

Harvard Business School Dove Case Study Solutions

If you want your startup to succeed, you need to understand why startups fail. "Whether you're a first-time founder or looking to bring innovation into a corporate environment, *Why Startups Fail* is essential reading." --Eric Ries, founder and CEO, LTSE, and New York Times bestselling author of *The Lean Startup* and *The Startup Way* Why do startups fail? That question caught Harvard Business School professor Tom Eisenmann by surprise when he realized he couldn't answer it. So he launched a multiyear research project to find out. In *Why Startups Fail*, Eisenmann reveals his findings: six distinct patterns that account for the vast majority of startup failures. * **Bad Bedfellows.** Startup success is thought to rest largely on the founder's talents and instincts. But the wrong team, investors, or partners can sink a venture just as quickly. * **False Starts.** In following the oft-cited advice to "fail fast" and to "launch before you're ready," founders risk wasting time and capital on the wrong solutions. * **False Promises.** Success with early adopters can be misleading and give founders unwarranted confidence to expand. * **Speed Traps.** Despite the pressure to "get big fast," hypergrowth can spell disaster for even the most promising ventures. * **Help Wanted.** Rapidly scaling startups need lots of capital and talent, but they can make mistakes that leave them suddenly in short supply of both. * **Cascading Miracles.** Silicon Valley exhorts entrepreneurs to dream big. But the bigger the vision, the more things that can go wrong. Drawing on fascinating stories of ventures that failed to fulfill their early promise--from a home-furnishings retailer to a concierge dog-walking service, from a dating app to the inventor of a sophisticated social robot, from a fashion brand to a startup deploying a vast network of charging stations for electric vehicles--Eisenmann offers frameworks for detecting when a venture is vulnerable to these patterns, along with a wealth of strategies and tactics for avoiding them. A must-read for founders at any stage of their entrepreneurial journey, *Why Startups Fail* is not merely a guide to preventing failure but also a roadmap charting the path to startup success.

Recessions -- there may not be anything we can do to stop them, but we have plenty of choices when it comes to our response. During a recession too much time can be spent trying to guess what impact it may have, while too little time is spent exploring the strategic options available. *Survive, Exploit, Disrupt* addresses the need for companies to shift their strategic thinking during an economic downturn. As trends change and consumer behaviour becomes less predictable, companies that triumph over economic downturn fall into three categories: survivors, exploiters and disrupters. This book shows executives how to navigate their way through the many challenges a recession represents for their business, and capitalise on the opportunities these periods of upheaval present. Inside you'll discover: the drivers of change during a recession how to adapt to recessionary periods how to exploit growth opportunities and identify disruptive opportunities specific actions you can take to survive a recession. The result is a solid basis for recession-proof strategy that companies can implement to ensure that they survive the tough times.

Brands on a Mission explores the importance of creating a performance culture that is built on driving impact through purpose, and the type of talent required to drive these transformational changes within companies – from CEO to brand developers. Using evidence from interviews and stories from over 100 CEOs, thought leaders and brand managers, the book presents an emergent model that organisations can follow to build purpose into their growth strategy – and shows how to bridge the gap between Brand Say and Brand Do. Readers will learn from the real experts in the field: how Paul Polman, former CEO of Unilever, built purpose into the DNA of his company; what keeps Alan Jope (new CEO, Unilever) and Emmanuel Faber (CEO, Danone) awake at night; and how brand developers from Durex, Dove, Discovery and LIXIL have made choices and the reasons behind them. In this book you will learn how a soap brand Lifebuoy taught one billion people about hygiene, how a beer is tackling gender-based

violence, and how a toothpaste is tackling school absenteeism amongst many others. Renowned experts like Peter Piot (Director, London School of Health and Tropical Medicine), Michael Porter (Professor, Harvard School of Business), Jane Nelson (Director, Corporate Responsibility Initiative, Harvard Kennedy School) and Susie Orbach (leading feminist and formerly professor, London School of Economics) also share examples, data and their everyday experiences of helping corporates create a culture of purpose. And leading NGOs and UN experts like Lawrence Haddad (Executive Director, GAIN) and Natalia Kanem (Executive Director of UNFPA) will recount how the public and private sector have worked together to create an accelerated path to reaching the Sustainable Development Goals by 2030. The book provides a clear pathway of how to take brands through the journey of developing impactful social missions and driving business growth, and is an essential guide for both managers and students alike.

