

## *Customer Centricity (Wharton Executive Essentials)*

Customer Centricity Focus on the Right Customers for Strategic Advantage  
Wharton Digital Press

The definitive book about Customer Lifetime Value (LTV)  
Understanding the Predictable is the first book both to explain all aspects of customer lifetime value and help you grow the value of all of your customers. Understanding the Predictable delves into the world of Customer Lifetime Value (LTV), a metric that shows how much each customer is worth to your business. By understanding this metric, you can predict how changes to your product will impact the value of each customer. You will also learn how to apply this simple yet powerful method of predictive analytics to optimize your marketing and user acquisition. If you are looking for a way to make your business successful without effort, do not buy this book. If you are looking, however, for an underlying way to look at your customers and business to build a great company, then Understanding the Predictable is for you. In Understanding the Predictable, you will first learn the core components of customer lifetime value

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and how to calculate LTV. The book then delves into ways to improve the value of your customers, your advertising mix and overall profitability. Each chapter includes A case study that makes the concepts of LTV come to life. Key takeaways so you can quickly implement the core concepts. Understanding the Predictable is your key to business success

New ideas change the world. From social movements to scientific discovery the power of an idea is to reshape the world, who we are, and how we live. Changes in the increasingly dynamic competitive environment require a focus on what should be done, not just what is currently done. The inspiration for this book is to provide an outlet for cogent ideas that will help managers build and maintain brands in the future marketplace. Written by the leading minds management from around the globe who are redefining best practices in managing brands, It examines the future of branding on key concepts including brand performance management, brand strategy, brand building, revitalizing brands, brand valuation, brand analysis, brand protection, and brand experience. The all-star team includes: Martin Roll, Kevin Lane Keller, Don E. Schultz, Bernd Schmitt, Jean-Noel Kapferer, , V.

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Kumar, Bharath Rajan, Lluís Martínez-Ribes, Shi Zhang, Jean Yannis Suvatjis, Leslie de Chernatony, Vanessa M. Patrick and Henrik Hagtvedt, Gregory M Thomas, Jeffrey Parkhurst Srinivas Reddy, Anupam Jaju, Werner Reinartz, Jeffery Andrien, Paul Benoit, Philip C Zerrillo, Cem Bahadır, and Rajendra K Srivastava.

In *Go Long*, authors Dennis Carey, Brian Dumaine, Michael Useem, and Rodney Zemmel take you behind the scenes to witness the business decisions that are enabling leading organizations to outsmart and outlast the competition.

*Beyond Advertising*

*Building Continuous Customer Relationships for Competitive Advantage*

*CUSTOMER EXPERIENCE DESIGN BOOK*

*Leading Change, Advancing Health*

*Strategy from the Outside In: Profiting from Customer Value*

*Designing the Customer-Centric Organization*

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

*A Guide to Strategy, Structure, and Process*

*Client Psychology* will be a book that explores the multitude of factors that impact individual

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financial success, including decision-making, health and marriage/family matters, psychology, behavioral finance, and a multitude of other factors that have a direct or indirect relationship to financial planning practice. This book, with a multitude of contributors from a variety of academic disciplines, will outline the theory behind many of these areas while also explicitly stating how these related areas directly impact financial planning practice (some chapters will build an argument based solely upon theory while other chapters will have exclusively practical applications).

The six core strategies to elevate any business-and how to implement them-made simple What do the world's most successful companies and organization have in common? And what can you actually take away and use from their examples? Distilling the best fundamental business strategies, trusted advisor and strategist John Spence helps you take a hard look at your business and together develop specific plans and action steps that will allow you to dramatically improve the success of your company. Delivered in Spence's approachable and straightforward manner, *Awesomely Simple* reveals the six key strategies that create a foundation for achieving business excellence: Vivid Vision, Best People, A Performance-Oriented Culture, Robust Communication, A Sense of Urgency, and Extreme Customer Focus. Filled with case studies and clear action items, includes easy-to-follow guidelines for implementing the strategies in any organization no matter its mission or size After concisely breaking down each strategy, Spence gives specific examples, tips, tools, discussion questions and exercises for how to execute them successfully A perfect resource for business leaders, *Awesomely Simple* will help you turn ideas into positive action and achieve lasting business success.

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Every Customer Is Unique For many companies, large and small, customer data is a noisy mess. There are problems across the ecosystem from partners to page views and from KPIs to campaign tracking. The biggest problem is not the technical data silos but our inability to hear the humans behind the data, In *The Age of Customer Equity*, Allison Hartsoe helps you cut through the noise and gives you the tools you need to humanize your data to connect to the right customers at the right time. Interviews with customer-centric data leaders and case studies shine a light on the successes and struggles of data analytics leadership to give you a sense of reality and arm your strategic thinking. Hartsoe teaches you how to: Uncover customer behavior, identify opportunities to amplify marketing ROI, and optimize your opportunity costs Alight your teams to clear hurdles and create long-term 9- and 10-figure gains Spot the largest vulnerabilities in your company, diagnose what you need, and build a journey to a more powerful customer-centric future

