Allianz Customer Centricity Solution

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Allianz Customer Centricity Is Simplicity the Way Forward? Case Study Solution & Analysis

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Introduction of Allianz Customer Centricity Is Simplicity the Way Forward? Case Solution

The Allianz Customer Centricity Is Simplicity the Way Forward? case study is a Harvard Business Review case study, which presents a simulated practical experience to the reader allowing them to learn about real life problems in the business world. The Allianz Customer Centricity Is Simplicity the Way Forward? case consisted of a central issue to the organization, which had to be identified, analysed and creative solutions had to be drawn to tackle the issue. This paper presents the solved Allianz Customer Centricity Is Simplicity the Way Forward? case analysis and case solution. The method through which the analysis is done is mentioned, followed by the relevant tools used in finding the solution. The case solution first identifies the central issue to the Allianz Customer Centricity Is Simplicity the Way Forward? case study, and the relevant stakeholders affected by this issue. This is known as the problem identification stage. After this, the relevant tools and models are used, which help in the case study analysis and case study solution. The tools used in identifying the solution consist of the SWOT Analysis, Porter Five Forces Analysis, PESTEL Analysis, VRIO analysis, Value Chain Analysis, BCG Matrix analysis, Ansoff Matrix analysis, and the Marketing Mix analysis. The solution consists of recommended strategies to overcome this central issue. It is a good idea to also propose alternative case study solutions, because if the main solution is not found feasible, then the alternative solutions could be implemented. Lastly, a good case study solution also includes an implementation

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Allianz Customer Centricity Solution: A Deep Dive into Enhanced Customer Experience

Are you tired of hearing about customer centricity without seeing tangible results? Does your organization struggle to truly understand and meet the evolving needs of your customers? This comprehensive guide dives deep into Allianz's approach to customer centricity, exploring the solutions they employ to deliver exceptional experiences and build lasting loyalty. We'll examine the strategies, technologies, and underlying philosophy that power Allianz's commitment to putting the customer first. Prepare to discover how Allianz's customer centricity solution can inspire your own organizational transformation.

Understanding Allianz's Commitment to Customer Centricity

Allianz, a global leader in insurance and asset management, recognizes that a customer-centric approach isn't just a buzzword; it's the cornerstone of long-term success. Their customer centricity solution isn't a single product but a holistic strategy encompassing several key elements:

1. Data-Driven Insights: The Foundation of Understanding

At the heart of Allianz's strategy lies the intelligent use of data. They leverage advanced analytics to gain a deep understanding of customer behaviors, preferences, and needs. This data is meticulously collected and analyzed from various touchpoints, including online interactions, customer service calls, and policy information. This granular understanding allows them to personalize interactions and proactively address potential issues.

2. Personalized Customer Journeys: Tailoring the Experience

Allianz doesn't believe in a one-size-fits-all approach. Their customer centricity solution emphasizes personalized experiences at every stage of the customer journey. This includes customized communication, tailored product offerings, and proactive support based on individual needs and risk profiles. This personalization fosters stronger relationships and enhances customer satisfaction.

3. Seamless Omnichannel Experience: Connecting the Dots

Allianz understands that customers interact with them through various channels – websites, mobile apps, social media, and physical branches. Their solution ensures a seamless and consistent experience across all these channels. This means customers can easily switch between channels without experiencing any disruption or loss of information. This integrated approach enhances convenience and improves overall customer satisfaction.

4. Proactive Customer Service: Addressing Needs Before They Arise

Rather than simply reacting to customer issues, Allianz actively seeks to prevent them. Through predictive analytics and proactive communication, they identify potential problems and address them before they escalate. This proactive approach minimizes customer frustration and strengthens the customer-company relationship. This demonstrates a commitment to customer well-being beyond just transactional interactions.

5. Empowering Employees: The Human Element of Customer Centricity

Allianz recognizes that employees are the face of the company. Their customer centricity solution includes robust training programs and tools to empower employees to deliver exceptional customer service. This includes equipping them with the knowledge and resources to handle customer inquiries effectively and resolve issues quickly and efficiently. Employee satisfaction directly contributes to customer satisfaction.

