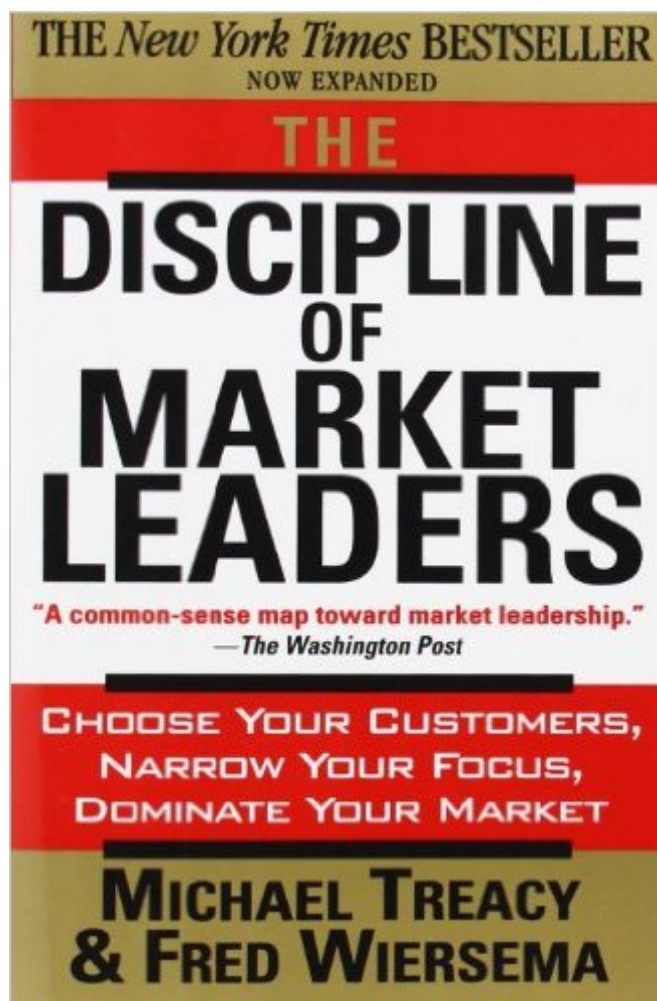


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# The Discipline Of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market



## Synopsis

Why is it that Casio can sell a calculator more cheaply than Kellogg's can sell a box of corn flakes? Why can FedEx absolutely, positively deliver your package overnight but airlines have trouble keeping track of your bags? What does your company do better than anyone else? What unique value do you provide to your customers? How will you increase that value next year? As customers' demands for the highest quality products, best services, and lowest prices increase daily, the rules for market leadership are changing. Once powerful companies that haven't gotten the message are faltering, while others, new and old, are thriving. In disarmingly simple and provocative terms, Treacy and Wiersema show what it takes to become a leader in your market, and stay there, in an ever more sophisticated and demanding world.

## Book Information

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## Customer Reviews

This book's concepts for strategic marketing management are so widely accepted that the popular Balanced Scorecard concept of Kaplan and Norton in 2001 decided to adopt the ideas for the "customer perspective". The authors manage to take Michael Porter's two generic competitive strategies - Differentiation and Cost Leader - and elaborate on these to an extent never presented so elegantly before. In the process, they discover a third generic strategy - Customer Intimacy. Thus, Treacy and Wiersema distinguish between focusing on the following value dimensions:- Operational excellence (cost leadership / focus on supply chain management)- Product leadership (innovation / focus on product lifecycle management)- Customer Intimacy (service leadership / focus on customer

relationship management) These are the FOUR RULES that govern market leaders' actions: Rule 1: Provide the best offering in the marketplace by excelling in a specific dimension of value Rule 2: Maintain threshold standards on the other dimensions of value Rule 3: Dominate your market by improving value year after year Rule 4: Build a well-tuned operating model dedicated to delivering unmatched value Expanding on the fourth rule - operating models - may be the best long-term contribution of this book. The authors explain in detail and via case stories how the operating models differ for each of the three value propositions. In practice, I've learned that by explaining the operating models, many people can easier find themselves depicted than in the overall generic dimensions of cost, service or product leadership. OPERATIONAL EXCELLENCE or Cost Leadership - Best total cost - operating model: Key success factor: Formula!

This business book should be in EVERY marketing and sales professional's library. In one reading of less than four hours you can understand the distinct value disciplines that define your company. And, just as important, you can recognize the value disciplines of your customers and competition. But, you don't have to be strictly a sales person. I'm my company's Chief Technology Officer and I felt the book was very valuable - after my CEO made me read it! The message of The Discipline Of Market Leaders is that no company can succeed today by trying to be all things to all people. It must instead find the unique value that it alone can deliver to a chosen market. Why and how this is done are the two key questions the book addresses. Three concepts are introduced that every business finds essential: 1. the value proposition - implicit promise to deliver a particular combination of values - price, quality, performance, etc. 2. value-driven operating model - combination of operating processes, management systems, business structure, and culture that allows a company to deliver on its value proposition. 3. value disciplines - three desirable ways in which a company combines operating models and value propositions to be the best in their markets. THIS is the key take away from this book. Three distinct value disciplines: 1. operational excellence - provide middle-of-the-market products at the best price with the least inconvenience - value proposition is low price and hassle-free service. 2. product leadership - offering products that push performance boundaries - value proposition is offering the best product, period. 3.

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