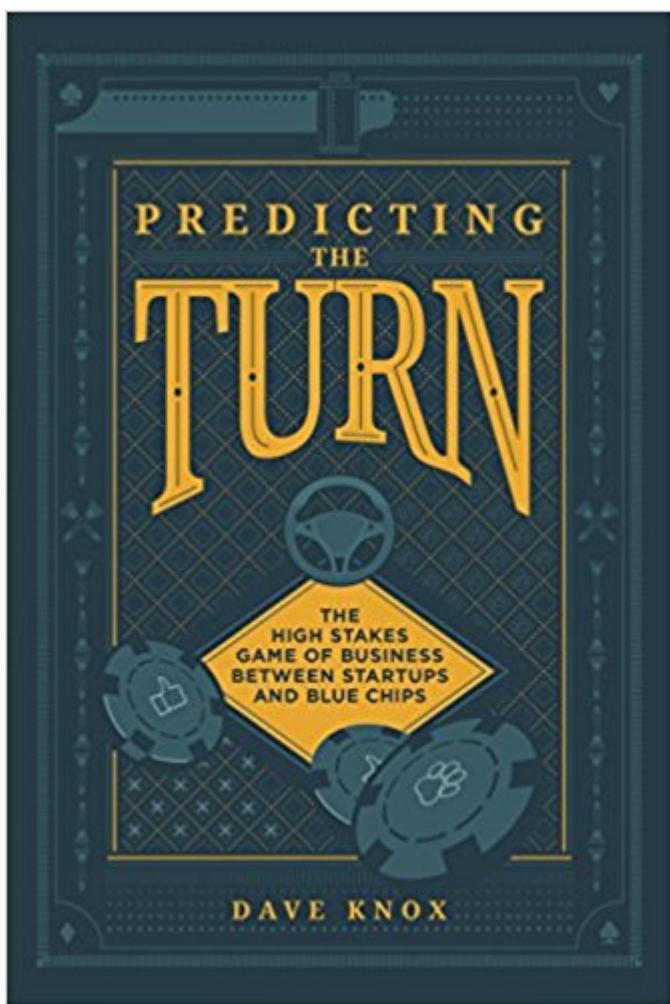


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# Predicting The Turn: The High Stakes Game Of Business Between Startups And Blue Chips



## Synopsis

Predicting The Turn is your rule book for the new game of high-stakes business. The Fortune 500 was first published in 1955, and since that time, 89 percent of the list has completely turned over. When the S&P 500 was launched in 1958, the average company remained in the index for roughly 61 years. Today, an S&P 500 company is being replaced about once every two weeks. It is no wonder that disruption and innovation are at the top of every executive agenda for the world's largest companies. These leaders are trying to determine how to compete with a new breed of competitors that are playing the game by entirely different set of rules. In Predicting The Turn, Dave Knox discusses the new high-stakes game of business between disruptive startups and Blue Chip companies, teaching readers how to foresee the future of their industry. As a brand marketer, venture investor, and startup advisor, Knox provides a one-of-a-kind worldview into the changing relationship between startups and Fortune 500 companies. His insight-filled book Predicting The Turn teaches the world's largest companies how to foresee the future of their industries. The lessons taught include: Your competitors of today are not your competitors of tomorrow: One of the biggest mistakes that big companies make is underestimating their Total Available Market and where their future competitors will emerge from. Innovation-driven acquisition can be the new R&D: Every industry is being transformed by technology, Acquisitions can infuse Digital DNA into a company's core business both in terms of business models, as well as human talent. Incumbents have an opportunity to disrupt the disruptors : By taking inspiration from a startup or innovative competitor, big companies can use their scale, brand, and financial resources to launch a new effort. As Knox writes, "the leaders of yesterday have to learn the rules of entirely new game of business in order to maintain their position as the leaders of tomorrow."

## Book Information

Paperback: 158 pages

Publisher: Paramount Market Publishing, Inc.; First edition (February 14, 2017)

Language: English

ISBN-10: 1941688446

ISBN-13: 978-1941688441

Product Dimensions: 0.5 x 6 x 9 inches

Shipping Weight: 7.2 ounces (View shipping rates and policies)

Average Customer Review: 5.0 out of 5 stars 7 customer reviews

Best Sellers Rank: #426,317 in Books (See Top 100 in Books) #128 in Books > Business &

