

Harvard Business Review The End Of Solution Sales

Now available in paperback, with an all new Reader's guide, The New York Times and Business Week bestseller Co-opetition revolutionized the game of business. With over 40,000 copies sold and now in its 9th printing, Co-opetition is a business strategy that goes beyond the old rules of competition and cooperation to combine the advantages of both. Co-opetition is a pioneering, high profit means of leveraging business relationships. Intel, Nintendo, American Express, NutraSweet, American Airlines, and dozens of other companies have been using the strategies of co-opetition to change the game of business to their benefit. Formulating strategies based on game theory, authors Brandenburger and Nalebuff created a book that's insightful and instructive for managers eager to move their companies into a new mind set.

How do some people bounce back with vigor from daily setbacks, professional crises, or even intense personal trauma? This book reveals the key traits of those who emerge stronger from challenges, helps you train your brain to withstand the stresses of daily life, and presents an approach to an effective career reboot. This volume includes the work of: Daniel Goleman Jeffrey A. Sonnenfeld Shawn Achor This collection of articles includes "How Resilience Works," by Diane Coutu; "Resilience for the Rest of Us," by Daniel Goleman; "How to Evaluate, Manage, and Strengthen Your Resilience," by David Kopans; "Find the Coaching in Criticism," by Sheila Heen and Douglas Stone; "Firing Back: How Great Leaders Rebound After Career Disasters," by Jeffrey A. Sonnenfeld and Andrew J. Ward; and "Resilience Is About How You Recharge, Not How You Endure," by Shawn Achor and Michelle Gielan. How to be human at work. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

Everyone knows that the best way to create customer loyalty is with service so good, so over the top, that it surprises and delights. But what if everyone is wrong? In their acclaimed bestseller The Challenger Sale, Matthew Dixon and his colleagues at CEB busted many longstanding myths about sales. Now they've turned their research and analysis to a new vital business subject—customer loyalty—with a new book that turns the conventional wisdom on its head. The idea that companies must delight customers by exceeding service expectations is so entrenched that managers rarely even question it. They devote untold time, energy, and resources to trying to dazzle people and inspire their undying loyalty. Yet CEB's careful research over five years and tens of thousands of respondents proves that the "dazzle factor" is wildly overrated—it simply

doesn't predict repeat sales, share of wallet, or positive word-of-mouth. The reality: Loyalty is driven by how well a company delivers on its basic promises and solves day-to-day problems, not on how spectacular its service experience might be. Most customers don't want to be "wowed"; they want an effortless experience. And they are far more likely to punish you for bad service than to reward you for good service. If you put on your customer hat rather than your manager or marketer hat, this makes a lot of sense. What do you really want from your cable company, a free month of HBO when it screws up or a fast, painless restoration of your connection? What about your bank—do you want free cookies and a cheerful smile, even a personal relationship with your teller? Or just a quick in-and-out transaction and an easy way to get a refund when it accidentally overcharges on fees? The Effortless Experience takes readers on a fascinating journey deep inside the customer experience to reveal what really makes customers loyal—and disloyal. The authors lay out the four key pillars of a low-effort customer experience, along the way delivering robust data, shocking insights and profiles of companies that are already using the principles revealed by CEB's research, with great results. And they include many tools and templates you can start applying right away to improve service, reduce costs, decrease customer churn, and ultimately generate the elusive loyalty that the "dazzle factor" fails to deliver. The rewards are there for the taking, and the pathway to achieving them is now clearly marked.

In the spring of 2010, Harvard Business School's graduating class asked HBS professor Clay Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their personal lives. He shared with them a set of guidelines that have helped him find meaning in his own life, which led to this now-classic article. Although Christensen's thinking is rooted in his deep religious faith, these are strategies anyone can use. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

Winning the Battle for Share

The Progress Principle

How to Build Influence in a World of Competing Ideas

Strategy in the Age of Devastating Innovation

A Simple, Speedy, and Sustainable Path to Superior Growth

Co-Opetition

The Founder's Dilemmas

Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and small—have become increasingly complex due to the overwhelming abundance of choice with

which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question decisions you make before you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In *The Paradox of Choice*, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz shows how the dramatic explosion in choice—from the mundane to the professional challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to do that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices you have to make.

