

## The Content Trap A Strategists Guide To Digital Change

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"The Content Trap is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . .

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"The Content Trap by Bharat Anand is a rare book that is both extremely personal, because of what Harvard University--where he teaches--is being forced to acknowledge in the rise of digital education platforms, and simultaneously academic, because of the extensive, real-life examples he has accumulated to illustrate smart theories around the dilemmas and challenges we all confront in this era of endless digital-led transformation.

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the content trap a strategists guide to digital change is about how companies in media and education should strategize to take advantage of new business opportunities afforded by the digital age of the

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The Content Trap is a seminal guide to competing in the digital world and is studded with practical insights. Anand uses absorbing case studies to highlight how strategies work in the real world. A must-read for anyone interested in digital change!"

"My favorite book of the year."—Doug McMillon, CEO, Wal-Mart Stores Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new playbook for navigating the turbulent waters in which we find ourselves. Praise for The Content Trap "A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape."—Ariel Emanuel, co-CEO, WME | IMG "The Content Trap is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are."—The Wall Street Journal

"My favorite book of the year."—Doug McMillon, CEO, Wal-Mart Stores Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new playbook for navigating the turbulent waters in which we find ourselves. Praise for The Content Trap "A masterful and thought-provoking book that has reshaped my understanding of content in the digital landscape."—Ariel Emanuel, co-CEO, WME | IMG "The Content Trap is a book filled with stories of businesses, from music companies to magazine publishers, that missed connections and could never escape the narrow views that had brought them past success. But it is also filled with stories of those who made strategic choices to strengthen the links between content and returns in their new master plans. . . . The book is a call to clear thinking and reassessing why things are the way they are."—The Wall Street Journal

Harvard Business School Professor of Strategy Bharat Anand presents an incisive new approach to digital transformation that favors fostering connectivity over focusing exclusively on content. Companies everywhere face two major challenges today: getting noticed and getting paid. To confront

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these obstacles, Bharat Anand examines a range of businesses around the world, from The New York Times to The Economist, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Success for flourishing companies comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us how to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new playbook for navigating the turbulent waters in which we find ourselves.

Companies everywhere face two major challenges today: getting noticed and getting paid. To confront these obstacles, Bharat Anand examines a range of businesses around the world, from Chinese Internet giant Tencent to Scandinavian digital trailblazer Schibsted, from The New York Times to The Economist, and from talent management to the future of education. Drawing on these stories and on the latest research in economics, strategy, and marketing, this refreshingly engaging book reveals important lessons, smashes celebrated myths, and reorients strategy. Companies that now flourish are finding that the connections they foster are more important than the content they create. Success comes not from making the best content but from recognizing how content enables customers' connectivity; it comes not from protecting the value of content at all costs but from unearthing related opportunities close by; and it comes not from mimicking competitors' best practices but from seeing choices as part of a connected whole. Digital change means that everyone today can reach and interact with others directly: We are all in the content business. But that comes with risks that Bharat Anand teaches us to recognize and navigate. Filled with conversations with key players and in-depth dispatches from the front lines of digital change, The Content Trap is an essential new playbook for navigating the turbulent waters in which we find ourselves.

To stay competitive in today's market, organizations need to adopt a culture of customer-centric practices that focus on outcomes rather than outputs. Companies that live and die by outputs often fall into the "build trap," cranking out features to meet their schedule rather than the customer's needs. In this book, Melissa Perri explains how laying the foundation for great product management can help companies solve real customer problems while achieving business goals. By understanding how to communicate and collaborate within a company structure, you can create a product culture that benefits both the business and the customer. You'll learn product management principles that can be applied to any organization, big or small. In five parts, this book explores: Why organizations ship features rather than cultivate the value those features represent How to set up a product organization that scales How product strategy connects a company's vision and economic outcomes back to the product activities How to identify and pursue the right opportunities for producing value through an iterative product framework How to build a culture focused on successful outcomes over outputs

Argues that a manager's central responsibility is to create and implement strategies, challenges popular motivational practices, and shares anecdotes discussing how to enable action-oriented plans for real-world results.

\* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. As you read this summary, you will discover how to think about content in the current economic context of "disruption" and how to leverage connections to succeed in the media and cultural industry. You will also discover that : media players are too inclined to react to the digital revolution by seeking to protect their content at all costs ; new technologies should not necessarily be seen as a threat and a potential replacement, but as a complement and an opportunity; connections are a key lever for success; even more than content, we need to be concerned about the service and experience we offer our users. The arrival of the Internet has caused a real upheaval, particularly in the media and cultural sector. New players have come to democratize access to content, thereby threatening existing industries. For these industries, it is very difficult to defend themselves, to control or anticipate these innovations, and a movement of withdrawal has been observed. Wanting at all costs to anticipate trends and protect content is not the solution. In a world in motion, certain major principles are much more valuable tools. This is the case of what the author calls "connections", which he considers too often neglected. \*Buy now the summary of this book for the modest price of a cup of coffee!

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In Strategy That Works, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies: • Commit to what they do best instead of chasing multiple opportunities • Build their own unique winning capabilities instead of copying others • Put their culture to work instead of struggling to change it • Invest where it matters instead of going

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lean across the board • Shape the future instead of reacting to it Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

A series of closely interrelated essays on game theory, this book deals with an area in which progress has been least satisfactory—the situations where there is a common interest as well as conflict between adversaries: negotiations, war and threats of war, criminal deterrence, extortion, tacit bargaining. It proposes enlightening similarities between, for instance, maneuvering in limited war and in a traffic jam; deterring the Russians and one's own children; the modern strategy of terror and the ancient institution of hostages.

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

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