

By Sunil Gupta Harvard Business School

“My favorite book of the year.”—Doug McMillon, CEO, Wal-Mart Stores Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers’ connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors’ best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new playbook for navigating the turbulent waters in which we find ourselves. Praise for The Content Trap “A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape.”—Ariel Emanuel, co-CEO, WME | IMG “The Content Trap is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are.”—The Wall Street Journal

Former Procter & Gamble Vice President for IT and Shared Services, Tony Saldanha gives you the keys to a successful digital transformation: a proven five-stage model and a disciplined process for executing it. Digital transformation is more important than ever now that we're in the Fourth Industrial Revolution, where the lines between the physical, digital, and biological worlds are becoming ever more blurred. But fully 70 percent of digital transformations fail. Why? Tony Saldanha, a globally awarded industry thought-leader who led operations around the world and major digital changes at Procter & Gamble, discovered it's not due to innovation or technological problems. Rather, the devil is in the details: a lack of clear goals and a disciplined process for achieving them. In this book, Saldanha lays out a five-stage process for moving from digitally automating processes here and there to making digital technology the very backbone of your company. For each of these five stages, Saldanha describes two associated disciplines vital to the success of that stage and a checklist of questions to keep you on track. You want to disrupt before you are disrupted—be the next Netflix, not the next Blockbuster. Using dozens of case studies and his own considerable experience, Saldanha shows how digital transformation can be made routinely successful, and instead of representing an existential threat, it will become the opportunity of a lifetime.

Digital networks are changing all the rules of business. New, scalable, digitally networked business models, like those of Amazon, Google, Uber, and Airbnb, are affecting growth, scale, and profit potential for companies in every industry. But this seismic shift isn't unique to digital start-ups and tech superstars. Digital transformation is affecting every business sector, and as investor capital, top talent, and customers shift toward network-centric organizations, the performance gap between early and late adopters is widening. So the question isn't whether your organization needs to change, but when and how much. The Network Imperative is a call to action for managers and executives to embrace network-based business models. The benefits are indisputable: companies that leverage digital platforms to co-create and share value with networks of employees, customers, and suppliers are fast outpacing the market. These companies, or network orchestrators, grow faster, scale with lower marginal cost, and generate the highest revenue multipliers. Supported by research that covers fifteen hundred companies, authors Barry Libert, Megan Beck, and Jerry Wind guide leaders and investors through the ten principles that all organizations can use to grow and profit regardless of their industry. They also share a five-step process for pivoting an organization toward a more scalable and profitable business model. The Network Imperative, brimming with compelling case studies and actionable advice, provides managers with what they really need: new tools and frameworks to generate unprecedented value in a rapidly changing age.

Interest in Financial Services Marketing has grown hugely over the last few decades, particularly since the financial crisis, which scarred the industry and its relationship with customers. It reflects the importance of the financial services industry to the economies of every nation and the realisation that the consumption and marketing of financial services differs from that of tangible goods and indeed many other intangible services. This book is therefore a timely and much needed comprehensive compendium that reflects the development and maturation of the research domain, and pulls together, in a single volume, the current state of thinking and debate. The events associated with the financial crisis have highlighted that there is a need for banks and other financial institutions to understand how to rebuild trust and confidence, improve relationships and derive value from the marketing process. Edited by an international team of experts, this book will provide the latest thinking on how to manage such challenges and will be vital reading for students and lecturers in financial services marketing, policy makers and practitioners.

A meditation on coming out and love through the decades.

Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating.

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

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

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

In this visionary book, C. K. Prahalad and Venkat Ramaswamy explore why, despite unbounded opportunities for innovation, companies still can't satisfy customers and sustain profitable growth. The explanation for this apparent paradox lies in recognizing the structural changes brought about by the convergence of industries and technologies; ubiquitous connectivity and globalization; and, as a consequence, the evolving role of the consumer from passive recipient to active co-creator of value. Managers need a new framework for value creation. Increasingly, individual customers interact with a network of firms and consumer communities to co-create value. No longer can firms autonomously create value. Neither is value embedded in products and services per se. Products are but an artifact around which compelling individual experiences are created. As a result, the focus of innovation will shift from products and services to experience environments that individuals can interact with to co-construct their own experiences. These personalized co-creation experiences are the source of unique value for consumers and companies alike. In this emerging opportunity space, companies must build new strategic capital—a new theory on how to compete. This book presents a detailed view of the new functional, organizational, infrastructure, and governance capabilities that will be required for competing on experiences and co-creating unique value.

