Beyond via

Delivering the Pointing After™ Experience…

…Go Beyond via…
   …Pointing
   …To the Total Experience
   …Selecting Personalized
   …"Ify" Statements
   …For All Seasons of the Soul

   …The Better Way

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Introduction

What sets individuals and organizations on the path to dramatic growth and success? What is required to overcome current limitations and grow? These are not questions for those who like the comfort of the status quo or relaxing each night with distractions like television, sports, instantaneous online "news" feeds, or "always on" friend chatter. It is easy to get lost in the marketing and materialistic chatter of the day.

These questions seem hard at first, and we might assume they are reserved only for the experts, consultants, highly educated or the wily experienced corporate veteran. Or we resign ourselves to give the experts this power out of some form of humility that we were taught when we were younger, in order to fit in.

The **one thing** that gives power to an individual or organization to get on the path to success and growth is the ability to create, deliver, and communicate a "**pointing after experience**." The "pointing after (PA) experience" is the beautiful vision of the future in the way the customer will experience it or the way you will experience it. Seeing the "PA experience" is not difficult. With practice using the approaches and tools we discuss here, you get better at delivering and communicating the "PA experience." This is not a vague "word" vision or a simply phrased goal. This is you seeing what the total future experience might look like for your customer and you, and you selling that to a customer who pays you. It is within your power if you choose, and through time, you will garner the resources to make it happen. So make it happen now.

Chapter One: Pointing Upwards

Have you ever been doing something and suddenly realized that it seemed wrong and there was a "better way" of doing it? Since you were doing it, with your first person perspective you could probably imagine different ways of doing the task or activity. Some ways could be done immediately, and some ways would require you to sit down and think a lot more about the alternate ways. And maybe you would have to share your thoughts with others and they would add more to your "better way." You begin to picture a better future. Chances are, you could see someone doing this better future, replete with all the actions they needed to accomplish it, and in the end, you saw a smile on their face as they lived in that future. The "better way" is the PA

All of us have had these feeling at times in our lives. The ability to see this "PA experience" is part of our natural ability to see and to dream, to mature and to grow. It is as easy as falling off a log. Therein lies the problem –we fall off the log, and lose our thoughts. By that I mean, we might fall short of making this "PA experience" remain in our view, and it gets pushed aside by the everyday—life's ongoing requirements of our time, talents, treasure, and overall ability to reexamine the "PA experiences" in our lives. When we fall off the log, we get grounded back in the here and now of the dirt. We stop and start brushing the dirt off of us. We focus on brushing the dirt off, and stop pointing upward to the picture of the future. Pointing upward helps to focus on the concept of the future as opposed to looking at your surrounding that will drag you back to the everyday and many distractions around you. We get lost in the focus of being in the flow of eliminating the dirt, and we do that every day. We wash our clothes and put them on the same way every day.

Every day has its challenges and it is hard to focus upon creating and living the "PA experiences." Even if we focused on the PA, we have so many different challenges to focus on in our daily work and personal lives, we will easily get distracted. So how can we lower the distractions? Just point upward.

The interesting thing about pointing upward is that it dramatically focuses attention upward and eliminates the distractions on the ground. We do not point much in our conversations because when you point at someone, it focuses attention directly on them—and most people have been trained to resent that, like you are accusing them of something bad. So do not point at anyone. Instead, point upward as if you are pointing to your "PA vision." Just point upward. They will look up where you are pointing, and when they do, you tell them about your PA. They will listen. You will be pointing upward a lot, to allow them to participate in the PA. The most interesting result of pointing upward is that you focus on the future, the PA, not the act of brushing dirt off of your pants.

The same is true for those who look at your pointing. They focus on the subject of your pointing, not the trivial matters that are biting at their heels. Together you can focus on the pointing. If they refuse to look at your pointing, then you know not to involve them. You still point, even though they do not look up. In fact, when you look up, you do pay attention to the mundane around you or to those who would like to hurt your PA. Yes, there are those who will intentionally try and shoot down your pointing, and stop you. You, of course, know this, because they stopped you in the past. But now, you keep pointing, because you know you can deliver the "after" of your pointing. You can call these individuals or groups of individuals who try to hurt your pointing Turd Throwers. As opposed to critics who engage in dialogue, Turd Throwers want to intentionally derail and stop your PA, and

potentially harm you, your idea, your pointing or your team. They do not want the change and want to keep what they have. If they talked critically and engaged in discussion, you would encourage that and add some to your PA.

Since you point upwards, handling Turd Throwers is relatively easy. Certainly easier than it was before you pointed upward. Basically, you point upward, relay your story, and ask them, "How can you help?" You focus on what you need to solve the issues you see in front of your PA. If what they say is not related to solving these issues, you take note of their thoughts, write them down and move on. If they want to grovel on some negative thing, you point upwards and say, "I am focused on that," and you physically leave if you need to focus. This is a bit simplistic, but is works. (Note: to deflect more advanced Turd Throwers, see the book *Turd Throwers Beware*).

