

# By Sunil Gupta Harvard Business School

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**Reorganize for Resilience** - Ranjay Gulati 2010-01-19  
In an era of raging commoditization and eroding profit margins, survival depends on resilience: staying one step ahead of your customers. Sure, most companies say they're "customer-focused," but they don't deliver solutions to customers' thorniest problems. Why? Because they're stymied by the rigid "silos" they're

organized around. In *Reorganize for Resilience*, Ranjay Gulati reveals how resilient companies prosper both in good times and bad, driving growth and increasing profitability by immersing themselves in the lives of their customers. This book shows how resilient organizations cut through internal barriers that impede action, build bridges between warring divisions, and transform former competitors

into collaborators. Based on more than a decade of research in a variety of industries, and filled with examples from companies including Cisco Systems, La Farge, Starbucks, Best Buy, and Jones Lang LaSalle, Gulati explores the five levers of resilience: ·

· **Coordination:** Connect, eradicate, or restructure silos to enable swift responses. ·

· **Cooperation:** Foster a culture that aligns all employees

around the shared goals of

customer solutions. · **Clout:** Redistribute power to "bridge builders" and customer

champions. · **Capability:**

Develop employees' skills at tackling changing customer

needs. · **Connection:** Blend partners' offerings with yours to provide unique customer solutions.

*Monopolies and Tech Giants: The Insights You Need from Harvard Business Review* - Harvard Business Review  
2020-04-21

How to compete in a world dominated by tech giants. A new breed of monopolies is threatening your business.

Tech mega-firms from around the world are encroaching on your industry's space, rewriting the rules, and scooping up talent--and your customers. What should you and your company be doing right now to counter these challenges? *Monopolies and Tech Giants: The Insights You Need from Harvard Business Review* will provide you with today's most essential thinking on corporate inequality and the future of antitrust, help you understand what these threats mean for your organization, and give your company the tools to succeed in the winner-take-all economy. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the *Insights You Need from Harvard Business Review* series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and

practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

**Marketing, Technology and Customer Commitment in the New Economy** - Harlan E. Spotts 2014-11-03

This volume includes the full proceedings from the 2005 Academy of Marketing Science (AMS) Annual Conference held in Tampa, Florida, entitled Marketing, Technology and Customer Commitment in the New Economy. It include papers aimed to create awareness of the issues, trends, and advances associated with current global marketing challenges. Founded in 1971, the Academy of Marketing Science is an international organization dedicated to promoting timely

explorations of phenomena related to the science of marketing in theory, research, and practice. Among its services to members and the community at large, the Academy offers conferences, congresses and symposia that attract delegates from around the world. Presentations from these events are published in this Proceedings series, which offers a comprehensive archive of volumes reflecting the evolution of the field. Volumes deliver cutting-edge research and insights, complimenting the Academy's flagship journals, the Journal of the Academy of Marketing Science (JAMS) and AMS Review. Volumes are edited by leading scholars and practitioners across a wide range of subject areas in marketing science.

**The Ends Game** - Marco Bertini 2022-01-11

How some firms are rewriting the rules of commerce by pursuing "ends"--actual outcomes--rather than selling "means"--their products and services. Would you rather pay for health care or for better

health? For school or education? For groceries or nutrition? A car or transportation? A theater performance or entertainment? In *The Ends Game*, Marco Bertini and Oded Koenigsberg describe how some firms are rewriting the rules of commerce: instead of selling the "means" (products and services), they adopt innovative revenue models to pursue the "ends" (actual outcomes). They show that paying by the pill, semester, food item, vehicle, or show does not necessarily reflect the value that customers actually derive from their purchases. Revenue models anchored on the ownership of products, they argue, are patently inferior. *Becoming a New Manager* - 2008-08-06

You've just been promoted to a managerial position for the first time -- congratulations! But beware: the managerial role differs markedly from the individual contributor role. Go into the job with mistaken assumptions about what to expect, and you just may be

blindsided by surprising realities. This book helps you lay the foundation for succeeding in your new role, explaining how to: · Discard the "doer" role of the individual contributor for the orchestrating role of the manager · Adjust your leadership style to maximize your team's performance · Balance conflicting expectations from your boss, peers, and direct reports · Deal productively with the stresses and new emotions that come with being a manager  
[Managing Customers as Investments](#) - Sunil Gupta  
2005-01-01

