

THE UNITE HORIZONS OF GROWTH: OVERVIEW OF IMPLICATIONS

A breakdown across 50+ dimensions of how to lead in each horizon

HORIZON KEY PROPERTIES	1 – IMPROVE	2 – TRANSFORM	3 – INNOVATE
	Execute & incrementally improve an existing business	Develop & implement a Step-Change improvement to an existing business	Create a radically new Business Model
WHERE	Working on the core business inside the organization	Moving temporarily outside the business to develop a transformation that will be applied to the core through Change Management	Working in a space outside the organization to search for new business models and capture Blue Ocean opportunities
PURPOSE	Exploit current resources and capabilities	Pursue new opportunities to transform the core business	Create new avenues of growth with (possibly disruptive) Business Models
APPROACH	Execute: incremental, sustaining	Search: configure a Step Change to an existing business model	Search: build a radically new Business Model
BUSINESS MODEL	Known: executing the Business Model	Partially understood: testing/validating an iterated Business Model	Unknown: in search of a Business Model
CHANGES TO THE BUSINESS MODEL	At most incremental (often no change at all)	Step Change to at least one domain (with impact on the others!)	New/radical
STRATEGIC INTENT	Reduce costs/increase profits	Growth/resilience	Innovation
COMPETENCIES	Operational	Change Management	Entrepreneurial
CRITICAL TASKS	Operations, efficiency, incremental innovation	New Product/service development, Change Management, organizational change	Adaptability, new products/services, breakthrough innovation
CULTURE	Efficiency, low risks, error prevention	Opening-up, adaptability	Risk-taking, speed, flexibility, experimentation
EXPECTED RISK	Low	Moderate	High
POTENTIAL REWARD	Low (single digit growth)	Medium (double digit growth)	High (triple digit growth)