



Create Distinction

What to Do When 'Great' Isn't Good Enough to Grow Your Business

THE SUMMARY IN BRIEF

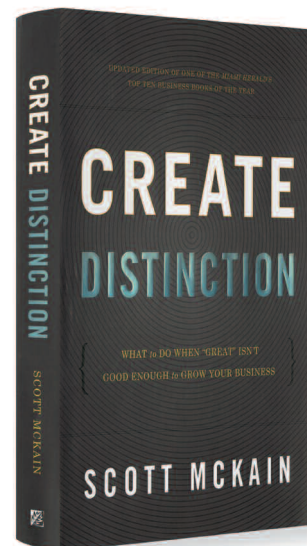
In *Create Distinction*, Scott McKain offers a potent cure for similarity and uniformity — the primary killers of businesses and careers. Have you taken your business from good to great, only to find that “great” still isn’t cutting it? In our homogenized world, companies in every sector appear more and more alike, as do the tweets and LinkedIn pages of professionals across the contry. But if people see you or your company as nothing more than a carbon copy of the competition, how can you expect to attract attention?

McKain’s original approach to this problem, first captured in his book *Collapse of Distinction*, was conceived and written in the direct aftermath of the 2008 financial meltdown. To reflect the changing reality since that book’s publication — and to incorporate new research and up-to-date examples — McKain has retitled and revised the book as *Create Distinction*.

McKain lays out the cornerstones of distinction and equips you with the specific tools and knowledge you need to stand out. Whether you’re in the C-suite of a multinational company or just vying for your next promotion, you’ll learn how to rise above the fray and make your work unmistakable. With this practical advice, you’ll feel confident stepping up from the competition—and toward success.

IN THIS SUMMARY, YOU WILL LEARN:

- The three destroyers of differentiation and how to avoid them.
- What creates differentiation in the marketplace.
- How to create small, solid points of distinction that are recognizable and important to your customer.
- How to stimulate productive creativity to create the ultimate experience.
- The value of your organization’s unique story and how to find it.



by Scott McKain

CONTENTS

How We Got Into This Mess: The Three Destroyers of Differentiation

Page 2

The First Cornerstone: Clarity

Page 5

The Second Cornerstone: Creativity

Page 6

The Third Cornerstone: Communication

Page 7

The Fourth Cornerstone: Customer-Experience Focus

Page 7

Distinctive Is Superior

Page 8

THE COMPLETE SUMMARY: CREATE DISTINCTION

by Scott McKain

The author: Scott McKain is the country's leading expert on business and professional distinction. He is chairman of McKain Performance Group and cofounder and principal of The Value Added Institute, a think tank that examines the role of the customer experience in creating significant advances in the level of client loyalty.

From *Create Distinction* by Scott McKain. Copyright © 2012 by Scott McKain. Adapted by arrangement with the publisher, Greenleaf Book Group Press, 243 pages, \$19.95. ISBN: 978-1-60832-426-2. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2013 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY.

For additional information on the author, go to www.summary.com.

Introduction

Over the past several years, we have seen the homogenization of practically everything. The car that I drive probably looks a lot like yours, no matter the nameplate. The big store where I shop almost certainly appears and feels a lot like yours, no matter the logo on the door, no matter the community where it's located. It looks, acts, feels the same — and this is causing a customer revolt.

In a front-page article, *The Wall Street Journal* proclaimed, “The Walmart era ... is drawing to a close.” In other words, we are at the initial stages where the “faster ... cheaper ... perfect” generation of customer is now looking for something else from businesses — something profoundly more difficult to deliver. People are craving, even coveting, distinction.

Being different, standing out, getting noticed in a sea of sameness is vital to an organization's sustained growth and profitability. ●

How We Got Into This Mess: The Three Destroyers of Differentiation

To truly understand how to create distinction, it's first important to understand why distinction is so rare in today's marketplace. Taken individually, each of these Three Destroyers of Differentiation creates a compelling challenge. When combined, they have a synergistic and destructive impact on your industry, your organization and even upon you, professionally and personally.

Differentiation Destroyer #1: Copycat Competition and Incremental Advancement

When you are faced with a competitive situation, you've got to constantly get better and provide more compelling reasons for your customers to spend money with you.

However, here's the interesting and challenging rub that's often overlooked: When my competitor creates a point of differentiation and gains an advantage, my natural inclination is to either:

- Merely imitate the competition's improvement, or
- Attempt to incrementally improve upon the advancement.

