

## **By Peter Fader Customer Centricity Focus On The Right Customers For Strategic Advantage Wharton Executive Essentials 2nd Edition 41512**

Develop and cultivate the kind of robust, long-term customer relationships that power companies like Nike, Spotify, LinkedIn, and Target. More and more companies are concluding that the potential rewards of subscription-based products and services are worth the risk of radically changing their business models. They're correct. The Membership Economy is here and it's here to stay—and if you want to compete for the long run, you need to join it. Strategy consultant Robbie Kellman Baxter has been helping companies excel in this business environment for more than a decade. Now, in *The Forever Transaction*, she reveals all her secrets. Whatever industry you're in, Baxter provides the inspiration, tools, and insight you need to build and execute a business model that will leave your competition in the dust. You'll find out how industry leaders like Under Armour, Microsoft, and Netflix have created an ever-expanding customer base of loyal subscribers—and are keeping them coming back. You'll learn how to lead your organization through every step of the process—from initial start-up to new product testing, scaling for long-term growth and sustainability to revamping your culture so everyone works together to optimize customer lifetime value. You'll also master all the essentials of succeeding in the Membership Economy, like subscription pricing, Software-as-a-Service, digital community engagement, and freemium incentives as a way to turn casual browsers into cash-paying super-users. With *The Forever Transaction*, you have everything you need to build durable, long-term relationships with every customer, and leverage them for ultimate business success—today, tomorrow, and forever.

The Second Edition of this book presents the state of the art in this important field. Marketing decision models constitute a core component of the marketing discipline and the area is changing rapidly, not only due to fundamental advances in methodology and model building, but also because of the recent developments in information technology, the Internet and social media. This Handbook contains eighteen chapters that cover the most recent developments of marketing decision models in different domains of marketing. Compared to the previous edition, thirteen chapters are entirely new, while the remaining chapters represent complete updates and extensions of the previous edition. This new edition of the Handbook has chapters on models for substantive marketing problems, such as customer relationship management, customer loyalty management, website design, Internet advertising, social media, and social networks. In addition, it contains chapters on recent methodological developments that are gaining popularity in the area of marketing decision models, such as structural modeling, learning dynamics, choice modeling, eye-tracking and measurement. The introductory chapter discusses the main developments of the last decade and discusses perspectives for future developments.

Refocus on the customer to outstrip your competition and increase profitability, with invaluable insight into the direct correlation between customer-centricity and shareholder value - proven by today's most successful companies.

Bachelor Thesis from the year 2019 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,7, Rhine-Waal University of Applied Sciences, language: English, abstract: Initially selling books online, the US company Amazon.com, Inc. has been transformed into a major online retailer over the course of its existence by providing its services to millions of customers around the world. Customer loyalty has always been essential to the success of a business, but never as much before as in the digital age. The associated customer loyalty programs are now an indispensable medium in the marketing world. Amazon is one of the most frequently mentioned examples of customer

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loyalty measures in general and in the world of e-commerce, in particular through its established premium program. Private labels and retailers take advantage of the multiple capabilities of the Amazon.com e-commerce platform, thereby increasing their sales and reaching new customers. Amazon's evolution from a website to an e-commerce partner and on to a development platform is driven by the spirit of innovation that is part of the company's DNA of the company. The smartest minds in the world of technology come to Amazon.com to explore and develop technologies that make life easier for buyers, sellers, and developers around the world. The author objectifies Amazon's subjective claim of being a customer-centric company and identifies key-areas of customer- centricity by applying theoretical concepts of that topic to the company itself, resulting in an assessment of Amazons degree of customer centricity and giving readers a better understanding of the meaning and historical development of the concept.

In this pioneering guide, two business authorities introduce the new discipline of Service Design and reveal why trying new strategies for pleasing customers isn't enough to differentiate your business—it needs to be designed for service from the ground up. *Woo, Wow, and Win* reveals the importance of designing your company around service, and offers clear, practical strategies based on the idea that the design of services is markedly different than manufacturing. Bestselling authors and business experts Thomas A. Stewart and Patricia O'Connell contend that most companies, both digital and brick-and-mortar, B2B or B2C; are not designed for service—to provide an experience that matches a customer's expectations with every interaction and serves the company's needs. When customers have more choices than ever before, study after study reveals that it's the experience that makes the difference. To provide great experiences that keep customers coming back, businesses must design their services with as much care as their products. Service Design is proactive—it is about delivering on your promise to customers in accordance with your strategy, not about acceding to customer dictates. *Woo, Wow, and Win* teaches you how to create "Ahhh" moments when the customer makes a positive judgment, and to avoid "Ow" moments—when you lose a sale or worse, customer trust. Whether you're giving a haircut, selling life insurance, or managing an office building, your customer is as much a part of your business as your employees are. Together, you and customers create a bank of trust; fueled by knowledge of each other's skills and preferences. This is Customer Capital, the authors explain, and it is jointly owned. But it's up to you to manage it profitably. Innovative yet grounded in real world examples, *Woo, Wow, and Win* is the key strategy for winning customers—and keeping them.

