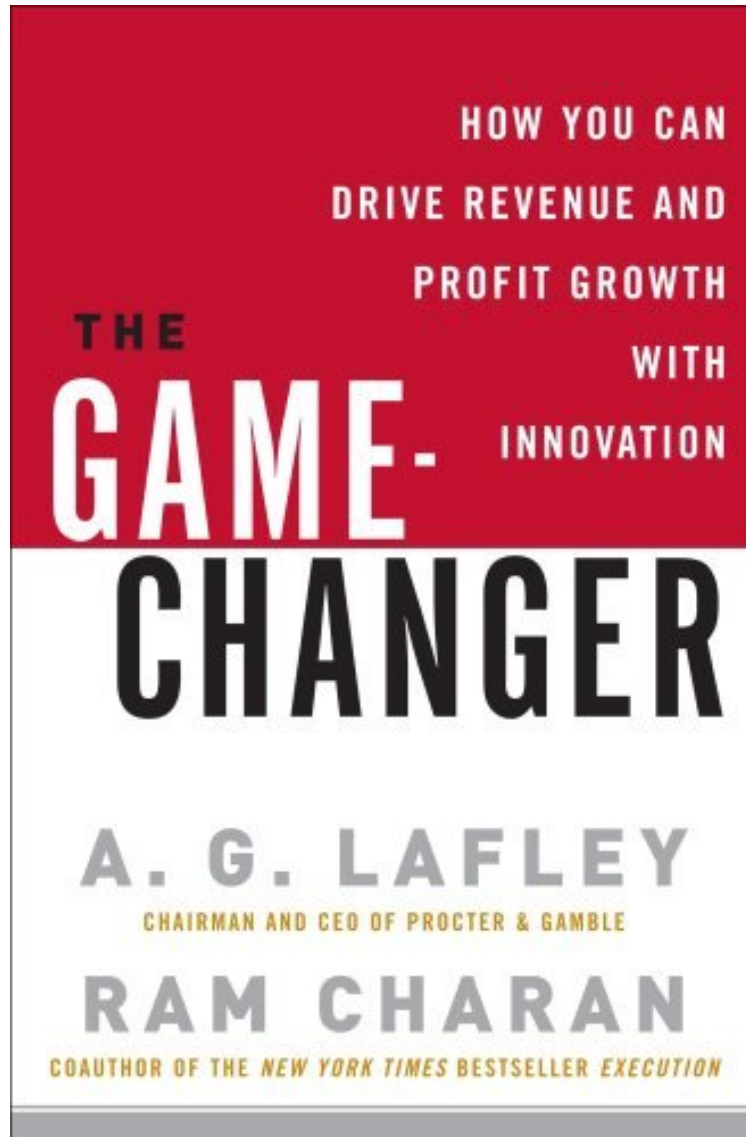


(Read free) The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation

The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation

A. G. Lafley, Ram Charan

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A. G. Lafley, Ram Charan : The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation:

2 of 2 people found the following review helpful. Sorry not much ground breaking, just good reinforcement By Mark P. McDonald The Game Changer is innovation and AG Lafley partners with Ram Charan to describe how PG has changed the game in consumer products. Lafley is certainly has the credibility to speak as an expert on this subject and