Linking customer lifetime value to business value, powerful techniques for both executives and investors.  
*Reinventing the Organization* - Arthur Yeung 2019-09-24  
*Your Company Isn't Fast Enough. Here's How to Change That.* The traditional hierarchical organization is dead, but what replaces it? Numerous new models--the agile organization, the networked organization, and

holacracy, to name a few--have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich provide leaders with a much-needed blueprint for reinventing the organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and Ulrich explain how to build a new kind of organization (a "market-oriented ecosystem") that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, *Reinventing the Organization* offers a practical, integrated, six-step framework and looks at all the decisions leaders need to make--choosing

the right strategies, capabilities, structure, culture, management tools, and leadership--to deliver radically greater value in fast-moving markets. For any leader eager to build a stronger, more responsive organization and for all those in HR, organizational development, and consulting who will shape and deliver it, this book provides a much-needed roadmap for reinvention.

### **Rethinking the MBA -**

Srikant M. Datar 2010

The authors give the most comprehensive, authoritative and compelling account yet of the troubled state of business education today and go well beyond this to provide a blueprint for the future.

### *The Digital Matrix* - Venkat

Venkatraman 2017-02-09

Is your business ready to win in the digital future—or destined to be disrupted? Ambitious digital-driven startups are now creating and cornering new markets in every sector. And yet, most legacy businesses continue to operate by old playbooks. Most are not

keeping pace with the changes in their industry, let alone leading the way—what is yours doing? The Digital Matrix will help you understand the three types of players that are shaping the new business landscape; the three phases of transformation that every firm will encounter on its journey to business reinvention; and the three winning moves that will ensure your company's success along the way. With The Digital Matrix, you will: Learn to navigate the world of digital ecosystems. Discover ways of competing and collaborating with other companies to create and capture value. Realize how powerful machines can amplify your company's human talent. Learn to assemble the team to experiment with new ideas, re-examine your core beliefs, and reinvent your business rulebook for the digital future. The future of every industry is digital, and that future is closer than you think. Do you understand where your business fits into the bigger picture? Are you ready to maximize your opportunities?

Packed with current case studies and practical experience-based advice, The Digital Matrix shows you how to rethink your business model from the outside in, assemble the right team for the journey ahead, and make bold strategic choices along the three phases of digital transformation. Your company's future depends on its ability to harness digital technology. Don't wait!

[A Social Strategy](#) - Mikolaj Jan Piskorski 2016-02-23

What people get out of social media—and how businesses can get more out of it Almost no one had heard of social media a decade ago, but today websites such as Facebook, Twitter, and LinkedIn have more than 1 billion users and account for almost 25 percent of Internet use. Practically overnight, social media seems indispensable to our lives—from friendship and dating to news and business. What makes social media so different from traditional media? Answering that question is the key to making social media work for any

business, argues Miko?aj Piskorski, one of the world's leading experts on the business of social media. In *A Social Strategy*, he provides the most convincing answer yet, one backed by original research, data, and case studies from companies such as Nike and American Express. Drawing on his analysis of proprietary data from social media sites, Piskorski argues that the secret of successful ones is that they allow people to fulfill social needs that either can't be met offline or can be met only at much greater cost. This insight provides the key to how companies can leverage social platforms to create a sustainable competitive advantage. Companies need to help people interact with each other before they will promote products to their friends or help companies in other ways. Done right, a company's social media should benefit customers and the firm. Piskorski calls this "a social strategy," and he describes how companies such as Yelp and Zynga have done it.

Groundbreaking and important, *A Social Strategy* provides not only a story- and data-driven explanation for the explosion of social media but also an invaluable, concrete road map for any company that wants to tap the marketing potential of this remarkable phenomenon.

