

---

# Contents

<b>1</b>	<b>How Long Do You Want to Tolerate That Your Organization is Hindering Growth?</b>	<b>1</b>
1.1	Grow or Get Out of the Way: Those Who Don't Grow Die	1
1.2	Innovations as Motors of Growth	3
1.3	The Lethargy of the Individual	8
1.4	Archetypical Brakes to Growth	11
1.4.1	Concrete Brakes	12
1.4.2	Personal Brakes	15
<b>2</b>	<b>Is Your Organization Ready for Growth?</b>	<b>19</b>
2.1	In Which Phase of Growth Are You?	19
2.2	Fast Business Processes Aren't Enough; You Need Good Interfaces	23
2.3	Working Methods are What Count	26
2.4	It Can't Work Without Growth Sponsors	30
<b>3</b>	<b>Take a Good Look at Your Marketing Department: Do You See Creative Geniuses or Conceptual Pros?</b>	<b>35</b>
3.1	Marketing Can't Be Measured?—A Misconception	35
3.2	Marketing Needs Creative Minds	38
3.3	Marketing's Aversion to the Daily Routine	41
3.4	The Goal: Marketing as a Catalyst for Growth	43
3.4.1	Situation 1: Developing a New Sales Strategy	44
3.4.2	Situation 2: New Sales Channels	45
3.4.3	Situation 3: New Corporate Strategy	45
3.4.4	Situation 4: Product Innovation	47
<b>4</b>	<b>Is Your Sales Organization a Dark Silo or a Real Growth Driver?</b>	<b>49</b>
4.1	Why Worry About the Brakes If You Never Even Get in Gear?	49
4.2	Sales Hates Structure	51

4.3	Sales and Cooperation: When Worlds Collide . . . . .	53
4.3.1	Sales and Marketing . . . . .	54
4.3.2	Sales and Product Development/R&D . . . . .	55
4.3.3	Sales and Purchasing . . . . .	56
4.3.4	Sales and Logistics . . . . .	57
4.3.5	Sales and Controlling . . . . .	58
4.4	The Goal: Growth-Driving Sales . . . . .	59
<b>5</b>	<b>Is Your R&amp;D Department Focused on Growth, or Just Its Own Ego?</b> . . . . .	<b>61</b>
5.1	What Does R&D Mean to You? . . . . .	61
5.2	How Much Love Does a New Product Need? . . . . .	64
5.3	The R&D Debacle—Researchers Who Only Develop Themselves . . . . .	67
5.4	The Goal: R&D as an Innovation Platform . . . . .	69
<b>6</b>	<b>Is Your Purchasing Department Rewarded for Being Bean Counters Or for Delivering Quality?</b> . . . . .	<b>75</b>
6.1	Purchasing—Just a Bunch of Penny-Pinchers? . . . . .	75
6.2	Just How Good is Your Purchasing Department? . . . . .	78
6.3	He Who Pays the Piper Calls the Tune . . . . .	81
6.4	The Goal: Quality as the Measure of Purchasing Performance . . . . .	85
<b>7</b>	<b>For Support Departments, Changes Are a Nightmare</b> . . . . .	<b>89</b>
7.1	The Role of Support Departments in the Growth Process . . . . .	89
7.1.1	Defining Performance Criteria . . . . .	93
7.1.2	Monitoring and Acknowledging Performance Criteria . . . . .	93
7.1.3	Defining Performance at Interfaces . . . . .	94
7.2	Logistics, Operations and IT: Constantly Needed, Constantly Under Fire . . . . .	95
7.3	Finances, Controlling, Accounting and Internal Auditing: Don't Ask for Changes . . . . .	101
7.3.1	Internal Auditing: With Club in Hand . . . . .	102
7.3.2	Finances and Accounting: Often Underestimated . . . . .	102
7.3.3	Controlling: The Final Frontier . . . . .	103
7.4	Human Resources—Does It Deserve the Name? . . . . .	105
7.5	Staff Departments and the Problem of Vacuum . . . . .	109
<b>8</b>	<b>A Good Product Isn't Enough: You Need a Growth Process</b> . . . . .	<b>111</b>
8.1	Products and Services: How Can You be Sure They're Up-To-Date? . . . . .	111
8.2	The Process and the Hurdles . . . . .	116
8.3	You Don't Need to Reinvent the Wheel . . . . .	119

---

8.4	Working Together and Not Against Each Other . . . . .	125
8.4.1	Synchronous Communication . . . . .	126
8.4.2	Asynchronous Communication . . . . .	129
<b>9</b>	<b>Non-Profit Organizations: “No Profits” Is No Excuse . . . . .</b>	<b>133</b>
9.1	National and Multinational NGOs: Driven by Idealism . . . . .	134
9.1.1	Strategy Implementation . . . . .	135
9.1.2	Quantitative and Qualitative Growth . . . . .	136
9.1.3	Process Implementation . . . . .	136
9.1.4	Supervisory Boards . . . . .	137
9.1.5	Contact to Decision-Makers . . . . .	137
9.2	National NPOs: Full-Timers and Volunteers . . . . .	138
9.3	Professional and Trade Associations . . . . .	141
9.4	Hospitals and Clinics: Using Suffering as a Smokescreen . . . . .	144
9.4.1	No Strategy, No Core Competencies . . . . .	145
9.4.2	The Excuse of Having a “Public Duty” . . . . .	145
9.4.3	Lack of Customer Orientation . . . . .	145
9.4.4	Administration as a Black Hole . . . . .	146
9.4.5	Silo Thinking . . . . .	146
9.4.6	Often Overlooked: The Workers’ Board . . . . .	147
9.5	Public Administrative Bodies . . . . .	147
<b>10</b>	<b>The Most Effective Strategies for Blocking Growth . . . . .</b>	<b>149</b>
10.1	Declaring Something a “Matter for the Management” . . . . .	149
10.2	“Thorough” Groundwork . . . . .	150
10.3	Playing Politics . . . . .	151
10.4	Throwing Smoke Bombs . . . . .	152
10.5	Pointing Out Uncertainties . . . . .	153
10.6	Creating Project Inflation . . . . .	154
10.7	Questioning Successes . . . . .	155
10.8	Keep Your Eyes Peeled . . . . .	155
<b>11</b>	<b>Still Searching for a Growth Motor?—Try Looking in the Mirror! . . . . .</b>	<b>157</b>
11.1	Follow Me/Lead the Way . . . . .	157
11.2	Leadership and Management Are Not the Same Thing . . . . .	163
11.3	The Right Setting . . . . .	166
11.4	The Greatest Challenges . . . . .	170
11.4.1	Fashion . . . . .	170
11.4.2	Discipline . . . . .	172
11.4.3	Perfectionism . . . . .	172
11.4.4	Interplay . . . . .	173
11.4.5	Ego . . . . .	173
11.5	Full Speed Ahead . . . . .	175
	<b>About the Author . . . . .</b>	<b>179</b>
	<b>Index . . . . .</b>	<b>181</b>

Profitable Growth

Release Internal Growth Brakes and Bring Your  
Company to the Next Level

Quelle, G.

2012, XVI, 184 p., Hardcover

ISBN: 978-3-642-32786-5