Technology Driving Allianz's Customer Centricity Solution

Allianz's success in customer centricity is not solely based on strategy, but also heavily reliant on advanced technologies. This includes:

CRM Systems: Sophisticated Customer Relationship Management (CRM) systems are used to store and manage customer data, track interactions, and personalize communications.

AI-powered Chatbots: AI-driven chatbots provide instant support and answer frequently asked questions, freeing up human agents to handle more complex issues.

Predictive Analytics: Advanced algorithms analyze vast amounts of data to predict customer behavior and identify potential problems proactively.

Data Visualization Tools: These tools allow Allianz to easily understand and interpret customer data, enabling informed decision-making.

Measuring Success: Key Performance Indicators (KPIs)

Allianz tracks various KPIs to measure the effectiveness of their customer centricity solution. These include:

Customer Satisfaction (CSAT) scores: Regular surveys measure customer satisfaction with products and services.

Net Promoter Score (NPS): This metric gauges customer loyalty and willingness to recommend Allianz to others.

Customer Churn Rate: A lower churn rate indicates higher customer retention.

First Contact Resolution (FCR): This measures the percentage of customer issues resolved on the first contact.

Conclusion

Allianz's customer centricity solution is a testament to the power of a holistic approach that combines data-driven insights, personalized experiences, seamless omnichannel interactions, proactive service, and empowered employees. By prioritizing the customer at every stage, Allianz has not only improved customer satisfaction but also strengthened its brand reputation and driven business growth. Their success serves as a valuable case study for organizations seeking to improve their own customer-centric strategies.

Frequently Asked Questions (FAQs)

- 1. How does Allianz measure the ROI of its customer centricity initiatives? Allianz measures ROI through various KPIs, including increased customer lifetime value, reduced churn, and improved customer acquisition costs.
- 2. What specific technologies does Allianz utilize for its omnichannel strategy? Allianz utilizes a variety of technologies including CRM systems, mobile apps, social media platforms, and website integrations to create a unified customer experience.
- 3. How does Allianz ensure data privacy and security within its customer centricity solution? Allianz adheres to strict data privacy regulations and employs robust security measures to protect customer information.
- 4. What training programs are in place to equip Allianz employees with the skills needed for customer-centric service? Allianz provides extensive training to employees on customer service best practices, conflict resolution, empathy, and the use of relevant technologies.
- 5. How adaptable is Allianz's customer centricity solution to changing customer needs and technological advancements? Allianz's solution is designed to be agile and adaptable. They continuously monitor customer feedback and technological trends to ensure their approach remains effective and relevant.

allianz customer centricity solution: Managing Customer-Centric Strategies in the **Digital Landscape** Ho, Ree Chan, Song, Bee Lian, Tee, Poh Kiong, 2024-10-25 In today srapidly evolving digital landscape, the integration of emerging technologies has reshaped the business world and propelled companies to keep pace with advancements like artificial intelligence, data science, blockchain, and reality virtualization. These technologies are no longer just tools for efficiency but are crucial drivers of customer-centric strategies that enhance productivity and service. As businesses strive to maximize the value of their technology investments, they must integrate these innovations into their entire business ecosystem to meet the needs of socially connected, tech-savvy customers. Leveraging Emerging Technologies for Customer-Centric Business Strategies explores the crucial intersection of technological innovation and customer-centricity in the digital age. These chapters delve into how companies can effectively implement new technologies such as AI, machine learning, and big data analytics, to better serve customer demands and foster stronger engagement. By examining current business models, predicting future trends, and analyzing the role of customer involvement in co-creation, this comprehensive resource provides researchers, business practitioners, and academics with the strategies needed to navigate the fast-paced, technology-driven marketplace.