### **Marketing in the Digital Era**

- Zuzana Bacíková 2018-06-29

This book stimulates a discussion on the changes engendered by the digital era, both in everyday life and the traditional marketing realm. It covers scientific studies and theoretical principles as well as educational purposes and practical applications of digital marketing principles, in order to improve our understanding of this domain.

### **Leading Digital** - George

Westerman 2014-09-23

Become a Digital Master—No

Matter What Business You're

In If you think the phrase

"going digital" is only relevant

for industries like tech, media,

and entertainment—think

again. In fact, mobile,

analytics, social media,

sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to

invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

- How to engage better with your customers
- How to digitally enhance operations
- How to create a digital vision
- How to govern your digital activities

The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

[Paving - Conversations with Incredible Women Who are Shaping Our World](#) - Maya Sharma 2021-01-28

A book about 25 global women leaders would be remarkable by itself. The fact that it is written by a teenage girl makes it incredible. There is only one word to describe this book - inspiring! - Sunil Gupta, Edward W. Carter Professor of Business, Harvard Business School Just when you thought you knew everything about some of the women shaping

our world, you read Maya Sharma's book and realize you didn't know much at all. Smart questions that prompt lively, inspiring, and in-depth answers from incredible women will make your mind wander. A recommended read to all - no matter your age or gender. - Joanna Stern, Senior Personal Tech Columnist, The Wall Street Journal This book is a piece of art. It would have been an impressive book if just two or three of Maya's Wonder Women agreed to do the personal interviews - but she got twenty-five! I plan on gifting this important book to my five granddaughters (and two grandsons) so that they can also grow up to be, like Maya, our next generation of architects for a better, more equal world. - Mitch Lewis, Adventurer and Author, Climbing Your Personal Everest Paving: Conversations with Incredible Women Who are Shaping our World is a provocative and stirring piece of brilliant writing from the up-and-coming Maya Sharma. Impressively, as she is still a

student in high school, Maya has expertly featured many inspirational and powerful women from all walks of life and has interviewed them to gain their insights and wisdom on the world today. From their first-hand experiences, Maya's expressive conversations have delved into the difficulties that many women face in the modern world and deftly drawn valuable knowledge from the panoramic fount of the remarkable minds of these global influencers. From how they rose up the ranks to where they sit today, and the challenges they faced on their journey there, to how they stood against them, there is much inspiration and encouragement for the many ambitious women they have paved the way for. In fact, Paving is a force of its own, an audacious undertaking, and an eloquent book of thought-provoking answers and extraordinary stories. There is one pivotal theme: No matter what your circumstances, and whatever adversity you face, with perseverance, achieving

your goal is always possible.

**A Blessing: Women of Color Teaming Up to Lead,**

**Empower and Thrive** - Bonita Stewart 2020-10-15

A Blessing presents a fresh, bold analysis of African American female leadership. An unapologetic look at our often-overlooked role in America's social, political, psychological and economic history, it is armed with data that should be empowering for today's "unicorns." The book offers a "playbook" to help Black unicorns "team up" and find innovative ways to support one another as they climb, what research shows, are lonely, stressful, jagged yet ultimately rewarding ladders of opportunity.

**The Content Trap** - Bharat Anand 2016-10-18

"My favorite book of the year."—Doug McMillon, CEO, Wal-Mart Stores Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over

focusing exclusively on content. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking

competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, *The Content Trap* is an essential new playbook for navigating the turbulent waters in which we find ourselves. Praise for *The Content Trap* "A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape."—Ariel Emanuel, co-CEO, WME | IMG "The *Content Trap* is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic

choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are."—The Wall Street Journal

[The Digital Transformation Playbook](#) - David L. Rogers  
2016-04-05

Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, *The Digital Transformation Playbook* shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to

rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but *The Digital Transformation Playbook* is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

