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A Wall Street Journal bestseller and Amazon top new release

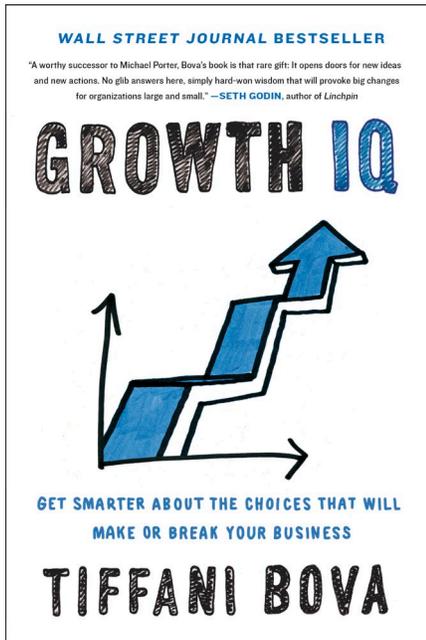
GROWTH IQ

Get Smarter about the Choices That Will Make Or Break Your Business

By Salesforce Growth Expert and former Gartner Fellow Tiffani Bova

Featured in [Inc.'s 10 Leadership Books That Should be On Your Radar Going into 2019](#), [The Thrive Global 2018 Book Guide](#), and [800-CEO-READ's Business Books to Watch](#)

"Pick any ten pages at random; I promise you'll discover at least one thing to do to improve your business." —Jeff Haden, *Inc.*



Achieving growth has become far too complex and high-pressure for businesses to rely on smart ideas alone. Repeatable, reliable growth depends on “Growth IQ” – your capacity for making the right series of choices at the right time.

Confronting today’s #1 business imperative, **GROWTH IQ: Get Smarter about the Choices That Will Make Or Break Your Business** (Portfolio, August 2018) by Salesforce growth expert **Tiffani Bova** unpacks an urgently needed new skill set that will empower readers at companies of any size to soar past competitors on the growth curve and thrill investors.

Growth is harder to navigate than ever before, but Bova cuts through the confusion by showing readers that there are only *ten paths to growth*. She then helps you develop a growth game plan with a straightforward equation *Context + Combination + Sequence*. First you’ll choose the best of the ten growth paths for your current economic climate, existing product mix, competitive

landscape and customer base. That’s your *context*. Next, when you *combine* and *sequence* your strategies, you’ll create a multiplier effect that no rival can duplicate and that is far more powerful than implementing one or two growth efforts in isolation.

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As you develop your “Growth IQ”, you’ll be able to choose the right paths to navigate your growth challenges with the precision of a skilled strategist. You’ll see these principles in action through the riveting success stories and cautionary tales of thirty companies, including:

- **Netflix**, which confronted high churn rates by getting into the original content game and amassed a market capitalization of over \$90 billion.
- **Amazon**, whose careful sequencing allowed it to sprint through all ten growth paths in little more than two decades to amass annual revenues of nearly \$140 billion.
- **Red Bull**, which maximized *Customer Base Penetration*, using content and events to sell more energy drinks to its avid customers, and stayed on that path for well over a decade before successfully jumping ahead to Market Acceleration. Even Coca-Cola and Pepsi can’t keep up.
- **Kylie Jenner**, who built a \$800 million dollar cosmetics business in less than 2 years by establishing her personal brand first before launching her own line of “Lip Kits”—and then forged a Partnership with Seed Beauty to fast-track production (*Product Expansion*).
- **Marvel**, which took a bold leap into *Customer and Product Diversification*, years after its failed “Marvel Mania” restaurants, and transformed a dying comic book empire into an entertainment superpower with *Iron Man*.

Through growth success stories of twenty-one companies like these plus another nine stories of companies (including Sears, Mattel, and Wells Fargo) that stumbled, Bova illuminates how successful growth happens when companies understand the *context* and then apply the right *combination* of strategies in the right *sequence*. With **GROWTH IQ** to light the way, readers will become adept at steering their company, division, or sales team along the right path to growth.

About the Author

TIFFANI BOVA is the Global Customer Growth and Innovation Evangelist at Salesforce and was previously VP, Distinguished Analyst and Research Fellow, with Gartner. She has interviewed guests ranging from Dan Pink to Arianna Huffington on her [“What’s Next!”](#) podcast and her insights have helped companies—Microsoft, Cisco, IBM, Oracle, SAP, Dell, and Amazon-AWS among them—expand their market share and grow their revenues. Tiffani is also a top Twitter influencer in customer experience, sales, AI, the future of work, cloud, and marketing. She studied at The Wharton School and lives near Los Angeles.