Chapter Two: You are Selling What?

For thousands of years people have been selling things, widgets, or products. Somebody makes it and distributes it to the customers. We have become very efficient at organizing to make it (i.e. the industrial revolution and modern corporation structures), distributing it at low cost (postal mail using planes, trains and automobiles), and branding it with our essence. Largely though, we still sell one product at a time, and we leave it up to the customer to figure out how to assemble it and use it for their purposes. Or, we sell a service that assists the customer with making some part of their life more efficient or enjoyable, not really addressing how it FULLY fits into the **daily life of the customers**. Traditional selling a product or service mainly handles one need of the customer, not the total customer experience. They are both good and will last for another thousand years. This is an over simplification, but it serves the purpose of identifying the opportunity in front of us to address the total customer experience.

To expand beyond this single product-selling approach, the last several decades have added "solution" selling. Its very name suggests that it focuses on "problems" and that you sell a solution to that problem. If the pain of that problem is high enough, customers will buy your solution. So you search for problems to solve. Since there are a lot of problems, there are a lot of solutions. This is a good selling approach, once you find (or create) a problem. An issue with this approach is it might not be the complete problem you are solving, and more problems are created and need to be solved, creating a loop of problem solving.

Another way to look at selling in the future is to focus on the full "Day in the Life" of the customer and deliver that entire experience, or a subset of that, which will include products, services, actions, selections, and solutions. That focus will include looking at all the activities of the customer and seeing how to include them in the experience in a flexible and personal way that is fitting for that specific customer. I call this way of selling the "PA experience." This requires that the seller puts the customer in a new context, a future setting of experiences, and works with the customer to deliver that unique set of experiences. The customer is exposed, in some way, to this future set of experiences. For example, the customer might be put in a physical setting of all the products, services and solutions potentially available now or in the future, and the customer makes their selections to match their needs now. The customer could also be in an online artificial world with all the same full contextual experience, fully immersed in the selections and seeing the results of these new selections as they have made them and remade them. Given the explosion of new technologies in the last 50 years, this physical and/or online selection world is entirely doable. We will discuss how to do this and overcome the impediments of the current organization, so you can deliver your "PA" even though you just fell of a log and have dirt on your pants.

The bottom line is that you are selling your "PA" and all the components that coincide with that.

Chapter Three: What is a Pointing After?

A "PA" is what the customer will look like in the future using your many products, services, things, and solutions. It is the customers' new "Day in the Life" of using your things. The "after" will change them, and you need to understand whether their status quo (or their current way of doing things in their organization) will accept the change. This "PA" is not just the product, but every activity and impact that your product/thing/approach will have on their day and future. It includes how they buy, receive, install, use, maintain and refresh, replace and add to it. It even includes how they integrate it into their processes and make it part of their way of doing things or even part of their product/service line they sell. This "PA" may have many innovation projects and products associated with it. It is worth pursuing, no matter who is involved.

The "PA" serves as a shield to protect everyone as they move toward the new experience and innovation, and as they fit it into their status quo world. We defined the "PA" as that complete picture of all activities in the "Day in the Life" of a customer using the new thing(s), and using that picture to unite everyone and look up to and point to as the attainable future. A PA is as picturesque as John F Kennedy's "on the moon before the decade ends" speech, or Martin Luther King's detailed "I have a Dream' speech, or Ronald Regan's future to Russia of "tear down that wall".   In the product selling world, I highlight three simple examples you have probably experienced of a "PA":

Lego: As a kid, you take that box of Legos and build. It is fun. You use your imagination and you build a house with four or more walls. You build a crude person. If you are like me, I built so many crude houses, changing the color each time. But, that is all I could build. I could not build anymore. I just could not see how to build anything else with the pieces I had. I needed some kind of help. And people looked at my simple buildings, and they were just buildings from everyone else, so they were not impressed and were critical of mine. Then this leads to not working with Legos anymore. I needed a better PA, more pieces, and people to get ideas, knowledge, and helping support.

Does this sound like an innovation process focused on getting the PA and necessary resources to reach the PA? Luckily for Lego, to overcome this, they created their version of the "PA." They put the entire vision or picture on the cover of the box—such as Star Wars figurines and settings, and gave you all of the pieces to make that picture. You got there and loved it so much, you bought another one and built to that picture and you easily finished that one too. If you did not have the picture and the map to get there, it is doubtful you would have achieved the end result, and you may have been criticized by observers as you tried – "What in the heck is that?" This is eerily similar to the innovation process.

This showing of the end vision on the box has resulted in billions of dollars per year in sales for Lego, and there appears to be no end in sight as to how many visions they can create for any age group. The power of the "PA" holds the work (the project) together and ensures you keep moving forward to achieve it, no matter what roadblocks and setbacks time throws your way.