A renowned Harvard professor debunks prevailing orthodoxy with a new intellectual foundation and a practical pathway forward for a system that has lost its moral and ethical foundation. Free market capitalism is one of humanity's greatest inventions and the greatest source of prosperity the world has ever seen. But this success has been costly. Capitalism is on the verge of destroying the planet and destabilizing society as wealth rushes to the top. The time for action is running short. Rebecca Henderson's rigorous research in economics, psychology, and organizational behavior, as well as her many years of work with companies around the world, give us a path forward. She debunks the worldview that the only purpose of business is to make money and maximize shareholder value. She shows that we have failed to reimagine capitalism so that it is not only an engine of prosperity but also a system that is in harmony with environmental realities, the striving for social justice, and the demands of truly democratic institutions. Henderson's deep understanding of how change takes place, combined with fascinating in-depth stories of companies that have made the first steps towards reimagining capitalism, provide inspiring insight into what capitalism can be. Together with rich discussions of important role of government and how the worlds of finance, governance, and leadership must also evolve, Henderson provides the pragmatic foundation for navigating a world faced with unprecedented challenge, but also with extraordinary opportunity for those who can get it right.

How do you lead frightened people forward to success despite overwhelming odds? Ernest Shackleton should have gone down in history as a failed leader when his 1912 expedition to Antarctica took a dangerous turn. But despite a series of setbacks that left him and his men in life-threatening circumstances, he managed to keep his team moving forward so that they returned home safely. His story is a lesson in staying motivated and reassessing your goals in the wake of failure. In *Forged in Crisis*, Harvard Business School professor and historian Nancy Koehn looks at the lives of five exceptional leaders and reveals how they made the tough choices that allowed them to persevere. She examines the inspiring stories of Ernest Shackleton, Abraham Lincoln, environmentalist Rachel Carson, former slave and abolitionist Frederick Douglass, and German Resistance activist Dietrich Bonhoeffer. These extraordinary leaders displayed stunning abilities to exert lasting influence despite turbulence, disruption, and personalities that may have masked their abilities. By examining their individual values, strategies, and trade-offs, she extracts powerful lessons in what it takes to lead and triumph in the face of a crisis.

Culture pervades consumption and marketing activity in ways that potentially benefit marketing managers. This book provides a comprehensive account of cultural knowledge and skills useful in strategic marketing management. In making these cultural concepts and frameworks accessible and in discussing how to use them, this edited textbook goes beyond the identification of historical, sociocultural, and political factors impinging upon consumer cultures and their effects on market outcomes. This fully updated and restructured new edition provides

two new introductory chapters on culture and marketing practice and improved pedagogy, to give a deeper understanding of how culture pervades consumption and marketing phenomena; the way market meanings are made, circulated, and negotiated; and the environmental, ethical, experiential, social, and symbolic implications of consumption and marketing. The authors highlight the benefits that managers can reap from applying interpretive cultural approaches across the realm of strategic marketing activities including: market segmentation, product and brand positioning, market research, pricing, product development, advertising, and retail distribution. Global contributions are grounded in the authors' primary research with a range of companies including Cadbury's Flake, Dior, Dove, General Motors, HOM, Hummer, Kjaer Group, Le Bon Coin, Mama Shelter, Mecca Cola, Prada, SignBank, and the Twilight community. This edited volume, which compiles the work of 58 scholars from 14 countries, delivers a truly innovative, multinationally focused marketing management textbook. *Marketing Management: A Cultural Perspective* is a timely and relevant learning resource for marketing students, lecturers, and managers across the world.

"Examines the evolution of Dove from functional brand to a brand with a point of view after Unilever designated it as a masterbrand and expanded its portfolio to cover entries into a number of sectors beyond the original bath soap category. The development causes the brand team to take a fresh look at the clichés of the beauty industry. The result is the controversial Real Beauty campaign. As the campaign unfolds, Unilever learns to use the Internet and particularly social network media like YouTube to manage controversy."--Harvard Business Publishing web site.

