THE BUSINESS OF EXPERTISE

THE BUSINESS OF EXPERTISE: UNLOCKING VALUE IN A KNOWLEDGE-DRIVEN ECONOMY

THE BUSINESS OF EXPERTISE IS A FASCINATING AND RAPIDLY GROWING DOMAIN THAT TAPS INTO THE POWER OF SPECIALIZED KNOWLEDGE AND SKILLS TO CREATE VALUE. IN TODAY'S ECONOMY, WHERE INFORMATION IS ABUNDANT BUT TRUE EXPERTISE IS RARE, PROFESSIONALS AND COMPANIES WHO MASTER THE ART OF TURNING THEIR KNOWLEDGE INTO VIABLE BUSINESS VENTURES STAND OUT. WHETHER YOU'RE A CONSULTANT, COACH, INDUSTRY SPECIALIST, OR DIGITAL CONTENT CREATOR, UNDERSTANDING HOW TO BUILD AND SCALE THE BUSINESS OF EXPERTISE CAN OPEN DOORS TO SUSTAINABLE INCOME AND INFLUENCE.

LET'S DIVE INTO WHAT MAKES THE BUSINESS OF EXPERTISE UNIQUE, WHY IT MATTERS SO MUCH IN MODERN MARKETS, AND HOW YOU CAN LEVERAGE YOUR OWN SKILLS TO THRIVE IN THIS SPACE.

WHAT EXACTLY IS THE BUSINESS OF EXPERTISE?

AT ITS CORE, THE BUSINESS OF EXPERTISE INVOLVES MONETIZING DEEP KNOWLEDGE OR SPECIALIZED SKILLS IN A WAY THAT CLIENTS OR CUSTOMERS FIND VALUABLE. THIS COULD MEAN OFFERING CONSULTING SERVICES, CREATING EDUCATIONAL PRODUCTS, SPEAKING AT CONFERENCES, OR EVEN DEVELOPING SOFTWARE TOOLS THAT ADDRESS NICHE PROBLEMS.

Unlike traditional businesses that might focus on selling physical products, expertise-driven businesses are built on intangible assets—the know-how, experience, and insights that are difficult to replicate. This makes expertise a powerful differentiator in competitive industries.

WHY EXPERTISE MATTERS MORE THAN EVER

In an age dominated by automation and artificial intelligence, human expertise is becoming a premium commodity. Machines can handle repetitive tasks, but they lack the nuanced understanding and creativity that experts bring to the table. Organizations are increasingly willing to pay a premium for consultants, strategists, and advisors who can help them solve complex problems and innovate.

MOREOVER, THE INTERNET HAS DEMOCRATIZED ACCESS TO INFORMATION, MAKING IT EASIER FOR EXPERTS TO REACH A GLOBAL AUDIENCE. SOCIAL MEDIA PLATFORMS, ONLINE COURSES, WEBINARS, AND PODCASTS ENABLE KNOWLEDGE PROFESSIONALS TO BUILD PERSONAL BRANDS AND ESTABLISH AUTHORITY IN THEIR FIELDS WITHOUT RELYING ON TRADITIONAL GATEKEEPERS.

BUILDING A SUCCESSFUL EXPERTISE-BASED BUSINESS

CREATING A THRIVING BUSINESS OF EXPERTISE INVOLVES MORE THAN JUST POSSESSING KNOWLEDGE. IT REQUIRES PACKAGING THAT KNOWLEDGE IN A WAY THAT RESONATES WITH YOUR TARGET AUDIENCE AND MEETS THEIR NEEDS EFFECTIVELY.

IDENTIFY YOUR NICHE AND TARGET AUDIENCE

One of the most critical steps is honing in on a specific area where you have significant expertise and where there is market demand. Trying to be a generalist often dilutes your value proposition.

