



Head of Growth

Chapters

Tasks and Competencies

Growth Strategies

Strategic Achievement

Leading Growth Team

Entrepreneurial Smartness

Managing Growth Projects

Growth Marketing

Sustaining Growth



Sample smart & fast lessons

Corporate Growth Strategies

Revolution + Evolution



Two Components of Sustainable Growth Strategy
Sustainable business growth strategy is a practical approach to achieving top-line growth and bottom-line results. Its two main sources are:

- **Continuous Improvement Culture:** continuous effort to improve organizational climate and productivity of the core business in response to continuous changes in the marketplace.
- **Durable Corporate Venture Strategy:** internal investment in innovation and new products/services development, new business creation, and external venture investing in new technologies and emerging markets.

Improvement Strategies versus Venture Strategies

- **Improving Provision:** Addressing the ever-changing needs of current customers and keeping cash-flow healthy. Cost-cutting efforts can build your bottom line.
- **Radical Innovation:** It is radical innovations and new game-changing breakthroughs that will launch your company into new markets, make you a market leader, enable rapid growth, and create high returns on investment.

Continuous Learning and Change as a Norm

Two types of changes influence the marketplace: (1) Organic, continuous, and (2) Radical, discontinuous, driven by radical innovations.

Your company, like any living organism, must become a learning organization that change and adapts to suit their changing environment. If you stop learning, you stop creating history and become history.

Creative Marketing

Innovation with the highest and the fastest return on investment



The Value of Creative Marketing
Traditional marketing produces ordinary results. Creative marketing can produce extraordinary results by helping you stand out from the crowd.

Case in Point: Candy
Candy is a new-generation smart and joyful e-world that helps people grow physically, care online, socialize and have fun. Many creative marketing strategies and tactics have been developed and implemented to promote Candy, among others, banner logo created by the Candy founders and award-based promotion of the founder's team received a standing ovation from the target audience.

Case in Point: "Don Milk" Advertising Campaign
The famous advertising campaign "Don Milk" managed to convince the milk-drinking public that it was in their best interests to keep an extra carton of milk handy. In advertising terms, they created a series of TV commercials evoking the maverick consequences that can befall you if you "fact fact milk". In a classic commercial a peanut butter sandwich-loving staffer gets a call from a local radio station to answer a feature question. If only he had some floppy milk to act in in his answer! Well, next time better make sure you've got some around.

Job: Smart Selling
A saleskeeper (shopper) in his window a card inscribed "Thinking Today's A customer over the proprietor's attention to the smiling, heart's someone told you of it better" asked the patron, "Oh, yes," the dealer said placidly, "I'm very much mentioned it. But whenever they stop to tell me, they always buy something."

3Bs of Strategic Creativity



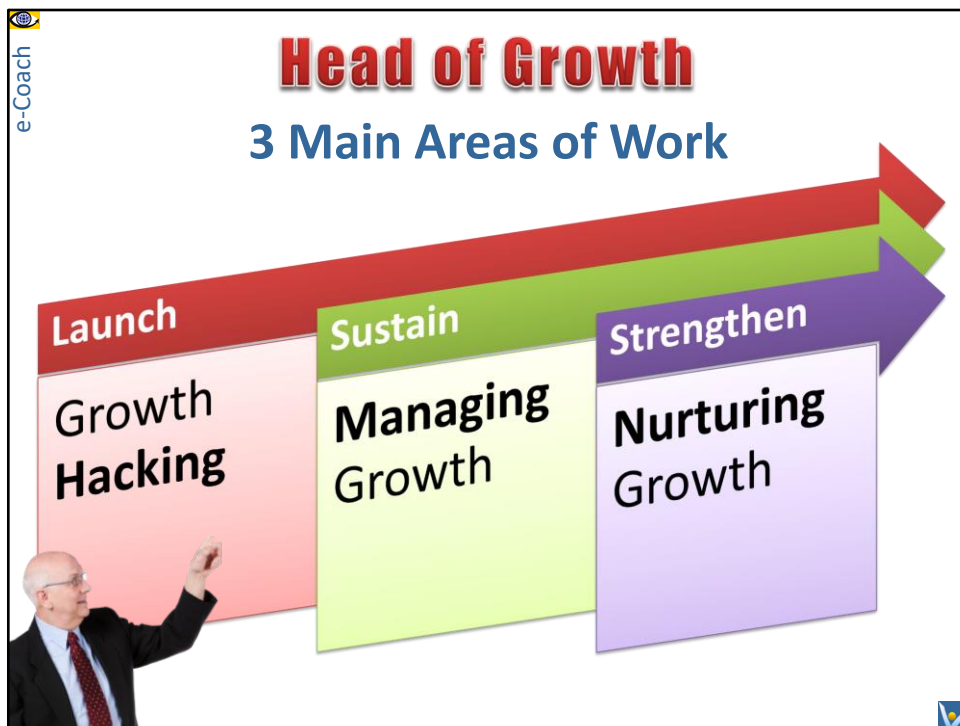
Skills of Strategic Creativity: Brainstalling - Brainstorming - Brainstalling

When you develop creative entrepreneurial or innovation strategies, think both holistically and creatively. Alternate brainstalling and brainstorming by using a 3-step 3B process: **Brainstalling - Brainstorming - Brainstalling.**

1. Brainstalling
Education: bring knowledge; applying knowledge brings wisdom; sharing knowledge brings enlightenment. Identify your mind to see the big picture and discover major problems and/or big opportunities. Things get easier when you take a helicopter view - you can see further and be seen from far away. Close your eyes to see the big picture clearer. Your burning desire to make things better will awaken your much more powerful subconscious mind shortly after you still your conscious thinking. Meditate over the situation. Ask the Universe for guidance and take time to listen to the response.