The Web has changed the game for your customers—and, therefore, for you. Now, *CustomerCentric Selling*, already recognized as one of the premier methodologies for managing the buyer-seller relationship, helps you level the playing field so you can reach clients when they are ready to buy and create a superior customer experience. Your business and its people need to be “CustomerCentric”—willing and able to identify and serve customers’ needs in a world where competition waits just a mouse-click away. Traditional wisdom has long held that selling means convincing and persuading buyers. But today’s buyers no longer want or need to be sold in traditional ways. *CustomerCentric Selling* gives you mastery of the crucial eight aspects of communicating with today’s clients to achieve optimal results: Having conversations instead of making presentations Asking relevant questions instead of offering

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opinions Focusing on solutions and not only relationships Targeting businesspeople instead of gravitating toward users Relating product usage instead of relying on features Competing to win—not just to stay busy Closing on the buyer’s timeline (instead of yours) Empowering buyers instead of trying to “sell” them What’s more, CustomerCentric Selling teaches and reinforces key tactics that will make the most of your organization’s resources. Perhaps you feel you don’t have the smartest internal systems in place to ensure an ideal workflow. (Perhaps, as is all too common, you lack identifiable systems almost entirely.) From the basics—and beyond—of strategic budgeting and negotiation to assessing and developing the skills of your sales force, you’ll learn how to make sure that each step your business takes is the right one.

### SIMPLEST WAY TO UNDERSTAND THE FUNDAMENTALS OF CUSTOMER EXPERIENCE IN THE DIGITAL AGE

Radical Value

Leadership Strategies for Accelerating Growth

The Customer Culture Imperative: A Leader’s Guide to Driving Superior Performance

How Strategy Really Works

Focus on the Right Customers for Strategic Advantage

The Customer Centricity Playbook

Innovation Prowess

Successful leaders are great teachers and successful teachers serve as models of leadership. This book enables leaders and teachers to understand and use the

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best practices developed by award-winning professors, each of whom teaches one of the seven areas that are essential for business success. These professors candidly discuss their successes and failures in the classroom, the mentors who inspired them, how they developed their teaching methods, their rigorous preparation for class, and the role of research in their teaching. Through descriptions of the professors in action, readers will gain an insider's perspective on their teaching skills, and witness how they teach the seven essentials for success in a variety of settings--MBA, Executive MBA, and executive education courses. The chapters also describe the daily lives (professional and personal) of the professors, and the impact they have beyond the classroom in improving organizations and society. If you are a leader or teacher--or if you are interested in the content of a business school education--this book provides an insider's perspective on the best practices used by legendary professors when teaching the seven essentials that represent the core body of knowledge for business success.

Business education and executive development has been one of the most fascinating industries in the world and the fastest growing segment of higher education over the past decades. Today, it is experiencing change on a scale unprecedented since the foundation of the first business schools in the early 20

Century, both due to changes in the corporate environment and also due to the impact of the COVID-19 pandemic across all industries. In this context how do you create world-class educational and training institutions that can cope with those challenges, and be rigorous, vocationally relevant and suited to the corporate growing needs in this new fluid world? And how do you combine the very best of traditional academic values with new learning technologies to create an educational model that is fit to compete in the global economy, threatened today by populism, nationalism and economic turmoil? Yet, as daunting as it is, some institutions have already made significant progress in the journey. In this book Santiago Iñiguez de Onzoño, President of IE University, and Peter Lorange, former President of IMD, bring together contributions from leading figures from some of the world's major universities. They share their experiences in addressing some of the challenges that the industry faces today, such as diversity and inclusion, employability, the role of AI and the advent of innovative new platforms. Packed with case studies of successful initiatives in business education and executive training, this is a truly visionary book. Authors anticipate future trends and share their in-depth knowledge of what it takes to build world class educational providers – and their vision of higher education in the future. The branding bible for today's globalized world Today, brands have become even

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more important than the products they represent: their stories travel with light speed through social media and the Internet and across countries and diverse cultures. A brand must be elastic enough to allow for reasonable category and product-line extensions, flexible enough to change with dynamic market conditions, consistent enough so that consumers who travel physically or virtually won't be confused, and focused enough to provide clear differentiation from the competition. Strong brands are more than globally recognizable; they are critical assets that can make a significant contribution to your company's bottom line. In *Global Brand Power*, Kahn brings brand management into the 21st century, addressing how branding contributes to the purchase process and how to position a strong global brand, from identifying the appropriate competitive set, offering a sustainable differential advantage, and targeting the right strategic segment. This essential guide also covers how customer ownership of your brand affects marketing strategy, methods for assessing brand value, how to manage a brand for long-term profitability, effective brand communications and repositioning strategies, and how to manage a brand in a world of total transparency—where one slip-up can go around the world via social media instantaneously. Filled with stories about how Coca-Cola, The Estée Lauder Companies Inc., Marriott, Apple, Starbucks, Campbell Soup Company,

Southwest Airlines, and celebrities like Lady Gaga are leveraging their brands, *Global Brand Power* is the only book you will need to implement an effective brand strategy for your firm.

