

BY THE NUMBERS

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“...in 2008, facing rising prices and a global recession that hit its core markets... especially hard, Ikea set out on a new strategic path: to offer even lower prices to consumers, while positioning itself for long-term growth. It accomplished this through the simplest of methods... separating “good costs” (productive investments) from “bad costs” (unnecessary expenses). The company then invested 100 percent of its net savings on building up the essential qualities of its business or lowering the price of its products... The results to date have been impressive: about 10 percent annual top-line growth and stable margins...

From the May 7, 2012 article, How Ikea Reassembled Its Growth Strategy, at strategy-business.com



10%
ANNUAL
TOP-LINE
GROWTH

“There’s only one
growth strategy:
work hard.”

*William Hague, British Foreign Secretary
and First Secretary of State*



“The best CEOs I know are teachers, and at the core of what they teach is strategy.”

Michael Porter, the Bishop William Lawrence University Professor at Harvard Business School

340%
EARNINGS GROWTH

76%
REVENUE GROWTH

49%
TOTAL RETURN

The earnings growth, revenue growth and total return for Silver Wheaton, which enters into silver-purchase agreements with miners. It was the world's fastest growing company in 2012, according to *Fortune* magazine.

“I became painfully aware that the most important thing is to keep growing at a sustainable pace. Expanding vehicle volume does not equate with growth, because fixed costs also increase.”

Toyota president Akio Toyoda, speaking in a May 8, 2013 Reuters article

10%

High-growth firms make better strategic use of data, according to an Economist Intelligence Unit Survey released in May 2013. Companies in which the average EBITDA growth over the past three financial years is more than 10 percent are more likely to change the way they handle strategic decisions due to having more data.

FOUR

KEY APPROACHES TO GENERAL MOTORS' GROWTH STRATEGY

01 | DESIGN



02 | BUILD



03 | SELL



04 | RE-INVEST



ICBC



It stands for the Industrial and Commercial Bank of China, and it is the world's biggest company by business scale, according to the Forbes Global 2000 list, released in April 2013. China Construction Bank is the second largest. JP Morgan Chase is No. 3.