you use it?*

Physical assets need not be owned to produce value.

Ensure all assets are identified and condition monitored. Only retain assets that offer the lowest cost per use over the normal period of market stability. Retaining assets beyond this period could drop the asset utilisation rates as they may not meet market needs.

*Examples*

Evaluating construction assets of a building company into retain, share, rent and dispose categories.

No construction equipment is unique or used 24 hours a day so it is unlikely that any machine will be retained exclusively by the organisation. Most equipment would qualify for a level of sharing (timeshare, offload release, special order, or hourly planning). New assets such as software, customer lists, processes, and techniques, have such a low cost per use that they are most likely to be retained.

## 3.1.12. Invisible company

*What is this perspective?*

Visibility is essential for the business proposition, however the need to have a business edifice is related more to tradition and ego than necessity.

The question should be 'what is needed to meet Customer needs" rather than starting with the intention of recreating the same business paradigm as all the other suppliers. An office or factory is not a pre-requisite of business.

*How do you use it?*

The "Invisible company" perspective shows the potential for a company to use assets from any source whether staff, equipment, processing or anything else.

Project management companies already apply some of the principles of the "Invisible company" using a variety of sub-contractors brought in on an as required basis.  A more contemporary example would be the web services companies that sell processing over the net but often have no facilities of their own merely renting time in server farms.

### 3.1.13.   Brandless business

*What is this perspective?*

You don't need a brand if you deliver obvious value.  Brands consume resource.

*How do you use it?*

Building value and joining the Customer on their side of the fence enables companies to eliminate the need for brand messages.  This reduces the non essential costs to the company but also reduces the possibility of obtaining super normal profits from fashionable brands.  This is a hard choice because it demonstrates an absolute commitment to the spirit of crossing the fence to join the Customer (who is the main beneficiary of this approach).  If your solutions are not marked with your brand name but with the audited benefits they provide, would you be happy?

A more cynical view would be that once one company in a market can objectively demonstrate obvious value on all their services, then other companies must follow suit and there would be no room for the excess baggage of brands.

*Examples*

The provision of an independent, ubiquitous, standards testing and approval organisation is the key. The UK Consumer's Association (magazine "Which") is an example of  an early form of such an organisation but this is still short of market presence, drivers for the evolution of new products, a regulatory overseer, its own brand replacement marking system and worst of all it charges!

## 3.2.   Design (Process)

Process is the least understood term in business.  This must be down to the cultural background and business environment, because it is hardly a difficult concept.  A business process is the set of steps taken to achieve the desired business result.  The steps are necessarily interrelated, form a decision tree, involve choice, consume work (all the work!), take time (elapsed and calendar), can be measured, can be compared, should be rational, and together they are the company.

A key rule of business is that everything undertaken should be a step forward in the business process.  Any effort that does not comply with this maxim is of no business value.  The reality is that most company's have no idea what their business process is, or if any individual activity is part of it.  Consequently the waste from ill defined processes is staggering.

On the other hand this waste allows a degree of flexibility as the organisation is over resourced.  Furthermore, not knowing where you are going or how you get there also permits new routes to emerge.  On a World scale this random effect is of significant benefit even if exceedingly costly.

Fastest way to certainty 'Starts with the idea" and then moves to the process design.  The purpose of this approach is to encapsulate the Customer story and hence promote new routes and flexibility without the terrifying cost of a lack of  process thinking.  The opportunity funnel comprises of the process steps with work to be carried out ad decisions to be taken at each activity node.  The design has two aspects, the static design and the flow design.  The static design determines the overall stages in the business process and the flow design allows a choice of options at runtime.  It is not necessary to drill into the detail of the node design at this stage (later!) but it is important to understand the steps involved in transforming a Customer wish, to a certainty.
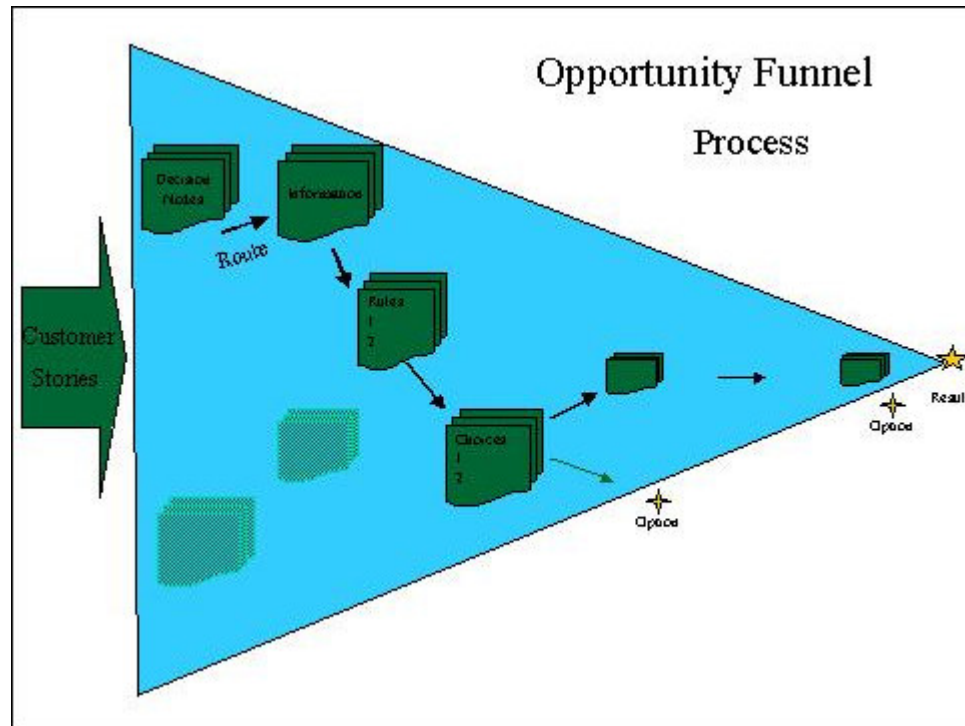
*Figure 7 Opportunity Funnel Process*

The following Design (Process) perspectives enhance the view of the company process design but **must** commence from a clear understanding of what a process is. The Design (Ideas) section has provided perspectives on how to produce ideas as a basis for the opportunity funnel. This section suggests ways of encoding the opportunity funnel.

### 3.2.1.   Tell a story

*What is this perspective?*

Tell a Story about our future, not your product.

FWTC draws a parallel between the Customer story and the Business Process used to deliver it. The captured Customer story must include a coherent account of the Customer narrative, the players involved and what is to be valued and avoided. The reduction of this story, in a lossless manner, to the business process, is the purpose of the remaining perspectives in this section.

The concerns are, to handle the large number of Customer stories without creating an enormous cost, to allow re-usability of elements, to put forward a credible and intelligible proposition, and to remain focused on the most valuable areas to Customers.

*How do you use it?*

Having found Customer stories that the customer values most, can afford least and you do best. You need to create a generic storyboard of how this can be encoded into a business process. The key features are analysed into what actions are needed to fulfil them and in what order.

It is simple then to take this basic process and improve it.

*Examples*

A Customer might tell a story of her ambition to be the best software salesperson in her field and from this achieve a rewarding lifestyle and retire early. This might be an area that you identify innovative solutions that could provide unusual customer value. You decide to create a storyboard.

In creating this storyboard the key features would be the means of enabling such an ambition. In this case the learning and experience activities would be the key features that form the major nodes of the process. Regular attainment of learning goals and using probability to select of the next target would be employed. Scenarios are created using differing alternative innovations. These scenarios can be created, found or stolen. Created innovations would include the use of attention focusing procedures such as Triz, Debono, Buzan, etc. 'Found', would include web or literary research and 'Stolen' scenarios would be obtained by the appropriation of ideas from another field. The resultant process is refined to avoid duplicated, wasteful or non value added activities.

### 3.2.2. Intercept the Value Chain

*What is this perspective?*

Ensure your supply or service cannot be avoided and always shortens the value chain.

In order to ensure your solutions are in demand from Customers, businesses need to "Intercept the Value Chain".   It is not always necessary or desirable to completely encapsulate the Customer story. Sometimes it can be more efficient to concentrate on the elements most in need of improvement.

*How do you use it?*

Solution design needs to incorporate beneficial and unavoidable key features that, in any Customer story, are a necessary visiting point or destination.

*Examples*

A Customer whose story features travelling will have a whole range of intersection points including: obtaining inoculations, purchasing tickets, receiving travel advice, transport to departure point.

### 3.2.3.    Lifecycle lock-in

*What is this perspective?*

There are Five billion people on the planet.  Next year over ninety five percent of those people will still be alive. They are all interrelated, they all live somewhere and do something.  Virtually everything about them is predictable, they eat at predictable things at predictable times, they work at known companies, using well understood skills.

You can easily predict the lifecycles, so all you need to do is add locations, ages and relationships and you have the potential for "Lifecycle lock-in".  Having mapped generic lifecycles to your stories you can then offer the solutions to these identified Customers.  Further than this, you will have pre-emptively undertaken the majority of the work that you predicted.

All of this is just a way of starting things off, the real benefit is having identified your Customers, you can track there stories for ever.

*How do you use it?*

Use census data, underwriting information and behavioural probability to create a World view showing each of the potential Customers (yes all of them!). Then gradually group by group, add ages, relationships and locations. This is the start of the story build using perspectives such as "Dream Catcher".

*Examples*

In Germany you have identified 80 million people (hence lifecycles), you know their demographic details, what they earn/spend/eat/drink/buy etc. You are focused on risk story so, ensuring compliance with the data protection act, you "Catch Dreams" associated with people having strong reactions to risk.

In capturing Customer stories you notice an opportunity. The risk control strategies people use, are fragmented and inconsistent. You innovate a new strategy, for highly risk averse groups, whereby a layered approach to all risks is provided. Using risk aversion triggers (insurance requests, fire alarm purchase etc.) to provide contacts, you collect stories to update your lifecycle database. You then refine the opportunity funnel to provide these potential Customers with the risk control solution.

