To remain successful, companies must respond to the challenge of achieving continual internal or core growth. But how is this done, and why do some strategies work better than others? In *The Search for Organic Growth*, leading writers on business strategy and organization offer authoritative analysis and practical guidance on implementing a strategy for organic growth. All businesses go through cycles, and momentum can be created in many ways, from new products and market extensions to add-ons and enhancements. The book also answers crucial questions such as how to keep customers happy during periods of change, how to foster an entrepreneurial environment and satisfy individual potential, and how to turn the immense short-term revenue pressures of a push towards growth to your advantage. A lively resource for business school faculty, MBAs and executives, this book is ideal for any reader interested in connections between latest business thought and practice.

**Edward D. Hess** is Adjunct Professor of Organization and Management, Executive Director of the Center for Entrepreneurship and Corporate Growth, and Executive Director of the Values-Based Leadership Institute at the Goizueta Business School, Emory University.

**Robert K. Kazanjian** is Professor of Organization and Management at the Goizueta Business School, Emory University.
The Search for Organic Growth

EDITED BY

EDWARD D. HESS AND ROBERT K. KAZANJIAN

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Contributors

Philip Anderson is Alumni Fund Professor of Entrepreneurship, Director of the 3i VentureLab, and Director of the International Centre for Entrepreneurship at INSEAD.

Douglas Bowman is Associate Professor of Marketing at the Goizueta Business School, Emory University.

Robert Drazin is Professor of Organization and Management at the Goizueta Business School, Emory University.

Raghu Garud is Associate Professor of Management and Organizations at the Leonard Stern School of Business, New York University.

MaryAnn Glynn is Professor of Organization and Management at the Goizueta Business School, Emory University.

Andrew Hargadon is Associate Professor of Management and Director of the Technology Management Programs Graduate School of Management at the University of California at Davis.

Edward D. Hess is Adjunct Professor of Organization and Management, Executive Director of the Center for Entrepreneurship and Corporate Growth, and Executive Director of the Values-Based Leadership Institute at the Goizueta Business School, Emory University.

Michael A. Hitt is Professor of Management, the Joe B. Foster Chair in Business Leadership, and the C. W. and Dorothy Conn Chair in New Ventures at Mays Business School, Texas A & M University.

R. Duane Ireland is Professor of Management and the Foreman R. and Ruby S. Bennett Chair in Business Administration at Mays Business School, Texas A & M University.

William F. Joyce is Professor of Strategy and Organization Theory at the Tuck School of Business at Dartmouth.
List of contributors

Robert K. Kazanjian is Professor of Organization and Management at the Goizueta Business School, Emory University.

Arun Kumaraswamy is Visiting Associate Professor of Management at the Lee Kong Chian School of Business, Singapore Management University.

Rita McGrath is Associate Professor of Management at Columbia Business School, Columbia University.

Das Narayandas is Professor of Business Administration at Harvard Business School, Harvard University.

Chad Navis is a doctoral student in the Organization and Management Department at the Goizueta Business School, Emory University.

Erich R. Reinhardt is President and Chief Executive Officer of Siemens Medical Solutions.

Vallabh Sambamurthy is Eli Broad Professor of Information Technology at the Graduate School of Management, Michigan State University.

Tom Taylor is Executive Vice-President, Merchandising, Marketing of Home Depot Stores, The Home Depot, Inc.

Christopher S. Tuggle is Assistant Professor of Management at the College of Business, University of Missouri, Columbia.
Organizational growth has always been a topic of interest to executives and researchers. Recently, however, we have noted that although organic, or non-acquisitive, growth has been pursued more aggressively by companies, there exists a paucity of research on the topic. This recognition led us, along with our colleague and friend Bob Drazin, Professor of Organization and Management at the Goizueta Business School of Emory University, to organize a conference entitled *Hitting the Growth Wall: Growth in Large Organizations*. The conference was unique in that the participants included both leading scholars who study growth-related issues and executives from a number of companies with extraordinary growth records.

The conference was hosted by the Center for Entrepreneurship and Corporate Growth at the Goizueta Business School. We wish to acknowledge the generous contributions made by Siemens Medical Solutions, the sponsor of the conference. We are particularly indebted to Thomas N. McCausland, President of Siemens Medical Solutions, USA who worked closely with us in the design and delivery of the conference. We are also indebted to Dr. Erich R. Reinhardt, CEO and President of Siemens Medical Solutions and member of Siemens AG for his endorsement of the conference and his participation. We also wish to extend our appreciation to Bob Drazin, Faculty Director of the Center of Entrepreneurship and Corporate Growth, and Tom Robertson, former Dean at Goizueta, for their support of our efforts.

Following the conference, we worked with the executives and scholars who participated to organize the papers into this book. We greatly appreciate the cooperation of our co-authors who contributed to this book, all of whom responded positively and quickly to our requests. We wish to express our appreciation to Katy Plowright, Business and Management Editor at Cambridge University Press, for her thoughtful
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