

# UNSTOPPABLE

## Finding Hidden Assets to Renew the Core and Fuel Future Growth

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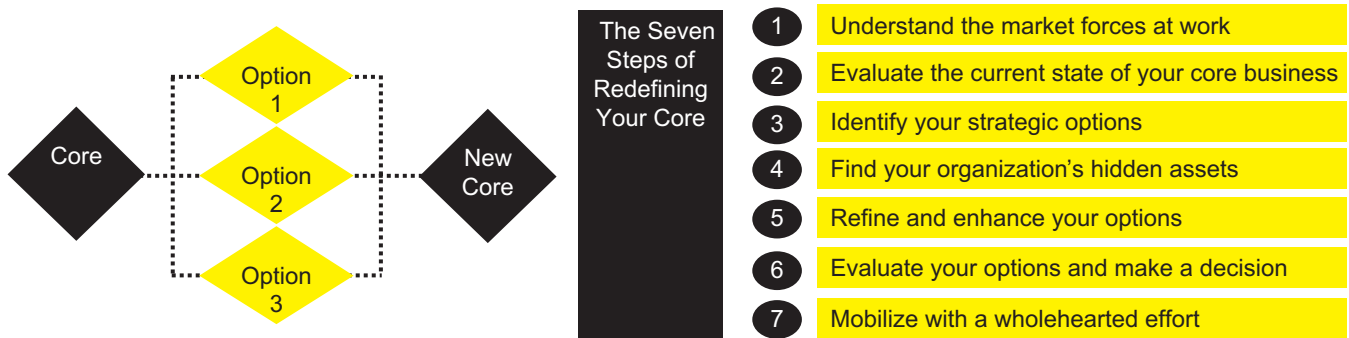
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**MAIN IDEA**

Sooner or later, every company tends to reach a point at which its historical rate of growth flattens out. When you reach this junction, you have to decide whether or not to make fundamental changes in your business model and move to a new and different core business. If you can handle this transition smoothly – while still running your existing business – your company changes from being “unsustainable” to becoming more and more “unstoppable”.

What is surprising, however, is that most of the success stories in making this transition from one core business to another have not entered into entirely new hot markets, picked up breakthrough technologies or otherwise latched on to the next big thing. Those options are all possibilities, but their odds of success are low. Instead, most of the success stories have been with companies which have built their new successes on commercializing their own hidden assets – existing business assets which are generally undervalued, unrecognized as such or underutilized. Typically these hidden assets were buried on the fringes before they were made central to the company’s new business model.

Deciding when it is time to redefine your core business in this way is typically a seven-step process:



**Step 1 - Understand the market forces at work** . . . . . Page 2

Look at turbulence within your industry and the speed at which change is happening. The best way to do this in practice is to evaluate where you currently are in the focus-expand-redefine market cycle combined with analyzing current and anticipated distribution of profits across your industry’s value chain.

**Step 2 – Evaluate the current state of your core business** . . . . . Page 3

Study what will happen to your profitability and to your sources of competitive differentiation as the emerging trends intensify and work themselves out.

**Step 3 – Identify your strategic options** . . . . . Page 3

Develop some discrete and distinct options you could move to in the future should the conditions warrant it. Note these options should be departures from business-as-usual or incremental variations of the same things you have always done.

**Step 4 – Find your organization’s hidden assets** . . . . . Pages 4 - 6

These hidden assets – which may yet turn out to be vital to your future business strategy – will generally be of three main categories:

1. Platforms – product adjacencies and noncore lines that could move to center stage in your business.
2. Customers – established relationships and access that could provide important new insights.
3. Capabilities – which might be able to be combined to make your new business model unstoppable.

**Step 5 – Refine and enhance your options.** . . . . . Page 7

Once you know what your hidden assets actually are, you can then work out ways to combine these assets in new and probably unique configurations. Keep doing this until you’ve fully developed your most powerful new combination of hidden assets.

**Step 6 – Evaluate your options and make a decision** . . . . . Page 7

Most likely, in coming to a decision about which hidden assets to exploit, you will ask yourself:

- Will we be genuinely differentiated with our anticipated core customers?
- Will we be in a position to protect ourselves competitively?
- Can we add the new capabilities required to fully harness this hidden asset?
- Does our organization have the ability to implement our preferred new strategy?

**Step 7 – Mobilize with a wholehearted effort.** . . . . . Page 8

Once you decide on your new business strategy, move forward wholeheartedly, which generally requires that you focus on three key areas as you make your organization “battle ready”:

1. Maintain high levels of communication so consensus can emerge and be built up.
2. Establish metrics so you can measure progress in real time and make corrections.
3. Create a program office which monitors progress, provides support and works on problems.

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