

## **Competing Against Luck: The Story Of Innovation And Customer Choice**

A world-renowned innovation guru explains practices that result in breakthrough innovations "Ulwick's outcome-driven programs bring discipline and predictability to the often random process of innovation." -Clayton Christensen For years, companies have accepted the underlying principles that define the customer-driven paradigm--that is, using customer "requirements" to guide growth and innovation. But twenty years into this movement, breakthrough innovations are still rare, and most companies find that 50 to 90 percent of their innovation initiatives flop. The cost of these failures to U.S. companies alone is estimated to be well over \$100 billion annually. In a book that challenges everything you have learned about being customer driven, internationally acclaimed innovation leader Anthony Ulwick reveals the secret weapon behind some of the most successful companies of recent years. Known as "outcome-driven" innovation, this revolutionary approach to new product and service creation transforms innovation from a nebulous art into a rigorous science from which randomness and uncertainty are eliminated. Based on more than 200 studies spanning more than seventy companies and twenty-five industries, Ulwick contends that, when it comes to innovation, the traditional methods companies use to communicate with customers are the root cause of chronic waste and missed opportunity. In *What Customers Want*, Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and dreadfully misleading information that serves to derail the innovation process. Rather than accepting customer inputs such as "needs," "benefits," "specifications," and "solutions," Ulwick argues that researchers should silence the literal "voice of the customer" and focus on the "metrics that customers use to measure success when executing the jobs, tasks or activities they are trying to get done." Using these customer desired outcomes as inputs into the innovation process eliminates much of the chaos and variability that typically derails innovation initiatives. With the same profound insight, simplicity, and uncommon sense that propelled *The Innovator's Solution* to worldwide acclaim, this paradigm-changing book details an eight-step approach that uses outcome-driven thinking to dramatically improve every aspect of the innovation process--from segmenting markets and identifying opportunities to creating, evaluating, and positioning breakthrough concepts. Using case studies from Microsoft, Johnson & Johnson, AIG, Pfizer, and other leading companies, *What Customers Want* shows companies how to: Obtain unique customer inputs that make predictable innovation possible Recognize opportunities for disruption, new market creation, and core market growth--well before competitors do Identify which ideas, technologies, and acquisitions have the greatest potential for creating customer value Systematically define breakthrough products and services concepts Innovation is fundamental to success and business growth. Offering a proven alternative to failed customer-driven thinking, this landmark book arms you with the tools to unleash innovation, lower costs, and reduce failure rates--and create the products and services customers really want.

The foremost authority on innovation and growth presents a path-breaking book every company needs to transform innovation from a game of chance to one in which they develop products and services customers not only want to buy, but are willing to pay premium prices for. How do companies know how to grow? How can they create products that they are sure customers want to buy? Can innovation be more than a game of hit and miss? Harvard Business School professor Clayton Christensen has the answer. A generation ago, Christensen revolutionized business with his groundbreaking theory of disruptive innovation. Now, he goes further, offering powerful new insights. After years of research, Christensen has come to one critical conclusion: our long held maxim--that understanding the customer is the crux of innovation--is wrong. Customers don't buy products or services; they "hire" them to do a job. Understanding customers does not drive innovation success, he argues. Understanding customer jobs does. The "Jobs to Be Done" approach can be seen in some of the world's most respected companies and fast-growing startups, including Amazon, Intuit, Uber, Airbnb, and Chobani yogurt, to name just a few. But this book is not about celebrating these successes--it's about predicting new ones. Christensen contends that by understanding what causes customers to "hire" a product or service, any business can improve its innovation track record, creating products that customers not only want to hire, but that they'll pay premium prices to bring into their lives. Jobs theory offers new hope for growth to companies frustrated by their hit and miss efforts. This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictive, how to use it in the real world--and, most importantly, how not to squander the insights it provides.

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

How to lead the change Analytics are driving big changes, not only in what marketing departments do but in how they are organized, staffed, led, and run. Leaders are grappling with issues that range from building an analytically driven marketing organization and determining the kinds of structure and

talent that are needed to leading interactions with IT, finance, and sales and creating a unified view of the customer. The Analytical Marketer provides critical insight into the changing marketing organization—digital, agile, and analytical—and the tools for reinventing it. Written by the head of global marketing for SAS, The Analytical Marketer is based on the author's firsthand experience of transforming a marketing organization from "art" to "art and science." Challenged and inspired by their company's own analytics products, the SAS marketing team was forced to rethink itself in order to take advantage of the new capabilities that those tools offer the modern marketer. Key marketers and managers at SAS tell their stories alongside the author's candid lessons learned as she led the marketing organization's transformation. With additional examples from other leading companies, this book is a practical guide and set of best practices for creating a new marketing culture that thrives on and adds value through data and analytics.

