



## ***Built for Growth: Expanding Your Business Around the Corner or Across the Globe***

By Arthur Rubinfeld and Collins Hemingway  
Wharton School Publishing

Arthur Rubinfeld has achieved breakthrough results for such premier companies as Starbucks, Oakley, Gateway, adidas, and Washington Mutual. As Executive Vice President at Starbucks, for example, he devised and implemented a multi-faceted store development and design organization with the talent, in-house processes, and systems, necessary to execute rapid expansion. Hemingway has more than 30 years of experience in business and technology, including his association with Microsoft as Director of Business Development and International Marketing. He co-authored *Business @ the Speed of Thought* with Bill Gates.

As Rubinfeld explains, the book he and Hemingway have written “is primarily geared at helping a retailing entrepreneur rapidly expand into a powerful marketing presence. The same principles that drive an entrepreneur, however, can also reinvigorate the brand for an existing retail chain and trigger new growth. These principles can also help carve out a profitable, defensible niche against potential market invaders for the retailers who want to keep their business small...[*Built for Growth*] distills what I have learned from a comprehensive view of what it takes to develop a winning retail concept...[by taking] a holistic approach to retail development, combining theory and practical ideas to cover the entire scope of what it takes to succeed in retail.” Decision-makers in all other organizations (regardless of size or nature) need (1) to conceive, design, and then execute a brand (or brands) with sustainable appeal and increasing value; (2) to create an environment within which to nourish imagination, courage, and drive; (3) to “go long” by executing a strategy by which to achieve rapid growth with business models that scale rapidly and thereby establishes market supremacy which puts “the game out of reach” from competition; (4) to dominate with the most appropriate “locations” which could include retail outlets, perhaps, but also catalogs, Web sites, telemarketing, couponing, and appropriate strategic alliances; and to “push the envelope” of brand leadership through innovation which invigorates product or service, design, customer service, and quality...”over and over again.”