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ESCAPE VELOCITY

FREE YOUR COMPANY'S FUTURE
FROM THE PULL OF THE PAST



HarperCollins

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Category Maturity Life Cycle

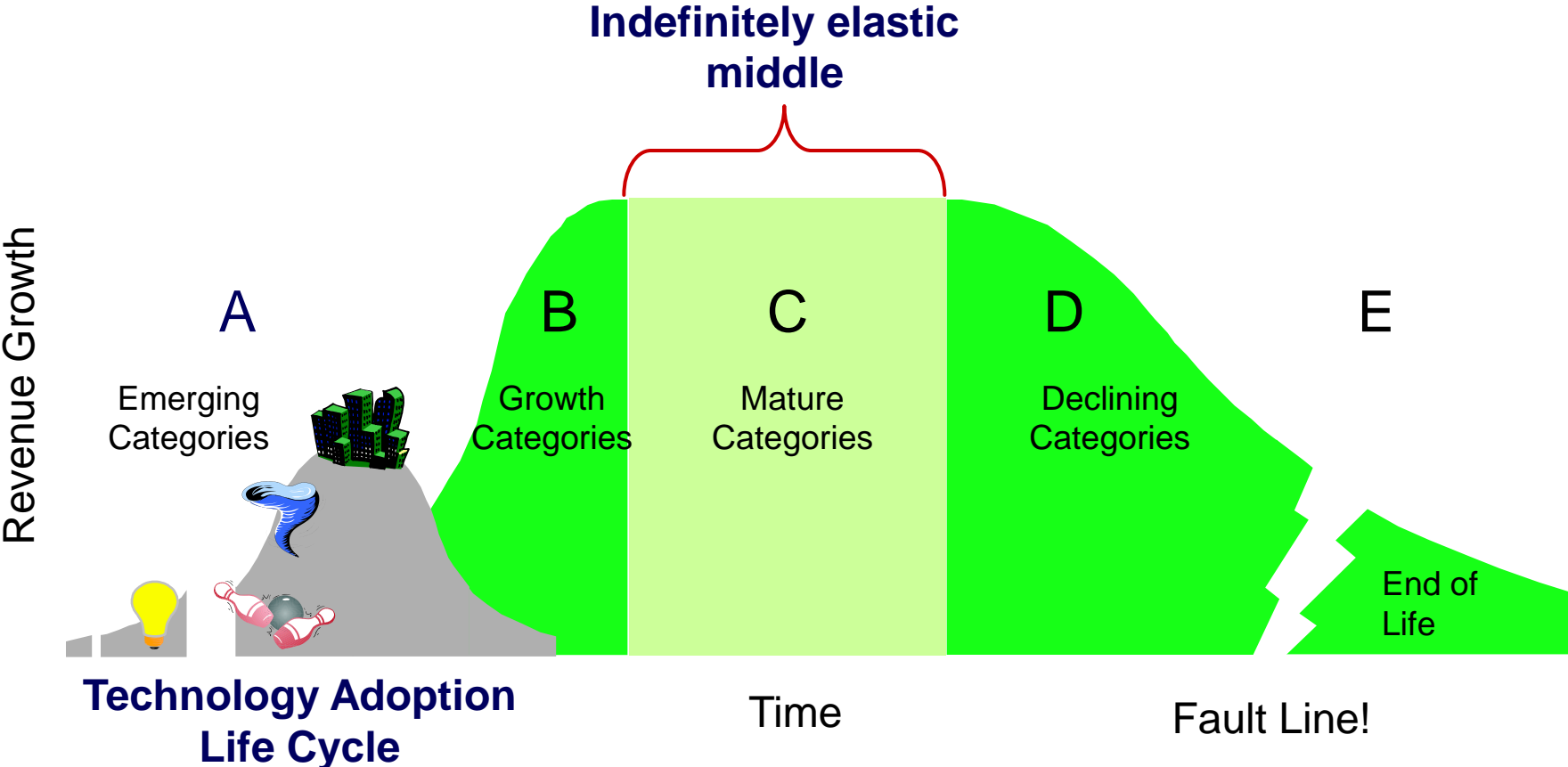


Figure 2.1

Portfolio Management

The Growth/Materiality Matrix

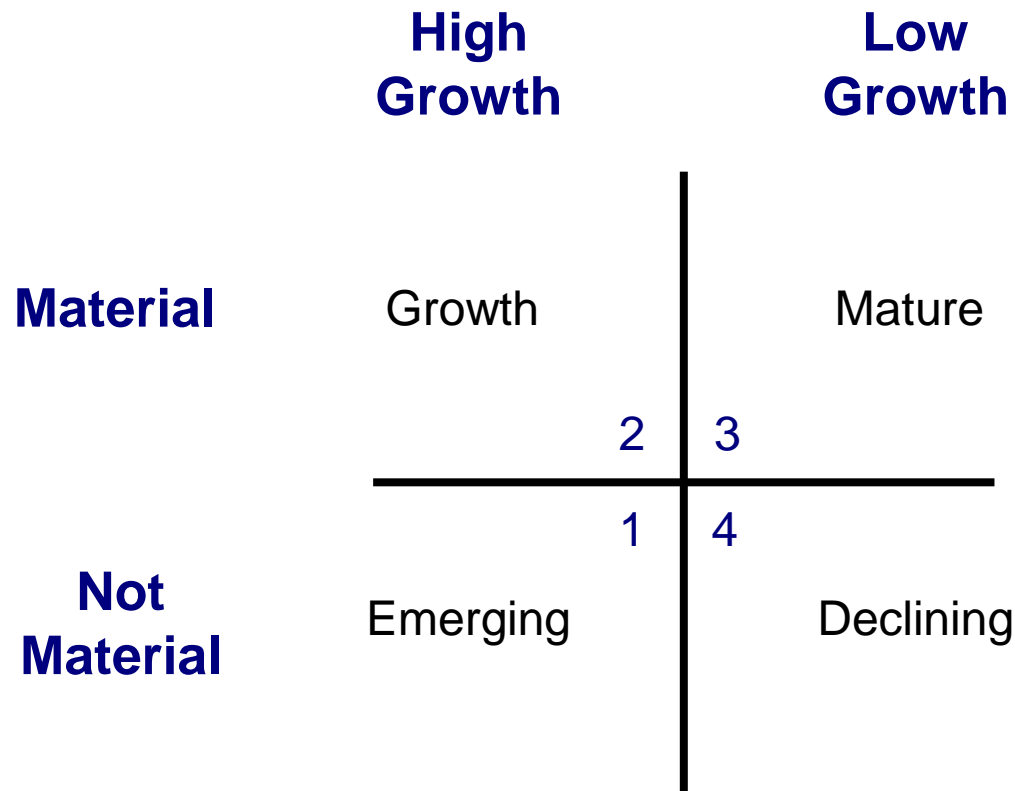


Figure 2.2

Typical Portfolio Pattern

