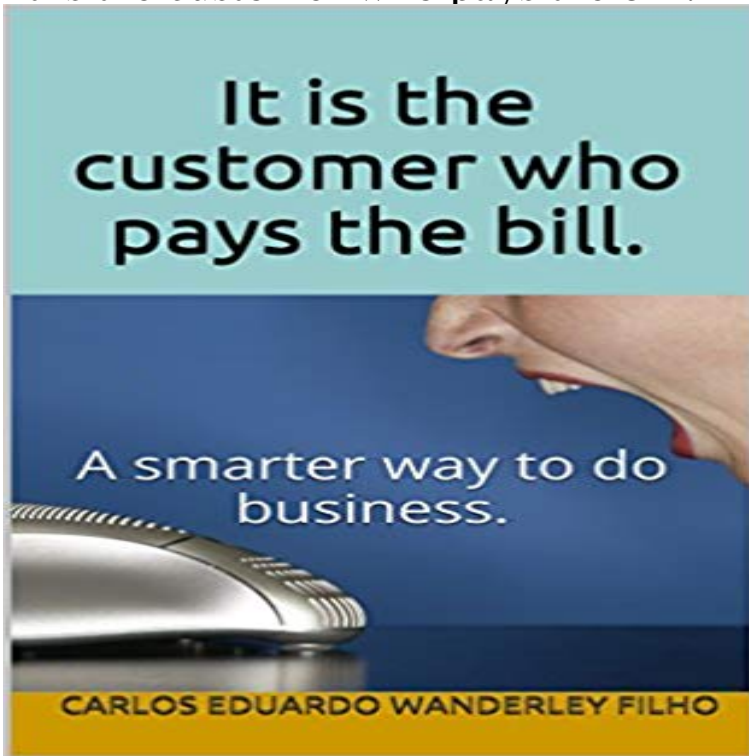


It is the customer who pays the bill. A smarter way to do business.

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After 30 years working with people, in different areas and countries, my sense is that the businesses and the companies world have most of times been blinded by egos, insecurity, short termism, cowardliness and waste of resources. Therefore, at the end of the day the consumer pays a bill that does not necessarily add any value, with the same applying to the shareholders. Maybe due to the fact that I have operated in different areas, businesses and countries, I have reached a conclusion that the only thing that was common in all was the people. Plus less and less decisions were made by talking to them or because of them, but a lot made based on what the head executive felt, how he or she saw the world, his or her reality, what will make her or him look good, or the boss, passing to 3rd party consultants the responsibility to interpretations or decisions. Seldom talking or interfacing with the bill payer, the customer rarely interacting in a true dialogue, exchange of concepts, understanding on whom ultimately pays the bill, the customer. At the end of the day, it is all about people. There is not a company per se, but people that makes the soul of it, that makes a country, a city, a gang, whatever. A segment of people that think, react and dream in very similar way. Those same people have the same issues, problems, needs and anxieties. A business, the original ones, the innovative ones, the ones that are still mentioned today were about and are about inventions, nuggets of gold that have faced a solution for the mentioned human feelings, needs, problems. Today the technology enables huge companies with huge amounts of data, to use these data to understand who pays the bill, the reason why we produce stuff, to who we sell, exchange, and get what we ultimately need to survive. If we use such data to understand on how to have the right stuff to exchange, stuff that the

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people value, we will be able to also get what we need and aspire. Otherwise we wont have anything in exchange. At the same time I use the book to challenge some ways of success measurement, that in my view drives to failure and waste of money and resources, also try to suggest a clear role to the executives, marketers , which is to come with solutions that add value, and not to think for the customer.

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