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For
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ance And
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on**

When will companies learn? You cannot fire and budget-slice your way to sustainable

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growth. Our world is too complex, too interconnected, and technology too quick-evolving for organizations to achieve dramatic results simply by eliminating waste and increasing standardization. Maybe these methods worked before--occasionally--but not anymore.

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Redefining Operational
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Redefining Operational
Excellence boldly
claims that the old ways
of hunkering down and
refocusing the business
strategies are no longer
viable. Operational
excellence is about a
mindset, and a
company culture that
questions current
models and focuses not
on slashing and
subtracting but on

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adding value, making improvements, and increasing speed. This groundbreaking guide covers it all--processes, people, and operations--and shares specific strategies to:

- Drive innovation and collaboration
- Engage customers
- Attract and retain top people
- Align strategy and execution
- Optimize speed
- And

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moreOperational
excellence is about
finding money and
performance boosts in
hidden areas businesses
don't normally look.
With this indispensable,
all-encompassing
resource, you'll
discover where!

Praise for The Lean Six
Sigma guide to Doing
More with Less "At
Frito Lay, we have

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Profits Across The
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applied many of the concepts and tools in this book, and we are realizing a five to seven times return on our annual Lean Six Sigma investment." —Tony Mattei, Lean Six Sigma Director, Frito Lay

"Ecolab has experienced a sustainable, competitive advantage through Lean Six Sigma. The

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principles in this book are helping us drive greater value for our share-holders, better service for our customers, and talent development opportunities for our associates." —Jeffrey E. Burt, Vice President and Global Deployment Leader, Lean Six Sigma, Ecolab "This book gives excellent

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insights into Lean Six Sigma and its strong impact within different industries. We used Lean Six Sigma in numerous process improvement projects, which, in turn, helped to create momentum and set up a process improvement culture. Amid a challenging economic environment, we are accelerating this

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initiative globally."
—Satheesh Mahadevan,
Directeur des
Processus, Société
Générale "Our Lean
Six Sigma deployment
of the concepts and
tools described in this
book is transforming
our business—with
tangible benefits for
our employees,
customers, suppliers,
and shareholders."

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—Jeffrey Herzfeld, Sr.
Vice President and
General Manager, Teva
Pharmaceuticals USA

"We have deployed the
holistic Lean Six Sigma
strategy described by
Mark George across
our enterprise. It is
providing remarkable
returns for Unum."

—Bob Best, Chief
Operating Officer,
Unum "The Lean Six

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Sigma Guide to Doing
Excellence: New
More with Less
Strategies For
Maximizing
A comprehensive view of
operations

Performance And
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transformation, the
approaches required
for success,

leadership's role, and
the competitive
advantage that results.

Transformational
changes are enabling
us to do more with less,

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Maximizing
Machinery
Performance And
Profits Across The
Organization

by investing and
working smarter." —Ted
Doheny, President and
COO, Joy Mining
Machinery

Written by two experts
who have dedicated
their careers to quality
improvement, Escape
the Improvement Trap:
Five Ingredients
Missing in Most
Improvement Recipes
separates itself from

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other improvement books by looking at why most companies rarely achieve anything more than an average level of improvement maturity. They identify five critical ingre

Supply Chain Strategy and Financial Metrics is a step-by-step guide to balancing the triangle of service, cost and cash which is the

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essence of supply chain management. Supply chains have become increasingly strategy-driven, and this Supply Chain Triangle approach puts the supply chain at the heart of the strategy discussion instead of seeing it as a result. Supply Chain Strategy and Financial Metrics fully reflects the

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'inventory' or 'working capital' angle and examines the optimisation of the supply chain and Return on Capital Employed. Including case studies of Barco, Casio and a selection of food retail companies, this book covers building a strategy-driven KPI dashboard, target setting and

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financial

benchmarking. Regular
examples and diagrams
illustrate how different
types of strategies lead
to different trade-offs in
the Supply Chain

Triangle. This ground-
breaking text links
supply chain, strategy
and finance through
financial metrics,
therefore creating value
for the shareholder.

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Online supporting resources include worksheets covering basic financial concepts such as cash flow and working capital, with example data sets and guidelines/exercises to make it interactive.