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Get Smarter about the Choices That Will Make Or Break Your Business

by **Tiffani Bova**

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Praise for GROWTH IQ

“Too many companies foster cultures of burnout in the pursuit of short-term growth as an end in itself. Smart growth is sustainable growth and Tiffani Bova shows us how to maintain it by building a purpose-led culture and leveraging, instead of sacrificing, the dedication of your people.”
—**ARIANNA HUFFINGTON, Founder & CEO Of Thrive Global, Founder of *Huffington Post***

“We all want our business to grow, but how can we make that happen? Fortunately, Tiffani Bova is here with answers. In this smart book, she reveals ten growth paths—from creating an inspiring customer experience to disrupting business as usual. And she backs her findings with solid data and examples from thriving companies. You’ve got a choice: Tread the old paths or follow Bova into the future.”

—**DANIEL H. PINK, Author Of *When And Drive***

“Tiffani Bova has a knack for rendering complex insights in clear, elegant prose. *Growth IQ* tackles the biggest question in business.”

—**MARTIN LINDSTROM, Author Of *Buyology* and *Small Data***

“Look, I LOVE this book. PERIOD. *Growth IQ* has a crisp, clean, and valuable superstructure. And it’s well written. Those things are great, but no the basis for my love affair. The love comes from Stories. Stories. Stories. Ten sound strategies, thirty compelling, memorable stories—from Starbucks and McDonald’s to Under Armour and Red Bull. If these stories don’t inspire you and add a ton to your stockpile of personal intellectual capital, I don’t know what will. Bravo Tiffani Bova!” –

—**TOM PETERS, Author Of *In Search Of Excellence***

“Whether you’re planning to disrupt an industry or protect your company from competitors, *Growth IQ* shows how urgent it is to choose the right path. This choice can be overwhelming but Tiffani simplifies your options into ten proven paths and empowers you to embark upon the right one for you with

confidence...and results. Our love affair with comfort zones can be our downfall; Tiffani reminds us that almost all the good stuff happens when we venture off the well-trodden trail into uncharted—and therefore uncertain—territory. With her guidance, we discover that the uncertainty need not be so daunting—through examples, savvy, deeply-experienced analysis and synthesis, and valuable checklists, Tiffani will provide a bump to anyone’s *Growth IQ*.”

—**WHITNEY JOHNSON, Thinkers50 Management Thinker, Author Of *Disrupt Yourself***

“This book captures the essence of how to consistently grow an enterprise through relentless customer focus... Tiffani Bova is the quintessential story teller...leading us through a framework that gives structure to our growth strategy. As a founder some of these things are innate... but this book is a valuable tool to inspire my leaders throughout each of our businesses. It made me giggle too, I remember my CFO asking (as we hit our growth stride)... ‘what is it that worked?’ The answer of course is everything. We are in the 1% game now, looking and seeking growth of 1% from each of our initiatives - combined they deliver double digit growth annually. Thanks Tiffani for writing this down... a guide book for all leaders to inspire those around them.”

—**NAOMI SIMSON, Shark Tank Australia, Founder Of RedBalloon, Cofounder Of Big Red Group**

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“Growth is top of mind for every company, but the path to achieving sustained growth can be elusive. In *Growth IQ*, Tiffani applies her deep expertise from working with the world’s top brands to light a path to growth in this era of rapid digital transformation.”

—**KEITH BLOCK, Co-CEO, Salesforce**

About Tiffani Bova



Tiffani Bova is the global customer growth and innovation evangelist at Salesforce and *Wall Street Journal* bestselling author of [*GROWTH IQ: Get Smarter About the Choices that Will Make or Break Your Business*](#) (Portfolio). Tiffani has appeared on MSNBC and Yahoo Finance and is a regular contributor to *Forbes*, *Harvard Business Review*, *Marketing Matters* on Wharton Business Radio - SiriusXM and *Huffington Post* in addition to a variety of industry-leading podcasts. She is a top influencer in Customer Experience, Digital Transformation, the Future of Work, and Sales, and she was recently

recognized as one of *Inc. Magazine's* 37 Sales Experts You Need to Follow on Twitter, a LinkedIn Top Sales Influencer, a *Brand Quarterly Magazine* Top 50 Marketing Thought Leader, and one of the most Powerful and Influential Women in California according to the National Diversity Council.

