

## Technology As A Service Playbook How To Grow A Profitable Subscription Business

**Two world-renowned strategists detail the seven leadership imperatives for transforming companies for success in the digital era. Yes, the world is chaotic, and no one knows the details of where we're headed. But leaders must not let themselves be held hostage by fear. More than ever, you need to take charge and write your vision for your company's future. This book is your guide. For companies to succeed in the digital age, executives must reimagine their businesses before they reimagine being digital. They must courageously shed the past to rethink their place in the world and how they compete and collaborate with others to create value. Companies need to undergo a fundamental transformation, building a new type of competitive advantage—one that is fueled by scale in their differentiating capabilities. They must focus on the few capabilities that power their value proposition. And they must be measurably better than their competitors. In their new book, Paul Leinwand and Mahadeva Matt Mani, both members of the PwC US partnership and its Strategy& global team, help leaders navigate these profound and historic shifts and provide a road map for reshaping their companies. Building on a major new body of research, along with case studies of companies on the vanguard of this major shift, the authors identify the seven imperatives that leaders must follow as the digital age continues to evolve: Reimagine your company's place in the world Build privileged insights into your customers Create value through ecosystems Break up the traditional organization Reposition your leadership team Reinvent the social contract with your people Disrupt your own leadership approach Together, these seven imperatives comprise a playbook for designing and executing the transformations that are required for companies to succeed in the digital age. For many CIOs, the value they deliver is elusive. It's not that they do not create positive business outcomes, it's that they have a hard time demonstrating value for the money spent. As a result, many IT leaders find themselves trapped in a vicious cycle of defending their budgets, cutting resources when times are tight, and struggling to keep pace with an insatiable business appetite for innovation. Meanwhile, business leaders increasingly rely on the cloud and other third parties for their technology needs, finding clear tradeoffs between cost, features, risk, and speed of delivery at their fingertips. CIOs must not only compete with these alternatives, they must embrace the new reality of a multi-sourced, service-oriented world. Many IT leaders are taking a more proactive approach to optimizing value. By using shared facts about cost, consumption, quality, risk and performance, hundreds of CIOs have empowered value conversations centered on cost-for-performance, business-aligned portfolios, investments in innovation and enterprise agility. The tradeoffs they've illuminated changed the tone of their meetings and instilled a business mindset in IT decisions. By reading this book, you'll discover and learn the following:-A practical, applied framework -- called Technology Business Management -- for creating and using shared facts to make better decisions about people, technologies, services and investments-A standard taxonomy of resources, technologies and services for CIOs to translate between IT, financial, and business perspectives-Creating transparency to empower decision makers, demonstrate cost-efficiency, shape demand and plan in step with the business-What your technology business model says about the value you deliver and the disciplines you employ-How to shift from project portfolio management to service portfolio management to both improve alignment and adopt more agile approaches to innovation and development-How to optimize run-the-business spending by optimizing infrastructure, outsources, labor and services and rationalizing your portfolios for better alignment-How to improve your ability to change the business by better governing innovation investments and improving enterprise agility-How to create and execute a roadmap for improving data and decision making capabilities over time while reaping rewards at every stage of maturity**

**Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, The Digital Transformation Playbook shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but The Digital Transformation Playbook is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.**

**From former US Congressman and CIA Officer Will Hurd, a “how-to guide with a prescription for getting the nation on the right footing” (Politico) and “a clarion call for a major political pivot” (San Antonio Report) rooted in the timeless ideals of bipartisanship, inclusivity, and democratic values. “Hurd has the biography and the charisma and the God-given political chops to put the Republican Party—and the rest of the country—on notice.” —THE ATLANTIC It's getting harder to get big things done in America. The gears of our democracy have been mucked up by political nonsense. To meet the era-defining challenges of the 21st century, our country needs a reboot. In American Reboot, Hurd, called “the future of the GOP” by Politico, provides a “detailed blueprint” (Robert M. Gates, Secretary of Defense, 2006–2011) for America grounded by what Hurd calls pragmatic idealism—a concept forged from enduring American values to achieve what is actually achievable. Hurd takes on five seismic problems facing a country in crisis: the Republican Party's failure to present a principled vision for the future; the lack of honest leadership in Washington, DC; income inequality that threatens the livelihood of millions of Americans; US economic and military dominance that is no longer guaranteed; and how technological change in the next thirty years will make the advancements of the last thirty years look trivial. Hurd has seen these challenges up close. A child of interracial parents in South Texas, Hurd survived the back alleys of dangerous places as a CIA officer. He carried that experience into three terms in Congress, where he was, for a time, the House's only Black Republican, representing a seventy-one percent Latino swing district in Texas that runs along 820 miles of the US-Mexico border. As a cyber security executive and innovation crusader, Hurd has worked with entrepreneurs on the cutting edge of technology to anticipate the shockwaves of the future. Hurd, who the Houston Chronicle calls “a refreshing contract to the panders, petty demagogues, and political provocateurs who reign these days,” draws on his remarkable experience to present “a call to Americans to consider the most contentious issues of our times more holistically” (The Atlantic). He outlines how the Republican party can look like America by appealing to the middle, not the edges. He maps out how leaders should inspire rather than fearmonger. He forges a domestic policy based on the idea that prosperity should be a product of empowering people, not the government. He articulates a foreign policy where our enemies fear us and our friends love us. And lastly, he charts a forceful path forward for America's technological future. We all know we can do better. It's time to hit “ctrl alt del” and start the American Reboot.**