ASK YOURSELF:

- WHAT UNIQUE INSIGHTS OR SKILLS DO | POSSESS THAT OTHERS DON'T?
- WHO STANDS TO BENEFIT MOST FROM MY KNOWLEDGE?

- WHAT PROBLEMS CAN I SOLVE BETTER THAN ANYONE FLISE?

BY ANSWERING THESE QUESTIONS, YOU CAN PINPOINT A NICHE THAT ALLOWS YOU TO STAND OUT AND ATTRACT CLIENTS OR CUSTOMERS WHO ARE EAGER FOR YOUR SOLUTIONS.

DEVELOP DIVERSE REVENUE STREAMS

THE BUSINESS OF EXPERTISE FLOURISHES WHEN YOU DIVERSIFY HOW YOU MONETIZE YOUR KNOWLEDGE. RELYING ON A SINGLE INCOME SOURCE, LIKE HOURLY CONSULTING, CAN LIMIT GROWTH AND SUSTAINABILITY.

CONSIDER THESE REVENUE MODELS:

- CONSULTING AND COACHING: PERSONALIZED ADVICE AND HANDS-ON GUIDANCE TAILORED TO A CLIENT'S NEEDS.
- Online Courses and Workshops: Scalable educational content that can reach thousands.
- BOOKS AND EBOOKS: AUTHORITATIVE PUBLICATIONS THAT ESTABLISH CREDIBILITY AND GENERATE PASSIVE INCOME.
- Speaking Engagements: Paid appearances at industry events or corporate seminars.
- Membership Sites and Communities: Recurring revenue by fostering a group of engaged learners or professionals.

BY BLENDING THESE STREAMS, EXPERTS CAN BUILD A RESILIENT BUSINESS THAT GROWS WITH THEIR REPUTATION.

MARKETING THE BUSINESS OF EXPERTISE

EVEN THE MOST KNOWLEDGEABLE EXPERTS NEED EFFECTIVE MARKETING TO EXPAND THEIR REACH AND INFLUENCE. BUILDING A BRAND THAT REFLECTS AUTHORITY AND AUTHENTICITY IS ESSENTIAL.

CONTENT MARKETING AND THOUGHT LEADERSHIP

Sharing your expertise through blogs, videos, podcasts, or social media posts helps establish you as a thought leader in your niche. Providing valuable, actionable insights attracts a loyal audience and builds trust over time.

CONSISTENCY IS KEY. REGULARLY PUBLISHING HIGH-QUALITY CONTENT IMPROVES SEARCH ENGINE VISIBILITY AND ENCOURAGES ORGANIC DISCOVERY. THIS ORGANIC GROWTH IS VITAL FOR LONG-TERM SUCCESS AND REDUCES RELIANCE ON PAID ADVERTISING.

NETWORKING AND STRATEGIC PARTNERSHIPS

THE BUSINESS OF EXPERTISE THRIVES ON RELATIONSHIPS. CONNECTING WITH OTHER PROFESSIONALS, POTENTIAL CLIENTS, AND INDUSTRY INFLUENCERS CAN OPEN DOORS TO COLLABORATIONS, REFERRALS, AND NEW OPPORTUNITIES.

ATTEND CONFERENCES, PARTICIPATE IN ONLINE FORUMS, AND ENGAGE IN COMMUNITIES WHERE YOUR TARGET AUDIENCE GATHERS. BUILDING A REPUTATION AS A HELPFUL, KNOWLEDGEABLE RESOURCE INCREASES YOUR CHANCES OF BEING RECOMMENDED AND HIRED.

CHALLENGES AND OPPORTUNITIES IN THE EXPERTISE ECONOMY

WHILE THE BUSINESS OF EXPERTISE OFFERS TREMENDOUS POTENTIAL, IT ALSO COMES WITH ITS UNIQUE SET OF CHALLENGES.

