Index

acquisitions: Sysco Corporation, 44, 45; Tiffany & Co., 25 ADT Security Systems, 111; sales contest, 112-113 Andelman, Bob, 153 Anderson, Brad, 91 Artzt, Edwin, 105-106 Authentic Earnings: business management, 126; disclosure, 126; Earnings Game vs., 2-3, 124, 182; public company earnings, 14; Smart Growth and, 3, 183, 197 Authentic Growth: Coca-Cola Company and, 135; Darden Growth/Innovation Model and, 135-136; Smart Growth, 7, 123, 124

Baugh, John F., 40–41, 49
behavioral economics, 59–60
Bell, Charlie, 68
Best Buy Co., Inc.: case, 82–92;
corporate culture, 87–89;
Customer Centricity business
model, 82–92; era one/humble
beginnings, 83, 84; era two/
growth and challenges, 83, 84;
era three/forging new paths, 83,

84; era four/unprecedented growth, 83, 84; era five/reaching new heights, 83, 84–85; growth history, 83, 84–85; growth system, 82–92; lessons, 92; new business model results, 90–91; other growth challenges, 91; store growth, 85, 86–87; U.S. store operations, 89–90 gy growth theory, 6–7; business growth and, 97–102; Complexity

biology growth theory, 6–7; business growth and, 97–102; Complexity Theory and, 97, 100–102; economics and, 97, 99, 100; findings, 97–99; "grow or die" vs. "grow and die," 98, 100; Growth Mental Model and, 97, 99, 100; smooth/continuous growth and, 99

Blake, Frank, 150, 156–157 Blank, Arthur, 149, 150, 151, 152, 153, 154, 157 Bogle, John, 14–15, 126 brand dilution, Starbucks Coffee, 143–146, 147–148

Brown, Shona, 101–102 Brown/Eisenhardt study, 101–102 Buffet, Warren, 15, 126, 127, 135 Built from Scratch (Marcus, Blank and management, 140; Smart Andelman), 153 Growth, 124 business: definition of company, 11-12; Circle of Life, Defender, 115-116 management Authentic Coca-Cola Company: (1980-1997) Earnings, 126; management Goizuetta, 127, 128, 129-131; fundamental rules, 126; model (1997-1999) Ivester, 128, 130, 131; evolution of Defender, 116; (1999-2004) Daft, 131-132; relationship model of Room & (2004-2008) Isdell, 132-133; Board, 170, 171; world and Authentic Growth and, 135; Complexity Theory, 101 bottlers, 134; Buffet, 127, 135; business beliefs: challenging, 182; Candler, 128, 129; case, 127-135; common, 1, 181; company case conclusion, 135; CCE, 127, problems and common, 1; "grow 130, 134; company problems, 128, or die," 181, 182, 183; "growth is 131, 132; early growth history, 128; always good," 181; Growth Mental Earnings Game and, 127-135; Model as common, 1; quarterly earnings management, 127; earnings reports, 181; Smart expansion, 129, 130, 132-133; Growth, 4, 182; smooth/ financial results (2007-2008), continuous public company 133; financial results/CCE growth, 181; studies and, 181-182; (2005-2008), 134; growth reality, unscientific/unrealistic, 181-182 135; growth targets, 135-136; business growth, 181; bigger vs. better, Keogh, 130; Pemberton, 128; 183; biology growth theory and, products, 134; stock performance 97-102; Defender, 109-119; (2007-2008), 133; Woodruff, 129 unnecessity, 183 Coca-Cola Enterprises (CCE), 127, 130; business model: Best Buy Customer financial results (2005-2008), 134 Centricity, 82-92; Costco Coles, Martin, 143, 147 Wholesale Corp., 185-187; "Commoditization of the Starbucks evolution of Defender, 116; Room Experience, The" e-mail, 143-146 & Board relationship, 170, 171 company: business definition, 11-12; BusinessWeek magazine, 170 mental model, 11-12; Sysco Corporation foldout, 45-46 Candler, Asa, 128, 129 company growth: public vs. private, 163; reasons for, 18-20. See also Cantalupo, James R., 66-67 CEO: in Darden private growth public company growth company research, 164, 165-166, company problems: Coca-Cola 167, 168-169; Home Depot, Inc. Company, 128, 131, 132; common (2000) new, 154-156; private vs. business beliefs and, 1; Earnings public company, 163 Game, 124-125; Growth Mental Chan, Louis, 55-56 Model and, 1-2, 8, 60; poor change: in Darden private growth growth risk management and, 1 company research, 164, 166, 167, competition: advantage, sustainable, 74-78; in Darden private growth 168; growth as, 124, 138, 140, 164,