**Please note: This is a companion version & not the original book. Sample Book Insights: #1 The cloud era is going to disrupt the tech industry more than any other transformation. The attraction of the sharing economy is the ability to simply access rather than own physical and human assets. #2 The sharing economy can be implemented in many industries, but this book is concerned only with tech and near-tech industries. The categories of these offers take many popular names. They are software-as-a-service, platform-as-a-service, infrastructure-as-a-service, managed services, and so forth. #3 It is still early in the cloud era of tech, and it is difficult to predict the future. However, we have observed some winning patterns that will be important for executives and managers to consider. #4 The ability to prove deliverable business outcomes will supplant win the feature bake-off as the central focus of senior leadership at tech companies. This will cause a dramatic re-thinking of investments and top talent allocation. Offers will go vertical in order to better deliver full value to the customer.**

**B4b Physical Education Technology Playbook Changing the Game**

**An Idealist's Guide to Getting Big Things Done The Managed Services Playbook American Reboot**

**Founder-to-Founder Advice from Two Startup Veterans Digital Customer Service**

**Technological advance affects almost all areas of human life. Rapid digitization, increased mobility, new biotechnologies, and nanotechnology deeply influence, amongst others, industrial production, entertainment, work, military affairs, and individual life. Besides overwhelmingly positive effects on wealth, comfort, innovation, and development, this also raises questions of unintended effects, of tensions with democracy, of the role of citizens, and of its sustainability facing environmental issues. Tools and procedures are needed to cope with this challenging situation. Technology assessment (TA) has been developed more than fifty years ago to enable science, the economy, and society to harvest the potential of new technology to the maximum extent possible and to deal responsibly with possible adverse effects. It was developed more than 50 years ago in the U.S. Congress and has diversified considerably in the meantime. Parliamentary TA in many European states and at the international level, participatory TA at the local and regional levels worldwide, and TA as part of engineering processes are the most relevant fields today. Technology assessment is a growing field of interdisciplinary research and scientific policy advice. This volume (a) gives an overview of motivations of TA, its history and its current practices, (b) develops a fresh theoretical perspective on TA rooted in social theory and philosophy, and (c) draws conclusions from the theoretical perspective for the further development of TA's practices. It provides the first comprehensive view on the growing field of TA at the international level. Become a Digital Master—No Matter What Business You're In If you think the phrase “going digital” is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In Leading Digital, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn: • How to engage better with your customers • How to digitally enhance operations • How to create a digital vision • How to govern your digital activities The book also includes an extensive step-by-step transformation playbook for leaders to follow. Leading Digital is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.**

**The primary goal of the Information Protection Playbook is to serve as a comprehensive resource for information protection (IP) professionals who must provide adequate information security at a reasonable cost. It emphasizes a holistic view of IP: one that protects the applications, systems, and networks that deliver business information from failures of confidentiality, integrity, availability, trust and accountability, and privacy. Using the guidelines provided in the Information Protection Playbook, security and information technology (IT) managers will learn how to implement the five functions of an IP framework: governance, program planning, risk management, incident response management, and program administration. These functions are based on a model promoted by the Information Systems Audit and Control Association (ISACA) and validated by thousands of Certified Information Security Managers. The five functions are further broken down into a series of objectives or milestones to be achieved in order to implement an IP framework. The extensive appendices included at the end of the book make for an excellent resource for the security or IT manager building an IP program from the ground up. They include, for example, a board of directors presentation complete with sample slides; an IP policy document checklist; a risk prioritization procedure matrix, which illustrates how to classify a threat based on a scale of high, medium, and low; a facility management self-assessment questionnaire; and a list of representative job descriptions for roles in IP. The Information Protection Playbook is a part of Elsevier's Security Executive Council Risk Management Portfolio, a collection of real world solutions and “how-to” guidelines that equip executives, practitioners, and educators with proven information for successful security and risk management programs. Emphasizes information protection guidelines that are driven by business objectives, laws, regulations, and industry standards Draws from successful practices in global organizations, benchmarking, advice from a variety of subject-matter experts, and feedback from the organizations involved with the Security Executive Council Includes 11 appendices full of the sample checklists, matrices, and forms that are discussed in the book**

**In the race to compete in today's fast-moving markets, large enterprises are busy adopting new technologies for creating new products, processes, and business models. But one obstacle on the road to digital transformation is placing too much emphasis on technology, and not enough on the types of processes technology enables. What if different lines of business could build their own services and applications—and decision-making was distributed rather than centralized? This report explores the concept of a digital business platform as a way of empowering individual business sectors to act on data in real time. Much innovation in a digital enterprise will increasingly happen at the edge, whether it involves business users (from marketers to data scientists) or IoT devices. To facilitate the process, your core IT team can provide these sectors with the digital tools they need to innovate quickly. This report explores: Key cultural and organizational changes for developing business capabilities through cross-functional product teams A platform for integrating applications, data sources, business partners, clients, mobile apps, social networks, and IoT devices Creating internal API programs for building innovative edge services in low-code or no-code environments Tools including Integration Platform as a Service, Application Platform as a Service, and Integration Software as a Service The challenge of integrating microservices and serverless architectures Event-driven architectures for processing and reacting to events in real time You'll also learn about a complete pervasive integration solution as a core component of a digital business platform to serve every audience in your organization.**

