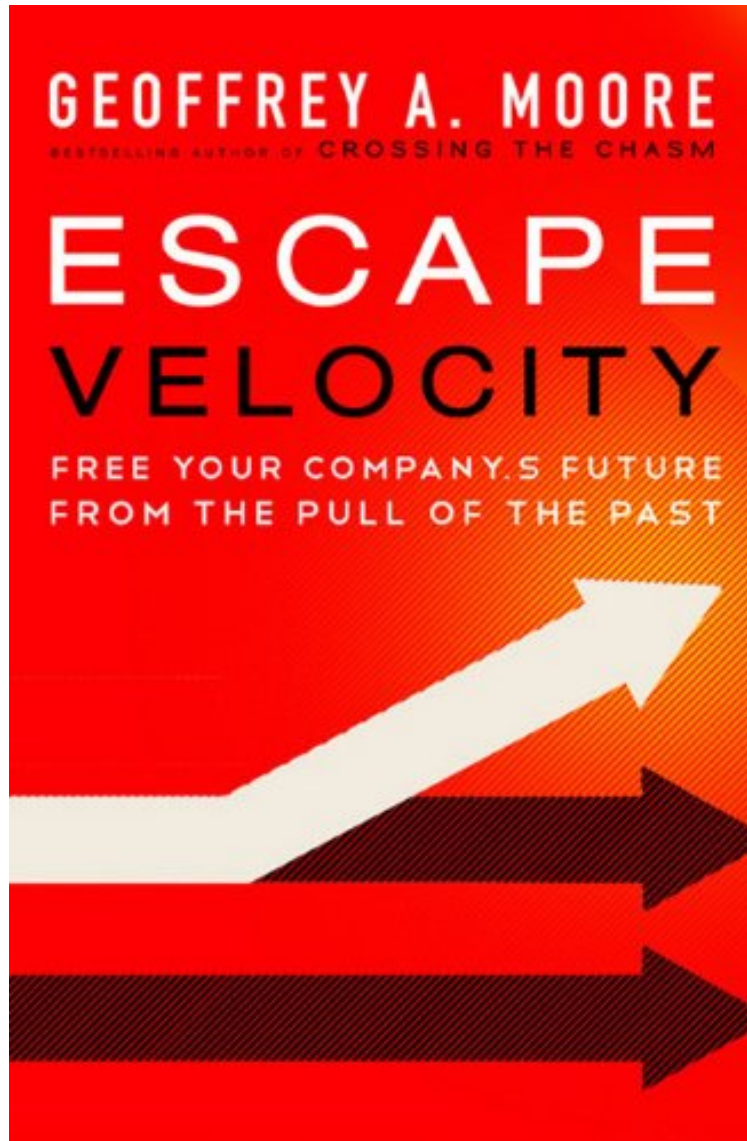


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# Escape Velocity: Free Your Company's Future from the Pull of the Past

*Geoffrey A. Moore*

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**Geoffrey A. Moore : Escape Velocity: Free Your Company's Future from the Pull of the Past** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Escape Velocity: Free Your Company's Future from the Pull of the Past:

39 of 40 people found the following review helpful. The tools and points of view your company needs to get the right strategies for innovation and growth By Mark P. McDonald Escape Velocity by Geoffrey Moore addresses the fundamental issue of driving deep innovation and value realization in your company not by some new silver bullet but