The branding bible for today's globalized world Today, brands have become even more important than the products they represent: their stories travel with lightning speed through social media and the Internet and across countries and diverse cultures. A brand must be elastic enough to allow for reasonable category and product-line extensions, flexible enough to change with dynamic market conditions, consistent enough so that consumers who travel physically or virtually won't be confused, and focused enough to provide clear differentiation from the competition. Strong brands are more than globally recognizable; they are critical assets that can make a significant contribution to your company's bottom line. In *Global Brand Power*, Kahn brings brand management into the 21st century, addressing how branding contributes to the purchase process and how to position a strong global brand, from identifying the appropriate competitive set, offering a sustainable differential advantage, and targeting the right strategic segment. This essential guide also covers how customer ownership of your brand affects marketing strategy, methods for assessing brand value, how to manage a brand for long-term profitability, effective brand communications and repositioning strategies, and how to manage a brand in a world of total transparency—where one slip-up can go around the world via social media instantaneously. Filled with stories about how Coca-Cola, The Estée Lauder Companies Inc., Marriott, Apple, Starbucks, Campbell Soup Company, Southwest

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Airlines, and celebrities like Lady Gaga are leveraging their brands, *Global Brand Power* is the only book you will need to implement an effective brand strategy for your firm.

Over the past several years, leading companies have entered a period of major marketing and operational adjustment and convergence, or intersection. It's a reaction to a critical fact of life: Customers—not organizations—now control the decision-making dynamics and how organizations are perceived. We are witnessing significant multichannel media application (and resultant omnichannel access by consumers), along with more effective and pervasive customer data gathering, analysis, and modeling. If you're observing these major shifts in your own organization, you'll need this book. Inside, you'll learn how to build proactive customer communication, improve relationships, drive positive brand perception, optimize channel selection and message personalization, and enhance employee-related factors (hiring, training, reward, recognition), all leading to superior customer experience and a customercentric culture. In addition, the author has incorporated content on "Big Data" generation and analytics, which you'll master while scoring a direct hit to the moving target—your continuously changing, and increasingly independent, customer base.

In the first edition of this landmark book, business loyalty guru Fred Reichheld revealed the question most critical to your company's future: "Would you recommend us to a friend?" By asking customers this question, you identify detractors, who sully your firm's reputation and readily switch to competitors, and promoters, who generate good profits and true, sustainable growth. You also generate a vital metric: your Net Promoter Score. Since the book was first published, Net Promoter has transformed companies, across industries and sectors, constituting a game-changing system and ethos that rivals Six Sigma in its power. In this thoroughly updated and expanded edition, Reichheld, with Bain colleague Rob Markey, explains how practitioners have built Net Promoter into a full-fledged management system that drives extraordinary financial and competitive results. With his trademark clarity, Reichheld:

- Defines the fundamental concept of Net Promoter, explaining its connection to your company's growth and sustained success
- Presents the closed-loop feedback process and demonstrates its power to energize employees and delight customers
- Shares new and compelling stories of companies that have transformed their performance by putting Net Promoter at the center of their business

Practical and insightful, *The Ultimate Question 2.0* provides a blueprint for long-term growth and success.

2019 AXIOM BUSINESS BOOK AWARD WINNER Featured in Forbes, NPR's Marketplace, and a Google Talk, *The Customer Centricity Playbook* offers "actionable insights to drive immediate value," according to Neil Hoyne, Head of Customer Analytics and Chief Analytics Evangelist, Google. How did global gaming company Electronic Arts go from being named "Worst Company in America" to clearing a billion dollars in profit? They discovered a simple truth--and acted on it: Not all customers are the same, regardless of how they appear on the surface. In *The Customer Centricity Playbook*, Wharton School professor Peter Fader and Wharton Interactive's executive director Sarah Toms help you see your customers as individuals rather than a monolith, so you can stop wasting resources by chasing down product sales to each and every consumer. Fader and Toms offer a 360-degree analysis of all the elements that support customer centricity within an organization. In this book, you will learn how to: Develop a customer-centric strategy for your organization Understand the right way to think about customer lifetime value (CLV) Finetune investments in customer acquisition, retention, and development tactics based on customer heterogeneity Foster a culture that sustains customer centricity, and also understand the link between CLV and market valuation Understand customer relationship management (CRM) systems, as they are a vital underpinning for all these areas through the valuable insights they provide Fader's first book, *Customer Centricity*, quickly became a go-to for readers interested in focusing on the right customers for strategic advantage. In this new book, Fader and Toms offer a true playbook for

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companies of all sizes that want to create and implement a winning strategy to acquire, develop, and retain customers for the greatest value. "A must-read."--Aimee Johnson, Chief Marketing Officer, Zillow "The Customer Centricity Playbook offers fundamental insights to point organizations of any size in the right direction."--Rob Markey, Partner, Bain & Company, Inc., and coauthor, The Ultimate Question 2.0 "Peter Fader and Sarah Toms offer transformative insights that light the path for business leaders."--Susan Johnson, Chief Marketing Officer, SunTrust Banks

