

Randall Craig:
A visionary with an
obsession for creating
order from chaos

“Idea guy”
Bell

“Visionary”
KPMG

“Depth”
Akin Gump

“Clear Thinking”
CCI



Serial Entrepreneur. Senior exec at a public company. Author of 8 books. Consultant, Coach, and Hall of Fame Speaker. Interesting guy.

Smart leaders often know the right answers, if they only had the right questions to ask. I can help, with insights on business growth, engagement, by simplifying the complex, and by delivering practical and actionable ideas. (And putting a smile on their faces.)

I share been-there-before advice from decades of experience as a Serial Entrepreneur, Senior Executive, Business Coach, Best-selling Author (and Black Belt in Karate). I do this for leadership teams, live at conferences, and in virtual presentations with over 4000 participants. No dry and boring here!

I start with only accepting speaking and facilitation engagements where I have prior experience and direct expertise. It continues through research, interviews, and a discussion about your meeting objectives. Looking for a unique experience? Tap into my know-how to explore new or unique virtual or in-person delivery options.

I know that my presentation is usually part of a larger agenda: I'm easy to work with, show up early so I can have those interesting hallway (or virtual) conversations, and I always deliver. Questions? My mobile number is 416-918-5384. (Or send me an email at Request@RandallCraig.com.)

Randall

C R E D E N T I A L S

“Energetic, Passionate, Motivated”

MOST REQUESTED TOPICS



Growth. Marketing. Thought Leadership. Trust. Networking. Digital.

I deliver cutting-edge content, practical insights, and the motivation to get things done. Each presentation is customized specifically for you, and can be delivered live at your event, live “virtually” from my studio, or pre-recorded.

IT'S NOT CALLED THOUGHT FOLLOWERSHIP

Growing your reputation, influence (and business)

While most people work hard at becoming trusted advisors, becoming a “thought leader” is far more difficult – and in today’s world, more strategic than ever. This is true for professionals, but also true for executives. Based on the research in his books, Randall will share some of the newest thinking (and proven techniques) for using process, content, digital, and marketing to build your business – along with practical tips on how to get started.

SUPPLIER, VENDOR, OR TRUSTED ADVISOR? (YOU CHOOSE)

Becoming a trusted advisor in a sea of average, wanna-be’s, and fakes

“I’m a Trusted Advisor” is on the lips of just about everyone. But is it 100% true, in the minds of 100% your clients, 100% of the time? (Not usually!) It’s clear why this is important: there are many who are experts, and there are many who may be cheaper, but the fundamental differentiator will always be trust. Every touchpoint either strengthens or weakens it, as does each marketing decision you make. Supplier? Vendor? Advisor? Forget it! In this presentation, Randall shares new models on becoming a *Trusted* Advisor, along with specific and practical examples of how to start.

NOT YOUR GRANDFATHER’S MARKETING PLAN

Growth and Engagement in an always-changing what’s-in-it-for-me world

Do you have a sneaking suspicion that your marketing and engagement strategy hasn’t kept up with the disruption all around us? That the best thinking that led to your past success may not be the best thinking going forward? Yes, you’ve figured out the web, social media, mobile, and you’ve gotten through COVID, but has your underlying strategy and your underlying marketing framework really changed? In this presentation, Randall challenges the “1960’s marketing plan” conventional wisdom, and shares a very different (and practical) approach to growth and engagement.

BUSINESS GROWTH HACKING LAB

Strategy and 100 tactical ideas: A marketing and bus dev reboot

Is the advice that you’re getting just more of the same, but repackaged? Are you feeling that your email database, web site, CRM, and other “new” initiatives are not fully pulling their weight? And most importantly, do you think that better marketing and business results are possible, despite your current challenges? If so, it’s likely that your approach – however good – might also benefit from new ideas, a fresh perspective, and practical ideas that you can run with immediately. This presentation can be delivered in a keynote or an interactive workshop; includes “hot seats”.

NETWORKING SUCCESS IN A POST-COVID WORLD

Grow value, build new relationships, and strengthen your connections

Whether you are selling a product, a service, or yourself, the relationship will always cement the deal. In this presentation, participants will learn practical, hands-on tips for developing and nurturing relationships – whether it be “live in person”, or in a virtual setting. This isn’t a session on “how to schmooze”: it is specific guidance on how to grow value and influence with others – a key determinant of success.

