

## Small Giants Companies That Choose To Be Great

Two top specialists in profitable growth and innovative customer-supplier relationships show companies of all sizes how to compete with the tech giants—by choosing and providing peerless value to the right customers for long-term success. Every year, managers at companies large and small are finding it harder to compete with the likes of Google and Amazon, who are muscling into their businesses, stealing their customers, and cornering every conceivable market and service. There is, however, a way for companies to survive—and win—in this era of digital behemoths. *Choose Your Customer* is a powerful, consumer-targeted guide that can help managers level the playing field against their biggest competitors. Written by Jonathan Byrnes, the legendary MIT-based expert on profits, pricing, and strategy, and John Wass, a key member of the team that made Staples a major national brand, *Choose Your Customer* shows managers how to: Identify the customers who are the most profitable—and focus on them. Provide services and experiences that can't be replicated by the tech giants, no matter how much data they have, or how much automation they use. Support your chosen customers' diverse and rapidly evolving needs to accelerate profitability and growth. These customer-driven strategies enable leaders to build a uniquely targeted business that the digital giants just can't match. From unbeatable customer service to superior pricing and product selection, *Choose Your Customer* provides detailed and actionable advice on how to compete successfully with the big guys and how to increase profits as a result.

Small firms in Chicago employ more than 1.6 million individuals—nearly 50 percent of the private work force, according to a new study released this fall by the Small Business Administration. The survey, which defines small firms as those employing less than 500 people, also shows that these businesses generate 47 percent of the area's total receipts of \$278 billion dollars. However, SBA statistics also reveal that, on average, of the small businesses starting today, 53 percent will not be in business four years from now. Of these closings, it's estimated that 15 percent will close due to business failures. Chicago businessman Jay Goltz understands what it takes for a small business to succeed. During the past twenty years he has owned and operated Artists' Frame Service in Chicago. Goltz started the business in 1978, and today it's the largest, custom retail picture framing facility in the world. Now, Goltz shares some his secrets of success. The first book by a Coca-Cola CEO tells the remarkable story of the company's revival Neville Isdell was a key player at Coca-Cola for more than 30 years, retiring in 2009 as CEO after regilding the tarnished brand image of the world's leading soft-drink company. This first book by a Coca-Cola CEO tells an extraordinary personal and professional world-wide story, ranging from Northern Ireland to South Africa to Australia, the Philippines, Russia, Germany, India, South Africa and Turkey. Isdell helped put out huge public relations fires (India and Turkey), opened markets (Russia, Eastern Europe, Philippines and Africa), championed Muhtar Kent, the current Turkish-American CEO, all while living the ideal of corporate responsibility. Isdell's, and Coke's, story is newsy without being gossipy; principled without being preachy. *Inside Coca-Cola* is filled with stories and lessons appealing to anybody who has ever taken "the pause that refreshes." It's also a readable and important look at how companies can market and govern themselves more-ethically and to great success.

This is a book on leadership from someone who has never read a book on leadership in his life. While building the Virgin Group over the course of forty years, Richard Branson has never shied away from tackling seemingly outlandish challenges that others (including his own colleagues on many occasions) considered sheer lunacy. He has taken on giants like British Airways and won, and monsters like Coca-Cola and lost. Now Branson gives an inside look at his strikingly different, swashbuckling style of leadership. Learn how fun, family, passion, and the dying art of listening are key components to what his extended family of employees around the world has always dubbed (with a wink) "the Virgin Way." This unique perspective comes from a man who dropped out of school at sixteen, suffers from dyslexia, and has never worked for anyone but himself. He may be famous for thinking outside the box--an expression he despises--but Branson asserts that "you'll never have to think outside the box if you refuse to let anyone build one around you." The founder of Clif Bar Inc. explains how he turned his homemade energy bar into a \$100 million business without losing any of his joy for life or business--all the while focusing on the relationship between business and community. The nearly three billion people living on \$2 a day are not just the world's greatest challenge—they represent an extraordinary market opportunity. The key is what Paul Polak and Mal Warwick call Zero-Based Design: starting from scratch to create innovative products and services tailored for the very poor, armed with a thorough understanding of what they really want and need and driven by what Polak and Warwick call the ruthless pursuit of affordability. Polak has been doing this work for years, and Warwick has extensive experience in both business and philanthropy. Together, they show how their design principles and vision can enable unapologetic capitalists to supply the very poor with clean drinking water, electricity, irrigation, housing, education, health care, and other necessities at a fraction of the usual cost and at profit margins comparable to those of businesses in the developed world. Promising governmental and philanthropic efforts to end poverty have not reached scale because they lack the incentives of the market to attract massive resources. This book opens an extraordinary opportunity for nimble entrepreneurs, investors, and corporate executives that will result not only in vibrant, growing businesses but also a better life for the world's poorest people. One of the most hopeful propositions to come along in a long time. Paul Polak and Mal Warwick's approach is original, ambitious, and practical—and it just may be the key to reducing the number of people in poverty on a very large scale. Polak and Warwick lay out a practical and systematic way to work on a global scale, transforming the lives of hundreds of millions of poor people. President Bill Clinton.

