

THE MYTH *of* EXCELLENCE

WHY GREAT COMPANIES
NEVER TRY TO BE THE
BEST AT EVERYTHING



FRED CRAWFORD
& RYAN MATHEWS

Myth Of Excellence Why Great Companies Never Try To Be The Best At Everything

Fred Crawford, Ryan Mathews



Myth Of Excellence Why Great Companies Never Try To Be The Best At Everything:

The Myth of Excellence Fred Crawford, Ryan Mathews, 2003-05-27 Excellence 1 The clearly false and destructive theory that a company ought to be great at everything it does 2 A mistaken goal in which the predictable outcome is that the company ends up world class at nothing not well differentiated and therefore not thought of by consumers at the moment of need Based on exhaustive research The Myth of Excellence provides conclusive evidence of the futility of trying to be excellent in all aspects of a commercial transaction price product access experience and service Instead the strategy for your products and services should be to dominate on one element differentiate on a second and be at industry par i e average on the rest Yes it is okay to be average as long as your customers know specifically where and how you are superior and world class

Summary: The Myth of Excellence BusinessNews Publishing, 2014-10-14 The must read summary of Fred Crawford and Ryan Matthews book The Myth of Excellence Why Great Companies Never Try to Be the Best at Everything This complete summary of the ideas from Fred Crawford and Ryan Matthews book The Myth of Excellence shows that many businesses fall into the trap of trying to be all things to all people and instead end up becoming just the same as everyone else In their book the authors explain that this happens whenever a company attempts to excel in all of the five key attributes of commercial transactions price product access experience and service This summary will teach you that great companies do something entirely different they listen to their customers and then decide on one attribute where they will dominate and one attribute where they will differentiate Added value of this summary Save time Understand key concepts Expand your business knowledge To learn more read The Myth of Excellence and discover the key to standing out from the crowd and succeeding

The Myth of Excellence, 2001

The Myth of Excellence Fred Crawford, Ryan Mathews, 2007-12-18 The Undiscovered Consumer and the Mistake of Universal Excellence What do customers really want And how can companies best serve them Fred Crawford and Ryan Mathews set off on what they describe as an expedition into the commercial wilderness to find the answers What they discovered was a new consumer one whom very few companies understand much less manufacture products for or sell products or services to These consumers are desperately searching for values a scarce resource in our rapidly changing and challenging world And increasingly they are turning to business to reaffirm these values As one consumer put it I can find value everywhere but can t find values anywhere Crawford and Mathews s initial inquiries eventually grew into a major research study involving more than 10 000 consumers interviews with executives from scores of leading companies around the world and dozens of international client engagements Their conclusion Most companies priding themselves on how well they know their customers aren t really listening to them at all Consumers are fed up with all the fuss about world class performance and excellence What they are aggressively demanding is recognition respect trust fairness and honesty Believing that they are still in a position to dictate the terms of commercial engagement businesses have bought into the myth of excellence the clearly false and destructive theory that a company ought to be great

at everything it does that is all the components of every commercial transaction price product access experience and service This is always a mistake because the predictable outcome is that the company ends up world class at nothing not well differentiated and therefore not thought of by consumers at the moment of need Instead Crawford and Mathews suggest that companies engage in Consumer Relevancy a strategy of dominating in one element of a transaction differentiating on a second and being at industry par i e average on the remaining three It s not necessary for businesses to equally invest time and money on all five attributes and their customers don t want them to Imagine the confusion if Tiffany Co started offering deep discounts on diamonds and McDonald s began selling free range chicken and tofu The Myth of Excellence provides a blueprint for companies seeking to offer values based products and services and shows how to realize the commercial opportunities that exist just beyond their current grasp opportunities to reduce operating costs boost bottom line profitability and most important begin to engage in a meaningful dialogue with customers **Hard Facts, Dangerous Half-Truths,**

and Total Nonsense Jeffrey Pfeffer,Robert I. Sutton,2006-02-14 The best organizations have the best talent Financial incentives drive company performance Firms must change or die Popular axioms like these drive business decisions every day Yet too much common management wisdom isn t wise at all but instead flawed knowledge based on best practices that are actually poor incomplete or outright obsolete Worse legions of managers use this dubious knowledge to make decisions that are hazardous to organizational health Jeffrey Pfeffer and Robert I Sutton show how companies can bolster performance and trump the competition through evidence based management an approach to decision making and action that is driven by hard facts rather than half truths or hype This book guides managers in using this approach to dismantle six widely held but ultimately flawed management beliefs in core areas including leadership strategy change talent financial incentives and work life balance The authors show managers how to find and apply the best practices for their companies rather than blindly copy what seems to have worked elsewhere This practical and candid book challenges leaders to commit to evidence based management as a way of organizational life and shows how to finally turn this common sense into common practice

Global Mobile Commerce: Strategies, Implementation and Case Studies Huang, Wayne,Wang, Yingluo,Day, John,2007-09-30 Explores global m commerce strategies and technological standards and provides cases of the subject from a global perspective *Leaning Into Value* John H. Falk,2025-01-07 Leaning into Value Becoming a User Focused Museum provides guidance to museum leaders struggling to navigate today s often tumultuous ever changing economic political leisure and educational landscape Provided is a concrete framework for maximizing institutional success a continuous Value Realization process that enables museum leaders to effectively 1 Calibrate the needs and interests of their current and potential users 2 Articulate how and why they create value so they can foster enduring relationships with users 3 Create an ever evolving series of products and services that consistently deliver unique value to an ever more diverse set of constituencies and finally 4 Validate their activities through empirical processes that promote evidence based decision

making and catalyze measurable year on year improvements in their organization's community value

Supply Chain Strategy and Financial Metrics Bram DeSmet, 2018-05-03 Supply Chain Strategy and Financial Metrics is a step by step guide to balancing the triangle of service cost and cash which is the essence of supply chain management Supply chains have become increasingly strategy driven and this Supply Chain Triangle approach puts the supply chain at the heart of the strategy discussion instead of seeing it as a result Supply Chain Strategy and Financial Metrics fully reflects the inventory or working capital angle and examines the optimisation of the supply chain and Return on Capital Employed Including case studies of Barco Casio and a selection of food retail companies this book covers building a strategy driven KPI dashboard target setting and financial benchmarking Regular examples and diagrams illustrate how different types of strategies lead to different trade offs in the Supply Chain Triangle This ground breaking text links supply chain strategy and finance through financial metrics therefore creating value for the shareholder Online supporting resources include worksheets covering basic financial concepts such as cash flow and working capital with example data sets and guidelines exercises to make it interactive

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The Power of Role Richard Routh, 2007-07-01 The book provides a roadmap for how to thrive in the corporate political environment how to excel in corporate politics without losing your self respect and the respect of others and how to groom yourself for a C level executive position Anyone aspiring to be a competitive CIO needs to read and apply the lessons discussed in this book The book is aimed at senior managers and business executives but is a useful tool for anyone who works in a business environment It provides a clear explanation of corporate structure and function and provides insight into what motivates senior executives Publisher

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