**A practical approach to business transformation Fit for Growth\* is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. \*Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States**

**A Playbook for Business Value and Digital Transformation The Playbook for Leading Business Transformation**

**The School Librarian's Technology Playbook: Innovative Strategies to Inspire Teachers and Learners**

**The Cloud Adoption Playbook The New Rules of Tech The Digital Transformation Playbook The CIO Playbook**

If you're a tech company, the most dramatic effect of megatrends like cloud computing, managed services, and the rise of consumer technology won't be felt in your company's product line. The true disruption will be to your business model. Future customers won't want to pay you high prices out of big “CapEx” budgets anymore. They will expect lower “cloud” prices paid from “OpEx” budgets only when and if they successfully consume the business value of your products. How your company reacts to this risk shift could either accelerate the commoditization of your products or lead you to a new stage of profitable growth. For the first time, the tools are on the table to truly eliminate barriers of cost and complexity created by the last generation of tech. Consumption Economics is the owner's manual for tech company executives who want to drive their company successfully into the next one.

Technology-as-a-Service Playbook defines the tactical and strategic plays technology companies must run to build a profitable subscription business. Whether you are a pureplay cloud company or a traditional technology provider making the pivot to the cloud, this book will help guide your decision-making and execution around the “as-a-service” model to put your company on a path to profitable growth. Bridging the Services Chasm provides a comprehensive framework companies can use to make critical service strategy decisions that have rapidly become the difference between product success and market failure. Based on the analysis of technology providers, this book leverages a combination of public record, unique survey data, and direct interaction to clearly define the critical role services is now playing in the success of product companies. In 1991, Geoffrey Moore published Crossing the Chasm. This seminal work framed and defined the specific challenges that companies face as they attempt to drive new product offerings to market. Since then, a new set of strategy challenges for product-centric companies has become evident. And there is a new chasm that companies must decide how to cross: The Services Chasm. Bridging the Services Chasm frames the services strategy decisions product companies can no longer afford to defer and provides a clear path for action.

Technology-as-a-service PlaybookHow to Grow a Profitable Subscription Business

A radical shift in perspective to transform your organization to become more innovative The Design Thinking Playbook is an actionable guide to the future of business. By stepping back and questioning the current mindset, the faults of the status quo stand out in stark relief—and this guide gives you the tools and frameworks you need to kick off a digital transformation. Design Thinking is about approaching things differently with a strong user orientation and fast iterations with multidisciplinary teams to solve wicked problems. It is equally applicable to (re-)design products, services, processes, business models, and ecosystems. It inspires radical innovation as a matter of course, and ignites capabilities beyond mere potential. Unmatched as a source of competitive advantage, Design Thinking is the driving force behind those who will lead industries through transformations and evolutions. This book describes how Design Thinking is applied across a variety of industries, enriched with other proven approaches as well as the necessary tools, and the knowledge to use them effectively. Packed with solutions for common challenges including digital transformation, this practical, highly visual discussion shows you how Design Thinking fits into agile methods within management, innovation, and startups. Explore the digitized future using new design criteria to create real value for the user Foster radical innovation through an inspiring framework for action Gather the right people to build highly-motivated teams Apply Design Thinking, Systems Thinking, Big Data Analytics, and Lean Start-up using new tools and a fresh new perspective Create Minimum Viable Ecosystems (MVEs) for digital processes and services which becomes for example essential in building Blockchain applications Practical frameworks, real-world solutions, and radical innovation wrapped in a whole new outlook give you the power to mindfully lead to new heights. From systems and operations to people, projects, culture, digitalization, and beyond, this invaluable mind shift paves the way for organizations—and individuals—to do great things. When you're ready to give your organization a big step forward, The Design Thinking Playbook is your practical guide to a more innovative future.

How to Grow a Profitable Subscription Business

How Technology and Big Data Are Reinventing the Customer-Supplier Relationship

Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems

How to Start and Scale Network Effects

Turn Ideas Into Products

The Design Thinking Playbook

The Playbook You Need to Transform Your Company

The Startup Playbook

Get the real guidance you need to create and build your first startup company from founders who have been there many times before. The first run printing of The Startup Playbook SOLD OUT! So, we revised, expanded, and improved this second edition, including a new foreword by Brad Feld, author of Venture Deals. We still give our personal, how-to guide for building your startup from the ground up. You'll find a collection of the major lessons and shortcuts we've learned that will shift the odds in your favor. We're sharing our tips, secrets, and advice in a frank, founder-to-founder discussion with you. We make no bones about our bias. We're on your side, the founder's side. While venture capitalists, investors, and accelerators/incubators can add great value in the startup ecosystem, this book isn't about their points of view. We'll tell you where our interests as founders diverge from those on the other side of the table—investors, bankers, advisors, board members, and others—and what to do when that happens. The Startup Playbook is not a recipe, it's not a template, it's not a list of tasks to do. It's our insider's guide to starting a company and running it successfully in those critical early months. Between us, we've started over a dozen high-tech software companies and raised over \$500 million in investment capital. We've acquired over thirty-five companies, had three of our startups go public, sold six of them, and we made billions of dollars for shareholders. We've also invested in over eighty startups, advised and mentored over two hundred companies and actively worked with venture capitalists (VCs), incubators, and accelerators to help launch many other new startups. We've had plenty of failures, too. And we've probably learned more from those than from the successes. We share those lessons as well. The Startup Playbook is full of our advice, guidance, do's, and don'ts from our years of experience as founders many times. We want to share our hard-earned knowledge with you to make success easier for you to achieve. "This book is extraordinarily fresh and exciting. In an accessible, straight talk fashion, this book is a manual, and an inspiration. The Startup Playbook is

smart and avoids the 'I am so smart' over-writing endemic to the genre. Read this as it is presented. You'll be doing yourself a tremendous favor." —Amazon Reviewer

