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Competing against luck clayton christensen pdf

Above all, the credibility of innovation and growth represents the way to break the book each company needs to turn 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? Could innovation be more than a game of hit-and-miss? Harvard Business School professor Clayton Christensen has the answer. A generation ago, Christensen made a revolution in business with his groundbreaking theory of destructive innovation. Now he goes further, offering powerful new ideas. After years of research, Christensen came to one critical conclusion: our long maxim—that understanding a customer is a crisis of innovation is wrong. Customers do not buy goods or services; they hire them to do the job. Understanding customers does not drive innovative success, he argues. Understanding the work of the client does. The approach Work will be made can be seen in some of the world's most respected companies and fast-growing startups, including Amazon, Intuit, Uber, Airbnb and Yogurt Chobani, to name just a few. But this book is not about celebrating these successes - it's about predicting new ones. Christensen argues that by understanding what drives customers to hire a product or service, any business can improve its innovative track record by creating products that customers not only want to hire, but that they will pay premium prices to bring to their lives. The job theory offers new growth hope for companies disappointed by their hit and miss effort. This book carefully lays down Christensen's provocative framework, providing a comprehensive explanation of the theory and why it is predictable, how to use it in the real world—and most importantly, how not to shake up the ideas it provides. © 1996-2014, Amazon.com, Inc. or its affiliates By: Clayton M. Christensen, Taddy Hall, Karen Dillon and David S. Duncan How do companies know how to grow? How can they create products that they are sure customers want to buy? Could innovation be more than a game of hit-and-miss? Competing Against Luck offers powerful new ideas to help innovators create predictably successful innovations. After years of research, it has become clear that our long maximum understanding that the customer is a crisis of innovation is wrong. Customers do not buy goods or services; they hire them to do the job. Understanding customers doesn't drive the success of innovation, then. Understanding the work of the client does. Jobs to Be Done's approach can be seen in some of the world's most respected companies and fast-growing startups, including Amazon, Intuit, Uber, Airbnb and Yogurt Chobani, to name just a few. But this book is not about celebrating these successes - it forecasting new ones. By understanding what forces customers to hire a product or service, any business can improve its innovative track record by creating products that customers not only want to hire, but that they will pay premium prices to bring to their lives. The job theory offers new growth hope for companies disappointed by their hit and miss effort. Every year you edition more than 10,000 business books and most of them are rubbish. But every year there are some gems. And among the gems, there are usually several candidates for the Business Book Hall of Fame. The real greats that hold in time wisdom - content that will be relevant for many, many years to come. One is to compete with Lac Clayton Christensen, Taddy Hall, Karen Dillon and David S. Duncan. This is a book about innovation and customer choice. Innovation is the life force of more than 10,000 business books published each year, and most are rubbish. But every year there are some gems. And among the gems, there are usually several candidates for the Business Book Hall of Fame. The real greats that hold in time wisdom - content that will be relevant for many, many years to come. One is to compete with Lac Clayton Christensen, Taddy Hall, Karen Dillon and David S. Duncan. This is a book about innovation and customer choice. Innovation is the vitality of our economy. If companies don't innovate they don't grow and they don't create jobs. A wide-ranging failure to innovate is a challenge, and this is at the heart of what we are witnessing in advanced economies today - almost zero growth and stubbornly high unemployment have pushed up one jobless recovery after another. I am convinced that the problem is microeconomic, not macroeconomic. That's why all government incentive programs and central banks opening up cash flooding have proved largely ineffective. If anything, the resulting large amount of money, zero or even negative interest rates and skyrocketing government debt are likely to adversely affect growth and jobs. But that would be for another post. No, the first cause can be found at the level of a separate enterprise that cannot innovate. Two main factors in the game. First, Clayton Christensen's in some of his previous jobs is called The Capitalist Dilemma, making it perfectly rational for managers to eliminate jobs rather than investing in the innovations that create jobs. The second is that innovations in most companies are still painfully beaten and missed. Essentially, we rely on luck. And it shows. According to a recent McKinsey survey, 84% of global CEOs said innovation was extremely important to their growth strategies, but an incredible 94% were undebled by their own innovative ones How can it be? It seems we have pretty much asked for wrong wrong We've been pre-busy with product features, performance attributes, customer segments - and correlation (as in this customer looks like this, 68% of customers prefer version A through version B). Big Data has re-edging this approach even more. But correlation is not the cause. None of this data tells us why customers make the choices they make. A simple example from the book's entry: Clay is 64 years old, six