Tiffani also hosts podcast [*What's Next! with Tiffani Bova*](#), which has featured guests from Arianna Huffington to Dan Pink, continues to rank as one of the top 100 business and marketing podcasts on iTunes, and won top Sales and Marketing Podcast by *Top Sales Magazine* in 2017.

Having delivered over 450 keynote presentations on sales transformation and business model innovation to over 400,000 people around the globe, Bova is highly sought after keynote speaker. Prior to working with Salesforce she was a VP, Distinguished Analyst and Research Fellow at Gartner where she earned accolades from the best leaders in the technology world including HP, IBM, Amazon, Oracle, SAP, Oracle, Cisco, and Microsoft for her cutting-edge analysis and her skill at inventing bold strategies for growth.

Bova has also lived in the fast lane of high tech, leading sales organizations, driving growth and creating durable competitive advantages for startups and Fortune 500 Companies alike such as Sprint, Inacom, Interland (web.com) and Gateway Computers. Throughout, she learned how to lead sales and marketing teams in hotly competitive markets. She is considered one of the early pioneers of cloud based indirect channel programs, and completely reinvented "go-to-market" tactics in several hardware and services businesses. Her high velocity years at the front lines also gave Bova the hands-on expertise executives crave in their strategic partners and made her an authentic, passionate and brilliant advocate committed to her clients' success and prosperity.

The Ten Paths to Growth

1. **CUSTOMER EXPERIENCE:** *Inspire additional purchases and advocacy*
2. **CUSTOMER BASE PENETRATION:** *Sell more existing products to existing customers*
3. **MARKET ACCELERATION:** *Expand into new markets with existing products*
4. **PRODUCT EXPANSION:** *Sell new products to existing markets*
5. **CUSTOMER AND PRODUCT DIVERSIFICATION:** *Sell new products to new customers*
6. **OPTIMIZE SALES:** *Streamline sales efforts to increase productivity*
7. **CHURN (MINIMIZE DEFECTION):** *Retain more customers*
8. **PARTNERSHIPS:** *Leverage third-party alliances, channels, and ecosystems (Sales, Go-to-Market)*
9. **CO-OPETITION:** *Co-operate with market competitor (Product Development, IP Sharing)*
10. **UNCONVENTIONAL STRATEGIES:** *Disrupt current thinking*

**A Q&A with Tiffani Bova
Author of GROWTH IQ**

Q: Why is achieving growth getting harder to navigate?

Challenges to growth have multiplied. The problem is that too many companies respond with a strategic business model and forget about the mental model. Growth strategy is a thinking game that works when you have the right mindset to inform the when, where and why of every strategic move you make.

Q: Why do you urge business leaders to stop searching for the “one right move” to quickly boost their numbers or beat a competitor? Would you explain the value of taking a more holistic approach to top-line growth?

I have yet to find a company that can attribute their growth to one silver bullet. The impact of combining multiple efforts will be greater than the sum of its parts.

Q: Why is a company’s idea for growth doomed unless they consider the context and what does that mean?

Too many companies ‘benchmark’ their company against their rival or set of competitors in the same industry. While benchmarking can be a worthwhile exercise, it can also lend itself to a limited view of what is happening in the overall market (not to mention that by the time you wrap up any benchmarking research, the market may have moved past the lessons you’ve learned).

Widening the lens to look at overall context, on the other hand, allows companies to look for best practices from other sectors and learn from innovation happening across industries. What is happening in consumer spending patterns? What technology advancements have happened which you can capitalize on? How are people engaging with brands? What is the sentiment towards big social issues? The insights we can glean from these questions are invaluable when setting a growth strategy. For example, if Netflix had launched 5 years earlier when DVD prices were still high or if it launched streaming before broadband had made its way into homes, they would have had a much more difficult time.

It’s also important to remember that context is not a once-in-a-year topic to review. Companies should always be looking for patterns and signals that change is on the horizon so they can make small pivots along the way rather than wait to ‘see what happens’ and then have to make major changes to catch up.

Q: In addition to *context*, your equation for successful growth includes choosing the right *combination* of growth strategies in the right *sequence*. Would you share an example of how going about growing in the wrong order can lead to disaster?

The order in which companies do things actually has a great deal to do with the likelihood of success. Many now say “speed is the new currency” but I only somewhat agree. You have to take action fast, but not so fast that the quality and execution are negatively impacted. Sometimes you have to slow down to speed up.

Publicly traded companies have a much harder time with this. They are being judged every 90 days – and any real meaningful change will take much longer than that. This is why watching the changes in market context are so important. Evolutionary changes are very different than revolutionary changes.

Q: Among business analysts and authors, Starbucks is widely cited as a model case study of success. Why do you spotlight Starbucks for its stumble and recovery?