Puzzle: As a kid, you were given a box of puzzle pieces and you worked hard to put them in place just like the picture showed on the cover of the box. You had joy when you finished and it looked just like the picture—so much so, you asked for the 1000-piece puzzle, instead of the mere 100-piece puzzle. You finished that one too, just like the picture. You may have had family members come by your incomplete layout, and insert pieces they saw fit, even though you did not ask them for help. They could do that because they saw what the finished picture was on the box, and they wanted to help, just like employees who will help with the "PA." But, if you had "friends" that didn't like you building that image, they may have broken up the pieces you already had together and scattered them. Well, that would be an example of a bully or Turd Thrower.

Can you imagine putting the puzzle together without the picture on the box? How frustrating it would be and what a mess! You probably would not achieve the end result, and even if you did, how would you really know since you have no idea what the picture was, especially since you had pieces left over. The picture on the puzzle box serves the same purpose as the "PA."

Simple After Pointing Success
(Building a Puzzle - Get All Right!)
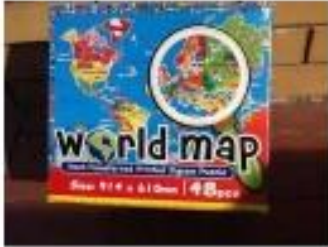
- **Picture on box**
  - 100 pieces easy
  - Do 1000 next, friends help
  - Can get to end picture with known pieces & map
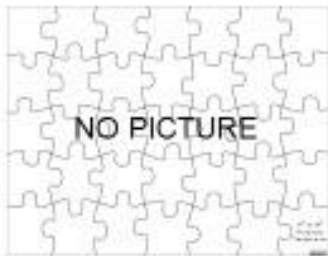
- **No Picture on Box**
  - What? Can not Get There!
  - That is what buying branded products might be like!
  - Make Easy for Customer to buy "all at once"

Ikea: Anybody who has moved into an apartment and needed inexpensive, functional furniture has put together IKEA furniture. You see the finished item at the store and online, and you like it, so you buy it. You get it home and it is all in pieces, and you have to assemble it. You have the vision of the end piece in mind, the "PA," but you still need a project plan to put it together. That project plan comes in the form of pictorial instructions—the step-by-step making of the project in pictures. They had a project manager put all this information together for you, and you just construct the product from the sequence of images. Sounds pretty much like an innovation project and you have the "PA" (the end vision), and now you have the Ikea project team to visually show you how to put everything together with the visual installation instructions.
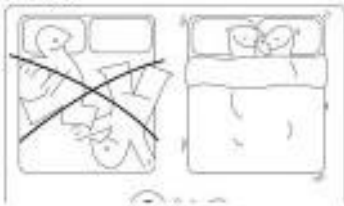
The Lego, Puzzle, and Ikea examples can give you insight into your "PA." The PA is not just a product specification. It is way of doing in the future, and it may include the journey to get there, like buying it, and the act of installing, and the love to refresh it when it grows older and the customer changes and refreshes the PA. You have thought about every action of the customer and you have designed options and selections for customers to choose now and in the future, evolving their PA.

Chapter Four: Creating the "Pointing After"

Several steps are important in fully exploring the extent of the "pointing after" experience:

A) See a full "day in the life" of the customers
B) Draw an "exploded" skeletal component layout of all pieces
C) Map out all of the selections a customer can make in their "day in the life"
D) Create maps for different seasons of the year and of life
E) Add the "Ify"s like smartify and beautify
F) Create your Leave Behind™ to communicate the summary to the customer
G) Internally, create your new order and fulfillment flows and processes

A) "Day in the Life" of Customers:

Work with customers to understand how their "Day in the Life" would evolve with all your things. Talk with them about "what ifs," about how they would work in a day with your stuff. Write down all details and create many different "what if" scenarios with them. Even create full physical dramas where they can be in the new future doing their new day, acting like they would act. The chart below shows the relationship between the product, the actions that support it, and the linking of all those actions.

THE FULL "AFTER" EXPERIENCE
(And integrate into the way they do business)

See | Select | Physical Product | Order | Map | Receive | Install | Use | Fix | Refresh | Replace | Process

Smartify

Beautify & Light

Sustainable
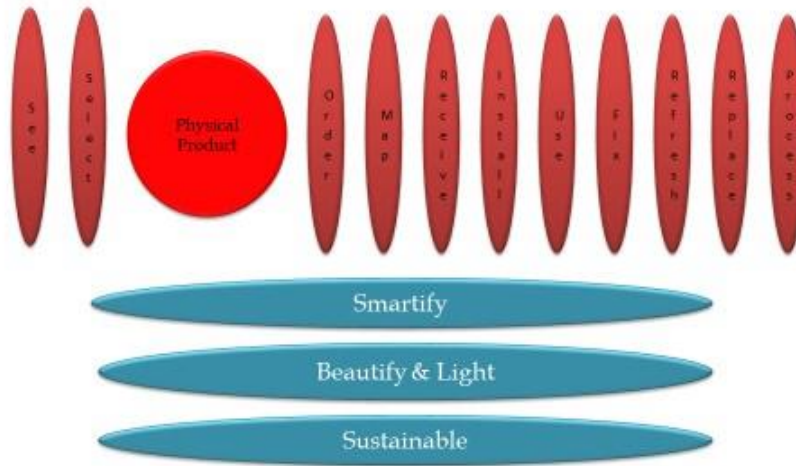
The more a user has to do, the less they will buy.

