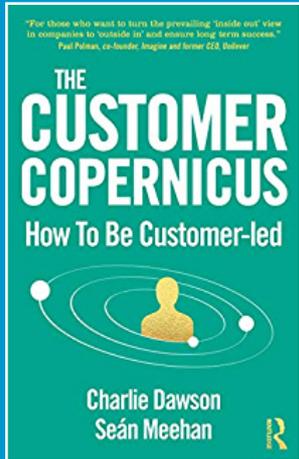


NEW  
BOOK**CUSTOMERS, NOT CEOS, DECIDE WHETHER COMPANIES SUCCEED  
– so why is being truly customer-led still so elusive?**

Leading IMD professor Seán Meehan and founder of pioneering customer-led consultancy Charlie Dawson set out ground-breaking approach on how to be customer-led

**WHY THIS BOOK MATTERS:**

- **62% of businesses claim being customer-led is critical to success** – but only 24% are truly customer-led, according to new research revealed in the book
- **Explains why the success of Amazon, easyJet and Sky is so hard to emulate, and will be so hard for them to maintain** – it looks obvious, it's clearly attractive and now for the first time the book reveals why it's so rare
- **Sets out a pioneering new approach to achieving customer-led success** – good for customers, good for colleagues, good for business
- **Dawson and Meehan are leading global voices on customer-led business** – the book is based on more than 20 years' research and practice with organisations tackling customer-led challenges and achieving customer-led success
- **Reveals untold stories from Tesco, Handelsbanken, O2, Virgin, Deliveroo...** – on how to switch from an 'inside-out' to 'outside-in' mentality and why this matters
- **Charlie Dawson is founder of thought-leading customer-led consultancy The Foundation** – leading and learning on this agenda since 1999 with clients including HSBC, Jaguar Land Rover, AO and Morrisons
- **Seán Meehan is Professor of Marketing and Change Management at IMD Business School** – published in HBR and winner of some of the world's top marketing awards
- **The book is receiving extensive acclaim amongst business leaders** – including Paul Polman, former CEO, Unilever, Peter Duffy, CEO, Moneysupermarket and Piyush Gupta, CEO, DBS

What can Tesco's transformation from market trader to the third largest retailer in the world, followed by a very public collapse, teach us about customer-led beliefs? How did AO go from nothing to leadership of a hugely competitive sector, propelling them to a £1 billion valuation in 15 years, by being customer-led? How did Sky win a series of make-or-break customer-led bets based on a belief that customers would pay for better TV?

Packed with compelling case studies and based on decades of research and practice, *The Customer Copernicus* reveals how to transform an ordinary business into a customer-led success.

It explores how some companies are great for customers – think of Amazon, EasyJet and Sky. They make things easier and improve what really matters – obvious, surely? They have also enjoyed huge business success.

But, if it's obvious and attractive, why is it so rare? And why, having mastered it, would you ever stop? Tesco, O2 and Wells Fargo were like this once. Because all three stopped, and two ended up in court.

### **The tough but worthwhile journey from an 'inside-out' to an 'outside-in' belief system**

The book explores why the shared beliefs of people in an organisation are central to this conundrum and how changing

from an 'inside-out' to 'outside-in' belief system is crucial but also extremely hard. Most companies are self-interested. They start with what matters to their business and push it out into the world. An 'outside-in' mentality is unnatural – starting with the customer, understanding what they value, the problems they're really trying to solve, and finding new and better ways of solving them, not just selling more. The book shows how to navigate this journey, escaping the dominant shareholder-first principle and growing belief in a customer-first approach. It shows why ultimately this is also better for business including shareholders, not just for customers.

### **'Burningness' then creating 'Moments of Belief'**

Dawson and Meehan argue the only way to create an 'outside-in' mentality is through bold, risky, costly, customer-led initiatives, hard to justify because they all look the same – the benefit to the customer is clear but in advance, the benefit to the business isn't. The book reveals what conditions are needed to start taking these kinds of steps – a sense of being on fire – and then how beliefs in the business change when people see customer-led initiatives benefitting the business. These are called Moments of Belief and one leads to more, belief growing across the company that every time they business does something good for customers, it works for the business too. Eventually being customer-led becomes 'the way we do things around here'.

NEW  
BOOK

*The Customer Copernicus: How to be Customer-Led*  
by Charlie Dawson and Seán Meehan is published by  
Routledge on 17 May, priced £26.99, available from Amazon  
and leading international booksellers

### How to become a pioneering customer-led business

Using real-world examples, the book 'guides readers through what it takes to become, AND to remain, a customer-led organisation, revealing:

- How being customer-led leads to market leadership and growth well beyond a sector
- Why establishing customer-led shared beliefs about what success is and how it's achieved is critical, and how to go about it
- What the journey from conventional self-interest to extraordinary customer-led success looks like, stage by stage, with multiple examples
- The inevitability of, eventually, losing customer-led beliefs and how to protect them so they last for as long as possible

### Acclaim for the book:

- 'For those who want to...ensure long-term success,' **Paul Polman, former CEO, Unilever**
- 'If you have time for only one business book this year, this would be the one,' **Gavin Esler, TV broadcaster & journalist**
- 'Shows why and what it takes to succeed,' **David Potts, CEO, Morrisons**

### EXCLUSIVE ARTICLES AND INTERVIEWS AVAILABLE:

Charlie Dawson and Seán Meehan are available for expert comment, interview and to write by-lined articles, including:

**Why shared beliefs are the up-to-now unrecognised missing link explaining the customer-led reality gap**

**Sky's the limit – how did Sky make us believe in better?** How Sky won a series of make-or-break customer-led bets based on a belief that customers would pay for better TV

**Never Knowingly Undersold: Can John Lewis's belief system save them from the retail graveyard post-Covid?**

**CASE STUDY: How easyJet went from failing and following Ryanair to forcing Ryanair to follow them in becoming more customer-friendly while quadrupling in shareholder value**

**CASE STUDY: How 'Moments of Belief' created customer-led ethos at AO (and propelled them to a £1 billion valuation from nothing in 15 years)**

**CASE STUDY: How Tesco proved every little customer-led action helps, going from market trader to market leader... and then to court as the wheels fell off again**

**Inside-out or outside-in? The mindset that's pivotal to thriving post-Covid**

**Why a customer-led approach is unnatural – bold, costly, risky moves are the order of the day but won't happen without something being on fire**

**What Amazon's 'obsessive customer focus' can teach us about business in 2031**

## ABOUT THE AUTHORS



**Charlie Dawson** is the founder of The Foundation, a pioneering consultancy set up in 1999 to help organisations be customer-led. He has steered them and their clients through 21 years of learning and practicing, becoming a respected thought leader in their field. Their clients include HSBC, Jaguar Land Rover, eBay, Harvey Nichols, AO, Morrisons, Metro Bank, Visa and John Lewis.



**Seán Meehan** is the Martin Hilti Professor of Marketing and Change Management at IMD Business School in Lausanne, Switzerland. He has helped some of the world's leading companies become customer-led. His work has been published in Harvard Business Review and MIT Sloan Management Review and is a co-author of award winning "Simply Better".