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# By Sunil Gupta

## Harvard Business

## School

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Managing Customers as Investments

The Surprising Influence of the Real World on

How We Search, Shop, and Sell in the Virtual One

Technology, Complexity, and How We're Thriving

in a New World of Possibility

Reinventing the Organization

Competing in the Age of AI

Driving Digital Strategy

A Guide to Reimagining Your Business

Experimentation Works

How Companies Can Deliver Radically Greater

Value in Fast-Changing Markets

Marketing Research Methods

WTF?

Designing Corporate Boards for a Complex World

How Leaders Can Create Value in a New Digital

Age

Mastery of a New Identity

Rethinking the MBA

A Compendium

Turning Technology into Business Transformation

How Smart Companies Stop Selling Products and

Start Delivering Value

Back to the Drawing Board

Becoming a Manager  
How to Harness the Power of People and  
Transform Your Organization For Sustainable  
Success  
Reinvent Your Business Model  
Beyond Competitive Advantage  
How Companies Create Continuous Innovation  
Lead and Disrupt  
A Strategist's Guide to Digital Change  
The Management Shift  
How We Profit from Social Media  
Backable  
Big Bang Disruption  
Six Questions to Help You Build the Next-  
Generation Enterprise  
Strategy and Leadership When Algorithms and  
Networks Run the World  
Driving Digital Strategy  
Co-Creating Unique Value With Customers  
A Guide to Reimagining Your Business  
Marketing Mix Decisions  
Four Questions That Will Define Your Company  
Service Innovation  
The Strategic Value of Customers in the Long Run

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Gupta  
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**PAMELA CARMELO**

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*Managing Customers*

*as Investments*  
Harvard Business Press  
Become a Digital  
Master—No Matter  
What Business You're  
In If you think the  
phrase "going digital"

is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain

strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

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

How to govern your digital activities The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy. *The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One* Harvard Business Review Press

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

**Technology, Complexity, and**

**How We're Thriving in a New World of Possibility** Harvard

Business Press

Your Company Isn't Fast Enough. Here's How to Change That. The traditional hierarchical organization is dead, but what replaces it? Numerous new models--the agile organization, the networked organization, and holacracy, to name a few--have emerged, but leaders need to know what really works. How do you build an organization that is responsive to fast-changing markets? What kind of organization delivers both speed and scale, and how do you lead it? Arthur Yeung and Dave Ulrich provide leaders with a much-needed blueprint for reinventing the

organization. Based on their in-depth research at leading Chinese, US, and European firms such as Alibaba, Amazon, DiDi, Facebook, Google, Huawei, Supercell, and Tencent, and drawing from their synthesis of the latest organization research and practice, Yeung and Ulrich explain how to build a new kind of organization (a "market-oriented ecosystem") that responds to changing market opportunities with speed and scale. While other books address individual pieces of the puzzle, *Reinventing the Organization* offers a practical, integrated, six-step framework and looks at all the decisions leaders need to make--choosing the right strategies,

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

*Reinventing the Organization* Random House

The New Manager's Guide and Mentor The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in

business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

Decision making is a critical part of management, and bad choices can damage careers and the bottom line. This book offers the tools and advice managers need to avoid common biases and arrive at and implement decisions that are both sound and ethical.

Competing in the Age of AI John Wiley & Sons  
Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models,

or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions:

What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon, Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies? Essential is developing an experimentation

organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns. Experimentation Works is your guidebook to a truly new way of thinking and innovating. [Driving Digital Strategy](#)

Wharton School Pub  
 All the world's most advanced economies are dominated by service. The service sector also employs the largest number of people and it is the fastest growing sector, both in number of companies and employees. The questions posed in the book are: (1) How is it growing; (2) what are these new service innovations; (3) what are the drivers; and (4) how can organizations work with service innovations in a structured way? The book views service as the value-creating activity that customers perform in their own context. The role of a company is to provide the resources and knowledge to enable value creation. Based on this view, we

develop a model of service innovation and develop guidelines for what is required from the organizational perspective; how should an organization view its customers in order to be successful, what does a service development process look like, and how to transform an organization that has a product focus to a service or solution provider.