B) Draw a Skeletal Component Layout:

Create a blown up drawing to illustrate how all the components that make the whole picture and indicate what major components exist now and in the future, combining both your products and your partners' products that make the whole. This highlights all the products you make.
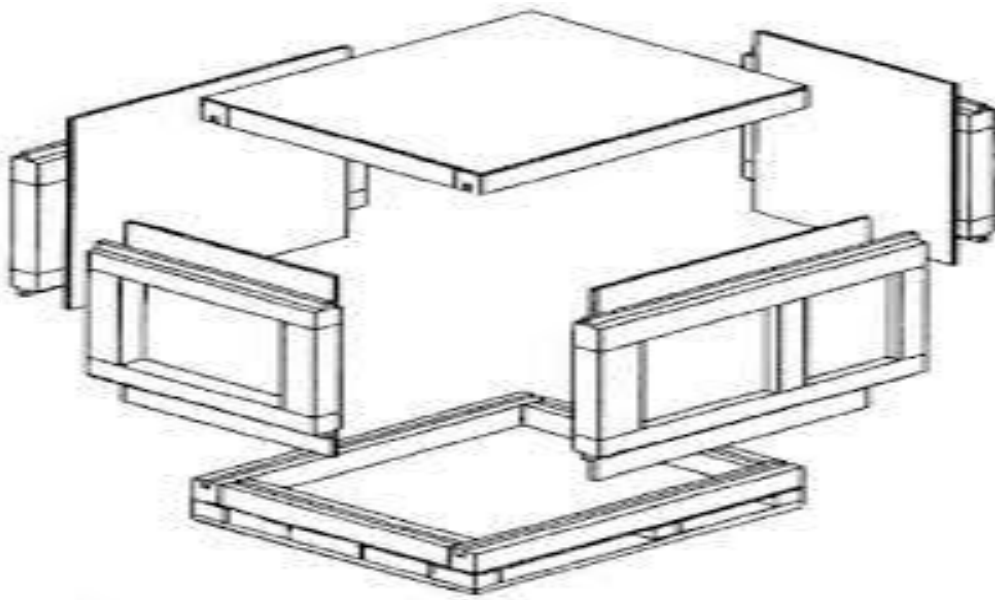
C) Map Out Selections:

Have a Map of your customer's day on one page and then insert all component parts on that Map and show where they have "selections" to make. This lets them select all of your products at the same time so that they all coordinate in design or usage.
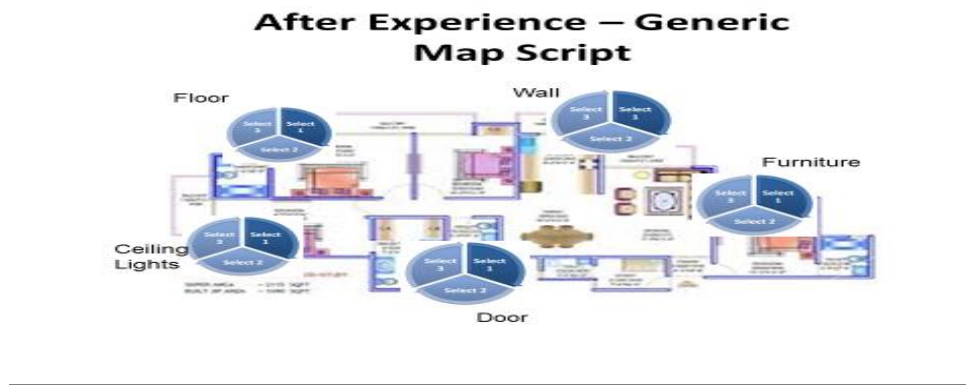
D) Create Maps for Different Seasons:

Visualize all the seasons that might impact your customer and create a Map for each of the seasons. For example, create four Maps if you sell for spring, summer, fall, winter, and eleven if it is retail sales for holidays, such as the Fourth of July, Thanksgiving and Christmas.

E) Add the "Ify":

For all components of the skeleton, allow specialized additions to Beautify, Smartify, Lightify, Connectify, Soundify, Colorify, etc. component in such a way to add value and control for the customer linking them together.

F) Create Your Leave Behind™:

Items A thru E here contain many details to help customers select the entire PA components. Customers will need to simplify the PA when they have selected it all. The Leave Behind is the summary one piece of paper to leave with the customer so they can go back and talk with others in their organization about all of the capabilities.

