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Accelerate your company's growth in a disciplined fashion. This book provides leaders of large and small companies a proven comprehensive framework to think systematically about growth options and to yield practical strategies that produce faster growth. Drawing insights from case studies of successful and unsuccessful companies, strategy teacher and venture capitalist Peter Cohan models his systematic approach to brainstorming, evaluating, and implementing growth strategies across five dimensions: Customers, Geography, Products, Capabilities, Culture. He examines each of these five growth dimensions in turn, selecting and organizing his cases to compare the growth strategies deployed successfully and unsuccessfully by large and small companies along the given dimension. In each of his five dimensional chapters, the author derives from his case analyses the key principles and processes for creating and achieving faster growth. Professor Cohan draws on a network of hundreds of founders, CEOs, and investors developed through his decades of consulting, authorship of 11 books, and over five years as a Forbes columnist. He shows through many compelling stories how

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leaders craft effective growth strategies. Business leaders will learn the following lessons from this book: Achieving rapid but sustainable growth is a business leader's most important responsibility – and leaders must approach this challenge with a mixture of vision, intellectual humility, and a willingness to experiment and learn from failure. The growth challenges facing companies that are currently growing quickly differ from the ones that stagnating or shrinking companies must overcome. Companies can achieve growth along one or more of the dimensions simultaneously – and they often expand geographically to customers in the same segments. Useful insights can emerge from comparing case studies of successful and unsuccessful companies pursuing similar growth strategies. Companies should select a growth strategy based on three factors: the attractiveness of the growth opportunity, the company's capabilities to provide superior value to customers in the selected market, and the expected return on investment in the growth vector. Companies should select a growth strategy that best fits their capabilities and culture and they must enhance both to adapt to new growth opportunities. Who This Book Is For The people in companies who are responsible for growth: chief executive officers, chief marketing officers, chief product officers, heads of business development, product managers, sales people, and human resources managers

Entrepreneurs are hungry. But it's not just because they're living on ramen and adrenaline while they pour their all into their business. Peter Cohan has found it's something deeper: a hunger to create the kind of world they want to work in. To leave a legacy, they build carefully with limited resources and maintain control of the venture's direction. For years, students have told Cohan that the seminal business strategy guide, Michael Porter's Competitive Strategy, was too big-company focused. So Cohan—who once worked with Porter—has written the first business strategy book to address start-ups' very different challenges. Cohan focuses on six key start-up choices—setting goals, picking markets, raising capital, building teams, gaining market share, and adapting to change—explaining the unique rules start-ups must follow. For example, when setting goals, large corporations try to maximize their long-term return on equity, but resource-poor start-ups have to plan by setting a series of short-term goals—and how they do this will mean the difference between blazing a trail or flaming out. When entering a new market, well-fed companies can invest substantial time and capital before ever launching a product, but hungry start-ups must get an adequate prototype in front of customers fast, get feedback, and quickly develop a viable business model or they'll starve to death. For each of these six areas, Cohan provides a decision-making approach and lively case studies of what actual entrepreneurs have done. He extracts hard-hitting lessons not only for start-ups but also for investors and even established companies. Hungry Start-up Strategy offers a full menu of vital information for anyone seeking to cook up a thriving business from scratch.

This book presents selected papers from the 33rd Eurasia Business and Economics Society (EBES) Conference, virtually held in Madrid (Spain) due to the Covid-19 pandemic. The theoretical and empirical papers gathered here cover diverse areas of business, economics and finance in various geographic regions, including not only topics from HR, management, finance, marketing but also contributions on public economics, political economy and regional studies.

This book offers a comprehensive model for explaining the success and failure of cities in nurturing startups, presents detailed case studies of how participants in that model help or hinder startup activity, and shows how to apply these lessons to boost local startup