SOCIAL MEDIA WITHOUT WASTING YOUR TIME OR LOSING YOUR IDENTITY

Strategy, productivity, and risk

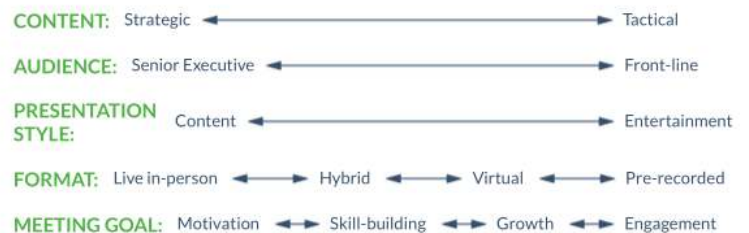
Is your Social Media strategy really paying off, or is it a colossal waste of time and money? Are you happy about being a “tenant” on untrustworthy platforms such as Facebook and their ilk? How do you properly embed social, CRM, marketing automation into your strategy while also reducing your exposure to to identity theft and other risks? How do you reduce service costs, while keeping up with the seemingly endless requirements to “engage”? And how do you measure results? Yikes – surely we’ve learned something over the last number of years! Randall tackles these issues and more in his contrarian view on this not-so-shiny object.

DELIVERY OPTIONS (in person or virtual)

| |
|---|
| Keynote |
| Interactive workshop (2-4h) |
| Master class (one-day or two-day deep dive) |
| Webcast |
| Facilitated roundtable discussion |
| Point-counterpoint “bar-stool” discussions with one of your leaders or another expert |
| Fireside interview (Executive or front-line staff) |
| Hotseat (in-person or digital) |
| Live Twitter wall with active back-channel management |
| 10-minute “pre-show” before presentation |



My presentation session will be customized to meet your precise objectives. Some of the dimensions that will help us precisely tune the presentation for your audience:



ABOUT RANDALL

A visionary with an obsession for creating order from chaos.

Fresh from a 'big-four' consulting firm in the early 1990s, he has advised major market newspapers, international financial institutions, professional service firms, associations, and many, many entrepreneurs.

Randall is a serial entrepreneur, coaches CEOs on scaling their business, and leads the Braintrust Professional Institute. He shares his unique perspective – and questions conventional wisdom – through his eight books (one a best seller), 600+ articles, podcasts, keynote speeches, virtual presentations, and advisory relationships.

Randall has taught at numerous executive education programs, serves on both corporate and not-for-profit boards, and frequently appears as an expert in the media. He has earned an FCMC, CFA, MBA, CSP, and a Black Belt in Karate. Randall has also been inducted into the Canadian Speaking Hall of Fame.



Inducted into the Canadian Speaking Hall of Fame

EASY TO WORK WITH



Randall arrives early and loves to interact with attendees all day



Your choice: Randall delivers live in person or live from his virtual studio



Additional learning materials reinforce his concepts and translate knowledge to action

SELECTED BOOKS



RANDALL CRAIG

MEDIA PROFILE

THE GLOBE AND MAIL

NATIONAL POST

THE HUFFINGTON POST



TORONTO STAR



...plus 400+ others over the last decade

request@randallcraig.com

416-918-5384

EXPERIENCED SPEAKER AND ADVISOR



Serial Entrepreneur. Senior exec at a public company. Author of 8 books. Consultant, Coach, and Hall of Fame Speaker. Interesting Guy. Randall brings real-world business-building experience to your event; he shares relevant examples, insights, and practical action-oriented tips.