In addition, I will probably call my latest effort the “new category leader,” built to eliminate your advantage. For example, how many mobile phone manufacturers have been proclaiming their newest product to be the “iPhone killer”?

Notice the problem: in both examples, all efforts are based upon what my *competitor* is doing, not necessarily what my customers desire. And in most cases, such advancements are evolutionary—not revolutionary.

Customers also play a part in enforcing this kind of incremental advance. It is part of the DNA, if you will, of our system that the competitive, capitalistic form of economics will also goad customers into steadily, methodically increasing their demands, no matter the economic climate.

Differentiation Destroyer #2: Change That Creates Tougher Competition

In today's world in which you and I compete, it's not the interstate bringing new competition to us, as it did



1-800-SUMMARY
service@summary.com

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road, Suite 300, Kennett Square, PA 19348 USA, a division of Concentrated Knowledge Corp. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2013 by Soundview Executive Book Summaries®.

Available formats: Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor In Chief; Andrew Clancy, Senior Editor; Amanda Langen, Graphic Designer; Jeannette Scott, Contributing Editor

Summary: CREATE DISTINCTION

to the diner in my hometown — it's the Internet. Your customer now has access to two factors that can make it very difficult for you to differentiate: competition and information.

In the past, if I wanted to purchase a bottle of aftershave, I would go to a bricks-and-mortar store in my city. There were a variety of retailers merchandising the product, from drugstores and Aqua Velva to department stores with Polo.

Now, however, all I need to do is go online, and I can select from a myriad of manufacturers and a plethora of products.

Today, when a customer walks onto a car lot to purchase a new or used vehicle, they frequently possess practically the same information as the salesperson with whom they will be negotiating. The customer may have accessed the dealer's price on the car, what incentive payments the dealer will receive, and even the history of the specific car he or she is considering for purchase. In other words, not only do customers have access to abundant information, they also can discover data that previously was confidential or proprietary within your organization. And if a customer can obtain this input about you, so can your competition.

Differentiation Destroyer #3: Familiarity Breeds Complacency

When something like a product or service is present to the point that it becomes thoroughly familiar and is boundlessly available, we do not then begin to scorn it, hate it or express disdain toward it. Instead, we begin to take it for granted. We become complacent and presume it will always be around.

In my book *What Customers REALLY Want*, I write that every organization or professional on the planet has some kind of acquisition strategy; in other words, almost all of us have some kind of specific plan for attracting new customers.

However, few companies or professionals have a retention strategy, a precise program that outlines specific steps for retaining our current customers, for growing and expanding the business we are obtaining from them. ●

Who Moved My ... Career?

When the challenges and pressures brought upon organizations from the phenomenon we are discussing create personal impact, it accelerates our need for understanding. It leaves us wondering not just about "who moved my cheese" — we are dismayed someone or something has moved our entire career.

Let's assume you are a financial adviser. You care about your clients and their goals. Nevertheless, just when you thought your business was going to start becoming a little easier, someone came along and changed all the rules.

You cannot figure out what happened. You went to seminars and improved your business and yourself a little bit every single year. Yet clients now seem bored or distracted when you bring them in for their semi-annual reviews. And when you are home on a Sunday afternoon watching your favorite NFL team, you can't help getting a little edgy at the parade of commercials for E*Trade, Charles Schwab, Scottrade, and other brokers promoting online tools for investing.

The Three Destroyers are already at work undermining your business. Here's how:

Destroyer #1: Copycat Competition and Incremental Advancement

You always felt your competitors were the other financial advisers at your office — certainly, no more than the ones at the other local firms. Therefore, you executed only incremental improvement, not significant ones that would create distinction.

If a competing financial adviser had a client meeting around a wine tasting and it received positive reviews, you did exactly the same. Maybe you even stepped it up a modest amount, hired the sommelier from a good local restaurant, and had a tasting just a bit more sophisticated than that of your rival at the other financial firm.

You didn't reconstruct your client base, nor did you become innovative.

Instead, you did one of the following:

- Emulated your competitors so they couldn't achieve significant competitive differentiation, or
- Delivered what you perceived to be the minimum degree of advancement required in order to establish yourself over your competitor as the primary provider of the goods and services inherent in your profession.