Today's business marketplace is filled with news of small business and entrepreneurs making it big. *Entrepreneurship For Dummies* brings everything the reader needs to get started in business into one package. From developing an opportunity and coming up with a concept to actually creating the company, this book guides readers step-by-step.

Included are all the procedures necessary to create a successful business. Learn how to know your customer, test and protect your product, test distribution, and create a business plan. Discover how to find the best legal structure, business model, organization plan, marketing plan, and financial plan.

What's the secret to a company's continued growth and prosperity? Internationally known marketing expert Al Ries has the answer: focus. His commonsense approach to business management is founded on the premise that long-lasting success depends on focusing on core products and eschewing the temptation to diversify into unrelated enterprises. Using real-world examples, Ries shows that in industry after industry, it is the companies that resist diversification, and focus instead on owning a category in consumers' minds, that dominate their markets. He offers solid guidance on how to get focused and how to stay focused, laying out a workable blueprint for any company's evolution that will increase market share and shareholder value while ensuring future success.

"One is tempted to say 'the only book you'll need on starting a business.' Brilliant! Genius! Choose your superlative-it'll fit."-Tom Peters  
People starting out in business tend to seek step-by-step formulas or rules, but in reality there are no magic bullets. Rather, says veteran company-builder Norm Brodsky, there's a mentality that helps street-smart entrepreneurs solve problems and pursue opportunities as they arise. Brodsky shares his hard-earned wisdom every month in Inc. magazine, in the hugely popular "Street Smarts" column he cowrites with Bo Burlingham. Now they've adapted their best advice into a comprehensive guide for anyone running a small business.

"For more than three decades, Ben & Jerry's has been committed to an insanely ambitious three-part mission: not just making the world's best ice cream but also supporting progressive causes and sharing its success with all stakeholders--employees, suppliers, distributors, customers, cows, everybody. Living up to these beliefs is fun when you're doing it right, and it creates amazingly loyal customers, but it isn't easy. This is the first book to tell the full, inside story of the inspiring rise, tragic mistakes, devastating fall, determined recovery, and ongoing renewal of one of the most iconic mission-driven companies in the world. No previous book has focused so intently on the challenges presented by staying true to the mission as the business grew. No other book has explained how the company came to be sold to Unilever, one of the world's biggest corporations. And none has described the unprecedented contract Ben & Jerry's negotiated with Unilever to preserve the three-part mission or the complex working relationship that has allowed the company to pursue that mission on a much larger stage. Brad Edmondson tells the story with a journalist's eye for details, dramatic moments, and memorable characters. Among the dozens of key figures Edmondson interviewed, his most important source was Jeff Furman, who helped Ben and Jerry write their first business plan in 1978 and has stayed involved ever since, serving as chairman of the board since 2010. It's a funny, sad, surprising, and ultimately hopeful story."--Publisher's description.