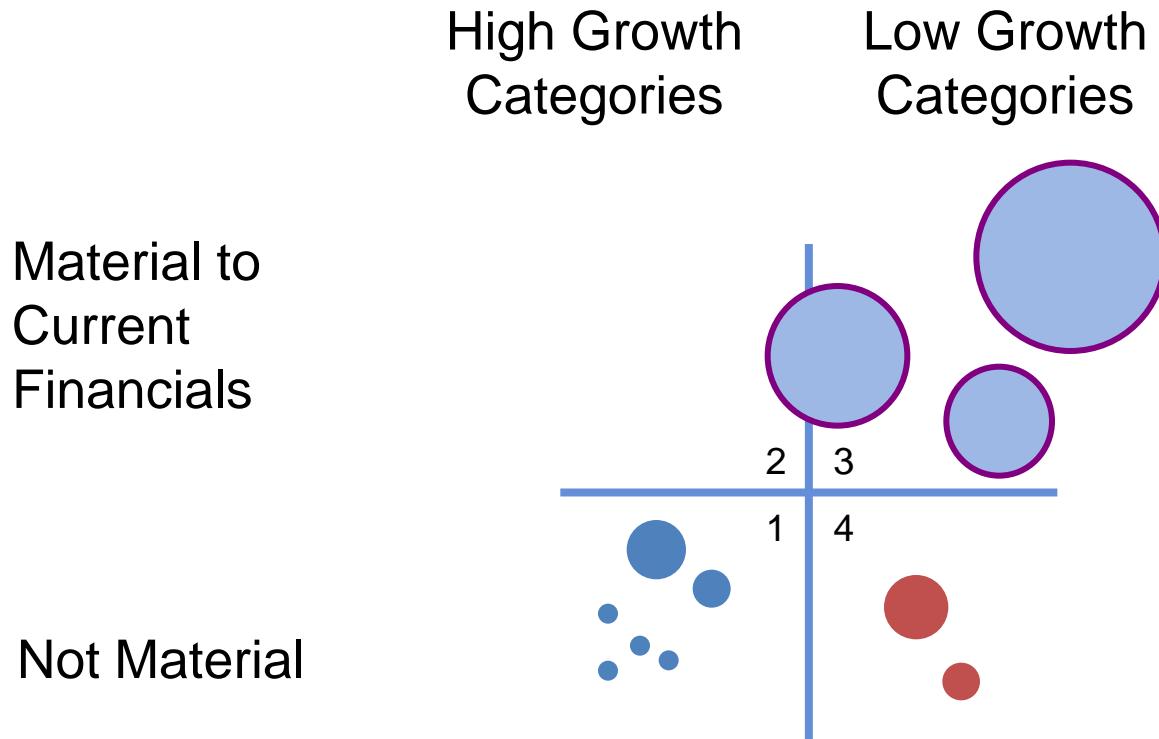


Figure 2.3

Managing a Portfolio

The Three Horizons Model

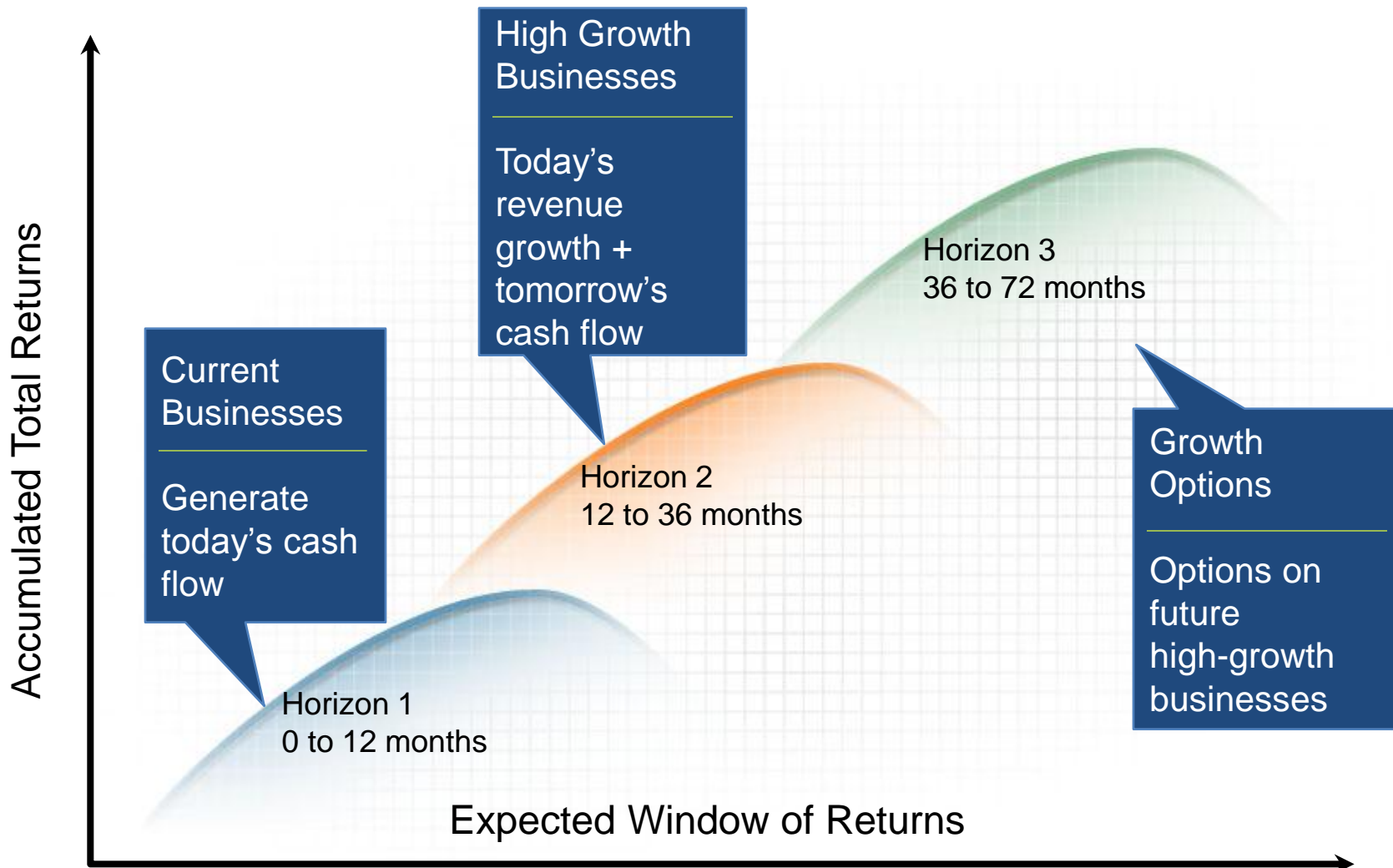


Figure 2.4

Three Horizons Model Mapped to Growth/Materiality Matrix

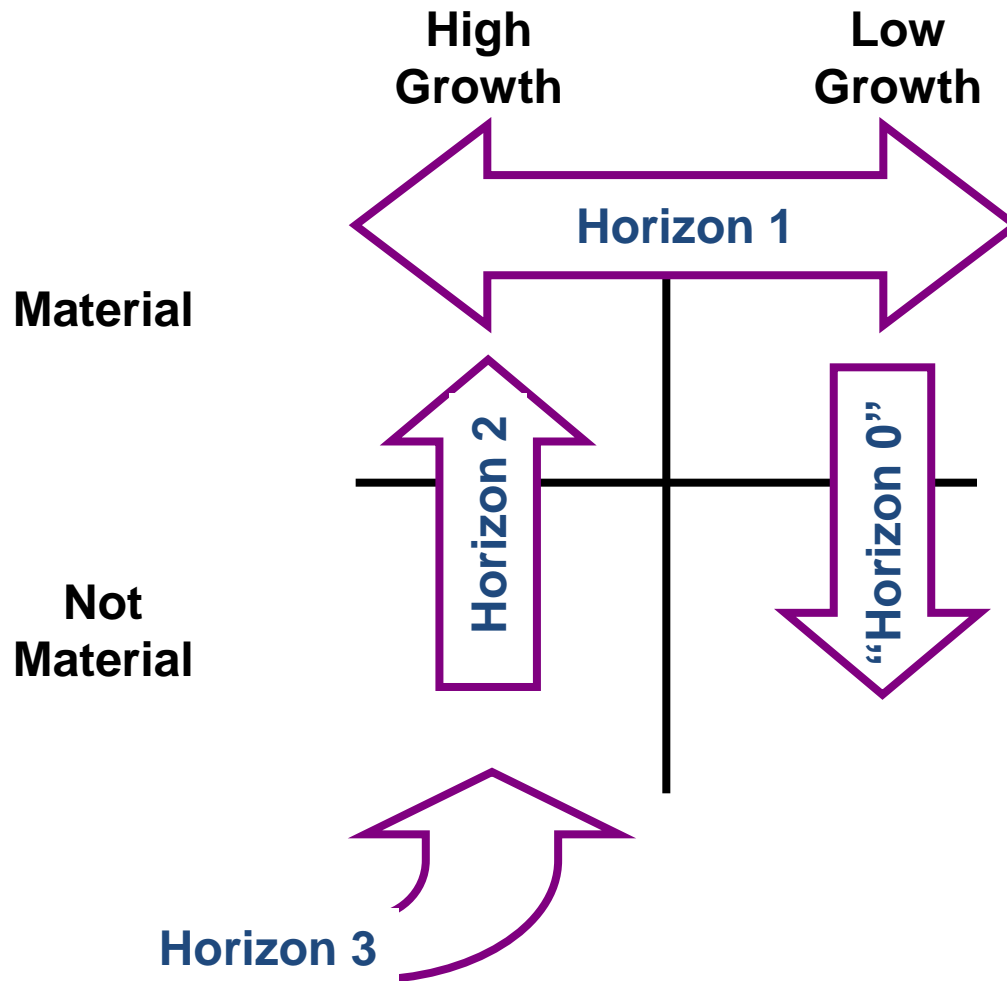


Figure 2.5

Goals, Metrics, and the Three Horizons

Different Metrics for Each Horizon

TIME FRAME	HORIZON 1 (0 - 12 mos)	HORIZON 2 (12 - 36 mos)	HORIZON 3 (36 - 72 mos)
Driving Goal	Maximize Economic Returns	Become a Going Concern	Create a Category
Key Performance Indicators	Revenue vs. plan Bookings Contribution margin Market share Wallet share	Target accts vs. plan Sales velocity Deal size Segment share Time to tipping point	Name-brand customers Deal size Name-brand partners PR buzz Flagship projects

“Opex”

“Timex”

“Capex”