allianz customer centricity solution: Business Transformation Essentials Axel Uhl, Lars Alexander Gollenia, 2016-04-08 Transformation programs are an common feature of global companies carrying out major strategic change projects. These programs combine business and technical expertise to bring together management and information systems. Managers rate firms' transformation competencies relatively poorly, and the success rate of such endeavours is correspondingly low. Using a variety of case studies including: Allianz SE, Shell, SAP, Vodafone, and Mercedes-Benz, this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach.

allianz customer centricity solution: Sales Growth McKinsey & Company Inc., Thomas Baumgartner, Homayoun Hatami, Maria Valdivieso de Uster, 2016-05-11 The challenges facing today's sales executives and their organizations continue to grow, but so do the expectations that they will find ways to overcome them and drive consistent sales growth. There are no simple

solutions to this situation, but in this thoroughly updated Second Edition of Sales Growth, experts from McKinsey & Company build on their practical blueprint for achieving this goal and explore what world-class sales executives are doing right now to find growth and capture it—as well as how they are creating the capabilities to keep growing in the future. Based on discussions with more than 200 of today's most successful global sales leaders from a wide array of organizations and industries, Sales Growth puts the experiences of these professionals in perspective and offers real-life examples of how they've overcome the challenges encountered in the guest for growth. The book, broken down into five overarching strategies for successful sales growth, shares valuable lessons on everything from how to beat the competition by looking forward, to turning deep insights into simple messages for the front line. Page by page, you'll learn how sales executives are digging deeper than ever to find untapped growth, maximizing emerging markets opportunities, and powering growth through digital sales. You'll also discover what it takes to find big growth in big data, develop the right sales DNA in your organization, and improve channel performance. Three new chapters look at why presales deserve more attention, how to get the most out of marketing, and how technology and outsourcing could entirely reshape the sales function. Twenty new standalone interviews have been added to those from the first edition, so there are now in-depth insights from sales leaders at Adidas, Alcoa, Allianz, American Express, BMW, Cargill, Caterpillar, Cisco, Coca-Cola Enterprises, Deutsche Bank, EMC, Essent, Google, Grainger, Hewlett Packard Enterprise, Intesa Sanpaolo, Itaú Unibanco, Lattice Engines, Mars, Merck, Nissan, P&G, Pioneer Hi-Bred, Salesforce, Samsung, Schneider Electric, Siemens, SWIFT, UPS, VimpelCom, Vodafone, and Würth. Their stories, as well as numerous case studies, touch on some of the most essential elements of sales, from adapting channels to meet changing customer needs to optimizing sales operations and technology, developing sales talent and capabilities, and effectively leading the way to sales growth. Engaging and informative, this timely book details proven approaches to tangible top-line growth and an improved bottom line. Created specifically for sales executives, it will put you in a better position to drive sales growth in today's competitive market.

allianz customer centricity solution: Principles & Practice of Insurance For B.Com. Sem.-5 (According to NEP-2020) Dr. R.K. Vishnoi, Sachin Maheshwari, Table of Content: 1. Risk: Meaning, Types, Causes and Methods of Handling 2. Advantages and Functions of Insurance 3. Types of Insurance 4. Basic Principles of Insurance 5. Double Insurance and Reinsurance 6. Life Insurance: Meaning, Importance, Elements and Procedure 7. Life Insurance Policies 8. Conditions of Life Insurance Policy: Nomination, Assignment and Surrender Value 9. Life Insurance Corporation: Management and Organisation 10. Functions of Life Insurance Corporation 11. Marine Insurance: Meaning, Scope, Insurable Risk And Significance 12. Main Conditions/Clauses of Marine Insurance 13. Marine Insurance Policies: Types and Losses 14. Introduction To Fire Insurance 15. Hazards In Fire Insurance 16. Types of Fire Insurance Policies 17. Fire Insurance Contract 18. Miscellaneous Insurance: Motor Insurance 19. Health Insurance 20. Burglary, Livestock and Crop Insurance. More Information:- The The authors of this book are Dr. R.K. Vishnoi and Sachin Maheshwari.

allianz customer centricity solution: The Ultimate Question 2.0 Frederick F. Reichheld, Rob Markey, 2011 Based on extensive research, this book shows how companies can rigorously measure Net Promoter statistics, help managers improve them, and create communities of passionate advocates that stimulate innovation.

