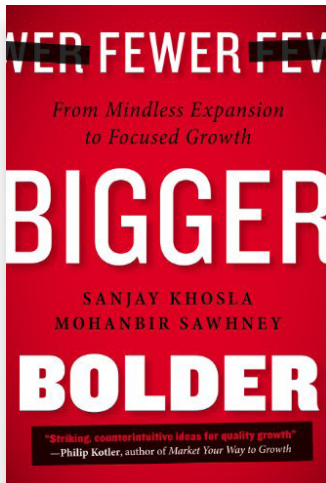


EXECUTIVE BOOK SUMMARIES

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Fewer, Bigger, Bolder THE NUTSHELL

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Introduction

Every business has to grow. When it stops growing, it starts to wither. Though cutting costs can buy you profits for a while, you can't shrink your way to greatness.

Chapter 1 THE SEDUCTION OF MORE

The quest for growth leads companies to expand into new markets, new products, new product categories, new geographies, and new customer segments. Succumbing to the Seduction of More produces one almost surefire outcome: increased corporate complexity. Complexity is the enemy of profitable growth.

Chapter 2 THE WISDOM OF LESS

Growth isn't about doing more, it's about doing things better. In fact, growth can come from doing less—by focusing your efforts, you can do a few things well. Focus begets simplicity in strategy and clarity in execution. The fact is, for companies, staying focused can be a challenge.

Chapter 3 DISCOVERY: SEARCH FOR GROWTH

The search for growth begins with looking for customer and market insights that can be converted into growth opportunities. This leads

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directly to the adage we follow. Find it. Bottle it. Scale it. The trick is to see what everybody sees, but to think what nobody has thought.

Chapter 4 STRATEGY: PICK YOUR BETS

In picking your strategy bets, don't expect to come up with the perfect strategy. Leaders have to make choices, often without complete information and rarely with any certainty and they need to make those choices fast. If you can get it mostly right, move quickly and get started on execution.

Chapter 5 RALLYING CRY: ROUSE THE TROUPS

To communicate and convert strategies into action, create a rallying cry—a hook that articulates the strategy and aligns people behind it—something simple yet vivid that brings the strategy to life for everyone in the organization. Think of a rallying cry as a step between strategy and action.

Chapter 6 PEOPLE: UNLEASH POTENTIAL

To drive disproportionate growth, place big and bold bets on a few high-potential people to lead the growth initiatives. One superb talent is worth ten average performers. The logic of a focused operation rests on the simple premise that you reallocate resources toward the areas of the business where you have the best chances to win.

Chapter 7 EXECUTION: SIMPLIFY AND DELEGATE

The next step is to make things happen. The real test of a leader comes with turning ideas into action. Strategy is useless without execution. Start small but scale fast. Get it mostly right and then test, learn, and adjust as you go along. Once the model works, execute with boring consistency, seeking continuous improvement.

Chapter 8 ORGANIZATION: ALIGN AND COLLABORATE

To drive growth by aligning your organization with opportunities, create a small focused group that is expressly designed to pursue growth opportunities that might otherwise fall through the cracks. The best people with the best ideas need to be connected, regardless of where they are located on the globe or in the corporate hierarchy.

Chapter 9 METRICS: MEASURE AND COMMUNICATE PROGRESS

Once you know where you want to go, the metrics become evident. What you measure depends on what you want to manage and achieve. Metrics need to be simple. Measure only a few things that really matter so that people know what the game is and how you are keeping score. But numbers are only part of the game.

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Chapter 10 AVOIDING THE PITFALLS

Before you proceed full tilt on a transformational growth initiative, carefully assess whether you have a robust business model in place because you need to fix the model before you scale. Test, learn, and scale up only when you see a clear path to sustained, profitable growth. Decide where cuts make sense. Focus frees up resources that can be used to fuel growth.

Chapter 11 CREATING A VIRTUOUS CYCLE

The goal of Focus7 and, indeed, the core message of our book, is to *sustain* profitable growth, and in fact to accelerate it. We are talking about growth that builds upon itself and fuels further growth. This idea of creating a growth spiral is what we call the Virtuous Cycle of Growth. The Virtuous Cycle produces growth that is sustainable and comes with handsome profits which is the kind of growth that matters.