Is your business ready to win in the digital future—or destined to be disrupted? Ambitious digital-driven startups are now creating and cornering new markets in every sector. And yet, most legacy businesses continue to operate by old playbooks. Most are not keeping pace with the changes in their industry, let alone leading the way—what is yours doing? *The Digital Matrix* will help you understand the three types of players that are shaping the new business landscape; the three phases of transformation that every firm will encounter on its journey to business reinvention; and the three winning moves that will ensure your company's success along the way. With *The Digital Matrix*, you will: Learn to navigate the world of digital ecosystems. Discover ways of competing and collaborating with other companies to create and capture value. Realize how powerful machines can amplify your company's human talent. Learn to assemble the team to experiment with new ideas, re-examine your core beliefs, and reinvent your business rulebook for the digital future. The future of every industry is digital, and that future is closer than you think. Do you understand where your business fits into the bigger picture? Are you ready to maximize your opportunities? Packed with current case studies and practical experience-based advice, *The Digital Matrix* shows you how to rethink your business model from the outside in, assemble the right team for the journey ahead, and make bold strategic choices along the three phases of digital transformation. Your company's future depends on its ability to harness digital technology. Don't wait!

Agile has the power to transform work—but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence—the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. *Doing Agile Right* is a must-have guide for any company trying to make the transition—or trying to sustain high agility.

Driving Digital Strategy: A Guide to Reimagining Your Business Harvard Business Press

Digital transformation is not about technology—it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital—and the potential opportunity—they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Managing a high-growth organization requires both strategy and adaptability. Unfortunately, start-up founders and executives seeking to scale up to the next level find all too frequently that growth turns into chaos. Rather than laying the groundwork for the future, organizations get stuck by covering up complex problems with unsustainable band-aids and duct-tape fixes, implementing anecdote-based solutions from the latest tech-industry unicorns or leadership books, and relying on too much on-the-fly learning from inexperienced managers. This book is the definitive guide for leaders of high-growth organizations seeking to understand and execute the people-management principles that are essential to continued success. Combining a wealth of practical experience, well-grounded academic research, and easy-to-apply frameworks, Andrew Bartlow and T. Brad Harris offer a practical toolkit that founders, functional leaders, and managers of people can use to rethink their practices to meet their organizations' needs. They help readers identify the core people-management programs and practices that are best for an organization at its current stage and size while also supporting a foundation for continued development and the capacity to adapt to inevitable surprises. Practical, actionable, and supplemented with numerous diagnostic tools and illustrative examples, *Scaling for Success* is a must-have playbook for organizational leaders pursuing smart and sustainable growth.

What people get out of social media—and how businesses can get more out of it Almost no one had heard of social media a decade ago, but today websites such as Facebook, Twitter, and LinkedIn have more than 1 billion users and account for almost 25 percent of Internet use. Practically overnight, social media seems indispensable to our lives—from friendship and dating to news and business. What makes social media so different from traditional media? Answering that question is the key to making social media work for any business, argues Mikołaj Piskorski, one of the world's leading experts on the business of social media. In *A Social Strategy*, he provides the most convincing answer yet, one backed by original research, data, and case studies from companies such as Nike and American Express. Drawing on his analysis of

proprietary data from social media sites, Piskorski argues that the secret of successful ones is that they allow people to fulfill social needs that either can't be met offline or can be met only at much greater cost. This insight provides the key to how companies can leverage social platforms to create a sustainable competitive advantage. Companies need to help people interact with each other before they will promote products to their friends or help companies in other ways. Done right, a company's social media should benefit customers and the firm. Piskorski calls this "a social strategy," and he describes how companies such as Yelp and Zynga have done it. Groundbreaking and important, *A Social Strategy* provides not only a story- and data-driven explanation for the explosion of social media but also an invaluable, concrete road map for any company that wants to tap the marketing potential of this remarkable phenomenon.