*A Guide to Reimagining Your Business*  
 Business Expert Press

High-velocity change is the fundamental challenge facing companies today. Few companies, however, are prepared to continuously innovate because they focus on the short-term and do not emphasize the wisdom needed to make sure that their



interests are aligned with those of society. Practical wisdom is the bases of continuous innovation, where companies ceaselessly and repeatedly creating new knowledge, disseminating it throughout the organization, and converting knowledge to action over time. In *The Wise Company*, legendary management experts Ikujiro Nonaka and Hirotaka Takeuchi highlight how various companies have confronted the challenge of rapid change to create new products and new ways of doing business that benefit employees, consumers, and society. The key: a relentless self-renewal process where companies realize the

future they envision, rather than only responding to changes in the environment. Nonaka and Takeuchi argue that while knowledge-creating companies focusing on tacit and explicit knowledge can generate innovation, they cannot create it on a continuous and ongoing basis without having wisdom about human interactions and how they influence organizational structures and practices. Companies that have resilience, longevity, and sustainability share a number of characteristics, Nonaka and Takeuchi show. Strategies are based on alignment of organizational and societal benefits. Leaders grasp the core of any situation or

problem quickly, and intuitively comprehend the nature and meaning of people, things, and events. But wise leadership is not enough: wisdom must infuse the organization through informal as well as formal shared interactions and communications that focus on metaphors and stories that convey the essence and meaning of strategies and actions. In short, Nonaka and Takeuchi demonstrate how continuous innovation results from companies ceaselessly and repeatedly creating new knowledge, disseminating knowledge throughout the organization, and converting that knowledge to action. The *Wise Company* presents a new model of knowledge-creation

and practice for the twenty-first century. *Experimentation Works* Cambridge University Press

Is your business ready to win in the digital future—or destined to be disrupted? Ambitious digital-driven startups are now creating and cornering new markets in every sector. And yet, most legacy businesses continue to operate by old playbooks. Most are not keeping pace with the changes in their industry, let alone leading the way—what is yours doing? The *Digital Matrix* will help you understand the three types of players that are shaping the new business landscape; the three phases of transformation that every firm will

encounter on its journey to business reinvention; and the three winning moves that will ensure your company's success along the way. With *The Digital Matrix*, you will: Learn to navigate the world of digital ecosystems. Discover ways of competing and collaborating with other companies to create and capture value. Realize how powerful machines can amplify your company's human talent. Learn to assemble the team to experiment with new ideas, re-examine your core beliefs, and reinvent your business rulebook for the digital future. The future of every industry is digital, and that future is closer than you think. Do you understand where your

business fits into the bigger picture? Are you ready to maximize your opportunities? Packed with current case studies and practical experience-based advice, *The Digital Matrix* shows you how to rethink your business model from the outside in, assemble the right team for the journey ahead, and make bold strategic choices along the three phases of digital transformation. Your company's future depends on its ability to harness digital technology. Don't wait! *How Companies Can Deliver Radically Greater Value in Fast-Changing Markets* Penguin Exploring the how and why we use the Internet to shop, sell and search, a Wharton professor and

consumer shopping behavior expert helps entrepreneurs, business and economics students and professional investors understand Internet trends and innovations. 7,500 first printing.

### **Marketing Research**

**Methods** Driving Digital Strategy A Guide to Reimagining Your Business

How some firms are rewriting the rules of commerce by pursuing "ends"--actual outcomes--rather than selling "means"--their products and services. Would you rather pay for health care or for better health? For school or education? For groceries or nutrition? A car or transportation? A theater performance or entertainment? In The Ends Game, Marco

Bertini and Oded Koenigsberg describe how some firms are rewriting the rules of commerce: instead of selling the "means" (products and services), they adopt innovative revenue models to pursue the "ends" (actual outcomes). They show that paying by the pill, semester, food item, vehicle, or show does not necessarily reflect the value that customers actually derive from their purchases. Revenue models anchored on the ownership of products, they argue, are patently inferior. WTF? Harvard Business Press  
Corporate Explorers Transform Disruption Into Opportunity With This Proven Framework Innovation used to be seen as a game best

left to entrepreneurs, but now a new breed of corporate managers is flipping this logic on its head. These Corporate Explorers have the insight, resilience, and discipline to overcome the obstacles and build new ventures from inside even the largest organizations.