New technology development starts with the generation of an idea. It ends with that idea's commercial application: a new product or a new service. In Between is a complex sequence of stages demanding specialized management methods. With this in depth survey, R&D, marketing, and engineering managers can learn from the foremost experts about the most successful, proven practices and techniques-for managing all the stages of new technology development.

Coca-Cola. Harley-Davidson. Nike. Budweiser. Valued by customers more for what they symbolize than for what they do, products like these are more than brands--they are cultural icons. How do managers create brands that resonate so powerfully with consumers? Based on extensive historical analyses of some of America's most successful iconic brands, including ESPN, Mountain Dew, Volkswagen, Budweiser, and Harley-Davidson, this book presents the first systematic model to explain how brands become icons. Douglas B. Holt shows how iconic brands create "identity myths" that, through powerful symbolism, soothe collective anxieties resulting from acute social change. Holt warns that icons can't be built through conventional branding strategies, which focus on benefits, brand personalities, and emotional relationships. Instead, he calls for a deeper cultural perspective on traditional marketing themes like targeting, positioning, brand equity, and brand loyalty--and outlines a distinctive set of "cultural branding" principles that will radically alter how companies approach everything from marketing strategy to market research to hiring and training managers. Until now, Holt shows, even the most successful iconic brands have emerged more by intuition and serendipity than by design. With *How Brands Become Icons*, managers can leverage the principles behind some of the most successful brands of the last half-century to build their own iconic brands. Douglas B. Holt is associate professor of Marketing at Harvard Business School.

"The authors classify all managers into one of four types: Teacher; Cheerleader; Always-on; and Connector managers. Drawing on data-driven research, as well on

case studies and interviews, the authors show that Connector managers consistently outperform the other types, then explain what behaviors define a Connector manager and why they are able to build strong teams. They also show why other types of managers are not equally effective, and how they can incorporate behaviors of Connector managers in order to be more effective at building teams"--

Elevate your brand, rise above the crowd, and build tribe In *Follow the Feeling*, strategy advisor Kai D. Wright answers a critical question plaguing entrepreneurs, brand strategists, marketers, and leaders: how do you grow your brand in a noisy world? Analyzing 1,500 fast-growing companies from Alibaba to Zara, the Columbia University lecturer and Ogilvy global consulting partner unpacks five branding secrets. Starting with behavioral economic principles and ending with a new systems-based approach to brand building, Wright offers readers one metric that trumps the hundreds entangling brand value, feelings. *Follow the Feeling* will show you how to best build and position your brand so you can stand out from competitors, build a tribe, and engineer a positive feeling across five important branding territories—lexicon, audio cues, visual stimuli, experience, and culture. Sharing real-world lessons and practical advice he has gained helping everyone from Sean Diddy Combs and Meghan Trainor to Bank of America and HP develop and implement shareable, culturally-infectious branding strategies. Through storytelling, global research, and practical tips, this valuable book will help you and your organization: Efficiently create and deploy a comprehensive brand strategy across the organization Quickly launch new brands or reboot existing brands for growth Build tribes from audiences, consumers, clients, and partners Lean into the convergence of communication, culture, digital, and technology Regardless of industry or sector, branding is essential for companies, non-profits, and even individuals. *Follow the Feeling: Brand Building in a Noisy World* is a must-have resource for anyone from C-Suite executives to aspiring entrepreneurs seeking to unleash the full potential of their brand. And in this world of ever-increasing metrics paired with waning attentiveness, the most important signal of brand health is how you, through your brand, make people feel.

