VISIBLE AUTHORITY · FRAMEWORK SERIES

FRAMEWORK NO. 04 · INNOVATION & PLATFORM CASEBOOK

EXECUTIVE INNOVATION GUIDE · FIVE DOMAINS

Mastering the Five Domains of *Digital Innovation*

Network topologies, platform economics, rapid experimentation & boardroom diagnostic prompts — a practical map of how customers, competition, data, innovation and value are being rewired by the fifth technological revolution.

AUTHOR & RESEARCH

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CORE ARCHITECTURE

Perez S-curve · Five domains of digital transformation, after David L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016) · Networked-customer behaviours · Platform conditions · Data levers · Three escape routes

SCOPE & EVIDENCE

#ShareACoke, Citibank, Apple, Netflix, Pinduoduo, Airbnb, Opower, Nike+, Intuit Fasal, Britannica, Marvel

EDITION

Visible Authority Framework Series · first issued as *Mastering the Five Domains of Digital Innovation* (undated original); redesigned 2026

CONTENTS

01 Why digital innovation matters now

02 Customer domain — harnessing customer networks

03 Competition domain — platforms, not just products

04 Data domain — data as a strategic asset

05 Innovation domain — rapid experimentation

06 Value domain — escaping shrinking markets

01 · CONTEXT

Why digital innovation matters now

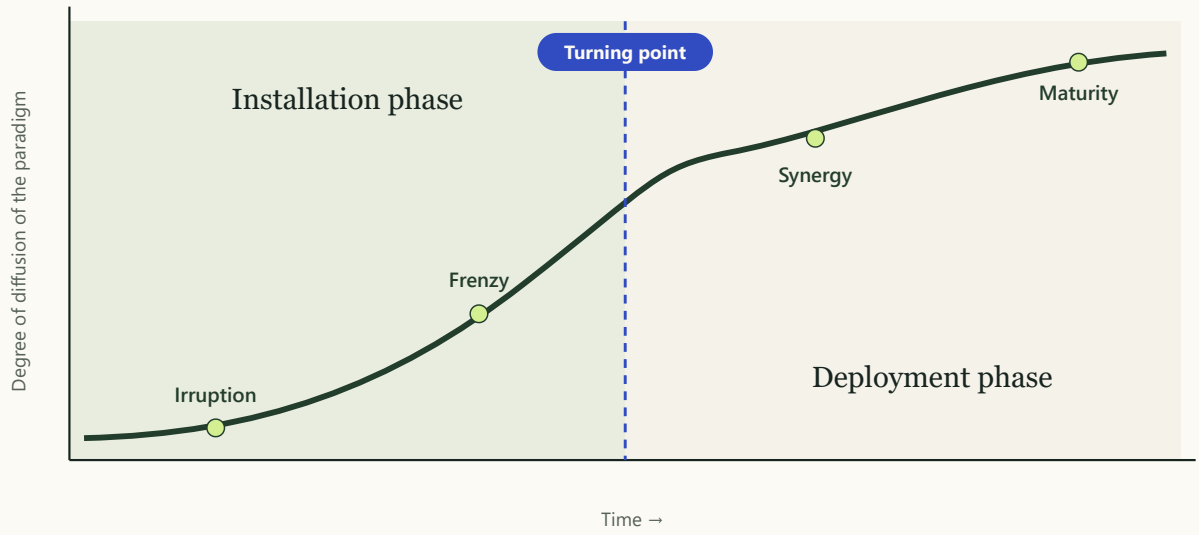
Global technological change and local economic pressure are converging. Leaders who read both together can decide whether their core business is stalling, threatened, shifting — or protected.

We are living through the **fifth technological revolution** — the age of information and telecommunications. Following Carlota Perez's model, each revolution moves through an *installation phase* (irruption and frenzy), a *turning point*, and a *deployment phase* (synergy and maturity) in which the new paradigm spreads across the whole economy. Digital transformation is the business response to that deployment.

That global trend lands in a local context shaped by six pressures. Each one maps to a strategic issue for the firm, and together they determine the implications for its core business.

FIGURE 1 · GLOBAL CONTEXT

The fifth technological revolution — Perez surge cycle



After Carlota Perez's model of technological revolutions. The information & telecommunications revolution is the fifth; digital transformation is how firms ride its deployment phase.

Local context: six pressures, six strategic issues

1

Rising utility costs

Strategic issue: **production costs**.