There is no simple strategic method for dealing with the multidimensional nature of digital change. Even the sharpest leaders can become disoriented as change builds on change, leaving almost nothing certain. Yet to stand still is to fail. Enterprises and leaders must re-master themselves to succeed. Leaders must identify the key macro forces, then lead their organizations at three distinct levels: industry, enterprise, and self. By doing this they cannot only survive but clean up. *Digital to the Core* makes the case that all business leaders must understand the impact the digital revolution will continue to play in their industries, companies, and leadership style and practices. Drawing on interviews with over 30 top C-level executives in some of the world's most powerful companies and government organizations, including GE, Ford, Tory Burch, Babolat, McDonalds, Publicis and UK Government Digital Service, this book delivers practical insights from those on the front lines of major digital upheaval. The authors incorporate Gartner's annual CIO and CEO global survey research and also apply the deep knowledge and qualitative insights they have acquired as practitioners, management researchers, and advisors over decades in the business. Above all else, Raskino and Waller want companies and their top leaders to understand the full impact of digital change and integrate it at the core of their businesses.

Project Management is omnipresent. Not just in IT or Construction. We do it on a daily basis, even in our personal lives (well, at least some of us). We are not going to bore you with the history lessons and when Henry Gantt developed the first planning and controlling techniques. The motivation for this book comes from multiple years of managing projects and "retrospectives" from the failed experiments. From ERP system implementation to simple workflow design, we all are project managers, whether at home or at work. Most of us manage projects on daily basis without the realization of doing so. Project management rules our daily lives. We initiate projects by discussing them with our families or friends. Planning starts with properly outlining some sort of plan which we will follow to accomplish all of the tasks necessary. We execute the tasks and manage the progress continuously until we are fully satisfied with the outcome. Collectively, we have been managing projects for almost 20 years combined, mostly for Fortune 500 companies. All this fancy jargon and big names mean only so much in theory. Theory and methodology allow you to grasp the main concepts of project management. What separates this book from the rest is the practical experience which provided us with a unique opportunity to compile the right mixture of project management tools and methodologies, which create ultimate value for the company and put you, as a project manager, in a position to build self-managing teams and implement effective processes in place at any organization. To get the most relevant and practical information in this book, we have conducted an extensive literature search of papers in areas about leadership theory, behavioral psychology, knowledge management, process engineering, and complexity theory. Moreover, we have studied numerous business cases from some of the most epic project failures to the most celebrated successful deliveries. Lastly, through the Ivy Podcast, we have conducted numerous interviews with some of the most accomplished executives from top organizations to get their insights and strategies for effective project management. We use these lessons and tools on a daily basis and sincerely hope that this book helps you become a better practical project manager equipped with the right information ready for practical use. Throughout this book, you will encounter a lot of common and new Project Management concepts. To help you better understand such concepts, we will employ the use of "Real Life Examples", which will be based on the techniques and tools that we have previously used while working at Fortune 500 Companies such as Ultimate Software, Citrix, IBM, and others. Moreover, this book comes with a library of key templates and documents that we have created throughout our years at these companies, which we hope will come in useful to our readers as they embark on their project management journey.

Tips, stories, and strategies for the job that never ends. When it comes to being a working parent, there are no right answers to the tough questions you grapple with, from how to get your toddler out the door to supporting your teen through struggles with their peers to whether or not to accept that big promotion—and the extensive travel and long hours that come with it. But there are answers that are right for you and your family. The HBR Working Parents Series Collection assembles the ideas and strategies you need to help you get ahead—and get through the day. Included in this set are *Managing Your Career*, *Getting It All Done*, and *Taking Care of Yourself*. This compilation offers insights and practical advice from world-class experts on the topics that matter most to working parents including making decisions at home and at work that align with your priorities; navigating tradeoffs—and managing the feelings that come with them; developing strategies for managing both the details of your day and the long-term view of your career; finding time for personal development; and making career choices that work for you—and your family. The HBR Working Parents Series supports readers as they anticipate challenges, learn how to advocate for themselves more effectively, juggle their impossible schedules, and find fulfillment at home and at work. From classic issues such as work-life balance and making time for yourself to thorny challenges such as managing an urgent family crisis and the impact of parenting on your career, this series features the practical tips, strategies, and research you need to be—and feel—more effective at home and at work. Whether you're up with a newborn or touring universities with your teen, we've got what you need to make working parenthood work for you.

