

Enduring Success

What Top Companies Do Differently

Franz Bailom, Kurt Matzler

and

Dieter Tschemernjak

Translated by
Matthew Stevenson and Annette Joyce,
Language by Design

HOCHSCHULE
LIECHTENSTEIN
Bibliothek

pa grave
macmillan

Contents

<i>Foreword</i>	ix
1 In search of the secrets of success	1
2 The customer-value competition is pushing many companies to the limit of their possibilities	7
Changing market dynamics - the profitability of many companies is increasingly at risk	8
Success of the optimizers in the customer-value competition	11
The innovators' success in the customer-value competition	13
Summary conclusions to phase 1	14
3 The IMP Model: The strategies of winners	23
The IMP Model	25
The result: Explaining 50 percent of corporate success is a lot, but at the same time not much	26
Core findings	27
4 What makes top performers different	35
Top performers never settle for today's success	36
The most senior executives are diemselves the innovation drivers in the company	38
Top performers succeed inepmbining forward-looking market knowledge with sustained competence management	42
Top performers show an impressive understanding of innovation	44
Top performers rely more on uniqueness than on market share	47
Top performers put strong emphasis on culture development	50
5 Market orientation: Understanding markets, shaping the future	55
Sourcing market knowledge: The new sources of innovation	55
From simple to complex markets: Understanding the rules of the game	63
The new role of market research	71

6	The sails determine the course, not the wind	77
	The market-based view versus the resource-based view	77
	The sources of core competences	83
	Managing core competences	91
7	Corporate culture: The latent potential	99
	Values and identity as a basis for commitment	102
	The entrepreneurship culture	105
8	Innovation: Improving existing things, creating new things	113
	Delighting customers with something new	114
	Cost competition: Redesigning processes	120
	Gearing processes toward the customer	125
	Developing new business models	129
9	Top management: The architects of success	133
	Leadership, innovation, and change	134
	• The ability to be lucky	139
10	What do top companies do differently	145
11	The insights of great leaders	151
	Peter Brabeck-Letmathe, Chairman and CEO, Nestle SA, Vevey, Switzerland	151
	Markus Langes-Svvarovski, member of the executive board, Swarovski	156
	Prof. Dr Michael Popp and Dr Uwe Baumann, Bionorica AG	160
	Stefan Pierer, CEO, KTM sportmotorcycle AG	165
	Rene Obermann, CEO, Deutsche Telekom	170
	Prof. Dr Michael Mi row, Former Head of Strategic Planning, Siemens A G	175
	Peter Lorange, President of IMD Business School, Lausanne	177
	Hans-Joachim Reck, Partner, Heidrick & Struggles, Germany	181
	<i>Notes</i>	185
	<i>Bibliography</i>	193
	<i>Index</i>	203