

Technology As A Service Playbook How To Grow A Profitable Subscription Business

Bridging the Services Chasm provides a comprehensive framework companies can use to make critical service strategy decisions that have rapidly become the difference between product success and market failure. Based on the analysis of technology providers, this book leverages a combination of public record, unique survey data, and direct interaction to clearly define the critical role services is now playing in the success of product companies. In 1991, Geoffrey Moore published Crossing the Chasm. This seminal work framed and defined the specific challenges that companies face as they attempt to drive new product offerings to market. Since then, a new set of strategy challenges for product-centric companies has become evident. And there is a new chasm that companies must decide how to cross: The Services Chasm. Bridging the Services Chasm frames the services strategy decisions product companies can no longer afford to defer and provides a clear path for action.

We've all heard stories of amazing product successes: the brilliant college kid who started a business in his dorm room; the team who built a business from the back of a napkin with just a few friends and sold it for millions. Yet for every amazing success story, there are thousands of stories of products that went nowhere. Most of us aren't looking at billion-dollar valuations; we're

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not looking for an exit. Instead we have a few ideas -- some innovative, some not -- and we're trying to determine which to pursue. Likely, you're working for a company today and you need a step-by-step approach to turn ideas, regardless of their source, into businesses. In *Turn Ideas into Products*, author Steve Johnson introduces a nimble idea-to-market process with strong emphasis on personal experience with customers. From business planning to product launch, this approach for managing products empowers your product team to work smarter and collaborate better with colleagues and customers.

A USA Today bestseller! Companies like Netflix, Spotify, and Salesforce are just the tip of the iceberg for the subscription model. The real transformation--and the real opportunity--is just beginning. Subscription companies are growing nine times faster than the S&P 500. Why? Because unlike product companies, subscription companies know their customers. A happy subscriber base is the ultimate economic moat. Today's consumers prefer the advantages of access over the hassles of maintenance, from transportation (Uber, Surf Air), to clothing (Stitch Fix, Eleven James), to razor blades and makeup (Dollar Shave Club, Birchbox). Companies are similarly demanding easier, long-term solutions, trading their server rooms for cloud storage solutions like Box. Simply put, the world is shifting from products to services. But how do you turn customers into subscribers? As the CEO of the world's largest subscription management platform, Tien Tzuo has helped hundreds of companies transition from relying on

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individual sales to building customer-centric, recurring-revenue businesses. His core message in *Subscribed* is simple: Ready or not, excited or terrified, you need to adapt to the Subscription Economy -- or risk being left behind. Tzuoh shows how to use subscriptions to build lucrative, ongoing one-on-one relationships with your customers. This may require reinventing substantial parts of your company, from your accounting practices to your entire IT architecture, but the payoff can be enormous. Just look at the case studies: * Adobe transitions from selling enterprise software licenses to offering cloud-based solutions for a flat monthly fee, and quadruples its valuation. * Fender evolves from selling guitars one at a time to creating lifelong musicians by teaching beginners to play, and keeping them inspired for life. * Caterpillar uses subscriptions to help solve problems -- it's not about how many tractors you can rent, but how much dirt you need to move. In *Subscribed*, you'll learn how these companies made the shift, and how you can transform your own product into a valuable service with a practical, step-by-step framework. Find out how how you can prepare and prosper now, rather than trying to catch up later.

Build a Modern L&D Team Organizations are facing an era of rapid acceleration. As new technology and digital strategies are integrated, workers at all levels will be required to build capability much faster than before, navigating more complex systems and processes. Yet, learning and development (L&D) has lagged in this area, as too many L&D functions still focus on transactional interactions across a broad and complex portfolio while

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starved for resources. In L&D's Playbook for the Digital Age, Brandon Carson makes the case that it's time to reorient L&D, take a more proactive role in enabling the workforce, and create a new framework for developing skills and capabilities. L&D leaders must realize theirs is one of the most critical business functions and must be appropriately funded and resourced to realize the performance gains that are crucial to the business. L&D cannot be caught standing still and, in fact, needs a new playbook to navigate the radical and complex transformation the digital age is demanding. Stemming from the sports world, a playbook ensures the players know their roles, connect as a team, and understand the winning strategy and how to execute the game plan. For L&D, a playbook can help build alignment across the team and with stakeholders by being flexible as business needs change. Carson walks you through the steps to formulate how a new playbook could help the alignment of your L&D function—whether it's restructuring, new skilling, or rescoping. He asks readers to speak the language of business instead of the language of learning. For example, does your workforce repair aircraft or do they enable safe flight? In other words, can you be the visionary your organization requires? Today's customers are a hard bunch to crack. Time-strapped, screen-addicted, value-savvy, and socially engaged, their expectations are tougher than ever for a business to keep up with. They are empowered like never before and expect businesses to respect that sense of empowerment—lashing out at those that don't. Take heart: Old-fashioned customer service, fully