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning--to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear. Iansiti and Lakhani: Present a framework for rethinking business and operating

models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples--including many from the most powerful and innovative global, AI-driven competitors--and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

Blockchain is transforming business. What's your strategy? Leaders of forward-thinking organizations are exploring how blockchain can transform the way they create and seek value. Whether it's used to streamline multiparty processes, create and trade new assets, or leverage artificial intelligence and the internet of things, blockchain enables entirely new business opportunities. This is just the start. As blockchain becomes more widely adopted, it has the potential to radically change the way companies and societies operate, as transformative a paradigm shift as the launch of the internet. The Real Business of Blockchain is one of the first books on this transformative technology written for business leaders. Authors David Furlonger and Christophe Uzureau--both of Gartner, the world-renowned research and advisory company--will help you: Assess how blockchain will impact your business Explore the value proposition that blockchain offers Make smart near- and midterm investments Position your organization in a new competitive landscape Timely, visionary, and accessible, The Real Business of Blockchain cuts through the hype and helps you unlock the vast capabilities of this powerful and potentially world-changing technology.

A groundbreaking book that boldly claims the key to success in business is not talent, connections, or ideas, but the ability to persuade people to take a chance on potential. No one ever makes it alone. But how come some people can get investors to believe in their ideas while others—sometimes with even better ideas—fall flat? What is it about certain people that make us want to take a bet on them? What is it that makes them backable? As it turns out, it's not what you think. Backability is not driven by having the best experience, the finest pedigree, or the most innovative ideas. In fact, many highly successful people are backed long before they are qualified. We tend to view these people as lucky. But the decision to back them is neither an accident nor a mistake, and rarely the result of good luck. Drawing from his own business experience, countless interviews with some of tech's biggest innovators, and compelling case studies of classic success stories like Howard Schultz and Elon Musk, Gupta breaks down the six qualities of backable people that get others to take a bet on them. Backable pulls back the curtain on the illusive x factor that some people just seem to have and instead offers concrete tools like crafting the right pitch and appropriately scaling a project's vision. Anyone from aspiring entrepreneurs to start up stars can master these skills and jumpstart their next big idea.

Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, The Digital Transformation Playbook shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but The Digital Transformation Playbook is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