*The Next Factory of the World* - Irene Yuan Sun 2017-10-17  
A Best Business Book of 2017 -- The Financial Times China is now the biggest foreign player in Africa. It's Africa's largest trade partner, the largest infrastructure financier, and the fastest-growing source of foreign direct investment. Chinese entrepreneurs are flooding into the continent, investing in long-term assets such as factories and heavy equipment. Considering Africa's difficult history of colonialism, one might suspect that China's activity there is another instance of a foreign power exploiting resources. But as author Irene Yuan Sun vividly shows in this remarkable book, it is really a story about resilient Chinese entrepreneurs building in Africa what they so recently learned to build in China--a global manufacturing powerhouse. The fact that China sees Africa not for its poverty but for its potential wealth is a striking departure from the attitude of the West, particularly that of the United

States. Despite fifty years of Western aid programs, Africa still has more people living in extreme poverty than any other region in the world. Those who are serious about raising living standards across the continent know that another strategy is needed. Chinese investment gives rise to a tantalizing possibility: that Africa can industrialize in the coming generation. With a manufacturing-led transformation, Africa would be following in the footsteps of the United States in the nineteenth century, Japan in the early twentieth, and the Asian Tigers in the late twentieth. Many may consider this an old-fashioned way to develop, but as Sun argues, it's the only one that's proven to raise living standards across entire societies in a lasting way. And with every new Chinese factory boss setting up machinery and hiring African workers--and managers--that possibility becomes more real for Africa. With fascinating and moving human stories along with incisive business and

economic analysis, *The Next Factory of the World* will make you rethink both China's role in the world and Africa's future in the globalized economy.

### **Driving Digital Strategy -**

Sunil Gupta 2018-07-24

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta

has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

### **The Risk-Driven Business Model** - Karan Girotra

2014-06-10

How to outsmart risk Risk has been defined as the potential

for losing something of value. In business, that value could be your original investment or your expected future returns. The Risk-Driven Business Model will help you manage risk better by showing how the key choices you make in designing your business models either increase or reduce two characteristic types of risk—information risk, when you make decisions without enough information, and incentive-alignment risk, when decision makers' incentives are at odds with the broader goals of the company. Leaders who understand how the structure of their business model affects risk have the power to create wealth, revolutionize industries, and shape a better world. INSEAD's Karan Girotra and Serguei Netessine, noted operations and innovation professors who have consulted with dozens of companies, walk you through a business model audit to determine what key decisions get made in a business, when they get made, who makes them, and why we make the decisions we do. By

changing your company's key decisions within this framework, you can fundamentally alter the risks that will impact your business. This book is for entrepreneurs and executives in companies involved in dynamic industries where the locus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward.

*What's Your Digital Business Model?* - Peter Weill

2018-04-17

Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital--and the potential

opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an

increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Marketing Research Methods - Mercedes Esteban-Bravo  
2021-01-28

Academically thorough and up-to-date quantitative and qualitative market research methods text for business and social science students.

**Backable** - Suneel Gupta  
2021-02-23

A groundbreaking book that boldly claims the key to success is not talent, connections, or ideas, but the ability to persuade people to take a chance on your potential. "The most exceptional people aren't just brilliant...they're backable."  
—Daniel Pink, #1 New York Times bestselling author of

When, Drive and To Sell is Human No one makes it alone. But there's a reason some people can get investors or bosses to believe in them while others cannot. And that reason has little to do with experience, pedigree, or a polished business plan. Backable people seem to have a hidden quality that inspires others to take action. We often chalk this up to natural talent or charisma...either you have "it" or you don't. After getting rejected by every investor he pitched, Suneel Gupta had a burning question: Could "it" be learned? Drawing lessons from hundreds of the world's biggest thinkers, Gupta discovered how to pitch new ideas in a way that has raised millions of dollars, influenced large-scale change inside massive corporations, and even convinced his eight-year-old daughter to clean her room. Inside Backable are long-held secrets from producers of Oscar-winning films, members of Congress, military leaders, culinary stars, venture capitalists, founders of unicorn-status startups, and executives

at iconic companies like Lego, Method, and Pixar. Backable reveals how the key to success is not charisma, connections, or even your résumé, but rather your ability to persuade others to take a chance on you. This original book will show you how.

