

---

# By Sunil Gupta Harvard Business School

---

Why Digital Transformations Fail

Architecture as Strategy

A Social Strategy

Lead and Disrupt

How to Solve the Innovator's Dilemma

How Corporations Beat Entrepreneurs at the Innovation Game

Reinvent Your Business Model

Leading Digital

Corporate Explorer

Strategy in the Age of Devastating Innovation

Everyday Chaos

The Risk-Driven Business Model

The Content Trap

The Real Business of Blockchain

HBR's 10 Must Reads on Strategic Marketing (with featured article [ÒMarketing](#))

Myopia, Ó by Theodore Levitt)

Driving Digital Strategy

A Strategist's Guide to Digital Change

Managing Customers as Investments

Six Questions to Help You Build the Next-Generation Enterprise

The Future of Competition

Reinventing the Organization

WTF?

How to Solve the Puzzle of Sustaining Growth While Creating Value

Back to the Drawing Board

A Compendium

Marketing Research Methods

Marketing Mix Decisions

How to Harness the Power of People and Transform Your Organization For Sustainable Success

The Surprising Truth Behind What Makes People Take a Chance on You

The Surprising Disciplines of How to Take Off and Stay Ahead

New Rules for Business Transformation Through Technology

The Wise Company

Experimentation Works

Four Questions That Will Define Your Company  
Becoming a Manager  
Rethink Your Business for the Digital Age  
Long-Term Impact of Marketing  
A Guide to Reimagining Your Business  
Business Education at a Crossroads

*By Sunil Gupta Harvard  
Business School*

*Downloaded from  
[ftp.wtvq.com](http://ftp.wtvq.com) by guest*

---

## **BURNETT EILEEN**

---

*Why Digital Transformations Fail*  
Stanford University Press  
Driving Digital Strategy A Guide to  
Reimagining Your Business Harvard  
Business Press  
**Architecture as Strategy** Harvard  
Business Press  
Research shows that corporate life  
expectancy and performance have

declined 75% in the last 50 years - organizations need a different approach if they are to survive, let alone thrive. While people are often stated as a company's greatest asset, few businesses have a clear model of leadership that improves engagement, removes barriers to innovation, and uncovers hidden strengths in people and the organization. This book addresses that need and, more importantly, demonstrates HOW organizations can make The Management Shift to a new

way of thinking and working. Professor Hlupic argues that organizations now need to adopt a leadership style that focuses on people, purpose and knowledge sharing, creating new types of value and ultimately improving innovation and engagement - leading to improved business. Based on leading-edge research supported by numerous case studies, which demonstrate the power and impact of change, *The Management Shift* offers managers a practical and systemic approach to diagnose leadership issues in their organization. It then provides an implementation process to shift their mindset and organizational culture to the new level of thinking, performance, and ultimately business success.

*A Social Strategy* Harvard Business

Review Press

Academically thorough and up-to-date quantitative and qualitative market research methods text for business and social science students.

*Lead and Disrupt* Harvard Business 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.

### **How to Solve the Innovator's Dilemma** MIT Press

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.

[How Corporations Beat Entrepreneurs at the Innovation Game](#) Penguin

NEW from the bestselling HBR's 10 Must Reads series. Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected

the most important ones to help you reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to:

- Figure out what business you're really in
- Create products that perform the jobs people need to get done
- Get a bird's-eye view of your brand's strengths and weaknesses
- Tap a market that's larger than China and India combined
- Deliver superior value to your B2B customers
- End the war between sales and marketing

Looking for more Must Read articles from Harvard Business Review? Check out these titles in the popular series: HBR's 10 Must Reads: The Essentials HBR's 10 Must Reads on Communication HBR's 10 Must Reads on