In *Information Rules*, authors Shapiro and Varian reveal that many classic economic concepts can provide the insight and understanding necessary to succeed in the information age. They argue that if managers seriously want to develop effective strategies for competing in the new economy, they must understand the fundamental economics of information technology. Whether information takes the form of software code or recorded music, is published in a book or magazine, or even posted on a website, managers must know how to evaluate the consequences of pricing, protecting, and planning new versions of information products, services, and systems. The first book to distill the economics of information and networks into practical business strategies, *Information Rules* is a guide to the winning moves that can help business leaders navigate successfully through the tough decisions of the information economy. For decades, Clotaire Rapaille's work focused on how people's relationships with the most important concepts in their lives—love, health, and money, for instance—are guided by subconscious cultural messages. But recently, he has uncovered a new phenomenon: a "global unconscious," or core values and feelings that are consistent worldwide—the result of our constant interconnectedness. He has also identified a new group who are paving the way for the future of decision-making: the Global Tribe.

These individuals are fluent in the language of culture, untied to any notion of nationalism or ideology. They are defining the key values driving our new world economy, with profound implications for how companies market their products and services. Rapaille takes us on a journey through China, Brazil, India, England and everywhere in between to discover the new standards for luxury, pleasure, technology and education. How can elite brands compete in a world of knockoffs? How can universities maintain their prestige when a cheap master's degree or doctorate is only a click away? We must speak the language of the Global Tribe in order to succeed. Building on seven years of research, Rapaille analyzes how this new mindset has taken hold in various regions, and how marketers and service providers can tailor their offerings and marketing accordingly. The Global Code is an invaluable glimpse at how our new multi-sphere world is affecting us all.

In *Don't Mess It Up: How Founders and Their Successors Can Avoid the Clichés That Inhibit Growth*, author and six-time second CEO Les Trachtman offers his expertise on the most effective ways to successfully hand off your company to a worthy successor. He also has advice for those who are inheriting a business and want to take it to the next level, as well as for boards who are dealing with these leadership transitions. In his direct, no-nonsense approach, Les shows readers how seemingly harmless business clichés such as “get it right” and “be careful” can have a detrimental effect on a company's future by conveying that such imperative ingredients such as risk and innovation are things to now be avoided. Readers will learn how to:

- Understand the metamorphosis required to transition from great founder to great CEO
- Know when, and if, it's time to replace yourself
- Pick the right successor
- Prepare yourself and your company for the fragile transition
- Create a successful CEO transition
- Separate yourself from the company

There is likely no one more experienced in founder transitions than Les Trachtman. He has been an innovative and respected successor at six different companies; let his hard-won advice guide you through your transition and toward success.

Every business knows that the best customer is a happy customer. They return again and again, bring their friends and family, and deliver tons of free advertising via word of mouth and social media. But in order to grow that loyal base, you must be keenly aware of your customers' needs and preferences. Drawing on the latest research in the exploding field of positive psychology, Columbia Business School professor Bernd Schmitt offers three unique approaches any business can use to turning a casual customer into a committed fan:

- **The Feel-Good Method:** Use the experience of pleasure and positive emotion to hook new customers, and watch those feel-good moments transform an impulsive buyer into a committed loyalist.
- **The Values-and-Meaning Method:** Attract passionate customers by appealing to their core values, like being socially responsible, protecting the environment, or living a simple life
- **The Engagement Method:** Get customers to notice a unique or limited offer, immerse them in the experience, and have them share it with friends and family.

Schmitt shows marketers, brand managers, and entrepreneurs how to design an authentic and successful campaign that will reach, grow, and sustain a devoted base of customers. Most of us have an intuitive sense of superior branding. We prefer to purchase brands we find distinctive—that deliver on some important, relevant dimension better than other brands. These brands have typically achieved positional advantage. Yet few

professionals have had the formal training that goes beyond marketing theory to bridge the “theory-doing gap”—understanding the specific techniques and strategies that can be used to create brands that attain positional advantage in the marketplace.

Positioning for Advantage is a comprehensive how-to guide for creating, building, and executing effective brand strategies. Kimberly A. Whitler identifies essential marketing strategy techniques and moves through the major stages of positioning a brand to achieve in-market advantage. Introducing seven tools—from strategic positioning concepts to strategy mapping to influencer maps—Whitler provides templates, frameworks, and step-by-step processes to build and manage growth brands that achieve positional advantage. This book presents real-world scenarios, helping readers activate tools to increase skill in creating brands that achieve positional advantage. Brimming with insights for students and professionals alike, Positioning for Advantage helps aspiring C-level leaders understand not only what superior branding looks like but also how to make it come to life.