"How to Succeed as a Small Business Owner ... and Still Have a Life!" An "owner's manual" for small businesses! Put your business on "auto-pilot." Learn how to ... - Use your business as a tool to enhance your personal life - Set ambitious goals and achieve them - Develop a real, working business plan - Use values to provide guidance to your staff - even when you're not at the office - Get the right people on your team and keep them there - Delegate effectively - Create a "self-healing" culture that practically fixes its own problems - And much more "If you own a small business, or are thinking of starting one, you need Bill Collier's wonderful book. Bill writes clearly and succinctly as a small business owner who learned how to do it right. His book is a much-needed guide for anyone who wants to get the most out of the small business experience." -- Bo Burlingham, editor-at-large of Inc. magazine  
About the Author: Bill Collier is a long-time entrepreneur who knows what it's like to have to "make payroll." Bill earned success the hard way - grinding it out for years after starting his first business, and learning from his own mistakes. After a good first few years, his company hit a wall. Morale was low, employee turnover was high, and cash flow was awful. In near desperation, he discovered a number of common-sense management approaches that saw his firm through years of prosperity.  
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The key to rising to the top of your company lies in a simple message and philosophy. The ultimate inspirational story for ambitious innovators, market-disruptors, and global business entrepreneurs. Celebrating DHL's fiftieth anniversary as a world-leading delivery company, global CEO Ken Allen tells the unique story of his journey to the top of the industry. In this business memoir, he shares the strategies and skills he has developed throughout his career, drawing on both his core values and extensive experience. This book is an inimitable guide to succeeding in any business, focusing on strategy and practical advice while revealing the simple lessons you need to learn to excel in life and work. It is an accessible read for entrepreneurs and managers at any stage of their career, packed with motivational material and no-nonsense tips. This simple and honest book is a must-have for anyone looking to reach the top of their field.

According to John Warrillow, the number one mistake entrepreneurs make is to build a business that relies too heavily on them. Thus, when the time comes to sell, buyers aren't confident that the company-even if it's profitable-can stand on its own. To illustrate this, Warrillow introduces us to a fictional small business owner named Alex who is struggling to sell his advertising agency. Alex turns to Ted, an entrepreneur and old family friend, who encourages Alex to pursue three criteria to make his business sellable: \* Teachable: focus on products and services that you can teach employees to deliver. \* Valuable: avoid price wars by specializing in doing one thing better than anyone else. \* Repeatable: generate recurring revenue by engineering products that customers have to repurchase often.

Brands are more important than ever to the survival of North American business. Our manufacturing base continues to disappear. An unprecedented volume of commercial messaging makes it ever more difficult for Brands to reach customers or employees. Yet "Brand" is misunderstood. Egged on by business schools and the ad industry, most senior executives equate their Brand with their logo or advertising. They think the Brand isn't their responsibility, but that of the marketing department alone. With colorful stories drawn from his 37-year career, Ted Matthews challenges our business leaders to achieve their Brands' full promise by accepting that A Brand is what people think of you - and by taking ultimate responsibility for it. "Ted Matthews wraps a persuasive argument in a lively read. This book is packed with fascinating examples that back up its clear-sighted analysis of how to build your brand, and - just as important - how not to." Jim McElgunn, Senior Editor, PROFIT Magazine

Big data entrepreneur Allen Gannett overturns the mythology around creative genius, and reveals the science and secrets behind achieving breakout commercial success in any field. We have been spoon-fed the notion that creativity is the province of genius -- of those favored, brilliant few whose moments of insight arrive in unpredictable flashes of divine inspiration. And if we are not a genius, we might as well pack it in and give up. Either we have that gift, or we don't. But Allen shows that simply isn't true. Recent research has shown that there is a predictable science behind achieving commercial success in any creative endeavor, from writing a popular novel to starting up a successful company to creating an effective marketing campaign. As the world's most creative people have discovered, we are enticed by the novel and the familiar. By understanding the mechanics of what Gannett calls "the creative curve" -- the point of optimal tension between the novel and the familiar -- everyone can better engineer mainstream success. In a thoroughly entertaining book that describes the stories and insights of everyone from the Broadway team behind Dear Evan Hansen, to the founder of Reddit, from the Chief Content Officer of Netflix to Michelin star chefs, Gannett reveals the four laws of creative success and identifies the common patterns behind their achievement.

An employer's guide to build motivation with the employees.

Small Giants: Companies That Choose to Be Great Instead of Big, by journalist Bo Burlingham, author of Finish Big and co-author of Street Smarts. Most companies focus on growing their profits year after year, however there are some companies that don't focus on profits and instead focus on being great at what they do: Anchor Brewing, Union Square Hospitality Group, Citi Storage Inc. and 11 other companies. Korean edition translated by Kim Ju Ri.

