



Continuous Evolution: The New Normal



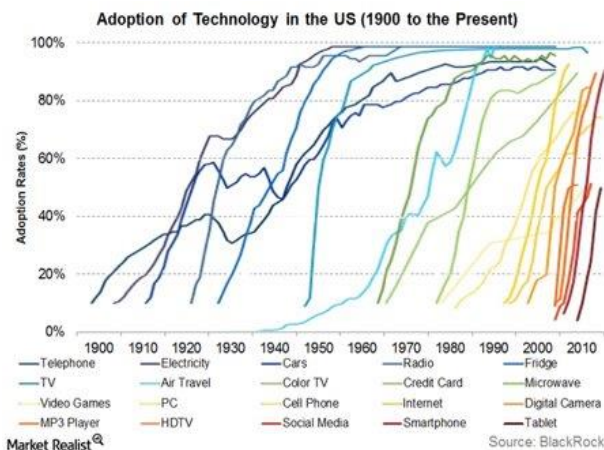
vision platform™
Accelerating Growth

Continuous evolution: The New Normal

There are a lot of brilliant business leaders out there. And yet, many have hit a ceiling, despite their impressive tenacity and competitive nature. How do we accelerate growth and sustain success of the core business while innovating with new creative ideas?

Today, successful companies embrace the paradigm of continuous evolution. They make zero assumptions about their market, test everything regularly to understand how behaviors change, and adapt to them rapidly. We've seen how COVID-19 has changed some really core assumptions in B2C, such as social distancing. It is a major shift for movie theaters, grocery stores, cruise lines, stadiums, and any place where people have congregated.

As continuous evolution becomes the "New Normal", we must acknowledge it as a on-going effort that requires an entirely new framework to manage growth, innovation, and transformation. We are moving from 'strategy as analysis' to 'strategy as innovation'.



Paradigm shifts are accelerating and listening to the future is becoming harder. We must learn to listen through the noise generated within a VUCA (Volatile, Uncertain, Complex, and Ambiguous) world, and transform Volatility into Vision, Uncertainty in Understanding, Complexity into Clarity, and Ambiguity into Agility. Velocity is not an option anymore, and the single most important differentiator is Agility.

Are you facing one or more of the challenges below?

- A shift is happening in the market.
- You may feel threatened to remain competitive in the face of tech players competing with you.
- You may fear start-ups which have a shorter cycle of development and a faster time to market.
- You may be subject to overarching industry trends that are so fundamentally disrupting your market that you have no choice but to innovate and transform.
- Or you may have the foresight to know you need to revolutionize your business model simply because the way you create, and capture value will not be viable in the long run.

If the answer is yes, we are here for you.

If you are facing one of these challenges, you will have to consider what framework to use to drive change and align people, processes, and tools around the new direction.

Vision Platform provides a strategic framework that can guide your company well into the 21st century. It enables you to achieve organizational alignment, build a customer centric organization, design critical feedback loops, master business models and ecosystems, and explore portfolios and world-class corporate venturing. These components will soon become the cornerstones of any operating model.

Creating alignment on a shared vision

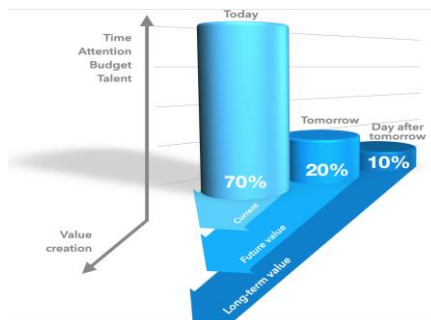
With technology accelerating the pace of change, you can be disrupted in a blink of an eye. Business models change overnight. Safe havens and markets are constantly seeing fundamental disruptions.

This is why it is critical to focus on the long-term—on ideas that are so radical that a lot of things that will be needed to create them might not exist yet.

When you ask people how much time they allocate on their long-term strategy – what Peter Hinssen calls the “Day after tomorrow”- versus the work of today or tomorrow, many people can’t be specific. The ideal proportion should be 70% (today), 20% (tomorrow), and 10% (the day after tomorrow). But this is rarely the case. Most people realize, when they measure their real activities, that it is more ‘93%, 7%, 0%’.