Here is the problem: neither strategy creates distinction.

- The first — imitation — merely does enough to keep your competitors in check. It does not create space in the marketplace; all it does is temporarily ensure that the pack of non-differentiated competitors keeping their doors open will include you.
- The second — incremental improvement — maintains your positioning but fails to create the type of distinction that inspires the passion that results in client loyalty and engagement.

Summary: CREATE DISTINCTION

Destroyer #2: Change That Creates Tougher Competition

Because you failed to create an innovative approach to the way you deal with your clients — and because you evaluated your success against a band of bland brothers and sisters in the profession or industry — your customers have stopped seeing how your specific involvement in their financial affairs is bringing any significant value to their lives.

If a client doesn't feel you offer exceptional value or a compelling experience, why shouldn't they make inexpensive online trades or steam the dress at home?

Clients will always find a point of distinction. Therefore, if you fail to outline one for them in compelling fashion, they will go to the worst possible distinguisher for you: price.

Destroyer #3: Familiarity Breeds Complacency

Your customers are bored, and I'll bet you never saw it coming.

You bring in your clients for their annual reviews, let them know your performance beat the market average by 4 percent, fill them in on new investments you have discovered that are congruent with their preferred approaches and risk tolerances, and you can almost see their eyes glaze over. How in the world could they be bored when you are talking about something so important?

If customers know your routine almost as well as you do, you have substantial problems. What have you changed in the past year in your approach to your customers? If your answer is "basically nothing," it begs the questions: what makes you different? ●

Three Levels of Differentiation

There is a lot of literature and discussion using the words differentiation and distinction, but what exactly do they mean? Since both terms are used here — and treated somewhat interchangeably — it might be easy to get confused. There is some overlap in meaning, after all.

Either term can mean the effort to set you and your organization apart from your competitors in a cluttered marketplace. Where these terms differ, as they will be used here, is in their degree. I'm suggesting they fall at different places along a continuum.

Level one is sameness, a "sea of similarity." This is the place where most organizations — and, frequently, the professionals who work for them — are found

adrift. It does not necessarily mean their product doesn't work or their service is lousy. It's that they do not have the requisite characteristics that would compel their customers to be loyal and passionate about their products or services. They are the ones who become the casualties of the Three Destroyers of Differentiation we discussed earlier.

Level two is differentiation. Businesses and workers at this level are not satisfied with numbing similarity, so they display characteristics to set them apart from their competition. They will point to various aspects of their products and services and say, "See! This proves we are better than our rivals!" Beware, though: the unique points of which the organization is so proud may not find traction with customers.

Level three is distinction. Because of the collapse we discussed in chapter one, this level is an extraordinarily rare place for individuals and organizations to reside. Nevertheless, we all know professionals or companies who become the "go to" provider in any—and just about every—industry. They are so uncommonly excellent, or their differentiation strategies are executed to such an extraordinary level of precision, that these distinct examples become clear market leaders.

Consider the computer industry — specifically the laptop market — and you can come up with a lot of names at level one (sameness) with relative ease. These manufacturers all seem to run together in a pack of similarity. Asus, Gateway, Hitachi, Acer, and Fujitsu, among others, come to mind in the laptop market. I'm certain they all make a fine product, and I know they usually charge a lower price. But it is difficult for me to find an exceptionally compelling reason to choose an Acer over an Asus, as a case in point, because I'm just not aware of any specific points that would assist me in discriminating between them.

Level two (differentiation) are those manufacturers that are known for something: HP laptops are media centers; Dell is built-to-order on a budget; Sony integrates their line of digital still and video cameras and other products into their Vaio units. Level two manufacturers all possess their unique points of differentiation and so attempt to justify why you, the prospective customer, might choose to not only purchase a Sony as opposed to an Asus but also potentially be prepared to spend more to acquire it.

Level three (distinction) is best represented by Apple and its line of MacBooks. The Mac has become, to use the term of author and consultant Joe Calloway, a "category of one." The Mac has developed to the extent that it no longer merely possesses points of differentiation; it

has risen to a class all its own. The MacBook line isn't just different from other personal computers; it has created an emotional connection with its customers.

According to Michael Porter's *Competitive Advantage*, there are three generic strategies for creating differentiation: product, price and service. In the real world, service is the primary differentiating choice. ●

The Ebert Effect

Several years ago, I attended a reception in Hollywood for movie reviewers that was sponsored by one of the major studios. There I had the occasion to meet the best in the business, Roger Ebert.