How Decoupling Drives Consumer Disruption

Understanding Michael Porter

Lucky

Open

Seeing What's Next

Using the Theories of Innovation to Predict Industry Change

The Analytical Marketer

Game-changing disruptions will likely unfold on your watch. Be ready. In Dual Transformation, Scott Anthony, Clark Gilbert, and Mark Johnson propose a practical and sustainable approach to one of the greatest challenges facing leaders today: transforming your business in the face of imminent disruption. Dual Transformation shows you how your company can come out of a market shift stronger and more profitable, because the threat of disruption is also the greatest opportunity a leadership team will ever face. Disruptive change opens a window of opportunity to create massive new markets. It is the moment when a market also-ran can become a market leader. It is the moment when business legacies are created. That moment starts with the core dual transformation framework: Transformation A: Repositioning today's business to maximize its resilience, such as how Adobe boldly shifted from selling packaged software to providing software as a service. Transformation B: Creating a new growth engine, such as how Amazon became the world's largest provider of cloud computing services. Capabilities link: Fighting unfairly by taking advantage of difficult-to-replicate assets without succumbing to the "sucking sound of the core." Anthony, Gilbert, and Johnson also address the characteristics leaders must embrace: courage, clarity, curiosity, and conviction. Without them, dual transformation efforts can founder. Building on lessons from diverse companies, such as Adobe, Manila Water, and Netflix, and a case study from Gilbert's firsthand experience transforming his own media and publishing company, Dual Transformation will guide executives through the journey of creating the next version of themselves, allowing them to own the future rather than be disrupted by it.

Ten years after the worldwide bestseller Good to Great, Jim Collins returns with another groundbreaking work, this time to ask: why do some companies thrive in uncertainty, even chaos, and others do not? Based on nine years of research, buttressed by rigorous analysis and infused with engaging stories, Collins and his colleague Morten Hansen enumerate the principles for building a truly great enterprise in unpredictable, tumultuous and fast-moving times. This book is classic Collins: contrarian, data-driven and uplifting.

\* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. As you read this summary, you will discover that a product or service must first and foremost serve a purpose, that of satisfying the consumer's expectations, and be designed accordingly. For this to work, the company must be structured around that purpose. You will also discover that : companies that want to improve their products do not focus enough on the specific needs of their customers; without a clear idea of the purpose the product serves, innovation is haphazard; the "job-to-be-done" theory (a set of missions to accomplish to satisfy the customer) allows for full customer satisfaction and ensures a competitive advantage in the long term; a "job" is determined by the context of the customer experience according to its practical, social and emotional aspects; by focusing on "jobs", it is possible to establish efficient processes and virtuous habits that make employees more autonomous and motivated. Innovating and satisfying customers is the primary concern of companies. Despite high-performance tools and increasingly abundant data, the results obtained are rarely up to their expectations. Internal teams too often have the impression that they are exploring at random and rely on luck to discover the next major innovation. In order to become more efficient, they must first and foremost better understand the customer's needs in order to structure their work process around the customer's specific needs. \*Buy now the summary of this book for the modest price of a cup of coffee!

AN ECONOMIST BOOK OF THE YEAR Humanity's embrace of openness is the key to our success. The freedom to explore and exchange - whether it's goods, ideas or people - has led to stunning achievements in science, technology and culture. As a result, we live at a time of unprecedented wealth and opportunity. So why are we so intent on ruining it? From Stone Age hunter-gatherers to contemporary Chinese-American relations, Open explores how across time and cultures, we have struggled with a constant tension between our yearning for co-operation and our profound need for belonging. Providing a bold new framework for understanding human history, bestselling author and thinker Johan Norberg examines why we're often uncomfortable with openness - but also why it is essential for progress. Part sweeping history and part polemic, this urgent book makes a compelling case for why an open world with an open economy is worth fighting for more than ever.

100 Practical Ways to Improve Customer Experience

How to Reposition Today's Business While Creating the Future

Great by Choice

Achieve End-to-End Customer Engagement in a Multichannel World

Creating and Sustaining Successful Growth

The Story of Innovation and Customer Choice

How Joe Biden Barely Won the Presidency

*The inside story of the historic 2020 presidential election and Joe Biden's harrowing ride to victory, from the #1 New York Times bestselling authors of Shattered, the definitive account of Hillary Clinton's 2016 campaign. Almost no one thought Joe Biden could make it back to the White House—not Donald Trump, not the two dozen Democratic rivals who sought to take down a weak front-runner, not the mega-donors and key endorsers who feared he could not beat Bernie Sanders, not even Barack Obama. The story of Biden's cathartic victory in the 2020 election is the story of a Democratic Party at odds with itself, torn between the single-minded goal of removing Donald Trump and the push for a bold progressive agenda that threatened to alienate as many voters as it drew. In Lucky, #1 New York Times bestselling authors Jonathan Allen and Amie Parnes use their unparalleled access to key players inside the Democratic and Republican campaigns to unfold how Biden's nail-biting run for the presidency vexed his own party as much as it did Trump. Having premised his path on unlocking the Black vote in South Carolina, Biden nearly imploded before he got there after a relentless string of misfires left him freefalling in polls and nearly broke. Allen and Parnes brilliantly detail the remarkable string of chance events that saved him, from the botched Iowa caucus tally that concealed his terrible result, to the pandemic lockdown that kept him off the stump, where he was often at his worst. More powerfully, Lucky unfolds the pitched struggle within Biden's general election campaign to downplay the very issues that many Democrats believed would drive voters to the polls, especially in the wake of Trump's response to nationwide protests following the murder of George Floyd. Even Biden's victory did not salve his party's wounds; instead, it revealed a surprising, complicated portrait of American voters and crushed Democrats' belief in the inevitability of a blue wave. A thrilling masterpiece of political reporting, Lucky is essential reading for understanding the most important election in American history and the future that will come of it.*