Too many companies are managed not by leaders, but by mere role players and faceless bureaucrats. What does it take to be a real leader—one who is confident in who she is and what she stands for, and who truly inspires people to achieve extraordinary results? Rob Goffee and Gareth Jones argue that leaders don't become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic: they deploy individual strengths to engage followers' hearts, minds, and souls. They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts. In this lively and practical book, Goffee and Jones draw from extensive research to reveal how to hone and deploy one's unique leadership assets while managing the inherent tensions at the heart of successful leadership: showing emotion and withholding it, getting close to followers while keeping distance, and maintaining individuality while "conforming enough." Underscoring the social nature of leadership, the book also explores how leaders can remain attuned to the needs and expectations of followers. *Why Should Anyone Be Led By You?* will forever change how we view, develop, and practice the art of leadership, wherever we live and work.

We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out. But with opportunity comes responsibility. Companies today aren't managing their knowledge workers careers. Instead, you must be your own chief executive officer. That means it's up to you to carve out your place in the world and know when to change course. And it's up to you to keep yourself engaged and productive during a career that may span some 50 years. In *Managing Oneself*, Peter Drucker explains how to do it. The keys: Cultivate a deep understanding of yourself by identifying your most valuable strengths and most dangerous weaknesses; Articulate how you learn and work with others and what your most deeply held values are; and Describe the type of work environment where you can make the greatest contribution. Only when you operate with a combination of your strengths and self-knowledge can you achieve true and lasting excellence. *Managing Oneself* identifies the probing questions you need to ask to gain the insights essential for taking charge of your career. Peter Drucker was a writer, teacher, and consultant. His 34 books have been published in more than 70 languages. He founded the Peter F. Drucker Foundation for Nonprofit Management, and counseled 13 governments, public services institutions, and major corporations. Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that

designed for a different era of business and based on a single dominant idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, based on updated assumptions about how the world works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from "growth outlier" firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, *The End of Competitive Advantage* is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

Taking Control of the Customer Conversation

The Challenger Customer

Mastering the Five Skills of Disruptive Innovators

What We Can Learn from the History of Outstanding Corporations

Stall Points

What It Takes To Be An Authentic Leader

Leadership Principles for the Next Era of Capitalism

Simons presents the seven key questions a manager and his team must continually ask. Drawing on decades of research into performance management systems and organization design, "Seven Strategy Questions" is a no-nonsense, must-read resource for all leaders in any organization.

You may not realize it but simple, irrelevant factors can have profound consequences on your decisions and behavior, often diverting you from your original plans and desires. *Sidetracked* will help you identify and avoid these influences so the decisions you make do stick—and you finally reach your intended goals. Psychologist and Harvard Business School professor

Francesca Gino has long studied the factors at play when judgment and decision making collide with the results of our choices in real life. In this book she explores inconsistent decisions played out in a wide range of circumstances—from our roles as consumers and employees (what we buy, how we manage others) to the choices that we make more broadly as human beings (who we date, how we deal with friendships). From Gino's research, we see when a mismatch is most likely to occur between what we want and what we end up doing. What factors are likely to sway our decisions in directions we did not initially consider? And what can we do to correct for the subtle influences that derail our decisions? The answers to these and similar questions will help you negotiate similar factors when faced with them in the real world. For fans of Dan Ariely and Daniel Kahneman, this book will help you better understand the nuances of your decisions and how they get derailed—so you have more control over keeping them on track.

Look around your office. Turn on the TV. Incompetent leadership is everywhere, and there's no denying that most of these leaders are men. In this timely and provocative book, Tomas Chamorro-Premuzic asks two powerful questions: Why is it so easy for incompetent men to become leaders? And why is it so hard for competent people—especially competent women—to advance? Marshaling decades of rigorous research, Chamorro-Premuzic points out that although men make up a majority of leaders, they underperform when compared with female leaders. In fact, most organizations equate leadership potential with a handful of destructive personality traits, like overconfidence and narcissism. In other words, these traits may help someone get selected for a leadership role, but they backfire once the person has the job. When competent women—and men who don't fit the stereotype—are unfairly overlooked, we all suffer the

consequences. The result is a deeply flawed system that rewards arrogance rather than humility, and loudness rather than wisdom. There is a better way. With clarity and verve, Chamorro-Premuzic shows us what it really takes to lead and how new systems and processes can help us put the right people in charge.

Presents information how to spot and sidestep roadblocks on the entrepreneurial journey and sets readers on a path to startup success.

