This is all about deeply understanding customer needs in near real-time and deeply being able to reorient, your business, your operating model, your products and services to those needs in near real-time.

So, for example, Tommy Hilfiger - classic fashion industry thing - saw the standard gap of six months between when you see something on the runway to when you can buy it in the retail store.

And so, they developed a “see-now, buy-now” initiative which allowed customers who could sometimes be watching the shows on the catwalk on a live stream to instantly buy online using e-commerce and other techniques without the delay. And therefore, they’re releasing trapped value by becoming increasingly hyper-relevant to their end customers.