Radically alter the impact of your advertising by changing your mindset *Beyond Advertising* offers concrete advice for actions to take and mindsets to adopt that will radically alter the impact of advertising—both for advertising professionals and target audiences. An ambitious book with insight from over 200 leading executives, innovators, and academics, this text paints a picture of what the future of advertising may look like by 2020. Most importantly, it provides concrete guidance regarding the changes you can make to your approach in order to thrive in an evolving industry, and explains what you can do differently now to create effective advertising across all consumer touchpoints. Advertising relies upon the engagement of target audience members to be successful, and achieving this engagement is becoming both easier and more difficult as communication channels change to keep up with the latest technology. Retaining a dynamic, flexible approach to advertising—and understanding where to make changes to your methods—is the only way to stay relevant in such a quickly moving industry. Visualize the evolution of the advertising industry, and understand how it may change in the coming decade Avoid the mistake of failing

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to change your approach to advertising as the industry evolves Identify the concrete actions you can take right now to improve your results Discover the RAVES method of advertising Beyond Advertising is a forward-thinking text that every advertising professional needs to maintain a level of relevancy as the industry continues to evolve.

The Future of Nursing

Growth Units

The Parisian Diet

Leadership Conversations

The Unicorn's Shadow

Wharton Executive Education Finance & Accounting Essentials

6 Steps for Integrating Leadership and Strategy

Converted

Financial literacy for leaders A solid understanding of finance and accounting is critical in every aspect of business. In order to gauge business performance, make investment decisions or devise effective strategies, managers must be able to access and use the information contained in financial statements and work with the concepts that underlie them. Financial literacy is an absolute requirement for the successful manager. In direct and simple terms, Richard A. Lambert, Miller-Sherrerd Professor of Accounting at the Wharton School of the University of Pennsylvania, demystifies financial statements and concepts and shows you how

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you can apply this information to make better business decisions for long-term profit. In Wharton Executive Education Finance & Accounting Essentials, you will learn to use and interpret financial data, including income statements and balance sheets; strengthen your knowledge of financial reporting concepts; discover how to identify and estimate the relevant costs for decisions; learn how to evaluate investment strategies; apply your financial know-how to develop a coherent business strategy; and find out what you can learn from Pepsi, Krispy Kreme, General Motors, and other companies.

A framework for achieving superior rates of organic growth Achieving superior growth through innovation is a top strategic priority for all companies. Yet most management teams struggle to reach their firm's ambitious growth targets and suffer slow growth. What distinguishes these growth laggards from growth leaders like IBM, Nike, LEGO, American Express, Amazon, and Samsung that realize their full potential for growth? Wharton professor George S. Day shows that growth leaders use their innovation prowess to accelerate their growth at a faster rate. In this essential guide, Day reveals how to build this prowess by combining discipline in growth-seeking activities with an organizational ability to innovate. Day shows managers how to set a growth strategy that is realistic while still stretching the organization; search for the best growth opportunities along the full spectrum of 14 growth pathways; aim their growth-seeking activities toward the creation of new customer value; learn to profit from the uncertainty of innovation by successfully assessing and containing risk; build the organizational muscle to implement an ambitious growth strategy; and move faster from ideas to impact. With the strategies, processes, and methods discussed in Innovation Prowess, leaders can build a tested and comprehensive strategy for driving organic growth year after year. The Wharton Executive

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Essentials Series The Wharton Executive Essentials series from Wharton Digital Press brings the ideas of the Wharton School's thought leaders to you wherever you are. Inspired by Wharton's Executive Education program, each book is authored by globally renowned faculty and offers a quick-reading, penetrating, and comprehensive summary of the knowledge leaders need to excel in today's competitive business environment and capture tomorrow's opportunities.

Companies can both serve society and create profit. This book shows how-based on rigorous evidence and an actionable framework.

We all want to be customer centric...but most of us struggle with that vague term, and how to measure it. Radical Value reveals that the measurable, trackable, trainable thing you really seek --at the core of customer centricity--is customer-perceived value. Radical Value breaks through the confusing tangle of sales performance solutions available today. There's radical simplicity -and radical power -- in focusing everything your company does on customer value. Radically flipping the 10% of today's training/coaching effort currently devoted to value: the thing that moves 90+% of customer decisions. Radically re-thinking how -- and how widely - we engage customers who are more distracted and siloed than ever, causing buying decisions to dissolve into a confused mess favoring "no decision". Radically re-thinking how we organize our companies, often every bit as siloed as our customers, where one role "sells", while many serve customers but never relay value discoveries they make almost daily. Radical Value doesn't stop at high-level theory, but provides intuitive, easy-to-implement tools that should integrate into your existing systems and workflows, implementing radical value focus. Sellers will learn how to sell and price to value. Marketers will master outcome-based messaging.

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Product/ service managers will gain insights into current customer outcomes...and guide more powerful future innovations. Executives will be able to form value-based feedback loops between every function in their companies.