Digital Transformation
for the Process
Industries

Supply Chain Strategy
and Financial Metrics

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A Guide to Achieving

Autonomous Value

Stream Flow with Lean

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Driving Digital Strategy

Design for Operational

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Reinventing Project

Management

"It is [Tom]

Peters—as

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consultant,
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writer,
Strategies For
columnist,
Maximizing
seminar
Performance And
lecturer, and
Profits Across The
stage
Organizations
performer—whose
energy, style,
influence, and
ideas have
[most] shaped
new management
thinking.”

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**–Movers and
Shakers: The
100 Most
Influential
Figures in
Modern Business**

“We live in a
Tom Peters
world.”

–Fortune
Magazine
Business uber-
guru Tom Peters

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Maximizing
Profit*
**is back with
his first book
in a decade,
The Little Big
Things. In this
age of economic
recession and
financial
uncertainty,
the patented
Peters approach
to business and
management—no-**

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nonsense,
Excellence: New
witty, down-to-
Strategies For
earth,
Maximizing
insightful—is
Performance And
more pertinent
Profit And The
now than ever.
As essential
for small-
business owners
as it is for
the heads of
major
corporations,

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The Little Big Things is a rousing call-to-arms to American business to get “back to the basics” of running a successful enterprise. This book shows how digital

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transformation
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has the power
Strategies For
to
Maximizing
revolutionize
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the way
Profit And
procurements The
Organization
operates, and
discusses how
especially
buyer decisions
are empowered
through
artificial

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Depending on a
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company's
Maximizing
strategy all
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desired
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outcomes are The
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possible,
including
doubling
savings,
innovation,
sustainability,
quality, speed,

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And
guide on how The
companies can
grasp the
opportunities
offered by
digital
transformation.
"In the U.S.

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**Army as
elsewhere,
transmission of
digitized
packets on Inte
rnet-protocol
and space-based
networks is
rapidly
supplanting the
use of old
technology
(e.g.,**

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**dedicated
analog
channels) when
it comes to
information
sharing and
media
broadcasting.**
**As the Army
moves forward
with these
changes, it
will be**

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examination of
network
operations,
information
operations, and
the more*

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*focused areas
of electronic
warfare,
signals
intelligence,
electromagnetic
spectrum
operations,
public affairs,
and
psychological
operations in
the U.S.*

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*military found
significant
overlap that
could inform
the development
of future Army
doctrine in
these areas. In
clarifying the
prevailing
boundaries
between these
areas of*

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interest, it is possible to predict the progression of these boundaries in the near future. The investigation also entailed developing new definitions that better

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**capture this
overlap for
such concepts
as information
warfare. This
is important
because the
Army is now
studying ways
to apply its
cyber power and
is
reconsidering**

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doctrinally
Excellence: New
defined areas
Strategies For
that are
Maximizing
integral to
Performance And
operations in
Profits. Assess The
cyberspace. It
Organizations
will also be
critical for
the Army to
approach
information
operations with
a plan to

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Practical
Organization**
**organize and,
if possible,
consolidate its
operations in
two realms: the
psychological,
which is
focused on
message content
and people, and
the
technological,
which is**

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Performance. And

4 of cover. And

“Managing Inter
nationalisation

” explains the
process of inte

rnationalising

any kind of
organisation

from a

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perspective.
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issues with
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special
relevance for
international
activities are
explained and
traced back to

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for The
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practitioners
and students
alike. For a
better
understanding,
extensive

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*illustrations,
examples,
exercises and
recommendations
for case
studies enrich
the text.*

*Dieses Buch
erklärt den
Prozess der Int
ernationalisier
ung von
Organisationen*

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Excellence (Qua
litätsmanagemen
t) werden alle
für
internationale
Aktivitäten

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**relevanten
Themen**

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**erläutert. Das
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gleichermäßen
geeignet. Mit**

**praxisnahen
Übungen und
Fallstudien.**

**The Supply
Chain Triangle**

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The world is

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leaders need to
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to develop a
strategy for
ensuring
operational

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excellence to
achieve their
goals. This
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provide a best
practices
approach for
forming your
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goals, creating
a strategy,
building a
plan, crafting

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models,
practical
approaches, and
templates to
help the reader

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structure their
own marketing
strategy.

