

Harvard Business School Case Study

Solutions Jetblue

Creative Confidence Tom Kelley, David Kelley. 2013-10-15 IDEO founder and Stanford d.school creator David Kelley and his brother Tom Kelley, IDEO partner and the author of the bestselling *The Art of Innovation*, have written a powerful and compelling book on unleashing the creativity that lies within each and every one of us. Too often, companies and individuals assume that creativity and innovation are the domain of the creative types. But two of the leading experts in innovation, design, and creativity on the planet show us that each and every one of us is creative. In an incredibly entertaining and inspiring narrative that draws on countless stories from their work at IDEO, the Stanford d.school, and with many of the world's top companies, David and Tom Kelley identify the principles and strategies that will allow us to tap into our creative potential in our work lives, and in our personal lives, and allow us to innovate in terms of how we approach and solve problems. It is a book that will help each of us be more productive and successful in our lives and in our careers.

The 10 Laws of Trust Joel Peterson. 2016-05-18 Because of trust in leadership, in each other, and in the mission, a tiny company like John Deere grew into a worldwide leader. On the opposite spectrum, a lack of trust is what eventually sank the seemingly unsinkable corporation of Enron. A culture of trust for all companies large and small is invaluable. Trust turns deflection into transparency, suspicion into empowerment, and conflict into creativity. And what many have learned unfortunately is that no enterprise is too large or too successful to withstand a lack of trust within its walls. In *The 10 Laws of Trust*, JetBlue chairman and Stanford Graduate School of Business professor Joel Peterson explores how a culture of trust gives companies an edge. Consider this: What does it feel like to work for a firm where leaders and colleagues trust one another? Peterson has found that, when freed from micromanagement and rivalry, every employee contributes his or her best. Risk taking and innovation become the norm. In clear, engaging prose, highlighted by compelling examples, Peterson details how to establish and maintain a culture of trust, including:

- Start with integrity
- Invest in respect
- Empower everyone
- Require accountability
- Keep everyone informed

And much more! As Peterson notes, "When a company has a reputation for fair dealing, its costs drop: Trust cuts the time spent second-guessing and lawyering." With this indispensable resource for businesses large and small, you will learn how to plant the seeds of trust throughout your organization--and reap the rewards of reputation, profits, and success!

The No Asshole Rule Robert I. Sutton. 2007-02-22 The definitive guide to working with -- and surviving -- bullies, creeps, jerks, tyrants, tormentors, despots, backstabbers, egomaniacs, and all the other assholes who do their best to destroy you at work. What an asshole! How many times have you said that about someone at work? You're not alone! In this groundbreaking book, Stanford University professor Robert I. Sutton builds on his acclaimed Harvard Business Review article to show you the best ways to deal with assholes...and why they can be so destructive to your company. Practical, compassionate, and in places downright funny, this guide offers: Strategies on how to pinpoint and eliminate negative influences for good Illuminating case histories from major organizations A self-diagnostic test and a program to identify and keep your own inner jerk from coming out *The No Asshole Rule* is a New York Times, Wall Street Journal, USA Today and Business Week bestseller.

Know What You Don't Know Michael A. Roberto. 2009-01-29 Problems remain hidden in organizations for a number of reasons, including fear, organizational complexity, gatekeepers who insulate leaders from problems that are coming up, and finally, an overemphasis on formal analysis in place of intuition and observation. This book lays out the key skills and capabilities required to ensure that problems do not remain hidden in your organization. It explains how leaders can become effective problem finders, unearthing problems before they destroy an organization. The book

explains how leaders can become an anthropologist, going out and observe how employees, customers, and suppliers actually behave. It then goes on to present how they can circumvent the gatekeepers, so they can go directly to the source to see and hear the raw data; hunt for patterns, including refining your individual and collective pattern recognition capability; connect the dots among issues that may initially seem unrelated, but in fact, have a great deal in common; give front-line employees training in a communication technique; encourage useful mistakes, including create a Red Pencil Award; and watch the game film, where leaders reflect systematically on their own organization's conduct and performance, as well as on the behavior and performance of competitors.

