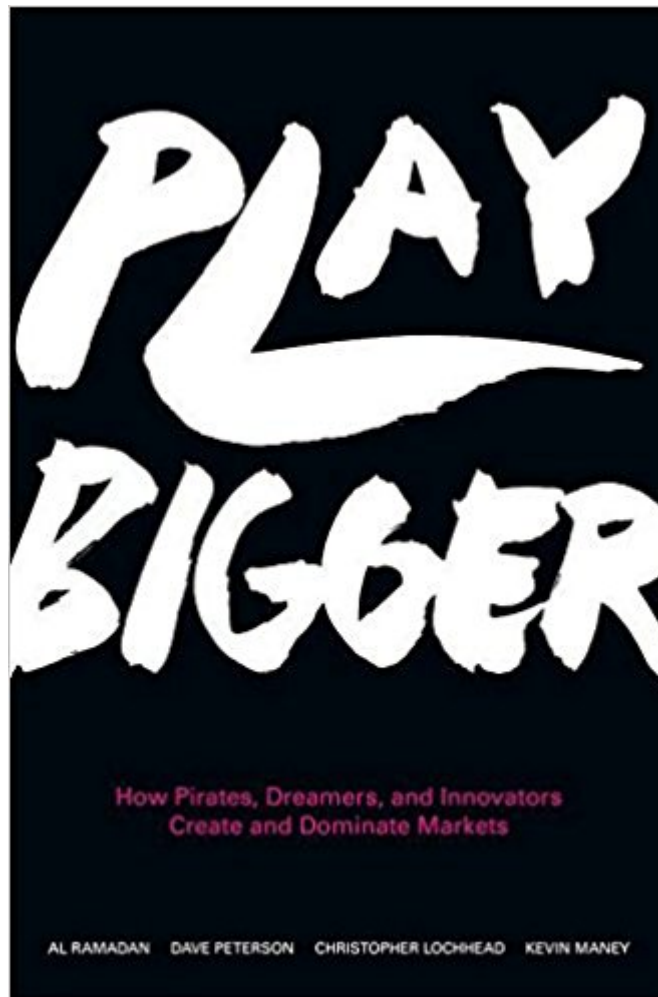


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# Play Bigger: How Pirates, Dreamers, And Innovators Create And Dominate Markets



## Synopsis

The founders of a respected Silicon Valley advisory firm study legendary category-creating companies and reveal a groundbreaking discipline called category design. Winning today isn't about beating the competition at the old game. It's about inventing a whole new game—defining a new market category, developing it, and dominating it over time. You can't build a legendary company without building a legendary category. If you think that having the best product is all it takes to win, you're going to lose. In this farsighted, pioneering guide, the founders of Silicon Valley advisory firm Play Bigger rely on data analysis and interviews to understand the inner workings of "category kings" companies such as , Salesforce, Uber, and IKEA—that give us new ways of living, thinking or doing business, often solving problems we didn't know we had. In Play Bigger, the authors assemble their findings to introduce the new discipline of category design. By applying category design, companies can create new demand where none existed, conditioning customers' brains so they change their expectations and buying habits. While this discipline defines the tech industry, it applies to every kind of industry and even to personal careers. Crossing the Chasm revolutionized how we think about new products in an existing market. The Innovator's Dilemma taught us about disrupting an aging market. Now, Play Bigger is transforming business once again, showing us how to create the market itself.

## Book Information

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## Customer Reviews

Yes, that's right—begin reading PLAY BIGGER at Chapter Ten, "How You Can Play

Bigger. •What?? Itâ™s not because the first nine chapters are badâ™not at all. There are a ton of ideas in this book--written by a TEAM of authors. I struggled to clearly see the main points. But--If you first go through Chapter Ten (then start the book at the beginning) you will have a roadmap of the main themes of the book. You will be miles ahead. PLAY BIGGER is an interesting perspective on how to become a huge game changer in your field. The authors call this creating a New Category. Throughout the book, they emphasize that you want to do something DIFFERENTâ™not just something BETTER. The most exciting companies create. They give us new ways of living, thinking, or doing business, many times solving a problem we didnâ™t know we hadâ™or a problem we didnâ™t pay attention to because we never thought there was another way. There is a huge advantage to being "different" compared to better. Something that is different has an exponential value of different versus the incremental value of better. These game changers are called Category Kings. These kings "create entirely new categories of business, or entirely new ways of doing things. For example, the big startup Uber is not just a better taxi serviceâ™they created a business quite bit different, because they gave a new solution to a current problem: Uber made all of us aware that we had a taxi problemâ™and that the problem had a new solution. There is something in this book so special, that if you just got this one idea, you have made a good investment. Here it is: You can position yourself, or you can be positioned.

In this book, Al Ramadan, Dave Peterson, Christopher Lochhead, and Kevin Maney explain how almost any company can dominate its competitive marketplace. Category design is one of the key concepts that they examine. What is it? Category design is about creating a new space and ecosystem for an innovation. An innovation without category design wins you a Techcrunch award."Innovation with category design turns you into a powerful, enduring business. Disruption is a by-product of creating a new category that happens to suck the life out of an old categoryâ™the way Salesforce.comâ™s cloud-based software emasculated the on-premise CRM software industry. But plenty of great new categories donâ™t disrupt anything. Airing didnâ™t disrupt hotels. Hotels are doing fine. Disruption should never be a goal. Create something great, and it disrupts, well then you get the Disruptor merit badge. Category design is the discipline of creating and developing a new market category and conditioning the market so it will demand your solution and crown your company as its king. More specifically, here are what specifically category design is and does: It drives the companyâ™s strategy to become a category king. Involves product and ecosystem design. Is part of a company culture. Is about creating a

powerful and provocative story that causes customers to make a choice. o Is marketing, public relations, and advertising in combined/cohesive/collaborative focus? Above all, category design is making all of these components work together, in lockstep, feeding off each other, so each action builds momentum for both the category and its king. In that sense, category is like a musical score for a symphony.

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