Collaboration HBR's 10 Must Reads on Innovation HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Making Smart Decisions HBR's 10 Must Reads on Managing Yourself HBR's 10 Must Reads on Teams  
*Reinvent Your Business Model Driving Digital Strategy* A Guide to Reimagining Your Business  
WTF? can be an expression of amazement or an expression of dismay. In today's economy, we have far too much dismay along with our amazement, and technology bears some of the blame. In this combination of memoir, business strategy guide, and call to action, Tim O'Reilly, Silicon Valley's leading intellectual and the founder of O'Reilly Media, explores the upside and the potential downsides of

today's WTF? technologies. What is the future when an increasing number of jobs can be performed by intelligent machines instead of people, or done only by people in partnership with those machines? What happens to our consumer based societies—to workers and to the companies that depend on their purchasing power? Is income inequality and unemployment an inevitable consequence of technological advancement, or are there paths to a better future? What will happen to business when technology-enabled networks and marketplaces are better at deploying talent than traditional companies? How should companies organize themselves to take advantage of these new tools? What's the future of education when on-demand learning

outperforms traditional institutions? How can individuals continue to adapt and retrain? Will the fundamental social safety nets of the developed world survive the transition, and if not, what will replace them? O'Reilly is "the man who can really can make a whole industry happen," according to Eric Schmidt, Executive Chairman of Alphabet (Google.) His genius over the past four decades has been to identify and to help shape our response to emerging technologies with world shaking potential—the World Wide Web, Open Source Software, Web 2.0, Open Government data, the Maker Movement, Big Data, and now AI. O'Reilly shares the techniques he's used at O'Reilly Media to make sense of and predict past innovation waves and applies those

same techniques to provide a framework for thinking about how today's world-spanning platforms and networks, on-demand services, and artificial intelligence are changing the nature of business, education, government, financial markets, and the economy as a whole. He provides tools for understanding how all the parts of modern digital businesses work together to create marketplace advantage and customer value, and why ultimately, they cannot succeed unless their ecosystem succeeds along with them. The core of the book's call to action is an exhortation to businesses to DO MORE with technology rather than just using it to cut costs and enrich their shareholders. Robots are going to take our jobs, they say. O'Reilly replies, "Only



if that's what we ask them to do!  
Technology is the solution to human problems, and we won't run out of work till we run out of problems."  
Entrepreneurs need to set their sights on how they can use big data, sensors, and AI to create amazing human experiences and the economy of the future, making us all richer in the same way the tools of the first industrial revolution did. Yes, technology can eliminate labor and make things cheaper, but at its best, we use it to do things that were previously unimaginable! What is our poverty of imagination? What are the entrepreneurial leaps that will allow us to use the technology of today to build a better future, not just a more efficient one? Whether technology brings the WTF? of wonder or the WTF? of dismay

isn't inevitable. It's up to us!  
**Leading Digital** LifeTree Media  
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.

*Corporate Explorer* Harvard Business Press

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack.

When we read about their demise, it often seems inevitable—a natural part of "creative destruction." But closer examination reveals a disturbing truth: Companies large and small are shuttering more quickly than ever. What does it take to buck this trend? The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation guru Clayton M.

Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemma. They contrast these luminaries with companies which—often trapped by their own successes—have been unable to adapt and grow. Drawing on a vast research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process—a fact too often overlooked in the heated debate about innovation. But not in this case. Readers

will come away with a new understanding of how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

Penguin Group USA

Digital transformation is no longer news—it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed

a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and

company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides. *Strategy in the Age of Devastating Innovation* Berrett-Koehler Publishers

It used to take years or even decades for disruptive innovations to dethrone dominant products and services. But now any business can be devastated virtually overnight by something better and cheaper. How can executives protect themselves and harness the power of Big Bang Disruption? Just a few

years ago, drivers happily spent more than \$200 for a GPS unit. But as smartphones exploded in popularity, free navigation apps exceeded the performance of stand-alone devices. Eighteen months after the debut of the navigation apps, leading GPS manufacturers had lost 85 percent of their market value. Consumer electronics and computer makers have long struggled in a world of exponential technology improvements and short product life spans. But until recently, hotels, taxi services, doctors, and energy companies had little to fear from the information revolution. Those days are gone forever. Software-based products are replacing physical goods. And every service provider must compete with cloud-based tools that offer customers a

better way to interact. Today, start-ups with minimal experience and no capital can unravel your strategy before you even begin to grasp what's happening. Never mind the "innovator's dilemma"—this is the innovator's disaster. And it's happening in nearly every industry. Worse, Big Bang Disruptors may not even see you as competition. They don't share your approach to customer service, and they're not sizing up your product line to offer better prices. You may simply be collateral damage in their efforts to win completely different markets. The good news is that any business can master the strategy of the start-ups. Larry Downes and Paul Nunes analyze the origins, economics, and anatomy of Big Bang Disruption. They identify four key

stages of the new innovation life cycle, helping you spot potential disruptors in time. And they offer twelve rules for defending your markets, launching disruptors of your own, and getting out while there's still time. Based on extensive research by the Accenture Institute for High Performance and in-depth interviews with entrepreneurs, investors, and executives from more than thirty industries, Big Bang Disruption will arm you with strategies and insights to thrive in this brave new world.