MAINTAINING CREDIBILITY AND RELEVANCE

EXPERTISE MUST BE CURRENT. INDUSTRIES EVOLVE, TECHNOLOGIES ADVANCE, AND CLIENT NEEDS SHIFT. STAYING UPDATED THROUGH CONTINUOUS LEARNING AND ADAPTING YOUR OFFERINGS IS VITAL TO MAINTAINING CREDIBILITY.

BALANCING TIME AND SCALABILITY

EXPERTS OFTEN FACE THE DILEMMA OF TRADING TIME FOR MONEY, ESPECIALLY IN CONSULTING ROLES. FINDING WAYS TO SCALE—THROUGH DIGITAL PRODUCTS OR GROUP COACHING—CAN FREE UP TIME AND INCREASE EARNINGS.

Managing Intellectual Property and Competition

PROTECTING YOUR PROPRIETARY METHODS OR CONTENT IS IMPORTANT AS THE BUSINESS OF EXPERTISE BECOMES CROWDED. DEVELOPING A UNIQUE VALUE PROPOSITION AND CONSISTENTLY DELIVERING EXCEPTIONAL OUTCOMES HELPS FEND OFF COMPETITORS.

FUTURE TRENDS SHAPING THE BUSINESS OF EXPERTISE

AS TECHNOLOGY AND MARKET DYNAMICS EVOLVE, THE BUSINESS OF EXPERTISE WILL CONTINUE TO TRANSFORM.

LEVERAGING ARTIFICIAL INTELLIGENCE AND DATA ANALYTICS

EXPERTS ARE INCREASINGLY USING AT TOOLS TO ENHANCE THEIR OFFERINGS—BE IT THROUGH BETTER DATA ANALYSIS, CONTENT GENERATION, OR PERSONALIZED CLIENT EXPERIENCES. EMBRACING THESE TECHNOLOGIES CAN PROVIDE A COMPETITIVE EDGE.

RISE OF MICROLEARNING AND BITE-SIZED KNOWLEDGE

BUSY PROFESSIONALS PREFER QUICK, FOCUSED LEARNING EXPERIENCES. DELIVERING EXPERTISE IN SHORT, DIGESTIBLE FORMATS LIKE MICRO-COURSES, NEWSLETTERS, OR VIDEO SNIPPETS MEETS THIS DEMAND EFFECTIVELY.

GLOBALIZATION AND REMOTE CONSULTING

THE ABILITY TO CONNECT WORLDWIDE ALLOWS EXPERTS TO TAP INTO NEW MARKETS AND DIVERSIFY THEIR CLIENT BASE. VIRTUAL CONSULTING AND ONLINE COACHING HAVE BECOME MAINSTREAM, BREAKING DOWN GEOGRAPHICAL BARRIERS.

ENGAGING IN THE BUSINESS OF EXPERTISE MEANS MORE THAN JUST KNOWING YOUR STUFF; IT'S ABOUT PACKAGING, MARKETING, AND CONTINUOUSLY EVOLVING YOUR KNOWLEDGE TO MEET THE NEEDS OF A DYNAMIC WORLD. WHETHER YOU'RE JUST STARTING

OUT OR LOOKING TO SCALE AN EXISTING EXPERTISE-DRIVEN VENTURE, THE KEY LIES IN AUTHENTICITY, FOCUS, AND ADAPTABILITY. BY EMBRACING THESE PRINCIPLES, YOU CAN BUILD A BUSINESS THAT NOT ONLY GENERATES INCOME BUT ALSO MAKES A MEANINGFUL IMPACT.

FREQUENTLY ASKED QUESTIONS

WHAT DOES 'THE BUSINESS OF EXPERTISE' REFER TO?

THE BUSINESS OF EXPERTISE REFERS TO THE COMMERCIAL PRACTICE OF LEVERAGING SPECIALIZED KNOWLEDGE AND SKILLS TO PROVIDE PROFESSIONAL SERVICES, ADVICE, OR PRODUCTS THAT SOLVE SPECIFIC PROBLEMS OR ADD VALUE FOR CLIENTS OR CUSTOMERS.