by the hard work required to free your company's future from its past. Moore's central premise in this well written, actionable and highly recommended book, is that companies have a structural bias for investing in things today that cause it to starve out the new products and services that will generate growth in the next 2 -3 years. Moore is a well-established innovator, thinker and marketing expert in the Silicon Valley. His prior books like *Crossing the Chasm*, *Dealing with Darwin*, etc. are foundational in the tech industry. This book leverages these prior works, but it does not require you to have read them. Suggestion if you are looking to read a companion work I would suggest *Crossing the Chasm* as it is related to the topics discussed in *Escape Velocity*. This book is not a rehash of his market adoption model. Rather it is a new set of tools concerning how you think about, develop and execute new strategies that break you out of last year plus 10% thinking. What makes this book highly recommended is that Moore offers a broad set of tools that work outside of tech to give executives and leaders real tools that they need right now. This book is a model for a business book that is actionable, practical and deep enough to help you apply the ideas while still being engaging and interesting. The book organizes itself around a hierarchy of powers that together shape a market, companies competing in that market and the products and services they offer in that market. The powers are: Category Power - the demand for a class of products, for example smart phones, fuel-efficient cars, or energy bars. Company Power - the relative status and prospect for your company compared with peers. For example: Nokia vs. Samsung, Honda vs. Ford, Cliff vs. Kashi. Market Power - the company's power relative to a market segment, for example Subway in Quick Service Restaurants. Offer Power - the demand for a product or service relative to reference competitors. The classic here is Whopper vs. Big Mac. Execution Power - the ability to outperform competitors under equal conditions. The remaining chapters in the book concentrate on each of these powers, what they are, how they work, tools for applying them and at least two specific case studies that illustrate their importance. Put all of this together and you get a powerful and actionable playbook for creating new market strategies. Moore does surprisingly little pontification on market strategies, something common in other marketing related books. Instead he shows you via 13 tools that you can use found in each of the powers. To give you an example of the completeness of this book, here is a list of the tools it contains: Category Power - Category maturity lifecycle - Growth/Maturity Matrix - Horizon model. Company Power - Competitive separation - Two-business architecture model - Crown Jewels model. Marketing Power - Nine point market strategy framework. Offer power - Retain or innovate model - Six levers model - Price/Benefit model - Core/context model. Execution Power - The arc of execution. Listing all of these models may give the impression that the book is more of an encyclopedia or compendium than a book that makes an actionable argument. Nothing could be further from reality. Moore uses his experience, the central thesis of the book and case studies to describe why certain things have happened, why leaders made different decisions and the results of those decisions. Moore finishes the book with a discussion of how you use these tools to transform you execution, vision or strategy. This brings the toolset together and demonstrates that these tools work in practice rather than in theory. *Escape Velocity* is a culmination of Moore's other works. Rather than simply restating them in today's context, Moore is sharing the fundamental tools leaders can use to develop and execute their company's strategies. This is one of those rare books that should be purchased, studied, annotated and tried in your company. Not every tool will fit, but the book gives you enough support such that you can make that judgment for yourself. This sounds like a gushing review, this book has been one of the best I have read in 2011, but it does have some flaws. The examples and cases concentrate on high-tech, which may turn off some. The requirement for a leader that is willing to make asymmetric investments in new products and services is true, but under developed in the book. The book covers Moore's personal experience, which will make some see it as a digital infomercial. I believe these weak points exist, but this book is more than worth your time and attention. A suggestion, buy the hardcopy as you will be making notes throughout the book, dog earing pages, etc. I read it on an eReader, which is great, but now using it as a reference is not the same as a hard copy. You will use this book as a future reference. Highly Recommended for any business executive who feels that their current strategy has lost its potency, punch and ability to drive sales.

1 of 1 people found the following review helpful. This book is a pragmatic mashup. By Devin B. Hedge. There really aren't that many revolutionary ideas in this book. That isn't a bad thing. Geoffrey Moore has in one book brought together theoretical ideas from several resources and shown how they work in combination to achieve breakthroughs in the innovation to optimization cycle. As a consultant coaching business how to apply these concepts in client organizations, I have been surprised how many corporate leaders are familiar with one or several of the concepts in this book; however, they didn't have a great framework to use them in combinations to achieve the results they were seeking. This book attempts to provide such a framework with examples of how the framework has been applied at various companies. My rating reflects the fact that Moore has given the reader a great change framework for implementing everything. Look to the Kotter model, ADKAR, and/or the Change Leaders Roadmap for useful ways to pick up and apply the concepts in Moore's book.

5 of 5 people found the following review helpful. Advice for B2B Sr. Executives. By Gene Morphis. Geoffrey Moore is a very successful author and has also started multiple consulting and speaking businesses. He is also a partner in a venture capital firm. Mr. Moore writes extensively about strategy and marketing, particularly in technology markets. In *Escape Velocity* Mr. Moore sets up circumstances in which businesses struggle with a transition from existing products and services to the products and services that will replace them. I have two quick observations: first, this book is clearly about business-to-

business marketing. If you are in the B2B space, there are some lessons here, but this book clearly is not aimed at you. Second, since Mr. Moore is involved with tech companies, his examples are almost exclusively tech examples. Not so narrow as not to be interesting, but perhaps limited for readers who are in, say, insurance or construction. Moore's theme is that there is a hierarchy of strategy, which he labels powers. (It is my interpretation that these are strategy equivalents). Specifically and in order: Category Power, Company Power, Market Power, Offer Power and Execution Power. He sets up his argument with examples of enterprises where strong legacy products exist and the enterprise gets the majority of its cash flow from those. Some more forward-thinking members of the firm envision the next generation product and begin scratching for resources to advance those. In his view as presented in this book, far too many firms are too reluctant or at least too slow to free up the best people and adequate capital to support the new. The old-world firm that I would point to as the exemplar of the opposite is Gillette, which has steadily and relentlessly pushed its lead in razors and razor blades, cannibalizing the old product. The chapters after the set-up describe each of the five "powers" with prescriptions on how to fight organization inertia and obtain adequate funding to identify the most promising new products and harvest the old. Overall, I would describe this as a useful management book. More relevant for tech space readers, and most relevant for B2B tech space readers.

Read this book to learn how to create a company as powerful as Apple. — Guy Kawasaki, former chief evangelist of Apple  
In *Escape Velocity* Geoffrey A. Moore, author of the marketing masterwork *Crossing the Chasm*, teaches twenty-first century enterprises how to overcome the pull of the past and reorient their organizations to meet a new era of competition. The world's leading high-tech business strategist, Moore connects the dots between bold strategies and effective execution, with an action plan that elucidates the link between senior executives and every other branch of a company. For readers of Larry Bossidy's *Execution*, Clay Christensen's *Innovator's Solution*, and Gary Vaynerchuk's *Crush It!*, and for anyone aiming for the pinnacle of business success, *Escape Velocity* is an irreplaceable roadmap to the top.