Building Continuous Customer Relationships for Competitive Advantage

(And How to Fix It)

Connected Strategy

Breaking Out

A Value-Based Guide to Exceptional Performance

Heavy Hitter I.T. Sales Strategy

Resilience (HBR Emotional Intelligence Series)

NEW from the bestselling HBR's 10 Must Reads series. Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to:

- Figure out what business you really in
- Create products that perform the jobs people need to get done
- Get a bird's-eye view of your brand's strengths and weaknesses
- Tap a market that's larger than China and India combined
- Deliver superior value to your B2B customers
- End the war between sales and marketing

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A Wall Street Journal Bestseller Named a Financial Times top title How to unleash "human magic" and achieve improbable results. Hubert Joly, former CEO of Best Buy and orchestrator of the retailer's spectacular turnaround, unveils his personal playbook for achieving extraordinary outcomes by putting people and purpose at the heart of business. Back in 2012, "Everyone thought we were going to die," says Joly. Eight years later, Best Buy was transformed as Joly and his team rebuilt the company into one of the nation's favorite employers, vastly increased customer satisfaction, and dramatically grew Best Buy's stock price. Joly and his team also succeeded in making Best Buy a leader in sustainability and innovation. In *The Heart of Business*, Joly shares the philosophy behind the resurgence of Best Buy: pursue a noble purpose, put people at the center of business, create an environment where every employee can blossom, and treat profit as an outcome, not the goal. This approach is easy to understand, but putting it into practice is not so easy. It's about radically rethinking how we view work, how we define companies, how we motivate, and how we lead. In this book Joly shares memorable stories, lessons, and practical advice, all drawn from his own personal transformation from a hard-charging McKinsey consultant to a leader who believes in human magic. *The Heart of Business* is a timely guide for leaders ready to abandon old paradigms and lead with purpose and humanity. It shows how we can reinvent capitalism so that it can create a sustainable future.

Business Models for Transforming Customer Relationships What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the power of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized

interactions--mean that companies can now anticipate customer needs as they arise, or even simultaneously, enabled by these technologies, companies can create new business models to deliver more value to customers. Connected strategies are win-win: Customers get a dramatic improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and Christian Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, Connected Strategy identifies the four pathways--respond-to-desire, offering, coach behavior, and automatic execution--for turning episodic interactions into connected relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. If you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you: Reshape your connections with your customers Find new ways to connect with existing suppliers while also activating new sources of capacity Create the right revenue model Choose the best technology choices to support your strategy Integrating rich examples, how-to advice, and practical tools in the form of "workshop chapters" throughout, this book is the ultimate resource for creating competitive advantage through connected relationships with your customers and redefining connections in your industry.

Four years ago, the bestselling authors of *The Challenger Sale* overturned decades of conventional wisdom with a bold new approach to sales. Now their latest research reveals something even more surprising: Being a Challenger seller isn't enough. Your success or failure also depends on who you challenge. Picture your ideal customer: friendly, eager to meet, ready to coach you through tough times, and champion your products and services across the organization. It turns out that's the last type of customer you need. Most marketing and sales teams go after low-hanging fruit: buyers who are eager to meet, have clearly articulated needs. That's simply human nature; it's much easier to build a relationship with someone who always makes time for you, engages with your content, and listens attentively. But according to brand-new CEB research—based on data from thousands of B2B marketers, salespeople, and buyers around the world—the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins. How could this be? The authors of *The Challenger Customer* reveal that high-performing B2B sales teams grasp something that their average-performing peers don't: Now that big, complex deals increasingly require consensus among a wide range of players across the organization, the limiting factor is no longer the salesperson's inability to get an individual stakeholder to agree to a solution. More often, the problem is that the stakeholders inside the company can't even agree with one another about what the problem is. It turns out only a very specific type of customer stakeholder has the credibility, persuasive skills, and will to effectively challenge his or her colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who are so receptive at first. In other words, Challenger sellers do best when they target Challenger Customers. *The Challenger Customer* unveils research-based tools that will help you distinguish the "Talkers" from the "Mobilizers" in any organization. It also provides a blueprint for finding them, engaging them with disruptive insight, and equipping them to effectively challenge their own organization.