## Customer Reviews

However belatedly, we've absorbed the new truth: in business, size no longer delivers security. Irrespective of sector, digital innovation can make the mightiest quake. Speed beats scale, but speed alone is not enough. Major companies seeking a pilot to help guide them through the new turbulence will find this book of immeasurable value. --Sir Martin Sorrell, CEO, WPPThe future of innovation is all about connectivity. The largest brands connecting with startups, creating a flywheel of energy. I can't think of a single person more uniquely qualified to connect the dots and layout the playbook for making it happen. Others have written the book on theory, Dave applies over a decade of real world experiences and stories that truly bring the concepts to life. --Tim Kopp, Partner, Hyde Park Venture Partners & Former CMO, Exact TargetFew people can meaningfully speak of both the entrepreneur's universe and the Fortune 50. Dave Knox's unique background in these two worlds gives him a perspective like no other. In Predicting the Turn, Knox lays out brilliant-but-simple strategies for how large companies can meet their industries' inevitable disruption head on. Through real-world examples of technology impacting even the most traditional organizations, he shows how the startups, software, and social changes these companies fear might just be their salvation. --Pete Blackshaw, Global Head of Digital & Social Media, NestlÃƒÂ©

Dave Knox is Managing Director of WPP Ventures and Chief Marketing Officer of Rockfish, a WPP agency. Prior to Rockfish, Knox was a seven-year veteran of Procter & Gamble, where he was instrumental in the digital turnaround that led to P&G being named to AdAge's Digital A-List. Dave was named to the iMedia 25 Class of Digital Innovators, CMO of the Year in the inaugural C-Suite Awards by Cincinnati Business Courier, and a 40 Under 40 by AdAge in 2015. Dave is a Managing Partner in the VC firm Vine St. Ventures and is the co-founder of The Brandery one of the top ten startup accelerators in the country.

The ideas Dave presents here are critically important for large, established, consumer brands - particularly those in CPG/FMCG. If the general management and marketing teams of these businesses are in it for the long haul they shold indeed be constructively paranoid.I think the case made in Predicting the Turn is well made and the 'how to meet the challenge' sections are probably

as well developed as they could be, I think the reality is that large brands and the companies behind them have been optimized to run a certain way, and changing that quickly is not something easily done (understatement of the year?) - for example:-when your rewards relentlessly focus on syndicated share data as perhaps THE single most important measure - how do you address competitors who sell direct or in channels that are not measured?-when marketing investments are largely driven by annual MMM results, how do you make material investments in activities that are either not measured or are measured in a set of circumstances that will change in mid-cycle?-how do address the dichotomy of rewards and career systems that simply don't match the required rate of change, lead your younger talent to leave given payoffs that are decades out, and discourage risk taking?These are some of the nuances that can be debilitating both in competing with and partnering with startups operating in an entirely different worldview. The cases noted at the end of 'Predicting the Turn' should be useful jumping off points for leaders who seek to be catalysts for change.

Predicting the turn is an important read for corporate executives who want to better understand how start-ups and innovation are disrupting many of the tried and true business models. The book provides a roadmap for how large corporations can and should work with early-stage companies, to help the large corporations win in the new game of business. For bigger companies, the options are "Acquire", "Invest", "Partner", or "Build". Each of these tactics have pros and cons that the book brings to life through easy-to-read stories of real world companies. I also highly recommend the book to anyone working at start-up companies, to help better understand how to think about working with large companies. The author, Dave Knox, has the perfect experience to write a book like this. Dave has helped large corporations, like P&G, go through their own digital transformations, and Dave has worked with and invested in dozens of start-ups through his founding of the successful accelerator called the Brandery. For people who want to better understand the impact of innovation and how to respond, this is the best book I have read since Clayton Christensen's "The Innovator's Dilemma".

Highly recommended. Dave provides a smart, insightful, and very actionable look at how big companies can predict and embrace the fast changes we face and leverage start-up strategies and partnerships to win in that context. And, as a great bonus, the use of many examples and stories makes this book a fast and enjoyable read!

If you work in CPG or Retail this is a must read. Dave provides simple and easy examples of how the traditional business models of 100 year old companies are being disrupted. Dave's frameworks are thought provoking and inspire action to test and learn new business models. If Big Cos act now, we can leverage the same techniques as our start-up disruptors.

Highly recommend picking up a copy. Dave shares some great insights as a VC and operator.

Outstanding, engaging read for any marketing leaders. You won't be disappointed!

Dave Knox provides a very practical roadmap for navigating how large companies should embrace the world of disruptive startups, instead of simply fearing them. While other books address the topic, I like Dave's pragmatic approach and willingness to call out approaches that haven't worked such as recommending "putting an end to startup tourism". Having deep experience from P&G, as well as startup experience the author brings a much-needed realism to getting beyond ideas and delivering results. It's a short read, but definitely provides practical and valuable tools and techniques for more successful collaboration and venturing with startups. Highly recommend.

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