Tools For Working With Bookends

A quick reminder: Bookends are where value is created, consumed and captured. 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.

There are three core roles – Consumer, Creator, Captor.

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.
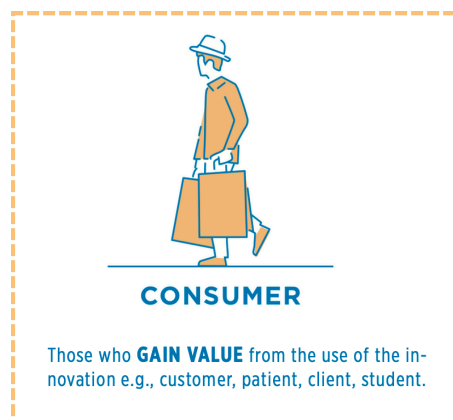

BOOKEND ROLES

Working with Consumers

1. Create a list of all your existing Value Consumers
2. Create a list of potential new Value Consumers

Existing Value Consumers	Potential New Value Consumers

CONSUMER

Those who **GAIN VALUE** from the use of the innovation e.g., customer, patient, client, student.

Exercise: Market Sizing

It's worth getting a sense of market size – who and how many consumers are there? This is a simple framework to explore your market.
The table below gives an example of a rough marketing scaling estimate table.

INSTRUCTIONS

▷ Choose the geography/market you are sizing, e.g., India

▷ Research the size of the potential market and the current market for your product/service category

▷ Decide on what percentage of the market you believe you can gain as a market share when at full scale

This approach provides you with a good yardstick to know when you have entered the early majority (over 16% of your target market share), as well as some tangible figures to apply to your scaling vision.

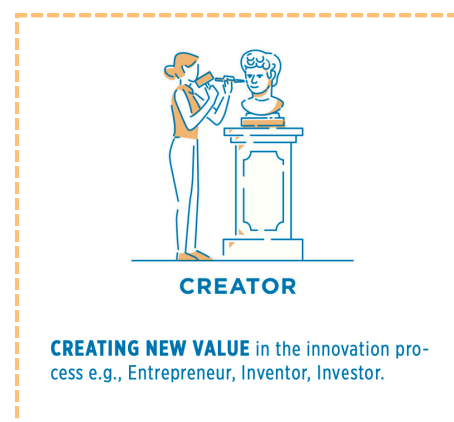| Market Segment	Description	Number

Exercise: Strategic Moves

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

CONSUMERS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?

Working with Value Creators

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

Existing Value Creators	Potential New Value Creators

CREATOR

CREATING NEW VALUE in the innovation process e.g., Entrepreneur, Inventor, Investor.

Exercise: Strategic Moves

What strategic moves could be attempted with your Value Creators?
Look again at your Value Creators and think about how you might strategically develop their role to help strengthen your Value Network.
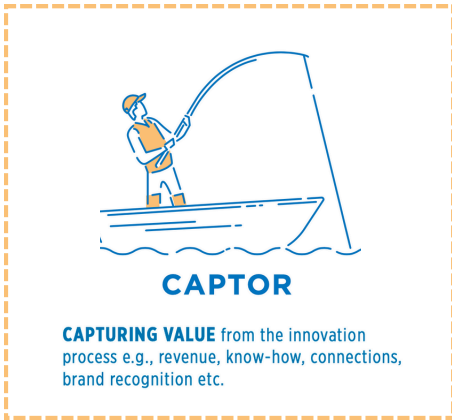
CREATORS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?

Working with Captors

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

Existing Value Captors	Potential New Value Captors

CAPTOR

CAPTURING VALUE from the innovation process e.g., revenue, know-how, connections, brand recognition etc.

Exercise: Strategic Moves

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

CAPTORS	STRATEGIC MOVES	HOW WILL WE ENABLE THIS?

Bookends Scalability Assesment

This tool summarises your key ideas around working with bookends.

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.

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 Bookends.

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 Creators	1 — Do you know how existing value creation roles will change as you scale?	☐	☐	☐
Value Creators	2 — Do you need new Value Creators as you scale?	☐	☐	☐
Value Consumers	3 — Do you know how existing Value Consumer roles will change as you scale?	☐	☐	☐
Value Consumers	4 — Do you know how many new Value Consumers you are aiming to reach for your scale goal?	☐	☐	☐
Value Consumers	5 — Do you know how many new Value Consumers you aim to reach when you are at full scale (your scale vision)?	☐	☐	☐
Value Captors	6 — Do you know how existing value capture role needs will change as you scale?	☐	☐	☐
Value Captors	7 — Will there be new entities that will need to capture value?	☐	☐	☐
Value Captors	8 — Can all the entities who are seeking to capture value be able to capture the value that they are looking for?	☐	☐	☐
Other	9 — Other outstanding gaps?	☐	☐	☐
Totals		☐	☐	☐