

Tools For Working With Shapers

A quick reminder: Shapers control the level of value in your network.

There are three core roles – Competitors, Cartographers and Complementors.

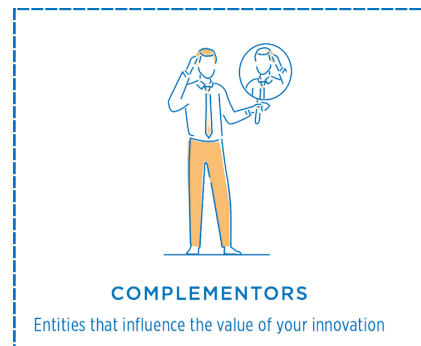
Once you have mapped them you can think about how you might work with them and identify strategic moves to align them with your scaling strategy.



Working with Complementors

1. Create a list of all your existing Value Complementors
2. Create a list of potential new Value Complementors as you scale.

Existing Value Complementors	Potential New Value Complementors



Exercise: Strategic Moves

Look again at your Value Complementors and think about how you might strategically develop their role to help strengthen your Value Network.

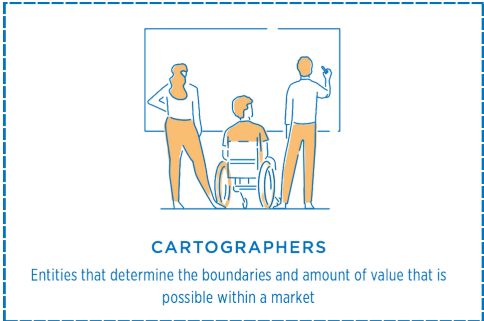
COMPLEMENTORS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?



Working with Cartographers

1. Create a list of all your existing Value Cartographers
2. Create a list of potential new Value Cartographers as you scale.

Existing Value Cartographers	Potential New Value Cartographers



Exercise: Strategic Moves

Look again at your Value Cartographers and think about how you might strategically develop their role to help strengthen your Value Network.

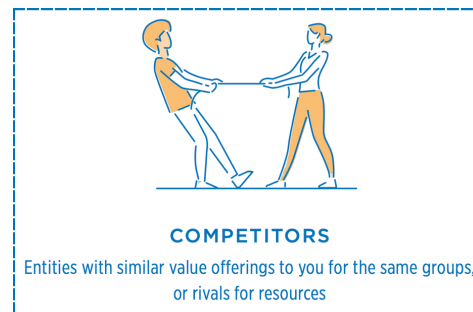
CARTOGRAPHERS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?



Working with Competitors

1. Create a list of all your existing Value Competitors
2. Create a list of potential new Value Competitors as you scale.

Existing Value Competitors	Potential New Value Competitors



Exercise: Strategic Moves

Look again at your Value Competitors and think about how you might strategically develop their role to help strengthen your Value Network.

COMPETITORS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?



SHAPERS SCALEABILITY ASSESSMENT

For Shapers, rank where you think your innovation is now. Decide where you are currently placed, and then decide on where you need to be to achieve your scale goal, i.e., where you need to be within the next 12–36 months. Score them 1–5 to indicate the level for each area. The important thing is to have a strategy for how you will scale through your Shapers.

We have provided a space for any areas that we have not covered in this chapter that you think is a gap that needs to be plugged for the Shapers

SCORING

- 1 We are nowhere on this
- 2 We have thought about it
- 3 We have a plan
- 4 We have a tested approach
- 5 We have a scalable approach

SECTION	CHECKLIST	Score Now	Score at Scale Goal	Gap
Value Competitors	1 – We have a strong understanding of each of our competitors and their offerings?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Competitors	2 – Strength vs. direct competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Competitors	3 – Strength vs. indirect competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Competitors	4 – Strength vs. business as usual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Competitors	5 – Strength vs. resource competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Competitors	6 – Ability to cooperate with or nullify competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Cartographers	7 – We know who the cartographers are as we move to scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Cartographers	8 – The cartographers are supportive of our innovation scaling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Cartographers	9 – We have good access to inform and influence our key cartographers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Complementors	10 – We know who our complementors are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Complementors	11 – Our complementors are present in the markets we are seeking to scale in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Complementors	12 – We have the right combination of complementors for scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	13 – Any other gaps?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Totals		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