2. Brainstorming
Innovate: strategic ideas and/or creative solutions. When you brainstorm on your own you will tend to produce a wider range of ideas than with group brainstorming because you do not have to worry about other people's eyes or opinions, and can therefore be more freely creative.

3. Brainstalling
Add your brain to see the new big picture and assess the impact of your new ideas. If you like it, start implementing and/or marketing your new big picture and your ideas that would lead to it. Otherwise, re-brainstorm to achieve better results.



Head of Growth

A Head of Growth is a cross-functionally excellent executive who has a foot in each department and designs the entire journey from value creation to retaining customers.

Growth Hacking

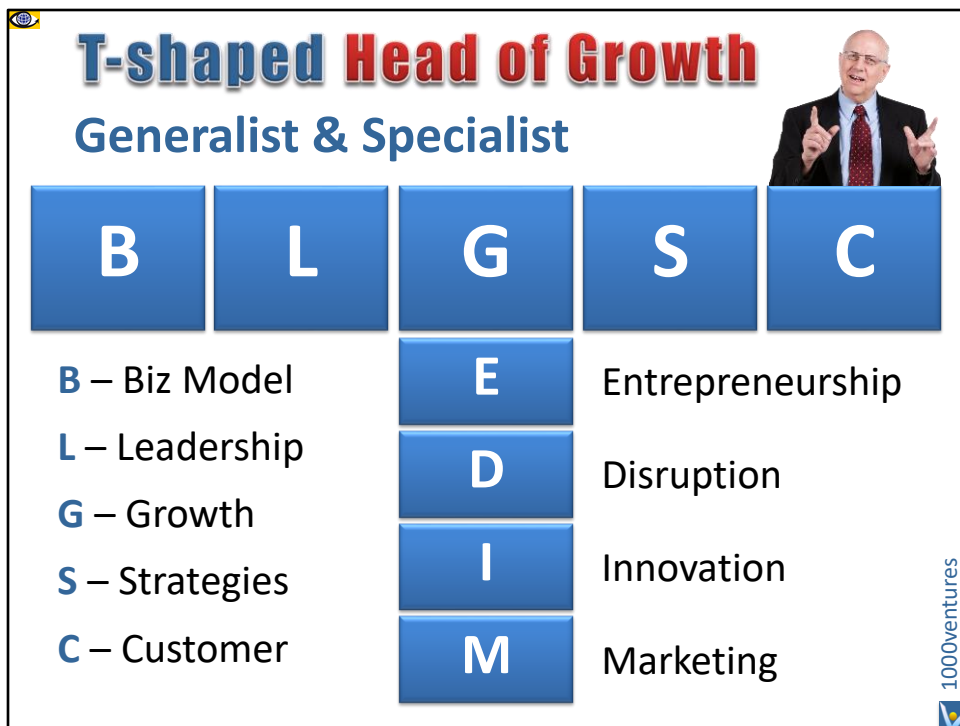
Growth hacking refers to strategies regarding the reach of a company. It may involve new marketing initiatives, inventing disruptive products, designing and implementing venturepreneurial or competitive disruption strategies, alpha/beta testing, or experimental trials to discover what works and what doesn't. In this role, a head of growth is focused on scaling s/his company as quickly and sustainably as possible.

Managing Growth

Growth management is a twofold term. On one hand, a head of growth may be responsible for managing other strategic planners, value innovators, intrapreneurs, marketers, or freelancers. On the other hand, s/he will be heavily involved in KPI measurement and other ROI metrics. A Head of Growth keeps a finger on the pulse of growth initiatives and redesigns corporate growth strategies accordingly.

Nurturing Growth

Nurture is the act of nourishing; tender care; education; training. Nurturing growth refers to the use of new or existing strategies that build capabilities for growth, enhance motivation, retain customers, engage customers as co-innovators, etc.



T-shaped Head of Growth: Generalist & Specialist

Usually, a Head of Growth is a ‘T’ shaped business executive who is knowledgeable in many fields, but deeply skilled in accelerated business growth.

A T-shaped Head of Growth is able to create a holistic growth strategy by linking the core areas of cross-functional management with expertise in growth management.

A generalist can do a little bit of everything, can create a holistic strategy and is capable of leading a cross-functional rapid-growth team. A rapid-growth specialist knows how to create disruptions and move with speed. A specialist keeps up with new growth strategies and test-worthy trends that keep emerging.