Companies are forever being more creative in their branding strategies, building identities ranging from the warm-and-fuzzy to the ultra-cool and edgy. But it seems that many of these enterprises forgot that a brand, at its heart, is a promise to deliver. If the brand experience does not live up to that promise, customers will take their business elsewhere. Brand Real is a business strategy guide for making a brand's promise stand up at every customer touch point. Packed with proven, repeatable management practices, the book shows how to establish a clean brand architecture while avoiding the needless complexity that has tripped up many promising companies. Author Laurence Vincent presents cautionary tales of supposed brand superstars as well as instructive case studies of genuine brand giants like American Express, Apple, Cisco, Google, Qualcomm, Virgin, and others. Readers will learn how to connect the outward-facing elements of their brands—logos, advertising, imagery, communications—directly to the core elements of business strategy and forge a powerful and lasting connection with their customers.

The global beauty business permeates our lives, influencing how we perceive ourselves and what it is to be beautiful. This book provides the first authoritative history of the global beauty industry from its emergence in the 19th century to the present day, exploring how today's global giants such as Avon, Coty, Estée Lauder, and L'Oréal, grew.

Branding guru Aaker shows how to eliminate the competition and become the lead brand in your market This ground-breaking book defines the concept of brand relevance using dozens of case studies-Prius, Whole Foods, Westin, iPad and more-and explains how brand relevance drives market dynamics, which generates opportunities for your brand and threats for the competition. Aaker reveals how these companies have made other brands in their categories irrelevant. Key points: When managing a new category of product, treat it as if it were a brand; By failing to produce what customers want or losing momentum and visibility, your brand becomes irrelevant; and create barriers to competitors by supporting innovation at every level of the organization. Using dozens of case studies, shows how to create or dominate new categories or subcategories, making competitors irrelevant Shows how to manage the new category or subcategory as if it were a brand and how to create barriers to competitors Describes the threat of becoming irrelevant by failing to make what customer are buying or losing energy David Aaker, the author of four brand books, has been called the father of branding This book offers insight for creating and/or owning a new business arena. Instead of being the best, the goal is to be the only brand around-making competitors irrelevant.

Advertising is a fantastic industry, but actually getting a job (or even your foot in the door) can seem next to impossible. Whether you're a student or a young professional loaded with questions, this one-of-a-kind guide shows you how to land a job and how to thrive once you're

in and the pressure is on. Authors Nancy Vonk and Janet Kestin are seasoned creative directors and longtime creative partners. In *Pick Me*, these industry leaders answer your toughest ad career questions, like: Is advertising right for me? How do I build a killer portfolio? How do I get an interview with the elusive creative director? Should I accept an unpaid internship? How do I find the right partner? How do I beat creative block? How do I avoid burnout? Plus, fourteen industry superstars share their insights and explain how they broke into the business. You'll hear from Bob Barrie, Rick Boyko, David Droga, Mark Fenske, Neil French, Sally Hogshead, Mike Hughes, Shane Hutton, Brian Millar, Tom Monahan, Chuck Porter, Bob Scarpelli, Chris Staples, and Lorraine Tao. Forget the clichés this is advertising as it really is. If you're hell-bent on making it, this informative guide will put you on track for a career in one of the most exciting businesses on the planet.