Virgin America (A) Adam Louis Berman, Frank Schultz. 2016 This case illustrates how Virgin America, founded in 2007, carved a niche of dedicated urbanite-flyers in the highly competitive but staid airline industry by redefining the passenger flying experience. In 2012, approximately 20 percent of Virgin Americas passengers accounted for 80 percent of the airlines revenue. The A case begins with Virgin Americas launch in August 2007, when the airline began with transcontinental flights between New York City and Los Angeles and San Francisco, and then goes through August 2012, after the airline had expanded into 19 market destinations across the United States and Mexico but was still unprofitable. In the A case, the dynamics of the airline industry, customer experience and loyalty, and niche marketing are explored. The A case ends with several questions, including those asking students to evaluate Virgin Americas business model and to identify the action steps needed to reach profitability. The B case then covers Virgin America during 2013 and the decisions Cush and his management team made to make the airline profitable that year, an important financial milestone prior to any possible IPO. The C case concludes with Virgin Americas successful IPO in November 2014.

Moral Imagination and Management Decision-making Patricia Hogue Werhane. 1999 Managers are not motivated only by greed, but applying moral principles to decision-making has not been a big success. The author argues that managers and their companies need a moral imagination which lets them be aware of, evaluate, and change the mental models that constrict business behaviour.

The Routledge Handbook of Service Research Insights and Ideas Eileen Bridges, Kendra Fowler. 2020-04-02 The Routledge Handbook of Service Research Insights and Ideas offers authoritative coverage of current scholarship in the expanding discipline of service research. Original chapters from the world's leading specialists in the discipline explore foundations and innovations in services, highlighting important issues relating to service providers, customers, and service design. The volume goes beyond previous publications by drawing together material from different functional areas, including marketing, human resource management, and service process design and operations. These topics are important in helping readers become knowledgeable about how different functional areas interact to create a successful customer experience. This book is ideal as a first port of call for postgraduate students desiring to get up to speed quickly in the services discipline. It is also a must-read for academics new to services who want to access cutting-edge research.

5 Years of Must Reads from HBR: 2021 Edition (5 Books) Harvard Business Review, Michael E. Porter, Joan C. Williams, Adam Grant, Marcus Buckingham. 2020-10-20 Five years' worth of management wisdom, all in one place. Get the latest, most significant thinking from the pages of Harvard Business Review in 5 Years of Must Reads: 2021 Edition. Every year, HBR editors examine the ideas, insights, and best practices from the past twelve months to select the definitive articles that have provoked the most conversation, the most inspiration, and the most change. From how you can lead with authenticity by moving past your comfort zone, to understanding how blockchain will affect your industry, to creating a workplace where gender equity can thrive, the articles in this five-book collection will help you manage your daily challenges and meet the changing competitive landscape head-on. Books in the HBR 10 Must Reads series offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from leading experts such as Clayton Christensen, Michael Porter, W. Chan Kim, Renee Mauborgne, Herminia Ibarra, Marcus Buckingham, Joan C. Williams,

Roger Martin, Adam Grant, and Katrina Lake. Company examples range from Pepsico, DHL, and Deloitte to Alibaba, Adobe, and Stitch Fix. 5 Years of Must Reads: 2021 Edition brings the most current and important business conversations to your fingertips.

The Healthcare Executive's Guide to Navigating the Surgical Suite: A Roadmap to the OR and Perioperative Services Gerlad E. Biala, Therese A. Fitzpatrick. 2018-09-24 Surgical services carry some of the highest risks and rewards of all healthcare specialties. They also present specific challenges. Those unfamiliar with the surgical suite's inner workings may struggle to lead and manage this complex and often isolated department. The Healthcare Executive's Guide to Navigating the Surgical Suite: A Roadmap to the OR and Perioperative Services provides experienced and novice healthcare leaders with the information, leadership structures, and practical strategies needed to successfully oversee both patient outcomes and balance sheets. This book covers contemporary market realities, business challenges, labor requirements, and clinical and operational complexities as it points leaders toward the most pressing issues in strategic surgical services leadership.

