

1. Record Nr.	UNINA9910466446403321
Autore	Guest Royston
Titolo	Great by design : how to deliver accelerated and sustained business growth // Royston Guest
Pubbl/distr/stampa	Chichester, West Sussex, United Kingdom : , : John Wiley & Sons, , 2017
ISBN	1-119-31813-0
Edizione	[1st edition]
Descrizione fisica	1 online resource (299 pages) : illustrations
Disciplina	338.6/42
Soggetti	Strategic planning Small business - Growth Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Built to Grow: How to Deliver Accelerated, Sustained and Profitable Business Growth -- Contents -- Acknowledgements -- About the Author -- Introduction -- Why Built to Grow? -- What Built to Grow Is Not -- How to Use Built to Grow -- The Added Benefit to You -- Chapter 1: The Fundamentals of Business Growth: Your AMR Strategy -- The First BIG Idea -- Your AMR Strategy -- Your Business Growth Formula: How the Numbers Work -- Small changes make a BIG difference -- The Profit Impact -- Lifetime Value (LTV) -- Applying this to your business -- Cost to acquire customers -- Understanding your customer cost to serve -- AMR in Action -- Case study 1: McDonald's -- Case study 2: LEGO® -- Making this real for your business: Is it AMR or RMA? -- Developing Multiple Strategies -- Become Really Curious -- Summary -- Chapter 2: Your Business Growth Transformation Framework® (BGTF) -- Adopt a Success Modelling Approach -- Your Business Growth Transformation Framework® -- Your Recipe for Success -- 7 Guiding Principles -- 1. Simplicity -- 2. Primary purpose -- 3. 'Outside in' thinking -- 4. Empirical validation -- 5. Disciplined execution -- 6. Productive paranoia -- 7. Proud factor -- Strategic Plan -- What is strategy? -- Exploring the three 'Zones' within your Strategic Plan -- An undeniable challenge -- The timeline for your Strategic Plan -- Inspirational Leadership -- High Performing Organization Model -- Measures that Matter -- What's on your dashboard? -- Summary:

Setting a Foundation of Great Habits -- Chapter 3: Inspirational Leadership -- Developing Your Leadership Culture -- Why the Leader-Follower Structure is at Odds With Developing a Leadership Culture -- The Solution: Leader-Leader -- The Four Types of Leaders -- Turning Your Organizational Design Upside Down -- Developing Your Leadership Traits and Style -- 1. Think BIG -- 2. Focus on one thing!. 3. Winning mentality -- 4. Attitude of ACTION -- 5. Resilience -- 6. Authenticity -- 7. Finally: A never-ending pursuit of personal mastery -- Summary -- Chapter 4: Building a High Performing Organization -- Vision/Purpose -- The Chief Storyteller -- Creating the Vision/Purpose for your organization? -- Your Vision/Purpose in ACTION -- Values/Behaviours -- What is a Value? -- Can you change someone's Values and beliefs? -- Considerations when creating your Values -- Values in ACTION -- Strategic Plan -- Amundsen vs. Scott -- A cultural pitfall to be wary of -- Disciplined Execution -- Will it make the boat go faster? -- Performance Culture -- Making it real for your business -- Summary -- Chapter 5: Business Purpose, Aspirational Goals, and Growth Strategy -- The Power of Your WHY -- Caution: Two Pitfalls to Avoid in Finding Your WHY -- Life is Like a Boomerang -- Translating Your Personal WHY into Your Business's WHY -- Aligning Your Business's WHY With Your People's Personal WHY -- What Business Are You Really in? -- The profound difference 'really' can make -- Your Goal Before You Move on -- Your aspirational goals -- Starting with the end in mind: Your possible exit strategy -- Summary -- Chapter 6: Market Potential Strategy -- Alignment of Your Aspirational Goals With the Market Potential -- The 'white space' in UK supermarkets . . . -- . . . and budget airlines -- Defining the Size of Opportunity -- Segmenting and Profiling the Opportunity -- Customer profiling and pen portraits -- Why Consumers Buy and How the Competition Can Impact Your Market Potential -- Market Potential and 'The Four Seasons Calendar' -- Summary -- Chapter 7: Compelling Value Proposition Strategy -- What Customers Really Care About -- Essentials of a Compelling Value Proposition -- Our first BIG word defined: Compelling -- Our second BIG word: Value.