Figure 2.6

Achieving Escape Velocity

Focus on Competitive Separation

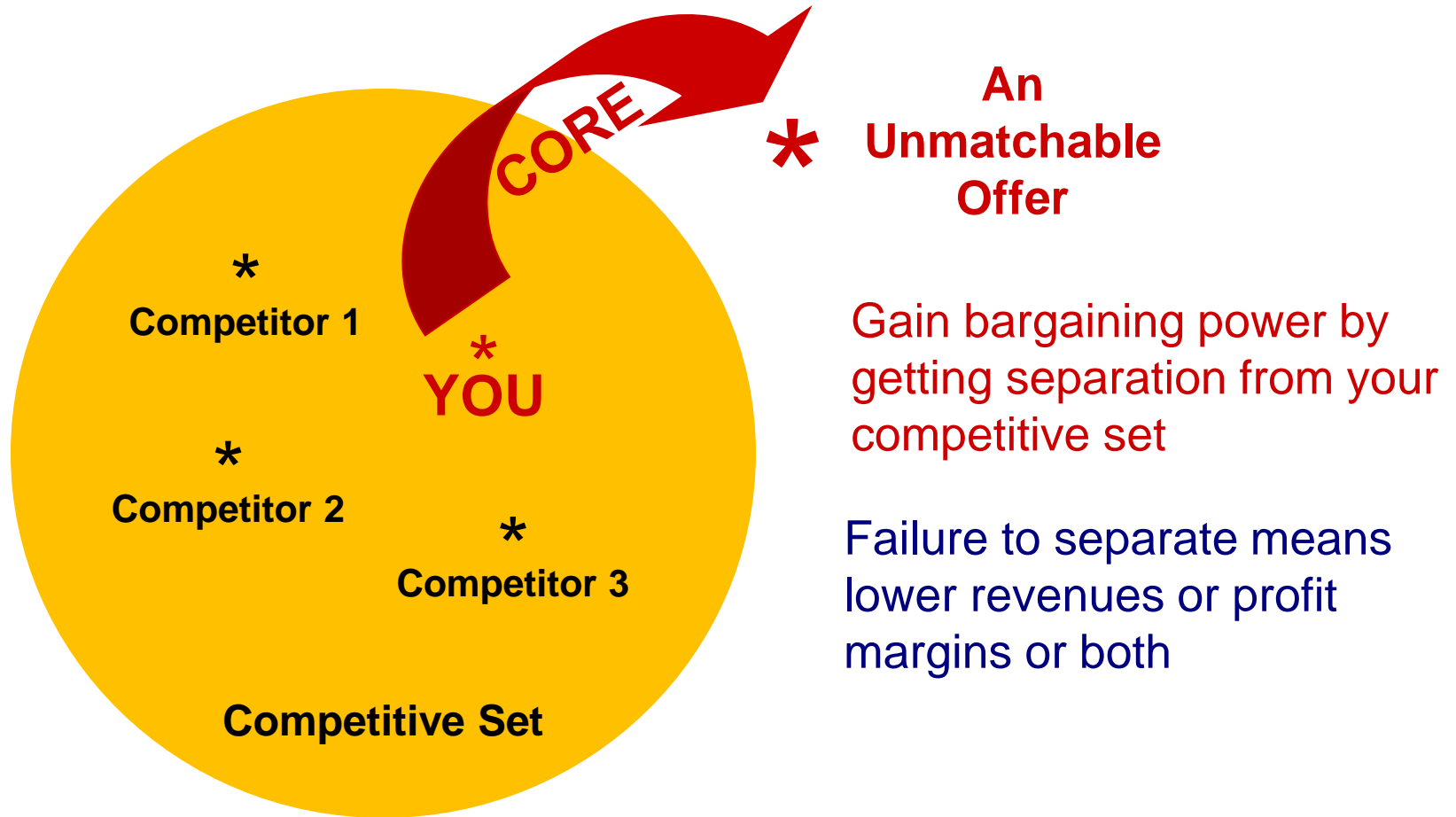


Figure 3.1

Two Business Architectures

Complex Systems vs. Volume Operations

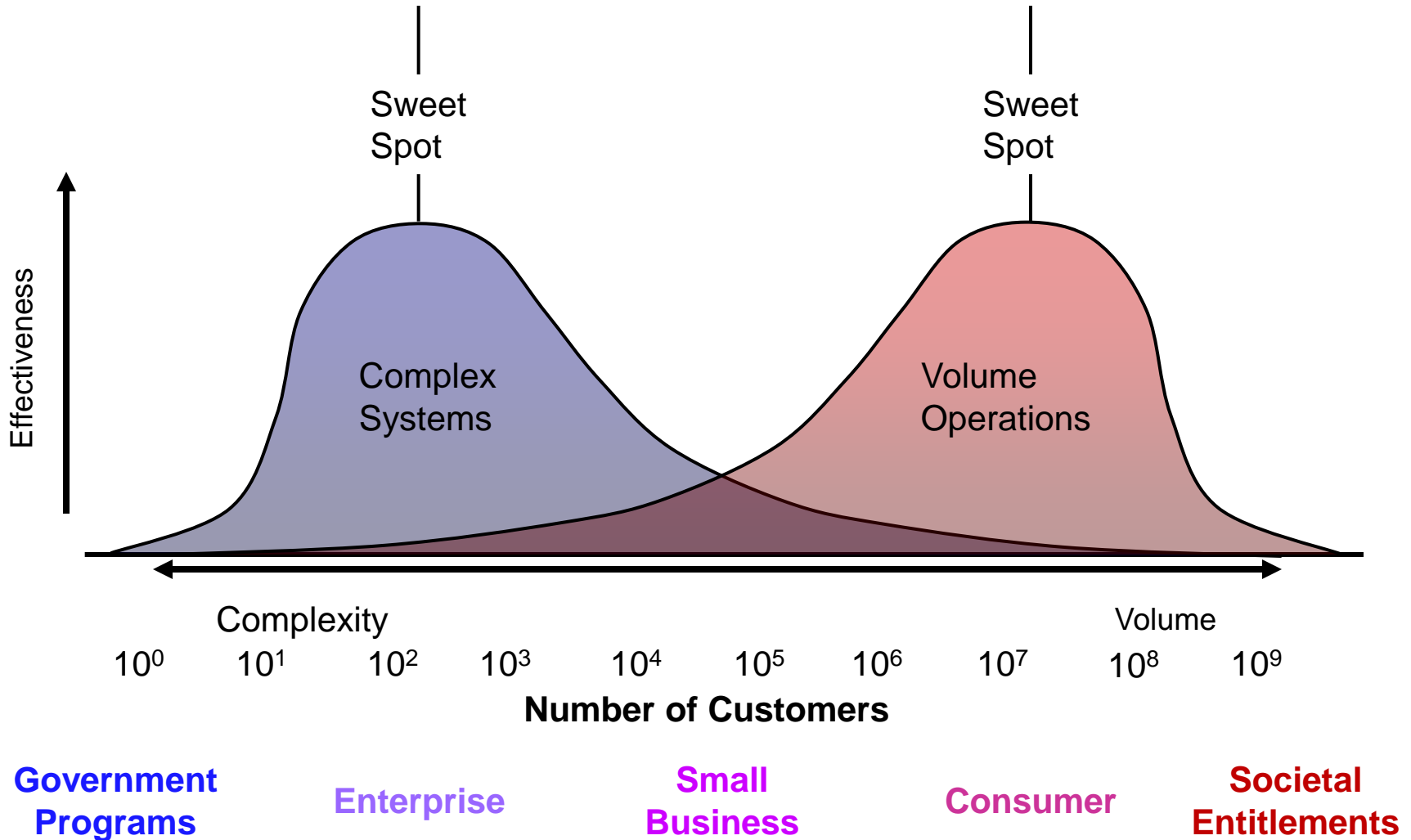


Figure 3.2

9-Point Market Strategy Framework



Figure 4.1

Return on Innovation

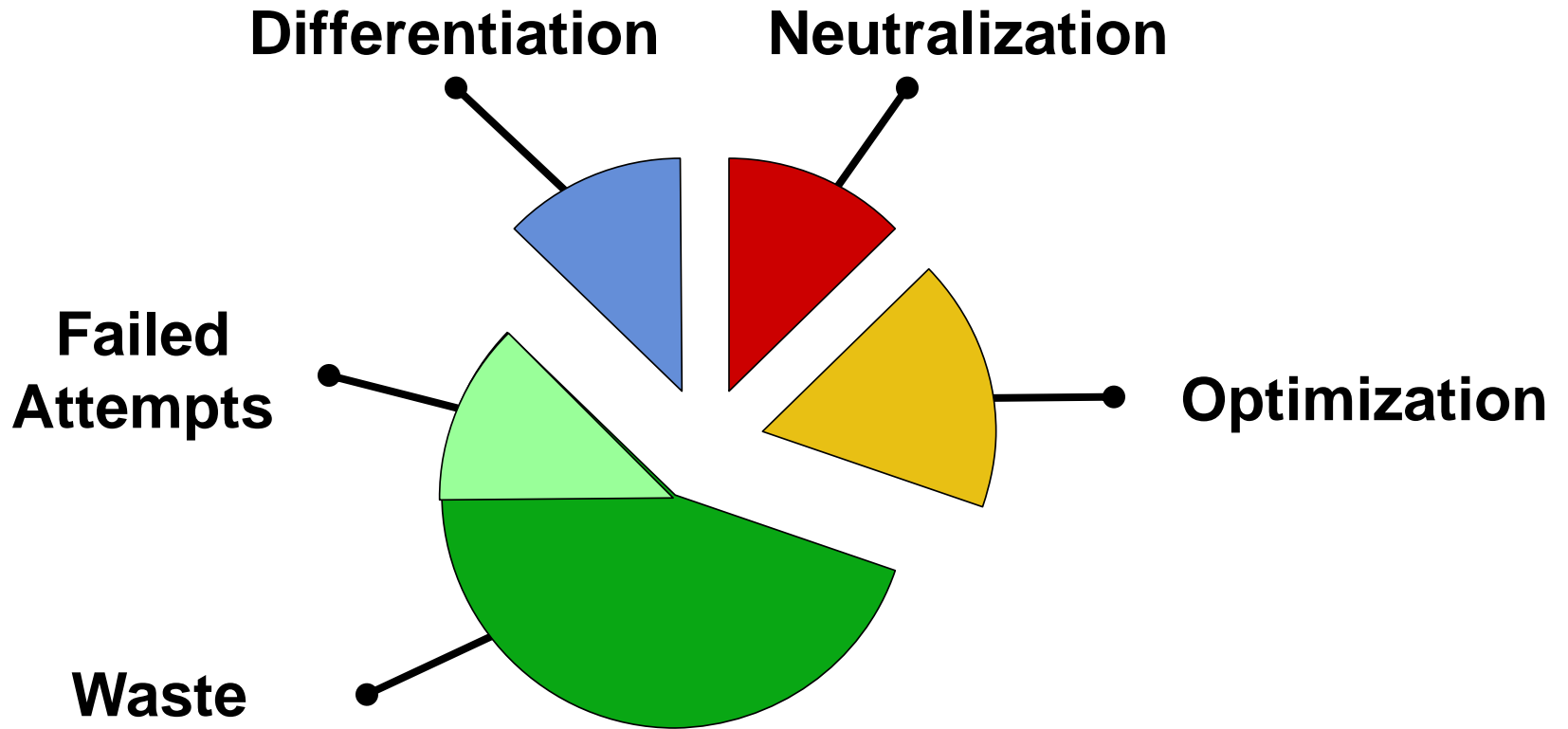


Figure 5.1

The Six Levers

Free Resources Trapped in Context Tasks

1. **Centralize.** Bring operations under a single authority to reduce overhead and create a single point of control to manage mission-critical risk.
2. **Standardize.** Reduce the variety and variability of processes delivering similar outputs to eliminate costs and minimize risks.
3. **Modularize.** Deconstruct the system into its component subsystems and standardize interfaces for future cost reductions.
4. **Optimize.** Eliminate redundant steps, automate standard sequences, streamline remaining operations, substitute lower-cost components, or otherwise cost- and resource-reduce.
5. **Instrument.** Characterize the remaining processes in terms of the variability of key parameters and develop monitor-and-control systems to manage their performance.
6. **Outsource.** Drive processes out of the enterprise entirely to further reduce overhead, variabilize costs, and minimize future investment. Incorporate vendor use of monitor-and-control systems into Service Level Agreement.