2

Productivity deficit

Strategic issue: **workforce**.

3

Uncertain consumer

Strategic issue: **consumer**.

4

Digital entrants

Strategic issue: **competition**.

5

Strained supply chain

Strategic issue: **suppliers**.

6

Looming debt crisis

Strategic issue: **credit**.

Implications: the state of the core

DISRUPTED TODAY × TRANSFORM TODAY

Growth formula stall

Editorial reading: the model that delivered past growth no longer compounds; pressures erode margins from within.

DISRUPTED TODAY × TRANSFORM TOMORROW

Direct threat to core

Editorial reading: digital entrants attack the core proposition head-on.

DISRUPTED TOMORROW × TRANSFORM TODAY

Profit pool shifts

Editorial reading: the core survives, but value moves to adjacent layers, platforms or partners.

DISRUPTED TOMORROW × TRANSFORM TOMORROW

Horizon protected

Editorial reading: the core is safe for now — the window to invest in the next curve.

Quadrant names and axes (rows: disrupted today / tomorrow; columns: transform today / tomorrow) from the original briefing; the explanations are editorial.

Why it matters

Digital readiness

How prepared an enterprise is — in skills, data, processes and technology — to adopt digital ways of working.

Sectoral disruption

How strongly its sector is being reshaped by digital entrants, platforms and new customer behaviours.

Definitions are editorial. The original slide used the HBR/Tufts Digital Evolution Index 2017 and the Accenture Disruptability Index 2018.

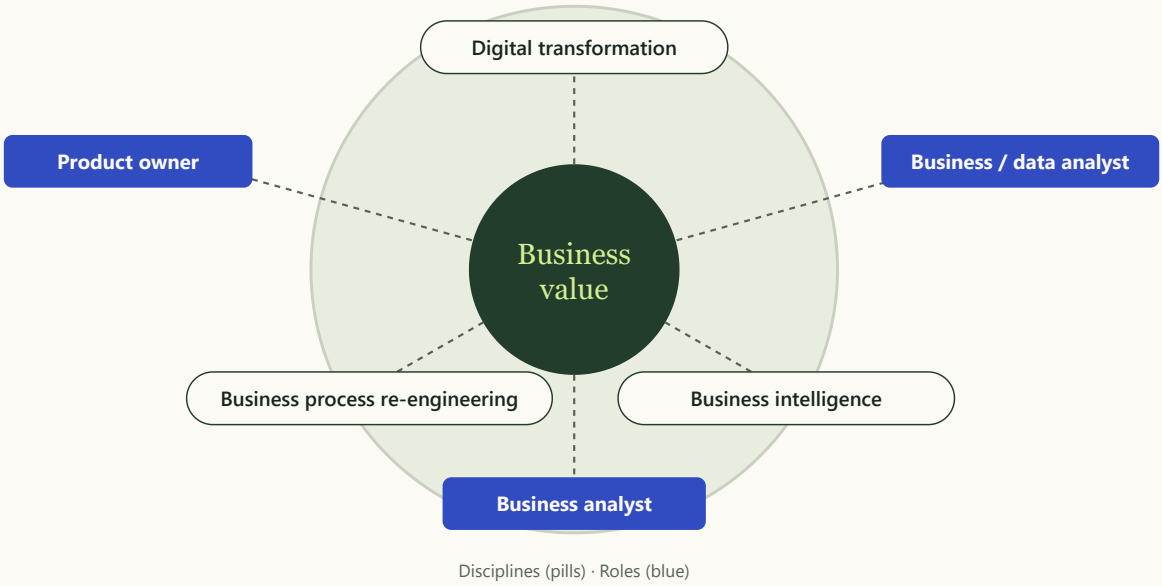
The original briefing's aim: to enhance the competitiveness of businesses in Sweden and enable them to deliver meaningful value to their customers.

The commercial-value lens

The author brings ten years in commercial functions, driving business value through digital transformation, business process re-engineering and business intelligence — working as business/data analyst and product owner across industries. This framework is written from that seat: the question is never *which technology*, but *what business value* it unlocks.

FIGURE 2 · CAPABILITY WHEEL

Disciplines and roles that convert digital change into business value



Disciplines (pills) · Roles (blue)

Three disciplines and three roles converge on one outcome: measurable business value.

> Digital transformation is the holistic process of utilising digital technologies to fundamentally reshape strategies and operations within an organisation, in order to adapt to the changing needs of customers and the dynamics of competition in the digital age.