G) Develop Internal Flow Charts:

Given all of the new products and services and coordinated designs you will be selling customers, new processes will be required to take orders and deliver. Flow charting these processes and getting approval and understanding of all functions like sales and accounting is essential.
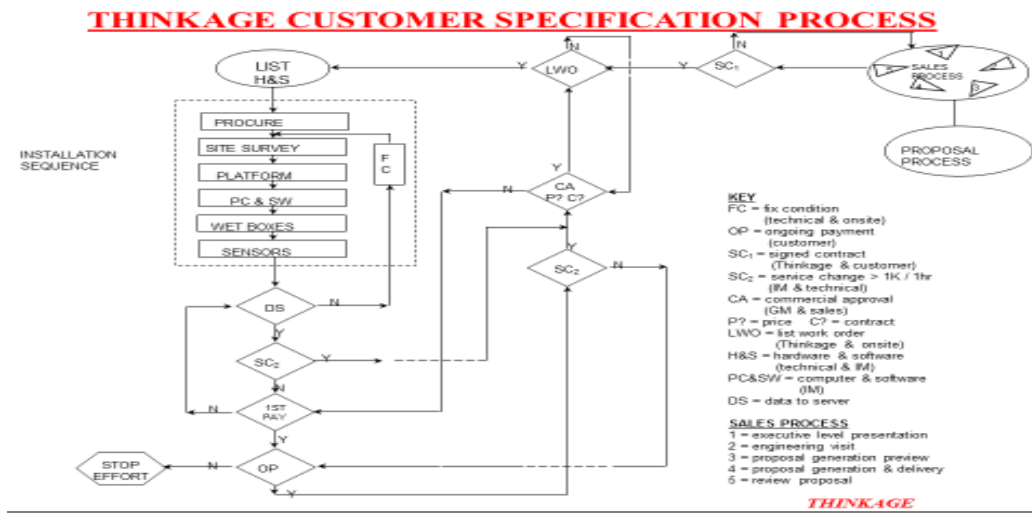
Chapter Five: Selling the "After"

When selling a product, it is common practice to ask the customer, "What do you think?" when you show or describe the product to them. This is so ingrained into the process, that it is almost impossible to stop. Sales reps will take the brochure with related collateral materials and hand them to the customer, add explanations, and then ask the question. There are many problems with this tactic. First, this technique puts the responsibility on the customer to answer—they are now on the spot and may feel uncomfortable. Second, any answer they give may be out of context, in the context of the task they are currently working on, not the "PA" context, and thus any answer is useless. And third, the sales rep has now done their job when they get the answer and they are finished with this part of the process, except to tell the internal organization the answer, which is usually negative because the customer never left their status quo context and did not want to change. When selling the "PA," you work with the customers and sales reps assume full responsibility for facilitating a discussion about all the possible selections for the customers in each of the contexts in which the customer is interested. At the end of the discussion, the sales rep leaves a personal "Leave Behind" for that customer type. At the appropriate time, you ask the customer, "Which selections make the most sense for you?"

The purpose of asking "which" selection is to allow the customer to select their soul and put their soul in their "PA," with flexibility to add to and refresh later. The entire process is to make sure that the soul of the customer is in the end result, and that the result can be easily modified as the customer changes. The soul of the customer is how they define themselves personally in the physical world with what color combinations they like, what style, what personal pictures, familiar local objects and symbols, what experiences they prefer, relationships with the environment and direct connections and links to changeable objects and people. The soul is the ecosystem the customer designs to live in.

Selling Selection
(Not WHAT, but ask WHICH!)

What do you Think?

Is this the Context To buy SOAP?

OIL Aroma
Moisture Color

Which One(s)?
Try in Bathroom!

As you walk out of the door, even if you have the order from the customer, give them a summary Leave Behind so they can share the discussion and their full "PA" with their team, who, in turn, can share their thoughts with their subsequent team and so on. The more you simplify and summarize for them, and practice with them, the more they will be able to convey the exact message to their team, and make the collective decision to buy the "PA" with all their people on the same page. Too often, the sale is lost because the internal customer team loses common ground, cannot see the same thing and then cannot agree. Make sure you summarize it for them. If you leave it up to the customer, they will summarize incorrectly, because they are not as familiar with the material as the sales rep.

Chapter Six: Visualizing the After – Real Time

The purpose of the "PA" (i.e., the skeletal view, the Map view, the "ify systems, etc.) is to assist the customer in seeing and thoughtfully experiencing what the future will be like with the new things you supply. These visual materials assist in selecting the options for that future, putting those options together, and seeing the result, and to the degree possible, live in that result. This ebooklet describes approaches to allow the selling process to unfold in a successful manner.

Another way to reinforce this selection and visualization process is to use online, real-time computer graphics and make real-time selections. It is possible for design software to show the physicality of the space as a standard, and have that space to be filled with the options that the customer selects, he changes can be made to the original selections to help arrive at an advanced view, and then the process is reiterated. This online selection service can be performed anytime, anywhere through a "WebEx/go-to-meeting" connection that allows all customer associates around the world to join the selection meeting online and participate.

Your sales rep can manage the flow of the meeting while your previously trained designers implement the new selections as they are chosen. At the end of the meeting, give the customer a Leave Behind of the full design they selected to be shared with others in their organization. Additionally, this online experience can be taken to the next level of 3D walk-through capability using Telepresence goggles, which can also be shared via a global online cloud connection.

