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How should you grow your organization? It's one of the most challenging questions an executive team faces and the wrong answer can break your firm. The problem is most firms' growth strategies emphasize just one type of growth—some focus on organic growth, others on M&A. When these strategies falter, the common response is simply to try harder—but firms falling into this implementation trap usually end up losing out to a competitor whose approach is more inclusive. So where do you start? By asking the right questions, argue INSEAD's Laurence Capron and coauthor Will Mitchell, of the Rotman School of Management at the University of Toronto and Duke University's Fuqua School of Business. Drawing on decades of research and teaching, Capron and Mitchell find that a firm's aptitude for determining the best resource pathways for growth has a defining impact on its success. They've come up with a helpful framework, reflecting practices of a variety of successful global organizations, to determine which path is best for yours. The resource pathways framework is built around three strategic questions: **BUILD**: Are your existing internal resources relevant for developing the new resources that you have targeted for growth? **BORROW**: Could you obtain the targeted resources via an effective relationship with a resource partner? **BUY**: Do you need broad and deep relationships with your resource provider? Written for large multinationals and emerging firms alike, Build, Borrow, or Buy will help solve a perennial question and will guide you through change while priming your organization for optimal growth.

Many companies are not single businesses but a collection of businesses with one or more levels of corporate management. Written for managers, advisors and students aspiring to these roles, this book is a guide to decision-making in the domain of corporate strategy. It arms readers with research-based tools needed to make good corporate strategy decisions and to assess the soundness of the corporate strategy decisions of others. Readers will learn how to do the analysis for answering questions such as 'Should we pursue an alliance or an acquisition to grow?', 'How much should we integrate this acquisition?' and 'Should we divest this business?'. The book draws on the authors' wealth of research and teaching experience at INSEAD, London Business School and University College London. A range of learning aids, including easy-to-comprehend examples, decision templates and FAQs, are provided in the book and on a rich companion website.

Solving complex problems and selling their solutions is critical for personal and organizational success. For most of us, however, it doesn't come naturally and we haven't been taught how to do it well. Research shows a host of pitfalls trips us up when we try: We're quick to believe we understand a situation and jump to a flawed solution. We seek to confirm our hypotheses and ignore conflicting evidence. We view challenges incompletely through the frameworks we know instead of with a fresh pair of eyes. And when we communicate our recommendations, we forget our reasoning isn't obvious to our audience. How can we do it better? In Cracked It!, seasoned strategy professors and consultants Bernard Garrette, Corey Phelps and Olivier Sibony present a rigorous and practical four-step approach to overcome these pitfalls. Building on tried-and-tested (but rarely revealed) methods of top strategy consultants, research in cognitive psychology, and the latest advances in design thinking, they provide a step-by-step process and toolkit that will help readers tackle any challenging business problem. Using compelling stories and detailed case examples, the authors guide readers through each step in the process: from how to state, structure and then solve problems to how to sell the solutions. Written in an engaging style by a trio of experts with decades of experience researching, teaching and consulting on complex business problems, this book will be an indispensable manual for anyone interested in creating value by helping their organizations crack the problems that matter most.

Imagine planning an event like the Olympics. Now imagine planning the same event but not knowing when or where it will take place, or how many will attend. This is what humanitarian logisticians are up against. Oversights result in serious consequences for the victims of disasters. So they have to get it right, fast.

Could some "best practices" be...bad? Have you ever wondered why most newspapers are so large? Or why management consultants work such long hours? Or why hotels still insist on having check-in desks? Ask anyone in these industries, and their answer will be the same: "That's the way we've always done it." "Best practices" may be widespread, but that doesn't mean they're effective. In many instances the opposite is true: best practices can be outdated, harmful, and a hindrance to innovation. These bad practices are all too common in organizations, and managers and executives can be blind to their pernicious effects. Since they've worked in the past, or have been adopted with success by other firms, their purpose or effectiveness is rarely questioned. As a consequence, these practices spread and persist. In Breaking Bad Habits, Freek Vermeulen, a strategist with a keen eye for the absurd, offers the tools to identify these practices and rid them from your organization. And, most of all, he presents a compelling case for why eliminating popular but outworn ideas, processes, and strategies can create new opportunities for innovation and growth. Brimming with examples of norm-defying organizations in an eclectic range of industries—including IVF clinics, hotels, newspapers, and a famous London theater—Breaking Bad Habits will make you rethink your long-held beliefs about industry norms while encouraging you to reinvigorate your business by breaking out of the status quo.

Have you ever come up with an idea for a new product or service but didn't take any action because you thought it would be too risky? Or at work, have you had what you thought could be a big idea for your company—perhaps changing the way you develop or distribute a product, provide customer service, or hire and train your employees? If you have, but you haven't known how to take the next step, you need to understand what the authors call the innovator's method—a set of tools emerging from lean start-up, design thinking, and agile software development that are revolutionizing how new ideas are created, refined, and brought to market. To date these tools have helped entrepreneurs, designers, and software developers manage uncertainty—through cheap and rapid experiments that systematically lower failure rates and risk. But many managers and leaders struggle to apply these powerful tools within their organizations, as they often run counter to traditional managerial thinking and practice. Authors Nathan Furr and Jeff Dyer wrote this book to address that very problem. Following the breakout success of The Innovator's DNA—which Dyer wrote with Hal Gregersen and bestselling author Clay Christensen to provide a framework for generating ideas—this book shows how to make those ideas actually happen, to commercialize them for success. Based on their research inside corporations and successful start-ups, Furr and Dyer developed the innovator's method, an end-to-end process for creating, refining, and bringing ideas to market. They show when and how to apply the tools of their method, how to adapt them to your business, and how to answer commonly asked questions about the method itself, including: How do we know if this idea is worth pursuing? Have we found the right solution? What is the best business model for this new offering? This book focuses on the *how*—how to test, how to validate, and how to commercialize ideas with the lean, design, and agile techniques successful start-ups use. Whether you're launching a start-up, leading an established one, or simply working to get a new product off the ground in an existing company, this book is for you.

An international business expert helps you understand and navigate cultural differences in this insightful and practical guide, perfect for both your work and personal life. Americans precede anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In The Culture Map, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously together. She provides a field-tested model for decoding how cultural differences impact international business, and combines a smart analytical framework with practical, actionable advice.

This book explores emerging trends in internationalization, analyzing the processes and steps that firms take when entering new markets. This timely contribution highlights the need for a deeper understanding of today's internationalization process, critiquing existing literature and instead proposing a new paradigm based on a re-interpretation of the Resource-based View (RBV). Analysing the motives behind internationalizing, the factors affecting entry choices, and the challenges connected to outsourcing and offshoring, the authors present a new framework for understanding the reasons behind internationalization and the financial risks that are involved. With theoretical discussion and empirical case studies, this book seeks to offer an informed insight into internationalizing, making it an invaluable read for those researching entrepreneurship on a global scale, as well as managers and leaders of international firms.

This book reviews both successful and unsuccessful mergers and acquisitions, exploring the reasons why so many fail to live up to expectations. An exploration of why mergers and acquisitions succeed or fail, based on rigorous scholarly research. Stretches the boundaries of what we know about these complex phenomena. Presents original ideas about the merger and acquisition strategy, the effects of mergers and acquisitions on performance, and the critical processes involved in implementation and integration. Explores new areas, such as the role of culture and leadership, and the importance of knowledge transfer and learning. Includes contributions from both highly respected scholars and up-and-coming stars in the field.

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