

Market Visioning
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Why?

“Humans do not have the capacity to start from a clean sheet of paper. By *design*, human beings are incapable of this. Before anyone else makes a mark on that blank page, it's *already* filled – with your past, the company's past, the things you think are appropriate for the business, ...”

The Last Word on Power, Tracy Goss

Our Knowledge Fails Us

“No flying machine will ever fly from New York to Paris because no known motor can run at the requisite speed for four days without stopping.”

Orville Wright

Our Knowledge Fails Us, Pt. 2

- “Familiarity breeds complacency.”

The Reckoning, David Halberstam

- “In the beginner’s mind there are many possibilities, but in the expert’s there are few.”

Zen master Suzuki Roshi

- “To gain knowledge, add something every day. To gain wisdom, get rid of something every day.”

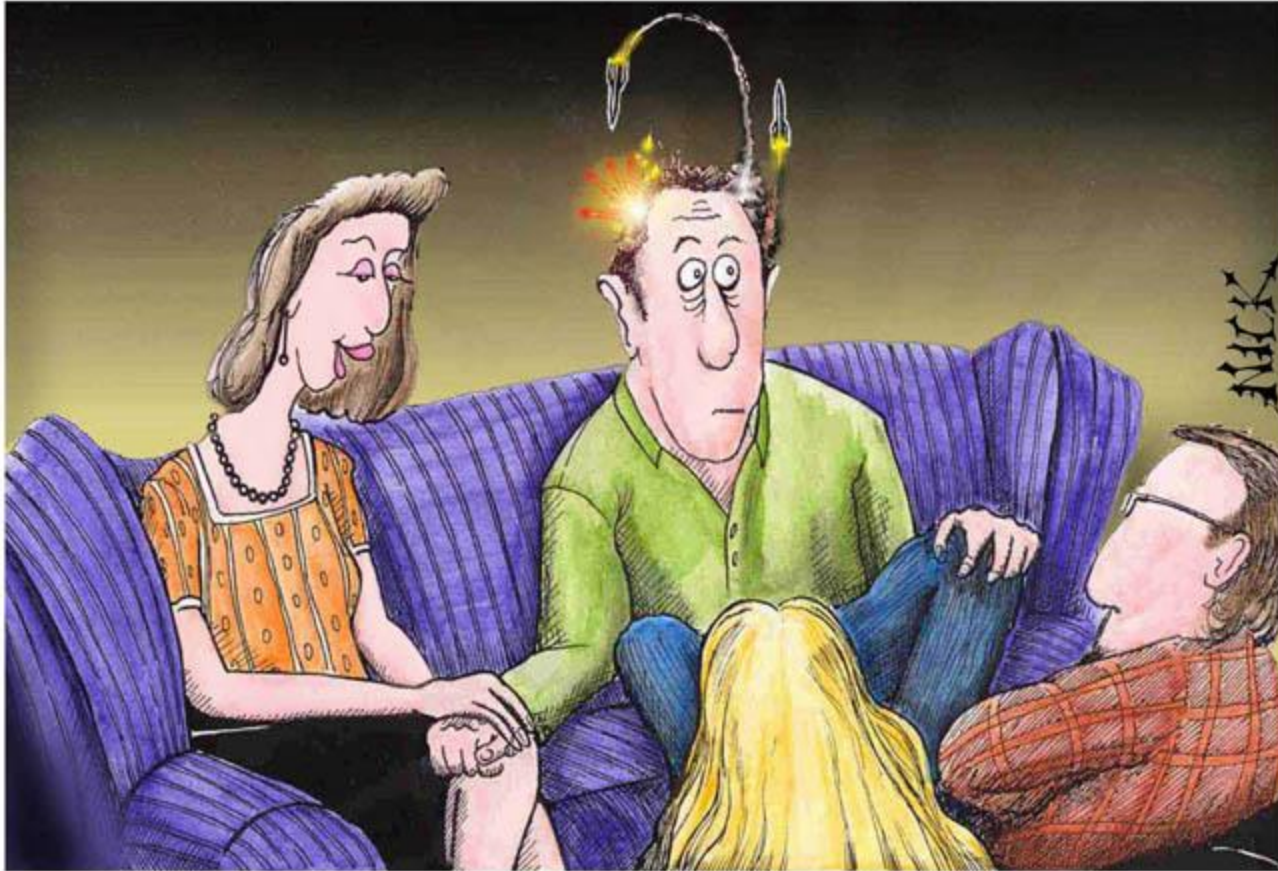
Lau-Tsu, founder of Taoism

When Times Are Tough...



- Are you prepared for the recovery?
- Relying on those tried-and-true plans?
- If you plan and act solely on what you know, how new can your plan be?

What To Do, What To Do?



"You'll have to forgive Sidney. The left and right hemispheres of his brain are currently engaged in a struggle for dominance..."

Not Dominance... Dialogue

Strategic
Planning

Business
Development



Market Visioning 101

- Not typical strategic planning
- Not traditional business development
- Must combine strategic thinking (LB) with strategic intuition (RB)

What To Do, What To Do?, Pt. 2

- Mindstorming ... w/o limitations
 - Ideas; not data, not decisions
 - A little sake (酒) wouldn't hurt
 - Check your judgmental nature at the door
 - Led by an outsider (Lou Gerstner Principle)
- If it ain't broke... break it!
- White men can't jump... get people who can
- Is it soup yet?

What Not To Do

Be solely customer-driven

(AKA “The customer is always right.”)

“Customers are notoriously lacking in foresight. Meeting only the articulated needs of customers you already serve cedes vast opportunities to more farsighted competitors.”

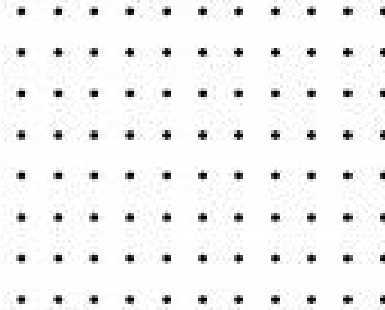
Competing for the Future, Gary Hamel and C.K. Prahalad

What Not To Do, Pt. 2



(1)

CONNECT THE DOTS



(2)



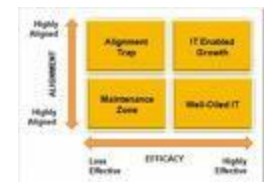
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Thank You

- “Vision without action is a daydream; action without vision is a nightmare.”

Japanese proverb

- “By logic and reason we die hourly, by imagination we live.”

Jonathan Butler Yeats

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The logo for Creative, with the word "Creative" in a blue, stylized font inside a yellow, irregular shape. Below it is a green circular icon with a white swirl.

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A business card for Montie Design. The top left has a white triangle icon and the text "Montie Design". Below that is "montie roland", "800-722-7987", and "montie@montie.com". The bottom left says "MONTIE.COM" and "DEDICATED TO Excellence". The right side is green with icons and text: "VISION", "RAPID RESPONSIVENESS", "LEADERSHIP EXPERIENCE", and "SUSTAINABILITY".