Starbucks has pushed the envelope in so many ways when it comes to customer experience, commerce, and sales/growth optimization, and they have shown that a somewhat commodity item, coffee, can become a ‘luxury item’ where people are willing to pay a price premium for convenience, speed, and service. But Starbucks was very transparent about why Howard Schultz came back as CEO: it had lost its way when it was too focused on growth. If it can happen to Starbucks, it can happen to any other company too. But I didn’t just use Starbucks as a cautionary tale; Starbucks also offers excellent guidance on what to do in order to get back on track.

Q: Why did you select McDonald’s as a shining example of growth through selling more products to its customer base? What does the often-maligned fast food giant continue to do right to keep growing?

There are very few places in the world where there isn’t a McDonalds or that the Golden Arches aren’t recognized. McDonald’s is a brand that transcends borders, and one might even say that one of the US’s biggest exports has been fast food. McDonald’s is also a great example of a company that has read and responded to market context.

McDonald’s has fed six generations, and keeping customers coming back decade after decade takes work. While they haven’t always gotten it right, they have been good with watching the shifting market context, leading them to offer healthier foods, as well as approaching customer and product diversification with expanded kids items and market acceleration through regional sensitivity and adjustments.

Now, McDonald’s faces two new tough ‘context shifts’ – “Fast Casual” (ala Shake Shack) and the “Digital Generation,” who want to engage and socially connect with brands, not stand in line and order and wait. Modernizing the 50-year-old McDonald’s feel is the next frontier for them.

Q: What’s exceptional about how new mother Jessica Alba grew The Honest Company through market acceleration?

At a time when going natural and organic were going mainstream, the market context was ideal for Jessica Alba to launch The Honest Company. Her next growth move was to sell more products to her customers (customer base penetration) and sell new products to new and existing customers (customer and product diversification). Her sequence was key. She wisely didn’t rush to get into retail or partner with Amazon so the company could grow as a “direct to consumer” (D2C) brand similar to Warby Parker and Dollar Shave Club.

Q: As you note in GROWTH IQ, a celebrity name alone won’t ensure a company’s growth. Why does Kylie Jenner’s targeted, strategic approach to launching and growing Kylie Cosmetics stand out as a product expansion triumph?

Whatever people may think of how Kylie Jenner became “self-made,” she has taken advantage of the market context perfectly. She knows who her customer is. They are in her age group. They are learning and trying to find their own style, and she is helping them.

Many other celebrities have tried and failed in the business world because they thought just using their name would be enough, while others have lent and licensed their names. Kylie Jenner has done neither. She has less than ten employees and an almost billion-dollar business because she has outsourced, stayed lean, produced “good enough” products, put a price premium/scarcity strategy in place, and used her social media to ‘market and advertise’ and get her loyal base to fuel her growth. Even if no more new customers ever showed up, she could keep introducing new products to her base for years and years.

Q: Would you explain how to achieve growth through “co-opetition”? How is this growth strategy different from forging strong partnerships?

Working with someone who can help your business outside of your circle is one thing; working with someone who might ‘loosely’ compete is another. You really have to trust that $1+1=3$ or the co-opetition path isn’t for you. But as change accelerates, especially with technology, this may be a way forward where standards can be designed and used for the greater good, much like USB ports or Tesla battery technology.

Q: Why is choosing your path to growth so challenging?

Companies know they want to grow, but they get stuck on how to do it. Some will get caught in ‘analysis paralysis’ where they are spending way too much time analyzing the one right move instead of piloting a few things to see what works before making an effort to roll out strategies more broadly. Others try too many things at once, or believe the path they are on remains the best choice for years to come without taking the changing context into account.

Q: How do you know which growth path is right for your company?

By asking yourself the right set of questions. What is the market context telling you? Is it too early or late or the right time to pounce? Can you act fast enough? Should you jump to the next path and abandon the one you are on? You have to be able to work through the scenario of each choice of path and test the possibilities of where it could lead.

14. How has your own career as a business growth analyst and advisor followed a combination of growth paths in a highly productive sequence?

My own career path wasn’t a straight line, that’s for sure. Sometimes I moved laterally – or even down – all to move up on the next move. Good or bad, I made choices to either stay on my current path and make it work, or, jump to the next path. And timing and sequencing were everything.

15. What is the first step business leaders should take to start applying a Growth IQ mental model to their own business growth aspirations?

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Simple. Just think differently. To find your right path takes just one first step, but plenty of smart thinking to choose when and where to plant it.