*Being the Boss* - Linda A. Hill  
2011-01-11

You never dreamed being the boss would be so hard. You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in *Being the Boss*, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives: · Manage yourself: Learn that management isn't about getting things done yourself.

It's about accomplishing things through others. · Manage a network: Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment. · Manage a team: Forge a high-performing "we" out of all the "I"s who report to you. Packed with compelling stories and practical guidance, *Being the Boss* is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.

**The New Global Road Map** - Pankaj Ghemawat 2018-05-01  
What Globalization Now Means for Your Business Executives can no longer base their strategies on the assumption that globalization will continue to advance steadily. But how should they respond to the growing pressures against globalization? And what can businesses do to control their destinies in these times of uncertainty? In *The New Global Road Map*, Pankaj

Ghemawat separates fact from fiction by giving readers a better understanding of the key trends affecting global business. He also explains how globalization levels around the world are changing, and where they are likely to go in the future. Using the most up-to-date data and analysis, Ghemawat dispels today's most dangerous myths and provides a clear view of the most critical issues facing policy makers in the years ahead. Building on this analysis, with examples from a diverse set of companies across industries and geographies, Ghemawat provides actionable frameworks and tools to help executives revise their strategies, restructure their global footprints, realign their organizations, and rethink how they work with local governments and institutions. In our era of rising nationalism and increased skepticism about globalization's benefits, *The New Global Road Map* delivers the definitive guide on how to compete profitably across borders.

*Experimentation Works* - Stefan H. Thomke 2020-02-18  
Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar

businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's

managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating. *Columbia Business School* - Brian Thomas 2016-11-22 Featuring interviews with topflight scholars discussing their work and that of their colleagues, this retrospective of the first hundred years of Columbia Business School recounts the role of the preeminent institution in transforming education, industry, and global society. From its early years as the birthplace of value investing to its seminal influence on Warren Buffett and Benjamin Graham, the school has been a profound incubator of ideas and talent, determining the direction of American business. In ten chapters, each representing a single subject of the school's research, senior faculty members recount the collaborative efforts and innovative approaches that led to revolutionary business

methods in fields like finance, economics, and accounting. They describe the pioneering work that helped create new quantitative and stochastic tools to enhance corporate decision making, and they revisit the groundbreaking twentieth-century marketing and management paradigms that continue to affect the fundamentals of global business. The volume profiles several prominent centers and programs that have helped the school adapt to recent advancements in international business, entrepreneurship, and social enterprise. Columbia Business School has long offered its diverse students access to the best leaders and thinkers in the industry. This book not only reflects on these relationships but also imagines what might be accomplished in the next hundred years.

The PM Imperative - Jahn

Karsybaev 2021-04-30

Project Management is omnipresent. Not just in IT or Construction. We do it on a daily basis, even in our personal lives (well, at least

some of us). We are not going to bore you with the history lessons and when Henry Gantt developed the first planning and controlling techniques. The motivation for this book comes from multiple years of managing projects and "retrospectives" from failed experiments. Collectively, we have been managing projects for almost 20 years combined, mostly for Fortune 500 companies. Moreover, this book comes with a library of key templates and documents that we have created throughout our years at these companies, which we hope will come in useful to our readers as they embark on their project management journey.

*Handbook of Marketing*

*Decision Models* - Berend

Wierenga 2008-09-05

Marketing models is a core component of the marketing discipline. The recent developments in marketing models have been incredibly fast with information technology (e.g., the Internet), online marketing (e-commerce) and customer relationship

management (CRM) creating radical changes in the way companies interact with their customers. This has created completely new breeds of marketing models, but major progress has also taken place in existing types of marketing models. Handbook of Marketing Decision Models presents the state of the art in marketing decision models. The book deals with new modeling areas, such as customer relationship management, customer value and online marketing, as well as recent developments in other advertising, sales promotions, sales management, and competition are dealt with. New developments are in consumer decision models, models for return on marketing, marketing management support systems, and in special techniques such as time series and neural nets.