*When Bloomberg News invited the young American journalist Alex Cuadros to report on Brazil's emerging class of billionaires at the height of the historic Brazilian boom, he was poised to cover two of the biggest business stories of our time: how the giants of the developing world were taking their place at the center of global capitalism, and how wealth inequality was changing societies everywhere. The billionaires of Brazil and their massive fortunes resided at the very top of their country's economic pyramid, and whether they quietly accumulated exceptional power or extravagantly displayed their decadence, they formed a potent microcosm of the world's richest .001 percent. They held sway over the economy, government, media, and stewardship of the environment; they determined the spiritual fates and populated the imaginations of their countrymen. In 2012, Eike Batista ranked as the eighth-richest person in the world, was famous for his marriage to a beauty queen, and was a fixture in the Brazilian press. But by 2015, Batista was bankrupt, his son Thor had been indicted for manslaughter, and Brazil--its president facing impeachment, its provinces combating an epidemic, and its business and political class torn apart by scandal--had become a cautionary tale of a country run aground by its elites. Over four years, Cuadros reported on media moguls and televangelists, energy barons and shadowy figures from the years of military dictatorship, soy barons who lived on the outskirts of the Amazon, and new-economy billionaires spinning money from speculation. His zealous reporting takes us from penthouses to courtrooms, from favelas to art fairs, from scenes of unimaginable wealth to desperate, massive street protests. Within a business narrative that deftly dramatizes the volatility of the global economy, Cuadros offers us literary journalism with a grand sweep.--Adapted from dust jacket.*

*"A stirring tale of survival, thanks to man's best friend." —Seattle Times* When a deadly diphtheria epidemic swept through Nome, Alaska, in 1925, the local doctor knew that without a fresh batch of antitoxin, his patients would die. The lifesaving serum was a thousand miles away, the port was icebound, and planes couldn't fly in blizzard conditions—only the dogs could make it. The heroic dash of dog teams across the Alaskan wilderness to Nome inspired the annual Iditarod Trail Sled Dog Race and immortalized Balto, the lead dog of the last team whose bronze statue still stands in New York City's Central Park. This is the greatest dog story, never fully told until now.

*A "detective story" that delivers key insights for any businessperson asking the questions: who really are our customers, why do we lose them, how do we regain them? Customers can be a mystery. Despite the availability of more data than ever before, everyone, from the CEO to salespeople in the field, struggles to understand who their customers really are, what they want, why they lose them, and how to regain them. To crack the case, start thinking like a market detective. David Scott Duncan shows how in his entertaining story of Tazza, a fictional chain of cafes with declining sales and leaders urgently seeking to understand why. The vivid characters of Tazza's market detective force come to their aha moment when they finally understand why their most loyal customers walked out the door—and how they can get them back. The core of the Tazza story is a simple, powerful idea that upends how most businesses view their customers. Customers have "jobs to be done." They "hire" companies to solve a problem or fulfill a need and "fire" them when unhappy. Duncan's fresh way of thinking about how to understand your customers' secret lives provides an innovative path for solving whatever market mysteries you face.*

*A Simple, Speedy, and Sustainable Path to Superior Growth*

*The Secret Lives of Customers*

*The Innovator's Solution*

*The Cruellest Miles: The Heroic Story of Dogs and Men in a Race Against an Epidemic*

*Women, Leadership, and Success on Our Own Terms*

*Align Your Markets, Organization, and Strategy Around Customer Needs*

*Building a Growth Factory*

**From New York Times bestselling author and economics columnist Robert Frank, a compelling book that explains why the rich underestimate the importance of luck in their success, why that hurts everyone, and what we can do about it** How important is luck in economic success? No question more reliably divides conservatives from liberals. As conservatives correctly observe, people who amass great fortunes are almost always talented and hardworking. But liberals are also correct to note that countless others have those

*same qualities yet never earn much. In recent years, social scientists have discovered that chance plays a much larger role in important life outcomes than most people imagine. In **Success and Luck**, bestselling author and New York Times economics columnist Robert Frank explores the surprising implications of those findings to show why the rich underestimate the importance of luck in success—and why that hurts everyone, even the wealthy. Frank describes how, in a world increasingly dominated by winner-take-all markets, chance opportunities and trivial initial advantages often translate into much larger ones—and enormous income differences—over time; how false beliefs about luck persist, despite compelling evidence against them; and how myths about personal success and luck shape individual and political choices in harmful ways. But, Frank argues, we could decrease the inequality driven by sheer luck by adopting simple, unintrusive policies that would free up trillions of dollars each year—more than enough to fix our crumbling infrastructure, expand healthcare coverage, fight global warming, and reduce poverty, all without requiring painful sacrifices from anyone. If this sounds implausible, you'll be surprised to discover that the solution requires only a few, noncontroversial steps. Compellingly readable, **Success and Luck** shows how a more accurate understanding of the role of chance in life could lead to better, richer, and fairer economies and societies.*

