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Technicality and tools to develop value-oriented  
Industrial Plans: the goal of growth

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## ABSTRACT

## TECHNICALITY AND TOOLS TO DEVELOP VALUE-ORIENTED INDUSTRIAL PLANS: THE GOAL OF GROWTH

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## Abstract

“Growth” is a primary imperative for the survival of the enterprise. This is particularly true today as advances in technology require continuous innovation of sectors and markets.

Despite the strategic importance and relevance of this issue, the approach till now has not always been proactive and structured, for the following two main reasons:

- Management uses “outdated taxonomies” to outline and design enterprise growth strategy;
- Companies retain corporate cultures that have proved to be unbalanced either as far as Business / Production or as far as Finance.

The approaches and methodologies based on Economic Profit metrics that we reread from a financial and Business / Production viewpoint, allow traditional growth options to evolve to levers that combine the goal of growth with the objective of creation / maximization of enterprise value as well as integration of the economic-financial language with the world

connected to the needs and the value perceived by customers.

Three “drivers” can be used to plan and relaunch enterprise growth in the long-term:

- **“The Quest for Value”**: investing resources in markets / sectors featuring high expectations of future growth as well as increasing value for shareholders;
- **Search for “Blue Ocean”**: beat competitors and gain market shares by continuously analyzing the Utility Curves of own customers and by setting out the functions of use to be met;
- **Selective Investments and Divestments**: gaining market shares through Merger & Acquisition operations correctly estimating achievable synergies and avoiding typical errors involved in transactions set to EBITDA multiples or arising from simple growth ambitions.



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