company research, 168; hyper, 75,

166, 183; in growth risk

76-77; Smart Growth "improve to remain competitive," 123, 183 complexity economics, 58-59 Complexity Theory: biology growth theory and, 97, 100-102; Brown/ Eisenhardt study and, 101-102; business world and, 101 Corporate Executive Board (CEB) study, 34-35 corporate half-truths, 73-74 corporate life cycle research, 93 Costco Wholesale Corp.: business model, 185-187; employees, 185-186; Sinegal, 186, 187; Smart Growth company example, 185-187; Wall Street Rules rejection by, 186, 187 culture: Best Buy corporate, 87-89; CARES entrepreneurial, 47-49; Defender, 118-119; Home Depot, Inc. employee/customer, 153;

Room & Board, 172–173 customer: culture of Home Depot, Inc., 153; experience dilution of Starbucks Coffee, 143–146, 147–148; Sysco Corporation and, 46–47

Customer Centricity business model, Best Buy, 82–92

Customers Are Really Everything to Sysco (CARES): controls, 50–51; entrepreneurial culture, 47–49; technology, 49–50

Daft, Doug, 131–132
Daly, Herman, 59
Darden Growth/Innovation Model,
83; Authentic Growth and,
135–136; Step 1/Enabling Internal
Growth System, 80–81, 102, 183,
184, 197; Step 2/Strategic Ideation,
81; Step 3/Ideation Management
Process, 81; Step 4/Learning
Launches, 81; Step 5/Learning

Launch Project Tracking/ Portfolio Evaluation Process, 81; Step 6/Growth Initiatives Portfolio, 82; Step 7/Growth Portfolio Management/Review Process, 82

Darden private growth company research: CEOs in, 164, 165-166, 167, 168-169; company participants, 164; competition in, 168; delegation in, 166; growth challenges in, 163-164; growth change in, 164, 166, 167, 168; growth management in, 167-168, 169; growth plan in, 165; hiring in, 166, 167; management in, 164-165, 166-167; people/human dynamics in, 164-165, 167; private company growth risk management and, 163-170; private equity in, 168; smooth/ continuous growth in, 165, 169

D'Aveni, Richard, 75–76
Defender Direct, Inc. (Defender):
 ADT sales contest, 112–113; ADT
 Security Systems and, 111–113;
 biggest challenges, 116–117;
 business growth, 109–119;
 business model evolution, 116;
 case, 109–119; Circle of Life,
 115–116; culture, 118–119;
 entrepreneurial mindset, 113–114;
 founder Lindsey, 109–119;
 learning the ropes, 111–112;
 opportunity knocks, 111; people
 management, 117–118; Raab, 116;
 thinking big with clear focus,

disclosure: Authentic Earnings, 126; Earnings Game, 124–125, 126, 127 Donald, Jim, 142–143, 146, 147

114-115

Donohue, Thomas J., 17–18 "Do-or-Die Struggle for Growth," 34 earnings: bubble of Earnings Game, 126, 182; production and public company, 14; transparency, 182. See also Authentic Earnings; quarterly earnings estimates Earnings Game: Authentic Earnings vs., 2-3, 124, 182; Coca-Cola Company and, 127–135; company problems, 124-125; criticism, 17-18, 182; descriptions, 14-15; disclosure, 124-125, 126, 127; dismantling, 182; earnings bubble, 126, 182; earnings management, 126, 127; example, 16-18; executive compensation and, 182; Growth Mental Model, 15, 18, 182; illusory stock values, 182; impact, 125-127; quarterly earnings estimates, 14, 18; SEC and, 182; short-term interests/ decisions, 125, 127, 137, 184; Smart Growth vs., 3, 123, 183, 197; transparency, 124-125, 126; value illusion, 125; Wall Street Rules, 2-3, 14-18, 158 earnings management: Coca-Cola Company, 127; Earnings Game, 126, 127; issue, 126 ecological steady-state economics, 59 economics, biology growth theory, 97, 99, 100 economic growth theory, 6; behavioral economics, 59-60; complexity economics, 58-59; conclusion, 60-61; ecological steady-state economics, 59; Growth Mental Model and, 53-61; industrial economics, 54-56; neoclassical/new growth economics, 53-54; Penrose resource-based firm view, 56-57; Schumpeter creative destruction, 57 Eisenhardt, Kathleen, 101-102

employee: Costco Wholesale Corp.,
185–186; culture of Home Depot,
Inc., 153; high engagement/high
performance company research,
183–184; Room & Board, 173–175
Enabling Internal Growth System,
80–81, 102, 183, 184, 197
executive compensation, 182
expansion: Coca-Cola Company, 129,
130, 132–133; Home Depot, Inc.,
151, 152, 154, 155; Tiffany & Co.
geographical, 22–23