How Successful Retailers Win Customers in an Era of Endless Disruption

A Vision for the Future

Lessons from Legendary Professors

Customer Relationship Management

How Great Companies Deliver Both Purpose and Profit – Updated and Revised

Leveraging Branding for Long-Term Growth

How to reach your right weight and stay there

Challenging High Potential Managers to Become Great Leaders

The Internet of Things, robo investment advisers, wearable fitness devices, remote health care operations . . . business executives in many industries are currently being inundated with a confusingly and exhaustingly broad range of technological developments that enable new business models. There is, however, a common thread among all of these developments: firms are fundamentally changing how they connect with their customers. Rather than having occasional, episodic interactions--where customers realize they have an unmet need and then look for ways to fill it--firms are striving to be continuously connected to their customers, providing services and products as the needs arise, even before customers become

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aware of them. Firms such as Nike, Disney, Progressive Insurance, McGraw-Hill Higher Education, Medtronic, Hewlett-Packard, and Tesco are developing and competing on connected strategies: creating superior customer experiences through connectivity while simultaneously driving dramatic improvements in operational efficiencies and reshaping their industries. Strategy and operations experts Niccolò Siggelkow and Christian Terwiesch reveal the emergence of connected strategies across a broad array of industries and show how these strategies work, how to eliminate the trade-off between superior customer experience and low cost, and how companies can formulate, design, and implement them. In showing how to create a connected strategy, the authors reveal the four pathways--respond-to-desire, curated offerings, coaching, and automatic execution--for turning occasional, episodic interactions into continuous relationships. Siggelkow and Terwiesch show you how to:

**THE NEW QUESTION** 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 ten 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. **THE**

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NEW STUDY Great by Choice distinguishes itself from Collins's prior work by its focus not just on performance, but also on the type of unstable environments faced by leaders today. With a team of more than twenty researchers, Collins and Porac studied companies that rose to greatness - beating their industry indexes by a minimum of ten times over fifteen years - in environments characterized by big forces and rapid shifts that leaders could not predict or control. The research then contrasted these "10X companies" to a carefully selected set of comparison companies that failed to achieve greatness in similarly extreme environments. THE NEW FINDINGS The study results were full of provocative surprises. Such as: \* The best leaders were not more risk taking, more visionary, and more creative than the comparisons; they were more disciplined, more empirical, and more paranoid. Innovation by itself turns out not to be the trump card in a chaotic and uncertain world; more important is the ability to scale innovation, to blend creativity with discipline. \* Following the belief that leading in a "fast world" always requires "fast decisions" and "fast action" is a good way to get killed. \* The great companies changed less in reaction to a radically changing world than the comparison companies. The authors challenge conventional wisdom with thought-provoking, sticky, and supremely practical concepts. They include 10Xers; the 20 Mile March; Fire Bullets then Cannonballs; Leading above the Death Line; Zoom Out, Then

Zoom In; and the SMaC Recipe. Finally, in the last chapter, Collins and Hansen present their most provocative and original analysis: defining, quantifying, and studying the role of luck. The great companies and the leaders who built them were not luckier than the comparisons, but they did get a higher Return on Luck. This book is classic Collins: contrarian, data driven, and uplifting. He and Hansen show convincingly that, even in a chaotic and uncertain world, greatness happens by choice, not by chance.

Make customer value a C-Suite priority for lasting profits and growth While the Great Recession ravaged the balance sheets of long-standing leaders in their respective industries, many companies have actually gained market share, grown revenues and profits, and created more value for customers. These are not flash-in-the-pan companies—world-beaters one year and stragglers the next. They are companies like Johnson & Johnson, Procter & Gamble, Fidelity, Cisco, Philips, Walmart, and Amazon. The success of these organizations isn't the result of a brilliant strategy for bad times; it's the outcome of a highly effective long-term strategy that manages the company from the outside in. In *Strategy from the Outside In*, George S. Day and Christine Moorman explain that the key to such lasting and highly profitable success is the ability to compete on and profit from customer value. It means operating from the outside in. It means always building

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strategy on market insight, and ensuring that every part of the company puts customer value first. Applying years of research, Day and Moorman illustrate that an outside-in view requires constant vigilance and focus on four customer value imperatives: Be a customer value leader Innovate new value for customers Capitalize on the customer as an asset Capitalize on the brand as an asset Day Moorman take you from theory to practice, with an emphasis on real world stories practical models, and useable metrics so that you can profit from customer value From the outside in.

What do Toyota, Apple, and Zappos have in common? CUSTOMER-CENTRIC CULTURE And now, with this research-based method, you can replicate their success with your business Based on more than 60 studies and the authors' three year proprietary research project with more than 100 companies, The Customer Culture Imperative demonstrates that organizations exhibiting a strong "customer-centric culture" do, in fact, produce superior business performance. It provides diagnostic tools and a roadmap for effective implementation, designed to make cultural change concrete and actionable in any organization. Dr. Linden R. Brown is chairman and co-founder of MarketCulture Strategies Inc. Christopher Brown is the former marketing director for Hewlett-Packard for the South Pacific and is presently a Silicon Valley-based sales and marketing consultant.

Financial Literacy for Managers

Global Brand Power

Great by Choice

Client Psychology

Learn to calculate Customer Acquisition Cost, Lifetime Value, and why businesses behave the way they do.