Why did Ratan Tata decide to pay for all the victims of 26/11 whether injured in the Taj or anywhere else? Why did HDFC's Aditya Puri insist that employees leave for home by 5.30 p.m.? How did HUL develop a cheaper, better product to beat its competitor, Nirma? What do Taj Hotels, HDFC, HUL, L&T and BPCL have in common? They are the win-win corporations! Based on over a decade of research, Shashank Shah takes these truly outstanding Indian companies and studies how they do business. Each of these companies has exceptional practices when it comes to stakeholder management. Whether the stakeholder is an employee, customer, investor, vendor or even society at large, these companies reveal how looking at everyone else's interests doesn't really mean compromising on your own. Often, the two complement each other and that is what makes a win-win solution for everyone. This book gives an inside look into what motivates exceptional companies and how they are a cut above the rest. Full of fascinating anecdotes, leadership philosophy and background stories of organizations, *Win-Win Corporations* is an inspiring read into what makes companies great. Each consumer now has the power to be a journalist, reviewer, and whistle blower. The prevalence of social media has made it possible to alter a brand's reputation with a single viral post, or spark a political movement with a hashtag. This new landscape requires a strategic plasticity and careful consideration of how the public will react to an organization's actions. Participation in social media is mandatory for a brand's success in this highly competitive online era. *Managing Public Relations and Brand Image through Social Media* provides the latest research and theoretical framework necessary to find ease in the shifting public relations and reputation management worlds. It provides an overview of the tools and skills necessary to deftly sidestep public affronts and to effectively use online outlets to enhance an organization's visibility and reputation. This publication targets policy makers, website developers, students and educators of public relations, PR and advertising professionals, and organizations who wish to better understand the effects of social media.

Includes Part 1, Number 1 & 2: Books and Pamphlets, Including Serials and Contributions to Periodicals (January - December)

Unilever is one of the world's largest suppliers of fast moving consumer goods in foods, home and personal care. It operates in over 100 countries. Its scope and scale make it a unique global corporation. Yet the story of Unilever is not simply a tale of corporate evolution: Unilever is a corporation that has a big impact on the lives of people round the world. Indeed, a Unilever brand can be found in one in every two households worldwide. Geoffrey Jones, a leading business historian from the Harvard Business School, takes us inside this corporation, which, from its origins in Britain and the Netherlands, has become a worldwide manufacturer of fast moving consumer products. Unilever's operations cover food and home and personal care, and its brands include Lipton, Hellmann's, Birds Eye, Wall's, Surf, Domestos, Comfort, Dove, Sunsilk, Pond's, Signal, Axe, and Ben & Jerry's. In particular the book focuses on the evolution of the company over the last half century. Managing such a firm in the era of globalization posed enormous challenges. The book covers the company's strategies and provides

compelling evidence of its decision-making, marketing, brand management, innovation, acquisition strategies, corporate culture, and human resource management. The author has had full access to corporate archives and executives and provides us with a unique insight into the workings and strategies of one of the world's oldest and largest multinationals.

“YOU HAVE CHANGED MY LIFE” is a common refrain in the emails Walter Lewin receives daily from fans who have been enthralled by his world-famous video lectures about the wonders of physics. “I walk with a new spring in my step and I look at life through physics-colored eyes,” wrote one such fan. When Lewin’s lectures were made available online, he became an instant YouTube celebrity, and The New York Times declared, “Walter Lewin delivers his lectures with the panache of Julia Child bringing French cooking to amateurs and the zany theatricality of YouTube’s greatest hits.” For more than thirty years as a beloved professor at the Massachusetts Institute of Technology, Lewin honed his singular craft of making physics not only accessible but truly fun, whether putting his head in the path of a wrecking ball, supercharging himself with three hundred thousand volts of electricity, or demonstrating why the sky is blue and why clouds are white. Now, as Carl Sagan did for astronomy and Brian Green did for cosmology, Lewin takes readers on a marvelous journey in *For the Love of Physics*, opening our eyes as never before to the amazing beauty and power with which physics can reveal the hidden workings of the world all around us. “I introduce people to their own world,” writes Lewin, “the world they live in and are familiar with but don’t approach like a physicist—yet.” Could it be true that we are shorter standing up than lying down? Why can we snorkel no deeper than about one foot below the surface? Why are the colors of a rainbow always in the same order, and would it be possible to put our hand out and touch one? Whether introducing why the air smells so fresh after a lightning storm, why we briefly lose (and gain) weight when we ride in an elevator, or what the big bang would have sounded like had anyone existed to hear it, Lewin never ceases to surprise and delight with the extraordinary ability of physics to answer even the most elusive questions. Recounting his own exciting discoveries as a pioneer in the field of X-ray astronomy—arriving at MIT right at the start of an astonishing revolution in astronomy—he also brings to life the power of physics to reach into the vastness of space and unveil exotic uncharted territories, from the marvels of a supernova explosion in the Large Magellanic Cloud to the unseeable depths of black holes. “For me,” Lewin writes, “physics is a way of seeing—the spectacular and the mundane, the immense and the minute—as a beautiful, thrillingly interwoven whole.” His wonderfully inventive and vivid ways of introducing us to the revelations of physics impart to us a new appreciation of the remarkable beauty and intricate harmonies of the forces that govern our lives.