***Working Backwards** is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives—with lessons and techniques you can apply to your own company, and career, right now. In **Working Backwards**, two long-serving Amazon executives reveal the principles and practices that have driven the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them—much of it during the period of unmatched innovation that created products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services—Bryar and Carr offer unprecedented access to the Amazon way as it was developed and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels of the company. With a focus on customer obsession, long-term thinking, eagerness to invent, and operational excellence, Amazon's ground-level practices ensure these characteristics are translated into action and flow through all aspects of the business. **Working Backwards** is both a practical guidebook and the story of how the company grew to become so successful. It is filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how their time at the company affected their personal and professional lives. They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time. Whatever your talent, career or organization might be, find out how you can put **Working Backwards** to work for you.*

*The must-read summary of Clayton M. Christensen's book: "Competing Against Luck". The foremost authority on innovation and growth presents a path-breaking book every company needs to transform innovation from a game of chance to one in which they develop products and services customers not only want to buy, but are willing to pay premium prices for. How do companies know how to grow? How can they create products that they are sure customers want to buy? Can innovation be more than a game of hit and miss? Harvard Business School professor Clayton Christensen and his co-authors Taddy Hall, Karen Dillon, and David S. Duncan, have the answer. A generation ago, Christensen revolutionized business with his groundbreaking theory of disruptive innovation. Now, he goes further, offering powerful new insights. Added- value of this summary: • Save time • Understand the key lessons in personal change • Expand on your motivation To learn more, read "Competing Against Luck". This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictive, how to use it in the real world--and, most importantly, how not to squander the insights it provides.*

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

**Brazillionaires**

**When Coffee and Kale Compete**

**Theory to Practice**

**Competing Against Luck**

**Insights, Stories, and Secrets from Inside Amazon**

**Innovation and Its Enemies**

**Become Great at Making Products People Will Buy**

*Virtually all consumer-facing businesses talk about putting the customer first, but in reality, few deliver on this as effectively as they could. **100 Practical Ways to Improve Customer Experience** walks readers through a wealth of practical tips, tools, guidelines and frameworks, for implementing customer-focused marketing strategies at every step of the customer journey. By ensuring that the customer remains the key focus, companies can identify areas in need of improvement and implement relevant steps throughout the value chain to transform their business. A unique blend of strategy and best practice, **100 Practical Ways to Improve Customer Experience** has a particular focus on multi-channel industries such as retail, FMCG, travel, financial services, leisure, food and beverage, and automotive. These industries are all facing major disruption from trendsetting brands such as Uber, AirBnB and Amazon, and as such, now face more pressure than ever to adopt new practices and remain relevant in a continually competitive marketplace. Featuring case studies packed full of practical examples, this book is a unique and valuable resource for both senior industry professionals looking to transform their business and MBA students. Online resources include a best practice checklist to optimize mobile apps.*

*Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty*

*rivalries, and (6) claim credit when it's due.*

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

*Examines and explains the revolutionary business frameworks of Michael Porter, with examples to illustrate and update Porter's ideas for achieving and sustaining competitive success.*

*Unlocking the Customer Value Chain*

*The Clayton M. Christensen Reader*

*Good Fortune and the Myth of Meritocracy*

*A Novel*

*Superconsumers*

*When New Technologies Cause Great Firms to Fail*

*A Detective Story About Solving the Mystery of Customer Behavior*

An unstoppable business revolution is under way--and it is Agile. Sparking dramatic improvements in quality, innovation, and speed-to-market, the Agile movement has helped companies both large and small learn to connect everyone and everything . . . all the time. With rapidly evolving consumer needs and technology that is that is being updated quicker than ever before, businesses are recognizing how vitally essential it is to adapt. And adapt quickly. The Agile movement enables a team, unit, or enterprise to nimbly acclimate and upgrade products and services to meet these constantly changing needs. Filled with examples from every sector, *The Age of Agile* helps readers:

- Master the three laws of Agile Management (team, customer, network)
- Embrace the new mindset
- Overcome constraints
- Employ meaningful metrics
- Make the entire organization Agile
- And more!

Companies don't need to be born Agile. With the groundbreaking formulas laid out in this book, even global giants can learn to act entrepreneurially. Your company's future may depend on it!

Every day, individuals take action based on how they believe innovation will change industries. Yet these beliefs are largely based on guesswork and incomplete data and lead to costly errors in judgment. Now, internationally renowned innovation expert Clayton M. Christensen and his research partners Scott D. Anthony and Erik A. Roth present a groundbreaking framework for predicting outcomes in the evolution of any industry. Based on proven theories outlined in Christensen's landmark books *The Innovator's Dilemma* and *The Innovator's Solution*, *Seeing What's Next* offers a practical, three-part model that helps decision-makers spot the signals of industry change, determine the outcome of competitive battles, and assess whether a firm's actions will ensure or threaten future success. Through in-depth case studies of industries from aviation to health care, the authors illustrate the predictive power of innovation theory in action.