WHY IS EXPERTISE BECOMING MORE VALUABLE IN TODAY'S ECONOMY?

EXPERTISE IS INCREASINGLY VALUABLE DUE TO THE GROWING COMPLEXITY OF INDUSTRIES, RAPID TECHNOLOGICAL ADVANCEMENTS, AND THE DEMAND FOR CUSTOMIZED SOLUTIONS, MAKING SPECIALIZED KNOWLEDGE A KEY DIFFERENTIATOR FOR BUSINESSES AND PROFESSIONALS.

HOW CAN EXPERTS EFFECTIVELY MONETIZE THEIR KNOWLEDGE?

EXPERTS CAN MONETIZE THEIR KNOWLEDGE THROUGH CONSULTING SERVICES, CREATING EDUCATIONAL CONTENT, SPEAKING ENGAGEMENTS, PUBLISHING BOOKS, OFFERING WORKSHOPS OR ONLINE COURSES, AND DEVELOPING PROPRIETARY TOOLS OR METHODOLOGIES.

WHAT ROLE DOES PERSONAL BRANDING PLAY IN THE BUSINESS OF EXPERTISE?

PERSONAL BRANDING IS CRUCIAL AS IT HELPS EXPERTS BUILD CREDIBILITY, ESTABLISH TRUST, AND ATTRACT CLIENTS BY SHOWCASING THEIR UNIQUE SKILLS, EXPERIENCE, AND THOUGHT LEADERSHIP IN THEIR AREA OF EXPERTISE.

HOW HAS DIGITAL TECHNOLOGY IMPACTED THE BUSINESS OF EXPERTISE?

DIGITAL TECHNOLOGY HAS EXPANDED THE REACH OF EXPERTS BY ENABLING ONLINE MARKETING, REMOTE CONSULTING, DIGITAL PRODUCT CREATION, AND THE USE OF SOCIAL MEDIA PLATFORMS TO SHARE INSIGHTS AND ENGAGE WITH A GLOBAL AUDIENCE.

WHAT CHALLENGES DO EXPERTS FACE WHEN TURNING THEIR EXPERTISE INTO A BUSINESS?

CHALLENGES INCLUDE DIFFERENTIATING THEMSELVES IN A CROWDED MARKET, EFFECTIVELY COMMUNICATING THEIR VALUE PROPOSITION, MANAGING BUSINESS OPERATIONS, PRICING SERVICES APPROPRIATELY, AND CONTINUOUSLY UPDATING THEIR KNOWLEDGE TO STAY RELEVANT.

WHAT STRATEGIES CAN EXPERTS USE TO SCALE THEIR BUSINESS?

EXPERTS CAN SCALE THEIR BUSINESS BY DEVELOPING SCALABLE PRODUCTS LIKE ONLINE COURSES OR BOOKS, LEVERAGING TECHNOLOGY FOR AUTOMATION, BUILDING A TEAM OR NETWORK, CREATING SUBSCRIPTION MODELS, AND EXPANDING INTO NEW MARKETS OR NICHES.

ADDITIONAL RESOURCES

THE BUSINESS OF EXPERTISE: NAVIGATING THE MARKET OF KNOWLEDGE AND SKILL

THE BUSINESS OF EXPERTISE REPRESENTS A DYNAMIC AND EVOLVING SECTOR WHERE SPECIALIZED KNOWLEDGE AND SKILLS BECOME VALUABLE COMMODITIES. IN AN INCREASINGLY COMPLEX GLOBAL ECONOMY, EXPERTISE TRANSCENDS TRADITIONAL EMPLOYMENT ROLES, TRANSFORMING INTO DISTINCT BUSINESS MODELS THAT CATER TO INDIVIDUALS, CORPORATIONS, AND GOVERNMENTS ALIKE. FROM CONSULTING FIRMS TO PERSONAL COACHING, THE MONETIZATION OF EXPERTISE REFLECTS BROADER TRENDS IN PROFESSIONAL SERVICES, DIGITAL TRANSFORMATION, AND THE KNOWLEDGE ECONOMY. THIS ARTICLE DELVES INTO THE MECHANISMS, CHALLENGES, AND OPPORTUNITIES INHERENT IN THE BUSINESS OF EXPERTISE, REVEALING HOW PROFESSIONALS AND ORGANIZATIONS CAPITALIZE ON SPECIALIZED KNOWLEDGE IN TODAY'S MARKET.