Dove Evolution of a Brand

To survive in today’s competitive and globalized business environment, marketing professionals must look to develop innovative methods of reaching their customers and stakeholders. Examining the relationship between culture and marketing can provide companies with the data they need to expand their reach and increase their profits. *Global Branding: Breakthroughs in Research and Practice* provides international insights into marketing strategies and techniques employed to create and sustain a globally recognized brand. Highlighting a range of pertinent topics such as brand communication, consumer engagement, and product innovation, this publication is an ideal reference source for business executives, marketing professionals, business managers, academicians, and researchers actively involved in the marketing industry.

Hubo una vez una compañía de éxito que creció gracias a la energía de su fundador, una persona creativa e ingeniosa, pero que insistía en tomar la mayoría de las decisiones estratégicas. Casi toda la información corporativa fluía hacia, desde y a través de él, siendo el centro del que provenía la autoridad para actuar. Así, cuando hubo que sustituirlo, la empresa entró en una espiral negativa que marcó el inicio de su desaparición, ya que no había una

cultura de liderazgo compartida, sino un único líder que trazaba el camino. Los líderes van y vienen, pero una sólida marca de liderazgo corporativo es el oxígeno que renueva el ambiente de la organización y ofrece resultados de valor perdurables en el tiempo, que aumentan la satisfacción de clientes, empleados e inversores. Entre en el apasionante mundo del liderazgo de la mano de Dave Ulrich y Norm Smallwood y conozca las seis etapas clave para incorporar el liderazgo como capacidad organizativa para generar confianza y credibilidad en sus públicos internos y externos.

International Federation for Information Processing The IFIP series publishes state-of-the-art results in the sciences and technologies of information and communication. The scope of the series includes: foundations of computer science; software theory and practice; education; computer applications in technology; communication systems; systems modeling and optimization; information systems; computers and society; computer systems technology; security and protection in information processing systems; artificial intelligence; and human-computer interaction. Proceedings and post-proceedings of referred international conferences in computer science and interdisciplinary fields are featured. These results often precede journal publication and represent the most current research. The principal aim of the IFIP series is to encourage education and the dissemination and exchange of information about all aspects of computing. For more information about the 300 other books in the IFIP series, please visit springeronline.com. For more information about IFIP, please visit www.ifip.or.at. Advances in Advertising Research are published by the European Advertising Academy (EAA). This volume is a compilation of research presented at the 11th International Conference in Advertising (ICORIA) which was held in Stockholm (Sweden) in June 2012. The conference gathered 150 leading researchers from 22 countries under the conference theme "The changing roles of advertising". The book provides international state-of-the-art research with 30 articles by renowned scholars from the worldwide ICORIA network.

This case walks students through the types of dilemmas that executives face in the real world. Dove and Axe are two highly successful brands owned by Unilever, a portfolio company (www.unilever.com). Dove is a female-oriented beauty product brand that exhorts "real beauty" and not the unachievable standards that the media portrays. In contrast, Axe is a brand that purportedly "gives men the edge in the mating game." Axe's risqué commercials portray the supermodel-type beauty ideal that Dove is trying to change. Unilever had always been a company of brands, i.e., the consumer knew the brands but not the company. Recently, however, the company attempted to unify with an umbrella mission for all of its brands. This change would turn Unilever into a company with brands, potentially increasing consumer awareness and encouraging cross-purchases between the different brands. However, this new strategy raised questions about the conflicting messages between the brands' marketing campaigns, most notably between Unilever's two powerhouse brands, Dove and Axe.