The Oxford Handbook of Positive Organizational Scholarship Kim S. Cameron, Gretchen M. Spreitzer. 2013-05-02 Revised edition of: Oxford handbook of positive psychology and work / edited by P. Alex Linley, Susan Harrington, Nicola Garcea. -- Oxford; New York: Oxford University Press, 2010.

Management Information Systems Kenneth C. Laudon, Jane Price Laudon. 2004 Management Information Systems provides comprehensive and integrative coverage of essential new technologies, information system applications, and their impact on business models and managerial decision-making in an exciting and interactive manner. The twelfth edition focuses on the major changes that have been made in information technology over the past two years, and includes new opening, closing, and Interactive Session cases.

HBR's Editors' Picks 2020 Harvard Business Review. 2020-04-28 A year's worth of management wisdom—to read, hear, and watch. HBR's Editors' Picks 2020 collects the definitive ideas, insights, and best practices from the past year to keep you up-to-date on the most critical thinking driving business. Featuring insights from experts such as Michael E. Porter and Katrina Lake as well as examples from companies like Alibaba and 3M—this multimedia product includes HBR's 10 Must Reads 2020 ebook, five notable interviews from across HBR's podcasts, and five of our most engaging videos of the year. This collection will inspire you to: Ask better questions to boost your learning, persuade others, and negotiate more effectively Create workplace conditions where gender equity can thrive Boost results by allowing humans and AI to enhance one another's strengths Make better connections with your customers by giving them a glimpse inside your company Scale your agile processes from a few teams to hundreds Build a commitment to both economic and social values in your organization Prepare your company for a rapidly aging workforce and society The collection of articles includes The Surprising Power of Questions, by Alison Wood Brooks and Leslie K. John; Strategy Needs Creativity, by Adam Brandenburger; What Most People Get Wrong about Men and Women, by Catherine H. Tinsley and Robin J. Ely; Collaborative Intelligence: Humans and AI Are Joining Forces, by H. James Wilson and Paul R. Daugherty; Stitch Fix's CEO on Selling Personal Style to the Mass Market, by Katrina Lake; Strategy for Start-Ups, by Joshua Gans, Erin L. Scott, and Scott Stern; Agile at Scale, by Darrell K. Rigby, Jeff Sutherland, and Andy Noble; Operational Transparency, by Ryan W. Buell; The Dual-Purpose Playbook, by Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey; How CEOs Manage Time, by Michael E. Porter and Nitin Nohria; and When No One Retires, by Paul Irving.

Designing and Executing Strategy in Aviation Management Triant G. Flouris, Sharon L. Oswald. 2016-04-08 Designing and Executing Strategy in Aviation Management is designed to provide an intensely practical guide to this critically important topic. Comprehensive in coverage and easy-to-read in style, it allows both professionals and students to understand the principles and practicalities of crafting and executing business strategies with an aviation context. The result is a

comprehensive and multifaceted teaching/learning package, which includes applied case studies on a wide range of airlines and aviation businesses, setting out how these organizations deal with strategy formulation and implementation in critical areas. Topics covered include: corporate strategy, generic strategy, competitive strategy, internal and external environment assessment, mergers, alliances, safety and security. Written directly for both aviation professionals and student courses in aviation strategy, aviation management and aviation operations, it will also be of great interest to aviation professionals in a variety of different fields, including airlines, corporate aviation, consultancy, etc., as well as academics within the field of aviation and those within the field of strategy and management science.