Price/Benefit Sensitivity

How Customers Internalize Value

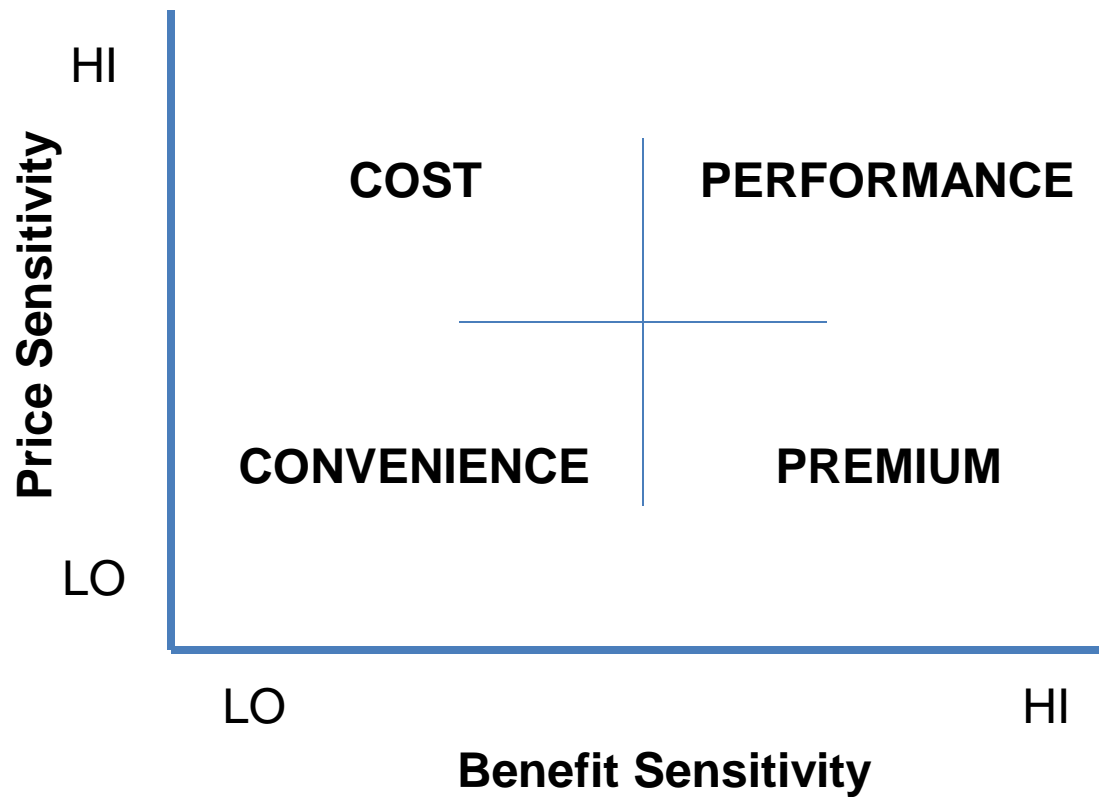


Figure 5.3

Value Disciplines and Price/Benefit Sensitivity

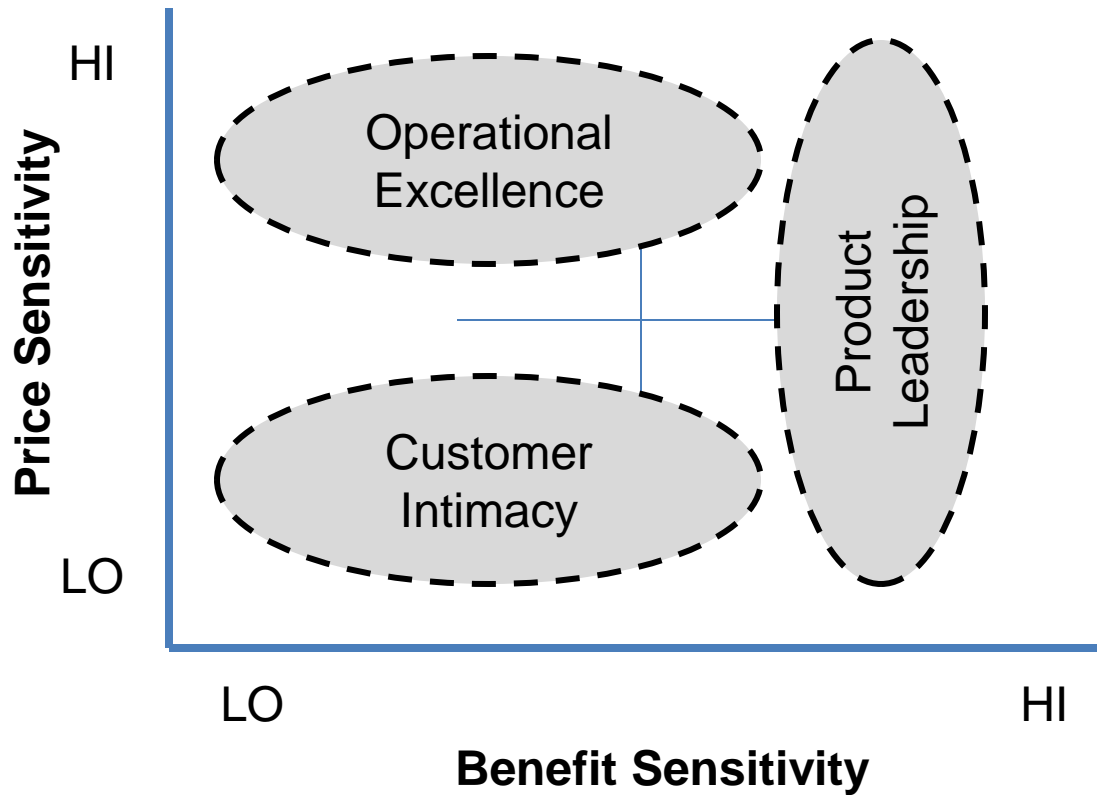


Figure 5.4

Creating the Unmatchable Offer

The Core/Context Model

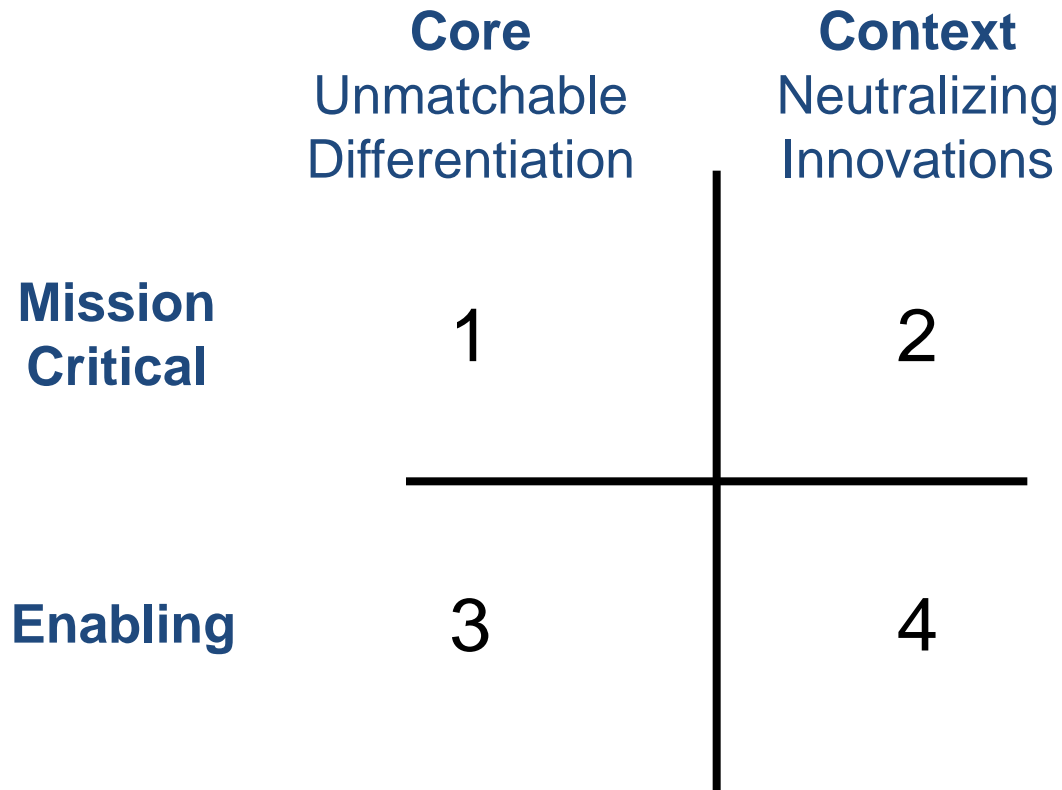


Figure 2.1

The Arc of Execution

Complex Systems Enterprises

