U Wharton School Publishing

# FIRMS of ENDEARMENT

# How World-Class Companies **PROFIT** from Passion and Purpose

## Raj Sisodia

David B. Wolfe

## Jag Sheth

## with a foreword by Warren Bennis

"This book not only challenges capitalism's traditional marketing paradigm but the very "genes" of capitalism. If any book is going to launch a New Capitalism of Caring, it is this book that redefines great companies as stakeholder value builders, not just shareholder agents."

-Philip Kotler, S. C. Johnson & Son Distinguished Professor of International Marketing at Northwestern University

### **Praise for Firms of Endearment**

"Firms of Endearment is one of the most important business books in years, if not decades. Its introduction of the concept of *ironic management* alone marks it as a breakthrough book for business in the 21st century. Chock full of new thinking, *Firms of Endearment* seems destined to influence business management theory as no book has in a long, long time."

-Peter Derby, former Managing Executive for Operations and Management, U.S. Securities and Exchange Commission, Former Chairman & CEO, DialogBank and Troika Dialog Investment Banking Group

"This book not only challenges capitalism's traditional marketing paradigm but the very "genes" of capitalism. If any book is going to launch a New Capitalism of Caring, it is this book that redefines great companies as stakeholder value builders, not just shareholder agents."

--Philip Kotler, S. C. Johnson & Son Distinguished Professor of International Marketing at Northwestern University (named by the *Financial Times* as the #4 management guru of all time behind Jack Welch, Bill Gates, and Peter Drucker)

"Aligning the interests of multiple stakeholders is becoming a "table stakes" issue. Although achieving such alignment requires extra work, this book shows why it's well worth the effort. More loyal customers, more engaged employees, more trust between labor and management, more community support and ultimately more value produced for shareholders. If you don't feel inspired to adopt a stakeholder relationship operating model after reading this book, you never will.

—Andrew C. Kerin, President Domestic Food, Hospitality and Facilities, Aramark Corporation

- "Most people think of convergence in terms of technologies coming together, but *Firms of Endearment* proves that there's another form of convergence going on. Companies no longer can defend putting profits ahead of winning share of heart because customers and investors increasingly believe one doesn't come without the other. As this book points out so well, companies succeed in building value when they focus on being socially responsible on behalf of all their constituents.
- —**Ivan Seidenberg**, Chairman and Chief Executive Officer, Verizon Communications
- "A powerful blow to selfishly greedy market fundamentalism of the Darwinistic sort, *Firms of Endearment* is also a thoroughly documented invitation to responsible capitalism."
- --Prabhu Guptara, Executive Director, Organization Development (a subsidiary of UBS AG.)
- "This wonderful book shows the way to what the authors call "The Self Actualization of Capitalism." It celebrates the confluence of humanistic values and business success in an inspiring and engaging fashion. I recommend it wholeheartedly!"
- -Michael J. Gelb, author, *How to Think Like Leonardo DaVinci* and *Innovate Like Edison*, www.michaelgelb.com

# **Firms of Endearment**

**Wharton School Publishing** 

In the face of accelerating turbulence and change, business leaders and policy makers need new ways of thinking to sustain performance and growth.

Wharton School Publishing offers a trusted source for stimulating ideas from thought leaders who provide new mental models to address changes in strategy, management, and finance. We seek out authors from diverse disciplines with a profound understanding of change and its implications. We offer books and tools that help executives respond to the challenge of change.

Every book and management tool we publish meets quality standards set by The Wharton School of the University of Pennsylvania. Each title is reviewed by the Wharton School Publishing Editorial Board before being given Wharton's seal of approval. This ensures that Wharton publications are timely, relevant, important, conceptually sound or empirically based, and implementable.

To fit our readers' learning preferences, Wharton publications are available in multiple formats, including books, audio, and electronic.

To find out more about our books and management tools, visit us at whartonsp.com and Wharton's executive education site, exceed.wharton.upenn.edu.





## **Firms of Endearment**

## How World-Class Companies Profit from Passion and Purpose

Rajendra S. Sisodia David B. Wolfe Jagdish N. Sheth

**Wharton School Publishing** 

Vice President, Publisher: Tim Moore Wharton Editor: Yoram (Jerry) Wind Acquisitions Editor: Paula Sinnott Editorial Assistant: Pam Boland Development Editor: Russ Hall Associate Editor-in-Chief and Director of Marketing: Amy Neidlinger Publicist: Amy Fandrei Marketing Coordinator: Megan Colvin Cover Designer: Solid State Graphics Managing Editor: Gina Kanouse Project Editor: Jennifer Cramer Copy Editor: Keith Cline Proofreader: Water Crest Publishing, Inc. Indexer: Erika Millen Compositor: Jake McFarland Manufacturing Buyer: Dan Uhrig

Wharton School Publishing

© 2007 by Rajendra S. Sisodia, David B. Wolfe, Jagdish N. Sheth Publishing as Wharton School Publishing Upper Saddle River, New Jersey 07458

Wharton School Publishing offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact U.S. Corporate and Government Sales, 1-800-382-3419, corpsales@pearsontechgroup.com. For sales outside the U.S., please contact International Sales at international@pearsoned.com.

