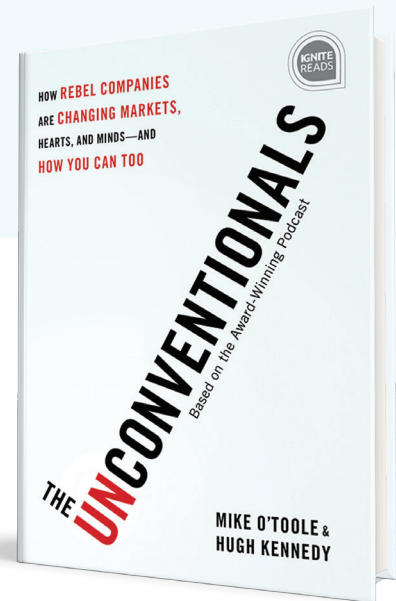




Spark Impact in Just One Hour

Value-Building Experiences by  
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# A Guide for Turning Expectations Upside-Down

*The Unconventionals*

by Mike O'Toole and Hugh Kennedy

Includes printable worksheet for meeting participants

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***Rebel companies are changing markets,  
hearts, and minds – and you can too!  
How?***

**Prior to your meeting, provide a copy of *The Unconventionals* to each meeting participant, and request the participants read the book and come prepared for discussion. The book will also serve as a learning tool and a future resource to reinforce training ideas.**

Ask these thought-provoking questions prior to discussing the book:

1. When you are an advocate for a particular brand, what is it about the company that encourages your ongoing loyalty, engagement, and word-of-mouth promotion?
2. In your industry, do your market competitors do things differently?

If not, what do you think is keeping everyone from trying something new?



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### Part 1: Mine the Gaps

#### Business Model Change versus Brand-Driven Change

- Has your company produced a new product or service that surprised the market?  
*If so, what was it and why did it shake things up?*  
*If not, is there a gap in the market you could fill with something new?*
- What is the current perception people have of your market?  
*Is there something you could do to shift that perception? (Think Dove's Real Beauty campaign.)*

#### Your Market Has a Gap You Can Fill Better Than Anyone

- Within your market, are there dead-end conventions everyone still uses, such as suboptimal practices or poor customer experiences?  
*What could your company do to change things up?*
- What are the blind spots within your market?
- Think about how products/services are delivered or an untapped segment of the market – is there a way your company could tap into these areas of potential?
- What is both true and uncomfortable about your market that could be turned to your company's advantage?

#### From Gap to Opportunity

- Think about what your market category offers and what those customers accept.  
Try asking some "what if" questions about how you could transform your customers' experience.



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### Part 2: Define the Change

#### Putting Your Brand to Work to Drive Change

- What do you consider your company's greatest assets (those things that make your company great, such as vision, values, heritage, insights behind your products, etc.)?
- How can you use these assets to drive change within your market?

#### The PJA Change Ladder

- What is a common assumption among your customers that you would like to change?
- Where do you have the greatest chance to influence change within your market?

#### Brand Role: What Will You Fight For?

- Name one word that encompasses everything your company does.
- Why does your company do what it does?
- What does your company give the world that wouldn't exist without you?

#### The Art of the Experience: Inviting People In

- Think about your most important customers/prospects – is there something that you can give them of value without any strings attached?
- Is there a way you can promote what you and your customers/prospects care about without promoting your products?



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### Part 3: Co-create with Your Crazies

#### **Mission Stakes: "People Come Alive"**

- How do you make life better for your customers?
- Are there any bigger problems your company is trying to solve that are connected to what you sell? What are they?

#### **Career Stakes: Personal Risk Makes Us Crazies**

- We all choose brands that help us succeed. What does your brand do to help your customers succeed in their professional and/or personal life?

#### **Business Stakes: Creating a Band of Bedfellows**

- Think about your business ecosystem (i.e. channel partners, your general customers, agents, brokers, suppliers, etc.) and focus on one particular group.
- Is there a way you could support them using your business without focusing on building your business? For example, forming an online community where people can discuss issues related to your market.

**Reinventing your company (or starting a new one) can be easier than you think. Turn the unexpected into the expected, and you'll become an Unconventional, too!**

**By seeing things differently, leading brands are able to question the prevailing wisdom and create outsized results and lasting change.**

**Contact us to learn more or tell us about how this Discussion Guide sparked impact for you and your team!**

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