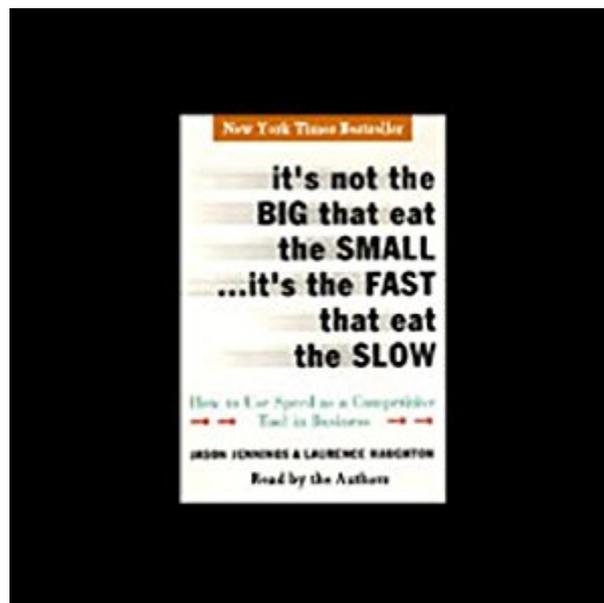


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# It's Not The Big That Eat The Small...It's The Fast That Eat The Slow: How To Use Speed As A Competitive Tool In Business



## Synopsis

Why is AOL the most profitable new media company in the world, swallowing up one company after another and adding millions of new subscribers, while Prodigy and CompuServe are mere memories? How did Hotmail vault from being a cool idea to being worth more than \$400 million in the eyes of Microsoft in 24 months? What transformed Charles Schwab from a company with four brokers trading stocks around a single table into the world's largest financial services firm? Breakthrough consultants Jason Jennings and Laurence Haughton reveal how the planet's most successful companies surged to the forefront of their industries and always managed to stay one step ahead of the competition. It's Not the Big that Eat the Small...It's the Fast that Eat the Slow contains all the secrets and tactics used by the fastest business people to achieve great success in their chosen fields - at dizzying speed. In this engaging and informative guide you will learn how to: Think fast by anticipating and spotting trends Make fast decisions by applying rules and reassessing strategies Get to market fast by exploiting your advantages and institutionalizing innovation Stay fast by remaining flexible and keeping close to the customer. Jennings and Haughton traveled the globe and penetrated the world's fastest companies to witness the methods used by quick, dominant leaders in businesses ranging from retail sales to fast food, from financial services to communications. If you want to think faster all the information you need is here. You'll find lessons from the speediest international companies on how to become faster than anyone else in today's ever-changing business world.

## Book Information

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## Customer Reviews

This book is the best one I have read to date on helping a company accelerate its ability to move ahead of the competition by being better at sensing the environment and reacting to it. Those who are interested in checking their organizations for stalled thinking in this regard will find a useful list of areas to investigate and improve. "Do more with less and do it faster." That's the mantra that the authors have investigated through their case histories of Charles Schwab, Clear Channel Communications, America On Line, H&M (clothing stores), Hotmail, Telepizza (European home delivery pizza chain), and Lend Lease (Australian company). The book is organized into four sections: Fast thinking; fast decisions; get to market faster; and sustaining speed. Each one contains a number of key points, with subpoint details to further elaborate. Here's how Fast Thinking is organized: "Speed . . . without a destination in mind, is haste." The focus of this section is on creating improvements in your business model or new business models. The key sections under the heading are to anticipate; spot trends; put ideas through a thorough testing process to probe for their downside weaknesses; and being sure that the best idea wins by changing the company environment. Each of these sections is illustrated with examples from the companies that were studied and more detail on the key elements. In this example, you should see the potential weakness of the book. It correctly points you toward spotting trends, but cannot possibly teach you what you need to know in just a few pages. So you will want to expand on the points here by reading other books that deal with these areas in more depth.

This is the first of two books by Jennings which I have recently read. (The other is Less Is More.) It was written in collaboration with Laurence Haughton. The subtitle reveals their core assertion: "How to Use Speed as a Competitive Tool in Business." Correctly, they stress the importance of using speed to achieve and then sustain a decisive competitive advantage. They also realize that there are times for an organization to be a sprinter but other times to proceed as if in a marathon. In the Prologue, Jennings and Haughton explain that they "began with a blank canvas. No points to prove, no axes to grind, and no one to impress. We truly wanted to figure this 'speed thing' out and boil it down into easy-to-replicate tactics." They developed criteria for selecting the fastest companies and then focused on them: Charles Schwab, Clear Channel Communications, AOL, H&M, Hotmail, Telepizza, and Lend Lease. The book presents a number of real-life lessons from these high-speed companies and their full-throttle executives. The authors also provide "time-proven instructions on becoming faster than anyone else." The material is organized within four Parts: Fast Thinking, Fast Decisions, Get to Market Faster, and finally, Sustaining Speed. In their Epilogue, the authors

observe that, early on in their research, they discovered that "truly fast companies that have demonstrated the ability to maintain momentum aren't naturally any faster than their slower-moving rivals. But they are smarter." What's the difference? The truly fast companies avoid, "blow up," or get past various "speed bumps," refusing to be delayed or prevented from getting to where they want to be. As I read this book, I began to think of an organization as a vehicle. As such, what are its requirements?

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