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retooled for today's blistering pace and digitally connected reality, is what you need to build the kind loyal customer base that allows you to survive—and thrive. And High-Tech, High-Touch Customer Service spells out surefire strategies for success in a clear, entertaining, and practical way. Discover: ò Six major customer trends and what they mean for your business ò Eight unbreakable rules for social media customer service ò How to effectively address online complainers and saboteurs on Yelp, Twitter, TripAdvisor, and other forums for user generated content ò The rising power of self-service—and how to design it properly ò How to build a company culture that breeds stellar customer service High-Tech, High-Touch Customer Service reveals inside secrets of wildly successful customer service initiatives, from Internet startups to venerable brands, and shows how companies of every stripe can turn casual customers into fervent supporters who will spread the word far and wide—online and off.

Recognized as One of the Best Business Books for 2014 by CIO Magazine Based on interviews with more than 150 CIOs, IT/business executives, and academic thought leaders, *The Strategic CIO: Changing the Dynamics of the Business Enterprise* provides insight, success stories, and a step-by-step methodology to transform your IT organization into a strategic asset that drives customer value, increases revenues, and enhances shareholder wealth. The book details how strategic CIOs from FedEx, Procter & Gamble, McKesson, and other leading companies transformed their organizations. It illustrates the methods these CIOs used to become

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strategic partners that collaborate effectively within their organizations to leverage information and technology for a competitive advantage. The text will help you assess the key competencies and skills required by IT personnel to partner with your business teams to create new and enhanced products and services that create customer value, increase margin, and enhance shareholder wealth. The book includes powerful methodologies, time-saving templates, proven best practices, and helpful assessments. It also details a four-phase methodology, along with the associated activities and tools, to help your IT organization successfully transform into a strategic IT organization. Gain insight into the four domain competencies and twelve associated skills required to build effective strategic IT organizations. Build your roadmap to success using the transformation methodology described in the text and you will be on your way to making your organization a strategic IT organization. Read Philip Weinzimer's recent article that appeared on CIO.com.

Using concrete examples, *The School Librarian's Technology Playbook* offers strategies for school librarians to initiate and support innovative practices throughout their school community. The role of school librarians has evolved: no longer do they primarily support teachers with reading and literacy resources. Many librarians now support teachers in integrating technology tools and innovative teaching practices in their classrooms. At her school, author and learning coordinator Stacy Brown has pioneered the transition to innovation and technology use in the classroom. In *The*

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School Librarian's Technology Playbook, she showcases different technology tools and innovative strategies that can be incorporated into the classroom, such as 3D printing, augmented reality, green screen applications, gamification, coding, makerEd, and more. She details the many ways in which school librarians can support teachers as they implement these new practices into their curriculum. School librarians will learn how to collaborate with teachers and how to empower them to step outside of their comfort zones to try new tools and teaching methods. Readers of this book will also learn how to support teachers as the technology continues to change in this dynamic educational landscape. • Readers will be inspired to reimagine the role of the school librarian as a primary influencer of innovation within the school community • Readers will discover specific strategies to achieve buy-in from administrators and managers to allow school librarians to lead the school in innovation and professional learning • Readers will learn about relevant resources in technology and innovation and practical approaches to using them in an elementary and middle school curriculum • Readers will acquire specific strategies for librarians to form partnerships with teachers to introduce resources and alternative teaching strategies into the classroom • Readers will learn practical approaches for shaping the school library as an innovation hub to pilot ideas and resources and launch them into the larger community

The revolutionary guide that challenged businesses around the world to stop selling to their buyers and start answering their questions to get results; revised and

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updated to address new technology, trends, the continuous evolution of the digital consumer, and much more In today's digital age, the traditional sales funnel—marketing at the top, sales in the middle, customer service at the bottom—is no longer effective. To be successful, businesses must obsess over the questions, concerns, and problems their buyers have, and address them as honestly and as thoroughly as possible. Every day, buyers turn to search engines to ask billions of questions. Having the answers they need can attract thousands of potential buyers to your company—but only if your content strategy puts your answers at the top of those search results. It's a simple and powerful equation that produces growth and success: They Ask, You Answer. Using these principles, author Marcus Sheridan led his struggling pool company from the bleak depths of the housing crash of 2008 to become one of the largest pool installers in the United States. Discover how his proven strategy can work for your business and master the principles of inbound and content marketing that have empowered thousands of companies to achieve exceptional growth. They Ask, You Answer is a straightforward guide filled with practical tactics and insights for transforming your marketing strategy. This new edition has been fully revised and updated to reflect the evolution of content marketing and the increasing demands of today's internet-savvy buyers. New chapters explore the impact of technology, conversational marketing, the essential elements every business website should possess, the rise of video, and new stories from companies that have achieved

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remarkable results with They Ask, You Answer. Upon reading this book, you will know: How to build trust with buyers through content and video. How to turn your web presence into a magnet for qualified buyers. What works and what doesn't through new case studies, featuring real-world results from companies that have embraced these principles. Why you need to think of your business as a media company, instead of relying on more traditional (and ineffective) ways of advertising and marketing. How to achieve buy-in at your company and truly embrace a culture of content and video. How to transform your current customer base into loyal brand advocates for your company. They Ask, You Answer is a must-have resource for companies that want a fresh approach to marketing and sales that is proven to generate more traffic, leads, and sales.