DEFINITION · FROM THE ORIGINAL BRIEFING

I

Customers

Harness customer networks.

II

Competition

Build platforms, not just products.

III

Data

Turn data into an asset.

IV

Innovation

Innovate by rapid experimentation.

V

Value

Adapt your value proposition.

Five domains and their headings after David L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

02 · DOMAIN I — CUSTOMERS

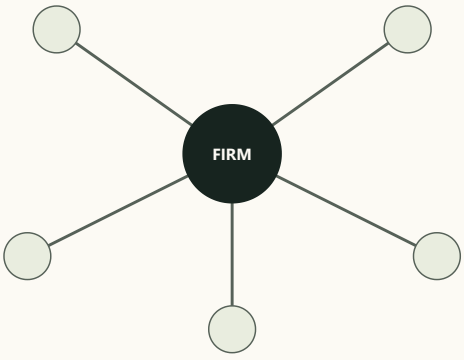
Harnessing customer networks

Customers are no longer a mass market receiving broadcasts; they are a dynamic network that talks back, talks to each other, and creates value of its own.

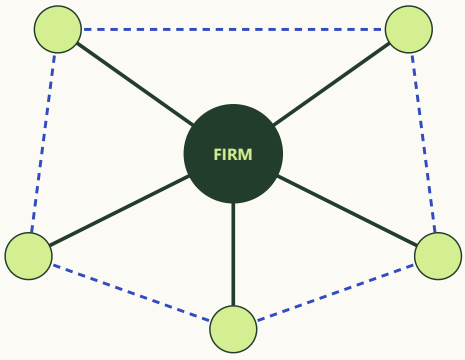
FIGURE 3 · NETWORK TOPOLOGY SHIFT

From mass market to dynamic customer network

Before · Mass market



After · Dynamic network



Five transitions

1 · Mass market → dynamic customer network
2 · Broadcast communication → two-way communication
3 · Marketing to persuade → influence, engagement & advocacy
4 · One-way value flow → reciprocal value flow
5 · Economies of the firm → economies of customer value

Solid lines: firm–customer links. Dashed blue: customer-to-customer links that only exist in the networked model. Customer-domain transitions after David L. Rogers,

The Digital Transformation Playbook (2016).

Five core behaviours of networked customers

BEHAVIOUR	NETWORK STRATEGY	GLOBAL EXAMPLE
ACCESS	Be faster, be easier, be everywhere, be always on.	Text messaging on early mobile phones revolutionised communication through instant access from anywhere.
ENGAGE	Become a source of valued content.	#ShareACoke engaged a global audience across touchpoints including VR and augmented reality.
CUSTOMIZE	Make your offering adaptable to your customers' needs.	Coca-Cola Australia printed the 150 most popular young-adult names on cans — driving a **7% increase** in young-adult consumption.
CONNECT	Become part of your customers' conversations.	Citibank resolved **36%** of customer queries via Twitter, versus 11% for Wells Fargo and 3% for Bank of America.
COLLABORATE	Invite your customers to help build your enterprise.	Opening the iPhone operating system to third-party developers produced the App Store — others building on Apple's structure.

+7% **Young-adult consumption** Share a Coke, Australia — 150 names printed on cans

36% **Queries resolved on Twitter** Citibank

11% · 3% **Peer resolution rates** Wells Fargo · Bank of America

BOARDROOM DIAGNOSTIC PROMPTS · CUSTOMER DOMAIN

Q1. Who is the most valuable customer type for our business, and what network behaviours are they showing or responding to in the market?

Q2. Can we create unique value for these customers to capture share of wallet or attention, in a way that also aligns with our long-term strategy?

