

*Roadmap To Profitable Growth*

By John L. Mariotti

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## Reader comments about *Roadmap to Profitable Growth*

✦ “This short gem of a book should be required reading for every current or aspiring leader. It is *the* essential roadmap to achieving success and profitability in the context of an increasingly uncertain world.”

—Tom Koulopoulos, Chairman of the Delphi Group and Author, *Cloud Surfing*

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✦ “John Mariotti has taken all of the things that we as business owners or executives have rattling around in our heads about how to make our business succeed and has boiled them down to a straight forward, easy to follow path to prosperity. This book should be part of every business owner and executive's library.”

—David M. Lukas, Entrepreneur, Author, Investor

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✦ “Ever feel like you needed a GPS for your business? If only running a business came with a DIY manual to get from Point A to Point B. Well here it is. John Mariotti reconstructs the exact “Roadmap” for you. All you need is a highlighter because this one's a page-turner!

—Howard Lewinter, Business Expert, Strategist & Advisor to CEOs, Presidents & Business Owners

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✦ “John Mariotti proves that short and sweet can lead to success - but I would also add simple and straight forward. I took so much from this gem of a book. It's real and a compelling read. This book should be a must-read for all business people. John uses the acronym CAST in the book I'll tell you that I can describe this book using the same acronym but with different meaning - this book is Compelling, Actionable, Simple and Timely. Read it - absorb it - and as John teaches - focus on the right things and you will find profitable growth.”

—Mary Kier, CEO Executive Search Cook Associates

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✦ “The concepts embodied in this book helped the management team at one of our portfolio companies transform its business model from the relentless, and many times counter-productive, pursuit of sales to identifying opportunities for which the company offered high value added solutions. This change brought about a dramatic improvement in profitability resulting in a profitable investment for our fund.”

—Mark Mansour, Senior Managing Partner, MCM Capital Partners

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✦ “As brand, country and regional gate keepers, we are all seeking the means, methods and markets to achieve growth, but often profitability becomes an obstacle to the delivery of the magnitude desired. John Mariotti’s *Roadmap to Profitable Growth* not only provides the highly visible highways toward achieving fiscally responsible growth, but also the more required strategic autobahns toward accelerating the speed in which the return on investment in emerging markets can be realized.”

—George Sine, Jr. Vice President/General Manager Asia Pacific & EMEA, Acushnet Company

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# ROADMAP TO PROFITABLE GROWTH



## John Mariotti



## **OTHER BOOKS BY JOHN MARIOTTI**

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The Power of Partnerships: The Next Step Beyond TQM, Reengineering and Lean Production

The Shape Shifters: Continuous Change for Competitive Advantage

The Complexity Crisis: Why Too Many Products, Markets and Customers are Crippling Your Company

Hope Is NOT A Strategy: Leadership Lessons from the Obama Presidency (with D. M. Lukas)

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Smart Things to Know about Partnerships

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Q-Finance—the Ultimate Resource

Risk Management in an Uncertain World: Strategies for Crisis Management

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## **WHY YOU SHOULD READ THIS BOOK**

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Telling the readers right up front why they should read your book is a funny way to start a book, isn't it? I am opening this way in hopes of getting your attention. There are way too many books these days, and most of them are way too long. Who has time to read all that stuff? And how do you know if the author really had a clue? After all, there is no formal quality assurance for books other than the editor, the publisher and the readers.

**You should read this book because you want to succeed.** Most people do want to succeed, and I assume that you're no different in that respect. And you don't have an abundance of time, and competition is tough and getting tougher. Here's the situation: resources are limited; opportunities are limitless; success depends on finding "the Intersection"—that's where your strategy aligns with your past proven success and gives you a better chance of beating competitors. In fact, it gives you the best possible chance of success.

Businesses must have reason to exist. "*The purpose of a business is to create and keep a customer.*" I first read this in Theodore Levitt's classic book, *The Marketing Imagination* and I

have never forgotten it. But for a business to survive, it must also be profitable. That is an essential key to success.

I should take a paragraph to explain about “intersections” and “roadmaps.” This book started out as “The Intersection” with a wide variety of subtitles. The more I kept explaining what “The Intersection” meant, the more I realized that the concept was great, but as a title, it was too non-specific to describe what the book was all about. Then one day, the realization struck me that “intersections” are simply part of a larger picture on what many people still call “roadmaps” (Although the growth of GPS navigation systems will soon obsolete that term too!)

Too many people get lost and wander about aimlessly because they have no “roadmap” for where they wanted to go, or if they did, they failed to use it. In this book, I will give you that “roadmap”—but you must resolve to follow through and use it.

Every journey starts with a few simple questions. Whether you actually ask them or not, the questions are: “Where are you going?” or, where do you want to go—or end up?”

The comparable questions any business must answer is, “What do you want to sell to whom—and why?” “What unrecognized needs can you find?” “What unfilled wants will you fill?”

Too often, companies don’t start with “what do we want to sell to whom”. They start with an idea—a product, a service, a new breakthrough technology, or something they think is unique and should be desirable, but desirable to

whom? And why? The creators think it’s a great idea and don’t want to be slowed down with these seemingly picky questions—never knowing whether they’re creating an answer to a question no one’s asked.

Now that you have a taste of where the book started, read on and see where the book leads you. When you are done, I hope you will clearly see how to find and follow the four paths that lead to profitable growth. Skip through it if you like, but you’ll “get it” better if you read straight through it. You should be able to read this in a long trip or a quiet weekend. Don’t bother trying to read it at work. The interruptions will overwhelm your ability to think about what I am saying.

To make it easy for you, I have put key words in **bold, or Capitalized** them (against normal writing conventions) to make them stand out. Think of them as “mileposts” on your “roadmap.” *I marked Fifteen (15) of the Most Important concepts like this and italicized the introductory paragraph following them.*

## 1—15

Watch for them and really think about them. If you do, you’ll get it. You’ll find the treasure, Profitable Growth where the four paths on the Roadmap come together—at the Intersection.

**HAPPY HUNTING!**