The COVID-19 pandemic forced an unprecedented experiment that reshaped white-collar work and turned remote work into a kind of "new normal." Now comes the hard part. Many employees want to continue that normal and keep working remotely, and most at least want the ability to work occasionally from home. But for employers, the benefits of employees working from home or hybrid approaches are not so obvious. What should both groups do? In a prescient new book, *The Future of the Office: Work from Home, Remote Work, and the Hard Choices We All Face*, Wharton professor Peter Cappelli lays out the facts in an effort to provide both employees and employers with a vision of their futures. Cappelli unveils the surprising tradeoffs both may have to accept to get what they want. Cappelli illustrates the challenges we face in drawing lessons from the pandemic and deciding what to do moving forward. Do we allow some workers to be permanently remote? Do we let others choose when to work from home? Do we get rid of their offices? What else has to change, depending on the approach we choose? His research reveals there is no consensus among business leaders. Even the most high-profile and forward-thinking companies are taking divergent approaches: Facebook, Twitter, and other tech companies say many employees can work remotely on a permanent basis. Goldman Sachs, JP Morgan, and others say it is important for everyone to come back to the office. Ford is redoing its office space so that most employees can work from home at least part of the time, and GM is planning to let local managers work out arrangements on an ad-hoc basis. As Cappelli examines, earlier research on other types of remote work, including telecommuting offers some guidance as to what to expect when some people will be in the office and others work at home, and also what happened when employers tried to take back offices. Neither worked as expected. In a call to action for both employers and employees, Cappelli explores how we should think about the choices going forward as well as who wins and who loses. As he implores, we have to choose soon.

How do businesses sustainably grow? Whether you're a startup founder trying to improve your odds of success, or a Fortune 100 businessperson looking for ways to optimize an already sustainable business, you will benefit from understanding the ways you acquire customers and generate revenue from them. This book can help. We demonstrate methods to assess and calculate Customer Acquisition Costs (CAC), Lifetime Value (LTV), and more. Looking at 15 case studies from a wide range of business types, we also show how metrics can vary depending on situation and goals. You will learn: - Ways to calculate Customer Acquisition Cost and Lifetime Value with additions like customer segments, cohorts, retention, and more (and why they can be imperfect methods). - How to manage the cost of growth along with potential value generated. - The difference between growing and scaling a business. - Why food delivery businesses with good unit economics shut down. - The difference between taxi and rideshare business models. - Why it made sense for data storage companies to launch too soon. - How varied business types, including mobility, consumer packaged

goods, organized crime, art, subscriptions, mattress stores, food delivery, and more thrive or struggle because of these metrics. Written by Paul Orlando, who built and operated startup accelerators in Los Angeles, Hong Kong, and Rome, and who teaches at the University of Southern California, the book explains various approaches you can use in your own company as well as when you evaluate other businesses. The book is a direct, practical guide for startup founders, operators, and students of business. We all want to be customer centric...but most of us struggle with that vague term, and how to measure it. Radical Value reveals that the measurable, trackable, trainable thing you really seek --at the core of customer centricity--is customer-perceived value. Radical Value breaks through the confusing tangle of sales performance solutions available today. There's radical simplicity -and radical power -- in focusing everything your company does on customer value. Radically flipping the 10% of today's training/coaching effort currently devoted to value: the thing that moves 90+% of customer decisions. Radically re-thinking how -- and how widely - we engage customers who are more distracted and siloed than ever, causing buying decisions to dissolve into a confused mess favoring "no decision". Radically re-thinking how we organize our companies, often every bit as siloed as our customers, where one role "sells", while many serve customers but never relay value discoveries they make almost daily. Radical Value doesn't stop at high-level theory, but provides intuitive, easy-to-implement tools that should integrate into your existing systems and workflows, implementing radical value focus. Sellers will learn how to sell and price to value. Marketers will master outcome-based messaging. Product/ service managers will gain insights into current customer outcomes...and guide more powerful future innovations. Executives will be able to form value-based feedback loops between every function in their companies.

With straightforward advice and humour, word of mouth expert Andy Sernovitz will show you how the world's most respected and profitable companies get their best customers for free through the power of word of mouth. Learn the five essential steps that make word of mouth work and everything you need to get started. Understand how easy it is to work with social media, viral marketing, evangelists, and buzz. Start using simple techniques that start conversations: 3 Reasons People Talk About You; 4 Rules of Word of Mouth Marketing; 5 Ts of Word of Mouth Marketing; 6 Big Ideas: Deep Stuff That Changes Marketing Forever. Find out what sparks the irrepressible enthusiasm of Apple and TiVo fans. Understand why everyone is talking about a certain restaurant, car, band, or dry cleaner -- and why other businesses and products are ignored. Discover why some products become huge successes without a penny of promotion -- and why some multi-million-dollar advertising campaigns fail to get noticed. Open your eyes to a new way of doing business: Honest marketing makes more money, because customers who trust you will talk about you. Learn how to be the remarkable company that people want to share with their friends.