Implementing Continuous Evolution starts by reevaluating the amount of time you spend on the challenges of ‘Today’ versus the ‘Day After Tomorrow’.

It’s about realizing that the disruptive players that are skyrocketing away from the traditional competition are often the ones concentrating on the ‘Day After Tomorrow’ and are completely unbound by any legacy.



Aligning product to market development

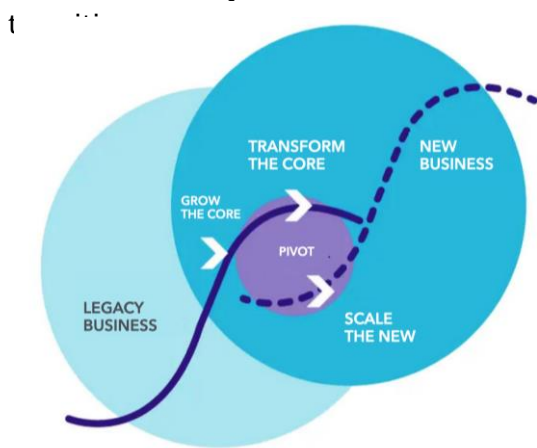
In the past, technology was expensive and complex. The biggest risk for organizations was in the product itself. Nowadays – generally speaking – the costs and complexity of technology are greatly reduced, and product development resources are largely available. The risk now lies in efficient market development, where business models sit at the core of value creation and competitiveness.

Many founders find themselves incredibly product-focused, pouring time, energy, and money almost exclusively into agile product development. They realize they lack some knowledge and experience to efficiently and effectively bring a product to market.

Our proven method will allow you to ensure the optimum product-market fit, begin to generate predictable, profitable and scalable revenue, and identify when you need to iterate or scale.

Pivoting your business

Business models are now the cornerstone of any value creation strategy. The S-curve diagram shows how you start slow, accelerate, and pivot the business by transforming the core through innovation then, gradually transition to a new business model. When pivoting a business, very few people realize they need to pursue two business models—the traditional core business and new one—in parallel to achieve a successful



Disrupting or being disrupted

In their thought-provoking article “An Incumbent’s Guide to Digital Disruption,” Chris Bradley and Clayton O’Toole used two S-curves to show the four symptoms of disruption, as well as the reaction of the incumbent.

In the first part, the disruptor has little impact on the traditional player. Most of the time, the incumbent will face some kind of myopia and will live in denial of the threat.

When the disruptor starts to move and is picking up steam, the incumbent should move to action, though they hardly ever do.

When the disruption breaks through the S-curve of the incumbent, the bubble bursts. Critical mass of the disruptive business model has been achieved and the disruption is inevitable. At this point, many incumbents suffer from paralysis. Their inertia keeps them from being agile and moving fast enough.

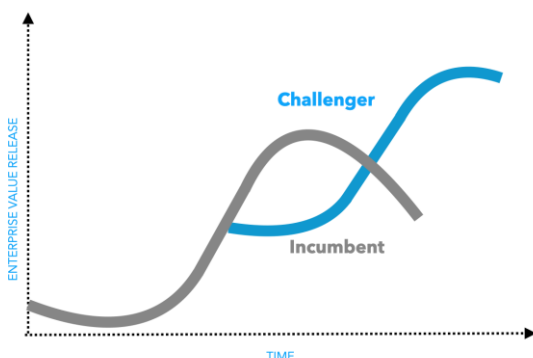
Finally, when the disruption becomes the new normal, the fate of the incumbent is sealed: They have no choice than to adapt or exit the market. The real difficulty is trying to fit in this new normal, in a way that is profitable. The disruptor has become the new ruler and is ready to become the next incumbent.

Note that in many cases, organizations will disrupt themselves and face the ambiguity of being the challenger and the incumbent at the same time.

Re-think, Re-boot, Re-set

After talking about myopia and how companies wouldn’t recognize a new paradigm, you might feel pessimistic.

But it is possible to survive a disruption. There are more and more companies that are reinventing themselves. They are the ones who are capable of re-thinking, re-booting and re-setting their course. They know how to survive the tsunami effect of disruptive actors and technologies.