UNDERSTANDING THE LANDSCAPE OF EXPERTISE AS A BUSINESS

THE BUSINESS OF EXPERTISE IS NOT MERELY ABOUT POSSESSING SKILLS OR KNOWLEDGE—IT INVOLVES PACKAGING, MARKETING, AND DELIVERING THAT EXPERTISE IN WAYS THAT GENERATE SUSTAINABLE REVENUE. EXPERTS IN FIELDS RANGING FROM FINANCE AND LAW TO TECHNOLOGY AND HEALTHCARE LEVERAGE THEIR CREDIBILITY TO CREATE CONSULTANCIES, TRAINING PROGRAMS, CONTENT PLATFORMS, AND ADVISORY SERVICES. THE RISE OF DIGITAL PLATFORMS HAS FURTHER EXPANDED THE AVENUES THROUGH WHICH EXPERTISE CAN BE COMMERCIALIZED, ENABLING REMOTE CONSULTING, WEBINARS, ONLINE COURSES, AND SUBSCRIPTION-BASED KNOWLEDGE HUBS.

The knowledge economy, as described by economists, positions intellectual capabilities as core assets. According to a 2023 report by the World Intellectual Property Organization (WIPO), industries driven by knowledge and expertise contribute over 40% to GDP in developed countries, underscoring the economic weight of expertise-driven businesses. This shift reflects a broader transition from manufacturing-centric economies to service and knowledge-centric markets.

KEY COMPONENTS OF EXPERTISE-BASED BUSINESSES

TO EFFECTIVELY OPERATE IN THE BUSINESS OF EXPERTISE, SEVERAL COMPONENTS ARE ESSENTIAL:

- CREDIBILITY AND AUTHORITY: EXPERTS MUST ESTABLISH TRUST THROUGH CREDENTIALS, PROVEN RESULTS, OR THOUGHT LEADERSHIP.
- SCALABILITY: UNLIKE TRADITIONAL EMPLOYMENT, EXPERTISE BUSINESSES SEEK SCALABLE MODELS SUCH AS DIGITAL PRODUCTS, GROUP COACHING, OR LICENSING INTELLECTUAL PROPERTY.
- Branding and Marketing: Personal or corporate branding is critical to distinguish expertise in crowded markets.
- CLIENT RELATIONSHIP MANAGEMENT: BUILDING LONG-TERM CLIENT RELATIONSHIPS ENHANCES RECURRING REVENUE AND REFERRALS.

THESE FACTORS FORM THE FOUNDATION UPON WHICH EXPERTISE CAN BE TRANSFORMED FROM INTANGIBLE KNOWLEDGE INTO TANGIBLE BUSINESS OUTCOMES.

MONETIZATION STRATEGIES IN THE BUSINESS OF EXPERTISE

EXPERTS AND ORGANIZATIONS ADOPT DIVERSE MONETIZATION MODELS DEPENDING ON THEIR DOMAIN, AUDIENCE, AND RESOURCES. THE FOLLOWING STRATEGIES HIGHLIGHT KEY APPROACHES:

CONSULTING AND ADVISORY SERVICES

Consulting remains one of the most traditional and lucrative forms of expertise monetization. Consultants provide tailored advice, strategy development, or problem-solving services to organizations. The consulting industry's global market size was estimated at approximately \$330 billion in 2023, reflecting steady growth amid digital transformation demands.