allianz customer centricity solution: Jugaad Innovation Navi Radjou, Jaideep Prabhu, Simone Ahuja, 2012-06-18 Jugaad is a word often heard in general conversation in India. Whether to find ingenious solutions to problems or turn adversity into opportunity—Indians swear by it. In this seminal book, Navi Radjou, Jaideep Prabhu, and Simone Ahuja challenge the very way a traditional organization thinks and acts. Leading companies such as Facebook, Future Group, GE, Google, PepsiCo, Philips, Renault-Nissan, Siemens, Suzlon, Tata Group, and YES BANK, among others, are already practising jugaad to generate original ideas and pioneer growth. In the midst of rising global competition and swelling R&D budgets, Jugaad Innovation presents ways to innovate, be flexible, and do more with less. Peppered with examples of innovative entrepreneurs in emerging markets

such as Africa, India, China, and Brazil, Jugaad Innovation illuminates paths to engender breakthrough growth in a complex and resource-scarce world.

allianz customer centricity solution: Answering the Ultimate Question Richard Owen, Laura L. Brooks, PhD, 2008-12-03 Fred Reichheld's 2006 book The Ultimate Question, that question being, How likely is it that you would recommend this company to a friend or colleague?-challenged the conventional wisdom of customer satisfaction programs. It coined the terms 'bad profits' and 'good profits' and pointed to a faster, much more accurate way of gauging customers' real loyalty to a company, introducing a quantitative measure (the Net Promoter Score) for establishing a baseline and effectively tracking changes going forward. Richard Owen and Laura Brooks are co-developers, along with Reichheld, of the methodology behind answering the question. In this book, Owen and Brooks tell how based on a variety of real case studies' to actually embed Net Promoter discipline in organizations of all types.

allianz customer centricity solution: FinTech Parag Y Arjunwadkar, 2018-04-17 Everything that we know about the world of finance is changing before us. Innovation is happening constantly, despite the protests of the traditional financial industry. With all the new technology that we have today, it is almost mind-blowing to think about the kind of technology that we will have in another ten years or so. The change is going to keep coming, the only thing we can do is get on board with it. This book introduces the basics of FinTech and equips readers with the knowledge to get on the cutting edge of age we live in today.

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allianz customer centricity solution: Innovation in the European Insurance Industry Andreas Eckstein, Axel Liebetrau, Anja Funk-Münchmeyer, 2019 Change is the guiding principle in the European insurance industry. The aim is to win the race for digitalisation and not lose sight of the customer. In these dynamic times, the book offers an international selection of innovative examples from practice. The book inspires and encourages to break new grounds. Managers receive impetus for their own innovation projects, useful suggestions and methodical tips. Dr. Andreas Eckstein hat die wichtigsten Trends und Innovationen im Versicherungsbereich im Blick. Schwerpunkte seiner Tätigkeit bilden die Bereiche Innovationen, Start-up-Management sowie Business Development. Nach dem Studium der Betriebswirtschaftslehre an den Universitäten Würzburg, Göttingen und der University of South Carolina (USA), verbunden mit einer Werkstudententätigkeit bei Merrill Lynch, promovierte er an der Universität Göttingen über strategische Optionen der Internationalisierung mittelständischer Unternehmen in einem zunehmend globalen Wettbewerb. Dr. Andreas Eckstein hält Vorträge zu den Themen Innovationen im Finanzbereich sowie Start-up-Management. Zusammen mit anderen Experten gründete er den Verband Europäische Zukunftsforschung e.V.

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guide for supply chain managers and shippers, as well as academics and industry professionals working in the maritime business. Online supporting resources include images from the book and chapter summaries.

