

Harvard Business Review On Pricing Harvard Business Review Paperback

Revise your game plan--and profit from the change. If you need the best practices and ideas for creating business models that drive growth--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Reinvent your business profitably - Set your model up for success with a winning competitive strategy - Test and change your assumptions about customers - Spot trends that could transform your business - Exploit disruptive technologies - Give traditional offerings a shot in the arm - Produce game changers for your industry or market - Build a new business in an established organization Explains the disadvantages of using standard markups or letting competitors set the prices, and explains how a more sophisticated pricing strategy can increase profits and competitiveness

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, these concise, handy guides are packed with easy-to-read tips on a broad range of topics. Each book puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick one up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. This collection includes the original best-selling Management Tips and the newly released Management Tips 2.

More than a buzzword, agile is a powerful business tool for all. To the uninitiated, agile is a software development and project management process involving white boards, colored Post-it Notes, and stand-up meetings. It may seem as though agile doesn't and won't ever apply to you. But agile is here to stay, and its benefits can be realized beyond IT and project management into other areas of your business. If you're a leader, it's worth exploring how your group can benefit from the higher productivity and morale agile brings. Agile: The Insights You Need from Harvard Business Review brings you today's most essential thinking on agile, from exploring the conditions under which agile is most effective and easiest to implement to reducing new-product development risk to bringing the most valuable products and features to market faster and more predictably. The lessons in this book will help you introduce agile into a broader range of activities and accelerate profitable growth for your company. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

Over the last decade, technology has dramatically changed the role of salespeople at companies of all sizes. But one crucial fact remains: Sales is the most vital function of every business. In *How to Sell More*, the editors of Harvard Business Review have gathered advice from some of the world's top business professors, consultants, trainers, and sales managers. In these collected essays, you'll learn how to:

- Effectively recruit, train, manage, and support these key employees
- Use smart pricing, promotions, and incentives to make your sales team more successful
- Avoid the biggest mistakes entrepreneurs make when pursuing their first sales
- Master the daily challenges of selling, from planning a sales call to handling a potential customer's toughest questions

More than most workers, salespeople perform in a field where success is easily measured: How much did you sell today, this week, this quarter? If you're looking for ways to bump up those numbers, this book offers you valuable insights and practical tools. HBR Singles provide brief yet potent business ideas, in digital form, for today's thinking professional.

Develop the mindset and presence to successfully manage others for the first time. If you read nothing else on becoming a new manager, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you transition from being an outstanding individual contributor to becoming a great manager of others. This book will inspire you to:

- Develop your emotional intelligence
- Influence your colleagues through the science of persuasion
- Assess your team and enhance its performance
- Network effectively to achieve business goals and for personal advancement
- Navigate relationships with employees, bosses, and peers
- Get support from above
- View the big picture in your decision making
- Balance your team's work and personal life in a high-intensity workplace

This collection of articles includes "Becoming the Boss," by Linda A. Hill; "Leading the Team You Inherit," by Michael D. Watkins; "Saving Your Rookie Managers from Themselves," by Carol A. Walker; "Managing the High-Intensity Workplace," by Erin Reid and Lakshmi Ramarajan; "Harnessing the Science of Persuasion," Robert B. Cialdini; "What Makes a Leader?" by Daniel Goleman; "The Authenticity Paradox," by Herminia Ibarra; "Managing Your Boss," by John J. Gabarro and John P. Kotter; "How Leaders Create and Use Networks," by Herminia Ibarra and Mark Lee Hunter; "Management Time: Who's Got the Monkey?" by William Oncken, Jr., and Donald L. Wass; and BONUS ARTICLE: "How Managers Become Leaders," by Michael D. Watkins.

Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues, each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these

issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas—and prepare you and your company for the future. This specially priced 8-volume set includes: Agile Artificial Intelligence Blockchain Climate Change Customer Data & Privacy Cybersecurity Monopolies & Tech Giants Strategic Analytics

Apply Six Sigma to Your #1 Business Challenge: Pricing “Six Sigma is well known for having helped companies save billions of dollars. This book is the first to show us how to use it on the revenue side of the equation to generate profitable growth. This step-by-step guide will be an instant classic—a seminal book on a topic critical to profitability.” —Robert Cross, Chairman and CEO, Revenue Analytics Inc. and author of Revenue Management “Six Sigma Pricing provides companies with a practical toolkit to improve their price management. The authors show executives how to use Six Sigma tools in their pricing processes and instantly improve profits and their bottom-line. This is a truly ‘must-have’ resource for managers everywhere.” —Eric Mitchell, President, Professional Pricing Society Many companies have developed solid sales strategies— but without equally good pricing operations, those strategies alone will not add a dime to the bottom line. The goal of pricing operations is to consistently control price deviations in transactions and contracts over time and across customer segments. This goal of ensuring the prices are not too low or too high in different transactions relative to guidelines lends itself perfectly to Six Sigma. Using the authors’ breakthrough Six Sigma-based approach, you can systematically eliminate pricing-related revenue leaks, driving higher profits without alienating customers. You’ll learn how to define pricing “defects,” gather and analyze relevant pricing data, review pricing-agreement processes, identify and control failures, implement improvements, and then ensure continuous, ongoing improvement in price, profits and customer satisfaction. The book reflects the authors’ pioneering experience implementing Six Sigma pricing. Whether you’re a business leader, strategist, manager, consultant, or Six Sigma specialist, it will help you or your client recover profits that have been slipping through the cracks in pricing operations. • Learn why Six Sigma Pricing makes sense Why you should target pricing operations, and how to do it • Identify profit leaks from inefficient pricing operations Why “sloppy pricing” occurs, how to find it, and how to root it out • Illuminate your current pricing processes, so you can improve them Understand your market-facing and internally focused pricing processes pertaining to product launch and lifecycle price management, price increases due to escalation in costs of raw materials, promotions, and discounting • Set up your pricing operations for continuous improvement in line with your pricing and sales strategy Use Six Sigma to improve and control processes, ensuring alignment with agreed-upon strategy for pricing and sales • Create an organization that is successful at pricing Align different functions and levels of the company to achieve targeted profits

Help your company adapt to the new rules of competition. If you read nothing else on creating value with business platforms and ecosystems, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you reap the rewards of multisided platforms (MSPs)—or defend your company against these formidable opponents. This book will inspire you to: Assess the threat of disruption from platforms in your industry Decide whether and how to play with increasingly powerful platform businesses Choose the right strategy for transforming your product into a platform Harness network effects to maximize value for the partners in your ecosystem Shift from managing products to managing interactions Learn when moving first and growing fast will work—and when it won't Manage winner-take-all dynamics This collection of articles includes "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Strategies for Two-Sided Markets," Thomas R. Eisenmann, Geoffrey Parker, and Marshall W. Van Alstyne; "Finding the Platform in Your Product," by Andrei Hagiu and Elizabeth Altman; "What's Your Google Strategy?," by Andrei Hagiu and David B. Yoffie; "In the Ecosystem Economy, What's Your Strategy?," by Michael G. Jacobides; "Right Tech, Wrong Time," by Ron Adner and Rahul Kapoor; "Managing Our Hub Economy," by Marco Iansiti and Karim R. Lakhani; "Why Some Platforms Thrive and Others Don't," by Feng Zhu and Marco Iansiti; "Spontaneous Deregulation," by Benjamin Edelman and Damien Geradin; "Alibaba and the Future of Business," by Ming Zeng; and "Fixing Discrimination in Online Marketplaces," by Ray Fisman and Michael Luca. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Surprising rules for successful monetization Innovation is the most important driver of growth. Today, more than ever, companies need to innovate to survive. But successful innovation—measured in dollars and cents—is a very hard target to hit. Companies obsess over being creative and innovative and spend significant time and expense in designing and building products, yet struggle to monetize them: 72% of innovations fail to meet their financial targets—or fail entirely. Many companies have come to accept that a high failure rate, and the billions of dollars lost annually, is just the cost of doing business. Monetizing Innovations argues that this is tragic, wasteful, and wrong. Radically improving the odds that your innovation will succeed is just a matter of removing the guesswork. That happens when you put customer demand and willingness to pay in the driver seat—when you design the product around the price. It's a new paradigm, and that opens the door to true game change: You can stop hoping to monetize, and start knowing that you will. The authors at Simon Kucher know what they're talking about. As the world's premier pricing and monetization consulting services company, with 800 professionals in 30 cities around the globe, they have helped clients ranging from massive pharmaceuticals to fast-growing startups find success. In Monetizing Innovation, they distil the lessons

