

THE BREAKTHROUGH COMPANY

How Everyday Companies Become Extraordinary Performers

KEITH McFARLAND

KEITH McFarLand is the founder of his own consulting firm, McFarland Strategy Partners. He has served as associate dean of the Pepperdine University School of Business and Management, and as CEO of two technology companies, Collectech Systems and Nivo International. McFarland Strategy Partners has assisted major companies such as Morgan Stanley, EGL and Prudential, and growth companies, including Vans, House of Blues and others. Mr. McFarland is a graduate of Pepperdine University and writes a regular online column for *Business Week*.

The Web site for this book is at www.breakthroughcompany.com.

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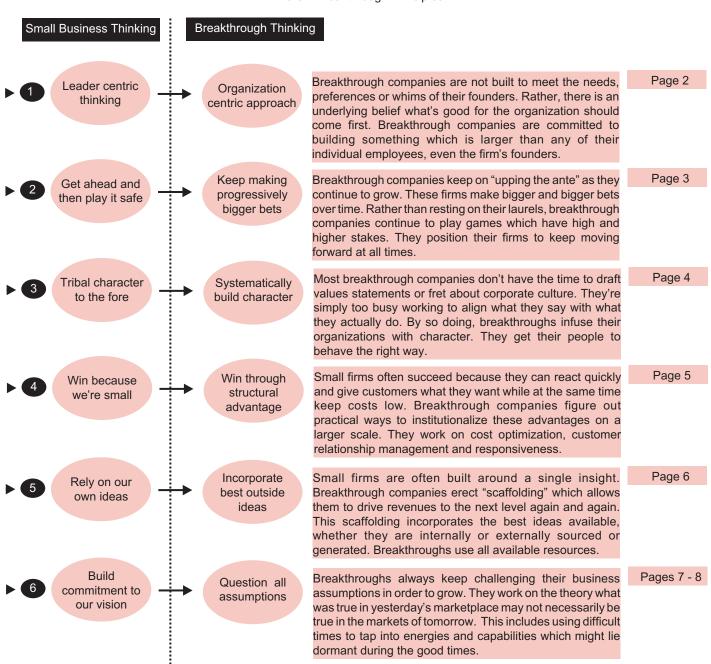
MAIN IDEA

Only about one-tenth of one percent of start-up U.S. companies ever achieve revenues of \$250 million or more. And of those companies that reach \$250 million in sales, only one in three – about one-thirtieth of one percent – will grow to reach \$1 billion in sales. Most companies tend to start small and stay that way. Only handful ever manage to "break through" from small company status and become large enterprises.

So, the question is what are these breakthrough companies doing right? To look for answers, more than 7,000 entrepreneurial companies which appeared on *Inc.* magazine's annual list of the 500 fastest growing companies were studied. Ninety-four of these companies have revenues of \$250 million or more. From that pool, the nine best performing companies in terms of annual revenue growth, return on equity and return on sales were determined. Those nine breakthrough companies were then analyzed over a five year period to try and identify the "secrets of their success".

What emerged from this study was there are six practices which distinguish the breakthrough companies from their everyday counterparts. Breakthrough companies do these six things well and that seems to underpin their ability to make the transition to major-player status in their fields. If you aspire to join this rather exclusive circle, a good starting point would be to make these six practices your own.

The Six Breakthrough Principles



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