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allianz customer centricity solution: Fad-Free Strategy Daniel Deneffe, Herman Vantrappen, 2019-09-06 Fad-Free Strategy provides a ground-breaking approach to making better business strategy decisions: more efficient, open to out-of-the-box opportunities and evidence-based. Most strategy books focus on Grand Strategy, the process that leads to high-level recommendations or, more accurately, hypotheses about where and how to compete. While this book briefly covers critical Grand Strategy practices, it deep dives into Operational Strategy, the process of validation, adaptation and possible rejection of those hypotheses. Operational Strategy is based on an in-depth understanding of customer preferences and anticipating the choices they make. Those choices rather than managers' ambitions determine whether a strategy will generate the aspired financial results. The book explains, by means of detailed real-world cases across industries, how to generate validated solutions to any strategic problem such as: how to enter successfully into new markets, either as an innovator or as a latecomer? How to defend one's position against aggressive new entrants? Or how to sustain margins when price is the only thing customers seem to care about? This remarkable book contains expert advice from accomplished strategic advisors and thought leaders Daniel Deneffe and Herman Vantrappen. Fad Free Strategy will be a useful tool for smart business executives at mainstream companies who are disappointed with strategy fads and simplistic solutions based on cherry-picked, anecdotal evidence from today's hero companies. It will also appeal to economics faculty members teaching graduate courses in business strategy who are looking for an economics-based strategy textbook that is both rigorous and comprehensive. The book's core ideas have been taught successfully in continuing and executive education programs at Harvard University and Hult International Business School.

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allianz customer centricity solution: The Ultimate Question 2.0 (Revised and Expanded Edition) Fred Reichheld, 2011-09-20 In the first edition of this landmark book, business loyalty guru Fred Reichheld revealed the guestion most critical to your company's future: "Would you recommend us to a friend?" By asking customers this question, you identify detractors, who sully your firm's reputation and readily switch to competitors, and promoters, who generate good profits and true, sustainable growth. You also generate a vital metric: your Net Promoter Score. Since the book was first published, Net Promoter has transformed companies, across industries and sectors, constituting a game-changing system and ethos that rivals Six Sigma in its power. In this thoroughly updated and expanded edition, Reichheld, with Bain colleague Rob Markey, explains how practitioners have built Net Promoter into a full-fledged management system that drives extraordinary financial and competitive results. With his trademark clarity, Reichheld: • Defines the fundamental concept of Net Promoter, explaining its connection to your company's growth and sustained success • Presents the closed-loop feedback process and demonstrates its power to energize employees and delight customers • Shares new and compelling stories of companies that have transformed their performance by putting Net Promoter at the center of their business Practical and insightful, The Ultimate Question 2.0 provides a blueprint for long-term growth and success.

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allianz customer centricity solution: Customer Relationship Management Srivastava Mallika, With the aim of developing a successful CRM program this book begins with defining CRM and describing the elements of total customer experience, focusing on the front-end organizations that directly touch the customer. The book further discusses dynamics in CRM in services, business

market, human resource and rural market. It also discusses the technology aspects of CRM like data mining, technological tools and most importantly social CRM. The book can serve as a guide for deploying CRM in an organization stating the critical success factors. KEY FEATURES • Basic concepts of CRM and environmental changes that lead to CRM adoption • Technological advancements that have served as catalyst for managing relationships • Customer strategy as a necessary and important element for managing every successful organization • CRM is not about developing a friendly relationship with the customers but involves developing strategies for retention, and using them for achieving very high levels of customer satisfaction • The concept of customer loyalty management as an important business strategy • The role of CRM in business market • The importance of people factor for the organization from the customer's perspective • Central role of customer related databases to successfully deliver CRM objectives • Data, people, infrastructure, and budget are the four main areas that support the desired CRM strategy

