



# Strategy from the Outside In: Profiting from Customer Value

*George Day, Christine Moorman*

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## Make customer value a C-Suite priority for lasting profits and growth

While the Great Recession ravaged the balance sheets of long-standing leaders in their respective industries, many companies have actually *gained* market share, grown revenues and profits, and created more value for customers. These are not flash-in-the-pan companies—world-beaters one year and stragglers the next. They are companies like Johnson & Johnson, Procter & Gamble, Fidelity, Cisco, Philips, Walmart, and Amazon.

The success of these organizations isn't the result of a brilliant strategy for bad times; it's the outcome of a highly effective long-term strategy that manages the company from the outside in.

In *Strategy from the Outside In*, George S. Day and Christine Moorman explain that the key to such lasting and highly profitable success is the ability to compete on and profit from customer value. It means operating from the outside in. It means always building strategy on market insight, and ensuring that every part of the company puts customer value first.

Applying years of research, Day and Moorman illustrate that an outside-in view requires constant vigilance and focus on four customer value imperatives:

- Be a customer value leader
- Innovate new value for customers
- Capitalize on the customer as an asset
- Capitalize on the brand as an asset

Day and Moorman take you from theory to practice, with an emphasis on real world stories, practical models, and useable metrics so that you can profit from customer value. From the outside in.

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