A Simple Approach for Better Execution

Why More Is Less, Revised Edition

Sales Management That Works

Hybrid Workplace: The Insights You Need from Harvard Business Review

HBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt)

Why Our Decisions Get Derailed, and How We Can Stick to the Plan

Managing Oneself

While some of us enjoy a lively debate with colleagues and others

prefer to suppress our feelings over disagreements, we all struggle with conflict at work. Every day we navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. Sure, we share the same overarching goals as our colleagues, but we don't always agree on how to achieve them. We work differently. We rub each other the wrong way. We jockey for position. How can you deal with conflict at work in a way that is both professional and productive—where it improves both your work and your relationships? You start by understanding whether you generally seek or avoid conflict, identifying the most frequent reasons for disagreement, and knowing what approaches work for what scenarios. Then, if you decide to address a particular conflict, you use that information to plan and conduct a productive conversation. The HBR Guide to Dealing with Conflict will give you the advice you need to: Understand the most common sources of conflict Explore your options for addressing a disagreement Recognize whether you—and your counterpart—typically seek or avoid conflict Prepare for and engage in a difficult conversation Manage your and your counterpart's emotions Develop a resolution together Know when to walk away Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges. Offers advice on how to lead an organization into change, including establishing a sense of urgency, developing a vision and strategy, and generating short-term wins.

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building

the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

In this smart, practical, and research-based guide, Harvard Business School professor Frank Cespedes offers essential sales strategies for a world that never stops changing. The rise of e-commerce. Big data. AI. Given these trends (and many others), there's no doubt that sales is changing. But much of the current conventional wisdom is misleading and not supported by empirical data. If you as a manager fail to separate fact from hype, you will make decisions based on faulty assumptions and, in a competitive market, eventually fall behind those with a keener grasp of the current selling environment. In this no-nonsense book, sales expert and Harvard Business School professor Frank Cespedes provides sales managers and executives with the tools they need to separate the signal from the noise. These include how to:

- Hire and deploy the right talent
- Pay and incentivize your sales force
- Improve ROI from your training programs
- Create a comprehensive sales model
- Set and test the right prices
- Build and manage a multichannel approach

Brimming with fascinating examples, insightful research, and helpful diagnostics, *Sales Management That Works* will help sales managers build a great sales team, create an optimal strategy, and steer clear of hype and fads. Salespeople will be better equipped to respond to changes, executives will be able to track and accelerate ROI, and readers will understand why improving selling is a social as well as an economic responsibility of business.

The Theory of the Business (Harvard Business Review Classics)

Harvard Business Review on Increasing Customer Loyalty

Enduring Success

Selling to the Hidden Influencer Who Can Multiply Your Results

After the Sale is Over ...

Superconsumers

How to Keep Your Strategy Moving as Fast as Your Business

*Over the last decade, and even since the bursting of the technology bubble, pundits, consultants, and thought leaders have argued that information technology provides the edge necessary for business success. IT expert Nicholas G. Carr offers a radically different view in this eloquent and explosive book. As IT's power and presence have grown, he argues, its strategic relevance has actually decreased. IT has been transformed from a source of advantage into a commoditized "cost of doing business"--with huge implications for business management. Expanding on Carr's seminal Harvard Business Review article that generated a storm of controversy, *Does IT Matter?* provides a truly compelling--and unsettling--account of IT's changing business role and its leveling influence on competition. Through astute analysis of historical and contemporary examples, Carr shows that the evolution of IT*

closely parallels that of earlier technologies such as railroads and electric power. He goes on to lay out a new agenda for IT management, stressing cost control and risk management over innovation and investment. And he examines the broader implications for business strategy and organization as well as for the technology industry. A frame-changing statement on one of the most important business phenomena of our time, Does IT Matter? marks a crucial milepost in the debate about IT's future. An acclaimed business writer and thinker, Nicholas G. Carr is a former executive editor of the Harvard Business Review.

The End of Competitive Advantage
How to Keep Your Strategy Moving as Fast as Your Business
Harvard Business Press

How do you keep your customers coming back - and get them to bring others? This collection of HBR articles helps you: turn angry customers into loyal advocates; get more people to recommend you; boost customer satisfaction by satisfying your employees; and, focus on profitable customers - whether they're loyal or not.

The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

Information Technology and the Corrosion of Competitive Advantage

How Smart Companies Turn Knowledge Into Action

The Knowing-doing Gap

The Innovator's DNA

The Heart of Business

The End of Competitive Advantage

Leading Change

This classic article shows how to make mass customization and efficient and personal marketing work by putting the producer and consumer in a "learning relationship." Over time, this ongoing relationship allows your company to meet a customer's changing needs over time. Furthermore, as your company develops learning relationships with its customers, it should be able to retain their business virtually forever.