## 3.2.4. Process align

*What is this perspective?*

Take the right story, make the right process.

*How do you use it?*

Turn the story into a storyboard then encapsulate it using the fewest nodes possible. Each node completes any actions required then uses rules of thumb and best evidence to make the next step. A good process gets to certainty fast.

*Examples*

UK mortgage companies have now finally started to encapsulate the various home buying transactions into processes using Decisioning rules. This enables an automated processing of applications from contact to payment. Unfortunately even this improvement is still based on a multitude of quaint databases that don't even recognise a Customer as the same record. Furthermore they hand over to yet more systems for the 25 years of account management, completely ignoring the golden opportunity for lifecycle lock-in.

### 3.2.5. Create task keys

*What is this perspective?*

In creating the route to certainty, there are particular tasks that unlock more paths than any other. These "task keys" are capable of replacing a multitude of less effective, wasteful or indirect actions. The idea behind the task key is to find a way of unlocking a clear path to the Customer story. As such the key is likely to be an concept sympathetic to the Customer behaviour rather than a business device.

*How do you use it?*

Identify the minimum tasks that must link and ask why each is needed and what it adds to meeting the narrative. The extent of the transformation each task performs will be a good indicator of the value it has as a facet in the chain. Like cutting a diamond each facet is polished until the sparkle is released.

*Examples*

A common need from Customers is for reliability, this need goes beyond the importance of the mere security of supply. The value of achieving this in the Customer story is to allow a bedrock of normality in everyday life from which they are more able to accept variability in areas they perceive as of higher reward. A task key to enable this could be a risk refinement task early in the opportunity funnel. This task equates the Customer need for security with the actual delivery. In doing so it avoids less effective, wasteful or indirect actions that chase alternative strategies. A simpler task key could be the

collection of an identifier that allows access to stored information (such as a post code) to save Customer time.

### 3.2.6.  Maximum Options

*What is this perspective?*

The result of FWTC value creation is to generate the maximum variety of options for both Customers and the business.  Each additional option created provides a logarithmically greater choice of routes forward.  The options created result from the time (and hence resource) savings resultant from employing the FWTC approach.  The Design and Operation of the opportunity funnel not only allows the selection of more options by its effective use of time but also allows encoding of more routes.  As time goes by, the Future stage will encode these options and routes to allow the expression of even more Customer stories.  The virtuous circle continues.

Why options? Normally business concentrates on increasing monetary rewards but this is short-sighted as, despite the importance of money, investment in ideas allow more choices than just taking the cash. Business is a process of designing the most ways to create value not finding one and wringing the life out of it.  The more options created, the more value and vice versa.  And for Customers expecting products to be thrown over the fence, it is a rare to be provided with any options at all, let alone a variety.

*How do you use it?*

In designing processes to realise the Customer story, instead of solely focusing on the expected results, it is necessary to utilise the time savings to produce new results not previously accessible.  These new results are options for the Customer and the Business.  In addition to this a healthy opportunity funnel can provide stepping stones to other routes and stories.  These stepping stones are also options.

*Examples*

A swimming pool operator saved Customer time by using a fast air dryer as Customers got out of the pool and provided free small costume storage /dryers.  The time saved allowed the option of increasing pool utilisation and the allowed Customers the option of using the pool in their lunch hours without

being rushed.  In addition they had the option of not needing to take any kit or a towel to and from the pool.  Obviously the "Lifecycle lock-in" of holding the customer costumes is evident but might perhaps be a little cynical!

## 3.2.7.    Rules of thumb decision levels

*What is this perspective?*

Use layered Decisioning utilising the best level of Decisioning available for each node.  A crucial aspect of the design of the opportunity funnel is to apply probability to each decision stage.  Taking the entire network of nodes as a whole probability allows the system to flow much more than a system of binary switches.  The opportunity funnel uses the best information available applied to the optimum logic at each decision node.

The information is generic when the opportunity funnel is new but as more stories are added it becomes more realistic.  Being essentially a "people system" the differentiator that allows time saving over other methods is the use of "Rules of thumb decision levels". Each node is provided with the best rationale for taking decisions, all the way from the "JDI" level to a precise algorithm.

*How do you use it?*

Use expertise to input business rules in a hierarchy dependent of the availability of information.  The more information the more accurate the rule used.  Existing scenarios can be run to test the predictive ability of the entire opportunity funnel.  The rules having the most sensitive effect on outcomes are then adjusted to ensure the optimum performance.  It is worth  noting that non sensitive nodes can either be eliminated and made straight through or largely ignored.

*Examples*

A CAD design house that needed to produce fast drawings for car parts used a group of factory experts to build an opportunity funnel that allowed rapid prototype work to be carried out.  The combination of

the experts "Rules of thumb" and existing part key characteristics, allowed staff to vary parameters and read off the options with the degree of certainty of the result.

### 3.2.8. Follow the false route

*What is this perspective?*

In considering an opportunity it is a good idea to look at the routes that have previously been discounted. The advantage of this counter intuitive approach is that no one else will follow this road so leaving the field is left open for innovative solutions. Previously ruled out routes include impractical, uneconomic, irrational, and impossible. However all innovations are on "false routes" until they are not.

It is natural to discount routes with barriers. Lift or avoid the barriers and the route is clear.

*How do you use it?*

When mapping out the opportunity look for dead ends and reconsider them. This is the most creative activity within FWTC because it requires rejection of the past with only blind hope for the future.

*Examples*

A database developer was struggling with the database hierarchy for their new project. They needed a structure that could be input with no administrative overhead, no transcription errors, and record a huge variety of random documents instantaneously on receipt. With no obvious answer they defied accepted database logic and made the system automatically key each file on a combination of "anything not a dictionary word" (usually turns out to be names and subjects), the five longest words (usually pertains to the subject), and the time.

### 3.2.9. Cycles of re-use

*What is this perspective?*

Rarely do goods and services comprise of unique content that is new to the world. However the creation of goods and services is almost always started from scratch. The benefits available to construction from scratch is the margin between the total construction cost and the available price. The benefits available to re-build construction is the margin between the new construction cost and the available price.

*How do you use it?*

The two elements of the opportunity funnel most amenable to cycles of re-use are the rules of thumb and the information content. Both of these elements are captured from previous cycles of the opportunity funnel or prior markets.

*Examples*

A retail bank needed to create its first fully automated on-line capability. It was apparent that handling variations to the expected process routes was the central concern. Whilst they managed to reduce the non-standard Customer behaviour to under 5% (an extremely low figure for a manual service bank), it soon became clear that the exception control systems would not cope.

Instead they realised that there were no exceptions, only processes that ran less frequently. They investigated and found that no completely new process requirements had ever been found, just that some processes only repeated very rarely. "Following the false route" they went back to the cycles of use (painfully captured over the years) and re-used them. The "coal face" banking experts were brought in to create Decisioning rules that could handle 100% of the instances from previous experience.

### 3.2.10. Rules of acquisition

*What is this perspective?*

Clarity in operation.

Have a clear understanding on what needs to be acquired. Then turn this understanding into rules that encapsulate the basis under which you permanently own, lease, share or avoid purchase. Savings on cost are worth more than increases in sales. It is also easy to spend but hard to earn, businesses should consider how much additional work is required to pay for each purchase and ask how the purchase will be the best return on this capital.

*How do you use it?*

Consider all expenditure as investment (including operational spend). Calculate for every dollar or pound what is the next best alternative for that expenditure, if there are better alternatives then take them. Effectively the opportunity funnel should behave as a giant company scenario with the effect of changing any element showing in future cash flows. The absolute rule is that you never spend money that will not pay more back.

*Examples*

Many UK local waste disposal organisations have been forced to competitively tender their services. Their expenditure on plant and equipment quickly became subject to 'Rules of acquisition'. To their surprise they found that new larger trucks with automatic lifting were easy winners in this analysis, and even more shocking their existing trucks were uneconomic. After several years of losing contracts many of them woke up to the fact that they were better served by hiring a brand new fleet than gradually buying new trucks.

## 3.2.11.  Rules of creation

*What is this perspective?*

Know how to create things.

It is not easy to be creative.  The pace of economic change is driven almost exclusively by the rate of innovation but there are several reasons why this not easily increased:-

All innovation is built on the past.  Developments are not just limited by ideas but by the rate you can test them.  Innovation operates in a world of comparison.  Creativity is the only business activity with no downside.

Rules of creation help incorporate creativity into the design of the opportunity funnel.  The rules ensure that attention is applied to new and more productive solutions to the Customer story.

*How do you use it?*

Select the appropriate attention focusing technique and write a rule that guides its use at a particular node in the opportunity funnel.  Most techniques take advantage of the comparative nature of innovation by using metaphors or analogies.  With five billion other thinkers on the planet Rarely are unique solutions needed hence why you only need to transplant proven ideas from another field.

*Examples*

Many engineering companies use Triz (theory of inventive problem solving).  This is a demonstration of the Russian genius for thinking instead of spending.  The forty principles can be used wholesale as the 'Rules of creation''.  An example is Matreska (Russian Doll), this analogy helps you picture solutions whereby you put one effect inside another, to obvious advantage.

Another example is DeBono's EBS (examine both sides) rule or Buzan's Mindmapping.

### 3.2.12.  Wrong first time

*What is this perspective?*

If its right first time, you took too long.

Quality assurance guru's often pursue "Right first time" as the meaning of life.  Not getting it "Right first time" is a held to be an essential indicator of a failing process and breach of an obvious truth.

The difficulty is, that this exhortation loses the plot.  The Customer story is submerged in a never ending pursuit of an illusory goal.  Staff are treated like robots, implored to relentlessly improve the quality system.  Worst of all, "doing it right" should never replace "doing the right thing."

