THE NETWORK IMPERATIVE

How to Survive and Grow in the Age of Digital Business Models

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The website for this book is at www.OpenMatters.com.

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MAIN IDEA

There is no longer any question digital networks are fundamentally changing the business landscape. Digital networks are changing what we do, how we do it and who gets rewarded all over the place.

This isn't just a tech phenomena. Companies which take advantage of scalable digital networks are now starting to flourish in every industry you can name. Companies like Amazon, Google, Uber and Airbnb are attracting huge levels of investment, all the top talent and impressive numbers of new customers.

The performance gap between those who do harness digital networks and those who do not is widening. The real question in business today is no longer whether you need to change, but when and how much.

Your firm

It's time to join the digital network movement and become a network orchestrator. This is the only viable way to grow in the years ahead.

"You may feel that network disruption is a distant concern for your business or irrelevant for your industry, and that you have more-pressing concerns, but be aware: investor capital, customer revenue and affinity, top talent, and market buzz are shifting away from established firms toward network organizations. Further, our research indicates that digital networks are entering almost every industry, even some of the most mundane. We are at the beginning of a rapid upending of traditional ways of creating value, and it is occurring in every industry. "
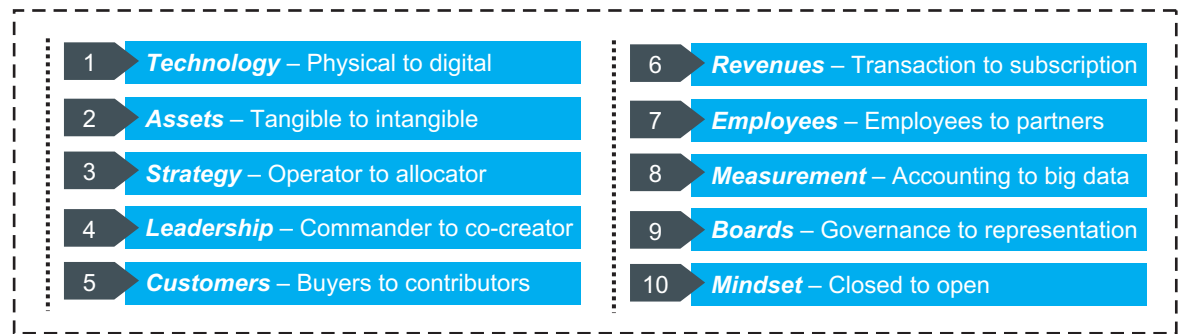
– Barry Libert, Megan Beck and Jerry Wind

Digital networks are changing the rules of business forever. They are figuratively "eating" the physical world and sending shockwaves through industries the length and breadth of the economy. To achieve growth and create value in the future, you're going to need to start investing now in building a network business model for your own firm.

Unquestionably network organizations think and operate differently. To accelerate your transition from legacy firm to a network organization, there are 10 principles which should guide your thinking:

1	**Technology** – Physical to digital	6	**Revenues** – Transaction to subscription
2	**Assets** – Tangible to intangible	7	**Employees** – Employees to partners
3	**Strategy** – Operator to allocator	8	**Measurement** – Accounting to big data
4	**Leadership** – Commander to co-creator	9	**Boards** – Governance to representation
5	**Customers** – Buyers to contributors	10	**Mindset** – Closed to open

The PIVOT process is five specific steps you can take (starting Monday morning) to plant the seeds of digital networks into your own organization. To spark the transition:

You	P	*Pinpoint*
	I	*Inventory*
	V	*Visualize*
	O	*Operate*
	T	*Track*
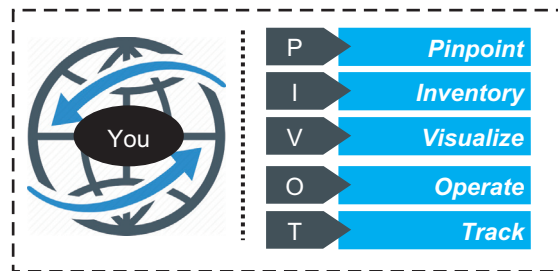
To successfully lead a digital network organization, you're going to need to act and think differently. Get in place the right mental models to guide your thoughts, your actions, your investments and ultimately your future.