Leading High Growth Ventures

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NY Women’s Leadership Accelerator

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Read the Field – How can we “change the game”?  
- Watch what’s changing and identify opportunities and threats  
- Identify the size of the opportunity space and the number of “white space” opportunities where you can make a unique contribution  
- Define the boundaries of your playing field (what you won’t do) based on your mission and purpose

Strategize for Growth – How will we win?  
- Identify new growth businesses that enable you to expand into new products or markets or launch new businesses  
- For each business opportunity, analyze how you can leverage your current positioning and operating platform and what resources ($, people etc.) need to be acquired and new capabilities need to be built  
- Define sequencing and timing for how you will pursue new growth businesses (e.g. scaling current business +/or expanding into new businesses)

Define/Execute the Tactical Plan—What’s our “game plan”?  
- Stabilize and defend your current business  
- Identify potential future mid-field positions  
- Stabilize and defend your core and begin implementing your game plan  
- Learn how others respond to moves you make  
- Position yourself to “pass” to the midfield
“Most people overestimate what they can achieve in 1 year and underestimate what they can achieve in 10 years.

In today’s fast paced world, you need to continually recalibrate your vision and strategy based on what’s changing.”

Bill Gates
Co-Founder, Microsoft
Co-Chair, Bill and Melinda Gates Foundation

Why is Forecasting the Future so Hard?

Gut Instinct
Analytical Thinking
Passion
Using Business Model Analytics to
“Check your Gut”
And
“Learn while Doing”

A business model defines how an organization interacts with its environment to define a unique strategy, attracts the resources and builds the capabilities required to execute the strategy, and creates value for all stakeholders.

Business models can be used to:
- Analyze how your current business makes (or loses) money
- Frame opportunities to evolve your current business or launch new ones
- Identify the assumptions behind business case/business plan forecasts

Like an “MBA in a Box”
Linking Strategy and Capabilities to Cash Flow: Sample Revenue and Cost Drivers

- Grow Revenues
  - Improve Sales Productivity
  - Increase Customer Loyalty and Engagement
  - Develop New Channels to Market
  - Improve Pipeline and Success of New Product Development
  - Reduce Supply Chain Costs
  - Decrease SG&A Costs
  - Reduce Inventory Costs

Key Insight: Manage the Drivers—not the Financials.

Linking Strategy and Capabilities to Valuation

What drives revenue growth?
What drives cost savings?

What drives valuation?

Stop & Think
What is the difference between book value and market value?
What drives the valuation of your business today? What will drive valuation in the future?

https://hbs.pubs.harvard.edu/cbmp/product/8051.HTM.ENG
Seeing What’s Next: HBS Resources for Alumni

Baker Library & Baker for Business

How to connect
1. Assisted Search - one to one
2. eBaker - 24/7
3. B4B Research – research team

Baker for Business
With high quality information
- Accelerate ideas
- Kick start conversations
- Inform decisions

Visit: https://www.alumni.hbs.edu/summer/resource-library/baker-library-service/b4b-research/Pages/default.aspx

eBaker

Welcome to eBaker, a curated selection of business research resources especially for HBS alumni. Use the filters on the left to help you find the best resources for your task. To access licensed resources, you will need your LSEF or Harvard Key. If you have questions about any of the resources, or if you have broader research questions, please get in touch!

We want to hear from you! As we build out our alumni services, what do you need from us? What do you wish we offered? Please share your thoughts and ideas in our alumni survey. Thank you for your input.

- TASKS
  - View All
    - Create a List of Companies (5)
    - Explore News & Trends (9)
    - Franchise a Business (3)
    - General Purpose (8)
    - Learn About Competitors (5)
    - List Potential Employees (6)
    - Prepare for Interview (3)
    - Research a Company (7)
    - Research a Market (10)
    - Research a Person (3)
    - Research an Industry (7)
    - Start/Grow a Business (5)
    - Write a Business Plan (4)

ABJ/PROQUEST

Useful to explore best practices, trends and forecasts in all aspects of business and management such as niche industries, and business strategies.

FREELY AVAILABLE

American Association of Franchisees & Dealers

A national non-profit trade association representing the rights and interests of franchisees and independent dealers throughout the United States. Find information and contacts if you’re interested in purchasing a franchise. Franchisees could also learn what is important to

https://www.alumni.hbs.edu/ebaker/
Becoming an Entrepreneurial Leader

Scale your Leadership as you Scale your Business

“It’s assumed that the reason that entrepreneurs fail to scale is that there’s an entrepreneurial personality and an executive personality—and never the twain shall meet. I don’t think that’s true.”

Leaders who scale...
- Listen to and seek input from others and are willing to shift their outlook
- Quickly deal with problems and weed out non-performers
- See past distractions and establish strategic priorities
- Make concerted, sometimes uncomfortable, efforts for the sake of [internal + external stakeholders]
- Learn to work with and communicate with diverse employees, customers, and other constituencies
- Make the company’s continuing health their top priority
Entrepreneurship is the relentless pursuit of opportunity without regard to resources currently controlled. Not “reckless”

On a scale of 1 (Poor) to 5 (Best-in-Class) how would you rate Marla Malcolm Beck as an Entrepreneurial Leader?


<table>
<thead>
<tr>
<th>Categories of Behaviors &amp; Skills of Successful High Impact Entrepreneurs</th>
<th>Founders</th>
<th>Non Founders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of Opportunities</td>
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<td></td>
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### Categories of Behaviors & Skills of Successful High Impact Entrepreneurs

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<th>Female Founders</th>
<th>Male Founders</th>
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https://hbswk.hbs.edu/item/skills-and-behaviors-that-make-entrepreneurs-successful

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**Self-Confidence on Behaviors and Skills: Male vs Female Founders**

**Self-Confidence on Behaviors and Skills: Serial vs First Time Founders**
Why I love to work with entrepreneurs and business owners!!!
You don’t compartmentalize.
You bring your total self to the business – It’s PERSONAL
Asked entrepreneurs at the end of their career: “Are you happy with the way your life turned out?”

1. Have you achieved what you wanted to achieve—in your career, your family life and your personal life?
2. Is what you achieved significant?
3. Are you building something that will endure and make a difference?

Meet Regina Dugan

April 2016 to present: Head of Building 8 (newly launched tech research group)
March 2012 to April 2016: Google VP Engineering and Head of Advanced Technology and Projects Group
ATAP will stay with Google and link to Alphabet

July 2009 to March 2012: 19th Director of Defense Advanced Research Projects Agency (DARPA); Also worked at DARPA from 1996 – 2000

2005 to 2009: Co-Founder and CEO, Dugan Ventures
BS & MS Mechanical Engineering, Virginia Polytech
Ph.D.

https://www.ted.com/talks/regina_dugan_from_mach_20_glider_to_humming_bird_drone#t-876303

14:36 “The Internet is home to…”
17:71 “What would you attempt to do if you knew you could not fail?”