

# The Granularity of Growth

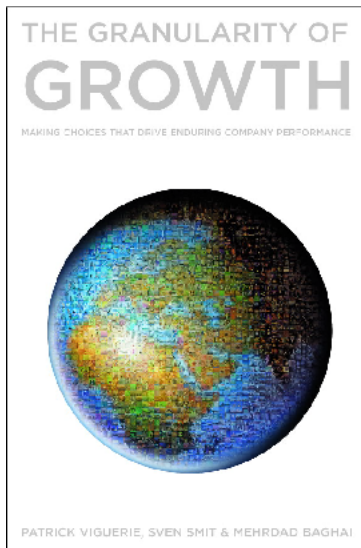
*The long-awaited sequel to the international bestseller, **The Alchemy of Growth***

## The Granularity of Growth

Making choices that drive enduring company performance

**Patrick Viguerie, Sven Smit & Mehrdad Baghai**

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Cyan and Marshall Cavendish are pleased to announce the publication of a seminal new business book. Eight years after the international bestseller, *The Alchemy of Growth*, by three partners in McKinsey & Company, comes **The Granularity of Growth** written by two partners in McKinsey's strategy practice with one of the co-authors of the earlier book, and based on new research undertaken in the last three years.

Throughout the book, the authors highlight a problem which is the broad-brush way that many companies describe their business opportunities. Large companies in particular, they argue, suffer from the tyranny of the aggregated and average view such as: "China is where the action is"; "Chemicals is a cyclical industry"; "Aging will generate increased demand for healthcare". The authors demonstrate how these generalisations, although popular,

offer very little help to executives looking for meaningful growth opportunities. They show that real winning plays can only emerge when companies take a much finer and more **granular** view of their market segments, their needs, and the capabilities required to serve them well.

In order to uncover pockets of opportunity, executives need to dig to a deeper level of their market and their organisation – something that many of them historically have been unwilling or unable to do. The challenge in pursuing growth at scale is to find a way to create markets and make strategic choices at a more granular level without losing focus or drowning in a sea of complexity. **The Granularity of Growth** shows how companies can do just that.

Expected to be one of the most sought-after business titles in 2008, this book presents powerful insights into sustained profitable growth and will be an invaluable resource for any manager, executive or entrepreneur involved in company growth and performance.

**ENDS**

## Praise for The Granularity of Growth

*"For established companies in mature markets who are looking to outperform competing sources of capital, **The Granularity of Growth** is a life-saver. What Baghai, Smit and*

*Viguerie make clear is that growth is omnipresent in every market, typically in pockets of \$50 million to \$200 million, all crying out for attention. There are literally millions of these pockets, and the job of managers everywhere is to get their resources extracted from the low-return pursuit of seeking market share across a flat and level plain and allocated instead to these rich granular opportunities.”*

**–Geoffrey Moore, author of *Crossing the Chasm* and *Dealing with Darwin***

*“Very insightful and highly valuable. Viguerie, Smit, and Baghai go to more detailed levels of analysis and offer extremely useful guidance for business strategists.”*

**–Phil Rosenzweig, Professor of Strategy, IMD and author of *The Halo Effect ... and the Eight Other Business Delusions that Deceive Managers***

## About the Authors

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