Wrong first time (somewhat mischievously) suggests that the process design tries out paths rather than stick to the knitting.

*How do you use it?*

The objective is obviously not to make it deliberately wrong but to not be afraid to try a good idea, even if it looks wrong.  If you have worked through your ideas, take a chance.

*Examples*

In being left with some spare bandwidth and despite criticisms of it being limited, slow, and old fashioned.  UK mobile phone operators took a chance and provided text functionality.  Initially the high Customer learning curve, increased phone cost and small revenues meant it was definitely "Wrong first time".

Now however, it has aided the growth of some of the largest phone companies in the World.

### 3.2.13.  Shared Ownership

*What is this perspective?*

Why would a Customer wish to give away the value of managing their business?

A Customer might well trust a company that he owns more than one he doesn't .It is important to give the Customer a real interest in the business.  The interest could be as limited as a loyalty card but this misses the real prize.  The Customer actually owns and controls the value the business is seeking, so the business needs to offer the strongest partnership it can.

*How do you use it?*

Offer the best terms.  Instead of starting with the idea that you are cutting a cake and the bigger the slice the Customer gets the hungrier you are, use the 'Shared Ownership'' perspective to any benefit you can give the Customer as an investment.  The key is to put together the abilities of the business with the capabilities of the Customer and create a virtuous circle.

*Examples*

One DIY depot offers a future business scheme, whereby the Customer forecasts her future expenditure with the company and receives a share of the improved returns.  They invited Customers on firms events and allow use the business facilities, even invented a new status as Customer partners and bring Customers in to see how they work.

Other initiatives allow Customers to act as the unofficial sales force as they have been made to feel part of the organisation and hence start to share its aims.

### 3.2.14.  Massively Parallel working

*What is this perspective?*

Carry out all tasks immediately (or sooner!).

Customer transactions are single file, series processes. Massively parallel working suggests this is reconsidered. If you can double the number of events handled by each stage, then the result is a halving of the process time. This perspective aspires to handling hundreds, if not thousands, of events in parallel. Even failure to fully achieve this target should be rewarded with dramatic improvements in process time.

## How do you use it?

Consider the process from every scale, timescale and sequence. Is there anything common, repeatable, shared or pre-existing? Then take these elements, eliminate pre-existing entities by using links and place the remainder in parallel.

## Examples

The idea is based on electronic design that uses a variety of techniques (cache, pipelines etc) to achieve a colossal performance improvement. These are real world gains already available. There is no reason why a simple binary system should be more able to use this approach and an intelligent people system should not.
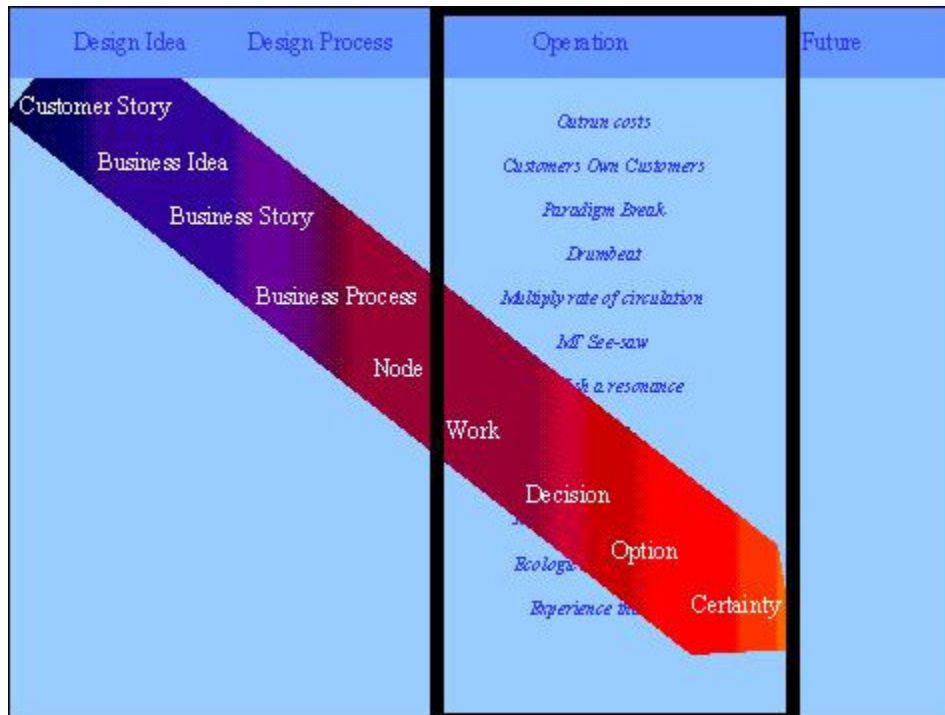
# 4. Operation



*Figure 8 FWTC Operation Stage*
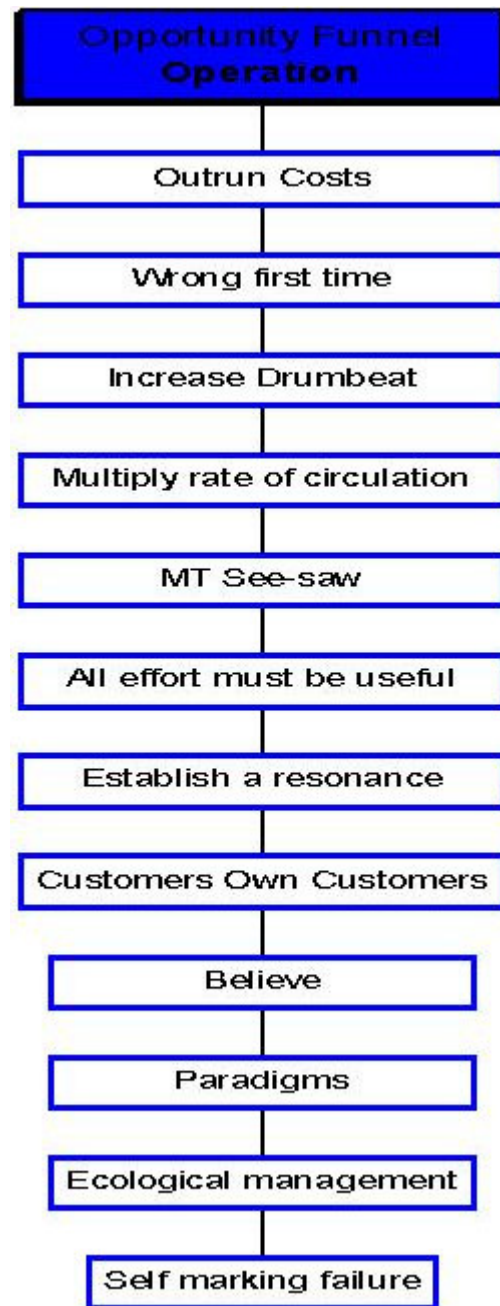
The perspectives on change for the operation stage are:-.



*Figure 9 Operation Perspectives*

### 4.1.1.  Outrun costs

*What is this perspective?*

Costs may move with time not activity.

Many costs increment remorselessly during the business process.  The only way to stop this is for the process to outrun them.  If the process can be speeded up a proportionate amount of cost can be avoided.  Both working and non-working time drive costs, so attention needs to be paid to calendar and process time.

*How do you use it?*

Use the FWTC opportunity funnel & perspectives to save time, particularly concentrating on out of working hours time which adds nothing but burns resources at a high rate.

*Examples*

Following a fall in volumes an Options trader in the City of London decided to overhead reduce costs. In applying the outrun costs perspective he noticed that most of his costs were time driven.  The problem was his process times could be improved but his trading hours were driven by the UK market hence overheads reduced as a proportion of trades but remained static in absolute terms.

His response to this dilemma was to share the office with a trader on the New York market that used the facilities after UK trading had ceased.  The approach has had the unexpected benefit of a cross fertilisation of ideas at overlap times.  They are now contacting a far east market trader to cover the early morning Japanese exchange.

## 4.1.2. Customers Own Customers

*What is this perspective?*

Business equity valuations are based on the discounted value of positive future cash flows. All revenue originates from Customers but they receive no benefit whatsoever from this arrogant market expectation of what Customers will do in the future.

Having jumped the fence the business can correct this blatant disregard for their Customers rights. The Customers who wish to use their market power can use it to obtain an improved return. The business by explaining the power that the Customer lifecycle, can also incorporate it into their business narrative and show how the Customer can direct the power through chosen routes and thereby obtain their just rewards. In this case the Customer would reasonably expect to receive a financial or equity return for their long term secure custom.

*How do you use it?*

Depending on the type of market and relative power of the players, Customer's will have differing views of what they can expect from suppliers. However, whatever the market, Customer stories will not reflect Customer ownership of their own custom. Therefore there is a great opportunity to read back to them a proposition that includes this positive response.

*Examples*

Having become disenchanted with their monopoly water supplier a large West African town contacted an aid company who showed them how for £700k dollars they could bore their own wells. This being in excess of their water expenditure for the next five years they had to give the idea up.

However the aid company received an idea from one of the local councillors that led to the creation of towns own water utility. The town agreed to take all its water from the new company for ten years, in the first five years this would pay a loan for the wells and in the second five year years the town would get all its money back. Without the ability to guarantee Customer water purchase there would be no new water company.

### 4.1.3. Paradigm Break

*What is this perspective?*

The only way to move to the new is to leave the old.

Paradigms (all pervasive ways of thinking) have a bad name. They are associated with management consultancy speak. However, the replacement of paradigms is a business concept so powerful it is only rivalled by the idea of "Process". It is no accident that both "Paradigm Break" and "Process" are FWTC perspectives.

*How do you use it?*

Any accepted business paradigm should be challenged. The more prevalent the idea the greater the benefit of breaking it. While things stay as they are, things stay as they are.