The Strategic Leader's Roadmap

The Data-Driven Way to Win Customers' Hearts

***This is said to be the 'Age of the Customer' where business battles will be won through differentiated customer experience. There is a huge need for customer experience professionals, as well as aspiring customer centric companies, to learn and apply the winning principles of delivering great customer experience. This Customer Experience Design Book is written to help individuals and organizations get fundamental understanding of the customer experience domain through interactive exercises and illustrations. The book also provides guidance to those who want to become an Internationally Certified Customer Experience Professional (CCXP), the accreditation provided by CXPA after a thorough assessment. Ultimately, this book is a unique resource that is designed***

***to help individuals and organizations across the globe raise the bar of customer experience.***

***The language of business In order to understand how your business is performing right now and to evaluate, assess, and devise new strategies to boost future performance, you need information. Financial statements are a critical source of the information you need. In direct and simple terms, Richard A. Lambert, Miller-Sherrerd Professor of Accounting at the Wharton School of the University of Pennsylvania, demystifies financial statements and concepts and shows you how you can apply this information to make better business decisions for long-term profit. You will learn to use and interpret financial data; find out what we can learn from Pepsi, Krispy Kreme, General Motors, and other companies; learn how to evaluate investment strategies; and apply your financial know-how to develop a coherent business strategy.***

***The Future of Nursing explores how nurses' roles, responsibilities, and education should change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as***

***partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.***

***Designing the Customer-Centric Organization offers today's business leaders a comprehensive customer-centric organizational model that clearly shows how to put in place an infrastructure that is organized around the demands of the customer. Written by Jay Galbraith (the foremost expert in the field of organizational design), this important book includes a tool that will help determine how customer-centric an organization is- light-level, medium-level, complete-level, or high-level- and it shows how to ascertain the appropriate level for a particular institution. Once the groundwork has been established, the***

***author offers guidance for the process of implementing a customer-centric system throughout an organization. Designing the Customer-Centric Organization includes vital information about structure, management processes, reward and management systems, and people practices.***

***How to Take Your Company to the Next Level Through Radical Customer Centricity***

***Essential Business Strategies for Turning Ideas Into Action***

***Seven Essentials for Business Success***

***Connected Strategy***

***Combating the Dangerous Myths that Hold Back Startups, Founders, and Investors***

***Executive Education after the Pandemic***

***Customer Centricity: What It Is***

***Customer Centricity***

**Conversation techniques and tools that can help strong managers become great leaders  
Often the very same skills and traits that enable rising stars to achieve success "tenacity, aggressiveness, self-confidence" become liabilities when promoted into a leadership track.  
While managers' conversations are generally transactional and centered on the task at hand, leaders must focus on people, asking great questions and aligning them with the vision for the future. Leadership mindsets and skills can be developed, and Leadership**

**Conversations provides practical guidance for connecting with others in ways that transform each interaction into an opportunity for organizational and personal growth. Identifies four types of conversation every leader must master: building relationships, making decisions, taking action, and developing others Provides an action plan for boosting your personal leadership potential, as well for developing leadership skills in others Draws on the authors' rich experience coaching and working with leaders at a wide range of organizations, including NASA, the U.S. Navy, intelligence agencies, Boeing, Gillette, Bausch & Lomb, and Georgetown University Leadership Conversations is required reading for both high-potential managers looking to make it to the next level and leaders looking to develop their people.**

**Are you just playing—or playing to win? Strategy is not complex. But it is hard. It's hard because it forces people and organizations to make specific choices about their future—something that doesn't happen in most companies. Now two of today's best-known business thinkers get to the heart of strategy—explaining what it's for, how to think about it, why you need it, and how to get it done. And they use one of the most successful corporate turnarounds of the past century, which they achieved together, to prove their point. A.G. Lafley, former CEO of Procter & Gamble, in close partnership with strategic adviser Roger Martin, doubled P&G's sales, quadrupled its profits, and increased its market value by more than \$100 billion in just ten years. Now, drawn from their years of experience at P&G and the Rotman School of Management, where Martin is**

**dean, this book shows how leaders in organizations of all sizes can guide everyday actions with larger strategic goals built around the clear, essential elements that determine business success—where to play and how to win. The result is a playbook for winning. Lafley and Martin have created a set of five essential strategic choices that, when addressed in an integrated way, will move you ahead of your competitors. They are: • What is our winning aspiration? • Where will we play? • How will we win? • What capabilities must we have in place to win? • What management systems are required to support our choices? The stories of how P&G repeatedly won by applying this method to iconic brands such as Olay, Bounty, Gillette, Swiffer, and Febreze clearly illustrate how deciding on a strategic approach—and then making the right choices to support it—makes the difference between just playing the game and actually winning.**

**Embraces both the theoretical background and the practical implementation of CRM strategy. Also comprises of elements of marketing, accounting, human resources, information technology and strategic management to ensure that it provides a comprehensive and fully developed introductory text.**

**2019 AXIOM BUSINESS BOOK AWARD WINNER Featured in Forbes, NPR's Marketplace, and a Google Talk, The Customer Centricity Playbook offers "actionable insights to drive immediate value," according to Neil Hoyne, Head of Customer Analytics and Chief Analytics Evangelist, Google. How did global gaming company Electronic Arts go from being named "Worst Company in America" to clearing a billion dollars in profit?**