He asked me what had most surprised me about reviewing films. My response was I could not understand why so many critics offered such glowing reviews to so many foreign films that seemed, to me, to be amateurish in their script and production.

Roger chuckled, then shocked me a bit with his response, which first came in the form of a question: "Scott, how many movies are you normally viewing in any given week?"

"One," I answered, meaning the solitary film I would be reviewing for that week's broadcast.

"Don't you see? That's your problem," he responded. "Many of the people in this profession are seeing one or two movies a day. Those little, offbeat, quirky, odd foreign or independent films — like the one you are in, *Stroszek* — they capture our attention because they are a bit different."

Expand the Concept

Expand the Ebert Effect from entertainment and film to your business.

How many midsize, mid-priced sedans sit in automobile showrooms? Could you begin to count the number of non-differentiated dealerships employing a mass of indistinguishable salespeople executing a generic sales process to sell those cars?

The Ebert Effect noted that different is perceived to be superior. However, that difference must be at a point that matters to the customer.

Through my research and experience, I've discovered there are Four Cornerstones of Distinction. Every company and person must draw upon these qualities to develop differentiation and uniqueness in the marketplace. ●

What the Ebert Effect Means to You

The Ebert Effect has many points of impact for you and your organization. Here are some of the most significant:

- It doesn't matter if you believe your product, service, or self is distinctive. The only perception that matters is the customer's.
- You may be so busy doing your job for your organization that you overlook or even ignore the sheer volume of similar messages your customers are receiving.
- Creating differentiation doesn't mean you have to become completely, totally unique from your competition from top to bottom. It simply means you must create small, solid points of distinction that are recognizable and important from the customers' perspective because customers perceive difference as superiority.

The First Cornerstone: Clarity

I'm constantly asking entrepreneurial professionals and organizational managers that very question: "Who are you? How would you specifically define yourself and your company?" And guess what? Most people cannot answer the questions.

By asking, "Who are you?" I do not mean your title, the company's name, or the name of the product you manufacture or the service you sell. The answer I'm seeking goes much, much deeper. I want to know what is compelling about you, what will create points of distinction about you, and what will establish a connection between us.

Here is the reason many — I suggest most — organization and professional cannot answer the questions: they do not have clarity about who they really are.

Many organizations and professionals are so afraid of losing to the competition, they strive to become almost all things to almost all people believing it will bring them more customers.

How Do You Become Clear?

One of the best exercises I've developed for clarity stems from an approach I related in my first business book, *Expand Distinction: ALL Business Is Show Business*. It's called the "high concept" principle. The high concept is a short, powerful phrase that grabs the attention and engages the involvement of your audience.

Summary: CREATE DISTINCTION

When the iPod was released, Apple did not describe it as an MP3 player or any of the other terms that competitors in the category of portable music players were using at the time. Instead, as related by Adam Lashinsky, senior editor-at-large for *Fortune* in an address to students at Stanford on May 23, 2012, Apple simply used the powerful high-concept slogan “1,000 songs in your pocket.”

Creating Your High Concept

Consider three fundamental questions as you develop your high concept statement:

1. What makes your business (or you) different from your competition?
2. What makes you better than your competition?
3. What makes you and your organization unique?

If you cannot answer these questions, neither can your customers or employees.

Continue to develop your high concept by asking your colleagues and yourself these questions:

- What are the defining values of our organization?
- Are they outlined in our mission statement?
- Could they form the basis of our high-concept statement? ●

The Second Cornerstone: Creativity

Clarity about the work comes before creativity within the work. An author doesn't just start creating without already knowing whether she is developing a novel, a screenplay, a song, or a poem. And no matter how wildly original her imagination, the artists still respect, at least to some degree, the restrictions of the format she has selected. As trite and obvious as it sounds, songs require notes, paintings usually are made using brushes and canvas, and novels depend upon words.

Yet herein lies much of the difficulty I've observed when organizations encourage their colleagues to “think outside the box.” They somehow believe that creativity is stimulated exclusive of restrictions. But, even the most creative artists understand that there are inherent limitations to any form. This is why developing creativity is the second Cornerstone of Distinction. Creativity without clarity is devoid of distinction.

If you are going to inspire productive creativity — the kind that can stimulate strategies that will have immediate positive impact on you and your organization — here are the three action steps you should take.