Harvard Business Review .2005

Sports Marketing Michael J. Fetchko, Donald P. Roy, Kenneth E. Clow. 2016-11-03 For courses in Sports Marketing. Help students understand the business of sports through a practitioner's perspective. Written from the perspective of those who've been actively involved in the sports business, *Sports Marketing* addresses business and marketing issues pertinent to sports as observed by the practitioners and scholars themselves. Through its extensive presentation of current information, this text also helps encourage students to get actively involved and engaged in the process of sports entertainment. Features: Present information from the field: A practitioner's approach. Most sports marketing texts are crafted using a marketing principles template. The organization and chapter themes of these texts are often too similar to Principles of Marketing texts. *Sports Marketing* strives to depart from that practice by focusing on important conceptual, strategic, and actionable areas of the sports marketing function. Practitioner contributions come from the author team, and a high caliber roster of successful sports executives from media, marketing, and other areas of sports business. Industry experts highlights. Each chapter features an industry expert. Each expert was selected based on his or her knowledge and provided input on chapter content. The Insider Expert feature that appears early in each chapter gives biographical information on the chapter's industry contributor. Sports examples. Throughout the book, concepts are reinforced with examples of practices and events from the sports industry. A variety of sports, properties, and companies are used as examples to bring to life definitions and concepts presented. Put students' analytical skills into play: Critical thinking exercises, which are found throughout this text, require students to consider various situations faced by the sports marketers and sports executives. The end-of-chapter sports marketing cases put students in the role of decision maker, enabling students to apply knowledge and key concepts to business situations faced by actual sports brands. Expert insights. Each chapter concludes with Insider Insights, a question-and-answer feature with the chapter's industry contributor. In this feature, experts share examples of best practices from their experiences and opinions about trends in sports marketing. Preview the chapter's game plan: Lead-in vignettes. Each chapter begins with a vignette related to sports marketing and the content of the chapter. The vignette describes a practice or occurrence that illustrates a topic appearing in the chapter, setting the stage for more in-depth coverage in the chapter. Get students ready for the big leagues: Career planning. Many students take a sports marketing course because they have a serious interest in pursuing a career in sports business. In order to help students plan for their future careers, the final chapter contains: -Information about different career opportunities in sports marketing. -Steps students can take to position themselves as job candidates. -Advice on career planning and management from a panel of the book's industry experts.

Multidisciplinary Social Networks Research Leon Wang, Shiro Uesugi, I-Hsien Ting, Koji Okuhara, Kai Wang. 2015-08-24 This book constitutes the refereed proceedings of the Second International Multidisciplinary Social Networks Conference, MISNC 2015, held in Matsuyama, Japan, in September 2015. The 49 full papers presented were carefully reviewed and selected from 125 submissions. The papers deal with the following topics: multidisciplinary research on social networks; ethical issues related to SNS; information technology and social networks mining.

Virgin America (C) Adam Louis Berman. 2016 This case illustrates how Virgin America, founded in

2007, carved a niche of dedicated urbanite-flyers in the highly competitive but staid airline industry by redefining the passenger flying experience. In 2012, approximately 20 percent of Virgin Americas passengers accounted for 80 percent of the airlines revenue. The A case begins with Virgin Americas launch in August 2007, when the airline began with transcontinental flights between New York City and Los Angeles and San Francisco, and then goes through August 2012, after the airline had expanded into 19 market destinations across the United States and Mexico but was still unprofitable. In the A case, the dynamics of the airline industry, customer experience and loyalty, and niche marketing are explored. The A case ends with several questions, including those asking students to evaluate Virgin Americas business model and to identify the action steps needed to reach profitability. The B case then covers Virgin America during 2013 and the decisions Cush and his management team made to make the airline profitable that year, an important financial milestone prior to any possible IPO. The C case concludes with Virgin Americas successful IPO in November 2014.

The Startup Owner's Manual Steve Blank, Bob Dorf. 2020-03-17 More than 100,000 entrepreneurs rely on this book. The National Science Foundation pays hundreds of startup teams each year to follow the process outlined in the book, and it's taught at Stanford, Berkeley, Columbia and more than 100 other leading universities worldwide. Why? The Startup Owner's Manual guides you, step-by-step, as you put the Customer Development process to work. This method was created by renowned Silicon Valley startup expert Steve Blank, co-creator with Eric Ries of the Lean Startup movement and tested and refined by him for more than a decade. This 608-page how-to guide includes over 100 charts, graphs, and diagrams, plus 77 valuable checklists that guide you as you drive your company toward profitability. It will help you: Avoid the 9 deadly sins that destroy startups' chances for success Use the Customer Development method to bring your business idea to life Incorporate the Business Model Canvas as the organizing principle for startup hypotheses Identify your customers and determine how to get, keep and grow customers profitably Compute how you'll drive your startup to repeatable, scalable profits. The Startup Owners Manual was originally published by K&S Ranch Publishing Inc. and is now available from Wiley. The cover, design, and content are the same as the prior release and should not be considered a new or updated product.