Discover how to create exceptional customer service and a superior customer experience, learning from the greatest companies of our time. When it comes to delivering great customer service and customer experience, many companies miss the mark. But there's no reason this should include you and your company. Ignore Your Customers (and They'll Go Away) spells out, step by step, how to craft a customer service culture and customer experience so powerful that they'll transform your

organization and boost your company's bottom line. You'll enjoy inspirational, often hilarious, tales from the trenches as author Micah Solomon, one of the world's best-known customer service consultants, relates hands-on adventures about assessing and improving customer service in various industries. You'll spend time behind the scenes with Zappos CEO Tony Hsieh and discover how the company delivers "wow" customer service. From Richard Branson, you'll learn how Virgin brands deliver authentic customer service (avoiding what Branson calls "Stepford Customer Service") and Branson's secrets for turning social media attackers into brand promoters. Drawing on a wealth of stories personally assembled from today's most innovative and successful companies, including Amazon, Cleveland Clinic, Drybar, USAA Insurance, and The Ritz-Carlton Hotel Company, Solomon reveals what it takes to turn a ho-hum customer interaction into one that drives customer engagement and lifelong loyalty.

Introducing a new workbook *Scale-Up Your Brand: How To Set Up Your Brand for Success in 5 Steps* from Denise Lee Yohn, brand-building expert, speaker, and author of the bestselling book *What Great Brands Do*. *Scale-Up Your Brand* is a step-by-step guide to develop a strong, valuable, sustainable brand strategy that will help you scale. Packed with exercises, instructions, and helpful tips 36-pages with room for taking notes and documenting decisions Plus a bonus: Brand Assessment Tool With this workbook, you will: Lay the foundation for your brand to inspire true customer loyalty, improve your profit margin, and increase the longevity of your business Specify how you plan to compete and win Achieve clarity, focus, and alignment on your priorities among everyone who works on your business Get your workbook now...and get ready to scale!

A pioneering neuroscientist reveals how brain science can transform how we think about leadership, team-building, decision-making, innovation, marketing, and more. Leadership is a set of abilities with which a lucky few are born. They're the natural relationship builders, master negotiators and persuaders, and agile and strategic thinkers. The good news for the rest of us is that those abilities can be developed. In *The Leader's Brain: Enhance Your Leadership, Build Stronger Teams, Make Better Decisions, and Inspire Greater Innovation with Neuroscience*, Wharton Neuroscience Initiative director Michael Platt explains how. Over two decades as a professor and practitioner in neuroscience, psychology, and marketing, Platt's pioneering research has deepened our understanding of how key areas of the brain work—and how that understanding can be applied in business settings. Neuroscience is providing answers to many of leadership's most vexing challenges. In *The Leader's Brain*, Platt explains: Why two managers, when presented with the same set of information, make very different decisions; Why some companies (Apple) build strong social and emotional connections with their customers and others do not (Samsung); How some of the most significant events in sports history, like the "Miracle on Ice," contain insights for how to build a team; Why even some of the most visionary business leaders can make disastrous decisions, and how to fix that. *The Leader's Brain* relates findings like these, and many more, to help enhance leadership in an ever-shifting world entering a "new normal." In this fast-reading and engaging guide, you'll gain actionable insights you can put into practice as a leader. You will also learn what's going on in your team's brains when they are working in sync with one another, how you can tweak your message delivery to make sure others hear you, how to encourage greater creativity and innovation, and much more.

Not all customers are created equal. Despite what the tired old adage says, the customer is not always right. Not all customers deserve your best efforts: in the world of customer centricity, there are good customers...and then there is pretty much everybody else. Upending some of our most fundamental beliefs, renowned behavioral data expert Peter Fader, Co-Director of The Wharton Customer Analytics Initiative, helps businesses radically rethink how they relate to customers. He provides a roadmap for revamping your organization, performance metrics, and product development in order to make sure you meet the needs of your most valuable customers. In Wharton Executive Education Customer Centricity Essentials, you will learn how the strategies underlying customer centricity can help your company gain a competitive advantage in today's challenging business environment; how to calculate what customers are really worth, individually and collectively; how you can use customer-centric perspectives to make smarter, more strategic decisions for your company; how the well-intended idea of customer relationship management lost its way and what your company can do to put it back on track and use it productively; and why Walmart, Costco, Starbucks, Apple, Nordstrom, and other companies may be leaving money on the table--and how you can avoid that pitfall.

Marketers around the globe are recognizing that increasing customization and precision is critical to their commercial success. Rather than devoting marketing budgets to mass campaigns, precision marketers are mining customer data for predispositions and propensities to spend in order to target buyers in sophisticated ways, with all communications targeted and relevant to each and every individual recipient. Precision Marketing will help you to develop the perspectives, capabilities and skills necessary to deliver more powerful marketing results. Drawing on case studies from companies such as Fiat, Amazon, Tesco and ING, Precision Marketing shows how today's leading performers are beginning to recognize, identify and capitalize on many of the concepts of precision marketing to set themselves apart and reach a whole new level of growth. A STEP-BY-STEP SYSTEM FOR CREATING CUSTOMERS AND CLIENTS FOR LIFE. It is more difficult than ever for businesses and marketing professionals to cut through the noise to create relationships with their customers. Organizations that focus on converting their customers to members and helping them achieve the lasting transformation they are seeking rather than simply offering the transaction of the moment are winning. The Ultimate Marketing Engine promises to teach readers how to develop a system to take every customer from where they are to where they want to be by building on the innovative principles first brought to the marketing world in Duct Tape Marketing and honed over three decades of working with thousands of businesses. Introducing the Customer Success Track The Ultimate Marketing Engine introduces an innovative new approach to marketing strategy that will transform how readers view their business, their marketing and perhaps, even how they view every customer. Readers will learn: Why strategy must come before tactics. How to narrow your focus and choose only ideal customers. Why no one wants what you sell – and what they actually want. How to use story and narrative as the voice of strategy. How to construct the perfect customer journey. How to grow your business with your customers. This book will help readers take control of their marketing while creating ridiculously consistent business growth.