"Ed has taken thirty years of battle-hardened experience running managed services businesses as a systems integrator, communications provider, equipment manufacturer, offshore provider and an independent start-up and put it in a highly readable, yet incredibly detailed and indispensable book." Bob Boles CEO, Hostway Corporation "The Managed Services Playbook is the blueprint for building and running a successful managed services business. The explosion in managed services at Avaya was fueled by many of the strategies and plans Ed has outlined in this book." Mike Runda President, Avaya Client Services "Successfully running a managed services business is a difficult task with many nuances which make it very different from other IT services. Ed has unlocked these secrets which have eluded so many businesses. The advice in The Managed Services Playbook is priceless." Chris Formant President, Verizon Enterprise Solutions "Ed's proven ability to build high growth, high profit managed services businesses has made him one of the top managed services executive in the industry. The Managed Services Playbook details the keys to success for all those involved in managed and cloud businesses and can be mapped to proven, measurable results." George Humphrey Senior Director, Research and Advisory - Managed Services, Technology Services Industry Association (TSIA) "As IT vendors of all shapes and sizes rush to move their businesses to the cloud and managed services, The Managed Services Playbook should be required reading for anyone involved in those businesses." Dave D'Aprano Group Executive - IT Outsourcing, Dimension Data

"This book offers insightful and practical advice and strategies to help IT leaders maximize the impact of IT on their business. While the technologies constantly change at a dramatic pace, the practices described in this book are timeless and can help transform IT department from a mere order taker to a high performance organization that delivers extraordinary business outcomes, despite this era of turbulent economic challenges. The author shares a framework that he has developed over his 25 year career that includes practical strategies and tactics to help IT leaders truly transform their organizations. The framework involves seven steps: (1) partner, (2) innovate, (3) deliver, (4) support, (5) optimize, (6) protect, and (7) grow. Interviews with CIOs and technology leaders from companies such as HBO, Hyatt, and Conair will be used to help support the framework"--

Can technology and human beings coexist in a mutually beneficial way? In this ground-breaking book, N. Chandrasekaran, chairman of Tata Sons, the holding company and promoter of more than 100 Tata operating companies, presents a radical reimagining of the future of technology and reveals how it has the potential to solve the world's biggest challenges. He imagines 2030- India is among the world's top three economies, with all Indians using advanced technology to do their job or get their job done, and having access to quality jobs, better healthcare and skill-based education. And he says- this reality is possible. It is within reach. With Bridgital. To the coming disruption of artificial intelligence, he proposes an ingenious solution- to use it as an aid. Instead of taking jobs away, AI can generate them. Instead of replacing workers, AI will assist them. Chandrasekaran and his co-author, Roopa Purushothaman, chief economist of the Tata Group, show how the Bridgital model can address our divide between rich and poor, skilled and unskilled, and can provide better service delivery in health, transport, law and education. It could create and impact millions of jobs around the world. One of the country's foremost industry leaders and pioneers, N. Chandrasekaran brings his expertise of over thirty years with the Tata Group to offer India as a blueprint for building a prosperous planet where digital and physical worlds work together and everyone is included in the growth story. It's a powerful vision for the future. Foreword by Ratan N. Tata

Artificial intelligence (AI) in its various forms — machine learning, chatbots, robots, agents, etc. — is increasingly being seen as a core component of enterprise business workflow and information management systems. The current promise and hype around AI are being driven by software vendors, academic research projects, and startups. However, we posit that the greatest promise and potential for AI lies in the enterprise with its applications touching all organizational facets. With increasing business process and workflow maturity, coupled with recent trends in cloud computing, datafication, IoT, cybersecurity, and advanced analytics, there is an understanding that the challenges of tomorrow cannot be solely addressed by today's people, processes, and products. There is still considerable mystery, hype, and fear about AI in today's world. A considerable amount of current discourse focuses on a dystopian future that could adversely affect humanity. Such opinions, with understandable fear of the unknown, don't consider the history of human innovation, the current state of business and technology, or the primarily augmentative nature of tomorrow's AI. This book demystifies AI for the enterprise. It takes readers from the basics (definitions, state-of-the-art, etc.) to a multi-industry journey, and concludes with expert advice on everything an organization must do to succeed. Along the way, we debunk myths, provide practical pointers, and include best practices with applicable vignettes. AI brings to enterprise the capabilities that promise new ways by which professionals can address both mundane and interesting challenges more efficiently, effectively, and collaboratively (with humans). The opportunity for tomorrow's enterprise is to augment existing teams and resources with the power of AI in order to gain competitive advantage, discover new business models, establish or optimize new revenues, and achieve better customer and user satisfaction.