In a challenging economy filled with multiple competitors, no one can afford to stagnate. Yet, innovation is notoriously difficult. How do you pinpoint the winning ideas that customers will love? Sifting through purchasing data for clues about what might sell or haphazardly brainstorming ideas are typical strategies. However, innovation expert Stephen Wunker offers the effective Jobs method: determining the drivers of customer behavior--those functional and emotional goals that people want to achieve. This simple shift in perspective opens up new insights about your customers and a wealth of hidden opportunities. For example, social media newcomer Snapchat used the Jobs process to capture the millennial demographic. By reducing functionality, the company satisfied its users' unmet need to document real life in the moment, without filters and "like" buttons. Packed with similar examples from every industry, this complete innovation guide explains both foundational concepts and a detailed action plan developed by Wunker and his team. In *Jobs to Be Done*, the groundbreaking Jobs Roadmap takes you step-by-step through the innovation process and reveals how to:

- Gather valuable customer insights
- Turn those insights into new product ideas
- Test and iterate until you find original profitable solutions
- And much more!

*Jobs to Be Done* gives you a clear-cut framework for thinking about your business, outlines a roadmap for discovering new markets, new products and services, and helps you generate creative opportunities to innovate your way to success.

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The Wisdom of Failure

Success and Luck

The Essential Guide to Competition and Strategy

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

The Joy Luck Club

Summary of Competing Against Luck

Dual Transformation

The best of Clayton Christensen's seminal work on disruptive innovation, all in one place. No business can afford to ignore the theory of disruptive innovation. But the nuances of Clayton Christensen's foundational thinking on the subject are often forgotten or misinterpreted. To achieve continuing growth in your business while defending against upstarts, you need to understand clearly what disruption is and how it works, and know how it applies to your industry and your company. In this collection of Christensen's most influential articles--carefully selected by Harvard Business Review's editors--his incisive arguments, clear theories, and readable stories give you the tools you need to understand disruption and what to do about it. The collection features Christensen's newest article looking back on 20 years of disruptive innovation: what it is, and what it isn't. Covering a broad spectrum of topics--business model innovation, mergers and acquisitions, value-chain shifts, financial incentives, product development--these articles illuminate the impact and implications of disruptive innovation as well as Christensen's broader thinking on management

theory and its application in business and in life. This collection of best-selling articles includes: "Disruptive Technologies: Catching the Wave," by Joseph L. Bower and Clayton M. Christensen, "Meeting the Challenge of Disruptive Change," by Clayton M. Christensen and Michael Overdorf, "Marketing Malpractice: The Cause and the Cure," by Clayton M. Christensen, Scott Cook, and Taddy Hall, "Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things," by Clayton M. Christensen, Stephen P. Kaufman, and Willy C. Shih, "Reinventing Your Business Model," by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann, "The New M&A Playbook," by Clayton M. Christensen, Richard Alton, Curtis Rising, and Andrew Waldeck, "Skate to Where the Money Will Be," by Clayton M. Christensen, Michael E. Raynor, and Matthew Verlinden, "Surviving Disruption," by Maxwell Wessel and Clayton M. Christensen, "What Is Disruptive Innovation?" by Clayton M. Christensen, Michael E. Raynor, and Rory McDonald, "Why Hard-Nosed Executives Should Care About Management Theory," by Clayton M. Christensen and Michael E. Raynor, and "How Will You Measure Your Life?" by Clayton M. Christensen.

In this revolutionary bestseller, innovation expert Clayton M. Christensen says outstanding companies can do everything right and still lose their market leadership—or worse, disappear altogether. And not only does he prove what he says, but he tells others how to avoid a similar fate. Focusing on "disruptive technology," Christensen shows why most companies miss out on new waves of innovation. Whether in electronics or retailing, a successful company with established products will get pushed aside unless managers know when to abandon traditional business practices. Using the lessons of successes and failures from leading companies, *The Innovator's Dilemma* presents a set of rules for capitalizing on the phenomenon of disruptive innovation. Find out: When it is right not to listen to customers. When to invest in developing lower-performance products that promise lower margins. When to pursue small markets at the expense of seemingly larger and more lucrative ones. Sharp, cogent, and provocative, *The Innovator's Dilemma* is one of the most talked-about books of our time—and one no savvy manager or entrepreneur should be without.

Clayton M. Christensen, the author of such business classics as *The Innovator's Dilemma* and the New York Times bestseller *How Will You Measure Your Life*, and co-authors Efosa Ojomo and Karen Dillon reveal why so many investments in economic development fail to generate sustainable prosperity, and offers a groundbreaking solution for true and lasting change. Global poverty is one of the world's most vexing problems. For decades, we've assumed smart, well-intentioned people will eventually be able to change the economic trajectory of poor countries. From education to healthcare, infrastructure to eradicating corruption, too many solutions rely on trial and error. Essentially, the plan is often to identify areas that need help, flood them with resources, and hope to see change over time. But hope is not an effective strategy. Clayton M. Christensen and his co-authors reveal a paradox at the heart of our approach to solving poverty. While noble, our current solutions are not producing consistent results, and in some cases, have exacerbated the problem. At least twenty countries that have received billions of dollars' worth of aid are poorer now. Applying the rigorous and theory-driven analysis he is known for, Christensen suggests a better way. The right kind of innovation not only builds companies—but also builds countries. The Prosperity Paradox identifies the limits of common economic development models, which tend to be top-down efforts, and offers a new framework for economic growth based on entrepreneurship and market-creating innovation. Christensen, Ojomo, and Dillon use successful examples from America's own economic development, including Ford, Eastman Kodak, and Singer Sewing Machines, and shows how similar models have worked in other regions such as Japan, South Korea, Nigeria, Rwanda, India, Argentina, and Mexico. The ideas in this book will help companies desperate for real, long-term growth see actual, sustainable progress where they've failed before. But *The Prosperity Paradox* is more than a business book; it is a call to action for anyone who wants a fresh take for making the world a better and more prosperous place.