PROS OF CONSULTING INCLUDE HIGH HOURLY RATES AND THE ABILITY TO WORK ON DIVERSE PROJECTS, WHILE CONS INVOLVE DEPENDENCY ON CONTINUOUS CLIENT ACQUISITION AND POTENTIAL LIMITATIONS IN SCALING WITHOUT HIRING ADDITIONAL CONSULTANTS.

CONTENT CREATION AND EDUCATIONAL PRODUCTS

The proliferation of online learning platforms has enabled experts to package knowledge into courses, ebooks, webinars, and memberships. Platforms such as Udemy, Coursera, and Teachable facilitate this by providing accessible marketplaces with built-in audiences.

KEY ADVANTAGES INCLUDE PASSIVE INCOME STREAMS AND SCALABILITY. HOWEVER, COMPETITION IS INTENSE, REQUIRING HIGH-QUALITY CONTENT AND EFFECTIVE MARKETING TO STAND OUT. ADDITIONALLY, MAINTAINING CONTENT RELEVANCE DEMANDS ONGOING UPDATES AND ENGAGEMENT.

SPEAKING ENGAGEMENTS AND WORKSHOPS

Public speaking and workshops allow experts to showcase their knowledge directly to audiences, often commanding lucrative fees. These opportunities also enhance personal branding and open doors to consulting or product sales.

CHALLENGES INCLUDE THE DEPENDENCE ON EVENT SCHEDULES AND TRAVEL, AS WELL AS THE NEED FOR STRONG PRESENTATION SKILLS AND NETWORKING CAPABILITIES.

CHALLENGES IN BUILDING EXPERTISE-BASED BUSINESSES

While Lucrative, the business of expertise faces several inherent challenges that require strategic navigation.

ESTABLISHING AUTHORITY IN SATURATED MARKETS

THE DEMOCRATIZATION OF INFORMATION HAS LOWERED BARRIERS TO ENTRY, RESULTING IN CROWDED FIELDS WHERE MANY CLAIM EXPERTISE. DIFFERENTIATION BECOMES CRITICAL, OFTEN DEMANDING CERTIFICATIONS, PUBLISHED RESEARCH, CLIENT TESTIMONIALS, OR UNIQUE METHODOLOGIES.

BALANCING EXPERTISE DELIVERY AND BUSINESS OPERATIONS

EXPERTS FREQUENTLY STRUGGLE TO ALLOCATE TIME BETWEEN DELIVERING SERVICES AND MANAGING THE BUSINESS ASPECTS—MARKETING, SALES, FINANCE, AND ADMINISTRATION. WITHOUT PROPER DELEGATION OR AUTOMATION, GROWTH CAN STALL.

ADAPTING TO TECHNOLOGICAL CHANGE

Technology reshapes how expertise is delivered and consumed. Staying current with digital tools, platforms, and communication methods is essential but requires investment and continuous learning.

FUTURE TRENDS IMPACTING THE BUSINESS OF EXPERTISE

SEVERAL EMERGING TRENDS ARE POISED TO REDEFINE HOW EXPERTISE IS COMMERCIALIZED AND CONSUMED.

Al and Automation in Expertise Delivery

ARTIFICIAL INTELLIGENCE FACILITATES ENHANCED DATA ANALYSIS, PERSONALIZED LEARNING EXPERIENCES, AND AUTOMATED CLIENT INTERACTIONS. EXPERTS LEVERAGING AI TOOLS CAN INCREASE EFFICIENCY AND OFFER INNOVATIVE SERVICES, THOUGH ETHICAL CONSIDERATIONS AND QUALITY CONTROL REMAIN IMPORTANT.

MICRO-EXPERTISE AND NICHE SPECIALIZATION

THE DEMAND FOR HYPER-SPECIALIZED KNOWLEDGE IS RISING, AS ORGANIZATIONS SEEK TARGETED SOLUTIONS RATHER THAN BROAD GENERALIST ADVICE. THIS TREND FAVORS EXPERTS WHO CARVE OUT NICHE MARKETS AND DEVELOP DEEP DOMAIN AUTHORITY.

