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Argues that the ways leading companies manage time--in production, in new product development, and in sales and distribution--represent the most powerful new sources of competitive advantage ; with detailed examples of companies that have put time-based strategies in place.

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Companies manage time—in production, in new product development, and in sales and distribution—represent the most powerful new sources of competitive advantage. With many detailed examples from companies that have put time-based strategies in place, such as Federal Express, Ford, Milliken, Honda, Deere, Toyota, Sun Microsystems, Wal-Mart, Citicorp, Harley-Davidson, and Mitsubishi, the authors describe exactly how reducing elapsed time can make the critical difference between success and failure. Give customers what they want when they want it, or the competition will. Time-based companies are offering greater varieties of products and services, at lower costs, and with quicker delivery times than their more pedestrian competitors. Moreover, the authors show that by refocusing their organizations on responsiveness, companies are discovering that long-held assumptions about the behavior of costs and customers are not true: Costs do not increase when lead times are reduced; they decline. Costs do not increase with greater investment in quality; they decrease. Costs do not go up when product variety is increased and response time is decreased; they go down. And contrary to a commonly held belief that customer demand would be only marginally improved by expanded product choice and better responsiveness, the authors show that the actual results have been an explosion in the demand for the product or service of a time-sensitive competitor, in most cases catapulting it into the most profitable segments of its markets. With persuasive evidence, Stalk and Hout document that time consumption, like cost, is quantifiable and therefore manageable. Today's new-generation companies recognize time as the fourth dimension of competitiveness and, as a result, operate with flexible manufacturing and rapid-response systems, and place extraordinary emphasis on R&D and innovation. Factories are close to the customers they serve. Organizations are structured to produce fast responses

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rather than low costs and control. Companies concentrate on reducing if not eliminating delays and using their response advantage to attract the most profitable customers. Stalk and Hout conclude that virtually all businesses can use time as a competitive weapon. In industry after industry, they illustrate the processes involved in becoming a time-based competitor and the ways managers can open and sustain a significant advantage over the competition.

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

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creating products that customers not only want to hire, but that they'll pay premium prices to bring into their lives. Jobs theory offers new hope for growth to companies frustrated by their hit and miss efforts. This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictive, how to use it in the real world—and, most importantly, how not to squander the insights it provides.

Hardball takes leaders deep inside the world of hardball competition - a world where the players are zealously committed to winning and relentlessly driven to strengthen their competitive positions, creating a virtuous cycle that puts them far out of competitors' reach. Based on twenty-five years of experience advising and observing a range of companies, Stalk and Lachenauer reveal how hardball competitors achieve decisive victories - without bending the law and without compromising their obligations to customers and stakeholders. These companies often play rough, and they don't apologize for it. Yet they are also extraordinarily adept at the "soft" side of management - rallying talent and building culture through a laserlike focus on the few issues most critical to success. Using detailed and engaging stories from many industries, Hardball outlines seven classic hardball strategies: unleash massive and overwhelming force, exploit anomalies, threaten competitors' profit sanctuaries, take it and make it your own, entice competitors' into retreat, break industry compromises, and hardball M&A. The authors reveal who uses hardball strategies, under what circumstances each strategy is most effective, and how to orchestrate the attack.

Today's tech unicorns develop software differently. They've developed a way of working that lets them scale like an enterprise while working like a startup. These techniques can

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be learned. This book takes you behind the scenes and shows you how companies like Google, Facebook, and Spotify do it. Leverage their insights, so your teams can work better together, ship higher-quality product faster, innovate more quickly, and compete with the unicorns. Massively successful tech companies, or Unicorns, have discovered how to take the techniques that made them successful as a startup and scale them to the enterprise level. Amazon, Facebook, Google, and Spotify all work like startups, despite having workforces numbering in the tens of thousands. Ex-Spotify engineer and coach, Jonathan Rasmusson, takes you behind the scenes and shows you how to develop software the way the best companies do it. Learn how to give teams purpose through Missions, empower and trust with Squads, and align large scale efforts through Bets. Create the culture necessary to make it happen. If you're a tech or product lead and you want to ship product better, this is your playbook on how the world's best do it. If you're an engineer, tester, analyst, or project manager, and you suspect there are better ways you could be working, you are correct. This book will show you how. And if you're a manager, Agile coach, or someone just charged with improving how your company ships software, this book will give you the tools, techniques, and practices of the world's most innovative, delivery-focused companies. Don't just admire the top companies - learn from them.