"No two exit experiences are exactly alike. Some people wind up happy with the process and satisfied with the way it turned out while others look back on it as a nightmare. The question I hope to answer in this book is why. What did the people with 'good' exits do differently from those who'd had 'bad' exits?" When pioneering business journalist and Inc. magazine editor at large Bo Burlingham wrote Small Giants, it became an instant classic for its original take on a common business problem—how to handle the pressure to grow. Now Burlingham is back to tackle an even more common problem—how to exit your company well. Sooner or later, all entrepreneurs leave their businesses and all businesses get sold, given away, or liquidated. Whatever your preferred outcome, you need to start planning for it while you still have time and options. The beautiful part is that if you start early enough, the process will lead you to build a better, stronger, more resilient company, as well as one with a higher market value. Unfortunately, most owners don't start early enough—and pay a steep price for their procrastination. Burlingham interviewed dozens of entrepreneurs across a range of industries and identified eight key factors that determine whether owners are happy after leaving their businesses. His book showcases the insights, exit plans, and cautionary tales of entrepreneurs such as Ray Pagano: founder of a leading manufacturer of housings for security cameras. He turned down a bid for his company and instead changed his management style, resulting in a subsequent sale for four times the original offer. Bill Niman: founder of the iconic Niman Ranch, which revolutionized the meat industry. He learned about unhappy exits when he was forced to sell to private equity investors, leaving him with nothing to show for his thirty-five years in business. Gary Hirshberg: founder of organic yogurt pioneer Stonyfield Farm. He pulled off the nearly impossible task of finding a large company that would buy out his 275 small investors at a premium price while letting him retain complete control of the business. Through such stories, Burlingham offers an illuminating and inspirational guide to one of the most stressful, and yet potentially rewarding, processes business owners must go through. And he explores the emotional challenges they face at every step of the way. At the end of the day, owning a business is about more than selling goods and services. It's about making choices that shape your entire life, both professional and personal. Finish Big helps you figure out how to face your future with confidence and be able to someday look back on your journey with pride.

How maverick companies have passed up the growth treadmill — and focused on greatness instead. It's an axiom of business that great companies grow their revenues and profits year after year. Yet quietly, under the radar, a small number of companies have rejected the pressure of endless growth to focus on more satisfying business goals. Goals like being great at what they do, creating a great place to work, providing great customer service, making great contributions to their communities, and finding great ways to lead their lives. In Small Giants, veteran journalist Bo Burlingham takes us deep inside fourteen remarkable companies that have chosen to march to their own drummer. They include Anchor Brewing, the original microbrewer; CitiStorage Inc., the premier independent records-storage business; Clif Bar & Co., maker of organic energy bars and other nutrition foods; Righteous Babe Records, the record company founded by singer-songwriter Ani DiFranco; Union Square Hospitality Group, the company of restaurateur Danny Meyer; and Zingerman's Community of Businesses, including the world-famous Zingerman's Deli of Ann Arbor. Burlingham shows how the leaders of these small giants recognized the full range of choices they had about the type of company they could create. And he shows how we can all benefit by questioning the usual definitions of business success. In his new afterward, Burlingham reflects on the similarities and learning lessons from the small giants he covers in the book. From the Hardcover edition.

How can today's managers concentrate on what really matters to improve the performance of their organization, to reach outstanding goals? The answer is in What Makes an HPO. The five critical factors of the HPO Framework - Management Quality, Openness & Action-Oriented, Long-Term Orientation, Continuous Improvement & Renewal and Employee Quality - will help you turn your organization into an HPO. This book shows you what to concentrate on, how others have done it, and how to achieve it yourself. The HPO Framework is the result of a global five-year research project into the genuine success factors of High Performance Organizations (HPOs). The HPO Center, led by Dr de Waal, discovered what really works on the ground in every type of organization rather than what managers think should, or might have, worked. In his book André de Waal gives many real-life examples from a variety of sectors including Finance, Retail, Industry, ICT, High Education and Government, all illustrating the successful workings of the HPO Framework in organizations worldwide. Also included are many interviews with HPO leaders at Microsoft, SABMiller, Svenska Handelsbanken, HP, Tata Steel, Umpqua Bank, Unilever and KLM Royal Dutch Airlines.

The author of The Great Game of Business explains why employee ownership of a company is an essential part of a successful business strategy, offering advice on employee motivation, governing growth, and diversity. Reprint.