In 2018, '77 Building Blocks of Digital Transformation: The Digital Capability Model' was published to help 'digital practitioners' working in the digital space. Since then, quite a few readers have suggested writing a book about digital transformation for 'the general public' interested in learning more than basics of digital transformation. That is how the book '77 Building Blocks of Digital Transformation: Simply Explained' has been created. This book is intended to deliver the key messages of 'the 77 Building Blocks' to the general public. It aims to help the general public understand 'actual practices' in the digital space. This is not a theory book that discusses the academical ideas and concepts of digital transformation, but a 'practical' field book that describes the proven digital capabilities as the building blocks of digital transformation. This book does however not fully cover the technical detail of the Maturity Model described in '77 Building Blocks of Digital transformation: The Digital Capability Model' that aims to help digital practitioners with measuring digital maturity. Instead, this book provides examples of higher maturity indicators as an introduction to the Maturity Model. If you are looking for a deep dive into the Maturity Model, refer to '77 Building Blocks of Digital transformation: The Digital Capability Model'. This book covers: 1. Digital Customer Experience Management -Digital Customer Journey Management -User Research -Usability Analysis -User Experience Designing -User Experience Testing 2. Social Interaction -Social Listening -Social Media Marketing -Social Media Servicing -Online Community Management -Rating & Review Management -Content Moderation -Social Crisis Management 3. Digital Marketing -Digital Brand Marketing -Search Engine Optimization -Paid Search -Content Targeting -Affiliate Marketing -Online Advertising -Digital Campaign Management -Lead Management -Marketing Offer Management -Email Marketing -Mobile Marketing -Marketing Automation -Conversion Rate Optimization 4. Digital Commerce -Online Merchandising -Shopping Cart & Checkout -Payments & Reconciliation -Order Management & Fulfillment -Account Management & Self-Service 5. Digital Channel Management -Channel Mix & Optimization -Cross-Business Integration -Cross-Channel Integration -Multi-Device Presentation 6. Knowledge & Content Management -Knowledge Collaboration -Knowledge Base Management -Content Lifecycle Management -Digital Asset Management -Content Aggregation & Syndication -Web Content Management 7. Customization & Personalization -Customer Preference Management -Customer Communication Management -Social Behaviour Management -Interaction Tracking & Management -Customer Loyalty Management -Digital Customer Services 8. Digital Intelligence -Product Similarity Analytics -Customer Insights -Customer Segmentation -Conversion Analytics -Digital Marketing Effectiveness -Big Data Analytics -Web Analytics -Reporting & Dashboard 9. Digital Data Management -Non-relational Data Management -Distributed Data Store Management -Enterprise Search -Master Data Management -Data Quality Management -Digital Data Policy Management 10. Digital Infrastructure Management -On-Demand Provisioning -User Interaction Services -Process Integration Services -Parallel Processing Services -Federated Access Management -Digital Continuity Management 11. Digital Alignment -Digital Innovation -Digital Planning -Digital Governance -Cross-Boundary Collaboration -Digital Journey Readiness 12. Digital Development & Operations -Digital Program & Project Management -Digital Design Authority -Digital Capability Development -Digital Capability Introduction -Digital Service Operations -Digital Quality Management

A book about 25 global women leaders would be remarkable by itself. The fact that it is written by a teenage girl makes it incredible. There is only one word to describe this book - inspiring! - Sunil Gupta, Edward W. Carter Professor of Business, Harvard Business School Just when you thought you knew everything about some of the women shaping our world, you read Maya Sharma's book and realize you didn't know much at all. Smart questions that prompt lively, inspiring, and in-depth answers from incredible women will make your mind wander. A recommended read to all-no matter your age or gender. - Joanna Stern, Senior Personal Tech Columnist, The Wall Street Journal This book is a piece of art. It would have been an impressive book if just two or three of Maya's Wonder Women agreed to do the personal interviews - but she got twenty-five! I plan on gifting this important book to my five granddaughters (and two grandsons) so that they can also grow up to

be, like Maya, our next generation of architects for a better, more equal world. - Mitch Lewis, Adventurer and Author, *Climbing Your Personal Everest Paving: Conversations with Incredible Women Who are Shaping our World* is a provocative and stirring piece of brilliant writing from the up-and-coming Maya Sharma. Impressively, as she is still a student in high school, Maya has expertly featured many inspirational and powerful women from all walks of life and has interviewed them to gain their insights and wisdom on the world today. From their first-hand experiences, Maya's expressive conversations have delved into the difficulties that many women face in the modern world and deftly drawn valuable knowledge from the panoramic fount of the remarkable minds of these global influencers. From how they rose up the ranks to where they sit today, and the challenges they faced on their journey there, to how they stood against them, there is much inspiration and encouragement for the many ambitious women they have paved the way for. In fact, *Paving* is a force of its own, an audacious undertaking, and an eloquent book of thought-provoking answers and extraordinary stories. There is one pivotal theme: No matter what your circumstances, and whatever adversity you face, with perseverance, achieving your goal is always possible.