The logical viewpoint -- The emotional viewpoint -- Our third BIG word: Proposition -- Pulling it all together and defining your compelling value proposition -- Introducing the Benefits Track -- Zooming In and Zooming Out -- When Technology Impacts Your Compelling Value Proposition -- So, Are You Ready? -- Market Research Through Your Customer Lens -- Summary -- Chapter 8: Customer Strategy -- The Big Idea -- The Experience Economy -- 'Where dreams come true . . .' -- Isn't customer experience just good customer service packaged differently? -- The four psychological needs of the customer -- Affiliation in ACTION -- The prize of getting this right -- Apply the 80/20 rule and focus your efforts -- The Digital Age Is Transforming the Game -- Making it Real for Your Business -- Measures That Matter -- Summary -- Chapter 9: Marketing and Communications Strategy -- The Purpose of Marketing and Communications -- Interdependency with Your Other Strategies -- Trends Shaping the Marketing Landscape -- Trend one: Always On, changing global consumer behaviour -- Trend two: New storytelling tools -- Trend three: Connecting the physical and digital worlds -- Trend four: Enabling experience through technology and data -- Trend five: An expanding role of marketing leadership -- Defining the Brand -- Brand Identity Map -- Writing Your Marketing and Communications Strategy -- Why building your marketing and communications strategy is like building a jigsaw puzzle -- The Marketing Mix -- Channel management: Multi channel vs. omni channel -- Adding value through

thought leadership -- The Customer Buying Zone -- Turning Strategy into ACTION Through Your Marketing Plan -- Measures That Matter -- Summary: A Science . . . and an Art -- Chapter 10: Business Development and Sales Strategy -- Internal Brand Positioning of Sales -- Who's in Sales in Your Business? -- A Scientific Approach -- 1. Sales Planning and Forecasting -- Your top down/bottom up approach -- 2. Your Customer Classification Framework -- Using the framework -- Example to illustrate the framework in action -- Understanding potentiality -- 3. Your Proposition Matrix - Getting Customers to Buy More -- Bringing this idea to life -- Could this be the case in your business? -- Measures that Matter: Penetration rates -- The benefits of the Proposition Matrix -- Personalizing the Proposition Matrix for your business -- 4. Your Customer Contact Strategy -- Applying this knowledge to new customers -- 5. Your Sales Map -- Think of the Sales Map as your satellite navigation -- The horizontal line represents time -- Above the 'time' line: Identifying the key steps of your sales process -- Below the 'time' line -- The numbers and a Sales Map in action -- 6. Your Sales Funnel -- How the Sales Funnel works -- Summary: Selling Success -- Chapter 11: People Strategy -- Are People a Cost or an Investment in Your Business? -- The BIG Idea: Creating Your Employee Value Proposition -- So what is a compelling EVP? -- Is it really that important? -- Building your EVP -- 1. Identifying your people gap -- 2. Building a robust people pipeline -- 3. Growing and developing your people -- 4. Retaining your people -- 1. Identifying Your People Gap -- 2. Building a Robust People Pipeline -- Performance without Potential -- Potential without Performance -- 3. Growing and Developing Your People -- 4. Retaining Your People -- Summary -- Chapter 12: Operational Excellence Strategy -- Practice Makes Perfect . . . or Does It? -- The Need for a Robust Operational Strategy -- Applying the 7 Guiding Principles in Your Quest for Operational Excellence -- Principle 1: Simplicity -- Principle 2: Primary Purpose -- Principle 3: 'Outside In' Thinking -- Principle 4: Empirical Validation. Principle 5: Disciplined Execution -- Principle 6: Productive Paranoia -- Principle 7: Proud Factor -- Embracing Technology as a Competitive Advantage -- Operational Improvement Never Stops -- Six Sigma -- Kaizen -- Summary -- Chapter 13: Finance and Governance -- Change Your Mindset . . . Change the Game -- Keeping Score . . . -- The Challenge -- But it gets worse . . . -- And even worse . . . -- Measures That Matter -- Revenue growth -- Profit generation -- Your cash management strategy -- Your Three Most Important Financial Tools -- Reality Check -- Your robust Governance strategy -- The Exciting News -- Funding Routes: The Upsides and Downsides -- Summary -- Chapter 14: Control the Controllable -- Chapter 15: Your Journey to Mastery -- Being Committed and in the Arena -- A Never-Ending Pursuit of Personal Mastery -- Bibliography -- Index -- Continue your Journey to Mastery -- End User License Agreement.

Sommario/riassunto

'This book is straightforward, factual and to the point. Any Leader responsible for business growth should read it! A blueprint full of practical ideas and tools to inspire you into action'— Craig Donaldson - Chief Executive Officer , Metro Bank (RANKED NUMBER ONE IN GLASSDOOR'S HIGHEST RATED CEO 2016) If you asked a cross-section of business leaders, business owners and entrepreneurs what their biggest business challenge is, you would probably hear the same recurring thought: growing their business in a sustainable, predictable, yet profitable way – quickly. It's a reality that most businesses and individuals never reach their full potential, always yearning for the 'thing' that will catapult them into significance, but never really finding

it. Whether you're an entrepreneur starting out, or a director, executive or business leader climbing the corporate ladder, the building blocks of Built to Grow are universally applicable. Developed in the real world laboratory of thousands of businesses in twenty-seven countries spanning over two decades, Built to Grow is a proven, time-tested model to unlock the real potential in your business. Avoid the common pitfalls of a trial and error approach to business growth. Built to Grow is full of practical strategies, tools and ideas, backed up with real world case studies to illustrate what can be achieved - leaving you equipped to transform your businesses performance and drive tangible results. Built to Grow is destined to become your handbook, your 'go to' guide, your roadmap to accelerated, sustained and profitable business growth.