Gold Medal Winner for Best Leadership Book in the 2021 Axiom Business Book Awards Named one of the "Top Ten Technology Books Of 2020" — Forbes Named one of the "10 Best New Business Books of 2020" by Inc. magazine "Johnson and Suskewicz have raised a battle cry for the kind of leadership we need in these uncertain times." -- Sandi Peterson, Member, Board of Directors, Microsoft We all know a visionary leader when we see one. They're bold and prophetic and at the same time pragmatic. They don't just promote change—they drive it, while inspiring and mobilizing others to do the same. Visionaries like Steve Jobs and Jeff Bezos possess a host of innate qualities that make them extraordinary, but what truly sets them apart is their ability to turn vision into action. In *Lead from the Future*, Innosight's Mark W. Johnson and Josh Suskewicz introduce a new way of thinking and managing, called "future-back," that enables any manager to become a practical visionary. Addressing the many barriers to change that exist in established organizations, they present a systematic approach to overcoming them that includes: The principles and mind-set that allow leadership teams to look beyond typical short-term planning horizons A method for turning emerging challenges into the growth opportunities that can define an organization's future A step-by-step approach for translating a vision into a strategic plan that teams can align around and commit to Ways to ensure that visionary thinking becomes a repeatable organizational capability As practical as it is inspiring, *Lead from the Future* is the guide you and your team need to develop a vision and translate it into transformative growth.

The Age of Agile

How to Transform Your Marketing Organization

Business Lessons From America's Miracle Team

Beyond the Label

SUMMARY - Competing Against Luck: The Story Of Innovation And Customer Choice By Clayton M. Christensen, Karen Dillon, Taddy Hall And David S. Duncan

Lead from the Future

The Jobs To Be Done Playbook

*The "how-not-to" leadership book There is a paradox in leadership: we can only succeed by knowing failure. Every accomplished leader knows there are minefields of failures that need to be navigated in order to succeed. Wouldn't it be great to have the insights to help you prevent from making avoidable mistakes? Unfortunately, in business talking about mistakes can be taboo, and, at a certain level, learning from failure is not an option. Weinzimmer and McConoughey speak frankly about the things that are difficult to talk about - the unvarnished truths necessary to become a successful leader.*

*Based on a groundbreaking 7-year study of what almost 1000 managers across 21 industries really think about lessons from failures Includes exclusive interview material from CEOs at a wide range of organizations, including major firms such as Caterpillar, Priceline.com, and Allstate; startups; and entrepreneurial small businesses Drills down into failure to uncover the strategies that aspiring leaders need in order to avoid the most damning leadership mistakes: unbalanced orchestration, drama management, and reckless vanity Learning from the mistakes of others is a necessary part of the journey of effective leadership, and this book offers an indispensable guide to learning these powerful lessons—without paying the price of failure.*

*Pork dorks. Craftsters. American Girl fans. Despite their different tastes, these eclectic diehards have a lot in common: they're obsessed about a specific brand, product, or category. They pursue their passions with fervor, and they're extremely knowledgeable about the things they love. They aren't average consumers—they're superconsumers. Although small in number, superconsumers can have*

an outsized impact on a company's bottom line. Representing 10% of total consumers, they can drive between 30% to 70% of sales, and they're usually willing to spend considerably more than the average consumer. And because they're so engaged and passionate, they can offer invaluable advice to managers looking to improve their products, change their business models, energize their cultures, and attract new customers. In *Superconsumers*, growth strategy expert Eddie Yoon lays out a simple but extremely effective framework that has helped companies of all types and sizes achieve more sustainable growth: he'll show you how to find, listen to, and engage with your most passionate and profitable consumers, and then tailor your decisions to meet their wants and needs. Along the way, he'll let you into the minds and homes of superconsumers of all kinds, revealing what makes them tick and why they're willing to spend so much more than other consumers. Rich with data and case studies of companies that have implemented superconsumer strategies with great success, *Superconsumers* is a fun, practical, and inspiring guide for anyone interested in making their best customers even better.

*A Job to be Done* is the process a consumer goes through whenever she aims to transform her existing life-situation into a preferred one, but cannot because there are constraints that stop her. When *Coffee and Kale Compete* by Alan Klement helps you become better at creating and selling products that people will buy. Your joy at work will grow. You will know how to help companies increase profits, reduce waste, and remain competitive. In doing so, you will help economies prosper, and help provide stable jobs for employees and the families that depend on them. Top entrepreneurs, business owners, and Alan himself share their experiences of how they used *Job to be Done* to help them create successful products. Alan not only relates success stories but also gives examples of products and companies that failed. The experiences of others will help you make the best choices for your own company or the company where you work. You will also learn how to analyze the competition and make customers notice your product. The knowledge in this book will help you boost growth for your product and business.

