

## THE GROWTH GAMBLE

When Leaders Should Bet Big on New Businesses and How to Avoid Expensive Failures

Andrew Campbell & Robert Park

NICHOLAS BREALEY
INTERNATIONAL

## **CONTENTS**

| Foreword by Professor Gary Hamel |   | ix  |
|----------------------------------|---|-----|
| Preface and I                    | Reader's Guide                            | 1   |
| Chapter 1                        | The Challenge of New Businesses           | 8   |
| Chapter 2                        | Beating the Odds                          | 19  |
| Chapter 3                        | The Difficulties of Building New Legs     | 43  |
| Chapter 4                        | When Low Growth Is Better than Gambling   | 65  |
| Chapter 5                        | The New Businesses Traffic Lights         | 92  |
| Chapter 6                        | Diversification                           | 150 |
| Chapter 7                        | Searching for New Businesses              | 178 |
| Chapter 8                        | Is There a Role for Corporate Venturing?  | 207 |
| Chapter 9                        | Positioning and Supporting a New Business | 231 |
| Chapter 10                       | An Age of Realism                         | 263 |
| Appendix A                       | Advice from Other Authors                 | 269 |
| Appendix B                       | A Database of Success Stories             | 298 |
| Notes                            |   | 306 |
| Index                            |   | 315 |
| Acknowledgments                  |   | 322 |