of thirty years and over 10,000 projects into a practical, nine-step approach. Whether you are a CEO, executive leadership, or part of the team responsible for innovation and new product development, this book is for you, with special sections and checklist-driven summaries to make monetizing innovation part of your company's DNA. Illustrative case studies show how some of the world's best innovative companies like LinkedIn, Uber, Porsche, Optimizely, Draeger, Swarovski and big pharmaceutical companies have used principles outlined in this book. A direct challenge to the status quo "spray and pray" style of innovation, Monetizing Innovation presents a practical approach that can be adopted by any organization, in any industry. Most monetizing innovation failure point home. Now more than ever, companies must rethink the practices that have lost countless billions of dollars. Monetizing Innovation presents a new way forward, and a clear promise: Go from hope to certainty.

American democratic capitalism is in danger. How can we save it? For its first two hundred years, the American economy exhibited truly impressive performance. The combination of democratically elected governments and a capitalist system worked, with ever-increasing levels of efficiency spurred by division of labor, international trade, and scientific management of companies. By the nation's bicentennial celebration in 1976, the American economy was the envy of the world. But since then, outcomes have changed dramatically. Growth in the economic prosperity of the average American family has slowed to a crawl, while the wealth of the richest Americans has skyrocketed. This imbalance threatens the American democratic capitalist system and our way of life. In this bracing yet constructive book, world-renowned business thinker Roger Martin starkly outlines the fundamental problem: We have treated the economy as a machine, pursuing ever-greater efficiency as an inherent good. But efficiency has become too much of a good thing. Our obsession with it has inadvertently shifted the shape of our economy, from a large middle class and smaller numbers of rich and poor (think of a bell-shaped curve) to a greater share of benefits accruing to a thin tail of already-rich Americans (a Pareto distribution). With lucid analysis and engaging anecdotes, Martin argues that we must stop treating the economy as a perfectible machine and shift toward viewing it as a complex adaptive system in which we seek a fundamental balance of efficiency with resilience. To achieve this, we need to keep in mind the whole while working on the component parts; pursue improvement, not perfection; and relentlessly tweak instead of attempting to find permanent solutions. Filled with keen economic insight and advice for citizens, executives, policy makers, and educators, When More Is Not Better is the must-read guide for saving democratic capitalism.

A data-driven assessment of what enables some companies to outperform over the long term in spite of comparable constraints analyzes the practices of thousands of high- and low-performing companies over a 45-year period to reveal unique thinking habits and counterintuitive strategies.

If you read nothing else on leadership, read these definitive articles from Harvard Business Review. Leadership skills are not innate--they can be acquired and honed. HBR's 10 Must Reads on Leadership 2-Volume Collection provides enduring ideas and practical advice on how to harness inspiring, transformational leadership qualities and spearhead change. Bringing together HBR's 10 Must Reads on Leadership, Vol. 1 and HBR's 10 Must Reads on Leadership, Vol. 2, this collection includes twenty articles selected by HBR's editors and features the indispensable article "What Makes an Effective Executive" by Peter F. Drucker. From timeless classics to the latest game-changing ideas from thought leaders Jim Collins, Daniel Goleman, John Kotter, and more, HBR's 10 Must Reads on Leadership 2-Volume Collection will inspire you to: Identify areas for personal growth Develop a more dynamic and sophisticated communication style Transform yourself from a problem solver to an agenda setter Embrace the challenges of adaptive work Draw strength from adversity Build trust with and among your fellow employees Inspire others to give their all HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