Corporate Explorers are part entrepreneurs, using innovation disciplines to jump start cutting-edge ideas, and part change leaders, capable of creating support for investment. They see that corporations already own the ideas, resources, and—critically—the talent to build new ventures. Companies like Amazon, Microsoft, Bosch, LexisNexis, and Analog Devices enable managers to put these assets to use and gain

an upper hand over startups that threaten to disrupt them. Corporate Explorer is a guidebook to the practices that enable these managers to go from idea into action. It demonstrates how success is not only possible but may offer entrenched companies better odds than venture-capital backed startups. This actionable and proven framework explains how managers can become successful corporate innovators; it includes tools to: Learn how to apply innovation practices with greater discipline Turn great ideas into a full-time job as an innovation leader Experiment with and scale original business models Transform innovation programs into a thriving source

of new business  
 Attract, retain, and  
 motivate  
 entrepreneurial talent  
 Energize employees by  
 creating a realistic way  
 to innovate These  
 lessons come from the  
 trailblazers of  
 corporate  
 innovation—Andrew  
 Binns (Change Logic),  
 Charles O'Reilly  
 (Stanford Graduate  
 School of Business),  
 and Michael Tushman  
 (Harvard Business  
 School)—who have  
 decades of experience  
 helping  
 entrepreneurial-  
 minded executives  
 activate employees to  
 become Corporate  
 Explorers.  
 Entrepreneurs take  
 notice—it's time for  
 Corporate Explorers to  
 set the pace and chart  
 the course for  
 disruption.

### **Designing Corporate**

**Boards for a  
 Complex World** Little,  
 Brown

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

**How Leaders Can  
 Create Value in a  
 New Digital Age**

Berrett-Koehler  
 Publishers

A groundbreaking book  
 that boldly claims the  
 key to success is not  
 talent, connections, or  
 ideas, but the ability to  
 persuade people to  
 take a chance on your  
 potential. "The most  
 exceptional people  
 aren't just  
 brilliant...they're  
 backable." —Daniel  
 Pink, #1 New York  
 Times bestselling  
 author of *When, Drive*  
 and *To Sell is Human*  
 No one makes it alone.  
 But there's a reason  
 some people can get

investors or bosses to believe in them while others cannot. And that reason has little to do with experience, pedigree, or a polished business plan. Backable people seem to have a hidden quality that inspires others to take action. We often chalk this up to natural talent or charisma...either you have "it" or you don't. After getting rejected by every investor he pitched, Suneel Gupta had a burning question: Could "it" be learned? Drawing lessons from hundreds of the world's biggest thinkers, Gupta discovered how to pitch new ideas in a way that has raised millions of dollars, influenced large-scale change inside massive corporations, and even convinced his eight-

year-old daughter to clean her room. Inside Backable are long-held secrets from producers of Oscar-winning films, members of Congress, military leaders, culinary stars, venture capitalists, founders of unicorn-status startups, and executives at iconic companies like Lego, Method, and Pixar. Backable reveals how the key to success is not charisma, connections, or even your résumé, but rather your ability to persuade others to take a chance on you. This original book will show you how.

*Mastery of a New Identity* "O'Reilly Media, Inc."

Former Procter & Gamble Vice President for IT and Shared Services, Tony Saldanha gives you the

keys to a successful digital transformation: a proven five-stage model and a disciplined process for executing it. Digital transformation is more important than ever now that we're in the Fourth Industrial Revolution, where the lines between the physical, digital, and biological worlds are becoming ever more blurred. But fully 70 percent of digital transformations fail. Why? Tony Saldanha, a globally awarded industry thought-leader who led operations around the world and major digital changes at Procter & Gamble, discovered it's not due to innovation or technological problems. Rather, the devil is in the details: a lack of clear goals and a disciplined process

for achieving them. In this book, Saldanha lays out a five-stage process for moving from digitally automating processes here and there to making digital technology the very backbone of your company. For each of these five stages, Saldanha describes two associated disciplines vital to the success of that stage and a checklist of questions to keep you on track. You want to disrupt before you are disrupted—be the next Netflix, not the next Blockbuster. Using dozens of case studies and his own considerable experience, Saldanha shows how digital transformation can be made routinely successful, and instead of representing an



existential threat, it will become the opportunity of a lifetime.

Rethinking the MBA

Springer Science & Business Media

This is the eBook version of the printed book. If the print book includes a CD-ROM, this content is not included within the eBook version. In *Smart Pricing*, Wharton professors and renowned pricing experts Jagmohan Raju and John Zhang offer a powerful alternative to traditional pricing models. The authors focusing on a new set of influencers in pricing strategy: consumer psychology, economics, and marketing. To do so, they draw on their own breakthrough pricing research, as well as their most recent work

helping enterprises rethink their approaches to pricing. Raju and Zhang make pricing more t.