SELECTED SPEAKING CLIENTS (Keynotes, workshops, and virtual presentations with groups from 12 to over 4000)

Financial Services

Association for Corporate Growth
Canadian Association of Insolvency/Receivership Professionals
Canadian Insurance Accountants Association
ENCON
Financial Executives International
Manitoba Crown Corporations Council
Manulife Financial
Million Dollar Round Table study group
Social Investment Organization
Surety Association of Canada
TD Asset Management
Toronto CFA Society (5X)
Treasury Management Association of Canada

Professional Services

CCWESTT Annual Conference
CMC Thought Leadership Forum
CPA Canada (5X)
Grant Thornton (6X)
Felix Global (4X)
Legal Marketing Association (2X)
Minden Gross
National Association of Trial Lawyer Executives
Ontario Centre for Engineering and Public Policy
Project Management Institute (2X)
Sapiens
SB Partners conference
Social Media Week
The Law Office Management Association

Entrepreneurs

AMTA National Conference
APEX (2X)
Canadian Association of Fairs and Exhibitions
Canadian Association of Family Enterprises (2X)
Canadian Car Wash Association
Family Firm Institute
Galtronics
Global Youth Leaders
Happy Worker
HRAI National Conference
Responsive Group
Rogers Small Business Forum
Speakers Forum
Structural Pest Management Association of Ontario
Toronto Dental Academy
Women's Enterprise Centre of Manitoba

Education/Public Sector

Asper School of Business Exec education (2X)
Assoc of Municipalities of Ontario
Canadian Association of Communicators in Education
City of London
Municipal Information Systems Association
Ontario Association of School Business Officials
Ontario Business Educators Association
Queens University
Ryerson University (2X)
Schulich Executive Education Centre
Toronto Attractions Council
University of Guelph
University of Toronto
York University

Associations

Admin Professionals Conference
American Association for Quality
American Coal Council
American Society of Association Executives
Association of Accrediting Agencies of Canada
Association of Registered Graphic Designers
Automobile Journalists Association of Canada
Boating Ontario
Canadian Association of Professional Speakers (6X)
Canadian Network of Agencies for Regulation
Canadian Produce Marketing Association
Canadian Safe Boating Symposium
Canadian Urban Transportation Association
Construction Safety Association of Ontario
CSAE HR Summit,
CSAE National Conference (9X)
CSAE Summer Summit
CSAE Winter Summit
EO Chapter (Entrepreneurs Organization)
HRPA National Conference (3X), plus many chapters
International Association of Business Communicators (3X)
International Customer Service Association
National Coalition of Black Meeting Planners
Ontario Association of Cemetery and Funeral Professionals
Ontario Association of Naturopathic Doctors (2X)
Ontario Retirement Community Association
Recruitment & Retention conference (2X)
Registered Veterinary Technologists and Technicians of Canada
Society of Local Government Managers of Alberta
Supply Chain Logistics National Conference
Tire and Rubber Association of Canada
Western Sponsorship Congress

SELECTED ADVISORY CLIENTS (Deeper, more substantive consulting and facilitation engagements)

Financial Services

Advance Insurance
BC Securities Commission
BDC: Business Development Bank of Canada
CIBC
CMDF
DBRS
Encasa Financial
Hillmount Capital
HMW Capital
IIROC
Manitoba Public Insurance
MDS Capital
Mellon Bank
OMERS
Pension Investment Association of Canada
SLA of California
Sun Life Financial RE group
TD Bank Quantitative Analysis
Thomas Cook Financial Services

Professional Services

Advocates for Justice
AJAG
Akin Gump
BAI Bragonier & Associates
Basadur Applied Creativity
Bensimon Partners
Cole Engineering
Crowe Soberman, Crowe BGK, Crowe MacKay
Davies, Ward & Beck
English Marketing Works
Dykema Gossett
Lemonade Media
Grant Thornton
Hardie & Kelly
KPMG
SB Partners
Stikeman Elliott
Strategic Counsel
Strategic Systems Engineering
Thane Crossley Partners
Tuckers PC
Warren Shepell Consulting
A Global Top 5 Law Firm

Entrepreneurs

Bargains Group
CanRad
Conros
DreamPlanInvest
Inception Lifebank
Instanet
Mount Pleasant Group
RSRS

Education/Public Sector

Auditor General of Canada
Dufferin-Peel Catholic District School Board
Durham District School Board
Environment Canada
Metrolinx
Ontario Ministry of Education
Peel District School Board
Peel Industry-Education Council
Toronto District School Board
University of Toronto
University of Western Ontario
Veterans Affairs
York University