**Authenticity** - James H. Gilmore 2007-10-18

Contrived. Disingenuous. Phony. Inauthentic. Do your customers use any of these words to describe what you

sell—or how you sell it? If so, welcome to the club. Inundated by fakes and sophisticated counterfeits, people increasingly see the world in terms of real or fake. They would rather buy something real from someone genuine rather than something fake from some phony. When deciding to buy, consumers judge an offering's (and a company's) authenticity as much as—if not more than—price, quality, and availability. In *Authenticity*, James H. Gilmore and B. Joseph Pine II argue that to trounce rivals companies must grasp, manage, and excel at rendering authenticity. Through examples from a wide array of industries as well as government, nonprofit, education, and religious sectors, the authors show how to manage customers' perception of authenticity by: recognizing how businesses "fake it;" appealing to the five different genres of authenticity; charting how to be "true to self" and what you say you are; and crafting and

implementing business strategies for rendering authenticity. The first to explore what authenticity really means for businesses and how companies can approach it both thoughtfully and thoroughly, this book is a must-read for any organization seeking to fulfill consumers' intensifying demand for the real deal.

Digital Strategy - Alexander Rauser 2016-03-12

Digital Strategy: A Guide to Digital Business

Transformation delivers practical solutions for enterprises operating in today's fast-paced business environment. This book is for any businessperson who either wishes to stay relevant amid the rapid pace of technology innovation or wants to be a digital disrupter. If you're in business today, you probably use digital technology to run your day-to-day operations. But if you don't have a digital strategy, you're at risk of losing out to your competitors by either failing to recognize the potential tools available or

wasting resources while trying to prepare for digital disruption. This accessible book guides you through the steps of understanding what a digital strategy is; realizing how it can serve your business objectives; creating, implementing, and maintaining your digital strategy; and ultimately discovering how your strategy can help you innovate. Learn to manage your risks and opportunities, outperform the competition, and even shake up your industry with Digital Strategy: A Guide to Digital Business Transformation.

### **Why Digital**

**Transformations Fail** - Tony Saldanha 2019-07-23

Former Procter & Gamble Vice President for IT and Shared Services, Tony Saldanha gives you the keys to a successful digital transformation: a proven five-stage model and a disciplined process for executing it. Digital transformation is more important than ever now that we're in the Fourth Industrial Revolution, where the lines

between the physical, digital, and biological worlds are becoming ever more blurred. But fully 70 percent of digital transformations fail. Why? Tony Saldanha, a globally awarded industry thought-leader who led operations around the world and major digital changes at Procter & Gamble, discovered it's not due to innovation or technological problems. Rather, the devil is in the details: a lack of clear goals and a disciplined process for achieving them. In this book, Saldanha lays out a five-stage process for moving from digitally automating processes here and there to making digital technology the very backbone of your company. For each of these five stages, Saldanha describes two associated disciplines vital to the success of that stage and a checklist of questions to keep you on track. You want to disrupt before you are disrupted—be the next Netflix, not the next Blockbuster. Using dozens of case studies and his own considerable experience, Saldanha shows how digital

transformation can be made routinely successful, and instead of representing an existential threat, it will become the opportunity of a lifetime.

Technology Strategy Patterns - Eben Hewitt 2018-10-15

Technologists who want their ideas heard, understood, and funded are often told to speak the language of business—without really knowing what that is. This book's toolkit provides architects, product managers, technology managers, and executives with a shared language—in the form of repeatable, practical patterns and templates—to produce great technology strategies. Author Eben Hewitt developed 39 patterns over the course of a decade in his work as CTO, CIO, and chief architect for several global tech companies. With these proven tools, you can define, create, elaborate, refine, and communicate your architecture goals, plans, and approach in a way that executives can readily understand, approve, and