Farrah, Pat, 150–151 Fuller, Joseph, 17

Gabbert, John, 170, 171, 173, 174, 176, 178 General Electric (GE), 126; Home Depot, Inc. and, 154, 155 Geroski, Paul, 54-55 Goizuetta, Robert, 127, 128, 129-131 Greenberg, Jack, 65-66 Greiner, Larry, 93 "grow or die": biology growth theory and "grow and die" vs., 98, 100; business belief, 181, 182, 183; dangers of, 183; Growth Mental Model, 12-13; "improve to remain competitive" vs., 183; Smart Growth vs., 123, 137; as unscientific/unrealistic axiom, 183 growth, 8; bad, 4-5, 9, 19, 137; beliefs and economic system harm, 185;

growth, 8; bad, 4–5, 9, 19, 137; beliefs and economic system harm, 185; beliefs and Smart Growth, 185; challenges in Darden private growth company research, 163–164; as change, 124, 138, 140, 164, 166, 183; conditions of bad, 137; dependency on people, 183; good, 4, 9, 19, 137; questions, 5; reality/targets of Coca-Cola Company, 135; resiliency story of McDonald's, 61–70; Starbucks

Coffee rapid, 147–148; Sysco Corporation, 42–43; system of Best Buy, 82–92. *See also* Authentic Growth; business growth; company growth; Smart Growth; smooth/continuous growth

"growth as change," 124, 138, 140, 164, 166; Smart Growth, 183

Growth Decision Process, 137–138, 184

growth history: Best Buy Co, Inc., 83, 84–85; Coca-Cola Company early, 128; Home Depot, Inc., 149–152; McDonald's Corporation brief, 61–62; Room & Board, 171; Starbucks Coffee, 141, 142, 143, 147; Sysco Corporation, 40–41; Tiffany & Co., 20–21

Growth Initiatives Portfolio, 82 "growth is always good": business beliefs, 181; Smart Growth vs., 183

growth management: in Darden private growth company research, 167–168, 169; Tiffany & Co., 26–27. *See also* growth risk management; Smart Growth management tools

Growth Mental Model: biology growth theory and, 97, 99, 100; as common business beliefs, 1; company problems and, 1-2, 8, 60; definition, 5-6, 12-13; Earnings Game, 15, 18, 182; economic growth theory and, 53-61; financial interest in maintaining, 31-32; "grow or die," 12-13; growth theory research and, 4; limitations, 31, 32, 39, 60, 123; power mitigation of, 182; primacy, 3; private company and, 2; public company and, 2; public company research studies and, 31-39; quarterly

earnings reports, 182; Smart Growth *vs.*, 3, 5, 7–9, 123, 137, 183, 197; smooth/continuous growth, 13–16, 31, 123; unrealistic/ undermining, 182; Wall Street Rules, 2, 13–16, 18

Growth Portfolio Management/ Review Process, 82

Growth Progression, 78; OGI studies, 79

growth risk, 19

growth risk management: change in, 140; company problems and poor, 1; Home Depot, Inc. poor, 149–150, 156, 157; JetBlue poor, 148–149; mentality/mindset, 140; plan, 137, 138, 140; private company research studies and, 137–138; public company research studies and, 137–138; Smart Growth, 4, 124; Starbucks Coffee poor, 141, 143–148. See also private company growth risk management; public company growth risk management

Growth Risks Audit Process, 137, 138–140, 184

Growth System, Enabling Internal, 80–81, 102, 183, 184, 197

growth theory: research and Growth Mental Model, 4; research and Smart Growth, 4. See also biology growth theory; economic growth theory; organizational design/strategy growth theory

Growth Without Compromise: Tiffany & Co., 19–20, 27–28, 183; Wall Street Rules, 19