A one-semester college course in software engineering focusing on cloud computing, software as a service (SaaS), and Agile development using Extreme Programming (XP). This book is neither a step-by-step tutorial nor a reference book. Instead, our goal is to bring a diverse set of software engineering topics together into a single narrative, help readers understand the most important ideas through concrete examples and a learn-by-doing approach, and teach readers enough about each topic to get them started in the field. Courseware for doing the work in the book is available as a virtual machine image that can be downloaded or deployed in the cloud. A free MOOC (massively open online course) at saas-class.org follows the book's content and adds programming assignments and quizzes. See [http:](http://)

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[//saasbook.info](https://saasbook.info) for details.

AI is radically transforming business. Are you ready? Look around you. Artificial intelligence is no longer just a futuristic notion. It's here right now--in software that senses what we need, supply chains that "think" in real time, and robots that respond to changes in their environment. Twenty-first-century pioneer companies are already using AI to innovate and grow fast. The bottom line is this: Businesses that understand how to harness AI can surge ahead. Those that neglect it will fall behind. Which side are you on? In *Human + Machine*, Accenture leaders Paul R. Daugherty and H. James (Jim) Wilson show that the essence of the AI paradigm shift is the transformation of all business processes within an organization--whether related to breakthrough innovation, everyday customer service, or personal productivity habits. As humans and smart machines collaborate ever more closely, work processes become more fluid and adaptive, enabling companies to change them on the fly--or to completely reimagine them. AI is changing all the rules of how companies operate. Based on the authors' experience and research with 1,500 organizations, the book reveals how companies are using the new rules of AI to leap ahead on innovation and profitability, as well as what you can do to achieve similar results. It describes six entirely new types of hybrid human + machine roles that every company must develop, and it includes a "leader's guide" with the five crucial principles required to become an AI-fueled business. *Human + Machine* provides the missing and much-needed management playbook for success in our new age of AI. **BOOK PROCEEDS FOR THE AI GENERATION** The authors' goal in publishing *Human + Machine* is to help executives, workers, students and others navigate the changes that AI is making to business and the economy. They believe AI will

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bring innovations that truly improve the way the world works and lives. However, AI will cause disruption, and many people will need education, training and support to prepare for the newly created jobs. To support this need, the authors are donating the royalties received from the sale of this book to fund education and retraining programs focused on developing fusion skills for the age of artificial intelligence. Stories of government management failures often make the headlines, but quietly much gets done as well. What makes the difference? Ira Goldstein offers wisdom about how to lead and succeed in the federal realm, even during periods when the political climate is intensely negative, based on his decades of experience as a senior executive at two major government consulting firms and as a member of the US federal government's Senior Executive Service. The Federal Management Playbook coaches the importance of always keeping four key concepts in mind when planning for success: goals, stakeholders, resources, and time frames. Its chapters address how to effectively motivate government employees, pick the right technologies, communicate and negotiate with powerful stakeholders, manage risks, get value from contractors, foster innovation, and more. Goldstein makes lessons easy to apply by breaking each chapter's plans into three strategic phases: create an offensive strategy, execute your plan effectively, and play a smart defense. Additional tips describe how career civil servants and political appointees can get the most from one another, advise consultants on providing value to government, and help everyone better manage ever-present oversight. The Federal Management Playbook is a must-read for anyone working in the government realm and for students who aspire to public service.

Coverage includes: chartering, organizing, and establishing metrics for professional services; addressing the unique

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challenges faced by professional services in traditional product companies; and managing a professional services business at every stage of its lifecycle.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, *Pivot to the Future* reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. *Pivot to the Future* is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

These days, consumers have real power: they can research companies, compare ratings, and find alternatives with a simple tap. Focusing on customer needs isn't a nice-to-have, it's a strategic imperative. The *Jobs To Be Done Playbook* (JTBD) helps organizations turn market insight into action.

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This book shows you techniques to make offerings people want, as well as make people want your offering.

