

The Michelli Experience

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What is your value discipline - operational excellence, customer intimacy, or product leadership? To stand out from the competition these days you'll have to master one of these disciplines. To make your competitors irrelevant, you'll need to execute on two of the three. I remember a Harvard Business Review article written many years ago by Michael Treacy and Fred Weirsema titled "Customer Intimacy and other Value Disciplines" in which the authors noted:

"Companies that have taken leadership positions in their industries have done so by narrowing their business focus, not broadening it. They have focused on delivering superior value in line with one of three value disciplines."

From Treacy and Weirisma's perspective these value disciplines are defined as follows:

Operational Excellence - "providing customers with reliable products or services at competitive prices and delivered with minimal difficulty or inconvenience."

Customer Intimacy - "segmenting and targeting markets precisely and then tailoring offerings to match exactly the demands of those niches."

Product Leadership - "offering customers leading-edge products and services that consistently enhance the customer's use or application of the product."

In my newly released book [The Zappos Experience - 5 Principles to Inspire, Engage and WOW](#), I suggest that Zappos is leading the online industry in operational excellence and customer intimacy. I even tender the notion that Zappos plays a dominant role in product leadership as it relates to service-oriented and social media innovations. So let me ask you again, what are your value disciplines and how effectively are you mastering them?

Looking for you on Facebook

[The Michelli Experience](#) and [The Zappos Experience](#) pages which were launched recently are looking to get into a like/like relationship with you on Facebook. You will find some "special cartoon" content and other more substantive material posted on those pages. Come on by...

Next Newsletter

Thanks for allowing me to drop-in your email box. I'll visit again in 3 months. Until then, make it *operationally excellent, cutting-edge, and intimate!*

Best wishes for a great 2012!

In your service,

Joseph