Fascinating stats... useful tips... entertaining topics. Did you know that to make a task seem easier, all you have to do is lean back a little? Or that retail salespeople who mimic the way their customers speak and behave end up selling more? If you like stats like this, are intrigued by ideas, and find connecting the dots to be a critical part of your skill set—this book is for you. Culled from Harvard Business Review's popular newsletter, The Daily Stat, this book offers a compelling look at insights that both amuse and inform. Covering such managerial topics as teams, marketing, workplace psychology, and leadership, you'll find a wide range of business statistics and general curiosities and oddities about professional life that will add an element of trivia and humor to your learning (and will make you appear smarter than your colleagues). Highly quotable and surprisingly useful, Stats and Curiosities: From Harvard Business Review will keep you on the front lines of business research—and ahead of the pack at work.

Want to make a bad year better or turn a good year into a blockbuster? Improve your pricing strategy and discover the untapped gold mine that exists in your products and services. Whether you are in marketing, a manager, on the salesforce, in finance, or the CEO/CFO, pricing your products matters to you. The Art of Pricing is a practical guide for solving one of the most important dilemmas in business: how to use price to uncover hidden profits and find new opportunities for growth. This roadmap to pricing illustrates and explains: The financial windfall that can be reaped from small changes in price Methods to derive the "right price" for your product or service How a series of easy-to-implement strategies enables companies to serve and profit from the largest possible customer base How new pricing strategies can activate dormant customers Why the key to better pricing is to provide customers with options - different prices, versions, and opportunities to purchase - to best meet their needs. Using a range of examples, from small

businesses to big companies like Ford, Rafi shows how expanding your vision of pricing can accelerate profits and growth at your company. Critical Reviews When The Art of Pricing first came out, The New York Times named it among those business books that "should have been best sellers" but got lost "in the shuffle." "The key to getting that additional profit, Mr. Mohammed contends in a clear, conversational tone, is to offer customers a variety of pricing options and allow them to pick the one that works best for them...What is clear from Mr. Mohammed's book is that it might be easier to produce greater margins by concentrating on the numerator (price) - what you charge - instead of obsessing about costs." The New York Times "The Art of Pricing is an entertaining primer on how to unlock 'hidden profits' and growth by aligning your product's price with the value customers place on it." BusinessWeek SmallBiz "This conversational, easy and informative read is worth paying attention to." Entrepreneur Magazine "Here is a book that is really 'where the rubber meets the road' pricing...I enjoyed this book because the author wrote a book full of real world examples." A Jack Covert Monthly Selection, 800CEOREAD Included in the Forbes' Entrepreneurial Library (10 books that no entrepreneur should be without). "Pricing products and services is one of the most crucial, and difficult, decisions that an entrepreneur will make...he (Mohammed) finds psychological and macroeconomic rules to help readers set prices effectively as they enter the marketplace." Forbes.com Testimonials "A lighthearted, anecdotal, but theoretically sophisticated primer on pricing, highly personal and readable, with abundant illustrations." Alfred E. Kahn, Robert Julius Thorne Professor of Political Economy, Emeritus, at Cornell University, and former chairman of the Civil Aeronautics Board "The Art of Pricing is a 'must read' for every manager; it will help you better serve your customers as well as make you more money." Irving Azoff, CEO of TicketMaster and CEO of Frontline Management "This book is richly illustrated with stories that show how pricing is as much disciplined science as art, and that masters of this discipline can reap profit while delighting customers. Rafi Mohammed is the da Vinci of pricing!" Robert G. Cross, Chairman and CEO of Revenue Analytics