**They discovered a simple truth--and acted on it: Not all customers are the same, regardless of how they appear on the surface. In *The Customer Centricity Playbook*, Wharton School professor Peter Fader and Wharton Interactive's executive director Sarah Toms help you see your customers as individuals rather than a monolith, so you can stop wasting resources by chasing down product sales to each and every consumer. Fader and Toms offer a 360-degree analysis of all the elements that support customer centricity within an organization. In this book, you will learn how to: Develop a customer-centric strategy for your organization Understand the right way to think about customer lifetime value (CLV) Finetune investments in customer acquisition, retention, and development tactics based on customer heterogeneity Foster a culture that sustains customer centricity, and also understand the link between CLV and market valuation Understand customer relationship management (CRM) systems, as they are a vital underpinning for all these areas through the valuable insights they provide Fader's first book, *Customer Centricity*, quickly became a go-to for readers interested in focusing on the right customers for strategic advantage. In this new book, Fader and Toms offer a true playbook for companies of all sizes that want to create and implement a winning strategy to acquire, develop, and retain customers for the greatest value. "A must-read."--Aimee Johnson, Chief Marketing Officer, Zillow "The *Customer Centricity Playbook* offers fundamental insights to point organizations of any size in the right direction."--Rob Markey, Partner, Bain & Company, Inc., and coauthor, *The Ultimate Question 2.0*"Peter Fader and Sarah Toms offer transformative**

**insights that light the path for business leaders."--Susan Johnson, Chief Marketing Officer, SunTrust Banks**

**Boards That Lead**

**How to Calculate, Understand, and Improve Customer Lifetime Value to Build a Great Company**

**CustomerCentric Selling, Second Edition**

**Implement a Winning Strategy Driven by Customer Lifetime Value**

**Understanding the Predictable**

**Awesomely Simple**

**Playing to Win**

**The Shopping Revolution**

*We can all become strategic leaders if we stay on the right path. Even a strong leader can flounder without an effective strategy, and the most powerful strategy can fail without the right leader. Only those who master and integrate both skills can effectively navigate the challenges that lay ahead for today's organizations. The authors offer a 6-point checklist for leading strategically that will help managers strengthen their capacity to develop strategy and to lead its execution.*

*France's leading nutritionist Dr. Jean-Michel Cohen pinpoints why you struggle with other weight-loss diets and shows how to achieve your*

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*ideal weight while embracing life's pleasures. The Parisian Diet is a progressive weight-loss plan that keeps you motivated through the Café, Bistro, and Gourmet phases until you reach your ideal weight. Strongly opposed to “extreme” diets and the inevitable weight gain that ensues, Dr. Cohen proposes a sensible and holistic approach that addresses the physical, psychological, and cultural factors that impact our ability to control our relationship with food. His method encourages a global change in attitude towards what we eat. Based on habits and food choices typical of the Parisian lifestyle, the simple, delicious, and satisfying menus emphasize the use of fresh ingredients and a balanced intake throughout the day. The Parisian Diet is not a fad— the pan fad, it’s a new approach to food and a way to celebrate life, helping you look and feel your best.*

*Not all customers are created equal. Despite what the tired old adage says, the customer is not always right. Not all customers deserve your best efforts: in the world of customer centricity, there are good customers...and then there is pretty much everybody else. Upending some of our most fundamental beliefs, renowned behavioral data expert Peter Fader, Co-Director of The Wharton Customer Analytics Initiative, helps businesses radically rethink how they relate to customers. He provides a roadmap for revamping your organization, performance metrics, and product development in order to make sure you meet the*

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*needs of your most valuable customers. In Wharton Executive Education Customer Centricity Essentials, you will learn how the strategies underlying customer centricity can help your company gain a competitive advantage in today's challenging business environment; how to calculate what customers are really worth, individually and collectively; how you can use customer-centric perspectives to make smarter, more strategic decisions for your company; how the well-intended idea of customer relationship management lost its way and what your company can do to put it back on track and use it productively; and why Walmart, Costco, Starbucks, Apple, Nordstrom, and other companies may be leaving money on the table--and how you can avoid that pitfall.*

*The number one guide to corporate valuation is back and better than ever Thoroughly revised and expanded to reflect business conditions in today's volatile global economy, Valuation, Fifth Edition continues the tradition of its bestselling predecessors by providing up-to-date insights and practical advice on how to create, manage, and measure the value of an organization. Along with all new case studies that illustrate how valuation techniques and principles are applied in real-world situations, this comprehensive guide has been updated to reflect new developments in corporate finance, changes in accounting rules, and an enhanced global perspective. Valuation, Fifth Edition is filled*

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*with expert guidance that managers at all levels, investors, and students can use to enhance their understanding of this important discipline. Contains strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions Addresses how you can interpret the results of a valuation in light of a company's competitive situation Also available: a book plus CD-ROM package (978-0-470-42469-8) as well as a stand-alone CD-ROM (978-0-470-42457-7) containing an interactive valuation DCF model Valuation, Fifth Edition stands alone in this field with its reputation of quality and consistency. If you want to hone your valuation skills today and improve them for years to come, look no further than this book.*

*Wharton Executive Education Essentials*

*The Future of Branding*

*Grow the Pie*

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*When to Take Charge, When to Partner, and When to Stay Out of the Way*

