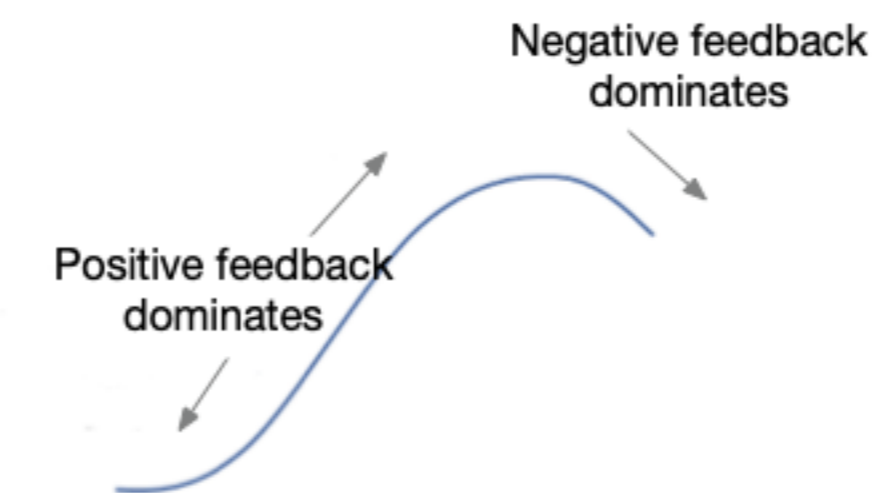
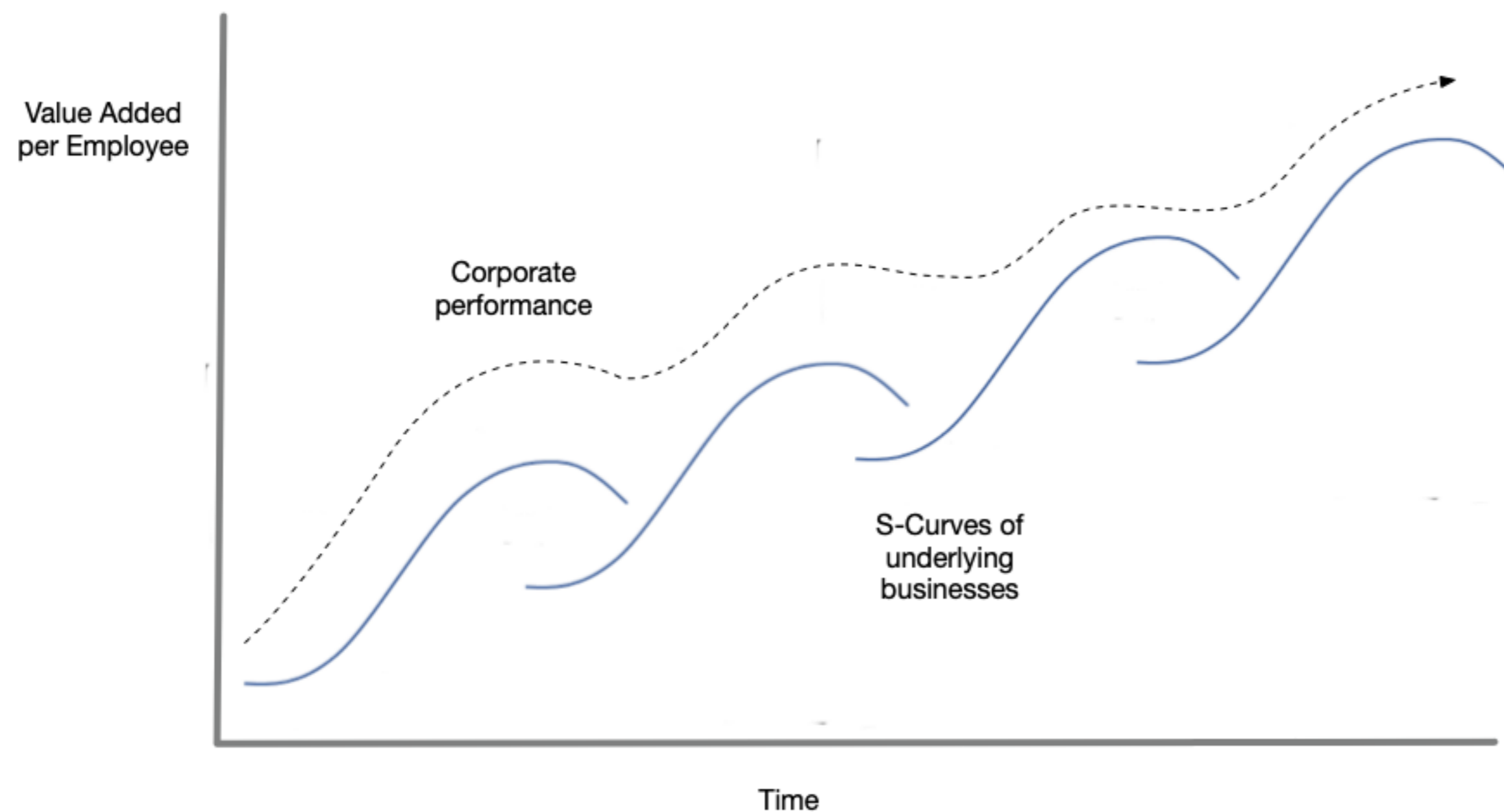
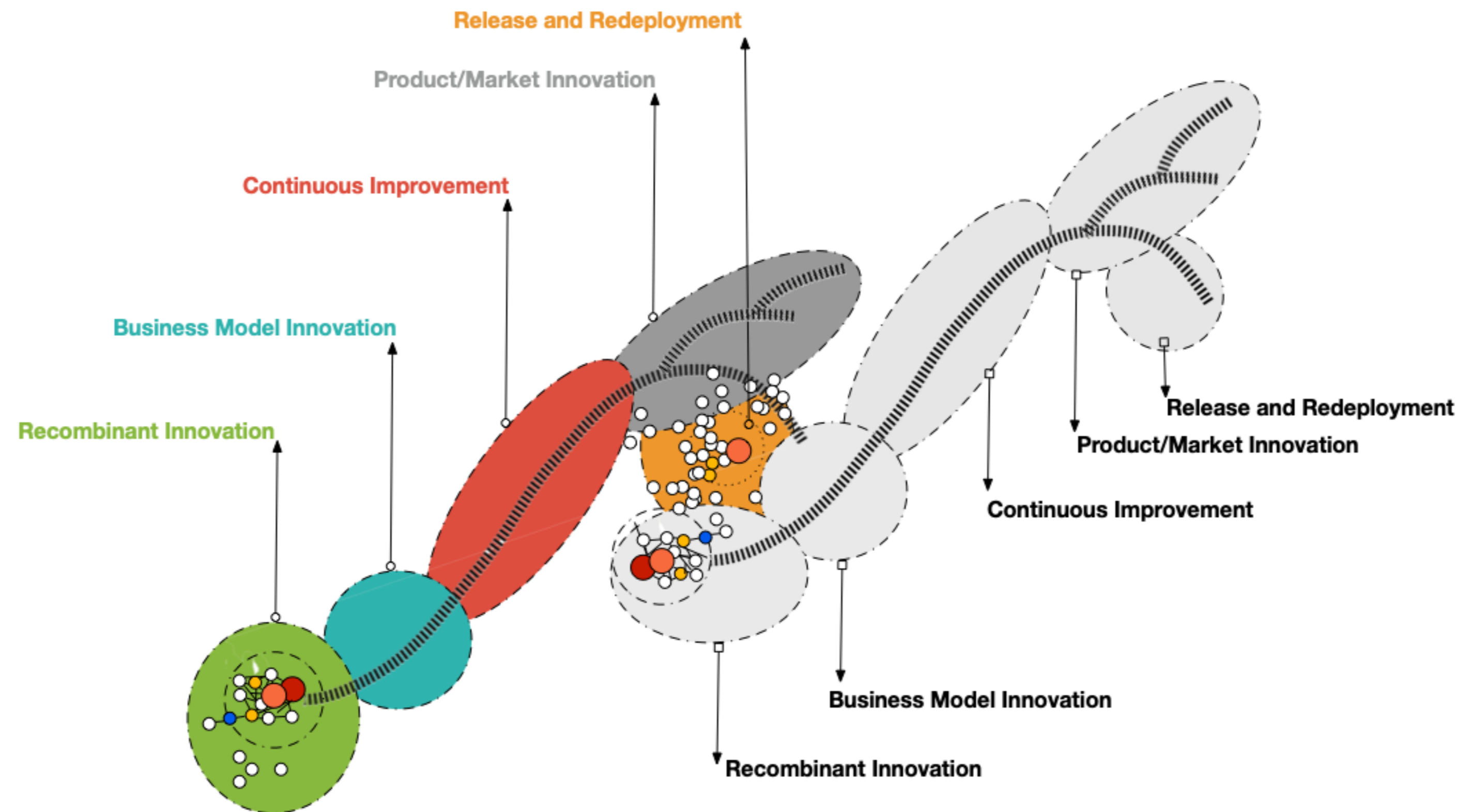


