

**COURSE: Customer-Centric Innovation, Disruption & Metrics****PROFESSOR: Leandro Angotti Guissoni****1º/2025****RESUME**

Leandro Guissoni is an Associate Professor of Marketing at the São Paulo School of Business Administration, Fundação Getulio Vargas (FGV-EAESP). At FGV, he teaches Marketing Analytics, Digital Transformation, and Customer-Centric Innovation across MBA, Professional Master's, Doctoral, and executive programs, and has received multiple awards for teaching excellence. He also serves as the program manager for the Professional Master's in Marketing and the Chief Marketing Officer (CMO) Immersion.

From 2015 to 2019, he was an Adjunct Professor and Fellow at the Darden School of Business, University of Virginia, where he taught the Marketing Metrics course in the Full-Time MBA program. In 2018, he was a guest professor and visiting scholar at Harvard Business School, where he co-authored ten case studies in collaboration with C-suite executives and entrepreneurs from both established companies and high-growth startups. These cases were featured by Harvard Business Publishing, with four becoming bestsellers.

Before entering the academia, Guissoni worked at Coca-Cola. Since then, he has consulted or collaborated with over 30 companies across various industries, including General Motors, Johnson & Johnson, OLX, Natura & Avon, Magazine Luiza (Magalu), B3 (the Brazilian Stock Exchange), Honda, Bayer, Insurtech Trov, Nielsen, Syngenta, and Nubank—Latin America's largest and most valuable fintech. Guissoni also serves as a board member and advisor to several startups and companies, including Decoupling.co—a global business model innovation group based in San Diego, California, founded by a former Harvard professor. He was also a business commentator for InvestNews, one of Brazil's leading business news media channels, where he co-hosted the "Talks InvestNews" podcast, interviewing prominent CEOs and entrepreneurs on topics related to strategy, innovation, and growth.

His research has appeared in journals such as the Journal of Retailing, Journal of International Marketing, Marketing Intelligence & Planning, and Journal of Marketing Channels, as well as in media outlets like The Washington Post, Forbes, BBC, CNBC, and Harvard Business Publishing.

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**COURSE DESCRIPTION**

This course is designed to help students navigate the complexities of two distinct business environments from a demand-side perspective—traditional profit-driven enterprises and fast-growing digital startups. Through real-world examples and case studies from a variety of industries, students will develop the skills to leverage metrics, data, and customer behavior insights in the digital age.

The course prepares students to make customer-centric decisions, respond effectively to digital disruption, and lead transformative growth within their organizations. Specifically, students will:

(a) Learn to apply marketing metrics to analyze customer behavior and translate those insights into actions that improve business models and customer centricity;

**Mestrado Profissional em Gestão para a Competitividade (MPGC)**

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(b) Understand and conceptualize different business models within the context of digital disruption, and craft customer value-centric growth strategies;

(c) Explore how customer-centric decisions drive business improvements, with a special focus on digital transformation and the deployment of decoupling strategies.



## LEARNING OBJECTIVES

The learning objectives are presented in the table below, demonstrating how they contribute to the objectives of the MPGC.

MPGC Objectives	Course objectives	Contribution
Specific knowledge	Students will acquire fundamental insights about customer-centric innovation and approaches to customer behavior that are relevant and applicable in the field of Marketing.	● ● ●
Applied work	Students will critically analyze case studies and managerial articles by reconciling the dilemmas involved in using customer value metrics, value to the firm, and opportunities for customer-centric innovation.	● ● ○
Evidence based management	Students will be able to evaluate improvements in marketing strategy and sales management using customer metrics across each stage of the value chain.	● ○ ○
Transformative leadership	---	○ ○ ○
Other objectives ---		



## SUSTAINABLE DEVELOPMENT GOALS (SDG)

FGV EAESP, is a signatory of the PRME (Principles for Responsibility Management Education of the UN) since 2009, and is committed to advancing the Sustainable Development Goals and the 2030 Agenda. Following the growing movement in Brazil and in the world of companies, local governments, civil society organizations and international negotiations, the MPGC understands that it is essential that our students have training in responsible management.

By taking this course, the student will be able to make connections between the contents covered in the course with the following SDGs:

SDG	Course goals
8. Decent work and economic growth 9. Industry, innovation and infrastructure 12. Responsible consumption and production	The student will be able to develop an innovation solution aligned with Sustainable Development Goals (SDGs) and will evaluate the social impact of their decisions related to economic growth, innovation across different industries and responsible consumption.



## TEACHING

This course will integrate various teaching methodologies as follows: real-world examples, collaborative discussions and group presentations, case discussion from a variety of industries, data analysis and assessment of publicly traded companies.



## PERFORMANCE EVALUATION

1. Exercises (30%), individual activity:

Management-by-the-Numbers, online, 80% score + 20% accuracy. Suggested modules: Customer Lifetime Value, Web Metrics or Market Share/Market Experiments.

2. Final Project (60%), group activity:

The course will require a ppt presentation that describes and justifies the design of a customer-centric innovation.

3. Class Participation (10%), individual:

Assessment of active involvement in constructive class discussions.