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activity. Startup Cities explains the factors that determine local startup success based on a detailed comparison of regional startup cities—pairing the most successful and less successful cities within regions along with insights and implications from case studies of each of the model ’ s elements. The book compares local city pairs, highlighting factors that distinguish successful from less successful cities and presents implications for stakeholders that arise from these principles. Peter Cohan is a lecturer of Strategy at Babson College and one of the world ’ s leading authorities on regional startup ecosystems. Starting in 2012, he created and led Startup Strategy courses that explore four regional startup ecosystems—Hong Kong/Singapore, Israel, Paris, and Spain/Portugal. These courses are based on an original framework for evaluating why a few cities host most startup creation and the rest fail to do so. In running these courses, Peter has built a network of local policymakers, investors, entrepreneurs, and professors from which he draws practical insights for what distinguishes successful Startup Commons from their peers. The book provides vital benefits to these stakeholders. What You ’ ll Learn Local policymakers will know how to build a local team to set objectives for their local Startup Commons and develop a comprehensive strategy to realize those goals Entrepreneurs will know how to choose where to locate their startups based on factors such as the supply and quality of talent—from chief marketing and technology officers to coders and sales people; quality of life, access to capital, customers, and mentors; and costs such as salary and real estate expense University administrators and faculty will know how to take research out of their labs and house it in companies that can commercialize that research, create academic programs that will encourage more entrepreneurship among their students, and connect with local policymakers and capital providers to spur local startup activity Capital providers will know how to scout out emerging startup cities where they can get access to the best investment opportunities at more favorable valuations and have greater influence on how the local startup scene evolves Who This Book Is For All key startup stakeholders, including local policymakers (mayors, directors of economic development, treasurers, controllers, presidents of regional chamber of commerce), entrepreneurs (CEOs, chief marketing officers, chief financial officers, chief HR officers, chief technology officers), universities (presidents; deans of faculty; provosts; professors of finance, management, and entrepreneurship; directors of international education), and capital providers (venture capital partners and associates, angel investors, bank loan officers, managers of accelerator operations)

If all firms face similar obstacles to profitable growth, how do some companies successfully burst through these barriers, leaving their competitors in the dust? Rita Gunther McGrath and Ian C. MacMillan argue that an answer to this question lies in MarketBusters. Best of all, the authors say, opportunities for identifying and executing such moves can be unearthed throughout a company ’ s existing business platform—if managers know where and how to look for them. The authors practical tools and checklists to help leaders determine the best marketbusting move to use in a given situation. Vivid company examples illustrate the moves in practice, and clear guidelines aid managers in implementing their chosen moves effectively. Driving continuous growth is imperative for every leader in every industry. MarketBusters is the field guide that will help them succeed. MARKET BUSTERS OFFERS: * A Unique Perspective on Growth Opportunities: Big “ breakthrough ” moves are risky and often unsuccessful. Today ’ s executives are looking to drive growth off a platform of established markets, with existing customers, and with existing products and offerings. This book shows them how to do that. * A Highly Practical Approach: Actionable, tools-oriented focus of this book will appeal to executives under pressure to show results fast.

A panel of renowned experts from around the world contributed to this authoritative handbook that covers the essential aspects of this

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most dynamic field of communications and networking activity. Edited by Dr. Kornel Terplan and Patricia Morreale - well known authorities in telecommunications- this important new handbook provides basic principles and definitions, details the tremendous advances in technology, outlines implementation techniques, and discusses the outstanding issues and key challenges faced by communications and networking specialists. The telecommunications topics addressed include: o Basic principles o Services on broadband networks o Signal processing and coding schemes o Mobile and wireless networks o DSL technologies o Digital video and multimedia o Quality of service o Regulation o Standards o Emerging technologies Exhaustive in scope and packed with diagrams, tables, and illustrations, The Telecommunications Handbook is an indispensable, detailed reference for engineers, analysts, managers, and students involved in a wide range of telecommunication and networking activities.

Not just another day at the office ... or is it? The surgical technician ducks as a stapler flies past his head during the concluding moments of a lengthy and difficult operation.... The high-powered, internationally known finance guru seeks to turn fortunes around at the university of which he is now president ... and finds himself a leader without followers.... The powerful satraps silently sabotage the CEO's desperately needed growth initiative.... These are “ moments that cannot be ignored ” —events, actions, comments that stop people in their tracks and, in one fell swoop, make it blindingly clear that an organization is stuck and unable to move forward. And they have become regular occurrences in today's corporations, non-profits, and educational institutions as new forms of work, communication, and technology expose the ways in which an organization's culture—or “ the way we do things around here ” —conflicts with new competitive demands. The result: telling incidents—all too visible elephants in the room—that reveal underlying conflicts as well as hidden assets. In *The Moment You Can't Ignore*, Malachi O'Connor and Barry Dornfeld tell fascinating “ you are there ” stories of people and organizations as they encounter and then navigate through and beyond these un-ignorable moments, and show what we can learn from them. They outline the big questions organizations need to ask themselves about identity, leadership, and the capacity to innovate that an understanding of culture can help answer, and deliver powerful insights into recognizing and harnessing hidden assets that point in the direction of a new future. In our age of porous organizations and constant change, *The Moment You Can't Ignore* demonstrates that the adage, “ culture eats strategy for lunch, ” is more relevant now than ever.