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

The current way of treating people at work has failed. Globally, only 30% of employees are engaged in their jobs, and in this fast-paced world that's just not enough. The world's best companies understand this, and have been

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quietly treating people differently for nearly two decades. Now you can learn their secrets and discover The Engagement Bridge™ model, proven to build bottom line value for companies through sustainable employee engagement. Companies with the best cultures generate stock market returns of twice the general market and enjoy half the employee turnover of their peers. Their staff innovate more, deliver better customer service and, hands-down, beat the competition. These companies outperform and disrupt their markets. They break the rules of traditional HR, they rebel against the status quo. Build it has found these rebels and the rulebreakers. From small startups to global powerhouses, this book shows that courage, commitment, and a people-centric mindset, rather than money and resources, are what you need to turn an average business into a category leader. The book follows the clear and proven Engagement Bridge™ model, developed from working with thousands of leading companies worldwide on their own employee engagement journeys. The practical model highlights the areas that leaders need to examine in order to build a highly engaged company culture and provides a framework for success. Build it is packed with tips, tools and real-life examples from employers including NASDAQ, Unilever, IBM, KPMG, 3M, and McDonald's to help you start doing this not tomorrow, but today. Readers will learn: How employee engagement helps companies perform The key factors that drive engagement, and how they work together What the world's most rebellious companies have done to break the rules of traditional HR and improve engagement How to implement The Engagement Bridge™ model to boost productivity, innovation, and better decision-making Unique in this category, Build it is written from two sharply different perspectives. Glenn Elliott is a multi-award winning Entrepreneur of the Year, CEO and growth investor. He talks candidly about the mistakes and missteps

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he has made whilst building Reward Gateway into a \$300m category leader in employee engagement technology. Debra Corey brings 30 years experience in senior level HR roles at global companies such as Gap, Quintiles, Honeywell and Merlin Entertainments. She shares the practical tools and case studies that can kickstart your employee engagement plan, bringing her own pragmatic and engaging style to each situation.

Customer service is of particular importance in the technology industry; customers rely on technical support services when they have a problem with a piece of hardware, software, or a consumer device. The current darling of the technology industry is Apple, and you don't have to go farther than the Genius Bar at your local Apple Store to see how Apple approaches customer service, creating a fantastic customer experience that ensures rabid fans. Most people think of customer service as a department, but customer service is also a technology industry all on its own. This book gives an insider's view of the customer service industry, providing insight for those battling mediocre service every day. If you understand the tools, vocabulary, and metrics that power customer service, you can definitely demand better service from your providers. For those already working in customer service, this book will provide you with some new best practices, worst practices to avoid, and maybe even a laugh or two along the way.

The Complete Guide to Software as a Service is truly "everything you need to know about SaaS." This is the only book available today that covers the multiple facets of the SaaS model: functional, operational, technical, security and financial. Starting with the definition and the origins of SaaS, it gives a 360-degree view of the inner workings of a SaaS business. This book is a must read for entrepreneurs who are launching a SaaS company. Learn the six ways to fail your

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SaaS start-up. It will also guide any software company who is transitioning from an on-premise license model to SaaS. Learn what IT and business functions must evolve when moving from one business model to the next. It also provides useful information and insight to different functional managers within a SaaS company. As well, users of SaaS software will become more knowledgeable clients of their SaaS providers after reading this book. Learn how to "read between the lines" of your SaaS contract and focus on the clauses where you have real negotiating power. For anyone interested in learning more about this important shift in the software industry, this book fills a void that exists today in the world of SaaS.

The essential roadmaps for enterprise cloud adoption As cloud technologies continue to challenge the fundamental understanding of how businesses work, smart companies are moving quickly to adapt to a changing set of rules. Adopting the cloud requires a clear roadmap backed by use cases, grounded in practical real-world experience, to show the routes to successful adoption. The Cloud Adoption Playbook helps business and technology leaders in enterprise organizations sort through the options and make the best choices for accelerating cloud adoption and digital transformation. Written by a team of IBM technical executives with a wealth of real-world client experience, this book cuts through the hype, answers your questions, and helps you tailor your cloud adoption and digital transformation journey to the needs of your organization. This book will help you: Discover how the cloud can fulfill major business needs Adopt a standardized Cloud Adoption Framework and understand the key dimensions of cloud

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adoption and digital transformation Learn how cloud adoption impacts culture, architecture, security, and more Understand the roles of governance, methodology, and how the cloud impacts key players in your organization. Providing a collection of winning plays, championship advice, and real-world examples of successful adoption, this playbook is your ultimate resource for making the cloud work. There has never been a better time to adopt the cloud. Cloud solutions are more numerous and accessible than ever before, and evolving technology is making the cloud more reliable, more secure, and more necessary than ever before. Don't let your organization be left behind! The Cloud Adoption Playbook gives you the essential guidance you need to make the smart choices that reduce your organizational risk and accelerate your cloud adoption and digital transformation.