Step One: Drive It Down

Your first step is to rely upon your clarity to break down all customer interaction into the smallest units or steps possible. Ask yourself this question: what is every point of contact a customer has with me or my organization? Make an extremely detailed list.

Step Two: Pick a Point

Now that you know that every one of these specific items is an opening for you to create space between your organization and your competition, the next step is to review each point of contact to ascertain where you can develop differentiation.

Enterprise Rent-A-Car has been clear about what it is — a company that rents automobiles. Yet when the company broke down the specific points of contact with customers, managers realized that at some point the renter has to obtain possession of the car. At other companies, customers must transport themselves to the rental locations, either at the airport or at a local office. Enterprise is known, of course, as the company that will “pick you up.”

Step Three: Develop a Difference

In 1957 Jack Taylor launched Enterprise Rent-A-Car from the lower level of a St. Louis car dealership. Here's the story from William M. Luther's book *The Marketing Plan*:

Enterprise got its start by courting the airport passenger marketing. It could not afford to have space in the terminals, so their check-in facilities were located one or two blocks down the street. They countered this disadvantage by offering lower prices than Hertz and Avis. Their advertising campaign consisted of a photograph of a handsome male, well dressed and drinking a martini. The headline was, “Before I started using Enterprise Rent-A-Car, I lived with my mother.” After they built some mass, they moved into the garage-rental market and switched their position to, “We'll pick you up.” Their television commercials feature an automobile wrapped up like a gift package driving to the location of the person renting the car. The moral of the story is, regardless of how small your company is today, you can become a leader.

By driving it down, picking a specific point — the manner in which the customer gets to the product — and developing a difference, Enterprise has grown into the largest rental car company in America.

By being creative — within the boundaries of their established clarity — Enterprise developed a powerful point of distinction.

Execution without creativity is excruciatingly boring. It ensures we never rise above the sea of sameness in

Summary: CREATE DISTINCTION

which most organizations and individual professionals are adrift. ●

The Third Cornerstone: Communication

We tend to abdicate our aspirations of profound customer rapport solely to companies that create significant sensory responses, such as Harley-Davidson and other previously mentioned organizations such as Apple.

Not coincidentally, many of us can tell the stories of these companies. We know how Harley came back from the brink of extinction. We know about the return of Steve Jobs to the company he helped found in a garage.

Here's the challenge: we are enthralled by their stories, but we tend to dismiss our own. Every organization and every professional has a compelling story. For most of us, though, the problem is the story is still waiting to be told.

Understanding Story

A significant voice on the subject of the power of stories and myth is Joseph Campbell. One of Campbell's main points is that for a story to be compelling, the hero cannot begin the narrative as the winner. In other words, a story about your professional or personal efforts — or about the growth and development of your organization — cannot begin with your success.

The Harley-Davidson story is compelling in great part because the company was on the brink of disaster. Apple started in the garage, not as a darling of Wall Street; therefore, the return of Steve Jobs as the company was on the brink of extinction makes the story of its success and becoming, perhaps, the world's leading organization an even more gripping narrative.

Your Customers, Your Sales Force

The cover story from *Businessweek* back in mid-May 2008, written by Peter Burrows, disclosed that a large and rapidly growing number of employees in thousands of companies were requesting Apple's Macs on the job rather than standard-issue Windows-based machines.

According to Burrows, one reason that Macs are not even more prevalent in the corporate world is that Apple has no sales force dedicated to marketing its products to businesses. Yet Apple's customers have become a de facto sales team for the company.

The Three-Act Format of Storytelling

In today's world it's not enough to create the story. You have to be committed to conveying it repeatedly to the groups and individuals who matter most to your organization.

The three-act format focuses on the two critical elements of every compelling story:

- The characters
- The conflict the characters encounter

Here is the three-act format:

Act 1: Introduction of characters and conflict

Act 2: The varied attempts by the characters to resolve the conflict

Act 3: The heroic resolution of the conflict by the lead character

Act 1

Many businesses have been founded because a single entrepreneur fervently desired a better product, or a better life.

Here's how you begin to discover your story:

Start with a blank sheet of paper and ask yourself, What conflict did I desire to resolve when I started my business? Or what challenge did the founders of the company seek to conquer when they began it?