The Sticking Point Solution Jay Abraham. 2010-06 Businesses can plateau, stall, OR stagnate without the owners or key executives even realizing it. A business might be achieving incremental year-on-year growth and yet still be in a situation of stagnation or stall. Why? Because entrepreneurs and ...

Digital Transformation in Business and Society Babu George, Justin Paul. 2019-10-04 The digital traces that people leave behind as they conduct their daily lives provide a powerful resource for businesses to better understand the dynamics of an otherwise chaotic society. Digital technologies have become omnipresent in our lives and we still do not fully know how to make the best use of the data these technologies could harness. Businesses leveraging big data appropriately could definitely gain a sustainable competitive advantage. With a balanced mix of texts and cases, this book discusses a variety of digital technologies and how they transform people and organizations. It offers a debate on the societal consequences of the yet unfolding technological revolution and proposes alternatives for harnessing disruptive technologies for the greater benefit of all. This book will have wide appeal to academics in technology management, strategy, marketing, and human resource management.

Virgin America (B) Adam Louis Berman. 2016 This case illustrates how Virgin America, founded in 2007, carved a niche of dedicated urbanite-flyers in the highly competitive but staid airline industry by redefining the passenger flying experience. In 2012, approximately 20 percent of Virgin Americas passengers accounted for 80 percent of the airlines revenue. The A case begins with Virgin Americas launch in August 2007, when the airline began with transcontinental flights between New York City and Los Angeles and San Francisco, and then goes through August 2012, after the airline had expanded into 19 market destinations across the United States and Mexico but was still

unprofitable. In the A case, the dynamics of the airline industry, customer experience and loyalty, and niche marketing are explored. The A case ends with several questions, including those asking students to evaluate Virgin Americas business model and to identify the action steps needed to reach profitability. The B case then covers Virgin America during 2013 and the decisions Cush and his management team made to make the airline profitable that year, an important financial milestone prior to any possible IPO. The C case concludes with Virgin Americas successful IPO in November 2014.

5 Years of Must Reads from HBR: 2020 Edition (5 Books) Harvard Business Review, Michael E. Porter, Joan C. Williams, Adam Grant, Marcus Buckingham. 2020-02-04 Five years' worth of management wisdom, all in one place. Get the latest, most significant thinking from the pages of Harvard Business Review in 5 Years of Must Reads: 2020 Edition. Every year, HBR editors examine the ideas, insights, and best practices from the past twelve months to select the definitive articles that have provoked the most conversation, the most inspiration, and the most change. From how you can lead with authenticity by moving past your comfort zone, to engaging customers and employees alike with the help of artificial intelligence, to scaling your agile processes from a handful of teams to hundreds, the articles in this five-book collection will help you manage your daily challenges and meet the changing competitive landscape head-on. Books in the HBR 10 Must Reads series offer essential reading selected from the pages of Harvard Business Review on topics critical to the success of every manager. Each book is packed with advice and inspiration from leading experts such as Clayton Christensen, Michael Porter, W. Chan Kim, Renee Mauborgne, Herminia Ibarra, Marcus Buckingham, Roger Martin, Adam Grant, Thomas Davenport, and Katrina Lake. Company examples range from P&G, DHL, and Deloitte to Alibaba, Google, and Stitch Fix. 5 Years of Must Reads: 2020 Edition brings the most current and important business conversations to your fingertips.

