



The Moneymakers: How Extraordinary Managers Win in a World Turned Upside Down

Anne-Marie Fink

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When real money is at stake, it tends to clarify the mind, and for over a decade, Anne-Marie Fink has had literally billions of dollars resting on her assessments of companies. As an equity analyst and professional investor, she has been charged with understanding whether businesses are solid, long-term moneymakers—or rotten tomatoes—before investing with them.

She has had unusual access to an incredible variety of businesses, from entertainment conglomerates to newspapers, Internet companies, airlines, railroads, furniture manufacturers, auto suppliers, staffing agencies, and others. Well known for her ability to drill down to the details and understand what makes a business tick, she has skillfully dissected the story of many a CEO and talked with people up and down the ranks, as well as customers, suppliers, regulators, distributors, bankers, and rivals—anyone who could give her insight on a company's operations.

The result is a book of great originality—an unusual and perceptive look at business that busts myths and conventional thinking. Based on what she and her investing colleagues have seen firsthand, Anne-Marie Fink's *The Moneymakers* provides a highly pragmatic framework for thriving in our hypercompetitive world. They include:

- Shrink to grow: Why expanding a bad (low-return) business means you just have more of a problem, and how a step backward is often the best way forward.
- Good performance requires inefficiency and duplication: How maximum efficiency produces suboptimal results by stifling innovation.
- Don't be a customer fanatic: How to know when to listen to and when to ignore your customers.
- Economics always trumps management: Ignore bedrock economic laws—such as supply and demand—at your peril; it is akin to ordering the tides to stay in place.
- Why happy employees don't make for high-performance workplaces.
- Problems in business are like cockroaches—there's never just one: How to catch problems before they infest your company.
- Avoid the trap of profitless growth: Additional profit is an illusion if it consumes too much capital.
- Megatrends start as ripples: How to position your business to ride long-term waves, not be drowned by them.

From the Hardcover edition.

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