Imagine if your
process
manufacturing
plants were
running so well
that your
production,
safety,
environmental,
and

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profitability
targets were
being met so
that your
subject matter
experts could
focus on data-
driven business
improvements.
Through proper
use and
analysis of
your existing

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operations
data, your
company can
become an
industry leader
and reward your
stakeholders.
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engaging and
easily
understandable
manner, this
book

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Organization and
make the
necessary
culture changes
to achieve
operational
excellence. You

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will see how
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several industr
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y-leading
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involved, such
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systems to
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integrate

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and slash
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costs. This
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guides readers
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to use the
best, results-
Organizational
proven
approaches to
ensure
operational
excellence.
When we discuss

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accelerating
top line growth
and maximizing
profitability,
we often

consider hiring
more people,
cutting
expenses, or
raising prices.

What we should
be doing is
looking at

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Maximizing
different ways
to effectively
utilize what we
already have.

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Rather than
hiring new
people, we need
to improve the
performance of
our current
employees. As
an alternative
to cutting

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costs, we need
better invest
the money we
already spend.
Instead of
raising prices,
identify ideal
customers to
market and sell
to. This book
will discuss
strategies on
how to do all

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of these things
and more. The
author provides
25 ways to
accelerate
revenue growth
and increase
profitability
immediately,
without making
any new
financial
investments.

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Maximizing
Profitability.

It means
looking at the
organization
and finding
ways to better
leverage what
already exists
and focusing on
the activities

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Performance And
Profit

or changes that
will provide
optimal
results.

Readers will
become experts
on executing on
these
strategies. It
can be done!

Find the
solutions that
work, commit to

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Strategies For
Maximizing
implementing
them and
results will
flourish.

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Organization,
business
strategy is
more crucial
than ever. Yet
most
organizations

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struggle in
Excellence: New
this area--not
Strategies For
with
Maximizing
formulating
Performance And
strategy but
Profits And
with executing
The
it, or putting
Organization
their strategy
into action.

Owing to
execution
failures,
companies

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realize just a
fraction of the
financial
performance
promised in
their strategic
plans. It
doesn't have to
be that way,
maintain Robert
Kaplan and
David Norton in
The Execution

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Building on
their
breakthrough
works on strate
gy-focused
organizations,
the authors
describe a
multistage
system that
enables you to
gain measurable

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strategy. This
book shows you
how to: Develop
an effective
strategy--with
tools such as
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vision
formulation,

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your strategy

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costing Test
and update your
strategy--using
carefully

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industries, The

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results
promised by
your strategy.
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implementing
Maximizing
details for
Performance And
enterprises at all
Profits Across The
levels of maturity
Organization
from those with
programs in place
to those looking
to improve
safety, health,
environment
performance as

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Profits Access The
Organizational
well as the
efficiency and
effectiveness of
their operations
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from concept to
sustainability
satisfying
knowledge
requirements of
all levels in the
organization
Defines program

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objectives;
develops
improvement
strategies;
identifies and
prioritizes
improvement
opportunities;
implements
improvement
plans; monitors,
continuously
improves and

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Organization
sustains results
Applicable to a
broad variety of
operating
enterprises,
academic
institutions and
third party
implementing
organizations
Practical advice
for redesigning
"big, old"

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companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital

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technologies as
the cloud, mobile
apps, the internet
of things, and
artificial
intelligence. But
few established
companies are
designed for
digital. This book
offers an
essential guide
for retooling

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organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain,

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Effective Business
Organization
business design
has become a
critical
management
responsibility.
Effective business
design enables a
company to
quickly pivot in
response to new
competitive
threats and
opportunities.

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Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for

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digital, people,
processes, data,
and technology
are synchronized
to identify and
deliver innovative
customer

solutions—and
redefine strategy.
Digital design, not
strategy, is what
separates
winners from

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Organization,
losers in the
digital economy.
Designed for
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practical advice
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transformation,
with examples
that include
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Electric, USAA,
and many other
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organizations.

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and in-depth case
studies, the book
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guide for
companies that
want to disrupt
rather than be

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The globalization
of the
competitive
landscape has
forced companies
to fundamentally
rethink their
strategies.