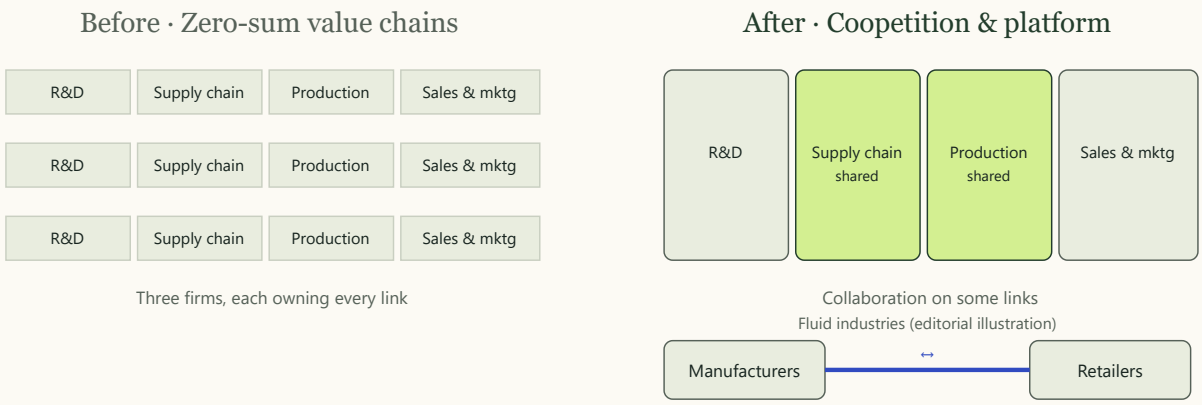
03 · DOMAIN II — COMPETITION

Building platforms, not just products

Competition no longer happens inside fixed industry lines between clear rivals. It happens across fluid ecosystems where today's competitor is tomorrow's partner.

FIGURE 4 · VALUE-CHAIN & ECOSYSTEM SHIFT

From separate linear value chains to a shared platform



Six competitive transitions

1 · Defined industries → competition across fluid industries
2 · Clear partners vs rivals → blurred boundaries
3 · Zero-sum → coopetition in R&D, supply, production, marketing
4 · Key assets inside the firm → assets in outside networks
5 · Products with unique features → multi-sided exchange platforms
6 · A few dominant players → winner-takes-all network effects

The value chain stops being a private pipeline: some capabilities are shared and industry lines blur. Competition-domain transitions after David L. Rogers,

The Digital Transformation Playbook (2016).

Networked customers → platform architecture

BEHAVIOUR	PLATFORM	VALUE PROPOSITION
ACCESS	HBO · Netflix	Direct online service giving consumers easy access to HBO content; Netflix creates and distributes high-quality media (series, films, documentaries) at global scale.
ENGAGE	Pinduoduo	Chinese e-commerce platform that engages users through social and gamified features.

BEHAVIOUR	PLATFORM	VALUE PROPOSITION
CUSTOMIZE	Airbnb · Lenovo	Airbnb matches hosts and guests to enable home sharing; Lenovo lets customers choose processor, memory and storage to fit their needs.
CONNECT	Facebook	Connects news publishers with their readers and drives traffic to publisher websites.
COLLABORATE	Apple iPhone	Lets third-party developers build apps for the iPhone operating system.

Where new platforms emerge — six economic conditions

01
Distributed assets

Many physical, human or intellectual assets are underutilised or have excess capacity.

02
High transaction costs

Current ways of matching supply and demand are costly and block efficient use of assets.

03
Inefficient intermediaries

Incumbent intermediaries match supply and demand poorly — room for disintermediation by a better platform.

04
Modularity

Assets or tasks break into modular units that can be combined and recombined.

05
Low security & regulatory friction

No major security or privacy risk in sharing assets or data online; regulation is not a major barrier.

06
Strong network effects

The platform becomes markedly more valuable as more participants join.

BOARDROOM DIAGNOSTIC PROMPTS · COMPETITION DOMAIN

Q3. Which network behaviours tie well into a platform solution?
Q4. Are there underlying economic inefficiencies that could consolidate into a platform solution — one that complements our existing or future value proposition?

04 · DOMAIN III — DATA

Turning data into a strategic asset

Data used to be scarce, structured and locked in silos. Now it is generated everywhere, and its value comes from connecting it.

#	FROM	TO
1	Data is expensive to obtain	Data is generated everywhere
2	The challenge is storing and managing data	The challenge is turning data into value
3	Focus on structured data	Structured *and* unstructured data used for value extraction
4	Data managed in operational silos	Value comes from connecting data across silos
5	Data is a tool for optimising processes	Data is an essential asset for creating value

Why data is the new oil — five value levers

Insight

Cadillac

Text analysis of car discussion forums revealed which attributes were most strongly associated with specific brands, informing Cadillac's marketing and product development.

Optimization

New York City

The city's budget director used data to identify budget cuts that minimised the impact on essential services.

Targeting & personalization

British Airways

Customer data powers personalised service and recognition, such as welcoming repeat travellers when they reach a loyalty tier.

Context

Opower

Shows customers their energy usage compared with their neighbours', motivating reductions in consumption.