he does by discussing the basics of making the enterprise more innovative. Charan lends his considerable breadth of experience and ability to structure these points into a salient business book. Charan plays much the same role as he did with Larry Bossidy in the book *Execution*. This combination should make for a game changing book. Unfortunately, *The Game Changer* delivers on about 70 to 80% of these expectations. The book reinforces rather than reveals new insight into the innovation equation. In many ways it covers existing ground, from the descriptions it looks like PG concentrated on implementing techniques related to understanding the voice of the customer, value engineering, and the like. All good techniques and well proven, but they are often hard to execute at scale. The book concentrates on the eight pillars of game changing customer centric innovation. The book does a good job of reviewing each pillar and its implications to business in general and at the high level. These pillars are: 1. Motivating purpose and values - using values and mission to inspire people to reach beyond the everyday to the innovation. 2. Stretching goals - carting clarity through goals that focus on strategies that win and align everyone's energy and activities. 3. Choiceful strategies - making the hard choices that require to achieve the clear goals by deciding where you are going to play and then dedicating the resources on the right strategies. 4. Unique core strengths - focusing on how you are going to win based on taking advantage of your strengths. 5. Enabling structures - pointing out the important and necessary reality that innovation at speed and scale requires more than just being innovative. Here Lafley provides a good explanation of the structures involved in PG's Connect and Develop strategy. 6. Consistent reliable systems - Discusses the need to move chaotic and disruptive invention into valuable innovation. These systems are not just IT systems but the managerial decisions, financial control and other processes needed to go from idea to value at scale. 7. Courageous connected culture - recognizes that people are at the heart of innovation. Now that may sound trite, but Lafley provides good insight into how PG has gone outside of its comfort zone to understand customer and market needs. 8. Inspiring leadership - is a natural because innovation requires doing something new that can come up against the status quo. Here the book falls back on tried and true concepts such as emotional intelligence. It's good to know that such an idea works and the authors are to be commended for not trying to re-invent the wheel. Overall a solid, but not spectacular book as the formula that worked well for *Execution* has lost some of its luster and appeal on this topic. *The Game Changer* is aimed at the same executive audience who I am sure is already polishing up their notions of getting close to the customer, be more innovative and the like. Given the proven experience and success of PG, I had expected this book to be more of a case study and more implementation oriented than it is. The individual product innovation stories are helpful, but difficult to translate outside of consumer products. So, that is the basis for the four out of five stars. Worth the read for reinforcement, but not something I would run out and buy ahead of other books. 0 of 0 people found the following review helpful. Outstanding! By Tim Blythe I am a long-time fan of Ram Charan's books--this is provocative and was a great read. THANK YOU and Keep 'em coming! 0 of 0 people found the following review helpful. Ok By Ben Curry I purchased the audio CDs to listen to in the car. It's a four or five CD set. I stopped after the second CD as it got very repetitive.

How you can increase and sustain organic revenue and profit growth . . . whether yours;re running an entire company or in your first management job. Over the past seven years, Procter Gamble has tripled profits; significantly improved organic revenue growth, cash flow, and operating margins; and averaged earnings per share growth of 12 percent. How? A. G. Lafley and his leadership team have integrated innovation into everything PG does and created new customers and new markets. Through eye-opening stories A. G. Lafley and Ram Charan show how PG and companies such as Honeywell, Nokia, LEGO, GE, HP, and DuPont have become game-changers. Their inspiring lessons can help you learn how to: bull; Make consumers and customers the boss, not the CEO or the management team; bull; Innovate to grow a mature business; bull; Develop higher growth, higher margin businesses; bull; Create new customers and new markets; bull; Revitalize a business model; bull; Reach outside your own business and tap into the abundant brainpower and creativity of the world; bull; Integrate innovation into the mainstream of your managerial decision making; bull; Manage risk; bull; Become a leader of innovation We live in a world of unprecedented change, increasing global competitiveness, and the very real threat of commoditization. Innovation in this world is the best way to win; arguably the only way to really win. Innovation is not a separate, discrete activity but the job of everyone in a leadership position and the integral, central driving force for any business that wants to grow organically and succeed on a sustained basis. This is a game-changing book that helps you redefine your leadership and improve your management game. From the Hardcover edition.

From Booklist *Starred * Blessings to Procter Gamble; or, more exactly, its chairman and CEO, A. G. Lafley. Together with Charan, author of *Know-How* (2007) (and the most probable successor to management guru Peter F. Drucker), he defines, describes, draws examples of, and delineates how innovation became a part of not only the behemoth consumer-packaged-goods company but also part of Lego and Nokia (among others). Lafley is remarkably candid; the story of his "surprise" ascent to CEO-dom in 2000, taking over from Durk Jager, is the story of transformation. A number of commandments accompanied the company's innovation-centric strategy: the consumer is boss, inside and outside cocreation is encouraged, the innovation process is tangible (and must be

followed), and risks can be managed. Most important is his emphasis on human interaction as the key; even better, the last section focuses exclusively on developing a culture of innovation, from promoting the rules of brainstorming to the desired attributes for employees and leaders: courageous, connected and collaborative, curious, open. Sidebars are worthy of posting on a bulletin board; in fact, this is a sustainable reference on innovation that will be hard to beat. -- Barbara Jacobs

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“Of all the firms on the 2007 ranking of the World’s Most Innovative Companies, few are more closely associated with today’s innovation zeitgeist than . . . Procter Gamble . . . now famous for its open approach to innovation.” —BusinessWeek

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“A. G. Lafley has reenergized a venerable giant . . . with a style and energy that will be the subject of business school cases for years to come.” —Chief Executive magazine

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