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*Concepts and Technologies*

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**When the world's biggest brands want to sharpen their digital marketing strategy,**

they call Neil Hoyne – Google’s Chief Measurement Strategist and Senior Fellow at the Wharton School. In his first book, he offers a simple, research-backed playbook that anyone can use to find their best customers and develop relationships that last. Under pressure for quick results and facing fierce marketplace competition, too many marketers are boxed into spaghetti-to-the-wall forms of digital marketing that limit the potential of their long hours, countless experiments, and warehouses of data. And in the end, they watch their competition sprint ahead. But what if you built a business around long-term relationships with customers, using data to understand who they are, what they need, and where to find more customers just like them? You can. And you’ll leave your competitors, with all of their data and their short-term thinking, to poke around in the scraps. In *Converted*, you will learn how to:

- Understand the full value of each relationship
- Engage in an ongoing conversation with your best customers
- Ask the right questions so you can anticipate your customers’ needs
- Find more great customers

A real person is always on the other end of the transaction. *Converted* shows you how to win their hearts. Bringing hard data to the way we think about entrepreneurial success, this bold call to action draws on the latest scientific evidence to dispel the most pervasive startup myths and light a path to entrepreneurship for those eclipsed by the

hype. When you think of a successful entrepreneur, who comes to mind? Bill Gates? Mark Zuckerberg? Or maybe even Jesse Eisenberg, the man who played Zuckerberg in *The Social Network*? It may surprise you that most successful founders look very different from Zuckerberg or Gates. In fact, most startup origin stories are very different from the famous "unicorns" that have achieved valuations of over \$1 billion, from Facebook to Google to Uber. In *The Unicorn's Shadow: Combating the Dangerous Myths that Hold Back Startups, Founders, and Investors*, Wharton School professor Ethan Mollick takes us to the forefront of an empirical revolution in entrepreneurship. New data and better research methods have overturned the conventional wisdom behind what a successful founder looks like, how they succeed, and how the startup ecosystem works. Among the issues he examines: Which founders are most likely to succeed? Where do the best startup ideas come from? What's the most foolproof way of securing the funding needed to take a company to the next level? Should your sales pitch really be something out of Hollywood? What's the best way to grow and scale your company and create a thriving culture that won't hinder expansion? Mollick argues that entrepreneurship is too important, both for society and for the individuals who start companies, to be eclipsed by the shadows of unicorns. He shows we can democratize entrepreneurship--but only by following

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an evidence-based approach that puts to rest the false narratives that surround it. A powerful call to action, Customer Centricity upends some of our most fundamental beliefs about customer service, customer relationship management, and customer lifetime value **NOT ALL CUSTOMERS ARE CREATED EQUAL** Despite what the tired old adage says, the customer is not always right. Not all customers deserve your best efforts: In the world of customer centricity, there are good customers...and then there is pretty much everybody else. In Customer Centricity, Wharton professor Peter Fader, coauthor of the follow-up book The Customer Centricity Playbook, helps businesses radically rethink how they relate to customers. He provides insights to help you understand: Why customer centricity is the new model for success and product centricity must be ushered out How the ideas of brand equity and customer equity help us understand what kinds of companies naturally lend themselves to the customer-centric model and which ones don't Why the traditional models for determining the value of individual customers are flawed How executives can use customer lifetime value (CLV) and other customer-centric data to make smarter decisions about their companies How the well-intended idea of customer relationship management (CRM) lost its way-and how your company can properly put CRM to use Customer Centricity will help you realign your performance metrics, product

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development, customer relationship management and organization in order to make sure you focus directly on the needs of your most valuable customers and increase profits for the long term. ALSO AVAILABLE: Once Fader convinces you of the value of customer centricity in this book, *The Customer Centricity Playbook*, with Sarah Toms, will show you where to get started. "Reveals how to increase profits from your best customers, find more like them, and avoid over-investing in the rest....Decidedly accessible and absolutely necessary." -Jim Sterne, Founding President and Chairman, Digital Analytics Association "Perfect read...It's short (60-90 minutes), clear, and the best summary I've read of why companies should rethink their approach to customers." -Andrew McFarland, SVP, Chief Customer Officer, Black Box "Knowing what your customers are worth is the secret to focusing your time and money where it makes the most difference. You can't be all things to all people, so you need to learn to find out who really matters to your success. Fader makes it clear with great ideas and a readable style." -Andy Sernovitz, author, *Word of Mouth Marketing*

THE WHARTON EXECUTIVE ESSENTIALS SERIES The Wharton Executive Essentials series from Wharton Digital Press brings the ideas of the Wharton School's thought leaders to you wherever you are. Inspired by Wharton's Executive Education program, each book is authored by globally renowned