Demystifying AI for the Enterprise

Technology Assessment in Practice and Theory

The Four Value Conversations CIOs Must Have with Their Businesses

INSPIRED

Solving Technology's People Problem

Information Protection Playbook

Aligning Services Strategy to Maximize Product Success

Proven Strategies for Transforming Your Organization with the Cloud

A startup executive and investor draws on expertise developed at the premier venture capital firm Andreessen Horowitz and as an executive at Uber to address how tech's most successful products have solved the dreaded "cold start problem" by leveraging network effects to launch and scale toward billions of users. Although software has become easier to build, launching and scaling new products and services remains difficult. Startups face daunting challenges entering the technology ecosystem, including stiff competition, copycats, and ineffective marketing channels. Teams launching new products must consider the advantages of "the network effect," where a product or service's value increases as more users engage with it. Apple, Google, Microsoft, and other tech giants utilize network effects, and most tech products incorporate them, whether they're messaging apps, workplace collaboration tools, or marketplaces. Network effects provide a path for fledgling products to break through, attracting new users through viral growth and word of mouth. Yet most entrepreneurs lack the vocabulary and context to describe them. Much less understand the fundamental principles that drive the effect. What exactly are network effects? How do teams create and build them into their products? How do products compete in a market where every player has them? Andrew Chen draws on his experience and on interviews with the CEOs and founding teams of LinkedIn, Twitch, Zoom, Dropbox, Tinder, Uber, Airbnb, and Pinterest to offer unique insights in answering these questions. Chen also provides practical frameworks and principles that can be applied across products and industries.

The Cold Start Problem reveals what makes winning networks thrive, why some startups fail to successfully scale, and, most crucially, why products that create and compete using the network effect are vitally important today.

We've all heard stories of amazing product successes: the brilliant college kid who started a business in his dorm room; the team who built a business from the back of a napkin with just a few friends and sold it for millions. Yet for every amazing success story, there are thousands of stories of products that went nowhere. Most of us aren't looking at billion-dollar valuations; we're not looking for an exit. Instead we have a few ideas -- some innovative, some not -- and we're trying to determine which to pursue. Likely, you're working for a company today and you need a step-by-step approach to turn ideas, regardless of their source, into businesses. In Turn Ideas into Products, author Steve Johnson introduces a nimble idea-to-market process with strong emphasis on personal experience with customers. From business planning to product launch, this approach for managing products empowers your product team to work smarter and collaborate better with colleagues and customers.

The Complete and Comprehensive Guide to Business Transformation As digital technologies and consumer expectations continue to disrupt almost every industry sector, companies are placing greater emphasis on developing and implementing transformation programs. Changing the Game offers the practical knowledge required to create a dramatic step-change in company performance. Designed for executives and managers responsible for a transformation in any type of company and situation, this comprehensive real-world playbook covers the change process from start to finish — from assessing the situation and determining strategic priorities, to developing a roadmap, establishing the governance structure, managing initiative delivery, and evaluating the impact of the transformation. Adopting a robust and pragmatic approach to every stage of business transformation, this authoritative volume explains where to start, identifies key areas of focus, and describes the strategies, decisions, and actions necessary for achieving results. Throughout the text, case studies of leading organizations highlight essential tools and approaches, examine key challenges, and evaluate their impact. A wealth of practical tools help readers build a foundation for change in their organization, define a clear path forward, mobilize teams, assign responsibilities, execute initiatives, track progress, sustain momentum, and more. Provides detailed guidance on envisioning, designing, managing, and delivering a successful company, function or team transformation Enables readers to create a dramatic change in company performance with a results-focused approach based on leading management practices Contains more than 20 in-depth sections representing the entire transformation journey Includes numerous ready-to-use tools and templates, including 50 exhibits, that can be adopted in any organization to accelerate results Features tips and advice from top-level executives at leading companies and government organizations Changing the Game: The Playbook for Leading Business Transformation is an invaluable step-by-step blueprint for executives, managers, teams, and consultants involved in devising and executing transformation programs.

Industry after industry is becoming technology driven as software rapidly eats the world. As it spreads, so do complexity and opportunity. There are clear signs that the traditional B2B business model designed 125 years ago as a simple "make, sell, ship" approach for early manufacturing companies is no longer capable of delivering the full potential of high-tech and near-tech solutions. B4B seeks to frame what is possible in an age where suppliers are connected to their customers in real time. The traditional world of B2B was designed to sell things to customers, whereas the new B4B model will be about delivering outcomes for customers. It's a whole new ballgame. Using powerful models and specific examples, B4B envisions a next-generation tech industry where suppliers play an active, ongoing role in helping business customers achieve unparalleled value from their technology investments.

Stories of government management failures often make the headlines, but quietly much gets done as well. What makes the difference? Ira Goldstein offers wisdom about how to lead and succeed in the federal realm, even during periods when the political climate is intensely negative, based on his decades of experience as a senior executive at two major government consulting firms and as a member of the US federal government's Senior Executive Service. The Federal Management Playbook coaches the importance of always keeping four key concepts in mind when planning for success: goals, stakeholders, resources, and time frames. Its chapters address how to effectively motivate government employees, pick the right technologies, communicate and negotiate with powerful stakeholders, manage risks, get value from contractors, foster innovation, and more. Goldstein makes lessons easy to apply by breaking each chapter's plans into three strategic phases: create an offensive strategy, execute your plan effectively, and play a smart defense. Additional tips describe how career civil servants and political appointees can get the most from one another, advise consultants on providing value to government, and help everyone better manage ever-present oversight. The Federal Management Playbook is a must-read for anyone working in the government realm and for students who aspire to public service.