Whereas once
only a few
industries such as

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oil could be
labeled truly
global, today
many-from
pharmaceuticals
to aircraft to
computers-have
become global in
scale and scope.
As a
consequence,
creating a global
competitive

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advantage has become a key strategic issue for many companies. Crafting a global strategy requires making decisions about which strategy elements can and should be globalized and to what extent. Projects are the

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engines that drive
innovation from
idea to commerci
alization. In fact,
the number of
projects in most
organizations
today is
expanding while
operations is
shrinking. Yet,
since many
companies still

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focus on
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operational
Strategies For
excellence and
Maximizing
efficiency, most
Performance And
projects
Profit Across The
fail--largely
Organization
because
conventional
project
management
concepts cannot
adapt to a
dynamic business

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environment.

Moreover, top managers neglect their company's project activity, and line managers treat all their projects alike--as part of operations. Based on an unprecedented study of more

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"Reinventing
Project
Organization

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provides a new
and highly
adaptive model
for planning and
managing

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projects to
achieve superior
business results.
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Will Transform
Outsourcing
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in Operational
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In her classic book
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Vitasek identified
the top 10 flaws in
most outsourced
business models
and shows
organizations how
to rethink their

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relationships in a
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a way that will lower
Maximizing
costs, improve
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service, and
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increase
Organization
innovation. This
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includes updated
case studies and a
new chapter based
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New material has been added and coverage of some older topics has been revised (see new table of contents). End-of-chapter case exercises have been replaced by a major end-of-book section of

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and a set of
questions and

answers for class
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New coverage of
hot topics, such as
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strategy, agility
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and it's inter-
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relationship with
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format. Based on
real-world
practices and
current thinking,
the text's
presentation of
strategic

management
features an
increased
emphasis on the
business model

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concept as a way
of framing the
issues of
competitive
advantage. Cutting-
edge research,
new strategic
management
theory, and a
hands-on
approach allow
students to explore

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major topics in
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including corporate
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no longer
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necessity. Despite
the widespread
threat of
disruption, many
large companies in
traditional
industries have
succeeded at
digitizing their
businesses in truly
transformative
ways. The New

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York Times,
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formerly a bastion
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of traditional
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media, has created
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a thriving digital
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product behind a
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carefully designed
paywall. Best Buy
has transformed its
business in the
face of Amazon's
threat. John Deere

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has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In Driving Digital

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professor Sunil
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Strategy, Harvard
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Gupta provides an
actionable
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companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally

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change the core of
your business and
ensure that your
digital strategy
touches all
aspects of your
organization: your
business model,
value chain,
customer
relationships, and
company culture.

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and Smart

Manufacturing

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workers are a company's

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greatest asset and should

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be treated as such and

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discusses the flaws in the

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trend that sent service,

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manufacturing and

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retail sector jobs

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overseas in an effort to

stay competitive

through reduced wages

and benefits. 25,000 first

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Handbook is designed

for leaders and

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practitioners wishing to transform their organizations through strategy and culture, and through the application of operational excellence approaches, methodologies, processes, and tools.

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strategies and goals,
resource availability and
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urgency and schedule
needs — that will
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revolution in
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manufacturing is
primarily focused on the
implementation of smart
manufacturing
technologies leading to
the factory of the future.

This will require the
machines, robots and
processes to be digitally

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connected to deliver real-time analysis and monitor them for performance and efficiencies. To take advantage of these important digital technologies, the manufacturing processes and equipment must be operating very efficiently, predictable and the processes always need to be

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performing at their
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optimal levels. The
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factories of the future
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will have smart
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innovations
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operationalized with
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transformational digital
technologies, new
business models, and
processes that will
increase profits, reduce
lead time, reduce human
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the consumer
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experience, and increase
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market disruptions. The
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lean manufacturing
principles must be the
foundation and
constantly be
strengthened so that
smart manufacturing
applications can be
efficiently implemented

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to deliver the required
manufacturing
productivity and achieve
customer
responsiveness. To
become a customer-
driven company, the
companies must become
a solution provider and
constantly improve the
end to end supply chain.
The goal of smart
manufacturing is the
value creation for the

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consumers and the advanced technological innovations to deliver sustainable top-line growth for the companies and to gain a bigger market share.

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progressive ideas and

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costs and achieve
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organization can see the
flow of value to your
customers and can make
adjustments to that flow
before it breaks down.

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that enable Operational
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one guideline by using

text, illustrations, and

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comprehensive

understanding of why

creating flow in the

office is essential and

how to achieve it.