Leading pricing expert Rafi Mohammed shows businesses how to reap a financial windfall and foster growth using the underutilized and often overlooked strategy of setting prices. The 1% Windfall reveals how modest incremental changes to an everyday business practice—pricing—can yield significant rewards. Illustrating the power of pricing, a study of the Global 1200 found that if companies raised prices by just 1%, their average operating profits would increase by 11%. Using a 1% increase in price, some companies would see even more growth in percentage of profit: Sears, 155%; McKesson, 100%; Tyson, 81%; Land O'Lakes, 58%; and Whirlpool, 35%. The good news is that better pricing is more than simply raising prices. Instead, the key is to offer customers a variety of pricing options. This strategy is win-win: profits to companies and choices for consumers. But how do executives and managers set the right price? Underpinned by sound empirical research and real-life anecdotes, The 1% Windfall addresses this fundamental question. This book offers guidelines that any company—whether a multinational conglomerate, a small business, or even a nonprofit—can follow to create a comprehensive pricing strategy for any product or service. In addition, these versatile techniques and tools provide solutions to avert a slump in a recession, offset the impact of inflation, or battle a new competitor. The result is a mind-opening, clear blueprint for companies to price for profit and growth.

The perfect gift for aspiring leaders: 16 volumes of HBR 20-Minute Manager. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast, on topics from creating business plans and giving feedback to managing time and presentations. The set includes Creating Business Plans, Delegating Work, Difficult Conversations, Finance Basics, Getting Work Done, Giving Effective Feedback, Innovative Teams, Leading Virtual Teams, Managing Projects, Managing Time, Managing Up, Performance Reviews, Presentations, Running Meetings, Running Virtual Meetings, and Virtual Collaboration. Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across. Arm yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.

The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. "What an asshole!" How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own "inner jerk" from coming out The No Asshole Rule is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

The key concepts every manager and aspiring leader must know—from strategy and disruptive innovation to financial intelligence and change management—from bestselling Harvard Business Review authors. Build your professional library, and advance your career with these five timeless, ground-breaking business classics. Includes Financial Intelligence, Revised Edition; The Innovator's Dilemma; Leading Change; Playing to Win; and Blue Ocean Strategy, Expanded Edition.

Pricing decisions are among the most important and impactful business decisions that a manager can make. How to Price Effectively: A Guide for Managers and Entrepreneurs introduces the value pricing framework, a structured, versatile, and comprehensive method for making good pricing decisions and executing them. The framework weaves together the latest thinking from academic research journals, proven best practices from the leading pricing experts, and ideas from other fields such as medical decision making, consumer behavior, and organizational psychology. The book discusses what a good pricing decision is, which factors you should consider when making one, the role played by each factor—costs, customer value, reference prices, and the value proposition— and how they work together, the

importance of price execution, and how to evaluate the success of pricing decisions. You will also be introduced to a set of useful and straightforward tools to implement the value pricing framework, and study many examples and company case studies that illustrate its nuances. The purpose of *How to Price Effectively: A Guide for Managers and Entrepreneurs* is to provide you with a comprehensive, practical guide to making, executing, and evaluating pricing decisions.

How to be human at work. HBR's Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master. This specially priced four-volume set includes *Happiness, Resilience, Mindfulness, and Empathy*.

Change is the one constant in business, and we must adapt or face obsolescence. Yet certain challenges never go away. That's what makes this book "must read." These are the 10 seminal articles by management's most influential experts, on topics of perennial concern to ambitious managers and leaders hungry for inspiration--and ready to run with big ideas to accelerate their own and their companies' success. If you read nothing else - full stop - read: Michael Porter on creating competitive advantage and distinguishing your company from rivals John Kotter on leading change through eight critical stages Daniel Goleman on using emotional intelligence to maximize performance Peter Drucker on managing your career by evaluating your own strengths and weaknesses Clay Christensen on orchestrating innovation within established organizations Tom Davenport on using analytics to determine how to keep your customers loyal Robert Kaplan and David Norton on measuring your company's strategy with the Balanced Scorecard Rosabeth Moss Kanter on avoiding common mistakes when pushing innovation forward Ted Levitt on understanding who your customers are and what they really want C. K. Prahalad and Gary Hamel on identifying the unique, integrated systems that support your strategy

Business Models for Transforming Customer Relationships What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the promise of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized interactions--mean that companies can now anticipate customer needs as they arise, or even before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and Christian Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, *Connected Strategy* identifies the four pathways--respond-to-desire, curated offering, coach behavior, and automatic execution--for turning episodic interactions into continuous relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. Whether you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you: Reshape your connections with your customers Find new ways to connect with existing suppliers while also activating new sources of capacity Create the right revenue model Make the best technology choices to support your strategy Integrating rich examples, how-to advice, and practical tools in the form of "workshop chapters" throughout, this book is the ultimate resource for creating competitive advantage through connected relationships with your customers and redefined connections in your industry.