The changing role of innovation

Innovation is one of the primary drivers of growth and profitability in business today, sitting at the top of many CEOs agendas.

Successful organizations have recognized that efficiency and world-class operational performance alone are not enough to create a sustainable advantage in today's challenging global market. They operationalize a managed approach of innovation to increase its speed and frequency, and more importantly connect their growth and innovation agendas.

It means placing innovation at the core of the business execution rather than leaving it separated, and isolated. It means embracing change, evolution, and experimentation throughout the organization by:

Making innovation open to every person and encouraged in every role.

Establishing processes - both formal and informal - to solicit great new ideas and test, assess, develop, and ultimately commercialize them in a manageable and efficient way.

The two poles of innovation

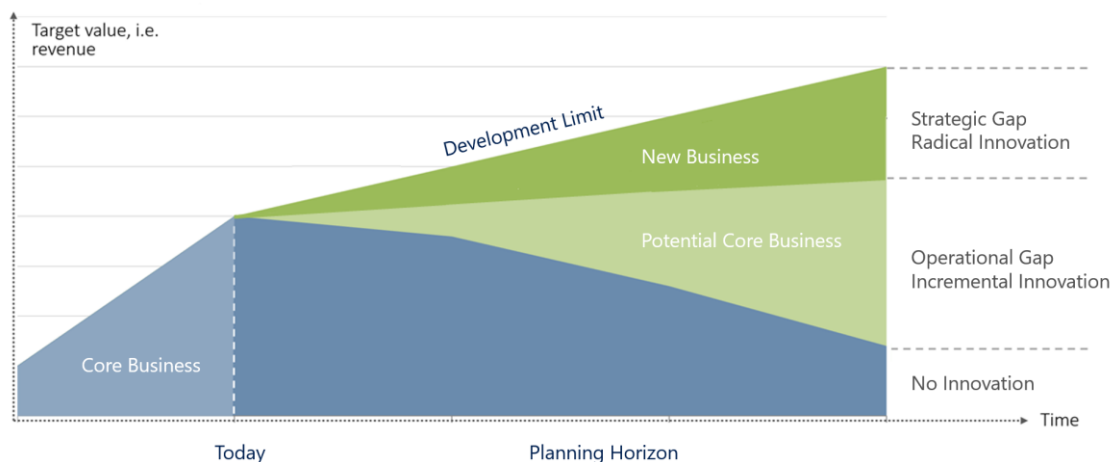
In a world of continuous evolution, organizations survive by embracing two types of innovation, both disruptive.

Most organizations are biased towards **INCREMENTAL INNOVATION**, which has narrower objectives, quantitative goals, and takes advantage of market research, focus groups, and prototyping. They focus on continuous improvement, work toward defined milestones, and rely upon internal sources of information to fill knowledge gaps.

RADICAL INNOVATION presents higher risks but offers higher returns. It targets new opportunity within existing or new markets and relies on new business models, services and technologies to form a complete solution.

Vision Platform can help you build a culture of innovation. You will align your growth plan with a strategy of innovation, aiming at closing operational and strategic gaps.

Business growth: closing the gaps with innovation.

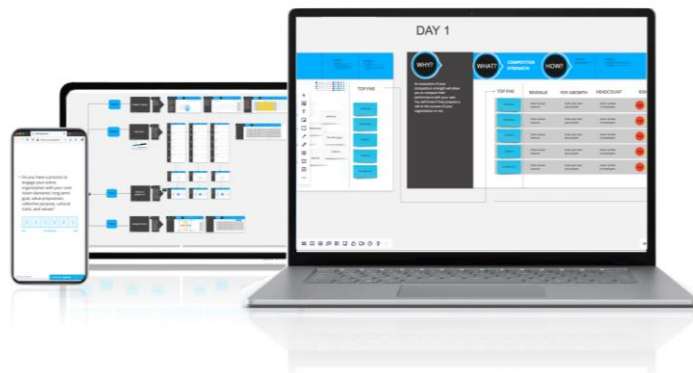




vision platform offers a **game-changing framework** that equips your leadership team to unify its vision, build a culture of innovation and reinvent the future through transformation.

Download the
'Continuous Evolution Framework' now!

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