Associations

Acupuncture Canada
Canadian Alliance of Physiotherapy Registrars
Canadian Chiropractic Association
Canadian Society of Association Executives
Childhood Cancer Foundation
College of Veterinarians of Ontario
Cooperative Housing Federation of Canada
Kinark Child and Family Services
Lean In Canada
NALP
OACETT
Ontario Association of Naturopathic Doctors
Retired Teachers of Ontario
Room 217 Foundation
Toronto Real Estate Board

Media & Publishing

Canadian Publishers' Council
Globe and Mail
Harlequin Enterprises
McGraw Hill
Torstar/Toronto Star

RANDALL CRAIG TESTIMONIALS

A top number one communicator and visionary with excellent skills and technical knowledge. I can recommend Randall without reservation.

Bob Coffey
Vice Chair (ret'd), KPMG

Randall is a perceptive, highly innovative thinker with an acute awareness of the fundamental principles of business and a sincere curiosity in the promise of technology and how it can improve the human condition.

Patrick Ferrier
President, McGraw-Hill Ryerson Higher Ed

Randall is simply one of the brightest people I know. He is gifted in seeing things from both the 50,000 foot level and sea level at the same time, and snatching -- seemingly from thin air -- the one piece of the puzzle that will make the entire strategy work

Michel Neray
CEO, MoMondays

Your keynote was unequivocally the most outstanding and offered the most takeaways for me.

Lynda Gray
Managing Partner, Shimmer! Event Management Group

Their methodologies have depth and are effective. We get exceptional value for every dollar spent.

Brad Christmas
CIO, Akin Gump

Randall is an idea guy - and I highly recommend him. He is creative, strategic, organized and smart.

Sandy Salem
VP Marketing, Bell Globemedia Interactive

Randall is professional in every sense of the word. He researches his material, presents with authority and style and follows up with participants diligently.

Joseph Palumbo
Executive Director, Schulich School of Business, York University

Randall has the unique ability to cut to the heart of the issue and provides concrete ideas that change the way you think and clarify what needs to be done. Very worthwhile to spend some time with Randall!

Cass Bayley
President, Bayley Group Inc.

Randall is a very energetic, passionate and motivated person that truly understands business, but even more so, understands people in business.

John Cavacas
Chief Technology Officer, Urbancoolab



Randall's presentation on 'Networking' was very engaging with a good mix of visual aids and audience participation. He is an effective presenter and he resonated well with the crowd. He was quite professional, yet personable.

Anita Magnoli
HR Services Leader (USA), OSL Retail Services

Randall Craig has that rare combination of subject matter expertise and performance excellence. He is authentic on stage, smart, and makes the complicated simple. He made effective use of the "Hot Seat" - something only a real expert should even attempt... and he qualifies in spades. Highly recommended.

Donald Cooper
MBA, CSP, Canadian Speakers Hall of Fame

Randall's expertise and experience in all areas of strategic communication, marketing, web and social media is remarkable in its breadth and depth.

Sylvia Link, APR
Director of Marketing & Communication, Retired Teachers of Ontario



After 8 hours with Randall in his workshop, he has delivered the most impactful content presentation I have ever seen.

Laura Booker
Word of Mouth Marketing Expert

Randall's astute counsel and strategic perspective have been invaluable to me as the CEO. His knowledge across the broad range of strategy, marketing, and technology has been invaluable.

Kirk Layton
President and Founder, eServus

We're pretty deep into it, but in an hour and half I learned six or seven things that I just didn't know before.

David Berman
High-level advisor on accessible design, United Nations

Great to work with. He got inside our business and inside the heads of our clients. He delivers... with a smile.

David Stones
CEO, Childhood Cancer Foundation

The best session I have heard on this topic.

Anita Caputo
President, Big Picture Institute



Randall was a great addition to our annual supply chain conference

Barry Levine
Conference Chair, National SCL Conference

Randall is a strategic thinker, analytical, and personal. He possesses intellectual muscle, a commitment to optimum outcomes and high integrity - I highly recommend him. Randall is first class!

Adrian Davis
President, Whetstone Inc.

Randall has a gift of being able to take complex processes and make them understandable and applicable. Our participants raved about the incredible quality and clarity of his message.