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

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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.

A powerful call to action, Wharton professor Peter Fader's book, *Customer Centricity*, upends some of our most fundamental beliefs about customer service, customer relationship management, and customer lifetime value. Fader advocates that in the world of customer centricity, there are good customers ... and then there is pretty much everybody else. Database marketing is at the crossroads of technology, business strategy, and customer relationship management. Enabled by sophisticated information and communication systems, today's organizations have the capacity to analyze customer data to inform and enhance every facet of the enterprise—from branding and promotion campaigns to supply chain management to employee training to new product development. Based on decades of collective research, teaching, and application in the field, the authors present the most comprehensive treatment to date of database marketing, integrating theory and practice. Presenting rigorous models, methodologies, and techniques (including data collection, field testing, and predictive modeling), and illustrating them through dozens of examples, the authors cover the full spectrum of principles and topics related to database marketing. "This is an excellent in-depth overview of both well-known and very recent topics in customer management models. It is an absolute must for marketers who want to enrich their knowledge on customer analytics." (Peter C. Verhoef, Professor of Marketing, Faculty of Economics and Business, University of Groningen) "A marvelous combination of relevance and sophisticated yet understandable analytical material. It should be a standard reference in the area for many years." (Don Lehmann, George E. Warren Professor of Business, Columbia Business School) "The title tells a lot about the book's approach—though the cover reads, "database," the content is mostly about customers and that's where the real-world action is. Most enjoyable is the comprehensive story – in case after case – which clearly explains what the analysis and concepts really mean. This is an essential read for those interested in database marketing, customer relationship management and customer optimization." (Richard Hochhauser, President and CEO, Harte-Hanks, Inc.) "In this tour de force of careful scholarship, the authors canvass the ever expanding literature on database marketing. This book will become an invaluable reference or text for anyone practicing, researching, teaching or studying the subject." (Edward C. Malthouse, Theodore R. and Annie Laurie Sills Associate Professor of Integrated Marketing Communications, Northwestern University)

Some companies are great for customers – not only do they care but they change whole markets to work better for the customers they serve. Think of Amazon, easyJet and Sky. They make things easier and improve what really matters – obvious, surely? They have also enjoyed huge business success, growing and making plenty of money. The *Customer Copernicus* answers the question that follows – if it's obvious and attractive why is it so rare? And then it answers a second question, because Tesco, O2 and Wells Fargo were like this once. Why, having mastered it, would you ever stop? Because all three did, and two ended up in court. The *Customer Copernicus* explains how to become and how to stay customer-led. Essential reading for leaders and teams who want their organisations to stay competitive by developing

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a more purposeful and innovative culture.

The Web has changed the game for your customers—and, therefore, for you. Now, CustomerCentric Selling, already recognized as one of the premier methodologies for managing the buyer-seller relationship, helps you level the playing field so you can reach clients when they are ready to buy and create a superior customer experience. Your business and its people need to be “CustomerCentric”—willing and able to identify and serve customers’ needs in a world where competition waits just a mouse-click away. Traditional wisdom has long held that selling means convincing and persuading buyers. But today’s buyers no longer want or need to be sold in traditional ways. CustomerCentric Selling gives you mastery of the crucial eight aspects of communicating with today’s clients to achieve optimal results: Having conversations instead of making presentations Asking relevant questions instead of offering opinions Focusing on solutions and not only relationships Targeting businesspeople instead of gravitating toward users Relating product usage instead of relying on features Competing to win—not just to stay busy Closing on the buyer’s timeline (instead of yours) Empowering buyers instead of trying to “sell” them What’s more, CustomerCentric Selling teaches and reinforces key tactics that will make the most of your organization’s resources. Perhaps you feel you don’t have the smartest internal systems in place to ensure an ideal workflow. (Perhaps, as is all too common, you lack identifiable systems almost entirely.) From the basics—and beyond—of strategic budgeting and negotiation to assessing and developing the skills of your sales force, you’ll learn how to make sure that each step your business takes is the right one.