Innovation

Nike+

Customers track and share their running data, powering a more experimental approach to product development and engagement.

BOARDROOM DIAGNOSTIC PROMPTS · DATA DOMAIN

Q5. What are our known unknowns — the answers that would let us create new value for existing and future platforms or solutions?
Q6. Which data lever can we use to create that value?

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05 · DOMAIN IV — INNOVATION

Making rapid experimentation work

Innovation stops being an expert's bet on the finished product and becomes everyone's habit of testing cheaply, early and often.

#	FROM	TO
1	Decisions based on intuition and seniority	Decisions made through testing and validation
2	Testing ideas is slow, difficult and expensive	Testing ideas is fast and cheap
3	Experiments run infrequently, by experts	Experiments run constantly, by everyone
4	The challenge is finding the right solution	The challenge is solving the right problem
5	Failure is avoided at all costs	Failure is learned from, early and cheaply
6	Focus on the finished product	Focus on the MVP and next iterations

CASE STUDY

Intuit Fasal — agricultural information by SMS for rural India

SITUATION

Farmers in rural India lacked timely, useful information to improve their practices and yields. Intuit set a customer goal: help raise farmers' income by **10%**.

INTERVENTION

Fasal sent farmers text messages with:

- Local weather forecasts
- Crop prices in nearby markets
- Best practices and farming tips
- Government subsidies and programmes

OBSERVED OUTCOME

Validated with a manual, low-cost prototype in real rural markets, the SMS concept was improved on farmer feedback and then scaled — with learnings documented for future innovation.

How they made it work — six steps

1

Start with the problem

The problem was defined as raising farmers' income, not as building a particular technology — keeping focus on customer value.

2

Generate multiple solutions

Three very different concepts: agricultural data by SMS, an e-commerce marketplace, and microloans.

3

Build a minimum viable prototype

The SMS idea was tested by simply sending farmers data manually — validation with minimal investment.

4

Test quickly with real customers

Employees went into rural markets to gather data and text farmers, revealing whether the idea actually helped them earn more.

5

Iterate, then scale

The service was improved and expanded on farmer feedback, then the successful concept was scaled up.

6

Capture and share learning

What worked and what did not was documented so it could inform future innovation efforts.

BOARDROOM DIAGNOSTIC PROMPTS · INNOVATION DOMAIN

Q7. What are the big assumptions behind our strategy or our strategic solutions?
Q8. Where can we run rapid experiments to validate them — learning faster and more cheaply?