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

A year's worth of management wisdom, all in one place. We've reviewed the ideas, insights, and best practices from the past year of Harvard Business Review to keep you up-to-date on the most cutting-edge, influential thinking driving business today. With authors from Michael E. Porter to Katrina Lake and company examples from Alibaba to 3M, this volume brings the most current and important management conversations right to your fingertips. This book will inspire you to: Ask better questions to boost your learning, persuade others, and negotiate more effectively Create workplace conditions where gender equity can thrive Boost results by allowing humans and AI to enhance one another's strengths Make better connections with your customers by giving them a glimpse inside your company Scale your agile processes from a few teams to hundreds Build a commitment to both economic and social values in your organization Prepare your company for a rapidly aging workforce and society This collection of articles includes "The Surprising Power of Questions," by Alison Wood Brooks and Leslie K. John; "Strategy Needs Creativity," by Adam Brandenburger; "What Most People Get Wrong about Men and Women," by Catherine H. Tinsley and Robin J. Ely; "Collaborative Intelligence: Humans and AI Are Joining Forces," by H. James Wilson and Paul R. Daugherty; "Stitch Fix's CEO on Selling Personal Style to the Mass Market," by Katrina Lake; "Strategy for Start-Ups," by Joshua Gans, Erin L. Scott, and Scott Stern; "Agile at Scale," by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; "Operational Transparency," by Ryan W. Buell; "The Dual-Purpose Playbook," by Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; and "When No One Retires," by Paul Irving.

In this smart, practical, and research-based guide, Harvard Business School professor Frank Cespedes offers essential sales strategies for a world that never stops changing. The rise of e-commerce. Big data. AI. Given these trends (and many others), there's no doubt that sales is changing. But much of the current conventional wisdom is misleading and not supported by empirical data. If you as a manager fail to separate fact from hype, you will make decisions based on faulty assumptions and, in a competitive market, eventually fall behind those with a keener grasp of the current selling environment. In this no-nonsense book, sales expert and Harvard Business School professor Frank Cespedes provides sales managers and executives with the tools they need to separate the signal from the noise. These include how to: Hire and deploy the right talent Pay and incentivize your sales force Improve ROI from your training programs Create a comprehensive sales model Set and test the right prices Build and manage a multichannel approach Brimming with fascinating examples, insightful research, and helpful diagnostics, *Sales Management That Works* will help sales managers build a great sales team, create an optimal strategy, and steer clear of hype and fads. Salespeople will be better equipped to respond to changes, executives will be able to track and accelerate ROI, and readers will understand why improving selling is a social as well as an economic responsibility of business.

Economic principles inform good business decision making. Although economics is sometimes dismissed as a discourse of practical relevance to only a relatively small circle of academicians and policy analysts who call themselves economists, sound economic reasoning benefits any manager of a business, whether they are involved with production/operations, marketing, finance, or corporate strategy. Along with enhancing decision making, the field of economics provides a common language and framework for comprehending and communicating phenomena that occur within a business, as well as

between a business and its environment. This text addresses the core of a subject commonly called managerial economics, which is the application of microeconomics to business decisions. Key relationships between price, quantity, cost, revenue, and profit for an individual firm are presented in form of simple conceptual models. The text includes key elements from the economics of consumer demand and the economics of production. The book discusses economic motivations for expanding a business and contributions from economics for improved organization of large firms. Market price quantity equilibrium, competitive behavior, and the role of market structure on market equilibrium and competition are addressed. Finally, the text considers market regulation in terms of the generic problems that create the need for regulation and possible remedies for those problems. Although the academic literature of managerial economics often employs abstract mathematics and large corporations create and use sophisticated mathematical models that apply economics, this book focuses on concepts, terminology, and principles, with minimal use of mathematics. The reader will gain a better understanding of why businesses and markets function as they do and how those institutions can function better.