Company and product names mentioned herein are the trademarks or registered trademarks of their respective owners.

All rights reserved. No part of this book may be reproduced, in any form or by any means, without permission in writing from the publisher.

Printed in the United States of America

First Printing February, 2007

ISBN 0-13-187372-5

Pearson Education LTD. Pearson Education Australia PTY, Limited. Pearson Education Singapore, Pte. Ltd. Pearson Education North Asia, Ltd. Pearson Education Canada, Ltd. Pearson Education de Mexico, S.A. de C.V. Pearson Education—Japan Pearson Education Malaysia, Pte. Ltd.

Library of Congress Cataloging-in-Publication Data

Sisodia, Rajendra.

Firms of endearment : the pursuit of purpose and profit / Rajendra S. Sisodia, David B. Wolfe, Jagdish N. Sheth.

p. cm. ISBN 0-13-187372-5 (hardback : alk. paper) 1. Strategic planning. 2. Business planning. 3. Business ethics. 4. Social responsibility of business. I. Wolfe, David B. II. Sheth, Jagdish N. III. Title. HD30.28.S478 2007 658.4'08—dc22

### To my sister Manju and brother-in-law Dr. Sangram Singh, who are wise beyond their years and embody all the virtues we write about in this book. Raj Sisodia

To all my friends in The Society. David Wolfe

To my older sister, Kantaben Mehta, who knows how to win a share of heart of others. Jag Sheth

## **Wharton School Publishing**

Russell L. Ackoff, Jason Magidson, Herbert J. Addison IDEALIZED DESIGN How to Dissolve Tomorrow's Crisis...Today

Bernard Baumohl THE SECRETS OF ECONOMIC INDICATORS Hidden Clues to Future Economic Trends and Investment Opportunities

Randall Billingsley UNDERSTANDING ARBITRAGE An Intuitive Approach to Investment Analysis

George Chacko, Anders Sjoman, Hideto Motohashi, Vincent Dessain CREDIT DERIVATIVES A Primer on Credit Risk, Modeling, and Instruments

Sayan Chatterjee FAILSAFE STRATEGIES Profit and Grow from Risks That Others Avoid

Tony Davila, Marc Epstein, and Robert Shelton MAKING INNOVATION WORK How to Manage It, Measure It, and Profit from It

Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein MARKETING METRICS 50+ Metrics Every Executive Should Master

Sunil Gupta, Donald R. Lehmann MANAGING CUSTOMERS AS INVESTMENTS The Strategic Value of Customers in the Long Run

Oren Harari BREAK FROM THE PACK How to Compete in a Copycat Economy

Stuart L. Hart CAPITALISM AT THE CROSSROADS The Unlimited Business Opportunities in Solving the World's Most Difficult Problems

Lawrence G. Hrebiniak MAKING STRATEGY WORK Leading Effective Execution and Change

Jon M. Huntsman WINNERS NEVER CHEAT Everyday Values We Learned as Children (But May Have Forgotten)

Eamonn Kelly POWERFUL TIMES Rising to the Challenge of Our Uncertain World

Peter Killing, Thomas Malnight, Tracey Keys MUST-WIN BATTLES How to Win Them, Again and Again

Phillip Kotler, Nancy Lee MARKETING IN THE PUBLIC SECTOR A Roadmap for Improved Performance

Lars Kolind THE SECOND CYCLE Winning the War Against Bureaucracy

Doug Lennick, Fred Kiel MORAL INTELLIGENCE Enhancing Business Performance and Leadership Success Stuart E. Lucas WEALTH Grow It, Protect It, Spend It, and Share It

Vijay Mahajan, Kamini Banga THE 86 PERCENT SOLUTION How to Succeed in the Biggest Market Opportunity of the Next 50 Years

Alfred A. Marcus BIG WINNERS AND BIG LOSERS The 4 Secrets of Long-Term Business Success and Failure

Robert Mittelstaedt WILL YOUR NEXT MISTAKE BE FATAL? Avoiding the Chain of Mistakes That Can Destroy Your Organization

Peter Navarro THE WELL-TIMED STRATEGY Managing the Business Cycle for Competitive Advantage

Kenichi Ohmae THE NEXT GLOBAL STAGE Challenges and Opportunities in Our Borderless World

Mukul Pandya, Robbie Shell, Susan Warner, Sandeep Junnarkar, Jeffrey Brown NIGHTLY BUSINESS REPORT PRESENTS LASTING LEADERSHIP What You Can Learn from the Top 25 Business People of Our Times

Jerry Porras, Stewart Emery, and Mark Thompson SUCCESS BUILT TO LAST Creating a Life that Matters