Your company is turning in regular profits every year, and its market share is only getting bigger. Competitors can't touch you. So why is your stock price so sluggish? The answer is as simple as it is cruel: investors aren't interested in history, and they already know you're profitable and competitive—that knowledge is baked into your stock price. The hard reality is that a competitive advantage just isn't enough. Investors want companies to surprise them with unexpected value, which means that you can outperform market expectations only if you as a leader know how to find, create, and deliver a series of multiple competitive advantages. This is why a corporate theory is so important. A good corporate theory provides a compass for those at the strategic helm, guiding their decisions about what assets and activities to pursue, what investments to make, and what strategies to adopt. Behind every long-term corporate success story lies a basic theory about how that company creates value. In *Beyond Competitive Advantage*, strategy professor Todd Zenger describes what makes a great corporate theory and helps readers understand the many tensions and trade-offs they'll face as they apply the theory to meet the challenge of market expectations. Based on years of research and analysis, *Beyond Competitive Advantage* provides managers and executives with a framework for both sustaining value and creating growth.

Every organization makes plans for updating products, technologies, and business processes. But that's not enough anymore for the twenty-first-century company. The race is now on for everyone to become a digital enterprise. For those individuals who have been charged with leading their company's technology-driven change, the pressure is intense while the correct path forward unclear. Help has arrived! In *Driving Digital*, author Isaac Sacolick shares the lessons he's learned over the years as he has successfully spearheaded multiple transformations and helped shape digital-business best practices. Readers no longer have to blindly trek through the mine field of their company's digital transformation. In this thoroughly researched one-stop manual, learn how to:

- Formulate a digital strategy
- Transform business and IT practices
- Align development and operations
- Drive culture change
- Bolster digital talent
- Capture and track ROI
- Develop innovative digital practices
- Pilot emerging technologies
- And more!

Your company cannot avoid the digital disruption heading its way. The choice is yours: Will this mean the beginning of the end for your business, or will your digital practices be what catapults you into next-level success?

Thinkers50 Management Thinker of 2015 Whitney Johnson wants you to consider this simple, yet powerful, idea: disruptive companies and ideas upend markets by doing something truly different—they see a need, an empty space waiting to be filled, and they dare to create something for which a market may not yet exist. As president and cofounder of Rose Park Advisors' Disruptive Innovation Fund with Clayton Christensen, Johnson used the theory of disruptive innovation to invest in publicly traded stocks and private early-stage companies. In *Disrupt Yourself*, she helps you understand how the frameworks of disruptive innovation can apply to your particular path, whether you are: a self-starter ready to make a disruptive pivot in your business a high-potential individual charting your career trajectory a manager looking to instill innovative thinking amongst your team a leader facing industry changes that make for an uncertain future We are living in an era of accelerating disruption; no one is immune. Johnson makes the compelling case that managing the S-curve waves of learning and mastery is a requisite skill for the future. If you want to be successful in unexpected ways, follow your own disruptive path. Dare to innovate. Do something astonishing. Disrupt yourself.

Academically thorough and up-to-date quantitative and qualitative market research methods text for business and social science students. A Wall Street Journal Bestseller *Are You a Driver, an Explorer, a Crusader, or a Captain?* Many factors shape the success or failure of a new business, whether it's a stand-alone startup or a venture inside a larger corporation. But the most important and least understood of these factors is the personality of the entrepreneur—the particular combination of beliefs and preferences that drives his or her motivation, decision making, and leadership style. And your builder personality is the one resource you can directly control in growing a business that wins. Simply put, who you are shapes how you build for growth. *Built for Growth* decodes the interplay between builder personality and new business success. Using a patented analytic methodology, authors Chris Kuenne and John Danner discovered four distinct types of highly successful entrepreneurial personalities—the Driver, the Explorer, the Crusader, and the Captain. Each is motivated, makes decisions, manages, and leads their businesses differently. Kuenne and Danner blend pioneering research and exclusive personal interviews to illustrate how each type handles the five dynamic challenges in building a business of lasting value: converting ideas into products, galvanizing individual talent for collaborative impact, transforming buyers into partners, aligning financial and other supporters, and scaling the business. With assessments and tools, including a brief Builder Personality quiz and in-depth profiles of each builder type, *Built for Growth* is the ultimate guide for how to play to your strengths, complement and compensate for your gaps, and build a successful business—from startup to scale-up. Its vivid stories and practical advice show how you can unlock the potential of your builder personality to shape your business, your team, and your ability to win in the marketplace. Please visit builtforgrowthbook.com to learn more and access the Builder Personality Discovery tool.