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute Do you have the right strategy to lead your company into the future? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Strategy (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you combat new competitors and define the best strategy for your company. With insights from leading experts including Michael E. Porter, A.G. Lafley, and Clayton M. Christensen, this book will inspire you to: Choose a strategy that meets the demands of your competitive environment Identify the signals of disruption and take steps to avoid it Understand lean methodology and how it is changing business Transform your products and services into platforms Instill your strategy with creativity and purpose Generate value for your company, while also contributing to society This collection of articles includes "Your Strategy Needs a Strategy," by Martin Reeves, Claire Love, and Philipp Tillmanns; "Transient Advantage," by Rita Gunther McGrath; "Bringing Science to the Art of Strategy," by A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "Surviving Disruption," by Maxwell Wessel and Clayton M. Christensen; "The Great Repeatable Business Model," by Chris Zook and James Allen; "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Why the Lean Start-Up Changes Everything," by Steve Blank; "Strategy Needs Creativity," by Adam Brandenburger; "Put Purpose at the Core of Your Strategy," by Thomas W. Malnight, Ivy Buche, and Charles Dhanaraj; "Creating Shared Value," by Michael E. Porter and Mark R. Kramer.

The world's foremost expert on pricing strategy shows how this mysterious process works and how to maximize value through pricing to company and customer. In all walks of life, we constantly make decisions about whether something is worth our money or our time, or try to convince others to part with their money or their time. Price is the place where value and money meet. From the global release of the latest electronic gadget to the bewildering gyrations of oil futures to markdowns at the bargain store, price is the most powerful and pervasive economic force in our day-to-day lives and one of the least understood. The recipe for successful pricing often sounds like an exotic cocktail, with equal parts psychology, economics, strategy, tools and incentives stirred up together, usually with just enough math to sour the taste. That leads managers to water down the drink with hunches and rules of thumb, or leave out the parts with which they don't feel comfortable. While this makes for a sweeter drink, it often lacks the punch to have an impact on the customer or on the business. It doesn't have to be that way, though, as Hermann Simon illustrates through dozens of stories collected over four decades in the trenches and behind the scenes. A world-renowned speaker on pricing and a trusted advisor to Fortune 500 executives, Simon's lifelong journey has taken him from rural farmers' markets, to a distinguished academic career, to a long second career as an entrepreneur and management consultant to companies large and small throughout the world. Along the way, he has learned from Nobel Prize winners and leading management gurus, and helped countless managers and executives use pricing as a way to create new markets, grow their businesses and gain a sustained competitive advantage. He also learned some tough personal lessons about value, how people perceive it, and how people profit from it. In this engaging and practical narrative, Simon leaves nothing out of the pricing cocktail, but still makes it go down smoothly and leaves you wanting to learn more and do more—as a consumer or as a business person. You will never look at pricing the same way again.

Persuade others to do what you want—for their own reasons. If you need the best practices and ideas for making deals that work—but don't have time to find them—this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Seal or sweeten a bargain by uncovering the other side's motives - Conquer faulty assumptions to make the right deals - Forge deals only when they support your strategy - Set the stage for a healthy relationship long after the ink has dried - Make promises you can keep - Gain your adversaries' trust in high-stakes talks - Know when to walk away

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

For the past two decades, Michael Porter's work has towered over the field of competitive strategy. On Competition, Updated and Expanded Edition brings together more than a dozen of Porter's landmark articles from the Harvard Business Review. Five are new to this edition, including the 2008 update to his classic "The Five Competitive Forces That Shape Strategy," as well as new work on health care, philanthropy, corporate social responsibility, and CEO leadership. This collection captures Porter's unique ability to bridge theory and practice. Each of the articles has not only shaped thinking, but also redefined the work of practitioners in its respective field. In an insightful new introduction, Porter relates each article to the whole of his thinking about competition and value creation, and traces how that thinking has deepened over time. This collection is organized by topic, allowing the reader easy access to the wide range of Porter's work.