Interestingly, many consider change to be a win-win situation. Even when moving to a paradigm no more effective, the Hawthorn effect on the staff undertaking the change, often leads to benefits just from the positive attention alone..

*Examples*

There are a myriad of examples, all revealing the tale-tale step change.

In hospitals the paradigm that a nurse cares, and a doctor cures, is reaching the end of its days. Nurses are now undertaking diagnosis and minor surgery, with the advantage of providing a one stop shop, for many ailments. When risk managed medical care becomes the new paradigm, then a layered response should finally improve staff rewards and utilisation in an industry badly needing it.

## 4.1.4. Drumbeat

*What is this perspective?*

Increase events per day.

Customers only want to pay for what they receive, what they receive is driven by the number of useful steps a business can take per day. The drumbeat of the organisation is seldom designed and often inherited from earlier business processes or cultures. Any improvement must be made in the facilitation of a faster natural rate rather than just turning up the volume. Changing to a results based culture or utilising the "Business as a game" perspective can help share new benefits more fairly.

*How do you use it?*

Increasing the drumbeat 20% increases the value of output disproportionately (when fixed costs are considered) Ways of doing this include, changing the rate of inputs or speed of processing.

If you look carefully you will often identify the pulse of the organisation. Certain tasks that operate at particular pace that determine the workrate of the organisation. It might be as straightforward as the rate of new orders of the speed of one stage of a production line. Normally the drumbeat will be set by the slowest activity, often an activity involving something difficult to change (a professional group, legacy system, business paradigm or external pacemaker). Find it and change it.

*Examples*

An accountancy firm in the City of London could handle fifty major accounts at any one time. They were restricted to this many Customers for year after year. They only became concerned when competitors started taking their group work away as the groups became too big to handle.

To correct this they compared the drumbeat of their organisation with that of the competitors and found they had fallen far behind. Ironically, this meant they were not attracting the accountants that enjoyed a faster environment and this only made things worse. To correct the situation they employed the latest risk based systems but more importantly they retained two of the most dynamic accountants

available, to act as pacesetters for the firm.  Within time a new paradigm emerged that the more accounts they won, the faster they could handle them.

## 4.1.5.    Multiply rate of circulation

*What is this perspective?*

Increasing circulation multiplies returns.

The more times the opportunity funnel circulates opportunities the greater value of the output.

*How do you use it?*

Customers sit outside of the funnel they determine how many opportunities the funnel handles and the funnel drumbeat determines the rate at which these opportunities are fulfilled.

*Examples*

A call centre allocated calls in strict sequence, the handling rate therefore completely determined the effectiveness of the centre.  It soon became apparent that most of the discussions were generic. Sometimes the ludicrous situation occurred that the same topic could be being explained by all the staff at the same time.

To "Multiply the rate of circulation" a series of changes were implemented:-

- Capturing every new topic using voice to text

- Provide these topic's as operator selected explanations

- A move to text to speech reply systems

From the introduction the operator listened then typed/selected replies.  Over 90% of the operator conversation was existing text, with generic links inserted to allow time for new comments.  The use of real speech reconstruction of operator voices meant that only 5% of Customers recognised it as

computerised and didn't suspect Steven Hawking had fallen on hard times. Any operator could use any text and calls could be moved mid conversation. The effect was that the circulation rate has doubled, as more than one call can be handled at once. Call dropping from the end of the queues, has completely disappeared.

The crucial thing is that the Customer benefits because there are no delays, buttons to press or Mozart, and you actually get through to a human (even if a little enhanced!).

### 4.1.6. MT See-saw

*What is this perspective?*

Marketing/Technology see-saw. Technology provides options for marketing and marketing provides options for technology. These are rarely in balance, look for opportunities in the imbalance.

*How do you use it?*

The faster the rate of technological advance and/or marketing innovation, the greater the opportunity for the MT See-saw. If marketing is the heavy end then look for technologies to balance up the marketing over sell. If technology is in advance then find marketing messages that sell the capability to Customers.

*Examples*

Technology for multiple home testing for medical predispositions has improved to the extent that academic institutions have needed to engage market relations companies to explain the concept to the public prior to the launch of start-ups.

### 4.1.7. Establish a resonance

*What is this perspective?*

Share who you are and what you are doing.

The business story needs to be supported by a conducive and sympathetic atmosphere within the organisation and outside. This resonance generates the positive cultural cues beneficial to many other perspective views of the business (Drumbeat, etc).

*How do you use it?*

Identify the behaviours associated with the story you are telling and encourage them. Expounding the values, walking the talk and facilitating the new way, became the order of the day.

*Examples*

A chain of funeral directors decided to relate a story of more friendly positive reactions to bereavement. To establish this in the business resonance they changed the colours in their funeral homes, the choice of music, the colour of their cars (only to silver!) and even got rid of their suits.

### 4.1.8. Believe

*What is this perspective?*

Why leave out emotion.

Feel what you need to feel, think what you need to think. If the business does not believe in what it is doing then the Customer certainly won't. Businesses have no difficulty in eliciting negative reactions from their staff and Customers, but rarely do anything positive other than extolling Customer delight as the latest target.

The Believe perspective asks businesses to not only tell a Customer story but also believe it.

*How do you use it?*

Ensure your story is relevant and important to staff as well as Customers.

If the perspective is taken on its own it will not work. The business cannot be told to believe something. This would be about as successful as a "Brand Values" campaign. Who really cares whether your margarine is the "only one with Jojoba oil". The story needs to be seen as valuable to everyone – a good thing.

*Examples*

A car tyre fitting centre is not the normal place to expect passionate staff. but with their new story of pre-emptive care a New Jersey tyre fitter started allocating Customers to fitters. Each fitter kept a record of the mileage and when the tyres and exhaust catalyst were due for replacement. When due the Customer was called and their car collected by the fitter personally. Admittedly the cars were a little more upmarket than average but both staff and Customers had no difficulty in believing in the benefits of the new approach.

## 4.1.9.  Self marking failure

*What is this perspective?*

Staff tend to meet their own operational criteria but fall short on the criteria set by Customers.

There are three choices for measuring processes: -

- To set your own standards

- Use independent measures or

- To use Customer criteria.

The advantage of using Customer criteria is that success leads to income whereas meeting your own standards is like marking your own exam paper.

*How do you use it?*

Ensure the storyboard identifies the factors the Customer values most. These factors should indicate all the elements the Customer would expect to see in the perfect rendition of their story.

*Examples*

A house builder had always used the extensive checklists from each of its tradesmen when signing off each stage of its house building projects. This had the advantage of tying its contractor expenditure to Customer payments.

There was a problem however, in that claims against the builder had steadily increased over the years to the stage that its reputation had suffered. Self marking failure was suspected.

To overcome this the builder reworked its checklist to reflect the experience the Customer expected. New checkpoints included the house environment, the fit and feel of components, colour matching, etc.

## 4.1.10. All effort must be useful

*What is this perspective?*

Any work should add value to the output. The desired result is to achieve the options the Customer has identified. Each task should move you forward a percentage of the path towards that goal. The value of each task can be evaluated by how great the percentage is for each task.

*How do you use it?*

Simply rank the tasks in order of their value added. Eliminate the non value added tasks and amalgamate or improve the lower ranked tasks.

*Examples*

A Malaysian toy car maker was suffering competition from Taiwan following the introduction of a Japanese market range.

Although successful they had grown from a family firm and the new operations manager from Hong Kong was not sure they were ready for any state of the art management approaches.

Instead he proposed that each manager find as many tasks as they could that weren't useful. The sting in the tail was that they would then swap departments and then do the same in their sister areas. The challenge was not for the manager to have find problems but to have no problems before the next managers review.

There next series of World Rally Cars actually cost less than the first series in 1992.

## 4.1.11.  Ecological management

*What is this perspective?*

Bring the environment into the business.

The environment is often deliberately isolated from the business. Businesses like to have the fence between them and the Customer. It allows things to proceed without interference. However, as the Customer story unfolds in the external environment this gives the business a double translation problem. The customer requirements are translated into the business and then the result is translated back out again.

The Ecological management perspective advises the following:-

- Eliminate the double translation, it is not sensible

- Take advantage of your environmental advantages

- Design systems in sympathy with the environment

- Retain the bigger picture

## How do you use it?

The context needs to be incorporated into the business story.  A harmony of inside to outside is required with no degrees of separation.

This perspective is the most difficult to implement, not because it is technically difficult but because of the culture shock involved.  Not least is the shock of using an approach more associated with 'tree huggers' than businessmen.   The uncomfortable feeling that resources are borrowed not owned will be a hurdle

## Examples

A power boating business in Australia was just about reaching saturation on its franchised beaches in Western Australia.  In went back to the overall ecology (in the truest sense) of its operations and found ample room for growth.  It defined its working environment as the area within one mile of the shore.  Within this area it found two suitable Customer stories, one related to facilitation of leisure activities and the other to nature conservancy.

It developed business stories for both.

Its leisure story was the support of sea sports with a one hour and one day time frame (skiing, fishing, boating etc.).  Its nature story was of observing and supporting any large wildlife within its area (turtles, sharks, dolphins, etc.)

Both stories used generic nodes for safety, time control, and beach awareness.  The 'resonance' of the business changed from one of a two dimensional product pushers to an holistic surf area manager.

## 5. Future

The opportunity funnel is designed to be self correcting.  Every time a node is passed the information available increases and rules can be amended to improve the explanatory power.  Additionally scenarios run at any stage, enhance the interaction of nodes so that certainty is met more quickly.

Future Design enhances this self correcting ability and introduces the ability to redesign the entire opportunity funnel for future use.  As with the previous stages a set of perspectives is provided that helps staff extend their repertoire of business design techniques.  In the Future design stage these can be used to alter the viewpoint on the opportunity funnel or to take a breakthrough approach whereby a special future design funnel is created.