A powerful call to action, Customer Centricity upends some of our most fundamental beliefs about customer service, customer relationship management, and customer lifetime value. Despite what the old adage says, the customer is not always right. Even companies that can seemingly do no wrong—like the coffeehouse giant Starbucks—have only recently started to figure this out. Starbucks is one of many companies that has successfully executed a pivot that puts the company in a customer-centric mindset, an approach that Wharton professor Peter Fader describes in Customer Centricity. Fader advocates that in the world of customer centricity, there are good customers ... and then there is pretty much everybody else. In a new preface and afterword to Customer Centricity, Fader reflects on how the landscape has changed over nearly a decade since he first proposed that businesses radically rethink how they relate to customers. Using examples from Starbucks, Nordstrom, and more, Fader provides insights to help you understand: Why customer centricity is the new model for success in today's data-driven environment. How the ideas of brand equity and customer asset value help us understand what kinds of companies naturally lend themselves to the customer-centric model and which ones don't; Why the traditional models for determining the value of individual customers are flawed; How executives can use customer lifetime value (CLV) and other customer-centric data to make smarter decisions about their companies; How the well-intended idea of customer relationship management (CRM) lost its way—and how your company can properly put CRM to use; How customer centricity will help you realign your performance metrics, product development, customer relationship management and organization to make sure you focus directly on the needs of your most valuable customers and increase profits for the long term. ALSO AVAILABLE: Once Fader convinces you of the value of customer centricity in this book, The Customer Centricity Playbook, with Sarah Toms, will show you where to get started to bring it to the forefront of your organization. THE WHARTON EXECUTIVE ESSENTIALS SERIES The Wharton Executive Essentials series from Wharton School Press brings the ideas of the Wharton School's thought leaders to you wherever you are. Inspired by Wharton's Executive Education program, each book is authored by globally renowned faculty and filled with real-life business examples and actionable advice. Wharton Executive Essentials guides offer a quick-reading, penetrating, and comprehensive

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summary of the knowledge leaders need to excel in today's competitive business environment and capture tomorrow's opportunities.

Tomorrow's customers need to be targeted today! With emerging technology transforming customer expectations, it's more important than ever to keep a laser focus on the experience companies provide their customers. In *The Customer of the Future*, customer experience futurist Blake Morgan outlines ten easy-to-follow customer experience guidelines that integrate emerging technologies with effective strategies to combat disconnected processes, silo mentalities, and a lack of buyer perspective. Tomorrow's customers will insist on experiences that make their lives significantly easier and better. Companies will win their business not by just proclaiming that customer experience is a priority but by embedding a customer focus into every aspect of their operations. They'll understand how emerging technologies like artificial intelligence (AI), automation, and analytics are changing the game and craft a strategy to integrate them into their products and processes. *The Customer of the Future* explains how today's customers are already demanding frictionless, personalized, on-demand experiences from their products and services, and companies that don't adapt to these new expectations won't last. This book prepares your organization for these increasing demands by helping you do the following: Learn the ten defining strategies for a customer experience-focused company. Implement new techniques to shift the entire company from being product-focused to being customer-focused. Gain insights through case studies and examples on how the world's most innovative companies are offering new and compelling customer experiences. Craft a leadership development and culture plan to create lasting change at your organization. When the world's biggest brands want to sharpen their digital marketing strategy, they call Neil Hoyne – Google's Chief Measurement Strategist and Senior Fellow at the Wharton School. In his first book, he offers a simple, research-backed playbook that anyone can use to find their best customers and develop relationships that last. Under pressure for quick results and facing fierce marketplace competition, too many marketers are boxed into spaghetti-to-the-wall forms of digital marketing that limit the potential of their long hours, countless experiments, and warehouses of data. And in the end, they watch their competition sprint ahead. But what if you built a business around long-term relationships with customers, using data to understand who they are, what they need, and where to find more customers just like them? You can. And you'll leave your competitors, with all of their data and their short-term thinking, to poke around in the scraps. In *Converted*, you will learn how to:

- Understand the full value of each relationship
- Engage in an ongoing conversation with your best customers
- Ask the right questions so you can anticipate your customers' needs
- Find more great customers

A real person is always on the other end of the transaction. *Converted* shows you how to win their hearts.

Customer Centricity Focus on the Right Customers for Strategic Advantage University of Pennsylvania Press

How did global gaming company Electronic Arts go from being named "Worst Company in America" to clearing a billion dollars in profit? They discovered a simple truth--and acted on it: Not all customers are the same, regardless of how they appear on the surface. The most successful companies, from Amazon to Best Buy, understand their best customers are their most valuable asset, and they tailor their acquisition, development, and retention efforts to those customers. In *The Customer Centricity Playbook*, Wharton School professor Peter Fader and Wharton Interactive's executive director Sarah Toms help you see your customers as individuals rather than a monolith, so you can stop wasting resources by chasing down product sales to each and every consumer. Fader and Toms offer a 360-degree analysis of all the elements that support customer centricity within an organization. In this book, you will learn how to: Develop a customer-centric strategy for your organization Understand the right way to think about customer lifetime value (CLV) Finetune investments in customer acquisition,