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faculty and filled with real-life business examples and actionable advice. Wharton Executive Essentials guides offer a quick-reading, penetrating, and comprehensive summary of the knowledge leaders need to excel in today's competitive business environment and capture tomorrow's opportunities. How do businesses sustainably grow? Whether you're a startup founder trying to improve your odds of success, or a Fortune 100 businessperson looking for ways to optimize an already sustainable business, you will benefit from understanding the ways you acquire customers and generate revenue from them. This book can help. We demonstrate methods to assess and calculate Customer Acquisition Costs (CAC), Lifetime Value (LTV), and more. Looking at 15 case studies from a wide range of business types, we also show how metrics can vary depending on situation and goals. You will learn: - Ways to calculate Customer Acquisition Cost and Lifetime Value with additions like customer segments, cohorts, retention, and more (and why they can be imperfect methods). - How to manage the cost of growth along with potential value generated. - The difference between growing and scaling a business. - Why food delivery businesses with good unit economics shut down. - The difference between taxi and rideshare business models. - Why it made sense for data storage companies to launch too soon. - How varied business types, including mobility, consumer packaged goods, organized crime,

art, subscriptions, mattress stores, food delivery, and more thrive or struggle because of these metrics. Written by Paul Orlando, who built and operated startup accelerators in Los Angeles, Hong Kong, and Rome, and who teaches at the University of Southern California, the book explains various approaches you can use in your own company as well as when you evaluate other businesses. The book is a direct, practical guide for startup founders, operators, and students of business.

How to Drive Uncommon Growth by Prioritizing Customers Over Technology

Measuring and Managing the Value of Companies

Why Long-Term Thinking Is Your Best Short-Term Strategy

The Definitive Guide to B2B Digital Transformation

Creating Value Through All Customer Touchpoints

The Age of Customer Equity: Data-Driven Strategies to Build a Sustainable Company

Finance and Accounting for Better Decision-Making

***A powerful call to action, Wharton professor Peter Fader's book, Customer Centricity, upends some of our most fundamental beliefs about customer service, customer relationship management, and customer lifetime value. Fader advocates that in the world of customer centricity, there are good customers ...***

***and then there is pretty much everybody else.***

***Amazon disrupts everything it touches and upends any market it enters. In the era of its game-changing dominance, how can any company compete? We are just witnessing the start of the radical changes in retail that will revolutionize shopping in every way. As Amazon and other disruptors continue to offer ever-greater value, customers' expectations will continue to ratchet up, making winning (and keeping) those customers all the more challenging. For some retailers, the changes will push customers permanently out of their reach--and their companies out of business. In *The Shopping Revolution*, Barbara E. Kahn, a foremost retail expert and professor at The Wharton School, examines the companies that have been most successful during this wave of change, and offers fresh insights into what we can learn from their ascendance. How did Amazon become the retailer of choice for a large portion of the US population, and how can other companies work with them or compete with them? How did Walmart beat out other grocers in the late 1990s to become the leader in food retailing, and how must they pivot to hold their leadership position today? How did Warby Parker make a dent in the once-untouchable Luxottica's lucrative eyewear business, and what can that tell start-ups about how to unseat a Goliath? How did Sephora draw customers away from once-dominant department stores to become the go-to retailers for beauty products, and what can retailers learn from their success? How are luxury and fast-fashion retailers competing in the ever-changing, fickle world of fashion? Building on these insights, Kahn offers a***

***framework that any company can use to create a competitive strategy to survive and thrive in today's--and tomorrow's--retail environment. The Shopping Revolution is a must-read for those in the retailing business who want to develop an effective strategy, entrepreneurs looking at starting their own business, and anyone interested in understanding the changing landscape in which they are shopping. Barbara E. Kahn is Patty and Jay H. Baker Professor of Marketing at The Wharton School at the University of Pennsylvania. She served two terms as the Director of the Jay H. Baker Retailing Center. Prior to rejoining Wharton in 2011, Barbara served as the Dean and Schein Professor of Marketing at the School of Business Administration, University of Miami (from 2007 to 2011). Before becoming Dean at UM, she spent 17 years at Wharton as Silberberg Professor of Marketing. She was also Vice Dean of the Wharton Undergraduate program. She is the author of Global Brand Power: Leveraging Branding for Long-Term Growth and co-author of The Grocery Revolution: The New Focus on the Consumer, which documented the changes in the grocery business in the mid-1990s when Walmart became a force in the industry.***

***Is your firm's board creating value—or destroying it? Change is coming. Leadership at the top is being redefined as boards take a more active role in decisions that once belonged solely to the CEO. But for all the advantages of increased board engagement, it can create debilitating questions of authority and dangerous meddling in day-to-day operations. Directors need a new road map—for when to lead, when to partner, and when to stay out of the way.***

***Boardroom veterans Ram Charan, Dennis Carey, and Michael Useem advocate this new governance model—a sharp departure from what has been demanded by governance activists, raters, and regulators—and reveal the emerging practices that are defining shared leadership of directors and executives. Based on personal interviews and the authors’ broad and deep experience working with executives and directors from dozens of the world’s largest firms, including Apple, Boeing, Ford, Infosys, and Lenovo, Boards That Lead tells the inside story behind the successes and pitfalls of this new leadership model and explains how to:***

- Define the central idea of the company***
- Ensure that the right CEO is in place and potential successors are identified***
- Recruit directors who add value***
- Root out board dysfunction***
- Select a board leader who deftly bridges the divide between management and the board***
- Set a high bar on ethics and risk***

***With a total of eighteen checklists that will transform board directors from monitors to leaders, Charan, Carey, and Useem provide a smart and practical guide for businesspeople everywhere—whether they occupy the boardroom or the C-suite.***