"This book offers insightful and practical advice and strategies to help IT leaders maximize the impact of IT on their business. While the technologies constantly change at a dramatic pace, the practices described in this book are timeless and can help transform IT department from a mere order taker to a high performance organization that delivers extraordinary business outcomes, despite this era of turbulent economic challenges. The author shares a framework that he has developed over his 25 year career that includes practical strategies and tactics to help IT leaders truly transform their organizations. The framework involves seven steps: (1) partner, (2) innovate, (3) deliver, (4) support, (5) optimize, (6)

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protect, and (7) grow. Interviews with CIOs and technology leaders from companies such as HBO, Hyatt, and Conair will be used to help support the framework"-- Fuel your business' transition into the digital age with this insightful and comprehensive resource Digital Business Transformation: How Established Companies Sustain Competitive Advantage offers readers a framework for digital business transformation. Written by Nigel Vaz, the acclaimed CEO of Publicis Sapien, a global digital business transformation company, Digital Business Transformation delivers practical advice and approachable strategies to help businesses realize their digital potential. Digital Business Transformation provides readers with examples of the challenges faced by global organizations and the strategies they used to overcome them. The book also includes discussions of: How to decide whether to defend, differentiate, or disrupt your organization to meet digital challenges How to deconstruct decision-making throughout all levels of your organization How to combine strategy, product, experience, engineering, and data to produce digital results Perfect for anyone in a leadership position in a modern organization, particularly those who find themselves responsible for transformation-related decisions, Digital Business Transformation delivers a message that begs to be heard by everyone who hopes to help their organization meet the challenges of a changing world.

A radical shift in perspective to transform your organization to become more innovative The Design Thinking Playbook is an actionable guide to the future of

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business. By stepping back and questioning the current mindset, the faults of the status quo stand out in stark relief—and this guide gives you the tools and frameworks you need to kick off a digital transformation. Design Thinking is about approaching things differently with a strong user orientation and fast iterations with multidisciplinary teams to solve wicked problems. It is equally applicable to (re-)design products, services, processes, business models, and ecosystems. It inspires radical innovation as a matter of course, and ignites capabilities beyond mere potential. Unmatched as a source of competitive advantage, Design Thinking is the driving force behind those who will lead industries through transformations and evolutions. This book describes how Design Thinking is applied across a variety of industries, enriched with other proven approaches as well as the necessary tools, and the knowledge to use them effectively. Packed with solutions for common challenges including digital transformation, this practical, highly visual discussion shows you how Design Thinking fits into agile methods within management, innovation, and startups. Explore the digitized future using new design criteria to create real value for the user Foster radical innovation through an inspiring framework for action Gather the right people to build highly-motivated teams Apply Design Thinking, Systems Thinking, Big Data Analytics, and Lean Start-up using new tools and a fresh new perspective Create Minimum Viable Ecosystems (MVEs) for digital processes and services which becomes for example essential in building Blockchain applications Practical

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frameworks, real-world solutions, and radical innovation wrapped in a whole new outlook give you the power to mindfully lead to new heights. From systems and operations to people, projects, culture, digitalization, and beyond, this invaluable mind shift paves the way for organizations—and individuals—to do great things. When you're ready to give your organization a big step forward, *The Design Thinking Playbook* is your practical guide to a more innovative future.

Discover how to create exceptional customer service and a superior customer experience, learning from the greatest companies of our time. When it comes to delivering great customer service and customer experience, many companies miss the mark. But there's no reason this should include you and your company. *Ignore Your Customers (and They'll Go Away)* spells out, step by step, how to craft a customer service culture and customer experience so powerful that they'll transform your organization and boost your company's bottom line. You'll enjoy inspirational, often hilarious, tales from the trenches as author Micah Solomon, one of the world's best-known customer service consultants, relates hands-on adventures about assessing and improving customer service in various industries. You'll spend time behind the scenes with Zappos CEO Tony Hsieh and discover how the company delivers "wow" customer service. From Richard Branson, you'll learn how Virgin brands deliver authentic customer service (avoiding what Branson calls "Stepford Customer Service") and Branson's secrets for turning social media attackers into brand promoters. Drawing on a wealth of

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stories personally assembled from today's most innovative and successful companies, including Amazon, Cleveland Clinic, Drybar, USAA Insurance, and The Ritz-Carlton Hotel Company, Solomon reveals what it takes to turn a ho-hum customer interaction into one that drives customer engagement and lifelong loyalty. This book is for cybersecurity leaders across all industries and organizations. It is intended to bridge the gap between the data center and the board room. This book examines the multitude of communication challenges that CISOs are faced with every day and provides practical tools to identify your audience, tailor your message and master the art of communicating. Poor communication is one of the top reasons that CISOs fail in their roles. By taking the step to work on your communication and soft skills (the two go hand-in-hand), you will hopefully never join their ranks. This is not a "communication theory" book. It provides just enough practical skills and techniques for security leaders to get the job done. Learn fundamental communication skills and how to apply them to day-to-day challenges like communicating with your peers, your team, business leaders and the board of directors. Learn how to produce meaningful metrics and communicate before, during and after an incident. Regardless of your role in Tech, you will find something of value somewhere along the way in this book.