Revision or rewrite of the existing funnel involves honing the sequence and effect of every  node, saving time on each.  The rules are particularly open to improvement.

Creating a future design funnel entails using the entire FWTC approach for a Future Customer that you create.  With this method, you develop a Customer storyboard using the Future perspectives that is consistent with how you see the World is changing.  It is then a question of running this storyboard through each stage (Design idea, Design process, Operation) just as if it was an actual Customer story.

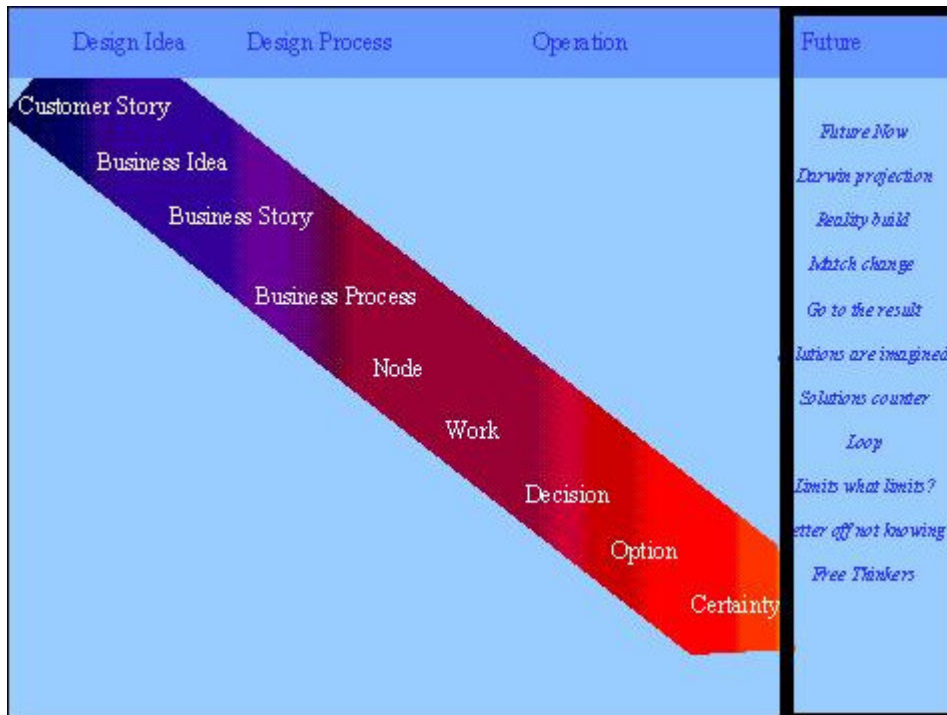Whichever method is used the same perspectives are employed.

*Figure 10 FWTC Future Stage*

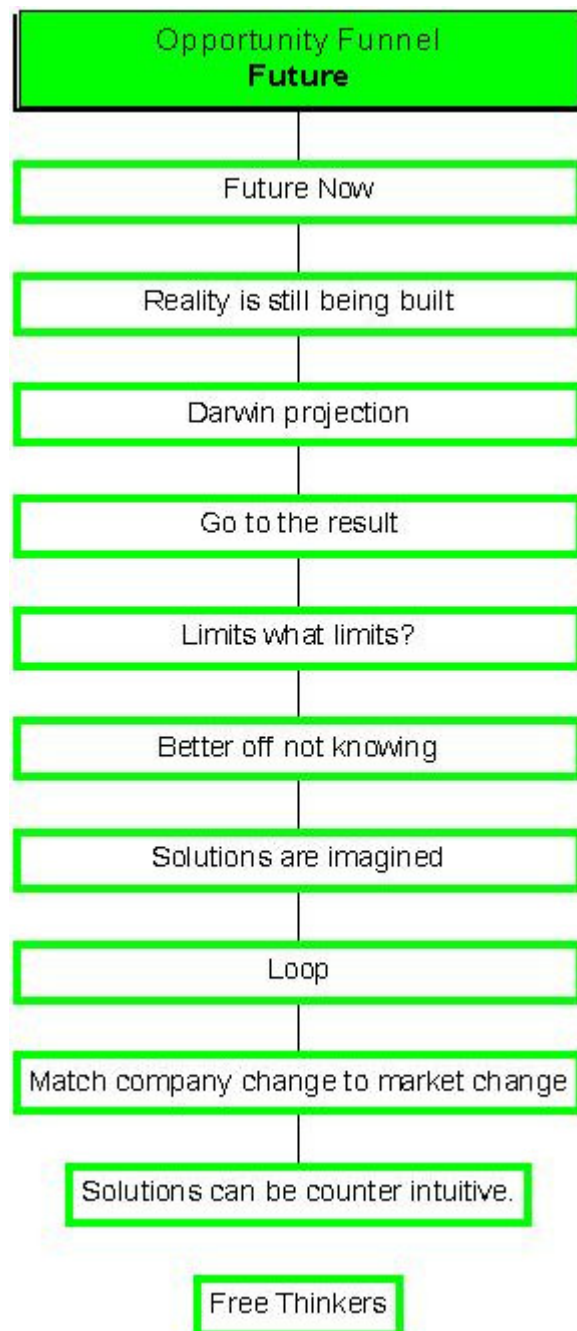These perspectives on change for the future stage are as follows:-



*Figure 11  Future Perspectives*

.

### 5.1.1.   Future Now

*What is this perspective?*

If you can think forward why wait, go where you can think.

Design the future as far as you can think not just as far as you can see.  This perspective challenges the designer to drag the future into the present.

*How do you use it?*

Go to the future and look back at how you got there.  Design a node for each step in this route.  There will inevitably be nodes that cannot be immediately coded, the remaining perspectives should help to overcome this problem.

*Examples*

A University physics department was constantly under change.  The best students always favoured courses that included the most marketable skills, however the lead time to get a sub department running with new staff was three years, by then the market had moved on.

The University came up with a radical plan to bring the future into the department.  It used a group of its best post graduate students to identify future directions in physics then plan backwards to the component teaching blocks.  Each block was ranked for risk of redundancy and the most secure blocks moved to the start of courses.  They then went on to develop options in later years for marketable learning blocks.  In addition they turned this future incubator department into a flagship facility that created its own lecturers from recent students.  Hence eliminating any future delay.

### 5.1.2.   Darwin projection

*What is this perspective?*

Run through generations to evaluate.

Darwin projection suggests that you move to the future by running present solutions through many generations and testing their market fitness.

*How do you use it?*

Establish the market features of various solutions and use inheritance from each to produce new generations. Each generation is tested using fitness for purpose tests before creating new super generations from the survivors.

*Examples*

A refrigerator company made a list of all the Customer requirements that it thought would impinge on its products over the next ten years. Then it created a team of experts that behaved as a 'Production Possibility" thinktank. If given physical capabilities and constraints (e.g. material strength, heat resistance, component thermal efficiency, power availability etc) this group could simulate (using parametric 3D CAD), a plausible real world solution (in pictures!). These experts went on to agree what they expected to be the next ten years worth of technical improvements.

Using Darwin projection, every week for ten weeks the company then released one years requirements to the think tank. The think tank produced ten generations of the refrigerator. Each one improving on the previous one, to deliver more Customer options as the technology improved.

The Darwin projection became a rolling programme used firstly for future planning but also accelerating into use any new Customer option as soon as the technology matured.

## 5.1.3. Reality is still being built

*What is this perspective?*

If this reality is not what you want build a new one.

The way Customers perceive things is not necessarily determined just by the facts but often by the way the story is told. There is no reason why the business interpretation of the Customer story should not add value to its experience.

*How do you use it?*

In addition to the incorporation of new options it is important to consider the cues that the Customer uses as indicators of success. The benefit perception may be related to how the business story explains and demonstrates its superiority over the alternatives as much as its absolute value.

*Examples*

Re-casting the home DIY as a story of "improvement investment". A building supplies firm started providing investment advice on building projects to change the way the activity was perceived and avoid Customer fears over wasted effort.

Advice included, consideration of the location limits, re-saleability effects of various decorating schemes, a list building projects cost benefits, and historic comparison with other investments.

## 5.1.4.    Match company change to market change

*What is this perspective?*

Market change is unavoidable. Unfortunately company change isn't. Many companies stagnate in the face of overwhelming and obvious market change.

Leading the market with a compelling story is a big advantage but might also be a great delusion. It is undoubtedly the only way to ensure matching company change to market change. Less fortunate companies can take a more reactive approach but misalignment with the market is not something that can be tolerated economically for long.

The rate of change of the market therefore dictates everything.

*How do you use it?*

Predicting and monitoring markets is the business of entire industries, unfortunately their output is often restricted to marketing departments. Obtaining this information and using it to design future opportunity funnels is the key to using this perspective.

Market leaders might not seem subject to these concerns but if they sell a product or service rather than providing the full market story then they are always vulnerable to the more coherent approach cutting their Customer supply.

Matching change may be just a question of increasing the rate of company change or in more demanding markets (fashion trade, mobile telecoms, IT etc) the propositions will need to be exactly what the market demands.

*Examples*

Swiss watch manufacturers have successfully segmented their market to provide a strong fashion component in what, during the electronic revolution, become a difficult market.

The change they now need to match, is to cater for the compact wrist computers, phones and mp3 players that the Japanese manufacturers specialise in. The concern is that although this is a different market, it could provide products that are seen as essential and displace even high end conventional watches.

The barriers to entry are much higher in this market and so the likely route is the rebranding of someone else's technology. It will be interesting to see if they are as successful this time around.

## 5.1.5.  Go to the result

*What is this perspective?*

Target the customer experience required, not just what you supply. Provide what people want not what you want.

Although the result of the opportunity funnel should be to produce many options, it is still useful to start from the results and consider the steps it takes to achieve it.

*How do you use it?*

Picturing a successful outcome, visualise the steps you needed to take to get there.