Sylvia Plester-Silk
Catalyst, On Purpose Transformation

Randall's clear thinking is focused and tailored. Indeed, his comments resonated deeply.

Annette Frymer
EVP Corporate Affairs, CCI Entertainment

CHOOSING A CONFERENCE SPEAKER



HOW DO YOU KNOW IF THE SPEAKER IS RIGHT FOR YOU? The best way is to ask some tough questions:

① HOW MUCH DO YOU REALLY KNOW ABOUT STRATEGY?

A tough question, but if the answer is "read all of my books, review my (published) research, and here are example consulting clients", then the person is probably an expert. If the clients are just "speaking" clients, then they probably don't have much depth. **Feel free to read all eight of my books and my published research; happy to share my list of advisory clients as well. And I've built companies myself.**

② WHAT DID YOU DO BEFORE? HOW LONG AGO WAS THAT?

There are too many "instant" experts, or people who just took a few courses and called it a day. While they may talk the talk, they don't have the depth, since expertise comes only with experience. **My early career was with KPMG, and left them in the 1990s to become a serial entrepreneur. I have worked on 100+ substantive projects with well-known brands since, and have also built a CEO advisory practice.**

③ ARE YOU A SOCIAL MEDIA INFLUENCER?

Digital must achieve key business goals: conversion of a community to leads, client retention, recruitment, etc. If the speaker's claim to fame is only... fame, then there isn't likely much that they can teach your audience. **I have decades of experience developing marketing strategies that include substantive digital integration (enterprise-scale web sites, social media, marketing automation, and CRM), and yes, I'm on Social Media (and have even written books on the topic), but my focus has always been clients and research, not personal profile.**

④ ARE YOU REALLY A THOUGHT LEADER?

Anyone on your stage should not just be an expert, but also a thought leader. The problem is how to prove it. One of the strongest indicators is a very long history of creating new intellectual property. If they don't have it, then at best they are a "reporter" for other's thinking, and can't add unique value to your conference. Pay attention to their podcast and blog, but also LinkedIn, Facebook, YouTube, Twitter, etc. Google them, and see how often they come up, and where they appear. **Beyond my weekly blog and weekly podcast, I have 600+ thoughtful articles posts, 40 white papers, and over 180 video interviews syndicated across the web. And our national benchmarking research has been used by 100's of organizations. Check out my digital profile, including my LinkedIn profile, my website, my Amazon author profile, and Google...**

⑤ ARE YOU A PROFESSIONAL MEMBER OF EITHER NSA OR CAPS?

Membership in NSA (for American speakers) or CAPS (for Canadian speakers) means a commitment to professional development, communications excellence, and a commitment to a code of ethics. But beyond this, do they hold a CSP (Certified Speaking Professional) designation, which is held by very few of the world's professional speakers? And have they been inducted into the Speaking Hall of Fame? **I have been a member for many years, and have served at the board level for over a decade. And yes, I have earned the CSP, and am in the Canadian Speaking Hall of Fame.**

⑥ WHO ARE YOUR PRESENTATIONS TARGETED TO?

Anyone can get up in front of a crowd and entertain, but audiences already demand more. A true expert adds specificity: their presentations are targeted at specific industries and functional areas to achieve a specific goal. **My presentations - and my books - do this. My best audiences are those from service or knowledge-based organizations. Innovators - large and small - also do well.**

⑦ WHAT RESEARCH DO YOU DO PRIOR TO PRESENTING OR FACILITATING?

This separates those who work professionally from those who just "speak". A huge amount of time must be spent beforehand to research and customize the presentation, so that the meeting objectives are met. **Once engaged, I will ask that you fill out a detailed audience questionnaire; I would follow up with a series of interviews with representative audience members and senior managers. I will read annual reports, brochures, industry analysis, and any**

relevant internal documentation. Finally, the presentation or facilitation will be completely customized with relevant up-to-date examples. And rehearsed.

⑧ WHAT DO OTHERS SAY?

