

# **Organise To Grow**

# THE GRANULARITY OF GROWTH: ASIA

HOW TO DRIVE GROWTH IN THE WORLD'S MOST DYNAMIC ECONOMIES



ANGUS DAWSON WITH JONATHAN AUERBACH, WONSIK CHOI,  
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GORDON ORR, VIVEK PANDIT, HERBERT POHL & ADIL ZAINULBHAJ

ACCA Sri Lanka recently hosted a CEO's Breakfast Meeting at the Cinnamon Grand. The speaker was Adil Zainulbhai, Leader-India Practice McKinsey and Company Inc. Zainulbhai has an MBA from Harvard Business School and is a Bachelor of Technology, with Distinction, in Mechanical Engineering from the Indian Institute of Technology.

The discussion focused on three key 'growth-related' decisions companies needed to take in order to drive and to sustain granular growth. They were growth ambition, growth direction and growth architecture.

These decisions were part based on McKinsey's recent three-year long study, published in the book, 'The Granularity of Growth.' The book suggests that real winning plays can only emerge when companies take a much finer and more granular view of their market segments, their needs and the capabilities to serve them well.

Zainulbhai also spoke of strategies that were needed when going global. Where does growth originate? How can companies capture growth opportunities? How should leaders build their companies to generate growth? Zainulbhai via his words showed that real growth is found at a much more granular level, in small pockets within each industry.

Zainulbhai also discussed that where you compete is much more important than how you compete. Choosing the right 'pockets' of growth is more important than playing well in the segments where you operate. In addition, Zainulbhai proved that in large companies, M&A is much more common and much more valuable than often thought.