*Examples*

A bookshop just supplied books, it was never sure if its Customers had received good value from them or even had finished them. In fact it could think of no reason they would want to come back.

It considered providing coffee and letting people sit reading the books for free, however not being Starbucks or a library it felt this was not its story.

Instead it started a book club on-line where its Customers could share views and opinions. The best opinions (good and bad) were printed off and put in a hard plastic cover filed with the books. Each quarter a compendium of reviews was published and copies left in the shop. Considerable interest was shown by Customers in finding their opinion in print.

## 5.1.6.    Solutions can be counter intuitive.

*What is this perspective?*

You have two chances for things to make sense, now and when they're in place.

Intuition is hard to ignore. It is unlikely firms will employ people without the requisite skills and experience for a particular market. These people will successfully expound the learnt behaviour, just as ancient Greek shipbuilders built Galleys and didn't suddenly rush off and invent sailing Clippers despite having all the necessary materials.

It is possible one day that people will be employed for their lack of skills in an area. Insulating them from the "counter revolutionary" effects of professional intuition. Information systems are well able to provide knowledge of the past propositions, there is no need for everyone else to do it as well.

If it doesn't make sense when you do it, who is to say it never will?

## How do you use it?

This perspective suggests that staff are encouraged to use "anti intuition ideas", such as "reverse the present logic" or "use anything but " to scare out new ideas. Attention focusing techniques will also help.

If you keep at it success is virtually guaranteed. After all, the only difference between the present day and 5,000 years ago, are the ideas. There is no reason why the extraordinary slow pace of development over the past millennia, cannot be given another kick.

## Examples

A decorating company in Northern India was having difficulty selling its wallpapers, the time taken to paper rooms made it quicker to paint.

One afternoon a new apprentice, who had a reputation for asking silly questions, asked the print shop foreman why they slit the large paper rolls to 600mm when a wall is about the same height as the roll. The foreman was at pains to explain the need to make a standard size for all rooms, wallpaper being hung vertically not horizontally.

Overhearing this, there was much mirth from a group of business Customers passing nearby. Until later, walking up the shop they noticed that the apprentice was correct, the 2.4metre roll is exactly the standard height of the portable rooms they made.

The decorating company now supplies more large horizontal roll wallpaper to builders than small roll. Using wall applied pastes and door cutter templates, builders can now paper a room in half the time.

## 5.1.7.  Loop

*What is this perspective?*

Although apparently a one way system FWTC does not stop when it reaches the end of a story. Hopefully the same Customer or another one will continually re-trigger the process, each time it should get quicker.

In addition, as reality doesn't look the same forwards as backwards, the "Loop" Perspective suggests the designers regularly move their vantage point along the process to ensure there are no surprises or missed opportunities

*How do you use it?*

Ensure the nodes are evaluated for their ability to retain useful information, evolve towards future scenarios, and trigger new cycles from the conclusion of old ones.

Each circuit of the opportunity funnel has a "loop efficiency factor" associated with it, if it was high then the time taken for future cycles would rapidly decrease.  This is quite an important effect because if you are aware of an expected improvement in efficiency then the early cycles can be subsidised by the later ones.  This effect opens up new processes that look uneconomic on the first run.

*Examples*

Taking the Loop principle quite literally, a private bus company in Southern Ireland changed all its routes to one Zig Zag route running in and out of the town centre.  It meant, that no matter how few buses were running, all the routes would be serviced.  Customers knew that if they waited, there would always be a bus and if they saw a bus nearby, on another route, they could work out when it would be at their stop.

The bus company gained the advantage of not having to allocate routes, only start times, no terminus points, no need for timetables only times between buses, more town coverage from using diagonal routes not radials and the bus spacing was easy as buses could see each other at the town centre (much

to the Inspectors delight).  The challenge became for all the buses to emerge in the centre at the same time like an omnibus ballet.

The only downside was the prior visit to the outskirts for unfortunate passengers heading for the centre but living near an outbound leg.

## 5.1.8.    Limits what limits?

*What is this perspective?*

Where did you get the idea there are limits.

Companies are easily able to classify their sector, their Customers, their Staff and anything else they get near.  Tidy business minds use Standard Industrial Classifications and all manner of categories in order to simplify their life.

This is the business equivalent of hedging round every field you can find.  There is already a fence between businesses and the Customer, putting more fences in, is not useful behaviour.   The alternatives of creating faceless conglomerates (of classifications) or unclear propositions that the Customer cannot recognise, is also not very appealing.

Having "Jumped the fence" to the Customer  side all that is necessary is to define the company completely in terms of the Customer story.  Recognise no limits.

*How do you use it?*

Wherever the Customer story takes you, you go.  The test is everything you do must make sense in terms of the narrative.

In short, if you know the story you know the firm.

A free range egg producer was making good returns but never felt truly valued in its market. After listening to its Customers, it designed a more rewarding proposition for both sides.

In this proposition Customers subscribed to the farm as their prime provider of both animal products and animal assurance. In this strange combination, Customers were ensured that animals were given the optimum natural living conditions for their breed, were not killed by the farm and in return Customers received the resultant animal products. Visiting the farm was encouraged and many Customers children had names for the animals.

The farm became well known and this unusual story and soon was used in television series.

## 5.1.9.   Better off not knowing

*What is this perspective?*

As soon as you know something you stop thinking.

Throughout the ages mankind has been convinced it understood things perfectly. Any idea that there was a different, let alone better understanding was heresy. There is a general air, even now, of how clever we are compared with our predecessors. The truth is that there has been no discernible improvement brain function over thousands of years. We are just as stupid as we've always been!

This "stop sign" for thinking is particularly apparent when we think we know a subject. In order to find new routes to certainty it is better to start from a clean sheet. You are "Better off not knowing".

*How do you use it?*

Use people new to the field and don't discourage their efforts.

Despite only having a degree in philosophy the son of the owner of a chemicals plant was on work experience for a year before becoming a Director. Not included in any plant management discussions, he took to walking round the site and talking to the maintenance staff.

The current challenge managers were wrestling with, was to increase output for a new contract whilst constrained by the particularly small site, and reaction vessels that lost their glass lining every 5,000 hours.

Needless to say, by being in a position to ask the most un-informed questions without fear of retribution he teased out a solution from the maintenance staff that, not only increased the output, but built an alliance and made his own reputation. The solution was simply to trade capacity with a neighbouring acids manufacturer who had a peak demand six months later at the start of winter (as battery acid demand increased).

## 5.1.10. Free Thinkers

*What is this perspective?*

Each pair of hands comes with a free brain. The very idea that companies have managers that *think* and staff that *do,* will take decades to overcome. In the meantime, concentrating on thawing out the culture that freezes out ideas from all but one source, is the focus. At the risk of stating the obvious, staff must be treated as people not objects and the Customer stories must make sense in their eyes.

*How do you use it?*

Point people at the job, explain why its important, why they are important and how things work. Then just listen each day.

The message and the language are only as effective to the extent they are received and understood.

*Examples*

During an improvement campaign a Brazilian coach company decided to tell all its staff, all its problems, with a somewhat surprising result.  Several the drivers got together and created three plays  - one was about managers, one was about drivers and the last was about Customers.  They performed the plays at head office showing all the problems of the various groups, the management were suitably impressed and led by the chief executive they vowed to address each problem in turn.

The drivers said (rather pointedly) they had no intention of bringing management their problems without also bringing a solution.  They suggested that once each week the management team met not in the air conditioned offices but on a coach line.  Passengers would also have the opportunity to talk to managers who would in future be given a double seat "office" at the back of certain coaches.

The result was that, not only did service rapidly improve but two drivers joined the improvement team

# 6. Sources of Value

Although FWTC is a multi level approach with many facets, it is worth clarifying the fact that business is inherently simple.  Customers want things, you provide them and money you have left at the end is yours.  All businesses work this way.  All you need to do is to concentrate on the gap between what resource is consumed and what benefit is produced.  This value always originates from the Customer but it will help to examine this in more detail.

The following are some of the "sources of increased value"

1. People

2. Location

3. Innovation

4. Approach

We are taking "Value" to mean Customer value, that is why distortions such as monopoly power, protectionist regulation, etc are excluded as being against the Customer interests and hence against longer term business interests.

## 6.1.1.  People

Customers spend most of their waking life obtaining sufficient resources to allow them to climb their "hierarchy of needs".  It is a considerable responsibility for a business to provide good value to these consumers.  Effectively they are spending their life on your products.

In addition to this, although First World countries are afforded the luxury of choice, many populations are stuck at the bottom of the pyramid, wondering where the next meal will come from.  A major improvement in the effectiveness of business will eventually benefit everyone.  If there is a bigger pie, then more people can get a piece of it.

At the moment only 20% of the earth's population are economically active to any reasonable extent. There is no apparent explanation for this. The earth's resources are not the problem - energy, fresh water and raw materials are more available now than they have ever been. Pollution is a concern but eminently addressable with existing technologies. There is no self-satisfied plateau of consumers, happy at there lot and not wishing to obtain more goods and services. There is no religious or political counter climate, forbidding economic development. The only plausible explanation is that for over one hundred years complacent businesses have 'Stuck to the Knitting" and only serviced the rich markets.

As we have said, people are the source of value. There are four billion people waiting for businesses to help them. This is a good place to start looking for value.

## *"All people .... provide all value."*

### 6.1.2. Location

You need to be where your Customers are. This means operating in their 'Ecology" not yours. If businesses expect to make returns and repatriate them then the it won't always make economic sense. The scale of the returns is related to the environment they are produced in. This is not a problem because all that is required is to utilise the returns in the same environment and recognise that the scale of the returns should be related to the scale of the costs.

### 6.1.3. Innovation

Being able to do more for less is the purpose of innovation. It is the ultimate win-win scenario. Goods and services both respond to innovative pressures and the experience is, that times of great need drive great innovation. The perspectives of the 'Future" stage show a multitude of ways in which changing perceptions can accelerate innovation.