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and Zingerman's Community of Businesses, including the world-famous Zingerman's Deli of Ann Arbor. Burlingham shows how the leaders of these small giants recognized the full range of choices they had about the type of company they could create. And he shows how we can all benefit by questioning the usual definitions of business success. In his new afterward, Burlingham reflects on the similarities and learning lessons from the small giants he covers in the book. The definitive history of America's greatest incubator of innovation and the birthplace of some of the 20th century's most influential technologies "Filled with colorful characters and inspiring lessons . . . The Idea Factory explores one of the most critical issues of our time: What causes innovation?" —Walter Isaacson, *The New York Times Book Review* "Compelling . . . Gertner's book offers fascinating evidence for those seeking to understand how a society should best invest its research resources." —*The Wall Street Journal* From its beginnings in the 1920s until its demise in the 1980s, Bell Labs-officially, the research and development wing of AT&T-was the biggest, and arguably the best, laboratory for new ideas in the world. From the transistor to the laser, from digital communications to cellular telephony, it's hard to find an aspect of modern life that hasn't been touched by Bell Labs. In *The Idea Factory*, Jon Gertner traces the origins of some of the twentieth century's most important inventions and delivers a riveting and heretofore untold chapter of American history. At its heart this is a story about the life and work of a small group of brilliant and eccentric men-Mervin Kelly, Bill Shockley, Claude Shannon, John Pierce, and Bill Baker-who spent their careers at Bell Labs. Today, when the drive to invent has become a mantra, Bell Labs offers us a way to enrich our understanding of the challenges and solutions to technological innovation. Here, after all, was where the foundational ideas on the management of innovation were born.

The lifeblood of your business is repeat customers. But customers can be fickle, markets shift, and competitors are ruthless. So how do you ensure a steady flow of repeat business? The secret—no matter what industry you're in—is finding and keeping automatic customers. These days virtually anything you need can be purchased through a subscription, with more convenience than ever before. Far beyond Spotify, Netflix, and New York Times subscriptions, you can sign up for weekly or monthly supplies of everything from groceries (AmazonFresh) to cosmetics (Birchbox) to razor blades (Dollar Shave Club). According to John Warrillow, this emerging subscription economy offers huge opportunities to companies that know how to turn customers into subscribers. Automatic customers are the key to increasing cash flow, igniting growth, and boosting the value of your company. Consider Whatsapp, the internet-based messaging service that was purchased by Facebook for \$19 billion. While other services bombarded users with invasive ads in order to fund a free messaging platform, Whatsapp offered a refreshingly private tool on a subscription platform, charging just \$1 per year. Their business model enabled the kind of service that customers wanted and ensured automatic customers for years to come. As Warrillow shows, subscriptions aren't limited to technology or media businesses. Companies in nearly any industry, from start-ups to the Fortune 500, from home contractors to florists, can build subscriptions into their business. Warrillow provides the essential blueprint for winning automatic customers with one of the nine subscription business models, including:

- The Membership Website Model: Companies like The Wood Whisperer Guild, ContractorSelling, and DanceStudioOwner offer access to highly specialized, high quality information, recognizing that people will pay for good content. This model can work for any business with a tightly defined niche market and insider information.
- The Simplifier Model: Companies like Mosquito Squad (pest control) and Hassle Free Homes (home maintenance) take a recurring task off your to-do list. Any business serving busy consumers can adopt this model not only to create a recurring revenue stream, but also to take advantage of the opportunity to cross-sell or bundle their services.
- The Surprise Box Model: Companies like BarkBox (dog treats) and Standard Cocoa (craft chocolate) send their subscribers curated packages of goodies each month. If you can handle the logistics of shipping, giving customers joy in something new can translate to sales on your larger e-commerce site.

This book also shows you how to master the psychology of selling subscriptions and how to reduce churn and provides a road map for the essential statistics you need to measure the health of your subscription business. Whether you want to transform your entire business into a recurring revenue engine or just pick up an extra 5 percent of sales growth, *The Automatic Customer* will be your secret weapon.