Guiding Growth: How Vision Keeps Companies on Course (Lipton), 33

Harley-Davidson (HD): lawsuits, 158; public company growth risk management example, 141, 158 Hess, Edward D.: Darden Growth/ Innovation Model, 80-83; OGI studies, 35, 36, 37, 78-79 Home Depot, Inc.: (2000) new CEO, 154-156; (2006) turning point, 156-157; Blake, 150, 156-157; Blank, 149, 150, 151, 152, 153, 154, 157; employee/customer culture, 153; expansion, 151, 152, 154, 155; Farrah, 150-151; GE and, 154, 155; growth history, 149-152; Langone, 150, 151, 154; lessons, 157; Marcus, 149, 150, 151, 152, 153, 157; Nardelli, 150, 154-156, 157; poor growth risk management, 149-150, 156, 157; public company growth risk management case, 141, 149-157; store expansions (1980-1989), 151; store expansions (1990–1999), 152; store growth (2001-2006), 155; stores/first, 151, 152

human: behavior and Smart Growth, 183; dynamics and people in Darden private growth company research, 164–165, 167; dynamics and Smart Growth, 185 hypercompetition, 75, 76–77

Ideation Management Process, 81
"improve to remain competitive":
 "grow or die" vs., 183; research
 reality, 183; Smart Growth, 123
industrial economics, 54–56
innovation, P&G, 103, 106, 107, 108,
 109
Isdell, Neville, 132–133
Ivester, Doug, 128, 130, 131

Jager, Durk, 106, 107–108 Jensen, Michael, 17 JetBlue: Neeleman, 148–149; operational breakdown, 148–149; poor growth risk management, 148–149; public company growth risk management example, 140–141, 148–149

Keogh, Donald, 130 King, Jon, 23–24 Kowalski, Mike, 24 Krispy Kreme, 16–18 Kroc, Ray, 61–64

Lafley, A. G., 108–109
Langone, Ken, 150, 151, 154
lawsuits, Harley-Davidson, 158
Learning Launch Project Tracking/
Portfolio Evaluation Process, 81
Learning Launches, 81
Lenzmeier, Al, 88
Levitt, Arthur, 16
Liedtka, Jeanne, 79, 80–82
Lindsey, Dave, 109–119
Lipton, Mark, 33–34
Lipton study, 33–34

management: Authentic Earnings business, 126; in Darden private growth company research, 164–165, 166–167; Defender's people, 117–118; fundamental rules of business, 126. *See also* earnings management; growth management Managing the Risks of Growth Plan, 137, 138, 140

137, 138, 140 Marcus, Bernie, 149, 150, 151, 152, 153,

markets, of Smart Growth companies, 184

McDonald, Maurice and Richard, 61–62

McDonald's Corporation: (1998–2002)
Greenberg, 65–66; (2003–2004)
Cantalupo, 67; (2004) Bell, 68;
(2004–present) Skinner, 68–70;
brief growth history, 61–62;
franchise system, 62–64; growth

resiliency story, 61–70; after Kroc, 64–65
McGrath, Rita, 32–33
McGrath study, 32–33
McGregor, Jena, 170
McKinsey and Company: public company research study, 34; Staircase to Growth study, 78
mental model company/definition, 11–12

Nardelli, Bob, 150, 154–156, 157 Neeleman, David, 148–149 neoclassical/new growth economics, 53–54

OGI studies: Growth Progression, 79; organizational design/strategy research and, 78-79; public company research studies, 35, 36, 37, 78-79; results (1996-2006), 36; Sysco Corporation, 39 operational breakdown, JetBlue, 148-149 Organic Growth Index (OGI), 35 organizational design/strategy growth theory, 6, 73-83, 93 organizational design/strategy research: corporate half-truths, 73-74; corporate life cycle, 93; Darden Growth/Innovation Model, 80-83; Growth Mental Model and, 73-83, 93; Growth Progression, 78-79; hypercompetition, 75, 76-77; McKinsey & Company Staircase to Growth study, 78; OGI studies and, 78-79; sustainable competitive advantage, 74-78; Thomas/D'Aveni study, 76-77; Wiggins/Ruefli study, 75–76