Developing a Business Case Harvard Business School Press. 2010-11-23 How do you decide on the best course of action for your company to take advantage of new opportunities? By building a business case. This book provides a framework for building a business case. You'll learn how to: Clearly define the opportunity you'll want to address in your business case Identify and analyze a range of alternatives Recommend one option and assess its risks Create a high-level implementation plan for your proposed alternative Communicate your case to key stakeholders

The Network Imperative Barry Libert, Megan Beck, Jerry Wind. 2016-06-07 Digital networks are changing all the rules of business. New, scalable, digitally networked business models, like those of Amazon, Google, Uber, and Airbnb, are affecting growth, scale, and profit potential for companies in every industry. But this seismic shift isn't unique to digital start-ups and tech superstars. Digital transformation is affecting every business sector, and as investor capital, top talent, and customers shift toward network-centric organizations, the performance gap between early and late adopters is widening. So the question isn't whether your organization needs to change, but when and how much. The Network Imperative is a call to action for managers and executives to embrace network-based business models. The benefits are indisputable: companies that leverage digital platforms to co-create and share value with networks of employees, customers, and suppliers are fast outpacing the market. These companies, or network orchestrators, grow faster, scale with lower marginal cost, and generate the highest revenue multipliers. Supported by research that covers fifteen hundred companies, authors Barry Libert, Megan Beck, and Jerry Wind guide leaders and investors through the ten principles that all organizations can use to grow and profit regardless of their industry. They also share a five-step process for pivoting an organization toward a more scalable and profitable business model. The Network Imperative, brimming with compelling case studies and actionable advice, provides managers with what they really need: new tools and frameworks to generate unprecedented value in a rapidly changing age.

Contemporary Strategy Analysis and Cases Robert M. Grant. 2010-04-05 NEW! Combined Text & Cases Version Considered by many to be the best textbook on Strategy, Contemporary Strategy Analysis 7th edition builds on the strengths of previous editions by introducing students to the core

concepts and principles of strategy. In this most accessible strategy text, Robert M. Grant combines clarity of exposition with concentration on the fundamentals of value creation and an emphasis on practicality. In this seventh edition, a greater focus on strategy implementation reflects the needs of firms to reconcile scale economies with entrepreneurial flexibility, innovation with cost efficiency, and globalization with local responsiveness. Rob Grant eloquently combines theory with current real world examples and practice using a clearly written, logical and comprehensive style. Contemporary Strategy Analysis 7th edition is suitable for both MBA and advanced undergraduate students. Full teachings notes to the cases will be available upon publication at the companion website www.contemporarystrategyanalysis.com Contemporary Strategy Analysis 7th Edition is also available in a text only version - ISBN: 9780470747100

The Elegant Solution Matthew May.2008-09-04 One million. That's how many new ideas the Toyota organization receives from its employees every year. These ideas come from every level of the organization - from the factory floors to the corporate suites. And organizations all over the world want to learn how they do it. Now Matthew May, Senior Advisor to the University of Toyota, reveals how any company can create an environment of every day innovation and achieve the elegant solutions found only on the far side of complexity. A tactical guide for team-based innovation, THE ELEGANT SOLUTION delivers the formula to the three principles and ten practices that drive business creativity. Innovation isn't just about technology - it's about value, opportunity and impact. When a company embeds a real discipline around the pursuit of perfection, the sky is the limit. Dozens of case studies (from Toyota and other companies) illustrate the power and universality of these concepts; a unique 'clamshell strategy' prepares managers to ensure organizational success. At once a thought-shaper, a playmaker, and a taskmaster, THE ELEGANT SOLUTION is a practical field manual for everyone in corporate life.

The Founder's Dilemmas Noam Wasserman.2013-04 The Founder's Dilemmas examines how early decisions by entrepreneurs can make or break a startup and its team. Drawing on a decade of research, including quantitative data on almost ten thousand founders as well as inside stories of founders like Evan Williams of Twitter and Tim Westergren of Pandora, Noam Wasserman reveals the common pitfalls founders face and how to avoid them.