Every human is born with multifarious potential. Why, then, do parents, schools and employers insist that we restrict our many talents and interests; that we 'specialise' in just one? We've been sold a myth, that to 'specialise' is the only way to pursue truth, identity, or even a livelihood. Yet specialisation is nothing but an outdated system that fosters ignorance, exploitation and disillusionment and thwarts creativity, opportunity and progress. Following a series of exchanges with the world's greatest historians, futurists, philosophers and scientists, Waqas Ahmed has weaved together a narrative of history and a vision for the future that seeks to disrupt this prevailing system of unwarranted 'hyper-specialisation.' In *The Polymath*, Waqas shows us that there is another way of thinking and being. Through an approach that is both philosophical and practical, he sets out a cognitive journey towards reclaiming your innate polymathic state. Going further, he proposes nothing less than a cultural revolution in our education and professional structures, whereby everyone is encouraged to express themselves in multiple ways and fulfil their many-sided potential. Not only does this enhance individual fulfilment, but in doing so, facilitates a conscious and creative society that is both highly motivated and well equipped to address the complexity of 21st century challenges.

By harnessing new, easy-to-use technologies that help them find customers around the world, everyday people are starting meaningful businesses that offer a high-paying alternative to a corporate career. In this updated edition, will learn tactics from real people who are earning \$1 million a year on their own terms.

After 5 years of appearances as a *Globe and Mail* business bestseller, the fully updated and revised edition of this book could not be more timely. The first edition was a plea to North American leaders to confront three crises – hyper-messaging, the labor shortage and the rise of China – by embracing the fact that a Brand is not a logo, advertising or any

other marketing communication, but what people think of you. Unfortunately, these crises have only become more serious, and the majority of North American executives still fundamentally misunderstand Brand's true meaning. Yet there is good news: Once you realize that your Brand is what people think of you, you realize it is your culture. Then you can build a "remark-able" Brand that cuts through competing messaging, helps you attract, retain and inspire the best and brightest, and leverage the full power of Branding – our single remaining advantage over the East Asian economies. This new edition is packed with 37 entertaining and practical new stories, along with numerous actionable frameworks, on how to build a Brand for the 21st century – starting by rooting it in an inspiring core purpose and Brand Foundation. You can put this book to work at your organization – whether B2B, not-for-profit, B2C or government – today.

The Hall of Fame basketball player explains how he translated his talents on the basketball court into success in the boardroom, sharing more than 30 hard-won lessons in business gamesmanship, from finding an unfilled niche in the market and building and protecting a brand to creating a diverse team with complementary strengths and being a true leader. Reprint. A best-selling book.

Entrepreneurial phenomenon Ari Weinzweig, co-founder of the much-loved Zingerman's Deli, shares the secrets to providing world-class customer service. Zingerman's in Ann Arbor, Michigan, is a beloved deli with some of the most loyal clientele around. It has been praised for its products and service in media outlets far and wide, including the New York Times, Men's Journal, Inc. Magazine, Esquire, Atlantic Monthly, USA Today, and Fast Company. And what started out as a small deli has grown to a flourishing restaurant, catering service, bakery, mail-order operation, creamery, and training business. Booming business and loyal customers are proof enough that the Zingerman's team knows a thing or two about customer service. Now in Zingerman's Guide to Giving Great Service, co-founder Ari Weinzweig shares the unique Zingerman method of treating customers, giving the reader step-by-step instructions on what to teach staff, how to train them, how to implement the training, how to measure their success, and finally, how to reward performance. Some of Zingerman's time-tested principles: Customers who get a great product but poor service won't be as loyal as those who are disappointed with a product but get great service. You'll get more complaints if people believe you care enough to listen to them. And that's a good thing. Employees who are rewarded, respected, and well cared for treat customers the same way.

Small Giants Companies That Choose to Be Great Instead of Big, 10th-Anniversary Edition Penguin

In this expanded 20th Anniversary Edition of the book that started a business revolution, a successful businessman shares his philosophy of management that puts the concerns of the employees first and creates a company that will provide people with lifelong livelihood. Original. 50,000 first printing.

Working Backwards is an insider's breakdown of Amazon's approach to culture, leadership, and best practices from two long-time Amazon executives. Colin started at Amazon in 1998; Bill joined in 1999. In Working Backwards, these two long-serving Amazon executives reveal and codify the principles and practices that drive the success of one of the most extraordinary companies the world has ever known. With twenty-seven years of Amazon experience between them, much of it in the early aughts—a period of unmatched innovation that brought products and services including Kindle, Amazon Prime, Amazon Studios, and Amazon Web Services to life—Bryar and Carr offer unprecedented access to the Amazon way as it was refined, articulated, and proven to be repeatable, scalable, and adaptable. With keen analysis and practical steps for applying it at your own company—no matter the size—the authors illuminate how Amazon's fourteen leadership principles inform decision-making at all levels and reveal how the company's culture has been defined by four characteristics: customer obsession, long-term thinking, eagerness to invent, and operational excellence. Bryar and Carr explain the set of ground-level practices that ensure these are translated into action and flow through all aspects of the business. Working Backwards is a practical guidebook and a corporate narrative, filled with the authors' in-the-room recollections of what "Being Amazonian" is like and how it has affected their personal and professional lives. They demonstrate that success on Amazon's scale is not achieved by the genius of any single leader, but rather through commitment to and execution of a set of well-defined, rigorously-executed principles and practices—shared here for the very first time.

