





# WHICH GAME ARE YOU PLAYING?

The company you want to be in the eyes of your customers.

**The experience IS the product.** This choice defines where you compete, how you create value, and what loyalty will mean. Each option cascades into your operations, hiring, and metrics – if these don't match your game, you break. Looking ahead, there are four viable games for premium profit and customer resonance. Each column builds on the ones to the left. It also comes with its own consequences. Choose a primary one, and commit.

	 <b>TRANSACTIONAL</b>	 <b>MEMORABLE</b>	 <b>MEANINGFUL</b>	 <b>TRANSFORMATIVE</b>
We exist to:	Remove friction.	Create moments that stick.	Make it matter.	Help achieve aspirations.
Our focus	The most efficient use of customer time, effort and money.	Delight customers in small and big ways in the moments they interact with us.	Reflect what matters to our customers. Help them affirm their identity and priorities.	Help our customers create the next version of themselves or their environment.
Success measures	Speed, Cost, Reliability, Predictive personalisation	Experiential peaks, emotional connection, word of mouth.	Longer customer cycles, deeper engagement, reduced price-sensitivity.	Observable customer evolution, self-reinforcing use, expansion of our role.
Loyalty driver	Convenience, cost, speed, cognitive effort.	Emotional recall, story-worthiness, brand glow.	Identity alignment, value fit, brand-as-belief.	Co-evolution, mutual investment, life integration
Examples*	McDonalds, Zoho, Aldi, Grab	Lexus, Disney, IDEO	Lego, Unicharm, Gentle Monster	Duolingo, Alipay, GTD

\* Examples are illustrative and subject to interpretation. Choose the right analogues for your market.

## HOW TO USE THIS PAGE

- Treat it as a conversation, not a tick-box exercise.
- Ask each leader to choose the column they'd commit to – head and heart.
- Don't average the answers: look at the spread and work through tension.
- Close by naming the one thing you will stop doing because it doesn't fit.

## AFTER WE CHOOSE

- Where are we today in our customers' eyes?
- What are critical gaps to close?
- What is the first pragmatic step to get started?
- What is the highest-leverage move we can make in 90 days?

PS. Multiple columns can fit if it's a conscious choice. The hedgers always lose to the committed. The middle is where failure lives.