Read through the speaker's testimonials, and ask for the speaker's "one-sheet" - their credentials. Is their client list filled with credible names? Finally, satisfy yourself with the speaker's references, either through online testimonials, or by asking for the reference's contact info. **Check out my testimonial page, read more on LinkedIn, or ask me for references - happy to help.**

⑨ HOW HAVE YOU BEEN RECOGNIZED FOR YOUR IMPACT?

Experts are recognized by their peers - not themselves - for the impact of their work at an industry level. Beyond their certifications, ask about their national-level awards. **I am one of the few who are both a Fellow of the management consulting profession (FCMC), and an inductee into the Canadian Speaking Hall of Fame. And I am one of only 25 people awarded the Griner award by the CSAE for my impact on the association/not-for-profit sector in Canada.**

⑩ CAN YOU DELIVER VIRTUAL OR HYBRID PRESENTATIONS?

Good question, but dig deeper: How many years, how many presentations, largest audience, studio set-up options, failover capability, etc. **I've done 100's of virtual presentations over the last 15 years - my largest audience was over 4000. And my virtual studio has high-speed gigabit connectivity, redundant connections, and multiple studio set-up options: talking head, standing keynote, boardroom meeting, etc. (I am also certified as a Virtual Presenter by eSpeakers.) I am often asked to discuss the pros and cons of alternative platforms, formats, etc - I've worked with many.**

VALUE BEYOND THE EVENT

BEFOREHAND:

- A detailed questionnaire about your meeting objectives and audience
- 2-4 interviews, to understand your priorities and audience issues.
- Interaction with attendees in your Social Media venues
- Customized and updated presentation.
- A movie-trailer promo video to help drive registration.
- Technical rehearsal for virtual events
- (Yes, Randall does rehearse.)

ON-SITE:

- Early arrival to meet attendees, listen to other speakers, and weave this intelligence into the presentation.
- A powerful presentation that keeps to your schedule.
- More impact: Randall will participate in panels, fireside chats, networking events, and breakouts.
- Will stay the day to interact with attendees.
- Additional learning materials are also available (e.g. books).
- Randall can add value to your sponsors with exclusive access for custom events.

AFTER:

- Two articles or blog posts that can be used either before the event, or to extend the learning afterwards.
- Webinar replay for those who couldn't attend the live event.
- A one-page reference sheet that covers key concepts.
- Exclusive online resources



WEEKLY THOUGHT-PROVOKING INSIGHTS TO PROVIDE TIMELY NEW PERSPECTIVES

Big Data, Analytics, and Competitive Advantage

Ask your CEO, and they will say that your greatest asset is your people. Ask your marketing chief, and the answer will be your brand. And ask your CFO, your value is determined by your revenue or EBITDA. But is it possible that they may all be wrong... or may soon be? (Hint: how would your CIO answer?)

The profusion of systems has led to a bumper crop of data. Facebook, LinkedIn, Twitter, YouTube, and all of the other social media sites track the beginning of the journey, while marketing automation tracks the latter part of it. CRM systems track prospect and client activity, while ERP systems track both “delivery” and financials. Other systems track post-sales service activity, while the organization’s websites (internet, extranet, and intranet) generate even more data. Finally, data can be shared from suppliers, clients, and other partners, or purchased from third parties to further enrich what you already have.

While the term *big data* has been around for a number of years already, the reality for most organizations is that they have a *big data mess*. To begin extracting value from this asset, consider your organization’s data analytics maturity:

Level Zero: Does not collect data. Relies on gut to make decisions. (And sporadic market research.)

Level I: Collects data within separate systems; reviews data sporadically.

Level II: Data architecture that combines and “relates” all of the data from the disparate systems, so that it can later be used. Data is cleaned, and duplicate records removed. (The reason all this happens is that a specific person has been assigned the role of data steward/master data manager.) Unfortunately, the data is not generally accessible, except through difficult programming or special requests.

Level III: Specific slices of the data are exposed in real-time for better decision-making. Each user role may have a different dashboard, depending on their responsibilities, while standard reports are used throughout the organization.

Level IV: The data is proactively plumbed for insights, risks, and opportunities, possibly with machine learning and artificial intelligence. Internal and external data are married to provide higher order insights and competitive advantage.