execute. This book covers:  
Architecture and strategy:  
Adopt a strategic architectural  
mindset to make a meaningful  
material impact  
Creating your  
strategy: Define the  
components of your technology  
strategy using proven patterns  
Communicating the strategy:  
Convey your technology  
strategy in a compelling way to  
a variety of audiences  
Bringing  
it all together: Employ patterns  
individually or in clusters for  
specific problems; use the  
complete framework for a  
comprehensive strategy  
Competing in the Age of AI -  
Marco Iansiti 2020-01-07  
"a provocative new book" —  
The New York Times  
AI-centric  
organizations exhibit a new  
operating architecture,  
redefining how they create,  
capture, share, and deliver  
value. Now with a new preface  
that explores how the  
coronavirus crisis compelled  
organizations such as  
Massachusetts General  
Hospital, Verizon, and IKEA to  
transform themselves with  
remarkable speed,  
Marco  
Iansiti and Karim R. Lakhani

show how reinventing the firm  
around data, analytics, and AI  
removes traditional constraints  
on scale, scope, and learning  
that have restricted business  
growth for hundreds of years.  
From Airbnb to Ant Financial,  
Microsoft to Amazon, research  
shows how AI-driven processes  
are vastly more scalable than  
traditional processes, allow  
massive scope increase,  
enabling companies to straddle  
industry boundaries, and  
create powerful opportunities  
for learning—to drive ever  
more accurate, complex, and  
sophisticated predictions.  
When traditional operating  
constraints are removed,  
strategy becomes a whole new  
game, one whose rules and  
likely outcomes this book will  
make clear. Iansiti and  
Lakhani: Present a framework  
for rethinking business and  
operating models  
Explain how  
"collisions" between AI-  
driven/digital and  
traditional/analog firms are  
reshaping competition, altering  
the structure of our economy,  
and forcing traditional  
companies to rearchitect their

operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples—including many from the most powerful and innovative global, AI-driven competitors—and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

### **The Future of Competition -**

C. K. Prahalad 2004-02-18

In this visionary book, C. K. Prahalad and Venkat Ramaswamy explore why, despite unbounded opportunities for innovation, companies still can't satisfy customers and sustain profitable growth. The explanation for this apparent paradox lies in recognizing the structural changes brought about by the convergence of industries and technologies; ubiquitous connectivity and globalization; and, as a

consequence, the evolving role of the consumer from passive recipient to active co-creator of value. Managers need a new framework for value creation. Increasingly, individual customers interact with a network of firms and consumer communities to co-create value. No longer can firms autonomously create value. Neither is value embedded in products and services per se. Products are but an artifact around which compelling individual experiences are created. As a result, the focus of innovation will shift from products and services to experience environments that individuals can interact with to co-construct their own experiences. These personalized co-creation experiences are the source of unique value for consumers and companies alike. In this emerging opportunity space, companies must build new strategic capital—a new theory on how to compete. This book presents a detailed view of the new functional, organizational, infrastructure, and governance

capabilities that will be required for competing on experiences and co-creating unique value.

*The Real Business of Blockchain* - David Furlonger  
2019-10-15

Blockchain is transforming business. What's your strategy? Leaders of forward-thinking organizations are exploring how blockchain can transform the way they create and seek value. Whether it's used to streamline multiparty processes, create and trade new assets, or leverage artificial intelligence and the internet of things, blockchain enables entirely new business opportunities. This is just the start. As blockchain becomes more widely adopted, it has the potential to radically change the way companies and societies operate, as transformative a paradigm shift as the launch of the internet. *The Real Business of Blockchain* is one of the first books on this transformative technology written for business leaders. Authors David Furlonger and Christophe

Uzureau--both of Gartner, the world-renowned research and advisory company--will help you: Assess how blockchain will impact your business Explore the value proposition that blockchain offers Make smart near- and midterm investments Position your organization in a new competitive landscape Timely, visionary, and accessible, *The Real Business of Blockchain* cuts through the hype and helps you unlock the vast capabilities of this powerful and potentially world-changing technology.