*A Compendium*

Harvard Business Press

How to outsmart risk  
Risk has been defined as the potential for losing something of value. In business, that value could be your original investment or your expected future returns. The Risk-Driven Business Model will help you manage risk better by showing how the key choices you make in designing your business models either increase or reduce two characteristic types of risk—information risk, when you make decisions without enough information, and incentive-alignment risk, when decision makers'

incentives are at odds with the broader goals of the company. Leaders who understand how the structure of their business model affects risk have the power to create wealth, revolutionize industries, and shape a better world. INSEAD's Karan Girotra and Serguei Netessine, noted operations and innovation professors who have consulted with dozens of companies, walk you through a business model audit to determine what key decisions get made in a business, when they get made, who makes them, and why we make the decisions we do. By changing your company's key decisions within this framework, you can fundamentally alter the

risks that will impact your business. This book is for entrepreneurs and executives in companies involved in dynamic industries where the locus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward. Penguin Group USA  
In tracing and analyzing the experiences of nineteen new managers, Linda Hill reveals the profound complexity and difficulty of the process of developing into a

manager. In their own distinct voices, these managers describe how they reframed their understanding of their roles and responsibilities and how they coped with the stresses and emotions of the transformation - in essence, how they were able to take on a new identity. Now, in an expanded second edition, the author offers concrete advice on the crucial issues of dealing effectively with organizational politics and developing and leading diverse teams in times of change, as well as on how managers can prepare themselves to lead over the course of their careers. In a new epilogue, she explores what organizations can do to help managers in their journey to lead

and learn.

*Turning Technology  
into Business  
Transformation*

Harvard Business Press

Your company is turning in regular profits every year, and its market share is only getting bigger.

Competitors can't touch you. So why is your stock price so sluggish? The answer is as simple as it is cruel: investors aren't interested in history, and they already know you're profitable and competitive—that knowledge is baked into your stock price. The hard reality is that a competitive advantage just isn't enough. Investors want companies to surprise them with unexpected value, which means that you can outperform market expectations only if

you as a leader know how to find, create, and deliver a series of multiple competitive advantages. This is why a corporate theory is so important. A good corporate theory provides a compass for those at the strategic helm, guiding their decisions about what assets and activities to pursue, what investments to make, and what strategies to adopt. Behind every long-term corporate success story lies a basic theory about how that company creates value. In *Beyond Competitive Advantage*, strategy professor Todd Zenger describes what makes a great corporate theory and helps readers understand the many tensions and trade-offs they'll face as they apply the

theory to meet the challenge of market expectations. Based on years of research and analysis, *Beyond Competitive Advantage* provides managers and executives with a framework for both sustaining value and creating growth. [How Smart Companies Stop Selling Products and Start Delivering Value](#) Princeton University Press

Business scandals from Enron to WorldCom have escalated concerns about corporate governance into a full-blown crisis. Institutional investors and legislators have dominated the debate and enacted important changes in corporate accounting and other areas. But Colin B. Carter and Jay W. Lorsch say that we must now focus on the

performance of corporate boards. This timely book argues that boards are being pressed to perform unrealistic duties given their traditional structure, processes, and membership. Carter and Lorsch propose a strategic redesign of boards--making them better attuned to their oversight, decision-making, and advisory roles--to enable directors to meet 21st century challenges successfully. Based on the authors' deep expertise and longtime experience working with boards around the world, and on a probing survey of CEOs, Carter and Lorsch help boards to develop a realistic value proposition customized to the company they serve.

The authors explore the core dilemmas and responsibilities boards face and outline a framework for designing the most effective structure, makeup, size, and culture. This book provides a candid account of the current state of boards and points the way in a time of crisis and change.

*Back to the Drawing Board* Harvard Business Review Press Marketing models is a core component of the marketing discipline. The recent developments in marketing models have been incredibly fast with information technology (e.g., the Internet), online marketing (e-commerce) and customer relationship management (CRM)

creating radical changes in the way companies interact with their customers. This has created completely new breeds of marketing models, but major progress has also taken place in existing types of marketing models. Handbook of Marketing Decision Models presents the state of the art in marketing decision models. The book deals with new modeling areas, such as customer relationship

management, customer value and online marketing, as well as recent developments in other advertising, sales promotions, sales management, and competition are dealt with. New developments are in consumer decision models, models for return on marketing, marketing management support systems, and in special techniques such as time series and neural nets.