Synergizing the Roles of a Generalist and a Specialist

There are endless ways to connect strategies, capabilities and skills synergistically. Here are some of them:

- “Garden” and “Kitchen” stages of a brainstorming session – generate focused ideas first and then synergize them (“cook a soup”).
- Synergize diversities – create synergistic cross-functional teams.
- “The Tree of Business” – taking a holistic view of a business venture and designing it “from roots to fruits” by synergizing resources and capabilities.
- Innovation portfolio – synergize strategically aligned radical and incremental innovation projects.
- Synergize activities of value innovation, marketing and selling experts.



Growth Champion

A Head of Growth is a growth champion who knows what has to get done, knows how to do it, and gets down to work.

Abilities: Visionary, Driven, Intelligent

Create a daring vision of the desired future and a sequence of stretch goals leading to your vision. Be inspired, curious, and energized if you wish to keep learning forward, command respect, and implement your growth strategies innovatively and effectively.

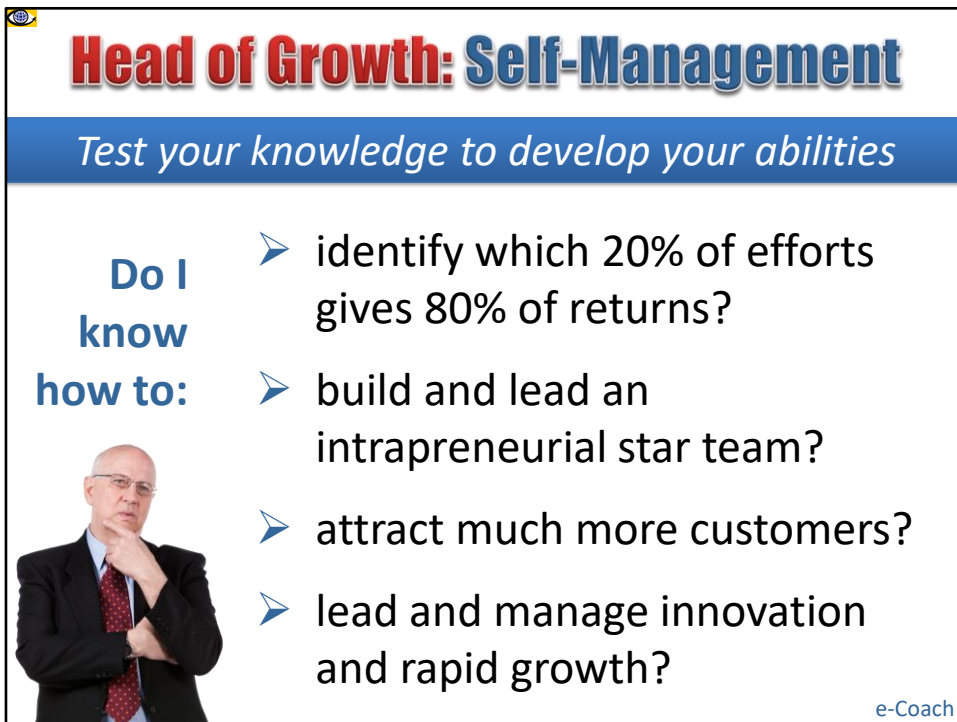
Roles: Strategist, Leader, Entrepreneur

A Head of Growth is an entrepreneurial leader who leads by example.

Willingness and preparedness to take creative entrepreneurial action and noble risk differentiates entrepreneurs from others. Embedding the importance of growth within your company culture is an important first step in leading organizational change by example.

Skills: Innovation, Management, Marketing

Value Innovation intelligence is about knowing how to invent and turn inventions to outstanding products and/or services that customers rush to buy. Growth Management focuses on leading and navigating a company through a sequence of growth stages. Growth Marketing is a subfield of marketing focused on rapid growth of a company.



Head of Growth: Self-Management

Test your knowledge to develop your abilities

Do I know how to:



- identify which 20% of efforts gives 80% of returns?
- build and lead an intrapreneurial star team?
- attract much more customers?
- lead and manage innovation and rapid growth?

e-Coach

80/20 Principle

80/20 Principle helps you and your company achieve more with less. It states that a minority (20%) of causes, inputs or effort usually lead to a majority (80%) of the results. The principle is of enormous value in identifying the next leaps forward for your business. Focus on exceptional productivity, rather than raise average efforts. Unless you use the 80/20 Principle to look carefully at the different chunks of your business and to redirect your strategy, it is almost inevitable that you will be doing too many things for too many beneficiaries.

Intrapreneurial Star Team

A rapid-growth team is an intrapreneurial star team consisting of innovative and strategically aligned intrapreneurs. Build a synergistic team, articulate your strategic intent, define intellectual teamwork process, train, provide resources, and launch a crusade.

Attract More Customers

If you improve existing products or services, market and sell better customer satisfaction. If you create something new-to-the-world, you must create new customer needs first – focus on enthusiasts and sell them dreams.

Lead and Manage Innovation and Rapid Growth

Ideally, the process of innovation and rapid growth is like jazz – improvisation within a guiding structure. In reality, it is like a football game.



“Surprise to win –
excite your employees,
amaze your customers,
shock your competitors!”

~ Vadim Kotelnikov