A framework for achieving superior rates of organic growth Achieving superior growth through innovation is a top strategic priority for all companies. Yet most management teams struggle to reach their firm's ambitious growth targets and suffer slow growth. What distinguishes these growth laggards from growth leaders like IBM, Nike, LEGO, American Express, Amazon, and Samsung that realize their full potential for growth? Wharton professor George S. Day shows that growth leaders use their innovation prowess to accelerate their growth at a faster rate. In this essential guide, Day reveals how to build this prowess by combining discipline in growth-seeking activities with an organizational ability to innovate. Day shows managers how to set a growth strategy that is realistic while still stretching the organization; search for the best growth opportunities along the full spectrum of 14 growth pathways; aim their growth-seeking activities toward the creation of new customer value; learn to profit from the uncertainty of innovation by successfully assessing and containing risk; build the organizational muscle to implement an ambitious growth strategy; and move faster from ideas to impact. With the strategies, processes, and methods discussed in *Innovation Prowess*, leaders can build a tested and comprehensive strategy for driving

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organic growth year after year. The Wharton Executive Essentials Series The Wharton Executive Essentials series from Wharton Digital Press brings the ideas of the Wharton School's thought leaders to you wherever you are. Inspired by Wharton's Executive Education program, each book is authored by globally renowned faculty and offers a quick-reading, penetrating, and comprehensive summary of the knowledge leaders need to excel in today's competitive business environment and capture tomorrow's opportunities.

The meltdown of stalwart companies from AIG to JAL to Lehman and government crises from Greece to Spain make it abundantly clear: With economic uncertainty and rapid innovation, empowered consumers and free agents, and the constant pressure to be faster, better and cheaper, the established wisdom on strategic planning works no more. Once hailed as “ brilliant ” by experts, it is the very approach that got so many companies into the mess in the first place. This path-breaking book shows how successful organizations of all stripes transformed their strategy paradigm based on Strategy-In-Action and the power of human capital: standing in the future, listening for vital intelligence in far-flung locations, giving voice to dissenting views, maximizing ownership by stakeholders, especially implementers, getting quick wins and screening out losers quickly in the action. Above all, successful companies of all sizes have ended the long-standing divorce of strategy—hatched by a select few behind closed doors—from action, the supreme test of strategy. Dr. Thomas D. Zweifel, strategy and performance expert, gamechanger and author of seven leadership books such as "Communicate or Die," "Culture Clash 2," "Leadership in 100 Days" and the award-winning "The Rabbi and the CEO," has teamed up with Edward J. Borey, CEO, corporate strategist and turnaround guru. Together, they bring to bear their combined half-century experience in innovating strategy design and execution at Fortune 500, midsize enterprises and startups as well as large public-sector and UN agencies. The result: a turn-key methodology for senior managers who need adaptive and people-centered strategy that yields quick wins and stands the test of time.

Are you missing opportunities for growth that are right in front of you? In today ' s volatile economic environment, filled with uncertainty and sudden change, the forces pushing you to stay focused on the core business are extremely powerful. Profiting from the core is crucial, but the danger is that overfocus on the core can blind companies. Scanning the horizon for new markets and new products can also be tempting, but risky. Fixating too much on either strategy can cause you to miss the substantial opportunities for growth that are often hidden in plain sight, at the edge of the core business. In this insightful yet practical book, strategy experts Alan Lewis and Dan McKone articulate a mindset that helps leaders recognize and capitalize on these opportunities. The Edge Strategy framework challenges how the boundaries of your existing products and services map to your customers ' views of the world and then provides three different lenses through which you can see and leverage value:

- Product edge. How to capture incremental profits and other benefits by slightly altering the elements and composition of a core offering
- Journey edge. How to create and capture extra value by adjusting your role in supporting the customer ' s journey to and through your offering
- Enterprise edge. How to unlock additional value from resources and capabilities that support your core offering by applying them in a different context, for a different offering or different set of customers

With engaging examples across many industries, Lewis and McKone coach you on how to identify and assess each of the different “ edges ” and then provide concrete insights and advice on applying edge strategy and tactics to use in specific business contexts. The book concludes with a ten-step process to help executives and managers find and leverage the edges in their own companies. Edge Strategy is the concise, hands-on guide for growing your business by getting more yield from assets already in place, relationships already

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established, and investments already made.

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