Most organizations are at Level Zero or Level I, yet aspire to Level IV *without doing the heavy lifting required of Levels II and III*. Building competitive advantage through data is just not possible without an investment in systems, an ongoing investment in data quality, and data analytics.

This week’s action plan: What level are you at? This week, begin the process of moving to the next level by socializing these concepts with your colleagues: share this Tipsheet to begin the conversation.

This year’s action plan: Systems and data quality are easy, but proactive data analytics is a skill most organizations do not have, and often, do not understand. Over the next year, identify a person or group that can do this, either internally or externally.

MORE RESOURCES

- 600+ articles like those on this page, to provide point details and timely new perspectives.
- *Weekly So Here’s your Challenge* podcast designed to translate knowledge to action.
- 180 hours of thought leadership video interviews.
- 58 topic-focused video instructional recordings.
- 31 white papers that focus on specific digital strategy topics.
- 8 books that provide long-form deeper knowledge.
- 5 years of continuous email-based learning.
- *Braintrust Professional Institute:* leading edge, just-in-time learning.

Eight Disruptive Business Models

Do you see your website, CRM, social media, and other digital initiatives as a way to improve service levels, market your organization, or be a central part of your thought leadership strategy? While important, at best these are merely tactics: too often the bigger opportunity of digital transformation is ignored. This isn’t surprising, as digital initiatives are often driven from marketing or IT, not from the board or the CEO.

When it is driven from the top, the question is more about digital transformation and the disruptive business models that the organization might adopt: after all, it is better to be a disruptor than be disrupted. Here are eight disruptive business models:

1. **White label:** In this model, your organization provides a behind-the-scenes capability that others can incorporate into their offerings. The benefit of this approach is that your partners effectively become captive funnels for your core delivery capability. A related strategy is co-branding, where your capability is “co-branded” with an organization who has client relationships.
2. **Vertical integration:** Think of the value chain, and particularly the functions both before and after your organization interacts with your key stakeholders. Many accounting firms, for example, also provide bookkeeping services. Amazon is in the freight and delivery business, both with drone delivery at one end, and the purchase of a fleet of 40 Boeing 767 cargo planes at the other. The benefits of this strategy include reducing business risk and locking in parts of the value chain. (The converse is also true, former suppliers or customers now may see you as a competitor.)
3. **Software as a service:** This is the quintessential capacity rental business, made popular by Salesforce, but now adopted by many. Other examples include Microsoft (Office) 365 and Adobe Creative Cloud. From your customers’ perspective SAAS is far cheaper than “build your own”.
4. **Toolmaker:** This strategy is one where you build “tools” that others incorporate into their processes and their technology. The online payments processor Stripe, for example, specializes in building developer tools that enable ecommerce.
5. **Debundling:** Instead of thinking of your organization as a single entity, is it possible to unbundle it and optimize each part? A newspaper, for example, could think of itself as a content producer, a printer, a delivery/logistics operation, and an ad sales organization. Even these can be debundled: a content producer, for example is really reporting, writing, and editing. The benefits of this approach is that it allows a more strategic approach to business organization and a higher return on assets: each unbundled part can be optimized, sold, shut-down, etc.
6. **Shared service provider:** Associations at one point operated almost as a private club – a guild. Modern associations, on the other hand, are far more experienced, and have operations including advocacy, accreditation, certification, training, event management, community building, job/career boards, and more. But what if they built a shared service capacity, providing all manner of for-profit services for their members? As they know more about the industry than anyone else, there may be possibilities for procurement, portfolio management, accounting, logistics, and more.
7. **Crowdsourcing:** This model brings key stakeholders directly into the business model itself: YouTube is built with user-generated content, Uber is built with independent drivers, AirBNB is built using homeowners.
8. **New Geographies:** While this isn’t particularly new, scaling beyond your traditional geographies is vastly less expensive. It’s a great opportunity, but also a disruptive threat when faced with completely different competitors, often with different business models.

While not every organization might choose to be disruptive, the thinking behind it is important... and really should weigh into your digital investment decisions.

This week’s action plan: Is your organization thinking of digital transformation? If so, how much time has been spent considering the connection to your organization’s business model? This week, choose one of these models, and whiteboard the digital implications.