feet eight tall, has a shoe size of 16, is married and has four children who have all gone to college. He lives in suburban Boston and drives a Honda minivan to work. But none of this made him buy the New York Times today. That's where Jobs Theory, the central theory of this book, steps in all of this focused on the basic cause-and-effect mechanisms of customer choice. The fundamental question to ask is: What makes a customer buy and use a particular product or service? The big idea is that customers hire products or services for the work they need to do, that is, to make progress in their lives in specific circumstances. A great example is Uber, which perfectly nails down the work to be done. One that's about much more than just taking you from point A to point B. It also takes a hitch on a cab on a busy street corner. You just press the button on the phone and then relax and wait to be picked up, knowing exactly whether it will take 3 or 7 minutes. You also don't have to worry whether you have enough money, or whether wether cab will accept credit cards. And since you know who's picking you up and drivers are rated, it also makes it easier for your anxieties to get into the cab alone. Uber's example beautifully illustrates that jobs have not only functional but also social and emotional dimensions. The book is full of other great examples. Amazon, Netflix, Intuit, SNHU, ING Direct, Medtronic, IKEA, CVS Minute-Clinics and Airbnb or just a few of the insightful examples. What's more, even seemingly dull foods like milkshakes or mattresses offer revelation when looking at through lens jobs. Theory and many great examples are discussed in Section 1 of the book. This alone makes the book worth reading. What makes it really great, though, is the practical guide to the rest of the book. This is something I often miss in business books. They can introduce a neat idea, but often have no idea what it means to practically apply it. And since management is a practice that makes such books largely useless. Section 2 is all about how we discover the jobs we need to do. Yes, that's right: jobs are detected, not created. And the secret lies not in the tools you use, but what you are looking for. For example, you might want to look for frustrating experiences, workarounds, nonconsumption, or unusual product use. All this has to do with the development of understanding your and the progress they are trying to make in their lives. Often they can't describe what they really want, but everyone hire a product or service (and every fire as well) tells the story. It's your job to uncover and document this story - and as you piece information together, the opportunity for innovation is beginning to emerge. It's important that we never forget that new products don't succeed because of the features and functionality they offer, but because of the experience they allow. Again, the section is packed with examples covering a variety of fields such as adult incooperation, bank accounts, girl dolls or doctor visits. As if that weren't enough, the authors also explore the implications for the broader organizational context, something that particularly worries me as an organization designer. After all, what are the good great methods if your organization's design makes it virtually impossible to put them into practice? That's what Section 3 is all about. Competitive advantage comes from unique processes and how the organization integrates between the functions to do the client's work. But in most cases, no one is responsible for understanding - and ensuring that the company delivers - the customer's work. Make sure your next reorganization integrates everyone around the client's work! But of course it goes further than this: Job theory not only changes what you optimize your processes, but also how you measure their success. Internal performance indicators should use external performance indicators. Optimizing the process is no longer about efficiency only, but also about getting better at doing the client's work. So ask yourself: how do you make sure that the client's work guides all critical solutions in product development, marketing, operations and customer service? Are all the different features associated with nailing a customer's work perfectly aligned or are they conflicting? And how do you make sure you never lose sight of why customers hired you in the first place? This latter is of particular importance because, once a new product enters the market, organizations generate oceans of operational data about the product itself, the customer, the performance of people and facilities, and comparative analysis of competition data. It is then very easy to fall into the control trap for these numbers. To the point where the company decides the work for itself - and no longer its customers. As you may have guessed, I love this book. It solves the critical problem from which companies and our economies suffer. He does so with an incredible emphasis on practically making a difference, not just on outlining neat theory. Despite this practicality, the fact that you Find in the book simple checklists, tools and recipes that promise quick success. And that's good. It falls on the complexity inherent in us and pays tribute to the fact that successful innovations are and remains hard work. The power of the book is that it teaches us to think about innovations that are infinitely more powerful than what to think (which even if the truth in one particular case is completely useless or even dangerous in another context). Peter Drucker said long ago that the company's only valid goal is to create a client. This book is a great guide to turning this deep understanding into action. It's still hard work, but when it comes to innovation, you no longer have to rely on luck. You can leave it to your competition. ... More... More

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