allianz customer centricity solution: Cyber Security Politics Myriam Dunn Cavelty, Andreas Wenger, 2022-02-15 This book examines new and challenging political aspects of cyber security and presents it as an issue defined by socio-technological uncertainty and political fragmentation. Structured along two broad themes and providing empirical examples for how socio-technical changes and political responses interact, the first part of the book looks at the current use of cyber space in conflictual settings, while the second focuses on political responses by state and non-state actors in an environment defined by uncertainties. Within this, it highlights four key debates that encapsulate the complexities and paradoxes of cyber security politics from a Western perspective how much political influence states can achieve via cyber operations and what context factors condition the (limited) strategic utility of such operations; the role of emerging digital technologies and how the dynamics of the tech innovation process reinforce the fragmentation of the governance space; how states attempt to uphold stability in cyberspace and, more generally, in their strategic relations; and how the shared responsibility of state, economy, and society for cyber security continues to be re-negotiated in an increasingly trans-sectoral and transnational governance space. This book will be of much interest to students of cyber security, global governance, technology studies, and international relations. The Open Access version of this book, available at www.taylorfrancis.com, has been made available under a Creative Commons Attribution-Non Commercial-No Derivatives 4.0 license.

allianz customer centricity solution: The Business Year: Saudi Arabia 2020 , 2019-11-12 For the Saudi Arabia 2020 publication, our sixth annual edition on the Kingdom's economy, we placed heavy emphasis on technology and innovation as a catalyst for change, as well as the developments in the digital economy. Across numerous industries, technology is playing an increasingly greater role—as a global trend but no less true for Saudi Arabia, which has in recent years committed large-scale investment into digital transformation. The Business Year's country-specific publications, sometimes featuring over 150 face-to-face interviews, are among the most comprehensive annual economic publications available internationally. This 280-page publication covers finance, green economy, energy, water, industry, defense, transport, aviation, digital economy, real estate, construction, food, agriculture, health, education, entertainment, culture, and sports.

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zur Kundenpflege und Kundenbindung nutzen? Mit Hilfe der Customer IMPACT-Agenda entwickeln Sie alle Marketingaktivitäten konsequent aus der Kundenperspektive heraus. Inhalte: Neue Wege im Kundenmanagement mit der Customer IMPACT-Agenda. Verschiedene Methoden mit zahlreichen Beispielen aus der Praxis. Erfolgreiche Interaktion mit den Kunden durch Social Media und Big Data. CRM und Customer Experience Management in komplexen Entscheidungssituationen. Arbeitshilfen online: Video-Einführung. Arbeitsblätter. Übersichten. Power-Point-Präsentationen u.v.m.

allianz customer centricity solution: Hidden in Plain Sight Erich Joachimsthaler, 2007-03-30 Companies must innovate to grow, but they often forget to look beyond their own brands. Take Sony, for example. Its success with consumer innovations like the Walkman blinded it to obvious changes in how, when, and where people wanted their music. Apple capitalized on those changes in demand with the iPod, providing a new way of listening to music and of managing one's entire music library. This book explains how you can spot these opportunities that are hidden in plain sight. It introduces the demand-first innovation and growth model that will show you how to become an unbiased observer of people's consumption and usage behaviors. Refining this skill helps companies generate organic growth through new products, services, solutions, and experiences that truly enhance peoples' lives. Revealing the innovative processes of such organizations as BMW, Proctor and Gamble, GE Healthcare, and Frito-Lay, Hidden in Plain Sight offers you a new approach to identifying and executing your company's growth strategy.

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allianz customer centricity solution: Built to Innovate: Essential Practices to Wire Innovation into Your Company's DNA Ben M. Bensaou, 2021-09-14 A Thinkers50 Best New Management Book for 2022 Launch your company to the top of its industry by driving and leveraging continuous innovation throughout your organization It's no secret that continuous innovation is the key to seizing and maintaining the competitive edge in today's increasingly challenging business environment. Unfortunately, the process for achieving this holy grail of business has been a mystery—until now. Built to Innovate delivers a proven system for building relentless innovation into your company's DNA. Professor and former Dean of Executive Education at INSEAD and business innovation thought leader Ben M. Bensaou explores the essential practices of many of the world's most innovative organizations—including BASF, AkzoNobel, Sabanci Group, Recruit Holdings, Ecocem, Starwood Hotels, Domino's Pizza, Bayer, Marvel Studios, Allianz, and Fiskars—and demonstrates how you can leverage them in your own company. This practical guide shows how to: Build your execution and innovating engines Master the innovating perspective Launch the three processes of innovating Engage everyone in innovating Generate ideas from the front lines Empower coaches Create a culture of innovating Catalyze the innovating process Keep the ideas flowing You'll learn how to drive innovating in product design and creative use of technology—as well as business activities, such as business model redesign, customer service, distribution, finance, talent development, and sales. The big question on the mind of every business leader today is: What can I do to create extra value for my company and the customers we serve? Built to Innovate provides everything you need to transform your organization into an innovating engine that continually produces new products and processes to generate enormous new value for you and for the customers you serve.