Digital transformation is no longer news. It is a necessity. Sunil Gupta, head of the digital transformation practice at Harvard Business School, provides a framework for large organizations to think through where and how to begin their transformation. Traditional boundaries of industries no longer define competition; businesses have to deal with partners who are both friends and enemies; competitive advantage does not come from low-cost or product differentiation strategies; how companies create and capture value is dramatically changing. This book shows how to rethink the four fundamental pillars of business to reinvent business for this new world. Business leaders, Gupta argues, need to reexamine four fundamental aspects of their business to thrive in the digital era—their business strategy, their value chain, their customers, and their organization. The book addresses questions that arise as companies navigate through this transition and provides a road map for this transformation. Filled with rich case studies and deep analysis, it shows how established firms can mitigate the threat as well as leverage the opportunities in the digital era.

What's a customer really worth? Can you find out, without endlessly complex modeling? And once you know, what should you do with that knowledge? *Managing Your Customers as Investments* has the answers. You'll learn simple ways to get reliable customer value information—in a form you can use. You'll discover how to use it to measure marketing effectiveness, generate improvements throughout the entire customer relationship lifecycle, and improve decision-making. Everyone tells you to manage your business around customers. This book gives you the tools to do it.

Become a Digital Master—No Matter What Business You're In If you think the phrase “going digital” is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most

accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

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

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

Most companies waste billions of dollars on technology. Don't be one of them. If you need the best practices and ideas for unleashing technology's strategic potential—but don't have time to find them—this book is for you. Here are eight inspiring and useful perspectives, all in one place. This collection of HBR articles will help you:

- Clarify corporate strategy with your IT department
- Fund only IT projects that support your strategy
- Transform IT investments into profits
- Build one technology platform for your entire organization
- Adopt new technologies only when their best practices are established
- Use analytics to make smart decisions at all levels of your company
- Integrate social media into your business

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

You have more information at hand about your business environment than ever before. But are you using it to “out-think” your rivals? If not, you may be missing out on a potent competitive tool. In *Competing on Analytics: The New Science of Winning*, Thomas H. Davenport and Jeanne G. Harris argue that the frontier for using data to make decisions has shifted dramatically. Certain high-performing enterprises are now building their competitive strategies around data-driven insights that in turn generate impressive business results. Their secret weapon? Analytics: sophisticated quantitative and statistical analysis and predictive modeling. Exemplars of analytics are using new tools to identify their most profitable customers and offer them the right price, to accelerate product innovation, to optimize supply chains, and to identify the true drivers of financial performance. A wealth of examples—from organizations as diverse as Amazon, Barclay's, Capital One, Harrah's, Procter & Gamble, Wachovia, and the Boston Red Sox—illuminate how to leverage the power of analytics.

The *New Manager's Guide* and *Mentor* The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips. Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical.

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.

Our newly digital world is generating an almost unimaginable amount of data about all of us. Such a vast amount of data is useless without plans and strategies that are designed to cope with its size and complexity, and which enable organisations to leverage the information to create value. This book is a refreshingly practical, yet theoretically sound roadmap to leveraging big data and analytics. *Creating Value with Big Data Analytics* provides a nuanced view of big data development, arguing that big data in itself is not a revolution but an evolution of the increasing availability of data that has been observed in recent times. Building on the authors' extensive academic and practical knowledge, this book aims to provide managers and analysts with strategic directions and practical analytical solutions on how to create value from existing and new big data. By tying data and analytics to specific goals and processes for implementation, this is a much-needed book that will be essential reading for students and specialists of data analytics, marketing research, and customer relationship management.

Your Company Isn't Fast Enough. Here's How to Change That. The traditional hierarchical organization is dead, but what replaces it? Numerous new models—the agile organization, the networked organization, and holacracy, to name a few—have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich provide leaders with a much-needed blueprint for reinventing the organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and Ulrich explain how to build a new kind of organization (a “market-oriented ecosystem”) that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, *Reinventing the Organization* offers a practical, integrated, six-step framework and looks at all the decisions leaders

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

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