THE NON-CUSTOMER COMPASS

JTBD-Disruption + Blue Ocean Strategy + Value Migration

1. The Three Frameworks Used:

JTBD-DISRUPTION	BLUE OCEAN STRATEGY	VALUE MIGRATION
Find people who are 'non-consumers' — those who want the progress but can't get it because existing products are too complex, costly, or intimidating.	Stop competing in the bloody red water of existing rivals. Create uncontested space by changing what the industry competes on.	Watch where the profit pool is moving as customer needs and business designs change.

How the Three Connect (Fusion Logic)

Non-consumers show you the space nobody is serving. Blue Ocean gives you the tool to redesign the offer for them. Value Migration confirms whether profit will follow. Fused, they point you away from the fight and towards the empty market.

2. Application: NINTENDO (JAPAN)

Background — What Happened and Why

- By the mid-2000s, consoles competed on one axis: raw graphical power. Sony and Microsoft were locked in an expensive arms race.
- That race made games more complex, controllers more intimidating, and consoles more expensive.
- A huge population — parents, grandparents, non-gamers — wanted fun with family but were excluded by complexity.
- Nintendo could not win the horsepower war, and knew it.

What They Did

- Deliberately did *not* compete on graphics — used cheaper, less powerful hardware.
- Replaced the intimidating multi-button controller with intuitive motion controls anyone could pick up.
- Designed games around shared, social, living-room fun (Wii Sports) rather than solo mastery.
- Priced the console far below rivals, making it an easy family purchase.

Applying the Fusion — Step by Step

1 **Find the people no one is serving**

Millions of people — parents, grandparents, non-gamers — wanted simple fun together in the living room, but consoles were too complex and intimidating for them.

2 **Make deliberate trade-offs**

Nintendo dropped the graphics race and complexity, used cheaper hardware, and added easy motion controls anyone could pick up, built around social family fun.

3 **Aim where demand is heading**

Nintendo positioned itself where interest was flowing — casual, shared, living-room play — rather than where the old spec-sheet competition pointed.

4 **Prepare for copycats**

By the time rivals copied motion controls, Nintendo already owned the casual family audience and a large base of easy, fun games.

The Result

The Wii sold to people who had never bought a console in their lives. Nintendo won by leaving the fight — and made money on hardware while rivals sold theirs at a loss.

3. Key Takeaways

- The biggest competitor in most markets is non-consumption — and it never shows up in share reports.
- Deliberate inferiority on the industry's favorite metric is often the price of superiority on the customer's.
- Blue oceans need JTBD to find the beach and value migration to confirm the tide.
- Use when an industry's improvement race has left ordinary people behind.