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Nota di contenuto	Cover; Title page; Copyright page; Contents; Dedication; Preface; Acknowledgments; Chapter One: What Is Value?; We Want Our Stuff; Centuries of Subsistence; A Matter of Power; The Rise of the Consumer; Chapter Two: The Global Capital Market; How Capital Markets Help Us Get Our Stuff; Making Balance of Lopsidedness; But Who Decides Which Projects See the Light of Day?; The Downside: Agency Costs; In the Best Systems, No One is in Charge; The Relationship Problem; Bacteria, Crowds, and the Markets; Chapter Three: The Opportunity Cost of Capital; Fooling Nature So How Do We Make the Right Guesses in the World of Business?A Matter of Risk; The Premium; Summary; The Mathematics of the Opportunity Cost of Capital; How Do I Calculate the Opportunity Cost of Capital for the Investment My Company is Considering?; So Why isn't the Opportunity Cost of Capital Zero?; Chapter Four: The Expected Future Free Cash Flows; It isn't Price; Getting at an Idea of Value; Free

Cash Flow; Net Present Value: Discounting the Expected Future Free Cash Flows at the Opportunity Cost of Capital; Getting the Right Cash Flows: Modigliani and Miller
 What about Weighted-Average Cost of Capital? Chapter Five: Blue Line Management; Value Creation and the Blue Line; Seeing the Blue Line; The Curse of the Red Line; The Problem with Indicators; A Blue Line Approach to Key Performance Indicators; Getting Indicators and Value Drivers Straight; When Red is Blue; Chapter Six: Shifting to Blue; The Indicator Illusion; Goodhart's Law; What Gets Measured Gets Managed (1); What Gets Measured Gets Managed (2); What Gets Measured Gets Managed (3); What Gets Measured Gets Managed (4); Chapter Seven: The Hazard of Growth; Competitive Advantage
 Growth Versus Value Value-Destroying Growth: A Cautionary Tale; If Growth is So Bad, Why are Companies Obsessed with It?; The Problem with Executive Pay; Chapter Eight: Creating a Blue Line Culture; The Three Pillars; Fair Process; The Perils of Opinion; Visions, Missions, and the Blue Line; Chapter Nine: Trust and Hierarchy in Blue Line Management; Why Trust Matters; Fairness, Trust, and Information Flow; Getting the Right Information to the Right People, Fast: The Case of Alcoa; Hierarchies and Information Flows; Trust Leads to Quicker Decision-Making and Happier Customers
 The Future of Hierarchy Chapter Ten: Value and Decision-Making; Value and Physics; Indicators, Data, and the Blue Line Firm; Value-Based Decision-Making in Action; A Brief Digression Regarding Management Consultants; Chapter Eleven: Getting Net Present Value Right; Mechanics and the Definition of Free Cash Flow; The Mechanics of Estimating an Appropriate Discount Rate; Chapter Twelve: Becoming a Blue Line Manager; How can I Become More of a Blue Line Manager?; Design Your Own Blue Line Questions; Identify the Key Value Drivers for Your Business Unit or Department
 Always Promote Honesty in the Measurement of Key Performance Indicators

Sommario/riassunto

"A groundbreaking guide to making profitable business decisions. Do you wonder why your value initiatives aren't providing the payoff you'd hoped for? Could it be because you've been thinking about value all wrong? According to the authors of this groundbreaking guide, there's a very good chance that you have. Using examples from leading companies worldwide, they explain why every decision a company makes either creates value or detracts from it, and why, if they hope to survive and thrive in today's increasingly competitive global marketplace, company leaders must make value-creation the centrepiece of every business decision. Authors Kaiser and Young have dubbed this approach "Blue-Line Management," (BLM), and in this entertaining, highly accessible book, they delineate BLM principles and practices and show you how to implement them in your company. Explains why the failure to properly define and assess value often makes it difficult for the people who manage businesses to effect long-term success Offers guidelines for making the satisfaction of customer needs and wants--i.e. value creation--the driver of all business activities The authors are respected academics at INSEAD, the world's largest and most respected graduate business school, with campuses in Europe, Asia and the Middle East "--
