The Entrepreneur's Dilemma: Alibaba, Tencent and Amazon as e-Commerce Platforms

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Failing to provide the right kind of oversight.

The CEO should spend meaningful time with the team and with potential customers.
2. Not putting the best, most experienced talent in charge.

Seasoned executives in the core businesses, rather than ambitious young MBAs, should be assigned to growth initiatives.
3. Assembling the wrong team and staffing up prematurely.

CEOs should focus on capabilities, not who’s available, and staff up only when the strategy, business model, and value proposition are clear.

4. Taking the business too far too soon

Milestone and initiative planning is essential, and key deliverables should be...
4. Taking the wrong approach to performance assessment.

Milestones relevant to each stage of an initiative’s development should be established, and key assumptions in the business plan should be linked to the financial forecast.
5. Not knowing how to fund and govern a start-up.

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6. Failing to leverage the organization’s core capabilities.

CEOs must play a central role in helping growth initiatives tap the resources of the core businesses.