Everyday Chaos Harvard Business Press  
What people get out of social media—and how businesses can get more out of it Almost no one had heard of social media a decade ago, but today websites such as Facebook, Twitter, and

LinkedIn have more than 1 billion users and account for almost 25 percent of Internet use. Practically overnight, social media seems indispensable to our lives—from friendship and dating to news and business. What makes social media so different from traditional media? Answering that question is the key to making social media work for any business, argues Mikolaj Piskorski, one of the world's leading experts on the business of social media. In *A Social Strategy*, he provides the most convincing answer yet, one backed by original research, data, and case studies from companies such as Nike and American Express. Drawing on his analysis of proprietary data from social media sites, Piskorski argues that the secret of successful ones is that they

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

marketing potential of this remarkable phenomenon.

*The Risk-Driven Business Model*

HarperCollins

Digital transformation is no longer news. It is a necessity. Sunil Gupta, head of the digital transformation practice at Harvard Business School, provides a framework for large organizations to think through where and how to begin their transformation. Traditional boundaries of industries no longer define competition; businesses have to deal with partners who are both friends and enemies; competitive advantage does not come from low-cost or product differentiation strategies; how companies create and capture value is dramatically changing. This book shows how to rethink the four fundamental

pillars of business to reinvent business for this new world. Business leaders, Gupta argues, need to reexamine four fundamental aspects of their business to thrive in the digital era--their business strategy, their value chain, their customers, and their organization. The book addresses questions that arise as companies navigate through this transition and provides a road map for this transformation. Filled with rich case studies and deep analysis, it shows how established firms can mitigate the threat as well as leverage the opportunities in the digital era.

*The Content Trap* Harvard Business Press

“My favorite book of the year.”—Doug McMillon, CEO, Wal-Mart Stores Harvard Business School Professor of Strategy

Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and

reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new



playbook for navigating the turbulent waters in which we find ourselves. Praise for *The Content Trap* “A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape.”—Ariel Emanuel, co-CEO, WME | IMG “*The Content Trap* is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are.”—The Wall Street Journal

*The Real Business of Blockchain* Harvard Business 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.

HBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt) John Wiley & Sons

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.

*Driving Digital Strategy* 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. [A Strategist's Guide to Digital Change](#)  
Houghton Mifflin Harcourt  
Linking customer lifetime value to business value, powerful techniques for

both executives and investors. Managing Customers as Investments Harvard Business Review Press Named a Top 10 Business Strategy Book of 2018 by Inc. magazine In his pioneering book *Seizing the White Space*, Mark W. Johnson argued that business model innovation is the most proven path to transformational growth. Since then, Uber, Airbnb, and other startups have disrupted whole industries; incumbents such as Blockbuster, Sears, Toys "R" Us, and BlackBerry have fallen by the wayside; and digital transformation has become one of the business world's hottest (and least understood) slogans. Nearly a decade later, the art and science of business model innovation is more relevant than ever. In this revised,

updated, and newly titled edition, Johnson provides an eminently practical framework for understanding how a business model actually works. Identifying its four fundamental building blocks, he lays out a structured and repeatable process for reinventing an existing business model or creating a new one and then incubating and scaling it into a profitable and thriving enterprise. In a new chapter on digital transformation, he shows how serial transformers like Amazon leverage business model innovation so successfully. With rich new case studies of companies that have achieved new success and postmortems of those that haven't, *Reinvent Your Business Model* will show you how to: Determine if and when your organization needs a new

business model Identify powerful new opportunities to serve your existing customers in existing markets Reach entirely new customers and create new markets through disruptive business models and products Seize opportunities for growth opened up by tectonic shifts in market demand, government policy, and technologies Make business model innovation a more predictable discipline inside your organization Business model innovation has the power to reshape whole industries--including retail, aviation, media, and technology--redistributing billions of dollars of value. This book gives you the tools to reshape your own company for enduring success. Reinvent Your Business Model is the strategic innovation playbook you need

now and in the future.

**Six Questions to Help You Build the Next-Generation Enterprise** Random House

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.