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retention, and development tactics based on customer heterogeneity Foster a culture that sustains customer centricity, and also understand the link between CLV and market valuation Understand customer relationship management (CRM) systems, as they are a vital underpinning for all these areas through the valuable insights they provide Fader's first book, Customer Centricity, quickly became a go-to for readers interested in focusing on the right customers for strategic advantage. In this new book, Fader and Toms offer a true playbook for companies of all sizes that want to create and implement a winning strategy to acquire, develop, and retain customers for the greatest value. ALSO AVAILABLE: Peter Fader's Customer Centricity offers an introduction to the subject. The Customer Centricity Playbook shows customer centricity converts where to get started. "A fantastic 360-degree analysis of how companies become truly customer-centric.... Required reading." --Neil Hoyne, Head of Customer Analytics and Chief Analytics Evangelist, Google "A must-read." --Aimee Johnson, Senior Vice President, Digital Customer Experience, Starbucks "Fundamental insights to point organizations of any size in the right direction." --Rob Markey, Partner, Bain & Company, Inc., and coauthor, The Ultimate Question 2.0 "Required reading for leadership teams, as well as marketing and sales executives." --Matthew Derella, Global Vice President, Revenue and Content Partnerships, Twitter "If you struggle with customer engagement or are ready to better acquaint yourself with your customers, Peter Fader and Sarah Toms' new book The Customer Centricity Playbook is a must-read." --Jacqueline Parkes, Chief Marketing Officer and EVP, Digital Studios, MTV, VH1 & Logo "Peter Fader and Sarah Toms offer transformative insights that light the path for business leaders." --Susan Johnson, Chief Marketing Officer, SunTrust Banks "Essential reading for those who aspire to market leadership, regardless of industry." --Joshua Kanter, Chief Marketing Officer, PetSmart "I read The Customer Centricity Playbook by Peter Fader and Sarah Toms in a single sitting." --Robbie Kellman Baxter, Consultant, Peninsula Strategies, and Author, The Membership Economy

Stop closing sales. Start opening relationships. It's time to design your business for profit. Management practices from last century are no longer enough to grow your business. This book spells out a formula you can use to take a deliberate approach to building a profitable customer portfolio.

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 promise 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 before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically 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, curated offering, coach behavior, and automatic execution--for turning episodic interactions into continuous 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. Whether 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 Make the best technology choices to support your strategy

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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 redefined connections in your industry. Based on eight years of research visiting dozens of startups, tech companies and incumbents, Harvard Business School professor Thales Teixeira shows how and why consumer industries are disrupted, and what established companies can do about it—while highlighting the specific strategies potential startups use to gain a competitive edge. There is a pattern to digital disruption in an industry, whether the disruptor is Uber, Airbnb, Dollar Shave Club, Pillpack or one of countless other startups that have stolen large portions of market share from industry leaders, often in a matter of a few years. As Teixeira makes clear, the nature of competition has fundamentally changed. Using innovative new business models, startups are stealing customers by breaking the links in how consumers discover, buy and use products and services. By decoupling the customer value chain, these startups, instead of taking on the Unilevers and Nikes, BMW's and Sephoras of the world head on, peel away a piece of the consumer purchasing process. Birchbox offered women a new way to sample beauty products from a variety of companies from the convenience of their homes, without having to visit a store. Turo doesn't compete with GM. Instead, it offers people the benefit of driving without having to own a car themselves. Illustrated with vivid, indepth and exclusive accounts of both startups, and reigning incumbents like Best Buy and Comcast, as they struggle to respond, *Unlocking the Customer Value Chain* is an essential guide to demystifying how digital disruption takes place – and what companies can do to defend themselves.

*Designing the Customer-Centric Organization* offers today's business leaders a comprehensive customer-centric organizational model that clearly shows how to put in place an infrastructure that is organized around the demands of the customer. Written by Jay Galbraith (the foremost expert in the field of organizational design), this important book includes a tool that will help determine how customer-centric an organization is- light-level, medium-level, complete-level, or high-level- and it shows how to ascertain the appropriate level for a particular institution. Once the groundwork has been established, the author offers guidance for the process of implementing a customer-centric system throughout an organization. *Designing the Customer-Centric Organization* includes vital information about structure, management processes, reward and management systems, and people practices. Are you new to marketing, and need to get quickly up and running so that you can promote your business? If so then this is the book for you. The book first explains to you marketing fundamentals and roots of marketing so that you can have a solid foundation and introduction for understanding everything else that will come later in the book. The book then explains how to find an ideal customer, and how to use data and analytics to track and measure your results. After that, once you have had a proper introduction to marketing basics and fundamentals, the book gets into specific strategies for you can promote your business with SEO, social media marketing, offline marketing, how to get publicity and other techniques. If you feel like you could use an introduction to marketing to help you promote your business, this is the book for you. Get the book today, and let's get started on your journey of making you a better marketer of your business.

The definitive book about Customer Lifetime Value (LTV) *Understanding the Predictable* is the first book both to explain all aspects of customer lifetime value and help you grow the value of all of your customers. *Understanding the Predictable* delves into the world of Customer Lifetime Value (LTV), a metric that shows how much each customer is worth to your business. By understanding this metric, you can predict how changes to your product will impact the value of each customer. You will also learn how to apply this simple yet powerful method of predictive analytics to optimize your marketing and user acquisition. If you are looking for a way to make your business successful without effort, do not buy this book. If you are looking,

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however, for an underlying way to look at your customers and business to build a great company, then *Understanding the Predictable* is for you. In *Understanding the Predictable*, you will first learn the core components of customer lifetime value and how to calculate LTV. The book then delves into ways to improve the value of your customers, your advertising mix and overall profitability. Each chapter includes A case study that makes the concepts of LTV come to life. Key takeaways so you can quickly implement the core concepts. *Understanding the Predictable* is your key to business success