Peter F. Drucker argues that what underlies the current malaise of so many large and successful organizations worldwide is that their theory of the business no longer works. The story is a familiar one: a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble and, often, in a seemingly unmanageable crisis. The root cause of nearly every one of these crises is not that things are being done poorly. It is not even that the wrong things are being done. Indeed, in most cases, the right things are being done—but fruitlessly. What accounts for this apparent paradox? The assumptions on which the organization has been built and is being run no longer fit reality. These are the assumptions that shape any organization's behavior, dictate its decisions about what to do and what not to do, and define what an organization considers meaningful results. These assumptions are what Drucker calls a company's theory of the business. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

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.

In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like

these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make The Service Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

The Challenger Sale
Why Do So Many Incompetent Men Become Leaders?

Better, Simpler Strategy

Why Startups Fail

The Experience Economy

Competitive Insights from Interviews with 1,000+ Key Information Technology Decision Makers and Top Technology Salespeople

Reinvent your organization for the hybrid age. Hybrid work is here to stay—but what will it look like at your company? Organizations that mandate rigid, prepandemic policies of five days a week at the traditional, co-located office may risk a mass exodus of talent. But designing a hybrid office that furthers your business goals while staying true to your culture will require experimentation and rigorous planning. Hybrid Workplace: The Insights You Need from Harvard Business Review will help you adopt technological, cultural, and management practices that will let you seize the benefits and avoid the pitfalls of the hybrid age. 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.

Named one of the best strategy books of 2021 by strategy+business Get to better, more effective strategy. In nearly every business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In Better, Simpler Strategy, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers struggle not to drown in vast seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. Better, Simpler Strategy provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides a way of measuring

the two fundamental forces that lead to value creation and increased financial success—the customer's willingness-to-pay and the employee's willingness-to-sell their services to the business. Companies that win, Oberholzer-Gee shows, create value for customers by raising their willingness-to-pay, and they provide value for talent by lowering their willingness-to-sell. The approach, proven in practice, is entirely data driven and uniquely suited to be cascaded throughout the organization. With many useful visuals and examples across industries and geographies, *Better, Simpler Strategy* explains how these two key measures enable firms to gauge and improve their strategies and operations. Based on the author's sought-after strategy course, this book is your must-have guide for making better strategic decisions. *Enduring Success* addresses a key question in business today: How can companies succeed over time? To learn the source of enduring greatness, author Christian Stadler directed a team of eight researchers in a six-year study of some of Europe's oldest and most stellar companies, targeting nine that have survived for more than 100 years and have significantly outperformed the market over the past fifty years. Readers may wonder, "Why European companies?" Yet, Europe is the ideal place to seek the key to long-term success; half of the Fortune Global 500 companies that are 100 years old or older can be found in Europe, as can 72 of the 100 oldest family businesses in the world. Fifteen years after Collins and Porras' *Built to Last*, this new book incorporates fresh insights from management science and provides the first non-US perspective on long-range success. Through Stadler's study, a counterintuitive story emerges: the greatest companies adapt to a constantly changing environment by being intelligently conservative. *Enduring Success* provides a coherent framework, grounded in five principles and practical concepts, for business leaders who are prepared to learn from the history of some of the world's greatest institutions. View the author's YouTube channel for more discussion of the book.

Customer Loyalty Isn't Enough—Grow Your Share of Wallet The Wallet Allocation Rule is a revolutionary, definitive guide for winning the battle for share of customers' hearts, minds, and wallets. Backed by rock-solid science published in the Harvard Business Review and MIT Sloan Management Review, this landmark book introduces a new and rigorously tested approach—the Wallet Allocation Rule—that is proven to link to the most important measure of customer loyalty: share of wallet. Companies currently spend billions of dollars each year measuring and managing metrics like customer satisfaction and Net Promoter Score (NPS) to improve customer loyalty. These metrics, however, have almost no correlation to share of wallet. As a result, the returns on investments designed to improve the customer experience are frequently near zero, even negative. With *The Wallet Allocation Rule*, managers finally have the missing link to business growth within their grasp—the ability to link their existing metrics to the share of spending that customers allocate to their brands. Learn why improving satisfaction (or NPS) does not improve share. Apply the Wallet Allocation Rule to discover what really drives customer spending. Uncover new metrics that really matter to achieve growth. By applying the Wallet Allocation Rule, managers get real insight into the money they currently get from their customers, the money available to be earned by them, and what it takes to get it. The Wallet Allocation Rule provides managers with a blueprint for sustainable long-term growth.