Pearlstein, Steve, 126 Pemberton, John, 128 Penrose, Edith, 56-57 Penrose resource-based firm growth theory, 56-57 people: growth dependency on, 183; and human dynamics in Darden private growth company research, 164-165, 167; management of Defender, 117-118; Tiffany & Co., 26 Pepper, John, Jr., 106-107 Pfeffer, Jeffrey, 73-74 plan: Darden private growth company research and growth, 165; growth risk management, 137, 138, 140 Porter, Michael, 75 portfolio: Evaluation Process, 81; Growth Initiatives, 82; Growth Management/Review Process, 82 private company: Growth Mental Model and, 2; limited resources, 163; vs. public company CEO, 163; vs. public company growth, 163; vs. public company risks, 163; Wall Street Rules and, 163 private company growth risk management, 7; Darden private growth company research and, 163-170; public company growth risk management vs., 137, 163; Room & Board case, 170-178 private company research studies: Darden private growth company research, 163-170; growth risk management and, 137-138 private labels, Sysco Corporation, 43-44 Proctor & Gamble (P&G): (1981–1990) Smale, 104-105, 106; (1990-1995) Artzt, 105-106; (1995-1998) Pepper, Jr., 106-107; (1999-2000) Jager, 106, 107-108; (2000-present) Lafley, 108-109; evolution, 104-109; example, 102-109; innovation, 103, 106, 107, 108, 109;

product overview, 103-104

product: Coca-Cola Company, 134; mix at Tiffany & Co., 23–24; P&G overview, 103–104

public company: earnings, 14; Growth Mental Model and, 2; vs. private company CEO, 163; vs. private company risks, 163; U.S., 2

public company growth: business belief of smooth/continuous, 181; vs. private company growth, 163

public company growth risk management, 7; examples/cases, 140–159; Harley-Davidson example, 141, 158; Home Depot, Inc. case, 141, 149–157; JetBlue example, 140–141, 148–149; private company growth risk management *vs.*, 137, 163; Starbucks Coffee example, 140, 141–148

public company research studies:
Corporate Executive Board
study, 34–35; Growth Mental
Model and, 31–39; growth risk
management and, 137–138;
Lipton study, 33–34; McGrath
study, 32–33; McKinsey study, 34;
OGI studies, 35, 36, 37, 78–79;
six studies conclusion, 38–39;
smooth/continuous growth and,
32–39; Wiggins/Ruefli study,
37–38, 75–76

quarterly earnings estimates:
 criticism, 18; Earnings Game, 14,
 18; Wall Street Rules, 13–14
quarterly earnings reports: business
 beliefs, 181; Growth Mental
 Model, 182
Quinn, Jim, 26

Raab, Marcia, 116 research: high employee engagement/ high performance company, 183–184; reality of "improve to remain competitive," 183; Smart Growth, 182, 185. *See also* organizational design/strategy research; private company research studies; public company research studies

resources: based firm view of Penrose, 56–57; private company limited, 163

risk: private *vs.* public company, 163; taking/examples of too much, 158–159. *See also* growth risk

ROA test, 37, 38

Road to Organic Growth: How Great Companies Consistently Gain Marketshare (Hess), 78–79

Room & Board, 176; conclusion, 176–178; culture, 172–173; delivery centers, 175–176; employee/leader key expectations, 174–175; employees, 173–174; financial results, 177, 178; Gabbert, 170, 171, 173, 174, 176, 178; growth history, 171; Guiding Principles, 172, 174; new store openings, 177; pricing model, 176; private company growth risk management case, 170–178; real estate, 176; relationship business model, 170, 171; as Smart Growth company, 170; supply chain, 171–172

"Room & Board Plays Impossible to Get—Private Equity Sees Growth for the Retailer but Founder John Gabbert Prefers His Own Pace" (McGregor), 170

Rubinfeld, Arthur, 146 Ruefli, Timothy, 37–38

Schnieder, Rick, 48 Schultz, Howard, 141–142, 143–146, 147, 148 Schulze, Richard, 84, 85–86 Schumpeter, Joseph, 57 Schumpeter creative destruction growth theory, 57 Search for Organic Growth, The (Hess and Kazanjian), 32 Securities and Exchange Commission (SEC), and Earnings Game, 182 short-term interests/mentality/ decisions: Earnings Game, 125, 127, 137, 184; out-of-balance system due to, 185; problems with, 184; Wall Street Rules, 125, 137 Sinegal, Jim, 186, 187 Skinner, James, 68-70 Smale, John, 104-105, 106 Smart Growth, 1; Authentic Earnings and, 3, 183, 197; Authentic Growth, 7, 123, 124; business beliefs, 4, 182; change, 124; components, 124; conclusion, 197; Earnings Game vs., 3, 123, 183, 197; "grow or die" vs., 123, 137; "growth as change," 183; growth beliefs and, 185; "growth is always good" vs., 183; Growth Mental Model vs., 3, 5, 7-9, 123, 137, 183, 197; growth risk management, 4, 124; growth theory research and, 4; human behavior and, 183; human dynamics and, 185; "improve to remain competitive," 123; key concepts, 4; objectives/ goals, 3-4, 123, 184; research, 182, 185; smooth/continuous growth vs., 123; stock and, 185; Wall Street Rules vs., 197 Smart Growth company: building enduring, 184-185; conclusion, 197; Costco Wholesale Corp. example, 185-187; markets for, 184; Room & Board as, 170;