Accounting for the

reality that most office

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employees are required to work on many different projects throughout the day, this book details a step-by-step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment. In addition, it describes a more advanced form of flow called "self-

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healing" flow—in which employees are capable of identifying and fixing problems with the flow without requiring management intervention. Explaining how to achieve

Operational Excellence and self-healing flow with the nine guidelines, the book also introduces new concepts such as part-time continuous

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flow processing cells,
workflow cycles, takt
capability, integration
events, pitch in the
office, and ways to tell
whether your office is
on time. With this book,
you will be able to take
the knowledge provided
and immediately apply
it by following the step-
by-step checklists
included at the end of
each chapter. In addition

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to the lists of action items for implementing each guideline, the book includes "acid tests" you can use to determine if you have implemented each guideline correctly.

When finished, you will have designed an end-to-end flow for the services in your office as well as visual systems to help employees distinguish normal flow from

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abnormal flow so they
can fix flow problems
on their own, before
they negatively impact
your customers.

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Faster Results—

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Resources! “[The

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Edge] contains

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*ideas that form
the basis for
structured
continuous
learning and
improvement in
every aspect of
our lives. While
this book is
tailored to
business leaders,
it should be read*

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by high school
seniors, college
students, and
those already in
the workforce.

With the broad
societal

application of
these ideas, we
can achieve levels
of
accomplishment

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*not even imagined
by most people.”*

*The Honorable
Paul H. O'Neill,
former CEO and
Chairman, Alcoa,
and Former*

*Secretary of the
Treasury “Some
firms outperform
competitors in
many ways at*

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*once—cost, speed,
innovation,
service. How?*

*Steve Spear
opened my eyes to
the secret of
systemizing
innovation: taking
it from the
occasional,
unpredictable
'stroke of genius'*

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*to something you
and your people
do month-in,
month-out to
outdistance
rivals.” Scott D.
Cook, founder and
Chairman of the
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Committee, Intuit,
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systems with
practical
management
insights and does
it better than any
organizational
scholar I know.*

*[This] is a
profoundly
important book
that will challenge*

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and inspire
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executives in all
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industries to think
Maximizing
more clearly
Performance And
about the
Profits Across The
technical and
Organization
social foundations
of organizational
excellence.”

Donald M.

Berwick, M.D.,

M.P.P., President

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About the Book
Profits Across The
How can some
Organization
companies
perform so well
that their industry
counterparts are
competitors in
name only?

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*Although they
operate in the
same industry,
serve the same
market, and even
use the same
suppliers, these
extraordinary,
high-velocity
organizations
consistently
outperform all the*

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companies apart
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framework you
can leverage to
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examines the
internal
operations of
dominant
organizations
across a wide
spectrum of
industries, from
technology to
design and from
manufacturing to*

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health care. While

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several great

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triumphs, like top-

tier teaching

hospitals'

fantastic

improvements in

quality of care,

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competitive gains

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*Maximizing
breakthroughs in
Performance And
inventing and
Profits Across The
applying nuclear
Organization
propulsion, The
High-Velocity
Edge is not just
about the
adoration of
success. It also*

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takes a critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of

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to: Build a system
of “dynamic
discovery”*

*designed to reveal
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problems and*

*weaknesses as
they arise Attack
and solve*

*problems when
and where they*

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occur, converting
weaknesses into
strengths

*Disseminate
knowledge gained
from solving local
problems*

*throughout the
company as a
whole Create
managers
invested in*

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*developing
everyone's
capacity to
continually
innovate and
improve Whatever
kind of company
you operate—
from technology
to fi nance to
healthcare—
mastery of these*

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four key capabilities will put you on the fast track to operational excellence, where you will generate faster, better results—using less capital and fewer resources. Apply the lessons

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of Steven J. Spear
and gain a high-
velocity edge over
every competitor
in your industry.

*Digital disruption:
seemingly out of
nowhere, startups
and other tech-
savvy disruptors
attack. In Digital
Vortex, you will*

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*learn how to use
the business
models and
strategies of
startups to your
own advantage.*

*Most importantly,
you will learn how
to build the agility
to anticipate
threats, sense
opportunities, and*

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seize them before
your rivals do.