Globalization is about Americans outsourcing product development and services to other countries. Globality is the next step, where rapidly developing economies from around the world are now competing with us head to head. The authors present a strong case that the economic climate in which we have lived is going to change in unprecedented ways. "...their insights into the competitive battle in emerging

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markets are so keen." -William J. Holstein of The New York Times "Many American chief executives, it turns out, are aiming at emerging markets...And they will find many insights into prevailing in those battles in this book." -William J. Holstein of The New York Times "...for any corporate strategist pondering the challenges and opportunities of globalization, this book is an indispensable guide." -John Cummings of Business Finance "While the global economy has been a hot topic for at least two decades, it is in constant need of updating ...GLOBALITY...does the job nicely." - BNET "[This] vividly detailed tome describes the latest shift in globalization from a one-way street of Western domination to an increasingly competitive global playing field, where businesses from once-discounted nations are solidifying their standing." - CIO Insight "Whatever the next New World Order turns out to be, the advice in GLOBALITY will come in useful, for multinationals and individual workers alike." -Business Pundit "A smart discourse on how local companies in developing economies, such as China, India and Brazil, are bucking tradition and going for broke on their own terms..." -BNET "This book is a must-read for leaders of companies in the developed world who want to get into the globality act and stay in it." - Cecil Johnson, McClatchy-Tribune News "Get ready for a new wave of challengers, 'bursting their way onto the big stage.' So say the three authors of this smart analysis about the latest developments in global competition" - Andrea Sachs of TIME

A fascinating, complex dual biography of Hollywood's most dazzling and famous brothers, and a dark, riveting portrait of competition, love, and enmity that ultimately undid them both. One most famous for having written Citizen Kane (with Orson Welles, as most recently portrayed in David Fincher's acclaimed Netflix film, Mank); the other, All About Eve; one,

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who only wrote screenplays but believed himself to be a serious playwright, slowly dying of alcoholism and disappointment; the other, a four-time Academy Award-winning director, auteur, sorcerer, and seducer of leading ladies, one of Hollywood's most literate and intelligent filmmakers. Herman Mankiewicz brought us the Marx Brothers' *Monkey Business*, *Horse Feathers*, *Duck Soup*, W. C. Fields's *Million Dollar Legs*, wrote screenplays for *Dinner at Eight*, *Pride of the Yankees*, cowrote *Citizen Kane* (Pauline Kael proclaimed that the script was mostly Herman's), and eighty-nine others . . . Talented, witty (Alexander Woollcott thought him "the funniest man who ever lived,"), huge-hearted, wildly immature, a figure of renown and success. Herman went to Hollywood in 1926, was almost immediately successful (his telegram to Hecht back east: "MILLIONS ARE TO BE GRABBED OUT HERE AND YOUR ONLY COMPETITION IS IDIOTS. DON'T LET THIS GET AROUND."), becoming one of the highest-paid screenwriters in Hollywood . . . Joe, eleven years younger, focused, organized, a disciplined writer, with a far more distinguished career, surpassing his worshipped older brother . . . producing *The Philadelphia Story*, writing and directing *A Letter to Three Wives* and *All About Eve*, both of which won him Oscars for writing and directing (*All About Eve* received a record fourteen Oscar nominations), before seeing his career upended by the spectacular fiasco of *Cleopatra* . . . In this large, moving portrait, meticulously woven together by the grandson of Herman, great-nephew of Joe, we see the lives of these two men--their dreams and desires, their fears and feuds, struggling to free themselves from their dark past; and the driving forces that kept them bound to a system they loved and hated.

The most successful business book of the last decade,

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Reengineering the Corporation is the pioneering work on the most important topic in business today: achieving dramatic performance improvements. This book leads readers through the radical redesign of a company's processes, organization, and culture to achieve a quantum leap in performance. Michael Hammer and James Champy have updated and revised their milestone work for the New Economy they helped to create -- promising to help corporations save hundreds of millions of dollars more, raise their customer satisfaction still higher, and grow ever more nimble in the years to come.

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

Asia's growing economic clout is starting to re-shape global business rules that have been molded by Western multinationals for many decades. The region's rising star, Vietnam, is now flexing its economic muscles and Competing with Giants tells the story of its transformation from war ruin to

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dynamic nation through the experiences of Tân Hiệp Phát (THP), the drinks company founded by Phương Uyên Trần's family. Narrated through the eyes of the daughter who watched her parents overcome numerous obstacles to achieve success, the book offers a primer for others to follow suit. Its message is an empowering one. East and West can learn from each other. Family-owned businesses are thriving. Asian women are making their mark. Most importantly of all, it shows that small companies, which take advantage of their local knowledge and marry it with the best international standards, can hold their own and even outflank giant global corporations. It is not easy, but as THP's founder, Trần Quý Thanh, tells himself daily, "Nothing is Impossible."

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