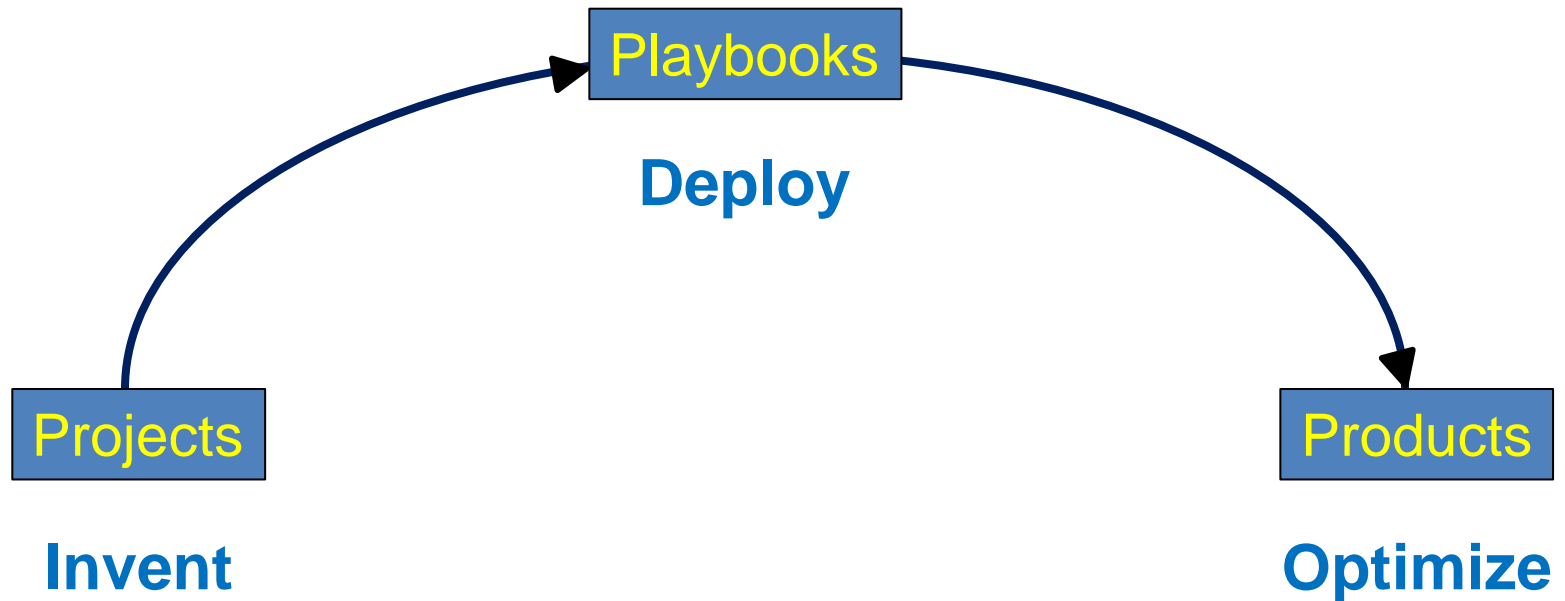


Figure 6.1

The Arc of Execution

Volume Operations Enterprises

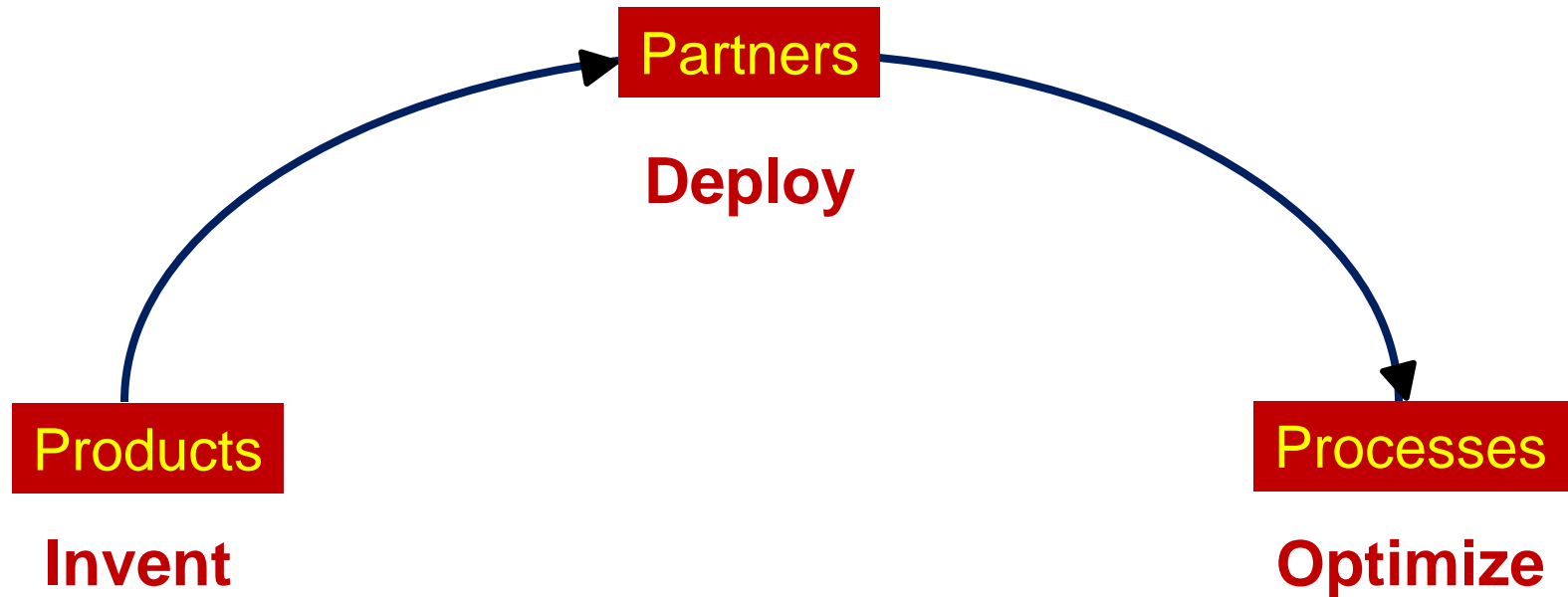


Figure 6.2

Catalyzing Escape Velocity

The “Tipping Point” Role of Programs

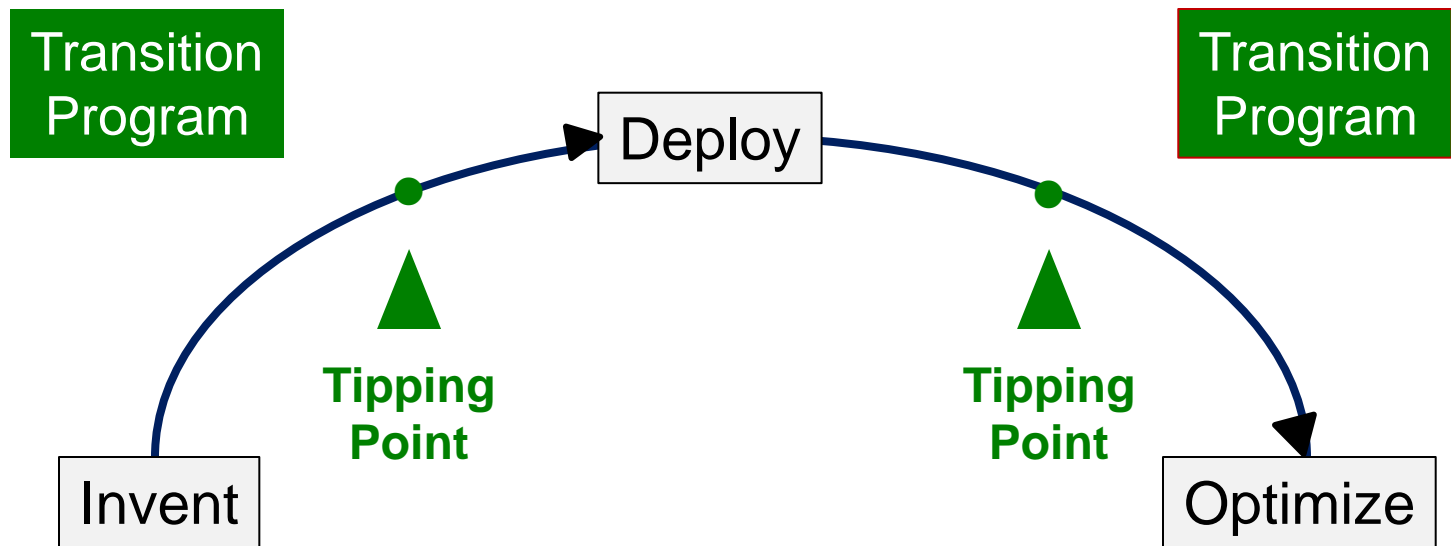


Figure 6.3

Four Modes of Execution

Execution Mode	Invention	Deployment	Optimization	Transitions
Type of Leader	Visionary Inventor	Pragmatic Deployer	Conservative Optimizer	Pragmatic Orchestrator
Core Competence	Creativity	Competitiveness	Control	Collaboration
Core Attribute	Spontaneous	Tough-minded	Prepared	Empathetic
Decision Style	Intuition	Experimentation	Deliberation	Consensus
Functions Most in Alignment	R&D, Creative Services	Sales, Engineering	Finance, Operations	HR, Marketing, Customer Suppt

Figure 6.4