The Technology Takers

Rethink Your Business for the Digital Age

Discovering Value and Creating Growth in a Disrupted World

The Federal Management Playbook

Turning Technology into Business Transformation

Digital @ Scale

Leading Digital

The Cold Start Problem

"A page-turner dripping with facts and conclusions that gives us clarity few have attained; a must-read for those who want to understand [Russia and President Putin]...." —GENERAL PHIL BREEDLOVE, USAF (Ret.), seventeenth Supreme Allied Commander Europe "Putin's Playbook will make readers see the urgency of developing a counterstrategy to the brilliance of Putin's playbook." —NEWT GINGRICH Russia's Secret Plan to Defeat America The "Russian collusion" hoax not only poisoned American politics but also sowed confusion about the real Russian threat to the United States. President Vladimir Putin wasn't colluding with the Trump campaign, but as a former U.S. intelligence specialist makes clear in this eye-opening book, the judo-loving ex-KGB agent most certainly has a plan to defeat the United States Born and raised in the Soviet Union, Rebekah Koffler came to America as a young woman. After 9/11, she joined the Defense Intelligence Agency, devoting her career to protecting her new country. Now she reveals in chilling detail Putin's long-range plan—his "playbook"—to weaken and subdue the United States, preparing for the war that he believes is inevitable. With the insight of a native, Koffler explains how Russians, formed by centuries of wartorn history, understand the world and their national destiny. The collapse of the Soviet empire, which Putin experienced as a vulnerable KGB agent in East Germany, was a catastrophic humiliation. Seeing himself as the modern "Czar Vladimir" of a unique Slavic nation at war with the West, he is determined to restore Russia to its place as a great power. Koffler's analysis is enriched by her deeply personal account of her life in the Soviet Union. Devoted to her adopted homeland but concerned about the complacency of her fellow citizens, she appreciates American freedoms as only a survivor of totalitarianism can. An opportunity to view ourselves and the world through the eyes of our adversary, Putin's Playbook is a rare and compelling testimony that we ignore at our peril.

It's widely accepted that the increasing use of technology, such as TV and computers, has led to a reduction in physical activity. But in Physical Education Technology Playbook, authors Darla Castelli and Leah Holland Fiorentino show you how to use technology to increase physical activity. This book and free companion Web site come with detailed instructions and examples so you can easily incorporate the described technologies into your teaching. Physical Education Technology Playbook will help you learn to use technology to better understand and promote key concepts related to physical activity. The book will also help you meet the technology standards established by the International Society for Technology in Education, ensuring that you are prepared to use various technologies in your job.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, Pivot to the Future reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. Pivot to the Future is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

Here is the bestselling guide that created a new game plan for marketing in high-tech industries. Crossing the Chasm has become the bible for bringing cutting-edge products to progressively larger markets. This edition provides new insights into the realities of high-tech marketing, with special emphasis on the Internet. It's essential reading for anyone with a stake in the world's most exciting marketplace.

Technology-as-a-Service Playbook defines the tactical and strategic plays technology companies must run to build a profitable subscription business. Whether you are a pure-play cloud company or a traditional technology provider making the pivot to the cloud, this book will help guide your decision-making and execution around the as-a-service model to put your company on a path to profitable growth. This cloud-driven journey will affect every part of the organization. How offers are designed, built, marketed, sold, and serviced will all need to change. And these transformations are not limited to OEMs they will also directly impact the vast network of channel partners. After all, it's not just about building recurring revenue, it's about building PROFITABLE recurring revenue. Technology-as-a-Service Playbook is the road map to the next-generation tech business model."

Summary of Thomas Lah & J.B. Wood's Technology-as-a-Service Playbook

Beyond Digital

Patterns and Paradigms for Scalable, Reliable Services

Designed for Digital

Technology-as-a-service Playbook

Technology Business Management

Marketing and Selling Technology Project

Radically Human

Digital-era technologies lead organizations to become technology takers, the equivalent of economic "price takers." To be a technology taker is to assent to the behavior transforming benefits of modern technologies. This playbook offers technology takers tactics to manage change, create value, and exploit the digital era's strategic opportunities.

Technology advances are making tech more . . . human. This changes everything you thought you knew about innovation and strategy. In their groundbreaking book, Human + Machine, Accenture technology leaders Paul R. Daugherty and H. James Wilson showed how leading organizations use the power of human-machine collaboration to transform their processes and their bottom lines. Now, as new AI powered technologies like the metaverse, natural language processing, and digital twins begin to rapidly impact both life and work, those companies and other pioneers across industries are tipping the balance even more strikingly toward the human side with technology-led strategy that is reshaping the very nature of innovation. In Radically Human, Daugherty and Wilson show this profound shift, fast-forwarded by the pandemic, toward more human—and more humane—technology. Artificial intelligence is becoming less artificial and more intelligent. Instead of data-hungry approaches to AI, innovators are pursuing data-efficient approaches that enable machines to learn as humans do. Instead of replacing workers with machines, they're unleashing human expertise to create human-centered AI. In place of lumbering legacy IT systems, they're building cloud-first IT architectures able to continuously adapt to a world of billions of connected devices. And they're pursuing strategies that will take their place alongside classic, winning business formulas like disruptive innovation. These against-the-grain approaches to the basic building blocks of business—Intelligence, Data, Expertise, Architecture, and Strategy (IDEAS)—are transforming competition. Industrial giants and startups alike are drawing on this radically human IDEAS framework to create new business models, optimize post-pandemic approaches to work and talent, rebuild trust with their stakeholders, and show the way toward a sustainable future. With compelling insights and fresh examples from a variety of industries, Radically Human will forever change the way you think about, practice, and win with innovation.