The next level of customer selection and experience is to build a flexible, full-immersion physical location for the customer to experience the future "Day in the Life." The location should allow the customer to physically make the changes themselves and see the results—both visually and summarized in online graphics.

Chapter Seven: Delivering the "After"

Actually, a challenge in delivering the "PA" is how to organize existing organizational structures to deliver the entire "after." One way is to have existing SBUs, product lines or brands deliver to a full-time, dedicated "after" experience delivery team, and the "after" team delivers the full "PA" to the customer, while offering logistics and marshaling services to handle all the products and services at once (something the SBUs are not structured to do). The SBUs continue to deliver their individual products directly to the customers, as shown below, if the entire "after experience" is not sold, and only individual products are sold. The company still sells individual products by traditional methods, but superimposes an "After Visualization sales team" as a service for the customer.
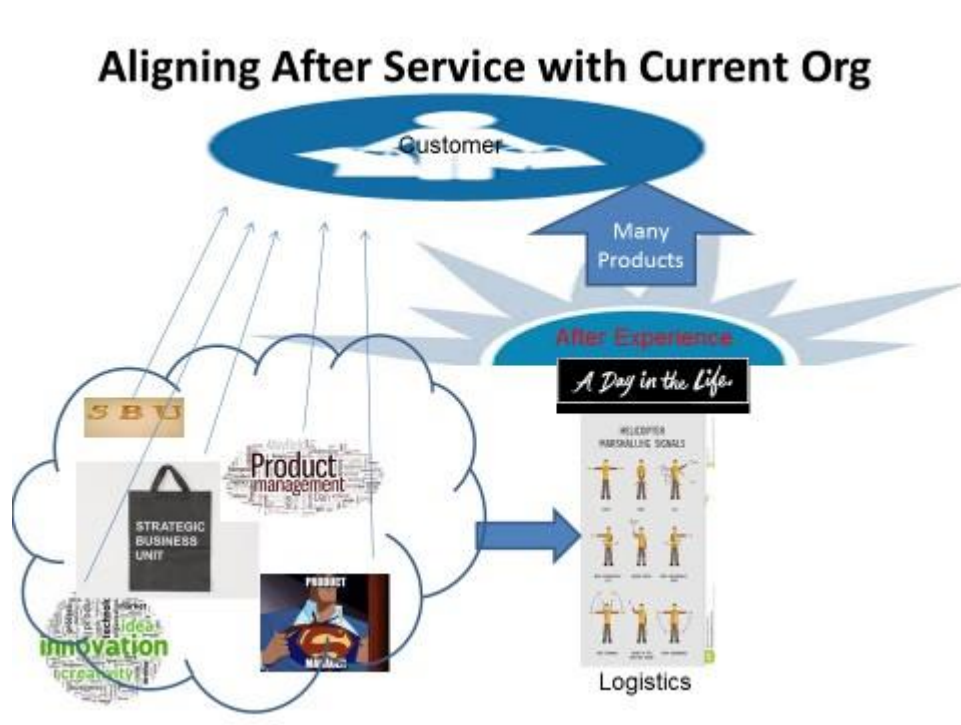
In some cases, the "PA" experience is so large that you do not have all the products necessary to deliver the full experience yourself, so you recommend certain "authorized" partners who know how to integrate into your product and processes. Similar to external authorized "apps" developers for Apple, Google, Microsoft, Facebook, you have external authorized "app" developers for your total "after experience." They add their specific product to your entire bundle of "after" products, and you deliver these to the customer without involving the partner. These

"app" specialists are part of your supply chain, and you continuously monitor them for improved customer service and reduced supply chain total costs.

Partners may include offerings that interact (i.e., electronic control networks or software) with the customer as they interact with the experience. In this case, adapting systems are added on customer sites that link in and network to the supply chain, and you may even have full-time employees interacting with the customer to ensure the customer interactions are evolving. These interactions revolve around the "ify" approaches we discuss below.

Chapter Eight: Adding your touch – "Ify"

The "PA" is not a static thing. The "after" may interact with the customers to allow them to continually add their essence and to grow functionality as the customers adapt and grow in their journey with their ecosystem of employees and customers. The questions to ask are, "What does the customer value to change when they are changing themselves and their ecosystem?" and "Can the "PA" change and evolve with the customer?" Yes it can evolve. For example, say that a customer physically often moves to a new place to live, and they need expensive moving vans to carry their bulky couches and tables with them, but they want to change this, because they can no longer lift the heavy furniture, and they cannot afford moving people.   So, the moving action is the same, but the "PA" has changed—enter IKEA with a solution for lightweight, easily assembled furniture.

