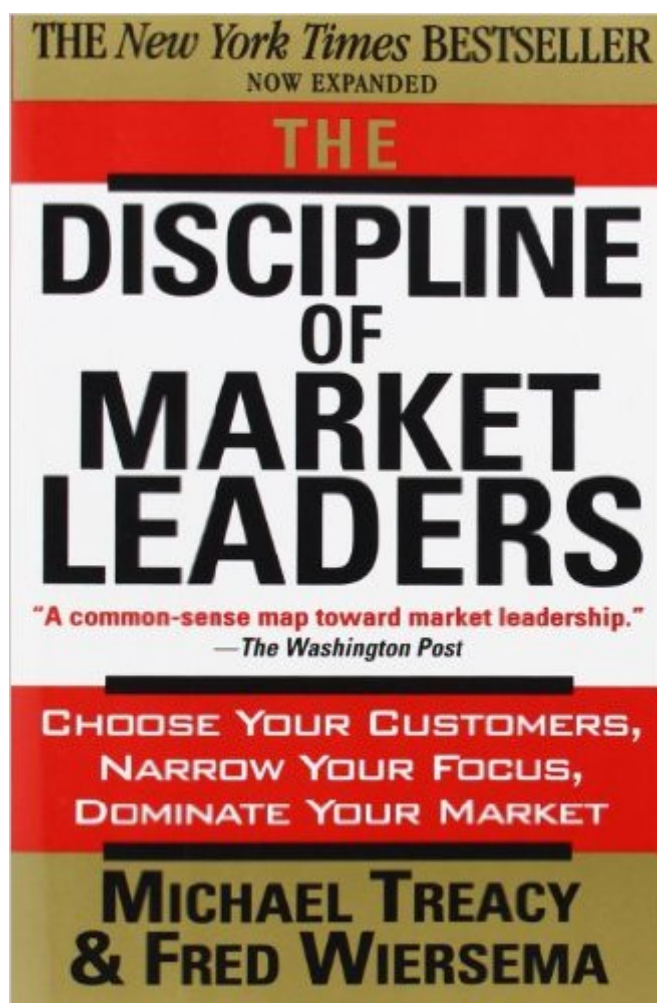


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# The Discipline Of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market



## Synopsis

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

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## Customer Reviews

Consultants and business strategists Treacy and Wiersema provide the conceptual model for companies to attain and sustain market leadership. Their plan is simple: put unmatched value (best product, best total solution, or best total cost) in the marketplace while meeting threshold standards in other dimensions of value. Making the improvement of the chosen value to customers the focus of the entire company will result in corresponding shareholder value. The authors follow up their theory with practical guidelines for constructing an appropriate operational model, and offer many examples using well-known companies. A landmark work in market strategy that goes beyond TQM principles, this volume is essential for entrepreneurs and for public, academic, and corporate

libraries.Nancy Myers, Univ. of South Dakota Lib., VermillionCopyright 1995 Reed Business Information, Inc. --This text refers to an out of print or unavailable edition of this title.

Michael Treacy is a leading authority and lecturer on business strategy and corporate transformation. He is the founder of Treacy & Company LLC, a Boston-based management consulting and venture firm.Fred Wiersema is the founder of Ibex Partners, specializing in strategic and management team alignment. He is affiliated with CSC Index, the international consulting firm, where he was formerly senior vice president.

Winning firms focus on one of three customer value disciplines: product leadership, customer intimacy, or operational excellence. Trying to be all things to everybody is tantamount to being nothing for anyone. If your firm can't get its act together, you'll find this an inspiring book that makes a compelling case that success is only possible by having the courage to focus on specific tasks & disciplines. This seems very elementary, but I've observed many firms that refused to choose what they wanted to be, ensuring that they became nothing. This book is helpful in positioning exercises.I have two concerns about the book. 1, it doesn't need to be this long in order to get the central idea across. 2, I'm becoming increasingly convinced that this model is counterproductive in a Geoff Moore tornado period. If you're in a high-tech tornado, wait until Main Street before applying discipline.Aside from these caveats, I still find the simple model presented in this book as being useful in analyzing market approaches. You have to understand the model in order to know when it isn't appropriate. Product Managers, sales, marketing and product development staff need to be aware of this book and its ideas.

The information (specifically the examples) is/are dated. The book could benefit from an updating. With that said, the three concepts presented in the book continue to be relevant. If you can get through the dated examples and just focus on the three key concepts the book is worth quick read. My company adopted the Operational Excellence model and it proved very beneficial. We now are focusing more on the Client Centered concepts in the book.

You can't be a leader just by reading books. But you can make yourself a better leader by knowing what the other ones did right and wrong and you yourself not tend to do those mistakes. Market leaders know what people are looking for in the product, what should be the price for a certain product, how to popularise the product. Nicely written a lot to learn.

What I learned in this book is that the most successful companies are not everything to everybody. They are really good at what they do best and keep a narrow and lean product offering.

As the title suggests this book is about what sets leading companies apart from the average ones. According to the authors, there are three dimensions along which companies can focus on: cost, innovation, or service. Leading companies are ones that focus all their efforts and resources to excel in one of these dimensions while being average on the others. Operational excellence (cost leadership) is achieved by making the operations of the company as efficient as can be. These are companies such as WalMart that constantly find ways to reduce their Opex and pass these savings to their customers. Their customers are always looking for the lowest price. Product leadership (innovation) is achieved by continually pushing to the market place new products. These are companies such as Intel which constantly release new products into the marketplace to displace their own products and remain ahead of everyone else. Finally, customer intimacy (service leadership) is achieved by companies that make customer service exceptional. These are companies such as Southwestern airlines which have an extreme focus on their customers and have understood to the nth degree their needs and desires. The most important concept is that leading companies must never lose focus along the chosen dimension. If they do, companies can quickly lose their leadership position and eventually perish. The authors do provide numerous examples of companies that have gone on this journey. A very insightful and highly recommended business/marketing book that brings execution back to its basics. If I had to add/change something in it, it would be to add more details to the journeys that some companies took from being market leaders to followers. The learnings on the business strategy side through such experience would be very valuable.

A must-read to understand your business model and, if you are a consultant, your clients' business models.

This is an easy read - which gets you thinking about how to focus your organization and culture on a value Customer Intimacy Operational excellence Innovators Pick one that you can raise the bar higher than your competitors and infiltrate it through your organization However you need to still meet the average on the other values Company examples are dated but still effective

This book has greatly assisted me to help focus on some very important issues. Our company was suffering from some negative customer feedback - and after analyzing the situation - we came to the conclusion that this was in fact caused by our desire to be good at everything. The premise of the authors - to be leaders in our field - suggested that we should focus on one discipline - not all 3. This is liberating and will greatly assist us to let go of some of our sacred cows and help us focus on what we should deliver to our customers - intimate relationships. Hopefully I will be able to write a postscript in 12 to 18 months time - when we have completed the transformation of our company.

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