The essential roadmaps for enterprise cloud adoption As cloud technologies continue to challenge the fundamental understanding of how businesses work, smart companies are moving quickly to adapt to a changing set of rules. Adopting the cloud requires a clear roadmap backed by use cases, grounded in practical real-world experience, to show the routes to successful adoption. The Cloud Adoption Playbook helps business and technology leaders in enterprise organizations sort through the options and make the best choices for accelerating cloud adoption and digital transformation. Written by a team of IBM technical executives with a wealth of real-world client experience, this book cuts through the hype, answers your questions, and helps you tailor your cloud adoption and digital transformation journey to the needs of your organization. This book will help you: Discover how the cloud can fulfill major business needs Adopt a standardized Cloud Adoption Framework and understand the key dimensions of cloud adoption and digital transformation Learn how cloud adoption impacts culture, architecture, security, and more Understand the roles of governance, methodology, and how the cloud impacts key players in your organization. Providing a collection of winning plays, championship advice, and real-world examples of successful adoption, this playbook is your ultimate resource for making the cloud work. There has never been a better time to adopt the cloud. Cloud solutions are more numerous and accessible than ever before, and evolving technology is making the cloud more reliable, more secure, and more necessary than ever before. Don't let your organization be left behind! The Cloud Adoption Playbook gives you the essential guidance you need to make the smart choices that reduce your organizational risk and accelerate your cloud adoption and digital transformation.

WANT A NON-CODING JOB AT A TECH COMPANY? Interested in product management, marketing, strategy, or business development? The tech industry is the place to be: nontechnical employees at tech companies outnumber their engineering counterparts almost 3 to 1 (Forbes, 2017). You might be worried that your lack of coding skills or tech industry knowledge will hold you back. But here's the secret: you don't need to learn how to code to break into the tech industry. Written by three former Microsoft PMs, Swipe

to Unlock gives you a breakdown of the concepts you need to know to crush your interviews, like software development, big data, and internet security. We'll explain how Google's ad targeting algorithm works, but Google probably won't ask you how to explain it in a non-technical interview. But they might ask you how you could increase ad revenue from a particular market segment. And if you know how Google's ad platform works, you'll be in a far stronger position to come up with good growth strategies. We'll show you how Robinhood, an app that lets you trade stocks without commission, makes money by earning interest on the unspent money that users keep in their accounts. No one will ask you to explain this. But if someone asks you to come up with a new monetization strategy for Venmo (which lets you send and receive money without fees), you could pull out the Robinhood anecdote to propose that Venmo earn interest off the money sitting in users' accounts. We'll talk about some business cases like why Microsoft acquired LinkedIn. Microsoft interviewers probably won't ask you about the motive of the purchase, but they might ask you for ideas to improve Microsoft Outlook. From our case study, you'll learn how the Microsoft and LinkedIn ecosystems could work together, which can help you craft creative, impactful answers. You could propose that Outlook use LinkedIn's social graph to give salespeople insights about clients before meeting them. Or you could suggest linking Outlook's organizational tree to LinkedIn to let HR managers analyze their company's hierarchy and figure out what kind of talent they need to add. (We'll further explore both ideas in the book.) Either way, you're sure to impress. Learn the must know concepts of tech from authors who have received job offers for Facebook's Rotational Product Manager, Google's Associate Product Marketing Manager, and Microsoft's Program Manager to get a competitive edge at your interviews!

The Radical Innovation Playbook is a practical guide that helps innovators and entrepreneurs to harness new, extreme ideas despite complex business barriers along the way. Designed to be easy-to-use The Radical Innovation Playbook provides insight, practical solutions and reusable canvasses to help innovation managers, CEOs, Chief Innovators and directors of innovation labs to develop breakthrough ideas. In this playbook you will learn how to: Make vital decisions about how to plan and share your radical ideas Collect and analyse information to influence and convince others Engage with peers and stakeholders about your innovation project Challenge established company norms and business models Discover, explore and secure investment Gain confidence and skills for a successful launch Reach new markets and commercial channels Build a structure within an organisation that enables innovation to grow Inspire and support future generations to make an impact and achieve success Read The Radical Innovation Playbook and discover how to successfully unleash and develop your breakthrough moment. Olga Kokshagina, RMIT University, Melbourne, Australia Allen Alexander, University of Exeter, UK