*Big Bang Disruption* - Larry Downes  
2014-01-07

It used to take years or even decades for disruptive innovations to dethrone dominant products and services. But now any business can be devastated virtually overnight by something better and cheaper. How can executives protect themselves and harness the power of Big Bang Disruption? Just a few years ago, drivers happily spent more than \$200 for a GPS unit. But as smartphones

exploded in popularity, free navigation apps exceeded the performance of stand-alone devices. Eighteen months after the debut of the navigation apps, leading GPS manufacturers had lost 85 percent of their market value. Consumer electronics and computer makers have long struggled in a world of exponential technology improvements and short product life spans. But until recently, hotels, taxi services, doctors, and energy companies had little to fear from the information revolution. Those days are gone forever. Software-based products are replacing physical goods. And every service provider must compete with cloud-based tools that offer customers a better way to interact. Today, start-ups with minimal experience and no capital can unravel your strategy before you even begin to grasp what's happening. Never mind the "innovator's dilemma"—this is the innovator's disaster. And it's happening in nearly every industry. Worse, Big Bang

Disruptors may not even see you as competition. They don't share your approach to customer service, and they're not sizing up your product line to offer better prices. You may simply be collateral damage in their efforts to win completely different markets. The good news is that any business can master the strategy of the start-ups. Larry Downes and Paul Nunes analyze the origins, economics, and anatomy of Big Bang Disruption. They identify four key stages of the new innovation life cycle, helping you spot potential disruptors in time. And they offer twelve rules for defending your markets, launching disruptors of your own, and getting out while there's still time. Based on extensive research by the Accenture Institute for High Performance and in-depth interviews with entrepreneurs, investors, and executives from more than thirty industries, Big Bang Disruption will arm you with strategies and insights to thrive in this brave new world.

**Disrupting Digital Business**  
- R "Ray" Wang 2015-04-14

We are no longer an economy of products and services. The digital transformation demands that we focus our attention on experiences and outcomes. Business leaders and their organizations must shift to keeping promises—no matter how their customers interact with them. But organizations no longer control the conversation. In this era of social and mobile technology, customers, employees, suppliers, and partners are in direct communication with one another. Those personal networks and the brands they're passionate about influence their decision making and their spending. The workforce has changed too. Employees expect to be able to determine when and how they will work, the technology they'll use, and the values their company will espouse. Organizations can take part in this conversation only if they recognize how and where it's happening. Resisting these changes will leave executives, managers, and their companies powerless. Organizations must

pivot with and ahead of these social, organizational, and technological shifts or risk being left behind. Technology guru Ray Wang shows how organizations can surf the waves of change—how they can keep their promises. Current trends, when taken seriously, require a new way of thinking about business that includes five key areas: 1. Consumerization of technology and the new C-suite 2. Data's influence in driving decisions 3. Digital marketing transformation 4. The future of work 5. Matrix commerce Digital disruption has changed how we do our work. But by mastering these trends you'll delight your customers with every interaction.

**YouTube, Google, and the Rise of Internet Video** - Karel O. Cool 2009

Although Google had a stellar performance in Web search, many of its other services, such as Google Video, were less successful. This case describes how YouTube came to dominate the video market for user-generated content (UGC),

while Google Video tried various entry strategies and ultimately failed, ending with the acquisition of YouTube. It also reviews the various competitors in the UGC market, chronicles the entry of established and new players in the area of professionally generated content (PGC), and outlines the key challenges related to monetizing the acquisition of YouTube for Google.

### **Driving Digital Strategy -**

Sunil Gupta 2018-08-14

Digital transformation is no longer news. It is a necessity. Sunil Gupta, head of the digital transformation practice at Harvard Business School, provides a framework for large organizations to think through where and how to begin their transformation. Traditional boundaries of industries no longer define competition; businesses have to deal with partners who are both friends

and enemies; competitive advantage does not come from low-cost or product differentiation strategies; how companies create and capture value is dramatically changing. This book shows how to rethink the four fundamental pillars of business to reinvent business for this new world. Business leaders, Gupta argues, need to reexamine four fundamental aspects of their business to thrive in the digital era--their business strategy, their value chain, their customers, and their organization. The book addresses questions that arise as companies navigate through this transition and provides a road map for this transformation. Filled with rich case studies and deep analysis, it shows how established firms can mitigate the threat as well as leverage the opportunities in the digital era.

### *Marketing Mix Decisions -*

Roger A. Kerin 2008