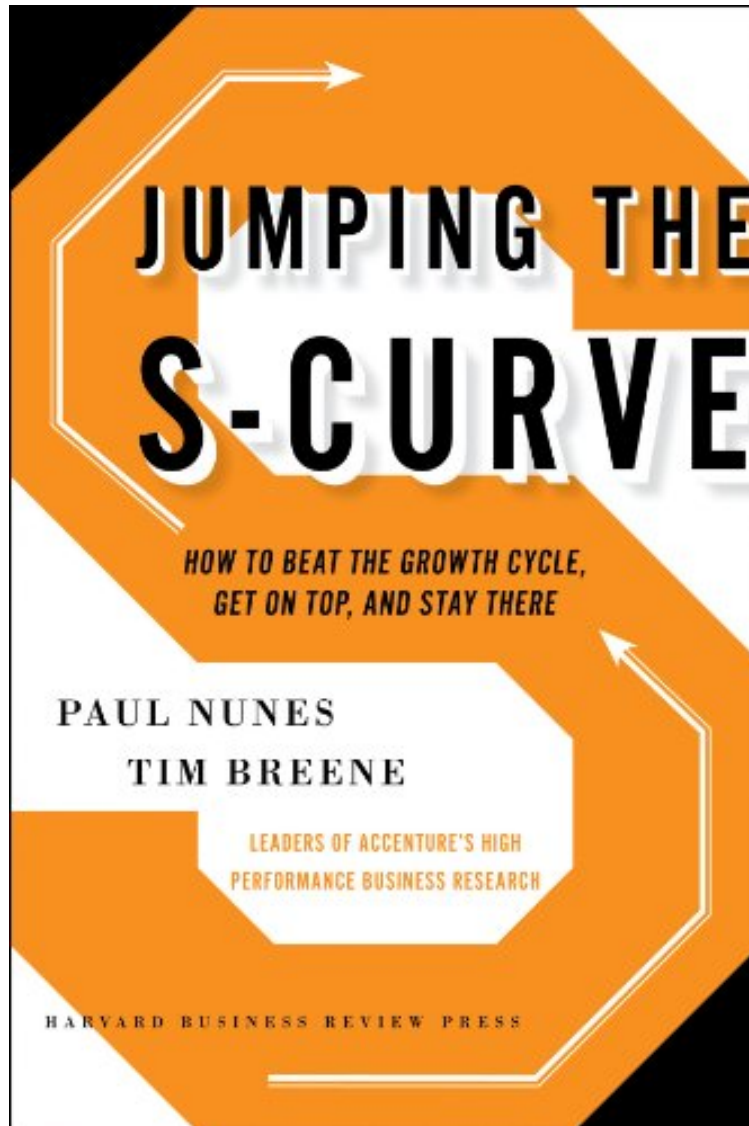


(Download free ebook) Jumping the S-Curve: How to Beat the Growth Cycle, Get on Top, and Stay There

## Jumping the S-Curve: How to Beat the Growth Cycle, Get on Top, and Stay There

*Paul F. Nunes, Tim Breene*

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**Paul F. Nunes, Tim Breene : Jumping the S-Curve: How to Beat the Growth Cycle, Get on Top, and Stay There** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Jumping the S-Curve: How to Beat the Growth Cycle, Get on Top, and Stay There:

0 of 0 people found the following review helpful. Interesting analysis -- mundane insightsBy Grandon GrayI gave three stars for original research. The suggestions, however felt cliché and very little new thoughts on HOW to differentiate resonated with me. "Become a hothouse for talent..." Yeah, but how?5 of 6 people found the following

review helpful. How to keep a company thriving indefinitely

By John Gibbs

Company performance typically follows a predictable S-Curve trajectory, starting slowly, then accelerating rapidly, and then tapering off. Most companies then fade into oblivion, but high performance companies manage to jump from one S-curve to another, according to Paul Nunes and Tim Breen in this book. The book is based on research by Accenture on more than 800 companies, approximately 10% of which were identified as high performance companies based on a range of financial metrics. The authors' research revealed a number of surprising results, including:

- \* High performance is still possible in a highly competitive or mature market.
- \* Being the biggest is not a requirement for high performance.
- \* It is possible to have high growth and high profits at the same time.

So how do you find an S-Curve and jump onto it? To climb a curve, you must first identify a Big Enough Market Insight, which has potential to bring significant financial rewards. Next, you must develop a threshold competence, which is sufficient to get customers to purchase the new product or service. Next, operations must be expanded to a substantial scale quickly enough to pre-empt competitors. To jump from one S-Curve to the next, you must monitor the market relevance of your offering (which declines before profits do), have your most talented employees focused on the next big thing, and grow a reserve of talent ready for the next big expansion. The authors' methodology has some similarities to that of Jim Collins, and they refer to his work in *Built to Last: Successful Habits of Visionary Companies* and *Good to Great: Why Some Companies Make the Leap... and Others Don't* a number of times. However, I felt when reading the book that the authors were making bald assertions and asking me to take it on faith that these assertions were derived from the research. I was unable to get a feel for the strength with which any particular proposition was supported by the data. The appendix describes the methodology but not the data. As is often the case with Kindle books, many of the figures were illegible, although this did not detract significantly from the content of the book as a whole. In my view this book makes a useful contribution to the field of corporate strategy, and I recommend it for any manager who is currently caught in the declining part of an S-Curve.

0 of 1 people found the following review helpful. Thoughtful

By Jim Estill

The authors are leaders of Accenture's high performance Business Research. Presumably this gives them insights into what makes companies successful. The S curve describes the cycle the most companies go through - level, increasing growth then a tailing off. The thesis is if you can get another S happening as the previous S is leveling, then you can get continual growth. The book provokes thought by describing the problem companies face with growth. It is not a how to book. The how to is left to the executive reading the book. In my opinion, this is good compared to the many authors who have simple quick fixes. But all company situations are not the same. One challenge of course is defining success. The book points out that there are 3 S curves - Financial, Distinctive Capability and Talent. Each of these curves progress at different rates and they also can be different magnitudes. I would argue that there are other curves like size and competition or market. The authors agree that the complexities of business preclude over simplification. There are many moving parts to a successful business. I liked that the book talked about scaling businesses. I often see failure points as businesses grow. Jumping the S Curve is well researched (13 pages of footnotes). I liked it because it matched what I intuitively know about growing a business.

Recently, some bestselling management books have focused on providing a recipe for greatness, while others have sought to unlock the secrets of long-term success. But a detailed analysis at the intersection of the two, one that explains how some companies manage to achieve repeated peaks of business performance, has been missing--until now. Accenture's Paul Nunes and Tim Breene have found that what matters is not just climbing your current S-curve, which is what you do to reach the top of a single successful business. Instead, they emphasize the equal importance of the moves you must make on the way to your next business; that is, making the jump to your future S-curve. Jumping the S-Curve reveals crucial insights for making such transitions, including:

- Why traditional strategic planning won't allow you to find the "big-enough" market insights that are critical to superior performance
- Why your top team must be refreshed before performance starts to wane
- Why you need much more talent than you think, especially "serious talent" that will find you worthy of their time

Filled with original practical advice, *Jumping the S-Curve* demystifies how companies can thrive with one successful business after another, through both good times and bad.

"This is an excellent training manual for leaders of both large and small companies." - Fort Worth Star Telegram