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RETURN ON COURAGE: A Business Playbook For Courageous Change

By Ryan Berman Publisher: Greenleaf

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"The companies that continue to win are courageous." The ones who aren't get passed, or worse, die." -Ryan Berman, Founder of Courageous and author of **RETURN ON COURAGE**

"RETURN ON COURAGE" HELPS COMPANIES MAXIMIZE THEIR RETURN ON INVESTMENT

In His New Book, RETURN ON COURAGE, Expert Ryan Berman Trains Willing Companies To Operationalize Courage

"Fifty-two percent of Fortune 500 companies from the year 2000 are now extinct. That's not a typo. In less than two decades, more than half of the brands that were on the Fortune 500 list no longer exist. It used to be enough to get customers to just buy things that you were selling. Now, you need customers who buy in to your company as a whole," explains leadership expert Ryan Berman, Founder of Courageous, a creative consultancy that develops Courage Brands® and author of RETURN ON COURAGE A Business Playbook For Courageous Change (Greenleaf, January 2019). "Values-based, socially responsible, and purpose-driven companies are the ones that are winning today's business game."

In his book, Berman presents a radically new concept for building a modern business that better aligns with today's woke, company-conscious customer. His model is deceptively simple: train to be courageous as an individual, team, and organization, from top to bottom. Instead of being afraid of change, free yourself and your colleagues to take thoughtful, calculated risks, whether it's about developing a new product, implementing

an innovative strategy, or simply voicing an opinion that upsets the status quo. In essence, learn to become a Courage Brand.

Berman's five-step process, called P.R.I.C.E., is based on his experiences advising such prominent brands as Major League Baseball, PUMA, Subway, and the U.S. Ski & Snowboard Association as well as his interviews with some of the world's most courageous people – astronauts, Navy SEALs, tornado chasers, and leaders from companies like Apple, Google, Dominos, Method, and Zappos. The goal of P.R.I.C.E. is "to install courage in your company by first instilling courage in your people." Berman discusses the reasoning behind each step of P.R.I.C.E. and provides detailed worksheets to help readers implement the process. P.R.I.C.E. includes:

Prioritize Through Values – Leaders must modernize, prioritize *then* utilize their core values as critical decision-making filters for their organizations. Then they must strive to embody those select values into everything they do as a leader, team and company.

Rally Believers – Leaders who cheerlead to their staff are not effective. Instead try Believership. The purpose of a Believership is to create Believers out of a company's employees, prospects, and customers. Those on the Believership may deliver bad news from time to time, but they never give the team something to question; they always put the business before themselves and prioritze what the company needs, even when it's difficult.

Identify Fears – This audit of fear is a more up-to-date, effective way to perform a SWOT analysis. Successful businesses proactively smoke out and address their biggest fears instead of suppressing them. By identifying fears – industry fears, product fears, service fears, and perception fears – companies begin the process of conquering their most complicated problems. They are able to drum up courageous solutions that shrink down these difficult, progress-halting hurdles.

Commit To A Purpose – A powerful purpose is more than just words. Having an authentic cause drives conviction and keeps people motivated to come to work, even on tough days. True purpose becomes ingrained in the company culture and, without, turnover problems will most certainly arise. Injecting a "rally-cry-in-your-why" also permeates outside the walls of the organization to transform one-time buyers into raving fans.

Execute Your Action – Without taking action, companies are merely stuck in paralysis. When it's time to create a new offer, courageous companies know how to "cover and move." They "cover" their current products while they work to "move" toward their next revenue stream or innovation. When they want to break through with new marketing campaigns, they get their most meaningful messages

into the hands of advocates by utilizing the 4 P's – Passion, Precision, Promoters, and a Point of View.

In **RETURN ON COURAGE**, Ryan Berman proves that courage does not need to be impulsive or excessively risky. He demonstrates, instead, that courage is a necessity in today's constantly changing, highly competitive business environment. Leaders cannot afford to sit back and believe the old adage "what got you here will keep you here." They must welcome change and let courage be part of their daily business activities. **RETURN ON COURAGE** shows them how.

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ABOUT THE AUTHOR

RYAN BERMAN, author of **RETURN ON COURAGE,** is the Founder of Courageous, a creative consultancy that develops Courage Brands® and trains organizations through Courage Boot Camp. Berman also founded Sock Problems, a charitable sock company that supports causes around the world by "socking" problems and spreading awareness. Previously he was the cofounder of i.d.e.a., an integrated marketing agency based in San Diego. He has helped brands such as Caesars Entertainment, Major League Baseball, Puma, Qualcomm, Subway and The US Ski & Snowboard Association. To learn more, visit www.couragebrands.com.