*The Undiscovered
Consumer . . .and
the Mistake of
Universal*

*Excellence What
do customers
really want? And
how can
companies best
serve them? Fred*

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Crawford and Ryan Mathews set off on what they describe as an "expedition into the commercial wilderness" to find the answers. What they discovered was a new consumer -- one whom very

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*few companies
understand, much
less manufacture
products for or
sell products or
services to. These
consumers are
desperately
searching for
values, a scarce
resource in our
rapidly changing*

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*and challenging
world. And
increasingly they
are turning to
business to
reaffirm these
values. As one
consumer put it:
"I can find value
everywhere but
can't find values
anywhere."*

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*Crawford and
Mathews's initial
inquiries*

*eventually grew
into a major*

*research study
involving more
than 10,000*

consumers,

*interviews with
executives from*

scores of leading

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*companies around
the world, and
dozens of
international
client
engagements.*

*Their conclusion:
Most companies
priding
themselves on
how well they
"know" their*

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Organization*
customers aren't
really listening to
them at all.

Consumers are
fed up with all the
fuss about "world-
class

performance" and
"excellence."

What they are
aggressively
demanding is

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*recognition,
respect, trust,
fairness, and
honesty. Believing
that they are still
in a position to
dictate the terms
of commercial
engagement,
businesses have
bought into the
myth of*

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*excellence -- the
clearly false and
destructive theory
that a company
ought to be great
at everything it
does, that is, all
the components of
every commercial
transaction: price,
product, access,
experience, and*

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*service. This is
always a mistake
because "the
predictable
outcome [is] that
the company ends
up world-class at
nothing; not well-
differentiated and
therefore not
thought of by
consumers at the*

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moment of need."
Instead, Crawford
and Mathews
suggest that
companies engage
in Consumer
Relevancy, a
strategy of
dominating in one
element of a
transaction,
differentiating on

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*a second, and
being at industry
par (i.e., average)
on the remaining
three. It's not
necessary for
businesses to
equally invest
time and money
on all five
attributes, and
their customers*

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*don't want them
to. Imagine the
confusion if
Tiffany & Co.
started offering
deep discounts on
diamonds and
McDonald's began
selling free-range
chicken and tofu.
The Myth of
Excellence*

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*provides a
blueprint for
companies
seeking to offer
values-based
products and
services and
shows how to
realize the
commercial
opportunities that
exist just beyond*

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*their current
grasp --
opportunities to
reduce operating
costs, boost
bottom-line
profitability, and,
most important,
begin to engage
in a meaningful
dialogue with
customers.*

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your processes to
facilitate real
business growth,
in both healthy
and unhealthy
economies Design
for Operational
Excellence
defines why
companies*

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*embark upon
continuous
improvement—and
the true answer
is not to improve
efficiency, quality,
or eliminate
waste! The reason
is to achieve
Operational
Excellence.*

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*established
authority on
OpEx, provides
the design criteria
and guidelines
that enable you to
grow your
business
organically by
refocusing
management's
attention from*

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*running the
business to
growing the
business.*

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*Founded on eight
key principles,
this*

*groundbreaking
system facilitates
the continuous
flow of value into
any*

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operation—from
customer service
to sales to
manufacturing.

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changing. Power

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is shifting.

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And a brave new

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success,

rewriting the

rules, and

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want to be a
force for good
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use their power
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to improve the
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company or in
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importance of
“the discipline
of execution”:
the ability to
make the final
leap to success
by actually
getting things
done. Larry
Bossidy and Ram
Charan now
reframe their
empowering

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message for a
world in which
the old rules
have been
shattered,
radical change
is becoming
routine, and
the ability to
execute is more
important than
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slower. But the
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company that
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executes well
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will have the
confidence,
speed, and
resources to
move fast as
new
opportunities

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Competition
Strategies For
will be
Maximizing
fiercer, with
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companies
Profit Across The
searching for
The
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any possible
advantage in
every area from
products and
technologies to
location and
management. •

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Governments
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will take on
Strategies For
new roles in
Maximizing
their national
Performance And
economies, some
Profits Across The
as partners to
Organization
business,

others imposing
constraints.

Companies that
execute well
will be more
attractive to

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entities as
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partners and
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better prepared
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to adapt to a
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new wave of
regulation. •
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will become a
top priority
for every
leader.

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threats and in
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how to link
together

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Organization
Leading these
processes is
the real job of
running a
business, not
formulating a
"vision" and

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work of
carrying it out
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and
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organization
and why robust

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excellence is a
challenge for
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techniques, some
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