COMMUNITY BUILDING AND COLLABORATIVE EXPERTISE

RATHER THAN SOLO PRACTITIONERS, MANY EXPERTISE BUSINESSES ARE SHIFTING TOWARD COMMUNITY-CENTRIC MODELS.

MEMBERSHIP SITES, MASTERMIND GROUPS, AND COLLABORATIVE PLATFORMS CREATE ONGOING ENGAGEMENT AND DIVERSIFIED REVENUE STREAMS.

IMPLICATIONS FOR PROFESSIONALS AND ORGANIZATIONS

THE BUSINESS OF EXPERTISE DEMANDS A HYBRID SKILL SET—COMBINING SUBJECT MATTER MASTERY WITH ENTREPRENEURIAL ACUMEN. PROFESSIONALS MUST CONTINUOUSLY UPDATE THEIR SKILLS, EMBRACE DIGITAL TOOLS, AND CULTIVATE NETWORKS TO THRIVE. ORGANIZATIONS INVESTING IN INTERNAL EXPERTISE ALSO BENEFIT FROM FORMALIZING KNOWLEDGE MANAGEMENT AND INCENTIVIZING INNOVATION, THUS TURNING EXPERTISE INTO COMPETITIVE ADVANTAGE.

Ultimately, the business of expertise reflects broader societal shifts toward valuing knowledge as a primary driver of economic growth and innovation. Navigating this landscape requires agility, strategic foresight, and an unwavering commitment to quality and authenticity in delivering specialized knowledge.

The Business Of Expertise

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the business of expertise: The Business of Expertise David C. Baker, 2017 This passionate expertise manifesto is intended to elevate the impact of advisors who sell insight as entrepreneurs. Three foundational chapters form the basis of the entire book: experts develop insight by isolating patterns in data; they convert those insights to wealth by crafting a unique positioning for which few available substitutes exist; and their confidence grows as the marketplace embraces their application of expertise. The next fifteen chapters--building on that foundation--each answer a single question, starting with the role of expertise in a developed society, how important it is for experts to love the hard work required to hone their expertise, and how to see all that in the context of their own purpose in the world. We pause to dig deeper by examining the very narrow overlap between expertise and entrepreneurship: the narrow slice of humanity for which this book was written, with a nod to how easy it is for those entrepreneurial experts to be pulled off mission to explore new things. What are the critical positioning mistakes to avoid? Are there helpful ways to keep your deep, narrow expertise from blinding you to a broader, wider relevance? How might you frame your expertise in horizontal or vertical terms or a combination of both? There are core principles for this and they start with distinguishing between strategy and implementation. What are the earlier and then later tests to validate your positioning? What are the most effective ways to demonstrate your expertise, and conversely the activities most important to avoid? If you are an entrepreneurial expert selling advice for a living, you ll absorb deeper and deeper insight each time you scour it. It emerges from the trenches, and is written for experts in the trenches.--Jacket flap.

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have converted to commercial banking charters. This Third Edition of The Business of Investment Banking explains the changes and discusses new opportunities for students and professionals seeking to advance their careers in this intensely competitive field. The recent financial regulation overhaul, including the Dodd-Frank legislation, is changing what investment banks do and how they do it, while the Volcker rule has shaken up trading desks everywhere. This new edition updates investment banking industry shifts in practices, trends, regulations, and statistics Includes new chapters on investment banking in BRIC countries, as Brazil, Russia, India, and China now account for a quarter of the global economy Explains the shift in the listing of securities away from New York to various financial centers around the world, and how major exchanges compete for the same business This new edition, reflecting the current state of the investment banking industry, arrives in time to better serve professionals wanting to advance their careers and students just beginning theirs.

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