HOW TO OVERCOME THE PREDICTABLE CRISES OF GROWTH



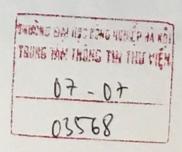


CHRIS ZOOK & JAMES ALLEN

Bestselling authors of *Profit from the Core*Bain & Company, Inc.

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THE FOUNDER'S MENTALITY





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HOW TO OVERCOME THE PREDICTABLE CRISES OF GROWTH

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CHRIS ZOOK & JAMES ALLEN

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INTRODUCTION

The Paradox of Growth

Growth creates complexity, and complexity is the silent killer of growth. This paradox explains why only about one company in nine has sustained more than a minimum level of profitable growth during the past decade, and why 85 percent of executives blame internal factors for their shortfall, not external ones beyond their control. The roots of sustained performance start deep inside, and they are predictable.

If you look carefully, you can always find two intertwining plot lines in the story of any business success or failure. The first, and the most visible, is the external story. This is the narrative that plays out in the marketplace in the form of quarterly earnings, returns to shareholders, market share shifts, and profitable growth. This is the story that is easiest to track, and it's the one that most people—boards of directors, investors, the press, the public—choose to follow. It's a story about how a company wins on the outside by serving the customer better than its competitors.