## COURSE CONTENTS

1. Introduction to the waves of digital disruption
2. Marketing metrics related to customer satisfaction
3. Customer value-centric innovation, startups and growth strategies
4. Decoupling and the customer value chain
5. Marketing analytics process and artificial intelligence
6. Share of hearts, minds, and markets
7. Customer lifetime value
8. Digital Transformation



## MANDATORY READINGS

TEIXEIRA, T. S.; PIECHOTA, G. Unlocking the Customer Value Chain: How Decoupling Drives Consumer Disruption. Currency, 2019.

See course schedule for more.



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## ADDITIONAL READINGS

FARRIS, Paul. W.; BENDLE, Neil. T.; PFEIFER, Phill. E.; REIBSTEIN, David. J. Marketing metrics 50+ metrics every executive should master. Upper Saddle River, NJ: Wharton School, 2013

VENKATESAN, R.; FARRIS, P. W.; WILCOX, R. T. Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Pearson FT Press, 2014.

See course schedule and eclass for more.



## COURSE SCHEDULE

October-1 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Customer-value centric strategies</li> <li>- A new wave of digital disruption models</li> <li>- The customer value chain</li> <li>- Marketing metrics related to customer satisfaction and NPS</li> </ul>
<b>Mandatory readings</b>	<ul style="list-style-type: none"> <li>- Harvard Business Review, 'disruption starts with unhappy customers, not technology'</li> <li>- European Business Review, 'designing a customer value-centric growth strategy'</li> <li>- Harvard Business Review, 'How to improve your company's net promoter score'</li> </ul>
<b>Pre / Post Assignment Deadline</b>	Part 1a: designing a customer-centric innovation

October-8 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Fixing retention rates</li> <li>- Designing a customer-centric innovation</li> <li>-</li> </ul>
<b>Mandatory readings and case</b>	<p>Leandro A. Guissoni, Teixeira, Thales S., and Ruth Costas. BeM: A Startup's Journey Through Online Product Reviews in Brazil. Darden and Harvard Business Publishing Case, 2024.</p> <p>Improving Repurchase Rates at zulily (Harvard case)</p>

October-15 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Marketing metrics related to customer satisfaction</li> <li>- Growth strategies for startups</li> </ul>
<b>Mandatory readings and case</b>	<p>Teixeira, Thales S., Leandro A. Guissoni, and Samy Dana. "Where to Grow Next at Online Marketplace OLX." Harvard Business School Case 519-064, February 2019.</p>

	Teixeira, Thales, Samy Dana, and Leandro A. Guissoni. "Monetizing Insurance at Trov." Harvard Business School Case 519-082, June 2019.
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October-22 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Digital transformation</li> <li>- Customer lifetime value</li> </ul>
<b>Mandatory readings and Case</b>	<p>Teixeira, Thales S., Leandro A. Guissoni, and Tania Modesto Veludo- de-Oliveira. "Digital Transformation at Brazilian Retailer Magazine Luiza." Harvard Business School Case 519-009, August 2018</p> <p>Earnings Report, Magazine Luiza (in-class instruction)</p> <p>Magazine Luiza, CLV (in-class)</p>
<b>Additional readings</b>	Teixeira, Thales, Leandro A. Guissoni and Frederico Trajano (2019), "An Unlikely Case of Successful Digital Transformation," In The Transformation Playbook, Edited by The Brightline Initiative & Thinkers50, Great Britain.
<b>Pre / Post Assignment Deadline</b>	Part 2: designing a customer-centric innovation to respond to digital disruption

October-29 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Digital transformation</li> <li>- Omnichannel transition</li> </ul>
<b>Mandatory readings and Case</b>	Guissoni, Leandro A., Paul W. Farris, Kusum Ailawadi, and Murillo Boccia. (2017), "The Multichannel Challenge at Natura in Beauty and Personal Care," Featured by Harvard Business Publishing
<b>Pre / Post Assignment Deadline</b>	Part 2: designing a customer-centric innovation to respond to digital disruption

November-5 8pm-9:30pm	Topic
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Customer Lifetime value (part B)</li> <li>- Marketing experiments</li> <li>- Management by the numbers</li> </ul>
<b>Mandatory readings and Case</b>	<p>Netflix case</p> <p>Journal of Marketing – Vídeo content marketing</p> <p>How Netflix uses emotional analytics to improve CX</p>

<b>Pre / Post Assignment Deadline</b>	Part 2: designing a customer-centric innovation to respond to digital disruption
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<b>November-12 8pm-9:30pm</b>	<b>Topic</b>
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Marketing analytics process and artificial intelligence</li> <li>- Decomposition of market share</li> </ul>
<b>Mandatory readings and Case</b>	Samsung case Harley-Davidson case
<b>Pre / Post Assignment Deadline</b>	Part 2: designing a customer-centric innovation to respond to digital disruption

<b>November-26 8pm-9:30pm</b>	<b>Topic</b>
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Student Led Project Discussions (Part 1)</li> </ul>
<b>Pre / Post Assignment Deadline</b>	Management by the numbers

<b>December-3 8pm-9:30pm</b>	<b>Topic</b>
<b>Class content</b>	<ul style="list-style-type: none"> <li>- Student Led Project Discussions (Part 2)</li> <li>- Course wrap</li> </ul>
<b>Pre / Post Assignment Deadline</b>	Management by the numbers