Advance praise for *Service Innovation*: "To the CEOs of all service companies I deal with: READ THIS BOOK!" -- Dave Wascha, senior director, Bing Product Management, Microsoft Corporation "Lance Bettencourt deftly blends his academic and consulting experience to provide an example-rich, readable, practical, and innovative discussion of service innovation." -- Leonard Berry, coauthor of *Management Lessons from Mayo Clinic* "Provides the robust framework to design services that unlock growth opportunities for every business." -- Lance Reschke, vice president, Ceridian Corporation "The tools and guidance in this book will inspire companies, small and large, to create effective and innovative services that are desperately needed." -- Mary Jo Bitner, Ph.D., W. P. Carey School of Business, Arizona State University, and coauthor of *Services Marketing: Integrating Customer Focus Across the Firm* "Cracks the code from the fuzzy front end through the complete life cycle of Service Innovation." -- Angelo Rago, division vice president, Global Customer Services, Abbott Medical Optics "Filled with rich examples of how firms can innovate service through helping customers get jobs done." -- Stephen W. Brown, Ph.D., W. P. Carey School of Business, Arizona State University "Any leader intent on providing distinctive value to customers must read *Service Innovation*." -- Michael Reynolds, staff vice president, Commercial Marketing, WellPoint, Inc. If there's one truism about the service sector, it's that businesses don't succeed by inventing a better mousetrap; they succeed by finding the best, most cost-effective way to get rid of their customers' mice. In industries ranging from heavy machinery to health care to financial services to consumer goods, service innovation is helping businesses find new revenue streams--and enhance existing ones--by satisfying their customer's need to get things done. Few understand this better than Lance Bettencourt, a strategy adviser at Strategyn and a leading educator in management innovation consulting. And in *Service Innovation*, Bettencourt gives a master's class on the art and science of creating breakthrough service products. True service innovation demands that you shift the focus away from the solution and back to the customer. To achieve this shift in your business--one that takes you from making educated guesses to building a clear model to guide service innovation--Bettencourt instructs on the finer points of how to rethink your approach to the customer's needs: how the customer defines value in a product or service. Bettencourt mines nearly 20 years' experience in teaching and advising clients with service- and product-dominant businesses to demonstrate proven ways you can build, streamline, and focus your company's service product innovation processes. Among the numerous key ideas and practices are: Insight on understanding the different types of clients you serve—and how your products deliver value to them Ways to design specific frameworks for discovering service innovation opportunities for new, improved, and supplementary service products Practical guidance on staying focused on the "fuzzy front end" of service innovation The fundamental elements of a winning service strategy Finding new ways to help people solve problems and get things done is why there are goods and services in the first place. And in *Service Innovation*, Lance Bettencourt fills a vital need by delivering the essential guide that can put your business on the latest frontier of value creation.

*Service Innovation: How to Go from Customer Needs to Breakthrough Services*

*The Innovator's Dilemma*

*HBR Guide to Office Politics*

*Why People Resist New Technologies*

*The Prosperity Paradox*

*The Story Of Human Progress*

*Wealth, Power, Decadence, and Hope in an American Country*

**Why do some innovation projects succeed where others fail? The book reveals the business implications of Jobs Theory and explains how to put Jobs Theory into practice using Outcome-Driven Innovation.**

**The former global CEO of Chanel charts her unlikely path from literature major to global chief executive, guiding readers to move beyond the confines of staid expectations and discover their own true paths, strengths, and leadership values. Driven. Shy. Leader. Wife. Mother. We live in a world of categories — labels designed to tell the world, and ourselves, who we are and ought to be. Some we may covet, others we may fear or disdain; but creating a life that's truly your own, means learning to define yourself on your own terms. In *Beyond the Label*, Maureen Chiquet charts her unlikely path from literature major to global chief executive. Sharing the inklings, risks and (re)defining moments that have shaped her exemplary career, Chiquet seeks to inspire a new generation of women, liberal arts grads, and unconventional thinkers to cultivate a way of living and leading that is all their own. Through vivid storytelling and provocative insights, Chiquet guides readers to consider the pressing questions and inherent paradoxes of creating a successful, fulfilling life in today's**

**increasingly complex and competitive world. "Why should we separate art from business, feelings from logic, intuition from judgment?" Chiquet poses. "Who decided you can't be determined and flexible, introspective and attuned, mother and top executive? And where does it state standing unflinchingly in your vulnerability, embracing your femininity, won't make you stronger?" Wise, inspiring, and deeply felt, *Beyond the Label* is for anyone who longs for a life without limits on who she is or who she will become.**