Smart Growth management tools: Growth Decision Process, 137-138, 184; Growth Risks Audit Process, 137, 138-140, 184; Managing the Risks of Growth Plan, 137, 138, 140 Smith, Orin, 142, 147 smooth/continuous growth: biology growth theory and, 99; business belief of public company, 181; in Darden private growth company research, 165, 169; exception/not the rule, 6, 31, 32, 39, 135; Growth Mental Model, 13-16, 31, 123; public company research studies and, 32-39; Smart Growth vs., 123; Sysco, 39-51; Wall Street Rules, 13-16, 182 Snowball, The (Buffet), 127 Solow, Robert M., 53 Starbucks Coffee: brand/customer experience dilution, 143-146, 147-148; business press criticism, 146; Coles, 143, 147; "Commoditization of the Starbucks Experience, The" e-mail, 143-146; Donald, 142-143, 146, 147; growth history, 141, 142, 143, 147; poor growth risk management, 141, 143-148; public company growth risk management example, 140, 141-148; rapid growth, 147-148; Rubinfeld, 146; Schultz, 141-142, 143-146, 147, 148; Smith, 142, 147; store closings, 146-147 stock: Coca-Cola performance (2007-2008), 133; Earnings Game illusory values, 182; Smart Growth and, 185 store: closings of Starbucks Coffee, 146-147; expansions of Home Depot, Inc., 151, 152, 153; Room &

Board new openings, 177

187-197

United Parcel Service case.

Strategic Ideation, 81
studies: business beliefs and, 181–182.

See also private company
research studies; public company
research studies
sustainable competitive advantage,
74–78
Sutton, Robert, 73–74
Sysco Corporation: acquisitions role,
44, 45; CARES, 47–51; conclusion,
51; facts, 41–42; foldout
companies, 45–46; growth,
42–43; growth history, 40–41;
helping customers succeed,
46–47; OGI study, 39; organic

growth vs. growth by acquisition,

44; private labels, 43-44; smooth/

continuous growth, 39-51

theory. *See* Complexity Theory;
growth theory
Thomas, L. G., 76–77
Thomas/D'Aveni study, 76–77
Tiffany, Charles Lewis, 20
Tiffany & Co.: acquisitions/new
concept, 25; case, 20–28; designer
licenses, 25; distribution channels,
21, 22; geographical expansion,
22–23; growth history, 20–21;
growth management, 26–27;
Growth Without Compromise,
19–20, 27–28, 183; mission, 21;
more reasons to buy, 25–26;
operating results/financial data,

vertical integration, 24–25 Tobin's q test, 37, 38 transparency: earnings, 182; Earnings Game, 124–125, 126

23; people, 26; product mix, 23-24;

retail store/concession/boutique

growth, 22; success/longevity, 27;

Trian Fund Management LP, 20, 27 Turner, Fred, 63–65

United Parcel Service of America, Inc. (UPS): brief history, 187-188; Casey, 187, 191, 192, 193-194, 195; cultural fit hiring, 195; culture, 192-195; customer reach, 190; employees, 189-190, 194-195; growth history, 188; Kuehn, 191, 193; leader stewardship, 194; measurements, 190-192; mutual accountability, 193; new business model/strategy, 195-197; operations, 189; relentless improvement, 193-194; Smart Growth company case, 187-197; Synchronized Commerce Strategy, 187, 188, 196, 197

United States: Best Buy store operations, 89–90; public companies, 2

Wall Street Rules: Costco rejection of, 186, 187; criticism, 17–18; dominance documentation, 15; Earnings Game, 2–3, 14–18, 158; Growth Mental Model, 2, 13–16, 18; Growth Without Compromise, 19; private company and, 163; quarterly earnings estimates, 13–14; short-term interests/ mentality/decisions, 125, 137; Smart Growth *vs.*, 197; smooth/ continuous growth, 13–16, 182

Welch, Jack, 132, 150, 154 Wiggins, Robert, 37–38, 75–76 Wiggins/Ruefli study, 37–38, 75–76 Woodruff, Robert, 129