If that's too daunting, ponder a favorite client and describe the difficulties he or she encountered prior to engaging your products and services. Somewhere inside, there is a significant (at least to you) conflict that was begging for resolution.

Act 2

Now that you have defined the conflict, describe the pursuit of an answer to the problem. In the real world, as well as in fiction, few of us arrive at the remedy on our first attempt.

To advance your story, you should begin to isolate numerous aspects that detail the search for resolution you (or your organization's founders) explored or that your customers are currently seeking so you can enhance the impact of your narrative.

Act 3

We have now arrived at the conclusion of your story; a compelling Act 3 and your opportunity to become heroic. What would be the Act 3 of your narrative? Consider several wrap-ups to your story, and write them on your "story sheet." ●

The Fourth Cornerstone: Customer-Experience Focus

What's It All About?

To create a compelling differentiation in today's market, it's not enough for organizations and professionals of

Summary: CREATE DISTINCTION

distinction to implement a “customer-focused” strategy. Remember, our cornerstone states: Distinction is created by developing a customer-experience focus. In other words, concentrating on customers is not enough if you want to become a true market leader.

Step One: Ask a Question

The first step to create the Ultimate Customer Experience (UCE) is to take a legal pad and (individually or with your team) ask this question: “What would happen if everything went exactly right?” Then record all of the responses.

Doing this is more complex than it might first appear. For example, if everything went exactly right:

- How many times would the phone ring before it was answered?
- What percentage of your calls should be fielded by a live person instead of via technology?
- What sensations would be experienced by customers when they walk into your store?
- What would the temperature be?
- What would customers hear?
- In other words, what should the store sound like?

For example, I’ve heard Starbucks does not allow its associates to wear cologne or perfume on the days they work. The reason is obvious. When you walk into the coffee shop, Starbucks wants you to savor the aroma of the coffee.

Step Two: Engage Your Customer in the Process

When there is enhanced interaction, what follows is enhanced connectivity. The most basic — and often most powerful — approach to involving the customer is simply to ask, “If you could describe the ultimate experience of doing business with an organization like ours, what would that be?” (Then you listen!)

When a customer presents you with an answer, it gives you an opportunity to initiate a transaction. Therefore, you may find it hard to resist the chance to “close the sale.” At this juncture, then, from the customer’s perspective, this entire process immediately appears to be nothing more than a sophisticated sales call — not an attempt to improve her customer experience.

Step Three: Sync the Information

Next, match the steps you have internally developed to create the UCE with the hopes and dreams that have been expressed through this process by our customers.

Step Four: Outline the Roadblocks

Another question is vital to the development of the UCE: “What roadblocks prevent us from executing the UCE for every customer or prospect at every point of interaction?”

- Make a list of as many barriers as you can.
- Next, investigate and analyze each of them.

Step Five: Execute!

Almost always, the Ultimate Customer Experience boils down to a commitment that is made by employees throughout an organization.

A couple of days ago, a United Airlines employee stood behind the ticket kiosk with my driver’s license in one hand, my boarding pass in the other, and a computer screen with my reservation in front of her. She was literally surrounded with forms that had my name on them, yet she never used “Scott” or “McKain” at any point in our interaction. ●

Distinctive Is Superior

You Can Do It

The easiest tactic for you is to merely continue what you are currently doing. You may perceive that to “not make waves” and to “keep on keeping on” are the safest things for you to do. Let me emphatically state my belief that in the vast majority of cases, this is the most dangerous approach.

Because of the Three Destroyers of Differentiation, your job — from an organizational and an individual perspective — is only going to continue to increase in difficulty.

However, if you start today to chart a fresh approach based on the Four Cornerstones of Distinction, you can begin to enhance your organization while you nurture and grow yourself.

Create differentiation. Build distinction. It will make all the difference. ●

RECOMMENDED READING LIST

If you liked *Create Distinction*, you’ll also like:

1. ***Can’t Buy Me Love* by Bob Garfield and Doug Levy.** We’ve entered the “Relationship Era,” where the only path for businesses is to create authentic customer relationships. This summary gives you the edge.
2. ***The Reinventors* by Jason Jennings.** Jennings and his researchers screened 22,000 companies around the world to provide the best perspective on how to pursue never-ending radical change.
3. ***Serial Innovators* by Claudio Feser.** The typical life expectancy of a company is estimated to be 15 years. Learn how to ensure that your company stands out and thrives.