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06 · DOMAIN V — VALUE

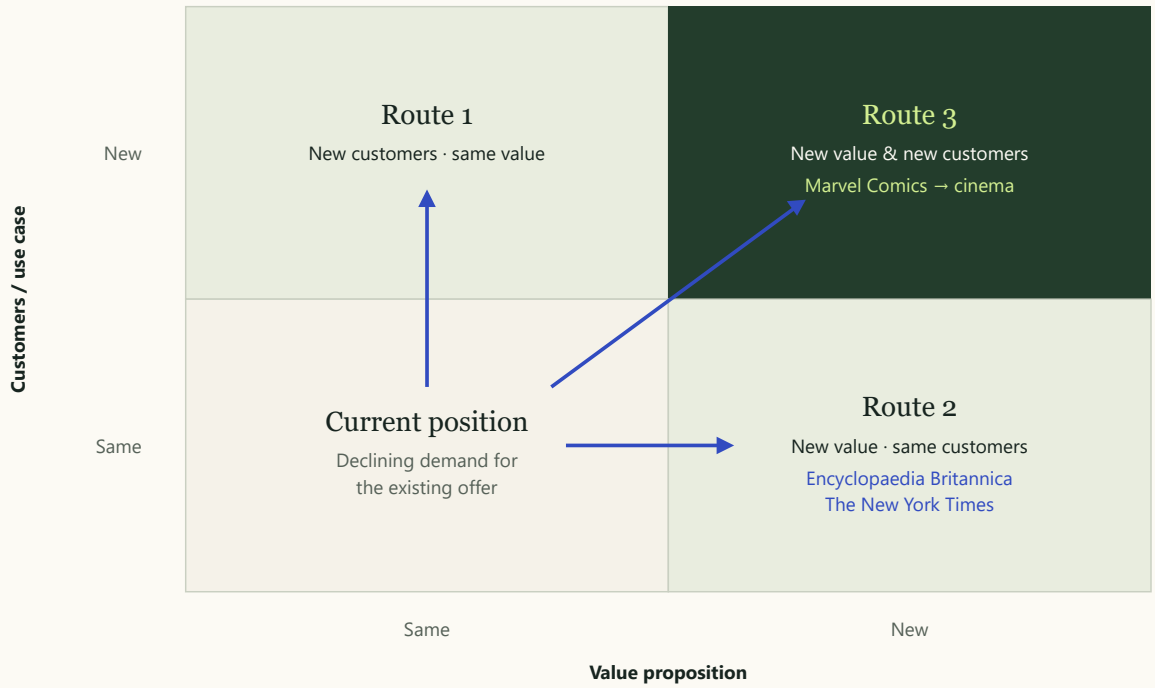
Escaping shrinking markets

Value is no longer defined by the industry you are in but by customers' changing needs — and only the paranoid survive.

#	FROM	TO
1	Value defined by industry	Value proposition defined by changing customer needs
2	Execute your current value proposition	Uncover the next opportunity for customer value
3	Optimise your business model	Evolve your business model to stay ahead
4	Judge change by how it impacts your business	Judge change by how it can help create new value
5	Market success allows complacency	"Only the paranoid survive"

FIGURE 5 · THREE ESCAPE ROUTES

Getting out of a shrinking market



Route 1 has limits — a proposition losing relevance can only find so many new buyers. Routes 2 and 3 reinvent the value itself.

1

New customers, same value

Find new segments or use cases for existing offerings to offset declining demand — but there are limits to how many new customers a fading proposition can win.

2

New value, same customers

Adapt the proposition to existing customers' changing needs — reinventing the value, not just asking them to keep paying for the same thing. Encyclopaedia Britannica, The New York Times.

3

New value, new customers

A radical shift in value proposition opens entirely new markets and customer bases. Marvel Comics, from comics to movies.

Five sources of market value — applied to automotive

CONCEPT	PROS	CONS	AUTOMOTIVE EXAMPLES
Product	Important in portfolio decisions	Ignores customers and value to them; leads to strategic myopia	SUV · sedan · minivan
Customer	Customer-centric; helps identify whom to focus on	Not focused on value	College-student drivers · parents with small kids
Use case	Value- and customer-centric; better segmentation	Obscures that one customer may have several use cases	Night out with friends · driving and carpooling with kids
Job to be done	Value- and customer-centric; reveals non-traditional competitors	Lacks concrete specifics	Safely and comfortably transport several kids from A to B
Value proposition	Value- and customer-centric; assesses threats and sparks innovation beyond existing products; concrete and specific (multiple elements)	—	Seats several passengers · safety in an accident · personalised zones (climate, audio) · hands-free calling for the driver · Wi-Fi or video for passengers

BOARDROOM DIAGNOSTIC PROMPTS · VALUE DOMAIN

Q9. Which escape route makes most sense for us to pursue?
Q10. What should our fair share of value-proposition opportunities look like, so that they offset current and foreseeable market risks?

Executive workshop checklist — all ten prompts

Numbered across domains for workshop use.

#	DOMAIN	QUESTION
1	CUSTOMERS	Who is our most valuable customer type, and what network behaviours are they showing or responding to?
2	CUSTOMERS	Can we create unique value to capture share of wallet or attention, aligned with long-term strategy?
3	COMPETITION	Which network behaviours tie well into a platform solution?
4	COMPETITION	Which economic inefficiencies could consolidate into a platform that complements our value proposition?
5	DATA	What known unknowns would let us create new value for existing and future platforms or solutions?

#	DOMAIN	QUESTION
6	DATA	Which data lever can create that value?
7	INNOVATION	What big assumptions underpin our strategy or strategic solutions?
8	INNOVATION	Where can we run rapid experiments to validate them faster and more cheaply?
9	VALUE	Which escape route from a shrinking market makes most sense?
10	VALUE	What fair share of value-proposition opportunities offsets current and foreseeable market risks?

VISIBLE AUTHORITY · FRAMEWORK SERIES

Turn tacit judgement into a *visible body of work.*

Synthesis, Sweden context and boardroom prompts by Hassan Adnan, first issued as an executive briefing, *Mastering the Five Domains of Digital Innovation* (undated original), for businesses in Sweden; redesigned 2026 for the Visible Authority Framework Series. The five-domain structure and its transitions follow David L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016). The S-curve is after Carlota Perez. Case examples are widely reported public cases; the original briefing did not cite sources for them.

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