"Customer Success will become the authoritative book of the emerging Customer Success industry and target any business that is trying to focus, or re-focus, on customers and will be applicable to all customer management roles

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such as Account Manager, Customer Advocacy, Client Relationship Manager, and Customer Success Manager along with the leadership of those organizations.

Customer Success will address the pains of how to start creating a customer-centric company and how to think strategically about Customer Success - how to organize, compensate, find a leader, measure, etc. Customer Success has exploded as one of the hottest B2B movements since the advent of the subscription business model"--

Digital-era technologies lead organizations to become technology takers, the equivalent of economic "price takers." To be a technology taker is to assent to the behavior transforming benefits of modern technologies. This playbook offers technology takers tactics to manage change, create value, and exploit the digital era's strategic opportunities.

Industry after industry is becoming technology driven as software rapidly eats the world. As it spreads, so do complexity and opportunity. There are clear signs that the traditional B2B business model designed 125 years ago as a simple "make, sell, ship" approach for early manufacturing companies is no longer capable of delivering the full potential of high-tech and near-tech solutions. B4B seeks to frame what is possible in an age where suppliers are connected to their customers in real time. The traditional world of B2B was designed to sell things to customers, whereas the new B4B model will be about delivering outcomes for customers. It's a whole new ballgame. Using powerful models and specific examples, B4B envisions a next-generation tech industry

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where suppliers play an active, ongoing role in helping business customers achieve unparalleled value from their technology investments.

Digital Customer Service is the new standard for creating a 5-star customer experience. As much as technology has improved our lives, for many people customer service experiences remain unnecessarily frustrating. But the advent of Digital Customer Service (DCS) promises to make these interactions seamless and effortless by creating experiences that occur entirely on a customer's own screen, even in situations where it is preferable to speak to an agent. *Digital Customer Service: Transforming Customer Experience for an On-Screen World* traces the evolution of customer service—as well as the evolution of customer expectations and the underlying psychology that drives customer behavior - from the days of the first call centers in the 1980s all the way to today's digital world. Written for Customer Service and Customer Experience leaders as well as C-suite executives (CEOs, CFOs, CIOs), *Digital Customer Service* helps business leaders balance three critical priorities: Creating an excellent experience for customers that increases customer loyalty and profitability. Driving down the cost of Customer Service/Support interactions, while increasing revenue through Sales interactions. Moving quickly toward the goal of "digital transformation." We have discovered—in our research and our first-hand experience—that when companies commit to achieving true Digital Customer Service, they can make significant progress toward all three of these goals at once. *Digital Customer Service*

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provides the roadmap for how your company can get there. And when you do, who wins? EVERYONE.

Technology-as-a-Service Playbook defines the tactical and strategic plays technology companies must run to build a profitable subscription business. Whether you are a pureplay cloud company or a traditional technology provider making the pivot to the cloud, this book will help guide your decision-making and execution around the "as-a-service" model to put your company on a path to profitable growth.

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Technology-as-a-service PlaybookHow to Grow a Profitable Subscription Business

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Most customers struggle to keep up, and usually settle for far less value than they could (and should) get from their purchases. A new business model for the tech industry is needed one that requires radically different thinking about the future of services, sales, R&D priorities, and how companies create shareholder value. This new way of doing business views the use of the product as the beginning of a journey with a customer, not the end. The growing consumption gap caused by the avalanche of complexity that these companies have unleashed on their customers is undermining feature-based differentiation as a competitive advantage. Results-based differentiation actually measured by customers may be the next Big Thing in tech. Complexity Avalanche offers technology companies a roadmap for moving to this next level of services. This is not a book strictly for service executives, but for every executive whose company builds, sells, or supports technology." As a community, aligning efforts across a community to support the safety and well-being of vulnerable and underserved individuals is extraordinarily difficult. These individuals suffer disproportionately from health issues, job loss, a lack of stable housing, high utility costs, substance abuse, and homelessness. In addition to medical care, these individuals often critically need access to community social sector organizations that provide a distinct and complementary set of services, such as housing, food services, emergency utility assistance, and employment assistance. These services are just as vital as healthcare services to these individuals' long-term health and well-being, with data