allianz customer centricity solution: *CyRM* David X Martin, 2021-04-11 Is your enterprise's strategy for cybersecurity just crossing its fingers and hoping nothing bad ever happens? If so...you're not alone. Getting cybersecurity right is all too often an afterthought for Fortune 500 firms, bolted on and hopefully creating a secure environment. We all know this approach doesn't work, but what should a smart enterprise do to stay safe? Today, cybersecurity is no longer just a tech issue. In reality, it never was. It's a management issue, a leadership issue, a strategy issue: It's

a must have right...a survival issue. Business leaders and IT managers alike need a new paradigm to work together and succeed. After years of distinguished work as a corporate executive, board member, author, consultant, and expert witness in the field of risk management and cybersecurity, David X Martin is THE pioneering thought leader in the new field of CyRMSM. Martin has created an entirely new paradigm that approaches security as a business problem and aligns it with business needs. He is the go-to guy on this vitally important issue. In this new book, Martin shares his experience and expertise to help you navigate today's dangerous cybersecurity terrain, and take proactive steps to prepare your company—and yourself—to survive, thrive, and keep your data (and your reputation) secure.

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Transformation der Verwaltung Birgit Schenk, Claudia Schneider, 2019-09-17 In diesem essential zeigen Birgit Schenk und Claudia Schneider praxisnah, wie das digitale Reifegradmodell auf dem Weg der digitalen Transformation einer Verwaltung verwendet werden kann. Dabei dient das Modell sowohl zur Bestimmung des Ausgangspunkts als auch zur ganzheitlichen Steuerung von strategischen Veränderungsprozessen. Anhand von Beispielen aus ausgewählten Kommunalverwaltungen stellen die Autorinnen das Modell vor und belegen, wie es damit gelingt, Strukturen und Geschäftsprozesse zu gestalten, die Organisationskultur zu entwickeln, das Lernen der Organisationsmitglieder zu organisieren und somit den Weg zur echten Smart City zu realisieren.

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similar to those employed by the people who run them: as rational, sensible and objective, whereas, in fact, they are usually confused and confusing, paradoxical and contradictory entities. Paradox is at the heart of how organizations work (or don't work) yet the phenomenon has been strangely unstudied. In an age of crisis and uncertainty, dilemmas and paradoxes are especially evident and prevalent. The fascination and the promise of paradox is that there is also a sense that there is a hidden truth entwined within the opposites. This we contend is a challenge for leaders. The ultimate responsibility of leadership is to make sense of these and to handle them in a competent manner. This demands a new mode of leadership. The management of dilemma and paradox it is contended, the essence of leadership today. Paradoxical forces provide a dynamism which, although often experienced as potentially threatening, discomforting and negative can also be exciting, promising and positive. The assumption that organizations are rational entities is challenged every day in the work environment by a rich reality of asymmetries between conflicting forces, complexity, hidden intentions and paradoxes. Anyone wanting to understand the real forces that govern organizations should read this book. A must read for modern leaders who have the intellectual honesty to lead organisations with open eyes and not with the over simplifications and clichés of the past--Giovanni Ghisetti, Director Business Transformation, Coca Cola Enterprises Europe Storey and Salaman's description of the paradoxes which characterise leadership today is hauntingly accurate. Their intelligent optimism that those dilemmas can be met is as encouraging as it is challenging for those of us who have to do just that. Having read the insights in this book I now understand how their business advice was always so pertinent.--Andy Street, Managing Director of John Lewis

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