Using various technologies, you can Beautify, Smartify, Lightify, Connectify, Soundify, Colorify, and general "ify" additions to the experience that evolve with the customer. You can change the beauty by adding or subtracting elements. You can change the "smarts" by adding or omitting sensors, or changing how the software displays the "smarts." You can connect different aspects of the "after" to different aspects of their environment. It is okay to create a new "ify" word for any new additional value thing you want to include as a changing service for your customer to buy from you.
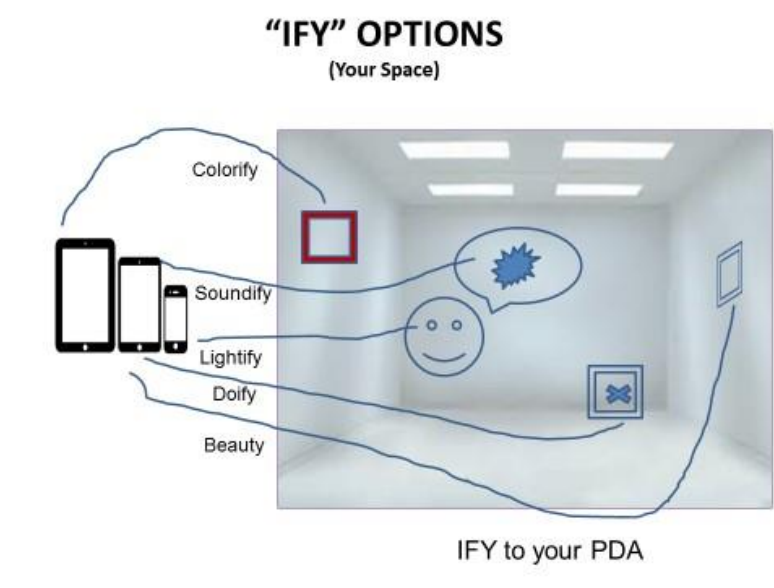

When you are selling with the skeleton and the Map, you also add selections for all of these "Ify" components—it is very easy if you use the right visual materials, and give the customer the experience to select the end result.

Chapter Nine: Seasons

When you use the Map with the customer, you most commonly use a general Map that assumes what their "average" day is like. This is an over simplification to initiate the dialogue and not confuse the customer with too much detail. Of course, each 24-hour period has both a day and night, and you can design a MAP for each of these for your customer. For example, put lights on the night Map. But the reality is that every day is not the same and we live in seasons. We live in spring, summer, fall and winter, and for each, your customer has different needs and experiences. You can offer a selection Map for each season, or at least show how your "after" experience evolves through the seasons, and how your "ify" options evolve with it and give your customer the ability to control the changes. In retail, you may have eleven or more seasons if you add holiday seasons such as July 4th, Thanksgiving, and Christmas.
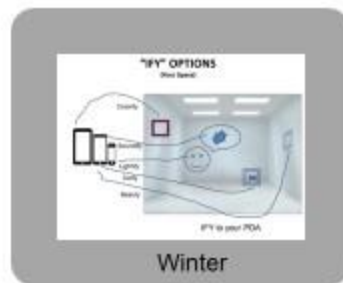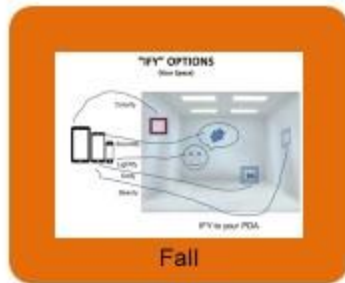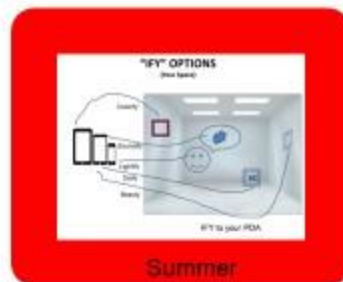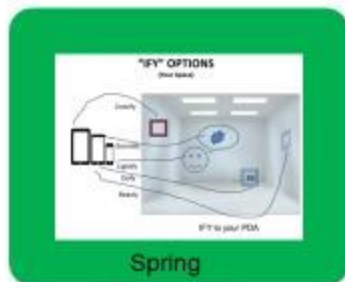
# Chapter Ten: Visual Communication and Staying Connected

Obviously, to sell and deliver in this full "after" fashion, you must get more visual. You must communicate visually. Throw away your installation manuals that are all words, and get more like IKEA's visual instructions, and make your instructions one very large page so you can lay it on the floor and see it while you do the physical work. Redesign your brochures and catalogs into an integrated skeletal and Map approach where the selections can be seen all together and all at once. Use illustrations to show actions that might be required, similar to a storyboard or comic strip.

Using paper in a more visual way, with less words, and with the unifying elements like Maps is a wonderful step forward to help your customer see the full "PA." A further step forward to see the entire "PA" is to be connected online with visuals via a WebEx-like connection and design real time online in the software, with customers watching and participating by selecting all the options that they can make in the full detail of the complete "PA". They can select colors, objects, control systems, scenes, or any option that is given them in the "PA" This online approach is a two-way street of real-time communication, so allowing the customer to visually manipulate the images of your products and the "after" experience is important. As they assemble the visual elements of their "after," they should be able to send whatever progress they have made to another person, who can make changes and send them back, allowing visual communication to get them to the best result. Web sites such as visualtalking.com can be adjusted to suit your needs to allow for visual communication.

