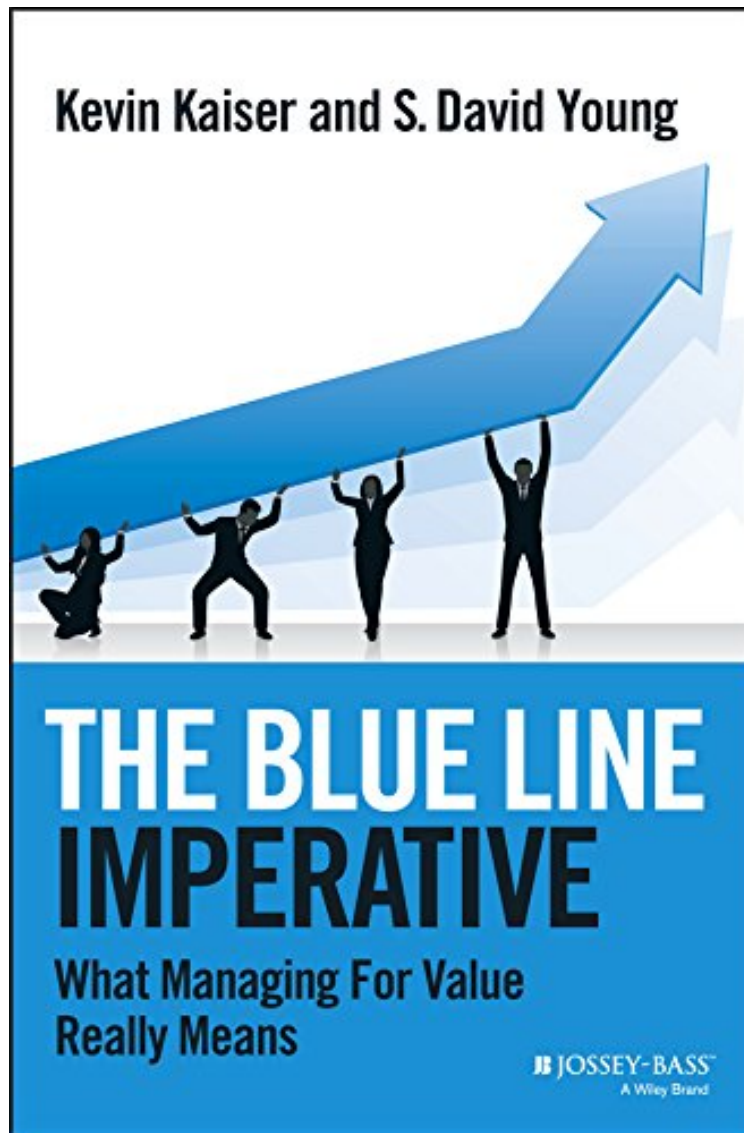


(Download free pdf) The Blue Line Imperative: What Managing for Value Really Means

# The Blue Line Imperative: What Managing for Value Really Means

*Kevin Kaiser, S. David Young*  
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CustomerThe concept of blue line management and ideas behind it are eye opening. However, the book could be more concise.0 of 0 people found the following review helpful. Excellent topic, very provocative and interesting way of looking ...By jaimeExcellent topic, very provocative and interesting way of looking at key performance indicators. Really good arguments for reconsidering how kpi's are incorrectly used nowadays for goal setting. I think it could have been written a bit shorter though.

A groundbreaking guide to making profitable business decisions Do you wonder why your value initiatives aren't providing the payoff you'd hoped for? Could it be because you've been thinking about value all wrong? According to the authors of this groundbreaking guide, there's a very good chance that you have. Using examples from leading companies worldwide, they explain why every decision a company makes either creates value or detracts from it, and why, if they hope to survive and thrive in today's increasingly competitive global marketplace, company leaders must make value-creation the centrepiece of every business decision. Authors Kaiser and Young have dubbed this approach "Blue-Line Management," (BLM), and in this entertaining, highly accessible book, they delineate BLM principles and practices and show you how to implement them in your company. Explains why the failure to properly define and assess value often makes it difficult for the people who manage businesses to effect long-term success Offers guidelines for making the satisfaction of customer needs and wantsmdash;i.e. value creationmdash;the driver of all business activities The authors are respected academics at INSEAD, the world's largest and most respected graduate business school, with campuses in Europe, Asia and the Middle East

You d think this book is a heavy read from finance buffs but they break down value so every business owner can measure exactly what value means to them (Talk Business, October 2013) The authors offer excellent guideposts for how to move toward blue line decision-making and how to detect the encroachment of red line behaviours (December 2013)From the Inside Flap"Professors Kaiser and Young bring a unique, entertaining and irreverent approach to teaching executives what it really means to create value - including the dangers of relying on conventional wisdom about performance measurement." Tim Koller, author of Valuation: Measuring and Managing the Value of Companies "Kaiser and Young introduce a fresh perspective on what value really means and how to manage toward it. This is an indispensable new look at the most important business issue all companies face." Merlin Swire, Director, John Swire Sons, Ltd "In our firm, we implemented a new culture emphasizing that Each of Us Counts to get everyone motivated to contribute. When we added the focus on value creation as outlined by Kaiser and Young in The Blue Line Imperative, it ensured those contributions were oriented in the right direction for long-term success!" Alberto Grua, Senior Vice President, Gruuml;nenthal Europe, US Australia and Management Board member "The Blue Line Imperative provides valuable lessons about what value is, how to measure it, and how to create it. Many companies follow the red line, thinking it is the right thing to do. This book explains why the red line ultimately does not work and why the blue line does." Steve Kaplan, Neubauer Family Distinguished Service Professor of Entrepreneurship and Finance, The University of Chicago Booth School of Business "The Blue Line Imperative is insightful, impactful, humorous and unique ndash; and the first guide that I have ever come across that gets to the core of why leaders, managers and companies fail. Embrace and apply these concepts." Douglas Rosefsky, Managing Director at Alvarez Marsal and two time winner of the Turnaround of the Year Award (Turnaround Management Association, 2003 and 2010) "Kaiser and Young's The Blue Line Imperative connects the dots in the customerndash;shareholder value puzzle and delivers a resonating message on the necessity of building a data-driven company. In other words, stop chasing KPIs and start focusing on value creation that lasts." Martin Heijnsbroek , Managing Partner, MICompanyFrom the Back CoverThe Blue Line Imperative is compelling, fun and provocative. It is a must-read!" W. Chan Kim, bestselling author of Blue Ocean Strategy, The BCG Chair Professor of INSEAD and the Co-director of the INSEAD Blue Ocean Strategy Institute Today's business leaders need to monitor the sources of their company's value and understand the trends and changes that affect it. When superficial indicators of corporate value are allowed to obscure the actual value of the enterprise, the results can be disastrous, as recent history has far too often shown. True value ndash; the "blue line" ndash; is not easy to see, but it is the only proper aim of any organization wishing to sustain success and growth into the future. In The Blue Line Imperative, INSEAD professors Kevin Kaiser and S. David Young teach us how to sustainably grow any organization by uncovering the real drivers to value. They provide important lessons and cautionary tales including sources ranging from Daimler-Benz to the movie Die Hard II, Kaiser and Young demonstrate how to sustain competitive advantage over the long haul by focusing on value and creating a culture to support it. Every decision a company makes either creates value or destroys it. The Blue Line Imperative demonstrates with powerful clarity why the goal of any value-driven enterprise is to raise the blue line as high as possible, and shows us how to achieve it.