NEW YORK TIMES BESTSELLER USA TODAY BESTSELLER Amazon, Apple, Facebook, and Google are the four most influential companies on the planet. Just about everyone thinks they know how they got there. Just about everyone is wrong. For all that's been written about the Four over the last two decades, no one has captured their power and staggering success as insightfully as Scott Galloway. Instead of buying the myths these companies broadcast, Galloway asks fundamental questions. How did the Four infiltrate our lives so completely that they're almost impossible to avoid (or boycott)? Why does the stock market forgive them for sins that would destroy other firms? And as they race to become the world's first trillion-dollar company, can anyone challenge them? In the same irreverent style that has made him one of the world's most celebrated business professors, Galloway deconstructs the strategies of the Four that lurk beneath their shiny veneers. He shows how they manipulate the fundamental emotional needs that have driven us since our ancestors lived in caves, at a speed and scope others can't match. And he reveals how you can apply the lessons of their ascent to your own business or career. Whether you want to compete with them, do business with them, or simply live in the world they dominate, you need to understand the Four.

The Great Game of Business started a business revolution by introducing the world to open-book management, a new way of running a business that created unprecedented profit and employee engagement. The revised and updated edition of The Great Game of Business lays out an entirely different way of running a company. It wasn't dreamed up in an executive think tank or an Ivy League business school or around the conference table by big-time consultants. It was forged on the factory floors of the heartland by ordinary folks hoping to figure out how to save their jobs when their parent company, International Harvester, went down the tubes. What these workers created was a revolutionary approach to management that has proven itself in every industry around the world for the past thirty years--an approach that is perhaps the last, best hope for reviving the American Dream. Is Your Marketing as Simple, Effective, and Affordable as Duct Tape? Let's face it, as a small business owner, you are really in the

business of marketing. The problem for most small business owners is that they suffer from "marketing idea of the week" syndrome instead of implementing a systematic approach to the problem of small business marketing. In *Duct Tape Marketing*, renowned Small Business Marketing guru John Jantsch shows you how to develop and execute a marketing plan that will give your business the life and longevity you knew you could have when you made that decision to go out on your own. CAREFUL! Duct tape is a serious tool... it sticks where you put it. So are the ideas in this book. If you're ready to make a commitment and are willing to make something happen, John's book is a great place to start. --Seth Godin, author of *Purple Cow* For all those who wonder why John Jantsch has become the leading advisor and coach to small businesses everywhere, *Duct Tape Marketing* is the answer. I have never read a business book that is as packed with hands-on, actionable information as this one. There are takeaways in every paragraph, and the success of John's blog is living proof that they work. *Duct Tape Marketing* should be required reading for anyone who is building a business, or thinking about it. --Bo Burlingham, editor-at-large, *Inc.* magazine, and author of *Small Giants: Companies That Choose To Be Great Instead of Big* *Duct Tape Marketing* is a worthy addition to the growing library of how-to books on small business marketing -- concise, clear, practical, and packed with great ideas to boost your bottom line. --Bob Bly, author of *The White Paper Handbook* With the world suffering from depleted reserves of trust, a business that sells plenty of it every day tends to create the most value. The great thing about trust as a product feature is that it delivers exceptional returns. With this book, John Jantsch has zeroed in on exactly what small businesses need to sell every day, every hour. --Ben McConnell, co-author of *Creating Customer Evangelists: How Loyal Customers Become a Volunteer Sales Force* John Jantsch has provided small businesses with the perfect perspective for maximizing all marketing activities - offline and on. Jantsch has the plan to help you thrive in the world of business today. Read it, all your competitors will. --John Battelle, cofounding editor of *Wired* and author of *The Search: How Google and Its Rivals Rewrote the Rules of Business and Transformed Our Culture* *Duct Tape Marketing* is a great read for anyone in business. It has fresh ideas laid out in a practical and useable way. I highly recommend this book for growing any business. --Dr. Ivan Misner, Founder of BNI and Co-author of the New York Times bestseller, *Masters of Networking*