Visual Communications
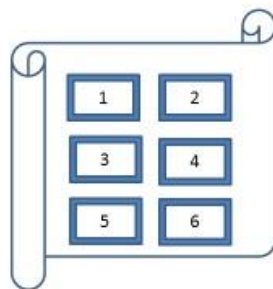
Assembly Steps
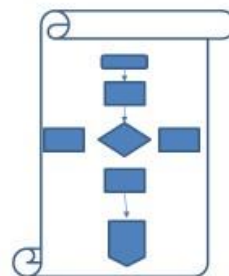
Flowcharts:
Buy & Fulfill

Chapter Eleven: Get Started

Assess where you are at in your selling journey. Do you sell products? Do you sell solutions? Do you want to sell the total "PA" experience? If you want to link into your customer and progress with your customers, the "PA" experience is how to do it. Here is a stepwise approach to asking the right questions to see the new "PA" experience:

1) What would it take for your customer to buy all your current products "all at once"?
2) If the customer buys all your products, what is still missing to make the perfect "Day in the Life"?
3) Build a selection Map and work with the customer and ask, "which do you want"?
4) How do you change your operations to deliver the "all at once" purchase?
5) How do you innovate to make more products and services to add to the "pointing after"?

If like a puzzle box with no picture on the cover you leave the creation of the "PA" solely up to your customer, they will struggle to see how your products work together, and will stop, confused and frustrated. They will go elsewhere. As I often say, the more you make a customer do, the less they will buy. You can prevent them from walking away. You can work with them to build and deliver their perfect "PA".

The "PA" is an approach for you to build that puzzle like picture with your customer and for your customer. The "PA" picture directs the effort and discussion of the group(s) involved and eventually unifies their effort to achieve the "PA".

In the process of pointing upward, you continually reach to a higher evolution of the "PA", improving the "PA" as you work towards it. Pointing upward is important to allow you to get unstuck from the daily distractions and your routines of doing the same things over and over again. Pointing upward gives you the outlook to see another viewpoint.

When thinking about a "PA", a useful perspective is to broaden beyond a simple one product perspective to a more holistic selection view. In the selection view you are not as limited and you search for selections that give

you options to experience an enhanced future. If these selections are flexible enough to try and refresh or change later, you have an evolving "PA" that can adapt with the changing ecosystem of the customer.

When you begin creating your "PA", using visual tools will allow detail discussions of what your future really looks and feels like. Tools like seeing the skeletal components allow you to see the parts and selections you might make, and then combine them into a whole. Using a visual map to show where the selections can be made facilitates easy selection and integration into a whole. Realizing that the skeletons can change with the seasons of the environment you live in, can allow selections for each season, and a similar "PA" for each season. Further, with the digital innovations in the last several decades, you can connect directly to the "PA" by lightifying it and smartifying it. These options to "ify" your "PA" can be matched to each selection and to each season. So, getting good at visual conversation with skeletal and map views will enhance your future.

In fact, the more you use visual communication to discuss the "PA", the clearer the picture becomes so everyone can participate with selecting and building the after. The more you can draw the future with all the options, the better your chance of getting to that future. Many times, when describing the future, words may be to limiting, and may suggest a different picture in the mind's eye of others.

We live in an efficient world. To deliver that efficient world, we divided activities up and sequenced them to deliver. If your new "PA" requires a new sequence that upsets this perfect efficiency, you may need to build an enhanced logistics and marshaling effort to deliver. You can use some of the past efficient methods and integrate them in to the new system.

Start now. The existence of your "PA" enables groups to strive and arrive at the personalized customer future. Visualize your initial "PA" and create a development program to achieve it. You can create many innovation projects to deliver it. For example, create a project to make a physical product and another project to add the digital light and control component. Just get started to create your first puzzle picture for your box of products.

About the Author

Mark Grace has written five books illustrating how individuals and organizations can grow to reach the highest levels of living. Each book shares practical, everyday tips on how to overcome the limitations of the status quo and reach your vision.

Grace is a successful professional who has cultivated profitable relationships across several industries and is well-known for his ability to implement "game changing" improvements in record time. As a recognized inventor, entrepreneur, educator, speaker and writer, Grace has worked with global brands, as well as startup companies, leading them to new growth levels. As the Leader of Beyondvia Technologies, Mark teaches companies "The Better Way," five approaches that help companies accelerate sales, increase profitability and drive operational efficiency.

Grace is also the founder of Visual Talking, a visual language Web 3.0 portal, and Thinkage LLC, which revolutionized food supply chain management. Other roles included executive leadership positions with GE Energy, BOC and Exxon, where Grace launched numerous products and businesses ranging from a utility asset optimization software suite to non-cryogenic nitrogen to specialty refined oil products. He holds an MBA from Washington University in St. Louis, MO and a B.A. in Chemistry from St. Louis University.