Big Bang Disruption

The Effortless Experience

The Paradox of Choice

The Wallet Allocation Rule

Anticipating and Avoiding the Pitfalls That Can Sink a Startup

HBR Guide to Dealing with Conflict (HBR Guide Series)

Seven Strategy Questions

Pork dorks. Craftsters. American Girl fans. Despite their different tastes, these eclectic

*diehards have a lot in common: they're obsessed about a specific brand, product, or category. They pursue their passions with fervor, and they're extremely knowledgeable about the things they love. They aren't average consumers—they're superconsumers. Although small in number, superconsumers can have an outsized impact on a company's bottom line. Representing 10% of total consumers, they can drive between 30% to 70% of sales, and they're usually willing to spend considerably more than the average consumer. And because they're so engaged and passionate, they can offer invaluable advice to managers looking to improve their products, change their business models, energize their cultures, and attract new customers. In *Superconsumers*, growth strategy expert Eddie Yoon lays out a simple but extremely effective framework that has helped companies of all types and sizes achieve more sustainable growth: he'll show you how to find, listen to, and engage with your most passionate and profitable consumers, and then tailor your decisions to meet their wants and needs. Along the way, he'll let you into the minds and homes of superconsumers of all kinds, revealing what makes them tick and why they're willing to spend so much more than other consumers. Rich with data and case studies of companies that have implemented superconsumer strategies with great success, *Superconsumers* is a fun, practical, and inspiring guide for anyone interested in making their best customers even better. "Jeffrey Pfeffer and Robert Sutton, identify the causes of the knowing-doing gap and explain how to close it."--Jacket.*

*What's the secret to sales success? If you're like most business leaders, you'd say it's fundamentally about relationships—and you'd be wrong. The best salespeople don't just build relationships with customers. They challenge them. The need to understand what top-performing reps are doing that their average performing colleagues are not drove Matthew Dixon, Brent Adamson, and their colleagues at Corporate Executive Board to investigate the skills, behaviors, knowledge, and attitudes that matter most for high performance. And what they discovered may be the biggest shock to conventional sales wisdom in decades. Based on an exhaustive study of thousands of sales reps across multiple industries and geographies, *The Challenger Sale* argues that classic relationship building is a losing approach, especially when it comes to selling complex, large-scale business-to-business solutions. The authors' study found that every sales rep in the world falls into one of five distinct profiles, and while all of these types of reps can deliver average sales performance, only one—the Challenger—delivers consistently high performance. Instead of bludgeoning customers with endless facts and features about their company and products, Challengers approach customers with unique insights about how they can save or make money. They tailor their sales message to the customer's specific needs and objectives. Rather than acquiescing to the customer's every demand or objection, they are assertive, pushing back when necessary and taking control of the sale. The things that make Challengers unique are replicable and teachable to the average sales rep. Once you understand how to identify the Challengers in your organization, you can model their approach and embed it throughout your sales force. The authors explain how almost any average-performing rep, once equipped with the right tools, can successfully reframe customers' expectations and deliver a distinctive purchase experience that drives higher levels of customer loyalty and, ultimately, greater growth.*

By highlighting the paths of French lifestyle guru Mireille Guilliano, TOMS founder Blake Mycoskie, and others, provides a method and a set of best practices for making ideas rise above the rest and impact the world.

Using Small Wins to Ignite Joy, Engagement, and Creativity at Work

Work is Theatre & Every Business a Stage

Does It Matter?

Why Should Anyone Be Led by You?

Sidetracked

How to Sell in a World that Never Stops Changing

Service Profit Chain

Future economic growth lies in the value of experiences and transformations--good and services are no longer enough. We are on the threshold, say authors Pine and Gilmore, of the Experience Economy, a new economic era in which all businesses must orchestrate memorable events for their customers. The Experience Economy offers a creative, highly original, and yet eminently practical strategy for companies to script and stage the experiences that will transform the value of what they produce. From America Online to Walt Disney, the authors draw from a rich and varied mix of examples that showcase businesses in the midst of creating personal experiences for both consumers and businesses. The authors urge managers to look beyond traditional pricing factors like time and cost, and consider charging for the value of the transformation that an experience offers. Goods and services, say Pine and Gilmore, are no longer enough. Experiences and transformations are the basis for future economic growth, and The Experience Economy is the script from which managers can begin to direct their own transformations. What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the

insights they need to maximize their people's performance.

A New Roadmap for Entrepreneurial Success

Conquering the New Battleground for Customer Loyalty

Do You Want to Keep Your Customers Forever?

How Will You Measure Your Life? (Harvard Business Review Classics)