## 6.1.4. Approach

The basics are simple so any approach should meet the requirement of giving the Customer more and costing less. Beyond this it is merely a question of judging the competing options against each other, including risk factors and factoring for scarce resources (capital, specialist staff etc).

FWTC is an example of selecting a new approach that increases the creation of value (refer Cost Benefit section).

# 7. Information System

FWTC was always conceived of to operate using an information system. The system needs to capture the target opportunities and flow them through a decisioning path that refines and builds the required output. Information systems need to have the ability to flow information through decision and work stages recording all events and communicating this to the business.

Workflow systems, PDM, ERP and most database software is capable of this.

## 7.1.    Paper based

Most companies will start with a paper based incarnation of the FWTC process. It is only necessary to produce a hierarchy of rules though running scenarios is more laborious and rule tuning will be much more time consuming.

## 7.2.    Spreadsheet

There is no reason why a spreadsheet should not undertake both the recording and decisioning functions. Use of multiple choice interlinked forms should improve the usability of the system.

## 7.3.    Relational Database

FWTC can use a relational database constructed from tables for each  information entity (Customer, stories, account, products, services, etc.). The principle design activity is the construction of queries to form the decision stages (nodes).

## 7.4.    Workflow/Document Management System

Workflow systems are well suited because of their more sophisticated routing of operations. Each story can be coded as a new route through the decision stages. Staff teams then handle the process with routes being adjusted to suit personnel availability at runtime. Often workflow systems are document based. This is adequate for processes with a high variability of data and high volume of

events but the presence of dumb objects such as scanned documents is not as efficacious as using information capture approach.

## 7.5.    Object Orientated Decisioning Database

The optimal system for FWTC is a full object system with decisioning.

The potential capabilities of such an application include: -

- Straightforward translation of 'use cases' from stories.

- Provide FWTC event flow logic.

- Easy creation of new FWTC objects with inherited properties.

- Scenario testing to improve node structure.

- Sensitivity testing on rules to show which have the most effect.

- Compatibility with internet communication systems.

- An intelligence based system not a document based system.

- Decision driven approach.

The most advanced of the shelf applications available to FWTC designers are Product Data Management, Expert Systems and Design Decisioning systems.

## 7.6.    P2P Network

Peer to peer networks allow fundamental enhancements to FWTC operation.

## 7.6.1.    P2P Marketplace

The P2P Information System can use FWTC principles to grow into a new phenomenon the **P2P Marketplace**.  This marketplace funnels opportunities into certainties in a way that eliminates many of the previous inefficiencies (exchange losses, imperfect market information, intermediary delays, locational overheads, endless 'build from scratch', etc).

*Cost Reduction*

• The Funnel afforded by this network is much larger than any other direct database system.

• Information products can be traded directly.

• Middleman inefficiency is eliminated.

• Transactions are instantaneous.

• Both sales and production events are facilitated.

This cost reduction will be seismic in its scale but even so it will not match the potential for a **"peer multiplier"** effect.

*Peer Multiplier*

This is the effect of allowing individuals the market to create and consume directly.  If individuals World-wide can see the direct positive effect of learning, working, and sharing together then the feedback system will be self sustaining.  The exponential effect of the large numbers for the first time engaging together in a lossless market (no overhead losses) will drive a multiplication of the benefits from this peer system.

Conversion of labour time into Information products and Information events (80% of business expenditure is on labour and information products) can extend the P2P marketplace into an information exchange between people.  People would be able to sponsor an FWTC opportunity (get their car serviced, have their shopping list filled, buy a holiday etc) or answer an FWTC node request

to undertake events (such as a plumbing visit, teaching assignment, insurance underwriting, an article for a blog, a shift as a security guard, modifying a server script etc)

The methodology is simpler than the explanation.  A "opportunity form is completed and left on the P2P network.  People (pre-qualified as suppliers) search and find the opportunities.  They quote and the winner is selected & can unlock the detail.  They then undertake the work, receive the signed off opportunity form & payment and then hold it in their inbox as a time stamped record of their success (that's how they get qualified).  The system can even be voice driven (digitally recorded for evidence).

Everything is built around gradually accumulating a track record evidenced by the transactions.  All transactions release personal information on a need to know basis with most transactions remaining impersonal.

The major difficulty is the culture shock in government circles as whole markets disappear out of sight behind encrypted transactions that are easily visible but not traceable.  Facilitation of an International electronic monetary transaction system would be the obvious direction of central banks.  Charging a few percent on each exchange and sharing on an agreed basis.

As of early 2004 all the infrastructure to undertake this "P2P Marketplace" has been available for quite some time(P2P networks, file tags, encrypted forms, encrypted P2P VoiP networks, Paypal etc)

# 8. Example Case Study

FWTC applies to all businesses.

There is no reason why a beetle collecting charity in Bolivia or a sewerage treatment company in Ontario should not both use the same approach. Each one needs to take opportunities to certainty, each one can consider the best probability of each step in this.

To demonstrate the FWTC in an accessible form we think its probably best to avoid Bolivian wildlife and start with a Spanish travel company in Barcelona. The cycle commences with the Design of the Idea.

## 8.1.    "Barca" Travel FWTC

"Barca" travel has grown over ten years from a travel shop on "The Ramblas" (the main tourist road in Barcelona). It now has tentatively obtained bank funding (1.5 m euro) to expand into a Europe wide operation. Loan approval is subject to the submission of a new business plan.

Eager to a build a business structure that can be scaled up to suit a wider base, Barca travel has elected to use FWTC for its new business approach.

Having taken its Directors away to the company rooftop "Attico" apartment overlooking Barcelona marina for a week, they have created a business plan. This is how they produced the plan.

### 8.1.1.    The Shock

The first day was spent in thinking through the new business cycle and discussing how they felt about the change. Realising the approach is a much more challenging culturally than technically, one Director actually decided it would be best if he retired early rather than face the rigours of the business reinvention. The remainder came to the rapid conclusion that the Departmental Director posts they held as they came in, would not exist when they left.

## 8.1.2.    Thought Cycle

Having regained there composure they walked though each stage of the thought cycle :-

- Consider a "World of opportunities".

- Deliver what the customer values most, can afford least and you do best.

- Take many perspectives.

- Create options.

- Do nothing that doesn't add value.

- Only make what never existed.

- Choose paths using probability and principle.

- Pre-empt the future.

- Next time faster.

Brainstorming their own thoughts and mapping them on to each stage helped to generate a consensus of how things might work.  The next day they could condense these thoughts into a coherent business idea.

## 8.1.3.    Which Perspective to take?

The team assessed the likely contribution of each perspective and decided the most appropriate viewpoints for each stage were:-

| PERSPECTIVE | | | |
|---|---|---|---|
| **Design (Ideas)** | | **Operation** | |
| Dream Catcher | X | Outrun costs | |
| First think it, not do it | X | Customers Own Customers | X |
| Start with Business idea | X | Paradigm Break | X |

| Shared World | | Drumbeat | |
|---|---|---|---|
| Create task keys | | Multiply rate of circulation | X |
| Business as a game | | MT See-saw | X |
| Germ-cycle ideas | | Establish a resonance | |
| Simplicity is a set | | Believe | |
| Jump the fence | X | Self marking failure | |
| Use the Competition | | All effort must be useful | |
| Asset-less business | | Ecological management | |
| Invisible company | | **Future** | |
| Brandless business | | Future Now | X |
| **Design (Process)** | | Darwin projection | |
| Tell a story | X | Reality is still being built | X |
| Intercept the Value Chain | | Match company change to market change | |
| Lifecycle lock-in | X | Go to the result | |
| Process align | X | Solutions can be counter intuitive. | |
| Create task keys | | Loop | X |
| Maximum Options | X | Limits what limits? | |
| Rules of thumb decision levels | X | Better off not knowing | |
| Follow the false route | | Free Thinkers | |
| Cycles of re-use | X | | |
| Rules of acquisition | | | |
| Rules of creation | | | |
| Wrong first time | | | |
| Shared Ownership | | | |
| Massively Parallel working | | | |

An example of the ideas resulting from these Perspectives are show below. The first "Dream Catcher" shows the very first thoughts the team had during the Idea stage. This set the scene for the other perspectives.

The second "Tell a Story", shows how the team started to recreate the Customer story in the Process stage.

## 8.1.4. Dream Catcher

For "Dream Catcher", the World of opportunity is every person on the planet, both now and in the future. In FWTC this is always the case but we focus on delivering what the **customer values most, has been able to afford least and we do best.**

### *What we do best*

The Customer Stories of interest to "Barca" are those that involve the organisation of the travel from Europe to Catalonia. The business feels it has developed a valuable combination of abilities:-

- Supply side accommodation contacts.

- A variety of proven low cost travel options.

- Demand side input from magazines, & newspapers.

- A successful Customer website pipeline.

### *Customer values most*

Within this scope Customers have previously been offered propositions that left them with a significant level of dissatisfaction. To understand what Customers value most Barca used 1,700 Customer travel stories from web bulletin boards. Each Director had been given the previous week to summarise their findings from an allocated set of stories about Catalonian destinations and overseas resorts.

Customer "most valued" elements in the travel experiences were:-

1. Low Price or high value.

2. No hidden costs

3. Clarity in knowing what to expect.

4. Avoiding surprises.

5. Having immediate response to any problem.

6. Elimination of wasted time (airports, delays, transfers)

7. Reduced trip premiums

*Afford least*

Affordability comes down to the amount of time or money that Customers are happy to devote to obtaining a product or service. If a product or service is highly valued but costs more than a Customer is willing to apply, then it becomes a good target for business expansion. It is not just a case of providing "more" but knowing "more what?"