This follow-up to New York Times bestseller *The Food Babe Way* exposes the lies we've been told about our food--and takes readers on a journey to find healthy options. There's so much confusion about what to eat. Are you jumping from diet to diet and nothing seems to work? Are you sick of seeing contradictory health advice from experts? Just like the tobacco industry lied to us about the dangers of cigarettes, the same untruths, cover-ups, and deceptive practices are occurring in the food industry. Vani Hari, aka *The Food Babe*, blows the lid off the lies we've been fed about the food we eat--lies about its nutrient value, effects on our health, label information, and even the very science we base our food choices on. You'll discover:

- How nutrition research is manipulated by food company funded experts
- How to spot fake news generated by Big Food
- The tricks food companies use to make their food addictive
- Why labels like "all natural" and "non-GMO" aren't what they seem and how to identify the healthiest food
- Food marketing hoaxes that persuade us into buying junk food disguised as health food

Vani guides you through a 48-hour Toxin Takedown to rid your pantry, and your body, of harmful chemicals--a quick and easy plan that anyone can do. A blueprint for living your life without preservatives, artificial sweeteners, additives, food dyes, or fillers, eating foods that truly nourish you and support your health, *Feeding You Lies* is the first step on a new path of truth in eating--and a journey to your best health ever. The timeless human desire to be more beautiful, intelligent, healthy, athletic, or young has given rise in our time to technologies of human enhancement. Athletes use drugs to increase their strength or stamina; cosmetic surgery is widely used to improve physical appearance; millions of men take drugs like *Viagra* to enhance sexual performance. And today researchers are exploring technologies such as cell regeneration and implantable devices that interact directly with the brain. Some condemn these developments as a new kind of cheating—not just in sports but in life itself—promising rewards without effort and depriving us most of all of what it means to be authentic human beings. “Transhumanists,” on the other hand, reject what they see as a rationalizing of human limits, as if being human means being content forever with underachieving bodies and brains. To be human, they insist, is to be restless with possibilities, always eager to transcend biological limits. As the debate grows in urgency, how should theology respond? Christian theologians recognize truth on both sides of the argument, pointing out how the yearnings of the transhumanists—if not their technological methods—find deep affinities in Christian belief. In this volume, Ronald Cole-Turner has joined seasoned scholars and younger, emerging voices together to bring fresh insight into the technologies that are already reshaping the future of Christian life and hope.

George Hedley owns a \$50 million construction and real estate development business as well as *HARDHAT Presentations*. Over the last five years, as a much-requested popular professional speaker, George speaks 50 times per year to business audiences, conventions, associations and at company meetings. As many as 25,000 people see him present keynote speeches or seminars every year. George is based in Costa Mesa, Calif.

Ben & Jerry's. Stonyfield Farm. The Body Shop. Tom's of Maine. All leaders in the socially responsible business movement—and all eventually sold to mega-corporations. Do values-driven businesses have to choose between staying small, selling off, or selling out? Jill Bamburg says no. Based on intensive interviews with more than thirty growth-oriented, mission-driven entrepreneurs—including American Apparel, Give Something Back, Wild Planet Toys, Organic Valley Family of Farms, and Village Real Estate—her book explodes the myths of scale from both ends of the spectrum. She debunks both the limiting “small is beautiful” approach as well as the “you have to sell out to grow” mandate. Focusing on the unique challenges that socially conscious companies face, *Getting to Scale* addresses the issues that affect all businesses: Production and personnel Access to capital and markets Changes in organizational structure Ownership and control Corporate culture Filled with practical and tested advice, *Getting to Scale* provides a blueprint for socially responsible entrepreneurs in any industry who want to benefit larger groups of customers, have a greater positive impact on their communities, and maintain their independence by scaling up their enterprises.

A columnist for *Inc.* outlines his theories about street-smart businesspeople who appear to possess unique intuitive gifts, in an anecdotal guide that shares real-life stories about how companies met various challenges by identifying potential problems, focusing on goals, and maintaining perspective. 30,000 first printing.

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