# Business Phases of the S-Curve

**Agility involves the ability to manage a portfolio of businesses through the five phases of their S-Curves. An agile enterprise will develop teams skilled in each of these phases.**



**S-Curves emerge from underlying system dynamics.** Positive feedbacks create exponential growth, Negative feedback stabilizes growth. When negative feedback dominates, growth slows. Contraction can follow.

**Agile management involves guiding a portfolio of businesses through their S Curves.** Defining business processes to replicate, This agility involves preparing to jump to a new S-Curve in the midst of a growth cycle, Waiting to the top of an S-Curve to jump is too late.

## The 5 Critical Strategic Focus Areas for the Agile Enterprise

**Recombinant Innovation:** Creating new value by linking and leveraging existing assets both inside and outside the organization. Knowledge assets are hidden both inside and outside the firm. Closely tied to open innovation.

**Business Model Innovation:** Creating a conceptual model of the business that explains the logic of how the business will create and capture value. Business model innovation happens at all phases of the life cycle.

**Continuous improvement:** Developing lean disciplines across the organization for continuous improvement of business processes. Existing processes are redesigned to improve productivity.

**Product/Market Innovation:** Extending existing lines of business into adjacent products and new markets. Closely associated with Ansoff Matrix, this area focuses on extending existing products and entering new markets.

**Release and Redeployment:** Releasing assets from existing business processes to create and capture new value. Assets are redeployed within the business or divested.

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