Is your organization prepared for the next paradigm of customer experience, or will you be left behind? This practical book will make you a winner in a market driven by experience, enabling you to develop desirable offerings and standout service to attract loyal customers. Author Simon Clatworthy shows you how to transform your organization into one that aligns your customers' experiential journey with platforms, organizational structures, and strategic alliances. Rather than treat customer experience as an add-on to product and service design, you'll discover how experience-centricity can drive the whole organization. Learn the five steps necessary to transform into an experience-centric organization Explore the underlying structure needed to design and deliver memorable experiences Understand how customers and clients experience products and services Develop experiential DNA as an extension of your brand DNA Be proactive by translating cultural trends into experiences

A WALL STREET JOURNAL BESTSELLER Do you know the best way to drive your company's growth? If not, it's time to boost your Growth IQ. Trying to find the one right move that will improve your business's performance can feel overwhelming. But, as you'll discover in *Growth IQ*, there are just ten simple--but easily misunderstood--paths to growth, and every successful growth strategy can be boiled down to picking the right combination and sequence of these paths for your current context. Tiffani Bova travels around the world helping companies solve their most vexing problem: how to keep growing in the face of stiff competition and a fast-changing business environment. Whether she's presenting to a Fortune 500 board of directors or brainstorming over coffee with a startup founder, Bova cuts through the clutter and confusion that surround growth. Now, she draws on her decades of experience and more than thirty fascinating, in-depth business stories to demonstrate the opportunities--and pitfalls--of each of the ten growth paths, how they work together, and how they apply to business today. You'll see how, for instance: \* Red Bull broke Coca-Cola and PepsiCo's stranglehold on the soft drink market by taking the Customer Base Penetration path to establish a foothold with adventure sports junkies and expand into the mainstream. \* Marvel transformed itself from a struggling comic book publisher into a global entertainment behemoth by using a Customer and Product Diversification strategy and shifting their focus from comic books to comic book characters in movies. \* Starbucks suffered a brand crisis when they overwhelmed their customers with a Product Expansion strategy, and brought back CEO Howard Schultz to course-correct by returning to the Customer Experience path. Through Bova's insightful analyses of these and many other case studies, you'll see why it can be a mistake to imitate strategies that worked for your competitors, or rely on strategies that worked for you in the past. To grow your company with confidence, you first need to grow your Growth IQ.

The definitive refutation to the argument of *The Bell Curve*. When published in 1981, *The Mismeasure of Man* was immediately hailed as a masterwork, the ringing answer to those who would classify people, rank them according to their supposed genetic gifts and limits. And yet the idea of innate limits—of biology as destiny—dies hard, as witness the attention devoted to *The Bell Curve*, whose arguments are here so effectively anticipated and thoroughly undermined by Stephen Jay Gould. In this edition Dr. Gould has written a substantial new introduction telling how and why he wrote the book and tracing the subsequent history of the controversy on innateness right through *The Bell Curve*. Further, he has added five essays on

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questions of The Bell Curve in particular and on race, racism, and biological determinism in general. These additions strengthen the book's claim to be, as Leo J. Kamin of Princeton University has said, "a major contribution toward deflating pseudo-biological 'explanations' of our present social woes."

Help your organization determine the value of its customer relationships with Segmentation and Lifetime Value Models Using SAS. This book contains a wealth of information that will help you perform analyses to identify your customers and make informed marketing investments. It answers core questions on customer relationship management (CRM), provides an overall framework for thinking about CRM, and offers real-world examples across a variety of industries. Edward C. Malthouse introduces you to a number of useful models, ranging from simple to more complicated examples, and discusses their applications. You'll learn about segmentation models for identifying groups of customers and about lifetime value models for estimating the future value of the segments. You'll learn how to prepare data and estimate models using Base SAS, SAS/STAT, SAS/IML, and SQL. Marketing analysts, CRM analysts, database managers, and anyone looking to address the challenges of allocating marketing resources to different customer groups will benefit from the concepts and exercises in this book. Analysts will learn how to approach unique business problems. Managers will gain a sense of what's possible and what to ask of their analytics departments.

Drawing on the expertise of leading marketing scholars, this book provides managers and researchers with insights into the fundamentals of customer centricity and how firms can develop it. Customer centricity is not just about segmentation or short-term marketing tactics. Rather, it represents an organization-wide philosophy that focuses on the systematic and continuous alignment of the firm's internal architecture, strategy, capabilities, and offerings with external customers.

The language of business In order to understand how your business is performing right now and to evaluate, assess, and devise new strategies to boost future performance, you need information. Financial statements are a critical source of the information you need. In direct and simple terms, Richard A. Lambert, Miller-Sherrerd Professor of Accounting at the Wharton School of the University of Pennsylvania, demystifies financial statements and concepts and shows you how you can apply this information to make better business decisions for long-term profit. You will learn to use and interpret financial data; find out what we can learn from Pepsi, Krispy Kreme, General Motors, and other companies; learn how to evaluate investment strategies; and apply your financial know-how to develop a coherent business strategy.

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