C. K. Prahalad THE FORTUNE AT THE BOTTOM OF THE PYRAMID Eradicating Poverty Through Profits

Michael A. Roberto WHY GREAT LEADERS DON'T TAKE YES FOR AN ANSWER Managing for Conflict and Consensus

Arthur Rubinfeld, Collins Hemingway BUILT FOR GROWTH Expanding Your Business Around the Corner or Across the Globe

Scott A. Shane FINDING FERTILE GROUND Identifying Extraordinary Opportunities for New Ventures

Oded Shenkar THE CHINESE CENTURY The Rising Chinese Economy and Its Impact on the Global Economy, the Balance of Power, and Your Job

David Sirota, Louis A. Mischkind, and Michael Irwin Meltzer THE ENTHUSIASTIC EMPLOYEE How Companies Profit by Giving Workers What They Want

Thomas T. Stallkamp SCORE!

A Better Way to Do Busine\$\$: Moving from Conflict to Collaboration

Glen Urban DON'T JUST RELATE — ADVOCATE! A Blueprint for Profit in the Era of Customer Power

Craig M. Vogel, Jonathan Cagan, and Peter Boatwright THE DESIGN OF THINGS TO COME How Ordinary People Create Extraordinary Products

Yoram (Jerry) Wind, Colin Crook, with Robert Gunther THE POWER OF IMPOSSIBLE THINKING Transform the Business of Your Life and the Life of Your Business

# **CONTENTS**

Foreword		XV
Prologue	A Whole New World	xxi
Chapter 1	It's Not Share of Wallet Anymore; It's Share of Heart	1
Chapter 2	New Age, New Rules, New Capitalism	23
Chapter 3	The Chaotic Interregnum	49
Chapter 4	Employees—The Decline and Fall of Human Resources	65
Chapter 5	Customers—The Power of Love	97
Chapter 6	Investors—Reaping What FoEs Sow	125
Chapter 7	Partners—Elegant Harmonies	145
Chapter 8	Society—The Ultimate Stakeholder	171
Chapter 9	Culture—The Secret Ingredient	197
Chapter 10	Lessons Learned	235
Chapter 11	Crossing Over to the Other Side	253
Acknowledgments		273

## **ABOUT THE AUTHORS**

#### Rajendra S. Sisodia

Raj is professor of marketing and founding director of the Center for Marketing Technology at Bentley College. He has a Ph.D. in marketing and business policy from Columbia University. He has published nearly 100 articles in journals such as *Harvard Business Review*, Journal of Marketing, Journal of Business Strategy, Journal of Business *Research*, and many others. He also writes frequently for the *Wall* Street Journal. His research, teaching, and consulting expertise spans the areas of strategic marketing, marketing productivity, marketing ethics, and stakeholder-based marketing. In 2003, he was cited as one of "50 Leading Marketing Thinkers" by the U.K.-based Chartered Institute of Marketing. Raj consults with and provides executive seminars for companies in various industries. Clients have included Sprint, Volvo, and IBM, to name a few. He coauthored *The Rule of Three* (Free Press, 2002) with Jag Sheth. Other recent books include Tectonic Shift: The Geoeconomic Realignment of Globalizing Markets (Sage Publications, 2006) and *Does Marketing Need Reform*? (M.E. Sharpe, Inc., 2006), both with Jag Sheth. Forthcoming books include The 4A's of Marketing and Marketing Management (John Wiley & Sons), also with Jag Sheth.

#### David B. Wolfe

David is an internationally recognized customer behavior expert in middle-age and older markets. He is the author of *Serving the Ageless Market* (McGraw-Hill, 1990) and more recently *Ageless Marketing: Strategies for Connecting with the Hearts and Minds of the New Customer Majority* (Dearborn Publishing, 2003). David's consulting assignments have taken him to Asia, Africa, Europe, and throughout North America. He is widely published in publications in the United States and abroad. He has consulted to numerous Fortune 100 companies, including American Express, AT&T, Coca-Cola, General Motors, Hartford Insurance, Marriott, MetLife, Prudential Securities, and Textron.

#### Jagdish N. Sheth

Jag is the Charles H. Kellstadt Professor of Marketing in the Goizueta Business School at Emory University. He has published 26 books, more than 200 articles, and is nationally and internationally known for his scholarly contributions in consumer behavior, relationship marketing, competitive strategy, and geopolitical analysis. His book The Rule of Three (Free Press, 2002), coauthored with Raj Sisodia, has altered current notions on competition in business. This book has been translated into five languages and was the subject of a sevenpart television series by CNBC Asia. Jag's list of consulting clients around the world is long and impressive, including AT&T, GE, Motorola, Whirlpool, and 3M, to name just a few. He is frequently quoted and interviewed by the Wall Street Journal, New York Times, Fortune, Financial Times, and radio shows and television networks such as CNN, Lou Dobbs, and more. He is also on the board of directors of several public companies. In 2004, he was honored with the two highest awards bestowed by the American Marketing Association: the Richard D. Irwin Distinguished Marketing Educator Award and the Charles Coolidge Parlin Award.