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# Zone To Win: Organizing To Compete In An Age Of Disruption



## Synopsis

Over the last 25 years, Geoffrey Moore has established himself as one of the most influential high-tech advisors in the world—once prompting Conan O’Brien to ask “Who is Geoffrey Moore and why is he more famous than me?” Following up on the ferociously innovative *ESCAPE VELOCITY*, which served as the basis for Moore’s consulting work to such companies as Salesforce, Microsoft, and Intel, *ZONE TO WIN* serves as the companion playbook for his landmark guide, offering a practical manual to address the challenge large enterprises face when they seek to add a new line of business to their established portfolio. Focused on spurring next-generation growth, guiding mergers and acquisitions, and embracing disruption and innovation, *ZONE TO WIN* is a high-powered tool for driving your company above and beyond its limitations, its definitions of success, and ultimately, its competitors. Moore’s classic bestseller, *CROSSING THE CHASM*, has sold more than one million copies by addressing the challenges faced by start-up companies. Now *ZONE TO WIN* is set to guide established enterprises through the same journey. “For any company, regardless of size or industry, *ZONE TO WIN* is the playbook for succeeding in today’s disruptive, connected, fast-paced business world.” — Marc Benioff, CEO, Salesforce “Once again Geoffrey Moore weighs in with a prescient examination of what it takes to win in today’s competitive, disruptive business environment.” — Satya Nadella, CEO, Microsoft “With this book, Geoffrey Moore continues to lead us all through ever-changing times...His work has changed the game of changing the game!” — Gary Kovacs, CEO, AVG “*ZONE TO WIN* uses crystal-clear language to describe the management plays necessary to win in an ever-disrupting marketplace. Regardless of your level of management experience, you will find this book an invaluable tool for building long-term success for your business.” — Lip-Bu Tan, President and CEO, Cadence Design Systems

## Book Information

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## Customer Reviews

"For any company, regardless of size or industry, Zone to Win is the playbook for succeeding in today's disruptive, connected, fast-paced business world." — Marc Benioff, CEO, Salesforce  
"[ZONE TO WIN creates] a fresh way of looking at companies with large portfolios. [It provides] a practical way to measure different business lines based on different yet equally important criteria. In the end they help keep the focus on innovation, which is the ultimate goal." — Michael DeCesare, CEO, Forescout  
"With this book, Geoffrey Moore continues to lead us all through ever-changing times. He not only inspires, he creates a new sense of possibility by providing the frameworks, tools, and lingua-franca we need to organize and manage our products and our company. His work has changed the game of changing the game!" — Gary Kovacs, CEO, AVG  
"Once again Geoffrey Moore weighs in with a prescient examination of what it takes to win in today's competitive, disruptive business environment. Zone to Win is a valuable playbook for prioritizing and allocating resources with the aim of exceptionally high growth." — Satya Nadella, CEO, Microsoft  
"Whether you are looking to catch the next wave or keep it from catching you, you must read this book!" — Dominic Orr, CEO, Aruba Networks  
"ZONE TO WIN uses crystal clear language to describe the management plays necessary to win in an ever-disrupting marketplace. Regardless of your level of management experience, you will find this book an invaluable tool for building long-term success for your business." — Lip-Bu Tan, President and CEO, Cadence Design Systems  
"I consider Geoffrey a friend, colleague, but most of all, someone to challenge my thinking. His name is synonymous with innovation, and with ZONE TO WIN he has done it again: inspiring us to rethink the fundamental relationship between technology disruption, business strategy and how to look across a portfolio and come to sound execution plans. This is a must-read for leaders everywhere who are continually challenged to turn unpredictable change into business opportunity." — Pat Gelsinger, CEO, VMware  
"ZONE TO WIN helped my team and I frame the transition from an early start-up to a real player in the global landscape. Geoffrey places your urgent priorities into a clear context that

helps you make the right tradeoffs at the right time!"

—Rob Tarkoff, CEO, Lithium

"We are indeed living in a world of unprecedented pace and disruption and ZONE TO WIN: ORGANIZING TO COMPETE IN AN AGE OF DISRUPTION is a must-read for the senior management team before any management retreat in advance of the strategic planning cycle."

—George Conrades, Chairman, Akamai Technologies

"Geoffrey has done it again with ZONE TO WIN by developing a clear playbook on how to manage the inherent conflict between driving near-term revenue and investing in future opportunity. It is a must-read for any technology CEO who is balancing where to play offense or defense."

—Steve Smith, CEO, Equinix

Geoffrey Moore is an author, speaker, and advisor who splits his consulting time between start-up companies in the Mohr Davidow portfolio and established high-tech enterprises, most recently including Salesforce, Microsoft, Intel, Box, Aruba, Cognizant, and Rackspace. Moore's life's work has focused on the market dynamics surrounding disruptive innovations. His first book, *Crossing the Chasm*, focuses on the challenges start-up companies face transitioning from early adopting to mainstream customers. It has sold more than a million copies, and its third edition has been revised such that the majority of its examples and case studies reference companies come to prominence from the past decade. Moore's most recent work, *Escape Velocity*, addresses the challenge large enterprises face when they seek to add a new line of business to their established portfolio. It has been the basis of much of his recent consulting. --This text refers to the Audio CD edition.

We know from our research data at TSIA that the technology industry is currently navigating a massive transition to core business models that have been in play for decades. To quote the book:

"Business models disruptions are where all the train wrecks happen."

—Geoff

Geoff has done an outstanding job creating a framework executive teams can apply to structure and govern the effort of establishing new business models while extracting profits from the legacy models. Too many tech companies are currently paralyzed by current industry trends. Flat line revenues and tepid stock prices are the proxy metrics. This is a must read for all the management teams that need to "swallow the fish" in the next few years.

While interesting and relatable to modern long lived tech corporations, the case studies and

supporting evidence were vague and very high level. We can wait and see if anyone tries and succeeds using this model. Still the ideas for the zones were good and the crisis of prioritization is something most innovation groups experience when working in a well established business.

In *Escape Velocity* Moore talked about how we must let go of the past to have the capacity to embrace the future. the EOL program office, likened to a hospice, dedicates the right focus on gracefully harvesting, preserving and storing away a legacy business that has run its course.

While I have long valued the insights Geoffrey Moore shares in his books, I find *Zone to Win* invaluable. My supply chain and operations consulting aligns company results, supply chains, people, profit, practice, and performance. Until *Zone to Win*, I did not have a solid tool set to use with executive management to enable the alignment needed for today's fast moving, ever changing economy. Now I do. The fine-tuning of strategic thinking on what exactly is performance, productivity, transformation, and incubation of innovation combined with financial discipline forces the difficult, yet critical, discussions and decisions required to enable a company to align and thrive.

A colleague of mine recommended this book and I'm glad I read it. Loved the way Geoffrey has structured the flow of the book and the ideas shared here are an absolute necessity for every enterprise- big or small. The Case studies covered here (Salesforce & Microsoft) are very relevant as well. I highly recommend this to executives who want to take their company towards success - this book is your guiding star.

as someone worked in big multinational company for 20+ years, I really found this book quite inspiring, eye opening, in the fast changing exponential age, all big company really needs to think about how to balance breakthrough and traditional way of running business.

Reading this book was like reading a case study written about my current company. Encouragingly, we are already utilizing many of the concepts described. The book lays out a solid process for implementing the processes described.

*Zone to Win* has many remarkable business insights and is an ideal playbook for any leader or stakeholder in a business or industry in transition. If you're in the IT industry and focused on

business strategy this book is a must read.

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