Bridging the Services Chasm

Leading Change in the Digital Era

How to Create Tech Products Customers Love

A Modern Playbook of Digital Transformation

Designing Distributed Systems

Swipe to Unlock

How New Technology Is Transforming Business and Shaping Our Future

Transforming Customer Experience for an On-Screen World

Digital Customer Service is the new standard for creating a 5-star customer experience As much as technology has improved our lives, for many people customer service experiences remain unnecessarily frustrating. But the advent of Digital Customer Service (DCS) promises to make these interactions seamless and effortless by creating experiences that occur entirely on a customer's own screen, even in situations where it is preferable to speak to an agent. Digital Customer Service: Transforming Customer Experience for an On-Screen World traces the evolution of customer service—as well as the evolution of customer expectations and the underlying psychology that drives customer behavior - from the days of the first call center to today's digital world. Written for Customer Service and Customer Experience leaders as well as C-suite executives (CEOs, CFOs, CIOs), Digital Customer Service helps business leaders balance three critical priorities: Creating an excellent customer experience for customers that increases customer loyalty and profitability Driving down the cost of Customer Service/Support interactions, while increasing revenue through Sales interactions Moving quickly toward the goal of "digital transformation" discovered—in our research and our first-hand experience—that when companies commit to achieving true Digital Customer Service, they can make significant progress toward all three of these goals at once. Digital Customer Service provides how your company can get there. And when you do, who wins? EVERYONE.

In order for successful business transformation to occur, there's an inner transformation that must happen. The innumerable professional forces that tug pell-mell from every imaginable quarter, need to be organized and personal demons need to be at least managed. This book takes you through the transformative journey of Dillon, the presumptive head of Digital in one of the world's largest footwear manufacturers, his private and professional struggle and victory. This modern parable addresses the quintessential question: What makes a leader great? Read the step-by-step digital transformation execution plan, complete with tools, artefacts, lessons, pitfalls to avoid and best practices from the industry. If you've ever wished for a book that takes you away from delving into the 'how' of the execution journey, and while doing so took you on an enjoyable roller coaster ride, look no further. Grab this!

Using concrete examples, The School Librarian's Technology Playbook offers strategies for school librarians to initiate and support innovative practices throughout their school community. The role of school librarians has evolved: no longer just support teachers with reading and literacy resources. Many librarians now support teachers in integrating technology tools and innovative teaching practices in their classrooms. At her school, author and learning coordinator Stacy Brown has made the transition to innovation and technology use in the classroom. In The School Librarian's Technology Playbook, she showcases different technology tools and innovative strategies that can be incorporated into the classroom, such as 3D printing, virtual reality, green screen applications, gamification, coding, makerEd, and more. She details the many ways in which school librarians can support teachers as they implement these new practices into their curriculum. School librarians will learn how to collaborate with teachers and how to empower them to step outside of their comfort zones to try new tools and teaching methods. Readers of this book will also learn how to support teachers as the technology continues to change in the digital landscape. • Readers will be inspired to reimagine the role of the school librarian as a primary influencer of innovation within the school community • Readers will discover specific strategies to achieve buy-in from administrators and manage school librarians to lead the school in innovation and professional learning • Readers will learn about relevant resources in technology and innovation and practical approaches to using them in an elementary and middle school curriculum • Readers will learn specific strategies for librarians to form partnerships with teachers to introduce resources and alternative teaching strategies into the classroom • Readers will learn practical approaches for shaping the school library as an innovation hub • Readers will discover resources and launch them into the larger community

How do today's most successful tech companies—Amazon, Google, Facebook, Netflix, Tesla—design, develop, and deploy the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it differently than the vast majority of tech companies. In INSPIRED, technology product management thought leader Marty Cagan provides readers with a master class in how to structure and staff a vibrant and successful product organization, and how to deliver technology products that your customers will love—and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and building a product culture, readers can take the information they learn and immediately leverage it within their own organizations—dramatically improving their own product efforts. Whether you're an early stage startup working to get to product/market fit, a mid-stage company working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, INSPIRED will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author's own personal stories—and profiles of some of today's most-successful product managers and technology-powered product companies, including Apple, Amazon, BBC, Google, Microsoft, and Netflix—INSPIRED will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of INSPIRED, published ten years ago, established itself as a go-to reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most valuable resource for technology product managers, yet it is completely new—sharing the latest practices and techniques of today's most-successful tech product companies, and the men and women behind every great product.

A blueprint for reinventing the core of your business Value in the next phase of the digital era will go to those companies that don't just try digital but also scale it. Digital@Scale examines what it takes for companies to break through the constraints of their legacy organizations and capture the full value of digital. Digging into more than fifty detailed case studies and years of McKinsey experience and data, the authors, along with a group of expert contributors, show how companies can make an incremental change to transform the business where the greatest value is generated—at its core. The authors provide practical insights into the three pillars of digital transformations that successfully scale: reinventing the business model, redefining business architecture from the customer back into the organization, and establishing an 'amoeba' IT and organizational foundation that learns and evolves. This is the ideal guide for all leaders who recognize the power and promise of a digital transformation.

The Non-coder's Guide to Technology and the Business Strategy Behind it

How to Architect Your Business for Sustained Success

The Radical Innovation Playbook

A Playbook for Defining and Delivering Technology Products

A Practical Guide for Harnessing New, Novel or Game-Changing Breakthroughs

Bridgital Nation

How Great Leaders Transform Their Organizations and Shape the Future

Strategies and Best Practices for IT Leaders to Deliver Value

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions—and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape. Five Building Blocks of Digital Business Success Shared Customer Insights Operational Backbone Digital Platform Accountability Framework External Developer Platform

Russia's Secret Plan to Defeat America

A Guide to Strategic Cost Cutting, Restructuring, and Renewal

Crossing the Chasm

Putin's Playbook

Fit for Growth

Consumption Economics

Leading and Succeeding in the Public Sector

Pivot to the Future