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suggesting that 80–90% of health outcomes can be attributed to factors beyond direct medical intervention. This book proposes a novel approach to the coordination of medicine and social services through the use of people, process, and technology, with the goal being to streamline coordination between medical and Community-Based Organizations and to promote true cross-sector patient and client advocacy. The book is based on the experience of Dallas, TX, which was one of the first metropolitan regions to develop a comprehensive foundation for partnership between a community's clinical and social sectors using web-based information exchange. In the 5 years since the initial launch, the authors have been able to provide seamless connection, communication, and coordination between healthcare providers and a wide array of community-based social service organizations (a/k/a Community-Based Organizations or CBOs), criminal justice entities, and various other community organizations, including non-collegiate educational systems. This practical how-to guide is the codification of transferrable lessons from successes and challenges faced when working with clinical, community, and government leaders. By reading this playbook, leaders interested in building (or expanding) connected clinical-community services will learn how to: 1) facilitate cross-sector care coordination; 2) enable community care partners to better provide targeted services to community residents; 3) reduce duplication of services across partnering organizations; and 4) help to bridge service gaps in the currently fragmented system. Implementation of services, as

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recommended in this book, will ultimately streamline assistance efforts, reduce repeat crises and emergency funding requests, help address disparities of care, and improve the health, safety, and well-being of the most vulnerable community residents.

"Ed has taken thirty years of battle-hardened experience running managed services businesses as a systems integrator, communications provider, equipment manufacturer, offshore provider and an independent start-up and put it in a highly readable, yet incredibly detailed and indispensable book." Bob Boles CEO, Hostway Corporation "The Managed Services Playbook is the blueprint for building and running a successful managed services business. The explosion in managed services at Avaya was fueled by many of the strategies and plans Ed has outlined in this book." Mike Runda President, Avaya Client Services "Successfully running a managed services business is a difficult task with many nuances which make it very different from other IT services. Ed has unlocked these secrets which have eluded so many businesses. The advice in The Managed Services Playbook is priceless." Chris Formant President, Verizon Enterprise Solutions "Ed's proven ability to build high growth, high profit managed services businesses has made him one of the top managed services executive in the industry. The Managed Services Playbook details the keys to success for all those involved in managed and cloud businesses and can be mapped to proven, measurable results." George Humphrey Senior Director, Research and Advisory - Managed Services, Technology Services Industry Association (TSIA) "As IT vendors of

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all shapes and sizes rush to move their businesses to the cloud and managed services, The Managed Services Playbook should be required reading for anyone involved in those businesses." Dave D'Aprano Group Executive - IT Outsourcing, Dimension Data

Technology-as-a-Service Playbook defines the tactical and strategic plays technology companies must run to build a profitable subscription business. Whether you are a pure-play cloud company or a traditional technology provider making the pivot to the cloud, this book will help guide your decision-making and execution around the as-a-service model to put your company on a path to profitable growth. This cloud-driven journey will affect every part of the organization. How offers are designed, built, marketed, sold, and serviced will all need to change. And these transformations are not limited to OEMs they will also directly impact the vast network of channel partners. After all, it's not just about building recurring revenue, it's about building PROFITABLE recurring revenue. Technology-as-a-Service Playbook is the road map to the next-generation tech business model."

Deliver unprecedented customer value and seize your competitive edge with a transformative digital supply network Digital tech has disrupted life and business as we know it, and supply chain management is no exception. But how exactly does digital transformation affect your business? What are the breakthrough technologies and their capabilities you need to know about? How will digital transformation impact skills requirements and work in general? Do you need to

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completely revamp your understanding of supply chain management? And most importantly: How do you get started? Digital Supply Networks provides clear answers to these and many other questions. Written by an experienced team comprised of Deloitte consultants and leading problem-driven scholars from a premier research university, this expert guide leads you through the process of improving operations building supply networks, increasing revenue, reimagining business models, and providing added value to customers, stakeholders, and society. You'll learn everything you need to know about: Stages of development, roles, capabilities, and the benefits of DSN Big data analytics including its attributes, security, and authority Machine learning, Artificial Intelligence, Blockchain, robotics, and the Internet of Things Synchronized planning, intelligent supply, and digital product development Vision, attributes, technology, and benefits of smart manufacturing, dynamic logistics, and fulfillment A playbook to guide the digital transformation journey Drawing from real world-experience and problem-driven academic research, the authors provide an in-depth account of the transformation to digitally connected supply networks. They discuss the limitations of traditional supply chains and the underlying capabilities and potential of digitally-enabled supply flows. The chapters burst with expert insights and real-life use cases grounded in tomorrow's industry needs. Success in today's hyper-competitive, fast-paced business landscape, characterized by the risk of black swan events, such as the 2020 COVID-19 global pandemic,

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requires the reimagination and the digitalization of complex demand-supply systems, more collaborative and connected processes, and smarter, more dynamic data-driven decision making?which can only be achieved through a fully integrated Digital Supply Network.