Finding the opportunity space that Customers would happily trade in, given the right economic or temporal proposition, is the fundamental way in which FWTC differentiates its offering from a Customer perspective. If the business cannot use FWTC to do more for less, it has failed.

The elements the Customer can afford least are:-

1. Time to arrange trips

2. Cost of travel at convenient times (weekends and public holidays)

3. Time for destination research

4. Time to find a good deal

5. Avoiding all risk of a loss

In the past many forms of travel were unaffordable for mass market travel. Some areas of Europe still have difficulties affording charter travel hence this is also an opportunity.

## 8.1.5. Tell a Story

From the thousands of Customer stories they reviewed, the Directors reconstructed a composite story.

'I would like to be enthused by the options for travel. I need a reliable travel company that offers interesting opportunities that seamlessly integrate with my normal lifestyle. I need them to construct options that fit me, rather than me fitting them. I wish to increase my useful travel time within the bounds of my income and time available. In particular I am interested in good value options for the 40 plus weekends a year that I could use but presently don't. They need to communicate on demand by all my normal communication channels.

The scenario should be consistent each time I travel, with no need for me to either do anything I have done before or anything I don't need to do. I should be guided every step of the way but only using as much detail as I demand. I should have instant recourse to a "fixer" at any stage of the experience.

Unlike my present experiences I do not want predictable things to become a surprise or worse still for available information not to be made available. Although understanding the difficulty of predicting external events, I do not expect events not to have been planned for or to repeat because of lack of action. I expect travel partners to be constantly monitored, improved and if necessary eliminated. My opinion should be sought and visibly acted upon in times of difficulty. I do not expect to be placed in a position where I have no options and no means of redress to decision makers. All staff I come into contact with should be capable and empowered. As may be the case in some circumstances and should everything else fail the least I expect is a frank admission of failure and a plan to recover the situation.

In return I am happy to engage increasingly closely with any provider that meets the above and demonstrates consistently that they always provide a proposition in the top quartile for value.  This obvious value I perceive to be where my costs prove to total less than that I could obtain using 75% of the alternative market leading travel companies.  I will consider all my costs that can be clearly associated with the particular travel scenario.  I will judge initially more so on headline price until the features previously mentioned can be shown to be routinely delivered.  Initially will not have any basis for believing claims before they are proven unless they are guaranteed by a credible process.

I do not expect both value and high quality to be delivered in the same package as I perceive that quality has its cost.  I will be cynical and difficult to convince until it can be demonstrated

In the more future I would like the company to provide a new realm of experience that matches and extends my lifestyle whilst maintaining a prudent use of time and resources.'

## 8.1.6.    Storyboard
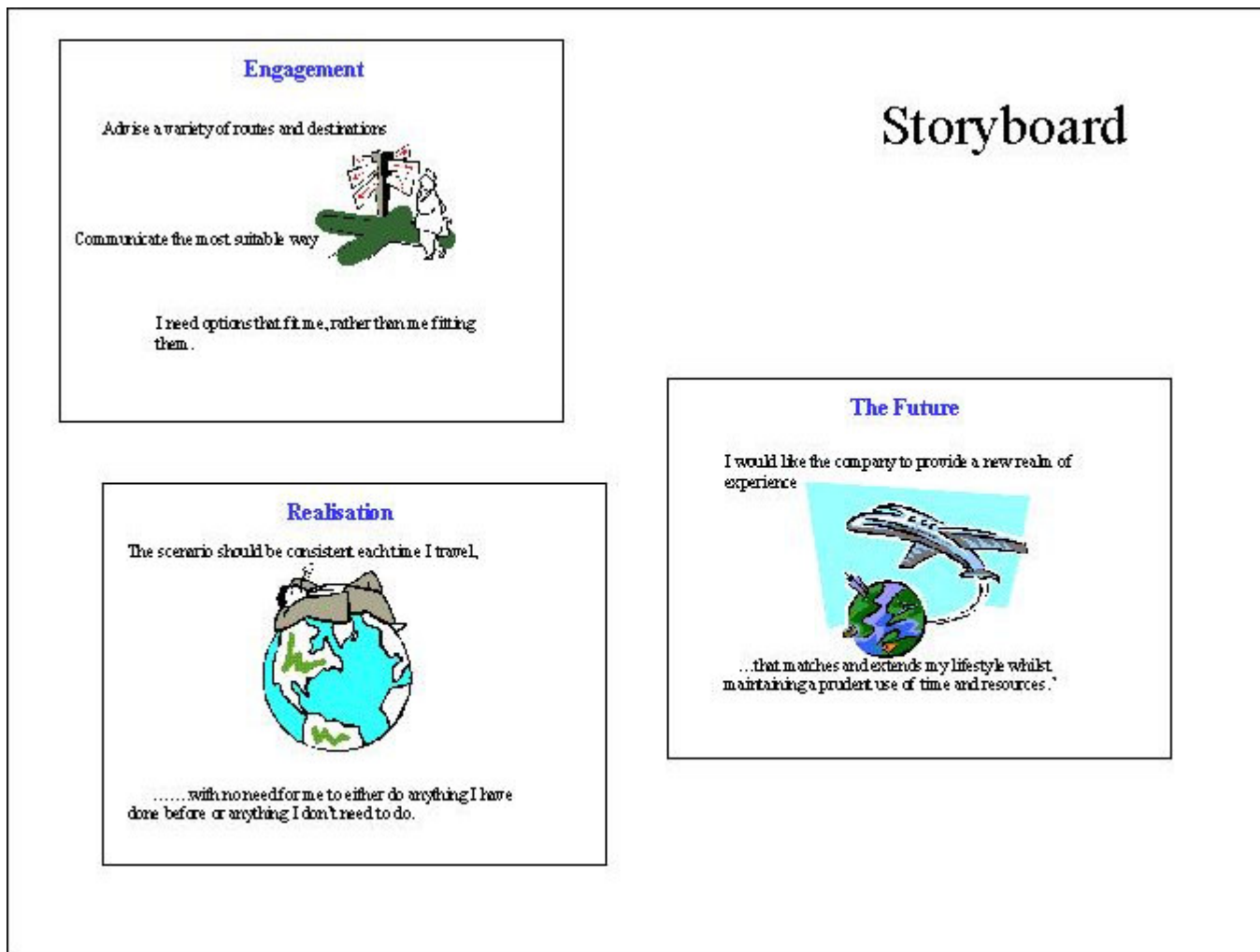
*Figure 12 Storyboard*

## 8.1.7.  Business Idea

To be successful the business needs to identify the proposition that encapsulates the main concept that the **customer values most, has been able to afford least and we do best.**

Using the Customer story the Directors decided the most important factors involved for "Barca" were:-

- Managing Customer risk

- Providing end to end information, on demand

- Fitting the travel to the time available

- Providing service in real time

- Overcoming (understandable) cynicism

- Demonstrating "cheap prices" make for "expensive travel"

By the end of the second day they had agreed the following:-

Barca are now a Customer time management company. We design Customer fitting Catalan leisure opportunities, illuminate & clarify travel using information, and manage everything with the aim of reducing Customer effort.

Using the analogy of Monks beautifully illustrating the text of a manuscript they decided the business idea is :-



## 8.1.8.  Trigger

Triggers need to be set for any Customers that cross the domain of the business idea. In this case "illuminated travel" has a wide remit. It seeks out any Customer time available improvable by a Catalan travel event. The triggers set were:-

1. Free weekends & weeks noted by Customers on a website

2. The return flight from the last "Barca" holiday

3. Response to "Weekend options" text request from Customers

## 8.1.9. Process Stage

The process stage focused on application of the business idea to the steps of the Customer story. Each step was converted into decision nodes that delivered the Customer options.

# Index

# FAQ's

| Question | Answer |
|---|---|
| **Why concentrate on time?** | The only resource that cannot be bought is time. Markets are now efficient enough for time to be the major determinant of all factor prices. If you can control time used, you can minimise resource consumption more effectively than by any other method. |
| **Why not focus on Capital?** | A market exists for capital, use it. |
| **Why not focus on Management?** | A market exists for management, use it. |
| **Why not stick to the knitting?** | The past does not determine the future. |
| **So we get rid of all our departments?** | Yes. The design, operation and future of the funnel are the only functions. |
| **How do our accounts get filed?** | A well designed funnel will automatically collate the data collection as customer opportunities proceed. |
| **How do we buy things?** | Against each opportunity, future opportunities being loaded also allow purchase in advance and consolidation. |

# Glossary

| | |
|---|---|
| Believe | Demonstrating faith in the way you work |
| Business Story | The encapsulation into a targeted business process of the Customer Story |
| Business Idea | The idea behind the business. |
| Certainty | Achievement of the Customer objective |
| Customer | Why you're there |
| Customer Story | The way the Customer wants to take their life. |
| Drumbeat | The rate events take place |
| Event | A useful step in the story. |
| FWTC | Fastest Way To Certainty |
| Fastest Way To Certainty | Taking stories, making options. |
| Idea Perspectives | Ways of looking at the "Business Idea" |
| Node | A workstep & decision point in the business process. The next step is determined when the rules consider the evidence. |
| Opportunity | The chance of a new Customer story |
| Opportunity Funnel | A means of turning opportunities into options using rules. |
| Option | An additional outcome available to the Customer. |
| Paradigm | The accepted way people believe something works |
| Probability | Likelihood a particular outcome will occur. |
| Process | A sequence of events designed to achieve a goal |
| Process Design | Creating a bespoke sequence of events designed to achieve a goal |

| | |
|---|---|
| Process Perspectives | Ways of looking at a sequence of events |
| Proposition | A solution to all or part of a Customer story. |
| Rules of thumb | The best decision principle available at the time of use |
| Staff | The business |
| Story | Narrative showing how events most successfully fit together in the authors view |
| Storyboard | Step by step Illustration of the key narrative events |
| Uncertainty | What happened before FWTC |