Customer Centricity Peter Fader.2012 Not all customers are created equal. Despite what the tired old adage says, the customer is not always right. Not all customers deserve your best efforts: in the world of customer centricity, there are good customers...and then there is pretty much everybody else. Upending some of our most fundamental beliefs, renowned behavioral data expert Peter Fader, Co-Director of The Wharton Customer Analytics Initiative, helps businesses radically rethink how they relate to customers. He provides insights to help you revamp your performance metrics, product development, customer relationship management and organization in order to make sure you focus directly on the needs of your most valuable customers and increase profits for the long term.

Producing Prosperity Gary P. Pisano,Willy C. Shih.2012-09-25 Manufacturing's central role in global innovation Companies compete on the decisions they make. For years—even decades—in response to intensifying global competition, companies decided to outsource their manufacturing operations in order to reduce costs. But we are now seeing the alarming long-term effect of those choices: in many cases, once manufacturing capabilities go away, so does much of the ability to innovate and compete. Manufacturing, it turns out, really matters in an innovation-driven economy. In Producing Prosperity, Harvard Business School professors Gary Pisano and Willy Shih show the disastrous consequences of years of poor sourcing decisions and underinvestment in manufacturing capabilities. They reveal how today's undervalued manufacturing operations often hold the seeds of tomorrow's innovative new products, arguing that companies must reinvest in new product and process development in the US industrial sector. Only by reviving this "industrial commons" can the world's largest economy build the expertise and manufacturing muscle to regain competitive advantage. America needs a manufacturing renaissance—for restoring itself, and for the global economy as a whole. This will require major changes. Pisano and Shih show how company-level

choices are key to the sustained success of industries and economies, and they provide business leaders with a framework for understanding the links between manufacturing and innovation that will enable them to make better outsourcing decisions. They also detail how government must change its support of basic and applied scientific research, and promote collaboration between business and academia. For executives, policymakers, academics, and innovators alike, *Producing Prosperity* provides the clearest and most compelling account yet of how the American economy lost its competitive edge—and how to get it back.

Air Travel Consumer Report .1990

Scaling Up Excellence Robert I. Sutton, Huggy Rao. 2014-02-04 Wall Street Journal Bestseller The pick of 2014's management books. –Andrew Hill, Financial Times One of the top business books of the year. –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. *Scaling Up Excellence* is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Workforce .2003

Up In the Air Greg J. Bamber, Jody Hoffer Gittel, Thomas A. Kochan, Andrew von Nordenflycht. 2013-05-15 When both an industry's workers and its customers report high and rising frustration with the way they are being treated, something is fundamentally wrong. In response to these conditions, many of the world's airlines have made ever-deeper cuts in services and their workforces. Is it too much to expect airlines, or any other enterprise, to provide a fair return to investors, high-quality reliable service to their customers, and good jobs for their employees? Measured against these three expectations, the airline industry is failing. In the first five years of the twenty-first century alone, U.S. airlines lost a total of \$30 billion while shedding 100,000 jobs, forcing the remaining workers to give up over \$15 billion in wages and benefits. Combined with plummeting employee morale, shortages of air traffic controllers, and increased congestion and flight delays, a total collapse of the industry may be coming. Is this state of affairs inevitable? Or is it possible to design a more sustainable, less volatile industry that better balances the objectives of customers, investors, employees, and the wider society? Does deregulation imply total abrogation of government's responsibility to oversee an industry showing the clear signs of deterioration and increasing risk of a pending crisis? Greg J. Bamber, Jody Hoffer Gittel, Thomas A. Kochan, and Andrew von Nordenflycht explore such questions in a well-informed and engaging way, using a mix of quantitative evidence and qualitative studies of airlines from North America, Asia, Australia, and Europe. *Up in the Air* provides clear and realistic strategies for achieving a better, more equitable balance among the interests of customers, employees, and shareholders. Specifically, the authors recommend that firms learn from the innovations of companies like Southwest and Continental Airlines in order to build a positive workplace culture that fosters coordination and commitment to high-quality service, labor relations policies that avoid long drawn-out conflicts in negotiating new agreements, and business strategies that can sustain investor, employee, and customer support

through the ups and downs of business cycles.