Spark addresses the important issue of growing brands in an increasingly competitive, crowded market place. Written by an expert in marketing, here is a book that demystifies the esoteric subject of brand-building. Spark achieves this by providing a practical framework. It handholds the reader through the various stages of brand-building—how to generate an insight to address a specific business challenge; how to construct a full business plan around it; and how to leverage such a plan for revenue growth. Rich in case-studies of successful global brands like Dove, McDonald's and Vicks VapoRub, and replete with brainstorming tips and catchy acronyms for developing successful brand campaigns with ad agencies, Spark offers a lifeline to the professional committed to building and nurturing a powerful brand.

Provides an experimental approach to innovation, using such popular culture examples as NFL Films, Starbucks, and J. Crew to show how success can be achieved through prototyping and testing.

Patrick Dahmen analyses the internal and external dimensions of multi-channel

strategies and develops a management framework for their strategic design and operational implementation. Case studies illustrate the underlying managerial challenges.

Contending that today's high-quality marketplace has created an era of impossible competition, an award-winning Harvard Business School professor makes recommendations for how companies can retain market shares without losing status to copycat competitors.

A clear, practical approach to making your organization more responsive to change
Response Ability: The Language, Structure, and Culture of the Agile Enterprise helps companies keep up with an ever-changing business environment driven by the explosion and rapid application of new knowledge and increasing connectivity and communication. This twenty-first-century business primer identifies corporate characteristics that facilitate change and shows managers how to instill these competencies in every part of any organization. This user's manual for the new economy shows companies how to reconfigure themselves to respond quickly when a business situation demands rapid changes in organization, distribution logistics, production capability, innovation capability, resource procurement, product design, service strategy, or any other activity or competency. It provides a strategic context for lean operating practices, puts knowledge management and the learning organization in perspective, and offers a framework within which to apply today's best advice on new business practices and strategic focus. This timely guide is the ultimate resource for enterprises struggling to adjust to rapidly changing economic conditions and for managers at any level who must introduce agility into a department, division, or entire organization. It is also an excellent supporting reference and tutorial for all others who will take part in the transformation.

Investments in IT are growing extensively and business managers worry about the fact that the benefits of IT investments might not be as high as expected. Information Systems Evaluation Management discusses this issue among others, through its presentation of the most current research in the field of IS evaluation.

Harness your creative potential! Make no mistake; creative thinking is a skill. As with any skill, it can be strengthened, honed and mastered. And just like any endeavor, mastery of creativity requires thoughtful study and practice. This book gives you the tools you need to make creative thinking a part of your approach to every aspect of your life. Breakthrough Thinking is a holistic approach to creativity complete with industry examples from successful creative professionals and some of the top creative organizations in business today. Within the pages of this timely and comprehensive guide to idea generation and problem solving you'll find techniques and exercises to help you: Develop critical understanding of concepts, theories and trends in creativity Learn how to develop and apply creative concepts and strategies within today's competitive business environment Brainstorm, analyze and evaluate innovative ideas and solutions Empower your team's creative process And much more Let Breakthrough Thinking be your guide and tap into your creative potential today! "This book represents an important contribution to our growing understanding of creativity in professional practice. Vogel's take on it from a variety of perspectives and contexts is rich and rewarding." --W. Glenn Griffin, Ph. D., Associate Professor of Advertising, The University of Alabama and co-author of The Creative Process Illustrated "A resource

not only for industry innovators, but also for academic mentors who aim to provide rich learning environments for creative leaders of the future." --Joann M. Montepare, Professor of Psychology, Lasell College

The staff of the "Harbus," the Harvard Business School's newspaper, presents essays that got their writers into the #1 business school in the nation, with tips to help readers do that same at Harvard--or elsewhere.

Social media (e.g., Facebook, LinkedIn, Groupon, Twitter) have changed the way consumers and advertisers behave. It is crucial to understand how consumers think, feel and act regarding social media, online advertising, and online shopping. Business practitioners, students and marketers are trying to understand online consumer experiences that help instill brand loyalty. This book is one of the first to present scholarly theory and research to help explain and predict online consumer behavior.

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