Get the real guidance you need to create and build your first startup company from founders who have been there many times before. The first run printing of *The Startup Playbook* SOLD OUT! So, we revised, expanded, and improved this second edition, including a new foreword by Brad Feld, author of *Venture Deals*. We still give our personal, how-to guide for building your startup from the ground up. You'll find a collection of the major lessons and shortcuts we've learned that will shift the odds in your favor. We're sharing our tips, secrets, and advice in a frank, founder-to-founder discussion with you. We make no bones about our bias. We're on your side, the founder's side. While venture capitalists, investors, and accelerators/incubators can add great value in the startup ecosystem, this book isn't about their points of view. We'll tell you where our interests as founders diverge from those on the other side of the table—investors, bankers, advisors, board members, and others—and what to do when that happens. *The Startup Playbook* is not a recipe, it's not a template, it's not a list of tasks to do. It's our insider's guide to starting a company and running it successfully in those critical early months. Between us, we've started over a dozen high-tech software companies and raised over \$500 million in investment capital. We've acquired over thirty-five companies, had three of our startups go public, sold six of them, and we made billions of dollars for shareholders. We've also invested in over eighty startups, advised and mentored over two hundred companies and actively worked with venture capitalists (VCs), incubators, and accelerators to help launch

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many other new startups. We've had plenty of failures, too. And we've probably learned more from those than from the successes. We share those lessons as well. The Startup Playbook is full of our advice, guidance, do's, and don'ts from our years of experience as founders many times. We want to share our hard-earned knowledge with you to make success easier for you to achieve. "This book is extraordinarily fresh and exciting. In an accessible, straight talk fashion, this book is a manual, and an inspiration. The Startup Playbook is smart and avoids the 'I am so smart' over-writing endemic to the genre. Read this as it is presented. You'll be doing yourself a tremendous favor." —Amazon Reviewer

Harness "Code Halos" to gain competitive advantage in the digital era Amazon beating Borders, Netflix beating Blockbuster, Apple beating Kodak, and the rise of companies like Google, LinkedIn, and Pandora are not isolated or random events. Today's outliers in revenue growth and value creation are winning with a new set of rules. They are dominating by managing the information that surrounds people, organizations, processes, and products—what authors Malcolm Frank, Paul Roehrig, and Ben Pring call Code Halos. This is far beyond “Big Data” and analytics. Code Halos spark new commercial models that can dramatically flip market dominance from industry stalwarts to challengers. In this new book, the authors show leaders how digital innovators and traditional companies can build Code Halo solutions to drive success. The book: Examines the explosion of digital information that now surrounds us and describes the profound impact this is having on individuals, corporations, and societies; Shows how the Crossroads Model can help anticipate and navigate this market shift; Provides examples of traditional firms already harnessing the power of Code Halos including GE's "Brilliant Machines," Disney's theme park "Magic Band," and Allstate's mobile devices and

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analytics that transform auto insurance. With reasoned insight, new data, real-world cases, and practical guidance, Code Halos shows seasoned executives, entrepreneurs, students, line-of-business owners, and technology leaders how to master the new rules of the Code Halo economy. If you're a tech company, the most dramatic effect of megatrends like cloud computing, managed services, and the rise of consumer technology won't be felt in your company's product line. The true disruption will be to your business model. Future customers won't want to pay you high prices out of big "CapEx" budgets anymore. They will expect lower "cloud" prices paid from "OpEx" budgets only when and if they successfully consume the business value of your products. How your company reacts to this risk shift could either accelerate the commoditization of your products or lead you to a new stage of profitable growth. For the first time, the tools are on the table to truly eliminate barriers of cost and complexity created by the last generation of tech. Consumption Economics is the owner's manual for tech company executives who want to drive their company successfully into the next one.

Can technology and human beings coexist in a mutually beneficial way? In this ground-breaking book, N. Chandrasekaran, chairman of Tata Sons, the holding company and promoter of more than 100 Tata operating companies, presents a radical reimagining of the future of technology and reveals how it has the potential to solve the world's biggest challenges. He imagines 2030: India is among the world's top three economies, with all Indians using advanced technology to do their job or get their job done, and having access to quality jobs, better healthcare and skill-based education. And he says: this reality is possible. It is within reach. With Bridgital. To the coming disruption of artificial intelligence, he proposes an ingenious solution: to

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use it as an aid. Instead of taking jobs away, AI can generate them. Instead of replacing workers, AI will assist them.

Chandrasekaran and his co-author, Roopa Purushothaman, chief economist of the Tata Group, show how the Bridgital model can address our divide between rich and poor, skilled and unskilled, and can provide better service delivery in health, transport, law and education. It could create and impact millions of jobs around the world. One of the country's foremost industry leaders and pioneers, N. Chandrasekaran brings his expertise of over thirty years with the Tata Group to offer India as a blueprint for building a prosperous planet where digital and physical worlds work together and everyone is included in the growth story. It's a powerful vision for the future. Foreword by Ratan N. Tata

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

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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.

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