Pricing and Revenue Optimization Robert Phillips.2005-08-05 This is the first comprehensive introduction to the concepts, theories, and applications of pricing and revenue optimization. From the initial success of yield management in the commercial airline industry down to more recent successes of markdown management and dynamic pricing, the application of mathematical analysis to optimize pricing has become increasingly important across many different industries. But, since pricing and revenue optimization has involved the use of sophisticated mathematical techniques, the topic has remained largely inaccessible to students and the typical manager. With methods proven in the MBA courses taught by the author at Columbia and Stanford Business Schools, this book presents the basic concepts of pricing and revenue optimization in a form accessible to MBA students, MS students, and advanced undergraduates. In addition, managers will find the practical approach to the issue of pricing and revenue optimization invaluable. Solutions to the end-of-chapter exercises are available to instructors who are using this book in their courses. For access to the solutions manual, please contact marketing@www.sup.org.

Macrowikinomics Don Tapscott.2010-09-28 In their 2007 bestseller, *Wikinomics*, Don Tapscott and Anthony Williams taught the world how mass collaboration was changing the way businesses communicate, compete, and succeed in the new global marketplace. But much has changed in three years, and the principles of wikinomics are now more powerful than ever. In this new age of networked intelligence, businesses and communities are bypassing crumbling institutions. We are altering the way our financial institutions and governments operate; how we educate our children; and how the health-care, newspaper, and energy industries serve their customers. In every corner of the globe, businesses, organizations, and individuals alike are using mass collaboration to revolutionize not only the way we work, but how we live, learn, create, and care for each other. Once again backed by original research, Tapscott and Williams provide vivid new examples of organizations that are successfully embracing the principles of wikinomics.

The Case Study Handbook William Ellet.2007 If you've enrolled in an executive education or MBA program, you've probably encountered a powerful learning tool: the business case. This text presents a potent approach for analysing, discussing, and writing about cases.

Decision Making in Engineering Design Kemper E. Lewis, Wei Chen, Linda C. Schmidt.2006 Whether you are an engineer facing decisions in product design, an instructor or student engaged in course work, or a researcher exploring new options and opportunities, you can turn to *Decision Making in Engineering Design* for: Foundations and fundamentals of making decisions in product design; Clear examples of effective application of Decision-Based Design; State-of-the-art theory and practice in Decision-Based Design; Thoughtful insights on validation, uncertainty, preferences, distributed design, demand modeling, and other issues; End-of-chapter exercise problems to facilitate learning. With this advanced text, you become current with research results on DBD developed since the inception of The Open Workshop on Decision-Based Design, a project funded by the National Science Foundation.

Better, Simpler Strategy Felix Oberholzer-Gee.2021-04-20 Named one of the best strategy books of 2021 by *strategy+business* Get to better, more effective strategy. In nearly every business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In *Better, Simpler Strategy*, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers struggle not to drown in vast seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. *Better, Simpler Strategy* provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides a way of measuring the two fundamental forces that lead to

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Red Ocean Traps (Harvard Business Review Classics) W. Chan Kim, Renée A.

Mauborgne. 2017-05-30 As established markets become less profitable, companies increasingly need to find ways to create and capture new markets. Despite much investment and commitment, most firms struggle to do this. What, exactly, is getting in their way? World-renowned professors W. Chan Kim and Renee Mauborgne, the authors of the best-selling book *Blue Ocean Strategy* have spent over a decade exploring that question. They have seen that the trouble lies in managers' mental models--ingrained assumptions and theories about the way the world works. Though these models may work perfectly well in mature markets, they undermine executives' attempts to discover uncontested new spaces with ample potential (blue oceans) and keep companies firmly anchored in existing spaces where competition is bloody (red oceans). In this bound version of their bestselling Harvard Business Review classic article, they describe how to break free of these red ocean traps. To do that, managers need to: (1) Focus on attracting new customers, not pleasing current customers; (2) Worry less about segmentation and more about what different segments have in common; (3) Understand that market creation is not synonymous with either technological innovation or creative destruction; and (3) Stop focusing on premium versus low-cost strategies. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles 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--and will have a direct impact on you today and for years to come.

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