THE GAME-CHANGER
How You Can Drive Revenue and Profit Growth With Innovation

A.G. LAFLEY and RAM CHARAN

A.G. LAFLEY is chairman and CEO of Proctor & Gamble (P&G), one of the world’s leading consumer goods companies. Mr. Lafley was named CEO in 2000 and since then, P&G has tripled profits; significantly improved organic revenue growth, cash flow, and operating margins; and averaged earnings per share growth of 12 percent. Mr. Lafley started his business career in the Navy, then attended Harvard Business School and joined P&G as a brand assistant in 1977. He also serves on the boards of General Electric and Dell.

RAM CHARAN is a speaker, advisor, author and business strategy specialist. He grew up in India where he gained a grounding in business helping run his family’s shoe shop. Dr. Charan then attended Harvard Business School where he was awarded an M.B.A. and a D.B.A. He taught for a number of years at Harvard and Northwestern universities. Dr. Charan advises the boards and senior management of companies like GE, DuPont, Nokia, Verizon and the Thomson Corporation. He is the author or coauthor of several business books including Execution, Know-How and What Customers Want You to Know.

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Innovation can change the game of business your company is forced to play. New products and services can lead to new customers which drive revenue growth and ultimately profits. For innovation to have a payoff, however, it must be integrated into how you run your business rather than treated as a standalone activity. There are in fact eight elements of any business which must be organized in order for innovation to work.

Get all eight of these elements to work together and innovation will generate solid organic growth and provide some very worthwhile differentiation for your firm. Fail to get these eight elements in place and innovation simply will not happen.

"An innovation is the conversion of a new idea into revenues and profits. Real innovation can change the context – the market space, the competitive space, the societal space – in which a business operates. Game-changing leaders search for and execute ideas that put the company on a long-term path to prosperity. ‘Innovate or die’ is truly the name of the game."

– A.G. Lafley and Ram Charan

Innovation is always customer centered

Driver #1 – Purpose and values

Driver #2 – Stretch goals

Driver #3 – Solid strategies

Driver #4 – Unique core strengths

Driver #5 – Supporting structures

Driver #6 – Consistent systems

Driver #7 – Well connected culture

Driver #8 – Inspired leadership
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