**"The Joy Luck Club is one of my favorite books. From the moment I first started reading it, I knew it was going to be incredible. For me, it was one of those once-in-a-lifetime reading experiences that you cherish forever. It inspired me as a writer and still remains hugely inspirational." —Kevin Kwan, author of *Crazy Rich Asians* Amy Tan's beloved, *New York Times* bestselling tale of mothers and daughters, now the focus of a new documentary *Amy Tan: Unintended Memoir* on Netflix Four mothers, four daughters, four families whose histories shift with the four winds depending on who's "saying" the stories. In 1949 four Chinese women, recent immigrants to San Francisco, begin meeting to eat dim sum, play mahjong, and talk. United in shared unspeakable loss and hope, they call themselves the Joy Luck Club. Rather than sink into tragedy, they choose to gather to raise their spirits and money. "To despair was to wish back for something already lost. Or to prolong what was already unbearable." Forty years later the stories and history continue. With wit and sensitivity, Amy Tan examines the sometimes painful, often tender, and always deep connection between mothers and daughters. As each woman reveals her secrets, trying to unravel the truth about her life, the strings become more tangled, more entwined. Mothers boast or despair over daughters, and daughters roll their eyes even as they feel the inextricable tightening of their matriarchal ties. Tan is an astute storyteller, enticing readers to immerse themselves into these lives of complexity and mystery.**

**An innovation classic. From Steve Jobs to Jeff Bezos, Clayton Christensen's work continues to underpin today's most innovative leaders and organizations. A seminal work on disruption—for everyone confronting the growth paradox. For readers of the bestselling *The Innovator's Dilemma*—and beyond—this definitive work will help anyone trying to transform their business right now. In *The Innovator's Solution*, Clayton Christensen and Michael Raynor expand on the idea of disruption, explaining how companies can and should become disruptors themselves. This classic work shows just how timely and relevant these ideas continue to be in today's hyper-accelerated business environment. Christensen and Raynor give advice on the business decisions crucial to achieving truly disruptive growth and propose guidelines for developing your own disruptive growth engine. The authors identify the forces that cause managers to make bad decisions as they package and shape new ideas—and offer new frameworks to help create the right conditions, at the right time, for a disruption to succeed. This is a must-read for all senior managers and business leaders responsible for innovation and growth, as well as members of their teams. Based on in-depth research and theories tested in hundreds of companies across many industries, *The Innovator's Solution* is a necessary addition to any innovation library—and an essential read for entrepreneurs and business builders worldwide.**

***Using Outcome-Driven Innovation to Create Breakthrough Products and Services***

***Uncertainty, Chaos, and Luck--Why Some Thrive Despite Them All***

***Gold Medal Strategies***

***A Roadmap for Customer-Centered Innovation***

***How to Learn the Tough Leadership Lessons Without Paying the Price***

***How Innovation Can Lift Nations Out of Poverty***

*Introducing the Four Components That Make Innovation Repeatable Even the best-performing companies eventually stall. Sustaining momentum—and remaining a great growth company—takes a system. Scott Anthony and David Duncan call this system a "Growth Factory." They've seen it work in a small set of elite companies that have created environments where innovation is both repeatable and reliable, not relegated to an off-site or isolated division that has no real connection to the organization's future. In this HBR Single, Anthony and Duncan draw on their extensive experience working with these growth factory organizations—most notably Procter & Gamble and Citigroup. They highlight the four main components that make innovation repeatable and reliable, citing real examples of what P&G, Citi, and even their own firm, Innosight, have gone through to stay firmly on a path toward growth despite huge challenges. They offer practical advice on how you can put their system into action in your own company—whether it's a large multinational or a small start-up. HBR Singles provide brief yet potent business ideas for today's thinking professional. They are available digitally at HBR.org and through the Kindle Store, the iBookstore, and other ebook sellers.*

*It is a curious situation that technologies we now take for granted have, when first introduced, so often stoked public controversy and concern for public welfare. At the root of this tension is the perception that the benefits of new technologies will accrue only to small sections of society, while the risks will be more widely distributed. Drawing from nearly 600 years of technology history, Calestous Juma identifies the tension between the need for innovation and the pressure to maintain continuity, social order, and stability as one of today's biggest policy challenges. He reveals the extent to which modern technological controversies grow out of distrust in public and private institutions and shows how new technologies emerge, take root, and create new institutional ecologies that favor their establishment in the marketplace. Innovation and Its Enemies calls upon public leaders to work with scientists, engineers, and entrepreneurs to manage technological change and expand public engagement on scientific and technological matters.*

*Business lessons from one of the greatest Olympic teams of all time It's been called the greatest upset of all time, the most memorable Olympic moment ever, the "Miracle on Ice." No matter which superlative is used, no one can deny that the U.S. men's hockey team's defeat of the Soviet Union in the medal round of the Lake Placid Olympic Games was a defining moment for Cold War America. The U.S. team's goalie was a Boston University student named Jim Craig, who is now a leadership expert and keynote speaker to business audiences. Gold Medal Strategies gives you Craig's unique lessons from the "Miracle" team on team dynamics, leadership, motivation, and other important management topics. With his unparalleled perspective, Craig dissects and analyzes the elements of a successful team, how to assemble one, and what philosophies will keep the team's shared goal a reality. This book outlines the necessary skills and details the specific techniques you need to maximize your business readiness, hone competitive cooperation, gather your strategies, and attack your challengers.*

*What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services*

*Jobs to Be Done*

*Working Backwards*

*The Revolutionary Book That Will Change the Way You Do Business*

*How Smart Companies Are Transforming the Way Work Gets Done*

*How to Turn Visionary Thinking Into Breakthrough Growth*