

The Inversion Factor

How to Thrive in the IoT Economy

Linda Bernardi, Sanjay Sarma,
Kenneth Traub

Why companies need to move away from a product-first orientation to pursuing innovation based on customer needs.

SELLING POINTS

- A growth mindset and an obsession with customer needs are at the core of Microsoft's continuing transformation. The authors take us on an important and necessary exploration of this journey toward inversion, one that looks beyond narrow product strategies to breakthroughs built on innovation, technology, and culture. - **Satya Nadella**CEO, **Microsoft**
- Bronze winner in Business Theory from the 2018 Axiom Business Book Awards

THE BOOK

In the past, companies found success with a product-first orientation; they made a thing that did a thing. *The Inversion Factor* explains why the companies of today and tomorrow will have to abandon the product-first orientation. Rather than asking "How do the products we make meet customer needs?" companies should ask "How can technology help us reimagine and fill a need?" Zipcar, for example, instead of developing another vehicle for moving people from point A to point B, reimagined how people interacted with vehicles. Zipcar inverted the traditional car company mission.

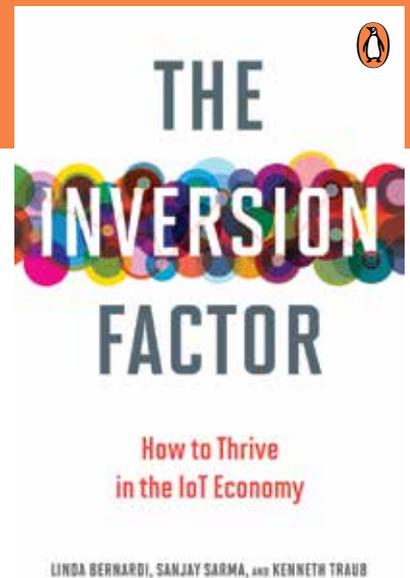
The authors explain how the introduction of "smart" objects connected by the Internet of Things signals fundamental changes for business. The IoT, where real and digital coexist, is powering new ways to meet human needs. Companies that know this include giants like Amazon, Airbnb, Uber, Google, Tesla, and Apple, as well as less famous companies like Tile, Visenti, and Augury. *The Inversion Factor* offers a roadmap for businesses that want to follow in their footsteps.

THE AUTHORS

Linda Bernardi is a serial technology author, investor, and entrepreneur. Formerly Chief Innovation Officer for IoT & Cloud at IBM, she runs the technology strategy firm StraTerra Partners.

Sanjay Sarma is Vice President for Open Learning and Fred Fort Flowers (1941) and Daniel Fort Flowers (1941) Professor of Mechanical Engineering at MIT.

The late **Kenneth Traub**, a consultant with thirty years of experience in software engineering, was the cofounder and technical advisor to five high technology startups.



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